



**Bund Center Investment Ltd**  
Listed on the Singapore Exchange

**THE BUND CENTER**

**The Heart  
of the Bund**

**THE WESTIN  
BUND CENTER SHANGHAI**

**World-class  
luxury hotel  
offering premium  
services**

# CONTINUING SUCCESS SUSTAINABLE FUTURE

SUSTAINABILITY REPORT 2024

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# INTRODUCTION

At Bund Center Investment Ltd (“BCI”), sustainability is not merely a guiding principle—it is a strategic imperative that underpins our long-term growth and resilience. We recognise our responsibilities to stakeholders, society, and the environment, and remain committed to embedding sustainable practices across our operations, governance structures, and risk management frameworks.

As the global landscape continues to evolve amid mounting environmental and social challenges, businesses must remain agile, accountable, and forward-looking to create long-term value. At BCI, this commitment is reflected in a proactive approach that champions innovation, responsible business conduct, and sustainable progress. We continue to enhance alignment with prevailing sustainability expectations and global standards to strengthen business resilience and stakeholder trust.

This chapter outlines the foundation of BCI's sustainability journey, providing an overview of our Environmental, Social, and Governance (ESG) strategy, governance structure, and priority areas. It also introduces the purpose and scope of this Sustainability Report, reinforcing our commitment to transparency, accountability, and continuous improvement.

We acknowledge that sustainability reporting is an ongoing journey. While we continue to refine our disclosures, we are also focused on improving data consistency and advancing our performance measurement approach. These efforts reflect our dedication to enhancing ESG transparency and strengthening the maturity of our reporting in line with evolving regulatory requirements and best practices. BCI views sustainability as an opportunity—to innovate, create shared value, and shape a resilient and responsible organisation. Through collaborative strategies and informed decision-making, we aim to advance sustainability in ways that benefit our stakeholders, support the communities in which we operate, and contribute to a more sustainable future.



## INTRODUCTION

# ABOUT THE REPORT

### REPORTING SCOPE

This Sustainability Report presents BCI's sustainability strategy, initiatives, and performance for the period from 1 January 2024 to 31 December 2024 (the "Reporting Period"). It specifically covers the operations of the Group's principal assets—Bund Center Office Tower ("Office Tower") and The Westin Bund Center Shanghai ("Westin Hotel")—highlighting key ESG initiatives, achievements, and progress made during the Reporting Period.

For a comprehensive understanding of BCI's business activities, this Sustainability Report should be read in conjunction with our Annual Report for the same period, which provides additional context on our strategic direction, financial performance, and corporate governance.

### REPORTING FRAMEWORK AND STANDARDS

This Sustainability Report is prepared in alignment with internationally recognised sustainability frameworks to ensure transparency, comparability, and regulatory compliance in our disclosures:

- Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A and 711B, together with Practice Note 7.6, which outline the sustainability reporting requirements for SGX-listed companies and promote structured, consistent ESG disclosures.
- Task Force on Climate-related Financial Disclosures (TCFD), established by the Financial Stability Board (FSB), which provides a framework for disclosing climate-related risks and opportunities to support informed decision-making by investors and stakeholders.
- Global Reporting Initiative (GRI) Standards 2021, a globally recognised framework that enables stakeholder-centric and impact-based sustainability reporting aligned with material ESG topics.

To uphold accuracy, credibility, and compliance with reporting standards, our sustainability disclosures undergo rigorous internal review processes, including assessments by the internal audit function. In line with evolving regulatory expectations and best practices, BCI will continue to assess the appropriateness and timing of engaging independent external assurance to further enhance the reliability and transparency of our sustainability reporting.

### Forward-Looking Statements

This Sustainability Report contains forward-looking statements, including plans, strategies, projections, and future performance expectations of BCI. These statements are based on current assumptions, estimates, and expectations that are subject to risks, uncertainties, and changes in circumstances that may cause actual outcomes to differ materially. Such forward-looking statements should not be regarded as guarantees of future performance. BCI undertakes no obligation to update or revise any forward-looking statements to reflect future events or developments, except as required by applicable laws and regulations.





## ABOUT US

The Group is engaged in investment holding and property-related businesses in the People's Republic of China (PRC), with a focus on commercial and hospitality properties.

Through active asset management and prudent capital investments, the Group seeks to enhance asset performance, maximise property value, improve operational efficiency, and deliver sustainable returns.

## PRINCIPAL ASSETS



**BUND CENTER OFFICE TOWER,**  
a prominent Premium Grade A office building in Shanghai, attracting a diverse mix of tenants.



**THE WESTIN BUND CENTER SHANGHAI,**  
a five-star luxury hotel managed by Marriott International, serving as the flagship Westin property in Shanghai.

## FEEDBACK

We value stakeholder engagement and feedback as essential to our commitment to continuous improvement in sustainability performance. Stakeholder input plays a vital role in enhancing the relevance and effectiveness of our sustainability efforts. In support of our environmental objectives, no hard copies of this Sustainability Report have been printed, reflecting our commitment to resource conservation and reducing environmental impact.

For inquiries or to share feedback, please contact us at [sustainability@bundcenter.com](mailto:sustainability@bundcenter.com).

### OFFICE TOWER

Bund Center Office Tower is a Premium Grade A office building and one of Shanghai's most recognisable commercial landmarks, prominently located in the historic Bund district. Completed in 2002 and designed by the renowned architectural firm John Portman & Associates, the Office Tower is distinguished by its iconic crown rooftop—a defining feature of the city skyline by day and a striking illuminated presence by night—reinforcing its symbolic status within Shanghai's dynamic urban landscape.

Strategically situated at the intersection of Middle Henan Road and Yan'an Road East, the Office Tower enjoys excellent connectivity to major business districts, transport networks, and cultural landmarks. Its timeless design and high construction standards have garnered multiple industry accolades, positioning it as a preferred address for multinational corporations and leading domestic enterprises.

The Office Tower is seamlessly integrated with The Westin Bund Center Shanghai, offering tenants direct access to premium accommodation, dining options, and corporate event facilities. A comprehensive suite of tenant-focused amenities—including concierge services, on-site dining, wellness facilities, and complimentary shuttle services—enhances workplace convenience, comfort, and quality.

In alignment with the Group's sustainability goals, the Office Tower incorporates energy-efficient systems, water-saving features, and environmentally responsible building management practices. Advanced indoor air quality measures, such as PM2.5 filtration, further support a healthier working environment. These initiatives reflect our ongoing commitments to minimising environmental impact, maintaining high operational standards, and progressively integrating sustainability principles.

Together, these efforts support the Office Tower's long-term resilience and reinforce its position as a well-managed, environmentally conscious workplace aligned with internationally recognised standards of quality, safety, and sustainability.

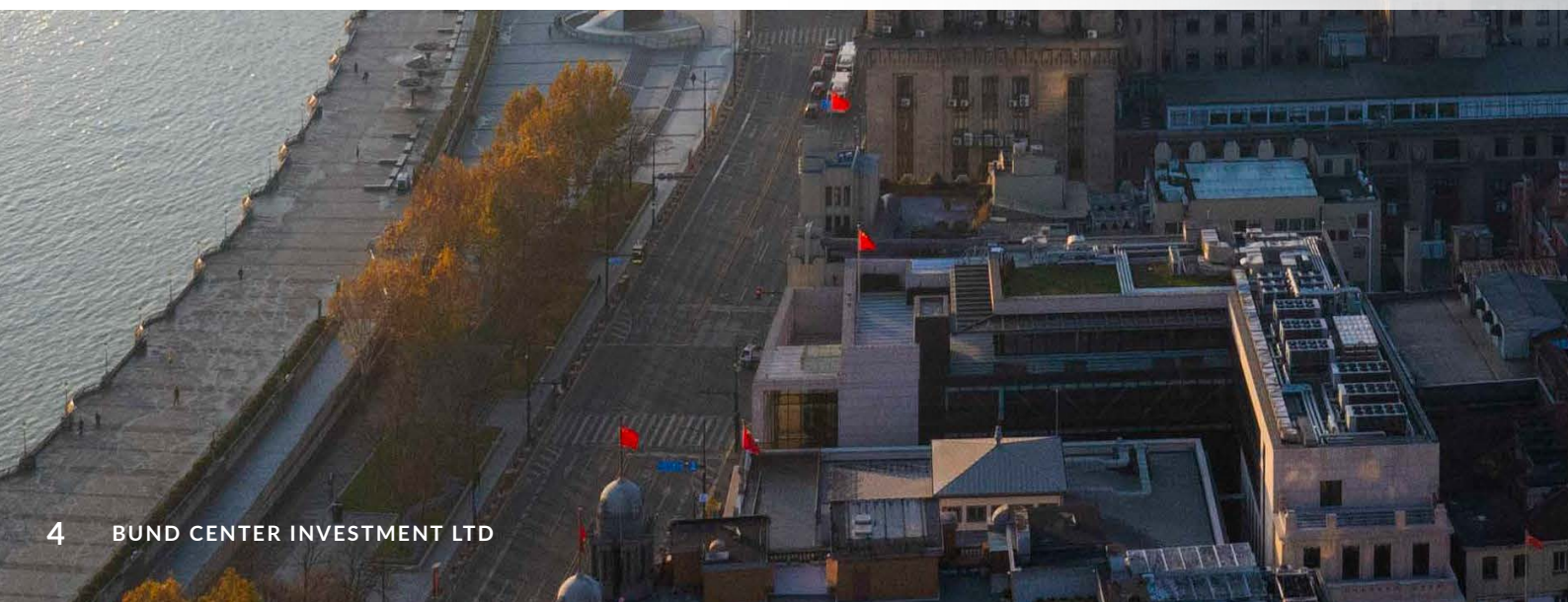
### WESTIN HOTEL

The Westin Bund Center Shanghai is a five-star luxury hotel strategically located in Shanghai's historic Bund district. Opened in 2002, the Westin Hotel comprises two 22-storey towers and features 570 elegantly appointed guest rooms and suites. Its prime location offers convenient access to key commercial hubs, cultural landmarks, and luxury retail destinations, making it a preferred choice for both business and leisure travellers.

Renowned for its versatile event facilities and experienced planning team, the Westin Hotel serves as a trusted venue for corporate conferences, product launches, exhibitions, and private celebrations. It also provides premium off-site catering, tailored event solutions, and modern audiovisual capabilities. Its diverse dining venues cater to a wide range of tastes and have consistently earned recognition for culinary quality and service excellence.

Since its opening, the Westin Hotel has received numerous accolades from international travel and lifestyle publications, reaffirming its reputation for delivering high standards of hospitality and guest satisfaction.

In alignment with the Group's commitment to responsible asset management, the Westin Hotel integrates environmentally conscious practices into its daily operations. These include energy-efficient lighting systems, water conservation measures, and sustainable sourcing initiatives. Through ongoing operational enhancements, the Westin Hotel supports the Group's broader goals of environmental stewardship and long-term value creation, while delivering a refined, wellness-inspired guest experience with a lighter environmental footprint.





# MESSAGE FROM THE CHAIRMAN AND CEO



**Frankle (Djafar)  
Widjaja**

*Executive Chairman and  
Chief Executive Officer*

## Building a Sustainable Future for Continuing Success

As we reflect on 2024, Bund Center Investment Ltd (“BCI”) has made significant strides in embedding sustainability into our corporate strategy, operations, and governance framework. In an era of accelerating environmental and social transformation, our unwavering commitment to responsible business practices remains central to our long-term success.

Over the past year, we advanced our climate resilience initiatives, strengthened resource efficiency, and deepened our approach to sustainable real estate management. One key achievement was the successful maintenance of our LEED Platinum Certification for Operations and Maintenance (O+M), last awarded in 2020. This reflects our ongoing dedication to sustainable building operations and continuous improvement in environmental performance.

The increasing frequency and intensity of climate-related events—such as the recent typhoons in Shanghai—highlight the urgent need to enhance resilience. At BCI, we adopt a proactive stance in addressing climate risks, improving energy performance, and championing environmental stewardship. Initiatives such as *The Garden of Life* urban renewal project, energy efficiency enhancements, and water conservation measures exemplify our integrated and long-term approach to environmental responsibility.

Beyond environmental progress, we continue to uphold strong corporate governance and ethical business practices. Transparency, regulatory compliance, and prudent risk management remain fundamental to our operations and essential for maintaining stakeholder trust and confidence.

Our sustainability journey is also deeply rooted in our people—our employees, tenants, guests, and the communities we serve. We are committed to fostering a workplace culture that values well-being, learning and development, and diversity. At the same time, we work closely with stakeholders to promote responsible and sustainable supply chain practices, as well as inclusive community engagement initiatives.

This Sustainability Report reflects not only the progress we have made, but also the strategic direction we are pursuing. By embedding ESG principles into our long-term strategy, we aim to deliver resilient growth, reinforce stakeholder trust, and create lasting value.

On behalf of the Board of Directors and management, I would like to extend my sincere appreciation to our employees, partners, and stakeholders for their continued dedication and support in advancing BCI’s sustainability agenda. As we look ahead to 2025 and beyond, we remain focused on innovation, agility, and sustainability leadership—ensuring these principles continue to guide our path toward operational excellence and continued success.

# BOARD STATEMENT

## Sustaining Long-Term Success Through ESG Leadership

At Bund Center Investment Ltd (“BCI”), sustainability is not merely a compliance obligation—it is a cornerstone of our long-term strategy for growth, resilience, and responsible value creation. In a global landscape shaped by climate change, social transformation, regulatory developments, and rising stakeholder expectations, the Board of Directors (the “Board”) remains committed to embedding Environmental, Social, and Governance (ESG) considerations into BCI’s strategic direction, decision-making processes, and risk oversight.

In 2024, the Board took proactive steps to further institutionalise sustainability governance. All members completed mandatory training on emerging ESG regulations, disclosure requirements, and best practices, enhancing our collective capacity to oversee and guide BCI’s sustainability agenda. This ensures that the Board remains well-equipped to provide effective oversight in a dynamic and evolving landscape.

We continue to lead and support a structured approach to managing ESG topics—validated through annual materiality assessments—and have integrated ESG performance into strategic planning, investment decisions, and corporate policies. Through the Enterprise Risk Management Committee and Audit Committee, we uphold robust mechanisms for implementation, internal controls, and transparent disclosures.

This Sustainability Report reflects the Board’s unwavering commitment to operational excellence, climate resilience, social responsibility, and ethical governance. It demonstrates our accountability in managing climate-related risks, promoting stakeholder engagement, and fostering sustainable long-term performance.

Looking ahead, the Board remains focused on deepening ESG integration across all levels of the organisation. We will continue to advance transparency, innovation, and alignment with stakeholder expectations and global standards. Guided by strong governance and a shared vision, we aim to create enduring value for our shareholders, tenants, guests, employees, and the communities we serve.

The Board extends its sincere appreciation to all stakeholders for their continued trust and support as we work together to build a more sustainable and resilient future.

### Board of Directors

*Bund Center Investment Ltd*

# OUR ESG APPROACH

BCI's ESG strategy is built on a robust governance framework, systematic stakeholder engagement, and a structured approach to identifying, assessing, and prioritising material ESG issues.

This chapter outlines the critical role of the Board and management in overseeing sustainability and climate-related initiatives, ensuring alignment with regulatory requirements and evolving industry trends.

We maintain an active and transparent dialogue with stakeholders, incorporating their perspectives into our sustainability strategy. By engaging investors, employees, customers, regulators, and local communities, we strengthen trust, enhance accountability, and drive continuous ESG improvements.

To ensure our ESG priorities remain relevant and responsive to emerging risks and opportunities, we implement a structured review process. This adaptive approach enables us to manage climate-related risks, social responsibility initiatives, and governance enhancements effectively—reinforcing our long-term resilience and commitment to sustainable value creation.

By embedding sustainability into our decision-making, we demonstrate strong accountability, responsible business conduct, and a forward-looking approach to ESG leadership.



## SUSTAINABILITY GOVERNANCE

At BCI, we have established a structured and transparent governance framework to oversee sustainability and climate-related initiatives at both the Board and management levels. This framework ensures the effective integration of ESG principles into corporate decision-making, aligning sustainability efforts with long-term business objectives, regulatory requirements, and stakeholder expectations.

At the Board level, the directors set the strategic direction for ESG priorities, including climate-related risks, opportunities, and initiatives. The Board ensures that sustainability considerations are integrated into BCI's overall business strategy, risk management, and operational performance. The Audit Committee supports the Board by reviewing ESG and climate-related programmes, reports, and disclosures—ensuring transparency, regulatory compliance, and accountability in sustainability reporting.

At the management level, BCI's Enterprise Risk Management Committee (ERMC) oversees ESG and climate-related initiatives. Comprising the heads of key departments, the ERMC is responsible for driving the implementation of sustainability strategies, monitoring climate-related risks, and ensuring alignment between operational activities and BCI's ESG objectives. It provides strategic oversight to embed ESG considerations into the enterprise risk management framework, while also guiding internal coordination, supporting regulatory compliance, and fostering sustainable innovation in response to evolving stakeholder expectations.

To support more effective ESG oversight, the ERMC's composition was refined in 2024 to comprise departmental heads who are directly involved in business operations. This enhancement promotes stronger cross-functional collaboration and enables more proactive identification and management of sustainability-related risks across the Group's activities.

Looking ahead, BCI is also evaluating the potential to incorporate sustainability performance indicators into executive remuneration frameworks as part of our broader commitment to aligning leadership incentives with long-term ESG goals. This initiative reflects our ongoing efforts to strengthen accountability and drive meaningful progress in our sustainability agenda.

BCI's sustainability governance framework ensures clear accountability for ESG initiatives. By aligning ESG principles with enterprise risk management and operational excellence, we reinforce our commitment to responsible growth, regulatory compliance, and long-term value creation. This proactive governance structure positions BCI to navigate evolving regulatory landscapes, mitigate sustainability related risks, and capitalise on future market opportunities.



### BOARD OF DIRECTORS

Ensure strategic oversight of key ESG priorities, including climate-related risks, emerging opportunities, and sustainability-driven initiatives, ensuring alignment with business objectives and regulatory expectations.



### AUDIT COMMITTEE

Review and assess sustainability programs, climate-related reports, and ESG disclosures to ensure transparency, accountability, and compliance with evolving industry standards.



### ENTERPRISE RISK MANAGEMENT COMMITTEE

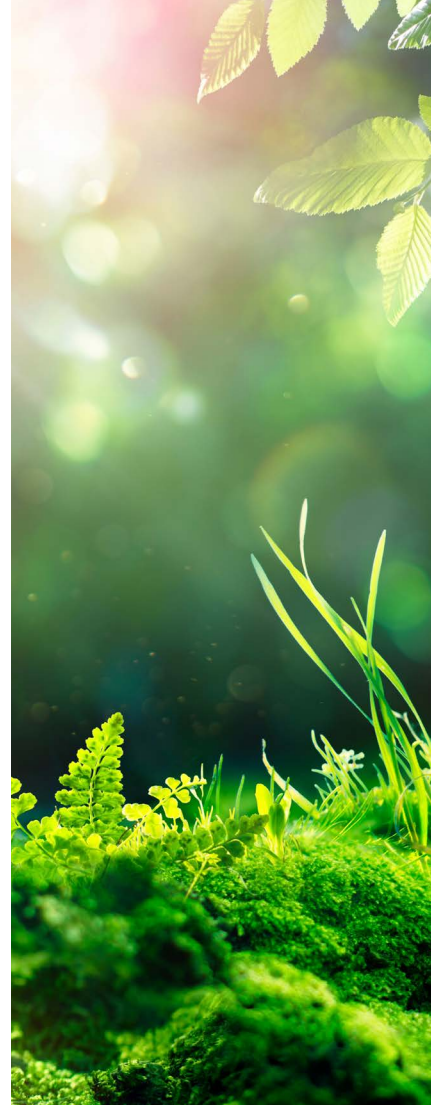
Oversee ESG and climate-related initiatives, drive the implementation of sustainability strategies, monitoring climate-related risks, and ensure alignment between operational activities and ESG objectives.

## STAKEHOLDER ENGAGEMENT

We recognise the critical role of stakeholder engagement in shaping our sustainability strategy and creating long-term value. Through open and proactive communication, we aim to understand and address the evolving expectations of our stakeholders, whose insights inform both strategic decisions and ESG initiatives.

Our engagement efforts span employees, customers, suppliers, regulators, investors, and local communities, ensuring these key stakeholders' insights inform corporate decision-making and sustainability efforts. We also actively participate in industry associations, including the Shanghai Foreign Investment Association and the Shanghai Huangpu District Foreign Investment Enterprise Association, enabling us to stay informed of regulatory developments, industry trends, and sustainability governance best practices.







By establishing structured engagement mechanisms, we strengthen stakeholder trust, collaboration, and shared value creation, reinforcing BCI's ability to remain agile, resilient, and aligned with evolving market and regulatory landscapes.





# OUR ESG APPROACH

The table below outlines BCI’s stakeholder engagement initiatives in 2024, highlighting key actions undertaken to gather stakeholder feedback and drive continuous improvements in our sustainability strategy.

STAKEHOLDER GROUP	FREQUENCY OF ENGAGEMENT	MODE OF ENGAGEMENT
 Employees	Periodic	<ul style="list-style-type: none"> <li>• Performance evaluations</li> <li>• Training and development programmes</li> <li>• Direct communication with supervisors</li> </ul>
 Customers	Ongoing	<ul style="list-style-type: none"> <li>• Customer surveys</li> <li>• Official communications via email and websites</li> <li>• Customer engagement events</li> </ul>
 Suppliers	Periodic	<ul style="list-style-type: none"> <li>• Business reviews</li> <li>• Direct dialogues</li> </ul>
 Regulators	Periodic	<ul style="list-style-type: none"> <li>• Regulatory filings</li> <li>• Annual and sustainability reports</li> <li>• Meetings and consultations</li> </ul>
 Investors	Periodic	<ul style="list-style-type: none"> <li>• Stock exchange disclosures</li> <li>• Annual and sustainability reports</li> <li>• Shareholder meetings and communications</li> </ul>
 Local Communities	Ongoing	<ul style="list-style-type: none"> <li>• Corporate social responsibility (CSR) initiatives</li> <li>• Collaboration with local authorities</li> </ul>

# MATERIALITY ASSESSMENT

To effectively manage material ESG issues, we continuously assess our operations to anticipate and adapt to evolving industry trends, stakeholder expectations, and regulatory requirements. This proactive approach ensures that our sustainability strategy remains dynamic, forward-looking, and responsive to emerging challenges and opportunities.

Our material ESG topics undergo an annual review through a structured four-step process:

- Identification
- Prioritisation
- Validation
- Approval

This systematic materiality assessment process enables us to prioritise key sustainability issues, align them with business objectives, and embed them into strategic decision-making to drive long-term value creation and meaningful impact.

## 01 IDENTIFICATION



Develop a preliminary list of material ESG issues by analysing relevant industry trends, international sustainability frameworks, evolving regulatory requirements, and peer benchmarking, to ensure alignment with best practices and to address emerging risks.

## 02 PRIORITISATION



Assess and prioritise material ESG topics through surveys and consultations with internal teams, ensuring alignment with corporate objectives. Engage with external stakeholders—including tenants, government agencies, and regulators—to gather diverse perspectives, validate key issues, and ensure their relevance to both business strategy and broader sustainability expectations.

## 03 VALIDATION



Management reviews prioritised ESG topics to ensure alignment with strategic goals, operational priorities, and long-term business sustainability, reinforcing their integration into corporate decision-making and risk management frameworks.

## 04 APPROVAL



The Board endorses the final list of material ESG topics, underscoring their strategic importance, integration into corporate governance, and commitment to transparency and accountability to stakeholders.

In 2024, we conducted a comprehensive annual review of our material ESG factors, refining their definitions and scope to enhance clarity, precision, and continued relevance. This process ensures that our sustainability priorities remain aligned with evolving industry trends, stakeholder expectations, and regulatory developments.

As part of this review, we introduced “Climate Resilience” as a new material ESG topic, reflecting its increasing importance and potential business impact. This addition underscores our commitment to proactive risk management and adaptation strategies that strengthen operational resilience.

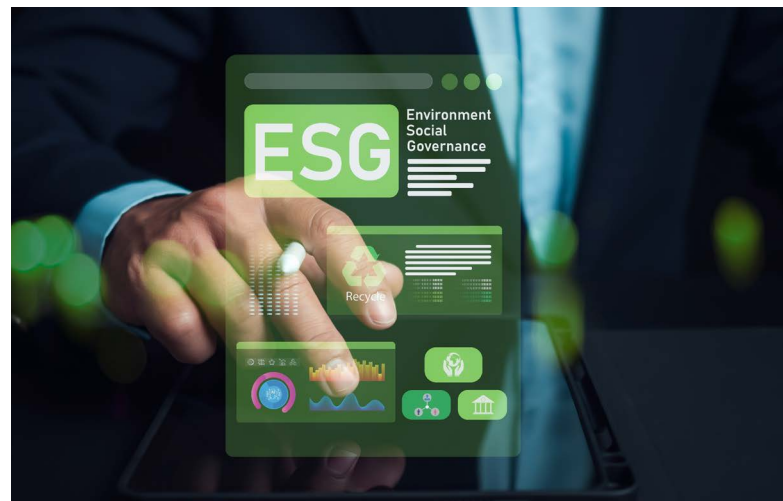
Our materiality assessment provides a clear foundation for guiding sustainability initiatives, resource allocation, and risk management efforts. By continuously refining and prioritising material ESG topics, we ensure that our strategy remains relevant and resilient in a rapidly evolving business landscape.

This disciplined and transparent approach enables BCI to create long-term stakeholder value while advancing our commitment to responsible and sustainable business practices.

### Material ESG Topics (2024)

ENVIRONMENTAL	SOCIAL	GOVERNANCE
<b>CRITICAL ESG TOPICS</b>		
<ul style="list-style-type: none"> <li>• Energy Management</li> <li>• Water Management</li> <li>• Waste Management</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity, Equity, and Inclusion</li> <li>• Employee Welfare</li> <li>• Occupational Health and Safety</li> <li>• Customer Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Business Ethics</li> </ul>
<b>MODERATE ESG TOPICS</b>		
<ul style="list-style-type: none"> <li>• Climate Resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Talent Development</li> <li>• Community Engagement</li> <li>• Responsible Supply Chain</li> </ul>	

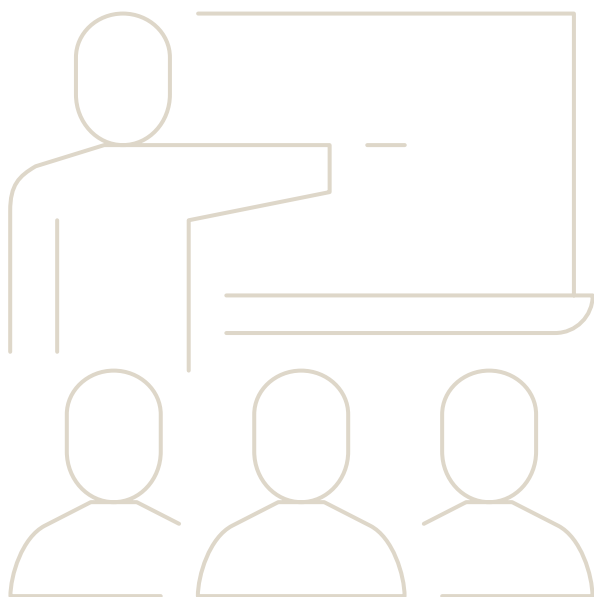
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# GOOD GOVERNANCE

At BCI, strong corporate governance is at the core of our operations, ensuring long-term value creation for stakeholders while upholding the principles of responsibility, ethics, and sustainable business conduct. Our governance framework is designed to foster accountability, enhance risk management, and ensure compliance with regulatory and industry requirements, supporting a culture of integrity and performance.

This chapter outlines the key pillars of our governance structure, detailing the comprehensive measures we have implemented to promote ethical conduct, mitigate risks, and strengthen organisational resilience. Through robust governance mechanisms, we safeguard business integrity, operational transparency, and sustainable growth—reinforcing our commitment to corporate responsibility and stakeholder trust.



## COMPLIANCE

At BCI, we are committed to maintaining the highest standards of compliance across all operations, ensuring strict adherence to local and international laws, industry regulations, and internal policies. Compliance serves as a core pillar of our ESG framework, reinforcing our dedication to responsible, ethical, and sustainable business practices.

To proactively manage compliance risks, we conduct regular assessments to identify potential vulnerabilities and implement preventive measures to safeguard our operations. Employees are kept informed through periodic legal newsletters, which provide updates on regulatory developments, compliance best practices, and corporate policies. Additionally, our Employee Handbook outlines key compliance policies and procedures, ensuring consistent adherence to legal, regulatory, and ethical standards across the organisation.

In 2024, we enhanced our compliance efforts by conducting two dedicated training sessions covering confidentiality, personal data protection, and anti-bribery. These sessions aimed to deepen employees' understanding of regulatory obligations, strengthen ethical decision-making, and empower them to uphold a culture of integrity and compliance within BCI.



## BUSINESS ETHICS

### CYBERSECURITY AND DATA PROTECTION

In alignment with our commitment to data security, we continuously reinforce privacy protection measures, enhance cybersecurity protocols, and implement proactive risk management strategies to safeguard sensitive information and mitigate emerging threats. Our approach ensures that regulatory compliance, operational resilience, and stakeholder trust remain at the forefront of our cybersecurity efforts.

In May 2024, we further strengthened our cybersecurity framework by conducting ISO 27001 training to enhance employees' awareness of information security protocols and best practices. This initiative reinforced our corporate data protection strategy, equipping employees with the necessary knowledge to navigate evolving cyber risks while maintaining regulatory compliance.

As a result of these efforts, BCI recorded zero substantiated complaints of customer privacy breaches or incidents of data leaks, theft, or loss throughout 2024, underscoring the effectiveness of our security measures and risk management strategies.

At BCI, we are committed to upholding the highest ethical standards across all business activities. Integrity is at the core of our corporate culture, and we maintain a zero-tolerance policy against fraud, corruption, bribery, and conflicts of interest. This unwavering commitment ensures that ethical business practices guide our operations, decision-making, and stakeholder relationships.

To reinforce transparency and accountability, we provide employees with a secure and confidential whistle-blowing mechanism, overseen by the Audit Committee. This process ensures that ethical concerns are addressed promptly, fairly, and impartially, fostering a culture of trust and responsibility throughout the organisation.

In 2024, BCI maintained strong ethical governance, with no confirmed incidents of corruption, fraud, or misconduct. This outcome reflects the effectiveness of our robust internal controls, compliance frameworks, and ongoing commitment to ethical business conduct.

We will continue to strengthen our ethics programmes and internal reporting channels to uphold a culture of integrity and accountability at all levels of the organisation.



# ENVIRONMENTAL SUSTAINABILITY

At BCI, we are committed to environmental stewardship, recognising the critical importance of addressing climate-related risks and opportunities in alignment with global best practices, including the TCFD framework. Our approach ensures that climate resilience and sustainability principles are deeply embedded in corporate decision-making, risk management, and long-term strategic planning.

This chapter outlines our comprehensive environmental strategy, with a strong focus on energy management, carbon emissions, water management, and waste management. We take a proactive approach to adapting to extreme weather events, such as the recent typhoons in Shanghai, by implementing climate resilience measures and adopting adaptive strategies to mitigate risks and strengthen sustainability throughout our operations.

Through initiatives such as urban renewal project, sustainable resource management, and eco-conscious operational practices, we embed environmentally responsible principles throughout BCI's operations. These efforts contribute to a lasting environmental legacy, enhanced biodiversity, and long-term ecological sustainability, reinforcing our commitment to responsible business growth and environmental leadership.



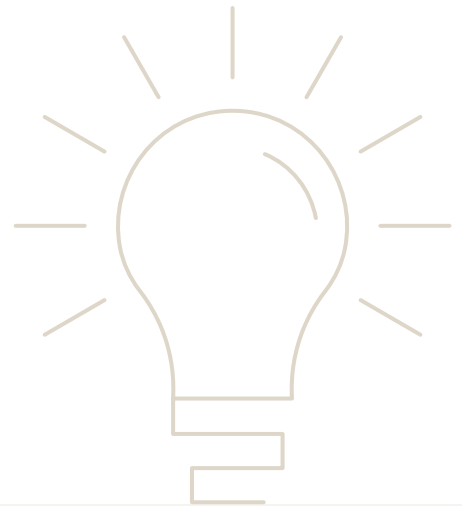
## ENERGY MANAGEMENT AND CARBON EMISSIONS

At BCI, we recognise the critical role businesses play in environmental stewardship and are committed to integrating sustainability into every aspect of our operations. We are also exploring ways to enhance the digitalisation of our sustainability efforts. Our Environmental Management Policy reflects this commitment, ensuring that our projects and operations actively contribute to minimising environmental impact and promoting long-term ecological balance.

We prioritise energy efficiency and resource conservation, employing a data-driven approach to optimise energy performance. Through real-time monitoring, monthly performance assessments, and advanced energy management platforms, we continuously identify inefficiencies, implement targeted improvements, and enhance infrastructure operations. These measures reinforce our commitment to sustainable energy management while ensuring operational excellence.



## ENVIRONMENTAL SUSTAINABILITY



LED Retrofit Implementation

In support of our sustainability goals, we have undertaken significant operational upgrades aimed at improving energy efficiency and reducing our environmental footprint. These efforts reflect our ongoing commitment to responsible resource management and long-term environmental performance.

Key enhancements include:

- The installation of a low-nitrogen burner system for the building's boilers, replacing outdated units with more energy-efficient technology.
- The upgrade of Variable Air Volume (VAV) system equipment to optimise airflow and enhance overall energy performance.
- Improvements to the Westin Hotel's air conditioning piping system and the replacement of key kitchen equipment in the F&B outlets to support operational reliability and energy efficiency.

Further reinforcing our focus on energy conservation, we continued the implementation of LED lighting across both properties:

- In the Office Tower, LED lighting has been fully implemented in all public areas. In 2024, an additional retrofit of floodlighting on selected floors was completed, with estimated annual energy savings exceeding 28,000 kWh.
- At the Westin Hotel, a phased LED retrofit has been carried out across guest rooms, common areas, and back-of-house facilities, achieving 95% coverage by 2024 and contributing to a notable reduction in electricity consumption.

To build on these efforts we are also exploring further opportunities to enhance energy performance, including the potential installation of solar panels and the planned upgrade of the building's central chiller system.

## ENVIRONMENTAL SUSTAINABILITY

BCI also remains actively engaged in global and local sustainability initiatives:

- Participated in Earth Hour on 23 March 2024 across our properties, joining millions worldwide in demonstrating support for environmental protection.
- Promote eco-conscious workplace behaviours, encouraging employees to reduce printing, such as double-sided printing and colour printing, and adopt reusable supplies such as refillable pens and whiteboard notebooks.
- Distribute Eco-Renewal Gifts crafted from recycled plastic bottles to tenants as a token of appreciation, contributing to a carbon reduction of approximately 228 grams per item and reinforcing our message of sustainable living.
- Implemented digital screen awareness campaigns in the Office Tower to encourage energy-saving habits and environmental responsibility among tenants and employees.
- Participated in National Ecological Day in March and Shanghai Energy Conservation Week in May 2024, demonstrating our commitment to sustainability beyond our own operations.

These collective actions demonstrate BCI's integrated approach to energy efficiency, environmental awareness, and responsible business culture across all levels of operations.



*Eco-Renewal Gifts*

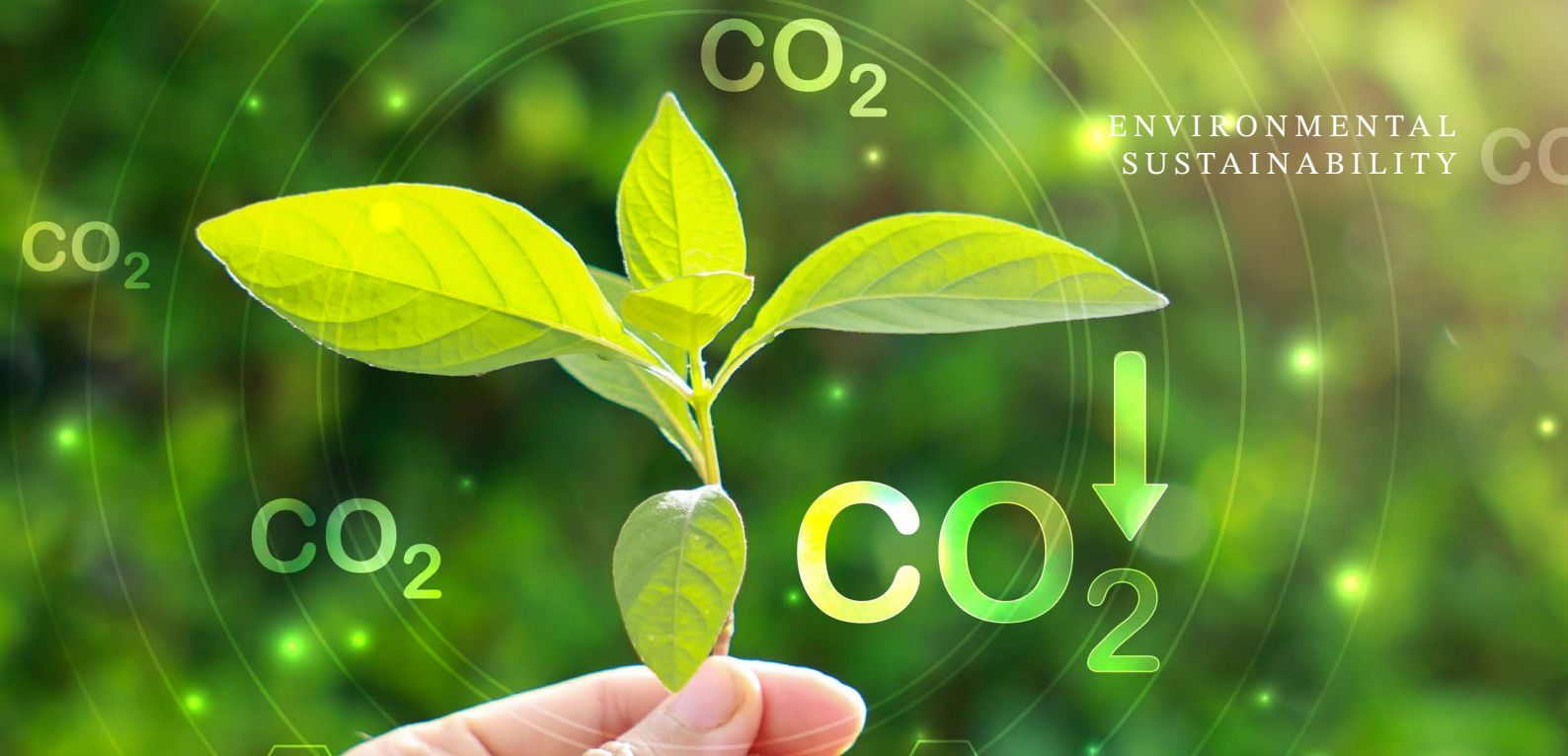


*Digital Screen Display for National Ecological Day*

### Recognitions and Performance

BCI's ongoing efforts in energy efficiency and sustainable building operations have been recognised through multiple prestigious certifications and awards:

- ISO 50001:2018 (2021) – Certification of our energy management system, confirming our alignment with international standards for energy performance.
- WELL Certified Platinum and WELL Health-Safety Rating (2023) – Recognising our commitment to fostering a healthy, sustainable, and high-performing workplace.



## ENVIRONMENTAL SUSTAINABILITY

- LEED Platinum Certification for Operations and Maintenance (O+M) (2024) – The highest distinction under the Leadership in Energy and Environmental Design (LEED) programme for operations and maintenance.

In recognition of our ongoing sustainability efforts, the Office Tower received the Energy Conservation and Emission Reduction Advanced Group Award from the Shanghai Energy Conservation Association, highlighting our leadership in environmental stewardship. In 2024, the property procured three Green Electricity Certificates, reinforcing our commitment to renewable energy adoption. In light of these efforts, the Office Tower was recognised as an “Advanced Unit” by the local government for the 2022-2023 period. These acknowledgements reflect our alignment with government carbon neutrality goals and underscore our dedication to responsible and sustainable building management.

We continue to monitor and evaluate our energy and emissions performance regularly, prioritising practical, data-driven improvements. Our objective is to achieve long-term, measurable reductions that align with evolving regulatory benchmarks, stakeholder expectations, and established best practices in climate risk management.



ISO 50001:2018 Certification



WELL Certified Platinum



WELL Health-Safety Rating

During the Reporting Period, BCI recorded total energy consumption of 26,031 MWh, with an energy intensity of 0.18 MWh/m<sup>2</sup>. Since our 2018 base year, we have achieved a cumulative 6% reduction in energy intensity per Gross Floor Area (GFA), translating to a 14.07% overall improvement in operational energy performance.

## ENERGY CONSUMPTION

INDICATOR	UNIT	FY 2024
Total Energy Consumption	MWh	26,031
Energy Consumption Intensity	MWh/m <sup>2</sup>	0.18

During the same period, BCI's Scope 1 emissions amounted to 2,007 tCO<sub>2</sub>e, with an intensity of 0.01 tCO<sub>2</sub>e/m<sup>2</sup>, while Scope 2 emissions amounted to 10,933 tCO<sub>2</sub>e, with an intensity of 0.08 tCO<sub>2</sub>e/m<sup>2</sup>.

## GREENHOUSE GAS EMISSIONS

INDICATOR	UNIT	FY 2024
Scope 1 Emissions <sup>1</sup>	tCO <sub>2</sub> e	2,007
Scope 1 Emissions Intensity	tCO <sub>2</sub> e/m <sup>2</sup>	0.01
Scope 2 Emissions <sup>2</sup>	tCO <sub>2</sub> e	10,933
Scope 2 Emissions Intensity	tCO <sub>2</sub> e/m <sup>2</sup>	0.08

While Scope 3 emissions reporting is not currently mandated, BCI acknowledges its increasing relevance in sustainability assessment. As part of our broader ESG strategy, we are exploring appropriate methodologies and opportunities to enhance transparency and accountability in Scope 3 emissions reporting.

These efforts underscore BCI's commitment to enhancing energy efficiency, reducing carbon emissions, and strengthening sustainable operations. We are actively assessing our energy and emissions performance to establish a data-driven, practical, and achievable pathway for future improvements.

We recognise the need for continuous progress and are implementing targeted strategies to optimise energy consumption, adopt cleaner energy solutions, and improve building performance. As industry benchmarks and regulatory expectations evolve, we will continue refining our approach and exploring appropriate targets that align with our long-term sustainability strategy.

These initiatives reinforce our dedication to minimising environmental impact, reducing emissions intensity, and advancing climate resilience in alignment with evolving industry standards and best practices.

1 Our Scope 1 emissions primarily result from vehicular emissions from the company fleet and natural gas consumption for boiler operations. These emissions are calculated based on the emissions factors published by the relevant local authority.

2 Our Scope 2 emissions are related to the consumption of purchased energy and are also calculated using emissions factors provided by the relevant local authority.

## WATER MANAGEMENT



BCI is committed to improving water efficiency through the implementation of data-driven conservation measures, continuous monitoring, and sustainable infrastructure upgrades. Our strategy integrates operational best practices with behavioural engagement to drive meaningful and lasting reductions in water use.

Key initiatives implemented included:

- Sensor-activated tap fittings to reduce unnecessary water flow and improve usage efficiency.
- Water-saving sanitary ware installed in all office washrooms, contributing to measurable reductions in facility-wide water consumption.
- Toilet system upgrades on selected floors, achieving a more than 50% reduction in toilet water consumption due to improved infrastructure.
- In the Westin Hotel, renovation of employee changing rooms with upgraded water-efficient fixtures further reinforces our commitment to conservation.

In 2024, BCI introduced a water balance strategy to improve oversight and optimisation of water use. As part of this initiative, sub-meters were installed across our buildings, enabling us to:

- Conduct comprehensive water balance assessments.
- Generate detailed, area-specific water consumption reports to track usage patterns and identify inefficiencies.
- Implement targeted conservation strategies tailored to specific operational areas.

By leveraging real-time monitoring and analytics, BCI ensures more accurate control over water use, minimising wastage and enhancing long-term water resource resilience.

During the Reporting Period, BCI's total water consumption was 379,365 m<sup>3</sup>, with a consumption intensity of 2.63 m<sup>3</sup>/m<sup>2</sup>. Since 2018, we have achieved an overall 15.31% improvement in water consumption intensity, surpassing our target of a 6% cumulative reduction.

### WATER CONSUMPTION

INDICATOR	UNIT	FY 2024
Total Water Consumption	m <sup>3</sup>	379,365
Water Consumption Intensity	m <sup>3</sup> /m <sup>2</sup>	2.63

As regulations and stakeholder expectations evolve, we will continue to assess our water efficiency strategies, adopt innovative technologies, and expand our conservative initiatives in alignment with our long-term sustainability objectives.

## WASTE MANAGEMENT

Effective waste management is a cornerstone of BCI's sustainability strategy. Our efforts are aimed at minimising waste generation, increasing recycling rates, and ensuring environmentally responsible disposal in compliance with all regulatory requirements.

To optimise waste management, we implement comprehensive segregation systems across all properties, categorising waste into dry, wet, recyclable, and hazardous waste types. Beyond segregation, we encourage reuse of construction and renovation materials wherever feasible. For example, carpets from selected projects have been repurposed, reducing construction waste and extending material life cycles.

### Reducing Plastic Usage

BCI has introduced a number of initiatives to reduce plastic usage:

- In the Office Tower, drinking water filtration systems have been installed to reduce reliance on bottled water among tenants.
- At the Westin Hotel, we have implemented a suite of sustainability-driven initiatives:
  - Replacing plastic candles with environmentally friendly lighting options.
  - Introducing paper-packaged bottled water to reduce single-use plastic waste.
  - Switching to wooden disposable items as a sustainable substitute for plastic utensils.
  - Offering biodegradable takeaway containers, supporting our commitment to responsible consumption.



### Food Waste Monitoring

To strengthen food waste reduction, the Westin Hotel uses the Winnow food waste monitoring system, which allows kitchen teams to track the type and volume of waste generated. This data enables informed decisions to minimise food waste, streamline operations, and improve sustainability across hotel dining services.

<b>Record Waste</b>	Food waste is logged into the system to monitor its occurrence and identify trends.
<b>Track Waste</b>	Daily and weekly reports provide insights into key areas contributing to waste.
<b>Make Changes</b>	Active engagement from the culinary team enhances accountability and supports waste reduction efforts.
<b>Reduce Waste</b>	These ongoing initiatives lead to measurable reductions in food waste.



During the Reporting Period, BCI generated a total of 833.35 tonnes of waste. While no formal quantitative reduction targets have been set, we remain firmly committed to minimising waste generation through:

- Continued implementation of segregation and recycling initiatives.
- Promotion of reuse practices in operations and renovations.
- Reduction in single-use plastics across all departments.
- Expansion of data-driven monitoring systems to evaluate and improve waste performance.

WASTE GENERATION

INDICATOR	UNIT	FY 2024
Total Waste Generated	tonnes	833.35

As we move forward, BCI will continue to assess new opportunities for sustainable waste management, enhance resource circularity, and adopt innovative methods to reduce environmental impact—in line with international best practices and our long-term environmental strategy.



## CLIMATE RESILIENCE

In 2024, BCI strengthened its climate resilience strategy through sustainable development initiatives and proactive risk management, ensuring greater adaptability to environmental challenges.

### Biodiversity and Urban Ecology

As part of this commitment, BCI substantially completed *The Garden of Life*—a major urban renewal project and landscape transformation carried out around our Office Tower and Westin Hotel properties. This project is designed to enhance climate resilience, biodiversity, and urban sustainability, while also improving the overall environmental quality of our premises.

*The Garden of Life* integrates ecological design principles with functional, aesthetic, and environmental benefits, reinforcing BCI's leadership in sustainable urban development.

The landscape embraces the concept of sustainable urban landscaping, maximising green space and enhancing the natural environment within Shanghai's dense urban fabric. Key elements include:

- **Diverse and Layered Planting Design** – A selection of native and evergreen species, including red maples, podocarpus pine, osmanthus, and conifers, alongside seasonal flowering plants, creating a vibrant and dynamic year-round landscape.
- **Fragrance and Herb Gardens** – Incorporating organic herbs and edible plants to advocate for sustainable living and environmental awareness.
- **Micro-topography and Rain Gardens** – Featuring sunken green spaces, permeable materials, and biofiltration systems that reduce surface runoff, support groundwater recharge, and enhance flood resilience.
- **Art and Culture Integration** – Sculptures and art installations by internationally recognised artists are interwoven throughout the landscape, fostering a culturally rich and inspiring urban space.

Beyond enhancing greenery, *The Garden of Life* plays a crucial role in climate adaptation. Its sustainable design incorporates water management and resilient infrastructure to better withstand environmental challenges. Key stormwater management features include:

- Enhanced drainage systems
- Permeable paving materials
- Biofiltration techniques



# The Garden of Life

These systems work together to manage surface runoff, reduce flood risk, and improve groundwater replenishment—reinforcing the site's resilience to extreme weather events.

By combining nature-based solutions with innovative water management, *The Garden of Life* exemplifies BCI's approach to sustainable urban renewal and climate adaptation.

With a total green area of 3,180 m<sup>2</sup>, *The Garden of Life* demonstrates BCI's dedication to promoting biodiversity, enhancing environmental quality, and delivering sustainable enhancements to our urban footprint. Enhancement works continue to be implemented to further enrich the site's ecological value.

This project not only enriches our surroundings but also serves as a model for environmentally responsible urban renewal. It reflects our commitment to sustainable landscape design through resource-efficient practices and climate-resilient infrastructure.



## ENVIRONMENTAL SUSTAINABILITY

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*Passing the Water of Life*

## Climate Risks and Resilience

In 2024, BCI experienced two typhoon events, underscoring the increasing impact of climate change and extreme weather risks. Following the first typhoon, we identified the need for a structured crisis response strategy and promptly developed a Typhoon and Flood Emergency Response Plan to enhance disaster preparedness and risk mitigation.

With this plan in place, BCI effectively responded to the second typhoon, ensuring efficient crisis management, minimal operational disruption, and enhanced asset protection. Key outcomes included:

- Enhanced preparedness and response mechanisms, enabling a coordinated and proactive approach to extreme weather events.

- Rapid implementation of mitigation measures, reducing impact on tenants, employees, and business operations.
- Strengthened communication protocols, facilitating real-time decision-making and swift deployment of emergency resources.
- Reinforced infrastructure resilience through stormwater management upgrades and flood protection enhancements.

As a result, BCI experienced minimal disruption, with no significant property damage, injuries, or financial losses. By integrating structured emergency planning with climate adaptation initiatives, BCI has enhanced its ability to withstand climate-related challenges—reinforcing our commitment to business continuity, operational resilience, and long-term sustainability.

## TCFD-Aligned Climate Risk & Opportunity Assessment

BCI remains committed to enhancing climate resilience by integrating sustainability principles into our business strategy and aligning with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

Through a structured approach to identifying, assessing, and managing climate-related risks and opportunities, we proactively adapt to evolving environmental challenges while capturing opportunities for sustainable growth.

The table below outlines our approach to climate-related risks and opportunities in accordance with TCFD recommendations, reinforcing our commitment to long-term business resilience and environmental responsibility.

RISKS		POTENTIAL IMPACT ON BCI	TIMELINE	MITIGATION AND OPPORTUNITIES
<b>PHYSICAL RISKS</b>				
Acute	Extreme weather events such as typhoons and floods	<ul style="list-style-type: none"> <li>• Asset damage and operational downtime.</li> <li>• Increased costs due to higher insurance premiums and deductibles.</li> <li>• Challenges in securing insurance in high-risk markets.</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>✓ Implemented Property All Risks insurance to safeguard against asset damage from extreme weather events.</li> <li>✓ Established a crisis management plan to ensure rapid response and recovery.</li> <li>✓ Continued to refine climate resilience strategies to minimise downtime, lower recovery costs, and enhance long-term operational stability.</li> </ul>
Chronic	Rising global temperature	<ul style="list-style-type: none"> <li>• Higher utility costs from prolonged dry spells.</li> <li>• Decreased productivity of employees, tenants, and guests.</li> <li>• Increased operational costs to maintain optimal building conditions.</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>✓ Improving cooling efficiency and resource conservation through water-efficient fittings and energy-efficient systems.</li> <li>✓ Prioritising regular equipment maintenance to ensure optimal performance and reduce operational costs.</li> <li>✓ Enhancing sustainability initiatives to support long-term asset resilience.</li> </ul>

RISKS		POTENTIAL IMPACT ON BCI	TIMELINE	MITIGATION AND OPPORTUNITIES
TRANSITION RISKS				
Policy and Legal	Increasing climate-related regulations	<ul style="list-style-type: none"> <li>• Compliance costs due to stricter environmental regulations.</li> <li>• Tighter energy efficiency and emissions requirements affecting operations.</li> <li>• Potential penalties for non-compliance.</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>✓ Proactively monitor regulatory changes to maintain compliance.</li> <li>✓ Integrating sustainability considerations into business strategy to remain ahead of evolving policies and regulatory requirements.</li> <li>✓ Leveraging government incentives for energy efficiency improvements.</li> </ul>
Technology	Technological advancements and adoption challenges	<ul style="list-style-type: none"> <li>• Need for investment in low-carbon technologies.</li> <li>• Increased write-offs of existing assets.</li> <li>• Increased operational costs for adopting sustainable solutions.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>✓ Exploring and investing in energy-efficient systems and low-carbon technologies.</li> <li>✓ Investing in infrastructure upgrades to improve operational efficiency, lower emissions, and achieve long-term cost savings.</li> </ul>
Market	Shift in capital investment away from carbon-intensive properties.	<ul style="list-style-type: none"> <li>• Reduced demand for high-emission properties.</li> <li>• Shifts in tenant and investor preferences toward sustainable buildings.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>✓ Enhancing ESG performance to strengthen market competitiveness.</li> <li>✓ Improving building efficiency and obtaining green certifications to attract environmentally conscious tenants and guests.</li> </ul>
Reputation	Risks from inaction on climate change	<ul style="list-style-type: none"> <li>• Potential revenue loss due to reputational damage.</li> <li>• Reduced capital availability from sustainability-focused investors.</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>✓ Maintaining transparent ESG reporting and proactive stakeholder engagement.</li> <li>✓ Strengthening sustainability initiatives to reinforce BCI's leadership in responsible and resilient real estate management.</li> </ul>

By enhancing operational efficiency, adopting low-carbon innovations, and aligning with evolving regulatory and market expectations, BCI strengthens its climate adaptation capabilities and reinforces its position as a forward-thinking, environmentally responsible organisation.

As the global business landscape evolves, BCI remains committed to refining its strategy, advancing ESG performance, and driving long-term value creation for stakeholders through climate resilience and sustainable innovation.

Through sustained efforts in resilience-building and sustainable development, BCI aims to remain adaptive, future-ready, and aligned with global climate-related standards.

# SOCIAL RESPONSIBILITY

At BCI, we are committed to creating meaningful and lasting social impact through a holistic approach that integrates customer well-being, employee development, community engagement, and responsible supply chain practices. Recognising that businesses play a crucial role in shaping sustainable societies, we actively promote inclusivity, professional growth, and ethical business conduct across our operations.

Beyond our internal efforts, we engage with the local community through impactful initiatives that drive social progress, environmental awareness, and promote economic empowerment. By fostering long-term relationships with stakeholders, we ensure that our business operations align with broader societal goals, reinforcing our commitment to corporate responsibility and ethical practices.

This chapter provides an overview of BCI's key social initiatives, highlighting how our customer-focused strategies, employee development programmes, community outreach efforts, and sustainable supply chain practices contribute to long-term value creation and the collective well-being of our stakeholders.





## HUMAN CAPITAL

### Employment Practices and Workplace Inclusion

At BCI, we are committed to maintaining a structured, transparent, and fair working environment, ensuring that our employment practices align with industry standards and regulatory compliance. Our comprehensive employment framework includes formal Staff Handbook guidelines and performance appraisal policies, fostering clarity, consistency, and professional development within the organisation.

While none of our employees are currently covered under collective bargaining agreements, we remain steadfast in our commitment to fair labour practices, upholding all relevant employment regulations and ethical workplace standards.

BCI prioritises employee well-being and career development by offering a comprehensive welfare and benefits package that supports both professional growth and personal well-being. Our competitive remuneration structure ensures compliance with legal standards, providing fair and equitable pay while recognising employees' experiences, position, and competencies. By rewarding performance and expertise, we aim to promote long-term employee engagement and reinforce our commitment to talent retention.

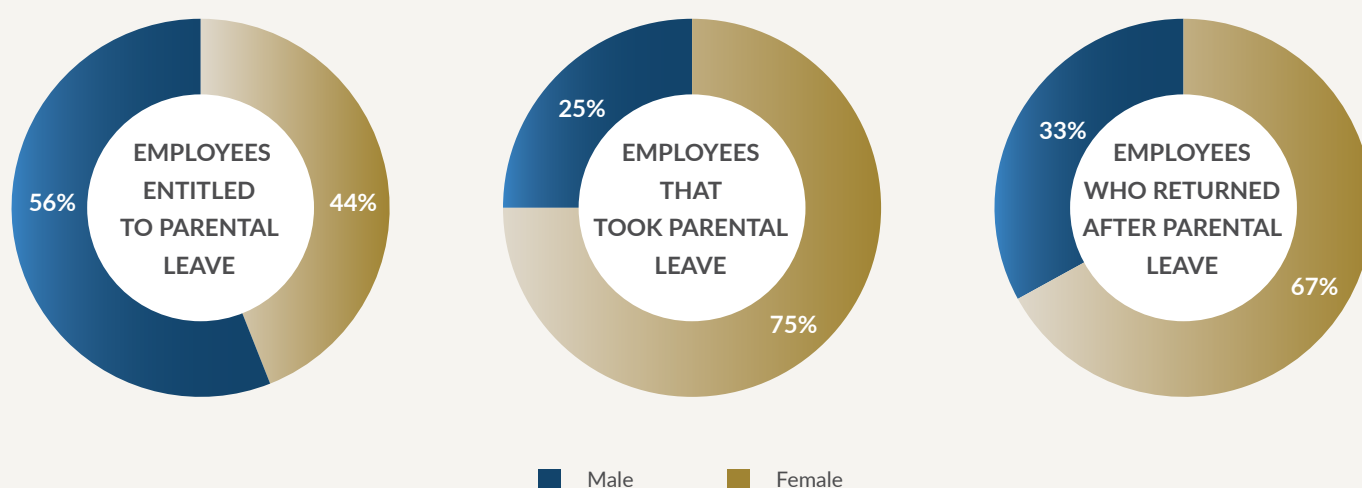
Beyond fair compensation, we provide a wide range of employee benefits to enhance financial security and overall well-being. These include comprehensive insurance coverage, housing fund contributions to support long-term financial planning, and medical benefits that promote health and wellness.

Additionally, our employee benefits are designed to support long-term financial well-being, while our parental leave policies promote work-life balance and meet the evolving needs of employees and their families. Through these initiatives, BCI fosters a supportive, inclusive, and rewarding work environment where employees feel valued and empowered in their careers.

The following tables and graphs provide an overview of employee parental leave entitlements, the number and percentage of employees who took parental leave in 2024, and the return-to-work rate. These insights reinforce BCI's commitment to supporting work-life balance and fostering a family-friendly workplace that prioritises employee well-being.



PARENTAL LEAVE			
INDICATOR		UNIT	FY 2024
TOTAL NUMBER OF EMPLOYEES ENTITLED TO PARENTAL LEAVE		number of employees	456
By gender	Female employees entitled to parental leave	number of employees	200
	Male employees entitled to parental leave	number of employees	256
TOTAL NUMBER OF EMPLOYEES THAT TOOK PARENTAL LEAVE		number of employees	8
By gender	Female employees that took parental leave	number of employees	6
	Male employees that took parental leave	number of employees	2
TOTAL NUMBER OF EMPLOYEES WHO RETURNED AFTER PARENTAL LEAVE		number of employees	6
By gender	Female employees who returned after parental leave	number of employees	4
	Male employees who returned after parental leave	number of employees	2





The data indicates that female employees are more likely to take parental leave than their male counterparts, which aligns with general workplace trends. However, the return-to-work rate is lower for women (66.7%) than for men (100%), suggesting that factors such as extended caregiving responsibilities or work-life balance challenges may influence the decision to return.

BCI may consider enhancing support measures for employees returning from parental leave, such as flexible work arrangements, reintegration programmes, or additional resources to facilitate a higher return-to-work rate, particularly among female employees. This approach would reinforce BCI's commitment to fostering an inclusive, family-friendly workplace that supports career continuity for working parents.

At BCI, we recognise that a thriving workplace culture is essential for employee engagement, retention, and overall well-being. To cultivate a positive and inclusive work environment, we regularly organise employee appreciation initiatives which reinforce team cohesion, recognition, and workplace satisfaction.

Our initiatives include employee recognition programmes, milestone celebrations, birthday gatherings, team bonding meals, recreational outings, and company trips—providing valuable opportunities for employees to connect, collaborate, and build strong professional relationships beyond their daily responsibilities. These activities promote cross-departmental engagement, strengthen team cohesion, enhance morale, and foster a culture of inclusivity and shared purpose.

By prioritising employee appreciation and workplace camaraderie, BCI continues to strengthen its corporate culture, ensuring that employees feel valued, motivated, and aligned with the organisation's long-term vision.

BCI is committed to fostering an inclusive and equitable workplace that promotes equal opportunities for all employees. Our Equal Opportunity and Non-Discrimination Policy underscores our dedication to fair and unbiased employment practices, ensuring that hiring and career advancement decisions are based solely on qualifications, skills, and abilities. We uphold a merit-based approach, preventing non-performance-related factors from influencing employment outcomes.

As part of our commitment to workplace inclusivity, the Westin Hotel has partnered with the local Disability Employment Service Centre to establish a dedicated recruitment channel for individuals with disabilities. This initiative provides meaningful employment opportunities, fostering a diverse and inclusive workforce that reflects our social responsibility values. In recognition of these efforts, the hotel was honoured as an Outstanding Employer, further strengthening our commitment to workplace diversity and inclusion.



*Outstanding Employer Award*

During the Reporting Period, BCI recorded zero incidents of discrimination, demonstrating our commitment to maintaining a fair, respectful, and inclusive workplace. We actively promote diversity and equality through regular training and awareness programmes, confidential reporting channels, and workplace policies that support equal access to career growth opportunities.

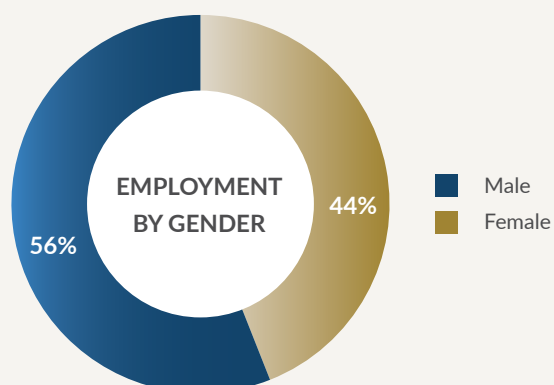
By embedding equity, diversity, and inclusion into our organisational culture, BCI continues to create a work environment where all employees feel valued, respected, and empowered to succeed.

## Workforce Composition and Retention

As of 31 December 2024, BCI employed a total of 456 staff members. The following tables and graphs present a breakdown of employees by gender and age, providing insights into our workforce composition and reinforcing our commitment to diversity, inclusion, and balanced representation within the organisation.

### TOTAL EMPLOYMENT

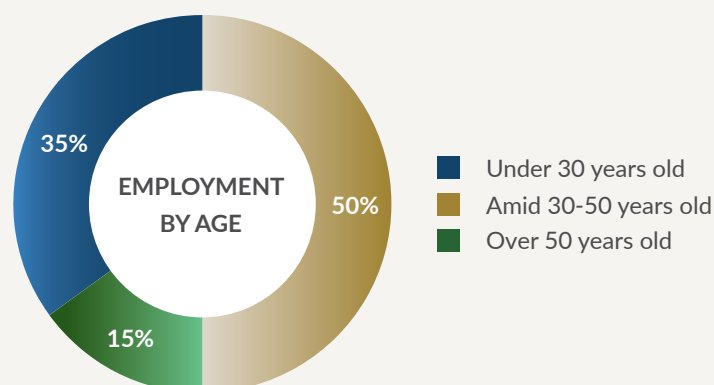
INDICATOR		UNIT	FY 2024
TOTAL NUMBER OF EMPLOYEES		number of employees	456
By gender	Female employees	number of employees	200
	Male employees	number of employees	256
By age	Under 30 years old	number of employees	162
	Amid 30-50 years old	number of employees	227
	Over 50 years old	number of employees	67



Our workforce distribution reflects a balanced gender representation and a strong concentration of mid-career professionals, contributing to a stable and dynamic organisation. Male employees (56%) constitute a slightly higher proportion of the workforce compared to female employees (44%). While this indicates a well-represented workforce, it also presents opportunities to further enhance gender diversity, particularly in leadership and technical roles.

The age distribution suggests that BCI has a well-balanced mix of talent across different career stages.

- 35% of employees are under 30 years old, demonstrating a strong pipeline of young talent that fosters innovation and adaptability.
- 50% fall within the 30-50 age group, forming the core of the organisation and contributing deep experience and leadership potential.



- 15% are over 50 years old, bringing institutional knowledge and strategic insight to support long-term business sustainability.

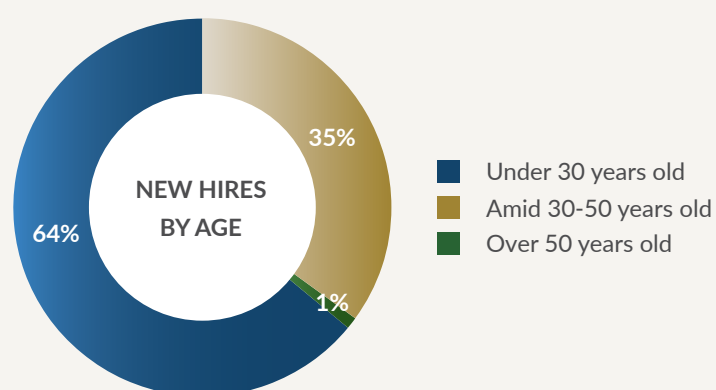
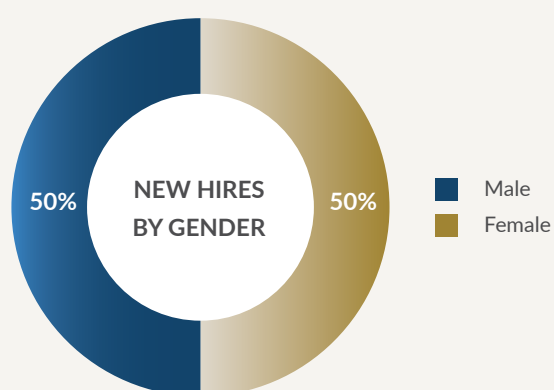
BCI's workforce composition reflects a diverse and well-structured talent base. With a strong mid-career workforce, growing young talent, and experienced professionals, we are well-positioned to ensure growth and resilience. Moving forward, targeted talent development and retention strategies will further strengthen workforce stability, enhance diversity, and prepare future leaders.

In 2024, BCI recorded 86 new hires and 85 departures, resulting in an overall turnover rate of 18.44%. The following table and graphs present a detailed breakdown of new hires and turnover by gender and age, offering insights into workforce dynamics, recruitment trends, and employee retention.

## SOCIAL RESPONSIBILITY

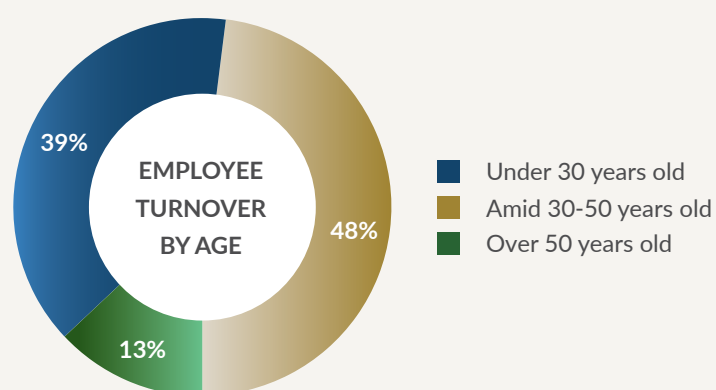
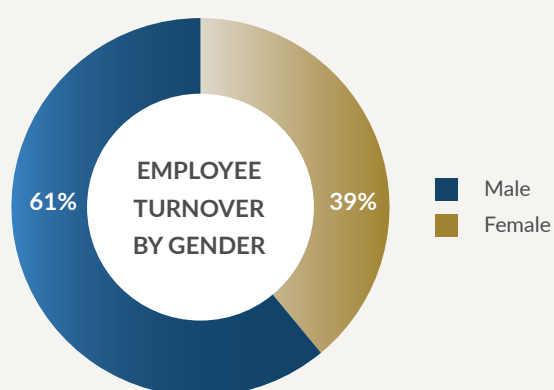
### NEW EMPLOYEE HIRES

INDICATOR		UNIT	FY 2024
TOTAL NUMBER OF NEW HIRES		number of employees	86
By gender	Female new hires	number of employees	43
	Male new hires	number of employees	43
By age	New hires under 30 years old	number of employees	55
	New hires amid 30-50 years old	number of employees	30
	New hires over 50 years old	number of employees	1



### EMPLOYEE TURNOVER

INDICATOR		UNIT	FY 2024
TOTAL NUMBER OF EMPLOYEE TURNOVER		number of employees	85
By gender	Female turnover	number of employees	33
	Male turnover	number of employees	52
By age	Turnover under 30 years old	number of employees	33
	Turnover amid 30-50 years old	number of employees	41
	Turnover over 50 years old	number of employees	11



BCI's new hire trends reflect a proactive approach to workforce expansion, particularly in recruiting young talent while striving to maintain gender diversity. However, the relatively higher turnover among mid-career professionals and female employees highlights areas for potential improvement.

Moving forward, targeted talent retention initiatives—such as career development programmes, leadership pathways, mentorship opportunities, and flexible work arrangements—could enhance employee satisfaction and long-term workforce stability.

## Occupational Health and Safety

BCI places a strong emphasis on Occupational Health and Safety (OHS), ensuring the well-being, security, and preparedness of our employees across all operations. We have implemented a comprehensive Safety Code, designed to identify, assess, and mitigate workplace hazards, thereby reinforcing a safe and secure work environment.

To safeguard employee health and promote workplace resilience, we have established a structured OHS framework that includes regular fire drills and evacuation exercises. These initiatives are designed to strengthen emergency response preparedness and crisis management capabilities, ensuring that employees are equipped with the knowledge and readiness to respond effectively in emergency situations. This approach fosters a proactive safety culture throughout the organisation.



Fire Drills

In 2024, we launched Safety & Security Month, a dedicated workplace safety initiative aimed at raising awareness, reinforcing protocols, and cultivating a culture of collective responsibility for workplace security. This initiative reflects our ongoing commitment to continuous improvement and proactive risk management.

- Week 1**
  - Demonstrated firefighting and anti-terrorism equipment to ensure preparedness.
- Week 2**
  - Updated Safety & Security Local Standard Operating Procedures (LSOPs).
  - Promoted Job Safety Analysis (JSA).
  - Shared instances of non-compliant behaviours to increase awareness of potential risks.
- Week 3**
  - Held the National Security Education Day awareness campaign.
  - Conducted a pool safety review.
- Week 4**
  - Carried out emergency procedure testing and a fire evacuation drill.

### OCCUPATIONAL HEALTH AND SAFETY

INDICATOR	UNIT	FY 2024
Fatalities	Number of cases	0
High-consequence injuries	Number of cases	0
Recordable injuries	Number of cases	12
Recordable work-related ill health cases	Number of cases	0

Our safety performance in 2024 demonstrated the effectiveness of our risk prevention measures. We recorded:

- Zero fatalities
- No high-consequence injuries
- No work-related ill-health cases

In addition, there were 12 recordable work-related injuries during the Reporting Period. While this remains within industry norms, we view it as an opportunity to further strengthen our OHS performance.

We remain committed to refining our risk mitigation strategies, enhancing safety protocols, and strengthening employee training. By prioritising preventive measures and fostering a safety-first culture, we continuously improve OHS standards and reinforce our commitment to the well-being of all employees.

## SOCIAL RESPONSIBILITY

### Talent Development

At BCI, we recognise that talent development is essential to long-term organisational success. We are committed to providing structured training programmes that enhance employees' skills, career growth, and leadership capabilities. We ensure that all employees receive regular performance reviews and career development discussions, enabling them to track their progress, identify growth opportunities, and align their development with organisational goals.

To strengthen technical expertise and professional skills, we organise targeted training sessions tailored to specific job functions. These initiatives ensure that employees are well-equipped to perform their roles effectively and safely while meeting the evolving demands of the industry.

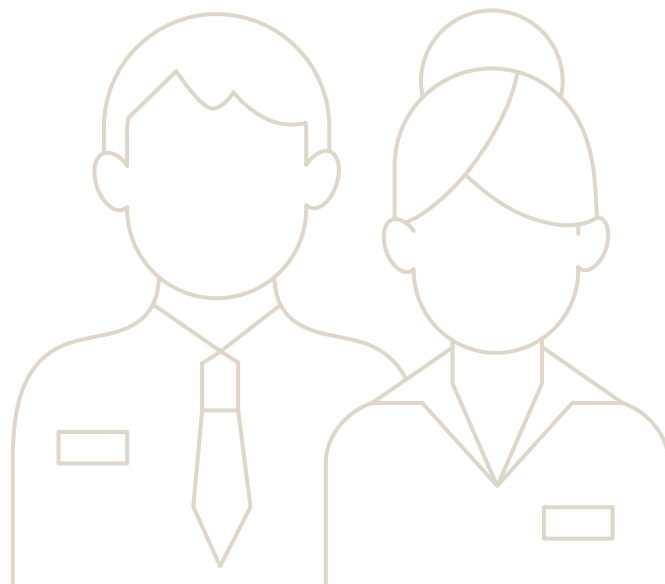
Examples of job-specific training include:

- Customer service etiquette training for the Customer Services team, focusing on enhancing guest interactions, problem resolution, and service excellence.
- Fire emergency response and physical training for the Security team, ensuring preparedness, rapid response capabilities, and compliance with operational safety standards.

By investing in skills enhancement and industry-specific training, we create a highly competent and agile workforce capable of delivering exceptional service and operational efficiency.

We recognise that career growth is not limited to vertical progression. To offer employees broader career opportunities, we provide cross-functional training programmes that enable them to gain experience across multiple job functions.

One such initiative is the iJobs Programme, a multi-skill development programme designed to facilitate cross-departmental training. This initiative enables employees to broaden their skill sets, develop versatility, and enhance their career mobility within the organisation. By fostering job diversity and internal mobility, we create greater career advancement opportunities and a more adaptable workforce.



BCI is dedicated to nurturing strong leadership talent through a structured leadership development framework tailored to different management levels. Our leadership training programmes equip employees with practical management tools to enhance their decision-making, communication, and strategic thinking skills.

Managers participate in structured thinking and management reporting training, focusing on problem-solving, critical thinking, and effective communication of business insights. This helps them refine their ability to make data-driven decisions and present complex information clearly and concisely.

For emerging leaders, the Embark: Introduction to Leadership course provides essential leadership training for managers and supervisors, covering key competencies such as task prioritisation, delegation, and employee motivation. This programme ensures that our leaders are equipped with the skills needed to inspire, guide, and drive team success.

By integrating technical training, cross-functional exposure, and leadership development, BCI fosters a culture of continuous learning and professional growth. Our commitment to employee development ensures that our workforce remains resilient, future-ready, and aligned with organisational objectives, reinforcing BCI's position as an employer of choice that invests in talent and career advancement.





iJobs Programme

During the Reporting Period, we recorded an average of 58 training hours per employee, with female employees averaging 55 hours and male employees averaging 59 hours. This demonstrates our commitment to equipping employees with the necessary skills and knowledge to excel in their roles.

#### DEVELOPMENT AND TRAINING

INDICATOR	UNIT	FY 2024
Average training hours per employee	hours/no. of employees	58
Average training hours per female	hours/no. of employees	55
Average training hours per male	hours/no. of employees	59

BCI has maintained a target of 50 training hours per employee annually since 2018, underscoring our long-term investment in continuous learning and professional development. In 2024, this target was successfully achieved, reinforcing our dedication to fostering a skilled, knowledgeable, and future-ready workforce.

By consistently exceeding our training goals, we ensure that employees have access to high-quality learning opportunities, supporting career progression, leadership development, and operational excellence across the organisation. Moving forward, BCI remains committed to enhancing training initiatives, expanding skill-building programmes, and promoting a culture of lifelong learning.

## CUSTOMER HEALTH AND SAFETY

### Office Tower and Westin Hotel Wellness Initiatives

BCI is committed to providing a safe, engaging, and high-quality environment for our tenants at the Office Tower. We prioritise strong tenant relationships by continuously refining service standards and enhancing the overall workplace experience. Our focus areas for customer well-being include facilities and operations, safety and security, environment and sustainability, maintenance and repairs, and customer service.

In 2024, the Office Tower introduced several initiatives to foster a sense of community, well-being, and engagement among tenants:

- Cultural celebrations, such as Mid-Autumn Festival event, provided opportunities to honour traditions and strengthen workplace connections.
- Live music performances contributed to a vibrant and dynamic office atmosphere, offering tenants an enjoyable break from work routines.
- Creative workshops, including craft sessions, encouraged interaction, creativity, and networking among office tenants.

Recognising the importance of safety and holistic well-being, the Office Tower also implemented programmes supporting tenant health and workplace security:

- Wellness programmes, such as Zumba, yoga sessions, and traditional Chinese medicine consultations, promoting physical and mental well-being in the workplace.
- Automated External Defibrillator (AED) training sessions to enhance emergency preparedness and improve tenant safety awareness.

Through these initiatives, BCI's Office Tower continues to provide an exceptional office environment, reinforcing our commitment to tenant satisfaction, well-being, and a thriving workplace community.



Mid-Autumn Festival Event



Fitness Sessions



Global Running Day Activity

Further reinforcing our commitment to health and wellness, the Westin Hotel celebrated Global Running Day in June 2024, bringing together guests, tenants, and staff for a community jog from the hotel to the Bund. Participants were provided with nutritious, well-balanced meals, carefully curated to replenish energy and promote overall well-being. This initiative aligns with the Westin Hotel's broader goal of fostering healthy, active lifestyles by integrating wellness-focused experiences into the guest and tenant journey.

Beyond Global Running Day, the Westin Hotel encourages health-conscious living by offering:

- Opportunities for physical activity, with fitness facilities available to guests and staff.
- A selection of wholesome dining options, incorporating fresh and nutritious ingredients to support balanced and mindful eating.
- Wellness-inspired hospitality, with amenities designed to create a comfortable and rejuvenating environment for guests.

By integrating these simple yet impactful wellness initiatives, the Westin Hotel remains committed to enhancing guest well-being, enabling healthier lifestyles throughout their stay.

## Health, Safety and Quality Management

During the Reporting Period, BCI recorded zero incidents of non-compliance related to health and safety impacts across our properties, reflecting our commitment to maintaining the highest standards of operational safety and regulatory compliance. Through proactive risk management, stringent safety protocols, and continuous staff training, we ensure that our properties remain safe, well-managed, and aligned with industry best practices.

Our dedication to service excellence was further reinforced by achieving ISO 9001:2015 certification for quality management—an internationally recognised standard that underscores our commitment to consistent service quality, operational efficiency, and customer satisfaction. This certification reflects our ongoing efforts to enhance internal processes, uphold high service standards, and continuously improve tenant and guest experiences.



ISO 9001:2015 Certification



### Service Excellence Awards

As part of our quality and safety initiatives, BCI:

- Conducts regular health and safety audits to identify risks and implement corrective measures proactively.
- Provides ongoing staff training and emergency preparedness programmes to equip employees and service teams with the necessary skills to maintain a safe and secure environment.
- Implements tenant and guest feedback mechanisms to address concerns, refine service offerings, and uphold a customer-first approach to building management.

By prioritising health, safety, and quality management, BCI continues to create exceptional environments that support well-being, operational excellence, and stakeholder trust.

Additionally, the Office Tower received multiple letters of appreciation from tenants, acknowledging our commitment to outstanding service and customer satisfaction. These testimonials reinforce our dedication to maintaining high service standards, fostering strong tenant relationships, and ensuring responsive, effective management across our properties.

The Westin Hotel was also honoured with several prestigious industry awards, further affirming its position as a leader in hospitality and service excellence:

- 2023 Reader-Selected Hotel – China Travel Awards 2023
- Best Business Hotel in Shanghai – TTG China Travel Awards 2024
- Best Meetings Hotel – M&C Asia Stella Awards 2024
- Best Popular Wedding Hotel – Best BANG Awards 2024

These accolades reflect the Westin Hotel's ongoing commitment to service quality, customer satisfaction, and industry leadership, underscoring our dedication to delivering exceptional experiences for our guests and stakeholders.



## COMMUNITY ENGAGEMENT

### Education, Public Services, and Volunteerism

BCI is committed to fostering sustainable community development, creating lasting value that benefits society as well as our business. Our social responsibility initiatives emphasise public welfare, education, and collaboration between industry and academia, ensuring our contributions meaningfully impact the communities we serve.

In 2024, the Westin Hotel actively supported talent development and strengthened industry-academia collaboration by:

- Sponsored the Young Chef Competition in partnership with a local college, providing aspiring chefs with a valuable platform to showcase their talents and gain practical industry exposure.
- Engaged with students from a specialised vocational technical school through charitable activities to enhance their personal development and professional growth.

These initiatives reflect BCI's belief that education is fundamental to social advancement, empowering future professionals and strengthening relationships between business, education, and the broader community.



Public Welfare Organisation Award

In addition, as part of our continued support for essential public services, the Westin Hotel team visited the Huangpu District Fire Brigade to deliver care packages as tokens of appreciation for their dedication and service. This initiative reflects BCI's recognition of the critical role emergency responders play in safeguarding public safety and promoting disaster preparedness, fostering stronger community relationships.

In recognition of its volunteerism and positive social impact, the Westin Hotel received the 2024 Golden Heart Public Welfare Organisation Certificate, acknowledging the hotel's sustained dedication to initiatives in education, talent development, and essential public services.

BCI's approach to corporate social responsibility extends beyond financial contributions; we proactively engage with local communities, industry partners, and public service organisations to create long-term, sustainable impact. This recognition motivates us to further strengthen our outreach efforts, cultivate meaningful partnerships, and embed social responsibility deeper within our corporate culture.

BCI remains committed to driving positive change, supporting initiatives that foster a stronger, more inclusive, and resilient community.



Care Packages Delivery

## RESPONSIBLE SUPPLY CHAIN

### Ethical Procurement and Sustainable Materials

BCI is committed to integrating environmental and social responsibility into its procurement practices, recognising the significant impact that our supply chain has on sustainability. By collaborating with like-minded suppliers, we foster long-term, trust-based partnerships to build a responsible procurement network that supports our ESG commitments.

To uphold integrity and ethical business conduct, BCI has incorporated anti-bribery clauses into supplier contracts and enforces a zero-tolerance policy towards corruption and unethical behaviour. All suppliers are required to adhere to fair and transparent business practices, ensuring accountability and compliance across our supply chain. Looking ahead, we intend to perform social responsibility assessments for key suppliers, evaluating factors such as human rights, labour conditions, and ethical standards to further strengthen our responsible sourcing framework.



As part of our sustainability efforts, BCI has made significant progress in increasing the procurement of products made from renewable or recycled materials. We prioritise suppliers with strong environmental credentials, including those with recognised sustainability certifications, to reduce our overall environmental footprint.

In line with our eco-friendly commitments, the Westin Hotel has adopted sustainable materials for disposable guest amenities, including toothbrushes, combs, razors, and cotton buds, reducing plastic waste and enhancing sustainability. Additionally, we have introduced natural mineral water in eco-friendly packaging for banquet hall guests, reinforcing our efforts to promote sustainable consumption and recyclability.

By embedding ethical and sustainable procurement principles into our operations, BCI continues to drive positive environmental and social impacts, ensuring that our supply chain reflects our commitment to responsible business practices and long-term sustainability.





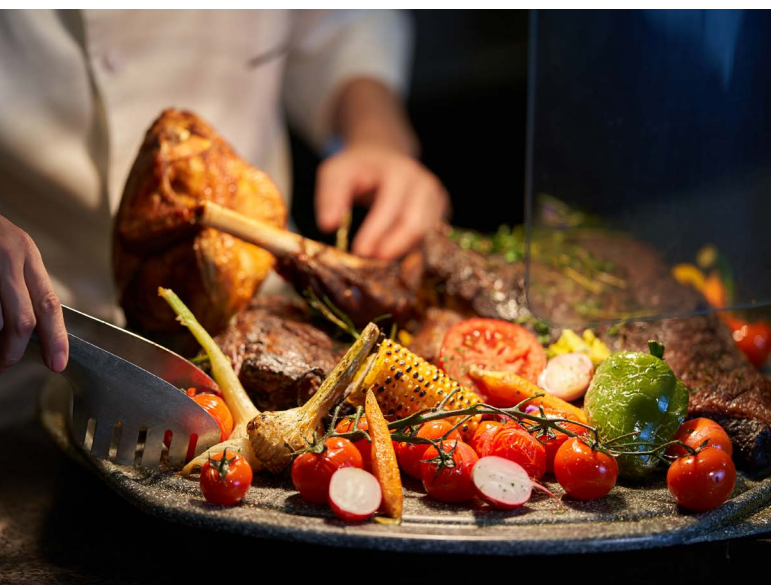
## Sustainable Seafood Sourcing

The Westin Hotel is dedicated to promoting responsible seafood sourcing, ensuring that our procurement practices support marine conservation, sustainable fisheries, and ethical aquaculture. By prioritising traceability and sustainability in our seafood supply chain, we contribute to the protection of marine ecosystems and responsible consumption.

To uphold our commitment to sustainability, the Westin Hotel sources Aquaculture Stewardship Council (ASC) certified products, verified through the Marine Stewardship Council (MSC) Chain of Custody (CoC) Standard. This certification guarantees that our seafood is traceable, sustainably sourced, and meets stringent environmental and social criteria. Additionally, we procure seafood products certified under the Global Seafood Alliance's Best Aquaculture Practices (BAP), reinforcing our dedication to responsible aquaculture and ethical sourcing.

Beyond certification, the Westin Hotel works closely with suppliers who share our commitment to sustainable practices, ensuring that fishing and aquaculture methods align with global best practices for marine conservation. Our collaborative approach includes:

- Supplier engagement and collaboration to ensure adherence to sustainable harvesting techniques and ethical labour practices.
- Regular audits and traceability measures to maintain high standards of seafood safety, quality, and environmental responsibility.
- Education and awareness initiatives to encourage our culinary teams and procurement staff to make informed, sustainable sourcing decisions.



By prioritising responsibly sourced seafood, the Westin Hotel not only supports marine biodiversity and ocean health but also enhances the sustainability credentials of our hospitality and food service operations. These initiatives reflect our commitment to strengthening ethical sourcing practices, reducing environmental impact, and leading by example in responsible supply chain management.

Moving forward, the Westin Hotel will continue to expand its efforts in sustainable seafood procurement, ensuring that our sourcing strategies remain proactive, responsible, and aligned with long-term sustainability objectives.

# APPENDICES

- 45** GRI Content Index
- 48** TCFD Index
- 49** Glossary



# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	About Us
	2-2 Entities included in the organisation's sustainability reporting	About the Report
	2-3 Reporting period, frequency and contact point	About the Report
	2-5 External assurance	About the Report
	2-6 Activities, value chain and other business relationships	About Us Responsible Supply Chain
	2-7 Employees	Human Capital
	2-9 Governance structure and composition	Sustainability Governance
	2-10 Nomination and selection of the highest governance body	Sustainability Governance
	2-11 Chair of the highest governance body	Sustainability Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance
	2-15 Conflicts of interest	Stakeholder Engagement Business Ethics
	2-16 Communication of critical concerns	Stakeholder Engagement
	2-17 Collective knowledge of the highest governance body	Sustainability Governance
	2-18 Evaluation of the performance of the highest governance body	Sustainability Governance
	2-22 Statement on sustainable development strategy	Board Statement Sustainability Governance
	2-23 Policy commitments	Compliance Business Ethics Employment Practices and Workplace Inclusion Occupational Health and Safety Talent Development Responsible Supply Chain
	2-24 Embedding policy commitments	Compliance Business Ethics Employment Practices and Workplace Inclusion Occupational Health and Safety Talent Development Responsible Supply Chain
	2-25 Processes to remediate negative impacts	Occupational Health and Safety
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics
	2-27 Compliance with laws and regulations	Compliance
	2-28 Membership associations	Stakeholder Engagement
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	Employment

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality Assessment
	3-2 List of material topics	Materiality Assessment
	3-3 Management of material topic	Materiality Assessment
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Compliance Business Ethics
	205-2 Communication and training about anti-corruption policies and procedures	Compliance Business Ethics
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	Energy Management and Carbon Emissions
	302-2 Energy consumption outside of the organisation	Energy Management and Carbon Emissions
	302-3 Energy intensity	Energy Management and Carbon Emissions
	302-4 Reduction of energy consumption	Energy Management and Carbon Emissions
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption	Water Management
<b>GRI 304: Biodiversity 2016</b>	304-2 Significant impacts of activities, products and services on biodiversity	Climate Resilience
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Energy Management and Carbon Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Energy Management and Carbon Emissions
	305-4 GHG emissions intensity	Energy Management and Carbon Emissions
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Waste Management
	306-2 Management of significant waste-related impacts	Waste Management
	306-3 Waste generated	Waste Management
	306-4 Waste diverted from disposal	Waste Management
	306-5 Waste directed to disposal	Waste Management
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Responsible Supply Chain
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Supply Chain
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Employment Practices and Workplace Inclusion
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Practices and Workplace Inclusion
	401-3 Parental leave	Employment Practices and Workplace Inclusion

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Occupational Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety
	403-3 Occupational health services	Occupational Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety
	403-5 Worker training on occupational health and safety	Occupational Health and Safety
	403-6 Promotion of worker health	Occupational Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety
	403-9 Work-related injuries	Occupational Health and Safety
	403-10 Work-related ill health	Occupational Health and Safety
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Talent Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent Development
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Employment Practices and Workplace Inclusion
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Employment Practices and Workplace Inclusion
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Customer Health and Safety
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	Customer Health and Safety
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Compliance

# T C F D I N D E X

RECOMMENDED DISCLOSURE		LOCATION
<b>Governance: Disclose the organisation's governance of climate-related risks and opportunities</b>		
a)	Describe the Board's oversight of climate-related risks and opportunities	Sustainability Governance
b)	Describe Management's role in assessing and managing climate-related risks and opportunities	Sustainability Governance
<b>Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material</b>		
a)	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long-term	Materiality Assessment Climate Resilience
b)	Describe the impact of climate-related risks and opportunities the organisation's businesses, strategy, and financial planning	Materiality Assessment Climate Resilience
c)	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Materiality Assessment Climate Resilience
<b>Risk Management: Disclose how the organisation identifies, assesses, and manages climate-related risks</b>		
a)	Describe the organisation's processes for identifying and assessing climate-related risks	Climate Resilience
b)	Describe the organisation's processes for managing climate-related risks	Climate Resilience
c)	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	Climate Resilience
<b>Metrics &amp; Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</b>		
a)	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Energy Management and Carbon Emissions Water Management Waste Management Climate Resilience
b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 (GHG) emissions, and the related risks	Energy Management and Carbon Emissions Climate Resilience
c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Energy Management and Carbon Emissions Water Management Waste Management Climate Resilience

# GLOSSARY

- BCI – Bund Center Investment Limited
- ESG – Environmental, Social, and Governance
- SR – Sustainability Report
- AR – Annual Report
- FY – Financial Year
- SGX – Singapore Exchange
- SGX-ST – Singapore Exchange Securities Trading Limited
- TCFD – Task Force on Climate-related Financial Disclosures
- FSB – Financial Stability Board
- GRI – Global Reporting Initiative
- PRC – People’s Republic of China
- AC – The Audit Committee
- ERM – The Enterprise Risk Management Committee
- LEED – Leadership in Energy and Environmental Design
- O+M – Operations and Maintenance
- WELL – WELL Building Standard
- ISO – International Organisation for Standardisation
- GFA – Gross Floor Area
- GHG – Greenhouse Gas
- VAV – Variable Air Volume
- LED – Light Emitting Diode
- OHS – Occupational Health and Safety
- AED – Automated External Defibrillator
- ASC – Aquaculture Stewardship Council
- MSC – Marine Stewardship Council
- CoC – Chain of Custody
- BAP – Best Aquaculture Practices



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