



澳門博彩控股有限公司
SJM HOLDINGS LIMITED

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



2021

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

About Us

SJM Holdings Limited (“SJMH” or the “Company”) is a leading owner, operator and developer of casinos and integrated entertainment resorts in Macau. Our principal subsidiary SJM Resorts, S.A. (“SJM”) is one of the six concessionaries in Macau authorised by the Government of the Macau Special Administrative Region to operate casinos and gaming areas.

SJM owns and operates the Grand Lisboa Palace Resort (“Grand Lisboa Palace” or “GLP”) and the Grand Lisboa Hotel and Casino. SJM also owns the Sofitel Macau At Ponte 16 and operates the Jai Alai Hotel as well as casinos located in prime locations on the Macau Peninsula and Taipa. SJM’s operations cater to a wide spectrum of patrons, with hospitality services and leisure activities including hotel accommodation, dining, retail, table gaming and slot machines.

The Grand Lisboa Palace, SJM’s integrated resort in Cotai, opened its doors to the public on 30 July 2021. In the initial phase opening, the resort offers luxury hotel rooms and suites, fine and casual dining, gaming, shopping, wellness and spa facilities and events spaces. THE KARL LAGERFELD hotel tower was added to the resort’s diversified offerings on 3 December 2021. Additional features to be inaugurated include the hotel tower Palazzo Versace Macau, as well as more facilities for meetings and conferences, shopping and dining.

Our commitment to good corporate citizenship is summarised by the motto “From society to society”. Of paramount importance among our core values are the concern for the well-being of our employees and patrons, full compliance with applicable regulations, respect for the environment and support for the local community.



SJM’s Grand Lisboa Palace Resort houses the largest collection of locally commissioned artworks in any hotel or integrated resort in Macau, offering visitors a taste of the city’s vibrant art scene through featured works by young and established local artists. The collection exemplifies SJM’s commitment to honouring its local roots by promoting creative and cultural activities in Macau.

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Paradise – Grand Lisboa Palace
Eric Fok
Location: West lobby, Grand Lisboa Palace



Message from Our Chairman

Dear valued stakeholders,

On behalf of the Board of Directors, I am pleased to present our second standalone Environmental, Social and Governance (“ESG”) Report for the financial year ended 31 December 2021. Despite the ripple effect of the COVID-19 pandemic still impacting the world in 2021, SJM’s commitment to our ESG programme has continued throughout our business. During the reporting year, we have made solid progress in seeking many sustainability achievements and we will continue to weave sustainability into the corporate culture of our business.

Persevere in Adversity

“From society to society”, the value our Founder the late Dr. Stanley Ho placed on our business operations, has always been interwoven with the commitment to doing well by doing good. We continued to support the local community with no efforts spared amid the difficult times induced by COVID-19. In addition to donations that financially support charities, we fervently acted in response to the government’s call to promote the vaccination programme, while our volunteers also helped in the mass nucleic acid testing.

The Key to Sustainability

Since 2020, we have introduced a sustainability governance structure with the establishment of the Sustainability Steering Committee, to ensure the Board can effectively oversee and regularly get updates on all ESG matters across the Group. Five ESG working teams have been appointed to support the day-to-day execution and management of ESG action plans.

We have also taken a deeper dive into how to align ourselves with the United Nations Sustainable Development Goals (“SDGs”). Being recognised as a Certified Sustainable Development Corporation by the World Institute of Sustainable Development Planners, we have benchmarked our sustainability strategy and objectives against the five primary SDGs that were identified as most relevant to our business, and incorporated the global sustainability vision into how we define our ESG goals and targets and the way we commit to operating.

Climate Action

Under the grand “30.60” carbon peak and neutrality goals of China, the Macao SAR Second Five-Year Plan on Economic and Social Development from 2021 to 2025 emphasised its determination to achieve a carbon peak by 2030. As a group that has been intently committed to environmental sustainability and empowering its business with lower-carbon innovations, SJM has scrupulously promoted energy saving and green measures that decarbonise its operations and facilitate its orderly transition towards net zero.

Reinforcement of Patriotism

Through dedicated efforts of the whole country, China has been recovering remarkably from the pandemic and joined together in celebration of the 100th Anniversary of the Communist Party. Under the leadership of the Central Government, Macau has firmly adhered to the general principle of “remaining confident, coming together in solidarity, adopting a science-based approach, and taking targeted measures” in the fight against the virus. SJM, as one of the leading enterprises in Macau, is dedicated to furthering our efforts in promoting and educating the younger generations about the great developing journey of our Motherland and learning from her legendary stories.

Epilogue

As we look into the latest developments in the pandemic and continue our vision of helping Macau to develop its tourism, entertainment and hospitality destinations, we are unswervingly integrating ESG into our operation decisions and developing our resilience to create long-term value for not only our shareholders and team members, but also our stakeholders and the local community.

We value our stakeholders’ feedback as an important inspiration and motivation for our improvements in every sustainability aspect. We welcome all readers’ suggestions in giving us more insights and helping us shape a more prosperous, harmonious, healthy and sustainable Macau. We are looking forward to sharing our next steps and sustainability achievements in our future reports.

Ho Chiu Fung, Daisy

Chairman and Executive Director
Hong Kong, 3 May 2022

2021 MAJOR EVENTS & PERFORMANCES

Major Events



1



2



9



10

- February** 1. SJM Lion Dance welcomes the Year of the Ox
- April** 2. SJM hosts a sharing session on the spirit of Two Sessions for staff members
- May** 3. SJM Holdings Limited completes pioneering dual issue in the Macau bond market
- 4. Annual General Meeting of SJM Holdings Limited
- June** 5. Name change of Sociedade de Jogos de Macau, S.A. to SJM Resorts, S.A.
- 6. SJM launches "Vaccination Encouragement Programme" for staff and their families
- 7. SJM wins second place in 2021 Macao International Dragon Boat Races
- July** 8. Live broadcast of "The 100th anniversary of the founding of the Communist Party of China" programme to staff members
- 9. SJM presents "Art · Creation · New Ambience" exhibitions in support of "Art Macao"
- 10. First phase opening of Grand Lisboa Palace Resort Macau
- 11. Title sponsor of the SJM Cup – 9th Macau Wushu Festival & Macau Martial Arts Competition



- | | |
|------------------|---|
| August | 12. 17 th Annual SJM Scholarship Awards |
| September | 13. SJM launches “Visit Macau – Explore New Landmarks” destination video |
| October | 14. Celebrating the 72 nd anniversary of the founding of the People’s Republic of China |
| November | 15. Title sponsor of the SJM Formula 4 Macau Grand Prix
16. SJM offers its dredging vessel as venue for the Coastal Rock Concert at the “hush! 2021 Concerts”
17. SJM rolls out Macau’s first public outreach vaccination event at Grand Lisboa in collaboration with Macao Health Bureau |
| December | 18. First phase opening of THE KARL LAGERFELD hotel tower at Grand Lisboa Palace Resort
19. Title sponsor of the 2021 CTA Tour SJM Professional Finals (Macau) and National Tennis Championships |

Awards and Certifications

In 2021, the Group received numerous awards in recognition of its business success and sustainability efforts:

- The Group's Chairman Ms. Daisy Ho was awarded the Bronze Bauhinia Star by the Government of the Hong Kong Special Administrative Region



- SJM was recognised as a Certified Sustainable Development Corporation for its commitment in taking action in support of the five selected SDG principles. The certificate was awarded by World Institute of Sustainable Development Planners and supported by UNESCO Hong Kong Association and Hong Kong Institute of Education for Sustainable Development.



- Human Resources Magazine Asia Recruitment Awards – Best Local Recruitment Strategy Bronze Award
- 2021 Outstanding Disabled Employees and Talent Recognizing Employer Award Program – Appreciation Certification
- Breastfeeding-friendly Workplace – Appreciation Certification

SJM Resorts, S.A.

- Leading 9+2 Greater Bay Area Navigation Award by the Hong Kong Ta Kung Wen Wei Media Group



- 7th Macau European Chamber of Commerce Award for EuroExcellence in Luxury



Grand Lisboa Palace Resort Macau

- 2021 Trip.com Annual Award Strategy Award of the Year
- Voyage Best Hotel & Resort Value Award 2021 Best Newly Opened Hotel - Grand Lisboa Palace Macau Hotel Tower



Mesa, Grand Lisboa Palace Resort

- China's Wine List of the Year Awards 2021 - 3-Glass Award



Grand Lisboa Hotel

- Macao Green Hotel Award 2019-2021 - Silver Award
- Forbes Travel Guide 2021
 - Five-Star Award for both Hotel and The Spa at Grand Lisboa
- China's Wine list of the Year Awards 2021
 - Best Hotel Group Wine List - Outstanding
 - Best Luxury Fine Wine Cellar List
- Voyage Best Hotel & Resort Value Award 2021 - Best Luxury Hotel
- Metropolitan Hotel Awards 2021 - Best Hotel of the Year
- Hotels.com - Loved by Guests award 2021 (9/10 point)
- SpaChina Awards 2021
 - Grand Jury Award of the Year



Robuchon au Dôme, Grand Lisboa

- MICHELIN Guide Hong Kong Macau 2022
 - Three Michelin Stars
- Forbes Travel Guide 2021 - Five-Star Award
- 2021 Black Pearl Restaurant Guide - Three Diamonds
- China's Wine List of the Year Awards 2021
 - Hall of Fame
 - 3-Glass Award
- Wine Spectator 2021 - Grand Award
- Star Wine List 2021
 - Grand Prix
 - Best Austrian Wine List
- World of Fine Wine - Champions' League Best Dessert & Fortified Wine List Selection 2021
- Trip.com Gourmet List 2021 - Diamond Restaurant
- Opinionated About Dining Top 100+ Asia Restaurants 2021 - No. 6
- Elite Traveler 2021
 - Gold Design
 - Silver Menu
 - Bronze Facilities
- The Best of the Best MASTERCHEF Recommendation Restaurant 2021
- Hong Kong Tatler Best Restaurants in Hong Kong and Macau 2021
- South China Morning Post 100 Top Tables 2021
- U Magazine Favourite Food Awards 2021
 - My Favourite Hotel Restaurant in Macau



The Eight, Grand Lisboa

- MICHELIN Guide Hong Kong Macau 2022
– Three Michelin Stars
- Forbes Travel Guide 2021 – Five-Star Award
- 2021 Black Pearl Restaurant Guide – One Diamond
- China’s Wine List of the Year Awards 2021
– 3-Glass Award
- Trip.com Gourmet List 2021 – Platinum Restaurant
- Opinionated About Dining
Top 100+ Asia Restaurants 2021 – No. 10
- The Best of the Best MASTERCHEF
Top 10 Recommendation Restaurant 2021
- Hong Kong Tatler Best Restaurants in Hong Kong and Macau 2021
- South China Morning Post 100 Top Tables 2021



The Kitchen, Grand Lisboa

- MICHELIN Guide Hong Kong Macau 2022
– One Michelin Star
- 2021 Black Pearl Restaurant Guide – One Diamond
- China’s Wine List of the Year Awards 2021
– 3-Glass Award
- Wine Spectator 2021 – Best of Award of Excellence
- Trip.com Gourmet List 2021 – Platinum Restaurant
- South China Morning Post 100 Top Tables 2021
- iFood Award 2021 – Best Hotel Restaurant



Casa Don Alfonso, Grand Lisboa

- China’s Wine List of the Year Awards 2021
– 3-Glass Award
- Wine Spectator 2021 – Grand Award
- Opinionated About Dining
Top 100+ Asia Restaurants 2021 – No. 64
- The Best of the Best MASTERCHEF
Recommendation Restaurant 2021

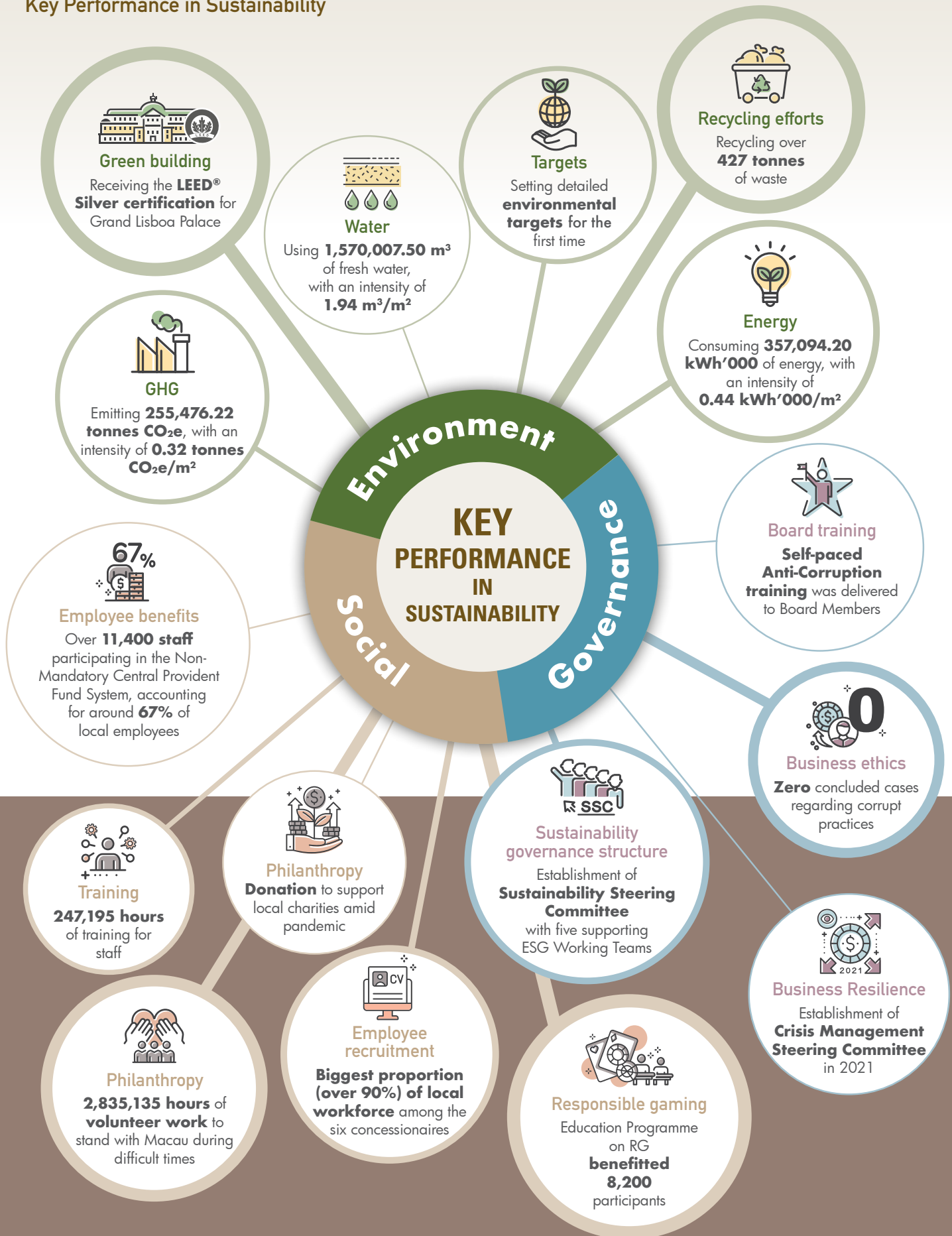


Sofitel Macau at Ponte 16

- Macao Green Hotel Award 2020–2022
– Bronze Award
- Voyage Best Hotel & Resort Value Award 2021
– Best Resort Hotel
- 21st Golden Horse Awards of China
– Best Excellent Service Hotel of China



Key Performance in Sustainability





Auspicious Stars Shining Over Macao
Ung Vai Meng
Location: East lobby, Grand Lisboa Palace

SUSTAINABILITY AT SJMH

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



“Employee Wellness”

SJM is committed to building an excellent workplace which safeguard both physical and psychological healthful of all staff.

GOVERNANCE & ETHICS



“Ethical Business”

SJM is committed to business with purpose which meets the expectations of authorities, customers, and other stakeholders along the value chain.

PEOPLE

CONERSTONE OF OUR COMMUNITY



“From Society To Society”

SJM is committed to creating a positive impact on local communities by contributing to nine focus areas.

COMMUNITY

GOVERNANCE

Sustainability Steering Committee with five dedicated Working Teams

STRATEGY

Targets instructed by DSPA and the SJMH Sustainability Policy

TARGETS

SDGs and internal KPIs

PLANET

STEWARDSHIP OF OUR PLANET



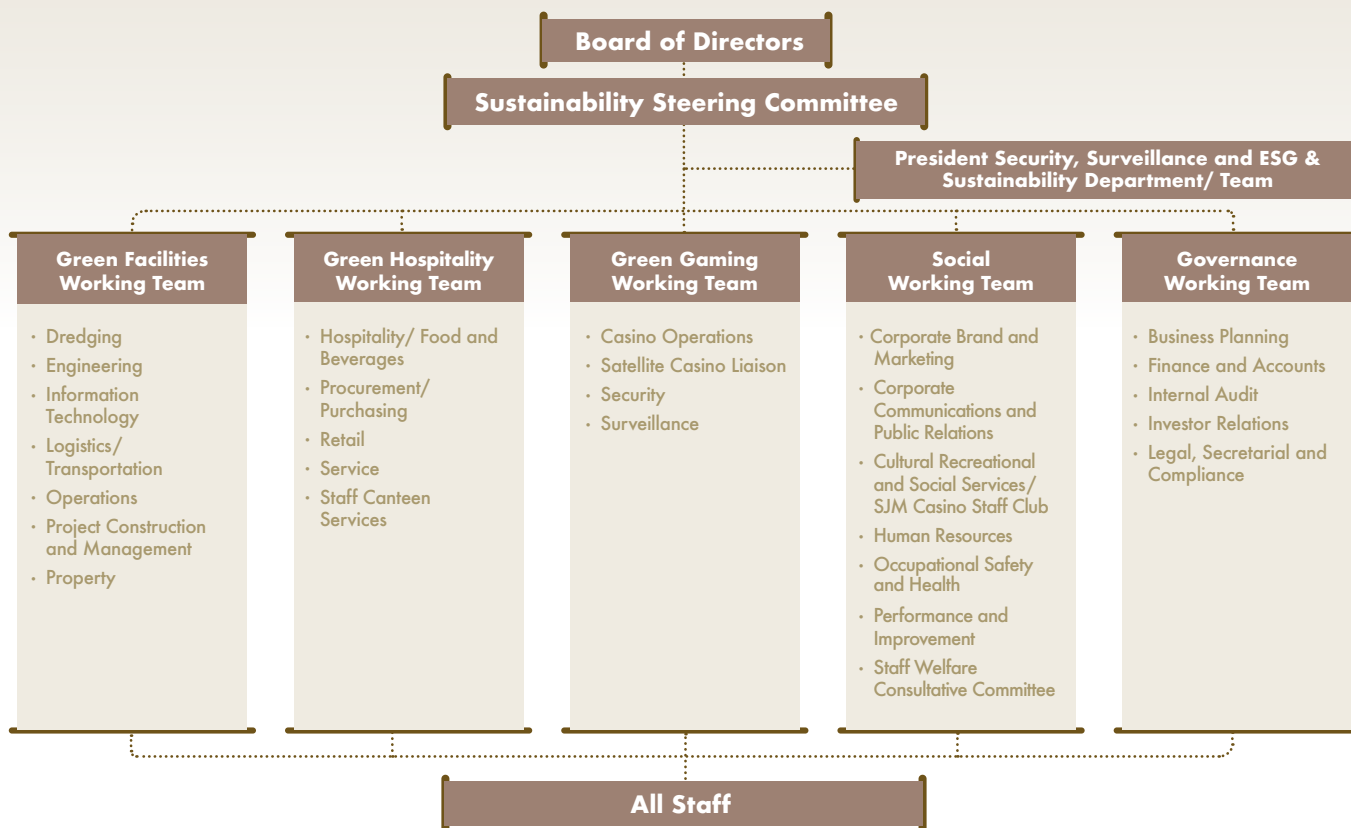
“Green Facilities, Green Hospitality, Green Gaming”

SJM is committed to minimizing its environmental impacts by promoting sustainable business practices with eco-friendly innovations

Sustainability Governance and Management

A robust governance structure and management approach to sustainability is foundational to the Group in boosting a strong momentum to seek business development while advancing its fulfilment of environmental and social responsibilities. To this end, the Group implemented a top-down governance system that manages its policy communication and implementation, thereby efficiently delivering its sustainability commitment to the environment, the local community and the stakeholders who work at, and visit, the Group’s hotels and gaming operations.





Beginning at the highest level of SJMH, the overall responsibility of sustainability management is under the purview of SJMH’s Board of Directors (the “Board”). SJMH’s Board members are responsible for providing vision and direction for the Group’s corporate sustainability pillars, as well as overseeing its performance in these areas. Working with the Board, the Sustainability Steering Committee (the “Committee”), which is chaired by SJMH’s Chief Executive Officer (“CEO”) Dr. Ambrose So, supports and advises the Board in fulfilling its oversight responsibility in relation to Environmental, Social and Governance (“ESG”) matters of the Group, from Our Business Ethics, Our Planet to Our People and Our Community. A member of the Senior Management is appointed to direct the newly created Sustainability Department which is responsible for overseeing the implementation of ESG matters.

Having a steadfast commitment to effectively integrating the Group’s ESG considerations into daily operations, representatives of key business units are appointed to five ESG Working Teams to coordinate and execute sustainability works covering all relevant aspects. The Working Teams are responsible for executing action plans assigned by the Board and the Committee, as well as identifying and reporting any ESG risks or material ESG issues to the management regularly.

Sustainability Strategy

As a leading operator, owner and developer of integrated entertainment resorts in Macau, SJMH aspires to be a leader in sustainability across the industry. Seeing compliance as a minimal and foundational commitment, our basic strategy principally follows the sustainability requirements initiated by the Environmental Protection Bureau of the Macau SAR Government (“DSPA”), which is in line with the Central Government’s direction of environmental and social guidelines. On the environmental side, regular meetings are held with the DSPA, together with the other five gaming concessionaires, such that the government’s strategy on environmental protection can be briefed to all stakeholders in the gaming industry.

Fundamental to the Group’s sustainability strategy is the pledge to create value for all and continuous performance improvement based on the management of material ESG issues from within. The Group enacts and implements the “SJMH Sustainability Policy” as a guide to continually improve its operational efficiency and grow its capability in creating a more sustainable place for all.

SJM Sustainability Policy

Our Sustainability Policy is to preserve and enhance the well-being of our society for future generations. A three-pillar framework that upholds Green Facilities. Green Hospitality and Green Gaming as the foundation of our Environmental Protection commitment, with Social and Governance Working Team for the other sustainability core values is in place.

TO ACHIEVE OUR SUSTAINABILITY GOALS,
ALL SHOULD ENDEAVOR:

01

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



02

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



03

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



04

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



05

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



06

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



Our goals and targets

The core of the Group's sustainability strategy is to shape a sustainable future for all through joining the world's sustainability journey. The Group's commitment to delineating such a sustainable future is driven by the relentless benchmarking and supporting the United Nations SDGs, so as to facilitate the all-round contribution to global prosperity. Having been honoured as a Certified Sustainable Development Corporation by the World Institute of

Sustainable Development Planners, the Group is principally committed to the contribution of the five SDGs identified, while continuously supporting the rest with diverse actions. In assessing the Group's achievement of these targets, these indicators are continuously monitored and reviewed by the Board and the Committee on a yearly basis to ensure the Group's progress is on track.

Primary Goals



Protect health and well-being of employees

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



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

- Identify 5 areas of main training needs and conduct training covering at least 3 of those areas
- Ensure that more than 80% of staff receive the training they need
- Target for 90% pass rate of the courses run by the Performance Improvement Department
- Guarantee that average duration of training courses should be no less than 3 hours per employee



Create a fair, healthy and productive workplace

- Ensure diverse and inclusive working environment with zero incident of harassment or discrimination
- Support local requirement of fresh graduates and the elderly



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

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



Conserve resources through responsible and sustainable hospitality and operational practices

- Ensure that 100% of the Group's suppliers are bound by the Sustainable Procurement Policy
 - Ensure that 100% of spa related consumables are green driven
 - Increase the Group's spending on Green Purchase year on year
-

Secondary Goals



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



Provide employees with an healthy and nutritious diet



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



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



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



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



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



Contribute in actions to combat climate change and its impacts



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



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



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



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

Materiality Analysis and Topics

The Group believes that with finite resources, it should concentrate on the most material issues, so as to achieve the best performance. To this end, to ensure that the Board and the Committee are aware of and hold the Group itself to account and focus on the most material ESG issues in its strategies, policies, resources allocation and reporting, the Group evaluates, prioritises and manages material ESG-related issues and risks through a standardised materiality assessment process conducted by an independent consultant so as to ensure the objectivity of the results.

Defining Material Issues

In 2020, the Group commissioned a third-party consultant to conduct stakeholder engagement with its key internal and external stakeholders, including the management and employees of the Group, shareholders and investors, business partners, government and community partners, industry association, media and customers.

Taking a stepwise approach, the ESG priorities which are material to the Group's long-term value creation were identified through the following three steps:

MATERIALITY ASSESSMENT



IDENTIFICATION

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



PRIORITISATION

Internal and external stakeholders were invited to rank the importance of ESG topics to SJM's business, as well as to express their views on SJM's performance in these ESG matters, with over 1,300 survey responses received. Upon analysing and normalising the relative materiality among topics, seven ESG topics were identified as Tier-one material.



VALIDATION

The resulting list of material topics was validated and endorsed by the Board. Against the backdrop of the global pandemic, there was a rising concern on employment-related topics such as "Occupational safety and health" and "Employee wellness and engagement".

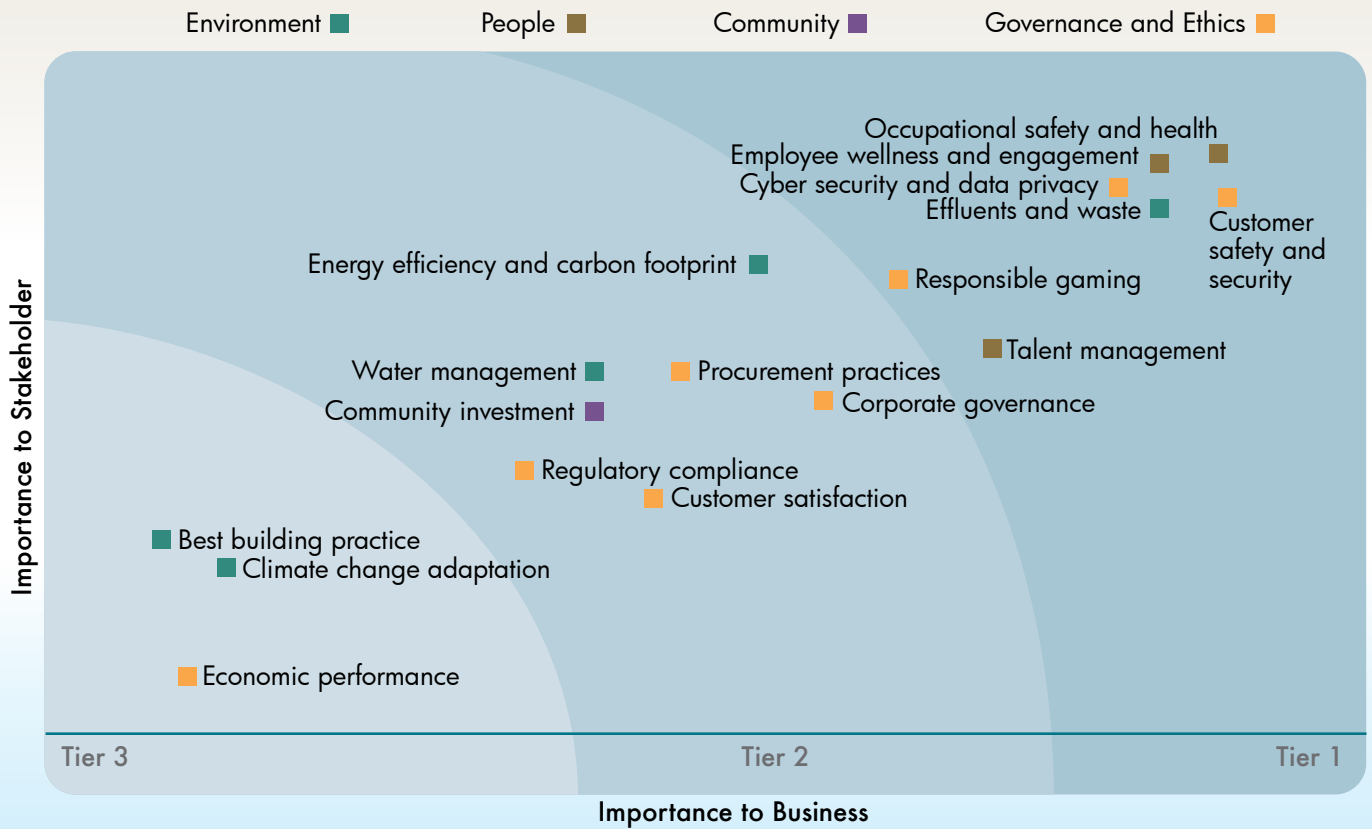
As a consistent framework for the implementation of sustainability strategies is vital to business continuity, the Board decided to continue to use the materiality analysis result from 2020 as guidance for continuous improvement work.

Material ESG Issues:

- 1) Occupational safety and health
- 2) Customer safety and security
- 3) Employee wellness and engagement
- 4) Cyber security and data privacy
- 5) Effluents and waste
- 6) Responsible gaming
- 7) Talent management



Materiality Matrix



The above matrix showed that seven ESG issues were identified as Tier 1 issues that require extra attention of the Group. In light of these, the Group is committed to focus more in these areas that matter most to its business and stakeholders.





Octagonal Pavilion Library

Cai Guo Jie

Location: VIP Reception, West Lobby, Grand Lisboa Palace

GOVERNANCE AND ETHICS

ETHICAL BUSINESS BEHAVIOUR



Our Management Approach

Ensuring ethical business practices is of paramount importance to the Group, especially when the Gaming Industry has certain impacts on the society that are of concern. To uphold high ethical standards throughout the operations, it is the Group's fundamental principle to ensure all individuals are respected while potential threats of illegal activities are mitigated. To extend its care and concern for people throughout the value chain, the Group focuses its management on these six specific areas to ensure businesses are operated ethically and legally, while enhancing its positive impacts on the communities as much as possible.

Responsible Gaming

Being one of the largest gaming operators in Macau, the Group realises its responsibility to vigorously promote the concept of responsible gaming ("RG") to its staff, their family members, residents and visitors.

RG Management

To manage RG-related issues comprehensively and effectively across the organisation, the SJM Responsible Gaming Working Group, which consists of representatives from the departments of Compliance Department, Performance Improvement Department ("PID"), Security, Gaming Operations, Electronic Gaming, Marketing and Human Resources, is established to coordinate all RG promotions, activities, training and measures in the Company for all staff and customers.

As a regular practice, RG ambassadors, who attend the annual RG training organised by the Working Group, are stationed at each SJM's casino to maintain and monitor the RG measures in the casinos, including both gaming floor and staff common areas, according to DICJ instruction in April 2019, and provide RG-related assistance to customers when necessary. Meanwhile, the RG measures are implemented and reported to the Working Group on a monthly basis. In addition, a survey of understanding employees' awareness of RG is conducted regularly as one of the means for the Group to adjust and optimise its RG promotion efforts.



- All casino promotional items carry RG messages
- Helpline stickers are affixed on slot machines to raise awareness



- The official RG kiosks are installed on the gaming floor of all SJM casinos where customers can obtain information

In order to promote RG information and provide counselling assistance, all SJM casinos are installed with a RG kiosk and Casino Grand Lisboa Palace has a RG station.

The Macau Gaming History Gallery located in Casino Lisboa has a SJM RG Corner comprised of RG funfair booths, to promote RG information to the visitors.

RG Educating Programme

To enhance staff awareness of RG, the Group provided relevant training to new recruits, frontline staff and Working Team members, with over 5,500 of them completing the training in 2021.

Together with Yat On Responsible Gambling Counselling Centre (“Yat On Centre”), an NGO that offers services for gambling disorder counselling, PID also organised RG promotions in 16 selected casinos on a monthly basis. During the educational events, RG knowledge and assistance channels in Macau were shared, while small gifts with RG helplines on them were given to staff. Over 2,700 participants benefited from these workshops in 2021.



External Accreditation

With all RG ambassadors completing internal RG training courses, some of them also possess Macau Responsible Gaming Advisor (“MRGA”) certification from a course organised and delivered by the Macau government. Meanwhile, the Group has also collaborated with the Hong Kong Institute of Education for Sustainable Development in offering its staff members a Proficiency Certificate Course “Sustainable Development in Macau Tourism, Leisure, Entertainment – Responsible Gaming” for a number of

years. In FY2021, 200 staff members completed the course and were awarded certificates in the RG Competition Award and Course Certificate Presentation Ceremony held on 30 November 2021.

Striving to build a prosperous, harmonious and healthy environment for Macau by fulfilling its corporate social responsibilities, the Group will continue to stay in line and cooperate with government policies and work closely with all sectors to actively promote RG.



Anti-Corruption and Anti-Money Laundering

As a reputable gaming concessionaire, the Group strongly supports the principles of ethical business practises and is committed to upholding the highest standards within the organisation. Strictly adhering to the relevant local laws and regulations in Macau and Hong Kong, including but not limited to the Prevention and Suppression of Bribery in the Private Sector (Macau Law No. 19/2009), the Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong) and the Prevention and Suppression of the Crimes of Money laundering and Terrorism (Macau Law No. 3/2017), the Group guarantees where it operates is free from bribery, extortion, fraud and money laundering related practices.

Code of Conduct

To reinforce its control over corruption or money laundering practices, the Group consistently engages its staff on its Policy on Bribery and Corruption and the Code of Conduct, which provide them with guidance on addressing situations of bribery and corruption, acceptance of gifts, and conflicts of interest. To ensure the Group’s internal policies and anti-crime efforts are properly enforced at all levels of business units, the Anti-Money Laundering Compliance Team is set up for dealing with all anti-money laundering-related matters that arise. Meanwhile, the Internal Audit Department, with support from the Gaming Inspection and Coordination Bureau of the Macau SAR Government (“DICJ”), regularly conducts compliance audits on anti-corruption and anti-money laundering, and reports to the Audit Committee on a periodic basis in the interest of compliance and effectiveness assessment.

Anti-Corruption and Anti-Money Laundering Training

Having zero tolerance for unethical business behaviours, the Group wants to ensure that all of its staff members understand, and are aware of the importance of, the Group's internal policies. To further enhance their awareness, continuous training and testing are provided to all relevant frontline and back-office staff members. In addition to the induction training provided to all new hires, experienced employees from different operation level are randomly selected for refresher tests on an annual basis to refresh memories and understanding of the policies.

In 2021, a total of 15,292 hours of anti-money laundering training were provided to SJM employees regarding the relevant laws and regulations, internal control procedures, indicators of suspicious activities and reporting channels. Anti-corruption training was also provided to SJMH directors to enhance their awareness and sensitivity towards such issues through the studying of anti-corruption materials published by the ICAC in Hong Kong and the CCAC in Macau.

Customer Satisfaction

As a resort operator with the longest history in Macau, providing its guests with luxurious experiences and making them feel like home is the core of the Group's business vision. As such, to guarantee its service quality, hygiene standards, environmental comfortability and safety, the Group implements a series of procedures and platforms as guidelines and tools for all staff. A systematic customer measurement system is in place for compiling the customer service scores, which results are used by the management team to improve the service experience.

Department-wise KPIs are established to ensure service quality and urge the improvement of staff performance as well. For instance, the Guestroom Access Policy is applicable to Security and Housekeeping Staff to safeguard hygiene and security standards for the guests' health and well-being.

Whistle Blowing Procedures

The Group adopts a whistle-blowing mechanism which allows all of its staff members to report any misconduct and money laundering activities which they consider suspicious or improper, without the fear of reprisal or unfair treatment. The Anti-Money Laundering Compliance Team and Internal Audit Department are respectively responsible for investigating the reported cases and reporting on any suspicious cases of money laundering to the Macau Financial Intelligence Office ("GIF"), and significant or alleged misconduct, malpractice or impropriety to the Audit Committee. Professional assistance from the Group's Legal Department will be provided when necessary. Any case proved to be in violations of the above-mentioned laws, regulations and policies may result in disciplinary actions, termination of contracts or even criminal prosecution and civil penalties depending on its severity.

Attributed to its unremitting efforts in upholding ethical business throughout its operations, the Group recorded zero concluded legal cases regarding corrupt practices brought against the Group or its employees during the reporting period. In the meantime, the Group was in compliance with the relevant laws and regulations that have a significant impact on the Group, relating to bribery, extortion, fraud and money laundering.

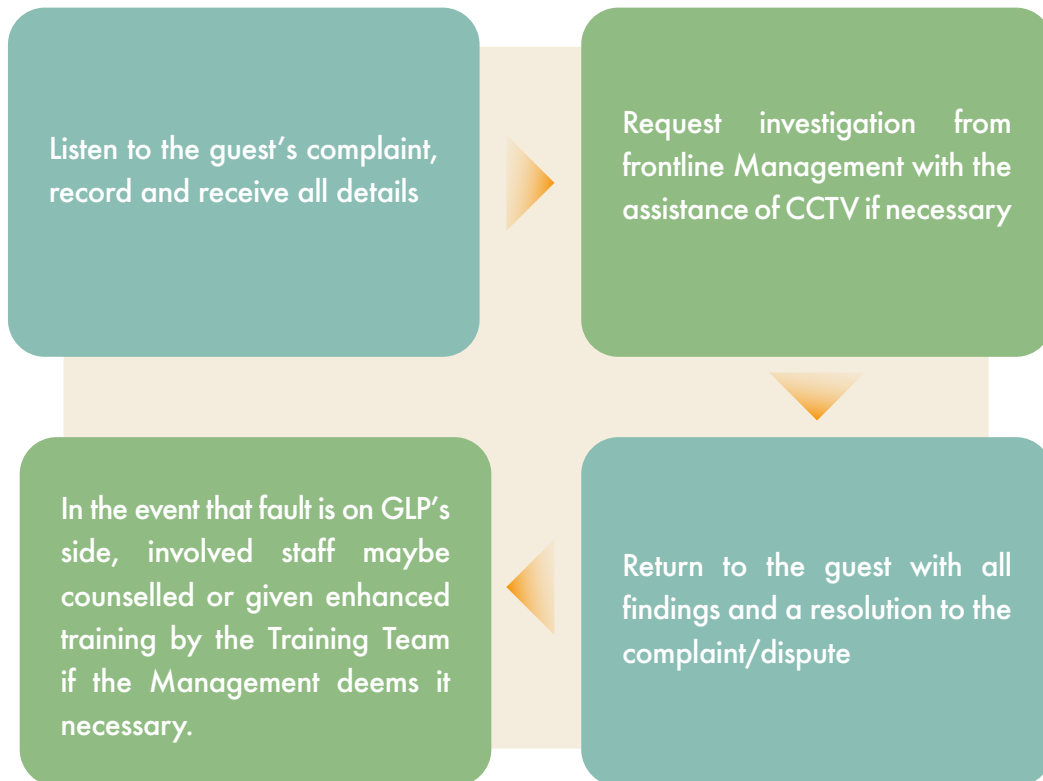
Meanwhile, to ensure smooth operations and quality service delivery, even during emergencies and adverse weather conditions, Emergency Contingency Plans are endorsed to standardise emergency handling actions, while a maintenance service contract has also been signed with the local diesel suppliers to secure diesel standby services under extreme weather events.

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

Complaint Handling

Reckoning that the satisfaction of its guests is its greatest motivation, the Group attaches great importance to the opinions and complaints from all of its guests. With a comprehensive complaint-handling mechanism in place at all operations, staff members are trained to ensure that all customers' complaints are handled in a timely and effective manner, responded and reviewed within an appropriate time frame.

At Grand Lisboa Palace, for example, in the event that a direct customer complaint (via email or other form) is received, investigation and direct communication with the guest are expected to be completed within 48 hours following the steps below.



During the year under review, the Group did not receive any substantial complaints related to its products and services that caused significant influence on the Group's business.

15,292 hours
of Anti-money laundering training
To employees in 2021



More than **8,200 stakeholders**
benefitted in 2021 from Responsible Gaming
training



Customer Safety and Security

The health, safety and wellbeing of guests and staff is of paramount importance to the Group, and has never been more critical to the Group since the outbreak of COVID-19. In response to the government's policies in strengthening preventive measures, the Group tightened access control for all staff and guests entering its premises with more extensive checks of the Health Code. Meanwhile, striving to contribute to pandemic control in Macau, the Group encouraged its staff to get vaccinated. As 2021, the vaccination rate of its staff stood at over 90%. Regarding the minority of staff who cannot get vaccinated due to health issues, the Group enacted stricter access control on them to safeguard a health and secure workplace for all.

Case study

To cooperate with the Government's avocation for nucleic acid test, sampling sites have been in operation at Grand Lisboa & Grand Lisboa Palace since 30 September 2020 and 30 November 2021, respectively.

Both of the sampling sites have reached an average of 550 persons (Grand Lisboa) and 100 persons (Grand Lisboa Palace) daily.

More pandemic support-related actions can be found in the section "Aid during the pandemic".

In the meantime, to safeguard the lives and property all guests and employees at the Group's premises, a comprehensive surveillance and security system is deployed. In particular, metal detectors with audible alarms are installed to prevent weapons being brought into the casinos, while CCTV systems with high-definition cameras are in place to monitor the entire premises. Electronic lock systems are also adopted to provide access control of various places in the premises. In addition, an advanced fire alert system is established to detect fires and prevent damage to the properties. To raise internal awareness of fire prevention for all staff, related training and emergency drills are arranged annually.

Case study

Before the grand opening of the GLP, a series of seminars and drills were arranged to ensure all staff acquire the emergency response skills. As of the second quarter of 2021, over 600 staff received such training in managing fire preventive measures and evacuation routes in GLP. On 26 July 2021, 216 staff members from all departments participated in the fire drill co-conducted with the Fire Service Department, while 65 employees were trained to use fire extinguishers properly on 17 September 2021.



Acknowledging that quick response is essential to the health and safety for all, the Group guarantees that onsite clinics are opened 24/7. As over 30% of security officers have undertaken first-aid training and are certified first-aiders, the Group enables professional medical treatment to be performed in a timely manner in case of any emergencies.

As food and beverages are served in the Group’s casinos and hotels, maintaining stringent food quality and safety is vital to the Group’s business. The food safety management system of GLP is designed based on the Hazard Analysis and Critical Control Point (“HACCP”) system to which employees are required to adhere. Kitchen staff are trained on food safety and environmental hygiene, while regular inspections of kitchens are conducted to ensure high standards of hygiene during food processing and storage. The Group aims to introduce the HACCP Standards in all Food Related Areas with the Goal of Seeking Full Accreditation by the end of 2022 or early 2023.

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

Cybersecurity and Data Privacy

Maintaining data privacy and protecting against cybercrime is a critical facet of promoting the operational integrity of the Group, business partners and guests. As such, the Group remains steadfastly dedicated to all areas of cybersecurity and has elaborate measures in place to provide protection.

To effectively protect the Group’s IT assets, as well as the data collected in the course of business, in 2021, SJM’s Cyber Security Office was reorganised and expanded in order to strengthen the workforce to handle cyber security operations and risk analysis and management, which are part of the requirements of Macau Cyber Security Law. The Cyber Security Office has established a Security Operations Centre which is responsible for monitoring and analysing detected security events and alerts according to the Cyber Security Incident Response Plan, a guideline with procedures for the Group’s users to follow in the event of a Cyber Security Incident. A Vulnerability Management Program is also implemented to identify the exposure to vulnerabilities and the corresponding risk factors of the Group’s IT assets and provides overviews and recommendations to remediate the risks. Furthermore, a Data Loss Prevention Program is also set up to monitor and prevent sensitive data from being sent out of the company.

In 2021, we upgraded our

Cyber Security Office

to protect our customers’ assets and private data



Only necessary and non-excessive personal information is collected by the Group. Personal information collection statements are provided prior to any information collection from the customers, to clearly convey the purpose and use of such information. The Group implements proper data protection and user access control policies to ensure the data is stored securely and only authorised personnel can gain access to the data. Safeguarding customer data is always one of the Group’s top priorities.

In 2021, the Cyber Security Office completed the first Basic Vulnerability Risk Assessment Report for the Group, and submitted it to the Macau Cyber Security Incident Alert and Response Centre, as required by the Macau Cyber Security Law.

No significant cyber security incidents, data breaches nor related substantiated complaints occurred during the Reporting Period.

By the end of 2021,

90% of our employees are vaccinated against COVID-19

for the protection of themselves and our guests



Responsible Supply Chain

Given the extensiveness of its business activities, the Group recognises that its sustainability commitment would not be completed without responsible supply chain management, which extends its care to the environment and communities along the value chain.

Sustainable Procurement

Dedicated to encourage its business partners and suppliers in creating a responsible value chain together, sustainable procurement has been an integral principle of the procurement philosophy of the Group. To systematically enforce this concept throughout the operations of the Group, such principle has evolved into a standard Sustainable Procurement Policy which was formally endorsed in November 2021 to be applicable across all properties in the Group.

The Policy sets forth the Group's priorities on supporting local enterprises as well as engaging in sustainable sourcing together with end users and suppliers. The Group's

commitment to supporting local enterprises is evidenced by it maintaining an 80% rate of awarded suppliers from locals throughout 2021.

The Procurement Team, which is represented in the SJM Sustainability Steering Committee, is fully abreast of the Group's sustainability strategies and is accountable for the implementation of such strategies by working with users and suppliers. The Team's commitment to working with users on considering sustainable solutions is stipulated by relative SOPs as a standard sourcing practice, where vendors are encouraged to propose optional sustainable solutions in addition to the solutions requested for wider evaluation and adoption.

To ensure consistent application of the Group's sustainable procurement philosophy across the whole Group, procurement strategies and standardized processes are seamlessly adopted to all Properties and Business Units such that the Group's corporate Sustainability Objectives can be holistically achieved.

2021 SUSTAINABLE PROCUREMENT POLICY



Procurement practices play a vital role in supporting SJM Resorts, S.A. in delivering its corporate Sustainability commitments, which are clearly stated in the SJM Sustainability Policy.

We have set ourselves sustainable procurement priorities to achieve, and have developed procurement approaches aiming at realistically and effectively achieving them.

Our priorities center around supporting local small and medium sized enterprises to become important contributors to the local economy by providing them with opportunities to grow as our business partners; we further seek to source green by working with suppliers and SJM Resorts, S.A. Operations to purchase services and products which are eco-friendly, to fulfill our social responsibility of saving the environment.

It is therefore paramount that key stakeholders take into consideration these priorities and approaches whilst driving along the end to end procurement process.

More than
MOP 21,000,000
 was spent on
 green purchases since 2020



Green Procurement

As a critical part of the Group’s sustainable procurement commitment, the Group is dedicated to work with its suppliers in promoting green procurement to mitigate the most significant environmental impacts by sourcing from green origins. The Group’s Procurement Team invites suppliers to give green alternatives when departments define technical specifications in purchasing. Through encouraging suppliers to propose equivalent green alternatives, if they are comparable in their terms, the Group will select the option with less environmental impact along the value chain.

Departments are encouraged to use eco-friendly materials and source from suppliers with certification or accreditation under “green categorisation” themselves, including being ISO 14001 certified. To minimise its environmental impacts, the Group aims to have all spa-related consumables are green driven by ensuring their packaging being biodegradable. For the spa and hair services at GLP, a significant effort has been made to identify amenities and packaging, as well as retail and professional spa products that are sustainable, and are all Cruelty-Free and do not contain any animal ingredients. Since January 2020, the Group has spent over MOP21,000,000 on green purchases, of which more than MOP18,000,000 was spent in 2021.

Case study

The Group’s two new hotel towers at Grand Lisboa Palace Resort Macau - Grand Lisboa Palace and THE KARL LAGERFELD were opened in July and December 2021 respectively and have embarked on 100% rPET bottled water program in the hotels and Casino from the first day of operation. Other properties, namely Grand Lisboa Hotel and Casino, Jai Alai Hotel and Casino Oceanus at Jai Alai, have also switched to rPET water bottles since the last quarter of 2021.

Supplier Engagement

As a responsible corporate citizen, the Group is committed to fostering environmentally and socially responsible practices throughout its supply chain. As such, the Group is particularly concerned with supplier evaluation and selection. Screening and selection of suppliers are based on technical and commercial considerations, while sustainable value will be the key consideration when candidates are on absolute competitive basis.

The Group also targets at developing initiatives in 2022 to manage suppliers’ performance in order to mitigate potential environmental and social risks arising out from supplier underperformance. Meanwhile, the Procurement Team of the Group pays attention and alerts all of its suppliers to comply with the relevant laws and regulations in Macau.

In the meantime, for specific food suppliers, the Procurement Team is practising ongoing regular tracking process to ensure that continuous improvement actions are taken against critical performance dimensions, such as hygiene.

During 2021 when the above procurement principles are implemented, and applied to 100% to its key suppliers the Group was in stable partnerships and communication with its suppliers and have not recorded any material delays or disruptions of supply during the reporting year.

Geographical region	Number of suppliers
Macau	1,359
Hong Kong	292
Mainland China	34
Other country/region	68

Crisis Management and Business Continuity

Public Health Risks

The global spread of the pandemic and the instability of the macro-economy have made the business world realise that strong corporate resilience and adaptive crisis management are crucial to the successful long-term development of an enterprise. As a leading integrated entertainment business in Macau, despite a reduced scale commensurate with overall visitation to Macau during the pandemic, the Group continued its business with strengthened preventive measures and stringent checking of Health Codes.

SJM has been in full support and compliance with the Macau Government's pandemic preventive measures and has assisted the government in disseminating precautionary messages via its AV screens, both external and inside the premises. Special COVID-19 Crisis Management Action Groups were formed and joined by relevant departments, to respond to the latest development of the pandemic, from purchasing masks and anti-epidemic supplies, to rolling out preventive measures that protect its employees and guests.

Environmental Risks

With experience in supporting the community during the pandemic and previous disastrous events like Typhoon Hato, the Group never hesitates to share its views with other entities to inspire reflections on the prominence of environmental

crisis in this era and foster new solutions and opportunities to crisis management and collaboration, opening a new mindset on resilience and business continuity.

Compliance Risks

To ensure all ESG-related risks including climate risks are well-considered and integrated into the Group's operations, the Risk Management Committee has established a framework for assessing and monitoring risks under the assistance of a third-party consultant, and maintained a risk register for the Group. The Committee will continue to keep the Board informed of significant emerging ESG risks, and guide the Group in making decisions that would help foster a sustainable city that is healthy, harmonious and prosperous.

In 2021, a Crisis Management Steering Committee was set up to direct the management of crisis that happens in all SJM Resorts. Under the initiative of the committee, an over-arching contingency plan, consisting of 25 Emergency Contingency Plans, was developed for handling various kinds of crisis, ranging from natural disasters to medical emergency, from act of terrorism to illegal activities.

For more details of SJM's corporate governance and risk management approaches, please refer to the Corporate Governance Report in the SJMH 2021 Annual Report.

Our Accomplishments

- Educating more than 8,000 staff about Responsible Gaming
- Achieving zero concluded cases with regards to bribery, extortion, fraud and money laundering practices
- Arranging more than 15,000 hours of anti-money laundering training for staff
- Organising self-paced anti-corruption training for SJMH directors
- Receiving zero significant substantiated customer complaints
- Affirming zero cyber security incidents, data breaches nor related substantiated complaints
- Enacting Sustainable Procurement Policy in 2021
- Maintaining 80% of awarded suppliers being local suppliers
- Spending over MOP21 million on green procurement
- Establishment of Crisis Management Steering Committee in 2021

STEWARDSHIP OF OUR PLANET



Our Strategy

Environmental sustainability is a cornerstone for the Group's business and a strategic imperative as the Group continues to develop its entertainment complex business and manage their ongoing operations. To this end, the Group has formalised three green pillars namely Green Facilities, Green Hospitality and Green Gaming, as one of its corporate responsibility platforms to realise its commitment to protecting the planet and reducing its environmental impacts in all operating areas.

Taking a step further, while the Group prioritises the strict compliance with the environmental requirements set forth by the Environmental Protection Bureau of the Macau SAR Government ("DSPA"), it has also put extra efforts on advancing its environmental performance under an overarching strategy. Specific policies, actions and targets are undertaken under each green pillar, such that environmentally responsible considerations can be integrated in the Group's day-to-day business operations. Continuous refinement of objectives, performance monitoring and reporting are carried out according to the Group's sustainability governance and management structure.

Aim

To advance to higher levels in environmental management, in compliance with regulatory requirements set forth by DSPA and The Stock Exchange of Hong Kong

Targets, Monitoring and Reporting

Green Facilities (Engineering, Property & Operations)	Green Hospitality (Hospitality, Procurement)	Green Gaming (Casino Operations / Satellite Casino Liaison)
Crafting a hardware environment that supports energy and water-efficient, low-carbon and environmentally responsible practices, and facilitates proper waste recycling	Creating sustainable customer experience that promotes waste minimisation and adopts environment-friendly alternatives	Operating casinos in a “wasteless” and sustainable manner, exchanging best practices with other gaming concessionaires, and promoting to satellite casinos

Sustainability Governance & Stakeholder Engagement

Considering its business nature and the significant environmental impacts that its business may cause, the Group has been closely working with the Macau Government cum Macau Gaming Concessionaires Environment Task Force established by DSPA to facilitate joint efforts in areas such as:




Reduce waste at source



Recycling categorisation



Audit carbon emission and waste



More use of renewable energy



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

Green Facilities

SJM's aspiration is to develop and operate world-class, sustainable and resilient integrated entertainment complexes in Macau. Upholding its philosophy of building for a sustainable future, the Group is committed to developing and enhancing its properties in line with green building principles from the aspects of energy efficiency, air quality, water conservation and waste management. In view of the gradual increase in the severity and concerns about the extreme weather events caused by climate change, the Group has also integrated climate resilience strategies into its property development.

Green Buildings

In support of its sustainability strategy, the Group's newest properties are designed for certification to internationally recognised standards, which guide the integration of sustainability features throughout the full building lifecycle.



Deployment of building and mechanical systems

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



Utilisation of air-conditioning systems

- Making use of Variable Speed Drive for hot and cold-water pumps
- Using Central Chiller Plant Power Management System and Water Cooling Tower for controlling air handling units



Installation of electric vehicle charging facility

- Providing 13 charging stations for electric vehicles and 2 charging stations for electric bikes
- Planning the expansion of the provision of charging stations at other properties



Use of automatic technology

- Using Guest Room Control Units to smartly control the lighting, air conditioning and window curtains of all hotel guest rooms

By effectively implementing these measures, GLP not only complied with the stringent building standards of sustainable sites, but was also awarded the Leadership in Energy and Environmental Design (LEED®) Silver certification.



Climate Resilience

Acknowledging that the Group’s properties, people and operations may be susceptible to the future changes induced by climate change, the Group is committed to improving its climate resilience so as to get early preparation in protecting and minimising negative impacts on its business operations, assets and the people working and living in its properties.

Committed to improving the resilience of the Group’s business, SJMH is working to align its initiative with the recommendations of the Task Force on Climate-related

Financial Disclosures (“TCFD”), as put forward by the HKEx in its latest ESG Reporting Guide.

Through detailed and careful discussion by the Group’s Sustainability Steering Committee, the following physical risks are deemed the most significant to the Group given that the Group’s business mainly involves provision of services to tourists through its assets and facilities, while extreme physical events may in varying degrees affect tourist arrivals or cause business interruption which in turn affect financial performance.

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

The above identified risks have been effectively communicated to various Sustainability Working Teams and the Sustainability Department, which are immensely encouraged to share their knowledge and expertise for proposing any possible solutions. The Sustainability Steering Committee is responsible for approving the strategic direction and actions needed to enhance sustainability in SJM.

Effective Energy Management

Reckoning that the operations of integrated entertainment complexes require considerable energy and resources, the Group is dedicated to decoupling its carbon footprint from its business growth. Energy and Carbon Footprint reduction policies are enacted as guidance for action for all back-office staff with energy saving labels affixed at prominent places to raise awareness. The Group also ensures that its energy policies are communicated to all staff through incorporating relevant content into its induction training.

GLP is designed for **climate resilience**, referring to TCFD recommendations, **to protect** investors, customers and employees



Reducing Carbon Footprint

As Asia's leading destination for gaming, leisure and entertainment, SJM is committed to combating climate change. The Group endeavours to decouple its carbon footprint from business growth by lessening its reliance on fossil fuels, adopting smart technologies and driving more effective use of materials.

Infrastructure

- Intelligent building management system is adopted to ensure optimal temperature control for air conditioning units
- Heat pumps and heat recovery technology are in place to ensure optimal configuration and stable heat ventilation
- Hot-cold aisles are built in the data center of GLP for optimising air circulation and conserving energy



Lighting systems

- Lighting retrofits are conducted at car parks, corridors, refuge areas and roof levels to replace energy-intensive lightings with LED lights at GLP, while other properties are undergoing such updates
- Motion Detection devices are adopted at car park areas to control lighting
- Idling lights are turned off during breaks and lunch hours
- External lighting operation hours are shortened as instructed by the DSPA guidelines
- Delighting in BOH areas at guest floors



Meanwhile, the Group is also concerned about the indirect emissions of its use of materials. Understanding that the huge consumption of paper is one of the major drivers for deforestation, which in turn accelerates climate change, the Group actively promotes the idea of "Saving Paper" and the practices of "3R principles" in its office operations, in order to reduce its indirect negative impacts. More paper-saving initiatives are described in the Green Gaming section.

GHG Emissions Goals

Since operations were significantly affected by COVID-19 restrictions in 2020 and 2021, the Greenhouse Gas (“GHG”) emissions patterns of the Group in the last two years were not ready for setting clear and precise long-term goals. As such, in response to the advancement of regulations and the Group’s eagerness in pushing itself for better performance, the Group cautiously set a short-term indicative target in consideration of the everchanging business environment amid the pandemic era.

Since the Group’s resources consumption and subsequent emissions are highly linked to the visitation of guests, the Group commits to reduce 2% of its GHG emissions (Scope 1 and Scope 2) per MOP million revenue by 2023, with the baseline year of 2022.

The Group understands its impact extends beyond its operational boundaries. As such, the Group will look into the feasibility and practicality of including Scope 3 emissions into its data collection scope and will continue to look for opportunities to influence its up-stream and down-stream value chain in the future. In the meantime, believing that grasping the accurate carbon emissions of the Group is the first and foundational step for any further actions, the Group has been undergoing internal improvements as well as looking for external collaborations with a qualified third-party to conduct an energy/carbon emission audit as guided by the DSPA to pinpoint opportunities for energy reduction.

Transitioning to Renewable Energy

Having maximised infrastructure efficiencies, the Group is always looking for innovative solutions to achieve further reductions while promoting a shift in attitudes and behavioural changes. Starting from 2020, the Group has been exploring a multipronged renewable energy strategy including on-site generation and other carbon offsets. As of the end of the reporting year, the Group has been considering a solar energy programme which is now undergoing a feasibility study. Building on efforts to expand its use of renewable power solutions remains one of the key approaches as the Group plans its future sustainability roadmap.

Water Stewardship

Since the Group’s water consumption is significantly dependent on the visitation and guest numbers, the Group expects its water consumption to be in line with its business levels and visitation trends. In 2021, the Group did not face any issues in sourcing water fit for its purpose. Nevertheless, to control its water footprint during operations, the Group has set water efficiency programmes across its properties.

In particular, policies are enacted to remind all staff that it is their responsibility to practice water conservation during daily operations and to report any water leakage condition to Maintenance once discovered. Monthly preventive maintenance work is conducted to prevent any impairment of facilities. In the meantime, flushing water volume of all toilets and urinals are adjusted to save water. For the newly opened GLP, faucet water limiting device and water tank refilling sensor system are installed to avoid overflowing and subsequent water loss.

Water Consumption Monitoring & Wastewater Minimisation

To monitor the potable water consumption pattern of the Group’s Food and Beverage (“F&B”) and hospitality management in GLP, a monitoring report for kitchen water consumption is created for each kitchen. In parallel, to prevent any unnecessary water wasted due to leakage or malfunction of taps or pipes, relevant staff including housekeeping, steward and culinary staff is required to perform daily checks and report any obvious leaks in guest rooms, washrooms, kitchens, pantries and other areas they are responsible for.

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

Waste Reduction and Recycling Initiatives

Demonstrated through its commitments in “Reduction of waste at source” and “Recycling categorisation”, minimising and managing waste is of paramount importance to the Group. During the reporting period, the Group did not produce any significant amount of hazardous waste in the course of its business operations, while the domestic and commercial non-hazardous waste including paper, glass, cardboard, metal, waste oil, soap bars, printing cartridges, batteries and food waste generated by the Group were disposed of appropriately according to internal policies in line with local regulations.

Backing the “3R principles”, the Group has been actively practising “Reduce, Reuse and Recycle” in its daily operations and introduced its Waste Management Recycling Programme since 2020. Apart from handling general waste management, as the highlight of the Programme, the Group has been recycling various types of waste in its specially designed waste room to enhance the flow of different waste categories:



Cardboard



Office Paper



Magazine



Newspaper



Plastic Bottle



Office Paper



Used
Cooking Oil



Glass Bottle

To better monitor its waste recycling progress, the Group has maintained close collaboration with a local professional recycling third party, to receive a monthly recycling report to track the figures of various recycled items such as paper, metal, plastic, aluminium can and used cooking oil. In the reporting period, the Group recycled over 427 tonnes of waste. From 2022, the Group will also begin to introduce the collection and processing of e-Waste.



Case study

Lighting fixtures, bulbs and tubes are fast moving consumable that the Group's hospitality services cannot operate without. Moving towards a better waste management practice, all broken light bulbs and tubes are isolated from general waste and consolidate for recycling. In the reporting year, around 100kg of LED lights and lighting fixtures were handled separately each month.



427 tonnes of waste
was recycled in 2021



To review and enhance the effectiveness of the Group's waste recycling and management practices, the Group has been working on appointing a qualified third-party to conduct a waste audit for the Group. The waste audit is expected to be carried out in 2022.

Air Quality

Ambient Air Quality

Realising that air pollutants mainly arise from the consumption of various kinds of fossil fuels during the Group's operations for transporting and heating purpose, in addition to the measures mentioned above in limiting energy use and carbon footprint, the Group has also enacted different initiatives specifically focus on reducing the ambient air pollutants it emits.

In view of the banning of petrol car licenses in Hong Kong from 2035, the Group believes that similar policies will be launched in Macau sooner or later, and thus it should get prepared early by prioritising vehicles that run on clean fuels, hybrid cars or electric vehicles. As of the end of the reporting period, there were 24 electric shuttle buses and 2 buses fuelled by natural gas under the Group's operation.

In response to the Macau Government's policy in aligning with the National "30:60 target policy", the Group has adapted cleaner fuels – natural gas for its boiler equipment since late 2021 in GLP, and a feasibility study of changing to natural gas will be carried out in 2022 for the Grand Lisboa Hotel and casino. Meanwhile, hydro vents and electrostatic precipitators are also installed in kitchens to reduce air pollutants in the kitchen exhaust.

Indoor Air Quality

Learning from the impact of COVID-19 that hit the world severely in previous years, indoor air quality has never been more important to the Group in safeguarding the health and well-being of all people including guests and staff in its entities. In addition to fresh air circulation and filtration, the Group also prohibits smoking in all indoor areas except for smoking rooms, in compliance with the Regime of Tobacco Prevention and Control Requirements of Macau Law. Non-smoking floors and guest rooms are in place to ensure the comfort and well-being of non-smoking guests. As of the end of the reporting year, the Group has set up 64 smoking rooms to accommodate the smoking needs of guests, while balancing its efforts in maintaining a superior indoor air quality for all.

To improve indoor air quality, ultra-violet air purifiers, air bag filters and duct type ionisers are deployed in air handling units to eliminate indoor air contaminants. Indoor environmental air quality audits are also conducted annually for selected properties.

Green Hospitality

While the Group's resource consumption is affected greatly by visitation and hospitality services including the operation of kitchens, bars, restaurants and hotels, the Working Team strives to build a green journey for the guests with joint efforts from both sides.

Green Travelling Experience

The management of non-recyclable waste has always been one of the most concerned issues of the Group. Although it is reckoned that the generation of waste is inevitable during any travelling, the Group is still pursuing efforts to minimise its waste to zero in alignment with the principle of Zero Waste Hierarchy.

Living

With various hotels of the Group recognised by the Macao Green Hotel Award organised by the DSPA for many years, the Working Team is dedicated to the promotion of environmentally friendly practices in hospitality services.

To lessen unnecessary waste, the Working Team has discussed with the responsible managers of the Group's hotels to ensure that amenities supplied in guest rooms are reduced as long as fulfilling the 5-star hotel service requirements.



Our carefully selected spa products are:

- Made from organic raw material
- Ethically sourced and cruelty-free
- Grown using environmental-sustainable farming practices

In parallel, the Team is planning to introduce large amenity pump bottles to replace small plastic amenity bottles in bathrooms of guest rooms. With the target to increase the collection rate of small amenity bottles by 10% of occupied rooms initially, this initiative of introducing large amenity pumps is estimated to help the Group save MOP1.6 million just by phasing out the small plastic amenity bottles by 2022.

As recommended by the DSPA, the Team is also working on simplifying the packaging of festive gifts for guests. During the Mid-Autumn Festival in the reporting year, the Team redesigned the moon cake boxes such that they are either made of cardboard for easy recycling or durable materials with trendy design to allow them to be reused as fashionable storage boxes. The message has also been passed on to the Brand Development and Marketing Department for synergising collective efforts to attain the Group's sustainability commitment.

The Working Team also plans to encourage guests to be engaged in more sustainability initiatives. For instance, Bed Linen Changing Cards are placed in guest rooms so that bed linen, towels and bathrobes are only changed upon the guests' request so as to minimise the water, chemical and energy consumption during the laundry process. Meanwhile, uniform design standards and specifications are also adopted to strive for minimal demand of dry cleanable materials.

Dining

Apart from living, dining is another major area that the Working Team has been working on to improve the Group's environmental performance. In particular, the Group prioritises bio-degradable cutlery when serving food to its guests. In the reporting year, the Hospitality business of the Group has already 100% shifted to using biodegradable straws, stirrers and chopsticks. Meanwhile, the Team is also intensifying its efforts to monitor and control the utility (gas, electricity and water) consumption in all food preparation areas in 2022.

In the meantime, the Team reckons that the chemicals used for cleaning and dishwashing have environmental impacts and are a significant controllable cost in stewarding and dining. As such, the Team has established an objective to reduce the spending on such chemicals by 2% per food cover in 2022 with 2021 as the baseline, so as to benefit the company-wide sustainability efforts. Further, the Team is also introducing initiatives to enhance the efficiency of Dishwashing Plants across the properties from 2022.

Green Retail

Apart from staying in the hotels, the shopping malls of the Group are also one of the places where the guests like to spend their time. As such, the Working Team works closely with the retailers of the shopping malls to actively promote a green retail environment.

All retailers are required to comply with the Group's sustainability policies. The Working Team is responsible for holding induction meetings, in which the Group's sustainability policies including waste management and recycling classification approach are clearly communicated to the management team of any new retailers before the opening of their shops. Meanwhile, the Working Team also communicates with the retailers, especially the F&B outlets, and encourage them to uptake more green measures including the use of eco-friendly biodegradable takeaway utensils and cutleries.

As part of its comprehensive waste management approach, the Working Team has focused on addressing food waste as this represents one of the major wastes in the Group's Hospitality operations. The Group's food waste strategy mainly relies on the ORCA Food Digester Machine installed. ORCA is a food waste processor which can digest up to 200 to 400 kg of food waste per day and turn it into grey water that can be directly discharged within 24 hours. In the reporting year, the Group has recycled more than 300 tonnes of food waste in its entities and 3 tonnes were processed by the ORCA system since its operation from mid-November.

Going beyond the Group's efforts in actively responding to the new legislation regarding the restriction on supplying plastic bags, it also takes a step further in limiting the supply and disposal of plastic water bottles by installing water refilling machines extensively in its entities. In the reporting year, water refill stations and dispensers have already been installed at 135 locations in the Group's hotels and shopping malls. Meanwhile, to promote the concept of "Recycling Categorisation", 92 sets of 3-coloured recycling bins have been well placed to enhance the collection rate of recyclable waste.

Green Gaming

SJM, with its roots in Macao, is committed to creating a Green Gaming environment within all of its operations. Due to its guest-oriented business nature, the casinos of the Group generally consume various kinds of resources including bottled water and operating supplies and equipment ("OS&E").

To further its steps in creating a sustainable gaming experience, the Group has set up a series of operations-related targets and initiatives which are being monitored on a regular basis by the corresponding Working Team.

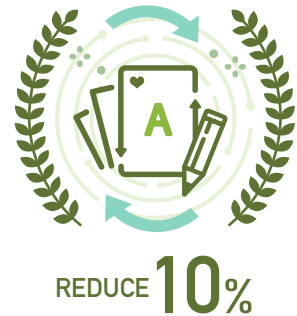


Reduce the use of bottled water by 5% in FY2022 as compared to the figures from all properties in FY2020

With reducing waste at source being one of its focused commitments, the Group begins its efforts starting from serving its guests. Aiming to reduce the amount of plastic water bottle being thrown away each year, the Working Team prioritises bottled water with the new rPET (a type of recycled plastic) design and orders less bottled water at the same to reduce consumption. Bottled water is only provided to guests on request while drinking fountains have been installed in gaming areas and meeting rooms.

Reduce the use of daily Operating Supplies and Equipment (OS&E) by 10% Group-wise in FY2022 as compared to that of FY2021

As gaming operators, ball pens and scorecards are some of the small OS&E that the Group's casinos mainly consumed. Since these two items have always been prone to being wasted, the Working Team strives to reduce consumption through stricter control on the issuance of these items. While not being completely removed, these two items are only provided to guests on request. Staff in the back of house ("BOH") areas are also encouraged to bring their own pens to reduce the demand of pens in the gaming areas. In the meantime, the Working Team is also working on the renewable disposal plan for playing cards that are no longer in use in the casinos. The Group is actively working in collaboration with other five concessionaries and the DSPA in Macau to explore green solutions that have feasible business models.



Reduce the use and disposal of paper by 5 % with the annual ordered amount in FY2020 as baseline Reduce the usage of printer ink cartridges by 5% with the current order as baseline

Since the use of printer ink cartridges is closely linked to the use of printing paper, the Working Team believes that by simply controlling its printing practices, a dual effect of cutting disposal of both items can be achieved. Keeping abreast of the advancement of technologies, the Working Team encourages the use of digital means including emails, tablets and multimedia system for information exchange and presentation, so as to limit printing for necessary occasions only. When printing is required, the Working Team encourages:

- Printing in black and white
- Printing on recycled paper
- Printing on both sides where possible

Bearing in mind the important concept of life cycle, the Working Team has already taken into account and planned for green gaming measures as early as the design and development stage of GLP, the Group's newly opened operation site in the reporting year. Meanwhile, the Working Team also

ensures that Slot Machine products are well maintained with functional parts being interchangeable where possible, so as to extend the life span of the machines, as well as maximising the utilisation of functional parts of non-operating machines in other existing machines of the Group.

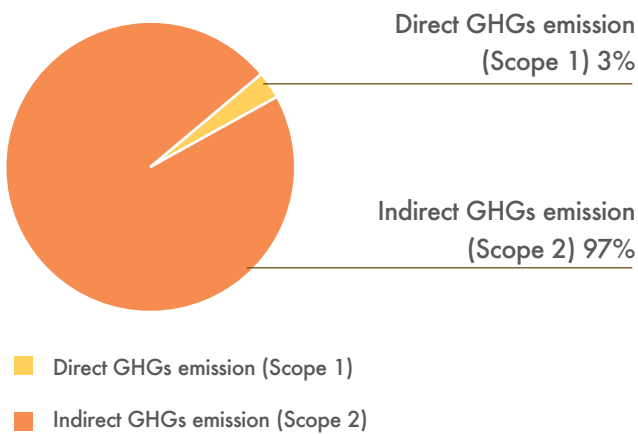
Our Accomplishments

Emissions, Disposal and Recycling

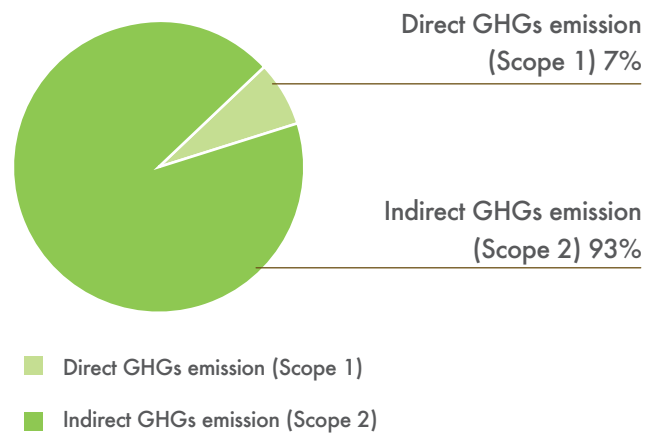
In 2021, due to the opening of Grand Lisboa Palace Hotel, the emissions and resources used by the Group together with its operational area greatly increased as compared to

2020. Nevertheless, the Group focuses on the meaningful comparison of the intensity changes in looking for its accomplishments.

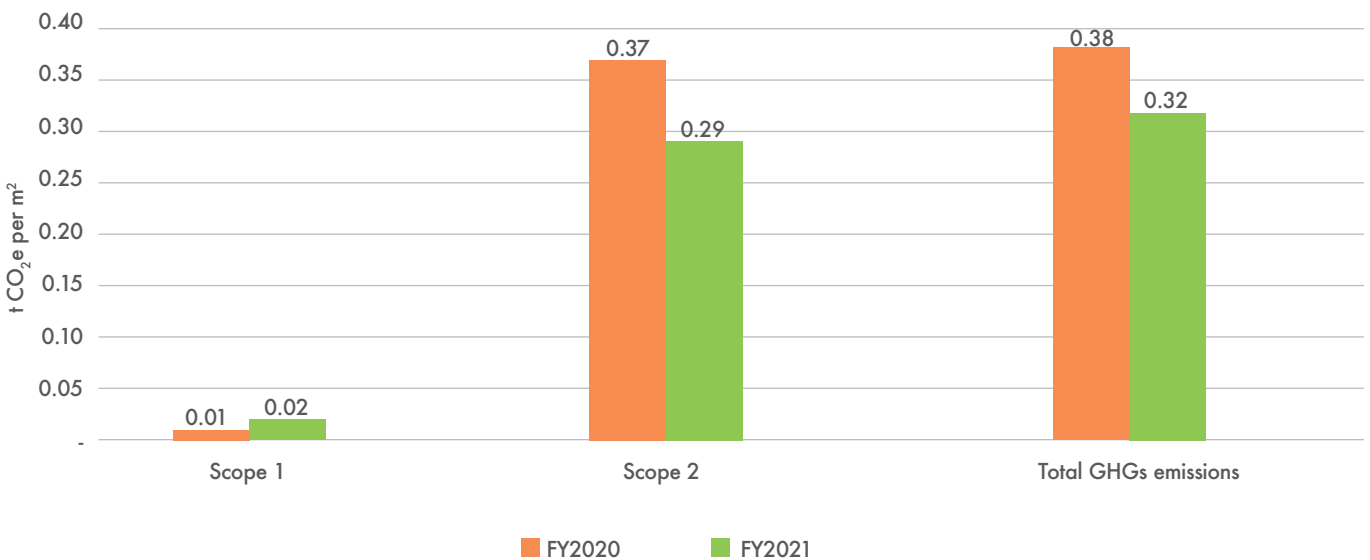
GHG emissions profile in FY2020



GHG emissions profile in FY2021



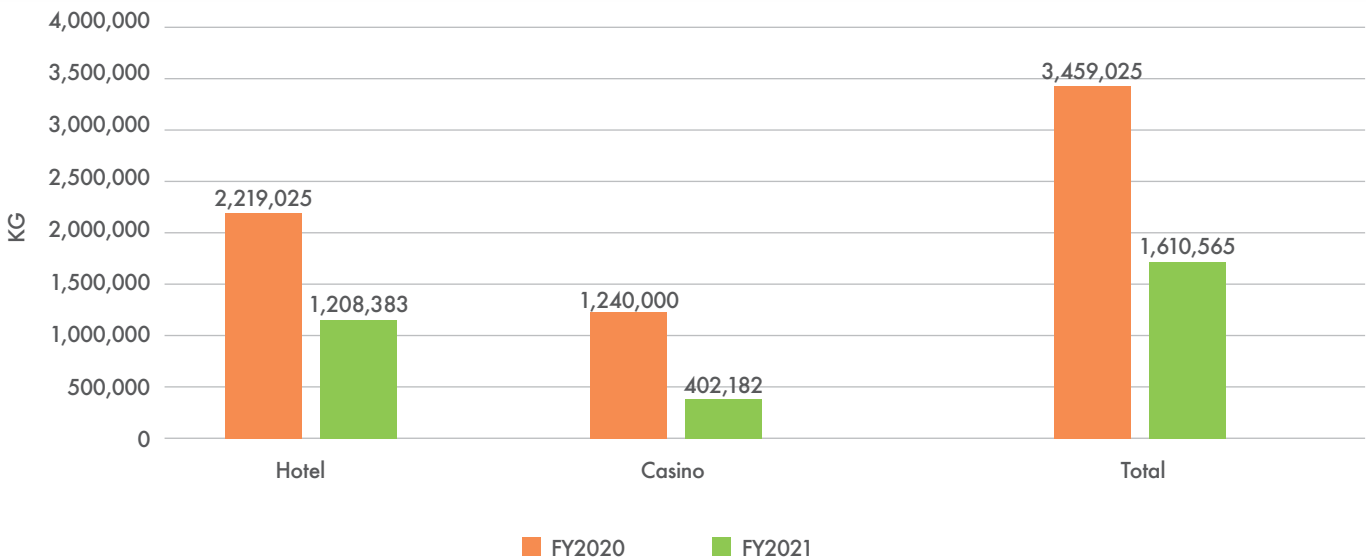
GHG Emissions Intensity Trend



In 2021, the Group's GHG emission pattern was similar to that in 2020 with Scope 2 Indirection Emission contributing for more than 90% of its annual GHG missions. Meanwhile, it is worth noting that, despite the surge in the total GHG emission, its intensity in 2021 decreased by 17.23%

(0.06 tonnes CO₂e per m²) as compared to that of 2020, mainly due to the decline in Scope 2 Indirect Emissions Intensity, which was principally contributed by the effective management of electricity use, as well as the adjustment of emission factors as updated by the public entities.

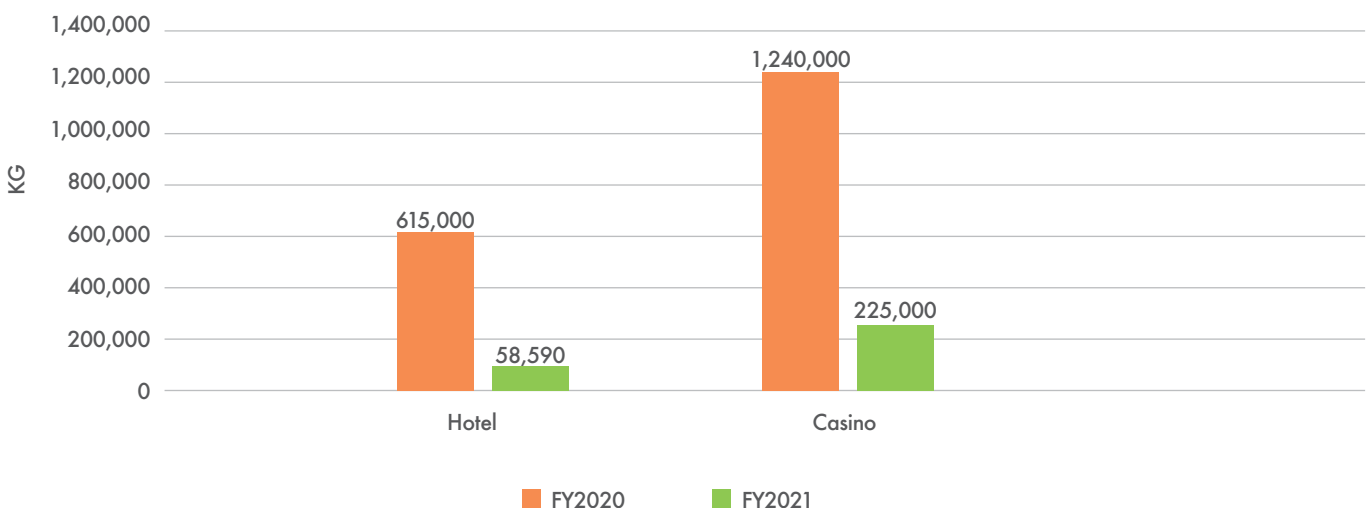
General Waste Disposal Trend



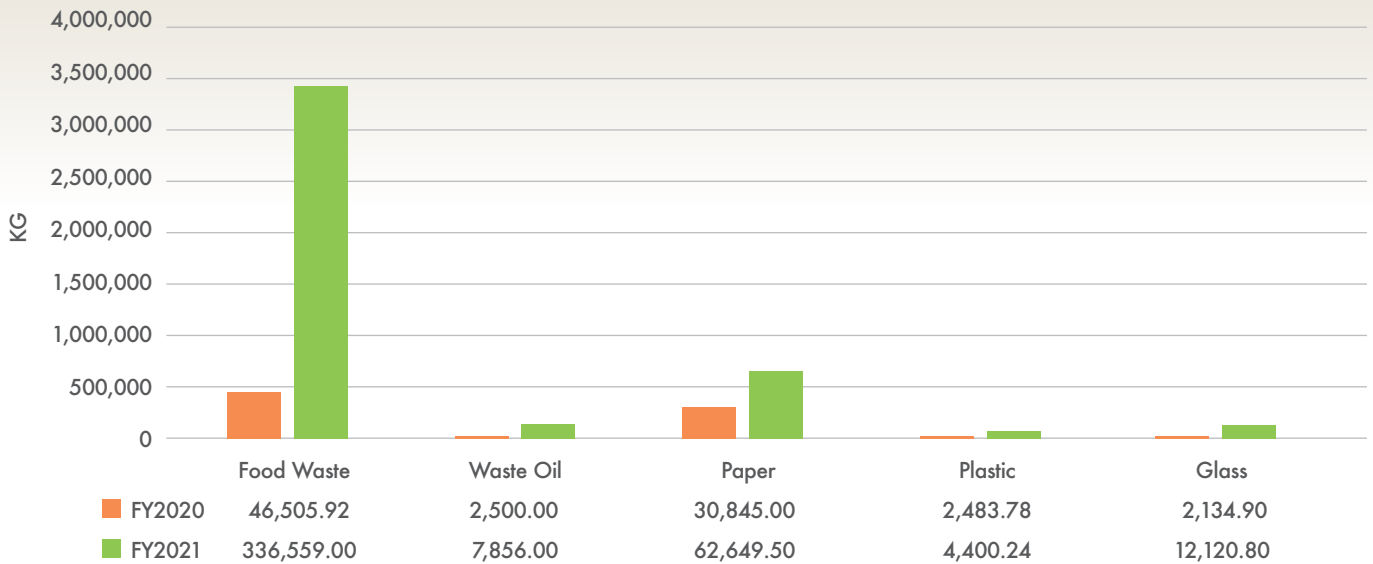
In 2021, to portray a more complete picture of SJM's environmental performance, the Group has double-checked its collection completeness to include all of its hotels and casinos, that are in the scope of this report, during data calculation. Nevertheless, the Group still recorded a significant drop in its general waste disposal intensity

with an 83.41% decline as compared to that of 2020. For instance, at Jai Alai Hotel and Casino Oceanus at Jai Alai, the general waste produced declined dramatically by 90.47% and 81.85% respectively, reflecting how the pandemic affect's Macau's tourism industry as well as the Group's outstanding efforts in promoting the recycling and management of waste.

General Waste Disposal Trend



Recycled Waste Trend

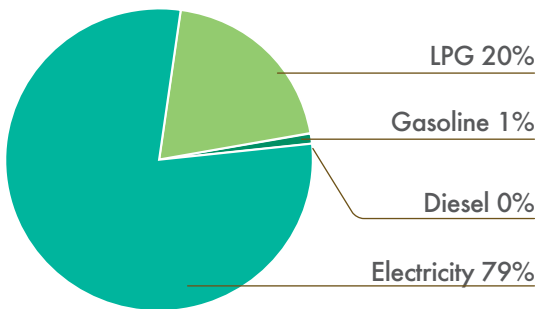


In the meantime, there were dramatic surges for most of the recycled waste categories with more than 100% increase, especially for the food waste recorded a 624% increase. In addition to the tremendous efforts paid on implementing waste recycling initiatives and building waste classification

as well as handling facilities, the Group believes that this growth was also due to the more complete data collection from most of the hotels and casinos entities, as well as the inclusion of data from the GLP and its staff canteen.

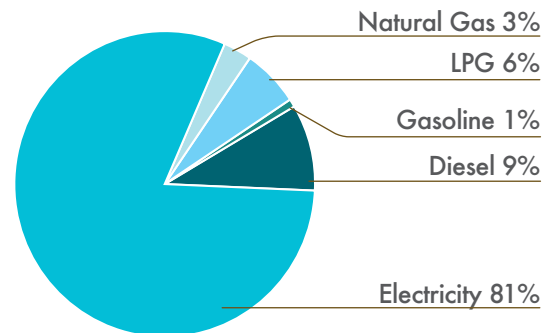
Usage and Consumption of Recourses

Energy Consumption Profile In FY2020



■ Electricity ■ Diesel ■ Gasoline ■ LPG

Energy Consumption Profile In FY2021

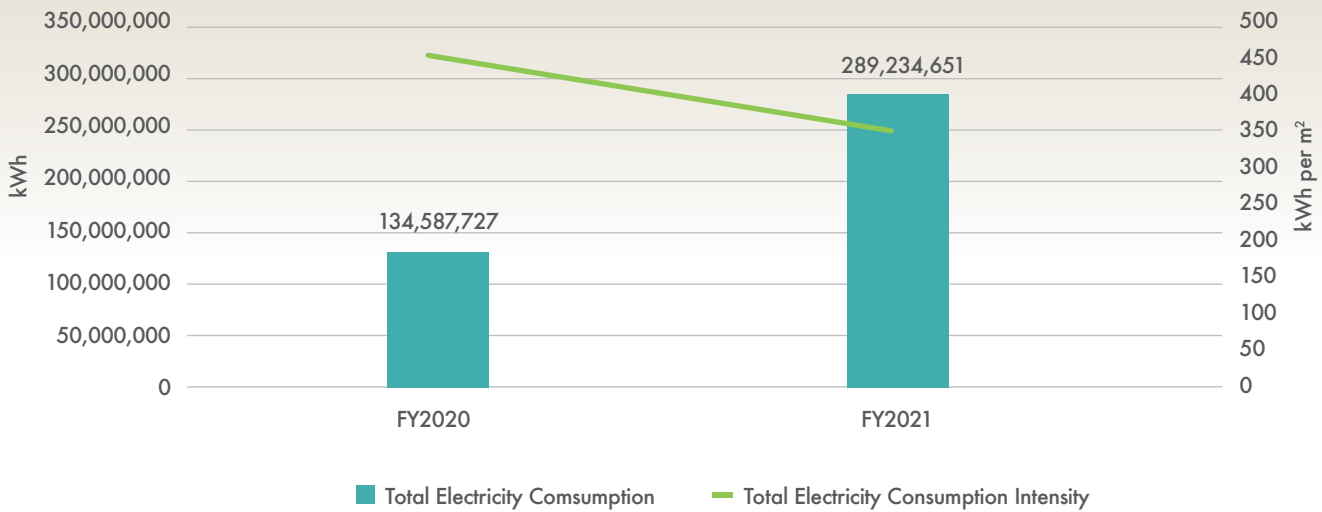


■ Electricity ■ Diesel ■ Gasoline ■ LPG ■ Natural Gas

In 2021, the Group mostly consumed electricity (~80%) for its operations of offices, hotels and casinos, similar to the energy profile in 2020. Meanwhile, in this reporting year,

with the opening of GLP, new fuels consumption pattern was observed including the new use of natural gas and the increased consumption of diesel.

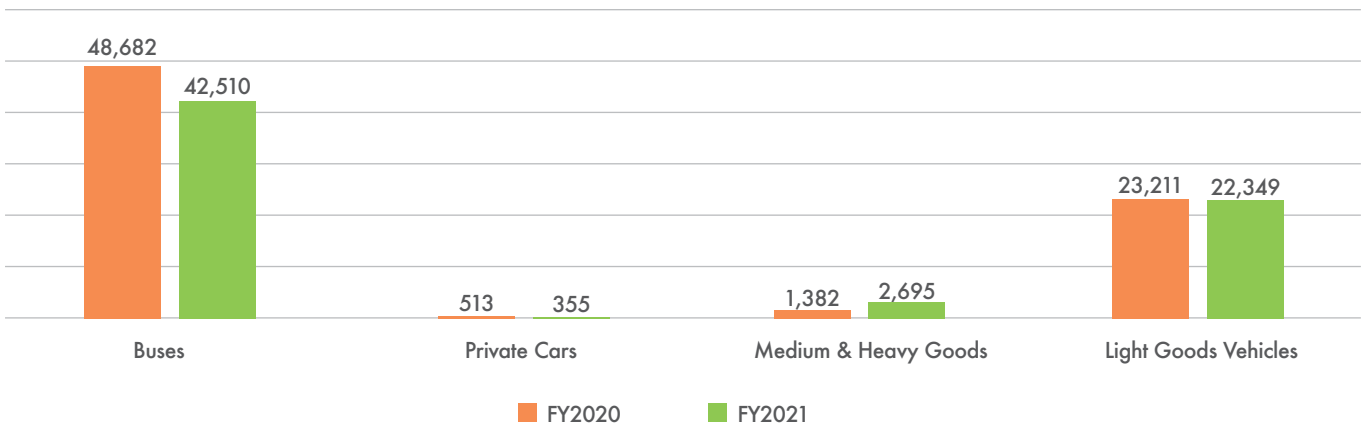
Electricity Consumption Trend



As operation of hotels contributed to about 70% of the Group’s electricity consumption, the new opening of GLP caused a significant rise in the Group’s total electricity consumption during the year under review. Nevertheless, as demonstrated in the graph, electricity consumed per m² decreased by 23.44% despite the expansion of reporting boundary. The Group is confident that apart from the partial operation of GLP in 2021, it was also due to the new

green technologies applied. In the meantime, the 3.91% decline in office electricity consumption also demonstrated the Group’s dedication in electricity conservation during daily operations. 80% of its offices recorded a lessening of electricity consumption, especially for the offices in Hong Kong. Two offices in Hong Kong reduced more than 80% of electricity consumption with an overall average reduction of 49.39% in Hong Kong.

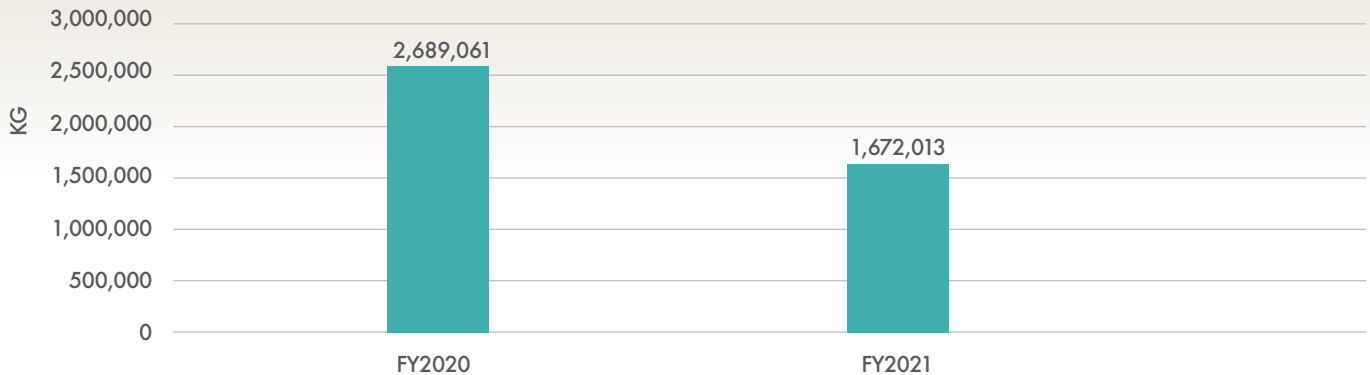
Diesel Consumption For Mobile Combustion Trend



Diesel was mainly consumed by the Group for mobile combustion in FY2021. The new consumption of diesel for barge caused a dramatically shoot up in the total diesel consumption. Nevertheless, when keeping the same

scope as 2020, there were 12.68%, 30.91% and 3.71% decreases for buses, private cars and light good vehicles consumption respectively.

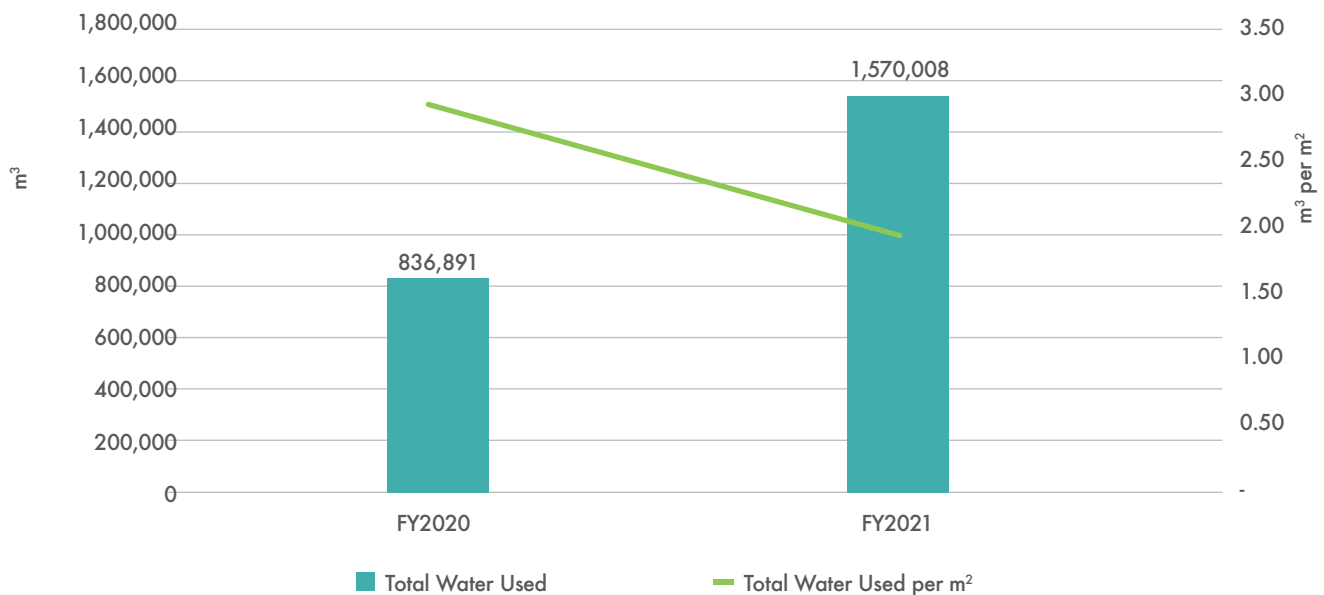
LPG Consumption for Stationary Combustion Trend



For stationary combustion, the Group mainly consumed diesel and LPG as well as the new consumption of natural gas by GLP in 2021. As compared to FY2020, the surge in stationary combustion was mainly due to the expansion of scope with the inclusion of the newly opened GLP. It was worth noting that when keeping the same boundary as the previous years, 75% of the Group’s LPG-consuming entities

recorded a decline in fuel consumption. In particular, Grand Lisboa Hotel, Jai Alai Hotel and Casino Oceanus at Jai Alai recorded 41.97%, 55.99% and 85.52% drop respectively, as that was affected by a reduced level of tourism and the Group’s unwavering effort in controlling fuel resources consumption.

Water Consumption Trend

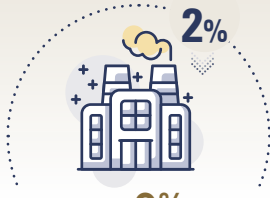


As illustrated in the graph, despite the expansion of reporting boundary given the new opening of GLP, the total water intensity decreased by 33.17% mainly due to a change in business level and these pay off in efforts of

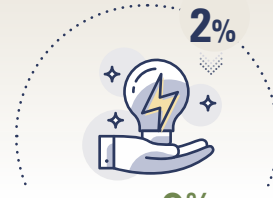
water conservation in office which recorded a 37.20% drop. Meanwhile, the Group believes that the water saving initiatives implemented in the casinos and the new GLP also contribute to the decline in water intensity.

A Summary of Our Targets

WITH THE BASELINE YEAR OF 2022



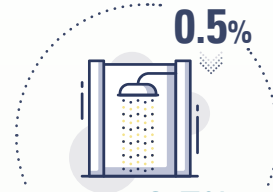
Reducing **2%** of its
GHG emissions (Scope 1 and Scope 2)
per MOP million revenue by 2023



Reducing **2%** of
electricity consumption
per guest visit per year by 2023



Reducing **0.5%** of
office paper consumed
per staff per year by 2023



Reducing **0.5%** of
hot water usage
per guest visit by 2023



Reducing **2%** of
water consumption
per guest visit by 2023



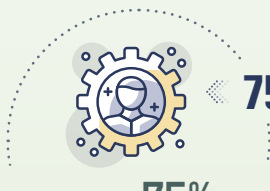
Reducing **0.5%** of
natural gas consumption
per guest visit per year by 2023



Placing Bed Linen
Changing Cards
in **100%** of saleable
guest rooms by 2022



Decreasing the **linen change rate**
by **5%** with commensurate reduction in
the Laundry Processing Costs on a per
occupied room basis by 2022



Ensuring **75%** of
operational staff are **trained in**
the use and maintenance
of the ORCA by 2022



Reducing the amount of **food waste**
disposed by **2%** on a
quarter-to-quarter basis, with the data of
previous quarter as the baseline

2022

... → 2023



Serene Dawn of Tomorrow
Carlos Marreiros
Location: East lobby, Grand Lisboa Palace

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



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

Our Management Approach

The Group understands that building a sustainable business requires the collective will and efforts across all levels of the organisation. As such, the Group values its staff members and views them as the Group’s most valuable asset. Committed to creating a workplace where all employees can feel safe, secure and engaged, the Group formulates Human Resources (“HR”) and Occupational Safety and Health (“OSH”) policies and programs to achieve this end. The Employee Handbook has HR policies governing the employees’ affairs in areas including payroll, attendance, termination, transfer and promotion and rules of conduct. The HR Department of the Group is responsible for the monitoring of the implementation of the relevant HR policies and the regular review and update of the Employee Handbook with regards to any new amendments of the local laws and regulations. The OSH Department is responsible for setting health and safety policies, establishing safety management system, designing and carrying out training programs, monitoring the OSH performance and striving to improve SJM’s safety records. It also carries some of these OSH programs in cooperation with the Labour Affairs Bureau (“DSAL”) of Macau.

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

Over 50 local recruitment activities

were carried in 2021 as we strive to attract local talents



Employee Recruitment and Management

Recruitment and Promotion

Endeavouring to attract and retain talent, the Group offers competitive remuneration packages and organises various well-being activities to foster team spirit and engage its employees. The Talent Acquisition Team of the Group reaches out to potential candidates via multiple recruitment channels. In 2021, the Group held over 50 local recruitment activities in supporting local employment during this critical period in Macau. The Group continuously worked closely with DSAL in hosting various recruitment programmes such as the Internship Programme for fresh graduates, and the hiring events for disabled persons, focusing on boosting social inclusion and providing opportunities for the young people.

The Group strives to create local job opportunities and greatly supports local employment. Prioritising local recruitment, the Group has the largest proportion (over 90%) of local workforce amongst the six concessionaires in Macau.



During the reporting year, the Group facilitated internal movement to better utilise the human resources, and over 700 transfers and 1,200 secondments were redeployed across the Group. In addition, to support the opening of GLP, the Group arranged a massive onboarding program for over 2,300 pax during the year under review.

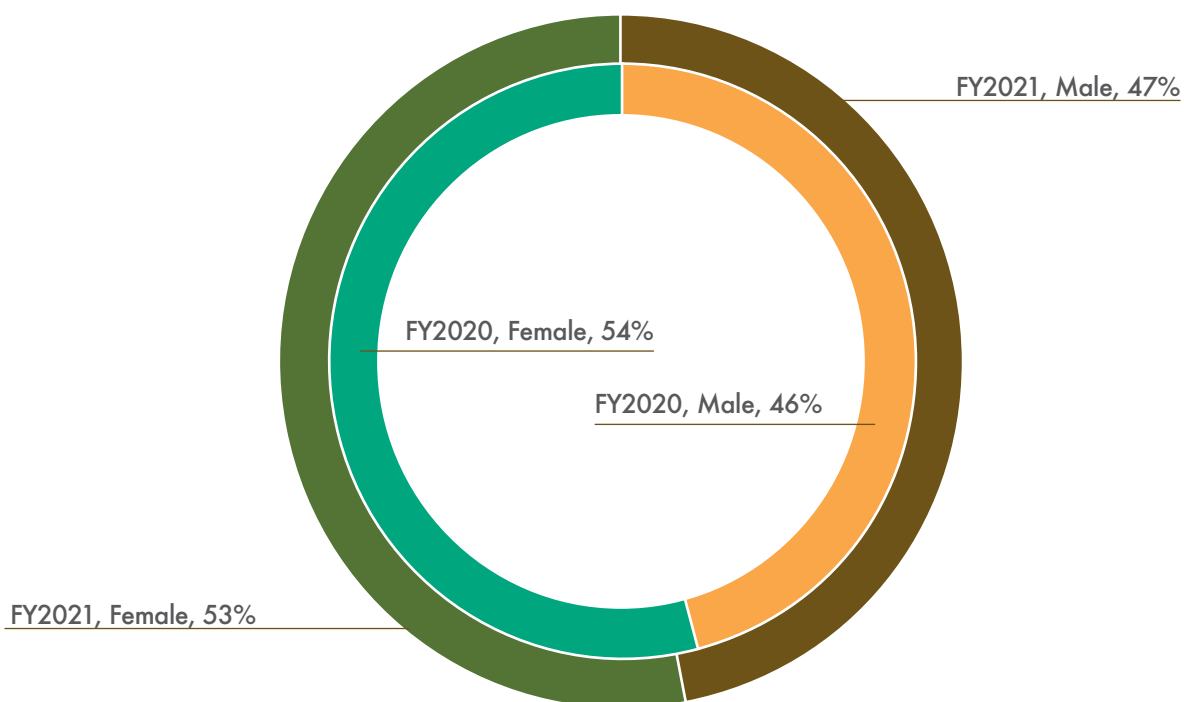


Meanwhile, the Group’s remuneration policy and staff performance are regularly reviewed and evaluated against market standards. It also recognises employees’ efforts and determines their promotion and remuneration based on individual working performance, professional qualification and industry experience. There is a performance-based component of compensation for specific positions including sales positions. Regarding the staff with outstanding performance, the Group never hesitates in providing them with encouragement, reward and more development opportunities. The Group presented G.R.E.A.T. Employees Awards and Departmental Operations Stars to its employees in hotels and casinos in recognition of their outstanding performance.

Compensation and Dismissal

Respecting all labour rights of its employees, the Group guarantees that any dismissal of an employee shall comply with its standard internal procedures basing on the Macau Labour Relations Law. Any compensation arises as supervised by the related laws and regulations will be provided to the leaving staff accordingly. During the reporting year, attributed to the Group’s care and support for its employees, a low turnover rate of 8% was achieved.

Trends in Staff Gender Distribution



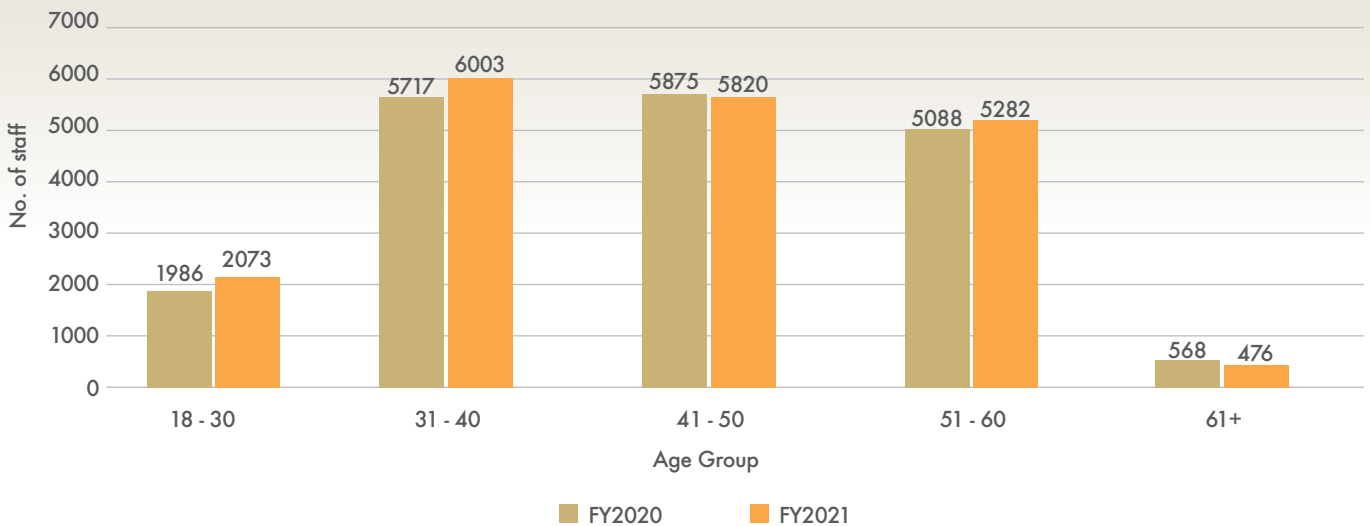
Working hours and Rest Periods

The Group cares about the well-being of its staff and actively promotes the concept of work-life balance. As a general practice, employees are required to work 48 hours per week. In addition to statutory holidays, employees are also entitled to 1 regular day-off per week and break time during the work shift. The working time, working schedule and rest time are monitored and managed by the supervisors of the corresponding departments according to operational needs.

Diversity, Equity and Inclusion

With deep appreciation and respect for the diverse background of its staff members, the Group believes that an inclusive, integrated and fair working environment for all is crucial to propel the Group to its success by enabling all employees to reach their potential without unfair or discriminative constraints. The Group maintains a diverse workforce with different origins and ensures that all decisions related to human resources including recruitment, promotion, opportunities to receive training or dismissal are not considered through non-ability elements such as gender, age, nationality, origin, religion or disability. With zero tolerance of workplace discrimination or harassment, any staff can report to their supervisor about any issues that violate the policies of the Group.

Trends in Staff Age Distribution



In 2021, the Group continued to support elderly employment and was recognised at the 2021 Elderly Employment Award Presentation Ceremony.

Employee Wellness and Engagement

To ensure a decent and fair working environment for all SJM employees, the Group has implemented a Triangular Approach over the past years, namely Govern, Communicate and Engage.

Govern

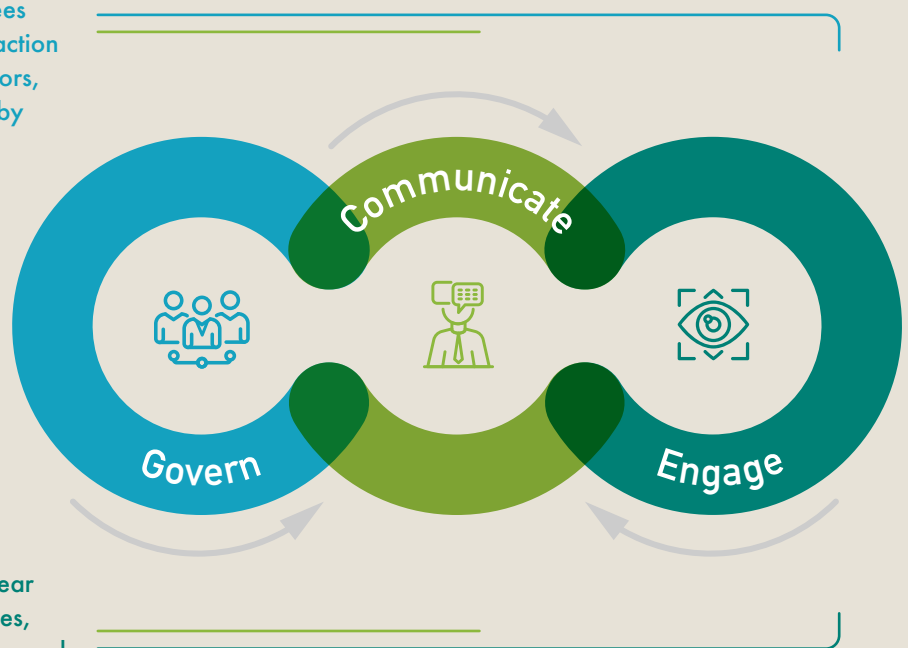
The Human Resources Department oversees workplace practices and employee satisfaction through monitoring, review of key indicators, and resolution of grievance cases raised by employees

Communicate

With the establishment of the SWCC, the Group monitors the well-being of employees and makes it a communication channel with our employees

Engage

Through the distribution of Employee Handbook and continued dialogues, the Group ensures that its employees have clear understanding of their roles, responsibilities, and the expectations on their performance and behaviours



The Staff Welfare Consultative Committee (“SWCC”) serves as a communication channel and listens to employees’ suggestions on how to promote a better workplace, thereby fostering better relationships with them. SWCC also operates the SJM Excellence Staff Center (employee supermarket) and oversees SJM Volunteer Teams.

Ethical workplace

Meanwhile, the Group is dedicated to upholding its principle of ethical business and respects human rights all across its operation. To combat illegal child or forced labour, the Group performs thorough background checks and requires candidates to provide their legal identity document to verify that they can be legally employed before formal employment. The Human Resources Department is responsible for the regular review of employees’ profiles and for reporting any suspicious cases to the management in a timely manner. In case there are any illegal practices spotted, the Group will terminate the corresponding employee contract immediately and address any cases found according to the formalised reporting procedures, as well as considering disciplinary actions for the responsible staff. During the year under review, the Group was in full compliance with the relevant laws and regulations that have a significant impact on the Group relating to preventing child and forced labour.

Employee Benefits and Support

To show its care and support towards its valuable staff, the Group provides a package of welfare and benefits. In addition to a medical plan, duty meal or allowance and extra compassionate leaves beyond legal requirements, diverse entertainment activities as well as birthday and festive presents are also provided to its employees. In recognition of its efforts in introducing family-friendly employment practices, the Group has been awarded Family-Friendly Employers Awards for 2018 -2020. In FY2021, the Group continued to deliver Living Allowances to eligible employees in two installments in January and July to give them extra cash support amid the pandemic.

In response to the Macau Government’s policy to strengthen employees’ retirement protection, SJM took the lead among the six concessionaires in introducing the Non-Mandatory Central Provident Fund System to local employees. A Share Option Scheme was adopted in May 2009 for granting share options to eligible employees and participants for incentivising them to thrive with the Company. This scheme lapsed in May 2019.



Over **11,400** participated in the Non-Mandatory Central Provident Fund System, accounting for around **67%** of the Group’s local employees.

Our Staff Welfare Consultative Committee (SWCC) is the pride of SJM for promoting a **better workplace** and foster **better relationships** between the company and its employees



Employee Wellness

Throughout the pandemic, the Group continued to provide physical and mental support to its employees through encouraging them to participate in various kinds of wellness activities and sports competitions aiming to promote their well-being. In 2021, in addition to over 40 festival celebrations and birthday parties organised, a number of sports events including football matches, charity runs, billiards and darts etc. were also held to enrich the after-work life of frontline staff and create a platform for communication and team spirit building for staff members.

On 13 November 2021, the GLP Yoga Experience Day was held at the Grand Lisboa Jardim Secreto with GLP president Mr. Paul Baker attending the event together with other employees. The event was arranged at a quiet and peaceful garden, aiming to allow its employees enjoy a peace of mind away from the hustle and bustle city and regain their spirit after a busy week. SJM always encourages its employees to maintain a work-life balance. By organising this event, the Group hope its employees can cultivate their interest in Yoga in order to improve their physical and mental health.



Case study

In response to the government's policies in building herd immunity in Macau amid the outbreak of COVID 19, SJM proactively encouraged its staff to get vaccinated through the arrangement of a series of vaccination programme from June to November 2021. To further motivate its staff in getting vaccinated, Chairman Ms Daisy Ho together with other team members filmed a Vaccination Video to show their support while the company also invited Macao Health Bureau to conduct 3 sessions of vaccination seminar for SJM employees so that they can have a better understanding of the different types of COVID 19 Vaccine. For more details of the Group's pandemic response activities, please refer to the section "Aid During the Pandemic".



Workplace Safety and Health

At the SJM Group, safeguarding occupational safety and health (“OSH”) is of utmost importance. To build a safe and accident-free workplace, the Group adopts best practices of OSH management standards to monitor workplace safety. The Group formulates its OSH policy, guidelines and measures to ensure the health, safety and well-being of its employees, contractors, tenants, visitors and any person whose work or workplace is controlled by the Group, in accordance with the legal requirements and guidelines issued by DSAL and the Labour Department of the Hong Kong SAR Government. The OSH Department, run by dedicated professionals, has also been established by SJM to enhance and implement safety controls and improvement measures as well as incident investigations and preventions. The Group also works closely with DSAL to obtain the latest good practices and updates on legal requirements and standards.

Safeguarding the Workplace

To continually strengthen the safety standards of the workplace, the Group regularly reviews existing OSH procedures, codes of practice and guidance notes, as well as establishes safety guidelines such as Prevention of slippery floor, Precaution when entering and leaving gaming table area, managing workplace and employees against the outbreak of COVID-19, etc. Through regular inspections and workplace injury investigations, the Group evaluates the implementation and effectiveness of the safety guidelines and reviews any significant OSH risks. Actions will be taken accordingly to eliminate any potential hazards found.

In order to further develop the safety management system, the Group organised 3 OSH working groups (OSH Committees) of SJM properties this year to better handle the safety matters in view of its broad scope. The safety performance, such as work injury statistics, safety inspection status, training figures, safety promotion and other relevant issues, will be regularly reviewed and consulted with departmental committees should there be any safety comments through the Monthly OSH Committee Meeting. Additionally SJM Top management attended the meetings to provide safety directions for SJM.

The Group developed the SJM departmental workplace safety self-checking programme throughout this year in which departments were required to regularly review their workplace safety situations and take immediate measures after they identified any potential hazards there. The self-checking list is required to be sent to the OSH department on a monthly basis. During the past year, the Group received over 386 self-checking reports by departments and properties, with some further actions required after evaluation by OSHD. In addition, according to the regular inspection plan, the OSH department conducted OSH joint Inspections with departmental representatives and the inspection frequency is dependent on the safety situation of the departments. In 2021, there were over 45 Joint Safety Inspections conducted, including workplace inspections conducted with DSAL. Corresponding rectification projects were then implemented to enhance the safety of the work environment. Moreover, 1470 survey answers by employees were received via the inspection process to seek comments from different parties and to enhance employees’ safety mindset.

During the reporting period, the Group did not violate any applicable health and safety laws and regulations of Macau and Hong Kong. In past three years including 2021, the Group recorded zero work-related fatalities. During the year under review, there were 6,377 lost days due to work injuries, with the total number of cases meeting the target of annual work injury reduction instructed by the government.

SJM provided
247,000 hours
of training
to its employees over 2021



Enhancing Safety Awareness

To enhance safety awareness at workplace, the Group launched regular safety promotion programmes where OSH Tips, OSH Newsletter and Government’s Safety videos were circulated. In addition, the OSH communication platform, a Mobile App, plays an important role in immediately distributing safety and health messages to SJM staff, and the messages are updated regularly. These are also displayed on the OSH notice board of the Company.

In addition, the Group kicked off the promotion event “SJM Occupational Safety and Health Roadshow” which was co-organised with DSAL, and held a Health Cooking Competition as part of this event. This was one of the first programmes among the six concessionaires in Macau, to enable staff members to obtain more information about healthy diets.



In 2021, the Group organised 175 OSH training sessions to enhance its staff’s workplace safety awareness. Besides providing training to employees to obtain OSH knowledge, the Group has also been expediting DSAL’s Hotel & Catering Occupational Safety Card Training Programme to all SJM staff.

During the Reporting Period, 6,684 employees completed the Hotel & Catering Occupational Safety Card (OSH Card) training programme via video, face-to-face and online means, among which 95.3% of them (6,369 participants) obtained the OSH Card issued by DSAL. Despite the three-month postponement of training by government due to COVID-19, the Group’s training completion rate of the whole OSH Card training programme in SJM has achieved over 85% (it reached 60% in FY2020) since the programme kicked-off in 2019. Moreover, the annual SJM OSH training target completion rate has reached 100% in 2021.

The OSH Department also cooperates with the L&D Team to carry out the OSH training programmes at the newly opened property - Grand Lisboa Palace (GLP), in order to establish a safe work culture right from the beginning, e.g. OSH Introduction of Orientation, and training topics such as Manual Handling, Machinery Handling, Chemical Handling, Workplace Safety & Security. Additionally we individually designed OSH training for specific departments, according to their actual situations. All in all, over 80% of employees attended the OSH trainings with over 9,800 hours at this property.

Talent Development

Striving to build a workforce for the future, the Group is dedicated to supporting its staff members to develop meaningful careers through the provision of various kinds of in-house and external-collaborated training programmes in promoting their holistic development.

Driving advancements and opportunities

In the quest of being the employer of choice in Macau, the Group spares no effort in nurturing and developing future talents through polishing employees' personal and professional skills in an all-rounded way. Principally managed by SJM's Learning and Development Department and Performance Improvement Department, and in collaboration with other internal departments such as Surveillance Department and Casino Operations Department, the Group organised around 130 training courses with more than 50,000 classes held in 2021.

In-house training programmes mainly focus on governance, lifestyle and life skills, interpersonal and communication skills, supervisory and managerial skills, service enhancement, as well as different technical training courses relating to the staff's respective job duties. For instance, in the reporting year, in order to actively promote RG among staff, the Group organised RG Knowledge Seminars and RG Promotion Coordinator Training for around 350 staff.

On-boarding training is also provided to familiarise new joiners with the company background, corporate governance, responsible gaming, and industry knowledge. The Group also encourages continuous self-development by providing sponsorships for external development courses or degree-bearing programmes offered by educational institutions.

In 2021 SJM continued to sponsor the full school fees of staff to further their studies at Macau Millennium College, and encouraged employees to return to school by completing secondary school education at Millennium Secondary School.

The annual SJM Vocational Skills Competition was held in January to provide employees a platform to enhance their skills and creativity. The competition comprised five categories: Chinese culinary art, Western culinary art, housekeeping, hotel facilities maintenance, as well as gaming and entertainment. Winners will enjoy the opportunity to represent the company in open championships.

Yat On Centre

The Group's Casino Grand Lisboa arranged its frontline staff to participate in the Certified Gambling Counsellor Training Course accredited by the Canadian Council of Professional Certification to enhance their skills in communicating with and counselling guests when needed.



Macau Red Cross

The hotels and casinos of SJM arranged staff to join the First Aid Seminar and CPRAED Training sessions organised by Macau Red Cross to prepare them for properly handling an emergency and securing lives of the guests and other people.



Macao Labour Affairs Bureau

In collaboration with Macao Labour Affairs Bureau, SJM arranged a series of training programmes for its frontline staff including Occupational Health and Professional Quality Training to enhance their professionalism during operations.



Macao Institute for Tourism Studies ("IFTM")

Grand Lisboa Hotel arranged its frontline staff to attend various courses held by IFTM to improve their interpersonal skills when communicating with and serving guests.



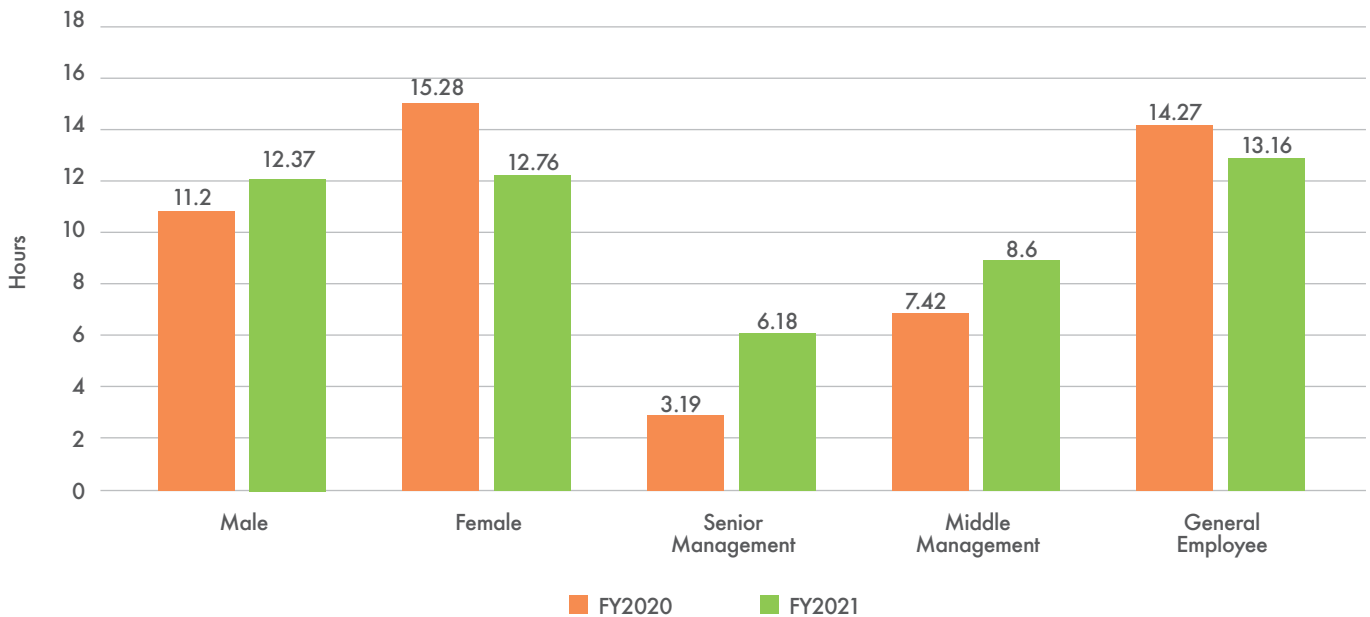
SJM joined forces with DSAL and the Macao Federation of Trade Unions in cultivating talents for Macau's tourism and entertainment industry by sponsoring the 2021 Macao Integrated Tourism and Leisure Enterprise Vocational Skills Competition. SJM also organised teams to participate in the competition and won several major awards.

Training Partnerships

In addition to in-house training, the Group is actively collaborating with external entities to organize valuable training programmes for its staff.

In FY2021, 13,941 employees of the Group received more than 247,000 hours of training. The Group has long been committed to supporting the continuous development of workforce and spent more than 90% of its training time on upskilling its general employees. For more information regarding the Group's employees by gender and employee category, please refer to Table 3 in the Appendix - Performance Table.

Trend in Average Training Hours per Category



Our Accomplishments

- Achieving 2% increase in total workforce as compared to that of FY2020
- Achieving 2% increase in full-time workforce as compared to that of FY2020
- Maintaining a female to male gender ratio of 53:47
- Maintaining a low turnover rate of 8%
- Achieving zero work fatalities for consecutive 3 years
- Providing more than 247,000 hours of training to over 70% of staff
- Achieving average training per staff of 12.58 hours



Untitled II

Denis Murrell

Location: Lobby Lounge, Grand Lisboa Palace

CORNERSTONE OF OUR COMMUNITY



Our Management Approach

Upholding its principle of “From society to society”, SJM is committed to creating a positive impact on society as it understands the dynamic interaction and mutual benefit that creating shared value for all can bring to both the Group’s operations and the community. SJM considers the community’s interests and contributes to the value creation and quality of life improvement through contributing to nine focus areas: Nurturing the Youth, Promoting Patriotism, Responsible Business, Aid during the Pandemic, Caring for the Local Community, Supporting Sports Development, Promoting Arts and Culture, Boosting the Economy, and Supporting Macau’s SMEs.

In 2021, SJM organised, sponsored and participated in various activities supporting the community. During the year, the Group’s community work totalled 2,835,135 hours. Through the volunteerism of its dedicated staff, SJM collaborated with the government and different organisations, to bring meaningful programmes to all in the community.

SJM cares for the Motherland and provides prompt assistance in need of urgent relief. On 21 July 2021, under the coordination of the Liaison Office of the Central People’s Government in the Macau SAR, SJM donated MOP10 million to support flood relief efforts in Zhegzhou, China, carrying with it the company’s sincerest wishes to the people affected by the flooding.



Nurturing the Youth

SJM Scholarship Programme: Nurturing local talents is always one of the most important elements in SJM's corporate social responsibility. The SJM Scholarship Programme annually awards scholarships of MOP10,000 each for ten outstanding students at the University of Macau and ten outstanding students at the Macao Institute for Tourism Studies.

For children of staff, the SJM Scholarship Programme awards ten scholarships annually to students, who are each awarded MOP20,000 per year until they finish their university studies (up to five years). Ten outstanding students were selected for Year 2021 by the SJM Scholarship Selection Committee. In addition, two best performing students in the past academic year were selected and each presented with an additional award of MOP5,000. Since its establishment in 2005, the SJM Scholarship Programme has awarded 170 children of staff, of whom 117 students have graduated.



The Alumni Association of Scholarship for SJM Employees' Children was established in 2012, aiming to encourage active participation of alumni in social services for the benefit of the community.

In addition to offering scholarships to children of staff, SJM also sponsors the full school fees of staff to further their studies at Macau Millennium College, and encourages employees to return to school by completing secondary school education at Millennium Secondary School.

Summer Interest Class: SJM hosted a number of interest classes for children of staff members starting from 19 July 2021, aiming to help youngsters to gain skills and knowledge and accumulate experience during the summer vacation. 2021 marked the fifth consecutive year of the summer classes with an enrolment of 500 students, the highest participation on record. A total of 37 classes in four categories were offered, including sports, pastry-making, art and craft, culture and other activities.

Promoting Patriotism

Deeply rooted in Macau, SJM is committed to upholding the spirit of loving the Motherland and Macau, and always encourages and supports its staff members to participate actively in patriotic education programmes. In 2021, SJM continued to promote patriotism by providing various exchange workshops and activities to its employees.



Two Sessions Spirit Sharing Session: On 13 April 2021, SJM held a sharing session on the spirit of the Two Sessions at Grand Lisboa (live-broadcasted to Hong Kong office) under the guidance of the Economic Affairs Department of the Liaison Office of the Central People’s Government in the Macau SAR and supported by Macao Government Tourism Office and Macao Gaming Inspection and Coordination Bureau. SJM invited members of the National People’s Congress of the People’s Republic of China and of the National Committee of the Chinese People’s Political Consultative Conference as guest speakers to share the Two Sessions spirit with over 1,000 team members.

Celebration of the 100th Anniversary of the Chinese Communist Party: To celebrate the centenary of the Chinese Communist Party, SJM organised a series of activities for its staff members, aiming to promote the Country’s great achievements and the spirit of patriotism:

- Live-broadcast of the programme “100th anniversary of the founding of the Communist Party of China” was arranged for staff at the Grand Lisboa Ballroom as well as in the back-of-house areas of SJM’s properties on 1 July 2021.
- Two screening sessions of 1921, a movie commemorating the birth of the Communist Party of China since its First National Congress, was organised for over 500 staff members on 1 July 2021.

- A quiz on the history of the Chinese Communist Party was launched for its staff members from 1 to 31 July 2021 to deepen their knowledge about the history of the Party and the achievements of the Nation.
- A visit to the photo exhibition celebrating the 100th anniversary of the founding of the Communist Party of China was organised for staff members on 13 July 2021.



Patriotic Education Training Workshops: With full support of the Liaison Office of the Central People’s Government in the Macau SAR, SJM organised “My Motherland and Me” patriotic education training workshops in Zhuhai, China for its staff members. Professional tutors were invited to guide participants through the contents and provided assistance in observing the latest development of China in economic and technology areas. Through outdoor learning activities, employees deepened their understanding and knowledge of the Country. Eleven sessions were held during the year with a total of 439 participants.



Holistic Patriotic Education Course: To enhance staff's understanding of modern China, SJM organised a series of national education courses for its employees, with a total of 15 classes covering topics such as politics, culture, population, economy and finance, transport and the development of the Guangdong-Hong Kong-Macau Greater Bay Area, benefiting a total of 805 participants.

China Film Festival Sponsorship: SJM sponsored the China Film Festival for the seventh year, aiming to promote patriotism in Macau through introducing movies with patriotic themes. Movie tickets were distributed to staff members.

National Security Education Exhibition: On 19 April 2021, SJM organised staff members to visit the National Security Education Exhibition. The visit was co-organised by the Macau SAR Government and the Liaison Office of the Central People's Government in the Macau SAR, aiming to deepen the understanding of staff members on the importance of national security and their responsibilities to protect the integrity of the Nation.

Young People's Patriotic Education Base: To nurture patriotism amongst staff members and their children, SJM organised a visit to the "Young People's Patriotic Education Base" on 25 April 2021. The exhibition, which depicts the Country's people-oriented belief and its continuous pursuit of the well-being of people, deepened the participants' sense of pride towards their national identity, and inspired the young generation to combine efforts to build a better future.

"Tell China's Stories" Workshops: SJM held a series of "Tell China's Stories" workshops for its staff members and their children during the months of May and June in 2021. Aiming to pass on the spirit of "Loving the Motherland and Loving Macau" from generation to generation, SJM is committed to organising more family-based activities, with the dual purpose to promote patriotic education and to provide an effective communication platform between parents and their children.



Responsible Business: Responsible Gaming & Environment

Prevention of Gaming Crime: SJM fully supports the government’s efforts in combating crimes and actively encourages its staff to contribute to the concerted efforts of the police and the public. To maintain a healthy gaming environment, SJM hosted the “Gaming Crime Prevention Workshop” with Macao Judiciary Police on 10 November 2021 to raise the awareness of front-line staff members on crime prevention, and to prevent crimes from happening within casinos and hotels. 60 SJM staff members attended the workshop, covering topics on procedures on reporting crimes, the latest trends of gaming-related crimes, and other security issues generated by the illegal exchange of currencies. Staff members were encouraged to share the knowledge acquired at the workshop with their families and friends to promote the healthy development of both the gaming industry and society.

Responsible Gaming: In support of the government’s promotion of responsible gaming (“RG”), SJM launched a series of activities themed around “Lost Control, Lose Family” in 2021, including the SJM Responsible Gaming Promotion 2021 – RG Award & Sustainable Development Planning Certificate Presentation Ceremony held on 30 November 2021. The event not only allowed participants to deepen their understanding of RG, but also allowed them to showcase their creative talents, making it possible to promote RG to a larger audience. SJM also collaborated with the Macao Gaming Industry Employees Home for the first time in organising a RG themed “Family Fun” board game promotion event, allowing participants to experience the troubles faced by families whose members had gambling disorders and help them to understand the importance of RG.

For more information, please refer to “Responsible Gaming” on P.22-23 of the Report.



Earth Hour: On 27 March 2021, SJM supported the global lights-off initiative of Earth Hour 2021 by switching off the exterior lights and non-essential indoor lights of all its properties for one hour. Through participation in this global event, SJM aimed to raise the public’s awareness toward environmental sustainability and to enhance the green development of the community. SJM also encouraged its staff to join forces in this campaign by turning off their lights at home.



SJM promoted
Responsible Gaming
through the campaign
“Lost control, Lose Family”
in 2021

2021 World Environment Day: SJM participated in the “2021 World Environment Day” in support of DSPA to boost environmental awareness and energy conservation. A series of activities were held from June through August, including a lights-off event on 7 June, and two other summer events “Casual Summer Wear – Let’s Conserve Energy” and “Non-essential Lights off at Lunch”. SJM also supported the “Festival of the 2021 World Environment Day of the Guangdong-Hong Kong-Macau Greater Bay Area” jointly organised by DSPA and the environmental protection departments of 11 cities in the Greater Bay Area. To promote environmental awareness and to raise funds for charity, SJM donated the plastic bag charges to Caritas Macau at the donation ceremony during the Festival.



MIECF 2021: Dedicated to promoting sustainable development, SJM participated in the Macao International Environmental Cooperation Forum & Exhibition 2021 from 5 to 7 August 2021. This online exhibition and business matching facilitated SJM in supporting and nurturing the development of green enterprises for the sake of building a prosperous green economy in Macau.



Aid during the Pandemic

Upholding its core value of “From society to society”, SJM has adopted numerous initiatives since the outbreak of COVID-19 to provide aid to the disadvantaged and rejuvenate economic recovery, proactively cooperating with the government’s anti-pandemic policies.

Vaccination Promotion: To provide an incentive for people to get vaccinated and build an immune barrier in Macau as quickly as possible, SJM organised the “2021 SJM Vaccination Encouragement Programme” for its staff members, their family and friends, in which up to three days’ special paid and the chance to win lucky draw prizes were provided. With more than 3,600 staff members and their families and friends participating in the event, the vaccination programme was extended from 21 to 22 June until 24 June. Another session was successfully held from 1 to 3 August 2021.

SJM also partnered with Macao Health Bureau in organising an informative “Novel Coronavirus Vaccination Seminar” in June to provide employees with an in-depth understanding of vaccinations.

In continuous support of the government’s call for vaccination, SJM collaborated with Macao Health Bureau in setting up a three-day vaccination outreach centre, the first of its kind in Macau, at Grand Lisboa Hotel running from 25 to 27 November 2021 for the public and workers stationed in Macau.



Mass Nucleic Acid Testing: In late 2021, in response to the confirmed COVID-19 cases reported in Macau, the SJM Volunteer Team offered assistance to the government's second and third mass nucleic acid testing programme starting from 25-27 September and 6-7 October 2021, respectively. More than 90 volunteers helped to provide on-site assistance to the elderly, children, pregnant and people with disabilities at the special care station located inside the Olympic Sports Centre to ensure the tests were conducted in an orderly and efficient manner.



Thematic Exhibition: SJM arranged a visit to the "Fight The Epidemic - Thematic Exhibition of Combating with COVID-19" for its staff members and their children in June 2021, taking the opportunity to pay tribute to the medical staff for safeguarding the health of the people in China, while reminding its staff members and children the importance of public health.



Charity Visits: To bring warmth and support to the underprivileged in Macau during the pandemic, SJM organised several charity visits in July and August 2021, co-joined by Macau Social Services Centre. In this period of time, SJM Volunteer Team members paid visits to 500 households, spending quality time with them and sending them festive blessings from SJM.



Caring for the Local Community

Donation for the Needy: In 2021, SJM continued to support Macau's charities and NGOs amidst the pandemic, including donating MOP600,000 to Tung Sin Tong Charitable Society and MOP200,000 each to: Kiang Wu Hospital Charitable Association, Obra das Mães, Macau Association of the Hearing Impaired, Macau Social Services Centre and Yat On Responsible Gambling Counselling Centre. In the meantime, SJM also donated MOP 317,500 to the Macao Holy House of Mercy to support its social service shop to distribute food baskets and Chinese New Year gifts to low-income families.

On 6 December 2021, SJM donated MOP200,000 to Caritas Macau in support of its 2021 Charity Bazaar. Though the Bazaar was not held as scheduled due to the changing environment of the COVID-19 pandemic, SJM's support to the needy remained unflinching.



Other financial support from the Group included supporting the flag day of the General Union of Neighbourhood Associations of Macau to raise funds for the elderly living alone, sponsorships for the Charity Raffle of Orbis Macau, as well as for the parent-child activities of Macao Gaming Industry Employees Home such as Colourful Christmas Wood Cake Workshop and the Competition and Cultural Activities for Gaming Practitioners.

In addition, SJM supported Escola Caritas de Macau in organising a festive celebration on 5 February 2021 by donating 300 cans of cookies to the young students. Through the festive celebration, the children came to learn more about Chinese traditions and culture.



Charity Runs: SJM frequently organised its team members to join charity activities, showing the company's concerted support to the needy in Macau. These activities included the charity run organised by Bosco Youth Service Network and the University of Macau Alumni Association, Caritas Macau's 70th Anniversary Charity Run, and the Care Action Macau Charity Run, with the latter two held online under the pandemic.



Charity Football Match: On 22 May 2021, SJM sponsored and participated in a charity football match held by Macau Special Olympics (“MSO”) at the Macao Federation of Trade Unions Workers Stadium. A football team was formed by staff members to compete in the match, to promote physical health and spread the important message of disability inclusion in society.



Blood Donation: SJM reckoned that the blood donation rate might be affected amid the pandemic, as such, the Group organised a blood donation campaign in July 2021 and coordinated around 60 volunteering staff for blood donation at Macao Health Bureau’s blood donation centre. SJM encouraged its staff members to become regular blood donors to give back to society and save lives.



Promoting Social Inclusion: SJM invited over 80 members from MSO to visit the SJM booth at the Macao Food Festival on 19 November 2021. SJM also participated in MSO’s “Run with a Partner” and “Charity Workshop” to support social inclusion of the disabled.

SJM invited MSO to join the interactive Community Tennis Clinic on 9 December 2021, during which Li Na, Global Ambassador for the Special Olympics, made a special appearance and had a wonderful time with the MSO members.



Local Voluntary Work: In 2021, a total of 16,968 members of the SJM Volunteer Team participated in various volunteer activities organised by SJM and other third parties, including the Liaison Office of the Central People’s Government in Macau, Labour Affairs Bureau of Macau, Social Welfare Bureau of Macau, Macao Federation of Trade Unions, General Union of Neighbourhood Associations of Macau, The Women’s General Association of Macau, Caritas Macau, Macau Special Olympics, Macau Association of the Hearing Impaired, Associação de Juventude Voluntária de Macau and Macau Social Services Centre.

Walk for a Million: SJM donated MOP600,000 in support of the 2021 Walk for a Million. Under the pandemic, the Walk was held on line on 12 December 2021, participated by 9,500 staff members and their family members and friends, joining forces with the company in contributing to this annual charitable event.



Supporting Sports Development

Joining forces with Macao Sports Bureau in promoting the development of Macau's sports and tourism, SJM has spared no efforts in sponsoring, organising and participating in various kinds of sports events.

Dragon Boat Races: In 2021, SJM continued to support the Macao International Dragon Boat Races by forming six dragon boat teams comprising 80 staff members to participate in this annual sport event on 13 and 14 June 2021. The team members not only showcased team spirit of SJM, but also helped promote the traditional Chinese Dragon Boat Festival, a UNESCO intangible cultural heritage, to the world.



Chinese Tennis Association ("CTA") Tour: SJM proudly title-sponsored the 2021 CTA Tour SJM Professional Finals (Macau) and National Tennis Championships, which were held in Macau from 6 to 12 December 2021, aiming to promote sports exchange and to accelerate cross sector integration of "sports + tourism" by bringing this national level tennis event the first time to Macau. Children of SJM staff volunteered to join the caddie training held by the Macau Tennis Association and offered assistance during the tournaments.



In addition, SJM organised a series of promotional and educational activities to bring this mega tennis event to the young people and to the local community.

SJM and CTA jointly invited internationally renowned Chinese tennis player Li Na and three other tennis stars to conduct a Youth Talk on 8 December, sharing their success stories and experiences with the students of the University of Macau, including those from Stanley Ho East Asia College and Henry Fok Pearl Jubilee College. SJM also invited members of Macau Special Olympics to interact with the CTA players in a Community Tennis Clinic held on 9 December, inspiring the members of the athletes' courage and perseverance.



Macau Grand Prix: As an ardent supporter of the Macau Grand Prix, SJM was the title sponsor of the 68th Macau Grand Prix – SJM Formula 4 Macau Grand Prix, which was held from 19 to 21 November 2021. In an effort to promote this international sports event to the younger generation, SJM invited students from Stanley Ho East Asia College and Henry Fok Pearl Jubilee College of the University of Macau for a guided tour of the Macau Grand Prix paddock, enabling the students to learn more about the event operation and gain a new appreciation for this spectacular motorsport, making them feel proud of this locally-developed international sports event.



Martial Arts Sponsorship: The SJM Cup – 9th Macau Wushu Festival and Macau Martial Arts Competition, also title-sponsored by SJM, took place from 27 to 30 July 2021 at the University of Macau. In addition to wushu competitions, the event also comprised a series of activities including forums and discussions attended by wushu masters from the Mainland. This event not only provided an exchange platform for the wushu masters, it also helped to bring the world closer to China through the promotion of traditional Chinese martial arts.



Other Sports Events: SJM was again the title sponsor of the SJM Macau Derby held at the Macau Jockey Club in July 2021, marking the eighteenth year of SJM's sponsorship of this annual sports event.

With the goals to promote a balanced work-life and to foster team spirit and sports exchange, SJM organised staff teams to participate in the 2021 Macau Obstacle Racing Challenge hosted by Macao Sports Bureau on 12 December 2021, and in the sports contests organised by Macao Gaming Industry Employees Home, covering football, table tennis, badminton, hilly trail run and others.

Promoting Arts and Culture

Art Exhibitions: Grand Lisboa Palace Resort Macau houses the largest collection of locally commissioned artworks in any hotel or integrated resort in Macau, offering visitors a taste of the city’s vibrant art scene through featured works by seven young and established local artists, including Konstantin Bessmertny, Cai Guo Jie, Eric Fok, Carlos Marreiros, Denis Murrell, Ambrose So and Ung Vai Meng. This collection exemplifies SJM’s commitment to honouring its local roots by supporting and promoting the city’s vibrant cultural and creative activities.

In support of “Art Macao: Macao International Art Biennale 2021”, SJM collaborated with the abovementioned talented local artists to host a series of exhibitions “Art • Creation • New Ambience” from 21 July to 31 October 2021 at Grand Lisboa Hotel and Grand Lisboa Palace Resort. Through the exhibitions, SJM aimed to support the local art community, inspire more people to appreciate the efforts of local artists and join forces for the continuing development of Macau’s cultural and creative activities.

As the second edition of the “Art • Creation • New Ambience” series of exhibitions, SJM further collaborated with Heidi Lau to organise the “Empire Recast – Solo Exhibition of Heidi Lau” and the curator’s sharing section.



“Tourism + Film and TV”: On 16 September 2021, SJM launched the destination video “Visit Macau – Explore New Landmarks” to boost Macau’s tourism recovery in collaboration with a state-owned cultural enterprise directly under the Shaanxi provincial government, and obtained the support of Macao Government Tourism Office. The video aims to promote Macau as a safe travel destination, aiding the recovery of the tourism business, and showcasing Macau as a world centre of tourism and leisure. Through this new exploration of “tourism + film and TV” production, the ties between Macau and Mainland China were further strengthened by inspiring more creative collaboration to facilitate the growth and development of Macau’s cultural tourism business.

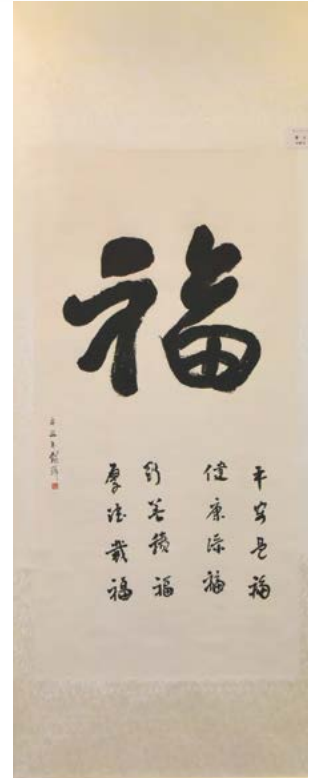
hush! 2021 Concerts: At the invitation of Macao Cultural Affairs Bureau, SJM offered its vessel “STDM No. 1” (formerly a dredger) as a performance stage for the Coastal Rock Concert of “hush! 2021 Concerts” on 21 November 2021. Through supporting this annual event, SJM was committed to the diversified development of Macau tourism, deepening cross-sector integration of “culture + tourism”. SJM also had on site a game booth themed around the dredging works of the company, enabling the public to understand more about the importance of dredging Macau’s navigation channels to the economy and community.

Macau Design Award 2021: To cultivate “arts and culture + tourism” and the development of creative and cultural businesses in Macau, SJM title-sponsored the Macau Design Award 2021 organised by the Macau Designers Association (“MDA”) and supported by Macao Cultural Affairs Bureau, and introduced the “SJM Design New Talent Award”. A press conference was held in December to kick off the event, with the award ceremony held in February 2022 at the Grand Pavilion of the Grand Lisboa Palace Resort.





Other Cultural Events: Dedicated to promoting Chinese culture and cultural exchange in Macau, SJM not only sponsored the activities held at Kam Pek Community Centre to enrich the cultural life of citizens, it also sponsored other cultural events, such as the 10th Macau Literary Festival and the “Macau Arts Salon 2021” exhibitions at Clube Militar de Macau.



Calligraphy Exhibition: In order to enhance the cultural accomplishment of gaming practitioners, increase their understanding of traditional Chinese quintessence, as well as to promote the art of Chinese painting and calligraphy, SJM and the Macau Chinese Culture and Arts Association co-organised the “Chinese Dream” Chinese calligraphy and painting exhibition from 8 to 15 December 2021 at the Kam Pek Community Centre, showcasing about 80 pieces of works by more than 20 incumbent and retired staff members, as well as tutors of the SJM Chinese Painting and Calligraphy Class.

Boosting the Economy

Macau Food Festival: As a long-term supporter of Macau’s signature events, SJM continued to sponsor the Macau Food Festival in 2021. The evening of 27 November was named “SJM Night”, during which SJM presented a variety of performances to the audience.



Macau Week Roadshows: In 2021, SJM participated in five stops in China’s Macau Week promotion organised by Macao Government Tourism Office, namely Hangzhou in March, Nanjing in May, Shanghai in June, Chengdu in September, and Chongqing in December, to promote Macau’s rich and diverse tourism and leisure products to local residents and tourists.

	Macau Week	Date	Location
1	Hangzhou	26 to 29 March 2021	Hubin Street, Hangzhou
2	Nanjing	14 to 17 May 2021	Fuzimiao Street, Nanjing
3	Shanghai	3 to 7 June 2021	Waitan, Yuanmingyuan Road, Shanghai
4	Chengdu	23 to 27 September 2021	Jiaozi Plaza, Chengdu
5	Chongqing	2 to 6 December 2021	Jiefangbei Square, Chongqing



Tourism Expo: To promote Macau’s tourism industry and boost the local economy. SJM participated in the China (Guangdong) International Tourism Industry Expo held in Guangzhou and the Macao Tourism Promotion Conference (Shenzhen) and Negotiation Conference held in Shenzhen in September 2021.

Stay, Dine and See Macao: SJM fully supported the Macau Government’s “Stay, Dine and See Macao” campaign to ease the impact of the pandemic by gradually resuming tourism activities. In addition to introducing preferential packages to promote local consumption, SJM also partnered with the government in designing a local tour “Explore the Treasures, Wonders and Beauty of Grand Lisboa” to increase the flow of guests and boost F&B business in the hotel.

At the request of Macao Government Tourism Office, SJM set up a service counter in the Grand Lisboa Hotel lobby from 28 July to 31 December 2021 to promote “Boutique Tour” by introducing and designing in-depth travel itineraries for tourists and local residents.

Promoting Tourism+: In full support of the government’s promotion of Tourism+, SJM actively sponsored and participated in a series of significant events held in Macau across 2021, including the exhibitions series of “Art • Creation • New Ambience”, SJM Formula 4 Macau Grand Prix, Macau Food Festival, hush! 2021 Concerts, as well as 2021 CTA Tour SJM Professional Finals (Macau) and National Tennis Championships. For details of these sponsorships, please refer to their respective descriptions in this chapter.

In December 2021, SJM kicked off its three-year partnership (2022-2024) with MICHELIN Guide Hong Kong Macau, dedicated to promoting Macau as a UNESCO designated Creative City of Gastronomy, and bringing more visitors to Macau and the Greater Bay Area.

Responsible and Innovative Recovery: SJM sponsored the MGS Macau Leisure Technology Summit 2021, and joined the summit on the innovative recovery of Macau’s entertainment and tourism industry. SJM also participated in the Macau Integrated Tourism and Leisure Corporate Social Responsibility Forum held by the Macao Polytechnic Institute (now Macao Polytechnic University) to share with the public its comprehensive anti-epidemic work.

Supporting Macau’s SMEs

Local SMEs: As a long-term supporter of local SMEs, SJM jointly launched the “SJM and Macau SME Procurement Partnership Programme” with the Macao Chamber of Commerce in 2016. As of 31 December 2021, 1,467 local suppliers have enrolled in the Programme. In 2021, SJM purchased more than MOP6 billion value of materials from local SMEs, of which 58% belonged to the three types of enterprises supported by the government, namely “Micro Enterprise”, “Made in Macau” and “Young Entrepreneur”.

Our Accomplishments

- Contributing 2,835,135 hours of volunteer work
- Supporting the education of 170 children of staff through the SJM Scholarship programme
- Combating gaming-related crimes through awareness workshops
- Title-sponsoring four significant sports events in Macau
- Organising more than 10 activities for our staff in celebration of the 100th Anniversary of the Chinese Communist Party
- More than 5,000 Macau residents vaccinated through three series of vaccination programmes and promotions
- Holding a series of “Art • Creation • New Ambience” exhibitions for a 3-month period to support “Art Macao: Macao International Art Biennale 2021”
- Encouraging 9,500 staff in participating in the Walk for a Million
- Participating with the Macau SAR Government in five stops of Macau Week in different Mainland cities
- Arranging more than MOP6 billion value of procurement in supporting local SMEs



謙

亨者也 司終豕 曰謙合 行巡下
 亨炎剛 陸繼鬼 而上行 天巡於
 而益縮 地飛纒 壘央沈 兼鬼神
 盈克福 謙允繼 變盈亨 知訟謙 八
 央炎卑 而不可 喻泉中 上終也 象
 曰陸中 勿山謙 泉中 幼亨多 益廩
 穉物乎 輝

李陽冰謙卦碑

乙亥秋粉輝篆於澳門陸軍俱樂部
 乃燭中山菊城陶屋何湛泉塑壁



Humility Scroll
 Ambrose So
 Location: West lobby, Grand Lisboa Palace

ABOUT THIS REPORT

SJM Holdings Limited (“SJMH” or the “Company”) is pleased to present its second standalone Environmental, Social and Governance Report for 2021. This Report outlines the performance of the Group under four major sustainability headings, namely Governance and Ethics, Stewardship of our Planet, G.R.E.A.T.NESS of our People and Cornerstone of our Community, which collectively contribute to the sustainability of SJMH.

Reporting Standard

This Report was prepared in accordance with the ESG Reporting Guide set out in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. We also adhered to the four reporting principles set out in the ESG Reporting Guide to ensure effective disclosure of SJM’s performance, namely materiality, quantitative, balance and consistency.

Materiality

Material Assessment is an important strategic tool that the Board, as well as the whole Group, have leveraged to identify and evaluate the ESG issues that have a material impact on the Group’s sustainable development. In 2020, the Group commissioned an independent consultant to engage its key internal and external stakeholders, including the management and employees of the Group, shareholders and investors, business partners, government and community partners, industry association, media and customers, in order to generate a complete picture of material ESG issues. To facilitate the consistency of business direction and policy implementation, we viewed the endorsed materiality outcome as a compass guiding us in business management and sustainable development. For more information about our materiality analysis, please refer to Sustainability at SJMH of this Report.

Quantitative

The principle of Quantitative was followed in the preparation of the Report, in which we collated our environmental and social performance against a list of quantitative KPIs, including emissions, consumption of natural resources, employment information, etc.

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

Balance

To delineate an unbiased picture of the Group’s sustainable development to its stakeholders, we unveiled our ESG performance objectively and transparently. We oppose inappropriate selections, omissions or presentation of information that might affect the judgement of readers on the Group’s ESG performance.

Consistency

To drive year-on-year comparisons and peer benchmarking, the Report continued to use the structure of its predecessor in 2020 with an enhancement in the level of disclosure considering the upgraded ESG Reporting requirements of the Stock Exchange of Hong Kong.

For better alignment with internationally recognised frameworks for sustainable development and information disclosure, this Report has also disclosed SJM’s enormous efforts in integrating the United Nations Sustainable Development Goals (“SDGs”) into business operations. For more details, please refer to Sustainability at SJMH of this Report.

Reporting Period and Boundary

Focusing on the core business operations of the Group, this ESG Report adopts the Operational Control Approach, covering the significant environmental and social performance within the operational boundaries of SJMH and SJM in Hong Kong and Macau. For environmental performance data, it primarily covers the Group’s corporate offices, casino and hotel operations in which the Group has direct operational control, as well as wholly- or majority-owned hotel operations which are not operated by the Group*. Unless otherwise stated, all information and data disclosed in this Report cover the Reporting Period of 1 January 2021 to 31 December 2021, with cross-year data provided for comparison where relevant and applicable.

Accessibility of the Report

For the convenience of our investors and other stakeholders, this Report is available on the website of the Company and the HKEx in both English and Chinese.

APPENDIX – PERFORMANCE TABLE

Table 1. The Group's Total Emissions by Category in FY2021 ⁶

Emission Category	Key Performance Indicator (KPI)	Unit	Amount in FY2021	Intensity ¹ (Unit/m ²) in FY2021
Air Emissions ²	SO _x	KG	56.58	6.98 x 10 ⁻⁵
	NO _x	KG	9,9940.03	1.23 x 10 ⁻²
	PM	KG	177.67	2.19 x 10 ⁻⁴
GHG Emissions	Scope 1 ³ (Direct Emissions)	Tonnes of CO ₂ e	154,312.88	0.19
	Scope 2 ⁴ (Energy Indirect Emissions)	Tonnes of CO ₂ e	237,155.57	0.29
	Total (Scope 1 & 2)	Tonnes of CO ₂ e	391,468.45	0.48
Non-hazardous Waste	Solid Wastes ⁵	Tonnes	1,610.57	1.99 x 10 ⁻³
	Waste recycled			
	Food Waste	Tonnes	336.56	-
	Paper	Tonnes	62.65	-
	Plastic Bottle and Single-use Plastics	Tonnes	4.40	-
	Others ⁷	Tonnes	23.89	-

1. Intensity for FY2021 was calculated by dividing the amount of air, GHG and other emissions respectively by the Group's gross floor area (GFA) of 810,297.83 m² in FY2021;

2. The Group's air emissions only included the air pollutants from gaseous fuel consumption and liquid fuel consumption of motor vehicles;

3. The Group's Scope 1 (Direct Emissions) included only the consumption of fossil fuels for stationary and mobile combustion, as well as the refrigerant in hotels and casinos during operations;

4. The Group's Scope 2 (Energy Indirect Emissions) included only electricity consumption;

5. The amount of solid waste in FY2021 only covered domestic and commercial wastes from the hotels, casinos and offices of the Group where the employees and guests worked and lived in Macau;

6. The methodology adopted for reporting on GHG emissions set out above was based on "How to Prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange, The GHG Protocol Corporate Accounting and Reporting Standard and the 2006 IPCC (Intergovernmental Panel on Climate Change) Guidelines for National Greenhouse Gas Inventories;

7. Other recycled waste includes metal, glass, battery and used cooking oil.

Table 2. Total Resource Consumption in FY2021 ³

Use of Resources	Key Performance Indicator (KPI)	Unit	Amount in FY2021	Intensity ¹ (Unit/m ²) in FY2021
Energy ²	Electricity	kWh'000	289,234.65	0.36
	Natural Gas	kWh'000	11,680.11	0.01
	Gasoline	kWh'000	1,576.39	1.94 x 10 ⁻³
	Diesel	kWh'000	33,219.58	0.04
	LPG	kWh'000	597,335.61	0.74
	Total	kWh'000	933,046.34	1.15
Water	Water	m ³	1,570,007.50	1.94

- Intensity for FY2021 was calculated by dividing the amount of resources that the Group consumed in FY2021 by the Group's gross floor area (GFA) of 810,297.83 m² in FY2021;
- The energy conversion of resources consumed was based on the energy coefficient set out in "How to Prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange" and the Energy Statistics Manual of International Energy Agency (IEA); and
- The environmental data disclosed includes the operations of management offices, casinos and hotels of the Group in Macau and Hong Kong.

Table 3. Number of Employees by Age Group, Gender, Employment Type, Position, Geographical Locations of The Group in FY2021 ¹

Gender		Age Group					Total
Male	Female	18-30	31-40	41-50	51-60	Aged 61 or above	
9,151	10,446	2,068	5,989	5,807	5,270	463	19,597

Employment Type		Position			Total
Full Time	Part Time	General Employee	Middle Management	Senior Management	
19,637	17	17,229	2,239	186	19,654

Geographical Location

Locations	Number of Employees
Hong Kong - Office	57
Macau - Office	2,737
Macau - Hotels	1,960
Macau - Casinos	14,900
Total:	19,654

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

Table 4. Employee Turnover Rate by Age Group, Gender and Geographical Locations in FY2021 ¹

	Gender		Age Group					Total
	Male	Female	18-30	31-40	41-50	51-60	Aged 61	
Employee Turnover	814	735	373	289	217	428	242	1,549
Employee Turnover Rate	9%	7%	18%	5%	4%	5%	51%	8%

Geographical Location

Locations	Employee Turnover	Employee Turnover Rate
Hong Kong	14	25%
Macau - Office	313	11%
Macau - Hotels	376	19%
Macau - Casinos	846	6%

1. The turnover data is based on the employment contracts entered into between the Group and its employees. Turnover rate was calculated by dividing the number of employees who resigned in FY2021 by the number of employees in FY2021. The methodology adopted for reporting on turnover data set out above was based on "How to Prepare an ESG Report – Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

Table 5. Number and Percentage of Employees Trained in the Group by Gender and Position Type in FY2021 ¹

	Gender		Position			
	Male	Female	General Employee	Middle Management	Senior Management	Total
Number of Staff Trained	6,281	7,660	12,022	1,738	181	13,941
% of Staff Trained	45%	55%	86%	12%	1%	71%

1. Training refers to the vocational training that the Group's employees attended in FY2021. The methodology adopted for reporting on the number and percentage of employees trained set out above was based on "How to Prepare an ESG Report – Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

Table 6. Training Hours Received by the Employees of the Group by Gender and Position Type in FY2021 ¹

	Gender		Position			
	Male	Female	General Employee	Middle Management	Senior Management	Total
No. of Hours Trained	113,581.91	133,613.29	226,789.03	19,256.67	1,149.50	247,195.20
Average Training Hours	12.37	12.76	13.16	8.60	6.18	12.58

1. The methodology adopted for reporting training hours set out above was based on "How to Prepare an ESG Report – Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

REPORT DISCLOSURE INDEX

HKEx ESG Guide Content Index

Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
A. Environmental				
A1: Emissions	General Disclosure	<p>Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.</p> <p>Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.</p> <p>Hazardous wastes are those defined by national regulations.</p>	Stewardship of Our Planet	32-48
	KPI A1.1	The types of emissions and respective emissions data.	Appendix – Performance Table	78-82
	KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Appendix – Performance Table	78-82
	KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	The Group did not generate significant amounts of hazardous waste during the Reporting Period.	N/A
	KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Appendix – Performance Table	78-82
	KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Stewardship of Our Planet	32-48
	KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Stewardship of Our Planet	32-48

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Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
A. Environmental				
A2: Use of Resources	General Disclosure	<p>Policies on the efficient use of resources, including energy, water and other raw materials.</p> <p>Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.</p>	Stewardship of Our Planet	32-48
	KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Appendix – Performance Table	78-82
	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Appendix – Performance Table	78-82
	KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Stewardship of Our Planet	32-48
	KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Stewardship of Our Planet	32-48
	KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The use of packaging material for finished products is not applicable to the Group's business.	N/A
A3: The Environment and Natural Resources	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Stewardship of Our Planet	32-48
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Stewardship of Our Planet	32-48
A4: Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Stewardship of Our Planet	32-48
	KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Stewardship of Our Planet	32-48

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Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
B. Social				
Employment and Labour Practices				
B1: Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	G.R.E.A.T.ness of Our People	50-59
	KPI B1.1	Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region.	Appendix – Performance Table	78-82
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix – Performance Table	78-82
B2: Health and Safety	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	G.R.E.A.T.ness of Our People	50-59
	KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	G.R.E.A.T.ness of Our People	50-59
	KPI B2.2	Lost days due to work injury.	G.R.E.A.T.ness of Our People	50-59
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	G.R.E.A.T.ness of Our People	50-59
B3: Development and Training	General Disclosure	Policies on improving employees’ knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	G.R.E.A.T.ness of Our People	50-59
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Appendix – Performance Table	78-82
	KPI B3.2	The average training hours completed per employee by gender and employee category.	Appendix – Performance Table	78-82

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Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
B. Social				
Employment and Labour Practices				
B4: Labour Standards	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	G.R.E.A.T.ness of Our People	50-59
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	G.R.E.A.T.ness of Our People	50-59
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	G.R.E.A.T.ness of Our People	50-59
Operating Practices				
B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	Governance and Ethics	21-30
	KPI B5.1	Number of suppliers by geographical region.	Governance and Ethics	21-30
	KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Governance and Ethics	21-30
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Governance and Ethics	21-30
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Governance and Ethics	21-30
B6: Product Responsibility	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Governance and Ethics	21-30
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	There were no recalls concerning the provision and use of the Group's products and services that have a significant impact on the Group's operations	N/A

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Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
B. Social				
Operating Practices				
B6: Product Responsibility	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Governance and Ethics	21-30
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual property rights are not material to the Group's operations.	N/A
	KPI B6.4	Description of quality assurance process and recall procedures.	Governance and Ethics	21-30
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Governance and Ethics	21-30
B7: Anti-corruption	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Governance and Ethics	21-30
	KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Governance and Ethics	21-30
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Governance and Ethics	21-30
	KPI B7.3	Description of anti-corruption training provided to directors and staff.	Governance and Ethics	21-30
Community				
B8: Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Cornerstone of Our Community	61-75
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Cornerstone of Our Community	61-75
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Cornerstone of Our Community	61-75





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