

# 2025

## Environmental, Social & Governance Highlights

## 環境、社會及管治摘要



**BEA**  
**Sustainability**  
東亞銀行可持續發展

# CONTENTS

BEA at a Glance	<b>1</b>	ESG Performance Summary	<b>5</b>
Message from the Executive Chairman	<b>2</b>	Our Progress	<b>6</b>
Leadership Conversation with the Co-Chief Executives	<b>3</b>	Responsible Business	<b>7</b>
		Responsible Operations	<b>11</b>
		Responsible Citizen	<b>15</b>



# BEA at a Glance

(as at 31 December 2025)<sup>1</sup>



<sup>1</sup> BEA refers to The Bank of East Asia, Limited (the Bank), a limited liability company incorporated in Hong Kong. The terms "Bank Group", "BEA Group", or "Group" collectively refer to the Bank and its subsidiaries.

<sup>2</sup> Including Hong Kong, the Chinese Mainland, Macau, Taiwan, Malaysia, Singapore, the United Kingdom (UK), and the United States (US)

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# Message from the Executive Chairman



Many of the largest global banks recalibrated their commitment to climate change targets in 2025, stepping back from industry-wide collective action and adopting quieter, risk management approaches. Following high-profile withdrawals from the United Nations (UN)-backed Net-Zero Banking Alliance (NZBA) during the year, in early October the NZBA announced that it would transition from a member-based organisation to a guidance-focused framework.

BEA remains steadfast in its commitment to responsible climate goals and, in December, BEA became the first bank headquartered in Hong Kong to join the Principles for

Responsible Banking (PRB) under the UN Environment Programme Finance Initiative. The PRB enables BEA to contribute to industry discussions on defining frameworks to help banks align strategies and practices to further the Paris Agreement and, more broadly, the UN Sustainable Development Goals.

During 2025, we successfully achieved the three-year goal we set in 2022 to establish interim 2030 financed emissions reduction targets for the Group's carbon-intensive sector portfolios. On the operational front, we made steady progress towards achieving net zero emissions in the Group's operations by 2030.

Acting in alignment with the Sustainable Finance Action Agenda published by the Hong Kong Monetary Authority (HKMA), we completed energy audits across our highest energy-consuming premises in 2024 and began implementing solutions to reduce energy consumption in 2025, a process that will continue in the years leading up to 2030.

Market developments continue to present the Group with new sustainable finance opportunities. The Chinese Mainland's substantive commitments to reduce emissions and promote renewable energy will not only positively impact our net zero roadmap but also open new financing opportunities for BEA to support its customers in their decarbonisation efforts.

Locally, the HKMA launched Phase 2A of the Hong Kong Taxonomy for Sustainable Finance in January 2026, which introduces additional sectors and incorporates climate change adaptation and transition elements to provide further guidance to market participants. These developments will enable financial institutions, including BEA, to better facilitate financing for the transition to a low-carbon future.

## Palliative Care for the Elderly

BEA is committed to improving the living conditions of those in need. In 2025, BEA celebrated 15 years of its "Palliative Care for the Elderly" Programme, aimed at enhancing the wellbeing of older adults. Sponsored by "la Caixa" Banking Foundation and The Bank of East Asia Charitable Foundation Limited (BEA Foundation), and run by The Salvation Army Hong Kong and Macau Territory (The Salvation Army), this milestone anniversary culminated

in the "Cultivating Compassion" Symposium, uniting government officials as well as healthcare and welfare experts to devise new palliative and end-of-life care solutions.

## Wang Fuk Court

Our hearts go out to those impacted by the devastating fire at Wang Fuk Court in Tai Po in November 2025. BEA donated HK\$10 million to the HKSAR Government's support fund and encouraged colleagues across the Group to unite in support. Through the "BEA Community Support Fund", our staff contributed to the Hong Kong Holistic Popular Mental Health Association, which provided pro bono professional psychological and psychiatric services to residents in need. Our colleagues in the Chinese Mainland also raised donations for five Hong Kong non-governmental organisations (NGOs) through the China Social Welfare Foundation.

## Appreciation

The Bank Group's solid performance and achievements on multiple fronts are driven by the collective efforts of the Board ESG Committee, management staff and our colleagues across the Group. I am sincerely grateful for their professionalism, collaboration and steadfast commitment to BEA and our long-term future. I am confident that, together, we will continue to advance towards our shared ambition of becoming the sustainability leader among financial institutions in Greater China and beyond.

**Dr the Hon Sir David Li Kwok-po**  
Executive Chairman



# Leadership Conversation with the Co-Chief Executives



Mr Adrian Li and Mr Brian Li, Co-Chief Executives of BEA

**The past year saw major banks roll back their climate commitments, buffeted by geopolitical headwinds. How has BEA responded to these conditions?**

## ■ Brian:

2025 was a challenging year for advocates of climate initiatives, with a number of banks stepping away from collective actions against climate change. Nevertheless, BEA remains committed to its net zero goals.

Key to achieving our net zero financed emissions goal has been the establishment

of interim reduction targets for our carbon-intensive sector portfolios, namely the Automotive Manufacturing, Aviation, Commercial Real Estate (CRE), Energy (Oil & Gas), Power, and Steel sectors. Having reached this important milestone in 2025, we are now ready to take concerted action to drive down emissions in our financed activities and engage our corporate customers on their decarbonisation efforts. During the year under review, we developed two new transition plans for the Automotive Manufacturing and Steel sectors, which will guide us towards our goal.

## ■ Adrian:

While most of the focus has been on our financed emissions, which account for more than 99% of our Group's total emissions, we have also made good progress on reducing our operational emissions. In 2025, our Board ESG Committee approved our Net Zero Operations Execution Plan, which will steer us towards achieving net zero by 2030. As part of this plan, we rolled out nearly 40 energy saving initiatives during the reporting period, which helped reduce our operational emissions by 39.7% against our 2019 baseline.

**Given that financed emissions accounting is an evolving and complex discipline, and in view of a myriad of external and internal constraints, what has BEA found to be the most challenging thus far?**

## ■ Brian:

What has been challenging or, I should say, what has required time, effort, and investment, has been gathering and analysing the required data, determining strategic approaches and practical actions to achieve our goals, and finding the right technical solutions to support the implementation of our strategy. Making progress on this is a multifaceted effort—

from leadership commitment, upskilling our colleagues, and engaging our customers and other stakeholders to having strong support from governments across our jurisdictions.

## ■ Adrian:

To echo what Brian said about the important role of people in driving our net zero journey, I would like to add that achieving net zero is a shared goal that we must all work collaboratively towards, as we learn from and support one another. To foster engagement with local and Chinese banks, which are at varying stages of development, we co-hosted a workshop with the Partnership for Carbon Accounting Financials (PCAF) and the Hong Kong Green Finance Association (HKGFA) in December, which aimed to enhance understanding of financed emissions measurement methodologies and facilitate discourse on market practices in support of Hong Kong's net zero transition.

We are both very proud of the progress BEA has made on its journey to net zero. We will continue to support our governance bodies and colleagues as we build a deeper understanding of our customers' businesses and impacts so that we can better support and finance their decarbonisation.



**The global ESG disclosure landscape is evolving rapidly. How is BEA embracing the changes and integrating them into its business strategy?**

**Brian:**

Over the years, we have worked hard to follow best practices in ESG disclosure while proactively integrating sound ESG management approaches into our business strategy, and adapting our governance structures and risk management to embrace this. Our journey has been iterative, and we align our disclosures with standards and frameworks as they evolve—from the Global Reporting Initiative Standards (GRI Standards) and the ESG Reporting Code (ESG Code) of The Stock Exchange of Hong Kong Limited (HKEX) to the International Financial Reporting Standards' (IFRS) Sustainability Disclosure Standards.

In 2025, we engaged 40 internal and external subject matter experts in a granular assessment to examine the impacts, risks, and opportunities

associated with our material topics. This deeper dive led to a refinement of the Group's strategic ESG priorities, including the addition of a new material topic, namely Technology Innovation. This reflects the rapid development of artificial intelligence (A.I.) and its growing impacts on the delivery of financial services.

**Adrian:**

As with our collaborative approach to the net zero journey, a positive outcome of the changing disclosure landscape has been the establishment of new working relationships within the Group. Our ESG reporting now involves closer collaboration among our sustainability, risk management, and finance functions. This shift highlights how ESG reporting is no longer confined to being primarily non-financial but has grown into a more integrated form of disclosure. This approach aligns with the expectations of many investors and stakeholders, who are increasingly seeking comprehensive, interconnected insights that combine financial performance with ESG considerations.



In May, BEA drove the organisation of a transition finance workshop co-hosted by Civic Exchange and the Chinese Banks' Association for local banks.



Beyond Hong Kong, BEA fosters a strong sustainability culture in the Chinese Mainland where it employs over 2,600 staff members across 38 cities.

**To wrap up, could you share how you keep staff motivated and engaged throughout the sustainability journey?**

**Adrian:**

Setting the tone from the top is essential, but clear and transparent communication is just as critical. Regular town halls serve as an effective platform for articulating the Group's sustainability goals, sharing progress updates, and celebrating achieved milestones.

**Brian:**

Employee feedback mechanisms, such as surveys, can play a crucial role in ensuring that staff feel involved and empowered. For instance, our 2025 Employee Survey revealed that 90% of staff believe they can make an impact on the BEA Group's ESG performance.

We believe that fostering a strong sustainability culture enhances employees' sense of purpose and strengthens their connection to the Group's long-term objectives.



# ESG Performance Summary

(as at 31 December 2025)

## Responsible Business



### Climate-related Risk and Resilience

1<sup>ST</sup>

First bank headquartered in Hong Kong to join the UN PRB



Achieved our three-year goal to set interim emissions reduction targets for the Group's carbon-intensive sector portfolios



Developed transition plans for the Automotive Manufacturing and Steel sectors



### Sustainable Finance

HK\$ 92.2 billion

in green and sustainable finance (GSF) loans and ESG bond investments (+13.2% year-on-year (yoy))

17.8% of total corporate loans and bond investments



### Customer Satisfaction

+50

Net Promoter Score<sup>4</sup> (NPS)



BEA Group's NPS has trended upwards over the past four years

## Responsible Operations



### Talent Attraction and Retention

99.3%

response rate to Employee Survey 2025

90%

of staff are positively engaged



### Training and Development

HK\$ 10+ million

invested in training and development

Launched the Group-wide "BeAgile" training programme to promote a culture of adaptability, value creation, and continuous improvement



### Technology Innovation

Established a three-year A.I. strategy, which will strengthen data and A.I. governance

### Operational Emissions Reduction



39.7%

reduction in carbon emissions against 2019 baseline (Scope 1 and 2 emissions)

~40

energy saving initiatives implemented

## Responsible Citizen



HK\$ 15 million

cash donations for the community



Staff donations enabled immediate mental health support for Tai Po fire victims via Hong Kong Holistic Popular Mental Health Association



~12,800 hours

of service contributed by our volunteers

<sup>4</sup> A metric that measures customer loyalty by assessing their likelihood of recommending BEA to others



# Our Progress

Guided by our sustainability strategy, we made steady progress in 2025 in terms of improved performance, engagement, and disclosure. We continue to communicate our achievements in the three pillars of our materiality framework, namely Responsible Business, Responsible Operations, and Responsible Citizen.

The Board ESG Committee approves annual ESG goals, including those set out below, which are proposed by members of our ESG Work Group to focus efforts across the Group on the areas that matter most. To ensure progress is made, and help overcome any hurdles along the way, the ESG Steering Committee monitors performance against these goals throughout the year.

Pillar	Key Goals in 2025	Status
Responsible Business	Complete measurement of the emissions in the Group's carbon-intensive sector portfolios and setting of interim emissions reduction targets	Achieved
	Implement engagement strategies to determine transition readiness of new/existing loan customers	Achieved
	Integrate customer engagement on transition readiness into the credit review process	In Progress
	Increase adoption of digital banking by mature customers aged 60+ while strengthening their awareness of scams	Achieved
Responsible Operations	Reduce the Group's operational emissions by 39% between 2019 baseline and the end of 2025	Achieved
	Obtain approval of the Group's Net Zero Operations Execution Plan from the ESG Committee	Achieved
Responsible Citizen	Align the Group's community investment programmes across the markets it serves	In Progress
	Reassess existing strategies to transform the model of the "Palliative Care for the Elderly" Programme, from residential care home settings to community-based, to bridge the service gaps	Achieved



**"Our sustainability journey requires us to pursue increasingly ambitious goals. Through innovation, collective effort, and strong stakeholder support, we delivered solid progress in 2025. We remain committed to tackling new challenges and capitalising on future opportunities."**

**Brian Li**  
Co-Chief Executive



# Responsible Business

## Building a Lower-carbon, Climate-resilient Portfolio

2025 marks the tenth anniversary of the Paris Agreement in a year when the physical impacts of diverse and increasingly severe climatic events were felt across the globe. As a financial institution with portfolio companies in carbon-intensive industries, we remain committed to implementing and enhancing our long-term climate strategy and creating a climate-resilient organisation positioned to thrive in a low-carbon economy.

With a view to achieving net zero financed emissions within our portfolios by 2050, we made good progress in 2025 in the three pillars of our Scope 3 Net Zero Roadmap.

**"At BEA, we view ESG not just as an investment for social good, but as a catalyst for delivering measurable returns for the company. By integrating sustainability into our business activities, we are unlocking opportunities for greater success while creating meaningful environmental and social impact in the communities we serve."**

**Adrian Li**  
Co-Chief Executive

## BEA's Scope 3 (Financed Emissions) Net Zero Roadmap

Pillars	Goals	Progress in 2025								
<b>1. Climate Financing Strategy</b>  	Aligning our business activities and climate goals through sectoral baselining, target setting, sector policy enhancement, and more	<ul style="list-style-type: none"> <li>Established interim reduction targets for the Aviation and CRE sectors</li> <li>Performance against our existing interim reduction targets<sup>5</sup>:                             <table border="1" data-bbox="922 965 2028 1034"> <thead> <tr> <th>Automotive Manufacturing</th> <th>Energy (Oil &amp; Gas)</th> <th>Power</th> <th>Steel</th> </tr> </thead> <tbody> <tr> <td>In progress</td> <td>In progress</td> <td>In progress</td> <td>On track</td> </tr> </tbody> </table> </li> <li>Began incorporating transition finance activities into our GSF framework in alignment with the HKMA's Hong Kong Taxonomy for Sustainable Finance Phase 2A</li> <li>Developed transition plans for the Automotive Manufacturing and Steel sectors</li> </ul>	Automotive Manufacturing	Energy (Oil & Gas)	Power	Steel	In progress	In progress	In progress	On track
Automotive Manufacturing	Energy (Oil & Gas)	Power	Steel							
In progress	In progress	In progress	On track							
<b>2. Customer Transition Plan</b>  	Identifying transition drivers and engaging with portfolio companies to implement emissions reductions within the real economy	<ul style="list-style-type: none"> <li>Established a procedure to assess customers' climate transition readiness, enabling business units to effectively engage with their customers on climate-related risks and opportunities</li> <li>Implemented sector solutions that will enable relationship managers to effectively identify business opportunities within the Power and Energy (Oil &amp; Gas) sectors</li> <li>Began devising a plan to integrate customer engagement on financed emissions and transition plan assessment into the credit review process, which we aim to implement in 2026</li> </ul>								
<b>3. Climate and ESG Data</b>  	Implementing robust data governance, requirements, and sourcing initiatives, while enhancing related systems to support our net zero efforts	<ul style="list-style-type: none"> <li>Developed our financed emissions dashboard to enable more granular and frequent tracking of portfolio emissions, thereby facilitating more informed decision making</li> </ul>								

<sup>5</sup> Since many portfolio companies will disclose their financial and emissions data for the year ended 31 December 2025 at the same time or after the publication of this report, the financed emissions data in this report is based on the Group's 2024 performance.



## Growing Our GSF Business across the Group

In 2025, we continued to develop and roll out new sustainability-focused products and services across the Group and onboarded ESG-themed funds onto our trading platforms. More than 50 of these funds are now available, offering over 150 share classes. In addition, our Discretionary Portfolio Management offers customers ESG-focused strategies. In recognition of these initiatives, BEA received Hong Kong's Best for Sustainability at the Global Private Banking Awards 2025, organised by Euromoney.

Through GSF lending and offering products such as sustainability-linked loans (SLLs), the Group is also supporting the transition to more sustainable practices in sectors with some of the greatest sustainability challenges.



## GSF Lending to Corporate Clients: Global Highlights in 2025

### 1. Hong Kong



**HK\$504 million syndicated SLL to GP International Limited (GP)**

Interest rate reductions are linked to GP, a leading company in the battery, audio, and electronics industries, achieving pre-determined sustainability performance targets relating to waste management, energy consumption, and training hours.

### 2. Macau



**HK\$1,556 million syndicated SLL to Hong Kong Huafa Investment Holdings**

Part of an innovative cross-boundary financing framework under the "Multiple Free Trade Zones + Hong Kong SAR and Macau SAR", the loan is linked to the achievement of pre-defined sustainability performance targets to reduce Scope 1 and 2 emissions and building a set number of affordable housing units. This product will strengthen cross-boundary financial collaboration and drive innovation in green finance within the Guangdong-Hong Kong-Macau Greater Bay Area (GBA).

### 3. Chinese Mainland



**CNY320 million Carbon Emission Reduction Facility (CERF) loan to Nanning Fanjing Wind Power Co., Ltd.**

Proceeds are earmarked for the construction of a wind power project that is estimated to deliver an annual carbon emissions reduction of approximately 78,000 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). CERF is an innovative monetary policy tool that supports the achievement of China's carbon peak and neutrality goals, and encourages banks to extend loans at preferential rates to projects with clear and measurable carbon emissions reduction effects.

**CNY500 million transition loan to Handan Iron & Steel Group Co., Ltd**

The first transition loan issued by The Bank of East Asia (China) Limited (BEA China) supports the decarbonisation of the steel sector by linking loan terms to the borrower's carbon intensity reduction targets. This transaction demonstrates BEA China's continued expansion of its GSF product offerings and its commitment to supporting the green and low-carbon transition of high-emitting industries through clear financial action.

### 4. Taiwan



**NT\$1,450 million syndicated green loan to Changfang Wind Power Co., Ltd. & Xidao Wind Power Co., Ltd.**

This syndicated loan facility provides proceeds to finance the planned construction and operation of 62 offshore wind turbines with two electrical substations, which will generate cleaner energy equivalent to the electricity consumption of 650,000 households in Taiwan.

### 5. Singapore



**MYR15 billion syndicated green loan to WG Data Hub Sdn Bhd**

Aligned with the Green Loan Principles, the loan will support the establishment of LEED-certified data centres in Malaysia that adopt climate-mitigation measures such as water-efficient systems and fixtures, land areas with natural vegetation, and green roofs.

### 6. UK



**US\$666 million syndicated SLL to an Irish aircraft leasing subsidiary of a Chinese aviation company**

The facility—structured based on the SLL Principles<sup>6</sup>—has key performance targets for reducing emissions intensity through innovations in propulsion and design, and increasing the share of new generation aircraft in the borrower's portfolio fleet.

<sup>6</sup> <https://www.lsta.org/content/sustainability-linked-loan-principles-sllp/>



**"We believe that achieving climate goals is a shared responsibility across the business and financial sectors. To ensure our investments align with the Group's net zero financed emissions goal, we actively manage our bond portfolio with an increasing focus on investing in companies with credible transition plans."**

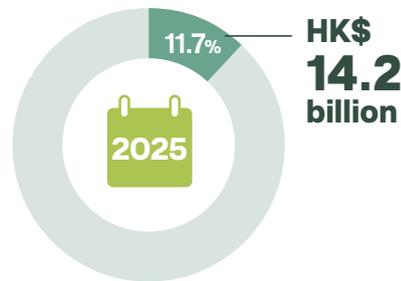
**Samson Li**

Deputy Chief Executive & Chief Investment Officer

**ESG Bond Investments**

We are strengthening the integration of sustainability considerations into our debt investments. In 2025, we continued to identify new opportunities and transitioned existing investments to ESG-labelled bonds. We also actively monitored and managed our carbon-intensive sector portfolios. To support the Group's net zero financed emissions goal, we replenished or switched our bond holdings to include companies with lower emissions profiles and credible transition strategies, where feasible.

**ESG bond portfolio**



**Climate Risk Management**

Throughout the year and following the enhancement of our climate risk assessment process, we have been able to better integrate policy, legal, technology, market, and reputational transition risks, alongside location-specific data, into physical risk assessments of customers in our corporate loan portfolio.

To better manage the potential impacts of climate change on business performance, we introduced a new quantitative indicator to our Risk Appetite Statement (RAS) – the percentage of high physical risk residential mortgage collateral against the total residential mortgage portfolio.

**Climate Resilience in Action**



With climate risks increasingly prevalent, we took numerous actions to prepare our business for an uncertain future throughout the reporting period. This focus reached the highest levels of the Group, with the Board approving "extreme weather events" as an operational resilience scenario. This decision will help ensure the identification and implementation of effective response and recovery measures to maintain critical operations and mitigate disruptions during potentially adverse weather events.

In Hong Kong, we assessed the physical risk levels of BEA-owned and leased properties and updated the Precautionary Measures Against Bad Weather for domestic branches. Furthermore, we introduced essential risk mitigation and precautionary measures for severe weather events. These include conducting risk assessments of new branches and installing facilities such as water detection systems, floodgates, water extraction equipment, and dual-feed electricity supplies in offices, data centres, and warehouses to minimise the impacts of extreme weather.

Proactive changes to our internal policies and frameworks also helped establish a foundation for the Group's response to climate hazards throughout the year. When the Los Angeles metropolitan area in California endured four weeks of destructive wildfires, which were exacerbated by drought and other weather-related conditions, our Los Angeles Branch experienced a power outage. Guided by advanced planning and the disciplined execution of the Branch's Business Continuity Plan (BCP), the team activated our designated BCP online site and was able to maintain all crucial banking functions—including payment processing and day-end closing—without any interruption. Direct communication channels with our Head Office in Hong Kong also remained steady, ensuring decisions and updates flowed in real time. As the wildfires subsided, the Branch reported no physical asset damage, financial loss, or negative impacts to our customers.



## Digitalising Responsibly and Combatting Cybercrime

For more than a century, a strong commitment to innovation has enabled the Group to remain resilient and forward looking. We continue to embed responsible business practices in an increasingly digitalised world—focusing on critical priorities such as cybersecurity, data privacy, and financial literacy and inclusion. At the same time, we remain vigilant against growing risks of scams and fraud in this evolving environment, and we are working to both protect our customers and help them protect themselves.

We introduced two important new initiatives to combat fraud and enhance customer protections during the reporting period. In line with guidance issued by the HKMA, we have implemented the "Money Safe" protection initiative to provide an additional layer of protection for customer deposits against fraud and scams, whereby the funds of the customers deposited to "Money Safe" accounts are secured and can only be released after in-person verification at the branch to prevent funds from being transferred by scammers. Additionally, in response to an HKMA circular on "strengthening the response to fraud and money laundering", we have enhanced our fraud control measures by incorporating "High Risk Alerts". This enhancement will trigger real-time alerts requesting customers to cancel suspicious transactions (based on high-risk data recorded in the Scameter system of the Hong Kong Police Force (HKPF)), strengthening our safeguards and enabling proactive customer engagement.

We are also helping our customers stay informed and prepared. For example, in July, we hosted a Bank Smart Seminar at our Shatin Branch in Hong Kong, where Personal Banking representatives provided guidance on securing digital transactions and safeguarding deposits and savings. In the UK, we co-organised a UK Taxation, Education, and Fraud Prevention Seminar with accounting and

education partners and hosted a Fraud Prevention Workshop for our customers as part of a local Chinese community event held in Birmingham.

These efforts are helping us to advance the Group's digitalisation journey in more responsible ways. Ongoing investments in A.I.-driven technologies continue to support the Group's modernisation of its cybersecurity defence and response systems. One such example in 2025 is the deployment of an A.I.-powered multi-factor authentication (MFA) system, which incorporates a dynamic risk engine to evaluate authentication and access requests in real time.

In July, we highlighted preventative measures implemented by BEA to combat phishing and other fraud schemes, as well as to share the Hong Kong banking industry practice during the week-long "Cyber Fraud Resilience: Advanced Strategies for Financial Institutions" training programme, organised by the World Savings and Retail Banking Institute-European Savings and Retail Banking Group (WSBI-ESBG).

Responsible digitalisation—including stronger cybersecurity and fraud protection, and greater customer engagement and education—is enhancing the efficiency and quality of our services while advancing financial inclusion. In Hong Kong, we have a range of promotions to boost the adoption of digital banking, such as lucky draws and prizes for transactions via BEA Mobile, BEA Online, BEA Mall, and BEA SmarTrade. We also incentivised our branch staff to encourage mature customers to enjoy the flexibility of online banking and share safety tips to raise awareness about potential scams. Since the launch of the revamped BEA Mobile app, the digital active ratio<sup>7</sup> among customers aged 60 and above increased to 28.6% by the end of 2025.



<sup>7</sup> Digital active ratio refers to the percentage of customers who have logged into digital banking at least once within the past 90 days.



# Responsible Operations



Integrating sustainability into our operations strengthens our business resilience and enhances our ability to deliver positive impact through our products and services. Achieving this successfully relies on BEA empowering and supporting our people, while fostering a shared commitment to maintaining a respectful workplace, as well as nurturing and developing talent.

## Positive Feedback from Our Employees

Annual employee surveys are an invaluable tool to track the effectiveness of our efforts to improve the employee experience. Insights from these surveys guide how we manage our human capital priorities and strengthen our approach and programmes for not only talent retention, but to support our people to thrive. The feedback helps us to work closely with business units and subsidiaries to design and deliver initiatives that address employees' needs.

**"Our commitment to sustainability is realised by the dedication and expertise of our people. It is essential that we empower them with the right skills and inspire them to support our vision for a sustainable future. By fostering responsible practices, we aim to lead by example and inspire impactful change throughout our value chain."**

**Tong Hon-shing**  
Deputy Chief Executive & Chief Operating Officer

## Employee Pulse Survey 2025



**99.3%**

response rate to the employee survey



**90%**

of staff are positively engaged



**90%**

of staff believe their division/department/branch/company can have a clear impact on the BEA Group's ESG performance



## Supporting a Thriving Workforce

BEA prioritises employee development through sustained investment in structured training and development programmes. Throughout 2025, we delivered a diverse suite of learning opportunities, developed internally and supported by external expertise. These programmes spanned core foundational topics as well as tailored, role-specific content.



## Nurturing Group-wide ESG Capacities

Our vision for sustainability leadership is one in which all our people, up to the most senior roles, understand the ever-evolving ESG landscape. We thus require all Group staff, as well as the members of our Board-level ESG Committee, to complete mandatory ESG and climate-related training and participate in relevant workshops each year. In January, our Directors attended a training session on ESG and climate-related risks and opportunities to support the banking sector in contributing to more resilient economies amidst the global energy transition.

To build openness and engagement around the BEA Group's ESG performance, we organised a dedicated ESG sharing session for BEA China staff members, as well as two panel

discussions, which were held during a Group-wide Senior Management Town Hall and UK Town Hall.



## 2025 Training and Development Highlights

- Launched a Group-wide "BeAgile" training series to cultivate an agile mindset among our colleagues and empower them to embrace change and create value more collaboratively and effectively.
- Organised two in-house training sessions on digital currencies and tokenisation, covering regulatory developments, technology architecture, and emerging use cases for stablecoins and central bank digital currency (CBDC), enabling our leaders and teams to better understand the future of digital assets and how BEA can navigate this dynamic space.
- Continued the GBA Learning Accelerator Programme involving theme-based training for all employees, specialised training for targeted staff, and elite training for selected GBA specialists. This comprehensive programme equips participants with the knowledge, skills, and acumen needed to identify and capitalise on business opportunities in the GBA.
- Completed training of the third cohort of our Future Leader Accelerated Programme (FLAP), with 15 high-potential employees from Hong Kong, Malaysia, and the UK graduating from this two-year leadership development journey.
- Introduced a new leadership programme, "Leading with Trust and Courage", to cultivate newly promoted senior managers into value-based, resilient leaders equipped to confidently challenge the status quo, foster psychologically safe environments for their teams, and build a culture of shared accountability and empowerment.



## Building A.I. Competencies for Future-fit Teams

As A.I. continues to drive growth in the private sector, credible use cases are accelerating globally—boosting productivity while helping narrow skill gaps.<sup>8</sup> At BEA, we are maximising this opportunity by systematically building our workforce's A.I. capabilities through a Group-wide training and certification programme,

aiming to equip our colleagues to use A.I. both responsibly and at scale.

By the end of 2025, we successfully certified and upskilled 18% of our employees<sup>9</sup> on A.I. technologies. Colleagues in developer or technical roles underwent rigorous training on

big data and machine learning fundamentals, while those in user-based roles attended training sessions on applied GenA.I. in association with The Hong Kong Institute of Bankers. We are targeting 35% of staff to achieve a minimum standard of A.I. competency by 2026, with a further ambition to reach 50% by 2027.



**18%**  
of employees certified and upskilled on A.I. technologies

## Promoting Wellbeing

We strive to enhance the health, safety, and wellbeing of our employees both in the workplace and in their daily lives. We encourage our colleagues to adopt holistic practices that enhance their mental and physical health. These initiatives include offering nutritious canteen menus, organising monthly sports and recreational activities through the Staff Sports & Recreation Club, and providing a comprehensive Employee Assistance Programme for staff and their family members.



In 2025, to further demonstrate our commitment to prioritising the psychological wellbeing of our colleagues, we became signatories to both the Mental Health Workplace and Joyful@Healthy Workplace Charters.



During the reporting year, we organised "BEA Bring Your Kids to Work Day" across the markets in which we operate. Staff members' children were invited to the BEA workplace to gain a glimpse of their parents' work life and participate in a range of fun-filled activities.

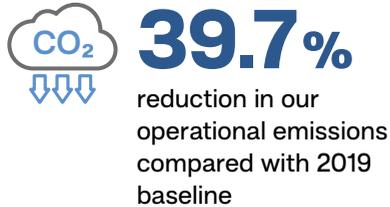
<sup>8</sup> [https://hai.stanford.edu/assets/files/hai\\_ai\\_index\\_report\\_2025.pdf](https://hai.stanford.edu/assets/files/hai_ai_index_report_2025.pdf)

<sup>9</sup> This includes applicable employees at the Head Office and the BEA Global Services Centre (GSC).



## Tackling Operational Emissions

Operational emissions represent a relatively smaller share of the Group's greenhouse gas (GHG) footprint compared to financed emissions, yet they remain an important focus to reach our net zero goals and demonstrate our credible commitment to climate action.



## Progress to Achieve 2030 Net Zero Operational Emissions

In 2025, we continued to identify and implement energy reduction and decarbonisation initiatives. During the reporting period, we undertook nearly 40 energy saving initiatives and identified more than 30 green premium projects<sup>10</sup> aimed at reducing energy consumption in building facilities between 2026 and 2030.

A highlight of our 2025 efforts was the introduction of locally developed and patented energy efficiency solutions at 33 Des Voeux Road Central. Specifically, two innovative solutions were adopted:

- EcoSonic Acoustic Air-Filtration System that improves air quality while lowering energy consumption; and
- i2Film, an electricity-free cooling film that delivers cooling benefits without relying on traditional energy sources.

In alignment with our decarbonisation goals, the adoption of renewable energy is also recognised as one of our key strategies for reducing emissions. By the end of 2025, six of our premises were fully or partially powered by renewable energy including our Shanghai Zhangjiang Data Centre, which generates its



own renewable energy through a rooftop solar photovoltaic system. Currently, renewable energy constitutes 1.6% of the Group's total electricity consumption.

## Managing Resource Use

Our primarily office-based operations rely on the consumption of electricity, water, and paper, and generate materials for recycling and waste streams, which includes food waste from our staff canteens.

In Hong Kong, surveys were conducted in April to assess the satisfaction levels regarding the quality of food, variety of options, and staff expectations for canteens. Based on the feedback, we have introduced signage in our canteens to help colleagues right-size their rice portions. At our Macau Branch, we replaced the ordering and delivery of bottled water for individual water dispensers by installing water filtration devices, reducing plastic waste.

In cases where waste cannot be avoided, we turn to recycling whenever feasible. In 2025, we began recycling waste lead-acid batteries (WLAB) through the Hong Kong Battery Recycling Centre, the sole WLAB recycling facility in Hong Kong. During the reporting period, we recycled 850kg of WLAB from the replacement of fire services and security batteries across branches.



## Supply Chain Management

We also place significant focus on managing our supply chain. In 2025, we developed a Sustainable Supply Chain Management framework, which will be implemented across the Group in phases over the next five years. Building upon existing practices, the framework adopts a more integrated approach to managing our supply chain, integrating sustainability specifications in the procurement of products and services, and engaging and incentivising key suppliers to enhance their ESG performance.

<sup>10</sup> Green premium projects are energy-saving opportunities that are proactively identified and initiated outside of the routine asset lifecycle replacement schedule. These include upgrading, replacing, or optimising functional assets with more sustainable, energy-efficient solutions.



# Responsible Citizen

At BEA, we aim to create lasting positive impact through community projects and charitable partnerships by building strong relationships and leveraging shared resources, knowledge, and skills. Through our foundations and volunteer teams, we bring meaningful programmes to life across three focus areas: education, social welfare, and the environment.

**"With the longest continuous presence of any foreign bank in the Chinese Mainland, BEA has developed strong ties with the local communities we serve. Leveraging our expertise and the reach of our branch network, we extend support to under-resourced and vulnerable groups in need."**

**Bi Ming-qiang**  
Deputy Chief Executive

## Hong Kong

### Palliative Care for the Elderly Social Welfare Education



Palliative care is more than just medical treatment—it provides greater autonomy for senior citizens to self-direct life planning, and ensures that their wishes are respected at later stages of life.

During the reporting year, BEA continued to enhance the wellbeing of older adults receiving end-of-life care and improve the quality of life for Hong Kong's ageing population, through the "Palliative Care for the Elderly"

Programme, run in partnership with "la Caixa" Banking Foundation, and The Salvation Army.

The programme has also participated in a years-long policy advocacy campaign, including engagement with representatives from numerous HKSAR Government bodies, that has spurred changes to legislation enabling terminally ill patients to spend their final days in residential care homes.

### Key Outcomes from 2010 to 2025

	<b>3,000+</b>	elderly individuals and family members received counselling
	<b>15</b>	residential care homes
	<b>18</b>	collaborating elderly centres and hospital units
	<b>8</b>	seminars, international conferences, and symposiums organised to share knowledge and best practices for the medical-social sector
	<b>10,000+</b>	healthcare professionals* have received training in palliative care education through the programme
	<b>48,000+</b>	citizens engaged in outreach programmes, such as roadshows, seminars, and community activities

(\*including doctors, nurses, and social workers)



Hong Kong

**"Golden Adventures"**

With the theme of "Golden Adventures" running from 2023 to 2026, the programme also promotes volunteer participation and holistic elderly care, while encouraging retirees and seniors to proactively manage their finances, health, interests, and future plans as they navigate the second half of life. Activities such as soft meal preparation, terrarium workshops, "yum cha" gatherings, and festive celebrations were organised for seniors, supported by over 350 staff volunteers in 2025.



**Cultivating Compassion: Symposium on Palliative Support in Hong Kong**

In May, we celebrated the programme's 15<sup>th</sup> anniversary with a symposium on palliative support, bringing together 300 experts in the healthcare and welfare sectors to explore innovative strategies for palliative and end-of-life care, and discuss topics including practical experience on dying-in-place cases, legislative progress on advance medical directives, and the broadening of palliative care services to a wider community. We also hosted an exhibition on "Better Living, Better Leaving" to enhance public understanding of palliative care and end-of-life services.



**Mastering the Four Forces: A Life Planning Experience and Practice Manual Unveiling**

In November, we organised an experience day for over 300 seniors and community members. The event introduced the Four Forces—Fun, Fitness, Finance, and Future Planning—with the launch of a practice manual, sharing by industry experts, and interactive booths designed by students from The Hang Seng University of Hong Kong, to promote proactive approaches to life planning.



Hong Kong

**Supporting Victims of the Tai Po Fire** Social Welfare



To help affected residents of the tragic fire at Wang Fuk Court in Tai Po with their immediate needs and long-term recovery, BEA has donated HK\$10 million to the "Support Fund for Wang Fuk Court in Tai Po" set up by the HKSAR Government.

We also launched the "BEA Community Support Fund", a special account under BEA Foundation, to encourage our staff across the Group to join us in helping those in need. Our staff's contribution of more than HK\$570,000 enabled the Hong Kong Holistic Popular Mental Health Association to provide pro bono professional psychological and psychiatric treatment and medication to the affected residents and their families.

In solidarity, BEA China's fundraising campaign mobilised employees to raise over CNY170,000 through the China Social Welfare Foundation to five NGOs in Hong Kong, with donations used to support the immediate needs of affected residents and assist with community recovery efforts.

Aside from monetary donations, BEA has implemented a series of measures to offer support for affected residents, including the extension of business hours at its Tai Po Branch and deployment of additional staff to provide necessary banking services to the neighbourhood. The Bank has also set up a special 24-hour hotline to offer banking service assistance as needed.

Chinese Mainland

**Green Firefly Project** Social Welfare Education Environment

Founded in 2009 by the Shanghai Soong Ching Ling Foundation and BEA China, the Shanghai Soong Ching Ling Foundation – BEA Charity Fund supports children in rural areas across the Chinese Mainland by improving access to education. Many of these schools operate with limited resources—often lacking essential learning materials, school supplies, and even access to hot water—compared with their counterparts in more affluent urban areas. Since 2015, the Fund has joined forces with "la Caixa" Banking Foundation to expand the project's reach and amplify its impact.

The Fund's "Green Firefly Project" simultaneously supports advancements in education, environmental protection, and emissions reduction. In close collaboration with selected schools and BEA China's network of outlets in the Chinese Mainland, the Fund establishes and equips Green Firefly Centres with computers, audio-visual equipment, furniture, and more.

In 2025, three new Green Firefly Centres were established, bringing advanced display screens, digital tablets, and new desks and chairs to additional rural schools, with solar power generation and energy storage facilities. Additionally, more than 1,450 rural students received Green Firefly backpacks containing stationery, and around 7,100 hours of online and in-person capability-building training were organised for 235 rural principals and teachers.



**2025**



**3 new**  
Green Firefly  
Centres  
established

Donated backpacks  
containing school  
supplies to

**1,450+**  
rural  
students

**~7,100**  
hours  
of training organised  
for **235** rural principals  
and teachers



Chinese Mainland

"Colourful Guizhou" Public Welfare Initiative Education Social Welfare Environment

In October, BEA China partnered with the Lang Lang Arts Foundation, the Shanghai Soong Ching Ling Foundation, and the One Planet Foundation to carry out the "Colourful Guizhou" (「多彩贵州」公益行) initiative. Over 20 volunteers across the BEA Group travelled to Guizhou on a mission to teach, experience, and learn. Spanning over four days, the volunteers taught at a rural primary school to share knowledge, visited the Qingman Miao Village to raise awareness of intangible cultural heritage, and bird-watched at a national wetland park to understand the importance of environmental conservation. They also witnessed the completion of a Green Firefly Music Classroom at Zhouxi Primary School in Kaiili.



NEXT Financial Literacy Competition Education

BEA China launched the NEXT Financial Literacy Competition in Shanghai in collaboration with the China Financial Information Center, the China Foundation for Development of Financial Education, the Shanghai Soong Ching Ling Foundation, the Ant Investor Education Center, the Shanghai Hong Kong Association, and the Shanghai Banking Association.

Designed to cultivate future leaders in finance, students from Shanghai and Hong Kong competed in public speaking on the development of international financial centres. In addition, our online financial knowledge quiz hosted on the Alipay app drew enthusiastic participation, generating nearly 40,000 responses.

The competition winners completed a study tour to Hong Kong and London, visiting our Head Office and engaging in dialogues with senior executives of the Group. To further broaden their exposure to leading global financial centres, the winners also explored fintech trends through **BEAST**, our pioneering fintech collaboration platform, learned about Hong Kong's monetary history and developments at the HKMA Information Centre, and gained insights into global finance at Bloomberg's London headquarters.





### Community Programmes in Other Markets

#### Social Welfare

Across our other markets, BEA volunteers helped alleviate hunger and address social exclusion associated with poverty and disabilities through inclusive activities, food drives, fundraising, and charity sales.



Charity bake sale for Make-A-Wish UK



Goodie bags distribution in Singapore



Spastic Fun Run 2025 in Kuala Lumpur

#### Environment

BEA volunteers contributed to environmental protection through hands-on clean-up, habitat restoration, and food saving activities.



Restoring woodland habitat in the UK



Clean-up along Xiangshan Hiking Trail in Taiwan



Volunteering at Food Bank in Los Angeles

#### Education

Through volunteering, BEA colleagues helped to enhance community knowledge and skills while equipping individuals with essential learning tools.



Financial literacy workshop in New York



Rehabilitation training workshop in Macau



"Operation Backpack" in New York



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