

Environmental, Social and Governance

As a statutory regulator, we are committed to upholding high standards in our operations and fulfilling our public mission. Our core values of integrity, transparency and public accountability guide all our actions. Maintaining sound corporate governance is crucial for the effective delivery of our regulatory measures. We are also dedicated to social responsibility and sustainability by leading both local and global initiatives.



Corporate Governance

Adopting effective governance framework

We are firmly committed to upholding a robust corporate governance framework comprising a well-defined governance structure, high standards of conduct, efficient operational and financial control procedures, and effective checks and balances. This ensures that we carry out our work as a statutory regulator efficiently and effectively, fairly and with integrity, in line with best governance practices for public bodies, including those set out in *Corporate Governance for Public Bodies — A Basic Framework*¹.

Our Board

The SFC Board plays a pivotal role in setting the overall strategies of the organisation and ensuring that management effectively carry out the SFC’s duties to the fullest extent.

Constitution

The Securities and Futures Ordinance (SFO) stipulates the constitution and proceedings of our Board. Board members are appointed for a fixed term by the Chief Executive of the Hong Kong Special Administrative Region (HKSAR) or the Financial Secretary under delegated authority. The HKSAR Government also determines their appointment terms and conditions. Supplementary information about Board members’ emoluments for the year is provided on page 133.

As of 31 March 2026, the Board comprised a majority of Non-Executive Directors (NEDs), accounting for 60% of the Board, ie, nine NEDs, including the Chairman; and six Executive Directors (EDs), including the Chief Executive Officer (CEO).

Coming from diverse backgrounds, our NEDs bring a wealth of experience, expertise and independent perspectives to the Board. Together, the Board contributes to the development of the SFC’s policies by providing strategic insights.

See pages 16-23 for the full list of Board members and their biographies.

Key components of our governance framework



¹ Published by the Hong Kong Institute of Certified Public Accountants.

Key responsibilities of the Board



Leadership

Steer the SFC's overall direction through strategic planning and setting priorities that are aligned with our mission and statutory objectives

Oversight

Supervise and direct the SFC's work by monitoring performance and ensuring effective allocation of resources in carrying out regulatory work

Strategy

Provide guidance on policy making to ensure our policies are effective in maintaining market integrity, protecting investor interests and developing markets

Governance

Promote high standards of corporate governance by overseeing the work of the Executive Committee

Chairman and CEO

The non-executive Chairman and the CEO each has distinct roles and responsibilities. The clear division of duties entails a highly effective corporate governance structure.

Chairman

- Develops an effective Board in pursuit of the SFC's objectives and functions:
 - strengthening the integrity and resilience of the securities and futures markets
 - enhancing the global competitiveness of Hong Kong's capital markets through timely reform and visionary strategies
 - leading financial market transformation
 - enhancing the SFC's institutional resilience and operational efficiency
- Leads the Board as a team

- Leads the Board in setting the SFC's overall directions, policies, strategies, agendas and priorities
- Provides a source of counsel and challenge to the CEO on how the SFC is run, including giving feedback to the CEO on senior management performance, development and succession planning, and organisational structure
- Evaluates the effective functioning of the Board, SFC committees and individual directors

CEO

- Assumes executive responsibility for the SFC's day-to-day operations
- Develops strategic objectives, including setting the SFC's agendas and priorities, and implements them as agreed with the Board
- Assigns responsibilities to senior management and supervises their work
- Reports regularly to the Board

Corporate Governance

Executive Directors and Non-Executive Directors

Our EDs and NEDs play different but complementary roles. The EDs are entrusted with managing the SFC's daily operations and each has executive duties in key functions — listings, takeovers and corporate conduct, licensing and supervision of intermediaries, market infrastructure, investment products, enforcement and legal services. The NEDs monitor and provide guidance on the performance of the SFC's various functions.

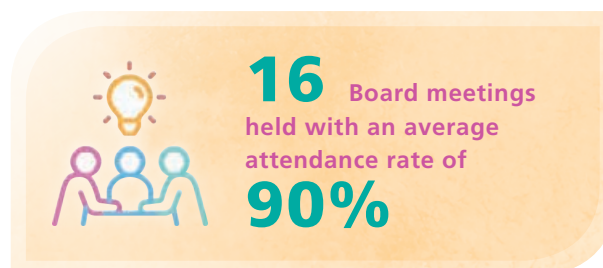
Governance practices

Upholding top-notch corporate governance standards is our priority. The Board establishes a governance culture, as well as clear and proper policies and processes, to work in an efficient and accountable manner. Regular and special meetings are held as needed for the Board, as well as an annual retreat. Furthermore, we hold induction briefings for new NEDs to better understand the organisation, its functions and powers, and their responsibilities.

The Board is tasked with ensuring effective corporate governance, while the Secretariat Office is charged to support the Board in upholding governance. The Secretariat Office is part of the Secretariat and External department within the CEO's Office. It manages Board affairs, assists the Board and the CEO in developing strategies, oversees organisational initiatives and directing work processes to enable good governance, and manages risks. It is responsible for the SFC's overall external development and stakeholder management, acting as the central relationship point with the HKSAR Government, the Legislative Council (LegCo) and its members, fellow regulators, other public bodies and industry associations.

The Secretariat and External department also oversees the SFC's external communications. It is responsible for the handling of public complaints and enquiries, and manages the SFC's website and social media.

The Commission Secretary and Chief Governance Officer is the head of the Secretariat and External department. He serves as the secretary to the Board, and is a member of the Executive Committee (ExCo). He is also the Data Privacy Officer of the SFC responsible for ensuring the SFC's compliance with data privacy rules and standards.



Board evaluation

The Board continues to improve its effectiveness in different ways. As part of its biennial self-assessment, each board member is invited to complete an anonymous questionnaire on how well the Board is performing its key responsibilities. An analysis of the findings is presented to the Board at its retreat meeting to consider areas for improvement.

Board appointments

Ms Julia Leung was re-appointed CEO for a further two-year term, effective 1 January 2026.

Ms Christina Choi, Mr Rico Leung and Mr Michael Duignan were re-appointed EDs for three years from 1 November, 28 August and 1 November 2025, respectively. Mr Christopher Wilson stepped down as ED in October 2025.

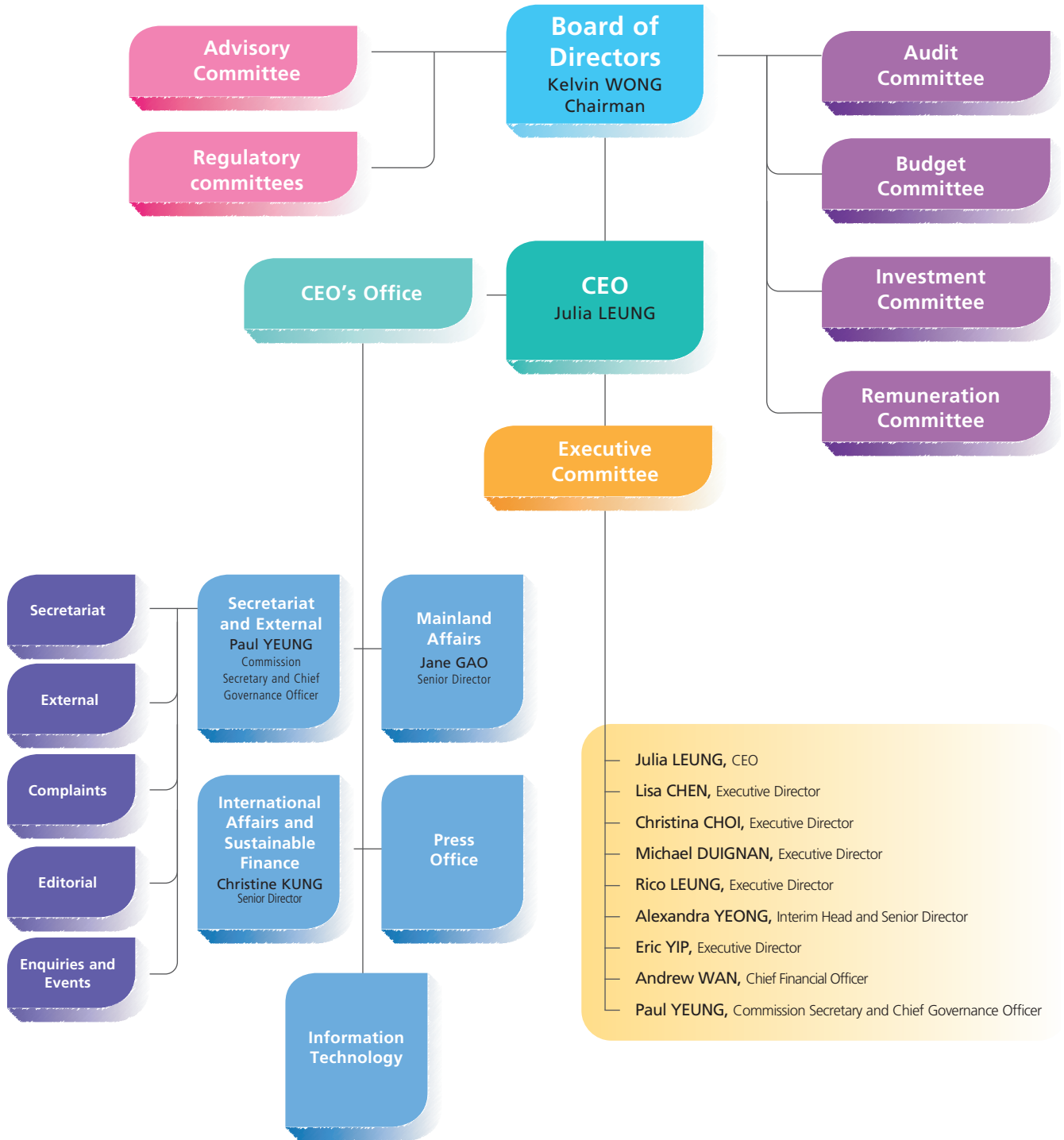
Mr Tony Tang Xiaodong was appointed NED for a term of two years from 24 April 2025. Mr Johnson Kong and Mr Dieter Yih were re-appointed NEDs for two years commencing on 15 November 2025. Mr Nicky Lo stepped down as NED in April 2025.

Board meetings

In addition to monthly meetings, the Board meets from time to time to discuss policy issues in depth and convenes special meetings as needed to address key matters. It also holds an annual retreat meeting to set out strategic objectives and management priorities to effectively steer the SFC towards the desired goals.

Last year, 16 Board meetings were held with an average attendance rate of 90%.

Organisational structure



- Julia LEUNG, CEO
- Lisa CHEN, Executive Director
- Christina CHOI, Executive Director
- Michael DUIGNAN, Executive Director
- Rico LEUNG, Executive Director
- Alexandra YEONG, Interim Head and Senior Director
- Eric YIP, Executive Director
- Andrew WAN, Chief Financial Officer
- Paul YEUNG, Commission Secretary and Chief Governance Officer

■ Board committees ■ External committees

Meeting attendance record

Meetings attended/held	Board	Audit Committee	Budget Committee	Investment Committee	Remuneration Committee	Executive Committee
Chairman						
Dr Kelvin Wong Tin-yau ^a	16/16	2/2	–	2/2	3/3	–
Executive Directors						
Julia Leung Fung-yee	15/16	–	1/1	2/2	–	21/23
Lisa Chen Ping	15/16	–	–	–	–	21/23
Christina Choi Fung-yee	16/16	–	–	–	–	17/23
Michael Duignan	15/16	–	–	–	–	19/23
Rico Leung Chung-yin	16/16	–	–	–	–	21/23
Christopher Wilson ^b	7/9	–	–	–	–	14/16
Eric Yip Chee-hang	11/16	–	–	–	–	16/23
Non-Executive Directors						
Vincent Chan Chun-hung ^c	15/15 ^h	–	–	2/2	3/3	–
Chew Fook-aun	14/16	–	1/1	1/2	2/3	–
Victor Dawes	13/15 ^h	2/2	–	–	2/3	–
Johnson Kong Chi-how	13/15 ^h	2/2	1/1	–	3/3	–
Nicky Lo Kar-chun ^d	–	–	–	–	–	–
Keith Pogson	15/15 ^h	2/2	–	–	3/3	–
Tony Tang Xiaodong ^e	14/16	–	0/1	–	3/3	–
Michael Wong Yick-kam	13/16	–	–	1/2	2/3	–
Dieter Yih Lai-tak	14/16	2/2	0/1	–	3/3	–
Commission Secretary and Chief Governance Officer						
Paul Yeung Kwok-leung	–	–	–	–	–	21/23
Chief Financial Officer						
Andrew Wan Chi-yiu ^f	–	–	–	2/2	–	22/23
Interim Head, Investment Products						
Alexandra Yeong Wei-ming ^g	6/7	–	–	–	–	5/7

a Appointed as Chairman of the Remuneration Committee effective on 24 April 2025.

b Appointment expired on 31 October 2025.

c Appointed as a member of the Investment Committee effective on 24 April 2025.

d Appointment expired on 23 April 2025.

e Appointed as a member of the Board, Budget Committee and Remuneration Committee effective on 24 April 2025.

f Retired on 16 May 2026.

g Appointed as Interim Head of Investment Products effective on 1 November 2025.

h The Board member recused himself from one of the Board meetings.

New Non-Executive Director on Board

We welcomed Mr Tony Tang as NED in April 2025. A fund industry veteran, he brings to the SFC Board the rich perspectives of a market practitioner that empower both our regulatory deliberations and risk management framework. Taking a balanced approach to policy matters, he combines market-oriented standpoints with risk-focused oversight.

Mr Tang previously held senior positions at the China Securities Regulatory Commission (CSRC) and was Vice-Chairman of the International Organization of Securities Commissions' (IOSCO) Investment Management Committee.

In particular, he gained valuable insights into the Mainland's market operations, regulatory philosophy and investor protection during his CSRC tenure. He took part in a number of policy initiatives that have made material contributions to the Nation's capital market development. Amongst the milestones, he witnessed first-hand the significance of Mainland-Hong Kong market connectivity. This was made possible through effective communication and collaboration, which have proven invaluable in his Board responsibilities. In addition, his role at IOSCO enabled him to advance international standards and best practices.

As a new member of the SFC Board, Mr Tang has observed a culture of professionalism, intellectual rigor and an unwavering commitment to investor protection amongst fellow members. These attributes have empowered the Board to find solutions to major challenges whilst maintaining high standards of governance, impartiality and transparency.



Mr Tony Tang

“With the SFC Board’s strong emphasis on regulatory independence, market integrity and financial stability, my new role demands prudent, balanced and forward-looking regulatory oversight.”

Mr Tang also finds the SFC Board distinct from others he has served, given its statutory mandate to regulate markets and its duty to address intricate cross-market and systemic risks. On matters of substantial impact, he noted that the Board's attention to detail — often highly technical yet essential — ensures our financial markets remain resilient and robust.

SFC committees

Board committees

Each of our four Board committees has a distinct focus on well-defined areas of the SFC's operations and is chaired by an NED. The NEDs' involvement and active

participation provide effective checks and balances on our management decisions to ensure their soundness and efficacy.

Audit Committee

Responsibilities

- Reviews annual financial statements
- Recommends the appointment of external auditors
- Coordinates the scope of the external audit and reviews audit findings
- Examines management procedures to ensure effective financial and internal controls

5
NEDs

2
Meetings

Budget Committee

Responsibilities

- Examines and approves the parameters and bases used in the annual budget
- Conducts the mid-year budget review
- Reviews the annual budget and makes recommendations to the Board

4
NEDs

1
ED[^]

1
Meeting

Investment Committee

Responsibilities

- Advises on the SFC's fund management policies, strategies and investment guidelines
- Recommends the appointment of investment managers and advisers and monitors their performance including compliance with the investment guidelines
- Advises on investment risk management and asset allocation and monitors the performance of investments

4
NEDs

1
ED

1
Senior
Director[^]

2
Meetings

Remuneration Committee

Responsibilities

- Reviews policy on the structure of staff remuneration and recommends amendments
- Reviews reports on trends in salary and benefits and recommends adjustments
- Considers any other matters referred to it, including recommendations to the Government on EDs' remuneration and re-appointment

9
NEDs

3
Meetings

[^] In a non-voting capacity.

Corporate Governance

Executive Committee

As the highest executive body, ExCo carries out a wide range of administrative, financial and management functions as delegated by the Board and ensures the SFC functions effectively. Chaired by the CEO, ExCo comprises all EDs, the Chief Financial Officer and Senior

Director of Corporate Affairs, and the Commission Secretary and Chief Governance Officer.

ExCo convenes regular meetings to deliberate on policy and operational proposals and expense requests from different divisions. Throughout the year, 16 ExCo meetings were held with an average attendance rate of 91%.

Andrew WAN
Chi-yiu

Chief Financial Officer

Lisa CHEN
Ping

Executive Director,
Legal Services

Rico LEUNG
Chung-yin

Executive Director,
Supervision of Markets

Michael
DUIGNAN

Executive Director,
Enforcement

Alexandra YEONG
Wei-ming

Interim Head,
Investment Products



Paul YEUNG
Kwok-leung

Commission Secretary and
Chief Governance Officer

Julia LEUNG
Fung-yee

Chief Executive
Officer

Christina CHOI
Fung-yee

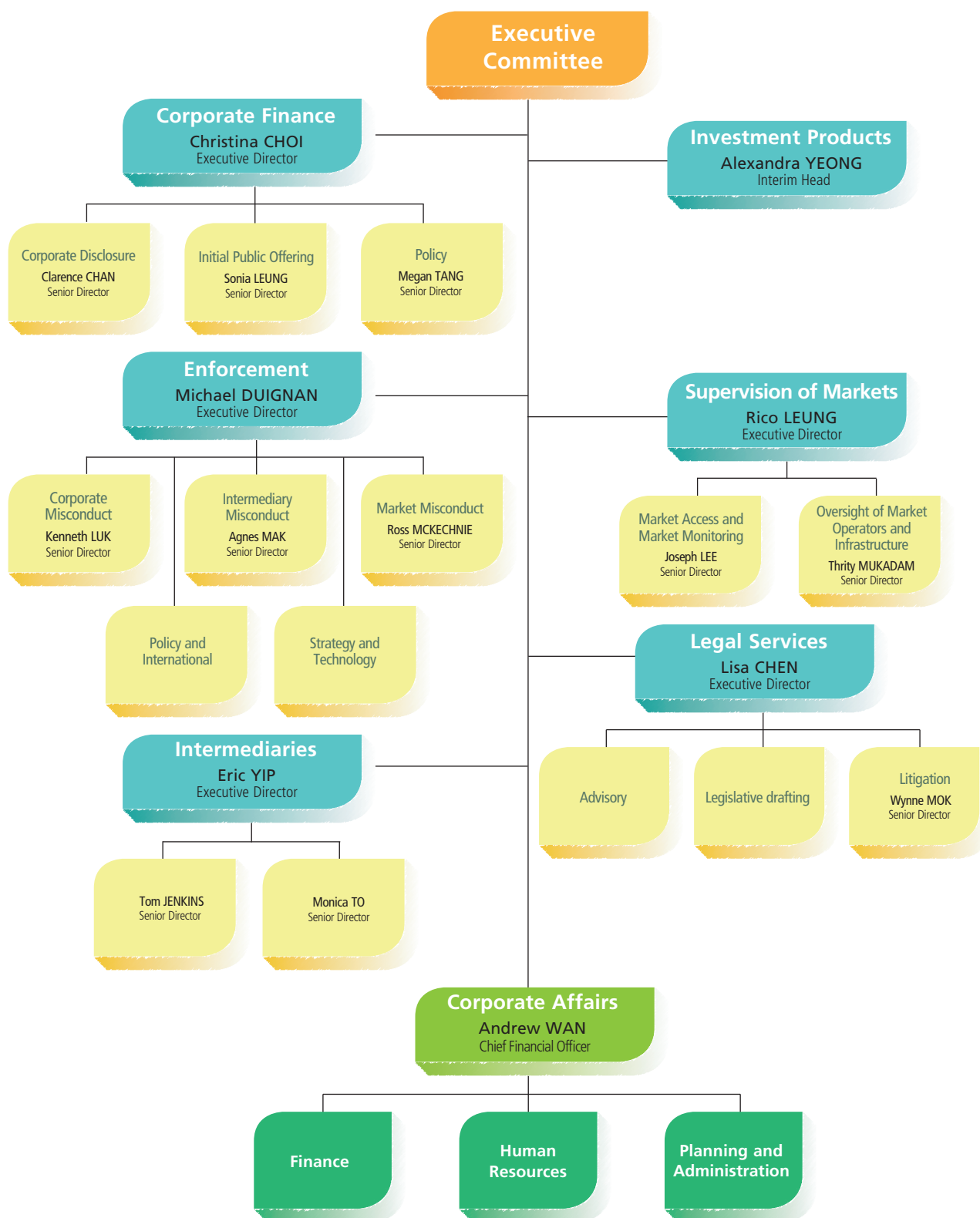
Executive Director,
Corporate Finance

Eric YIP
Chee-hang

Executive Director,
Intermediaries



Biographies of ExCo



External committees

Established under the SFO, external committees are made up of a large number of members outside the SFC. They represent diverse perspectives of market participants and play crucial roles in the SFC's governance.

The Advisory Committee provides insights and advice on policy matters concerning the SFC's functions. The majority of members are external representatives appointed by the Financial Secretary under authority delegated by the Chief Executive of the HKSAR. The Committee is headed by the Chairman, and its members include the CEO and not more than two other EDs.

In addition, each regulatory committee specialises in certain areas such as investment products, shareholders' rights and interests, takeovers and mergers, continuous professional training for licensees and investor compensation. Members are appointed by the Board and consist of NEDs, EDs, industry representatives and other stakeholders. There were 14 regulatory committees as at end-March 2026.

See pages 187–196 for the responsibilities and membership lists of the external committees.

Formulating strategic plans

As the financial regulator of a leading international financial centre (IFC), we formulate strategic priorities to guide our regulatory work through changing market developments and regulatory landscape. Details are set out in "Strategic Priorities" on pages 8-13.

Setting clear paths is particularly important to steer market developments and maintain Hong Kong's status as a leading IFC. At its annual retreat during the year, the Board discussed enhancements to board governance, including the effectiveness of its current structure in supporting decision-making, balancing oversight with active engagement, as well as ensuring the SFC has clear objectives for market development and investor protection. The Board also considered the importance of leadership continuity, development and succession planning.

Upholding standards of conduct

SFC staff must uphold high standards of integrity and conduct to garner public trust. Besides their legal obligations, staff members are obligated to adhere to the SFC's Code of Conduct which covers confidentiality, conflicts of interest, personal investments, and acceptance of gifts and hospitality. Failure to comply with the code may result in disciplinary action. During the year, we updated both the Code of Conduct for staff and our financial control policies and procedures to ensure they remain effective and robust. For instance, we further enhanced our policies on managing conflicts of interest and handling confidential information in December.

Maintaining accountability and transparency

We have established rigorous policies and procedures to ensure that we act with credibility, fairness and transparency.

Delegation of authority

A comprehensive system of delegation of authority is in place, under which the authority of the Board and different levels of the executive management are clearly delineated. As permitted under the SFO, the Board delegates regulatory powers and functions to the CEO and other EDs, who have the power to sub-delegate to staff in their respective divisions to facilitate the discharge of their duties.

Budgeting

Each year, our annual budget is prepared in accordance with a disciplined and prudent framework to maintain rigorous financial control and effective financial planning. This process involves detailed management of our expenditure by adhering to robust internal financial controls, adopting pragmatic assumptions, and allocating our resources carefully to achieve our strategic priorities and operational requirements.

We promote the efficient use of resources, requiring divisions to prioritise essential activities, implement cost-saving measures, optimise resources deployment, and reduce non-essential activities. Following the Budget Committee's consideration and the Board's approval, the SFC's annual budget is submitted to the Financial Secretary for approval and then tabled before LegCo. We also present our budget annually to LegCo's Panel on Financial Affairs.

Corporate Governance

Investment

The SFC's surplus reserves are invested conservatively to support long-term financial sustainability and meet ongoing operational requirements. In managing our surplus reserves, we comply with the investment guidelines approved by the Financial Secretary and apply robust risk management procedures to ensure the surplus reserves remain secure and adequate to meet future needs.

The Investment Committee, as one of our Board committees, advises the SFC on investment management policies and guidelines, as well as investment performance, risk management, strategies and asset allocation.

We have delegated the allocation and management of our investments to reputable external investment managers, which are mandated to comply with the approved investment guidelines and regularly review their compliance. The external investment managers have confirmed their adoption of the Principles of Responsible Ownership² in managing these investments.

Financial control and reporting

In order to ensure the appropriate management and use of public funds, we adhere to strict financial controls and reporting procedures that are firmly embedded in our processes. Each year, we engage an external, independent professional services firm to review our compliance with those controls and procedures, as well as reassess their continued appropriateness, effectiveness and robustness.

We voluntarily observe applicable requirements stipulated in the Hong Kong Companies Ordinance when preparing our financial reports, and we adopt the Hong Kong Financial Reporting Standards for preparing financial statements and disclosing financial information.

In addition, we keep in view the best market practices to ensure our financial reports are transparent and informative for our stakeholders. Our practices include:

- Selecting relevant accounting policies and applying them consistently
- Appointing an external firm to conduct an interim review and annual audit
- Presenting our interim and annual financial statements to the Audit Committee for consideration

- Seeking the Board's approval of quarterly and annual financial statements and publishing them in our quarterly and annual reports
- Reporting key financial data to the Board and ExCo every month
- Providing regular reports to the HKSAR Government

Handling complaints and grievances

We firmly believe in upholding our principles of accountability and transparency, which extend to every aspect of our operations, including our complaint handling procedures. Members of the public can file reports of improper practices of the SFC or our staff under our procedures for handling complaints against the SFC or its employees. These encompass dissatisfaction with the SFC or our staff in carrying out our duties. Detailed procedures to lodge a complaint with us are available on our website.

Efficient use of resources

Our regular reviews of corporate resources ensure that we operate efficiently by allocating resources according to our needs and strategic priorities.

We endeavour to identify opportunities to enhance efficiency and rationalise recurrent costs. Our largest cost-saving measure of late was the acquisition of office floors at One Island East, Quarry Bay, which has improved our cashflow by saving rental payments and avoiding potential rental increases. This arrangement also enhances operational efficiency by accommodating our staff at a single location, and provides flexibility for future expansion, thereby avoiding operational disruptions and the need for office relocation.

We optimise resource allocation to uphold our commitment to maintain an office environment of the highest standards. We have fostered stronger collaboration with the building management of Swire Properties, the co-owner and property manager of our One Island East office premises, by participating in regular owners' committee meetings to plan for future developments of the office area. We have enhanced our office maintenance with more frequent schedules and allocated resources to improve our facilities with more flexibility, creating a better workplace for our employees.

² Issued by the SFC in March 2016, these voluntary principles aim to provide guidance on how investors should fulfil their ownership responsibilities in relation to investments in Hong Kong listed companies.

Corporate Governance

We strategically configure resource allocation across the organisation to deliver robust supervision and enforcement action. In response to fast-evolving and increasingly complex markets, we have set up cross-divisional project teams to work on initiatives related to multiple functions in order to formulate timely and effective regulatory responses. We have also enhanced a number of operational processes with digitisation and automation. The use of traditional and generative artificial intelligence (AI) has further raised our operational efficiency. See “Enhancing institutional resilience and operational efficiency” on pages 71-84 for details.

Supporting sustainability

As a socially responsible organisation, we strive to address the full range of risks arising from climate change and sustainability issues. We implement a sound framework for corporate governance around sustainability-related risks and opportunities. We commit ourselves to becoming a carbon-neutral organisation before 2050, in line with the HKSAR Government’s climate action plan³. Additionally, we set an interim target to reduce 50% of our total carbon emissions by 2030. See “Sustainability” on pages 100-106 for more details.

Driving proactive stakeholder engagement

To advance the SFC’s strategic objectives, we have been stepping up our external engagement efforts. We take a proactive and holistic approach centred on key policy issues, enabling us to anticipate and address emerging challenges. We cultivate constructive, ongoing dialogues with stakeholders — including the HKSAR Government, LegCo members, the financial services industry, regulatory counterparts and the investing public — ensuring our communications are timely, targeted and aligned with evolving market developments and public expectations. A diverse range of engagements, publicity activities and educational campaigns across traditional and digital platforms around integrated themes are conducted to instil public trust and promote stakeholder understanding of our work. See “Maintaining market resilience and mitigating serious harm to our markets” on pages 30-43 for details.

We also reach out to the industry and the public to explain our policies and collect their views through workshops, seminars and other activities. We attend meetings at LegCo to present our budget, explain policy initiatives and address other issues of public interest. See “Enhancing institutional resilience and operational efficiency” for our outreach initiatives on pages 71-84 for details.

In addition to public enquiries, we handle complaints from the public with integrity. During the year, two staff members (both from the Secretariat and External department) received the Ombudsman’s Awards for Officers of Public Organisations 2025 in recognition of their exemplary performance in complaint handling. The awards help foster a positive culture of service in the public sector. See the sidebar on page 82 for details.

Managing risks proactively

To regulate markets effectively in a dynamic environment, it is important for us to identify, assess and manage both external and internal risks in a timely and systematic manner. We adopt a wide range of tools to monitor risks that may affect the market and our operations, and implement effective control measures or regulatory response to mitigate these risks.

Mitigating market risks amid uncertainty

We ensure our markets are resilient against external shocks. In 2025, Hong Kong outperformed most major overseas markets in both benchmark index performance and trading volume. Whilst markets experience volatilities at times following sharp rallies, we closely monitor them to ensure trading, clearing and settlement are orderly. Hong Kong’s markets have remained resilient, with no signs of irregularities which may pose systemic risk or seriously affect financial stability.

The SFC has established an effective and comprehensive framework for cross-market monitoring. We have developed proprietary indicators to monitor market trends, trading patterns and changes in positions across various market segments. We analyse changes in the securities market and different activities to ensure the markets’ normal and orderly functioning and safeguard Hong Kong’s financial safety. Our monitoring covers a broad array of asset classes to identify possible vulnerabilities and gauge investor sentiment.

³ See *Hong Kong’s Climate Action Plan 2050*, issued in 2021.

Corporate Governance

To detect possible irregularities, we conduct comprehensive assessments of potential systemic risks arising from positions across different markets. Data collected from various reporting regimes include the identity information of position holders, enabling the SFC to aggregate positions established by investors across the stock, exchange-traded derivatives and OTC markets to form a holistic assessment. Based on the sizes, directions and changes in positions held by market participants, the SFC is able to monitor risks arising from interconnectedness in a timely manner, particularly under extreme market situations. We identify risks arising from concentration and build-ups of positions, and analyse trends and sharp changes, which may have systemic implications for the stock and derivatives markets. We benchmark our market performance and indicators against major overseas markets, historical trends and previous crisis periods.

In addition, our cross-divisional Risk Review Group identifies and assesses potential and emerging risks facing the SFC and the Hong Kong market at large.

Furthermore, we coordinate with the Government and other financial regulators from time to time to exchange information about market situations and react promptly in a coordinated manner when market volatilities increase. Our market contingency plan sets out measures for different segments of Hong Kong's securities and futures markets to deal with emergency situations.

Safeguarding against risks internally

Our function and operation as a financial regulator are subject to risks in an ever-changing financial landscape, including financial risks and threats to our information and office security. Our financial control policies and procedures ensure that we uphold the highest standards of integrity, and exercise rigorous controls on the use of public funds.

To provide for safe and smooth operations, we regularly assess our business resumption priorities to address readily identifiable risks and emergencies covering office premises, communications and computer services. Apart from appointing an external auditor, we engage an independent firm to conduct internal audits to assess the effectiveness of our operational controls, identify weaknesses and recommend opportunities to strengthen these controls. The Audit Committee approves the scope of each annual internal audit review that may cover areas

including banking and investment, finance, procurement, human resources and information technology. The findings and recommendations are reported to the Audit Committee with enhancements made to related policies and procedures where necessary.

To facilitate compliance with the Personal Data (Privacy) Ordinance, we have designated the Commission Secretary and Chief Governance Officer as the Data Privacy Officer. We also have a data privacy manual in place and provide staff with a quick guide comprising frequently asked questions and illustrative examples.

We continue to enhance our operational processes through increased digitisation and automation, with greater adoption of AI to further improve operational efficiency and regulatory monitoring.

Our information security policy provides guidance on safeguarding the confidentiality and integrity of information, and is updated regularly to keep pace with technological and operational developments. We continue to refine our information security practices to summarise and communicate key cybersecurity risks the SFC faces, supporting more effective risk management and oversight. We implement timely updates on the access controls of our information and systems to protect them from unauthorised access, use or modification.

We have implemented a series of enhanced measures to strengthen integrity and manage both conflicts of interest and confidential information. When there are significant changes to SFC policies or procedures, we provide our staff with training sessions to keep them informed. In addition, all staff members are required to disclose post-employment activities upon their resignation.

In addition, we work closely with external experts, partners and law enforcement agencies to obtain the latest cyber threat intelligence and insights relevant to our operations. We also conduct regular cybersecurity assessments and drills to test our defences and strengthen our overall security posture against evolving threats.

During the year, we delivered targeted cybersecurity training on phishing, deepfakes, and other emerging threats to prepare our staff to guard against cyberattacks. The training emphasised prudent online behaviour to keep our staff informed of best practices in protecting SFC information and systems.

Ensuring independent checks and balances

Independent bodies play an important role in maintaining a fair and balanced approach to our operational work. They are responsible for conducting external checks and balances to ensure fairness in our decision making, observance of due process, and

proper use of our regulatory powers. The Process Review Panel and the Securities and Futures Appeals Tribunal scrutinise our actions and procedures. In addition, we are subject to judicial review by the courts and indirect oversight by the Ombudsman.

Independent body	Relevant functions	SFC-related tasks handled
Process Review Panel <ul style="list-style-type: none"> An independent panel established by the Chief Executive of the HKSAR in 2000 Comprises representatives from various sectors and two ex-officio members, namely the SFC Chairman and a representative from the Department of Justice 	<ul style="list-style-type: none"> Reviews and advises on the adequacy of our internal procedures and operational guidelines, including those for the handling of complaints and licensing applications, inspection of intermediaries, product authorisation, corporate finance transactions and the exercise of investigation and disciplinary powers 	<ul style="list-style-type: none"> Reviewed 60 cases and published its annual report in December 2025
Securities and Futures Appeals Tribunal <ul style="list-style-type: none"> Chaired by current or former judges appointed by the Chief Executive of the HKSAR and comprising two other members drawn from a panel appointed by the Financial Secretary under delegated authority 	<ul style="list-style-type: none"> Reviews specified decisions made by the SFC or the Investor Compensation Company Limited Has power to confirm, vary or set aside decisions made by the SFC (and where a decision is set aside, substitute any other decision it considers appropriate) or refer the matter back to the SFC with directions 	<ul style="list-style-type: none"> Received a request to review 5 new cases Decided on 1 case brought forward from 2023-24 Allowed 3 cases received in 2025-26 to be withdrawn and 1 case brought forward from 2023-24 to be withdrawn Held substantive hearing for 1 case received in 2025-26 Allowed 2 applications for extension of time to file an application for review[^]
The Ombudsman	<ul style="list-style-type: none"> Handles public complaints against the SFC and its staff for alleged mal-administration 	<ul style="list-style-type: none"> Conducted 1 preliminary inquiry
Courts	<ul style="list-style-type: none"> Handle judicial reviews of SFC decisions 	<ul style="list-style-type: none"> Handling 2 judicial review cases brought forward from 2024-25

[^] Of the two applications for extension of time, one application for review was made within the extended time limit, and no application for review was filed within the extended time limit for the other.

Sustainability

The SFC integrates sustainability considerations into the core of its corporate and regulatory strategy. By referencing the Task Force on Climate-Related Financial Disclosures (TCFD)¹ framework, we demonstrate

our commitment to transparency in reporting and sustainability disclosures. This reflects our ongoing efforts to foster resilient and transparent securities markets while advancing the decarbonisation of our own operations.



Governance Board and management oversight

The SFC has a robust corporate governance framework for considering climate and sustainability matters. Our cross-divisional Sustainable Finance Working Group, chaired by our Chief Executive Officer (CEO) Ms Julia Leung, provides the Board and senior management with regular updates on key initiatives, including regulatory developments, local and international stakeholder engagement, and our decarbonisation progress.



Strategy Strategic responses to climate-related risks and opportunities

Climate change poses significant physical and transition risks to the global economy and financial system. The SFC aims to mitigate these risks by combatting greenwashing and facilitating efficient capital allocation for low-carbon transition. Guided by our *Agenda for Green and Sustainable Finance*², we focus on initiatives to uphold market transparency and investor protection, and have conducted scenario analysis to evaluate the climate resilience of our operations.

Recognising the cross-border nature of climate issues, the SFC has been actively taking the lead in international regulatory standard-setting to drive global and regional best practices. Locally, we spearhead initiatives to bolster Hong Kong as a leading sustainable and transition finance hub by aligning with international standards and supporting the use of data and technological solutions, talent development and capacity building.



Risk management Identification, assessment and management of risks

Our cross-divisional Risk Review Group identifies and monitors emerging risks faced by the SFC, including climate and sustainability exposures, and it reports to the SFC Board and senior management regularly.

We have implemented measures to reduce our operational greenhouse gas (GHG) emissions to support the HKSAR Government's Climate Action Plan 2050 and meet our own targets. We have taken initiatives to mitigate greenwashing, enhance investor protection, and build capacity internally and across the industry. We also proactively engage with local and international stakeholders.



Metrics and targets Decarbonisation and performance measurement

In line with the HKSAR Government's climate goals, we are committed to achieving carbon neutrality across our operations by 2050. In 2025-26, we implemented a range of carbon reduction initiatives, resulting in a 72.9% reduction in our total carbon emissions against the baseline. Our Scopes 1, 2 and 3 emissions are disclosed on page 106 in this report.

¹ The TCFD was established in 2015 to help identify the information needed by investors, lenders and insurance underwriters to appropriately assess and price climate-related risks and opportunities.

² The agenda sets out further steps in support of Hong Kong's development as a regional green and sustainable centre.

The SFC embeds climate and sustainability considerations across its regulatory initiatives and internal operations under four key areas: governance, strategy, risk management, as well as metrics and targets, in alignment with the TCFD Recommendations.

Governance: Comprehensive sustainability oversight

The SFC focuses on robust corporate governance including in addressing climate and sustainability-related risks and opportunities³. Our cross-divisional Sustainable Finance Working Group, led by CEO Ms Leung, coordinates policy development and corporate activities in line with our sustainable finance strategy. The group reports to the SFC Board and Executive Committee (ExCo) periodically.

Our International Affairs and Sustainable Finance team⁴ supports the SFC's sustainable finance efforts through engagements at local, regional and global levels. The team advises the Board, ExCo and senior management on our sustainability strategy while engaging with the HKSAR Government, regulatory peers and international stakeholders to formulate and implement global best practices and initiatives.

A comprehensive strategy for sustainable finance

World-class regulations

Agenda for Green and Sustainable Finance guides our policy direction and initiatives

Prioritise regulatory initiatives on corporate sustainability disclosures, strengthen asset management capabilities, and mitigate greenwashing risks.

[^] International Organization of Securities Commissions.

Furthermore, the SFC's Investment Committee enquires into how and to what extent our external fund managers incorporate climate change into their investment and risk management processes. We also regularly engage independent consultants to assess their practices in responsible investment and risk management.

Strategy: Driving market transparency and investor protection

We strive to advance Hong Kong's position as a sustainable finance hub to drive transition and adaptation finance globally and across the Asia-Pacific (APAC) region, particularly in the Guangdong-Hong Kong-Macao Greater Bay Area. We take a balanced and pragmatic approach to maintain market transparency and strengthen investor protection, guided by the SFC strategic priorities and the broader priorities set out by the Hong Kong Green and Sustainable Finance Cross-Agency Steering Group⁵.

Enabling ecosystem

Co-chair of Green and Sustainable Finance Cross-Agency Steering Group

Co-lead work on corporate sustainability disclosures, carbon markets, transition finance and green Fintech, while supporting capacity-building and talent development.

International leadership

Chair of IOSCO's[^] Asia-Pacific Regional Committee (APRC) and IOSCO APRC Sustainable Finance Working Group

Steer IOSCO's work in sustainable finance and actively participate in international initiatives.

³ The SFC Board is responsible for setting the overall direction and providing strategic guidance on policymaking, while ExCo is responsible for considering policy and operational proposals.

⁴ This team within the CEO's Office reports directly to our CEO.

⁵ Established in May 2020, the Steering Group is co-chaired by the SFC and the Hong Kong Monetary Authority. Members also include the Financial Services and the Treasury Bureau, the Environment and Ecology Bureau, the Insurance Authority, the Mandatory Provident Fund Schemes Authority, the Accounting and Financial Reporting Council, and Hong Kong Exchanges and Clearing Limited.

Sustainability

Implementing comprehensive strategies for sustainable finance

Climate change presents significant physical and transition risks to both the real economy and the global financial system. As an international financial centre, Hong Kong is well placed to facilitate cross-border capital allocation towards climate and sustainability-related solutions, especially in the APAC region, where significant investment is required to address climate risks.

Against this backdrop, the SFC's regulatory initiatives need to balance global and regional demand for capital with pragmatic implementation, taking account of the urgency of climate change and the socio-economic

challenges arising from transition. It is essential that the SFC continues to contribute to global regulatory developments while ensuring local implementation remains sound, efficient and impactful in order to lead by example in the region.

As jurisdictions across Asia and in emerging markets are in various stages of progressing with their sustainable finance strategies, there are significant opportunities for cooperation and convergence of regulatory approaches to minimise fragmentation.

To support this, we have implemented targeted initiatives⁶ to enhance disclosure quality, increase market transparency and strengthen trust among investors and capital market participants.

SFC's key ongoing regulatory initiatives on sustainable finance

Corporate sustainability disclosures

We work with the Stock Exchange of Hong Kong Limited to enhance and monitor the climate- and sustainability-related disclosures of listed companies.

We engage with the asset management industry to understand their current practice and readiness for sustainability reporting.



Fund managers

We closely monitor the implementation of our climate-related requirements in the Fund Manager Code of Conduct.



ESG funds

We closely monitor ESG funds' compliance with our enhanced requirements for disclosures and annual assessments to mitigate greenwashing risks.



ESG ratings and data products providers

We support adherence to Hong Kong's voluntary code of conduct for ESG ratings and data products providers.



Carbon markets

We actively participate in local and international discussions of regulatory and market developments of carbon markets.



Public outreach

We work with the Investor and Financial Education Council to enhance public awareness and understanding of sustainable finance and transition finance.



Talent development

We host talks for university students and have the Sustainable Finance Internship Programme with two intakes a year, which provides university students with hands-on experience in developing and implementing relevant policies.



Technology and innovation

We work with local stakeholders to enhance free-for-all public utility data tools for emission calculation and promote green Fintech development and uptake.



6 For our key initiatives during the year, see "Leading financial market transformation through technology and ESG" on pages 64-70.

Building an enabling local ecosystem

In Hong Kong, financial regulators including the SFC are working together to strengthen the city's sustainability disclosure ecosystem. As a super-connector, Hong Kong aims to facilitate capital allocation across regions, including the Chinese Mainland, ASEAN region, the Middle East and beyond.

To enhance local coordination, we initiated and co-lead the Steering Group to support the HKSAR Government's climate strategies to manage climate and environmental risks, and to accelerate the growth of sustainable finance.

SFC participation in major upcoming Steering Group initiatives



Support implementation of Hong Kong's Roadmap for the adoption of the IFRS[^] Sustainability Disclosure Standards.

Support the development of a regulatory regime for sustainability assurance in Hong Kong.

Work with industry participants to develop best practices for transition plan disclosure, through a transition plan disclosure pilot.

Work with the Hong Kong University of Science and Technology to enhance the GHG calculation and estimation tools.

Assess market readiness, and support product innovation and the use of technology-enabled tools to facilitate the development of Hong Kong as a regional pioneer in adaptation finance.

Strengthen cross-border collaboration with Chinese Mainland and international carbon markets.

Work with other Steering Group members to offer all-round capacity building programmes, including the administration of the HKSAR Government's Pilot Green and Sustainable Finance Capacity Building Support Scheme and promotion of the Sustainable Finance Internship Initiative.

[^] International Financial Reporting Standards.

Sustainability

During the year, the Steering Group executed its 2023-25 priorities across four key areas: world-class regulation, transition-focused data and technology, market opportunities with product innovation and cross-border collaboration, including capacity building and stakeholder engagement in the Mainland and across regional and global markets.

Building on its 2023-25 priorities, the Steering Group published its 2026-28 priorities to continue strengthening sustainability disclosures, sustainable finance markets, talent pool and external engagement. Hong Kong would be well-placed to capture emerging opportunities in the transition to a climate-resilient economy.

Leading discussions in international regulatory community

Considering the global nature of climate change and sustainability challenges, coordinated action is needed to manage related risks and opportunities, such as mitigating cross-border risks and regulatory fragmentation and arbitrage.

International standards and policy recommendations have significant implications for our domestic policy agenda. We actively align with global best practices and lead by example in developing sustainable finance regulations across the region.

We are a member of the Monitoring Forum at IOSCO, which facilitates coordination and communication among securities market regulators who are committed to sustainable finance. At the regional level, we chair the IOSCO APRC and its Sustainable Finance Working Group. This working group will continue to strengthen members' collaboration on capacity building and information exchange in corporate sustainability disclosures and carbon markets across the region.

Additionally, we are an official sector member of the International Transition Plan Network, a member of the International Platform on Sustainable Finance, as well as a member of the Consultative Group of the United Nations Sustainable Stock Exchanges Initiative and its Advisory Groups on Carbon Markets, Transition Plans, and Small and Medium Enterprises and Sustainability. These memberships enable us to contribute to the development of international standards, stay abreast of global best practices, and ensure that Hong Kong's regulatory framework remains aligned with evolving global trends in sustainable finance.

Risk management: Monitoring and addressing sustainability challenges

We systematically identify, assess and manage climate and sustainability-related risks affecting both the SFC and the firms we regulate. Our cross-divisional Risk Review Group proactively identifies and monitors potential and emerging risks to the SFC, including macro-financial and operational risks in relation to climate and sustainability. The group reports to both the SFC Board and ExCo regularly.

Emerging risk identification

Through local and international engagements, we identify and assess climate and sustainability-related risks. We are a member of the IOSCO Committee on Emerging Risks, which focuses on identifying and evaluating regulatory issues across securities markets, informing the IOSCO Board's priority-setting process. We actively engage with regulatory bodies and industry stakeholders to monitor emerging developments and risks in climate and sustainable finance.

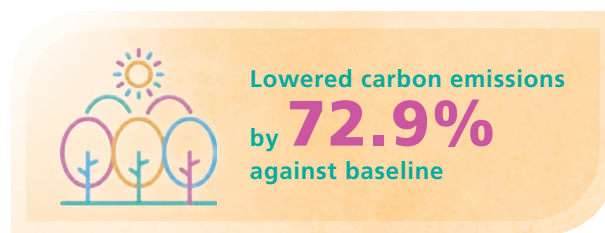
To strengthen the financial sector's resilience, we have issued requirements and guidance to set out our regulatory expectations for considering and managing climate and sustainability risks. Additionally, we partner with local and international regulators to promote alignment and support the adoption of global standards.

Sustainable operation

We are committed to addressing climate-related challenges while ensuring operational continuity. We have integrated comprehensive measures into our business resumption plan, which covers not only our office premises, but also our communications and computer services. Through regular simulation exercises and dedicated emergency response teams, we proactively mitigate risks from climate-related physical hazards, technical issues, fires and other emergencies to effectively manage critical crises and maintain operational resilience during major incidents.

Our offices are located at One Island East. We collaborate with Swire Properties⁸, which has established 1.5°C-aligned science-based targets for net-zero emissions by 2050, and have implemented resilience measures including enhanced flood protection and alert systems, chiller efficiency improvements, regular facade inspections, and smart monitoring systems.

We take active steps to save energy and reduce our carbon footprint. These include promoting energy efficiency and minimising our environmental impact by prioritising regular maintenance of electrical, audio-visual equipment and air conditioning systems. We also assess our climate-related risks and operational resilience through scenario analysis, referencing frameworks from the Intergovernmental Panel on Climate Change and the Network for Greening the Financial System.



Metrics and targets: Taking stock of our climate impact

As a responsible organisation, we are committed to addressing the full spectrum of climate change and sustainability-related risks.

We adopt measures to foster sustainable practices while enhancing industry-wide operational efficiency. Our initiatives not only conserve energy effectively, but also enhance the industry's overall sustainability.

Through our fully digitalised licensing platform WINGS⁹ 2.0 and its companion mobile application WINGS Mobile, industry participants can electronically sign and submit licensing applications and other documents, while communicating more efficiently with us. It is estimated that over 2,610,000 sheets of paper, equivalent to about 261 trees, have been saved since the launch of WINGS 2.0.

During the year, about 175,000 applications and regulatory filings were signed and submitted via WINGS. Approximately \$289 million was paid to the SFC electronically. More than 24,000 users have downloaded the WINGS Mobile application to read WINGS Mail, settle payments, e-sign applications, submit regulatory filings and use other digitised functions.

We have engaged an external consultant to assess our corporate emissions footprint and been regularly monitoring our emissions. The consultant assesses our emissions covering Scopes 1 (direct GHG emissions), 2 (indirect GHG emissions) and 3 (other indirect GHG emissions: value chain and investments) under the GHG Protocol. We reduced 72.9% of our total carbon emissions against our baseline¹⁰. For details, see the chart on page 106.

⁸ The co-owner and manager of the SFC's office premises at One Island East.

⁹ Web-based INTeGrated Service.

¹⁰ In line with the consultant's recommendations, the SFC adopts the financial year 2018-19 as the base year for its carbon neutrality commitment for all categories of emissions except investments, and 2021-22 for investments.

Sustainability



Our office building, One Island East, has received the highest rating of Platinum under the Building Environment Assessment Method. During the year, we achieved improvements in energy savings, water efficiency and waste diversion rates. Our corporate green initiatives focused on waste reduction and recycling.

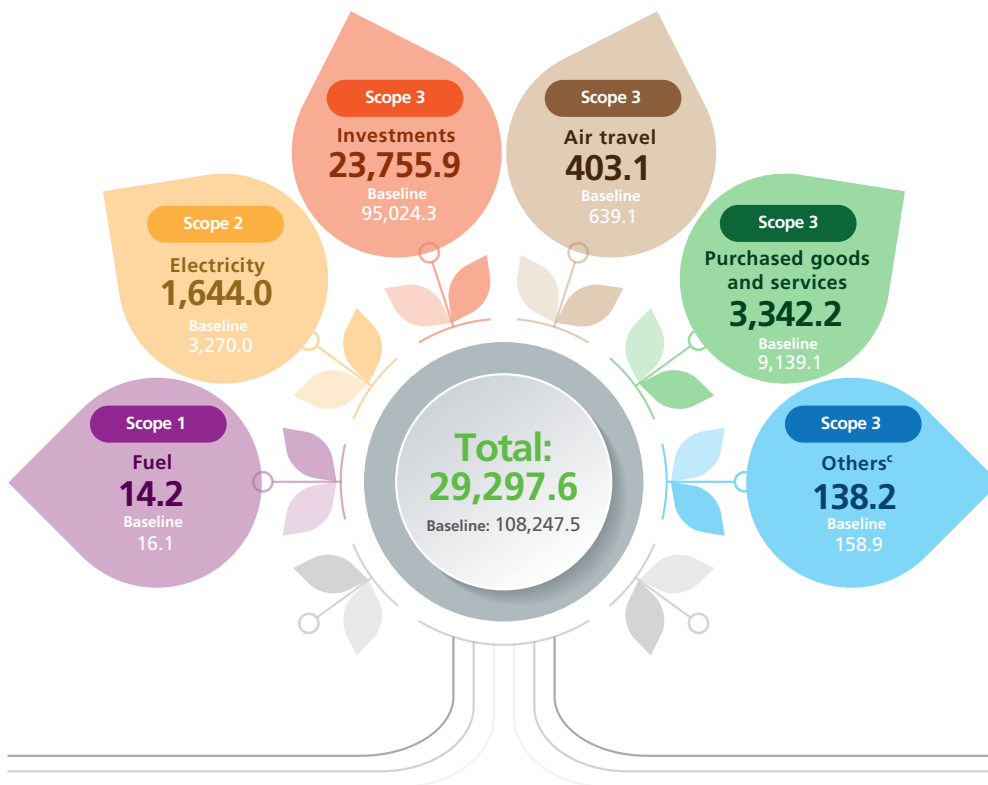
For the third consecutive year, we received the highest platinum rating of Swire Properties' Green Performance Pledge, an action-oriented programme supporting

tenants' energy, water and waste reduction. We are one of 14 tenants to achieve this rating out of more than 100 participants. We continue to collaborate with Swire Properties under the programme to drive further reduction in our resources consumption and environmental impact.

We have also implemented staff awareness initiatives to reduce our carbon footprint and enhanced training programmes on sustainable finance. For details, see "Corporate Social Responsibility" on pages 107-113.

To achieve our carbon neutrality objectives, we actively reduce financed emissions across our investment portfolio. We closely monitor and review the allocation of assets in our portfolio and engage with our fund managers to communicate our targets, understand our financed emissions, request disclosures of emissions metrics and consider green investment options.

The SFC's Scope 1, 2 and 3 emissions^a in 2025/26 (tCO₂e^b)



^a The emission figures were computed by the SFC's consultant based on available data, and in some cases are subject to estimation.

^b Tonnes of carbon dioxide equivalent.

^c Including electricity transmission and distribution, hotel accommodations, car rentals, wastewater and solid waste.

Corporate Social Responsibility

We aspire to positively influence society by actively contributing to the community and advocating sustainable practices. Our commitments to community care, sustainability support, environmental protection and employee wellness underpin our corporate social responsibility (CSR) initiatives.

Driving positive changes

As a socially-responsible organisation, we incorporate CSR principles into our operational decisions and practices.

The CSR Committee plans and coordinates our CSR efforts. Chaired by the Chief Financial Officer and Senior Director of Corporate Affairs, the committee consists of representatives from across the organisation. It reports directly to the SFC’s Executive Committee.

The CSR Committee is responsible for:

- formulating and developing our CSR vision, principles, framework and policies;

- organising and promoting CSR activities; and
- setting objectives, targets and key performance indicators to measure the effectiveness of our CSR efforts.

Three working groups are established under the committee. Each group is charged with planning and implementing initiatives under specific themes.

We set out our CSR principles and activities on our website and intranet. We also share CSR event previews and highlights, and publish quarterly e-newsletters. Our CSR intranet page serves as a one-stop platform allowing participants to share first-hand accounts of our activities and feedback. The Hong Kong Council of Social Service has named the SFC a “Caring Organisation” since 2006, in recognition of our CSR efforts.

Empowering community through donations and volunteering

As a public organisation, SFC staff are encouraged to drive positive change through volunteering and community engagement.

CSR working groups and themes

Commission Volunteers Group	Green Working Group	Wellness Group
 <p>Focus Community</p> <hr/> <p>2025/26 Serving Together, Success Together</p> <hr/> <p>2026/27 Small Acts, Big Impact</p>	 <p>Focus Environment</p> <hr/> <p>2025/26 Nurture Nature, Secure Future</p> <hr/> <p>2026/27 Empower Green, Inspire Change</p>	 <p>Focus People</p> <hr/> <p>2025/26 Embrace Wellness, Unlock Happiness</p> <hr/> <p>2026/27 Wellness Glows, Energy Flows</p>

Corporate Social Responsibility

Supporting those affected by Tai Po fire

To support the affected families of the fire at Wang Fuk Court, Tai Po, the SFC worked with major brokers in facilitating the family members of the deceased to make one-stop enquiries about the information of the brokerage accounts held by the deceased.

To offer essential aid to those affected, we initiated a staff donation drive and reallocated budgeted funds for our annual staff dinner to this donation. Our collective efforts contributed about \$2.1 million to the HKSAR Government's "Support Fund for Wang Fuk Court in Tai Po".

We also shared information about donation platforms and organised a donation of household items for distribution to affected families through Crossroads Foundation Hong Kong. SFC staff also volunteered to offer free legal advice to those affected.

Giving back to our community

We expanded our staff's annual purpose leave entitlement and eligibility to encourage their participation in community service. This year, 397 SFC staff, together with their friends and family members, spent a total of 1,294 hours volunteering.

Our staff actively contribute to community service through donations and fundraising activities. During the year, we raised a total of \$128,167 by taking part in major events and donations.

Donating used items to charitable organisations supports individuals in need and contributes to environmental sustainability by reducing landfill waste. This year, we donated 55 switches, 33 servers and 303 computers to the Caritas Computer Workshop. Furthermore, nine boxes of toys, clothing and books were collected to support the Salvation Army Recycling Programme.

To foster a culture of sharing and effective use of resources, we encouraged our staff to participate in wide-ranging sustainability initiatives, including external campaigns like Swire Properties' Get Redressed Month and Biz-Green Dress Day co-organised by the Construction Industry Council and the Hong Kong Green Building Council.

In November, we hosted a Winter Mini Market charity sale at our office premises with non-profit organisations¹. All proceeds from the sale were dedicated to supporting their operations. Our staff contributed to a meaningful cause while enjoying a

diverse selection of food and goods. We also organised a Winter Donation Drive managed by the Salvation Army, collecting nine boxes of useful items that were distributed to individuals in need.

Caring for people and animals

We contribute to enhanced support for and engagement with different groups within our community. We held a creative workshop with the Kwun Tong Happy Teens Club where SFC volunteers guided underprivileged students in arts-and-crafts activities to boost their creativity and self-confidence. We conducted a phone lanyard workshop with the Young Women's Christian Association (YWCA) for children with special educational needs to foster social interaction and creativity.

In partnership with Gingko House, we co-hosted two baking workshops where volunteers gained insights into supporting elderly employment and addressing poverty. Participants worked with senior citizens in baking, promoting intergenerational collaboration and community well-being.

To mark festive occasions and promote community care, we partnered with Food for Good to distribute goodie bags and meal boxes to elderly residents in Sham Shui Po prior to the Mid-Autumn Festival. We also organised meal box distribution with A Drop of Life, preparing lunchboxes for residents of the Tsuen Fook Kui transitional housing estate. Ahead of the Chinese New Year, we collaborated with Saint Barnabas' Society and Home (SBSH) in a meal and gift distribution activity.

We also collaborated with the House of Joy and Mercy and Hong Kong Bunny Rescue to organise animal care activities for cats, dogs and rabbits. Volunteers gained insights into pet abandonment issues in Hong Kong and fostered greater empathy.



Creative arts-and-crafts and phone lanyard workshops with children

¹ Including The Hong Kong Society of Rehabilitation, Fu Hong Society, New Life Psychiatric Rehabilitation Association, InspiringHK Sports Foundation and Gingko House.

Championing sports for good

We actively participated in four major charity sports events during the year, each blending athletic challenge with a shared sense of purpose. From cycling and basketball to marathon, these events brought SFC staff together to champion meaningful causes whilst showcasing teamwork, resilience and perseverance.

Pedal Power 2025 kicked off the year with remarkable spirit. This annual charity ride supports Hong Kong's less advantaged youth, schools and communities through Outward Bound training programmes. All 29 SFC participants braved the rain to cycle from Tai Po Waterfront Pier to GO PARK Sai Sha. Two of our staff members received awards in the elite category, with one winning the championship and the other achieving second runner-up.

The momentum carried into the basketball court at the InspiringHK — WELL DUNK! Corporate Charity 3x3 Basketball Mixed-gender Tournament 2025. The tournament raised awareness of and funds for the WELL DUNK! Programme, providing professional

basketball training and competition opportunities for youths aged 13-18 years old from public housing estates. The SFC Basketball Team won the champion title of the Gold Plate. The victory reflected not only our sporting excellence but also the dedication of all players, coaches and supporters in empowering under-resourced youths.

The SFC team further made its mark at the Corporate Challenge of the Standard Chartered Marathon 2026, with 18 SFC runners taking on the challenge with determination and team spirit. Leading by example, our Chairman Dr Kelvin Wong participated in the Leaders Cup with 50 other political and business leaders. Their participation underscored the SFC's ongoing efforts to harness the power of sports to make a positive and lasting impact on the community.

In addition, the SFC Dragon Boat Team pulled its weight in a small-boat charity race — for the first time — at the Kwun Tong Waterfront, raising funds for the Cancer Information Charity Foundation.



WELL DUNK! basketball tournament



Pedal Power



Dragon boat race



Standard Chartered Marathon

Corporate Social Responsibility

Contributions

	2025/26	2024/25	2023/24
Number of staff participating in volunteering activities	397	244	212
Total volunteering hours	1,294	923	863
Funds raised for community causes	\$128,167	\$110,117	\$90,209
Corporate sponsorships for community causes [^]	\$0	\$4,000	\$5,000

[^] Including donations in lieu of corporate gifts made in the names of guest speakers invited to our in-house training seminars.

Protecting our environment

Going green in the workplace

We are dedicated to minimising our environmental footprint and promoting sustainability. An internal protocol, *A Guide to Working "Green" at the SFC*, sets out guidance for staff to protect the environment at the workplace.

The SFC's office layout was designed to bring in more natural light. Energy-conserving features in our office include motion and daylight sensor lighting and LED light fittings. Recycling bins are conveniently located across the office. Reducing individual waste bins in our office also helps increase recycling rate and reduce waste.

To reduce paper consumption, our internal procedures are made electronically, and meeting materials are shared on tablets and paperless diaries. Printers are set to greyscale and doubled-sided printing by default to encourage eco-friendliness. Our annual reports are only published online as a digital version.

During the year, we launched a greenery giveaway quiz on sustainability practices for staff and received 517 responses.

Other green practices in our workplace include:

- collecting rechargeable battery for recycling;
- switching to LED light stripes;
- installing water flow restrictors;
- switching to bamboo paper towels;
- sharing sustainable habits;
- sharing conservation reminders;
- promoting reusable utensils and umbrella cover;
- promoting twin-compartment waste bins;
- recycling paper, toner, printer ink cartridges and coffee grounds;
- reusing stationery; and
- automatically turning off desktop computers every weekend.

Eco-friendly activities

We organised tours to raise eco-awareness of SFC staff. Our staff toured TWGHs E-Co Village and learned about an eco-architecture transformed from a landfill site, and they joined a hammered plant art and natural tie-dyeing workshop. To support marine conservation, we organised a boat trip for participants to watch and learn about Chinese White Dolphins' habitats and preservation. We also conducted a beach clean-up with Green Earth at Wu Shek Kok, where participants volunteered to conserve marine and beach ecosystems. In our Pak Nai restoration activity with The Nature Conservancy, 30 volunteers undertook habitat management tasks to improve the mudflats ecosystem and preserve biodiversity.

We hosted a variety of green workshops, such as the making of natural hand cream and office plant ornament, where SFC staff learned about natural resources and sustainable planting materials for cultivating greener living. Our denim upcycling workshop gave new life to pre-loved denim by creating personalised bags. We hosted "Lunch and Learn" sessions on local agriculture and Vegetarian Day, which emphasised the importance of locally grown produce and how plant-based diets support both personal health and environmental sustainability.



Pak Nai restoration activity and TWGHs E-Co Village tour

Corporate Social Responsibility

We continue to support the mitigation of global warming and environmental conservation causes of the World Wide Fund for Nature.

- Earth Hour 2026: We have taken part in this annual energy conservation event for over 20

years. Staff are encouraged to switch off lights for one hour.

- No Shark Fins Policy: Our organisation-wide policy pledges not to serve shark fins at any SFC event.

Consumption and recycling

	2025/26	2024/25	2023/24
Consumption			
Paper (pieces/head)	4,519	4,670	4,419
Electricity (kWh)	2,794,871	3,145,411	3,231,983
Recycling			
Paper (kg)	22,580	19,151	20,679
Toner and printer ink cartridges	644	587	563

Enhancing wellness

We strive to provide a healthy and safe working environment which emphasises employee wellbeing. Our holistic wellbeing framework covering physical, mental, social and family wellbeing laid the foundation for our staff activities throughout the year:

- Workshops on recognising and promoting mental well-being raised mental health awareness in the workplace.
- A "Growing Through Life: Mental Health at Every Stage" panel discussion focused on mental health issues, including managing stress and building emotional resilience in relationships.
- Articles on whole-person wellness explored strengthening mental health.

- Fitness classes enhanced staff strength, physical flexibility and coordination.
- A wide variety of workshops such as moxibustion and massage week enhanced staff well-being.

As a founding member of the City Mental Health Alliance Hong Kong (CMHA HK), we actively participate in its initiatives. In support of World Mental Health Month in October 2025, we promoted CMHA HK's Wellness Week, which featured free virtual wellbeing sessions designed to support the mental, emotional and physical wellbeing of our staff. In November, our colleagues won the championship titles in both the women's final and men's final at the Taikoo Place Padel Tournament.



SFC staff practicing Wing Chun and winning the Taikoo Place Padel Tournament

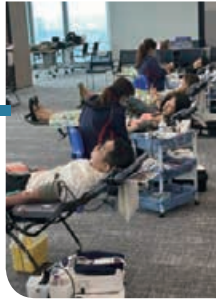
CSR Activity Calendar

April – June 2025

April 2025

Aim: To help Hong Kong Red Cross Blood Transfusion Service collect blood

Outcome: 45 SFC staff donated their blood, potentially saving up to 135 lives across Hong Kong



Blood Donation Day

- Soap recycling workshop
- Caring for rabbits
- Get Redressed Month 2025^a
- Stress Awareness Month
- Mind HK “Move it for Mental Health 2025”
- CMHA HK Men’s Mental Health Month

- Lunch & Learn on local agriculture
- Denim upcycling workshop
- TWGHs E-Co Village tour and workshop
- Pedal Power 2025
- Wing Chun taster
- Tai Chi taster

Meal box packing and distribution with Food for Good



April 2025

Aim: To support underprivileged households and reduce food waste

Outcome: 33 volunteers prepared meals, packed lunchboxes, and distributed them to residents of Tsuen Fook Kui transitional housing estate

July – September 2025

- Office plant ornament workshop
- Natural hand cream workshop
- Lunch & Learn on Vegetarian Day
- Colour analysis & fluid art music box workshop
- InspiringHK Well DUNK! Charity Basketball Tournament
- Mat Pilates for back care
- Moving sand art workshop

Pistachio cake workshop with the elderly with Gingko House

July 2025

Aim: To promote elderly employment and alleviate poverty among seniors



Outcome: 35 volunteers worked with senior citizens on baking and donating cake to the needy

September 2025

Aim: To share the joy of the Mid-Autumn Festival with senior citizens

Outcome: 32 volunteers prepared and distributed goodie bags to elderly households



Mid-Autumn Festival goodie bags distribution

- Mid-Autumn Festival Recycling Campaign 2025^a
- Creative arts-and-crafts workshop with children
- Biz-Green Dress Day 2025
- The Community Chest — Dress Casual Day 2025

^a Organised by Swire Properties.

October – December 2025

November 2025

Aim: To raise funds for non-profit organisations and bring Christmas joy to the underprivileged

Outcome: Partnered with 6 non-profit organisations to conduct a charity sale and donation drive



- Dolphin Watch Trip
- Mental Health Month^b
- Foam roller & resistance band stretching
- Phone lanyard workshop with SEN Children with YWCA

Winter Mini Market

- Caring for abandoned cats and dogs
- Pak Nai restoration volunteer activity with the Nature Conservancy
- CMHA HK Employee Mental Wellbeing Survey 2025
- The Community Chest — Green Low Carbon Day 2025

Donation drive for Tai Po fire victims

December 2025

Aim: To offer essential aid to affected families of the Tai Po fire and show support

Outcome: Donated \$2.1 million and essential household items; volunteered to provide free legal services to those affected by the fire



January – March 2026

- Eco-enzyme workshop
- Chocolate tasting workshop
- Full body strength foundation classes
- Moxibustion healing & DIY workshop
- Massage Week
- Stay Hydrated 2026 and Healthy Homemade Drinks Challenge

Meal and gift distribution with SBSH



January 2026

Aim: To prepare and distribute meals and gifts to homeless individuals

Outcome: 33 participants helped pack and deliver gifts and hot meals to homeless people and the elderly

February 2026

Aim: To remove marine litter and raise awareness of ecosystem conservation

Outcome: 28 volunteers collected 33kg of litter and learned about reducing waste at source and preventing marine pollution



Beach clean-up

- Therapy Dog Experiential Day
- Rotary Club Park Nature Trail restoration with AFCD
- The Community Chest — Skip Lunch Day 2026
- Pedal Power 2026
- "Books for Love @ \$10"^a
- Red Packet Recycling Programme^a
- Earth Hour 2026

^b Including the "Growing Through Life — Mental Health at Every Stage" panel, aromatherapy oil DIY and self-massage workshop, CMHA HK's Wellbeing Week and BelieVe Sports Challenge.