

# ABOVE

MELCO

MELCO INTERNATIONAL  
DEVELOPMENT LIMITED

2020 ENVIRONMENTAL,  
SOCIAL AND GOVERNANCE  
REPORT

# &

# BEYOND

# Contents

## QUICK ACCESS TO SECTIONS

ABOUT THIS REPORT	001
ABOUT US	002
AWARDS, RECOGNITION AND CERTIFICATIONS	003

## Our Strategy

SUSTAINABILITY AT MELCO INTERNATIONAL	006
INSPIRING OUR GUESTS	008
UNDERSTANDING WHAT MATTERS MOST	010

## Restoring our World

ENERGY & CLIMATE RESILIENCE	016
MATERIAL USE & WASTE	022

## Inspiring our Communities

ENGAGING OUR PEOPLE	032
SAFETY, HEALTH & WELLBEING	040
RESPONSIBLE GAMING	044
COMMUNITY ENGAGEMENT & INVESTMENT	046

## Sustaining our Supply Chain

ETHICAL & SUSTAINABLE SUPPLY CHAIN	054
------------------------------------	-----

## Empowering our Business

ETHICS & INTEGRITY	066
PRIVACY & CYBERSECURITY	070

## Appendices

HKEX ESG REPORTING GUIDE INDEX	072
GRI CONTENT INDEX	080

# About this Report

Melco International Development Limited (“Melco International” or the “Company”, together with its subsidiaries collectively referred to as the “Group”) is pleased to present our 2020 Environmental, Social and Governance (“ESG”) Report (this “Report”).

This Report provides an overview of the Group’s performance against its sustainability goals set for all businesses listed under the Group. This Report has been prepared in accordance with the disclosure requirements of the ESG Reporting Guide set out in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. As such, the principles<sup>1</sup> highlighted by the ESG Reporting Guide are closely followed. In addition, we again report against the Global Reporting Initiative’s standards for sustainability reporting. This Report has been prepared in accordance with the GRI Standards: Core option.

This Report primarily covers the corporate offices of the Group<sup>2</sup>, our integrated resort arm, Melco Resorts & Entertainment Limited (“Melco Resorts”)<sup>3</sup>, and our Jumbo Floating Restaurant and Tai Pak Floating Restaurant in Hong Kong. The metrics<sup>4</sup> shared in this Report reflect performance

during the period from 1 January 2020 to 31 December 2020 with multi-year data provided for comparison purposes where relevant. Financial information, unless otherwise stated, is presented in Hong Kong dollars. Additional ESG performance information is provided in the Melco Resorts & Entertainment Limited 2020 Sustainability Report (“Melco Resorts’ Report”). Any questions pertaining to this Report can be sent by email to [info@melco-group.com](mailto:info@melco-group.com).

1. These include the principles for defining the report content so that disclosures are material, quantitative, balanced and consistent with previous disclosures.

2. 2020 data excludes the Flower City and Osaka offices that were closed in 2020.

3. In 2020, data attributable to Melco Resorts’ integrated resort, hotel and club operations include City of Dreams Macau, Studio City, Altira Macau and Mocha Clubs in Macau, and City of Dreams Manila.

4. Environmental data are not available for our office in Beijing and the operations of the Jumbo Floating Restaurant and Tai Pak Floating Restaurant, quantities of which are immaterial to the Group.

# About Us

Melco International was founded in 1910 and listed on the Hong Kong Stock Exchange in 1927. Under the leadership of Chairman and Chief Executive Officer Mr. Lawrence Ho, Melco International has found new energy and direction as a dynamic company that leads the field in the leisure and entertainment sector. Our Group companies are responding to changing global dynamics with vibrant, imaginative products and services that fulfil the demands and dreams of an increasingly affluent and ambitious young generation.

In 2017, Melco International became the sole majority shareholder of its subsidiary Melco Resorts, a developer, owner and operator of integrated resort facilities in Asia and Europe.

For further information on our business outlook, operations and financial performance, please review our [2020 Annual Report](#).

# Awards, Recognition and Certifications

## GOVERNANCE

- "Asia's Best CSR" – Asian Excellence Awards 2020, Corporate Governance Asia magazine

## ENVIRONMENT

- Studio City Phase 2 recognised with the 'Regional Award, Asia' at the BREEAM Awards 2021
- Green Key Award for all properties in 2020 meeting the stringent standards set by the Foundation for Environmental Education (FEE)
- BREEAM "Excellent" ratings for the Design stage for both Studio City Phase 2 and City of Dreams Mediterranean
- Four accolades received at the Companhia de Electricidade de Macau (CEM) Macau Energy Saving Activity 2020. Studio City and City of Dreams were awarded 1st Runner-up and Excellence Award of the Hotel Group B category respectively, and Studio City and Altira Macau were recipients of the Continuous Energy Saving Award (Hotel Group)
- Attained high scores in the Dow Jones Sustainability Index (DJSI), putting us in the 93rd percentile for the environment category and in the 75th percentile of our industry group overall, a significant jump from 29th percentile in 2019
- In 2019, Melco Resorts was named the Best First Time Performer by the globally-renowned Carbon Disclosure Project (CDP) and in 2020 it received an A- score for our climate-related supplier engagement strategy and an overall score of B

- Gold Award on Environmental Performance at Business Awards of Macau (2019)
- Asian Excellence Award – Best Environmental Responsibility (2013-2020)
- Sustainable Business Awards Philippines – special recognition award for energy management (2019)
- Green Booth Award at Macao International Environmental Co-operation Forum & Exhibition (MIECF) (2019)
- "Excellence" ranking for waste reduction campaign "Wastewi\$e" for 12 consecutive years from 2009-2020 for our Hong Kong offices
- Macau Green Hotel Awards Gold Award for Morpheus (2018) and Silver Awards for The Countdown Hotel (2019), NÜWA (2019), and Studio City Hotel (2019)

## SOCIAL

- "Best Companies to Work for in Asia" – HR Asia magazine (2019-2020)
- Gold Award for "Excellence in Internship Recruitment/ Development" – HR Distinction Awards 2020
- Bronze Award for "Best In-house Recruitment Team" – Asia Recruitment Awards 2020
- "Community Award – Asia" – Industry Community Awards 2020
- Melco International was awarded the "15 Years Plus Caring Company Logo" in 2021

# OUR STRATEGY

Inspiring  
our guests by  
showing them  
a sustainable  
future is a  
better future

QUICK ACCESS TO CONTENT

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Sustainability at Melco International .....	006
Inspiring our Guests .....	008
Understanding What Matters Most .....	010

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# RISE

To go Above & Beyond, we must RISE together to evolve the way we inspire our guests, our people and our communities. This means using our collective business resources, resolve and relationships to build a climate-fit and equitable future.



## ABOVE & BEYOND SUSTAINABILITY STRATEGY

### Restoring our World

- Achieving carbon neutral resorts by 2030
- Achieving zero waste across our resorts by 2030
- Contributing to circular economy leadership in Asia
- Sourcing sustainable goods and services
- Reducing our water footprint

### Inspiring our Communities

- Being the company people choose to work for and stay with
- Being best-in-class in safety for our guests, colleagues and community
- Promoting responsible gaming and an attitude of staying in control
- Supporting our communities and strengthening their economic prosperity

### Sustaining our Supply Chain

- Procuring locally and creating demand for materials that have sustainability attributes in the supply chain
- Building capacity and awareness of the social, ecological and biodiversity impacts in sourcing
- Enhancing workers' lives and working towards eliminating human trafficking and modern slavery in our industry and supply chains

### Empowering our Business

- Being the world's most responsible, ethical and transparent integrated resort
- Minimising any risk of disruption from data privacy or cybersecurity concerns

# Inspiring our Guests

**The core of our Above & Beyond strategy is to inspire our guests to join us on our sustainability journey — to realise that a sustainable future is a better future for us all.**

Our commitment to our guests is central to who we are and drives everything we do. We are fully aware that we are able to push boundaries and forge new paths because our passion to excel in guest services brings us the sustainable prosperity we need to build belief in a new future. A future that aspires to deliver unrivalled guest experience and also makes a difference for our people, our communities, and for the environment.

That not only raises awareness about sustainability, but also aligns our horizons with evolving societal expectations. It's a strategy built for our guests, and their next generations, that is as holistic as it is ambitious.

Our approach is to incorporate sustainability across our service offerings seamlessly, so our guests are assured that all is taken care of. We go above and beyond to source high-quality alternatives to single-use plastic, include responsibly sourced ingredients on the menus of our Michelin-star restaurants, and equip our buildings with infrastructure for renewable energy and cutting-edge technology to reduce waste, so when guests choose us, they know they are part of a premium experience that considers what's right for people and the planet.

Our steadfast commitment to guests has never been as apparent as when our industry was hit by the full weight of COVID-19 in 2020. To ensure the safety and comfort of our guests, we swiftly took all possible measures to strengthen

health and hygiene protocols. From collaborating with governments and keeping open communications with stakeholders, to implementing rigorous sanitation measures across all premises, our entire team worked around the clock to accelerate efforts to contain the pandemic. Throughout this global shock, we remain diligent in maintaining high standards and consistent quality, never wavering in our mission to deliver unmatched entertainment, gaming and hospitality products and services, in a sustainable manner to our guests. We will continue taking the lead in facing global challenges head on, with guests at the heart of our efforts; we are determined to go above and beyond what the world knows to create a business that is fit for the future.

## In Recognition of our Efforts

The Group was honoured with a collective total of 97 Stars by the 2021 Forbes Travel Guide (FTG), including 17 Five-Star awards. With our entire integrated resort portfolio awarded this top tier recognition, we lead among Macau and Asia's integrated resort operators in providing the most memorable luxury hospitality and entertainment experience for every guest.

It's not a legal obligation,  
It's not a press release,  
It is a passion.

To restore our world,  
To inspire people and communities,  
To sustain our supply chain,  
To empower our business,  
To rise to the challenge of our times.

Pushing boundaries, inventing new paths,  
Going above and beyond  
what our world knows.

It's not an option,  
We are changing the game, NOW.

# Understanding What Matters Most

**In a world where awareness of sustainability-related risks is heightened, our stakeholders<sup>5</sup> increasingly expect the Group to take a Leadership role in addressing global challenges.**

Engaging with our stakeholders, and understanding their concerns, enables us to set priorities while allowing us to better manage risks and opportunities in the social, economic and environmental realms. Partnering with independent experts to undertake our materiality assessment has been vital for not only having a transparent and unbiased approach, but to ensure that the analysis is guided by best practice standards, including AA1000 and the GRI Standards.

## Assessing Materiality

Key objectives of our stakeholder engagement process have been multi-fold: to obtain valuable insights on what our stakeholders deem most important; to enhance our reporting and performance; and to understand how we can best partner for progress on sustainability challenges. To accomplish this, an in-depth benchmarking exercise was undertaken to understand industry approaches toward value creation and risk management, and best practices in

sustainability reporting. This was followed by a comprehensive assessment process, including 34 one-on-one interviews and 2,987 online survey responses from various stakeholder groups across our markets.

Through this assessment, opinions were synthesised on the Group's sustainability approach, performance and opportunities for differentiation. In looking beyond our business, the engagement also surfaced key risks across our value chain, helping to establish how our Above & Beyond strategy can be enhanced to not only mitigate these potential risks, but to also turn them into distributive business opportunities.

This in-depth process enabled us to identify the key topics that are material to our business. The nine confirmed material topics combine various related issues, guiding our strategic approach and response to our stakeholders' priorities and key concerns in a comprehensive manner. As a result of this process, we have refined our Above & Beyond sustainability focus areas to make a larger, positive impact in the markets where we operate.

5. Our identification of key stakeholder groups is guided by the AA1000 Stakeholder Engagement Standard (2015).

# 1

## Identification of Topics

**The Group based the identification of topics on:**

- Industry research
- Peer benchmarking
- Stakeholder engagement
- Media coverage

**Stakeholder groups include, but are not limited to:**

- Board members
- Customers/Guests
- Current employees and contractors of the Group
- Government representatives
- Investors
- Suppliers
- Academic institutions
- Non-governmental organizations (NGOs)

**Stakeholders were engaged through a variety of channels:**

- 34 one-on-one interviews with internal and external stakeholders
- Online survey to all stakeholder groups with 2,987 respondents
- Guest satisfaction surveys

# 2

## Evaluation & Validation

**Based on the results and data gathered in Step 1, senior management gathered during a workshop to evaluate and confirm the material topics identified by stakeholders.**

**The assessment was based on:**

- Concerns expressed directly by stakeholders
- What the Group deems as important to the business and its longer-term success in light of key risks and opportunities
- The Group's influence on upstream entities, such as suppliers, and downstream entities, such as customers/guests
- Broader societal expectations

# 3

## Outcomes

- Refined our stakeholder engagement process
- Refined framework for materiality based on nine confirmed topics
- Designed sustainability report content and structure according to the assessment
- Improved the communication of our strategic approach to sustainability

# 4

## Next Steps

- Review and refine the stakeholder engagement process to continuously capture evolving expectations and priorities
- Continue to review and evaluate risks and opportunities
- Continue to evolve the Group's sustainability strategy

## CONFIRMED MATERIAL TOPICS

### Restoring our World

- Energy & Climate Resilience
- Material Use & Waste

### Inspiring our Communities

- Engaging our People
- Safety, Health & Wellbeing
- Responsible Gaming
- Community Engagement & Investment

### Sustaining our Supply Chain

- Ethical & Sustainable Supply Chain

### Empowering our Business

- Ethics & Integrity
- Privacy & Cybersecurity



# RESTORING

# Restoring our World

CONSERVING RESOURCES, ENHANCING CLIMATE RESILIENCE AND RESTORING OUR ECOSYSTEMS



QUICK ACCESS TO MATERIAL TOPICS

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Energy & Climate Resilience.....	016
Material Use & Waste.....	022

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# Strategy and Management Approach

## STRATEGY & MANAGEMENT APPROACH

Never before has awareness been higher of the link between our own survival and the health of the natural world. In believing that a sustainable future is the only future, our Above & Beyond sustainability strategy lays out the Group's bold commitments on climate resilience, clean energy, sustainable sourcing, waste elimination and water management. Impactful actions along a clear roadmap are critical to our success in achieving those goals. To strengthen the management of our environmental performance, three Working Groups have been set up under the Group. These include:

- Carbon Neutral Working Group
- Zero Waste Working Group
- Sustainable Sourcing Working Group

## KEY GOALS

- Achieving carbon neutral resorts<sup>6</sup> by 2030<sup>7</sup>

- Achieving zero waste<sup>8</sup> across our resorts by 2030
- Contributing to circular economy leadership in Asia
- Sourcing sustainable goods and services
- Reducing our water footprint

## MATERIAL TOPICS

Energy & Climate Resilience.....	016
Material Use & Waste.....	022

## CHALLENGES

We are racing against time to meet our ambitious 2030 targets for carbon neutrality and zero waste. COVID-19 posed a severe challenge to our waste treatment processes and access to

recycling facilities due to border closures. Furthermore, in some markets, water in single-use plastic (SUP) bottles has been perceived as more hygienic and preferred by some guests, particularly during the pandemic. Balancing health and safety concerns with environmental impact continues to be a critical yet challenging task. Partnering with certified and trusted suppliers, raising awareness about our high standards along the value chain and aligning our sustainability performance across the board remain areas of critical focus to achieve our ambitious goals.

6. As defined by The CarbonNeutral Protocol: The global standard for carbon neutral programs. January 2018, Natural Capital Partners. [https://assets.naturalcapitalpartners.com/downloads/The\\_CarbonNeutral\\_Protocol\\_Jan\\_2018.pdf](https://assets.naturalcapitalpartners.com/downloads/The_CarbonNeutral_Protocol_Jan_2018.pdf).

7. To achieve our goal of carbon neutrality, we are focused on first increasing energy consumed from renewable sources, which are generated onsite or through power purchasing agreements, for example, and then purchasing Energy Attributable Certificates or other market instruments, in quantities equivalent to the amount of energy that is consumed through non-renewable sources.

8. Achieving zero waste means avoiding the disposal of all waste materials to landfill or other treatment or disposal methods that do not involve the recovery, reuse, recycling or repurposing of the material or the generation of energy.

## 2021 & BEYOND

We are using our influence to support collective action for change within our own operations and beyond our integrated resorts. With the successful installation of the revolutionary NORDAQ 2000 water filtration system at City Of Dreams Macau, we have initiated plans for a full rollout of refillable glass bottles in our guest rooms across all of our properties in Macau by the end of 2021. In addition to the NORDAQ plastic reduction initiative, we will be installing refillable shower amenity dispensers as existing disposable bathroom amenities are depleted in our guest rooms and spas. We will also be expanding our sustainable sourcing categories and increasing our spend on reduced-impact chemicals.

To move forward with our ambitious efforts in energy and waste management, we are also exploring other options. These include collaborating with local networks to achieve deep decarbonisation of the grid and showing demand for renewable energy through power purchasing agreements (PPAs), green tariffs and other mechanisms, and improving our diversion of waste from disposal through awareness raising, enhancing our onsite practices and adopting new technologies, and exploring options for enhancing and accessing recycling facilities within the Greater Bay Area (GBA).

RESTORING OUR WORLD

# Energy & Climate Resilience

## ENERGY & CLIMATE RESILIENCE

### WHY IT MATTERS

Humanity is already facing catastrophic climate change impacts: severe climatic events, unstable weather patterns, diminished resources, species extinction and loss of life. To address the evolving climate crisis, we must work on all aspects of the climate equation. This requires leadership commitment, investment in renewables, sustainable design and materials, energy-efficient equipment and systems, and above all, partnerships.

The foundation of our ambitious goals is to build and operate world-class integrated resorts that are fit for the future. This can only be accomplished by managing our impact at our properties and across our operations through the support of our dedicated teams, partners and communities.

### OUR TARGETS

- Achieving carbon neutral resorts by 2030
- Minimising the impact of our business on ecology and biodiversity
- Improving the operational performance of our resorts year-on-year

### HOW WE ARE MANAGING IT

We are leading the integrated resort industry to decarbonise our portfolio, and aim to reach carbon neutrality by 2030. By focusing on reducing electricity consumption, improving energy efficiency and transitioning to renewable energy, we are also taking decisive action to seek and support innovative technology and to source low-carbon alternatives.

#### Our key initiatives include:

- Prioritising investment in renewable energy by installing renewable energy systems onsite
- Integrating energy-efficient building façades, heat recovery systems and other measures, as well as climate-resilient design features into new builds
- Adopting efficiency measures to reduce overall energy consumption at all our properties and engaging our suppliers to do the same for their own operations and along the supply chain
- Expanding electronic vehicle (EV) charging points for guests and colleagues, as well as our fleet of electric shuttle buses, the largest in Macau, with the goal of having all our vehicles fully powered by renewable energy
- Building public-private partnerships to help communities, governments and other businesses to address climate change
- Annually purchasing Energy Attributable Certificates (EACs) or other instruments so that an equivalent amount of renewable energy is generated for the amount of electricity that we consume

## ENERGY & CLIMATE RESILIENCE

### HOW WE ARE MANAGING IT

In addition to reducing our own impact on the climate, it is crucial to enhance the ability of our operations and supply chain to respond to the impacts of climate change. Withstanding the impacts of climatic-induced threats such as storm surges, flooding and sea-level rise, as well as extreme temperature, is integrated into the design and operation of our integrated resorts and the engagement and capacity-building initiatives we undertake with our suppliers.

To address these risks, we have also initiated a climate risk assessment, including scenario planning with the aim of setting specific actions for enhancing our mitigation measures. We are also mapping our Scope 3 GHG inventory as part of our overall initiative to set temporal targets to achieve our overarching 2030 goals.

#### Sustainable Building Design

With building and construction answerable for 39% of all GHG emissions in the world, and operational emissions (including energy used to cool, heat and illuminate buildings) accounting for 28%<sup>9</sup>, we must take immediate action to make buildings that are resource efficient and resilient to climate change. We work with a network of professionals, including architects, engineers, suppliers and other partners, to minimise environmental impact from the very initial stages of our design and material selection to throughout our buildings' full lifecycle. This includes careful planning that takes into account ecological impacts.

Several of our resorts exemplify how adaptability, resilience to climate change and respect for local ecology were accounted for in our building designs. For details on specific properties, please see [page 040 of Melco Resorts' Report](#).

In support of going Above and Beyond, our new properties are all designed for certification to internationally recognised standards, which guide us in integrating sustainability features throughout the full building lifecycle. Our Studio City Phase 2 is Macau's first BREEAM-certified hotel and entertainment development; for more details about this initiative, please see the Build out BREEAM Case Study on [page 037 of Melco Resorts' Report](#).

#### Reducing Greenhouse Gas (GHG) Emissions

With operations significantly affected by COVID-19 restrictions, the Group's GHG emissions reduced by 24% in both absolute and intensity terms<sup>10</sup>. We note that energy-efficiency measures as well as increases in both renewable energy generation onsite and in our EV fleet and charging points continue to result in substantial reductions year-on-year. However, the events of 2020 are obviously an anomaly and the primary reason for the reduction in GHG emissions during the year. We remain steadfast in our efforts to continuously look for new technologies and innovative solutions to move us toward meeting our 2030 carbon neutrality target.

In 2020, our Group-level Scope 1<sup>11</sup> and Scope 2<sup>12</sup> location-based GHG emissions decreased by 46% and 22%, respectively, compared with 2019. Scope 2 emissions comprised 93% of overall GHG emissions. As a result, there is a strong correlation between trends in electricity consumption and GHG emissions.

At the property<sup>13</sup> level, our six main properties accounted for over 95% of Melco International's total GHG emissions as of 2020. GHG emissions decreased by 23% and intensity decreased by 4% across these properties from 2019 to 2020. For more details on property-level performance data, please see [Melco Resorts' Report page 041](#).

We understand our impact extends beyond our operational boundaries so we are looking into our Scope 3 emissions more closely in 2021 to both enhance our capture of data and to look for opportunities for reduction and to influence our supply chain.

#### Effective Energy Management

Melco Resorts was the first integrated resort and hotel operator in Macau and Hong Kong to achieve ISO 14001 for Environmental Management Systems (EMS) and ISO 50001 Energy Management Systems (EnMS) certifications in 2018, as well as ISO 41001:2018 for Facilities Management Systems (FMS) in 2019. These certifications cover the entire portfolio of our properties in Macau and Hong Kong, including City of Dreams Macau, Studio City, Altira Macau, Mocha Clubs and our Macau and Hong Kong corporate headquarter offices.

Implementing energy-efficiency measures is foundational to how we design, build and operate our buildings and systems. Through improving existing operational efficiencies and as a result of the pandemic restrictions on our business, in 2020, we achieved a 22% reduction in our electricity consumption, and a 21% decrease in electricity intensity at the Group level compared to 2019<sup>14</sup>. Our properties accounted for over 97% of the Group's total electricity consumption as of 2020. Consumption decreased by 21% across the six properties overall from 2019 to 2020, despite a 66% increase in Cyprus due to the Paphos Casino commencing operations in February 2020.

These reductions were primarily driven by our restricted operations during the pandemic, as well as the continued implementation of energy-saving initiatives. In 2020, improvement measures resulted in a reduction in electricity consumption by 34,297 megawatt hours (MWh), equivalent to avoiding over 24,000 tCO<sub>2</sub>e of GHG emissions or taking over 5,200 cars off the road in a year<sup>15</sup>. These measures include ongoing delamping, reviewing and adjusting ventilation flow rates, retrofitting or installing more efficient plant and equipment and replacing sensors for car park extractions as well as new projects. For more details on our property-level metrics and initiatives, please see [page 044 of Melco Resorts' Report](#) and the Energy Efficiency at City of Dreams Mediterranean, Cyprus Case Study on [page 045](#).

9. <https://worldgbc.org/news-media/WorldGBC-embodied-carbon-report-published>.

10. Intensity metrics are for Scope 1 and 2 market-based GHG emissions. Location-based intensity reduced by 24%.

11. Scope 1 emissions include stationary fuel combustion (LPG, natural gas, diesel, fuel gel, coal, wood, charcoal, kerosene and cassette gas), mobile fuel combustion (from diesel, petrol and other fuels consumed for light and heavy vehicles, buses and other forms of transport) and fugitive emissions (refrigerants). Biogenic emissions are excluded and reported separately as per the Greenhouse Gas Protocol Corporate Accounting Standard ("GHG Protocol") published by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).

12. Scope 2 emissions arise indirectly from purchased electricity consumption.

13. Property-level data includes our six properties: City of Dreams Macau, Studio City, Altira Macau, City of Dreams Manila, Mocha Clubs and Cyprus Satellite casinos.

14. For our 2020 inventory, an office in Macau and a satellite casino in Cyprus were added and one office in Macau and another in Osaka closed and were excluded. Our 2019 data was re-calculated to include our Okushiga Kogen Resort in Japan.

15. <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>.

## ENERGY & CLIMATE RESILIENCE

### HOW WE ARE MANAGING IT

#### Absolute GHG Emissions by Scope and Intensity

(in metric tonnes of CO<sub>2</sub>e)

	2020	2019	2018
Scope 1 emissions	16,331	30,374	21,618
Emissions from stationary fuel combustion	5,282	8,766	8,419
Emissions from mobile fuel combustion	5,955	12,883	9,201
Fugitive emissions from refrigerants	5,095	8,725	3,998
Biogenic emissions	150	310	175
Scope 2 emissions (location-based)	207,018	264,983	270,660
Scope 2 emissions (market-based)	655	2,034	4,382
Total Scope 1 and 2 emissions (market based)	16,996	32,408	26,000
Total Scope 1 and 2 emissions (market based) intensity by floor area (in metric tonnes of CO <sub>2</sub> e / m <sup>2</sup> )	0.01	0.02	0.02

#### Energy Consumption and Intensity by Sources

(in MWh)

	2020	2019	2018
Fuel consumption from non-renewable sources	51,911	101,673	81,827
Fuel consumption from renewable sources	0	0	0
Electricity consumption from non-renewable sources	326,937	416,995	426,777
Electricity consumption from renewable sources	0	0	0
Total energy consumption	378,848	518,668	508,604
Energy intensity (in MWh/m <sup>2</sup> )	0.27	0.37	0.36

## Transitioning to Renewable Energy

### Solar Power

Our sustainable building initiatives include harvesting energy from the sun – onsite solar photovoltaic (PV) technology is part of our investment to accelerate our transition to clean energy at our properties. In Macau, we implemented the city's first, large-scale onsite solar PV project in 2019 in partnership with Macau-based Man I Energy. Covering 30,000 square meters of roof space at the City of Dreams Macau and Studio City resorts, the 18,000 PV panels generate approximately 7.7 MWh at full capacity. This project is the largest in Macau and reduces 6,000 tonnes of CO<sub>2</sub> annually, equivalent to taking 1,296 passenger cars off the road for a year.

Moving us further on our journey to carbon neutrality is the installation of 3,120 PV solar panels at City of Dreams Manila to generate 1.2 MWh at full capacity, making it the first integrated resort in the Philippines to harness solar power. Having been fully operational since the beginning of 2020, the panels generated 1,617 MWh of electricity during the year, equivalent to the amount of CO<sub>2</sub> absorbed by close to 19,000 tree seedlings grown for 10 years or charging over 139 million smartphones in a year<sup>16</sup>. We continue to explore additional opportunities to expand the solar array at the resort.

### Electric Vehicles

We are looking to end dependence on petroleum through adopting EVs. In Macau, we partner with local manufacturer Zhengzhou Yutong Bus Company; our fleet of shuttle buses has grown to 36. EVs now account for 29% of our total bus fleet in Macau, reducing our use and ownership of diesel buses. Our new 45-seat e-coaches provide environmentally responsible and comfortable rides for our guests and colleagues, and they also have an increased standing capacity, which means that fewer journeys on the road are required for the same number of passengers.

We are also working on a new built-in-load-sharing programme through which an additional 24 EV chargers have been installed at City of Dreams Macau and Studio City to date, bringing our total number of charging points to 70. Implementation of EV charging ports that utilise a similar technology are also under evaluation in both Manila and Cyprus.

### Supporting Renewable Energy Markets

We are contributing to the growth of renewable energy markets in Mainland China and the Philippines. Since 2018, we have been purchasing EACs issued by the i-REC Standard (International Renewable Energy Certificate Standard) in amounts equivalent to our electricity consumption in Macau, Manila, Hong Kong and Taiwan. Meanwhile, we match our electricity consumption in Japan with local EACs generated through the PowerPlus™ scheme. We apply a similar approach to our Cyprus operations and purchase EACs with Guarantees of Origin in Europe to cover 100% of our GHG emissions arising from electricity consumption.

16. <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>.

RESTORING OUR WORLD

# Material Use & Waste

## MATERIAL USE & WASTE

### WHY IT MATTERS

As is typical of our industry, a significant amount of natural resources and other materials are consumed, and waste produced, every day throughout our operations globally. The inherent link between the environmental challenges and biodiversity threats facing our world were laid bare by the COVID-19 pandemic. For any responsible business, the only option is to take substantive action to sustainably consume materials and resources. The Group is committed to a systems-based approach to understand and manage the full lifecycle of waste we, our partners and our guests use and reuse. Whether it is building construction, water use, packaging or food from our kitchens, we focus on uncovering opportunities for circularity. Sustainable material and design choices, along with effective waste management, also help us along our journey to zero-waste resorts and contributing to circular economy leadership in Asia.

### OUR TARGETS

- Achieving zero waste across our resorts by 2030
- Reducing the consumption of water and increasing our capacity for greywater recycling across all our properties

### HOW WE ARE MANAGING IT

By adopting innovative approaches and working with our partners to effect change, we are taking action to reduce our environmental impact. We are also working to create circular economic models – from our sourcing of building materials to our consumption of water, to how we reuse, recycle and compost materials.

### Material Use

Our efforts to responsibly manage materials and waste span a range of areas across our operations.

#### Sustainable Building Materials

Our buildings are designed, built or retrofitted according to the highest environmental standards and we continuously opt for sustainable materials and systems with lasting operational benefits. This ranges from the use of timber and timber-based products that are legally-harvested, traded and sourced to meet Forest Stewardship Council™ (FSC™) certification standards, to chemicals such as paints, coatings, sealants and adhesives that have no or low Volatile Organic Compound (VOC) content as much as possible.

To align our suppliers with our specific standards, we updated our sustainability sourcing guidelines to include broader coverage of sustainable chemicals, including paints, coatings, sealants and adhesives used in our buildings. We encourage all of our contractors to adopt this set of guidelines in the design and construction of our new buildings.

#### Plastic-free Journey

Becoming a signatory to the Global Tourism Plastics Initiative (GTPI) builds on our 2019 New Plastics Economy Global Commitment, through which we strive to eliminate problematic packaging. We are identifying a full list of packaging in our resort portfolio that is not reusable, recyclable or compostable and developing a roadmap to address this by 2025. With the progress made previously in 2019, along with replacing straws with reusable metal or paper alternatives, we avoid the use and wastage of 9.5 tonnes of SUP in Food & Beverage (F&B) operations per year.

We have already achieved an important milestone in reducing the use of SUP and promoting circular economy practices. Our introduction of the NORDAQ 2000 water filtration system offers automatic water bottle refilling in a closed-loop onsite.

## MATERIAL USE & WASTE

### HOW WE ARE MANAGING IT

Once operational across our entire Macau portfolio, we will eliminate 14.8 million plastic bottles annually. This reduction of our plastic waste is equivalent to the amount of CO<sub>2</sub> absorbed by 20,263 tree seedlings over a 10-year period<sup>17</sup>. For more details on these initiatives, please see the Reducing Plastic Waste and our Carbon Footprint Feature Case Study on [page 047 of Melco Resorts' Report](#).

We also proactively engage with suppliers to avoid disposable packaging, particularly SUP plastic, and adopt reusable and/or lower-impact alternatives. Our Macau F&B operations have adopted sustainable, alternative disposables and provided for proper recycling of 5,480 kg of SUP disposable items in 2020. In Manila, a range of steps have been taken to replace non-biodegradable products with biodegradable ones.

#### Sustainable Products – Cotton, Chemicals and Seafood

We have continued to strengthen sustainability attributes in our procurement process and increased transparency through active engagement in the sourcing of cotton, cleaning products and seafood. For details on these initiatives, please refer to the Ethical & Sustainable Supply Chain section of this report.

#### Toward Zero Waste

Across the Group, we seek to avoid the generation of waste in the first place, followed by efforts to increasingly adopt options and systems to responsibly reuse, recycle and compost valuable resources. For those materials that cannot be repurposed, we ensure they are sent for proper treatment and disposal. Along our journey toward circularity and zero waste, collaborating with governments, industry partners, suppliers and innovators to find solutions together, is key.

In 2020, Melco Resorts developed waste reduction action plans, based on the result of comprehensive waste audits conducted at our City of Dreams Macau, Studio City, Altira Macau and City of Dreams Manila resorts, to address the types of and hotspots for waste generation identified. Actions focus on reducing food waste, amenity kit and small toiletry bottle wastage, plastic reduction, and promoting recycling. Sustainability Champions have been tasked with training and running campaigns to achieve further reduction amongst colleagues.

#### Eliminating Food Waste

Food waste is a global problem that results in cascading impacts to food security, human and ecosystem health, and the climate crisis. Wasted food also increases the burden on landfills and incinerators, releasing GHGs that further exacerbate climate change. With Asia generating over half of the world's food waste<sup>18</sup>, the region is responsible for 4% of total global GHG emissions<sup>19</sup>. Managing food waste has been one of our biggest challenges. For our multiple, Michelin-star restaurants, in-house dining rooms for colleagues, and more than 115 restaurants, cafés and bars, minimising food waste in all our properties continues to be a priority. For more details on our food waste initiatives, please see the Reducing Food Waste Case Study on [page 012 of Melco Resorts' Report](#).

#### Advanced Food Waste Measurement Technology

Waste audits previously conducted at the Group's integrated resorts show that food waste has contributed to 41% of the total waste we generate. Reducing food waste at source has since become one of our biggest challenges and opportunities for progress. Leaner and more efficient food production requires accurate demand forecasting and waste data collection. Our commitment to reducing food waste led to a significant breakthrough in 2020. Our successful six-month trial period of artificial intelligence driven technology, Winnow Vision, saw a reduction of overproduced food waste in the kitchens of colleague dining areas at City of Dreams Macau by 67%, diverting over 7,800 kg of waste from the landfill annually, which equates to avoiding almost 30 tonnes<sup>20</sup> of CO<sub>2</sub>e<sup>21</sup> or the GHG emissions generated through charging over 3.5 million smartphones. We have since expanded this technology to other colleague dining areas at three of our largest resort properties and in one of our self-operated buffet restaurants. For more details about this pioneering initiative, please see [page 051 of Melco Resorts' Report](#).

We have also engaged our colleagues to champion our efforts on food waste. In Macau alone, on average in 2020, we served meals to over 10,000 colleagues each day. To raise awareness of the importance of responsible food consumption, we have continued to implement an ongoing Clean Plate Challenge campaign whereby our colleagues are encouraged to only take what they can consume in our Heart-of-House dining venues. We also launched another pilot with Winnow to weigh

and capture photos of food waste on individual plates, with the goal of Winnow developing the technology to provide real-time data in the future. These very visual approaches raise colleague awareness and also help our F&B teams adjust their menus. With all the initiatives targeted at reducing plate waste in Macau, we saw a reduction of 13% when comparing average grams per cover in 2020 with the previous year. As part of our plate waste initiatives in both Macau and Manila, we are collaborating with Winnow and the London School of Economics to trial awareness and communication campaigns to encourage colleagues to change behaviour. Please refer to the Inspiring Partnerships section on [page 056 and page 057 of Melco Resorts' Report](#) for more details.

#### Composting and Dewatering

In 2020, the food waste that we composted comprised 14% of our total waste stream. This is an increase of 2% over the previous year and in Macau alone, generated 36 tonnes of compost.

We continue to review and tweak our composting operations to ensure the right mix of inputs to generate high quality compost. While enhancing the practices across our properties, we also plan to install a food waste pulper and composting process at our integrated resort in Cyprus.

#### Building Systems

We ensure that holistic waste management procedures are adopted across our buildings and that they are fitted with the latest infrastructure to enable our waste reduction and handling processes to be optimised. Dedicated areas have been incorporated into the design of resorts to maximise our capacity for the collection, sorting, recovery and storage of recyclable materials. Furthermore, our contractors are required to implement construction and waste management plans that facilitate the reuse, recycling and recovery of materials throughout the construction process.

#### A summary of the Group's disposal methods by waste type is as follows:

Waste Disposal Method	Waste Type	
Incineration	General waste	
	Coffee capsules	
	Food waste	
	General waste	
	Glass	
	Metals	
	Ink toners	
	Paper	
	Plastic	
	Soap	
Landfill	Used waste oil	
	Aluminium cans	
	Batteries (for Macau only)	
	Coffee capsules	
	Glass	
	Metals	
	Ink toners	
	E-waste	
	Paper	
	Plastic	
Recycling	Soap	
	Used waste oil	
	Wire	
	Other waste	
	Composting	Food waste

17. <https://sciencing.com/carbon-footprint-plastic-bottle-12307187.html> and <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>.

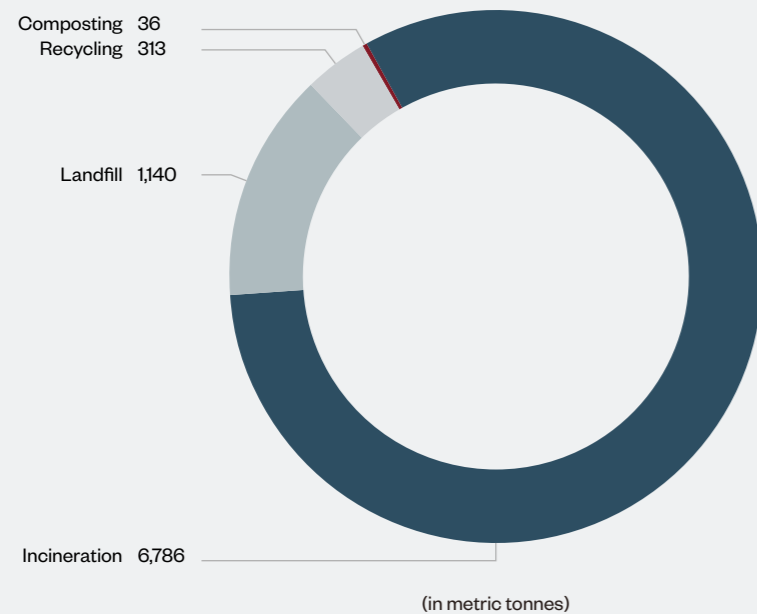
18. <https://www.greenqueen.com.hk/50-of-the-worlds-food-waste-comes-from-asia-and-businesses-are-gearing-up-to-fight-crisis/>.

19. <https://www.drawdown.org/solutions/reduced-food-waste>.

20. <https://www.epa.gov/warm>.

21. Tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

## MATERIAL USE & WASTE HOW WE ARE MANAGING IT



### MI Group-level waste generation by disposal method in 2020

#### Recycling and Waste Diversion

While we recognise the urgent need to reduce waste at source, reducing the proportion of waste sent to landfill or incineration is critical. A vital part of this process is identifying new options for recycling facilities and exploring further alternatives for recycling, particularly for playing cards and plastic. We are also working with NGOs and industry partners to recycle linen and other items. We are in the process of setting a waste diversion target, which will be essential in keeping us on track for meeting our 2030 zero-waste target

In 2020, the amount of waste generated dropped substantially by 55% due to reduced visitation at our integrated resorts as a result of COVID-19, and through the adoption improved practices based on the results of a KAIZEN continuous improvement exercise. One challenge exacerbated by the pandemic has been the lack of access to available recycling facilities, partly contributing to a 50% reduction in materials sent for recycling. At the Group level, incineration remained the most significant waste disposal method accounting for 82% of total waste disposed of in 2020. This was driven by Macau where waste incineration is the principal disposal method for municipal solid waste.

Our resort properties account for over 97% of the Group's total waste generation. At the property level, waste generation decreased by 56% and waste disposal intensity by 48% from 2019 to 2020. For more details, please see [Melco Resorts' Report page 053](#).

In 2020, the Group generated 8,257 tonnes of hazardous waste<sup>22</sup>, comprising light bulbs, batteries, e-waste and ink toners, which was sent for recycling or proper disposal.

#### MI Group-level Waste Generation

(in metric tonnes)

	% Change	2020	2019
Waste generation	-55%	8,275	18,395

#### Water Consumption by Water Source

(in cubic metres)

	2020	2019	2018
Municipal water	2,129,685	3,480,473	3,301,118
Recycled water	63,120	50,718	50,718
Total water consumption	2,192,805	3,531,191	3,351,836
Water intensity by floor area (in cubic metres/m <sup>2</sup> )	1.56	2.49	2.36

#### Water Management

Reducing usage and reusing water across the Group's water cycle is fundamental to our water policy. At each of our integrated resorts, we have measures to reduce consumption, ranging from automatic sensors on all faucets and water-saving toilets and showers in hotel guest rooms to rainwater recovery systems that store rainwater for onsite irrigation, and extensive planting to minimise water loss through wind evaporation from pools and river features.

Examples of property-specific initiatives include:

- A sophisticated filtration system for The House of Dancing Water show at City of Dreams treats and reuses pool water indefinitely
- Reusing treated wastewater in City of Dreams Manila's cooling tower since the system became fully operational saved 38,476 m<sup>3</sup> of water as at the end of 2020
- For City of Dreams Mediterranean, a high-tech 'harvesting system' is being installed to collect greywater to be treated and re-purposed for use in toilets and gardens
- At Studio City Phase 2, a leak detection system exposes water leaks within the building and between the building and utilities' water meters, enabling us to prevent water wastage
- At City of Dreams Mediterranean, adjustments to sanitaryware items, such as water closet tanks as well as hand wash basin and pantry sink mixers, have been made to achieve optimal water-efficient consumption levels set by BREEAM without compromising guest experience
- A utility pulsed water meter connected to the building management system has been installed on the main water supply at City of Dreams Mediterranean to enable water monitoring and water leak detection
- Encouraging our colleagues to be vigilant in their water usage while cleaning guest rooms and public areas

For details on some of our successful wastewater reuse initiatives, please see the City of Dreams Manila Wastewater Reuse Case Study on [page 055 of Melco Resorts' Report](#).

#### Total Waste Diversion by Waste Type

(in metric tonnes)

	2020	2019	2018
Composting	36	88	71
Incineration	6,786	15,415	12,862
Landfill	1,140	2,267	2,102
Recycling	313	624	576
Total waste generated	8,275	18,394	15,612
Waste generation intensity (in metric tonnes/m <sup>2</sup> )	0.01	0.01	0.01

#### Tracking Water Usage and Wastewater Minimisation

In 2020 and again primarily as a result of COVID-19 restrictions, water consumption decreased by 38% over 2019 at the Group level, with intensity dropping by 37%. Our properties account for 97% of the Group's total water consumption; sites other than resorts consist mostly of offices where water is typically under the operational control of third-party building management operations. Details on property level usage can be found in [Melco Resorts' Report on page 055](#). Going forward, we will conduct a review of our water consumption to identify opportunities to further reduce consumption. The water sources in our water inventory include municipal and recycled water, as well as harvested rain water.

<sup>22</sup> Data are not available for our office in Beijing and the operations of the Jumbo Floating Restaurant and Tai Pak Floating Restaurant, quantities of which are immaterial to the Group.



# INSPIRING SPIRIT

# Inspiring our Communities

MAKING A MEANINGFUL DIFFERENCE  
FOR OUR PEOPLE, GUESTS AND COMMUNITIES



**QUICK ACCESS TO MATERIAL TOPICS**

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Engaging our People .....	032
Safety, Health & Wellbeing .....	040
Responsible Gaming .....	044
Community Engagement & Investment .....	046

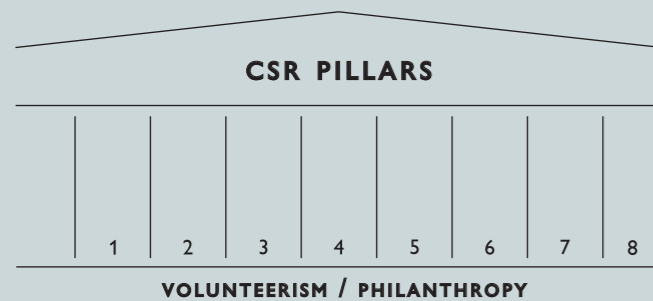
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# Strategy and Management Approach

## STRATEGY & MANAGEMENT APPROACH

From the top-down, we are driven to operate our business in a way that makes a positive impact on people and social progress. Colleagues are at the very heart of this business strategy and it has always been our fundamental belief that if we take care of our colleagues, they will take care of our guests. Our people-oriented approach enhances our guest experience and community investment efforts. In combining the highest service standards with a fair and safe gaming experience for guests, Responsible gaming remains an integral part of our commitment to society. In addition, we are focused on respecting local laws, cultures and time-honoured customs while also leading the change to improve the social, economic and environmental wellbeing of our communities. To ensure our community investment efforts are in line with our strategic business goals, we focus on the following CSR pillars:



- 1. Youth   2. Education   3. Women   4. Environment
- 5. Culture and Heritage   6. Responsible gaming
- 7. Whole Person Development   8. SMEs

## KEY GOALS

- Being the company people choose to work for and stay with
- Being best-in-class in safety for our guests, colleagues and community
- Promoting responsible gaming and an attitude of staying in control
- Supporting our communities and strengthening their economic prosperity

## MATERIAL TOPICS

Engaging our People.....	032
Safety, Health & Wellbeing.....	040
Responsible Gaming.....	044
Community Engagement & Investment.....	046

## CHALLENGES

The integrated resort industry has been severely hit by the COVID-19 pandemic, particularly with mandated closures of facilities and the restrictions imposed on incoming visitors. A key implication of the pandemic has been the continuing need to safeguard the health and safety of our colleagues and guests. Mobilising resources and our workforce toward this end has been a monumental job that, we are pleased to say, has been largely successful and has strengthened stakeholders' trust in our corporate citizenship.

## 2021 & BEYOND

While the pandemic continues to put unprecedented pressure on our industry, we continue to use this slowdown to renew our commitment to our local partners, including governments, NGOs and SME suppliers. We remain committed to finding creative and meaningful ways to engage and support our local stakeholders to create shared value. A key 2021 goal is to support governmental efforts in promoting and encouraging people to get vaccinated.

INSPIRING OUR COMMUNITIES

# Engaging our People

## ENGAGING OUR PEOPLE

### WHY IT MATTERS

Our success and sustainability as a business depends on our people. We hire the most talented individuals and benefit from their unique skills and contributions. Our people strategy aims to design an experience that inspires our colleagues to deliver exceptional customer service to guests. The excellence and dedication exhibited by more than 19,700 colleagues, allows us to provide premium guest experiences in our resorts across the world.

### OUR TARGETS

- Maintaining the number of colleagues receiving training/education/professional development at the current 96% level or greater annually
- Hiring 95% of managers from the local community by 2030
- Filling 50% of management roles with female candidates by 2030

### HOW WE ARE MANAGING IT

Year-on-year, we operate in a highly-competitive market where the best people are in fierce demand. To retain the best and brightest, we must work hard to keep our people happy and motivated through constant engagement, building capability from within and investing in their wellbeing. We continue to be encouraged by our colleagues' positive feedback on the proactive leadership shown by the Company, sealing our position as an employer of choice in the industry. We benchmark employee benefits and compensation against our peers as well as related industries in our various jurisdictions. In addition, we continually review and update all human resources policies and employment contracts to ensure compliance with statutory requirements, including working hours and minimum wage, and have kept all relevant policies and procedures up-to-date to reflect changes in labour laws in 2020.

### Total Workforce by Gender<sup>23</sup>

	2020	2019
Female	9,600	11,147
Male	10,169	12,114
<b>Total</b>	<b>19,769</b>	<b>23,078</b>

23. Figures reflect permanent employees. We do not have temporary employees. Globally, we have around 700 non-employee workers to augment existing functions, including construction, F&B, Information Technology, security and administrative functions.

**ENGAGING OUR PEOPLE  
HOW WE ARE MANAGING IT**

**Our Workforce by Gender and Geographic Location<sup>24</sup>**

	2020	2019
<b>Corporate and Centralized Services (Including Hong Kong, Macau and Japan)</b>		
Female	310	364
Male	413	494
<b>Total</b>	<b>723</b>	<b>858</b>
% of Employees in Corporate and Centralized Services (Including Hong Kong, Macau and Japan)	3%	4%
<b>Macau Properties (Including City of Dreams, Studio City, Altira and Mocha Clubs)</b>		
Female	6,969	7,684
Male	6,815	7,886
<b>Total</b>	<b>13,784</b>	<b>15,570</b>
% of Employees in Macau Properties (Including City of Dreams, Studio City, Altira and Mocha Clubs)	70%	67%
<b>Manila Property</b>		
Female	2,032	2,706
Male	2,519	3,162
<b>Total</b>	<b>4,551</b>	<b>5,868</b>
% of Employees in Manila Property	23%	25%
<b>Cyprus Operations</b>		
Female	289	393
Male	422	572
<b>Total</b>	<b>711</b>	<b>965</b>
% of Employees in Cyprus Operations	4%	4%

**Senior Management Representation from Local Communities<sup>25</sup>**

	2020	2019
<b>Local</b>		
Hong Kong	69%	66%
Macau	82%	73%
Manila	43%	44%
Cyprus	40%	40%
<b>Total</b>	<b>71%</b>	<b>66%</b>
<b>Non-local</b>		
Hong Kong	31%	34%
Macau	18%	27%
Manila	57%	56%
Cyprus	60%	60%
<b>Total</b>	<b>29%</b>	<b>34%</b>

24. Figures reflect permanent employees. We do not have temporary employees. Part-time employees represent less than 1% of the total workforce.

25. Senior management defined as vice presidents and above. Our usage of "local" is in accordance with local government definitions. Significant locations represent where we have integrated resort operations and local, corporate headquarters.

**New Employee Hires and Turnover by Gender, Age and Location**

	2020		2019	
	Number	Rate	Number	Rate
<b>New Hires by Gender</b>				
Female	296	3.10%	1,889	17.10%
Male	317	3.10%	1,830	15.20%
<b>New Hires by Age</b>				
Under 30 years of age	253	6.10%	1,996	31.50%
Between the age of 30 and 50	280	2.30%	1,576	11.70%
Over 50 years of age	80	2.40%	147	4.50%
<b>New Hires by Location</b>				
Hong Kong	45	15.80%	94	23.80%
Macau	386	2.70%	2,425	15.20%
Manila	124	2.70%	963	16.40%
Other locations	58	7.70%	237	29.90%
<b>Employee Turnover by Gender</b>				
Female	1,832	19.10%	1,358	12.30%
Male	2,227	21.90%	1,550	12.90%
<b>Employee Turnover by Age</b>				
Under 30 years of age	1,462	35.10%	1,262	19.90%
Between the age of 30 and 50	2,258	18.50%	1,423	10.60%
Over 50 years of age	339	10.00%	233	7.00%
<b>Employee Turnover by Location</b>				
Hong Kong	218	76.80%	88	22.30%
Macau	2,300	16.20%	1,951	12.20%
Manila	1,445	31.80%	725	12.40%
Other Locations	96	12.80%	144	18.20%

## ENGAGING OUR PEOPLE HOW WE ARE MANAGING IT

To keep our colleagues engaged, we have put in place the following approach:

### Culture of Excellence

Our culture of excellence approach integrates:

- Leadership vision and commitment
- An environment that fosters success
- Diligent processes and structures for delivery of our brand
- Promise, including a training system that delivers meaningful programmes and customised content
- Continuous measurement of service delivery and behavioural standards
- Attractive reward structures
- A culture that celebrates our achievements

To align to premium brand standards, our tailor-made training programme includes orientation, induction and technical skill training, including the “My first 90 days” integration programme, consumer and brand service training, the Forbes Five-Star standards training and a mystery shopper programme.

Our culture of excellence approach and colleague training programme benefits from and acts upon valuable guest feedback gleaned from surveys and online channels. Prior to COVID-19 restrictions, service standards were also consistently enhanced based on suggestions provided at periodic focus groups and during face-to-face surveys.

### Career Development Opportunities

Our Whole Person Development is a holistic approach where cross-functional development is encouraged. Colleagues are urged to break free from traditional roles through our Foundation Acceleration Programme (FAP), which gives them exposure to duties across different departments and functions. In 2020, we offered 33,267 FAP experiences. Colleagues are also encouraged to engage in life-long learning through Melco Learning Academy, the first ever in-house academy in Macau. Around 7,800 courses covering sales and marketing, language, finance, leadership and personal development have been offered to over 1.3 million colleague participants since 2009. In 2020, due to the slowdown, our global training hours increased by 164% as compared to 2019. Learning is also championed through the offer of academic scholarships to colleagues and their immediate families as well as our Back to School and Melco YOU-niversity initiatives.

Our long-standing policy is to promote colleagues internally. Since our first resort opening, more than 29,600 colleagues have been promoted or retained by internal transfer. In addition to internal hiring, we focus on local development. In 2008, 38% of managers in Macau came from the local community; today, that figure is over 80%. Our Graduate Trainee Programme in Macau is a prime example of our local hiring initiatives. For more details on this initiative please see [Melco Resorts' Report page 065](#).

### Average Training Hours Completed per Employee by Employee Category and Gender

	2020	2019
<b>Management by Gender</b>		
Female	15.74	24.43
Male	24.65	24.54
<b>Non-management by Gender</b>		
Female	104.29	27.31
Male	95.26	24.10

### Workforce Inclusion and Diversity

In addition to professional development and colleague engagement, our people strategy continually promotes inclusion and diversity across the organisation. We are committed to maintaining a diverse workplace where everyone's rights and unique attributes are respected. As an equal opportunity employer, we have zero tolerance for any form of discrimination or harassment based on gender, age, race, religion, gender identity, sexual orientation, varying ability, parental/marital status, or other non-meritocratic factors. Our workforce comprises individuals representing 43 nationalities.

The diversity of our senior management team and executive steering committees set examples from the top for our commitment to being an equal opportunity employer. Our continued focus on increasing gender equality has resulted in women comprising 35% of senior leadership and 41% of our general management team at the Group level.

Zero allegations of discrimination have been submitted to the government or to human resources in this reporting period.

### Work Environment

We believe that listening and responding to our colleagues is the best way to understand their needs and improve our performance as an employer. Engagement occurs on many levels, typically including surveys and “Meet Management” sessions where resort presidents interact with up to 50 colleagues at a time. Given the special circumstances in 2020, engagement channels included:

- Annual performance appraisals
- Leadership forums
- Periodic focus groups across various business functions and resorts
- A MelcoToday colleague mobile app which allows colleagues to “Talk to Management”
- Newsletters and social media

## ENGAGING OUR PEOPLE HOW WE ARE MANAGING IT

### Taking Care of Colleagues

We take pride in providing our colleagues with facilities and amenities to support their wellbeing, learning and social lives. Our resort-level Heart-of-House contains:

- Dining rooms with an extensive menu selection including healthy options
- A Learning Academy training centre with premium onsite learning facilities
- Relaxation rooms fitted with massage chairs, hammocks and TVs
- Social areas with a selection of coffee, tea or other refreshments and computers for online entertainment
- Concierge desk to support colleagues

We are the first integrated resort to provide a fully-equipped lactation room for nursing mothers across all our global operations.

### The Future Workplace

We offer strategic work-life balance initiatives to provide flexibility to meet our colleagues' varied needs. These include Strawberry Life FlexCompress, a compressed work week arrangement, Strawberry Life a part-time scheme that allows colleagues to remain eligible for full-time benefits on a pro-rated basis and Lifestyle Programmes which consist of workshops providing lifestyle and personal growth knowledge through the Melco Learning Academy.

During the pandemic, we have evolved swiftly to support colleagues in working from home (WFH). Beyond providing VDI/VPN access to the Company network, flexible WFH programmes have been designed to help those who need

more time to support loved ones, and those who prefer to avoid high-traffic public areas. For more details on how we engaged our colleagues during the pandemic, please see the Supporting our People Featured Case Study on [page 063 of Melco Resorts' Report](#).

#### Governance Bodies, Corporate Executive Committees and Employees Profile

	2020	2019
<b>Board Members by Gender</b>		
Female	25%	24%
Male	75%	76%
<b>Board Members by Age</b>		
Under 30 years of age	0%	0%
Between the age of 30 and 50	35%	37%
Over 50 years of age	65%	63%
<b>Corporate Executive Committees by Gender</b>		
Female	18%	28%
Male	82%	72%
<b>Corporate Executive Committees by Age</b>		
Under 30 years of age	0%	0%
Between the age of 30 and 50	47%	39%
Over 50 years of age	53%	61%

#### Governance Bodies, Corporate Executive Committees and Employees Profile (Continued)

	2020	2019
<b>Management by Gender</b>		
Female	41%	39%
Male	59%	61%
<b>Management by Age</b>		
Under 30 years of age	1%	2%
Between the age of 30 and 50	82%	81%
Over 50 years of age	17%	17%
<b>Non-management by Gender</b>		
Female	49%	49%
Male	51%	51%
<b>Non-management by Age</b>		
Under 30 years of age	23%	29%
Between the age of 30 and 50	60%	57%
Over 50 years of age	17%	14%



INSPIRING OUR COMMUNITIES

# Safety, Health & Wellbeing

## SAFETY, HEALTH AND WELLBEING

### WHY IT MATTERS

The health and wellbeing of our guests and colleagues has never been more important than in 2020. In response to COVID-19, Melco International has taken a comprehensive approach to maintaining a safe and hygienic environment across our properties and offices. At the resort level, we managed to keep onsite COVID-19 cases to a minimum by ensuring strict internal protocols and by being in full compliance with government recommendations in the jurisdictions where we operate. As a result of our joint efforts, we managed to achieve zero local cases across our Macau properties in 260 days and 150 days of zero cases among the Group's colleagues. For details about Our People first Response to COVID-19, please see the Featured Case Study on [page 059 of Melco Resorts' Report](#). Beyond the immediate concern around the pandemic, we are committed to engage with and inspire everyone to take a holistic view of health and safety, taking into account clean air, physical security and sustainable food choices in our strategy.

### OUR TARGETS

- Reduce the Group annual employee Injury Frequency Rate (IFR) by 5% in 2021 from base year 2019
- Target to have at least 20% of Macau-based colleagues each year attend the DSAL Hotel & Catering Industry Safety Card Training

### HOW WE ARE MANAGING IT

#### Occupational Safety and Health

The safety, health and wellbeing of people – either as a team member, a guest or partner within our supply chain – is paramount. Our Occupational Safety and Health (“OSH”) Policy sets out our pledge to comply with all relevant legal requirements around injuries and illness prevention. This also includes continual improvement in OSH performance and the maintenance of our safety and health standards across all our operations. Our policies are strengthened by our strict compliance with the requirements under our ISO 45001-certified, OSH management system for all our properties, and our Hong Kong corporate office. We remain proud to have been the first organisation in the hotel and entertainment industry to have achieved ISO 45001 certification in Macau.

Each of our resorts has its own OSH Committee, which meets monthly and is responsible for:

- Monitoring OSH performance trends and following up on any OSH incidents, ensuring thorough investigation and effective rectification
- Developing targeted training and awareness-raising activities
- Managing auditing and inspection activities
- Identifying areas for improvement and the need for resource allocation
- Reporting to management on OSH issues raised by colleagues and contractors and corresponding corrective and preventative actions

**SAFETY, HEALTH & WELLBEING**  
**HOW WE ARE MANAGING IT**

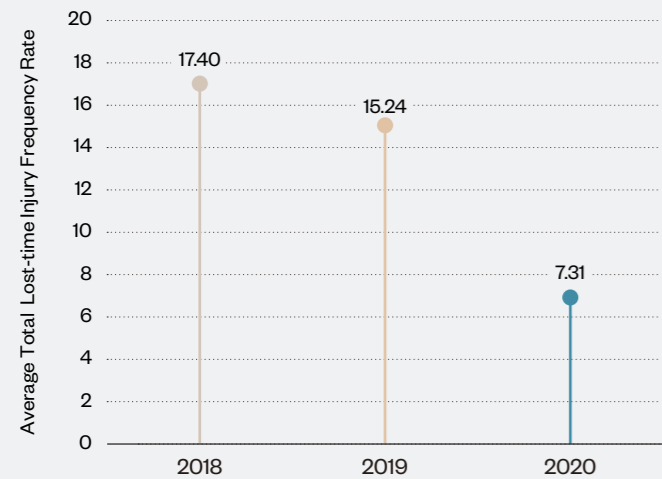
While all our new joiners partake in mandatory OSH induction training, our existing staff members are also required to attend OSH refresher training annually. Beyond this, our contractors are similarly required to attend our OSH orientation sessions to ensure alignment with our standards.

At the resort level, comprehensive assessments of all our key public areas, including guest rooms, entertainment areas, elevators, entrances and exits to our properties, are conducted quarterly by independent risk engineers. Any incident – whether minor or significant – is reviewed by the Chief Risk Officer (CRO) and where necessary, corrective or preventive actions are taken by the relevant Business Units.

In 2020, across the Group's operations in Macau, Philippines, Cyprus and our office in Hong Kong, the average work-related injury frequency rate reduced significantly by 52.1% and 52.06% for the lost-time injury frequency rate, surpassing the work injury reduction target set by the Macau Labour Bureau. There were no work-related fatalities in 2020.

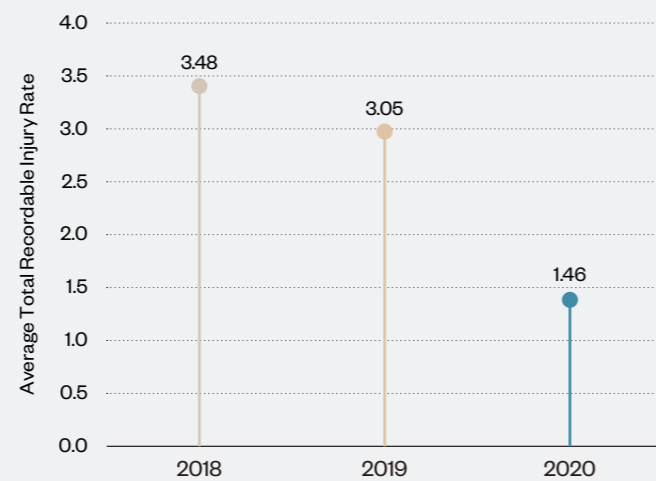
**The Group's Total Lost-time Injury Frequency Rate\***

**52.06%**  
**Less lost-time injuries**



**The Group's Total Recordable Injury Rate\*\***

**52.1%**  
**Less injuries recorded**



**Hotel and Catering Safety Card Training Programme**

Our Hotel and Catering Safety Card Training Programme remains a major focus of OSH activity across our resort business. Relevant topics include workplace accident prevention, manual handling, kitchen safety, electricity, fire and heat prevention and emergency response. In 2020, our programme was attended by 7,617 colleagues from various departments. Across resort operations, 300 colleagues are required to complete the training and exam on a monthly basis. In Macau, all colleagues are required to complete the programme by December 2021. Those who successfully pass the assessment, will be issued with Safety Cards. The training is actively supported by the Labour Affairs Bureau (DSAL) and the Group.

\* Average total lost-time injury frequency rate (based on number of cases multiplied by 1,000,000 hours per 40- and 48-hour work weeks).

\*\* Average total recordable injury rate (based on the number of cases multiplied by 200,000 hours per 40- and 48-hour work weeks).

**Air Quality and Food Safety**

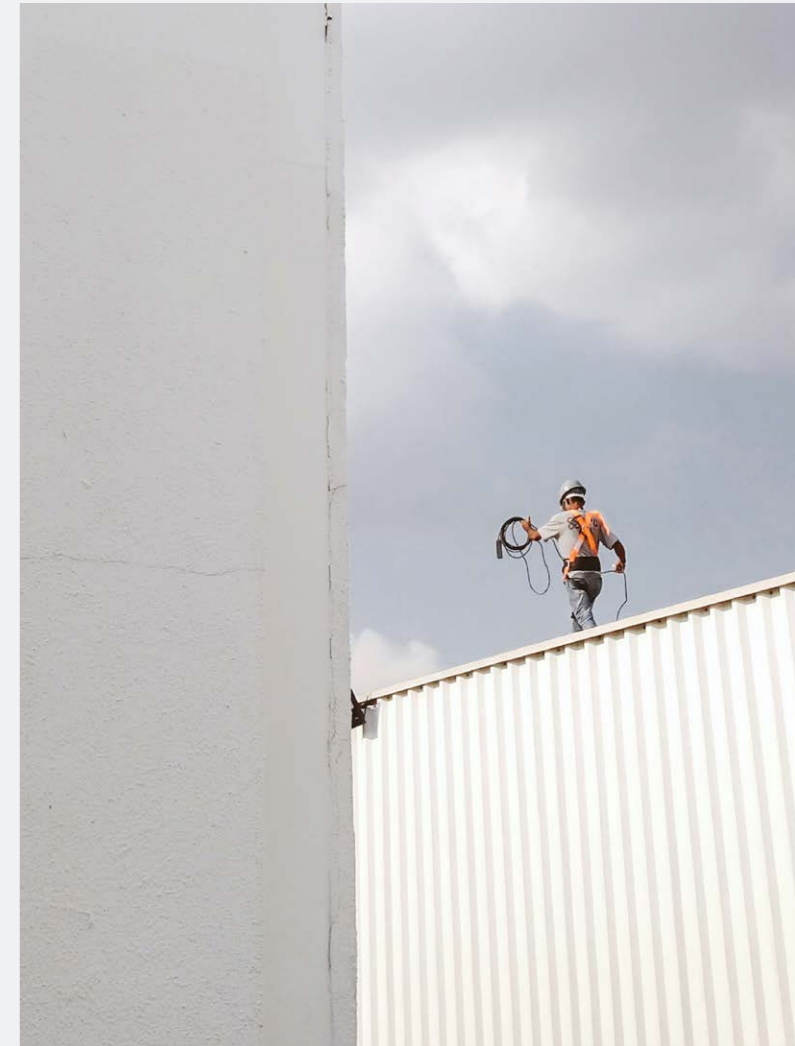
Maintaining indoor air quality and stringent food standards are vital in our integrated resorts. Sensors installed throughout guest areas and Heart-of-House make it seamless to monitor air quality, while security officers patrol public areas to ensure that designated smoking areas are being used by guests.

With regards to food, we take quality and hygiene standards very seriously throughout our Michelin-star restaurants, and other food outlets. Regular audits are carried out by our highly-qualified food safety team. We also engage an external auditor to conduct Hazard Analysis Critical Control Point (HACCP) assessments onsite at our restaurants. Our resorts in City of Dreams Macau, Studio City and Altira, achieved the HACCP certification for food safety in 2020 and the same is anticipated for City of Dreams Manila in 2021. In 2020, we did not have any incidences of non-compliance resulting in fines, penalties or warnings.

Our suppliers and colleagues receive regular training on food hygiene and healthy food options are provided to colleagues, encouraging and inspiring our people to be mindful of their health and wellbeing.

**Keeping Our Properties Secure**

Our security and safety leaders are highly experienced in the industry and oversee our emergency management and disaster prevention measures. We ensure regular liaison with appropriate agencies and colleague training takes place. Colleagues undergo rigorous testing according to our crisis management plan, with drills on evacuation procedures.



## INSPIRING OUR COMMUNITIES

# Responsible Gaming

## RESPONSIBLE GAMING

### WHY IT MATTERS

We take all possible measures to uphold the wellbeing of our guests, colleagues and communities. This includes providing information and tools for informed decision making in the gaming experience. We understand our fundamental duty to help ensure all our guests' game responsibly and see our responsible gaming (RG) culture as a proud point of differentiation. We work closely to align our approach with governments and gaming regulators. In the jurisdictions that we operate in, we surpass mandated regulatory requirements and always seek continuous improvement to ensure a fair and safe experience for our guests.

### OUR TARGETS

- Ensuring all current integrated resort RG programmes will be third-party accredited by 2025
- Achieving third-party accreditation for all new integrated resort RG programmes within three years of opening

### HOW WE ARE MANAGING IT

As RG is a top priority, our Chairman & CEO, Mr. Lawrence Ho, is accountable for our RG strategy, including reviewing and approving strategic initiatives and sponsoring our cross-functional Responsible Gaming Working Committees. Our gaming and non-gaming departments, and leaders of all our properties, are represented on the Steering Committee. Through quarterly meetings, the Committee provides direction for all our RG initiatives. Separate working committees meet more regularly to propose and implement initiatives.

### Technology and Process

State-of-the-art technology is a key feature of our award-winning RG programme. We were the first operator in Asia to deploy real-time facial recognition security systems at every entrance to our gaming areas in Macau. Today, in all of our gaming facilities in Macau, Manila and Cyprus, real-time facial recognition security systems are an integral part of supporting self-exclusion.

We are also proud to have developed the world's first "Biometric Intelligence System" for RG in Japan, which uses biometric indicators to prevent restricted individuals from entering the casino floor.

### Educating our Colleagues on RG

Our people are at the heart of our RG strategy. Investment in training is core to this – 130,000 colleague participants have been trained since the first opening of our integrated resorts, to identify and address potential problem gambling. We launched an e-learning version of our advanced RG course in January 2020. More than 12,000 colleagues from across the Group's global operations have completed this advanced RG training designed by the Gaming Inspection and Coordination Bureau and the University of Macau. Going beyond government-required biennial refresher training for gaming colleagues, we enhance colleagues' understanding with yearly RG refresher training.

To stay top of mind, an RG educational space is also reserved at the Heart-of-House in Macau and Manila. To date, over 83,000 colleague participants have taken part in fun-based RG learning events. With COVID-19-related social distancing measures keeping RG activities at Heart-of-House areas and classroom training to a minimum, the Group has made efforts to proactively engage colleagues through mobile participation including a mobile quiz and the Melco Today mobile app.

RG Ambassadors, selected frontline managers with enhanced RG training knowledge and experience, also play a key role in our RG programme. Globally to date, the Group has more than 600 qualified RG Ambassadors who are available onsite 24/7, and who serve as departmental contact points for all RG-related issues. In 2020, 100 new RG Ambassadors were trained in Cyprus.

### External Accreditation

In 2021, our entire integrated resorts portfolio achieved international third-party accreditation for our RG programmes through RG Check by the Responsible Gambling Council. This is designed to meet or exceed all existing RG regulatory requirements and is valid for three years. We are proud to be the first integrated resort operator in Macau and the Philippines to achieve this. For more details on this accreditation, see the Leadership Commitment for External Accreditation Case Study on [page 073 of Melco Resorts' Report](#).



RG Check—The most comprehensive Responsible Gambling Accreditation programme in the world.



INSPIRING OUR COMMUNITIES

# Community Engagement & Investment

## WHY IT MATTERS

We prioritise the needs of the societies in the communities where we operate. As demonstrated by the effects of COVID-19, our mutual prosperity is dependent on the health of all segments of our society. Ongoing support through SME engagement, donations and volunteering uplifts not only the community but also our colleagues. Respect for local culture and heritage, whether in the form of tangible buildings or intangible customs and traditions, inspires our youth, creates economic opportunities in local communities and generates goodwill. Investing in the community is good for business – creating shared value for all our stakeholders.

## OUR TARGET

- Engaging 200,000 colleague participants in activities that support our communities by 2022<sup>26</sup>

## HOW WE ARE MANAGING IT

We place proactive community investment and genuine long-term local partnerships at the very centre of our business. Our Group's Chairman & CEO actively participates in our CSR Steering Committee, which regularly discusses these important issues. The Committee comprises local colleagues who dedicate their time and effort to deepening our relationships with local organisations so we are able to

## COMMUNITY ENGAGEMENT & INVESTMENT

address the unique needs of the communities. Meeting monthly, this Committee reviews initiatives of various working committees and oversees our CSR programmes.

Our CSR Pillars underpin our passion to make a meaningful difference across all aspects of our business. In reporting on our programmes and partnerships to build the capacity of our communities, we focus on the following areas:

### Economic Prosperity for Local SMEs

Our work with local SMEs entails a range of initiatives, that strengthen their organisations, equipping them to provide the best products and services to the Group. These include:

- Melco SME Academy, which provides SMEs with access to the latest industry trends, training and technical knowledge
- 'Knowing You, Knowing Us' campaign, which provides information on procurement categories and procedures
- 'Made in Macau' initiative, which proactively promotes opportunities for Macau's, local suppliers, manufacturers and design talent

Another key way we have supported SME suppliers through the pandemic in 2020 has been by fast tracking payment to them to ease liquidity pressures, through our new, Express Payment Scheme. This reduces paper and administrative time, with the added reward of paying all eligible local SME vendors within 14 days of receipt of deliverables. For more details about our programmes for SMEs, please see [Melco Resorts' Report page 079](#).

26. Baseline set in 2007

**COMMUNITY ENGAGEMENT & INVESTMENT**  
**HOW WE ARE MANAGING IT**

**Volunteerism**

Another important focus area is volunteerism. Over 177,000 colleague participants have joined our global community engagement activities since 2007. The dedication of our colleagues was especially evident when we were faced with the COVID-19 pandemic in 2020. Seeing people in need, 7,800 colleagues from the Group rolled up their sleeves as part of our 'Simple Acts of Kindness' initiative, to offer help in any way they could. For more details about this initiative, please see [page 082 of Melco Resorts' Report](#).

**Disaster/Pandemic Response & Relief**

We have always come to the aid of our communities during times of catastrophe and COVID-19 was no exception. When the pandemic hit, we immediately sprang into action. Led by our Chairman & CEO, we swiftly executed relief efforts and supportive initiatives for the community, becoming the first in Macau then much of the world, to immediately spring into action. Our efforts were recognised by the Liaison Office of the Central People's Government in the Macau SAR and by the 2020 Industry Community Awards.

As part of our relief efforts, we donated over HK\$20 million to support Wuhan and Hubei to purchase medical supplies. This was followed by the donation of additional aid and relief goods equivalent to over HK\$36 million to our communities in Macau, the Philippines and Cyprus. Donations were made to governments and a variety of community organisations

so they could help those in need. We also donated food and supported online learning for underprivileged children. In addition, we created employment opportunities with support from the Labour Affairs Bureau and Macao Federation of Trade Unions and worked to raise awareness of the importance of personal and public hygiene and wellness in the community. For more details about our pandemic relief efforts in various markets, please see [page 082 of Melco Resorts' Report](#).

**Culture & Heritage**

We are honoured and privileged to be in a unique position to help protect and promote local heritage and provide cultural opportunities for our youth. For example, in Cyprus and through our project 'Heritage Signs', we continue to work with local authorities to safeguard the island's most treasured heritage sites. This includes subsidising heritage enhancements and sharing cultural information that will significantly improve the tourist experience. While our community efforts in 2020 were mainly focused on managing issues around the pandemic, in 2021 we will re-prioritise all of our CSR Pillars, including 'Culture & Heritage'.

**Philanthropy**

We are pleased that in 2020 we supported various charitable initiatives focused on health and wellbeing, education, art and cultural heritage. This was accomplished through donations and sponsorships amounting to over HK\$264 million, with 53% specifically directed at addressing the COVID-19 pandemic for our communities and colleagues. To read more about our Giving Stores through which we provide people in need with a broad range of donated goods, and to find real testimonials from community programme beneficiaries, please see the Melco & Colleagues Giving Stores Case Study and Inspiring Partnerships sections in [Melco Resorts' Report on page 077, page 084 and page 085](#), respectively.

**Charitable Contributions<sup>27</sup>**

2008-2019 (cumulative)	HK\$489.8 million
<b>2020</b>	<b>HK\$264 million</b>

27. Comprising cash contributions, in-kind donations and donations from our Philippines Foundation.



# SUSTAINING

# TRAINING

## Sustaining our Supply Chain

TRANSPARENCY, TRACEABILITY AND TRANSFORMATION TO FURTHER SUSTAINABLE SUPPLY CHAINS



QUICK ACCESS TO MATERIAL TOPICS

# Strategy and Management Approach

## STRATEGY AND MANAGEMENT APPROACH

The Group procures goods and services from over 4,000 suppliers<sup>28</sup> globally. At the resort level, we are proud that our investment in strengthening our relationship with suppliers has resulted in 89% of purchasing from local companies in Macau, out of which 46% was from local small and medium enterprises (SMEs) in 2020. In Manila and Cyprus, 86% and 80% of our procurement supports local businesses, respectively. We continue to prioritise engagement and capacity building with suppliers in all our markets. This win-win approach is not only right for the local community, but also builds trusted and long-term relationships with our suppliers, enabling us to tackle any unforeseen disruptions in the supply of goods and services globally.

## KEY GOALS

- Procuring locally and creating demand for materials that have sustainability attributes in the supply chain
- Building capacity and awareness of the social, ecological and biodiversity impacts in sourcing
- Enhancing workers' lives and working toward eliminating human trafficking and modern slavery in our industry and supply chains

28. Suppliers by country: Macau (32%), Hong Kong (21%), Philippines (19%), Cyprus (7%), Japan (5%), USA (3%), Singapore (2%), UK (2%), China (2%) and Other locations (7%).

## 2021 & BEYOND

With steady progress being made across current sourcing categories, the Group is beginning to look into the sustainable production and procurement of vegetables as a new sourcing priority. Sustainably sourcing vegetables creates new and far-reaching opportunities for our Above & Beyond strategy to address impacts arising from industrial agricultural practices. This will allow us to address chemical use, soil erosion and degradation, as well as particular transportation methods that all contribute to climate change and poor human and planetary health.

We have also planned a full calendar of events throughout 2021 to support and build the capacity of our suppliers on key focus areas of ethics, occupational health and safety, food safety, environmental best practices in sourcing and performance, as well as maximising efficiency in the procurement process.

## MATERIAL TOPICS

Ethical & Sustainable Supply Chain..... 054

## CHALLENGES

Managing supply chain performance and resilience in the face of global border shutdowns has been challenging during the pandemic. We have been in constant communication with our business partners and worked with them directly to not only help manage disruptions onsite but also to find solutions for mitigating reduced orders.

From the 2020 Chinese New Year onward, our supply chain teams were under incredible pressure to source masks and hand sanitisers for our people and at-risk community stakeholders. The way our network of colleagues quickly galvanised to source these products was a testament to their commitment and to the strong and trusted relationships we have built throughout our value chain.



## ETHICAL &amp; SUSTAINABLE SUPPLY CHAIN

SUSTAINING OUR SUPPLY CHAIN

# Ethical & Sustainable Supply Chain

## WHY IT MATTERS

Our integrated resorts source substantial quantities of products and a wide array of services. We are fully aware of our power to extend our sustainability commitments into our supply chain. With responsible purchasing specifications, rigorous procurement processes and supplier engagement, we aim to create a lasting positive impact.

## OUR TARGETS

- Sourcing 80% of our procurement choices with sustainability attributes by 2025
- Purchasing 100% of our bed linens and towels from OEKO-TEX<sup>®</sup> certified suppliers and 100% of our pure cotton linens and towels from sustainable suppliers by 2030
- Procuring 20% of our seafood from sustainable local and/or globally recognised certification schemes by 2025
- Sourcing 50% of our chemicals rated as Green or Amber by 2025

## HOW WE ARE MANAGING IT

### Supplier Code and Sustainable Sourcing Working Group

Our Code of Conduct for Suppliers (Supplier Code) sets expectations for our suppliers. This Code not only requires suppliers to meet all applicable legal requirements, but also adhere to our stringent standards on ethics, anti-corruption data privacy and security, health and safety, environmental protection, and human and labour rights. All suppliers acknowledge acceptance of the Supplier Code and we provide training and regularly engage with our suppliers directly to assess performance and mutual progress. While there were no incidents of non-compliance with our Supplier Code, we shall not hesitate to suspend any business dealings with a supplier that violates the code and fails to implement an appropriate corrective action plan.

In 2021, we will share a detailed questionnaire with our suppliers as a first step toward reinforcing our requirements and expectations on environmental and human rights conditions, particularly our zero tolerance for forced and child labour, in the supply chain.

Our Sustainable Sourcing Working Group drives our efforts to enhance the sustainability attributes of procured goods and services. This Working Group prioritises several categories to establish sustainable purchasing criteria, develops programmes to implement this strategy and engages internally and externally to raise awareness of sustainable procurement. Meeting quarterly, and reporting to the Executive Sustainability Committee at Melco Resorts, the Working Group ensures that progress and the related financial impact of our sourcing strategy is being measured.

## ETHICAL & SUSTAINABLE SUPPLY CHAIN HOW WE ARE MANAGING IT

### Engaging with our Suppliers

During the quieter times of the COVID-19 pandemic, we took the opportunity to hold meaningful conversations with our partners and offered support to help sustain their business through the economic downturn. We committed to remit payment to our SME suppliers who were hit the hardest within 14 days of receiving their invoices. Support also took the form of offering recommendations on staying resilient and enhancing procedural efficiencies. Our capacity-building initiatives for suppliers included:

- Teaching profit and loss analysis
- Cleaning and organising warehouses
- Demonstrating how to harness technology to reduce waste, plastic, packaging and paper usage
- Exploring new products and opportunities for further collaboration across our global operations

We are in the process of reaching out to our suppliers to coach and teach them through our new procurement system<sup>29</sup> and our updated procedures.

In 2020, we opened our doors to suppliers and SMEs, inviting them to our Heart-of-House. Five sustainability workshops and further related sessions provided opportunities to not just inspire our partners, but allow them to experience first-hand our high standards on ethics, strategies to reduce

environmental impact, health and safety, food safety and hygiene and process efficiency, as well as our level of care when it comes to our people. For more information on our supplier engagement initiatives, please see our Building our Resilient Supply Chain Case Study on [page 010 of Melco Resorts' Report](#).

We are in the process of preparing additional guidance on ethical conduct for suppliers with guidelines on pertinent topics such as modern slavery, working hours for pregnant women and disadvantaged communities.

In 2020, we were honoured to receive a score of A- for supplier engagement by CDP. This rating assessed our process for identifying and responding to climate-related risks and opportunities in the value chain. In particular, this covered our climate-related supplier engagement strategy in terms of the nature, type and impact of engagement, including measures of success.

### Sourcing Guidelines

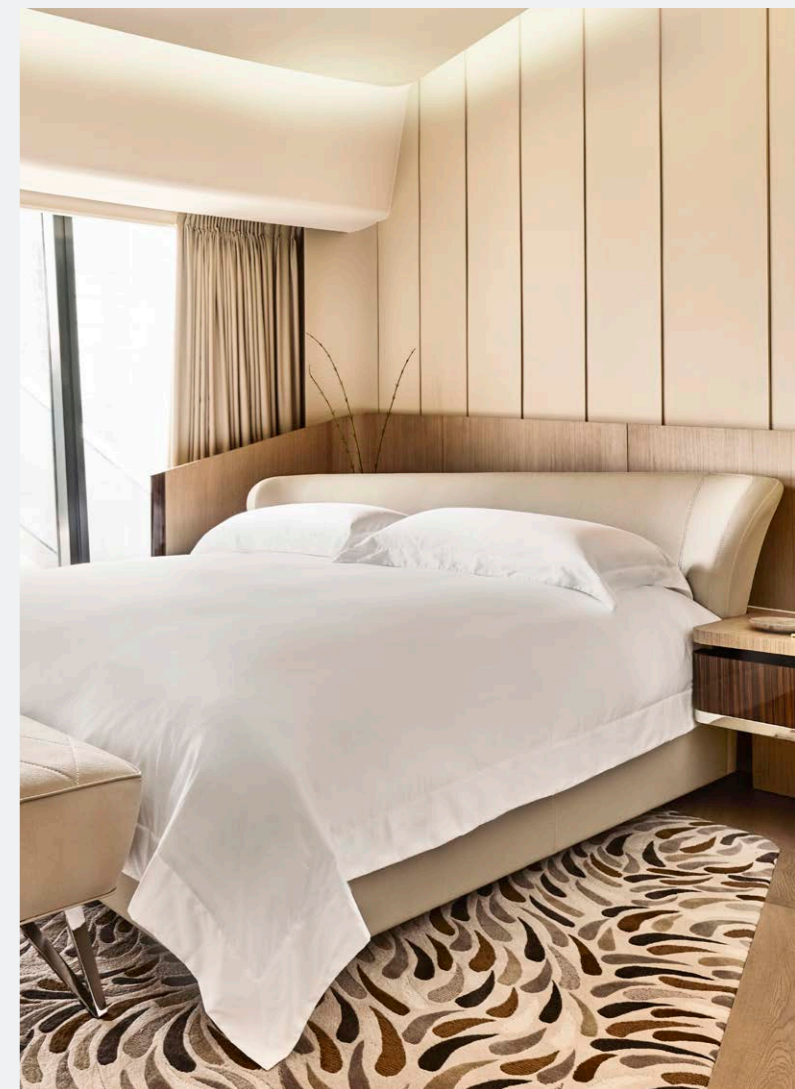
Since 2018, we have provided clear guidelines and actively engaged in the sustainable sourcing of cotton, cleaning products and seafood. Our sourcing guidelines are designed to mitigate the ecological and biodiversity impacts of the products we use.

29. For more details on our new procurement system and engagement with SMEs, please see Digitalising the Supply Chain Featured Case Study in [Melco Resorts' Report page 091](#) as well as in the Community Engagement and Investment section on [page 076](#).

### Cotton

As a responsible corporate citizen, we work with our suppliers to mitigate the most significant environmental impacts from cotton by sourcing from sustainable sources. We procure OEKO-TEX® certified cotton products for our hotels, ensuring our linens and towels are free from harmful chemicals and safe for human use. Our goal is for 100% of our bed and bath linens to be sourced from OEKO-TEX® certified and other sustainable sources by 2030. We aim to extend this to other textiles and garments in the near future. In 2020, all cotton bed, table and bath linen purchased, totalling 102,430 kg, with 86,607 kg for Macau and 15,823 kg for Manila resorts, was made from cotton that is certified to STANDARD 100 by OEKO-TEX® or other sustainability standards. Between Macau and Manila, this represented a 58% increase in sustainable cotton procurement.

The difficulties with procuring sustainably source cotton for blended products has meant we are moving toward switching some materials from blended fabrics to 100% cotton. We are currently attempting to do this for table linens, which will also have a cost benefit. Looking forward, we will also seek opportunities to source more sustainable blended cotton fabrics. As part of our sustainability initiatives, in 2020, we ensured 28,949 pieces of fabric were repurposed, donated or recycled across our properties.



**Sustainably Sourced Cotton Received**  
(in kg)

	2020	2019
Macau and Manila	102,430	64,645

## ETHICAL & SUSTAINABLE SUPPLY CHAIN

### HOW WE ARE MANAGING IT

#### Chemicals

Our Supply Chain teams have continued to consolidate our use of chemicals and engage with chemical suppliers to identify more sustainable, safe alternatives while ensuring that we meet stringent sanitisation standards.

All of our resorts in Macau have received Green Key awards as a result of our use of cleaning products that are free from harmful chemicals listed on the Green Key Blacklist. We have a “Green, Amber or Red” rating system for chemicals that prioritises the use of internationally recognised eco-labels such as Green Key and Green Seal. As part of our tender renewal process, we have progressively moved away from Red chemicals, replacing them with Amber or Green alternatives.

In 2020, the COVID-19 pandemic required extremely high sanitisation standards across all of our properties, resulting in some cases of increased use of Red chemicals. We continue to monitor this situation and maintain our commitment to using environmentally responsible products wherever we can. We conducted an in-depth review of our overall Group-wide chemical consumption at the end of 2020 and managed to reduce the total quantity of different types of chemicals used at our properties in Macau by 48% and in Manila by 58%, including significant reductions in the percentages of Red chemicals by 86% and 46% in Macau and Manila, respectively.

We will continue to both reduce the number of chemicals used and increase the proportion of Green-rated products. Henceforth, any new products requested that are either Amber or Red will require approval and only be procured under exceptional conditions. Details on the consolidation of chemical products can be found in the table.

#### Chemical Consolidation for Macau and Manila

Rate	Before Consolidation		After Consolidation		Change
	No of products	%	No of products	%	
Green	51	24%	38	36%	-25%
Amber	110	51%	56	52%	-49%
Red	56	26%	13	12% <sup>30</sup>	-77%
Total Product Quantity	217		107		-51%

#### Seafood

We source our preferred seafood in accordance with our Sustainable Seafood Sourcing Guidelines (our Guidelines), which specify our preference for seafood certified by the Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), Global Aquaculture Alliance – Best Aquaculture Practices (BAP) and the GLOBALG.A.P Aquaculture Certification.

We continue to examine our procurement strategy based on the comprehensive review that we conducted in 2019, referencing science-based recommendations from the Convention on International Trade in Endangered Species

of Wild Fauna and Flora (CITES) and the International Union for Conservation of Nature (IUCN) as well as the World Wide Fund for Nature (WWF)’s Local Seafood Guide. This approach continues to inform our sustainable seafood sourcing strategy, ranking each species as either Green (recommended) or Red (to be avoided). In Manila, we are working with a local NGO and the government to help suppliers responsibly procure seafood from local sources and receive MSC certification.

To enhance our ability to trace our seafood stock’s origin, in 2020, we engaged our suppliers through workshops on how to source more sustainable alternatives in accordance with our Guidelines. We also seek to influence all of our partners to adopt sustainable sourcing practices.

In 2020, we proceeded with our efforts to confirm our baseline and targets for sustainable seafood. Despite the logistics and export restrictions in various countries, we maintain our spending on sustainable seafood at close to 10% of the total spend in seafood purchased. With the implementation of a new procurement system across all resorts, oversight of our sustainable procurement spend will be greatly enhanced.

In 2020, we continued to increase our procurement from sustainable sources, including a 10% reduction in Amber and Red species.

#### Human Trafficking & Modern Slavery

As an international integrated resort operator, we welcome thousands of visitors and guests every day, we know that having proper protocols in place to protect human and labour rights and mitigate possible exploitation in our operations and supply chain is fundamental to our license to operate.

Internally, care has been taken to review all employment contracts to ensure compliance with labour laws in the jurisdictions we operate in, including statutory working hours and minimum wage requirements. Training is conducted for our Security Department on detecting the presence of underage persons and possible sexual exploitation, while independent vetting is done by our Investigations Department of both colleagues and suppliers to screen out suspicious persons.

We also partner with local authorities, not-for-profits and industry leaders, and engage with our supply chain to educate, identify potential risks and eradicate modern slavery from their businesses. This includes providing up-to-date training, tools and alliances to reduce vulnerability, and help to prevent any more adults or children from being enslaved or exploited.

In 2020, as a step toward fulfilling our commitment to end human trafficking and modern slavery, we joined The Mekong Club. By stepping up and voicing the need to face these challenges head-on, we hope to take the lead in our industry and inspire others to follow suit in Asia. For more information about our collaboration with the Mekong Club, please see the Inspiring Partnerships section in [Melco Resorts’ Report page 098 and page 099](#).

30. Currently only Red products are available for disinfecting marble, floors and toilets.

# EMPOWERING

## Empowering our Business

OUR LICENSE TO OPERATE IS BOTH  
A PRIVILEGE AND A RESPONSIBILITY



### QUICK ACCESS TO TOPICS

Ethics & Integrity .....	066
Privacy & Cybersecurity .....	070



# Strategy and Management Approach

## STRATEGY & MANAGEMENT APPROACH

Sustainability is core to the Company's business philosophy and guides our Above & Beyond strategy. Our commitment to the highest sustainability governance standards remains steadfast as we evolve the future of gaming and entertainment. Responsible governance demands embedding ethical conduct across our value chain and safeguarding the privacy and information security of our stakeholders. Melco International's ESG governance structure is foundational to our integrity; it underpins the highest of ethical standards and ensures exceptional experiences for both our people and our guests.

## KEY GOALS

- Being the world's most responsible, ethical and transparent integrated resort
- Minimising any risk of disruption from data privacy or cybersecurity concerns

## MATERIAL TOPICS

Ethics & Integrity	066
Privacy & Cybersecurity	070

## CHALLENGES

While pandemic preparations have always been a part of our risk management strategy, planning for unexpected long-term, government-imposed shutdowns and border closures has warranted more specific risk and crisis management planning. The learnings of 2020 have helped us to sharpen our focus, refining our sustainability strategy and how we operate as a business.

## ESG Governance Structure

Our ESG governance is overseen by functional groups of personnel from all levels of the organisation. The Board of Directors of Melco International (the "Board") is ultimately responsible for the management approach, strategy and reporting of the Group's ESG issues. The Board ensures the appropriateness and effectiveness of our ESG governance policy (the "ESG Policy"). The ESG Policy utilises an ESG framework that provides guidance in applying a consistent management system, assuring that the Group remains compliant with regulatory requirements and that we operate on a sustainable basis in the long term by continually striving to enhance our economic, environmental, social and community commitments. Oversight of ESG, which was previously delegated to the Audit Committee, was strengthened in 2020 with it now being under the remit of the Corporate Governance Committee and directly under our Chairman and CEO.

All functional groups have the responsibility to identify, assess and mitigate ESG-related risks while ensuring the Group's performance is transparently disclosed to stakeholders. The following table outlines the key responsibilities of the functional groups.

## Board of Directors

- Oversees the Group's ESG issues, management approach, strategy and reporting
- Reviews and approves the ESG Policy and the ESG Framework on an ongoing basis
- Ensures the appropriateness and effectiveness of the Group's ESG management systems
- Ensures that review of the Group's ESG management systems are conducted regularly

## Chairman and CEO

- Oversees the Group's ESG issues, management approach and strategy, the implementation of the ESG Policy and the ESG Framework

## Corporate Governance Committee

- Considers major investigation findings on ESG issues
- Discusses the ESG Framework with the ESG Taskforce and senior management to ensure the establishment and maintenance of effective and appropriate ESG management systems

## ESG Taskforce

- Assists the Board and the Corporate Governance Committee in overseeing the ESG management systems
- Establishes regular communication channels with ESG/CSR committees of major subsidiaries to ensure they commit enough resources in carrying out ESG responsibilities at Group level
- Reviews the ESG reports as submitted by the ESG/Sustainability/CSR committees of major subsidiaries for submission to the Board and/or Corporate Governance Committee semi-annually
- Prepares an annual ESG Report on the Group's activities, including qualitative and quantitative performance
  - Carries out the role of an independent assessor, performs analyses and independent appraisals to assess the effectiveness and appropriateness of the Group's ESG Framework and reports on the results of the independent assessment

## ESG/ Sustainability/ CSR Committees of Subsidiaries

- Develop ESG strategies, lead on reporting of ESG activities and assessment of ESG management systems of the relevant subsidiaries
- Support implementation of the Group's ESG Framework and ESG Policy
- Identify ESG issues associated with business activities within own business lines, and their impact and likelihood
  - Identify, manage and evaluate the effectiveness and appropriateness of systems that are in place to mitigate such ESG issues
  - Lead on environmental sustainability initiatives at the subsidiary level
    - Oversee social responsibility initiatives at the subsidiary level
      - Be accountable for our responsible gaming strategy
  - Report on ESG performance and initiatives to the Board and/or the Chairman and Chief Executive Officer and/or the Corporate Governance Committee

## EMPOWERING OUR BUSINESS STRATEGY AND MANAGEMENT APPROACH

The Board also tracks progress made against strategies and goals with the assistance of its ESG Taskforce. This Taskforce maintains regular communication channels with the ESG/ Sustainability/CSR committees of our major subsidiaries to ensure they commit enough resources in carrying out ESG responsibilities. The Board reviews the Group's ESG reports annually, and the Group's sustainability initiatives periodically during the year, to identify areas for improvement and priorities for action. In 2020, presentations on ESG-related topics were made to the Board on a regular basis. Issues discussed with the Board included progress on the Group's energy and waste related goals as well as global regulatory developments and trends. COVID-19 relief measures for the community were also a clear priority this year. Similar to the previous year, an external expert consultant was invited to provide Board members with training on regulatory developments and ESG trends in 2020.

### Business Continuity and Crisis Management







While pandemic management always features as part of our risk registrar and we have had both business continuity plans and best practice management plans at the operational and community levels in place, the situation in 2020 posed unexpected challenges. The global gaming and hospitality sector, where the flow of revenue relies heavily on people being able to travel within their own geographies and across borders, was severely affected as a result of the pandemic.

In response to this, we updated our risk registrar to distinguish between black swan risks, unpredictable and rare events that have potentially severe consequences, and other everyday risks. This is significant, as black swan risks are often uninsured, meaning less risk can be transferred to a third party. To address this effectively, we continue to work on more specific risk and crisis management planning focused on handling events that could trigger prolonged shut downs in the future.

For a more in-depth look at the risks and opportunities assessment in the 2020 landscape, please see [page 024 of Melco Resorts' Report](#) in relation to the Group's major operations.

## OUR POLICIES & STATEMENTS

The Board reviews and approves the Group's ESG policies on an ongoing basis. These comprehensive policies listed below ensure compliance with all relevant laws and regulations that have a significant impact on our Group's business, including our gaming activities.

-  [Board Diversity Policy](#)
-  [Code of Business Conduct and Ethics](#)
-  [Environmental Sustainability Policy](#)
-  [Inclusion & Diversity Statement](#)
-  [Occupational Safety and Health Policy](#)
-  [Procedures for Handling Complaints and Whistleblowing](#)

## 2021 & BEYOND

**As we look ahead, maintaining high standards of ethics, enhancing diversity in all forms and staying vigilant on cybersecurity remain key objectives in order to achieve our goals and control the risks to our business. At Melco International, we understand that cultivating multiple perspectives fosters a dynamic workplace that generates comprehensive oversight. By championing integrity in an environment that reflects the diverse nature of all our stakeholders, we will be better positioned to keep abreast of the rapid economic and technological changes affecting our global business. We are confident that our strong governance structure that emphasises the accountability of all individuals and operations will ensure our stakeholders' trust. This is essential for our long-term positive performance and overall sustainability as a business.**

EMPOWERING OUR BUSINESS

# Ethics & Integrity

## WHY IT MATTERS

An area where we have demonstrated unwavering commitment and leadership in terms of sustainability governance, is in maintaining the highest standards of ethical conduct and integrity. At Melco International, we believe championing honesty and morality in every part of our business is simply the right thing to do. It helps us reduce risk throughout our value chain and maintain the trust of all our stakeholders. We consider ethical conduct to be the foundation of our leadership and our Above & Beyond strategy, a practice that is essential for maintaining the success of our business and licenses to operate. Our sustainability achievements to date are due to our strong culture of integrity.

## OUR TARGETS

- Ensuring 100% of colleagues receive training on ethical conduct
- Maintaining zero cases of ethical violations along our value chain
- Remediating 100% of any ethical violations along our value chain

## ETHICS & INTEGRITY

## HOW WE ARE MANAGING IT

### Code of Business Conduct and Ethics

We consistently engage our people on our Code of Business Conduct and Ethics (the "Code"), and go beyond training them on the standards expected. Our subsidiaries also have their standalone codes of business conduct and ethics. At the Melco International level, we require all our directors, officers and employees to certify their acknowledgment of and compliance with the Code when they join the company and each time a new version is published. At Melco Resorts' level, every year colleagues are sent the Code and alerted to changes and updates to our corporate policies. They are required to sign a Certificate of Compliance to indicate commitment to the contents. New joiners are required to complete corporate governance orientation programmes within their first 30 days with us. Our Code includes guidelines relating to:

- Employment practices to maintain fair, inclusive and respectful workplaces
- Policy against retaliation
- Fair competition
- Conflicts of interest
- Bribery and corruption
- Giving and receiving gifts and entertainment
- Confidential and proprietary information
- Money laundering and terrorist financing

## ETHICS & INTEGRITY

### HOW WE ARE MANAGING IT

In 2020, there were not any material incidents of corruption, anti-competitive behaviour or of anti-trust or monopolistic practices within the Group.

#### Ethical Business Practices Programme

We have zero tolerance for bribery, fraud and corruption. Acknowledging that ethical matters can occasionally surface, our Ethical Business Practices Programme (the Programme) has been designed to protect our people, our business and our reputation. Providing details and training on the requirements and guidelines for compliance with relevant local laws, the Programme enables our colleagues to be aware of, and pay special attention to, anti-corruption measures applicable in the various jurisdictions where we operate. Our directors and senior executives are required to acknowledge their understanding of and reporting obligations under the Programme.

#### Anti-corruption Training

Our colleagues must undergo mandatory anti-corruption training that ensures they are clear about their responsibilities under the Code and the Programme. Do The Right Thing (DTRT) training is undertaken on an annual basis to keep management and colleagues in key business functions abreast of bribery and corruption risks, methods to identify red flags, as well as the legal and policy requirements of the Programme.

Training on ethics is important across our value chain and thus is extended beyond our internal operations to our suppliers. For details on the anti-corruption initiatives implemented in our supply chain, please see the Ethical & Sustainable Supply Chain section of this Report and the Ethics Training for Small and Medium Enterprises Case Study on [page 107 of Melco Resorts' Report](#).

#### Whistleblowing

For our governance structure to work, trust in the system and confidentiality are critical. Our Code provides an email channel for colleagues to raise concerns about any potential violations or wrongdoing. The email will be directed automatically to the Group's Audit Committee Chairman, the Group General Counsel and the Head of Internal Audit concurrently.

Policies on complaint handling and whistleblowing are also in place at subsidiary levels. Melco Resorts has a range of channels for our colleagues, customers, suppliers and other business partners to voice their concerns and report potential violations of the Code anonymously, including a whistleblowing hotline operated by an external party. The hotline can be accessed through a dedicated toll-free phone number. Internally, the duty falls on the supervisors, Ethical Business Liaison Officers, the Ethical Business Adviser, or any Human Resources team member to handle concerns and queries.

Ethical Business Liaison Officers are responsible for understanding local laws and answering staff enquiries on any potential issues of misconduct. They work together with the Ethical Business Adviser to monitor compliance, evaluate risk areas and implement preventive measures. The Ethical Business Adviser updates the Audit and Risk Committee of Melco Resorts on a quarterly basis.

Details of the various channels for raising concerns are available on our intranet and posted within key colleague areas of our properties. All matters raised are investigated and additional controls implemented, or policies and procedures revised, where applicable. We do not permit retaliation of any kind against any employee who in good faith reports actual or suspected violations. Any colleague who knowingly provides false information may be subject to the established disciplinary procedures. In 2020, there weren't any topics raised that required investigation or related to non-compliances with our policies or codes.



EMPOWERING OUR BUSINESS

# Privacy & Cybersecurity

## WHY IT MATTERS

With heightened awareness around the world regarding privacy and cybersecurity, the Group is keenly aware of its duty to protect the data privacy of our customers, colleagues and business partners. With the rise of remote working since COVID-19, secure management of our data and advanced cybersecurity practices become ever more important to minimise our risk of business disruption. As part of our overall governance strategy, we commit to the most stringent standards of data and information management, while meeting all relevant legislative requirements. Our top priority is to continuously strengthen and layer our security controls to reduce cyber risks.

## OUR TARGETS

- Maintaining zero incidents of leaks, theft or loss of data
- Ensuring 100% of colleagues are trained on information security and data protection

## HOW WE ARE MANAGING IT

For businesses worldwide, data breaches and cyber threats are on the rise. In response to this global and unrelenting challenge, across all operations we have established a robust cybersecurity and data privacy programme. Initiatives that have been prioritised include:

- Certifying our Information Security Management System (ISMS) for our Macau operations under ISO 27001 since 2009

## PRIVACY & CYBERSECURITY

- Ensuring data privacy protocols meet or exceed the requirements of all the jurisdictions in which we operate, including Macau's Personal Data Protection Act (PDPA), the Philippines' Data Privacy Act and the European Union's General Data Protection Regulation (GDPR)
- Conducting regular risk assessments and audits of our processes and protocols under our Cybersecurity and Information Security Policies
- Ensuring awareness about the potential security risk posed by malware and spyware through regular phishing campaigns across all jurisdictions. To reinforce this in 2020, a total of 7,352 emails were sent out to email users in all regions including Hong Kong, Macau, Manila, Cyprus and Japan to test the effectiveness of our efforts to build cybersecurity awareness
- Working to adopt the National Institute of Standards and Technology (NIST) Framework for cybersecurity, and working on peer benchmarking, to ensure we are at the cutting edge of addressing this persistent threat
- Performing regular reviews of all policies, procedures and training concerning cybersecurity and data privacy to ensure compliance readiness with applicable laws and regulations
- Appointing a Global Chief Information Security Officer to oversee and ensure the integrity and security of our system for safeguarding data privacy and cybersecurity controls

In 2020, the Group did not experience any significant data breaches or receive any substantiated complaints. For more details on our data privacy initiatives, please see the People-first Approach to Privacy Case Study on [page 110 of Melco Resorts' Report](#).

APPENDICES

# HKEX ESG Reporting Guide Index

SUBJECT AREAS, ASPECTS, GENERAL DISCLOSURES AND KPIS	STATUS OF COMPLIANCE	LOCATION	REMARKS
<b>ENVIRONMENTAL</b>			
<b>Aspect A1: Emissions</b>			
<p><b>General disclosure information on:</b> Policies and Compliance relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.</p>	Full	Energy & Climate Resilience	The Group's approach to environmental management is outlined in the ESG Report and the Group's environmental policies are also part of its ISO management systems for environmental management (14001:2015), facilities management (ISO 41001:2018) and effective energy management systems (ISO 50001:2018). In 2020, the Group was in compliance with all applicable environmental laws and regulations.
KPI A1.1: The types of emissions and respective emissions data.	Full	Energy & Climate Resilience / Reducing GHG Emissions	
KPI A1.2: Greenhouse gas emissions in total (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).	Full	Energy & Climate Resilience / Reducing GHG Emissions	
KPI A1.3: Total hazardous waste produced (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).	Full	Material Use & Waste / Recycling and Waste Diversion	Hazardous waste data is disclosed; intensity data is not material.

SUBJECT AREAS, ASPECTS, GENERAL DISCLOSURES AND KPIS	STATUS OF COMPLIANCE	LOCATION	REMARKS
KPI A1.4: Total non-hazardous waste produced (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).	Full	Material Use & Waste / Recycling and Waste Diversion	
KPI A.15: Description of emission target(s) set and steps taken to achieve them.	Full	Energy & Climate Resilience / Reducing GHG Emissions	
KPI A1.6: Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Full	Material Use & Waste / Toward Zero Waste	The Group has set the goal of zero waste by 2030 and is in the process of developing temporal targets toward its goal.
<b>Aspect A2: Use of Resources</b>			
<p><b>General disclosure information on:</b> Policies on the efficient use of resources, including energy, water and other raw materials.</p>	Full	Restoring our World / Strategy and Management Approach	The Group's approach to environmental management is outlined in the ESG Report and the Group's environmental policies are also part of its ISO management systems for environmental management (14001:2015), facilities management (ISO 41001:2018) and effective energy management systems (ISO 50001:2018). In 2020, the Group was in compliance with all applicable environmental laws and regulations.
KPI A2.1: Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Full	Energy & Climate Resilience / Effective Energy Management	
KPI A2.2: Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Full	Material Use & Waste / Tracking Water Usage and Wastewater Minimization	
KPI A2.3: Description of energy use efficiency target(s) set and steps taken to achieve them.	Full	Energy & Climate Resilience / Effective Energy Management	
KPI A2.4: Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Full	Material Use & Waste / Water Management	The Group is in the process of developing temporal targets for water efficiency.
KPI A2.5: Total packaging material used for finished products (in tonnes), and if applicable, with reference to per unit produced.	Not Material	Material Use & Waste / Plastic-Free Journey	While the Group does not produce products, refer to this Report for details on initiatives to reduce packaging.

SUBJECT AREAS, ASPECTS, GENERAL DISCLOSURES AND KPIS	STATUS OF COMPLIANCE	LOCATION	REMARKS
<b>Aspect A3: The Environment and Natural Resources</b>			
<p><b>General disclosure information on:</b> Policies on minimising the issuer's significant impact on the environment and natural resources.</p>	Full	Restoring our World	The Group's approach to environmental management is outlined in the ESG Report and the Group's environmental policies are also part of its ISO management systems for environmental management (14001:2015), facilities management (ISO 41001:2018) and effective energy management systems (ISO 50001:2018). In 2020, the Group was in compliance with all applicable environmental laws and regulations.
<p>KPI A3.1: Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.</p>	Full	Energy & Climate Resilience Material Use & Waste Ethical & Sustainable Supply Chain	
<b>Aspect A4: Climate Change</b>			
<p><b>General disclosure information on:</b> Policies on identification and mitigation of significant climate-related issues which have impacted the issuer.</p>	Full	Restoring our World	The Group's approach to identifying and mitigating climate-related issues is outlined in its ESG Report and integrated into the Group's ISO management systems for environmental management (14001:2015), facilities management (ISO 41001:2018) and effective energy management systems (ISO 50001:2018).
<p>KPI A4.1: Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.</p>	Full	Energy & Climate Resilience Material Use & Waste	

SUBJECT AREAS, ASPECTS, GENERAL DISCLOSURES AND KPIS	STATUS OF COMPLIANCE	LOCATION	REMARKS
<b>SOCIAL</b>			
<b>Aspect B1: Employment</b>			
<p><b>General disclosure information on:</b> Policies and Compliance relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.</p>	Full	Inspiring our Communities	
<p>KPI B1.1: Total workforce by gender, employment type, age group and geographical region.</p>	Full	Engaging our People	
<p>KPI B1.2: Employee turnover rate by gender, age group and geographical region.</p>	Full	Engaging our People	
<b>Aspect B2: Health and Safety</b>			
<p><b>General disclosure information on:</b> Policies and Compliance relating to providing a safe working environment and protecting employees from occupational hazards.</p>	Full	Safety, Health & Wellbeing	
<p>KPI B2.1: Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.</p>	Full	Safety, Health & Wellbeing/ How We are Managing It Engaging our People/ Why It Matters	
<p>KPI B2.2: Lost days due to work injury.</p>	Full	Safety, Health & Wellbeing/ How We are Managing It	
<p>KPI B2.3: Description of occupational health and safety measures adopted, how they are implemented and monitored.</p>	Full	Safety, Health & Wellbeing/ How We are Managing It	

SUBJECT AREAS, ASPECTS, GENERAL DISCLOSURES AND KPIS	STATUS OF COMPLIANCE	LOCATION	REMARKS
<b>Aspect B3: Development and Training</b>			
<b>General disclosure information on:</b> Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Full	Engaging our People / Career Development Opportunities	
KPI B3.1: The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Partial	Engaging our People / Career Development Opportunities	Percentage indicated as 95% but data not provided by gender and employee category.
KPI B3.2: The average training hours completed per employee by gender and employee category.	Full	Engaging our People / Career Development Opportunities	
<b>Aspect B4: Labour Practices</b>			
<b>General disclosure information on:</b> Policies and Compliance with relevant laws and regulations relating to preventing child and forced labour.	Full	Engaging our People / How We are Managing It Ethical & Sustainable Supply Chain / Human Trafficking and Modern Slavery	Outlined in Code of Conduct for Suppliers.
KPI B4.1: Description of measures to review employment practices to avoid child and forced labour.	Full	Engaging our People / How We are Managing It Ethical & Sustainable Supply Chain / Human Trafficking and Modern Slavery	The Group reviews its recruitment and workplace operations, and engagements with its suppliers, to monitor compliance with the Code as well as the Code of Conduct for Suppliers.
KPI B4.2: Description of steps taken to eliminate such practices when discovered.	Full	Ethics & Integrity Ethical & Sustainable Supply Chain / How We are Managing It / Supplier Code and Sustainable Sourcing Working Group Human Trafficking and Modern Slavery	The Group did not identify any cases of child or forced labour in 2020.

SUBJECT AREAS, ASPECTS, GENERAL DISCLOSURES AND KPIS	STATUS OF COMPLIANCE	LOCATION	REMARKS
<b>Aspect B5: Supply Chain Management</b>			
<b>General disclosure information on:</b> Policies on managing environmental and social risks of the supply chain.	Full	Engaging our People / How We are Managing It Ethical & Sustainable Supply Chain	Outlined in the Code of Conduct for Suppliers.
KPI B5.1: Number of suppliers by geographical region.	Full		In 2020, the Group procured goods and services from over 4,000 suppliers in Macau (32%), Hong Kong (21%), Philippines (19%), Cyprus (7%), Japan (5%), USA (3%), Singapore (2%), UK (2%), China (2%), and Other locations (7%).
KPI B5.2: Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Full	Ethical & Sustainable Supply Chain / How We are Managing It / Engaging with our Suppliers	The Group engages with all of its suppliers in local markets to monitor compliance with its Code of Conduct for Suppliers and to build capacity for meeting its sustainable sourcing goals.
KPI B5.3: Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Full	Ethical & Sustainable Supply Chain / How We are Managing It	The Group identifies environmental and social risks along the supply chain and engages with all of its suppliers in local markets to monitor compliance with its Code of Conduct for Suppliers and to build capacity for meeting its sustainable sourcing goals.
KPI B5.4: Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Full	Ethical & Sustainable Supply Chain	



SUBJECT AREAS, ASPECTS, GENERAL DISCLOSURES AND KPIS	STATUS OF COMPLIANCE	LOCATION	REMARKS
<b>Aspect B6: Product Responsibility</b>			
<b>General disclosure information on:</b> Policies and Compliance relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Full	Safety, Health & Wellbeing Ethics & Integrity Privacy & Cybersecurity	The Group does not produce products. Suppliers of branded merchandise produced for the Group must adhere to product responsibility requirements in the Code of Conduct for Suppliers.
KPI B6.1: Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Full		No recalls related to branded merchandise produced for the Group occurred in 2020.
KPI B6.2: Number of products and service related complaints received and how they are dealt with.	Full		No complaints related to branded merchandise produced for the Group, or substantiated complaints related to services provided, occurred in 2020.
KPI B6.3: Description of practices relating to observing and protecting intellectual property rights.	Full	Privacy & Cybersecurity	
KPI B6.4: Description of quality assurance process and recall procedures.	Full	Safety, Health & Wellbeing/ Air Quality and Food Safety	
KPI B6.5: Description of consumer data protection and privacy policies, how they are implemented and monitored.	Full	Privacy & Cybersecurity	In 2020, the Group did not experience any significant data breaches or receive any substantiated complaints.

SUBJECT AREAS, ASPECTS, GENERAL DISCLOSURES AND KPIS	STATUS OF COMPLIANCE	LOCATION	REMARKS
<b>Aspect B7: Anti-corruption</b>			
<b>General disclosure information on:</b> Policies and Compliance relating to bribery, extortion, fraud and money laundering.	Full	Ethics & Integrity	
KPI B7.1: Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Full		In 2020, there were not any material incidents of corruption, anti-competitive behaviour or of anti-trust or monopolistic practices within the Group.
KPI B7.2: Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Full	Ethics & Integrity / How We are Managing It / Whistleblowing	
KPI B7.3: Description of anti-corruption training provided to directors and staff	Full	Ethics & Integrity / How We are Managing It / Anti-corruption Training	
<b>Aspect B8: Community Investment</b>			
<b>General disclosure information on:</b> Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Full	Community Engagement & Investment	
KPI B8.1: Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	Full	Inspiring our Communities/ Strategy and Management Approach Community Engagement & Investment / How We are Managing It	
KPI B8.2: Resources contributed (e.g. money or time) to the focus area.	Full	Inspiring our Communities/ Strategy and Management Approach Community Engagement & Investment / How We are Managing It	

## APPENDICES

# GRI Content Index

ITEM	DISCLOSURE	PAGE NUMBER(S), URL(S) AND/OR EXPLANATION(S)	OMISSION
<b>GRI 101: Foundation 2016</b>			
<b>GRI 102: General Disclosures 2016</b>			
<b>1. Organisational Profile</b>			
102-1	Name of the organization	About this Report About Us	
102-2	Activities, brands, products, and services	About Us	
102-3	Location of headquarters	38th Floor, The Centrium, 60 Wyndham Street, Central, Hong Kong	
102-4	Location of operations	About this Report About Us	
102-5	Ownership and legal form	Melco International's Annual Report 2020 – Corporate Profile, P.18	
102-6	Markets served	Melco International's subsidiary, Melco Resorts & Entertainment Limited, is a global, premium-focused integrated resort operator primarily targeting the Asian premium mass as well as the mass gaming segments, by leveraging its differentiated, award-winning non-gaming entertainment attractions.	
102-7	Scale of the organization	About this Report Melco International's Annual Report 2020 – Corporate Structure, P.19	

ITEM	DISCLOSURE	PAGE NUMBER(S), URL(S) AND/OR EXPLANATION(S)	OMISSION
<b>GRI 102: General Disclosures 2016</b>			
<b>1. Organisational Profile</b>			
102-8	Information on employees and other workers	Engaging our People	
102-9	Supply chain	Our Strategy Sustaining our Supply Chain – Strategy and Management Approach Operating within global gaming and hospitality industries, the Group's supply chain is unsurprisingly vast; embracing over 4,000 vendors who support the delivery of services and products necessary to deliver a premium guest experience within our resorts. Our goods and services are too numerous to list but include fresh food and beverages, furniture and in-room technology systems, responsible gaming and security systems, furniture, fixtures and equipment, communications, gaming, sport and spa equipment, as well as operational, logistics and professional services, to name but a few. We continuously endeavor to engage and support our local supply base; collaborating to find new ways to differentiate our guest experience and in turn create inclusive business opportunities.  In 2020, the Group procured goods and services from suppliers in Macau (32%), Hong Kong (21%), Philippines (19%), Cyprus (7%), Japan (5%), USA (3%), Singapore (2%), UK (2%), China (2%), and Other locations (7%).	
102-10	Significant changes to the organization and its supply chain	About this Report	
102-11	Precautionary Principle or approach	Restoring our World The precautionary principle informs the Group's risk assessment, property design, construction and operations and planning processes.	
102-12	External initiatives	Global Tourism Plastics Initiative , led by the UN Environment Programme and the World Tourism Organisation in collaboration with Ellen MacArthur Foundation	
102-13	Membership of associations	European Casino Association	
<b>2. Strategy</b>			
102-14	Statement from senior decision-maker of the organization	Melco Resorts' Report: Leadership Insights on Sustainability	
102-15	Key impacts, risks, and opportunities	Our Strategy Restoring our World Inspiring our Communities Sustaining our Supply Chain Empowering our Business	
<b>3. Ethics and Integrity</b>			
102-16	Values, principles, standards, and norms of behaviour	Empowering our Business – Strategy and Management Approach Ethics & Integrity	
102-17	Mechanisms for advice and concerns about ethics	Ethics & Integrity	

ITEM	DISCLOSURE	PAGE NUMBER(S), URL(S) AND/OR EXPLANATION(S)	OMISSION
<b>GRI 102: General Disclosures 2016</b>			
<b>4. Governance</b>			
102-18	Governance structure	Empowering our Business – Strategy and Management Approach	
102-19	Delegating authority	Empowering our Business – Strategy and Management Approach	
102-20	Executive-level responsibility for economic, environmental, and social topics	Empowering our Business – Strategy and Management Approach	
102-21	Consulting stakeholders on economic, environmental, and social topics	Understanding What Matters Most	
102-22	Composition of the highest governance body and its committees	Empowering our Business – Strategy and Management Approach Melco International's Annual Report 2020 – Corporate Governance Report, P.44-58	
102-23	Chair of the highest governance body	Melco International's Annual Report 2020 – Board of Directors and Senior Management, P.40-43  In view of the current composition of the Board, the in-depth knowledge of Mr. Ho, Lawrence Yau Lung of the operations of the Group and of the gaming and entertainment sector, his extensive business network and connections in that sector, and the scope of operations of the Group, the Company believes it is in its best interests for Mr. Ho, Lawrence Yau Lung to assume the roles of Chairman and Chief Executive Officer until such time as the Company considers that such roles should be assumed by different persons.	
102-24	Nominating and selecting the highest governance body	Melco International's Annual Report 2020 – Corporate Governance Report, P.44-58	
102-25	Conflicts of interest	Melco International's Annual Report 2020 – Report of the Directors, P.59-92	
102-26	Role of highest governance body in setting purpose, values, and strategy	Empowering our Business – Strategy and Management Approach Melco International's Annual Report 2020 – Board of Directors and Senior Management, P.40-43	
102-27	Collective knowledge of highest governance body	Melco International's Annual Report 2020 – Board of Directors and Senior Management, P.40-43	
102-28	Evaluating the highest governance body's performance	Melco International's Annual Report 2020 – Corporate Governance Report, P.44-58	
102-29	Identifying and managing economic, environmental, and social impacts	Understanding What Matters Most Empowering our Business – Strategy and Management Approach Melco International's Annual Report 2020 – Report of the Directors, P.59-92	
102-30	Effectiveness of risk management processes	Empowering our Business – Strategy and Management Approach Melco International's Annual Report 2020 – Corporate Governance Report, P.44-58	
102-31	Review of economic, environmental, and social topics	Empowering our Business – Strategy and Management Approach	

ITEM	DISCLOSURE	PAGE NUMBER(S), URL(S) AND/OR EXPLANATION(S)	OMISSION
<b>GRI 102: General Disclosures 2016</b>			
<b>4. Governance</b>			
102-32	Highest governance body's role in sustainability reporting	Empowering our Business – Strategy and Management Approach The Board of the Company approved its 2020 ESG Report.	
102-33	Communicating critical concerns	Ethics & Integrity	
102-34	Nature and total number of critical concerns	The Group did not have any critical concerns raised in 2020.	
102-35	Remuneration policies	Melco International's Annual Report 2020 – Corporate Governance Report, P.44-58	
102-36	Process for determining remuneration	Melco International's Annual Report 2020 – Corporate Governance Report, P.44-58	
<b>5. Stakeholder Engagement</b>			
102-40	List of stakeholder groups	Understanding What Matters Most As part of identifying its stakeholders, the Group applied the GRI Reporting Principle of stakeholder inclusiveness.	
102-41	Collective bargaining agreements	Other than the rank-and-file employees of the table games division of City of Dreams Manila, representing 7% of the Group's workforce, none of our employees are members of any labor union and we are not party to any collective bargaining or similar agreement with our employees.	
102-42	Identifying and selecting stakeholders	Understanding What Matters Most	
102-43	Approach to stakeholder engagement	Understanding What Matters Most	
102-44	Key topics and concerns raised	Understanding What Matters Most	
<b>6. Reporting Practice</b>			
102-45	Entities included in the consolidated financial statements	About this Report About Us	
102-46	Defining report content and topic boundaries	About this Report As part of defining its report content, the Group applied the GRI Reporting Principles of stakeholder inclusiveness, sustainability context and materiality, and completeness accuracy, balance, clarity, comparability, reliability and timelines to enhance report quality.	
102-47	List of material topics	Understanding What Matters Most	
102-48	Restatements of information	Restoring our World Intensity data for the years 2016 to 2019 have been restated to reflect an adjustment in actual floor area.	

ITEM	DISCLOSURE	PAGE NUMBER(S), URL(S) AND/OR EXPLANATION(S)	OMISSION
<b>GRI 102: General Disclosures 2016</b>			
<b>6. Reporting Practice</b>			
102-49	Changes in reporting	About this Report Understanding What Matters Most	
102-50	Reporting period	About this Report	
102-51	Date of most recent report	About this Report	
102-52	Reporting cycle	About this Report	
102-53	Contact point for questions regarding the report	About this Report	
102-54	Claims of reporting in accordance with the GRI Standards	About this Report	
102-55	GRI content index	GRI Content Index	
102-56	External assurance	ISO 14064-1:2006 A third-party assurance provider verified the Company's GHG emission inventory for the years 2019 and 2020 against the ISO 14064-1: 2006 Greenhouse Gas Standard.	
<b>Report Section: Restoring our World</b>			
<b>Material Topic: Energy &amp; Climate Resilience</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Restoring our World – Strategy and Management Approach Energy & Climate Resilience	
103-2	The management approach and its components	Restoring our World – Strategy and Management Approach Energy & Climate Resilience	
103-3	Evaluation of the management approach	Restoring our World – Strategy and Management Approach Energy & Climate Resilience	
<b>GRI 302: Energy 2016</b>			
302-1	Energy consumption within the organization	Energy & Climate Resilience	
302-3	Energy intensity	Energy & Climate Resilience	
302-4	Reduction of energy consumption	Energy & Climate Resilience	

ITEM	DISCLOSURE	PAGE NUMBER(S), URL(S) AND/OR EXPLANATION(S)	OMISSION
<b>Report Section: Restoring our World</b>			
<b>Material Topic: Energy &amp; Climate Resilience</b>			
<b>GRI 305: Emissions 2016</b>			
305-1	Direct (Scope 1) GHG emissions	Energy & Climate Resilience The Group's GHG inventory is calculated using an operating control approach. The inventory aligns with the Greenhouse Gas Protocol Corporate Accounting Standard ("GHG Protocol") published by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI), and refers to the Global Warming Potentials (GPs) of the Sixth Assessment Report (6AR) of the Intergovernmental Panel On Climate Change (IPCC).	
305-2	Energy indirect (Scope 2) GHG emissions	Energy & Climate Resilience Scope 2 emissions arise indirectly from purchased electricity consumption. Scope 2 emissions are reported with both the location-based and market-based methods, in alignment with reporting requirements from the GRI Standards and the GHG Protocol. Our Scope 2 market-based emissions are neutral since 2018 from the purchase for Energy Attributes Certificates for 100% of our global electricity consumption. The Group's GHG inventory is calculated using an operating control approach. The inventory aligns with the Greenhouse Gas Protocol Corporate Accounting Standard ("GHG Protocol") published by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI), and refers to the Global Warming Potentials (GPs) of the Sixth Assessment Report (6AR) of the Intergovernmental Panel On Climate Change (IPCC).	
305-4	GHG emissions intensity	Energy & Climate Resilience	
305-5	Reduction of GHG emissions	Energy & Climate Resilience	
<b>Material Topics: Energy &amp; Climate Resilience / Material Use &amp; Waste</b>			
<b>GRI 304: Biodiversity 2016</b>			
304-2	Significant impacts of activities, products, and services on biodiversity	Energy & Climate Resilience Material Use & Waste	

ITEM	DISCLOSURE	PAGE NUMBER(S), URL(S) AND/OR EXPLANATION(S)	OMISSION
<b>Report Section: Restoring our World</b>			
<b>Material Topic: Material Use &amp; Waste</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Restoring our World – Strategy and Management Approach Material Use & Waste	
103-2	The management approach and its components	Restoring our World – Strategy and Management Approach Material Use & Waste	
103-3	Evaluation of the management approach	Restoring our World – Strategy and Management Approach Material Use & Waste	
<b>GRI 301: Materials 2016</b>			
301-2	Recycled input materials used	Material Use & Waste	Information unavailable It is not feasible to quantify the percentage of recycled input materials used.
<b>GRI 303: Water and Effluents 2018</b>			
303-1	Interactions with water as a shared resource	Material Use & Waste	Information unavailable Specific water-related quantitative targets have yet to be set.
303-2	Management of water discharge-related impacts	Material Use & Waste All wastewater discharges to municipal treatment systems are in compliance with applicable legal requirements. Data are not available on quantities discharged.	
303-3	Water withdrawal	Material Use & Waste	
303-4	Water discharge	Material Use & Waste	Not applicable All wastewater discharges to municipal treatment systems are in compliance with applicable legal requirements. Data are not available on quantities discharged.
303-5	Water consumption	Material Use & Waste	

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<b>Report Section: Restoring our World</b>			
<b>Material Topic: Material Use &amp; Waste</b>			
<b>GRI 306: Waste 2020</b>			
306-1	Waste generation and significant waste-related impacts	Material Use & Waste	
306-2	Management of significant waste-related impacts	Material Use & Waste	
306-3	Waste generated	Material Use & Waste	
306-4	Waste diverted from disposal	Material Use & Waste	
306-5	Waste directed to disposal	Material Use & Waste	
<b>Report Section: Inspiring our Communities</b>			
<b>Material Topic: Engaging People</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Inspiring our Communities – Strategy and Management Approach Engaging our People	
103-2	The management approach and its components	Inspiring our Communities – Strategy and Management Approach Engaging our People	
103-3	Evaluation of the management approach	Inspiring our Communities – Strategy and Management Approach Engaging our People	
<b>GRI 401: Employment 2016</b>			
401-1	New employee hires and employee turnover	Engaging our People	

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<b>Report Section: Inspiring our Communities</b>			
<b>Material Topic: Engaging People</b>			
<b>GRI 404: Training and Education 2016</b>			
404-1	Average hours of training per year per employee	Engaging our People	
404-2	Programs for upgrading employee skills and transition assistance programs	Engaging our People	Information unavailable Programs to facilitate continued employability of employees who leave the company, either through retirement or termination, are not currently provided.
404-3	Percentage of employees receiving regular performance and career development reviews	Engaging our People All permanent employees, excluding newly-hired employees that did not complete their probationary period, received annual performance reviews.	
<b>GRI 202: Market Presence 2016</b>			
202-2	Proportion of senior management hired from the local community	Ethics & Integrity	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
405-1	Diversity of governance bodies and employees	Ethics & Integrity	
<b>GRI 406: Non-discrimination 2016</b>			
406-1	Incidents of discrimination and corrective actions taken	Engaging our People Zero allegations of discrimination have been submitted to the government or to human resources in this reporting period.	
<b>Material Topic: Safety, Health &amp; Wellbeing</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Inspiring our Communities – Strategy and Management Approach Safety, Health & Wellbeing	
103-2	The management approach and its components	Inspiring our Communities – Strategy and Management Approach Safety, Health & Wellbeing	
103-3	Evaluation of the management approach	Inspiring our Communities – Strategy and Management Approach Safety, Health & Wellbeing	

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<b>Report Section: Inspiring our Communities</b>			
<b>Material Topic: Safety, Health &amp; Wellbeing</b>			
<b>GRI 401: Occupational Health &amp; Safety 2018</b>			
403-1	Occupational health and safety management system	Safety, Health & Wellbeing The Group's safety and health management system covers all of the Group's operations. In addition, the Group's operations in Macau and Hong Kong are certified to the ISO 45001 management system standard for occupational health and safety.	
403-2	Hazard identification, risk assessment, and incident investigation	Safety, Health & Wellbeing As part of implementing the Group's OSH management system, identified hazards and assessed risks are mitigated and managed, the competency of colleagues and workers responsible for related work scopes is assured and overall implementation is monitored and reviewed to identify areas for improvement. Colleagues and workers are trained to remove themselves from potentially hazardous situations without reprisal and thorough incident investigations are undertaken to identify hazards and assess risks with the implementation of any necessary corrective action, changes to the hierarchy of controls or other improvements to its management system.	
403-3	Occupational health services	Safety, Health & Wellbeing As part of implementing the Group's OSH management system, identified hazards and assessed risks are mitigated and managed, the competency of colleagues and workers responsible for related work scopes is assured and overall implementation is monitored and reviewed to identify areas for improvement. Colleagues and workers are trained to remove themselves from potentially hazardous situations without reprisal and thorough incident investigations are undertaken to identify hazards and assess risks with the implementation of any necessary corrective action, changes to the hierarchy of controls or other improvements to its management system.	
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety, Health & Wellbeing Colleagues and contractors participate in regular OSH briefings and training, including being provided with opportunities to evaluate and continuously improve our OSH systems and processes. Communication occurs through various platforms, including but not limited to, induction and refresher courses, monthly meetings of our OSH Committees, team talks, internal communication on our e-Learning platform, surveys, feedback forms, and audits.	
403-5	Worker training on occupational health and safety	Safety, Health & Wellbeing	
403-6	Promotion of worker health	Safety, Health & Wellbeing Ethical & Sustainable Supply Chain As part of implementing its OSH system, the Group provides information and conducts training with colleagues and onsite workers to promote health and wellbeing. Onsite clinics also provide occupational health services to support employees.	

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<b>Report Section: Inspiring our Communities</b>			
<b>Material Topic: Safety, Health &amp; Wellbeing</b>			
<b>GRI 401: Occupational Health &amp; Safety 2018</b>			
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety, Health & Wellbeing	
403-8	Workers covered by an occupational health and safety management system	Safety, Health & Wellbeing The Group's operations across Macau and Hong Kong are certified to the ISO 45001 management system standard for occupational health and safety. OSH systems are implemented to comply with all relevant legal requirements, and cover the workplaces of all colleagues across the group and onsite workers.	
403-9	Work-related injuries	Safety, Health & Wellbeing There were no cases of high-consequence work-related injuries or of colleague or worker fatalities on the Group's properties in 2020. The main types of injuries included slips, trips and falls, minor wounds and/or muscle strain from hitting objects or manual handling. The Group's OSH system identifies work-related hazards that pose a risk of high-consequence injury and implements controls to mitigate risk.	Information unavailable Data on workers outside the organization has yet to be collected.
<b>GRI 416: Customer Health &amp; Safety 2016</b>			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Ethics & Integrity No significant incidents of non-compliance with regulations concerning health and safety impacts occurred during the reporting period.	
<b>Material Topic: Responsible Gaming</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Inspiring our Communities – Strategy and Management Approach Responsible Gaming	
103-2	The management approach and its components	Inspiring our Communities – Strategy and Management Approach Responsible Gaming	
103-3	Evaluation of the management approach	Inspiring our Communities – Strategy and Management Approach Responsible Gaming	
<b>GRI 417: Marketing &amp; Labeling 2016</b>			
417-1	Requirements for product and service information and labeling	Responsible Gaming The Group has not had any incidents of non-compliance with its procedures related to responsible gaming and health and safety communication materials.	
417-3	Incidents of non-compliance concerning market communications	Responsible Gaming Community Engagement & Investment The Group has not had any incidents of non-compliance with requirements or codes concerning marketing communications.	

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<b>Report Section: Inspiring our Communities</b>			
<b>Material Topic: Community Engagement &amp; Investment</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Inspiring our Communities – Strategy and Management Approach Community Engagement & Investment	
103-2	The management approach and its components	Inspiring our Communities – Strategy and Management Approach Community Engagement & Investment	
103-3	Evaluation of the management approach	Inspiring our Communities – Strategy and Management Approach Community Engagement & Investment	
<b>GRI 413: Local Communities 2016</b>			
413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement & Investment	
<b>Material Topics: Engaging People and Ethical &amp; Sustainable Supply Chain</b>			
<b>GRI 408: Child Labour 2016</b>			
408-1	Operations and suppliers at significant risk for incidents of child labor	Ethical & Sustainable Supply Chain	
<b>GRI 409: Forced or Compulsory Labor 2016</b>			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethical & Sustainable Supply Chain	
<b>GRI 412: Human Rights Assessment 2016</b>			
412-2	Employee training on human rights policies or procedures	Ethical & Sustainable Supply Chain	
<b>Report Section: Sustaining our Supply Chain</b>			
<b>Material Topic: Ethical &amp; Sustainable Supply Chain</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Sustaining our Supply Chain – Strategy and Management Approach Ethical & Sustainable Supply Chain	
103-2	The management approach and its components	Sustaining our Supply Chain – Strategy and Management Approach Ethical & Sustainable Supply Chain	
103-3	Evaluation of the management approach	Sustaining our Supply Chain – Strategy and Management Approach Ethical & Sustainable Supply Chain	

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<b>Report Section: Sustaining our Supply Chain</b>			
<b>Material Topic: Ethical &amp; Sustainable Supply Chain</b>			
<b>GRI 204: Procurement Practices 2016</b>			
204-1	Proportion of spending on local suppliers	Ethical & Sustainable Supply Chain Disclosure item 102-9 of this Content Index.	
<b>GRI 308: Supplier Environmental Assessment 2016</b>			
308-1	New suppliers that were screened using environmental criteria	Ethical & Sustainable Supply Chain Suppliers' environmental performance is assessed and compliance with the Code of Conduct for Suppliers required; the Group is in the process of expanding its assessment and engagement of suppliers.	
<b>GRI 414: Supplier Social Assessment 2016</b>			
414-1	New suppliers that were screened using social criteria	Ethical & Sustainable Supply Chain	
<b>Report Section: Empowering our Business</b>			
<b>Material Topic: Ethics &amp; Integrity</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Empowering our Business – Strategy and Management Approach Ethics & Integrity	
103-2	The management approach and its components	Empowering our Business – Strategy and Management Approach Ethics & Integrity	
103-3	Evaluation of the management approach	Empowering our Business – Strategy and Management Approach Ethics & Integrity	
<b>GRI 205: Anti-corruption 2016</b>			
205-1	Operations assessed for risks related to corruption	Ethics & Integrity All of the Group's operations are regularly assessed for corruption risk.	
205-2	Communication and training about anti-corruption policies and procedures	Ethics & Integrity All members of the Group's governing bodies, including the Board, its committees and the Company's Executive Committee as well as property-level Boards and their committees and Executive Committees have received training on the Group's anti-corruption policies. All colleagues receive training on the Group's anti-corruption policies and procedures. The Group's requirements for suppliers and business partners are acknowledged through acceptable of the Group's Code of Conduct for Suppliers and related training is provided.	
205-3	Confirmed incidents of corruption and actions taken	Ethics & Integrity No confirmed incidents of corruption in the reporting year.	
<b>GRI 206: Anti-competitive Behavior 2016</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics & Integrity No legal actions for anti-competitive behavior, anti-trust or monopoly practices were identified in the reporting year.	

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<b>Report Section: Empowering our Business</b>			
<b>Material Topic: Ethics &amp; Integrity</b>			
<b>GRI 419: Socioeconomic Compliance 2016</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	Ethics & Integrity Inspiring our Communities The Group was in compliance with all applicable social economic related laws and regulations during the reporting period.	
<b>GRI 307: Environmental Compliance 2016</b>			
307-1	Non-compliance with environmental laws and regulations	Ethics & Integrity Restoring our World Ethical & Sustainable Supply Chain In 2020, the Group was in compliance with all applicable environmental laws and regulations.	
<b>Material Topic: Privacy &amp; Cybersecurity</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Our Strategy Inspiring our Communities – Strategy and Management Approach Privacy & Cybersecurity	
103-2	The management approach and its components	Inspiring our Communities – Strategy and Management Approach Privacy & Cybersecurity	
103-3	Evaluation of the management approach	Inspiring our Communities – Strategy and Management Approach Privacy & Cybersecurity	
<b>GRI 418: Customer Privacy 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Privacy & Cybersecurity The Group has not had any substantiated complaints concerning breaches of customer privacy or losses of customer data during the reporting period.	
<b>Other Disclosure Items</b>			
<b>GRI 201: Economic Performance 2016</b>			
201-1	Direct economic value generated and distributed	Melco Resorts' Report – Performance Metrics – Economic and Social Impact, P.114	
201-2	Financial implications and other risks and opportunities due to climate change	Energy & Climate Resilience	Information not available Financial implications from climate change scenarios based on risk classifications have yet to be assessed.
<b>GRI 410: Security Practices 2016</b>			
410-1	Security personnel trained in human rights policies or procedures	Privacy & Cybersecurity As part of the intensive training provided to all security teams, approaches to enforcing procedures that respect human rights are followed. 100% of security personnel receive this training, which is provided by the Group, local authorities and third-party security experts.	



# Contact Details

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