



銀娛GEG

銀河娛樂集團有限公司  
Galaxy Entertainment Group Limited

Stock Code: 27

2023  
*Environmental, Social and  
Governance Report*



星際酒店  
StarWorld Hotel

GALAXY  
MACAU  
澳門銀河

澳門百老匯  
BROADWAY MACAU

GALAXY™  
ARENA  
銀河綜藝館

GALAXY™  
INTERNATIONAL  
CONVENTION CENTER  
銀河國際會議中心

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## ABOUT GALAXY ENTERTAINMENT GROUP

Galaxy Entertainment Group Limited (“GEG” or the “Company”) and its subsidiaries (“GEG” or the “Group”) is one of the world’s leading resorts, hospitality and gaming companies. The Group primarily develops and operates a large portfolio of integrated resort, retail, dining, hotel and gaming facilities in Macau. GEG is listed on the Hong Kong Stock Exchange and is a constituent stock of the Hang Seng Index.

GEG through its subsidiary, Galaxy Casino S.A. (“GCSA”), is one of the three original concessionaires in Macau with a successful track record of delivering innovative, spectacular and award-winning properties, products and services, underpinned by a “World Class, Asian Heart” service philosophy, that has enabled it to consistently outperform and lead the market in Macau.

GEG operates three flagship destinations in Macau, which form our gaming and entertainment division: on Cotai, Galaxy Macau™, one of the world’s largest integrated destination resorts, and the adjoining Broadway Macau™, a unique landmark entertainment and food street destination; and on the Peninsula, StarWorld Macau, an award-winning premium property.

The Group has the largest development pipeline of any concessionaire in Macau. When The Next Chapter of our Cotai development is fully completed, the entire resorts footprint of the Group on Cotai will be more than 2 million square meters, making the resorts, entertainment and MICE precinct one of the largest and most diverse integrated destinations in the world. Furthermore, GEG is progressing plans for our Hengqin project and is also expanding the focus beyond Hengqin and Macau to potentially include opportunities within the rapidly expanding Greater Bay Area. These projects will help GEG develop and support Macau’s vision of becoming a World Centre of Tourism and Leisure.

In July 2015, the Group made a strategic investment in Société Anonyme des Bains de Mer et du Cercle des Étrangers à Monaco (“Monte-Carlo SBM”), a world renowned owner and operator of iconic luxury hotels and resorts in the Principality of Monaco. The Group continues to explore a range of international development opportunities with Monte-Carlo SBM.

GEG is committed to delivering world class unique experiences to our guests and building a sustainable future for the communities in which we operate. For more information about the Group’s business and financial performance, please refer to the GEG Annual Report 2023.

## ABOUT THIS REPORT

2023 marks our first year in publishing a standalone Environmental, Social, and Governance (“ESG”) report (“Report”), representing the Group’s enthusiasm in further highlighting the initiatives that have been undertaken within our properties. This Report has been written in compliance with the Environmental, Social and Governance Reporting Guide set out in Appendix C2 of the Main Board Listing Rules issued by The Stock Exchange of Hong Kong Limited (the “Stock Exchange”). In preparing this Report, the Group ensured adherence to the Stock Exchange’s Reporting Principles of materiality, quantitative, balance, and consistency, and presented the relevant Sustainability Development Goals as outlined by the United Nations (“UNSDG”). This Report has been reviewed by the Board of Directors (“Board”) to ensure that all information published is accurate, to the best of our knowledge, and that it covers all related material topics.

### REPORTING PERIOD AND SCOPE

This Report covers the Group’s ESG-related initiatives, progress, and sustainability performance for the reporting period from 1 January 2023 to 31 December 2023.

The scope of this Report covers the ESG activities of the Group’s corporate offices in Hong Kong and Macau, the business and operation functions of the Group’s gaming and entertainment division in Macau, namely, Galaxy Macau™, Broadway Macau™, StarWorld Macau, as well as the business and operation functions of the Group’s construction materials division, K. Wah Construction Materials Limited (“KWCM”). In 2023, Galaxy Macau™ covers Galaxy International Convention Center (“GICC”), Galaxy Arena, Raffles at Galaxy Macau and Andaz Macau that were opened in same year.



## FOREWORD

Value creation and contributing to the sustainable development of our community are integral commitments that form the heart of the Group's sustainability mission. In line with this mission, we remain steadfast in our drive to embed sustainability across the Group's businesses, and to create shared value for the environment and society.

### TOWARDS A NEW HORIZON

On 1 January 2023, the Group stepped into a new chapter with the beginning of GCSA's new ten-year gaming concession tenure with the Macau Special Administrative Region ("SAR") Government. In addition to pledging our support to the Macau SAR Government's policies and directions to develop a healthy and orderly leisure industry, explore overseas customers markets, drive forward the "1+4" adequate diversified development strategy, and enrich Macau's offerings as a World Centre of Tourism and Leisure, the Group also pledges to continue fulfilling our corporate social responsibilities and contribute to the community's development.

Over the year, GEG made significant strides in terms of contributing to Macau's moderate economic diversification. We successfully opened the GICC and Galaxy Arena, which brought many new and epic entertainments and performances, MICE, sports events, and cultural and art shows such as the K-pop BLACKPINK World Tour, Kelly Chen Season 2 Concert, K-pop (G)-DLE in Macau, Guangdong and Macao Branded Products Fair, the 2024 JSTV Countdown Concert, and other astounding events to Macau. Meanwhile, we also continued to support the Macao Government Tourism Office ("MGTO")'s showcase of Macau's diverse "tourism +" offerings and charms as a Creative City of Gastronomy by supporting and participating in the "2023 Parade for Celebration of the Year of the Rabbit"; joining the "Experience Macau, Unlimited" Caravan Roadshow Series; arranging GEG team members to participate in the World Tourism Day Tray Race; and venue sponsoring the "2023 Festival das Castanhas" at Broadway Macau™ Food Street. In 2023, GEG also partnered with the Cultural Affairs Bureau of the Macau SAR Government on revitalizing the historic Lai Chi Vun Shipyards – Plots X11-X15 into a hub for cultural and family entertainment, and fully supported the Cultural Affairs Bureau, MGTO and the Municipal Affairs Bureau of the Macau SAR Government on launching the "2023 GEG Lusofonia Festival". All these efforts contributed to Macau's tourism recovery.

### SUSTAINABLE DEVELOPMENT

The Group remains committed to effectively managing our environmental footprint and continued to integrate sustainability into our business operations through outlining our energy, water, and waste efficiency expectations and establishing consistent reduction targets to measure our performance. Meanwhile, we also continued to invest in more eco-friendly New Energy Vehicles ("NEVs") and contributed to the reduction of air emissions. We are proud to announce that, as of the end of 2023, 100% of our guest shuttle buses, and 70% of our team member shuttle buses, have been replaced with NEVs. To further promote the transition to electric vehicles ("EVs"), we will also install additional EV charging stations in our properties in 2024. Being conscious of its environmental footprint, our construction materials division, KWCM, also begun reducing its coal consumption and emissions through adopting oxygen-enriched combustion technology in its Puer cement plant. These environmental initiatives highlight some of the measures that were taken to address the climate-related risks and opportunities that may affect our business operations, of which we identified through a preliminary mapping against the recommendations outlined by the Task Force on Climate-related Financial Disclosures ("TCFD").

## FOREWORD

Recognizing the contribution of our human capital, we continued to strengthen our talent pipeline by focusing on the training and development, and prioritizing the well-being of our employees (referred to as “team members” in this Report). Over the year, we provided our team members with an average of 61 hours of training, and arranged over 20 engagement activities to foster their teamwork and companionship. Committed to their health and wellness, in December 2023, we became one of Macau’s first enterprises to join the “Healthy Enterprise Program” jointly launched by the Health Bureau of the Macau SAR Government and the Macao Healthy City Committee. Starting from January 2024, we began collaborating with the relevant government departments on improving the health and safety measures in our workplace, and implementing other initiatives to promote healthy lifestyle habits, balanced diet and exercise among our team members. Our construction materials division, KWCM, also continued to prioritize workplace health and safety through improving the safety knowledge of its employees by conducting various drills and safety awareness campaigns. Additionally, it had made continuous efforts to develop its web-based Safety OnLine (“SOL”) system and manage Health, Safety and Environmental (“HSE”) issues in a more effective and efficient manner.

Furthermore, GEG also continued to build on our corporate citizenship pledge of “Community at Heart, Empathy in Action” by supporting youth nurturing, promoting the development of sports, arts and cultural exchanges in Macau, supporting the development of local SMEs, and extending care and support to the community, to name a few. We co-organized the “GEG Youth Achievement Program” with the Macau Management Association for the 12th consecutive year; joined the Education and Youth Development Bureau of the Macau SAR Government (“DSEDJ”) and the Macao Science Center in jointly organizing the “Youth Science and Technology Village” program to provide three-year professional training for 100 Macau Form 4 students specializing in science and technology every year; joined the Labour Affairs Bureau of the Macau SAR Government (“DSAL”) in launching an “Integrated Resort Youth Development Program” that received Inside Asian Gaming’s recognition as “Best CSR Initiative”; jointly organized the “Galaxy Entertainment Macao International Marathon for the first time after 19 consecutive years of title-sponsorship; became one of the organizers of “WTT Champions Macau” for the first time after being the event presenting partner for years; co-organized and title-sponsored the “Galaxy Entertainment Group 2023 the 11th Yao Foundation Charity Game”; presented the “BE@RBRICK Macau – World’s First Immersive BE@RBRICK Art Exhibition”; held two sessions of the “GEG SME Series: Innovating for a Sustainable Tomorrow”; and celebrated the 12th anniversary of our Volunteer Team. GEG is proud to share that, since 2011, our volunteers have organized more than 570 activities, contributed more than 389,000 hours to community services, and reached out to over 192,500 beneficiaries. In December 2023, the Group also supported the post-disaster recovery work in Gansu and Qinghai Province by donating MOP10 million under the coordination of the Liaison Office of the Central People’s Government (“CLO Office”) in the Macau SAR.

Throughout the year, the Group received a number of accolades for our environmental and social-related performance, including the EarthCheck Certifications and Macao Green Hotel Awards for several of our hotel properties, the Pacific Asia Travel Association (“PATA”) Gold Award for Climate Change Initiative, the Leadership in Energy and Environmental Design (“LEED”) Gold Certification, and a 2nd Place in the “Enterprise Category” of the 10th Regional Safety Quiz jointly organized by the Occupational Safety and Health Council of Hong Kong SAR, the Department of Emergency Management of Guangdong Province, and DSAL, to name a few. Furthermore, KWCM achieved the Green Factory Awards for two of its Ground Granulated Blast Furnace slag (“GGBS”) plants located in Nanjing and Ezhou.

## LOOKING AHEAD

To take a step towards a new horizon in 2024, GEG looks forward to continuing to work with all sectors of the community and all team members to embrace sustainability and drive long-term value creation in Macau.

# SUSTAINABILITY APPROACH

At the highest level of our corporate structure, the Board plays an active role in overseeing the Group's overall ESG strategy, monitoring progress against our ESG targets and goals, and ensuring that our ESG risk management approach remains effective.

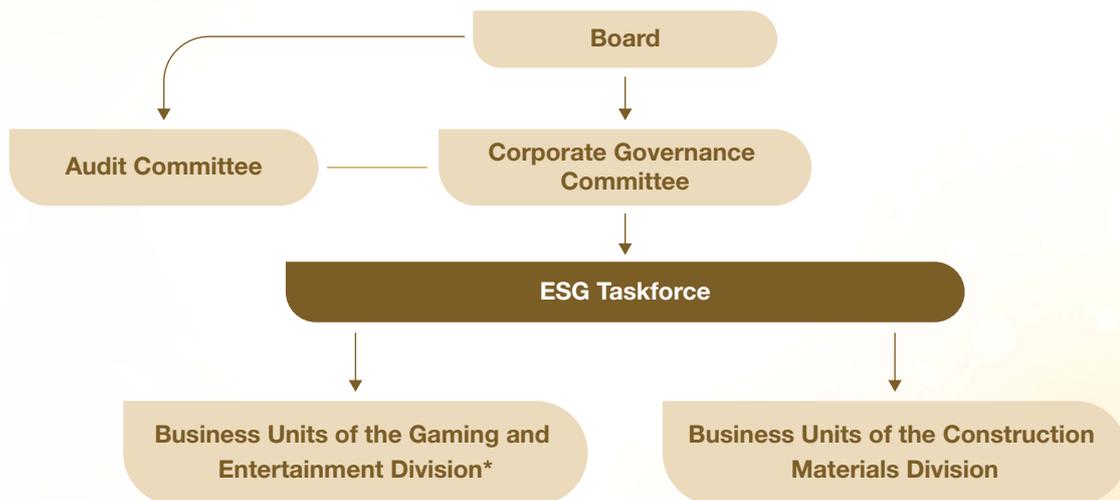


## SUSTAINABILITY APPROACH

### ESG GOVERNANCE

The Board of GEG plays an active role in overseeing the Group's ESG direction. It ensures that effective ESG risk management practices are in place and stays on top of the latest developments by including sustainability-related matters in its meeting agendas. The Board delegates ESG-related responsibilities to the Corporate Governance ("CG") Committee, which in turn, is supported by an ESG Taskforce that is chaired by the Deputy Chairman and includes members of the senior management of the Group. The ESG Taskforce consolidates progress and findings from the Group's various working groups and business units, and reports the ESG performance of the Group to the CG Committee so that an annual review against the relevant ESG goals can be conducted. In addition, the CG Committee also works closely with the ESG Taskforce in reviewing and approving ESG disclosures, and evaluating the Group's overall ESG performance and metrics.

The Board remained actively engaged in ESG-related matters, attending an ESG briefing conducted by external experts on ESG trends and evolving regulatory landscape in December, while continuing to interact with internal and external experts as part of its ongoing education on Corporate Social Responsibility ("CSR") and ESG subject matters relevant to the Group. Meanwhile, the Board, through the CG Committee, has reviewed and approved the Group's materiality assessment process and all related disclosures contained in this Report.



\* Covers all corporate offices and business and operation functions of the Group's gaming and entertainment division, including those at Galaxy Macau™, Broadway Macau™ and StarWorld Macau.

## SUSTAINABILITY APPROACH

## STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

GEG engages internal and external stakeholder groups annually on our materiality assessment exercise to understand how sustainability-related topics may influence their decision-making and our business. In 2023, GEG assessed the importance of these topics on our stakeholders and our businesses, as well as the impacts that GEG's operations may have on the external environment, society and economy.

To conduct this assessment, a total of nine key stakeholder groups were engaged, with Media being newly engaged for the stakeholder engagement exercise.



## Process to Identify Materiality

Through collaborating with an external specialist on the materiality assessment exercise, GEG made sure that the topics chosen for the assessment remained up to date with industry-specific themes brought up by peers or the market. As such, we expanded the list of topics for the assessment from 33 topics in 2022 to 38 topics in 2023, as shown in the Tier 1 to Tier 4 topics list in the matrix below. The outcome of the assessment was plotted in the matrix to illustrate the level of potential impact that they would have on the external environment, society, and economy on the y-axis, and the importance to GEG and our stakeholders on the x-axis. Following the same weighted stakeholder approach as in 2022, the results of the materiality assessment yielded a total of nine topics compared to 10 topics in 2022. These 2023 material topics are outlined below in alphabetical order:

1. Business Ethics and Integrity
2. Compliance with Regulation
3. Customer Experience and Satisfaction
4. Employees' Well-being
5. Privacy and Cybersecurity
6. Product Safety and Quality
7. Remuneration and Benefits
8. Talent Management
9. Workplace Health and Safety

SUSTAINABILITY APPROACH

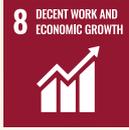
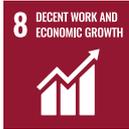
As a result of the new assessment approach, two new material topics emerged this year: Employees' Well-being, and Remuneration and Benefits, both of which were Tier 2 topics in the 2022 materiality assessment. Moreover, three Tier 1 topics from 2022 fell to Tier 2. They are Anti-competitive Behavior, Business Resilience, and Economic Performance. GEG's 2023 materiality matrix can be found below.



Tier 1	Tier 2	Tier 3	Tier 4
<ul style="list-style-type: none"> <li>13 Employees' Well-being</li> <li>14 Talent Management</li> <li>19 Workplace Health and Safety</li> <li>21 Remuneration and Benefits</li> <li>23 Compliance with Regulation</li> <li>27 Customer Experience and Satisfaction</li> <li>28 Product Safety and Quality</li> <li>29 Privacy and Cybersecurity</li> <li>30 Business Ethics and Integrity</li> </ul>	<ul style="list-style-type: none"> <li>5 Energy Management</li> <li>6 Air Pollutant Emissions Management</li> <li>7 Addressing Climate Change</li> <li>10 Transportation Emissions</li> <li>16 Preventing Harassment and Discrimination</li> <li>17 Employee Communication</li> <li>18 Employee Training and Development</li> <li>20 Compliance with Labor Standards</li> <li>22 Corporate Governance</li> <li>24 Anti-Competitive Behavior</li> <li>25 Business Resilience</li> <li>32 Responsible Gaming</li> <li>34 Economic Performance</li> <li>38 Education and Awareness Programs</li> </ul>	<ul style="list-style-type: none"> <li>1 GHG Emissions Management</li> <li>3 Waste Management and Recycling</li> <li>4 Efficient Use of Materials and Resources</li> <li>9 Biodiversity Conservation</li> <li>11 Food Saving Initiative</li> <li>12 Eco-friendly Products and Services</li> <li>15 Employee Inclusion and Diversity</li> <li>26 Ethical and Sustainable Supply Chain Management</li> <li>31 Local Culture and Heritage</li> <li>35 Increasing Non-gaming Investments</li> <li>36 Community Engagement and Investment</li> <li>37 Support for SMEs</li> </ul>	<ul style="list-style-type: none"> <li>2 Water Stress and Management</li> <li>8 Sustainable Property Development</li> <li>33 Construction Materials Product Labelling</li> </ul>

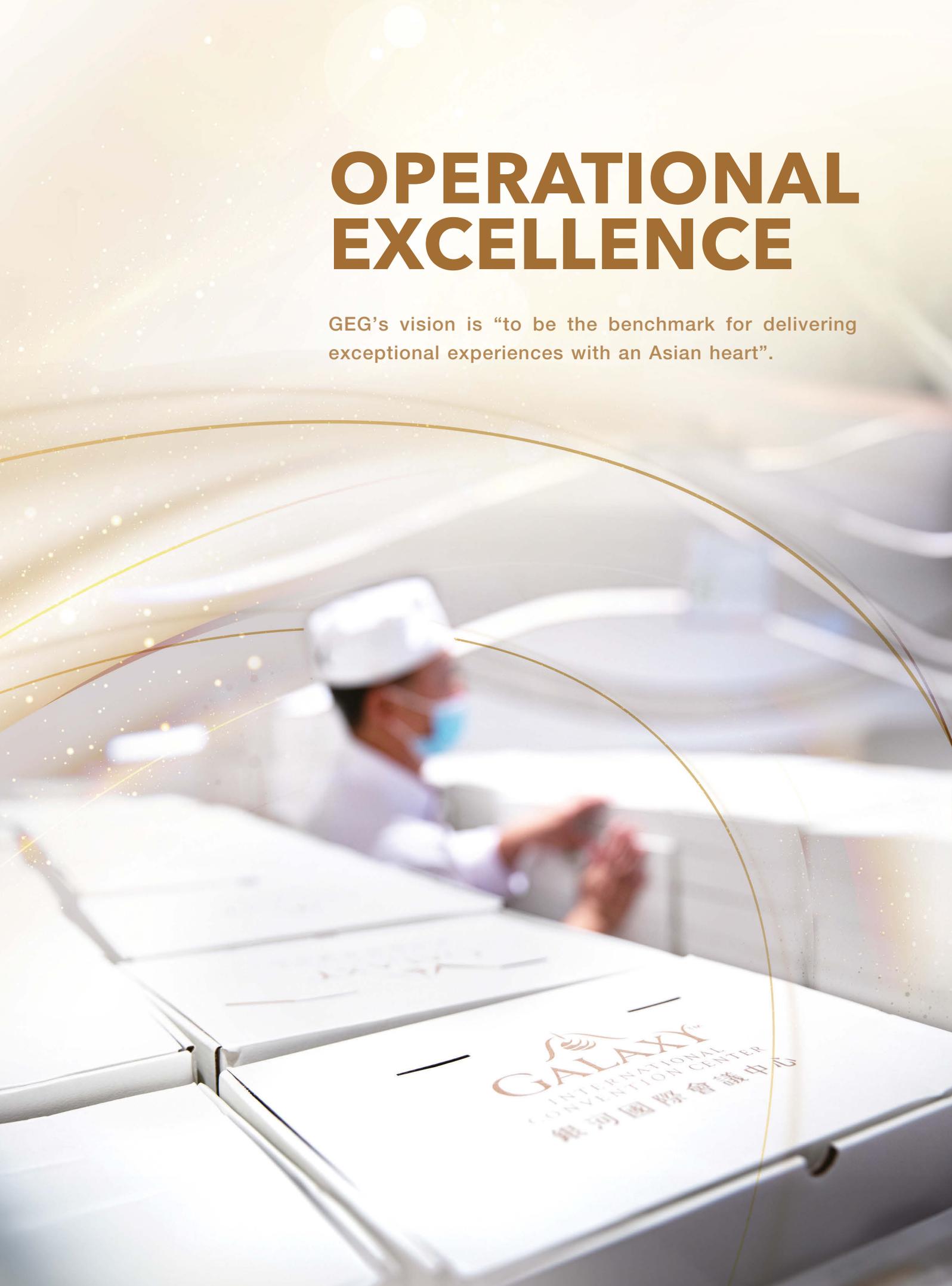
The above material topics hold the potential in generating various impacts to the external environment and to GEG's internal businesses, and the result of the materiality assessment were validated and approved by the Board and CG Committee. The remaining sections of this Report will cover our management approaches to address the key issues of each of the topics above, coupled with a summary of the Group's main initiatives highlighted in the section(s) below.

## 2023 SUSTAINABILITY HIGHLIGHTS

Themes	Related UNSDG Targets	2023 Related Operational Highlights	
<b>Ethical Corporate Behavior</b> <ul style="list-style-type: none"> <li>🍃 Compliance with Regulation</li> <li>🍃 Business Ethics and Integrity</li> <li>🍃 Customer Experience and Satisfaction</li> <li>🍃 Product Safety and Quality</li> <li>🍃 Responsible Gaming</li> <li>🍃 Privacy and Cybersecurity</li> </ul>	<ul style="list-style-type: none"> <li>🍃 Target 8.3 (Promote policies to support job creation and growing enterprises)</li> <li>🍃 Target 8.9 (Promote sustainable tourism)</li> <li>🍃 Target 16.3 (Promote the rule of law and ensure equal access to justice)</li> <li>🍃 Target 16.5 (Substantially reduce corruption and bribery)</li> <li>🍃 Target 16.10 (Ensure public access to information and protect fundamental rights)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Full compliance with relevant regulations related to labor, bribery, corruption, or fraud</li> <li>✓ Low complaint incidence due to strong customer satisfaction focus, service excellence plans, performance standard setting, complaint handling and service recovery programs</li> <li>✓ Hosted the Responsible Gaming Promotion Program for 15 consecutive years</li> <li>✓ Recorded over 30% team members enrolled for cybersecurity, data loss prevention and information classification, and phishing attack identification and prevention online training, further consolidating their knowledge of the Group's data protection expectations</li> </ul>	 
<b>Planet</b> <ul style="list-style-type: none"> <li>🍃 Addressing Climate Change</li> <li>🍃 Energy Management</li> </ul>	<ul style="list-style-type: none"> <li>🍃 Target 7.3 (Double the improvement in energy efficiency)</li> <li>🍃 Target 12.6 (Encourage companies to adopt sustainable practices and sustainability reporting)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Identified six climate-related risks and related management approach through climate scenario assessment</li> <li>✓ Held the most EarthCheck certifications among all integrated resort operators in Macau</li> <li>✓ Won PATA Gold Awards 2023 for our breadth of climate change initiatives</li> <li>✓ Received LEED Gold Certifications for Galaxy Macau™ Promenade and GICC</li> <li>✓ Received the Green Factory Award for KWCM's GGBS plants in Nanjing and Ezhou</li> </ul>	 
<b>People</b> <ul style="list-style-type: none"> <li>🍃 Employees' Well-being</li> <li>🍃 Talent Management</li> <li>🍃 Remuneration and Benefits</li> <li>🍃 Workplace Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>🍃 Target 8.8 (Protect labor rights and promote safe working environments)</li> <li>🍃 Target 16.3 (Promote the rule of law and ensure equal access to justice)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated the Team Member Handbook</li> <li>✓ Maintained regular review of Employees and Remuneration Policy</li> <li>✓ Complied with and communicated the Macau SAR Government's new Law No. 2/2023 on "Occupational Health and Safety in the Construction Industry" with all employees</li> <li>✓ Strengthened the safety governance amongst our contractors</li> <li>✓ Supported the Macau SAR Health Bureau's "Healthy Enterprise Program"</li> <li>✓ Maintained the Risk Register Management System and conducted four workplace health and safety workshops to promote risk control measures</li> <li>✓ Launched a People Development Program and Training Development Plan at KWCM to build its leadership pipeline</li> </ul>	 

# OPERATIONAL EXCELLENCE

GEG's vision is "to be the benchmark for delivering exceptional experiences with an Asian heart".



**GALAXY**<sup>®</sup>  
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## OPERATIONAL EXCELLENCE

### CUSTOMER FIRST

GEG takes pride in our ability to deliver “World Class, Asian Heart” services to our customers. Placing customers at the center of all our initiatives, our dedicated Customer Experience Management (“CEM”) Department fully aligns with and supports GEG’s delivery of our exceptional service experience at all customer touchpoints. Furthermore, we also implement a comprehensive Complaint Handling Policy to ensure the continual satisfaction of our customers.

To deliver exceptional experiences to our customers, the Group created a CEM Program to help us better understand our customers’ needs, create top-notch products and services, and make ongoing enhancements in service quality. The below section highlights our approach to prioritizing “Customer Experience and Satisfaction”, a Tier 1 material topic.



#### Understanding Customer Needs

GEG recognizes the importance of actively engaging with customers and deploys “listening posts” for all key service touchpoints of the customer journey to comprehend their needs, preferences, and expectations.



#### Designing the Customer Experience

GEG has comprehensive Customer Experience programs, processes, metrics and systems to manage the service process. We meticulously design and map every interaction that a customer has in our properties to ensure we provide exceptional services and memorable experiences that reflect our brand promise. To better serve our customers, GEG makes use of every interaction we have with them during the service process for review of our service standards, identify opportunities for improvement, and to promptly make necessary adjustments that caters for the customers’ needs.

GEG’s team members receive ongoing service training to understand or refresh the Group’s Asian Heart service philosophy and customer experience policies and practices. This ensures that every customer receives the personalized attention and experiences with our high level of professionalism.



#### Continuous Improvements

GEG’s CEM Department oversees daily feedback from various channels. To ensure that we efficiently and promptly address our customers’ feedback, GEG has a thorough Service Recovery Program that encompasses policies and guidelines for feedback handling, issues tracking, closed-loop responses and root cause analysis. In 2023, we handled 42 complaints through our Complaint Registry. The complaints, which were mainly service-and-product related, were all handled with care and resolved up to guests’ satisfaction, resulting in no adverse impact on the Group’s business.

Furthermore, GEG has put into effect Service Quality Excellence Plans, and regularly assesses our service performance against the standards we have set, pinpointing key issues and their underlying causes to implement systematic enhancements. To track customer feedback and complaints and foster customer loyalty, the Group also integrates and analyzes data from our Voice of Customer and Voice of Operations channels, enabling us to gain a holistic understanding of the overall customer experience and the performance of our relevant departments. GEG utilizes real-time dashboards showcasing customer feedback and satisfaction metrics, and conducts monthly stakeholder review meetings to discuss performance and devise action plans.

## OPERATIONAL EXCELLENCE

**Ensuring Guests Health and Safety**

With a Workplace Health and Safety (“WHS”) Policy that emphasizes guests health and safety as a key priority, GEG established a Guest Incident Working Taskforce to manage guest safety-related incidents reporting, investigation, and hazard prevention. Comprising of representatives from the WHS Department, CEM Department, Risk Management, and the relevant business units from Galaxy Macau™, Broadway Macau™, StarWorld Macau, and Waldo Casino, the Guest Incident Working Taskforce holds monthly meetings to discuss root causes and prevention and control measures that can further enhance the customer experience, health and safety of our facilities, and improve our operational processes.

Mindful of our indoor environmental quality, GEG obtained our annual certificate for Indoor Environmental Quality from SGS Société Générale de Surveillance SA. This certification was obtained after thorough assessment of our facilities for factors that may lead to discomfort or illness among our workforce and visitors in our resorts, such as insufficient air quality, presence of bacteria and microorganisms, chemical pollutants, inadequate ventilation, and issues related to temperature and humidity that may contribute to health concerns. Moreover, GEG ensures a safe environment for our customers through implementing a Protection of People and Asset Policy, which is overseen by the Group’s Security Operations and Asset Protection Department.

**UPHOLDING BUSINESS INTEGRITY**

To manage the impacts of our Tier 1 material topics of “Compliance with Regulation” and “Business Ethics and Integrity”, the Group has set up a robust risk management approach, alongside policies that prohibit bribery, corruption, fraud, extortion, and money laundering, more details of which can be found in the below sections.

**Risk Management and Internal Controls**

The Group has established key elements for effective risk management and internal controls, including a well-defined management structure with clear roles and responsibilities and limits of authority, written policies, standard operating procedures, periodic self-assessment of risks and controls, and an effective management reporting system for all major operating units of the Group.

The Group’s Risk Management Department facilitates the implementation of the risk management processes with the respective departments and ensures that appropriate processes are in place to identify, evaluate, and manage risks that may impede the achievement of objectives. Meanwhile, the Risk Management Policy articulates the guiding principles, philosophy, risk categories, and risk management process.

## OPERATIONAL EXCELLENCE

In the forthcoming year, as part of the continuous improvement process, our Risk Management Department will facilitate discussions with department heads on risk identification and assessment, as well as relevant mitigating controls, where appropriate. A risk register summarizing key risks by department, along with the risk assessment results, will then be prepared and reviewed on a periodic basis or as and when required by senior management. For further details on Risk Management, please see the Corporate Governance Report section of the GEG Annual Report 2023.

The Group upholds integrity and ethical practices as fundamental values. We recognize that elevating team members' risk awareness is crucial for our sustainable operation and compliance. To that end, we integrate our expectations into various policies and initiatives, including communicating our requirements at the mandatory orientation for new hires and reinforcing our commitment to upholding integrity, ethical practices, and the Group's Code of Business Conduct in the Team Member Handbook, which is circulated to all team members as part of their onboarding documents. By doing so, we ensure that all team members understand their roles and responsibilities in risk management and contribute to creating a company-wide risk management culture for our continuing success.

### Anti-Bribery, Anti-Corruption and Anti-Money Laundering

The Group upholds high standards and industry best practices in Anti-Bribery, Anti-Money Laundering ("AML") and Combating the Financing of Terrorism ("CFT"). The Group strictly adheres to all relevant laws and regulations, and actively allocates appropriate resources to continually enhance our management systems to the evolving regulatory landscape.



In terms of our governance approach, we have developed a Compliance Committee consisting of senior team members from different departments. Chaired by the Chief Financial Officer or his designated representative(s), the Committee oversees all AML and CFT compliance-related activities. We have appointed a Compliance Officer and one or more Assistant Compliance Officer(s) to liaise with external entities on issues such as gaming compliance, reporting requirements, and AML and CFT concerns.

To ensure effective control over potential threats, we have implemented Know Your Customer ("KYC") and Enhanced Due Diligence ("EDD") controls to identify and monitor suspicious transactional activities. In formulating internal policies and procedures, we have adopted a risk-based approach, prudently considering factors such as national or geographic risks, patron risks, service-related risks and emerging technological risks. Additionally, when necessary, we will collaborate with law enforcement agencies to jointly advance the enforcement of relevant laws and regulations, striving to minimize the occurrence of non-compliance incidents.

We have instituted the Anti-Bribery and Anti-Corruption Policy, the Anti-Money Laundering and Combating the Financing of Terrorism Policy, and the Anti-Money Laundering and Combating the Financing of Terrorism Policy Guidelines on Inter-property Transactions to govern and regulate all transactional activities, enhancing team members' awareness of our commitment to AML and CFT responsibilities within the Group. Our Anti-Money Laundering and Combating the Financing of Terrorism Policy is appended with the Guidelines for AML and CFT, stipulating detailed information on financial controls for all team members to follow and refer to.

Our Compliance Officer is responsible for evaluating our AML and CFT policies and related control mechanisms, ensuring the preservation of the integrity and effectiveness of our initiatives periodically. Regular independent reviews of the policy and control mechanisms, as outlined in these documents, are conducted through internal audits.

## OPERATIONAL EXCELLENCE

To foster team members' understanding of relevant regulations and policies, we offer training and ongoing education. This involves acquainting them with the procedures for identifying, handling, and reporting potentially suspicious transactions and activities. For those who are susceptible to AML or CFT impacts, we offer them an annual refresher online training. All team members involved in AML or CFT are required to pass assessments and online tests, and individuals failing three times are mandated to undergo supplementary training.

In 2023, the Group was not involved in any corruption cases and was not aware of any non-compliance with relevant laws and regulations that have a significant impact relating to bribery, extortion, fraud and money laundering.

### Zero-Tolerance Approach to Bribery, Corruption, and Fraud

We maintain a zero-tolerance stance towards all forms of bribery, corruption, and fraud, ensuring a steadfast adherence to relevant laws and regulations in our business operations. Our Code of Business Conduct explicitly outlines the requirements for anti-bribery and anti-corruption and has been clearly communicated to all our affiliated and subsidiary companies. All team members and related individuals, including agents, consultants, contractors, representatives, intermediaries, advisors, suppliers, vendors, and any other persons or entities acting on behalf of the Group, are required to thoroughly understand and strictly comply with all applicable laws and the Group's Anti-Bribery and Anti-Corruption Policy.

The policy specifies that payments and offers (such as bribes, facilitation payments, kickbacks, or inappropriate payments to the relevant individuals, and any other similar kinds), gifts, meals, travels, entertainment, charitable payments, political contributions, internships and employment, emergency payments, and the retention of third parties, amongst other items, are prohibited.

Our Internal Audit Department is responsible for providing an independent assessment of the effectiveness of key risk management in our anti-bribery and anti-corruption operations. In situations involving potential corruption, the department will make recommendations on how to handle different scenarios, including the dedicated approval personnel, criteria, internal declaration of interest, and other related matters.

To ensure that our Board members, senior management and relevant team members remain aware of our requirements, we consistently organize training sessions aimed at enhancing awareness and understanding of anti-bribery and anti-corruption regulations, risk factors, enforcement trends, and the specific roles that senior management plays in addressing fraud allegations in Hong Kong and Macau. Over the year, comprehensive training on these topics were conducted for our Board members, senior management and relevant team members as part of our annual refresher.

As part of its commitment to fostering a culture of integrity, KWCM facilitated a specialized workshop titled "Corruption Prevention Talk for Construction Industry" in August 2023. This session, delivered by the Independent Commission Against Corruption ("ICAC") of the Hong Kong SAR, was held for senior management, managers, and general staff. The workshop provided valuable insights into corruption prevention within the construction industry, aligning with KWCM's proactive approach to promoting ethical practices and compliance across all levels of its operations.

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



#### UNSDG Target 16.5: Substantially reduce corruption and bribery in all their forms

The Group upholds a zero-tolerance policy towards all forms of bribery, corruption, and fraud and has explicitly integrated this commitment into our Code of Business Conduct.

## OPERATIONAL EXCELLENCE

**Conflict of Interest Policy and Whistleblowing System**

To address any potential conflicts of interest, we have implemented a Conflict of Interest Policy. This policy serves to govern the conduct of team members when confronted with conflicts of interest. The policy requires team members to avoid any conflicts that could compromise their integrity or potentially jeopardize the interests and reputation of the Group. During the recruitment process, the Group also requires candidates to make self-declarations of any potential conflict of interest with the Group. Furthermore, the Group has established a Whistleblowing System and Policy on Reporting Irregularity and Non-Compliance. This system and policy encourage the reporting of any suspicious or potential misconduct, and highlight our commitment to a culture of compliance and ethical behavior.

**Responsible Gaming****Commitment**

The Group is committed to addressing our Tier 1 material topic of “Product Safety and Quality”, and aims to provide of a comfortable, entertaining, and safe environment for our customers. We make every effort to minimize all gambling-related harm to our customers, their friends and families, and the community. To achieve this, GEG continues to implement an array of responsible gaming programs to prevent gambling addiction and support individuals to make appropriate gambling decisions.

GEG’s commitment extends beyond offering customers an enjoyable and comfortable gaming experience. As a responsible corporation, the Group strictly complies with responsible gambling legislations and regulations, collaborates closely with local regulatory bodies to minimize the potential adverse impacts of gambling on society, and actively participates in fostering a secure gambling environment.

Reaffirming our commitment to responsible gaming, GEG has developed a comprehensive responsible gaming approach that focuses on four key aspects: enhancing customer protection, preventing designated individuals from engaging in gambling activities, promoting stakeholders’ awareness and education, and providing our team members and their family members with access to a professional network of support, counseling, and treatment.

**Responsible Gaming (“RG”) Measures**

- 1 Placing designated signs at every casino entry to prevent underaged patrons and the Group’s employees from entering casino floors
- 2 Displaying pamphlets with gambling rules and responsible gaming messages inside gaming floors
- 3 Ensuring that an RG Information Station or Kiosk is available at every gaming property
- 4 Displaying RG messages on the screensaver on every ATM inside gaming floors
- 5 Showing RG videos in all smoking rooms inside gaming floors
- 6 Displaying “Self-Exclusion Online Appointment” information at casino entrances, guest counters, cage counters and smoking rooms inside gaming floors, as well as guest shuttle buses
- 7 Displaying RG messages on all gaming promotional collaterals

## OPERATIONAL EXCELLENCE

Throughout the years, GEG has remained dedicated to building strong relationships with diverse stakeholders to promote responsible gaming. Each year, we arrange specialized training sessions for our responsible gaming management team members, and require all team members to partake in an online refresher training session every two years. Additionally, we provide our team members and their families with access to professional and confidential support services, including face-to-face, hotline, onsite, and online counseling.

As the first tourism and leisure enterprise to establish a dedicated Responsible Gaming Team in Macau, GEG is fully supportive of the Macau SAR Government's responsible gaming directions and policies. To celebrate the 15th anniversary of our responsible gaming promotion program, GEG collaborated with various social service organizations, and hosted a number of activities to promote responsible gaming to our team members and the community under the theme of "mental health".

Among them, GEG advocated the significance of responsible gaming by launching an engaging and informative online promotional campaign with the Youth Volunteers Association of Macao ("AJVM"), and consolidated our team members' knowledge of responsible gaming regulations by organizing a responsible gaming roadshow in our back-of-house areas with the Macao Gaming Industry Employees Home Integrated Services Centre.



\* The data is cumulative since 2008

Since launching our first responsible gaming promotion program in 2008, GEG has organized over 110 responsible gaming trainings, workshops, visits and other promotional activities to impart responsible gaming knowledge to our team members and their families. Moving forward, GEG will continue to advocate responsible gaming, underpinned by the concept of "Play Responsibly" to support Macau's harmonious and sustainable development.

Some of the responsible gaming activities organized in 2023 included:

- GEG Responsible Gaming Festive Series: "Stay Sensible with Festive Fun" Roadshow
- GEG Responsible Gaming Mental Health Series: Sandplay Experience Workshop
- Easter Bunny Baking Workshop
- "Tips for Healthy Lifestyle" On-site activity
- GEG Presents: "Responsible Gaming Mental Health Online" Quiz Game
- Responsible Gaming Workshop: Parent-child Stone Painting Workshop
- "Understand More About Casino Entry Law" Responsible Gaming Roadshows
- Responsible Gaming Online Refresher Training 2023
- Responsible Gaming Management Team Annual Training 2023
- Responsible Gaming Knowledge Quiz 2023

## OPERATIONAL EXCELLENCE

- “Know More About Casino Exclusion Program” Responsible Gaming Roadshow
- Responsible Gaming Teaching Material Training
- “Listen to Your Inner Self” Responsible Gaming Promotion
- Gaming Industry Responsible Gaming Promotion Day
- Casino Management Development Program – For Operations Manager
- AJVM Parent-child Money Management Sports Day
- 11th GEG Responsible Gaming Awareness Week 2023 (Roadshow and Workshop)



RG Awareness Week



RG Promotion Event in the Community

## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



### UNSDG Target 16.10: Ensure public access to information and protect fundamental freedoms

Our responsible gaming practices aim to educate and provide information to our customers and team members.

### Privacy and Cybersecurity

To address our Tier 1 material topic of “Privacy and Cybersecurity”, the Group has robust customer data protection and privacy policies that uphold compliance with applicable laws and regulations, and ensures that all team members and third parties that work on our behalf shall adhere to our standards and policies.

## OPERATIONAL EXCELLENCE

Our Privacy Policy is transparently placed on the Group's website and clearly outlines how customer data is collected, used, and stored. Moreover, our Cybersecurity Policy and IT Acceptable Use Policy also supports us in avoiding and mitigating the risk of information leakage through various channels such as the internet, mobile and portable storage devices, printing, cloud technology, social media, and other information-sharing technologies by providing guidelines for managing IT resources, securing systems and networks, and classifying data such as confidential, restricted, internal use, and public information. These policies are well communicated to our team members, who are well-informed and knowledgeable of our procedures, such as our strict and limited access controls to customer data only to the authorized personnel who require it for legitimate and work-related purposes. Meanwhile, we also have a cyber incident response and reporting procedure in place to promptly address and mitigate the risk of data breaches or cybersecurity incidents/attacks.

In 2023, there was no known issue of any loss or leakage of customer data and no report of any complaints about non-compliance with the relevant law and regulations in that regard.

### Intellectual Property Protection

Intellectual property rights hold significant importance for the Group as they serve as vital assets for our ongoing expansion. We ensure strict adherence to laws and regulations established by the Macau SAR Government and the Hong Kong SAR Government and utilize contractual mechanisms such as confidentiality agreements and mutual nondisclosure agreements to safeguard the intellectual property rights of all relevant parties involved.

## ENGAGING OUR SUPPLY CHAIN

The Group acknowledges the importance of incorporating sustainability principles into our supply chain to uphold ethical, social, and environmental considerations across the entire value chain. By enhancing the environmental and social management standards of our suppliers, we hope to promote the sustainable development of our supply chain and society as a whole.

To actively engage our suppliers, GEG organized a Suppliers' Sustainability Seminar in November 2023, where we shared our sustainability initiatives and the sustainable development trends for supply chains with over 100 Macau small to medium-sized enterprises ("SMEs").

In 2023, GEG had a total of 1,585 supplier partners in Macau, Hong Kong, Mainland China, the United States ("USA") and other countries. With 62% of our suppliers located in Macau, we are committed to supporting local procurement and employment. We will continue to take an active role in corporate social responsibility and contribute positively to the local community in the future.

Geographical Region	Number of Suppliers	Percentage of Suppliers %
Macau	977	62%
Hong Kong	468	30%
Mainland China	39	2%
USA	15	1%
Other Countries	86	5%
<b>Total</b>	<b>1,585</b>	<b>100%</b>

### Supplier Code of Conduct

The Group has a Supplier Code of Conduct that outlines our approach on supplier management, including legal compliance, anti-bribery, conflict of interest, health and safety, and environmental protection. The code reflects our core values, fosters responsible business practices among our suppliers, and showcases our dedication to sustainability and building strong, collaborative relationships.

## OPERATIONAL EXCELLENCE

In addition to mandating suppliers to comply with our standard contractual terms, we enforce their adherence to the Supplier Code of Conduct through regular reviews, assessments, benchmarking, and third-party audits. These evaluations assess our suppliers' policies, processes, certifications, and regulatory compliance.

Prior to becoming a new supplier, all potential suppliers must undergo a thorough due diligence process where our Corporate Investigation Team examines their background for any ongoing litigation cases or adverse track records of any kind. Any potential supplier with any adverse track record, non-compliance or a dubious background, will be further assessed or rejected if deemed unsuitable for engagement.

### Supplier Review and Evaluation

GEG conducts regular reviews and assessments of our suppliers to ensure their reliability, stability, and to proactively mitigate any potential risks related to quality, health, and safety within the supply chain. We strictly require all suppliers, vendors, and contractors who need to access our properties for work or services, to comply with Macau's industrial safety laws and adhere to our health and safety guidelines, the details of which are communicated to them through email.

During the procurement process, we consider various factors such as quality, service level, cost, operations, technology, food safety, and environmental safety when sourcing products and services. These aspects serve as the evaluation criteria for our suppliers, whose performance are assessed using a supplier scorecard and rating generated by system data and collection of feedback from business units, Procurement, and Warehousing over a specified time period.

The Group's construction materials division, KWCM, employs a range of techniques and strategies to thoroughly assess suppliers and foster mutually beneficial partnerships. These approaches include the effective use of forms to manage and update supplier information, the implementation of a comprehensive questionnaire to evaluate the significance of suppliers, and conducting workshops to facilitate better communication. Through these initiatives, KWCM strives to provide suppliers with a clear understanding of its supplier control system and expectations in terms of quality, safety, and environmentally friendly practices.

### Supply Chain Environmental and Social Risk Assessment

To ensure compliance with applicable laws and regulations and promote sustainable business growth, GEG places a high priority on identifying and mitigating social and environmental risks within our supply chain. We conduct thorough risk evaluations for each stage of our supply chain, and takes into account the origins, environmental policies of direct and upstream suppliers, farming and harvesting methods, and product certifications under accepted industry standards, where applicable.

In 2023, we assessed the environmental and social risks of a total of 520 suppliers with no significant negative environmental and social impacts identified.

Assessment Type	Number of Supplier Assessments	Percentage of Supplier Assessments (%)
New Assessment	233	45%
Re-assessment	287	55%
<b>Total</b>	<b>520</b>	<b>100%</b>

## OPERATIONAL EXCELLENCE

**Environmental Considerations for Supplier Sustainability Performance Assessment**

- Supplier’s statement with sustainability values and commitments
- Environmental certificates, awards, environmental measures, or enforcement programs such as:
  - ✧ Energy Savings Trust
  - ✧ Forest Stewardship Council (“FSC”)
  - ✧ Rainforest Alliance
  - ✧ Fairtrade
  - ✧ ISO 45001
  - ✧ International Labour Organization
- Establishment of Environmental Management System (“EMS”) or Quality Management System (“QMS”) that incorporates relevant environmental considerations and complies with industrial standards such as ISO 14001
- Compliance with applicable environmental laws and regulations, including adoption of the specifications recommended by the Environmental Protection Bureau of Macau SAR Government (“DSPA”)
- Interest and willingness to review and potentially enhance specifications with aims of attaining enhanced environmental benefits
- Adherence to the Group’s Corporate Procurement Statement and commitment to meeting all relevant environmental specifications

**Social Considerations for Supplier Sustainability Performance Assessment**

To manage social risks in our supply chain, we regularly review and assess the labor standards of our suppliers, including labor rights policies, labor rights protection measures, and prohibition of child labor and forced labor, to ensure that all suppliers comply with relevant laws and regulations.

The Group only register suppliers who have satisfactorily completed the necessary background checks and pose no risk of child labor or forced labor. Should our Corporate Procurement Department discover any issues with any of our suppliers’ labor standards, they will conduct assessments, and may revoke the registration of the supplier concerned should there be high-risk anomalies identified in the assessment process. Suppliers from high-risk geographical regions are not allowed to become registered.

**Green Procurement**

When making procurement decisions, GEG takes into consideration not only factors such as product quality and cost, but also the environmental consequences of the products we acquire. Working closely with our suppliers and internal stakeholders, we prioritize our selection on products that have minimal impacts on the environment, enhances our environmental responsibility, and ensures that our purchases are aligned with our commitment to environmental sustainability.

GEG values partners who actively work towards preventing pollution, reducing waste, and optimizing resource utilization to improve efficiency, and actively seeks suppliers who demonstrate a strong commitment to controlling and, whenever possible, minimizing adverse environmental impacts. To support us in identifying and prioritizing suppliers that have higher qualifications and achievements, we have a dedicated Supplier Management Team within the Corporate Procurement Department that works with our suppliers to ensure that they meet our environmental requirements and standards.

As well, GEG also has a well-defined Green Procurement Statement in place since 2014 to guide us on making procurement decisions that are in line with our commitment to environmental sustainability and 4R Principles of “Reduce, Reuse, Recycle and Recovery”.

## OPERATIONAL EXCELLENCE

## Environmental Considerations for Selection and Purchase of Products

- Existence of environmental product declarations, eco-labels, energy labels, or a comparable or better alternative that is safer and more environmentally friendly
- Extent of environmental design applied to improve durability, disassembly for recovery or recycling, overall recyclability, resource saving or efficiency, biodegradability, etc.
- Product origin, with greater preference for local rather than imported goods
- Ease of maintenance and repair
- Use of natural, non-toxic, biodegradable, and certified organic products in food and beverage goods, and other raw materials
- Size, volume, and packaging considerations, with greater preference for bundle or bulk purchase
- Avoidance of products containing exotic or endangered materials and/or containing unnecessary or banned, restricted or hazardous, toxic, or dangerous substance(s)
- Avoidance, if possible, products requiring special disposal considerations or identification or confirmation of appropriate and accessible facilities to enable proper and safe disposal of such product after its useful lifespan

Having incorporated the above considerations into our purchase decisions, over the years, GEG has improved the environmental aspects of our operations through:

-  Sourcing of organic foods, sustainable ingredients, and meat substitutes for meals provided to customers and team members
-  Expanding our use of LED bulbs inside our properties
-  Reducing plastic in our operations through sourcing of bio-degradable alternatives for plastic bags and other single-use items, replacing PET water bottles with recycled PET ("rPET") bottles, and continuing our recycling program
-  Reducing food waste in our team member dining operations
-  Transitioning to greener guest and team shuttle services
-  Improving our waste management, waste disposal and recycling processes with service providers

KWCM shares the above commitment to environmentally responsible procurement, and has implemented a Green Purchasing Specification. These specifications emphasize specific criteria, including the presence of hazardous materials, recycled content, and energy efficiency. It serves as a guiding framework for KWCM's procurement process and enables KWCM to acquire environmentally conscious products that align with cost and performance requirements. To uphold this approach over time, KWCM's procurement staff verifies suppliers' adherence to green features when making purchases, thereby ensuring compliance with the latest green product specifications. Additionally, this practice plays a crucial role in cultivating an environmentally conscious corporate culture and enhancing sustainability awareness among employees.



# ENVIRONMENTAL STEWARDSHIP

We maintain our unwavering commitment to manage the environmental footprint of our operations through the seamless integration of environmental sustainability into the fabric of our business strategy.

## ENVIRONMENTAL STEWARDSHIP

### ENVIRONMENTAL CONTROLS

GEG is strongly committed to protecting the environment and building a greener world for our future. To enhance our environmental performance and minimize our environmental impact on the planet, we uphold an Energy and Environmental Management Statement in our daily operations, maintain an Integrated Management System (“IMS”) that comprises of the ISO 45001, 14001, and 50001 standards for managing multiple aspects of our operations, and integrate green building standards in the construction of new properties.

To ensure the efficient execution of our environmental management strategy and optimize performance, our Sustainability Team, led by the Senior Vice President of Facility Management, takes charge of overseeing environmental management strategy and performance. The Senior Vice President reports directly to the Executive Vice President of Hotel and Meeting, Incentive, Convention, and Exhibition (“MICE”) Operations, highlighting our high-level executive commitment to environmental stewardship. Meanwhile, we also established an Energy and Environmental Management Committee to facilitate cross-departmental collaborations on developing and implementing programs aimed at optimizing energy, water, waste, and emissions performance in compliance with regulations.

The Energy and Environmental Management Committee enabled us to further identify opportunities for energy, water and waste reduction and improve our sustainability tracking and performance by leading cross-departments in Galaxy Macau™ and Broadway Macau™ to conduct energy and environmental assessments in key areas such as environmental services, wardrobe, linen, and IS&T. Meanwhile, our Sustainability Team also continued to develop tailored assessment programs such as the Energy and Environmental Assessment Program and Climate Change and Risk Assessment Program with reference to the criteria set out by EarthCheck, the Macao Green Hotel Award, the Task Force on Climate-related Financial Disclosures (“TCFD”), and others, to ensure our continued alignment with industry best practices.

Through adopting the above approaches and promoting cross-departmental collaborations on green initiatives and tasks, we achieved zero non-compliance to the relevant laws and regulations that relate to air and greenhouse gas (“GHG”) emissions, discharges into water and land, and generation of hazardous and non-hazardous waste in the reporting year.

To evaluate our performances, we outline our energy, water, and waste efficiency expectations and establish consistent reduction targets every year, compared to our baseline level. We have achieved our 2023 water reduction and waste diversion targets while maintaining full compliance with all local environmental legislation. For Galaxy Macau™, we note that our 2023 electricity consumption target was not met due to the opening of our Phase 3 property. In light of this, we will update our base year in the coming years to ensure a more accurate reflection of our target tracking, which shall encompass our Phase 3 property.

Electricity Consumption Reduction		2023 Target	Progress
Galaxy Macau™	3% compared to 2016 baseline		 In Progress  -3.2%
Broadway Macau™			 Completed  36.9%
StarWorld Macau			 Completed  22.3%

\* Note that the negative sign indicates an increase in consumption.

ENVIRONMENTAL STEWARDSHIP

Water Consumption Reduction		
	2023 Target	Progress
Galaxy Macau™	3% compared to 2016 baseline	 Completed  6.8%
Broadway Macau™		 Completed  45.0%

Waste Diversion Rate		
	2023 Target	Progress
Galaxy Macau™ & Broadway Macau™ <sup>1</sup>	5% compared to 2017 baseline	 Completed   6.8%
StarWorld Macau	4% compared to 2018 baseline	 Completed  35.5%

Regarding our construction materials division, KWCM has a Sustainability Policy and IMS Policy in place to promote sustainable practices and to achieve a set of robust objectives as below.

- Conduct operations and services, and purchase materials in such a way as to maintain compliance obligations
- Protect the health and safety of people affected by its operations and services
- Mitigate risk and minimize adverse environmental impacts using a “green design and purchasing” concept
- Conserve energy and make use of alternative raw materials to reduce carbon intensity of product
- Reduce waste production
- Uphold staff competency
- Maintain control and monitoring for identified critical risks, including but not limited to energy isolation risk and air pollution risk

To track the effectiveness of the IMS Policy, KWCM has set IMS targets, including no HSE violations, no significant adverse environmental impacts arising from operations, data accuracy for ESG and HSE data platforms, air pollutant emissions below the statutory limit, and improved year-on-year carbon intensity. The IMS Policy, objectives, and targets are regularly reviewed by top management to ensure its efficiency, efficacy, and reliability. The IMS will be continually assessed and improved wherever practicable, whilst considering new requirements, technologies, materials and working practices.

RESOURCES OPTIMIZATION

Energy Management

GEG is committed to promoting energy-saving initiatives and implementing innovative solutions to reduce inefficiencies in our energy consumption. Our Galaxy Macau™ and Broadway Macau™ entities have obtained the ISO 50001 Energy Management System certification, and we actively monitor energy consumption and adopt responsible energy management practices. By incorporating energy-saving standards, we ensure that our operations have a minimal negative impact on the environment and nearby local communities.

1 In 2023, our waste targets and figures for Galaxy Macau™ and Broadway Macau™ were combined as waste disposal operations in Broadway Macau™ were temporarily suspended, which resulted in its waste being handled by Galaxy Macau™.

## ENVIRONMENTAL STEWARDSHIP

To reduce energy consumption, we optimize the efficiency and performance of our property's cooling systems through innovative practices such as the following, and prioritize sustainability and cost-effectiveness in our operations.

## Cooling System Optimization

- **Reusing Cold Water:** We actively capture and recycle the excess cold water generated during our air conditioning process. This initiative contributes to reducing energy consumption by our chillers while efficiently maintaining cool temperatures in buildings.
- **Retro-commissioning for Cooling Tower Fans:** We upgraded our cooling tower fan to reduce brake power for the fan and increase efficiency.
- **Keeping Chillers Clean:** We clean the interior of our water pipes regularly to enhance the efficiency of our chillers, enabling them to deliver the same cool air while using less energy.

## Air Quality and Building Comfort

- **Installing Better Air Flow Control:** We are optimizing the airflow within our buildings to ensure comfort, minimize energy wastage, and adhere to health regulations by effectively preventing tobacco smoke infiltration.
- **Adopting Intelligent Office System:** We installed a smart system in our offices that adapts and learns over time, optimizing energy consumption for lighting and temperature, ensuring a comfortable and efficient workspace.

## Infrastructure Improvement

- **Upgrading Thermostats:** We replaced outdated thermostats with modern digital ones at StarWorld Macau. These new thermostats offer enhanced accuracy and consume less energy.
- **Applying Sun-Blocking Window Film:** We applied a special film to the windows and roof of StarWorld Macau that faces the sun. This film minimizes heat entry, thereby reducing the reliance on air conditioning.
- **Enhancing Roof Insulation:** We enhanced insulation on the roof of StarWorld Macau to preserve the heat in our water pipes, which means they need less energy to stay hot.

## Renewable Energy

GEG remains dedicated to identifying and seizing opportunities for expanding the usage of renewable energy sources as part of our commitment to a low-carbon economy. Demonstrating substantial progress throughout the year, we have implemented a solar panel system in the Imperial Suite Garden at Hotel Okura Macau to utilize solar power and reduce reliance on fossil fuel energy. At StarWorld Macau, trials for a wind-powered turbine designed to support rooftop lighting and offset any downtime of the solar panel system during nighttime are actively engaged to align with our vision of continuously exploring green energy options.



Solar Panel System at Hotel Okura Macau



Solar Panel System at StarWorld Macau

## ENVIRONMENTAL STEWARDSHIP

In February, KWCM continued to advance its environmental commitment by replacing natural gas with biofuel in its hot air furnace. This shift aligns with KWCM's dedication to a low carbon path and involves modifying the furnace to accommodate biofuels from renewable sources. By choosing biofuels over natural gas, KWCM is making a significant move towards greener operations, reducing its carbon footprint, and contributing to global efforts in combating climate change.



Hot Air Furnace using biofuel to replace natural gas at KWCM

## 7 AFFORDABLE AND CLEAN ENERGY



### UNSDG Target 7.3: Double the improvement in energy efficiency

The Group implements various energy-saving measures at all properties, promotes innovative solutions, and adopts renewable energy to improve energy efficiency.

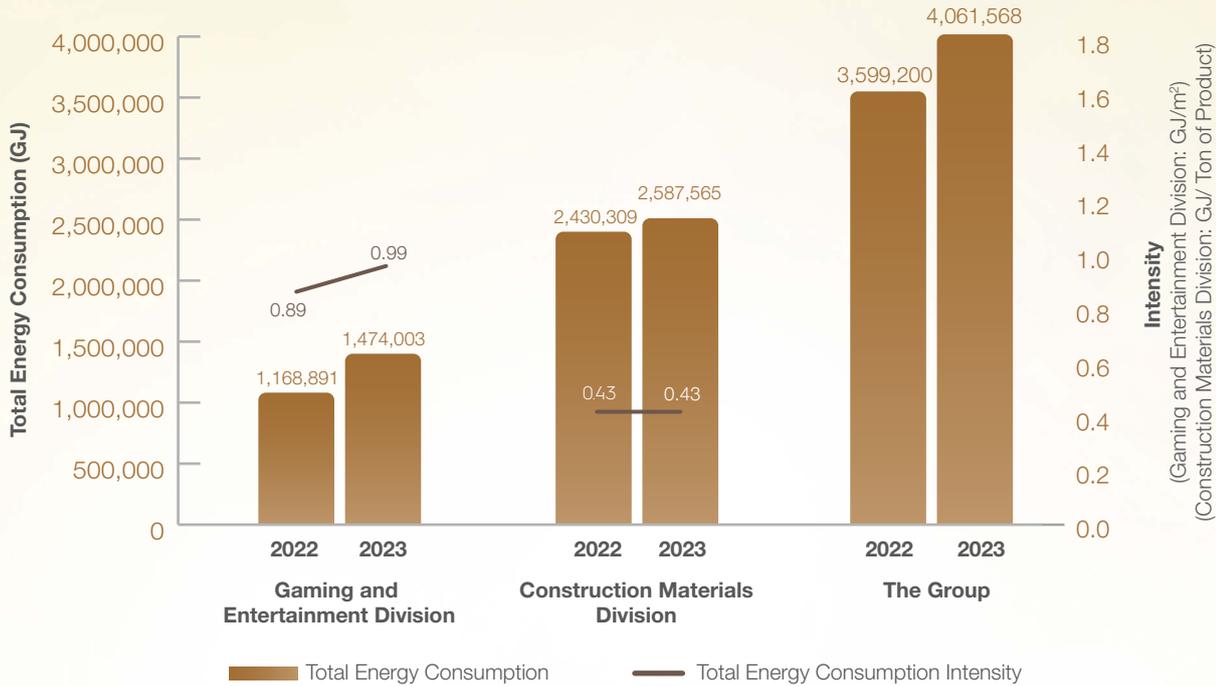
## Energy Performance

We had set a 2023 target of reducing electricity consumption by 3% at Galaxy Macau™, Broadway Macau™ and StarWorld Macau compared with the 2016 baseline level. This target was achieved for Broadway Macau™ and for StarWorld Macau with an electricity reduction of 36.9% and 22.3% respectively. For Galaxy Macau™, an increase in electricity consumption of 3.2% against the 2016 baseline was recorded due to our introduction of the Phase 3 property and the return to normal operation following the COVID-19 pandemic. We remain committed to pursuing new solutions to enhance our energy efficiency further.

The Group's total energy consumption was 4,061,568 GJ, reflecting a 12.8% increase from the previous year. Energy intensity for the Group's gaming and entertainment division and construction materials division was 0.99 GJ/m<sup>2</sup> and 0.43 GJ/ton of product respectively. Similar to the increase in electricity consumption, the overall increase in energy consumption and intensity for our gaming and entertainment division can be attributed to the post-pandemic recovery of our related business operations. As economies rebound and businesses resume operations, we note a natural uptick in energy demand to meet the increased needs. Furthermore, we are investing in infrastructure upgrades to enhance efficiency and capacity, and we have opened up our Phase 3 property. This concurrent return to normalcy and strategic investments contribute to the slight rise in energy consumption and intensity.

ENVIRONMENTAL STEWARDSHIP

**Total Energy Consumption and Intensity**



**Water Conservation**

The Group is fully aware of the importance of sensible and mindful water usage, and we maintain our commitment to improve water quality and efficiency. To achieve our water consumption reduction targets, we have implemented various water conservation practices in operations. During the reporting year, we did not encounter any difficulties in sourcing water that was fit for the purpose.

As part of our commitment to sustainable practices, we have implemented various measures to conserve water and reduce unnecessary consumption.

**Installation of Water-Saving Fixtures and Fittings**

- **Water-Efficient Bathroom Fixtures:** We introduced low flush toilets, water-saving taps, and showerheads, along with automatic shut-off systems to minimize water use.
- **Sensor Controllers for Water Conservation:** We implemented sensor controllers to optimize water usage, ensuring it is employed only when necessary.
- **Streamlining Back-of-House Efficiency:** We systematically installed water-efficient fittings in guest service areas to cut down on water consumption and prevent leaks.
- **Regular Water Waste Assessments:** We conducted ongoing evaluations to identify and address leaks, continually minimizing water waste.

**Inspection and Maintenance Plan for Water Facilities**

- **Regular Checking and Upkeep of Water Systems:** We established routine inspection and maintenance for water pipes, taps, and showerheads to prevent leaks and flooding.
- **Proactive Issue Resolution:** We ensured timely detection and resolution of water system issues through consistent maintenance procedures.

**Encouragement of Guest Involvement**

- **Engaging Guest Participation in Conservation:** We provided guests with the option to dictate the frequency of changing linens and towels, contributing to the reduction of water use.

## ENVIRONMENTAL STEWARDSHIP

## Enhancement of Sustainability and Efficiency

- **Reduced Water Feature Hours:** We modified the operating hours of water features at Galaxy Macau™ to decrease water consumption while maintaining their functionality.
- **Smart Landscaping Water Use:** We utilized weather-responsive adjustments for landscaping water consumption, halting irrigation when rainfall is sufficient.
- **Introduction of Advanced Cleaning Equipment:** We incorporated robotic and e-mop machines to elevate cleaning efficiency while reducing environmental impact.
- **Cooling Tower Water Loss Prevention:** We installed splash preventers in cooling towers to conserve condensation water, enhancing system efficiency and minimizing water loss.

## Design and Maintenance of Grease Trap

- **Prioritizing Proper Design:** We ensured grease traps are correctly designed and installed in our facilities.
- **Regular Maintenance Schedule:** We established routine cleaning and upkeep of grease traps.
- **Detailed Record Keeping:** We maintained comprehensive logs of all maintenance activities.
- **Preventing Environmental Impact:** We remained committed to best practices in grease trap management to avoid contamination and enhance sustainability in wastewater treatment.

Furthermore, we have implemented various systems to harness alternative water sources.



## Condensate Recovery System

To reduce our reliance on freshwater sources, we have implemented a Condensate Recovery System at Galaxy Macau™ and GICC to collect and treat low-temperature condensate drain water from specific air conditioning handling units. Instead of allowing this water to go to waste, we redirect it to the cooling tower water basin, where it is mixed with the condenser to return water from the chiller. By utilizing this condensate water, we effectively reduce our freshwater consumption and contribute to water conservation efforts.



## Rainwater Harvesting System

To further expand our use of alternative water sources, we have implemented a Rainwater Harvesting System at Galaxy Macau™ Phase 2. This system allows us to collect and store rainwater for various non-potable uses within our facilities. By capturing rainwater, we reduce the demand for freshwater and alleviate the strain on local water supplies. This initiative demonstrates our commitment to sustainable water management practices.

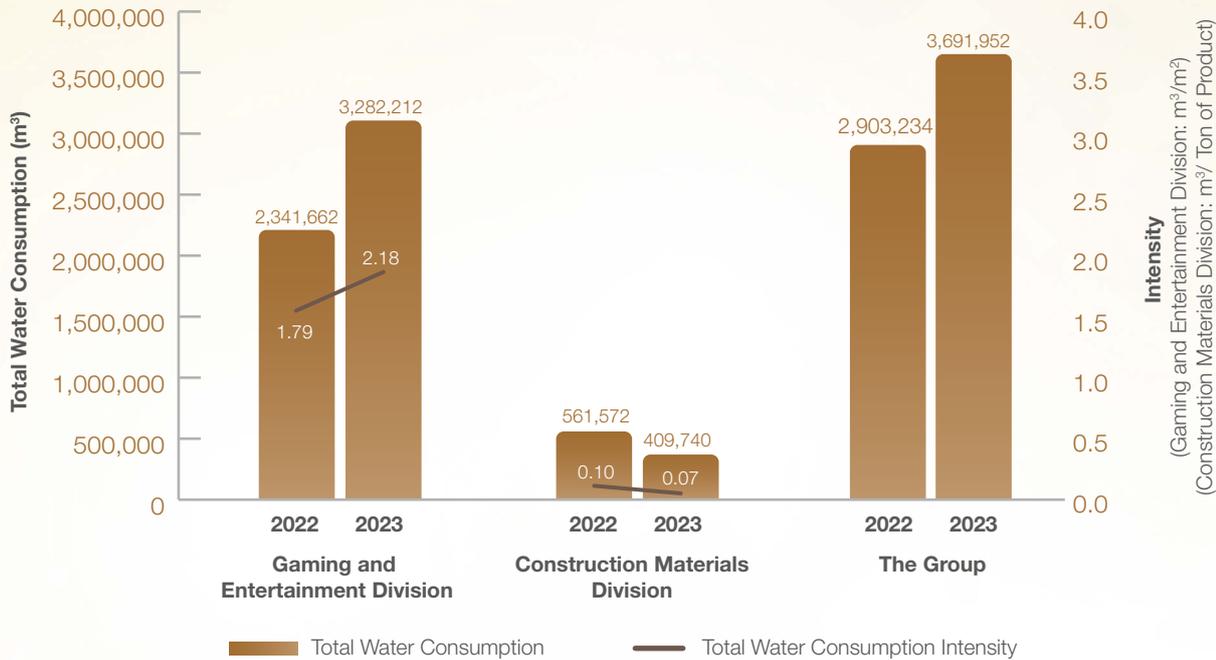
## Water Performance

We set a 2023 target for reducing domestic water consumption by 3% at Galaxy Macau™ and Broadway Macau™ compared with the 2016 baseline. Despite the opening of our Phase 3 property and the resumption of normal operations following the COVID-19 pandemic, this year, we still achieved a significant reduction in water consumption of 6.8% for Galaxy Macau™ and 45.0% for Broadway Macau™ respectively, when compared to our base year. We will continue to adopt water conservation measures to achieve our water reduction targets, including installing a descaling system in the hot water production process, increasing the cycle of concentration at the cooling tower, implementing a hibernation and suspension plan at water features and at all vacant areas at Galaxy Macau™ and Broadway Macau™, as well as monitoring our water usage at all our properties to avoid overuse.

ENVIRONMENTAL STEWARDSHIP

The Group’s total water consumption was 3,691,952 m<sup>3</sup>, a 27% increase compared to 2022. The water intensity for our gaming and entertainment division and our construction materials division was 2.18 m<sup>3</sup>/m<sup>2</sup> and 0.07 m<sup>3</sup>/ton of product respectively. The increase in water consumption and intensity is due to the post-pandemic recovery of our related business operations.

**Total Water Consumption and Intensity**



**EMISSIONS MANAGEMENT**

**Waste Management**

Our Energy and Environmental Management Statement and Green Procurement Statement serve as guiding principles to support our sustainability goals and drive continuous improvement in waste management. We have established robust waste and recycling processes and adhere to waste management standards outlined in the ISO 14001 EMS program. These strategies are integral to our waste reduction initiatives and reflect our commitment to minimizing our environmental footprint.

The Group generates both hazardous waste (including lube oil, printer cartridges, light tubes and batteries) and non-hazardous waste in the course of our operations. Following the 4R principles, our gaming and entertainment division makes serious efforts to reduce waste, improve recycling, and address potential impacts. In addition, we also promote sustainable consumption and production patterns to minimize waste, and support SMEs in local sourcing and using green products that align with responsible consumption and production goals.

To ensure proper waste handling, we commission qualified third-party contractors to handle and dispose of all waste. Inspection and maintenance of waste disposal are conducted on a regular basis. Besides, we developed a Waste Management Strategy and Program to minimize waste generation and improve waste diversion rates. Under the Waste Management Strategy, we are committed to:

- Conducting business in a manner which fosters the sustainable use of the earth’s resources, and adopt the 4R principles as far as commercially practicable to minimize waste or adverse impact on the environment, and
- Ensuring continual improvement in energy performance by improving the use of energy resources during business and other related activities.

## ENVIRONMENTAL STEWARDSHIP

Our waste program is regularly reviewed by the Energy and Environmental Management Committee, which comprises of most operational units. To minimize waste generation, we have replaced all single-use bath products with refillable bulk sized containers at all Galaxy Macau™ and Broadway Macau™ hotels, switched to 100% biodegradable utensils in our Food & Beverage outlets, and recovered all unused consumables such as liquid soaps, shampoos and toilet paper that are left behind in our guest rooms for use in our back-of-house areas. In terms of waste management, our waste handling and recycling processes standards are established under the ISO 14001 EMS program.

**Waste Reduction and Recycling**

To reduce waste generation and contribute to a circular economy, we introduced the following waste-reduction measures in 2023, covering paper, plastic, and food waste.

Paper	<ul style="list-style-type: none"> <li>• Introduced paperless ticket system for the Galaxy Macau™ car park to eliminate paper tickets.</li> <li>• Digitalized our warehouse receiving process to reduce paper use for warehouse filing systems.</li> </ul>
Plastic	<ul style="list-style-type: none"> <li>• Replaced plastic amenities such as combs, toothbrushes, stick cotton swabs, and razors with eco-friendly bamboo alternatives across six hotels: Galaxy Hotel™, Banyan Tree Macau, Hotel Okura Macau, Broadway Macau™, Andaz Macau, and Raffles at Galaxy Macau.</li> <li>• Replaced single-use bath products with refillable/bulk sized containers across eight of our hotels: Galaxy Hotel™, Banyan Tree Macau, Hotel Okura Macau, JW Marriott Hotel Macau, The Ritz-Carlton, Macau, Broadway Macau™, Raffles at Galaxy Macau, and Andaz Hotel Macau.</li> <li>• At StarWorld Macau, guest room amenities have been switched from plastic to eco-friendly materials. This includes using bamboo for toothbrushes; wheat straw for combs, shavers, and toothbrushes; and corn-based materials for sewing kits, vanity kit bags, and shower caps.</li> <li>• Within our offices at Galaxy Macau™ and Broadway Macau™, plastic bags are removed from office trash cans, saving over 100,000 plastic bags annually.</li> <li>• Replaced disposable plastic tableware with biodegradable and environmentally friendly alternatives in our dining services establishments.</li> <li>• Installed self-service water dispensers at Broadway Macau™ to encourage waste reduction.</li> </ul>
Food Waste	<ul style="list-style-type: none"> <li>• Implemented a food waste dehydrator system, significantly reducing the weight and volume of food waste transported to incinerators by up to 90%.</li> <li>• Actively participated in the “Pilot Project for the Collection of Food Residues from Food and Beverage Establishments” organized by the DSPA to reduce food waste at Galaxy Macau™, Broadway Macau™, and StarWorld Macau.</li> </ul>

Furthermore, we actively involved our team members in recycling programs organized by the DSPA. Initiatives such as “Recycling the Red Packets is Very Easy” and mooncake box recycling campaigns foster a sense of environmental responsibility among our team members, contributing to the sustainable management of waste materials. As well, we also donated the proceeds from our plastic bag-related charges to Green Future Macau and were awarded a certificate of appreciation from DSPA for our donation.

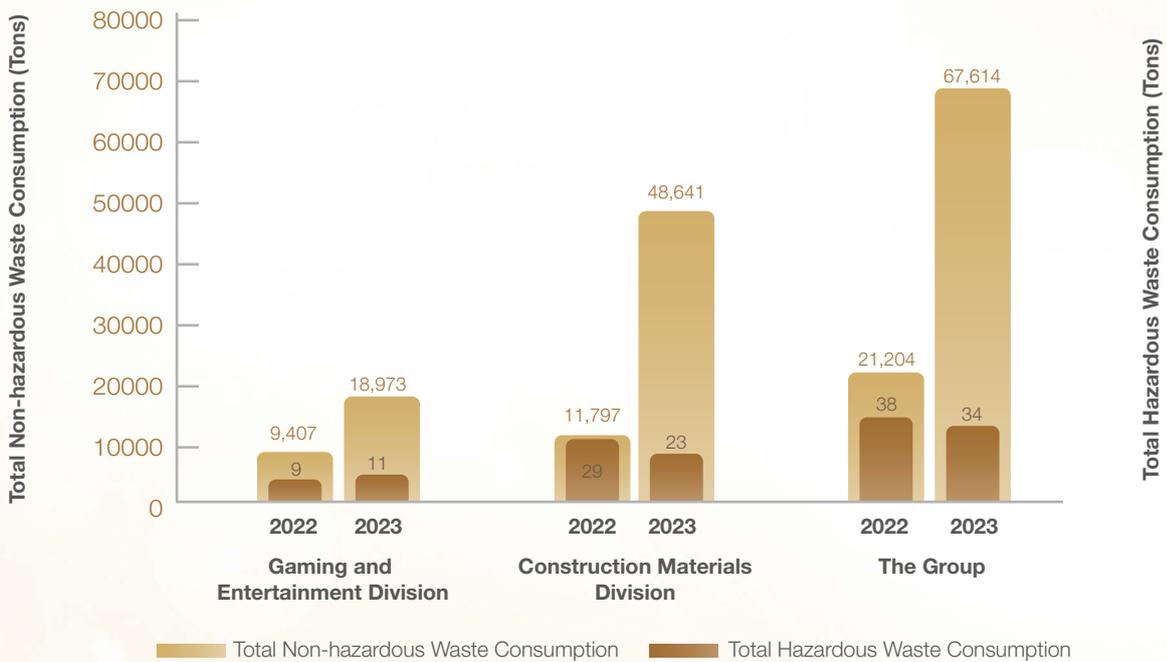
ENVIRONMENTAL STEWARDSHIP

**Waste Performance**

GEG has set the 2023 target of improving waste diversion rate by 5% or more for Galaxy Macau™ and Broadway Macau™ when compared to the 2017 baseline, and by 4% for StarWorld Macau when compared to the 2018 baseline levels. Compared to the base year, we have improved our waste diversion rate for Galaxy Macau™ and Broadway Macau™ by 6.8%<sup>2</sup> and for StarWorld Macau by 35.5%.

The Group generated a total of 67,648 tons of waste, with 34 tons of hazardous waste and 67,614 tons of non-hazardous waste, representing a significant increase compared to that of 2022. This is mainly due to post-pandemic recovery of our related business operations. The total waste recycling rate for the Group was 56%, with 76% of hazardous waste and 56% of non-hazardous waste being recycled. As for KWCM, the increase in non-hazardous waste consumed from 11,797 tons in 2022 to 48,641 tons in 2023, was attributed to the inclusion of additional business units that were not previously accounted for in waste data recording. In line with the principles of a circular economy, KWCM processes waste materials as the feedstock for the production of new construction materials, which include GGBS, Reclaimed Asphalt Pavement (“RAP”), and Eco-Block.

**Total Waste Consumption**



<sup>2</sup> In 2023, our waste targets and figures for Galaxy Macau™ and Broadway Macau™ were combined as waste disposal operations in Broadway Macau™ were temporarily suspended, which resulted in its waste being handled by Galaxy Macau™.

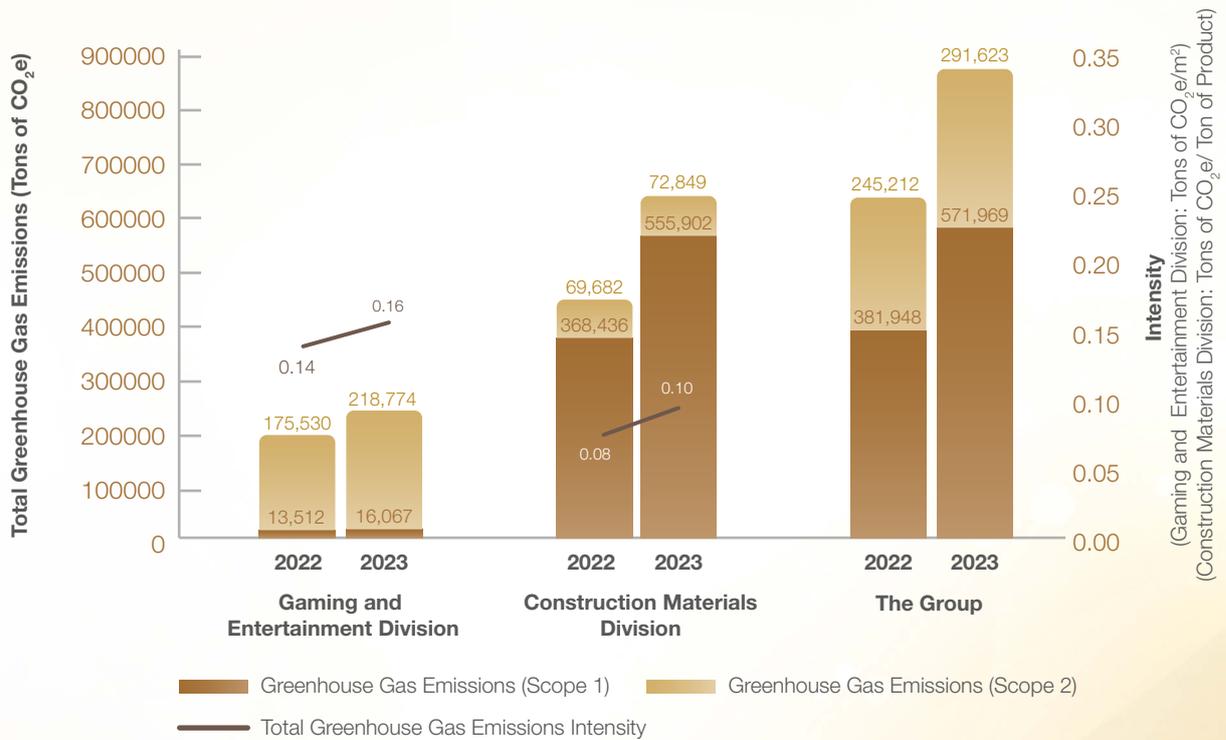
ENVIRONMENTAL STEWARDSHIP

**Greenhouse Gas Emissions**

The Group is committed to addressing climate change by actively managing our GHG emissions. We are focused on reducing emissions through the optimization of fleet operations, improvements in energy and water efficiency, and an increased reliance on renewable energy sources. As part of our commitment to ongoing progress, we are actively seeking opportunities to set carbon intensity and emission reduction targets, and implement our Energy and Environmental Management Program.

The Group’s total GHG emissions amounted to 863,592 tons of CO<sub>2</sub>e, representing a 38% increase compared to our 2022 emissions due to the post-pandemic recovery of our gaming and entertainment, and construction materials division. Of the Group’s total emissions, our gaming and entertainment division represented approximately 27% while our construction materials division accounted for the remaining 73%.

**Total Greenhouse Gas Emissions and Intensity**



## ENVIRONMENTAL STEWARDSHIP

**Air Emissions****Fleet Emissions**

GEG is replacing our guest and team member shuttle bus fleets with New Energy Vehicles (“NEVs”) to provide more eco-friendly transportation modes for our guests.

**Digitalization of Guest Room Materials**

We actively replaced physical guest room directories and newspapers with digital versions.

**KWCM Technology Advancements**

Oxygen-enriched combustion technology is being used and hot air ducts have been installed for coal handling in KWCM’s Puer cement plant to reduce coal consumption and emissions. Besides the above, KWCM’s Qianan GGBS plant has built a blast furnace gas pipeline to facilitate the usage of a mix of natural gas and blast furnace gas to further reduce Nitrogen oxides (“NOx”) emissions.



Our air pollutant emissions primarily arise from the diesel and petrol burned by our vehicle fleet and the liquefied petroleum gas consumed in our operations. In 2023, we generated a total of 159 tons of NOx, 8 tons of Sulphur oxides (“SOx”) and 30 tons of Particulate matter (“PM”).

**Commitment to Clean Air and Reduced Emissions**

In our ongoing efforts to lead by example in environmental responsibility, we have taken bold strides in reducing air emissions as part of our comprehensive Energy and Environmental Management programs. Two key initiatives that demonstrate our commitment to a cleaner, greener future were implemented:

**Transition to New Energy Vehicles**

In 2023, we achieved a significant milestone in our transportation operations. We fully transitioned our fleet of guest shuttle buses to New Energy Buses, marking a 100% replacement with energy-efficient alternatives. Furthermore, we have successfully replaced over 70% of our team member shuttle buses with NEVs. This transition not only represents a leap forward in reducing emissions but also aligns with our vision for a sustainable transportation ecosystem.

**Supporting Electric Mobility**

Understanding that the journey to sustainability is a collective effort, we have taken proactive measures to foster an environment that encourages our team members to make greener choices. With the installation of 13 electric motorcycle charging stations within the team member parking area at Galaxy Macau™, we are facilitating a shift towards electric motorcycles. This initiative is designed to incentivize and ease the transition for our team members to eco-friendlier modes of transport, thereby contributing to the reduction of our carbon footprint and promoting sustainable commuting practices. To encourage guests and customers to switch to electric vehicles, we are also exploring opportunities to install electric vehicle charging stations in the guest parking lots at Galaxy Macau™.

ENVIRONMENTAL STEWARDSHIP

IN HARMONY WITH NATURE

We are committed to embedding sustainable elements into our properties, creating green spaces and natural landscapes to promote the beauty of ecology and biodiversity amongst travelers. We took a 4-pronged approach to mitigate our environmental impacts, namely: integration with nature, sustainability initiatives in operations, team member engagement, and commitment to campaigns. Our efforts resulted in our full compliance with local regulations with no recorded findings of significant impacts from our operations on our natural environment.

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

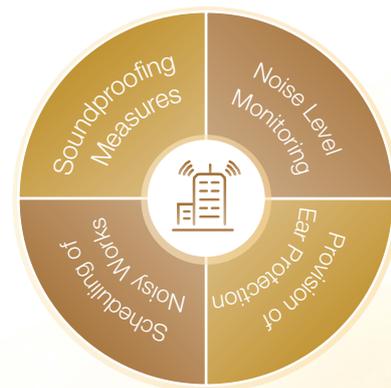
UNSDG Target 12.6: Sustainable practices in companies

The Group’s 4-pronged approach to manage our environmental impacts reflects our goal to consume in a more responsible and sustainable manner.



**Integration with Nature**

We have appropriate equipment to assess surrounding noise level and take measures to ensure compliance with the Macau SAR Environmental Noise Prevention and Control Law (Law No. 8/2014 and Law No. 9/2019 amendment). We soundproof our guestroom areas to enhance guest comfort, and will provide our team members and contractors with ear protectors with corresponding “Ear Protection Zones” in noisy environments to raise awareness.



Furthermore, we are taking steps to integrate our facilities with greener elements. Our concentrated efforts can be seen in three different channels: landscape building, green initiatives, and considerate procurement.

1

Landscape Building

Galaxy Macau™, our flagship property, is home to the largest green landscape in the industry. Boasting 55,000 m<sup>2</sup> in greenery, including 2,000 trees and a diverse range of plants and seasonal flowers, we have integrated nature into our world-class leisure experience.

2

Green Initiatives

Besides its visually appealing outlook, the green walls within GEG’s properties aid in maintaining cooler ambient temperatures and in improving surrounding air quality. To optimize water usage in our external landscapes, automated irrigation systems consider soil moisture and weather to tailor water distribution.

3

Considerate Procurement

Keeping in mind both the carbon footprint of our operations and the ecological harmony of our environment, our Landscape Team continues to factor in the below items before making any decisions:

1. Preference for native, local plants;
2. Preference for plants with regional adaptability in the Asian region.

## ENVIRONMENTAL STEWARDSHIP



## Sustainability Initiatives in Operations

Environmental stewardship is a cornerstone of our operations. GEG carried out several initiatives that showcase our commitment to eco-friendly practices, some of which includes:

- Bamboo for a Better World:** We proactively replaced traditional plastic amenities with sustainable bamboo alternatives. This initiative extends across our six prestigious hotels – Galaxy Hotel™, Banyan Tree Macau, Hotel Okura Macau, Broadway Macau™, Andaz Macau, and Raffles at Galaxy Macau – transforming items such as combs, toothbrushes, stick cotton swabs, and razors. By choosing bamboo, a renewable and biodegradable material, we reaffirm our dedication to diminishing plastic waste and nurturing natural ecosystems.
- Refill, Reuse, Respect:** To combat the proliferation of single-use plastics, GEG has rolled out refillable/bulk sized containers for bath products in eight of our hotel properties. This significant shift is now a defining feature at Galaxy Hotel™, Banyan Tree Macau, Hotel Okura Macau, JW Marriott Hotel Macau, The Ritz-Carlton, Macau, Broadway Macau™, Raffles at Galaxy Macau, and Andaz Hotel Macau, reflecting our pledge to reduce our environmental footprint while upholding the exceptional guest experience.
- Conserving Resources Together:** We engage our guests in our resource conservation journey. When guests choose fewer linen and towel changes, they play an active role in conserving water and reducing detergent use. This choice also cuts down on laundry transportation, leading to lower emissions and a healthier planet.
- Green Transition in Amenities:** At Galaxy Hotel™, we are moving away from plastic to bamboo in personal care products and welcome materials, embracing a comprehensive approach to environmental responsibility.



Bamboo amenities and refillable container

Furthermore, KWCM has been investing in eco-friendly products such as GGBS, which is made by the by-products generated from iron and steel production processes. The process is carried out in a blast furnace, which is powered by natural gas, blast furnace gas, or biomass. The resulting air emissions from the drying process are clean enough to meet the ultra-low emission industry requirements or national standards set by the local government. KWCM strives to further reduce air and noise emissions through adopting a fully enclosed approach to its transportation and production equipment, wherein all conveyor belts and storage facilities are fully enclosed. Through strategic partnerships with iron and steel enterprises in Mainland China, KWCM has increased its annual GGBS production capacity to over 12 million tons.

## ENVIRONMENTAL STEWARDSHIP



## Sustainability Awareness

This year, GEG joined Nespresso's capsule recycling program to responsibly dispose of our used coffee capsules. The aluminum foil and membrane that layers the capsule will be firstly recycled, and the used coffee grounds will be repurposed as organic fertilizer. To ensure our team members are aware of this initiative, we have organized a workshop with Nespresso Hong Kong to educate team members on responsible coffee capsule disposal. Following on this theme, we organized an event inspired by World Food Day, which included seminars and a do-it-yourself ("DIY") workshop to encourage food waste reduction amongst our team members and to raise awareness on the intricacies of the global food supply.

Taking team members' knowledge development a step further, our sustainability team also organized training sessions for our Energy and Environmental Management Committee members, along with representatives who participated in the green certificate audit. Furthermore, we continuously spark discussions on sustainability through our monthly Environmental and Energy Conservation Ideas and Reminders, quarterly Sustainability Newsletters, GEG Buzz communications, and through talks led by government officials and industry experts during our Energy and Environmental Conservation month, held in November annually. Our team members are engaged in online Green Quizzes and are provided with training cards to promote energy conservation and raise awareness on environmental sustainability. Through these channels, our team members are actively educated on topics related to establishing a low-carbon Macau, sustainable food, and green supply chains.

Furthermore, KWCM team members held a shoreline cleanup activity at Tai Po Ting Kok, and planted 24 trees in its factory area.



## Commitment to Campaigns

GEG has been a proud supporter of the World Wildlife Fund's ("WWF") "Earth Hour" campaign for 16 consecutive years, and actively participates in the "Monthly Earth Hour" campaign co-organized by major integrated resort operators in Cotai, wherein we switch off non-essential lights at our major properties. Demonstrating our appreciation for our planet, we also observe World Earth Day and World Environmental Day by creating engaging educational activities for our team members in hopes of heightening their awareness on energy conservation and the protection of biodiversity.

Our work extends beyond participation to communal education through regularly exhibiting at the annual Macao International Environment Cooperation Forum & Exhibition ("MIECF") and through our features on Macao Broadcasting Television programs, wherein we share our green development practices. Furthermore, our Sustainability Team organizes activities that aim to raise awareness and encourage responsible water consumption amongst team members every year, as part of our contribution to World Water Day.

In the construction materials division, KWCM continued to show support on biodiversity. KWCM's Puer cement plant launched a photography exhibition to raise employee's awareness on the importance of biodiversity conservation.

## ENVIRONMENTAL STEWARDSHIP

A summary of the campaigns we participate in is outlined below.

### Earth Hour Movement

GEG continued to support the Earth Hour Movement by switching off all non-essential exterior lights at StarWorld Macau, Galaxy Macau™, and Broadway Macau™ for an hour on the first Tuesday of every month.



### World Water Day

We celebrated World Water Day with a series of activities organized by our Sustainability Development Department. These events, held from 13th to 27th March, aimed to raise awareness among team members about water resources and sustainable management. In collaboration with the local environmental organization, Green Future, we hosted a workshop and organized a green quiz during the campaign period.

### World Earth Day

Aligning with the theme of “Invest in Our Planet,” GEG organized a series of fun and educational activities for students at Galaxy Hotel™. These activities aimed to share the latest sustainability practices implemented and promote environmental protection by creating “wildflower seed bombs.”



### World Environmental Day

We celebrated World Environmental Day by encouraging team members to participate in the “Dress Light, Save Energy” campaign organized by DSPA. This campaign aimed to reduce energy consumption by maintaining office temperatures at no less than 25°C. Additionally, we supported the “Lights Out” activity by switching off non-essential building exterior lights at our properties for an hour on June 5th.

### World Food Day

We organized an event themed around World Food Day, raising awareness about global food supply issues and the importance of reducing food waste. The event included seminars and a DIY workshop to encourage sustainable practices.



ENVIRONMENTAL STEWARDSHIP

**Energy and Environmental Conservation Month 2023**

As an annual campaign that aims to raise awareness, inspire eco-friendly behaviors, and highlight our dedication to environmental stewardship, the 2023 campaign included informative talks by government officials and industry experts for team members and suppliers. These talks covered topics on low-carbon Macau, sustainable food, and building a sustainable supply chain.



Through integrating sustainability in our operations, the Group is proud to have garnered or maintained in below awards in 2023.



**EarthCheck Certification**

We maintained our EarthCheck certifications for Banyan Tree Macau (Gold), Galaxy Hotel™ (Silver), and Hotel Okura Macau (Silver). We are pleased to say that the Group has the most EarthCheck certification awards across all integrated resort operators in Macau.



**Macau Green Hotel Award**

Macau Green Hotel Award was designed as a collaboration between DSPA and the MGTO. During the reporting year, Banyan Tree Macau, Hotel Okura Macau, The Ritz-Carlton, Macau, and JW Marriott Macau held the Gold Award and Galaxy Hotel™ and Broadway Macau™ held the Silver Award.

## ENVIRONMENTAL STEWARDSHIP

**Pacific Asia Travel Association (“PATA”) Gold Awards 2023**

Sponsored by the MGTO since 1995, the PATA Gold Awards aim to highlight leaders in Asia Pacific’s travel industry. We are honoured to be a recipient of the esteemed PATA Gold Awards in the Climate Change Initiative award category.

**Leadership in Energy and Environmental Design (“LEED”)**

As a result of our consistent endeavors to integrate sustainability across our properties, both the Promenade Shops at Galaxy Macau™ and GICC have received the prestigious LEED Gold Certifications from the United States Green Building Council.

**Green Factory Award**

In 2023, KWCM’s GGBS plants in Nanjing and Ezhou, were both awarded the Green Factory Award from the Industry and Information Technology Department of Jiangsu and Hubei Province respectively.

Besides the above awards, Galaxy Hotel™ and Hotel Okura Macau continued to participate in the Green Key Eco-label Program, a recognized standard of excellence in promoting environmental protection and sustainable tourism in hopes of striving for continued improvements within our hotel operations. In addition, KWCM continued to participate in the Green Factory Scheme and Construction Industry Council Green Product Certification Scheme in 2023.

**CLIMATE CHANGE MANAGEMENT**

To mitigate climate-related impacts on our operations, the Group works to integrate sustainability principles into our overall strategy and operations, and to establish a formal process that will allow us to assess and manage climate-related risks.

With the support of our Energy and Environmental Management Committee, the Group continues to manage our climate change and risk management process by engaging cross departments to identify, implement, and monitor initiatives that aim to reduce our environmental footprint while obtaining a holistic understanding of climate-related impacts across our value chain.

Internally, we have begun preparing to address climate-related issues by conducting a preliminary mapping of our initiatives against the recommendations set out by TCFD and identifying the climate-related risks and opportunities that may affect our hotel and gaming operations. Further to the risks and opportunities identification, the Group has put together management responses that correspond to each risk or opportunity to ensure our resilience towards those climate-related risks and opportunities where applicable.

**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

**UNSDG Target 12.6: Sustainable practices in companies**

The Group’s progress towards sustainability and climate reporting contributes to our adoption of internal sustainable practices.

ENVIRONMENTAL STEWARDSHIP

**Climate Risk Assessment**

We assessed different scenarios developed by the Intergovernmental Panel on Climate Change to identify climate-related risks or opportunities that may be material to our hotel and gaming business operations. To comprehensively assess our situation, we took a 4-step approach involving data analysis, expert consultation, risk mapping, and opportunity framework creation. Key internal departments and external stakeholders were engaged to provide additional insight. Below is a breakdown of physical and transitional risks that may affect our operations.

Physical Risks	Transition Risks
1. Extreme Weather Events	1. GHG Emissions and Control
	2. Energy Consumption and Price
2. Changing Weather Patterns	3. Water Scarcity and Stress
	4. Changing Consumer Preferences

Acute
  Chronic
  Policy and Legal
  Market and Technological Shifts

**Climate Risk Management**

Our climate risk assessment represents the first step in building our management approach, and we will continue to assess climate-related risks that may potentially impact Macau. As a next step, we will look into the financial implications of these risks and develop the appropriate resilience strategies.

We will collaborate and form partnerships externally to engage in knowledge sharing practices, while working with team members internally to continuously review and update existing action plans based on emerging risks and new information. To ensure that we remain resilient against the impacts of climate change, we have developed an initial set of management approaches in response to the risks outlined above.

**Extreme Weather Events**

**Risk:** Climate change will potentially result in the increased frequency and magnitude of extreme weather events such as hurricanes, typhoons, storms, or heatwaves.

**Management Responses:** We have an emergency response plan that ensures the safety of guests and team members, protection of our infrastructure, and operational continuity. We have weather monitoring systems that receive real-time alerts and we continually reinforce building structures to enhance their resilience to extreme weather events.

## ENVIRONMENTAL STEWARDSHIP

**Changing Weather Patterns**

**Risk:** As weather patterns fluctuate, we will need to adjust our hotel operations to ensure that we can adapt and handle varying conditions, including increased rainfall or high temperatures.

**Management Responses:** The Group monitors weather patterns and keeps up to date with climate projections. In addition, we enhance our operational resilience through adapting appropriate landscaping practices and technological systems.

**GHG Emissions and Control**

**Risk:** Companies having a significant carbon footprint may be subject to more stringent regulatory requirements in the future.

**Management Responses:** We are beginning to develop a carbon reduction strategy, focusing on improving energy efficiency and promoting renewable energy, and looking into the setting of clear targets and timelines.

**Energy Consumption and Price**

**Risk:** Rising energy prices will impact our operational costs.

**Management Responses:** We have already begun integrating energy efficiency initiatives into our operations, as highlighted in the Energy Management section of this Report. We are committed to further enhancing our resilience to increasing energy costs through identifying consumption hotspots, exploring renewable energies, optimizing our transportation management, and engaging our team members in energy-saving initiatives.

## ENVIRONMENTAL STEWARDSHIP

**Water Scarcity and Stress**

**Risk:** Water availability and quality is a growing global concern. As water becomes scarcer, water-intensive activities in our operations may be impacted.

**Management Responses:** We have begun managing our water consumption and minimizing consumption in various aspects of our operations as outlined in the Water Conservation section of this Report. To continue improving our approach, we are committed to utilizing water efficient technologies and engaging team members in water-saving initiatives.

**Changing Consumer Preferences**

**Risk:** Guests may increasingly favor environmentally responsible practices, which may affect the tourism industry's product offering appeal.

**Management Responses:** Valuing our customers' preferences, we are taking the appropriate steps to mitigate this risk. We conduct market research to understand changing guest preferences and continue to expand our eco-friendly guest initiatives.

# TEAM MEMBER ENGAGEMENT

We recognize the importance of a diverse culture in enhancing our ability to deliver top-quality services and fostering innovation and creative business operations.



## TEAM MEMBER ENGAGEMENT

### TALENT MANAGEMENT

#### **Equal Opportunities and Diversity**

The Group holds equality and diversity in high regard. We are deeply committed to treating all team members and applicants with dignity and respect, irrespective of their age, background, culture, gender, race, or religion, and have zero tolerance for discrimination or harassment in the workplace. Our Recruitment Policy ensures that all our recruitment practices comply with local labor laws and offer equal job opportunities. We have an Employees and Remuneration Policy that ensures competitive remuneration packages and benefits for our employees. Meanwhile, we also have a Promotion Policy outlining our procedures for handling promotions to ensure transparency and fairness.

To bolster our workforce, we actively participate in diverse talent recruitment initiatives. We partner with the Labour Affairs Bureau of the Macau SAR Government (“DSAL”) and local organizations on the hosting of job fairs, workshops, training sessions, and lectures aimed at attracting talent to support our business and contribute to our industry’s development. The Group implements a comprehensive talent acquisition strategy that includes internal and external online advertisements, collaboration with professional search firms, job postings, and engagement with universities. Additionally, we cooperate with local employment services such as the Employees Retraining Board in Hong Kong, and we join career events and programs such as the Vocational Training Council (“VTC”) Apprenticeship and Management Associate Programs.

#### ***Anti-Discrimination***

Discrimination and harassment in the workplace are strictly prohibited. Our Inclusive Workplace Policy, which formalizes our processes for addressing and investigating any discrimination complaint, is communicated to, and covers all our team members, suppliers, consultants, contractors and business partners of the Group. The policy offers guidance on appropriate disciplinary measures for those found in violation, and any legal actions or remedial measures that may be taken to safeguard our team members and prevent future occurrences.

In the construction materials division, KWCM adheres to its Recruitment Policy and Non-discrimination and Equal Employment Opportunity Guidelines to guarantee a fair and impartial recruitment process. KWCM selects the most qualified candidates for positions based solely on their educational background, work experience, and skills, without any consideration for factors such as gender, race, age or religion. These policies are readily accessible on the KWCM intranet. KWCM conducts regular communication meetings with each department and site office to ensure their understanding and implementation. Additionally, KWCM has an Employee Complaints and Grievances Policy in place to address any related issues that may arise.

As of the end of 2023, our gaming and entertainment division maintained a workforce of 19,495 employees across Macau, Hong Kong, and Mainland China, playing a pivotal role in nurturing our growth and progress. More information on our employee breakdown by geographical region, employee type, and gender, along with our employee turnover figures, may be found in the Performance Data Summary in the Appendix section of this Report.

In 2023, the Group did not receive any reports regarding violations relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare that significantly affects the Group. The Group is not aware of any collective agreement endorsed by employees and the labor contracts of our construction materials division in China strictly follow the Labor Contract Law.

TEAM MEMBER ENGAGEMENT

8

DECENT WORK AND ECONOMIC GROWTH



UNSDG Target 8.3: Promote policies to support job creation and growing enterprises

UNSDG Target 16.3: Promote the rule of law and ensure equal access to justice

As a leading enterprise in Macau, the Group creates a number of jobs with the commitment to equal opportunities and a safe working environment.

16

PEACE, JUSTICE AND STRONG INSTITUTIONS



**Working Environment**

To manage our Tier 1 material topics of “Employees’ Well-being” and “Remuneration and Benefits”, the Group promotes two-way communication, prioritizes work convenience and wellness, encourages team member recognition, provides fair and competitive benefits, and ensures compliance with relevant labor standards.

**Two-way Communication**

GEG has established Team Member Service Counters at our properties to address inquiries, manage medical claims, handle retirement fund matters, and collect feedback from team members. In addition, we also provide team members with a Team Member Handbook and the Group’s policies outlining workplace labor rights and regulations. An internal bilingual mobile application named “GEG Buzz” was also developed to enhance communication with team members.

**Work Convenience and Wellness**

Our on-site team member dining facilities, break rooms, parking areas, shuttle bus services, clinics, mothers’ rooms, shower and locker facilities, and our Team Member Services’ and Staff Social Club’s regular hosting of team member activities ensure a holistic and comfortable work environment and wellness for team members. In addition, we offer team members with full-time, part-time, and customizable work arrangements, enabling them to achieve work-life balance and career goals, and provide team members with access to counselling through the Employee Assistance Program (“EAP”).

**Team Member Recognition & Rewards**

We recognize outstanding team member performances through our recognition programs, including the “Star of the Month” and “Star of the Quarter” programs where winners are nominated by their line managers and superiors, and judged based on multiple performance criteria, including customers, co-workers and peers feedback. Other team member recognition programs include “Moment of Truth” and “Winning Smile” to motivate team morale.

**Fair and Competitive Benefits**

The Group’s compensation schemes were developed with the objective to attract and retain our talents. Our remuneration arrangements, outlined in our Employees and Remuneration Policy, are equitable, well-justified, and reviewed regularly. Additionally, we offer competitive benefits, including provident funds, early leave options, training allowances, bereavement leave, maternity leave, paternity leave, medical benefits, and dining discounts, to support our team members within the Group’s gaming and entertainment division, and construction materials division.

GEG places a high priority on the well-being of our team members. As a responsible employer, we have an unwavering commitment to assist team members in achieving work-life balance and creating a safe and comfortable workplace environment. To promote engagement and inclusion, as well as foster teamwork and companionship, our Staff Social Club and Team Member Services coordinated over 20 activities for our team members, their families, and friends to partake in.

## TEAM MEMBER ENGAGEMENT

GEG hosted the “Sharing Session of the NPC and CPPCC – GEG National Education Series” and invited NPC and CPPCC delegates to share the spirit of the “Two Sessions” with approximately 800 executives.



Two sessions of the “GEG Asian Heart Team Member Rally” were organized at the Galaxy Arena for team members to be the first to experience the world-class entertainment venue.



GEG celebrated our team members’ graduation from the University of Macau’s Advanced Diploma in Gaming Management Program by organizing an In-house Graduation Ceremony for them.



Attentive to our team members’ physical and mental well-being, GEG arranged mental health preventive events and workshops for our team members regularly.



To celebrate International Women’s Day, GEG supported our female team members’ participation in the “2023 Women’s Sports Carnival” co-organized by The Women’s General Association of Macau and the Sports Bureau of the Macau SAR Government.



GEG also introduced various mental health, flexible work, and diversity and inclusion initiatives, and maintained the EAP to provide our team members and their families with access to professional and confidential support services, including face-to-face, hotline, on-site, and online counseling.

TEAM MEMBER ENGAGEMENT

Furthermore, GEG continued to support the Health Bureau of the Macau SAR (“Health Bureau”) in promoting physical and mental well-being. In December, we became one of the first enterprises to join the “Healthy Enterprise Program” jointly organized by the Health Bureau and the Macao Healthy City Committee to promote a healthy corporate culture. The Macau-wide enterprise program was launched in January 2024 and will encompass initiatives such as offering balanced diet options, promoting office exercises, and creating healthy office environments for our team members. Team members will be surveyed following our implementation of these measures for their satisfaction and feedback.

For our construction materials division, KWCM has proactively organized more than 10 activities to cultivate a positive and vibrant work atmosphere, nurturing a sense of loyalty, personal growth, and safety among its team members. These activities include events such as the “Plum Wine Making Workshop”, “Chinese New Year Floral Arrangement Workshop”, and “Chinese Calendar Painting Workshop”, all of which aim to inspire creativity and alleviate stress through artistic expression.

In addition, KWCM arranged a variety of gatherings such as the “Mid-Autumn Festival Gathering”, “Squid Fishing Night”, “KWCM Christmas Party”, and celebrations for Mother’s and Father’s Day to commemorate various festivals and strengthen the bonds among its team members.



Chinese New Year Floral Arrangement Workshop



Chinese Calendar Painting workshop



Mid-Autumn Festival Gathering



KWCM Dragon Boat Team

**Labor Standards**

The Group maintains strict compliance with the laws and regulations outlined by the Labour Relations Law of the DSAL and the Employment Ordinance of the Labour Department of the Hong Kong SAR Government. Child labor and forced labor are strictly prohibited, and we actively implement systems to monitor, prevent, and report any instances of these unlawful practices.



The Group has established a Recruitment Policy and a dedicated Center of Excellence (“COE”) Recruitment Team to oversee candidate sourcing, screening, shortlisting, and background checks, ensuring strict compliance throughout the recruitment process.

With a firm commitment to ethical conduct, the Group actively promotes our values and Code of Business Conduct within all programs related to supervisory and management capabilities. We employ various internal communication channels, including back-of-house notice boards, emails, and “GEG Buzz” to consistently reinforce the importance of upholding our values and Code of Business Conduct to all our team members.

TEAM MEMBER ENGAGEMENT

To ensure that our team members are well-informed about our labor standards and rules, GEG keep copies of the Team Member Handbook and the Group’s rules readily available on-site for their reference. Additionally, we have HR&A representatives stationed at each property and office to assist team members with any questions or concerns and provide immediate assistance at designated Team Member Service Counters.

The Group strongly encourages the reporting of any incidents to the management. Our team members have multiple avenues to report incidents, including a Team Member Feedback Form, email, hotline, or by contacting the Team Member Service Counters or Human Resources Business Partners. In 2023, the Group received zero complaints, and we received no reports of non-compliance with relevant laws and regulations pertaining to child labor, forced labor, or significant occupational hazards affecting the Group.

8

DECENT WORK AND ECONOMIC GROWTH

UNSDG Target 8.8: Protect labor rights and promote safe working environments

The Group’s commitment to protecting labor rights and strict prohibition of child labor and forced labor are demonstrated through the establishment of monitoring, prevention and reporting mechanisms.

UPHOLDING HEALTH AND SAFETY

Addressing to our Tier 1 material topic of “Workplace Health and Safety”, the Group is committed to cultivating a safe, healthy and friendly workplace. We achieve this by embracing industry best practices and forming a WHS Steering Committee to oversee our WHS Policy and strategic direction, ensure the implementation of WHS measures by our WHS teams across our properties, and verify our compliance status with local regulatory requirements and the ISO 45001 Occupational Health and Safety Management System standard.

In 2023, we continued to enhance team members’ occupational health and safety awareness through a range of cross-property professional training, seminars, and promotions. These initiatives include programs such as “Specific Skill Training for High-Risk Activities”, “E-Learning for Fire Safety and Evacuation Wardens” and “Social and Moral Awareness Training”, among others.

Our Health and Safety Approach

Comply and Align to Legal Requirements	Strive for Top Management Support	Continuous Training, Observance and Implementation of Measures to Encourage Safety Behavioral Change and Improvement in our Team Member and Stakeholders	Participation in External Events and Strive for External Recognition	Seek for Continuous Improvement
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To align with and communicate the provisions of the new Macau SAR Safety & Health Law No. 2/2023 with our team members and relevant stakeholders, we intensified our WHS governance to minimize risks and ensure a secure working environment for all parties involved. Our top management also remained fully committed to supporting our corporate health and safety strategic initiatives, further reinforcing our WHS commitment.

We bolster our contractor safety through various contractor management measures. These include intensified monitoring of contractor safety performance, enhanced communication between business units and contractors, and the organization of regular safety performance review meetings by business units. While business units are responsible for recording contractor performance data and disseminating important safety messages, our WHS Team actively supports these efforts by providing business units with contractor-related safety information, promoting a unified and vigilant safety approach across the organization.

## TEAM MEMBER ENGAGEMENT

In addition to these efforts, GEG implemented a “Safety Behavior Observation Program” to improve communication between managers or supervisors and frontline team members. This initiative aims to identify operational limitations, enhance safety awareness, and offer practical solutions to business units. Besides, we also provided motorcycle-focused traffic safety training during the reporting year while offering our full support to the Macau SAR Government.

GEG actively participated in the 2023 Occupational Health & Safety Festival jointly organized by DSAL, the Macau Occupational Health and Safety Association and the Macao Federation of Trade Unions with the aim of promoting occupational safety and health messages to the public via interactive games. Additionally, our team members also participated in the 10th Regional Safety Quiz co-organized by DSAL, the Occupational Safety and Health Council of Hong Kong SAR and the Department of Emergency Management of Guangdong Province where they proudly secured a 2nd Place award in the “Enterprise Category”. Showing strong team spirit, our cheering team also obtained the “Most Aimable Cheering Team Award” at the event. In the future, we will remain committed to further promoting workplace health and safety and strive for continuous improvement.



GEG became one of the first enterprises to participate in the Healthy Enterprise Program



GEG obtained 2nd Place in the 10th Regional Safety Quiz

GEG maintained our commitment to health and safety excellence by enhancing our Risk Register Management System and E-Hazard Reporting Platform. As risk management was our 2023 key focus, we conducted additional assessments and workshops, raising team members’ risk awareness and addressing critical and high-risk issues with control measures.

Besides, we conducted four WHS Risk Workshops across various business functions, including Property Services & Maintenance, Hotel Operations, Food & Beverage, and Gaming Floor Operations. With a primary goal of bolstering our team members’ risk-based mindset and improving their execution of preventive measures, special attention was directed towards high-risk areas, encouraging self-examination and ensuring the effectiveness of safety control measures. Through organizing the workshop discussions, the Group hoped that the business units could align with, and adhere to our Workplace Health & Safety Guidelines, facilitate their sharing of department-specific risk control experiences, and enhance the Group’s overall control measures. We also conducted an external audit on our ISO 45001 certification with no non-conformities identified.

## 8 DECENT WORK AND ECONOMIC GROWTH



### UNSDG Target 8.8 Protect labor rights and promote safe working environments

The Group is committed to protecting the labor rights and promoting safe and secure working environments for all workers.

## TEAM MEMBER ENGAGEMENT



In our construction materials division, KWCM consistently upholds a strong commitment to maintaining high standards of occupational health and safety. KWCM achieves this by establishing internal guidelines for occupational health and safety management and regularly reviewing its relevant policies. Furthermore, KWCM has obtained the ISO 45001 certification for its head office and various business units without any non-conformities.

To ensure comprehensive management of HSE aspects, KWCM follows an IMS Policy which undergoes an annual review. The oversight of HSE performance is managed by an IMS Management Committee led by the Managing Director. Additionally, an IMS Working Committee, comprising middle-level and frontline staff, provides a platform for these team members to share their opinions and contribute to health and safety initiatives. Furthermore, KWCM conducts ongoing safety training for both new hires and existing employees to reinforce their understanding of safe and healthy workplace practices.

To enhance its daily HSE management, KWCM developed an IT platform called the web-based Safety OnLine ("SOL") system, which allows employees to promptly report any work-related hazards or dangerous situations within KWCM. The reports are then reviewed by relevant departments and the HSE team, who will initiate appropriate corrective actions in collaboration with the responsible department. The progress of these corrective measures are closely monitored to ensure timely resolution. More information on KWCM's health and safety management approach may be found in the KWCM 2023 Sustainability Report.

### Safeguarding Against Injuries

GEG closely monitor work injuries across our business units, and recorded a 102% increase in Lost Days due to Work Injuries compared to 2022 in our gaming and entertainment division, which reflects our return to normal operations and increased workforce. Nonetheless, our goal is to attain an injury KPI of not more than 20 injury cases per every 1,000 employees or below. Simultaneously, we remain committed to ensuring no severe injuries.

	2023	2022
	Lost Days Rate* due to Work Injuries	
<b>Total</b>	<b>0.18%</b>	<b>0.11%</b>
Gaming and Entertainment Division	0.18%	0.10%
Construction Materials Division	0.12%	0.29%

\* Lost days rate was calculated as total number of lost days/total days worked

## TEAM MEMBER ENGAGEMENT

The Group prioritizes the health and safety of our team members, and recorded zero work-related fatalities in the past three years. We have strict safety protocols in place, requiring prompt reporting of any work-related injuries or incidents to HR&A and the relevant business units within 24 hours. In addition, we will also notify DSAL simultaneously for compliance purposes and alert the WHS Team to conduct root cause evaluations, risk assessments, and update the master risk register when needed.

In our construction materials division, KWCM also implements a comprehensive and meticulously designed Incident Reporting Protocol to proactively prevent the recurrence of similar incidents and promote a safe work environment, with the goal of reducing work-related injuries or incidents. In 2023, one of the KWCM's business units, K. Wah Concrete Company Limited, recorded an unfortunate incident whereby an employee was injured while performing cleaning works for a concrete mixer truck. KWCM responded swiftly through undertaking a thorough investigation of the root cause. Upon understanding the cause, KWCM integrated the appropriate rectification efforts into its workflows and took extra monitoring measures to avoid the recurrence of any same or similar repeated incidents in the future.

## TALENT DEVELOPMENT

The Group strongly values the pivotal role team members play in our continued success. To manage our Tier 1 material topic of "Talent Management", GEG offers team members with training and development opportunities to support their growth in vertical and cross-functional career paths. Our training and development efforts are overseen by an Enterprise Training Committee led by senior leaders within the Group.

Providing outstanding Asian Heart service is fundamental to our success. To ensure consistent service excellence, we have developed comprehensive customer service programs that integrate a service-oriented mindset into our team members' daily tasks.

Our organizational development and programs have evolved to meet business needs, focusing on four key aspects, as shown in the figure below.



Continuing to empower our team members for their future career growth, we expanded our efforts to provide a broader array of training and career development opportunities this year. This is, in addition to the training programs already in place. The 2023 trainings are outlined in the table below to support our team members in preparing for future career advancements.

## TEAM MEMBER ENGAGEMENT

## Gaming and Entertainment Division

**The IR-LEAD Career Diversification Program** assigns experienced team members and department supervisors from relevant departments to provide up to 800 hours of training and professional guidance to participating members from the gaming operations team through mentorship and pairing. This assists them in gaining cross-departmental work experience.

**The Gaming to Non-Gaming Multi-Skilling Secondment Program** encourages voluntary participation by gaming operations team members to acquire cross-departmental experience in various areas. It fosters a culture of continuous learning and skill development beyond their specific professional roles.

**The “Asian Heart” Guest Service Program** is designed with the aim of consistently improving team members’ excellence in customer service through connecting and engaging with our customers.

**Structured Management Development Programs** allows us to facilitate the upward mobility of our team members and support them on enhancing their professional advantage. Some of these programs include the GEG Supervisory & Management Skills Programs, GEG People Management Program, Trainer Development Program, etc.

**The Cross-Functional/Property Team Member Rotation Program** is tailored to address business and human resources requirements, supporting increased agility of our workforce. Team members who voluntarily join this program will be relocated to Galaxy Macau™ and StarWorld Macau to fulfill organizational needs.

**Build for the Future Programs** that grow our key leaders of today for tomorrow, and develop next generation leaders for our continued success. This program is offered to our leaders at different levels. It anchors on the Group’s Enterprise Leadership Pillars, and provides tools and models to help leaders enhance their leadership skills

**IR Youth Development Programs** is a series of programs co-sponsored with DSAL, aims to support the development of youths through structured and comprehensive trainings that not only provide them with the necessary skills for their job roles, but also recognized certifications and accreditations that will benefit their future career growth.

## Construction Materials Division

**KWCM Hong Kong Competition Ordinance (“HKCO”) Compliance Policy & Manual Briefing** instructs team members on complying with KWCM policies and facilitates KWCM’s adherence to the HKCO.

**Enhancing Team Communication Skill Workshop 2023** aims to boost the communication of teams, encourage collaboration and facilitate efficient information exchange. By participating in this workshop, team members have the opportunity to develop skills that will benefit their workplace interactions and overall productivity.

**Project Management Workshop** offers essential project management skills and methodologies, equipping team members to plan, execute, and oversee projects effectively.

**Staff Orientation Program** provides new employees with a comprehensive introduction to KWCM, including its culture and the key aspects of their roles. Additionally, KWCM offers wellness-related courses that focus on team members’ well-being. To foster career growth, KWCM also offers training in other skills, such as Change Management, Enhancing Personal Influence, and Problem Analysis and Solving.

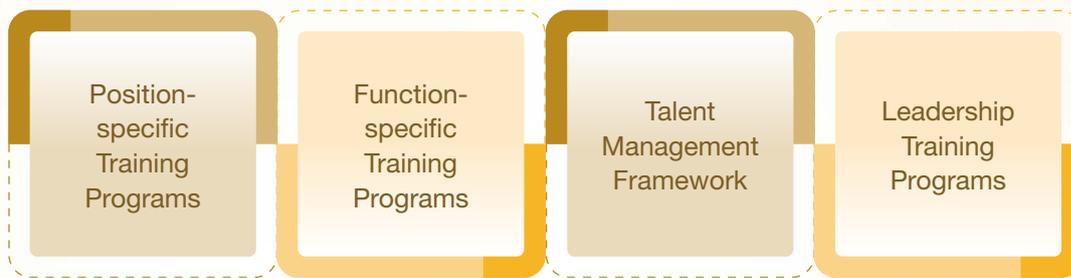
**Chemical Spills, First Aid and Emergency Response Drills** equips team members with the necessary skills to effectively respond to chemical spills and provides crucial first aid in emergency situations. These drills place a strong focus on safety and management of hazards, ensuring that participants are equipped to handle different scenarios with confidence.

**The People Development Program** is an integrated and holistic development process to enhance the skills, knowledge and competence of team members. The development plan aims to build leadership pipeline for long term succession planning for critical leadership positions.

## TEAM MEMBER ENGAGEMENT

In addition, GEG also partnered with the Macao University of Tourism (“UTM”) in arranging a two-day Executive Learning Exchange Trip for our management team members to visit Guangzhou for site visits, discussions and exchange studies at a number of Guangzhou’s renowned enterprises. Besides, we also organized a series of seminars in partnership with UTM on introducing the historic stories of Macau and its intangible cultural heritage to approximately 350 team members, enabling them to become Macau’s ambassadors in sharing Macau’s rich history and distinct cultures with our customers.

GEG’s talent development initiatives address the needs of future leaders across all organizational levels. We have established a structured training approach that encompasses various career stages, starting with position-specific training journeys for line team members, Supervisory and Management Skills Training Programs for supervisors and managers, People Management Program for people managers, and leadership development programs like the Build for the Future Program, to name a few.



Over 200 of our people managers actively participated in the People Management Program. This program empowers our people managers to enhance their management skills and ensures the consistent application of best practices, reinforcing our people management culture. Furthermore, we have tailored specific programs, such as the From Managers to Leaders Program to help managers transit from their current role to becoming a leader.

Our Talent Management Framework, along with GEG’s Enterprise Leadership Pillars, expedites the development of capable leaders who can excel in the ever-evolving business landscape. Once individuals are identified for the talent pool, they will undergo a structured and practical learning journey. This process equips them with the necessary skills and knowledge to prepare them for their future roles.

At our construction materials division, KWCM has implemented a People Development Program and a Training Development Plan that specifically caters to department heads, managers, and individuals with high potential. These programs aim to establish a robust leadership pipeline for effective succession planning while simultaneously strengthening training support for all team members. A stock take review of the existing talent pool across all business units was conducted as part of the preparation for the deployment of its People Development Program.

# GIVING BACK TO THE COMMUNITY

Upholding our philosophy of “what is taken from the community is to be used for the good of the community,” we actively support charitable endeavors and community activities in Macau.



## GIVING BACK TO THE COMMUNITY

### OUR COMMUNITY IMPACT

The Group strives to create shared value in the communities in which we operate. Aligned with our commitment to support the Macau SAR Government in driving the socio-economic stability of Macau and sharing our prosperity with the local community, we will continue to adhere to our corporate citizenship pledge of “Community at Heart, Empathy in Action” by supporting youth nurturing, promoting the development of sports, arts and cultural exchanges in Macau, developing local SMEs, and extending care and support to the community, to name a few.



### Elevating Talent Development

#### U-LEAD Graduate Internship Program



For the fourth consecutive year, GEG has launched the U-LEAD Graduate Internship Program in support of DSAL's Internship Career Experience Program. This year, additional components were introduced to provide Macau's university graduates with diverse internship opportunities, including in MICE and Arena operations.

#### Integrated Resort Youth Development Program

Co-organized with DSAL to support the Macau SAR Government's policy of “Building Macau Through Talent Training”, an opening ceremony was held for the “Integrated Resort Youth Development Program” on May 23. The program, carefully planned by the Group for nearly six months, provided up to 300 hours of professional training over a 12-month period for over 50 participants. Two career development recruitment days and other promotional activities were held prior to the launching ceremony, attracting enthusiastic responses.



#### GEG Macau Cup – Youth National Education Competition



For 15 consecutive years, the Group has been title sponsoring the “GEG Macau Cup – Youth National Education Competition”. This year's event, themed “Science and Technological Innovation – Modern China”, took place at the Broadway Theatre in Broadway Macau™. The competition saw the participation of teams from 23 secondary schools and six tertiary education institutions. As the first integrated resort operator to promote national education, since 2009, we have attracted nearly 120,000 students from local secondary schools and universities to participate in the competition.

## GIVING BACK TO THE COMMUNITY

**Program for the Development of Scientific Innovation Talent of Youth Science and Technology Village**

In 2023, GEG collaborated with the Education and Youth Development Bureau of the Macao SAR Government and the Macao Science Center in jointly launching the “Program for the Development of Scientific Innovation Talent of Youth Science and Technology Village” to assist Macau youths in the field of scientific and technological innovation. With an annual target to recruit 100 junior high school students transitioning from Form 3 to Form 4 to the program, students recommended by their schools will undergo a three-year training program.

**Drone Campus Science Education Activity**

Since 2019, the Group has been actively promoting the development of drone technology through the title-sponsorship of the “GEG Presents: Popular Science Activities in Schools on Chinese Drones” program. This year, we conducted drone technology training for over 1,000 students from schools including Saint Paul School Macau, Colégio de Santa Rosa de Lima Seção Chinesa, Macau Pooi To Middle School, and Escola Choi Nong Chi Tai.

**Sports and Athletics Initiatives****World Table Tennis Macau Champions**

We jointly organized the “WTT Champions Macao – 2023 Presented by Galaxy Entertainment Group” in collaboration with the Sports Bureau of the Macao SAR Government and World Table Tennis (“WTT”). After three consecutive years of supporting the successful organization of the WTT Champions Macao as the presenting partner in 2020, 2021, and 2022, we became one of the event organizers for the first time. The 2023 event was extended to 7 days, allowing for Macau residents and tourists to have more time to participate in, and enjoy the epic matches with more sports enthusiasm.

On the afternoon of 23rd April, GEG’s representatives joined distinguished figures in the international table tennis community, members of the Macao Youth Table Tennis Academy, and members from the Macau Special Olympics, at the Ruins of St. Paul’s in Macau to celebrate World Table Tennis Day by playing interactive matches to promote inclusivity.



## GIVING BACK TO THE COMMUNITY

**GEG 2023 11th Yao Foundation Charity Game**

GEG co-organized and title-sponsored the “Galaxy Entertainment Group 2023 11th Yao Foundation Charity Game” and a series of extended activities hosted by the Beijing Yao Foundation and China Youth Development Foundation. The event gathered top Chinese and international basketball stars whilst engaging diverse social groups, including 50 members of the children’s basketball class of the Women’s General Association of Macau and members of the Richmond Fellowship of Macau that we had invited to join the Basketball Carnival.

To actively promote the Charity Game model, we also fully supported and participated in the extended activities, fostering a greater love for basketball within community groups and uniting the society through sports.

**2023 Galaxy Entertainment Macao International Marathon**

GEG participated in and supported the “Galaxy Entertainment Macao International Marathon” for the 20th consecutive year. In 2023, we became one of the event organizers for the first time, collaborating with the Sports Bureau of the Macau SAR Government and the General Association of Athletics of Macau to organize the event and deepen Macau’s “tourism + sports”. During the weekend of the marathon, we also organized the “2023 Galaxy Entertainment Macao International Marathon Carnival”, helping to promote “marathon fever” to participants and further showcase Macau’s charms via the integration of sports, entertainment, gastronomy, culture, tourism and leisure.



## GIVING BACK TO THE COMMUNITY

**“GEG Presents – We Are Macau Athletes” Series of Activities**

GEG title-sponsored the “GEG Presents – We Are Macau Athletes” series of activities where Macau athletes were invited to different local schools and community for a sharing of their sports careers, dreams, and their athletic journey. The activities aimed to provide opportunities for the public to engage with the athletes and to show support and encouragement to the athletes before their participation in the Asian Games. In addition, we also title-sponsored the Macao Daily News’ promotional project, “Preparing for the Asian Games.”

**GEG Macau Special Olympics Inclusive Table Tennis Fun Day**

For the 13th consecutive year, GEG title-sponsored and co-organized the “GEG Macau Special Olympics Inclusive Table Tennis Fun Day” with the Macau Special Olympics. Held at Broadway Macau™, this year’s event attracted more than 30 athletes from various disability sports teams across the Greater Bay Area to join and facilitate regional sports exchanges and engagement with over 400 participants.

**The 70th Macau Grand Prix**

In addition to sponsoring and supporting the 70th Macau Grand Prix, GEG organized a series of Grand Prix-related activities for the community. This included inviting nearly 20 seniors to visit the Macau Grand Prix Museum, organizing youth from various organizations to participate in an exclusive session at the Pit Stop Challenge at Galaxy Macau™, and inviting over 70 members from different institutions to witness the events firsthand. Through these initiatives, diverse communities were able to experience the intense atmosphere of the Grand Prix, deepening community connections through this major sporting event.

**2023 Galaxy Entertainment Group Asia & Greater Bay Area Racing Festival**

To promote motorsports culture, nurture local sports talents and facilitate sport exchanges between Macau and Greater Bay Area cities, GEG title-sponsored Macau’s first 3-day “2023 Galaxy Entertainment Group Asia & Greater Bay Area Racing Festival” organized by the Sports Bureau of the Macau SAR Government and the Automobile General Association of Macao-China (“AAMC”). We also invited families from local service organizations to experience the exiting atmosphere of motorsports and gain a deeper understanding of motorsports with the detailed explanation by AAMC representatives.



## GIVING BACK TO THE COMMUNITY



## Art and Cultural Exhibitions

## Educational Tours of “5 a.m.” Oil Painting Exhibition



GEG invited over 60 students from the UTM’s course on “Introduction to Cultural and Heritage Management” and “Art Administration and Management” for a visit to GalaxyArt to explore an oil painting exhibition. Two relevant seminars were conducted, delving into the theme of “The Difference between a Museum and a Gallery” and “Venue Management”, enriching the students’ knowledge.

## “Artists-in-Residence: Summer Love”



On the “Artists-in-Residence: Summer Love” exhibition held at GalaxyArt, where contemporary artists from Hong Kong and Macau converged to share their personal stories and artistic interpretations centered around the theme of “Summer Love” against the backdrop of Macau, different community groups were invited to engage in open dialogue with the artists, thereby promoting art exchange in the society.

## Genesis and Spirit – Showcase of Hainan Intangible Cultural Heritage

GEG supported the hosting of “Genesis and Spirit – Showcase of Hainan Intangible Cultural Heritage” with aims of enabling residents and tourists to appreciate the unique charm of Hainan Province’s intangible cultural heritage handicrafts.



## BE@RBRICK MACAU – World’s First Immersive BE@RBRICK Art Exhibition



Since the debut of Art Macao in 2019, GEG has consistently supported and participated in relevant event for three consecutive editions. This year, we hosted the “BE@RBRICK MACAU - World’s First Immersive BE@RBRICK Art Exhibition” at Galaxy Macau™ Integrated Resort, offering free admission to the public. The Special Exhibition encompassed a series of extended events such as the Art Forum and various art workshops, all designed to foster arts and cultural exchanges and contribute to the development of the local arts and cultural sector.

## GIVING BACK TO THE COMMUNITY



## Community Engagement and Philanthropy

The Group approaches community giving in a variety of ways. Our acts of philanthropy extend well beyond our sharing of gifts and financial resources and includes our transfer of skills and knowledge, as well as our invitation to local charities, non-governmental organizations and community groups on the use of our properties through the “GEG Venue Partnership Pilot Program”. In 2023, we supported a number of our community stakeholders in holding a variety of community activities such as concerts, art shows, carnivals, fashion shows, singing competitions, musicals, themed exhibitions and talent shows at Broadway Macau™.

In December 2023, we supported the post-disaster recovery work in Gansu and Qinghai Province by donating MOP10 million under the coordination of the Liaison Office of the Central People’s Government (“CLO Office”) in the Macau SAR. In addition, we also continued to donate to a number of Macau’s social services organizations this year, including but not limited to:

- Caritas Macau
- Charity Fund from the Readers of Macao Daily News
- Holy House of Mercy
- Society for the Protection of Animals in Macau
- Tung Sin Tong Charitable Society

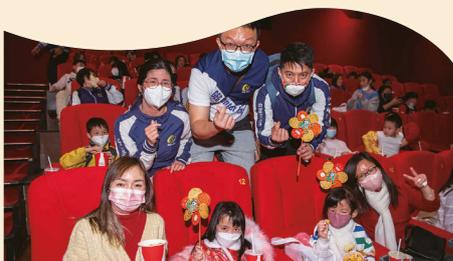
Created in 2011 as a platform for our team members to stay active in the community, build friendships, strengthen team spirit, and convey positive life values onto their children, the GEG Volunteer Team allows our team members and their family to engage in different types of community contribution activities aimed at building a more inclusive and harmonious society. Consisting of team members from our different departments and properties, over the years, the Volunteer Team is proud to have contributed the following:



\* The data has been cumulative since 2011

To provide the GEG Volunteer Team with continuous training, in 2023, we continued to roll-out the “Empathy in Action Training Program” where volunteers attended a total of six workshops conducted by Caritas Macau, Social Welfare Bureau of the Macau SAR Government and Peng On Tung Tele-assistance Service respectively, on the caretaking needs of the elderly and persons with disabilities.

#### Chinese New Year Celebration with Single-Parent Families



To celebrate Chinese New Year, we invited member families from the Women’s General Association of Macau to Galaxy Kidz for a “Spring Arts and Craft Workshop” followed by a movie-screening of Paws of Fury at the Galaxy Cinema. Nearly 100 participants and our volunteers participated in this heartwarming activity.

## GIVING BACK TO THE COMMUNITY

**Continuous Training for Our Volunteers**

To enlighten our volunteers with ways to give back to society, GEG partnered with Caritas Macau on arranging seminars where nutritionists from the Caritas Elderly Service Department shared with our volunteers the nutrition needs, suitable foods, and related cooking techniques and food safety and hygiene concerns of the elderly.

**Supporting the Macau SAR Government on Risk Prevention**

For the fifth consecutive year, GEG joined a number of Macau SAR Government departments in holding an “Emergency Preparedness Talk for the Elderly” with aims of enhancing their safety and risk avoidance awareness.

**Embracing Chinese Virtues by Celebrating our Elderly**

To celebrate International Day for the Elderly, GEG volunteers took 80 seniors for a half-day tour at the Galaxy Macau™ Integrated Resort and Broadway Macau™. The activity, which was co-organized by the General Union of Neighborhood Associations of Macau and Holy House of Mercy, was sponsored by us with aims of encouraging the elderly to participate in community activities enhance public awareness on the well-being and interests of elderly people.

**KWCM Community Engagement and Philanthropy****KWCM x ELCHK Lo Pan Rice Campaign**

KWCM participated in the “Lo Pan Service Month 2023” organized by the Construction Industry Sports and Volunteering Program. Through the campaign, KWCM donated 1,500 meal boxes and coordinated staff volunteers to distribute them for 10 consecutive Fridays at Evangelical Lutheran Church of Hong Kong (“ELCHK”) Tai Wo Centre.

In addition to distributing hot meals, KWCM collaborated with ELCHK to identify specific needs of families and provided in-kind donations such as food, household items, and cleaning supplies. The total amount of donated items reached 70,000.

## GIVING BACK TO THE COMMUNITY

**KWCM x ELCHK Birthday Wish Program**

KWCM partnered with ELCHK to carry out the “KWCM x ELCHK Birthday Wish Program” at ELCHK Tai Wo and Sheung Shui Centre. As part of this initiative, 200 children from underprivileged families were provided with sponsored birthday cakes, along with book and food vouchers.

**KWCM-ELCHK Volunteer Program**

The two-year volunteer program, “KWCM-ELCHK Cares”, jointly organized by ELCHK and KWCM to support underprivileged families in Tai Po district, concluded successfully on 13 May at ELCHK Learning Centre despite the previous delays caused by COVID-19. Over the past three years, KWCM had worked closely with ELCHK Tai Wo Integrated Youth Service Centre to empower young people to unleash their potential and achieve their dreams. Various meaningful workshops, interactive plays and recreational activities, covering educational enrichment, career development, Science, Technology, Engineering & Mathematics (“STEM”) learning were delivered for children from underprivileged families.

**Supporting Local SMEs**

Adhering to our “Large Businesses Leading Small Businesses” business model, the Group has always considered local SMEs as our key partners and prioritizes them in business cooperation. Over the years, GEG has been supporting and nurturing the development of local SMEs, “Made in Macau” brands, and young entrepreneurs. In addition to being the first integrated resort operator to launch a SME partnering program back in 2015 when we had invited local SMEs in the Food & Beverage and retail sectors to open outlets in the Broadway Food Street, we continually provide SME partners with technical support and help them promote their brands through organizing different technical trainings, business matchings, and exchange activities for them to expand their business opportunities.

**Creating Opportunities with Knowledge Sharing Seminars and Business Matchings**

In 2023, GEG held two sessions of the “GEG SME Series: Innovating for a Sustainable Tomorrow” where representatives from the international technology provider Microsoft Hong Kong and the environmental protection organization Green Future Macau were invited to hold seminars on “Technology and Innovation”, and “Green Procurement” for local SMEs and our suppliers to enhance their new development opportunities and business application potential in related fields. In addition, business matching sessions were also arranged after each seminar for participants’ one-on-one exchange with our procurement team on future cooperative opportunities in technology and sustainability-related products and services. Altogether, the activities attracted more than 300 SME representatives to join.



To facilitate the registration of new suppliers, a local SME mailbox was created this year. Moving forward, we will continue to work closely with local SMEs and assist in elevating their competitiveness and promote mutual development.

## GIVING BACK TO THE COMMUNITY

**Promoting SME Products and Brands through Our Events**

To support local SMEs on capitalizing on the 2023 Mid-Autumn Festival and Golden Week holiday period, GEG invited local SMEs to participate in the eleven-day Broadway Food & Craft Festival that featured over 20 food and stalls and 30 product stalls showcasing locally designed cultural and creative crafts and specialty game booths. The festival also presented more than 300 lanterns brought together by the Macau Designer Association, and included daily live performances by local musicians, live bands and street performers for residents and tourists' enjoyment.

**Helping Macau SMEs Seize Opportunities in Mainland Market**

To help Macau SMEs expand their businesses in Mainland China, GEG sponsored the Industry and Commerce Association of Macau in launching the “Macau Brands Pavilion” on China’s renowned Meituan-Dianping digital shopping platform. As a kick-off event, GEG joined the Industry and Commerce Association of Macau, Guangzhou Industry and Commerce Bureau and the Macau Guangzhou Community Association in co-hosting the “Macau Brand Pavilion VIP Day Carnival” in Guangzhou Haiyin Festival Walk Outlet Plaza in February.

During the reporting year, we also joined the Macao Trade and Investment Promotion Institute and Macau enterprises as exhibitors at the 6th China International Import Expo held in Shanghai to demonstrate our commitment to promote Macau SMEs and support the Macau SAR Government’s adequate diversification development strategy.

## APPENDIX

## SELECTED MAJOR CSR AWARDS

Awardee	Award	Event	Organizer
Galaxy Entertainment Group	Sustainability Award	2023 International Gaming Awards	Clever Duck Media Ltd.
Galaxy Entertainment Group	PATA Gold Award for Climate-Change Initiative	2023 PATA Gold Awards	Pacific Asia Travel Association
Galaxy Entertainment Group	MECC Award for EuroExcellence in Innovation	9th MECC EuroExcellence Awards	Macau European Chamber of Commerce
Galaxy Entertainment Group	3rd Greater China Hotel Business Sustainability Index – Top 10	Business Sustainability Indices Recognition Ceremony 2023	Centre for Business Sustainability, CUHK Business School
Galaxy Entertainment Group	4th Greater Bay Area Business Sustainability Index – Top 20	Business Sustainability Indices Recognition Ceremony 2023	Centre for Business Sustainability, CUHK Business School
Galaxy Entertainment Group	8th Hong Kong Business Sustainability Index – Top 20	Business Sustainability Indices Recognition Ceremony 2023	Centre for Business Sustainability, CUHK Business School
Galaxy Entertainment Group	Best CSR Initiative – Integrated Resort Youth Development Program	2023 IAG Academy IR Awards	Inside Asian Gaming
Galaxy Entertainment Group	Outstanding Corporate Social Responsibility Award	10th Outstanding Corporate Social Responsibility Award Ceremony	Mirror Post Cultural Enterprises Co., Ltd.
Galaxy Entertainment Group	2nd Place in the Enterprise Category	10th Regional Safety Quiz	Labor Affairs Bureau of the Macau SAR Government, Occupational Safety and Health Council of Hong Kong, and Department of Emergency Management of Guangdong Province
Galaxy Entertainment Group	Most Aimable Cheering Team Award	10th Regional Safety Quiz	Labor Affairs Bureau of the Macau SAR Government, Occupational Safety and Health Council of Hong Kong, and Department of Emergency Management of Guangdong Province
Galaxy Entertainment Group	Certificate of Commendation – Support and promote “Breastfeeding Friendly Workplace”	–	Office of the Secretary for Social Affairs and Culture of the Macau SAR Government

## APPENDIX

Awardee	Award	Event	Organizer
Galaxy Entertainment Group	Outstanding Family-Friendly Employer Award	The 4th 2021-2023 Family-Friendly Employers Award Scheme	The Women's General Association of Macau
Galaxy Entertainment Group	Family-Friendly Employer Award	The 4th 2021-2023 Family-Friendly Employers Award Scheme	The Women's General Association of Macau
Galaxy Entertainment Group	Breastfeeding-Friendly Workplace Award	The 4th 2021-2023 Family-Friendly Employers Award Scheme	The Women's General Association of Macau
Galaxy Entertainment Group	United Against the Pandemic Award	The 4th 2021-2023 Family-Friendly Employers Award Scheme	The Women's General Association of Macau
Galaxy Entertainment Group	Certificate of Appreciation – Green Booth	2023 Macau International Environmental Cooperation Forum and Exhibition	Macau Fair & Trade Association
Galaxy Entertainment Group	Outstanding Corporate Volunteer Award	International Volunteer Day 2023: Outstanding Volunteer Awards Ceremony	Association of Volunteer Social Service Macao
Galaxy Entertainment Group	Care Service Award	2023 Passing Love to the City – Volunteer Award Ceremony	Youth Volunteers Association of Macao
Banyan Tree Macau	EarthCheck Gold Certification	–	EarthCheck
Galaxy Hotel™	EarthCheck Silver Certification	–	EarthCheck
Hotel Okura Macau	EarthCheck Silver Certification	–	EarthCheck
Banyan Tree Macau	Gold Award	2022 Macao Green Hotel Award	DSPA
JW Marriott Hotel Macau	Gold Award	2022 Macao Green Hotel Award	DSPA
The Ritz-Carlton, Macau	Gold Award	2022 Macao Green Hotel Award	DSPA
K. Wah Construction Materials (HK) Ltd.	The Outstanding Corporate Social Responsibility Award	10th Outstanding Corporate Social Responsibility Award Ceremony	Mirror Post Cultural Enterprises Co., Ltd.
K. Wah Construction Materials (HK) Ltd.	20 Years Plus Caring Company Logo	Caring Company	Hong Kong Council of Social Services

## APPENDIX

## PERFORMANCE DATA SUMMARY

**Environmental performance data<sup>3</sup> for the Group's gaming and entertainment division and construction materials division for the year ended 31 December 2023:**

Environmental Performance in 2023							
Environmental KPIs	Units	Gaming and Entertainment Division <sup>4</sup>		Construction Materials Division <sup>5</sup>		Group Total	
		2023	2022	2023	2022	2023	2022 <sup>6</sup>
<b>Emissions</b>							
Nitrogen oxides ("NOx") <sup>7</sup>	Tons	3.17	0.23	156.00	214.00	159.17	214.23
Sulphur oxides ("SOx")	Tons	0.01	0.00 <sup>8</sup>	7.51	13.00	7.52	13.00
Particulate matter ("PM")	Tons	0.21	0.01	30.00	26.00	30.21	26.01
Total greenhouse gas emissions <sup>9</sup>	Tons of CO <sub>2</sub> e	234,840.55	189,042.11	628,751.00	438,118.27 <sup>10</sup>	863,591.55	627,160.38
Total greenhouse gas emissions intensity	Tons of CO <sub>2</sub> e/m <sup>2</sup>	0.16	0.14	/	/	/	/
	Tons of CO <sub>2</sub> e/ton of product	/	/	0.10	0.08 <sup>11</sup>	/	/
Greenhouse gas emissions (Scope 1)	Tons of CO <sub>2</sub> e	16,066.54	13,511.98	555,902.00	368,436.27 <sup>12</sup>	571,968.54	381,948.25
Greenhouse gas emissions (Scope 2)	Tons of CO <sub>2</sub> e	218,774.01	175,530.13	72,849.00	69,682.00 <sup>13</sup>	291,623.01	245,212.13
<b>Waste</b>							
Total hazardous waste produced	Tons	11.18	9.00	23.00	29.00	34.18	38.00
Total hazardous waste recycled	Tons	2.90	/	23.00	/	25.90	/
Total non-hazardous waste produced <sup>14</sup>	Tons	18,972.89	9,407.00	48,641.00	11,797.00	67,613.89	21,204.00
Total non-hazardous waste recycled	Tons	1,285.67	/	36,269.25	/	37,554.92	/

<sup>3</sup> Environmental KPIs stated in the report are calculated with reference to HKEX's "How to Prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs".

<sup>4</sup> Includes integrated resorts and hotel businesses in Macau, including Galaxy Macau™, Broadway Macau™ and StarWorld Macau.

<sup>5</sup> All ESG data for our construction materials division will be independently verified by a certified body and will be available in KWCM Sustainability Report 2023.

<sup>6</sup> Due to the restatements in KWCM's 2022 data, the 2022 Group totals have been restated accordingly.

<sup>7</sup> The source of NOx arises from the travelling of vehicles. The 2022 NOx figure for our gaming and entertainment division did not include the travelling distance for buses as they were outsourced by the Group. In 2023, the buses used are owned by the Group and are therefore taken into consideration for the calculation of air emissions; resulting in a significantly higher NOx figure for 2023 when compared to 2022.

<sup>8</sup> The true figure is 0.0037 tons, but is represented as 0.00 for the sake of consistency in data presentation.

<sup>9</sup> The overall increase in GHG emissions for the Group can be attributed to the post-pandemic recovery of the Group's business operations. For our gaming and entertainment division, the increase is also attributed to the opening of our Phase 3 property.

<sup>10</sup> Following a data verification process in one of KWCM's GGBS plants, a more accurate fuel emission factor was used to calculate KWCM's GHG emission, resulting in the need to restate its 2022 Scope 1 and Scope 2 emissions. For Scope 1 emissions, the figure has been restated from 306,698.00 tCO<sub>2</sub>e to 368,436.27 tCO<sub>2</sub>e. For Scope 2 emissions, the figure has been restated from 64,423.00 tCO<sub>2</sub>e to 69,682.00 tCO<sub>2</sub>e. Total greenhouse gas has also been updated from 371,121.00 tCO<sub>2</sub>e to 438,118.27 tCO<sub>2</sub>e while the 2022 GHG emissions intensity has been restated from 0.07 tCO<sub>2</sub>e/ton of product to 0.08 tCO<sub>2</sub>e/ton of product.

<sup>11</sup> KWCM's 2022 GHG emissions intensity has been restated from 0.07 tCO<sub>2</sub>e/ton of product to 0.08 tCO<sub>2</sub>e/ton of product.

<sup>12</sup> KWCM's 2022 Scope 1 emissions figure has been restated from 306,698.00 tCO<sub>2</sub>e to 368,436.27 tCO<sub>2</sub>e.

<sup>13</sup> KWCM's 2022 Scope 2 emissions, the figure has been restated from 64,423.00 tCO<sub>2</sub>e to 69,682.00 tCO<sub>2</sub>e.

<sup>14</sup> For our gaming and entertainment division, the increase in total non-hazardous waste produced was mainly due to the post-pandemic recovery of our related business operations, and the opening of our Phase 3 property. For our construction materials division, the increase was attributed to both the post-pandemic recovery and the inclusion of additional business units used in the total calculation, which were not previously accounted for in waste data recording.

## APPENDIX

Environmental Performance in 2023							
Environmental KPIs	Units	Gaming and Entertainment Division <sup>4</sup>		Construction Materials Division <sup>5</sup>		Group Total	
		2023	2022	2023	2022	2023	2022 <sup>6</sup>
<b>Energy</b>							
Total energy consumption <sup>15</sup>	GJ	<b>1,474,002.75</b>	1,168,891.32	<b>2,587,564.87</b>	2,430,308.74 <sup>16</sup>	<b>4,061,567.62</b>	3,599,200.06
Total energy consumption intensity	GJ/m <sup>2</sup>	<b>0.99</b>	0.89	/	/	/	/
	GJ/ton of product	/	/	<b>0.43</b>	0.43 <sup>17</sup>	/	/
Total direct energy consumption	GJ	<b>180,757.37</b>	149,684.11	<b>2,231,326.15</b>	2,020,541.74 <sup>18</sup>	<b>2,412,083.52</b>	2,170,225.85
Coal	GJ	/	/	<b>1,598,147.99</b>	1,410,789.00	<b>1,598,147.99</b>	1,410,789.00
Blast Furnace Gas (BFG)	GJ	/	/	<b>389,174.29</b>	278,180.74 <sup>19</sup>	<b>389,174.29</b>	278,180.74
Liquefied Petroleum Gas (LPG)	GJ	<b>58,476.39</b>	42,124.17	<b>361.24</b>	/	<b>58,837.63</b>	42,124.17
Natural gas	GJ	<b>199.18</b>	/	<b>142,554.81</b>	226,345.00 <sup>20</sup>	<b>142,753.99</b>	226,345.00
Compressed Airfield Gas (CNG)	GJ	<b>1,841.48</b>	/	/	/	<b>1,841.48</b>	/
Diesel	GJ	<b>106,178.38</b>	101,134.81	<b>98,726.84</b>	104,164.00	<b>204,905.22</b>	205,298.81
Petrol	GJ	<b>14,034.72</b>	6,397.91	<b>2,360.98</b>	1,063.00 <sup>21</sup>	<b>16,395.70</b>	7,460.91
Renewable energy	GJ	<b>27.22</b>	27.22	/	/	<b>27.22</b>	27.22
Total indirect energy consumption	GJ	<b>1,293,245.38</b>	1,019,207.21	<b>356,238.72</b>	409,767.00 <sup>22</sup>	<b>1,649,484.10</b>	1,428,974.21
Purchased electricity	GJ	<b>1,293,245.38</b>	1,019,207.21	<b>356,238.72</b>	409,767.00 <sup>23</sup>	<b>1,649,484.10</b>	1,428,974.21
<b>Water</b>							
Water consumption <sup>24</sup>	m <sup>3</sup>	<b>3,282,211.80</b>	2,341,662.00	<b>409,740.00</b>	561,572.00	<b>3,691,951.80</b>	2,903,234.00
Water consumption intensity	m <sup>3</sup> /m <sup>2</sup>	<b>2.18</b>	1.79	-	-	-	-
	m <sup>3</sup> /ton of product	-	-	<b>0.07</b>	0.10	-	-

<sup>15</sup> The overall increase in energy consumption for the Group can be attributed to the post-pandemic recovery of the Group's business operations. For our gaming and entertainment division, the increase is also due to the opening of our Phase 3 property.

<sup>16</sup> Following a data verification process in one of KWCM's GGBS plants, the energy consumption of several fuels have been amended. BFG has been restated from 244,330.68 GJ to 278,180.74 GJ. Natural gas has been restated from 203,681.27 GJ to 226,345.00 GJ. Petrol has been restated from 1,028.75 GJ to 1,063.00 GJ. As a result, direct energy consumption has been restated from 1,963,993.39 GJ to 2,020,541.74 GJ while the total indirect energy consumption and purchased electricity has been restated from 390,874.39 GJ to 409,767.00 GJ. The total energy consumption figure has also been restated from 2,354,868.00 GJ to 2,430,308.74 GJ, while the energy intensity has been recalculated from 0.41 GJ/ton of product to 0.43 GJ/ton of product.

<sup>17</sup> KWCM's 2022 energy intensity has been recalculated from 0.41 GJ/ton of product to 0.43 GJ/ton of product.

<sup>18</sup> KWCM's 2022 direct energy consumption has been restated from 1,963,993.39 GJ to 2,020,541.74 GJ.

<sup>19</sup> KWCM's 2022 BFG figure has been restated from 244,330.68 GJ to 278,180.74 GJ.

<sup>20</sup> KWCM's 2022 natural gas figure has been restated from 203,681.27 GJ to 226,345.00 GJ.

<sup>21</sup> KWCM's 2022 petrol figure has been restated from 1,028.75 GJ to 1,063.00 GJ.

<sup>22</sup> KWCM's 2022 total indirect energy consumption figure has been restated from 390,874.39 GJ to 409,767.00 GJ.

<sup>23</sup> KWCM's 2022 purchased electricity figure has been restated from 390,874.39 GJ to 409,767.00 GJ.

<sup>24</sup> We recorded a significant increase in our water consumption for our gaming and entertainment division due to the opening of our Phase 3 property.

## APPENDIX

**Social performance data for the Group's gaming and entertainment division and construction materials division for the year ended 31 December 2023:**

Social Performance in 2023							
Social KPIs	Units	Gaming and Entertainment Division		Construction Materials Division		Group Total	
		2023	2022	2023	2022	2023	2022
<b>Total Workforce<sup>25</sup></b>	Headcount	<b>19,495</b>	16,061	<b>884</b>	892	<b>20,379</b>	16,953
<b>By Geographical Region</b>							
Hong Kong	Headcount	<b>64</b>	48	<b>335</b>	352	<b>399</b>	400
Macau	Headcount	<b>19,428</b>	16,008	<b>85</b>	56	<b>19,513</b>	16,064
Mainland China	Headcount	<b>2</b>	4	<b>464</b>	484	<b>466</b>	488
Overseas Office	Headcount	<b>1</b>	1	<b>0</b>	/	<b>1</b>	1
<b>By Employee Type</b>							
Regular (Full time)	Headcount	<b>18,348</b>	15,395	<b>588</b>	516	<b>18,936</b>	15,911
Regular (Part time)	Headcount	<b>407</b>	193	<b>3</b>	4	<b>410</b>	197
Contractual (Full time/Part time)	Headcount	<b>740</b>	473	<b>293</b>	372	<b>1,033</b>	845
<b>By Gender</b>							
Female	Headcount	<b>9,859</b>	8,527	<b>351</b>	176	<b>10,210</b>	8,703
Male	Headcount	<b>9,636</b>	7,534	<b>533</b>	716	<b>10,169</b>	8,250
Ratio (Female/Male)	Headcount	<b>1.0</b>	1.1	<b>0.7</b>	0.3	<b>1.0</b>	1.1
<b>By Age Group</b>							
Under 30	Headcount	<b>2,398</b>	1,403	<b>78</b>	104	<b>2,476</b>	1,507
30 – 50	Headcount	<b>11,938</b>	9,569	<b>525</b>	506	<b>12,463</b>	10,075
Over 50	Headcount	<b>5,159</b>	5,089	<b>281</b>	282	<b>5,440</b>	5,371
<b>By employee category</b>							
Top Management Level	Headcount	<b>212</b>	/	<b>37</b>	/	<b>249</b>	/
Middle Management Level	Headcount	<b>2,364</b>	/	<b>84</b>	/	<b>2,448</b>	/
Junior Management Level	Headcount	<b>5,250</b>	/	<b>28</b>	/	<b>5,278</b>	/
General staff	Headcount	<b>11,669</b>	/	<b>735</b>	/	<b>12,404</b>	/
<b>By Ability</b>							
Abled	Headcount	<b>19,458</b>	/	<b>884</b>	/	<b>20,342</b>	/
Disabled	Headcount	<b>37</b>	/	<b>0</b>	/	<b>37</b>	/
<b>Employee Turnover Rate</b>	%	<b>10.0%</b>	7.9%	<b>13.8%</b>	8.7%	<b>10.1%</b>	7.9%
<b>By Geographical Region</b>							
Hong Kong	%	<b>17.2%</b>	14.6%	<b>27.2%</b>	13.1%	<b>25.6%</b>	13.2%
Macau	%	<b>9.9%</b>	7.8%	<b>21.2%</b>	8.9%	<b>10.0%</b>	7.8%
Mainland China	%	<b>0.0%</b>	75.0%	<b>2.8%</b>	5.6%	<b>3.2%</b>	6.2%
Overseas Office	%	<b>0.0%</b>	0.0%	<b>0.0%</b>	0.0%	<b>0.0%</b>	0.0%
<b>By Gender</b>							
Female	%	<b>9.6%</b>	6.5%	<b>5.4%</b>	9.7%	<b>9.5%</b>	6.5%
Male	%	<b>10.3%</b>	9.4%	<b>19.3%</b>	8.5%	<b>10.8%</b>	9.4%

<sup>25</sup> The headcount numbers were a year-end snapshot.

## APPENDIX

Social Performance in 2023							
Social KPIs	Units	Gaming and Entertainment Division		Construction Materials Division		Group Total	
		2023	2022	2023	2022	2023	2022
<b>By Age Group</b>							
Under 30	%	18.1%	19.2%	26.9%	13.5%	18.4%	18.9%
30 – 50	%	8.3%	8.2%	9.7%	9.9%	8.3%	8.3%
Over 50	%	10.1%	4.1%	17.8%	5.0%	10.5%	4.1%
<b>By Ability</b>							
Abled	%	10.0%	/	13.8%	/	10.1%	/
Disabled	%	8.1%	/	0.0%	/	8.1%	/
<b>Average Training hours completed per employee<sup>26</sup></b>							
	Hours	61	64	11	14	59	61
<b>By Gender</b>							
Female	Hours	63	68	6	10	61	67
Male	Hours	59	59	15	15	57	54
<b>By employee type</b>							
Regular (Full time)	Hours	60	64	8	/	59	/
Regular (Part time)	Hours	51	96	0	/	51	/
Contractual (Full time/Part time)	Hours	82	48	17	/	64	/
<b>By employee category</b>							
Top Management Level	Hours	21	29	2	2	18	25
Middle Management Level	Hours	41	43	11	7	40	42
Junior Management Level	Hours	64	64	23	18	64	64
General staff	Hours	65	70	11	9	61	65
<b>Employees trained</b>	%	97.9%	/	58.0%	/	96.2%	/
<b>By gender</b>							
Female	%	98.2%	97.6%	48.7%	92.6%	96.5%	97.5%
Male	%	97.6%	97.2%	64.2%	93.9%	95.9%	96.9%
<b>By employee type</b>							
Regular (Full time)	%	97.9%	97.4%	51.0%	/	96.5%	94.2%
Regular (Part time)	%	96.1%	95.3%	0.0%	/	95.4%	93.4%
Contractual (Full time/Part time)	%	98.5%	98.1%	72.7%	/	91.2%	54.9%
<b>By employee category</b>							
Top Management Level	%	96.7%	97.4%	54.1%	54.3%	90.4%	90.5%
Middle Management Level	%	100.0%	99.5%	96.4%	71.1%	99.8%	98.5%
Junior Management Level	%	97.8%	98.0%	100%	100.0%	97.8%	98.0%
General staff	%	97.6%	96.5%	52.2%	97.2%	94.9%	96.6%
<b>Lost Days Rate<sup>27</sup> due to Work Injuries</b>	%	0.18%	0.10%	0.12%	0.29%	0.18%	0.11%
<b>Number of work-related injuries</b>	Number	425	/	5	/	430	/
<b>Number of work-related fatalities<sup>28</sup></b>	Number	0	/	0	0	0	/

<sup>26</sup> 2023 figures are provided to one decimal place to provide greater insight into the figures, whereas 2022 figures are provided following the same integer format in the 2022 ESG Report to maintain consistency.

<sup>27</sup> Lost days rate was calculated as total number of lost days/total days worked.

<sup>28</sup> There have been no work-related fatalities over the past three years.

## APPENDIX

## HKEX ESG GUIDE CONTENT INDEX

ESG Aspects and KPIs	Description	Reference and Remarks
<b>Governance Structure</b>		ESG GOVERNANCE
<i>Mandatory Disclosure</i>	<p>A statement from the board containing the following elements:</p> <ul style="list-style-type: none"> <li>(i) a disclosure of the board's oversight of ESG issues;</li> <li>(ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and</li> <li>(iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.</li> </ul>	
<b>Reporting Principles</b>		STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT
<i>Mandatory Disclosure</i>	<p>A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report:</p> <p><b>Materiality:</b> The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement.</p> <p><b>Quantitative:</b> Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed.</p> <p><b>Balance:</b> The ESG report should provide an unbiased picture of the issuer's performance. The report should avoid selections, omissions, or presentation formats that may inappropriately influence a decision or judgment by the report reader.</p> <p><b>Consistency:</b> The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.</p>	<p>Stakeholder engagement and materiality assessment are conducted to identify the material ESG topics, ensuring that the concerns of stakeholders are addressed in this Report</p> <p>This Report indicates which data have been estimated, and the underlying assumptions and techniques used for the estimation, or where that information can be found</p> <p>This Report has been written to provide information on the Group's achievements as well as shortcomings to provide readers with a comprehensive overview of its performance</p> <p>To maintain comparability of information unless otherwise stated, the data and statistical methods in this Report are presented in a consistent manner, which allow for meaningful comparison over time</p>
<b>Reporting Boundary</b>		Reporting Period and Scope
<i>Mandatory Disclosure</i>	<p>A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.</p>	

## APPENDIX

ESG Aspects and KPIs	Description	Reference and Remarks
<b>A. Environmental</b>		
<b>Aspect A1: Emissions</b>		
<i>General Disclosure</i>	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.	ENVIRONMENTAL CONTROLS
KPI A1.1	The types of emissions and respective emissions data.	PERFORMANCE DATA SUMMARY
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions and intensity.	PERFORMANCE DATA SUMMARY
KPI A1.3	Total hazardous waste produced and intensity.	PERFORMANCE DATA SUMMARY
KPI A1.4	Total non-hazardous waste produced and intensity.	PERFORMANCE DATA SUMMARY
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	ENVIRONMENTAL CONTROLS
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.	Waste Management
<b>Aspect A2: Use of Resources</b>		
<i>General Disclosure</i>	Policies on the efficient use of resources, including energy, water and other raw materials.	RESOURCES OPTIMIZATION
KPI A2.1	Direct and/or indirect energy consumption by type in total and intensity.	PERFORMANCE DATA SUMMARY
KPI A2.2	Water consumption in total and intensity.	PERFORMANCE DATA SUMMARY
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Energy Management
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.	Water Conservation
KPI A2.5	Total packaging material used for finished products and with reference to per unit produced.	Not applicable to the Group as a service-based business

## APPENDIX

ESG Aspects and KPIs	Description	Reference and Remarks
<b>Aspect A3: The Environment and Natural Resources</b>		
<i>General Disclosure</i>	Policies on minimising the issuer's significant impacts on the environment and natural resources.	IN HARMONY WITH NATURE
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	IN HARMONY WITH NATURE
<b>Aspect A4: Climate Change</b>		
<i>General Disclosure</i>	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	CLIMATE CHANGE MANAGEMENT
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.	Climate Risk Assessment; Climate Risk Management
<b>B. Social</b>		
<b>Employment and Labour Practices</b>		
<b>Aspect B1: Employment</b>		
<i>General Disclosure</i>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	TALENT MANAGEMENT
KPI B1.1	Total workforce by gender, employment type, age group and geographical region	PERFORMANCE DATA SUMMARY
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	PERFORMANCE DATA SUMMARY

## APPENDIX

ESG Aspects and KPIs	Description	Reference and Remarks
<b>Aspect B2: Health and Safety</b>		
<i>General Disclosure</i>	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.	UPHOLDING HEALTH AND SAFETY
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	No work-related fatalities in the past three years, including the reporting year
KPI B2.2	Lost days due to work injury.	PERFORMANCE DATA SUMMARY
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	UPHOLDING HEALTH AND SAFETY
<b>Aspect B3: Development and Training</b>		
<i>General Disclosure</i>	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	TALENT DEVELOPMENT
KPI B3.1	The percentage of employees trained by gender and employee category.	PERFORMANCE DATA SUMMARY
KPI B3.2	The average training hours completed per employee by gender and employee category.	PERFORMANCE DATA SUMMARY
<b>Aspect B4: Labour Standards</b>		
<i>General Disclosure</i>	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.	Labour Standards
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour Standards

## APPENDIX

ESG Aspects and KPIs	Description	Reference and Remarks
<b>Aspect B5: Supply Chain Management</b>		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	ENGAGING OUR SUPPLY CHAIN
KPI B5.1	Number of suppliers by geographical region.	ENGAGING OUR SUPPLY CHAIN
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.	Supply Chain Environmental and Social Risk Assessment
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supplier Review and Evaluation
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Environmental and Social Risk Assessment; Green Procurement
<b>Aspect B6: Product Responsibility</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Responsible Gaming
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable to the Group as a service-based business
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	CUSTOMER FIRST
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual Property Protection
KPI B6.4	Description of quality assurance process and recall procedures.	CUSTOMER FIRST
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Privacy and Cybersecurity

## APPENDIX

ESG Aspects and KPIs	Description	Reference and Remarks
<b>Aspect B7: Anti-corruption</b>		
<i>General Disclosure</i>	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.	UPHOLDING BUSINESS INTEGRITY
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.	Anti-Bribery, Anti-Corruption and Anti-Money Laundering
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	UPHOLDING BUSINESS INTEGRITY
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Zero-Tolerance Approach to Bribery, Corruption, and Fraud
<b>Aspect B8: Community Investment</b>		
<i>General Disclosure</i>	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.	OUR COMMUNITY IMPACT
KPI B8.1	Focus areas of contribution.	OUR COMMUNITY IMPACT
KPI B8.2	Resources contributed to the focus area.	OUR COMMUNITY IMPACT

