



SUSTAINABLE DEVELOPMENT REPORT

2022

BEST IN THE WORLD
BEST FOR THE WORLD



2022 HIGHLIGHTS



US\$68,843
contributed to
local communities



Support the community
through utilising our strength:
Home Repair Project Team

SOCIAL



151 HRS
of volunteering
hours clocked

PEOPLE



ANNIVERSARY CELEBRATION

Disney Family Fun Day
and HAESL Monopoly
distribution



Training & development:
29 hrs of training
per staff

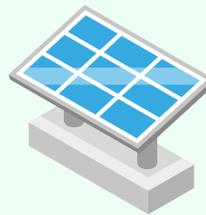


Lowest number
of lost-time-injuries
(LTIs) 1
in HAESL's history



**HAECO GROUP
SAFETY AND QUALITY
EXCELLENCE
AWARD**

ENVIRONMENTAL

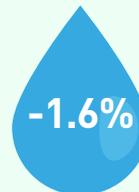


Solar power
system expanded to
630 kW

Electricity use
decreased by



Water consumption
reduced by



Increased
recycling rate to



ECONOMIC



Highest revenue:
**\$US2,955
million**



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BEST IN THE WORLD, BEST FOR THE WORLD

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ABOUT THIS REPORT

The HAESL Sustainable Development Report is compiled in accordance with the Global Reporting Initiative (GRI) Standards 2021. The report discloses HAESL's commitment in sustainable development including strategies, targets, management approaches and our environmental performance. The material topics reported in this report are in accordance with GRI topic-specific disclosures and defined through a materiality assessment and stakeholder engagement processes. Details are provided in the section "Our Approach to Sustainable Development".

Reporting Frequency

This Sustainable Development Report is published annually. We published an annual Environmental, Health and Safety Report in 2004, 2005 and 2006, before migrating to a Corporate Social Responsibility Report in 2007 and a Sustainable Development Report from 2008 onwards. Historical reports are available for download at the HAESL website:

<https://www.haesi.com/en/sustainable-development/sustainability-reports/>

Scope and Boundary

Our Sustainable Development Report describes the challenges and opportunities in social, environmental and economic aspects of our operations at Tseung Kwan O, Hong Kong SAR, China, and details our strategies and solutions in achieving sustainable development. This report covers the calendar year from 1st January 2022 to 31st December 2022. We aim to provide comprehensive, clear and concise information on all topics that we and our stakeholders consider to be of relevance for sustainability.

Recording Our Sustainability Indicators

Credible reporting is based on transparency and validity of data. We register the data of all relevant organisational departments that fall within the scope of our activities. The data undergoes checks to ensure a high level of data integrity.



The reported indicators are rounded in accordance with standard commercial practice. In some cases, due to rounding, the sum of the figures given in this report may not exactly equal the stated totals and percentages may not precisely tally to the figures indicated.

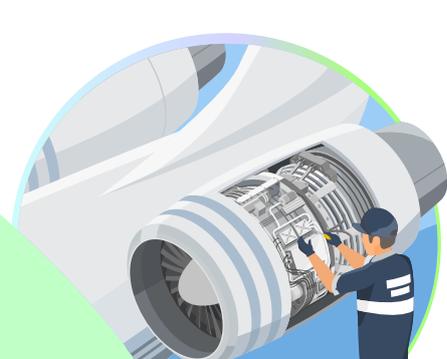
Report Assurance

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards (2021). We entrust the Hong Kong Quality Assurance Agency (HKQAA) to verify the completeness and accuracy of our report. You can find a statement to this effect and a summarised GRI Index in this report in the Appendix.

Practical Information

The report is available in English and Traditional Chinese. Designations such as manager and employee refer equally to men and women; the masculine form of personal pronouns is used in such cases solely to simplify the text.

Any feedback on our performance and initiatives, or suggestions as to how we may be able to improve the content and presentation of this report, would be most welcome. Please contact our Sustainable Development Department through our website at www.haesi.com.





MESSAGE FROM CEO

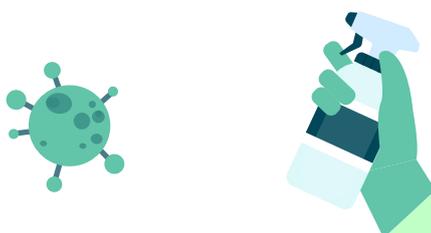
HAESL celebrated its 25th anniversary in 2022 which was a timely chance to reflect upon the rapid growth of the business over that time, the creation of jobs and talent development opportunities that this has led to, and the performance of the organisation to deliver sustained success.

The COVID-19 pandemic continued to create challenges through the course of 2022 not least during the Omicron wave in the first half of the year. Despite these difficulties and the associated supply chain friction, HAESL had a successful year with our second highest engine output.

The health and safety of our workforce remains, as ever, our first priority at all times. The company recorded one LTI for the year matching the performance of 2021 and efforts are now focused on driving towards zero harm as an objective to be sustained over the long term. Measures to minimise the risk of COVID-19 in the workplace were retained and, where necessary, expanded upon during the course of the year. Reflective of the wider Hong Kong community, HAESL had several hundred COVID-19 cases in 2022 but none of these were serious and the operation was not impacted. This is a great credit to the flexibility and resilience of the organisation in its ability to manage through crises.

HAESL is progressing well with its Diversity and Inclusion objectives under the agreed five-year plan. Focus groups have been conducted by the HAESL Women’s Network to identify areas for improvement so that we can accelerate our efforts towards a more diverse and equal workplace. Recruitment goals have been set to drive greater gender diversity at HAESL and Unconscious Bias Training has been conducted across the company.

5 YEARS D&I PLAN

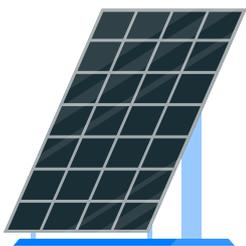


Message from Chief Executive Officer

HAECO Group Safety and Quality Excellence Award



HAESL's greenhouse gas emissions increased by 4.3% year-on-year due to the increased number of engines tested and the greater mix of XWB engines that have higher consumption during testing than other engine types. However, electricity consumption reduced by 1% despite the increase in activity as a result of various technological improvements. In 2022, HAESL's solar power system underwent a threefold increase to 630kW generating over 700,000kWh of renewable electricity annually, with support from CLP's Feed-in-Tariff Scheme.



**GENERATING OVER
700,000KWH/yr
RENEWABLE ELECTRICITY**

The company's water intensity reduced by 26% and recycling rates increased by 17%. One of HAESL's core processes consumes aluminium oxide which becomes industrial waste after the blasting process. To reuse the spent aluminium oxide, HAESL engaged the Hong Kong Polytechnic University to explore recycling opportunities which resulted in repurposing the material for brick production. In 2022 HAESL recycled 13 tonnes of aluminium oxide to manufacture bricks.



**RECYCLED 13 TONNES
OF ALUMINIUM OXIDE**



Reverse vending machine



Plastic is being progressively removed from the canteen operations and reverse vending machines have been installed to incentivise staff to recycle bottles and cans. Staff have been provided with cutlery to reduce single use plastic. EV charging facilities have been expanded in HAESL with ten sites now available. A programme has been initiated to recycle used uniforms.

HAESL recorded 151 volunteering hours from 16 corporate social responsibility events with material donations being made to various charitable causes ranging from aerospace youth education and food aid to the underprivileged. The HAESL Community Day was organised in 2022 and took place in early January 2023 with about 800 staff members participating in 20 volunteering events. This will be covered more fully in next year's report.

**151HRS
VOLUNTEERING**



Richard Sell
Chief Executive Officer



ABOUT HAESL: BEST IN THE WORLD, BEST FOR THE WORLD

Our Story

Hong Kong Aero Engine Services Limited (HAESL) provides world-class aero engine and component repair services to many of the world's most respected airlines that have chosen Rolls-Royce to power their fleet of Airbus and Boeing aircraft. Sustainable Development is one of HAESL's core strategic objectives both for the benefits it provides to all our stakeholders and to enable long term value creation for our shareholders.

1940s FOUNDING

HAESL's origins precede its official founding by extending back to the 1940's when the Swire group identified the aviation industry as a potential business opportunity.

1950 ESTABLISHMENT

Having no experience in aviation but with expert engineering skills in ship maintenance, Swire formed the Pacific Air Maintenance & Supply Company (PAMAS), which in 1950 merged with Jardine Air Maintenance (JAMCo) to become Hong Kong Aircraft Engineering Company Limited (✓ **HAECO**).



1995 JOINT VENTURE

The growing demand within the aviation industry and a desire from HAECO to grow within the Asia region led to a strategic decision to form a Joint Venture with a leading aero engine Original Equipment Manufacturer (OEM).



Rolls-Royce, with nearly 100 years of experience in engine manufacturing was seeking new global site to maintain its increasing number of civil airplane engines; hence HAESL was founded in Hong Kong in 1995 as an equal share joint venture between Rolls-Royce and HAECO, located at Tseung Kwan O Industrial Estate, Hong Kong.



1997

FIRST ROLLS-ROYCE TRENT 700 ENGINE

HAESL became operational in 1997 with the testing of the first **Rolls-Royce** Trent 700 engine. Over the years, HAESL has grown its capability of repair and overhaul of Rolls-Royce RB211 and the Trent series of engines.

2022

UP TO 31 DECEMBER 2022, HAESL HAS OVERHAULED

> 4,700

ROLLS-ROYCE ENGINES SINCE ITS ESTABLISHMENT.



The winning combination of leveraging on Rolls-Royce's strength as an OEM and HAESL's experience as a maintenance repair organisation in Asia allows HAESL to offer high quality and comprehensive services to its customers and to be recognised as a prominent and sustainable business.

Looking forward, HAESL will continue to develop knowledge and capability in overhauling the Trent XWB engine and more. With our expanding workforce, HAESL will continue to grow and strive to achieve its vision of being "Best in the World, Best for the World".

More information about our business and latest developments is available in the section "Our Business and Value Chain" of this Report and on our website www.haesi.com.



Our Vision and the Sustainability Strategy

Our Vision: **“Best in the World, Best for the World”**

HAESL’s vision is to be the best aero engine Maintenance, Repair and Overhaul organisation (MRO) in the world and share long-term value with our stakeholders through sustainable development of our business. This is founded on our ability to continually deliver our services within an agreed time frame and to maintain a high standard of quality.

The HAESL Sustainable Development Charter underpins our strategy to sustainability. There are four elements in the Charter supporting HAESL in achieving its vision.

The first two elements are vital in building trust with our customers by providing dependable and economical maintenance services and in return continuously generating value for our shareholders and stakeholders. By excelling in this, we shall retain and grow our customers and be able to develop new business and capabilities, which in turn allow us to contribute to our local community by providing more employment opportunities.

The second two elements focus on minimising negative impact on the environment and making positive contribution to our community. Through these two elements, we endeavour to be a responsible corporate citizen and to achieve our goal of “Best for the World”

By exercising our Sustainable Development Charter and upholding our core values of **“Tea & RICE DISH” - Teamwork & Respect, Integrity, Commitment, Excellence, Diversity, Inclusion, Safety and Health** – we are working to turn our vision into reality.

HAESL’s sustainability policy, sustainability framework and methodology are all documented in a HAESL Engineering Procedures Manual that is open to and accessible by every employee.



Ethics and Compliance

Doing business in an ethical way and in compliance with all applicable laws is essential to HAESL as a sustainable and socially responsible business. Our Board of Directors and Senior Management Team place the highest priority on overseeing and managing ethics and compliance. We hold a quarterly ethics and compliance link call with Rolls-Royce, where our senior management and function heads review any issues, whilst providing the opportunity for the sharing of best practices.

Our Code of Conduct, which is available online at www.haesl.com, sets out the detailed principles and standards expected by the Company. In addition, the following policies, and procedures are available:



HAESL Code of Conduct



Gifts and Hospitality Policy



Competition Law Compliance Manual



Information Security Policy



Code of Conduct for HAESL Suppliers



Personal Data Privacy Policy

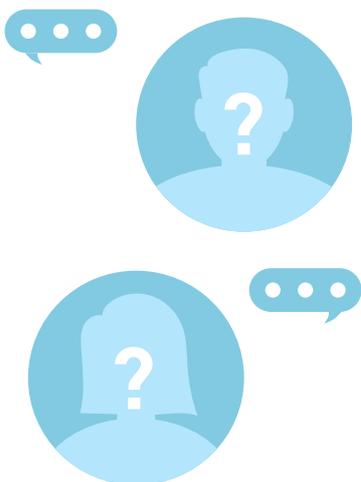


Whistleblowing Policy

These policies are introduced and reinforced to all new and existing staff members through induction training and refresher training respectively. A training session covering Values, Code of Conduct and Compliance, is provided to all new joiners in order to help them better understand the requirements of the Company's policies. Personal Data Privacy and Anti-bribery trainings which cover topics such as the proper handling of personal data, identifying potential bribery situations, and how to report any suspicions of improper conduct are offered to specific staff. By equipping our staff with the knowledge and skills necessary to maintain high standards of personal data privacy and ethical conduct, we uphold our commitment to integrity and accountability in all our operations.

We also take steps to create and foster a business culture in which our people feel comfortable to "speak up." We have introduced the practice of Ethical Dilemma Discussion from Rolls-Royce, through which our employees are made aware of what to do and whom to speak with when they are faced with an ethical dilemma. We have established an anonymous reporting facility, the Ethicspoint System, operated by a third-party company, to provide a safe and direct channel to report potential unethical or non-compliant activity.

Our Senior Management Team reviews occurrence reports on any potential unethical or non-compliant behaviours and reports any issues raised directly to the Board of Directors.



Governance Structure and Committees

Corporate Governance

HAESL's Board of Directors conveys the highest priority to strategic governance and provides the guidance by which HAESL is directed in the interests of all its stakeholders. The effectiveness of HAESL's approach towards strategic governance forms the foundation for HAESL's strength in its values, reputation and ability to achieve its objectives.

The Board of Directors comprises six Non-Executive Directors who are appointed by the shareholders according to business expertise and qualification. HAECO and Rolls-Royce appoint three directors respectively, meeting four times a year.



Senior Management Team

HAESL's Senior Management Team is led by our Chief Executive Officer Mr. Richard Sell, and also comprises three other General Managers with individual executive responsibility for Commercial activities, Finance & Administration and Operations. This team acts as the HAESL Executive Committee to establish long-term objectives and strategies for HAESL and define directives and principles for the resulting company policy. The Senior Management Team decides on the portfolio, develops and deploys managerial staff, allocates resources and holds responsibility for the company's financial steering and reporting.

Sustainable Development Governance

The Sustainable Development Governance Committee governs sustainable development issues, sets the Sustainability Strategy and meets on a regular basis to oversee activity.

The committee is comprised of the Senior Management Team, the Human Resources Manager and the Sustainable Development Manager. They ensure that the Company's business objectives and operations are in alignment with its commitments to sustainable development and that the expectation for sustainability from our shareholders and stakeholders is fulfilled by implementing appropriate and effective policies. These policies include planning, executing, reviewing and improving Corporate Social Responsibility and environmental protection programmes that are in line with our Sustainability Strategy.

Safety Review Board

HAESL's Safety Review Board governs the management systems for Risk, Safety and Quality. It is formed by the Senior Management Team, Quality Assurance Manager, and Safety and Improvement Manager. They provide support and resources for the execution of these management systems as well as monitoring the effectiveness of each system.

Other Committees

Over 1,000 employees work to support engine overhaul and component repair activities in our facility. A close relationship among different functions is vital to our success. The HAESL management team is committed to ensuring that everyone is working towards our vision.

In order to maintain strong communication between the management and all levels of staff, a number of committees representing key elements of the business have been established. These include the Occupational Safety & Health (OSH) Performance Review Group, the General Staff Consultative Committee (GSCC) and the Contract Staff Association (CSA). The OSH Performance Review Group comprising of all Function Heads is chaired by the General Manager Operations. It meets bi-monthly to discuss OSH related issues, risks and improvement opportunities. The General Staff Consultative Committee and the Contract Staff Association are forums where staff representatives and a member of the Senior Management Team, along with Human Resources Manager, meet on a regular basis to discuss issues and concerns that may arise from the staff community. All HAESL employees are members of either the GSCC or the CSA upon joining the company and are eligible to elect their representatives.

OUR APPROACH TO SUSTAINABLE DEVELOPMENT

SUSTAINABLE DEVELOPMENT GOALS

Support of United Nations Sustainable Development Goals

Our sustainability agenda is aligned to the United Nations' Sustainable Development Goals (UN SDGs). We support all 17 goals and believe that we have a role to play in contributing to a more sustainable world. Of these goals, we have identified eight in which we focus.



Materiality Assessment

Understanding the materiality of various sustainability issues is essential to our sustainable development. In addition to defining the content of this report, the materiality assessment is critical for HAESL to understand what matters to our Stakeholders and hence will shape how we set our sustainability strategies and how we carry out related activities.

In line with the GRI Standards, the materiality of a topic is defined on two dimensions, i.e. 1) whether the topic reflects HAESL's significant economic, social and environmental impacts, and 2) whether the topic has significant influence on the decision making of HAESL's stakeholders. The following stakeholders were identified and engaged in our assessment:

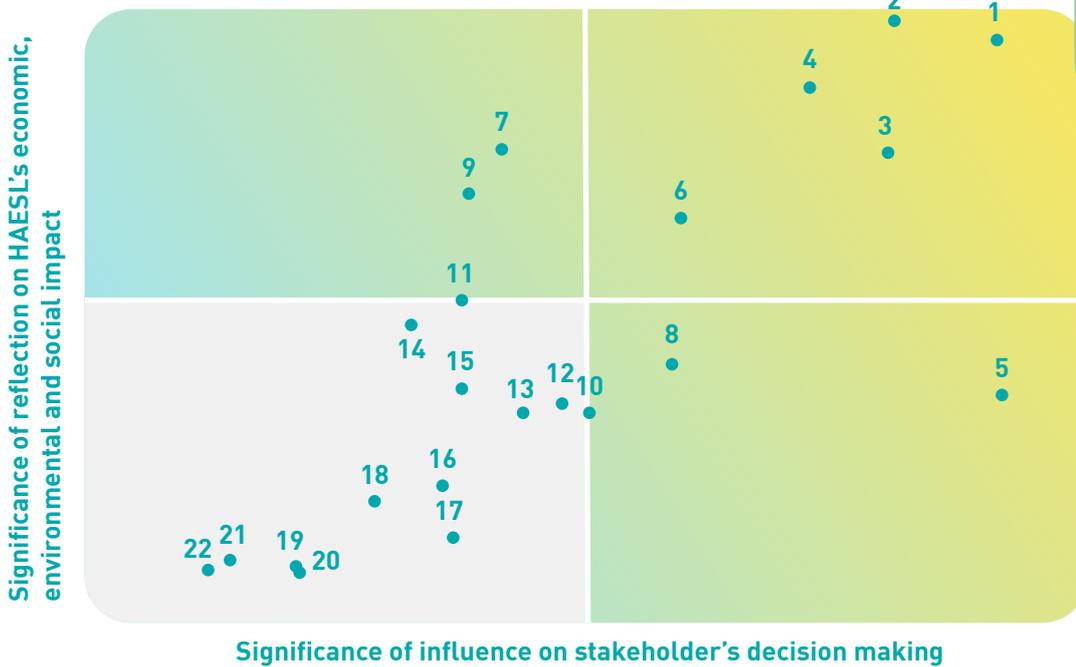
 <p>Employees (including managerial staff and general staff)</p>	 <p>Board Members</p>	 <p>Shareholders</p>	 <p>Customers</p>
 <p>Suppliers and business partners</p>	 <p>Organisations from our local community</p>	 <p>Government authorities</p>	

All the stakeholders we engaged were briefed on the purpose of the assessment and were then invited to access the materiality through face-to-face interviews or email questionnaires. Responses given by our stakeholders were consolidated and developed into the materiality matrix below.



Consolidated Materiality Matrix Based on Stakeholders' Assessment

Essential Topics



Topic description

	1	Staff occupational health and safety		12	Local labour market presence
	2	Socioeconomic compliance		13	Material management
	3	Anti-corruption		14	Emissions
	4	Environmental compliance		15	Staff employment
	5	Economic presence		16	Staff career development
	6	Customer health and safety		17	Labour management communication
	7	Water and effluent management		18	Non-discrimination
	8	Anti-competition behaviour		19	Staff diversity and equal opportunity
	9	Waste management		20	Assessment on suppliers' performance on environmental topics
	10	Customer privacy		21	Local communities
	11	Energy consumption		22	Indirect economic impacts

Among 22 listed topics, **11 topics** were scored higher by our stakeholders and were assessed as essential to HAESL's sustainable development. In this Report, essential topics are prioritised with topic-specific disclosure according to the GRI Standards. "Emissions" and "staff diversity and equal

opportunities" while not yet considered as a top priority by our stakeholders are viewed as emerging material topics; we recognise the importance of climate change and diversity and inclusion to our business and have an internal plan and details within this report.



Environmental

- 4 Environmental compliance
- 7 Water and effluent management
- 9 Waste management
- 11 Energy consumption
(i.e. SDG 12 13 14)

The essential and emerging material topics were re-organised under the categories of environmental, social and governance and aligned with the UN SDGs into twelve areas for greater focus and clarity.



Social

- 1 Staff occupational health and safety
- 2 Socioeconomic compliance
- 3 Anti-corruption
- 6 Customer health and safety
- 8 Anti-competition behavior
- 10 Customer privacy
Staff diversity and equal
- 19 opportunities
(i.e. SDG 3 5 8 16)

Economic

- 5 Economic presence
(i.e. SDG 8 9)

ESSENTIAL TOPICS

WHERE TO FIND THE RELEVANT INFORMATION

PAGE

Staff occupational health and safety	Our People	14
Socioeconomic compliance	About HAESL: Best in the World, Best for the World	07
Anti-corruption	About HAESL: Best in the World, Best for the World	07
Environmental compliance	Our Environment	38
Economic presence	Our Business and Value Chain	52
Customer health and safety	Our Business and Value Chain	52
Water and effluent management	Our Environment	38
Anti-competition behaviour	About HAESL: Best in the World, Best for the World	07
Waste management	Our Environment	38
Customer privacy	About HAESL: Best in the World, Best for the World	07
Energy consumption	Our Environment	38
Staff diversity and equal opportunities	Our People	14



OUR

PEOPLE

2022 was a mixed year of challenges and exciting opportunities. Despite the volatile COVID-19 situation, community services and business activities in Hong Kong entered the second stage of phased resumption. As always, HAESL put health and safety of our people first and upheld core COVID mitigation measures while providing necessary support to staff throughout the year.

A number of internal enhancements were made including a focus on workplace diversity and inclusion, promoting well-being and the professional growth of our people, and enhancing salary packages to remain market competitive. We strive to distinguish ourselves as a prospective, nurturing, and trustworthy entity.

A dedicated team with a robust safety culture and a motivation for continuous improvement is essential for sustaining business prosperity. While celebrating the 25th Anniversary of HAESL, we were pleased to attain one LTI, the lowest record in our history in 2022. Moving on to 2023, we will continue to prioritise workplace safety as to achieve zero harm in HAESL.



ABOUT OUR WORKFORCE

The Maintenance, Repair and Overhaul (MRO) industry is traditionally male dominated. In 2022, HAESL aimed to proactively build a diverse, supportive and inclusive work environment through our four focuses – governance, development, communication and community engagement.

In response to the increasing demand for our services, we have made a greater effort to attract and retain a diverse and talented workforce. With a focus on diversity and inclusion, we strive to recruit talents which will make HAESL more resilient through diversity of gender and age. Our commitment extends beyond the recruitment process as we target to retain and develop diverse talents within HAESL. We have policies and initiatives to support working parents, including financial incentives and flexible workplace arrangements, while also utilising contract extensions to staff members who have exceeded the traditional retirement age and desire to continue working. We believe that a diverse workforce brings a range of perspectives and experiences that can drive innovation and enhance our ability to serve our customers.



EMPLOYMENT STATISTICS

(by gender, contract and employment type in headcount)

*HAESL has no part-time and non-guaranteed hours employee



Our People

Talent Review and Development

In response to the positive projections for workload in the coming years, our primary focus in 2022 has been the acquisition of talented personnel. To attract individuals with a passion for aviation, we have organised a series of job fairs and conducted online recruitment initiatives. Furthermore, we have arranged for recruitment open days and plant visits with the aim of increasing public exposure and making aero engine maintenance more accessible to a wider audience. HAESL has also introduced a referral programme to incentivise staff in referring family or friends in joining HAESL as we believe that one of the best ways to recruit quality talent is through referrals from current employees who understand the company culture and the nature of the job. HAESL offers various job packages to suit different skillsets of the talents to pave way for their career success. The net increase of 86 staff from 1,034 in 2021 to 1,120 in 2022 reflect our commitment to attracting and nurturing top talents in the industry.



Talent Retention The Mentor Programme

HAESL recognises the significance of acclimating new employees, particularly those who have recently completed their academic pursuits and are venturing into the professional realm. To support their integration and growth, we maintain a comprehensive mentorship programme, where experienced colleagues serve as guides, imparting crucial skills and fostering relationships within the organisation.

Long Service Award



To acknowledge the unwavering commitment and remarkable achievements of our employees, HAESL has instituted the Long Service Awards. The awards serve to express our heartfelt gratitude towards individuals who have devoted their time and talents to the company and are presented in recognition of the employees' years of service and to honour their exceptional contributions and diligent efforts throughout their tenure at HAESL.



BUILDING A STRONG WORKFORCE

At HAESL, we place great emphasis on the professional and personal growth of our employees, as it is crucial for them to possess the necessary skills and knowledge to excel in their roles. Our comprehensive training framework is designed to ensure that every staff member is equipped with the necessary competencies in areas such as safety, repair techniques, aviation regulation, and customer communication.

To support employees' lifelong learning and career development, HAESL offers both internal and external training courses, as well as education subsidies. This approach not only helps our employees to stay current with the latest industry trends and developments, but also fosters their personal growth and advancement in HAESL.



Training

Training is a crucial aspect of HAESL's commitment to excellence and the development of our workforce. We maintained a high level of employee total and average training hours as employees are offered with a structured Skill Development Plan upon joining the Company. The plan is evaluated and modified on an annual basis to reflect each individual's performance and growth. Our comprehensive training curriculum encompasses a wide range of areas, including but not limited to health and safety, job-specific skills, engine familiarisation, aviation authorities' requirements, privacy management, communication skills, leadership, and risk management. Additionally, our new hires training programme provides a smooth transition for new hires, helping them to acclimate to the company culture and their roles.



Skill Development Plan



Health & Safety



Communication



Job-Specific

Training Hours

HAESL invested heavily in employee training in 2022, exceeding **32,384 hours** and averaging 29 hours per employee. With 131 training courses offered, our employees received comprehensive instruction covering a range of subjects, from technical skills and work safety to leadership development and beyond.

High Performance Culture (HPC)

Revitalised by the easing of COVID restrictions, HPC training at HAESL resumed normal in the second half of 2022 with a total of 45 staff being trained. The company reinforced its commitment to the HPC vision by training 37 new facilitators who partnered with experienced trainers to deliver dynamic and impactful training sessions. Furthermore, the HPC Refresher section in HAESL internal newsletter, HAESL.com, and the efforts of HPC Champions kept the HPC concepts alive and relevant, providing a valuable source of motivation and inspiration for employees.

The themes like **"Accountability Ladder"**, **"Stay Curious"**, and **"Manage Your Energy"**, served as reminders of the importance of HPC principles and encouraged self-reflection, broadened perspectives, and effective communication, contributing to a more positive and productive work environment.



Safety Training

To ensure a smooth and secure transition into the company, HAESL takes the initiative to equip new employees with comprehensive safety education and familiarisation. The Induction Training serves as a foundational programme for employees to grasp the principles of workplace safety, risk mitigation and health management. Moreover, the Company offers a range of specialised trainings, tailored to individual needs and responsibilities, which include Safety Management, Mandatory Safety, Human Factors, and Job-Specific Safety Training, to guarantee that all staff are equipped with the necessary knowledge and skills to maintain a safe and efficient work environment.



All-round Skillset Training

At HAESL, we strive to ensure that our workforce is thoroughly equipped with the necessary skills and competencies. Our comprehensive training plan devised for all new hires encompass the relevant occupational abilities, expertise and duties trainings, and instructor-led technical courses such as the New Induction Practical Training to enhance their technical proficiency. And in order to facilitate a smooth transition of new hires into our work environment and company culture, a suite of courses is offered during the initial six months, including Basic Lean Transformation, High Performance Culture, and Environmental Conservation Best Practices. The training plan of each employee will be subject to annual evaluations and modifications based on their training needs assessments. As employees progress in their careers, they will undergo various progressive practical training, such as engine familiarisation, on-job skills, aviation regulations, and bespoke advanced skillset training to cater to their individual needs.

In addition to practical training, HAESL offers a spectrum of trainings focused on career development and personal growth, including communication skills training, compliance training, and coaching and leadership programmes, aimed at fostering a balanced development of both technical and personal skills. Moreover, HAESL supports lifelong learning for its staff through refresher training and opportunities for further professional development. As part of HAESL's commitment to supporting the professional development of our employees, HAESL provides subsidy for staff members to pursue Bachelor's degree in job-related subjects. In 2022, the Higher Education Subsidy was extended from undergraduate to include job-related Postgraduate studies; a 1-day Examination Leave was also introduced for employee's job related examination, serving as a means to support staff in acquiring solid knowledge and personal development.



STAFF WELLNESS

HAESL's Employee Wellness Programme strives to promote a healthy work environment by ensuring the health, safety and well-being of our employees. The goal of the programme is to foster a caring and inclusive culture that values and prioritises employee wellness. It also provided the management and staff with the knowledge, skills, and resources to deliver mental health support. This is accomplished through opportunities for learning and growth, engagement in wellness activities, and the encouragement of staff-led wellness initiatives. Our commitment to human rights is embodied in our belief that an inclusive and thriving wellness culture must be fostered both from the top-down and through individual responsibility and action.



Physical Wellness

At HAESL, we place utmost importance on the welfare of our personnel, aligned with our dedication to ensuring a secure workplace. We have developed an extensive Employee Wellness Programme, offering activities and events to encourage staff in physical engagement and leisure pursuits, and encompassing a spectrum of healthcare provisions, medical resources, and subsidised transportation and dining options. Our facilities also include recreational amenities including sports grounds, gym and music room. We strive to cultivate a supportive work environment that enables our staff to preserve their physical and well-being, to sustain a healthy lifestyle with a decent work-life balance.



Wellness Events

HAESL recognises the significance of a healthy workforce and hosted a series of wellness events to promote physical health among employees. Two online health talks by Quality HealthCare, titled Neck and Back Care for Office People and Traditional Chinese Medicine Gastrointestinal Nursing, were held to give valuable insights and tips to staff on how to maintain good physical health and prevent common health issues. In addition, to celebrate and enjoy the festival spirit with one another, HAESL distributed mooncakes to all staff members on Mid-Autumn Festival as a token of appreciation for their hard work and dedication; we hold HAESL Christmas Party with games, gifts and festival themed meal for all staff to share joy and happiness. Through these wellness initiatives, we hope to create a supportive and healthy work environment that enables our staff to perform at their best.



Office Series 辦公室系列

辦公室護頸脊妙法
OFFICE NECK & SPINE SELF-CARE TIPS

日期 Date: 16 Jun 2022
時間 Time: 10:30 - 11:30
地點 Venue: 網上 online

請於6月15日或之前向所屬部門行政助理報名
PLEASE SIGN UP WITH DEPARTMENTAL ADMINISTRATIVE ASSISTANT ON OR BEFORE 15 JUN

以宣傳處在活動期間拍攝照片，並應用作宣傳用途。如有任何疑問，請聯絡人力資源部
PHOTOGRAPHS WILL BE TAKEN THROUGHOUT THE EVENT AND MAY BE USED BY HAESL FOR MARKETING AND PUBLICITY PURPOSES. PLEASE CONTACT HUMAN RESOURCES DEPARTMENT IF YOU HAVE ANY CONCERNS.





Celebration Events for HAESL's 25th Anniversary

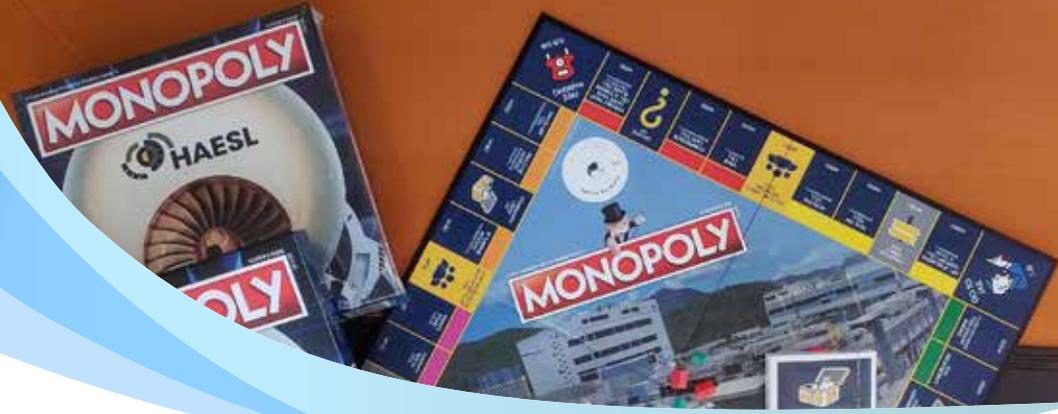
HAESL 25th Anniversary Family Fun Day

2022 is a celebration year for HAESL. On 5th November 2022, HAESL organised the first event to celebrate the 25th anniversary. As an appreciation for employees' effort and contribution to the Company, the Family Fun Day was held at Hong Kong Disneyland where staff could spend time with their families and friends. The event started in the afternoon and HAESL employees entered the park one after the other. Everyone spent leisure time with their loved ones through different activities according to their own interests, from going on amusement rides to watching parades, from taking photos with their favourite Disney characters to having meals at themed restaurants. After nightfall, magic had lightened up the sky and brought the ambience to its peak through the all-new nighttime spectacular show at Hong Kong Disneyland – "Momentous". The show took all guests on a wondrous journey through life along with classic Disney music and created memorable moments in one monumental journey.

After this mesmerizing nighttime experience in front of the Castle of Magical Dreams, HAESL staff gathered at the Theatre in the Wild for an exclusive event, which was named the "Let's Get Wicked" Show. The show was kicked off with an opening speech given by our General Manager Operations Mick Brown and General Manager Commercial and Materials Francis Kwei.

After the speech, Disney Villains assembled at the theater and delivered performances of multiple songs infused with new musical elements, bringing their own unique blend of mischief to the show. Some continued to enjoy rides and other attractions during the extended operation hours after the splendid performance, while others headed to the shops at Main Street U.S.A to enjoy exclusive discounts on merchandise and came out with their arms full. It surely was a magical day for all HAESL staff members.





HAESL's Edition Monopoly

To celebrate HAESL's 25th anniversary, we tailored made the HAESL's Edition Monopoly and release a set to every staff member as a souvenir. The game board, tokens and cards are all customised that tell our Company story, culture and milestones. Different departments & Resources (sites), employee groups and streets of HAESL are included in the Monopoly. For instance, Test Cell, HP System Module and Fan Case Module are named as properties, while Chun Yat Street and Chun Choi Street are included as streets in the board spaces. Our signature engine graphic is also printed on the banknotes. Concerning HAESL's cultures and works towards people, environment, society and economic excellence, staff can learn more about them through getting the chance and community chest cards. Staff can better relate their daily lives in HAESL when playing this board game with their family and friends.



PROMOTING A DIVERSIFIED ENVIRONMENT

HAESL is committed to creating a workplace environment that prioritises diversity, equality, and inclusivity. Our commitment to promoting these values is demonstrated through our Diversity and Inclusion (D&I) Policy established in 2019. HAESL is taking a proactive approach to realising our 5-year D&I strategy, with a vision of fostering a supportive and inclusive work environment that enables all employees to reach their full potential, regardless of their personal characteristics. As part of this strategy, we strive to normalise gender ratio of our workforce, regularly review our D&I related policies and promote awareness and understanding of D&I through various events and activities to ensure that we are maintaining an inclusive culture. We are also dedicated to recruiting, retaining and developing diverse talents.



Focus groups with female staff

Governance

HAESL is dedicated to ensuring the effective deployment and advancement of D&I initiatives within the organisation. As part of this effort, the management is fully committed to regularly reviewing and updating related policies. To further promote gender equality, HAESL has established a system for monitoring gender ratios in the interview process and conducted focus groups with female staff in 2022 to identify areas for improvement. We have set a target to steadily increase the proportion of female staff each year. Through these ongoing efforts and regular policy reviews, HAESL is committed to fostering an inclusive and supportive work environment for all employees.



Communication

HAESL is committed to fostering a diverse and inclusive workplace, which includes promoting an understanding of D&I among employees. To achieve this goal, we have established a number of initiatives aimed at educating and engaging staff. The HAESL Women's Network (HWN) was established in 2019 as a resource for female employees, offering a space for exchange information, learning from one another, and raising awareness about women's issues in the workplace. Additionally, HAESL introduced the "Young and Mature Master Class" in 2021, which brings together employees from different generations to share knowledge and experience. Through these initiatives, HAESL aims to empower its employees and foster a supportive and inclusive work environment.





D&I Activities

To promote D&I in HAESL, activities theming various key areas including gender, age and gender minority were organised. In February 2022, 49 staff joined the Interview Skills Workshop which included D&I awareness elements. In May, all staff in HAESL completed the Unconscious Bias Training, an online training to help participants recognise and understand how their unconscious biases might impact thoughts and behaviours, so as to promote more equitable and inclusive practices and decision-making. In November, HAESL hosted a Pink Day, where staff took group photos and enjoyed a pink-themed menu, to demonstrate support for the lesbian, gay, bisexual and transgender/transsexual (LGBT+) community.



Young and Mature Master Class

Following the launch of “Young and Mature Master Class” which offers a platform for colleagues from diverse age groups to engage in communication and share their knowledge and expertise, HAESL has organised three classes featuring topics of Excel application and laser marking. Staff were encouraged to interact and exchange ideas with peers while broadening their skill sets. These workshops are aligned with HAESL's vision of valuing and respecting every individual's strengths and contributions, regardless of age, in building a dynamic and inclusive work environment.



Community Engagement

HAESL aims to help intensifying adoption of D&I in the community and increase local recognition of HAESL D&I initiatives. Following our participation in CareER RunnERthon that helps to fundraise for CareER's ongoing work to support students with disabilities & Special Educational Needs (SENs) in 2021, HAESL attended the CareER Disability Inclusion Index Dissemination Ceremony the next year. This is a thorough assessment aimed at giving guidance on formulating plans and strategies to improve disability inclusivity within HAESL. Through better understanding the industry practice and utilising this Index, we will keep working to create a more inclusive workplace by continuously refining our D&I framework and disability inclusion strategies.



HAESL Women's Network (HWN)

In 2022, HAESL organised ten activities aimed at celebrating and encourage women employees while giving a focus on work-life balance and family bonding. These activities showcase our dedication to creating an inclusive work environment and educating our employees on the importance of D&I. As the female staff are evenly distributed in different age groups, HWN decided to organise activities that suit different age needs. Indoor seminars featuring popular and healthy lifestyles, such as Happy Menstrual Period and Avoid Caffeine Overdose, were organised, a Chinese Herbal Shampoo Workshop, a Mooncake Workshop were held for staff who prefer do-it-yourself while an Indoor Rock Climbing Night was organised for staff who prefer active events. Several event tutors were invited from female-focused social enterprises or non-governmental organisations, such as Happperiod, Hong Kong Federation of Women's Centre, to show our focus on gender issues and support to grass root women in Hong Kong. In addition, family-focused events, such as a Family Visit to Hoi Ha Marine Life Centre, was organised to promote work-life balance and provide opportunities for employees to bond with their families. These events serve as an opportunity to communicate our commitment to D&I to our staff and create a supportive, inclusive culture at HAESL.

To better understand our female colleagues' needs and concerns, four rounds of focus group meetings targeting different age groups were organised. Opinions collected were reported to the senior management and formulated into action plans addressing the issues raised.



PROTECTING AND SUPPORTING OUR STAFF AMID COVID-19

In response to the global COVID-19 pandemic, HAESL has taken proactive measures to ensure the health and well-being of its employees. Despite facing unprecedented challenges, we have remained steadfast in our efforts to maintain normal operations. To support staff during this trying time, HAESL has introduced numerous programmes that provide physical, mental, and financial assistance, including staff wellness initiatives, enhanced skill-development opportunities, and incentives for getting vaccinated. We have indeed offered free COVID testing on site to maintain a safe and healthy working environment for all HAESL members.

Vaccination Injection Incentive

To ensure the health and safety of our employees and support the wider community's efforts to combat the COVID-19 pandemic, HAESL offered a COVID-19 Vaccination Injection Incentive Package which includes a day of special leave with pay and taxi fare reimbursement, for staff who have completed the 3rd or 4th doses of vaccine after seeking proper medical advice as a token of appreciation.



Taxi reimbursement

Work-from-home Arrangement

In response to the ongoing COVID-19 pandemic, HAESL continued the work-from-home (WFH) arrangement in 2022 as part of our efforts to curb the spread of the virus. The decision was made to ensure the safety and well-being of our employees while maintaining business continuity. The WFH arrangement allowed our employees who could effectively work from home to work remotely while staying connected to the office through digital platforms and communication tools. Encouraging eligible staff to WFH allowed more distancing for the staff who continued to contribute by coming into the workplace – transportation, canteens, washrooms, and all common areas were able to operate at lower capacity. The WFH arrangement was carefully monitored and adjusted as necessary to provide a safe and effective work environment for our staff while meeting our operational requirements in providing high-quality services to customers.

Wellness Caring Pack

With the easing of social distancing measures in Hong Kong, all employees at HAESL resumed their work duties at the company as of late April 2022. To show gratitude for the perseverance, forbearance, and cooperation displayed by all personnel during the 5th wave of the COVID-19 pandemic, HAESL has distributed a "Wellness Caring Package" in May, which comprises of health supplements and personal hygiene items, to every staff member as a token of appreciation and supporting them to maintain their physical well-being during these challenging times.



STAFF ENGAGEMENT

Communication Channels

Employee engagement is a crucial factor in determining job satisfaction and can be achieved through effective communication and a sense of connection and belonging in the workplace. At HAESL, we believe that open and transparent two-way communication is key to building trust and enhancing employee engagement. To this end, we have established various communication channels to ensure that the perspectives and concerns of our employees are heard and addressed by the management. Additionally, we offer flexible work arrangements, such as flexible work schedules and remote work options, to meet the diverse needs of our staff.



Internal Communication

At HAESL, we prioritise transparent communication with our employees. Our management holds regular meetings with the General Staff Consultative Committee (GSCC) and the Contract Staff Association (CSA) to address any concerns and gather their opinions on employee welfare. There are no formal collective bargaining agreements in place within our Company. In Hong Kong, all of our employees have the right and freedom to form and join trade unions. We also provide multiple channels for employees to voice their opinions and feedback, including staff newsletters, virtual communication platforms, and in-person meetings with management to ensure that our staff's voices are being heard.

We also publish a quarterly staff newsletter, "HAESL.com," that covers topics like business performance, safety, quality and departmental updates, employee benefits, diversity and inclusion, sustainable development, and recreational activities, to ensure our staff grasp the latest updates of the Company.

We make use of technology to enhance internal communication, including virtual communication and in-house digital solutions. Company information, policy updates, health and safety campaigns, latest announcements and staff activities are shared through posters and signage TVs, the intranet Portal and the HAESL App. The intranet Portal can be accessed from company computers, while the mobile app can be installed on staff's personal phones for e-payslip, real-time updates on medical services, coach arrangements, staff discounts, daily canteen menu, and event updates.

As part of our efforts to promote a green workplace while aligning with HAESL environmental target, the HAESL App has added the e-leave and iCare iReport function for staff to apply for leave and submit the ICIR report to replace manual handling of application and submission. HAESL is continuously seeking ways to improve our services and systems for the benefit of our employees.



GSCC/ CSA



HAESL App



HAESL.com

External Communication

The utilisation of social media has become a critical aspect in our daily lives, and at HAESL, we utilise platforms such as LinkedIn and Facebook to extend our reach to a wider audience. Our social media pages emphasise the sharing of informative and fascinating details regarding our day-to-day operations, and significant company events to the public. At the 25th Anniversary of HAESL, we have been sharing exciting news and activity updates regarding our celebration to accentuate the milestones of our blessing 25-year journey. By consistently delivering educational and impactful content, we aim to highlight our proficiency in engine repair and maintenance, foster engagement among our employees, and acknowledge the outstanding contributions of our staff at HAESL.



Employee Engagement Survey

A motivated and dedicated workforce is essential for HAESL to achieve success. The annual HAESL Employee Engagement Survey serves as a key tool in assessing the level of engagement, enthusiasm, affiliation, and dedication of our employees towards the Company. This survey, which encompasses key areas aligned with HAESL's core values, provides valuable insight into the opinions and perceptions of our staff.



As we celebrate our 25th anniversary in 2022, we are pleased to report that the response rate for this year's survey was outstanding, resulting in an improvement in employee engagement scores. The average score increased compared to the previous survey, demonstrating the dedication and commitment of our workforce. Management took swift action to address any issues or concerns raised by employees through the survey results as to assure our core focus remains steadfast as we continue to strive for excellence.

Staff Suggestion Awards

At HAESL, we believe that the contributions of our employees play a crucial role in driving our operational excellence and creating a positive workplace atmosphere. HAESL has established the Staff Suggestion Awards to acknowledge exceptional proposals that enhance the work environment at HAESL. All staff are invited to submit their suggestions through the Staff Suggestion Form, which is evaluated by departmental managers on a quarterly basis. Upon selection, each commendable suggestion is rewarded with a HK\$1,000 cash prize as a token of our gratitude towards the dedicated staff. This initiative serves to not only recognise the efforts of our employees but also foster a continuous improvement culture at HAESL.



Our People

SAFETY CULTURE

At HAESL, maintaining a secure and healthy work environment is of paramount importance. Our senior leadership team is dedicated to ensuring the safety of all employees and is dedicated to achieving zero harm in the workplace. To this end, HAESL has adopted the ISO 45001 international standard for occupational health and safety management. Through ongoing education, monitoring of performance, and identification of workplace hazards, HAESL is proud to report that we have kept up with the lowest number of Lost Time Injuries (LTIs) in our history, with one recorded in 2022, a testament to the hard work and commitment of all members in HAESL.



Senior Management Commitment

At HAESL, prioritising workplace safety is a foremost objective. Our management demonstrates their unwavering dedication to this initiative through regular, on-site assessments of potential hazards named the Safety Walk, led by the Senior Management. This not only exemplifies their commitment, but also fosters an environment of safety awareness among employees. In 2022, these walks identified 78 hazards, all of which were promptly addressed. Additionally, the Occupational Safety and Health (OSH) Performance Review Group consistently evaluates our workplace safety measures, with incident reports and data being regularly analysed and evaluated to drive continuous improvement. The Group meets frequently to ensure the highest standards are upheld and all workplace incidents are promptly reported through the established Incident Reporting Procedure.



78 HAZARDS IDENTIFIED



Staff Involvement

Hazard Management

The active engagement of personnel is critical to ensuring the safeguarding of health and safety within the workplace. HAESL's risk practitioners collaborate with frontline employees to assess potential hazards and develop mitigation strategies under the auspices of the Job Safety Analysis (JSA) programme. This programme meticulously identifies, analyses, and addresses hazards associated with job tasks to minimise the potential for harm and reduce the risk of occurrence to the lowest extent reasonably feasible. Hazard assessments are performed through a systematic analysis, which incorporates standard risk scoring methodologies for both occupational and product safety. Hazards determined to pose a high or moderate level of risk are promptly addressed and resolved.

Proactive Reporting

We believe in the importance of proactive reporting of health and safety concerns in order to minimise the potential for accidents. The iCare iReport (ICIR) + iResolve programme foster a collaborative approach with staff working together to resolve safety issues. Each ICIR report is evaluated based on four key criteria - the quality of the report, the severity of the impact, the likelihood of occurrence, and the effort made to address the issue. The highest-ranked submissions are acknowledged on a quarterly and yearly basis. In 2022, a substantial number of 4,609 ICIR observations were made. Our Lost Day Rate slightly increased from 1.05 to 5.25, yet the Lost Time Injury Rate decreased from 0.09 to 0.08. This demonstrated the continuation of our record low number of injuries in HAESL for the second year in a row, with one lost time injury recorded in 2022.

HAESL believes that the ICIR mechanism serves as a continuous encouragement for staff to be proactive in addressing safety-related matters and to take collective responsibility for promoting a healthy and safe workplace.

ICIR IS AVAILABLE ON HAESL APP
FOR ALL STAFF
同事現可在 HAESL APP 匯報 ICIR

Let's Try Our New Platform
試用新的匯報平台

HAESL
DON'T WALK PASS A PROBLEM
切勿對問題視而不見

STOP
THINK
BE SAFE

Occupational Safety & Health Work Group

The OSH Work Group serves as a bridge between the OSH Performance Review Group and our workforce. This group is composed of staff representatives elected annually, who meet on a monthly basis to facilitate the execution of our Safety Policy, provide suggestions for new initiatives, carry out regular site inspections, offer practical advice on compliance with OSH regulations, plan promotional campaigns, and positively impact occupational safety and health performance throughout HAESL.



Safety Campaign

HAESL is dedicated to providing a safe and healthy workplace for all employees. To that end, we launched several safety campaigns in 2022 to promote awareness and encourage proactive participation. The Festive Holiday Work Safety Awareness campaign highlighted the importance of maintaining safe practices during the holiday season. The Proactive Hazards Reporting campaign encouraged employees to report potential safety hazards in a timely manner. The Manual Handling Safe Operation campaign emphasise the importance of proper techniques to reduce the risk of injury while handling heavy loads. Finally, the Emergency Preparedness campaign ensured that all employees are familiar with our emergency procedures and know how to respond in the event of a crisis. These campaigns demonstrated our commitment to creating a zero harm workplace where all employees feel valued and safe.



Award Recognition

On 7th September 2022, HAESL was awarded the HAECO Group Safety & Quality Excellence Award in the HAECO Group Safety & Quality Recognition Scheme launched in 2022, which aims to foster a strong culture of safety and quality awareness across the HAECO Group. Our recognition as a recipient of the award highlights all HAESL members' unwavering commitment and ongoing efforts to achieve excellence in both workplace safety and product quality.

HAESL is honoured to have been acknowledged as one of the Manpower Developers (MDs) by the Employees Retraining Board (ERB) through the "ERB Manpower Developer Award Scheme". This distinguished programme commends organisations that have shown exceptional commitment and success in the areas of manpower training and development. As an MD, HAESL is committed to leveraging this title to contribute to the community and youth development.



OUR

COMMUNITY

HAESL is dedicated to strengthening its ties with the local community, acknowledging the significance of promoting positive relationships and fostering mutually beneficial partnerships.

Our commitment to corporate social responsibility is reflected in the various initiatives and programmes that have been developed throughout our 25 years of operation, designed to encourage staff participation in community-focused efforts and reinforce our positive impact on the surrounding environment.





Awards

HAESL was proud to be recognised as a dedicated corporate citizen with the esteemed award of the 5 Year Plus Caring Company Logo in 2021/2022. This recognition was granted by The Hong Kong Council of Social Service through their Caring Company Scheme, which is aimed at promoting good corporate citizenship and fostering an inclusive society. Three of our employees were also distinguished as Caring Ambassadors for their exceptional contributions to volunteer work, having achieved the highest volunteering hours among their peers. They were awarded by our CEO, Mr. Richard Sell, and General Manager of Finance and Administration (GMFA), Ms. Marianne Bollman, in recognition of their dedication to giving back to the community.



Priority Areas of Focus

HAESL is dedicated to fostering a positive impact in our community, and we have identified three primary areas of focus to guide our philanthropic efforts and volunteer initiatives. These areas include community engagement, youth development, and environmental conservation. Our efforts in these areas reflect our commitment to making a meaningful difference in the lives of those around us and creating a better world for future generations.

Incentive Programmes

Recognising the value of community involvement and its impact on both society and the individual, HAESL has instituted a Volunteer Service Leave Policy to support and encourage our employees in their charitable endeavors. Through this initiative, our staff are incentivised with additional leave days for their dedicated efforts in giving back to the community.

Our Impacts

At HAESL, we are committed to serving the community, even amidst the challenges posed by the COVID-19 pandemic. Despite the difficulties, we continue to serve our community through organising activities that adhere to proper social distancing measures and by utilising virtual communication channels. In celebration of our 25th anniversary, we have devoted a significant portion of our resources towards preparing the HAESL Community Day. During 2022, our staff recorded 151 hours of volunteer service

from participating in 16 corporate social responsibility events. We also made donations totalling over US\$68,843 to various charitable causes, including aid for underprivileged communities and advocating for environmental preservation.

Community Day

At HAESL, we are committed to serving the local community and have dedicated our 25th Anniversary celebration to this cause through the HAESL Community Day scheduled in January 2023. Our employees participated in a range of volunteer services, aimed at promoting youth development, supporting underprivileged groups, protecting animals, and preserving the environment. This is a momentous occasion for us to demonstrate our dedication and gratitude to the community, and to share our joy and prosperity with those in need.



COMMUNITY ENGAGEMENT

At HAESL we understand that connecting with and supporting our community are of great importance. We keep our eyes on the community's needs and respond proactively and aims to provide meaningful actions to deliver positive impact in our community.

Support the Community in Fighting Against COVID-19

The COVID-19 pandemic brought forth numerous challenges, especially for the underprivileged community. In part due to the rising costs of necessities such as food, fuel and other expenses, some families are facing immense financial difficulties to meet their basic needs. With the resumption of normal economical and social conditions, HAESL strove to support the underprivileged community in regaining financial stability and independence.



Food Packing for Low-income Families

HAESL demonstrated its commitment to assist those in need by packing and donating 300 food packs to the Hans Andersen Club Chuk Yuen Centre and Hans Anderson Club Diana Boyd Wilson Centre. To spread joy and positivity, members of HAESL were invited to write blessing cards, which were delivered along with the food packs to low-income families and children residing in the Wong Tai Sin and Lok Fu areas.



Surplus Food Reallocation

To further our commitment to serving the community, the HAESL Finance department joined forces with Food Angel in preparing and sorting of rescued raw vegetables. Our aim was to support nutritious meals for the underprivileged communities, especially during the difficult time of the pandemic, while addressing the food waste problem in Hong Kong.



Support the Community through using our Strengths

HAESL recognises and encourages staff to put their technical skills and expertise in maintenance and repair to use for the benefit of the community by providing programme that utilises their engineering knowledge and technical abilities.



Home Repair Project

In recognition of the ageing population in Hong Kong and the potential hazards in their living environments, HAESL continues to collaborate with St. James Settlement to deliver the "Home Repair Project," aimed at providing elderly individuals with safe and functional household appliances and facilities to prevent injuries, improve their living conditions and enhance their overall well-being. In 2022, HAESL donated 18 sets of flameless cooking sets and essential electrical appliances, and 11 staff members have helped to install various fall-prevention facilities such as anti-slippery vinyl floor tiles, handrails, racks, and curtain rails in 17 flats. HAESL has been awarded a Bronze certificate from St. James Settlement, acknowledging our dedication of over 100 hours in serving the elderly. Our staff volunteers expressed that they felt strong sense of satisfaction in serving the community through their skills and expertise.





YOUTH DEVELOPMENT

HAESL recognises the significance of nurturing the future generations and thus places a strong emphasis on education as a means to unlock potential and foster talent. With the aim of sparking interest in the MRO industry among the younger generation, we provide opportunities for aerospace and Science, Technology, Engineering, and Mathematics (STEM) education.



Aerospace Education

As a steadfast supporter of youth development, HAESL recognises the critical role education plays in shaping the future. With a keen focus on cultivating talent in the aerospace industry, HAESL provides young people with opportunities to learn about STEM subjects through hands-on experiences.

HAESL is pleased to have participated in the Employees Retraining Board (ERB) Manpower Developer Award Scheme's "Workplace Experience Activity" for Upper-Form Students in the 2022-23 Programme. On 12th October 2022, a group of students from the S.K.H. Bishop Mok Sau Tseng Secondary School and ERB staff visited our facilities to gain an understanding of the engine repair industry and to explore the exciting prospects in aerospace. The visit was highly successful, with the students showing great interest in the engine repair industry and the overall experience receiving positive feedback. The "Company Visit" is one of several activities offered under the ERB Manpower Developer Award Scheme, which aims to provide upper-secondary school students with a better understanding of various industries and career prospects through workplace visits.

In addition to ERB, HAESL has also partnered with the Vocation Training Centre (VTC) in the Earn & Learn Scheme and Pilot Incentive Scheme to Employers (PISE). Through this programme, HAESL can provide young people with a clear career progression pathway and preparing them to join our industry through integrating classroom learning with on-the-job training.



ENVIRONMENTAL CONSERVATION

In furtherance of our commitment to environmental sustainability, HAESL has taken a proactive approach to promoting waste reduction and nature conservation through staff engagement initiatives. These efforts aim to raise the consciousness of our people towards environmental conservation and the opportunities for reducing waste, while making a positive impact on the environment.

Recycling Awareness Campaigns Minimalism Talk

HAESL, as a responsible and environmentally conscious organisation, has been actively exploring ways to reduce waste and promote minimalism. On 25th January 2022, we organised a seminar on the topic of "Minimalism" where our speaker, Orange from JuppUK, shared valuable insights and tips on decluttering. The seminar covered important concepts such as space organisation and the objectives of tidying up, which allow staff to explore ways of reducing waste while promoting a more sustainable lifestyle that help to protect the environment.



Visiting New Life Plastic

With the aim of promoting environmental sustainability, the Finance Department of HAESL joined forces with New Life Plastics Ltd on 17th June 2022 to gain insight into the process of plastic bottle recovery and to explore practical ways of reducing, reusing and recycling plastics in our daily lives. Our commitment to environmental conservation extends beyond mere words and we are dedicated to taking proactive steps to protect the planet and be a responsible member of the community.



Nature Conservation Campaigns

Green Power Hike

HAESL participated the Green Power Hike 2022 - Virtual Hike event organised by the Green Power. This event was aimed at raising awareness and funds for environmental conservation initiatives. Our staff members joined forces to support the cause and demonstrate their commitment to preserving the environment by adopting the "Leave-No-Trace" motto, which is to reduce the impact on the environment while enjoying the nature. Through participating in this virtual hike, HAESL aims to contribute towards a more sustainable future and inspire others to take action in preserving the planet.



DIY Kokedama Workshop

On 26th August 2022, HAESL hosted a Kokedama workshop to further emphasise our commitment to environmental protection. Participants were given the opportunity to learn about sustainable indoor gardening through hands-on experience in creating their own mini Japanese-style Kokedama. The workshop was led by experts from the World Wildlife Fund Hong Kong who shared practical tips on how to cultivate a green living environment while promoting stress relief and relaxation.

Hoi Ha Coral Community Research Tour

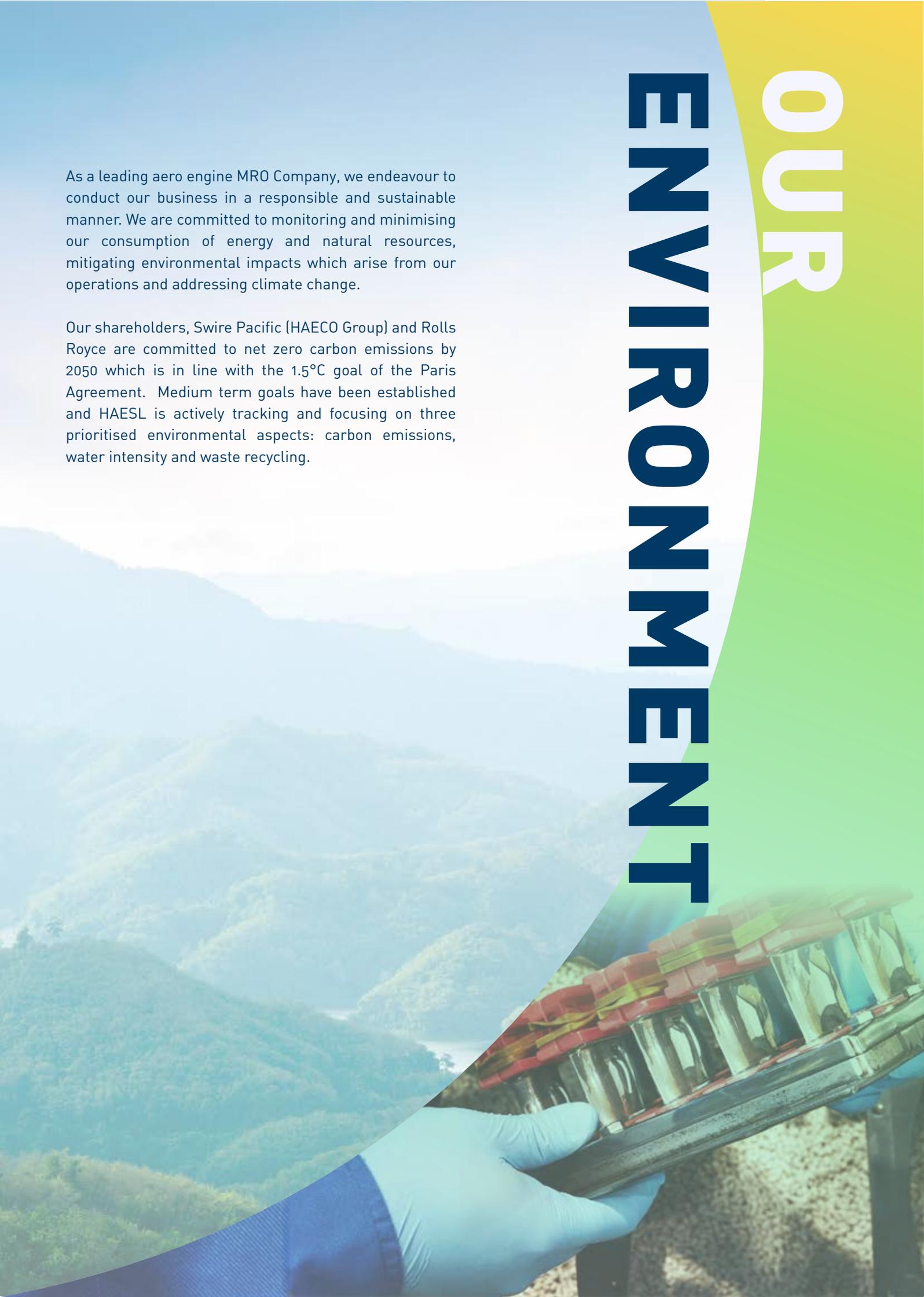
As part of our ongoing commitment to environmental protection, a delegation of 56 staff members and their respective family members participated in the Hoi Ha Coral Community Research Tour on the 1st and 2nd October 2022, organised in conjunction with the World Wildlife Fund Hong Kong. During the tour, participants were able to observe a wide range of corals and fish and to examine micro-organisms. This educational excursion helped to impart a deeper understanding of the coral community and the challenges they face in the ecosystem.



OUR ENVIRONMENT

As a leading aero engine MRO Company, we endeavour to conduct our business in a responsible and sustainable manner. We are committed to monitoring and minimising our consumption of energy and natural resources, mitigating environmental impacts which arise from our operations and addressing climate change.

Our shareholders, Swire Pacific (HAECO Group) and Rolls Royce are committed to net zero carbon emissions by 2050 which is in line with the 1.5°C goal of the Paris Agreement. Medium term goals have been established and HAESL is actively tracking and focusing on three prioritised environmental aspects: carbon emissions, water intensity and waste recycling.



To drive continual improvement in energy and water conservation, HAESL has established the Sustainability Steering Group. Led by the General Manager of Operations (GMO) Mr. Mick Brown, the steering group will overview and drive improvements on the three prioritised environmental aspects, namely carbon emission, water intensity and waste recycling rate, on a bi-monthly basis. Starting from 2022, all departments took accountability by setting up sustainability KPIs for their departments at the beginning of the year. For operation departments, KPIs covered the electricity usage, water usage and recycling; while the KPIs of office departments mainly relate to paper saving, training in sustainable procurement and participation in sustainability activities. The KPIs are reviewed monthly at the Managers' meeting to ensure appropriate progress.



Mr. Mick Brown
General Manager Operations



HAESL conducts environmental walks quarterly to assure and improve environmental performance. Led by the Chief Executive Officer (CEO), the environmental walk conducts site visits at different locations of HAESL to evaluate performance in five areas, including energy, water, waste, pollution control and environmental awareness.

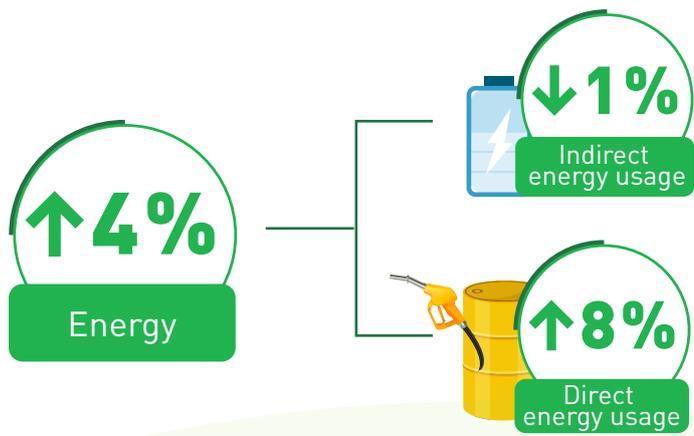
To assist HAESL in achieving the carbon, water and recycling targets, HAESL has established the sustainability 3-year plan from 2022 to 2024. Our 3 main operation and supporting departments, Component Repair, Engine Overhaul and Facility Management have set their environment goals, and they will report their project progress during the Sustainable Development Steering Group bi-monthly meeting.



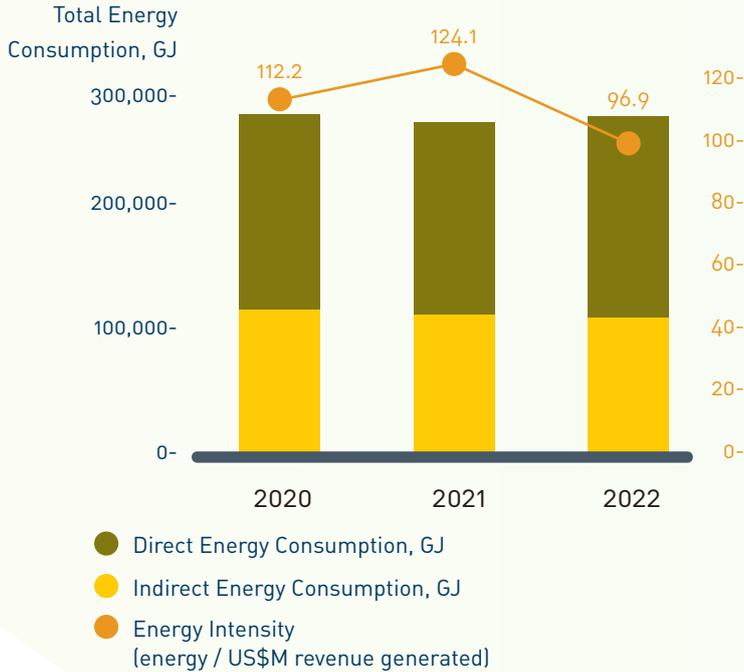
ENERGY AND EMISSIONS

Our main direct and indirect energy/emission sources are aviation fuel and electricity respectively. The aviation fuel, named "Jet A1", is used for engine testing after undertaking the engine maintenance work. The electricity is consumed to support our plant equipment and facilities, including but not limited to heating, ventilation and air-conditioning (HVAC) system, lighting, air compressors, vacuum furnaces, and other repairing machineries. To monitor the energy consumption against our business activity, energy intensity is used to indicate the total energy consumed per revenue generated.

In 2022, the total energy consumption increased year-on-year by 4%, with 8% increase in direct and 1% decrease in indirect energy usage.



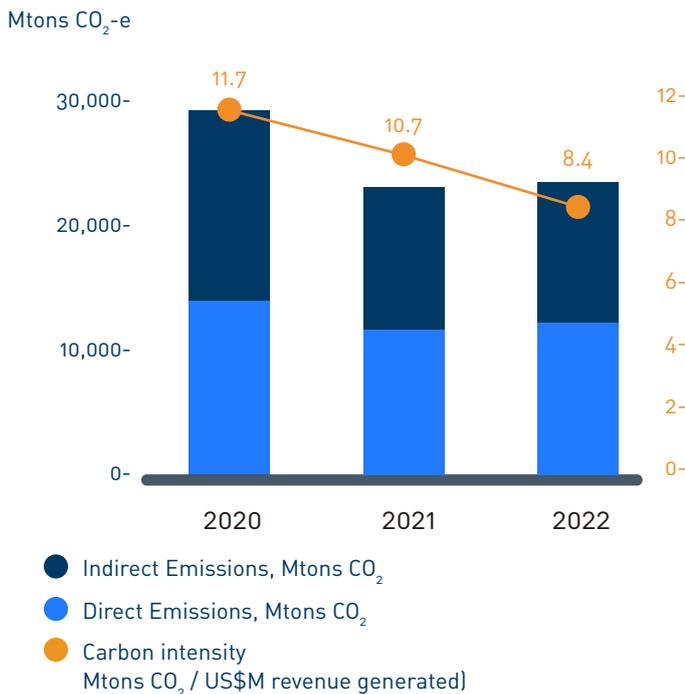
Total Energy consumption



The direct energy consumption increased primarily due to the higher engine test numbers contributed by business growth. Trent XWB engine numbers are growing in our engine mix. They consume more jet fuel in testing compared to other engines due to higher complexity and larger in size, thus resulting in higher jet fuel consumption. HAESL has been actively engaged the Original Equipment Manufacturer (OEM), Rolls-Royce, in exploring jet fuel reduction opportunities.

Despite higher engine output, HAESL has achieved 1% reduction in the indirect energy consumption. Through upgrading and improving the energy efficiencies of our equipment and facilities including installing Artificial Intelligence (AI) programming for our chillers, installing light-emitting diode (LED) lighting and a conducting furnace optimisation project. We are active in developing energy saving projects and engaging our staff in energy conservation to achieve further energy saving.

Total Greenhouse Gas Emission



In 2022, HAESL's total greenhouse gas emission increased by 4.8% compared to the prior year, along with 22.6% decrease in carbon intensity. This is mainly driven by the increasing number of engine tests offset by improved energy efficiency in equipment and facilities.



Reducing Direct Emissions

Exploring Sustainable Aviation Fuel

HAESL understands that engine tests are an indispensable safety measure of our MRO services. Sustainable Aviation Fuel (SAF) is a potential environmentally friendly substitute for the jet fuel used in engine tests that reduces net carbon dioxide lifecycle emissions significantly. At present, SAF is certified for blends of up to 50% mixture with conventional jet fuel and can be used on current Rolls-Royce engines.

Rolls-Royce has been keen to support efforts to green light non-blended SAF and has announced plans to validate that all of its Trent and Business Aviation engines are compatible with 100% SAF by 2023. In 2021, Rolls-Royce successfully conducted a test flight in a business jet engine running solely on unblended SAF, and in 2022 furthered the testing with testing an ultra-long range business jet. This confirmed that unblended SAF is a viable alternative to fossil jet fuel and laid the groundwork for moving this type of fuel towards certification.

With the support from the OEM, the next challenges become regulatory approval and availability of supply in Hong Kong. Supply has yet to be established locally. Nevertheless, HAESL has been preparing facilities and equipment that are compatible with the adoption of SAF on-site. HAESL will continue to explore sustainable alternatives and maximise energy efficiency of our operation to help combating climate change.

Electronic Oil (e-oil) Engine Consumption Test

Engine tests, particularly in Trent XWB-84 consume a considerable amount of jet fuel. To minimise the use of jet fuel, HAESL has worked with Roll- Royce to integrate Trent XWB-84 test schedules by reviewing the oil consumption, running-in, performance and vibration survey of engine tests.

To achieve fuel saving, HAESL has worked with Roll-Royce to integrate Trent XWB-84 test schedules by reviewing the oil consumption, running-in, performance and vibration survey of engine tests. Working with Rolls-Royce, electronic oil consumption tests for the Trent XWB-84 engines were piloted in November 2022. By reducing and optimising the fuel consumption in test processes at HAESL, it is estimated to save 2,700 litres of jet fuel in each Trent XWB-84 engine. The process would be reviewed and adopted in Trent XWB-97 engines if applicable.



Eco-Friendly Refrigerant

To reduce greenhouse gas emission, HAESL has replaced the original refrigerant, R134a, with an eco-friendlier refrigerant, R514A in the chiller to reduce the impact of releasing global warming gases. The new refrigerant has a global warming potential (GWP) of 2 which is much lower than the original refrigerant with a GWP of 1,430. In addition, the new refrigerant R514A has a negative pressure inside the piping, which is less likely to be released into the atmosphere and hence does not need to refill as frequently as before.



Reducing Indirect Emissions

In HAESL, facilities and equipment for building services and industrial uses contribute to the major electricity consumption. We have enhanced our building energy management through improving energy efficiencies and exploring reduction opportunities in furnaces and heating and cooling equipment.

Enhanced Building Energy Management

About 90% of total electricity consumption in Hong Kong is contributed by buildings in general. Through enhancement of building energy efficiency, greenhouse gas emissions can be effectively reduced. A series of building energy saving measures were carried out in HAESL, including heating, ventilation and air conditioning system (HVAC) improvement and light-emitting diode (LED) lighting retrofitting. To allow better planning of energy saving projects, an energy audit was carried out in 2022 to review all feasible projects.



Chiller optimisation project

To reduce the electricity consumption of running chillers, HAESL has implemented a chiller optimisation project. It makes use of the smart and an AI chiller control programme named Plant PRO, which runs real-time diagnostics and controls the chillers, pumps and cooling towers to achieve optimal operation and energy efficiency. The PlantPRO was installed in December 2022, merged with our user interface through test and commissioning.



LED Lighting

HAESL continues to replace lighting equipment with more energy efficient LED lightings in our workshops and offices. HAESL installed hundreds of LED lights in workshop areas of Phase II and Phase IV in 2022, which is estimated to

SAVE OVER 90,000kWh

of electricity annually.



Energy Audit

To identify potential Energy Management Opportunities and reduce energy expenditure, HAESL engaged CLP Power Hong Kong (CLP) to conduct a walk-through energy audit in July 2022 to better understand HAESL's energy consumption patterns. Four major building service installations were reviewed during the energy audit, including: Mechanical, Ventilation & Air Conditioning (MVAC) installation (e.g. chiller plant, heat pumps and unitary air-conditioners), lighting, lift and other installations, (e.g. cooking equipment). HAESL has further explored the opportunities identified in the audit report and has incorporated feasible actions into the sustainability 3-year-plan.



Optimised Operation Process

In addition to the building services, the industrial process is another key contributor in electricity consumption. HAESL has been actively searching for advanced technologies in improving energy efficiency while maintaining the quality of work.

Furnace Optimisation Project

The Furnace operation is one of the highest energy consumers in component repairing department, which contributes to approximately 2% of the company's energy consumption. To shorten the turn-round-time during the heat treatment process and increase energy efficiency of furnace operations, HAESL conducted a study on the electricity usage of the largest heat treatment furnace. The energy consumption profile at different stages of the heat treatment process including the ramp up, soaking, cooling stages and current batching status of production were analysed. In addition, the frequency of the non- production operations, such as the leak rate test interval was reviewed. On conclusion of the study electricity saving optimisation was implemented on the furnace. It is estimated that over 107,000 kWh of electricity can be saved annually after adopting the improvements on the other HAESL furnaces.





Renewable Energy

Expansion of Solar photovoltaic (PV) systems

Generating renewable energy helps to reduce our reliance on depleting fossil fuels and lower carbon emissions of society. HAESL has introduced photovoltaic (PV) systems to our rooftops since 2019 to support carbon footprint reduction.

New PV systems in Phase 4 (upper and lower roof), Phase 6 and Administration buildings (upper and lower roof), were all successfully installed and connected to the grid in October 2022. The total capacity of HAESL's PV system was expanded by 200% from 210 kW to **630 kW**, generating over **700,000 kWh of electricity annually** under Feed-in Tariff Scheme of CLP Power Hong Kong Limited (CLP).

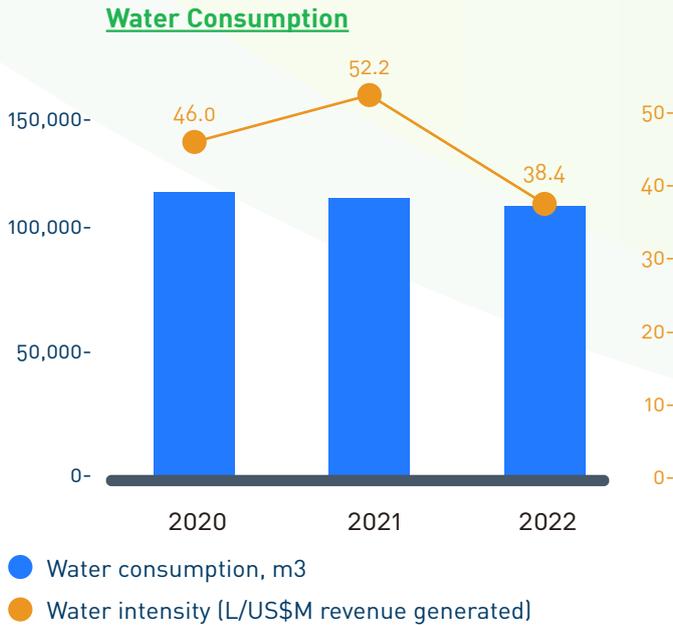


Water

Water Conservation

HAESL operates an air conditioning condenser recovery system to reduce water usage of our cooling towers. Water consumption in 2022 decreased by 1.6%, from 115,418 cubic meters to 113,572 cubic meters due to reduced water used in industrial usage, toilet, pantries, kitchen and street cleaning; while the year-on-year water intensity decreased by 26% as the revenue generated hours increased significantly and the water consumption reduced.

The Sustainability Steering Group will keep reviewing the water usage profile and will continue to plan water saving initiatives to achieve further reduction.



Effluents

In HAESL, there are chemical cleaning, electroplating and other MRO processes which contain various kinds of chemicals as part of our operation. The use of chemicals is unavoidable. The management of chemical waste is therefore central to our sustainability policy. To meet our own environmental responsibilities, our engineers ensure waste is handled appropriately with minimal impact to the community.

HAESL's wastewater treatment plants process liquid chemical waste before discharging the treated waste into the public sewerage system. The remaining sludge, resins and other waste, including heavy metals, are collected from site and processed by a government-approved chemical waste disposal company regularly.





Mixed Wastewater Continuous Treatment System

The Mixed Wastewater Continuous Treatment System is the workhorse of the plant; it separates metal ions from the wastewater. The incoming wastewater is dosed with caustic soda (NaOH) to form an alkaline environment, where the metal ions will precipitate as insoluble metal hydroxides. A coagulant is introduced to clump these particles together and sedimentation is promoted with a polymer flocculants. Finally, the sediment is removed as a slurry, resulting in clean water ready for discharge. Water samples are sent to the lab weekly for testing, to ensure the discharged water meets environmental standards and that the plant is operating normally. When needed, a jar test can be conducted to determine the amount of each chemical needed to clean the wastewater by simulating the treatment processes.

The VACUDEST Vacuum Distillation System

The VACUDEST system is a steam-to-water heat exchanger that condenses the steam and heats up the wastewater at the same time.



Expansion of Phase 5 Waste Water Treatment Plant

The wastewater plant in Phase 5 has been in use for over ten years, HAESL plans to upgrade the Phase 5 Waste Water Treatment Plant (WWTP). The new and improved system will be capable in handling 120 m³ of waste per day, equivalent to two large shipping containers.



Waste

HAESL has been making significant efforts to improve its recycling rate over the past few years. The total quantity of waste decreased by approximately 0.5% year-on-year in 2022, while the recycling rate increased from 31.4% to 37.0%.

Reuse and Recycling Efforts

HAESL has been collecting a wide range of materials for reuse or recycling, including wood, paper, plastics, metal, polyfoam, food waste, florescent lamps, waste electrical and electronic appliances, printer toner cartridges and office furniture. In 2022, HAESL has introduced aluminium oxide, glass and uniform recycling to staff members to further reduce waste to landfill.

To ensure the accessibility of our recycling facilities, over one hundred recycling bins were established inside HAESL. HAESL continues to review the recycling facilities to ensure that they are fit for purpose and lead to effective recycling.



Waste to EcoBricks

One of HAESL's core processes consumes aluminium oxide which becomes industrial waste after the blasting process. To reuse the spent aluminium oxide, HAESL engaged the Hong Kong Polytechnic University in reviewing the material and explored recycling opportunities. It found that the composition of the aluminium oxide is similar to bricks and could be used as a filing material for brick production. After trials of brick production, HAESL worked with a local recycling partner and commenced the collection of aluminium oxide during June 2022. It is estimated that 200 pieces of paving bricks can be produced with 1.5 litre of aluminium oxide. In 2022 HAESL recycled 13 tonnes of aluminium oxide.

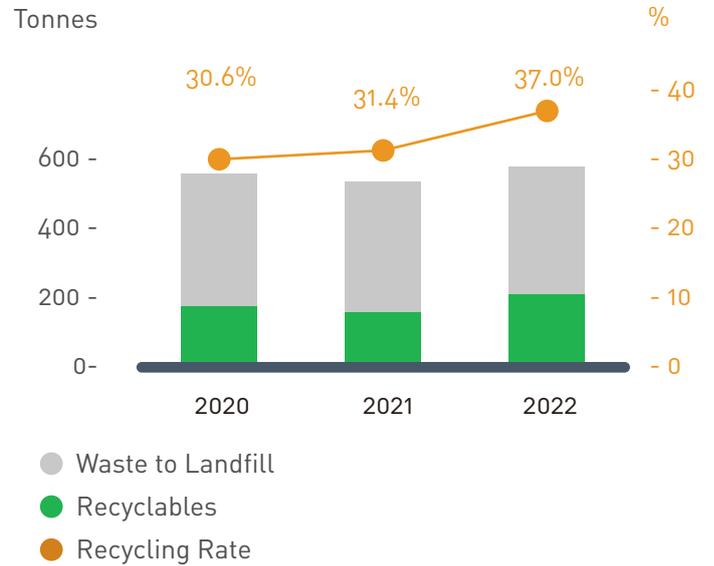


Waste to Energy

To further enhance the recycling practices of HAESL, the staff canteen started collecting food residue from the kitchen and leftovers from plates in 2022. The food residue was collected daily by a recycler and sent to the organic resources recovery centre (O park). O park converts the food waste to biogas for electricity generation and compost for landscaping and agriculture use.



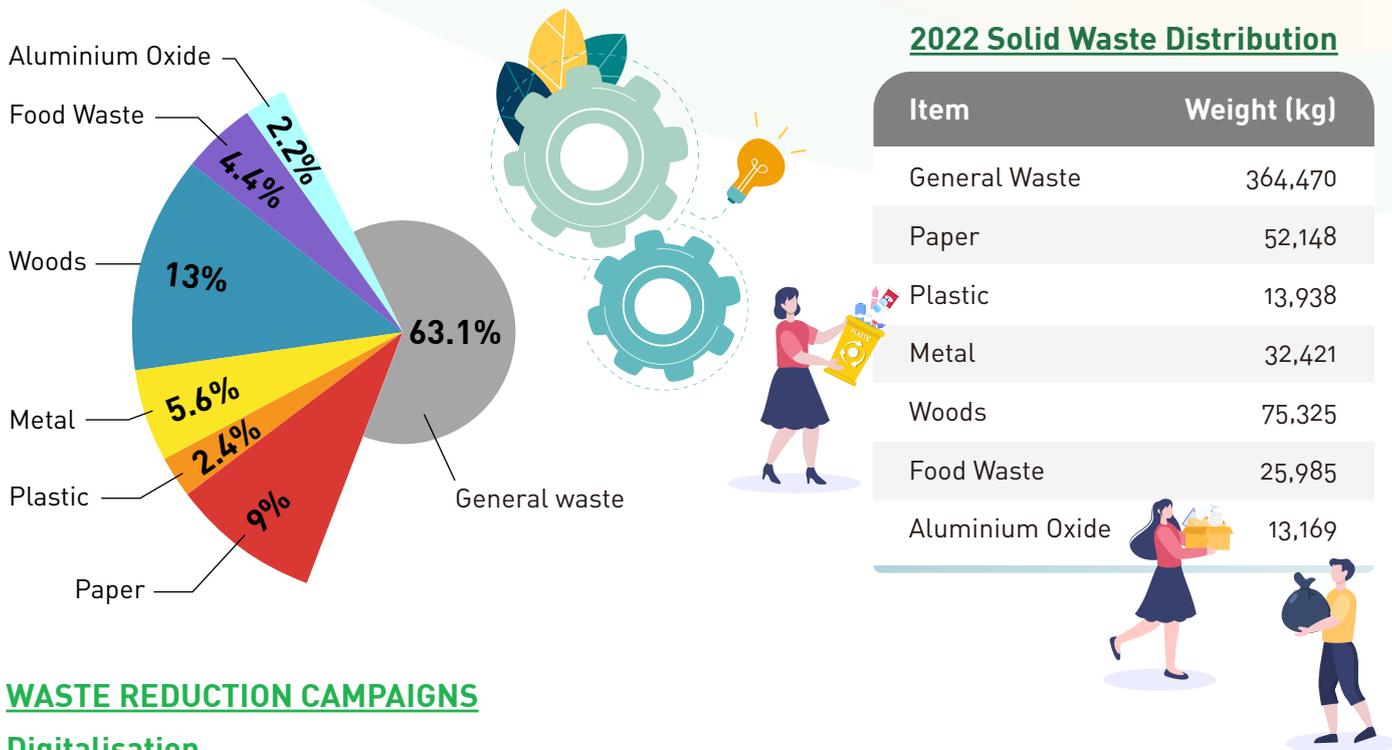
Waste, Recyclables and Recycling Rate



Reuse

HAESL is keen to explore further reuse and recycle opportunities whenever applicable. Some existing practices include collecting packaging materials sent to HAESL and re-using them when delivering repaired parts back to customers; moreover, reusable plastic and metal containers have been developed for internal movement of engine parts.

The distribution of HAESL's municipal solid waste in 2022 is shown in the table below.



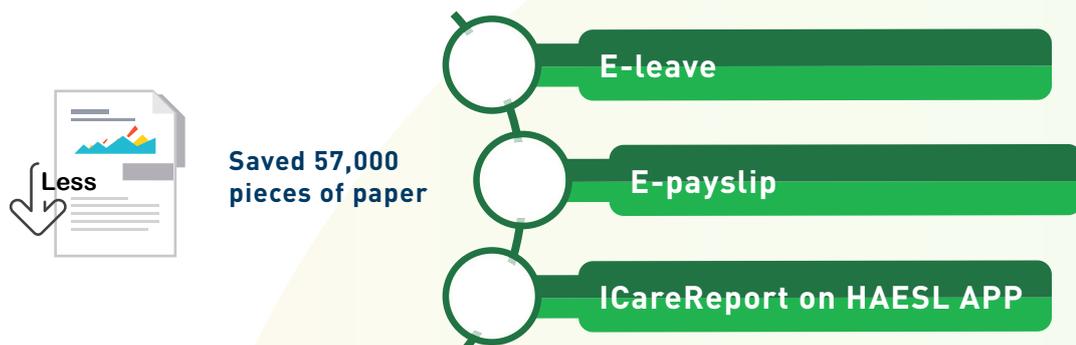
WASTE REDUCTION CAMPAIGNS

Digitalisation

The digital transformation on one hand reduces waste and, on another hand, it allows easier real-time data access which helps to simplify and streamline day-to-day operations. HAESL believes one of the keys to waste reduction is digitization, of which a project was kicked off – Go Paperless in 2021.

In July 2022, HAESL launched the e-form system for iCare iReport. All staff can submit reports through ICIR system in the mobile application or computers. From July to December 2022, approximately 600 digital submissions were received. The e-form for Declaration on Conflict of Interest and SAP Authorization Change Request was also introduced in 2022. Together with the electronic payslip (e-payslip) and leave application (e-leave) system which launched in 2021, it saves around 57,000 pieces of paper annually.

HAESL will continue to digitalise our processes and more electronic platforms will be launched in the coming years.



In addition to the environmental conservation campaigns jointly organised with external parties in the Community Section of this report, a series of green activities were organised in HAESL to address different festive recycling needs and to raise staff's environmental awareness.

No Plastic bag Day Campaign

The company launched a "No Plastic Bag Day" in October 2022 to reduce single-use plastics. HAESL Staff Canteen does not provide any plastic bag every Friday and staff are encouraged to bring their own eco lunch bags.

To encourage "Bring Your Own Bag" (BYOB), a reusable lunch bag was distributed to every staff during September 2022. Nearly 100 staff who brought their own reusable bags were awarded an eco-gift, a pack of tissues made from recycled paper, at the Staff Canteen on 30th Sep 2022.



Reverse Vending Machine (RVM)

To foster and motivate our staff members in recycling, two reverse vending machines with a rebate function were installed in HAESL in 2022. We are delighted that the reverse vending machines are well received among staff members and over 11,000 cans and plastic bottles were collected in the second half year of 2022.



Green Orientation kits

As a welcoming gift to new joiners, each new joiner receives a set of green orientation kit, which includes an eco lunch bag, a cutlery set and a recycle bag. Together with the introduction of sustainable practices illustrated in the briefing session, new joiners are well equipped with environmentally friendly practices from the start.



Electric Vehicle (EV) Charging Facilities

Replacing conventional vehicles with EVs can help improve roadside air quality and reduce greenhouse gas emissions. A wider use of EVs also contributes to the development of environmental industries. In view of the environmental benefits of EV and increasing demand in EV charging facilities, HAESL has installed eight additional EV chargers to further promote the adoption of EVs among staff.

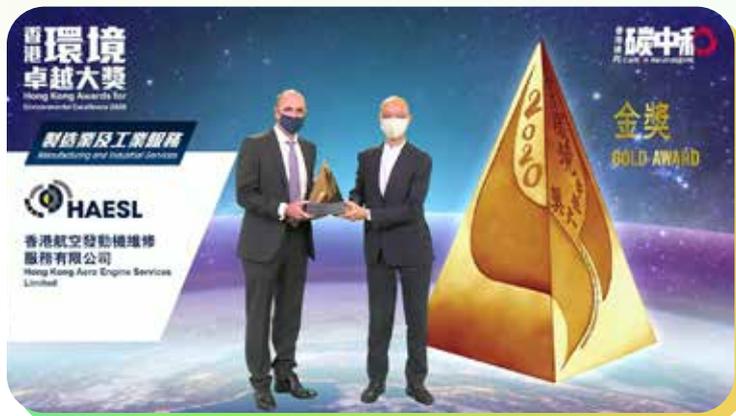


AWARDS AND RECOGNITION

HAESL has actively participated in environmental awards and certificates to benchmark our achievements. In recognition of our work and commitment, HAESL has been awarded the Gold Award in the Hong Kong Awards for Environmental Excellence (HKAEE) 2020 Manufacturing and Industrial Services Sector, recognising our efforts in installing PV panels and efficient chillers, and exploration in use of sustainable aviation fuel (SAF) in achieving further carbon reduction.

The HKAEE is a prestigious environmental award that recognises companies with strong commitment in environmental protection and excellent environmental performance. HAESL is honoured to receive the award.

Additionally, HAESL was also certified as a Hong Kong Green Organisation for the years 2020–2022.



Sustainability Performance Benchmarking

ecovadis

As invited by Rolls Royce, HAESL has registered on the EcoVadis Platform and conducted a corporate social responsibility assessment as one of Rolls-Royce's key trading partners. The EcoVadis Rating is evaluated according to three key indicators, including policies, actions, and result. The assessment covers topics in labour and human rights, environment, ethics, and sustainable procurement. The EcoVadis Rating provided a list of strengths and improvement areas on top of the overall score for HAESL. It gives HAESL insights into its sustainability business practices as benchmarked across its industry and geography. HAESL has referred to the recommendations and continues to enhance our sustainability practices.



Sustainability-linked loans (SLL)

Sustainability-linked loans (SLL) aim to facilitate and support environmentally and socially sustainable economic activity and growth. SLL incentivise companies' sustainability performance by linking the interest margin to improvements on certain sustainability KPIs.

HAESL engaged Sumitomo Mitsui Banking Corporation (SMBC) in a sustainability-linked loan in May 2022. A reduction in price will be granted if KPI covering occupational safety (lost time injury rate), renewable energy generation and recycling rate are achieved. The three-year loan reaffirms the company's commitment to sustainability in its pursuit of long-term growth.

Expenses on external review services will be reimbursed by the Hong Kong Monetary Authority (HKMA) under the Green and Sustainable Finance Grant Scheme launched by the Government.





OUR BUSINESS AND VALUE CHAIN

About Our Services

HAESL provides world-class aero engine and component repair services to many of the world's most respected airlines that have chosen Rolls-Royce to power their fleet of Airbus and Boeing Aircraft.

HAESL has the full capability to perform complete repair and overhaul of the Rolls-Royce RB211-524 and Trent 700, 800 and XWB engines. In addition to the main overhaul shop, we also operate an engine test facility. The test cell is designed and sized for testing a wide variety of high bypass turbo fan engines of up to 130,000 lbs. thrust over the full range of validation and certification requirements.

HAESL also has a broad range of specialised component repair capabilities, allowing it to offer customers cost-effective alternatives to outright replacement. We are able to repair parts back to a fully restored condition, giving them the same integrity and durability as new parts. HAESL repairs parts from internal arisings and from the aero engine repair network worldwide. We have a 90% in-house core engine component repair capability.

In 2022, we overhauled engines for Rolls-Royce, 4 lessors and 31 airlines flying globally, including those from Hong Kong, The Chinese mainland, Asia Pacific, the Middle East, Europe Africa and the Americas. We understand that our customers demand a service that is both timely and cost effective. We offer industry leading turn times and competitive pricing through continuous productivity improvements.

To read more about the services we offer, the capabilities we have and the customers we serve, please visit our website www.haesi.com.



90% in-house
core engine component repair capability

turbo fan engines of up to
130,000 lbs

About Our Supply Chain

To support the HAESL operation, our Strategic Purchasing Department partners to provide solutions. Our main categories of spending include goods and services to run the Company, such as replacement engine components, subcontracted repair services, machinery, IT services and facility works. In 2022, HAESL engaged over 400 suppliers from all over the world.

HAESL proactively drives sustainability commitment across its supply chain. We choose to partner with suppliers who share our values and meet our standards. Through the Code of Conduct for HAESL Suppliers, we communicate our environmental, social and ethical requirements and concerns to our suppliers, partners and stakeholders. Compliance with this Code of Conduct is a core component when developing supplier relationships and making purchase decisions to promote and build a responsible, sustainable and manageable supply chain.

Economic Performance

The aviation industry suffered greatly from 2020-2022 due to COVID-19. HAESL felt the impact of the global contraction in flying hours while taking the opportunity to prepare for a coming ramp up in demand. In 2022, 261 engines were overhauled as most of the international airlines chose to utilise the fuel-efficient engine, Trent XWB. The following table summarises our economic performance.



Economic Performance	2020	2021	2022
Revenues, US\$m	2,563	2,209	2,955
Dividend, US\$m	79.5	62.6	81.6
Employee Cost, US\$m	59.4	56.2	66.1
Taxation, US\$m	17.3	15.5	18.6
Charitable donations, US\$	33,366	74,646	68,843

Growing Our Business

At HAESL, we continually strive to develop our business to prepare ourselves for the many opportunities ahead.

Trent XWB

The Trent XWB is one of Rolls-Royce's latest engines and powers the Airbus A350 aircraft. Drawing on Rolls-Royce's unique three-shaft design, advanced materials and the latest fan system technology, the Trent XWB engine balances fuel efficiency and life cycle costs while delivering weight savings and improved aerodynamics. With a 15% fuel consumption advantage over the original Trent engines, it hits current and future emissions targets, goes further on less fuel and offers world beating performance and low noise levels. Its great economic value and environmental efficiency have made the Trent XWB the fastest-selling wide-body engine in the world¹.

HAESL is dedicated to developing comprehensive MRO capability for both XWB variants: the Trent XWB-84 that powers the Airbus A350-900 and the Trent XWB-97 that powers A350-1000. HAESL staff were sent to Derby, UK to gain detailed skills and knowledge through training at Rolls-Royce in 2019. Despite the impacts of COVID-19, HAESL continued to develop to maturity both its Trent XWB -84 and -97 engine variant engine maintenance services capabilities in 2022.

HAESL obtained full overhaul and testing capability approval for the Trent XWB-84 engine in 2017 and the Trent XWB-97 engine in 2018. HAESL is now globally the number one volume supplier of aftermarket services for the XWB-84 variant and the sole Authorise Maintenance Centre capable of workshop maintenance for the XWB-97 variant. During 2022, we successfully overhauled 146 Trent XWB-84 and XWB-97 engines.



¹ Rolls-Royce plc. Trent XWB. <https://www.rolls-royce.com/products-and-services/civil-aerospace/airlines/trent-xwb.aspx#/>.

Investing for Sustainable Growth

Further to the capability development of Trent XWB engines, HAESL is also investing to develop sustainable growth in many areas.

HAESL is a founding member of the Aviation Services Research Centre (ASRC) of the Hong Kong Polytechnic University. In 2022, HAESL continued to partner with the ASRC on various projects.

We were pleased to welcome new customers in 2022, which included:

- Avolon Aerospace Leasing Limited
- BOC Aviation
- Carlyle Aviation Partners
- China Minsheng Investment Group Capital
- GAMIT
- Golden Coast Sales
- Omni Air International
- Philippine Airlines
- Stratos



Business Improvement

Kaizen Programme

To drive continuous improvement in every aspect of our business, HAESL has encouraged staff to set up Kaizen programmes which help to enhance performance in quality, efficiency, safety and workplace culture. Kaizen programmes are based on a Plan-Do-Check-Act (PDCA) improvement-cycle approach, identifying issues and opportunities, proposing and adopting solutions, measuring and taking appropriate actions in a continuous loop.

In 2022, over 300 Kaizen programmes were initiated and over 260 Kaizen programmes were completed. Through these enhancement measures, HAESL has achieved hard cost savings of over US\$3.6 million dollars and over 37,000 hours of processing time.

I Care I Save

An "I Care I Save" Programme has been launched to incentivise staff in providing cost or material saving ideas. Staff submits ideas to "I Care I Save" will be rewarded by meal coupons. HAESL will continue to promote the I Care I Save programme and encourage everyone to proactively engage in improving the business.

3D Printing

Our engineers and technicians have been utilising the in-house 3D printers to design tools streamlining or improving the process. A capsule with small pores over the body was designed and added in vibro-polishing process. The capsule helps to capture blasting materials depleted to unusable sizes so as to minimise the replacement of all blasting materials.



Customer Safety and Quality

Safety Management System (SMS)

HAESL’s safety management framework comprises two major elements: aviation safety and occupational safety. These are essential to the safety of passengers and employees and to our business continuity. Our SMS is a systematic approach in reducing the risk of harm to persons or property damage to an acceptable level, which is fundamental to offering “Best in the World” services.

HAESL delivers training to every employee to refresh their knowledge of the SMS requirements and assure the quality of our SMS. We promote a proactive Safety Culture, encouraging staff to feel responsible for safety. We have created an atmosphere of trust and openness where people are encouraged and recognised for providing safety-related information.

Personal Data Privacy

HAESL is committed to respecting and safeguarding the privacy of personal data collected and/or processed in adherence with relevant legal requirements, including the related provisions of the Hong Kong Personal Data (Privacy) Ordinance. We maintain high standards in how we collect, use, hold and share personal data.

We ensure proper handling of personal data, covering Data Collection, Data Accuracy and Retention, Data Use, Data Security, Information Transparency, and User Rights, which are all in line with our values and personal data privacy policy.



Auditing Systems

An effective auditing system is an essential tool for HAESL to manage our business quality. We understand the compliance of processes and procedures that have already taken place through audits. In HAESL, internal audits are carried out in a strict and professional manner. Corrective and preventive measures will be implemented to stop reoccurrence of non-conformance. There were 54 internal audits in 2022 excluding daily walk-around surveillance.

Furthermore, HAESL’s customers, National Aviation Authorities and other certification bodies conduct annual external audits to ensure HAESL is compliant with their requirements. As a Rolls-Royce MRO service provider, HAESL goes through the Rolls-Royce Supplier Management System Requirements audit (SABRe). In 2022, a total of 50 external audits were carried out. No significant findings were identified during the audits.

INTERNAL AUDITS	EXTERNAL AUDITS
Facility audit	Civil Aviation Safety Authority audit
Procedure and process audit	Customer audit
Product audit	European Union Aviation Safety Agency audit
Documentation audit	Federal Aviation Administration audit
Off-site audit	Hong Kong Civil Aviation Department audit
Vendor audit	National Aviation Authority audit
Night shift audit	Shareholder audits
Unscheduled audit	

Different types of audits take place in HAESL each year.

PERFORMANCE DATA

Economic Performance		2020	2021	2022	%
Revenues generated	US\$M	2,563	2,209	2955	34%
Dividends paid to shareholders	US\$M	79.5	62.6	81.6	30%
Employee Cost	US\$M	59.4	56.2	66.1	18%
Taxation	US\$M	17.3	15.5	18.6	20%
Charitable donations made directly by HAESL	USD	33,366	74,838	68,843	-8%

Environmental Performance		2020	2021	2022	%
<u>Energy Consumption</u>					
Direct Energy Consumption	GJ	170,653	163,445	176,501	8%
Indirect Energy Consumption	GJ	116,980	110,720	109,783	-1%
Total Energy Consumption	GJ	287,633	274,165	286,284	4%
<u>Greenhouse Gas Emission</u>					
Direct Emission (Scope 1)	mtons CO ₂ e	13,661	12,180	12,674	4%
Indirect Emission (Scope 2)	mtons CO ₂ e	16,187	11,385	11,901	5%
Other Indirect Emission (Scope 3) by Business Air Travel	mtons CO ₂ e	34	10	114	1037%
Total GHG Emission	mtons CO ₂ e	29,882	23,575	24,689	5%
<u>Fuel</u>					
Jet Kerosene - Engine Test	Tonnes	3,873	3,708	4,003	8%
Unleaded Petrol - Passenger Car (Hong Kong)	L	1,448	927	906.45	-2%
Towngas	MJ	474,144	468,048	603,744	29%
<u>Electricity</u>					
Electricity - Hong Kong (CLP)	kWh	32,362,836	30,755,571	30,495,291	-1%
<u>Refrigerant / Fire Extinguishing Agent</u>					
HCFC-22	kg	24.95	0	0	0%
R134a	kg	1,036	354	0	-100%
HFC-410A	kg	2.72	5	0	-100%
HFC-404A	kg	13.50	0	0	0%
HCF-134A	kg	-	-	22.68	-

PERFORMANCE DATA

Environmental Performance		2020	2021	2022	%
<u>Water</u>					
Potable Water used	m3	117,838	115,418	113,572	-2%
Water discharged to sewer	m3	117,838	115,418	113,572	-2%
<u>Materials</u>					
Paper and paper products consumed	kg	16,515	15,368	15,665	2%
Printing Cartridges purchased	No.	706	685	333	-51%
<u>Non-hazardous Waste Management</u>					
Industrial / Commercial Waste disposed of	kg	389,260	366,200	364,470	0%
Grease trap waste disposed of	kg	24,840	37,720	53,360	41%
Wood recycled	kg	93,690	72,855	75,325	3%
Food Waste recycled	kg	23,377	24,556	25,985	6%
Paper products recycled	kg	41,472	33,242	52,184	57%
Plastic products recycled	kg	5,336	13,111	13,938	6%
Metal recycled	kg	7,424	23,829	32,421	36%
Printing Cartridges recycled	No.	357	101	259	156%
<u>Hazardous Waste Management</u>					
Chemical waste disposed (Liquid)	L	159,740	94,700	73,580	-22%
Chemical waste disposed (Solid)	kg	113,097	112,959	122,692	9%
Spent kerosene (aircraft fuel) recycled	L	5,200	4800	5,200	8%
Lubrication oil recycled	L	14,800	15400	18,800	22%
Significant chemicals / oil spills	No.	0	0	0	0%
<u>Compliance</u>					
Significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No.	0	0	0	0%

PERFORMANCE DATA

Occupational Health & Safety Performance		2020	2021	2022	%
Total workforce	No.	1,015	1,033	1120	8%
Manhours worked (Total Attended Hour by all staff, in thousand)	Hour	2,441	2,262	2,553	13%
Work-related fatalities (employees)	No.	0	0	0	0%
Lost time injuries (Note 1)	No.	2	1	1	0%
Minor injuries / first aid cases	No.	2	1	0	-100%
Total lost day	Day	49.5	47	67	43%
Lost time injury rate (Note 2)		0.16	0.09	0.08	-11%
Man day lost rate (Note 3)		4	4.2	5.25	25%

Note

1. Lost time injuries are defined as work-related injuries which result in lost time of a minimum of one scheduled working day.
2. Lost time injury rate is calculated as the total lost time injuries multiplied by 200,000 and then divided by total hours worked.
3. Lost day rate represents total number of lost day per 100 employees per year. It is calculated as the total lost day multiplied by 200,000 and then divided by total hours worked. The factor 200,000 is the annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year.

GRI CONTENT INDEX

GRI Standard	Disclosure	Location of Disclosure	
		Page	Chapter
GRI 1: Foundation 2021			
General Disclosures			
GRI 2: General Disclosures 2021	The organization and its reporting practices		
	2-1 Organizational details	07	About HAESL: Best in the World, Best for the World → Our Story
	2-2 Entities included in the organization's sustainability reporting HAESL did not have any entities in the reporting year.	--	
	2-3 Reporting period, frequency and contact point	07	About HAESL: Best in the World, Best for the World → Our Story
	2-4 Restatements of information	07	About HAESL: Best in the World, Best for the World → Our Story
	2-5 External assurance	07	About HAESL: Best in the World, Best for the World → Our Story
	Activities and workers		
	2-6 Activities, value chain and other business relationships	07	Our Business and Value Chain → About Our Services About HAESL: Best in the World, Best for the World Our Business and Value Chain → Economic Performance
		53	Our Business and Value Chain → About Our Supply Chain
	2-7 Employees	15	Our People → About Our Workforce
	2-8 Workers who are not employees	15	Our People → About Our Workforce
	Governance		
	2-9 Governance structure and composition	10	About HAESL: Best in the World, Best for the World → Governance Structure and Committees
	2-10 Nomination and selection of the highest governance body	10	About HAESL: Best in the World, Best for the World → Governance Structure and Committees
2-11 Chair of the highest governance body	10	About HAESL: Best in the World, Best for the World → Governance Structure and Committees	
2-12 Role of the highest governance body in overseeing the management of impacts	10	About HAESL: Best in the World, Best for the World → Governance Structure and Committees	

GRI CONTENT INDEX

GRI Standard	Disclosure	Location of Disclosure		
		Page	Chapter	
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	10	About HAESL: Best in the World, Best for the World → Governance Structure and Committees	
	2-14 Role of the highest governance body in sustainability reporting	10	About HAESL: Best in the World, Best for the World → Governance Structure and Committees	
	2-15 Conflicts of interest	10	About HAESL: Best in the World, Best for the World → Governance Structure and Committees	
	Conflicts of interest is governed within the THE COMPANIES ORDINANCE (CHAPTER 622) Private Company Limited by Shares AMENDED AND RESTATED ARTICLES OF ASSOCIATION Article of Associations in HAESL.			
	2-16 Communication of critical concerns	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance	
	2-17 Collective knowledge of the highest governance body	10	About HAESL: Best in the World, Best for the World → Governance Structure and Committees	
	2-18 Evaluation of the performance of the highest governance body	--		
	The performance of the highest governance body is evaluated by shareholders of HAESL.			
	2-19 Remuneration policies	--		
	2-20 Process to determine remuneration	--		
	2-21 Annual total compensation ratio	--		
	After careful consideration, HAESL has decided not to disclose information on remuneration due to confidentiality constraints.			
	Strategy, policies and practices			
	2-22 Statement on sustainable development strategy	05	Our Approach to Sustainable Development	
	2-23 Policy commitments	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance	
2-24 Embedding policy commitments	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance		
Please refer to https://www.haesl.com/en/about-us/ethics-and-compliance/ for policies of HAESL.				
2-25 Processes to remediate negative impacts	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance		
2-26 Mechanisms for seeking advice and raising concerns	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance		

GRI CONTENT INDEX

GRI Standard	Disclosure	Location of Disclosure	
		Page	Chapter
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations The performance of the highest governance body is evaluated by shareholders of HAESL.	--	
	2-28 Membership associations The performance of the highest governance body is evaluated by shareholders of HAESL.	--	
	Strategy, policies and practices		
	2-29 Approach to stakeholder engagement	11	Our Approach to Sustainable Development → Materiality Assessment
	2-30 Collective bargaining agreements HAESL did not have collective bargaining agreements in the reporting year. Our employees have the freedom of association to join organisations of their choice.	--	
Material Topics			
GRI 3-1: Process to determine material topics	3-1 Process to determine material topics	11	Our Approach to Sustainable Development → Materiality Assessment
	3-2 List of material topics	11	→ Materiality Assessment
Economic performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	53	About HAESL: Best in the World, Best for the World Our Business and Value Chain → About our Services
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	57	Our Business and Value Chain → Economic Performance Appendix → Performance Data
Anti-corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken HAESL did not have any confirmed incidents of corruption or actions taken in the reporting year.	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance
Anti-competitive Behaviour			
GRI 3: Material Topics 2021	3-3 Management of material topics	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices HAESL was not involved in any legal actions for anti-competitive behaviour, anti-trust, and monopoly practices in the reporting year.	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance

GRI CONTENT INDEX

GRI Standard	Disclosure	Location of Disclosure	
		Page	Chapter
300 series (Environmental topics)			
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	38	About HAESL: Best in the World, Best for the World → Our Environment
GRI 302: Energy 2016	<p>302-1 Energy consumption within the organization</p> <p>302-3 Energy intensity</p> <p>302-4 Reduction of energy consumption</p> <p>Energy sources used by HAESL include jet fuel, electricity and Towngas purchased from other organisations.</p> <p>The majority of our electricity is consumed in Hong Kong where the supplier is franchised, such that we cannot lower the carbon intensity of our electricity by choice of supplier. Each kilowatt hours (kWh) registered by electricity meters represents 3.6 Mega joules.</p> <p>Towngas in Hong Kong is calculated according to "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for buildings (Commercial, Residential or Institutional Purpose) in Hong Kong (2010)" published by Environmental Protection Department (EPD) of the Hong Kong Government. Each unit registered by a gas meter represents a heat value of 48 Mega joules.</p>	<p>40</p> <p>57</p>	<p>Our Environment → Energy and Emission Appendix → Performance Data</p>
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	46	About HAESL: Best in the World, Best for the World Our Environment → Water Conservation → Effluents
GRI 303: Water and Effluents 2018	<p>303-3 Water withdrawal</p> <p>303-4 Water discharge</p> <p>303-5 Water consumption</p> <p>We use municipal water as water supply of which consumption is the amount reported in water bills. We assume that all water withdrawn are discharged eventually in our business with no consumption.</p>	<p>46</p> <p>46</p> <p>46</p>	<p>Our Environment → Water Conservation → Effluents</p>
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	40	About HAESL: Best in the World, Best for the World Our Environment → Energy and Emission
GRI 305: Emissions 2016	<p>305-1 Direct (Scope 1) GHG emssions</p> <p>305-2 indirect (Scope 2) GHG emssions</p> <p>305-3 Other indirect (Scope 3) GHG emissions</p> <p>305-4 GHG emissions intensity</p> <p>305-5 Reduction of GHG emissions</p>	<p>40</p> <p>57</p>	<p>Our Environment → Energy and Emission Appendix → Performance Data</p>
Effluents and Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	48	About HAESL: Best in the World, Best for the World Our Environment → Water Conservation

GRI CONTENT INDEX

GRI Standard	Disclosure	Location of Disclosure	
		Page	Chapter
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	48	Our Environment → Energy and Emission Appendix
	306-2 Management of significant waste-related impacts	57	→ Performance Data
	306-3 Waste generated		
	306-4 Waste diverted from disposal		
	306-5 Waste directed to disposal		
400 series (Social topics)			
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	28	Our People → Safety Culture
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	28	About HAESL: Best in the World, Best for the World → Governance Structure and Committees
	403-2 Hazard identification, risk assessment, and incident investigation		Our People → Safety Culture
	403-3 Occupational health services		
	403-4 Worker participation, consultation, and communication on occupational health and safety		
	403-5 Worker training on occupational health and safety	18	Our People → Building A Strong Workforce → Safety Training
	403-6 Promotion of worker health	19	Our People → Staff Wellness
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	28	Our People → Safety Culture
	403-8 Workers covered by an occupational health and safety management system	28	
	403-9 Work-related injuries	57	Our People → Safety Culture Appendix → Performance Data
<p>HAESL reports the number of lost time injuries (LTI), the Lost Time Injury Rate (LTIR), the number of lost days, the Lost Day Rate (LDR) and employee fatalities as defined below.</p> <ol style="list-style-type: none"> Total injuries are the number of injuries in the year which result in a minimum lost time of one working day. Lost Time Injury Rate is calculated as the Total Injuries multiplied by 200,000 and then divided by total hours worked. Lost Days: A Lost Day occurs when, in the opinion of the physician of record, the employee cannot work, Lost Days are counted as calendar days where counting begins the first day following the injury and ends when the person returns to full duty, receives a permanent job transfer, leaves employment. Lost Day Rate is calculated as the Total Days Lost multiplied by 200,000 and then divided by total hours worked. Fatality (employee) A loss of life occurring to an employee, as the result of a work-related incident. 			

GRI CONTENT INDEX

GRI Standard	Disclosure	Location of Disclosure	
		Page	Chapter
Customer Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	56	Our Business and Value Chain → Customer Safety and Quality
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories All services we provide to our customers are covered by our Safety Management System and Audit Systems to ensure the quality and safety of engines we overhauled.	56	Our Business and Value Chain → Customer Safety and Quality
Customer Privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data HAESL did not receive any complaints from customers concerning breaches of customer privacy and losses of customer data in the reporting year.	09	About HAESL: Best in the World, Best for the World → Ethics and Compliance

VERIFICATION STATEMENT



SCOPE AND OBJECTIVE

Hong Kong Quality Assurance Agency (“HKQAA”) was commissioned by Hong Kong Aero Engine Services Limited (hereinafter referred to as “HAESL”) to undertake an independent verification for the Sustainable Development Report 2022 (hereinafter referred to as “the Report”). The Report stated the sustainability performance of HAESL in economic, environmental and social aspect in the period of 1st January 2022 to 31st December 2022.

The aim of this verification is to provide a reasonable assurance on the reliability of the report contents. The Report has been prepared in accordance with the Global Reporting Initiative Sustainability Reporting Standards

(“GRI Standards”).

LEVEL OF ASSURANCE AND METHODOLOGY

The process applied in this verification was based on the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board. Our evidence gathering process was designed to obtain a reasonable level of assurance as set out in the standard for the purpose of devising the verification conclusion. The extent of this verification process undertaken covered the criteria set in the GRI Standards.

The verification process included verifying the systems and processes implemented for collecting, collating and reporting the sustainability performance data, reviewing relevant documentation, interviewing

SIGNED ON BEHALF OF HONG KONG QUALITY ASSURANCE AGENCY

Connie Sham
Head of Audit
March 2023

responsible personnel with accountability for preparing the reporting contents and verifying selected representative sample of data and information. Raw data and supporting evidence of the selected samples were also thoroughly examined during the verification process.

INDEPENDENCE

HAESL is responsible for the collection and presentation of the information presented. HKQAA does not involve in calculating, compiling, or in the development of the Report. Our verification activities are independent from HAESL.

CONCLUSION

Based on the verification results and in accordance with the verification procedures undertaken, HKQAA has obtained reasonable assurance and is in the opinion that:

- The Report has been prepared in accordance with the GRI Standards;
- The Report illustrates the sustainability performance of HAESL, covering all material aspects, in a balanced, comparable, clear, responsive, fair and timely manner; and
- The data and information disclosed in the Report are reliable and complete.

Nothing has come to HKQAA attention that the selected sustainability performance information and data contained in the Report has not been prepared and presented fairly and honestly, in all material aspects, in accordance with the verification criteria.

HAESL has reported specifically the sustainability issues identified as the most influencing matters to its business and stakeholders through a materiality identification exercise. The report illustrates the challenges and opportunities associating to HAESL's sustainability context, it covers different projects undertaken in 2022 and the approaches that HAESL adopted to manage the result achieved. HAESL has developed a stringent data management mechanism where all data undergoes robust internal vetting, the basis of credible and transparent reporting is attained. In conclusion, the Report reflects appropriately the commitments and involvement of HAESL towards sustainable development.



THANK YOU FOR READING THIS REPORT

REQUEST FOR FEEDBACK

We welcome your views on how we may further improve our economic, environmental and social commitments. Your comments on this report are also appreciated. Please contact us via our website, email at sd@haesl.com or direct mail to the following address:

70 Chun Choi Street,
Tseung Kwan O Industrial Estate,
Tseung Kwan O, N.T., Hong Kong.