



# Sustainability

*Collaborating for a  
Sustainable Future*



## About Hongkong Land

Hongkong Land is a major listed property investment, management and development group. Founded in 1889, Hongkong Land's business is built on excellence, integrity and partnership.

The Group owns and manages more than 850,000 sq. m. of prime office and luxury retail property in key Asian cities, principally in Hong Kong, Singapore, Beijing and Jakarta. Its properties attract the world's foremost companies and luxury brands.

The Group's Central Hong Kong portfolio represents some 450,000 sq. m. of prime property. It has a further 165,000 sq. m. of prestigious office space in Singapore mainly held through joint ventures, a luxury retail centre at Wangfujing in Beijing, and a 50% interest in a leading office complex in Central Jakarta. The Group also has a number of high quality residential, commercial and mixed-use projects under development in cities across Greater China and Southeast Asia. In Singapore, its subsidiary, MCL Land, is a well-established residential developer.

Hongkong Land Holdings Limited is incorporated in Bermuda and has a standard listing on the London Stock Exchange, with secondary listings in Bermuda and Singapore. The Group's assets and investments are managed from Hong Kong by Hongkong Land Limited. Hongkong Land is a member of the Jardine Matheson Group.

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# About this Report

This is the 10th annual sustainability report of Hongkong Land covering the period from 1st January to 31st December 2019.

This report includes details of Hongkong Land's sustainability governance structure, management approach, policies and plans, including key initiatives and performance across all Hongkong Land properties.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. We have applied the standards' reporting principles of stakeholder inclusiveness, sustainability context, materiality and completeness, accuracy, balance, clarity, comparability, reliability and timeliness to ensure the quality of the report.

The topics covered in this report were selected based on the result of the materiality assessment conducted in 2019 that identified and prioritised the material issues of Hongkong Land in consultation with different stakeholder groups.

Performance data reported for GRI disclosure items cover the following Investment Properties over which Hongkong Land has management control: Hong Kong's Central Portfolio; WF CENTRAL in Beijing, China; One Raffles Link, One Raffles Quay and Marina Bay Financial Centre in Singapore; and EXCHANGE SQUARE in Phnom Penh, Cambodia. Collectively, these properties comprise 95% of the total value of the Group's Investment Properties as at 31st December 2019.

We strive to continually improve our sustainability performance and reporting. We welcome your questions and feedback to our Sustainability Committee at [gpoobox@hkland.com](mailto:gpoobox@hkland.com).



# Message from our Chief Executive

## *Collaborating for a Sustainable Future*

In 2019, Hongkong Land's progress on our shared sustainability journey was made possible through collaboration with our many stakeholders. By working together, we were able to take substantive steps forward in our journey towards a more sustainable future.

We listen and work with all stakeholders to share and learn as we strive towards common sustainability goals. Hongkong Land also focused on collaboration between our Central Portfolio and our properties across the regions as they shared ideas and lessons for improvement.

### A Year of Achievement

One of our most important achievements in 2019 was conducting an independent stakeholder engagement and materiality assessment. The active engagement of many stakeholders, including our employees, tenants, joint venture partners, suppliers, communities and industry bodies, and shareholders showed our common commitment to collaborate and embrace best practices. The results of the materiality assessment form the foundation of our updated sustainability vision and sustainability strategy that prioritises our actions to keep us on track towards a sustainable future. It is our vision to be best in class in sustainability in our countries of operation.

In our current context, the Hong Kong economy is facing a challenging time of change. We will continue to take this into consideration as we ask our tenants to collaborate with us on our sustainability journey. Our holistic sustainability strategy includes new programmes and targets that will carry Hongkong Land from assessment to action and encourage us to continue our efforts to keep pushing for higher standards.

2019 marked a milestone year with Hongkong Land's entire Central Portfolio achieving the highest rating of Platinum under the BEAM Plus certification scheme.

One, Two and Three Exchange Square and The Forum in Hong Kong won the Hong Kong Green Building Award's Grand Award. As well, Hong Kong Central Portfolio achieved the Certification of Excellence in Environmental Stewardship while One Raffles Link in Singapore attained the Certificate of Excellence in Occupational Health and Safety award from the International Facility Management Association (IFMA). These are in recognition of our outstanding sustainability performance and demonstrate our commitment to engage our stakeholders to further enhance our sustainability performance.

In 2019, our Central Portfolio achieved our ambitious goal of reducing carbon emissions by 30% ahead of schedule. We have now set an even more ambitious goal of reducing our carbon emissions by 55% by 2030 compared to our baseline year of 2008. For the first time, we also set emission reduction targets for One Raffles Link in Singapore, EXCHANGE SQUARE in Cambodia and WF CENTRAL in Beijing, China.

### Embracing Change for a Better Future

I am very pleased with our success in 2019 and am excited to see Hongkong Land's plans for further progress in 2020.

Adopting more sustainable approaches requires change, so I thank our employees, tenants and partners for their willingness to initiate and embrace the changes that will lead to a better future for us all. Your commitment to collaboration is what gives us the courage to work towards a more sustainable future.

I am proud to present this report on the sustainability actions taken by Hongkong Land in 2019, as it shows that we are constantly evolving and improving.

**Robert Wong**

Chief Executive

# Performance Highlights

## Governance

- Engaged our stakeholders as part of a comprehensive materiality assessment, identifying 17 material issues
- Updated sustainability strategies* to reflect the evolving priorities of Hongkong Land and its stakeholders
- Implemented our Environmental Policy, Occupational Health and Safety Policy, Sustainable Procurement Policy and Supplier Code of Conduct, and updated our Code of Conduct, and Whistleblowing Policy



## Environment

- Attained highest *Platinum* rating of BEAM Plus certification for all 12 buildings in the Central Portfolio
- Hong Kong Central Portfolio achieved the *Certificate of Excellence* in Environmental Stewardship from the IFMA
- One, Two and Three Exchange Square and The Forum received the *Grand Award* of the Hong Kong Green Building Award
- One Raffles Quay, Marina Bay Financial Tower 1, 2 and 3 in Singapore received the BCA Green Mark *Platinum* Award
- Met our Central Portfolio target of reducing carbon emissions by *30%* from our baseline year of 2008 ahead of schedule and set a new target for a total carbon emission reduction of *55%* against our baseline by *2030*



## Health, Safety and Security

- Zero fatalities* or major accidents across the region
- Chater House in Hong Kong received *Gold* of Safety Management System Award of the Hong Kong Occupational Safety and Health Award
- One Raffles Link in Singapore received the IFMA *Certificate of Excellence* in Occupational Health and Safety



## People

- Employees received a total of *12,558 hours* of online and offline training
- More than *1,700* employees participated in the region-wide staff engagement survey
- New *digital platforms*, CENTRICITY and By The Bay, were launched in Hong Kong and Singapore, respectively, to increase employee, tenant and visitor engagement



## Community

- Planted *5,000 seedlings* in Cebu, the Philippines to draw down carbon and improve air quality
- As part of our CENTRAL Rat Race, organised Science, Technology, Engineering, Art and Mathematics (STEAM) educational workshops for families to explore innovative technologies
- Supported the building of two primary schools for more than *4,000 students* and established an *RMB\$100 million* education fund to support the local education



# Our Approach to Sustainability

Hongkong Land's approach to sustainability is enriched by the collaboration between the Company and our various stakeholders. Our Sustainability Policy lays out the overarching approach to sustainability. In addition, a set of policies is in place to provide guidance to ensure all developments and operations are in line with the sustainability requirements of Hongkong Land. This includes our Sustainability Policy, Environmental Policy, Occupational Health and Safety Policy, Sustainable Procurement Policy, Supplier Code of Conduct, Code of Conduct, and Whistleblowing Policy.

In 2019, we conducted our first-ever comprehensive independent stakeholder engagement and materiality assessment which identified 17 material issues that are most relevant to Hongkong Land.

Based on the results of the stakeholder engagement and materiality assessment and references to the United Nations Sustainable Development Goals (SDGs), our sustainability vision and strategies were developed. Our strategy serves as the roadmap to guide us on our journey to achieve our vision. We carry out ongoing monitoring and evaluation to review performance and update implementation plans as needed.

## Hongkong Land Sustainability Policy

As a leader in the global property market, Hongkong Land's economic, social, and environmental performances are central to our success. As we design, construct and manage property, we strive to minimise our negative social and environmental impacts to the extent possible. In doing so, our objective is to ensure long-term stability and value for our business, our employees and the communities we inhabit.

Our commitment to sustainability and future generations is reflected in our policies which help support our diversified efforts to:



As a minimum standard, maintain full legal compliance for all associated activities related to the design, construction and management of our properties



Design, construct and manage sustainable buildings in a safe and socially responsible manner



Engage and collaborate with key stakeholders including our employees, customers, suppliers, joint venture partners, investors and local communities



Set short- and long-term targets that ensure continuous improvement



Enhance our performance through the use of more sustainable materials, products, processes, diligence and innovation



Undertake and report on our progress using increasingly more detailed, accurate and material performance metrics at least once per year



Apply best practices and standards wherever possible

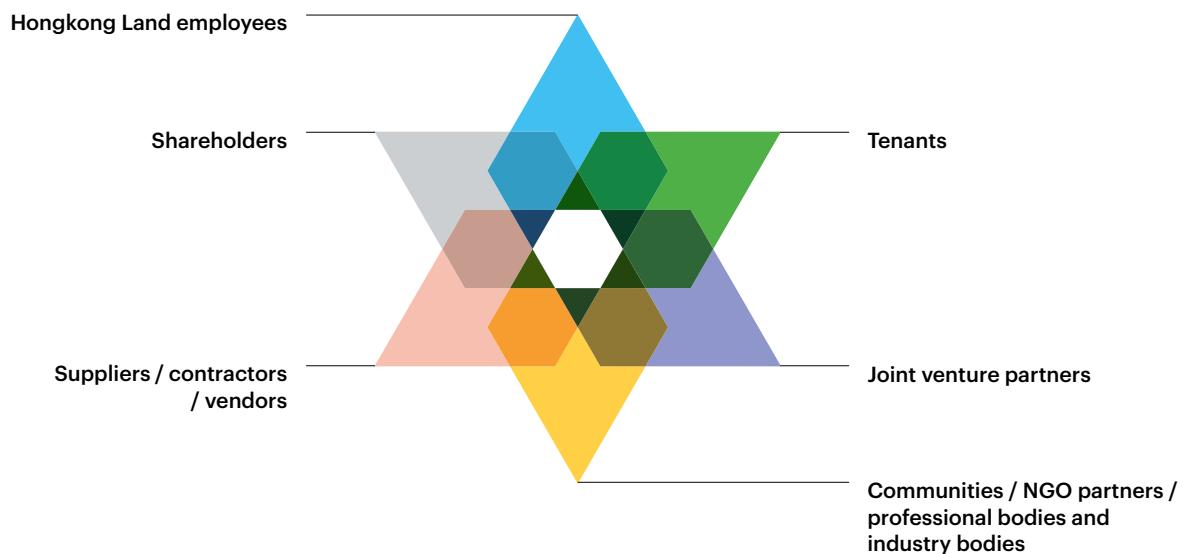


Periodically review and amend our sustainability policy to ensure it adequately covers important sustainability topics material to Hongkong Land and supports our sustainability objectives

## Materiality and Stakeholder Engagement

In 2019, we conducted a materiality assessment exercise following the detailed stakeholder engagement plan we developed in 2018. This was designed and conducted to meet the requirements of the GRI Standards, in particular, the principles of stakeholder inclusiveness and materiality, and to identify material topics to inform the development of both the sustainability report and a group-wide sustainability strategy. We define material topics according to GRI Standards as those that reflect the most significant economic, environmental and social impacts of our business, or those that substantively influence the assessments and decisions of stakeholders.

A robust and comprehensive process was designed to engage stakeholders of Hongkong Land to identify material topics. Internal and external stakeholder groups were identified with reference to the AA1000 Stakeholder Engagement Standard's guide. These include the following:



## The steps listed below were undertaken in identifying relevant material topics:



### Desktop research

Potential material topics for consideration were identified based on a review of industry peers, the United Nations Sustainable Development Goals (SDGs), research of the World Economic Forum, etc.



### Online survey

1,300 stakeholders were invited to complete an online survey that received a response rate of 35%



### Stakeholder workshops

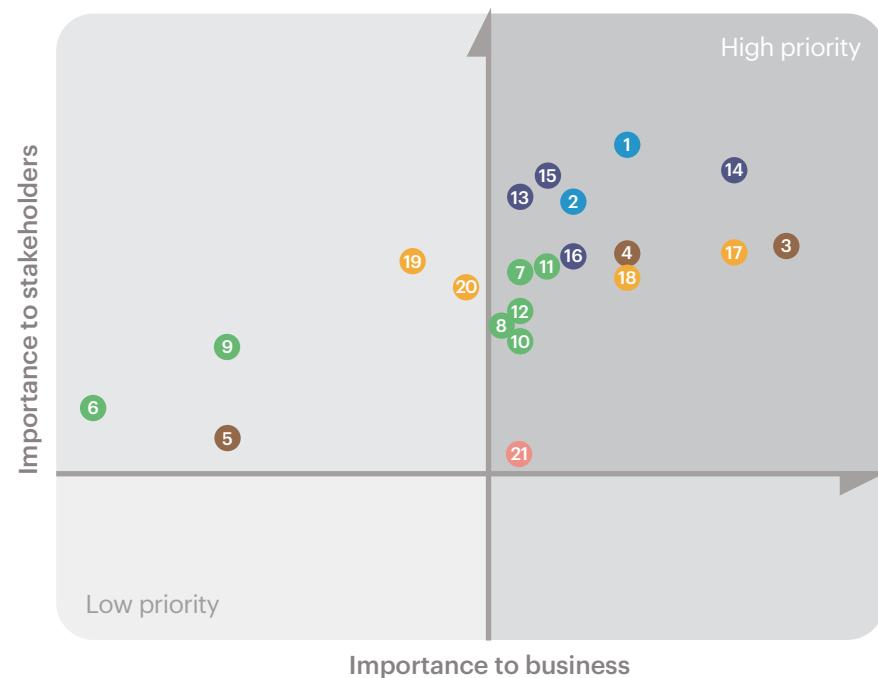
Two workshops were conducted with Sustainability Committee members and Department Heads to review findings from the survey and provide feedback on the materiality matrix and material topics identified



### Interviews with Senior Management

Face-to-face interviews were conducted with management, including the Chief Executive, Chief Financial Officer and Executive Directors to identify priorities and receive feedback on material topics

## Materiality Matrix



### 17 material topics identified from the materiality assessment:

#### Responsible Business

- ① Corporate governance, transparency and anti-corruption
- ② Economic performance

#### Health, Safety and Security

- ⑬ Occupational health and safety
- ⑭ Health and safety (tenants and clients)
- ⑮ Emergency preparedness
- ⑯ Indoor air quality

#### Customer

- ③ Customer privacy
- ④ Customer experience and satisfaction

#### People

- ⑰ Talent attraction, retention and development
- ⑱ Wellbeing

#### Environment

- ⑦ Energy
- ⑧ Environmental compliance
- ⑩ Green buildings
- ⑪ Climate change
- ⑫ Waste management
- ⑬ Water management

#### Community

- ㉑ Supporting local communities

### Relatively less important topics to stakeholders and business success:

- ⑤ Marketing and labelling
- ⑥ Biodiversity
- ⑨ Green procurement
- ⑯ Gender, diversity and inclusion
- ㉐ Human rights

## Sustainability Strategy

As an Asian company, it is our responsibility to support international efforts to further sustainable development, which is reflected in our commitment to support the United Nations Sustainable Development Goals (SDGs). The SDGs provide a blueprint for a more sustainable future for people and our planet. The 17 SDGs call for action to address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, prosperity, and peace and justice. Hongkong Land has prioritised nine SDGs that are most relevant to our business and we focus our action in these areas.

We developed Hongkong Land's sustainability vision and strategy by drawing on the results of the stakeholder engagement and materiality assessment, the nine SDGs we have committed to and the priorities for our sustainability initiatives.

Our sustainability vision is to be best in class in sustainability in our countries of operation. To achieve this, our sustainability strategy focuses on integrating sustainability in all aspects of our decision making and operations, as well as our measures of success.

The sustainability strategy is built on four strategic pillars – Business, People, Environment and Community. Each pillar is mapped against the

material topics and SDGs that were identified as most relevant to our business. In 2020, we will develop key performance indicators (KPIs) to track our progress.

With our updated sustainability vision and strategy, Hongkong Land is embarking on a journey towards a more sustainable future.

## Creating vision and strategy



Sustainability Strategy		
SDGs	Material Topics	Action Plans
 <b>SDG 3</b> Good health and wellbeing	<ul style="list-style-type: none"> <li>Supporting local communities</li> </ul>	<ul style="list-style-type: none"> <li>Organise sport, art and music programmes that promote physical and mental health and wellbeing</li> </ul>
	<ul style="list-style-type: none"> <li>Health and safety (tenants and clients)</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular audits and risk assessments on the health and safety aspects to ensure our properties are safe</li> </ul>
	<ul style="list-style-type: none"> <li>Wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Organise health and wellbeing initiatives for employees and customers</li> <li>Provide health care and medical insurance packages to employees and their families</li> </ul>
	<ul style="list-style-type: none"> <li>Indoor air quality (IAQ)</li> </ul>	<ul style="list-style-type: none"> <li>Require contractors to provide construction IAQ management plans during construction and renovation, and conduct regular IAQ assessment in managed properties</li> </ul>
 <b>SDG 5</b> Gender Equality	<ul style="list-style-type: none"> <li>Talent attraction, retention and development</li> </ul>	<ul style="list-style-type: none"> <li>Develop a family-friendly human resources policy that respects employees with family responsibilities and ensure equal opportunities for career development</li> <li>Increase the proportion of women in management positions</li> </ul>
 <b>SDG 7</b> Affordable and Clean Energy	<ul style="list-style-type: none"> <li>Energy</li> </ul>	<ul style="list-style-type: none"> <li>Adopt renewable energy technology in new projects and conduct feasibility studies on the use of this technology when renovating existing buildings</li> <li>Participate in feed-in opportunities to supply the grid with renewable energy</li> <li>Increase energy efficiency through upgrading and retrofitting existing buildings and optimise existing operational systems</li> <li>Incorporate energy-efficient passive design and building equipment in new development projects, and benchmark the performance by application of sustainability certification</li> </ul>
 <b>SDG 8</b> Decent Work and Economic Growth	<ul style="list-style-type: none"> <li>Economic performance</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Green Finance Framework to guide the launch of green programmes such as green bonds for sustainable property development</li> </ul>
	<ul style="list-style-type: none"> <li>Talent attraction, retention and development</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular compensation reviews with our employees to maintain competitive remuneration packages</li> </ul>
	<ul style="list-style-type: none"> <li>Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Ensure a safe working environment for all employees, direct suppliers and contractors at managed properties and construction sites</li> </ul>
	<ul style="list-style-type: none"> <li>Green buildings</li> </ul>	<ul style="list-style-type: none"> <li>Target the highest rating of local or international green building certification schemes for new developments and existing retrofitting projects</li> </ul>
	<ul style="list-style-type: none"> <li>Emergency preparedness</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Business Continuity Plan to be better equipped for emergencies</li> <li>Conduct regular training, drills and engagement with employees and tenants</li> </ul>
 <b>SDG 9</b> Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> <li>Green buildings</li> </ul>	<ul style="list-style-type: none"> <li>Identify smart, digital and bio-technologies or new materials that are feasible and cost-effective in enhancing building quality, reliability, energy-efficiency and resilience</li> </ul>

Sustainability Strategy		
SDGs	Material Topics	Action Plans
 SDG 11 Sustainable Cities and Communities	<ul style="list-style-type: none"> <li>Supporting local communities</li> </ul>	<ul style="list-style-type: none"> <li>Support government and NGOs' sustainability initiatives to raise the awareness of stakeholders to drive behavioural change for environmental protection</li> </ul>
 SDG 12 Responsible Consumption and Production	<ul style="list-style-type: none"> <li>Water management</li> </ul>	<ul style="list-style-type: none"> <li>Install water-efficient fixtures and water leakage detection systems in new developments and retrofit existing buildings to reduce water consumption and wastage</li> <li>Install rainwater and greywater recycling systems in new developments to utilise water resources</li> </ul>
	<ul style="list-style-type: none"> <li>Waste management</li> </ul>	<ul style="list-style-type: none"> <li>Install waste sorting facilities and engage contractors to track and report waste generated by type, treatment and disposal destination</li> <li>Engage with tenants and employees to minimise single-use plastic and identify feasible alternatives</li> <li>Use only sustainable materials in our corporate offices</li> <li>Adopt a lifecycle approach in design, construction and operation</li> </ul>
	<ul style="list-style-type: none"> <li>Corporate governance, transparency and anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Disclose sustainability performance through annual sustainability reporting and participate in benchmarking ratings and indices</li> </ul>
 SDG 13 Climate Action	<ul style="list-style-type: none"> <li>Climate change</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan for climate change to mitigate impacts, and strengthen the resilience and adaptive capacity of new and existing buildings</li> <li>Assess climate-related risks and opportunities, with reference to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</li> <li>Set carbon targets and implement strategies to achieve them</li> <li>Support government in its climate change efforts and participate in working groups and international forums on climate-related issues</li> <li>Enhance internal capacity on climate change mitigation, adaptation and resilience to raise awareness, and clearly communicate the Group's strategy, policy and goals on climate change</li> </ul>
 SDG 15 Life on Land	<ul style="list-style-type: none"> <li>Biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise brownfield and developed site selection and preserve the surrounding ecosystems and natural habitats for new developments</li> <li>Commit to increase greenery space as much as feasible in our development projects</li> </ul>
No SDG linkage	<ul style="list-style-type: none"> <li>Customer experience and satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Develop a system to measure customer experience and satisfaction</li> <li>Conduct regular tenant satisfaction surveys</li> </ul>

# Governance

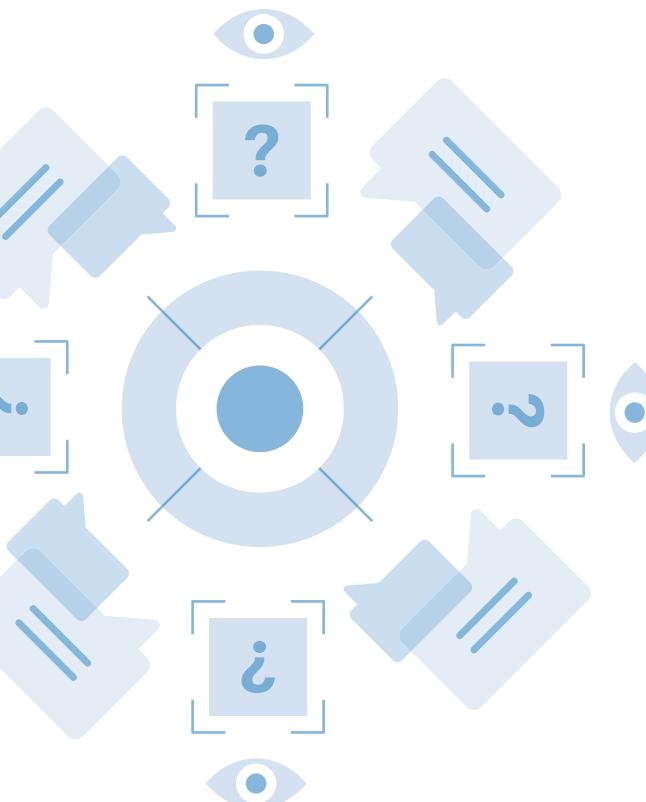
## Maintaining High Standards and Transparency

Sustainability begins with good corporate governance, which provides a foundation of trust, responsibility and accountability for our stakeholders. Our governance performance is driven by the high standards established over many years by members of the Jardine Matheson Group, as well as through collaboration with our partners. Maintaining these high standards requires constant review and revision of our approach. Our stakeholder engagement and materiality assessment in 2019 is one example of how Hongkong Land practises an open, honest and transparent approach to sustainability.



## Our Sustainability Committee

As a developer and a manager of premium properties, we set an example of good corporate citizenship by having a well-designed sustainability governance structure at the board and property management levels. Both levels of management are assigned differentiated responsibilities for ensuring Hongkong Land always maintains high standards of sustainability performance.



### Group Level

At Group level, we have established a Sustainability Committee to strengthen the governance of our sustainability initiatives. The Committee reports to the Board. The Chairman of the Committee is our Chief Financial Officer and the members are senior executives representing the Group's activities. The objectives and duties of the Committee include:

- Managing the Group's sustainability policy and strategy
- Identifying and assessing sustainability-related risks and opportunities
- Proposing targets and key initiatives
- Preparing and reviewing sustainability reports and any other relevant public disclosures
- Reporting matters of significance concerning sustainability to the Board
- Overseeing the Property Management Committee in Hong Kong and other regions in the implementation of sustainability measures

The Company's executive management team has clear operational accountability for sustainability performance. For details of the composition of the Board of Directors and its roles and responsibilities, please refer to the Directors' Profiles in Annual Report 2019 [↗](#).

### Property Management Level

Our Property Management (PM) Department also has a PM Sustainability Committee to further enhance our sustainability management and seamless integration of sustainable practices into our property management. This Committee is chaired by the Head of Technical Service and members include the Head of Building Operation, the Sustainability Manager and representatives from different building groups and procurement, customer services and health and safety teams.

## Risk Management

Hongkong Land adopts a diligent approach in managing the Company's sustainability risks. Our sound governance structure, internal policies and procedures and various management systems are all designed and implemented to ensure that all risks are identified as early as possible and minimised with pre-emptive measures.

## Environmental, Health and Safety Management

A well-designed and properly implemented management system is the first line of defence for managing risks. In Hong Kong, we integrated our environmental management system (EMS) and occupational health and safety (OHS) system into one, streamlined and comprehensive system. This integrated system enables us to manage environmental, occupational health and safety issues in a more systematic way and helps us to improve our performance. Over the past six years, we have completed these certification processes with zero incidents of non-compliance within our Hong Kong Central Portfolio. For our operations in both Hong Kong and Singapore, we upgraded the EMS element to ISO 14001:2015 and the OHS system component to ISO 45001:2018.

## Climate Risk Assessment

The World Health Organisation and World Economic Forum named climate risk as the top global risk in 2019. Over the years, Hongkong Land has established itself as an industry leader in mitigating climate change by aggressively reducing greenhouse gas emissions across its properties. As science provides ever clearer evidence of the imminent risks posed by climate change, we have launched a region-wide Climate Risk Assessment to better understand how our Investment Properties might be impacted by climate change. This assessment will help Hongkong Land formulate strategies and mitigation plans to eliminate or reduce these risks by improving the resilience of our business operations and properties. The mitigation plan, once finalised, will be integrated into the existing Corporate risk management system.

The risk assessment addresses the Recommendations of the Task Force on Climate-related Financial

Disclosures (TCFD) and its guidance on both physical and transitional risks. The majority of our Investment Properties are included in our assessment that is expected to be completed in 2020.

## Ensuring Business Continuity

Our robust Business Continuity Management (BCM) framework, which was updated in 2019, is designed to mitigate and minimise the impact of operational disruptions by coordinating emergency response and disaster recovery across the facilities we manage when there is a potential business disruption.

Our BCM directs a coordinated response, ensuring a quick recovery and continuation of critical business functions that minimises financial losses due to business interruption. BCM systems are periodically tested and maintained with relevant documentation updated.

## Assessing climate risks



### Physical risks

- Rising sea levels
- Change in precipitation
- Extreme weather, e.g. heat waves and typhoons



### Transitional risks

- Policy change
- More stringent codes and regulations
- Shifts in markets and technology



### Climate risk assessment



### Mitigation plans

## Upholding the Highest Ethical Conduct

As a leader in the global property market, ensuring that our employees and business partners uphold the highest standards of ethical conduct is integral to how we operate our business and core to our future success as an employer, landlord, developer and partner in Asia. Governed by our values, we are committed to building trust within the communities in which we operate for the long-term stability and success of our business across the region. There were no cases of anti-competitive behaviour and one allegation of corruption involving an amount of approximately US\$15,000 reported in 2019. There also weren't any substantiated complaints concerning breaches of customers' privacy, loss of customer data, or any non-compliance in other social or economic area.



### Engaging our Employees

Training on Hongkong Land's Code of Conduct plays a central role in educating our employees on our expectations related to ethical behaviour and anti-corruption. All new employees receive online orientation training that includes modules on our Code of Conduct and our Whistleblowing and Social Media policies. A total of 2,100 employees across the region were trained through the Jardine's Code of Conduct E-learning Module in 2019.

### Respect for Diversity and a Cohesive Working Environment

The Code of Conduct [\[link\]](#) outlines our expectations related to a number of specific issues, such as the avoidance of illicit payments, anti-competitive practices and conflicts of interest. It also includes our approach to information security, gifts and entertainment, and treating people fairly and with respect. Hongkong Land's commitment to providing a working environment free from discrimination or harassment, on the grounds of race, gender, nationality, religion, disability, age, sexual orientation, background or any other attribute, is clearly outlined in the Code of Conduct, aligning with local laws and

regulations that apply in each of our locations.

The Code of Conduct applies to all employees of Hongkong Land and staff of our subsidiaries and joint ventures.

We partnered with Hong Kong's Independent Commission Against Corruption (ICAC) to provide training to staff on anti-bribery laws on regular basis. The last training was held in October 2019. We will launch a newly-developed corruption prevention e-learning course in 2020 for our administrative colleagues to raise awareness on how to prevent corruption.

### Protecting Customers' Privacy

We are committed to safeguarding the privacy of our customers. Our Privacy Policy [\[link\]](#), which is available on Hongkong Land's corporate website, identifies the rationale for collecting personal information and sets guidance on how personal information and data can be collected and safeguarded. The policy complies with the Personal Data (Privacy) Ordinance in Hong Kong.

## Supplier Management

### Supplier Code of Conduct

In 2019, we adopted a Supplier Code of Conduct [\[2\]](#) for suppliers that do business with Hongkong Land across our operations. The code not only covers requirements related to legal compliance, ethical behaviour, anti-corruption, and environmental and health and safety performance, it requires suppliers to ensure that their supply chain is free of forced or child labour. The code also outlines conditions for the fair and consistent evaluation of performance in the supply chain to actively support continuous improvement.



### Contractor Self-Assessment

In Singapore, the Tripartite Standards Self-assessment Checklist enables our partners to conduct self-assessments of their company's human resource policies and practices to determine if they fulfil Hongkong Land's requirements. This includes standards related to the employment of term contract employees, flexible work arrangements, employee grievance procedures, recruitment practices, procurement of freelance media service providers, unpaid leave for unexpected care needs, contracting with self-employed persons, and fair workplace practices.

### A Channel to Raise Concerns

The Hongkong Land Whistleblowing Policy [\[2\]](#) sets out the process for employees to report matters of serious concern that could potentially violate our Code of Conduct, affect the operation of the Group's business and reputation, or put an individual at risk. This may include criminal offences, harassment, health and safety issues or violations of our Code of Conduct.

Employees have the option of raising concerns, verbally or in writing, to:

- The immediate superior or line manager
- The head of their department or business unit for which they work
- The head of Human Resources
- The Chief Financial Officer of Hongkong Land
- The Executive Director of the Relevant Business Division, or
- The Group Counsel

Employees who feel that their concern could not be addressed via existing channels, or if they have already raised their concerns with the individuals listed above and have outstanding concerns, they are encouraged to contact the Group General Counsel of Jardine Matheson. Hongkong Land and its managers will ensure the confidentiality of anyone raising genuine matters of concern.



# Environment

## *Award-winning Sustainability*

We make a concerted effort to adhere to the highest environmental standards across the region, whether in managing our existing premier properties or building new developments. This effort is reflected in the many awards that we won this year and in our outstanding carbon reduction performance over the years.

We test many of our sustainability initiatives in our Central Portfolio in Hong Kong, by adopting best operating practices to save energy and address climate change. We then collaborate with our communities across Asia to share lessons learned and help make our cities greener, healthier and more pleasant.



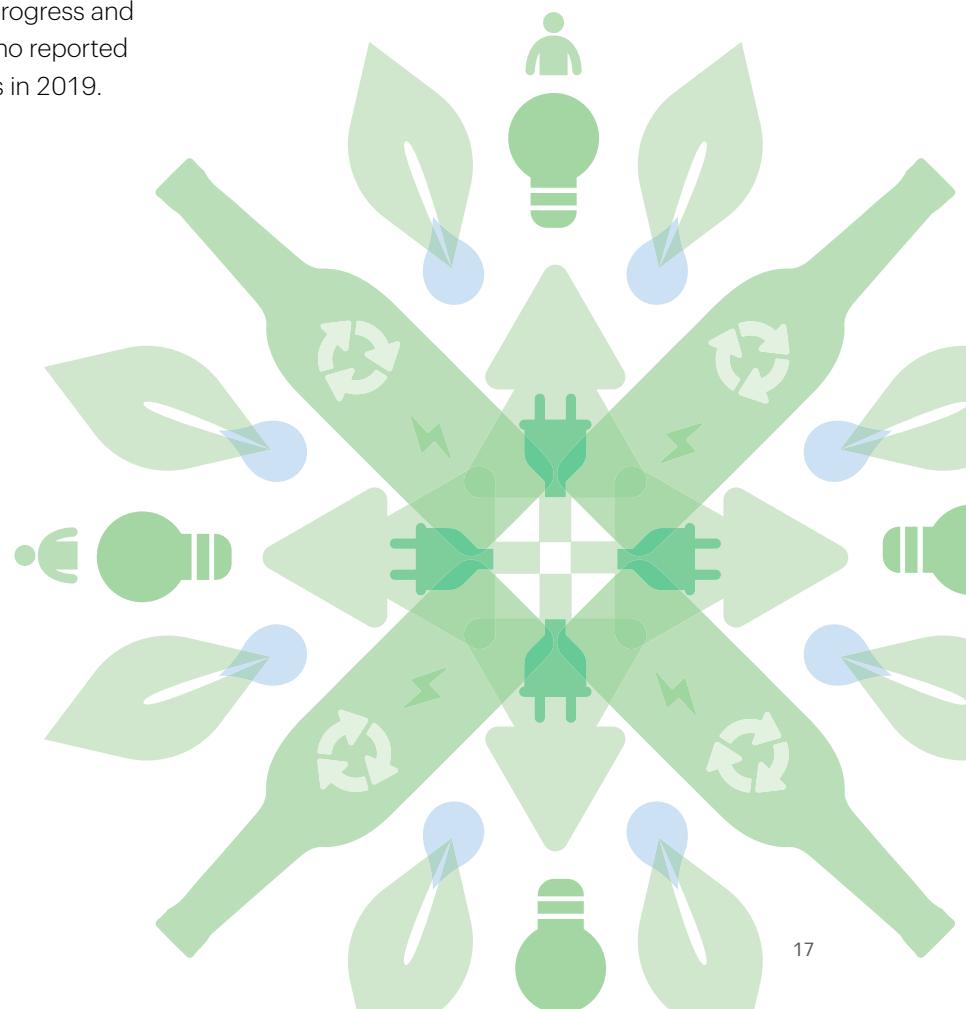
## Our Approach to the Environment

Our Environmental Policy [\[2\]](#) outlines the environmental standards and performance that we expect our property developments and operations to achieve, with the following key objectives:

- Compliance with all environmental laws and regulations
- Continuous monitoring of international developments in environmental science and policy with new standards and technology adopted for our operations
- Minimisation of environmental risks and impacts to prevent pollution
- Efficient use of resources and materials with the adoption of renewable resources
- Waste minimisation and the safe and responsible disposal of residual waste
- Consideration of suppliers' environmental performance during procurement

Our Environmental Policy guides us in addressing key issues identified by our materiality assessment. These include environmental compliance, green buildings, climate change and energy, water management and waste management. We regularly update our policy to reflect the changes in policies and regulations and review our targets and KPIs as necessary to ensure we are effectively managing our material topics.

The performance data reporting and audit systems in place allow us to regularly review our progress and identify areas for improvement. We had no reported cases of environmental non-compliances in 2019.



## Managing Buildings Sustainably

Constructing and managing our properties in a sustainable manner is potentially the most impactful way Hongkong Land can address climate change and use natural resources efficiently. Achieving green building standards demonstrates that a holistic approach to managing a property can be achieved through planning and working with different stakeholders. Hongkong Land once again showed its commitment to green buildings by winning prestigious awards and attaining the highest international standards related to building efficiency and sustainability. We are pleased to report that this has been achieved by many of our properties across the region, and we are particularly proud of our BEAM Plus and BCA Green Mark Awards in 2019. While most of the Investment Properties have been certified by locally- or internationally-recognised bodies for green buildings, we aim to have all properties under our management certified in the near future. A full list of our properties' achievements and certifications can be found in the Appendix □.

## Meeting the Highest Standards

Buildings consume 90% of total electricity consumption and contribute about 60% of total carbon emissions in Hong Kong. Therefore, supporting green building certification schemes is a substantive way that Hongkong Land can contribute to a more sustainable Hong Kong.

Over the years, we have undertaken initiatives to systematically adopt best practices in green building across our Central Portfolio. Recently, our entire portfolio of 12 properties in Central was awarded the highest Platinum rating of BEAM Plus certification for existing buildings. This remarkable achievement is the result of years of building upgrades, integrating sustainability into operational strategies and training, and collaboration between employees, tenants and other stakeholders. BEAM Plus Platinum is the highest level of recognition within the scheme. Only 35 buildings in Hong Kong have been awarded the Platinum rating of the latest version of BEAM Plus certification for existing buildings as of February 2020, placing Hongkong Land among industry leaders.

### What is BEAM Plus?

BEAM Plus is a green building certification rating system in Hong Kong developed by the Hong Kong Green Building Council (HKGBC) that measures building performance and evaluates facility management practices in Hong Kong, Macau and the Chinese mainland. It evolved from the first green building assessment scheme co-founded by Hongkong Land in 1995. BEAM Plus provides third-party certification of the environmental performance of a building across its lifecycle by evaluating its management and operational practices, energy consumption, management of water, materials, waste, indoor environmental quality and innovation. For assessment of existing buildings, operation and maintenance are also evaluated.



## Celebrating Green Building Awards

Our cross-departmental effort to integrate sustainable practices in properties was also recognised with One, Two and Three Exchange Square and The Forum receiving the Grand Award of the Hong Kong Green Building Award this year. The award considered the Company's level of stakeholder engagement, commitment to the SDGs, actions to address climate change, resource consumption, indoor air quality and innovation. This is the most highly-regarded award within the industry in Hong Kong and we are very pleased to be awarded the highest award category.

Our Central Portfolio was also awarded the Certificate of Excellence in the Asia Pacific Award of Excellence in Environmental Stewardship organised by the International Facility Management Association (IFMA) which recognises Hongkong Land's outstanding work to reduce the environmental impact of our business.

## Region-wide Recognition

In Singapore, the Building and Construction Authority (BCA)'s Green Mark Scheme was launched in 2005 to raise environmental awareness among developers, designers and builders from the start of the project conceptualisation and design phases, as well as during construction. Buildings outside of Singapore can also apply for the certification.



In 2019, One Raffles Quay and Marina Bay Financial Centre Tower 3 were re-certified to Platinum grade in Singapore. Marina Bay Financial Centre Tower 1 and 2 were certified as Platinum in 2017, and are planning for recertification in 2020. Both World Trade Centre 3 in Indonesia and EXCHANGE SQUARE in Cambodia received Gold certification this year. These buildings integrate renewable energy sources and energy-efficiency measures in their design and operation.

In the new development, Lake Grande, the Green Mark approach has been adopted, and it is estimated that six million kWh of electricity, equivalent to S\$1.5 million, will be saved per year. In the Chinese mainland, Yorkville North Commercial Tower A and B in Chongqing were certified to Leadership in Energy and Environmental Design (LEED) for Core and Shell Development.

## Energy and Carbon Emissions

As a leading property manager, we care about the environment and understand the urgency of climate change. We also understand energy consumption is a key contributor to Hongkong Land's operational costs and, when appropriately addressed, provides a substantive opportunity for cost savings while enhancing the overall sustainability performance of our buildings. As a result, ensuring that our buildings and tenants adopt all practical steps to be energy efficient is a priority. Our Environmental Policy provides clear guidance on energy efficiency requirements for building and system design, development and operation and we have also commenced a comprehensive climate risk assessment. This will enable us to understand the risks our properties face from the increasing threat

of extreme climatic events and develop mitigation plans accordingly.

### Setting Ambitious Targets

We are well aware of the urgency of reducing our carbon footprint, particularly within our flagship Central Portfolio. From 2009 to 2019, we reduced our carbon emissions in Hong Kong by about 250 kilo-tonnes compared to baseline emissions in 2008. Our avoided carbon emissions are equivalent to the amount of carbon dioxide being removed by 10 million trees in a year.

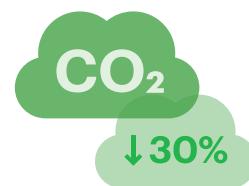
In terms of electricity, we reduced our usage by 234 million kWh between 2009 and 2019 across our Central Portfolio. This equates to an average yearly saving of US\$3.6 million in energy costs.

In 2013, we achieved our target of reducing carbon emissions from our properties in Central by 20%. After that, we set a more ambitious target of reducing our footprint by 30% by 2020 compared to 2008 levels; this target was achieved ahead of schedule at the end of 2019. We have since adopted an even more ambitious target to reduce carbon emissions by 55% by 2030 compared to 2008 levels, propelling us to be equally innovative and diligent going forward.

Other regions such as One Raffles Link, Singapore and EXCHANGE SQUARE, Cambodia have committed to reducing carbon emissions by 15% and WF CENTRAL, Beijing by 12% by 2030 as compared to 2018 and 2019, respectively.

*Central Portfolio, Hong Kong*

### Achievement in 2019



We met our target of 30% reduction of carbon footprint compared to our 2008 baseline

### Carbon emissions reduction 2009-2019



250 kilotonnes of carbon emissions avoided = absorption by 10 million trees in a year

### Electricity saving 2009-2019



234 million kWh of electricity saved = average yearly saving of US\$3.6 million in energy costs

### New target for 2030



New target of reducing carbon emissions by 55% by 2030 compared to our 2008 baseline

## Improving Energy Efficiency

Our achievement in reducing carbon emissions and energy consumption was made possible mainly through upgrading, retrofitting and modernising existing systems within our Central Portfolio.

This included:

- Lift modernisation
- Replacing chiller plants with more energy-efficient ones and air handling units with plug fan and energy valves
- Upgrading lighting to Light Emitting Diode (LED) systems
- Implementing a 24/7 Centralised Monitoring Centre (CMC) with big data analytics, a power quality monitoring system and applying IoT networks and sensors

In Singapore, we replaced lighting with LED fixtures in common areas at CityLink Mall and One Raffles Link, including for the ceiling, roof top, sunshade and pavilion lighting. This resulted in savings of more than 9,000 kWh of electricity, or 57% over the previous year. Maximum demand for contracted electricity capacity was also reduced by 9%, resulting in further savings.

In the same properties, we also replaced the alternating-current motors in fan coil units with more efficient direct current motors for retail tenants. For office tenants, we plan to install electronically-commutated plug fans for all the air handling units. These new technologies can lower electricity consumption significantly.



High-efficiency chiller plants were installed to reduce energy consumption in our commercial projects in the Chinese mainland, including the Landmark Riverside Park in Chongqing and LCM in Shanghai. We also have plans to install them in our developing projects for Yorkville North in Chongqing and JL CENTRAL in Nanjing.

## Retro-commissioning

Exchange Square in Hong Kong participated in the ACT-Shop Alliance, organised by the HKGBC, which encourages existing building practitioners to improve energy management by using data to understand performance and retro-commissioning practices in their buildings, to improve building energy performance.



## Renewable Energy

Hongkong Land has also begun to embrace renewable energy sources. We installed solar photovoltaic (PV) panels on the rooftops of Chater House and The Forum in Hong Kong, which generated approximately 10,500 kWh in 2019. The solar panels are connected to the grid, which supports the HKSAR Government's Feed-in-Tariff (FIT) scheme, promoting the development of renewable energy in Hong Kong. Our plan is to extend the PV systems to other available rooftops of the Central Portfolio.

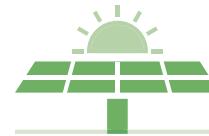
The PV systems – a shining example for high-density commercial areas – garnered the attention of the Secretary for the Environment of HKSAR, K.S. Wong, who visited Chater House's rooftop solar power system in September 2019. Mr Wong has encouraged

more commercial buildings to follow the model of Hongkong Land in harvesting renewable energy.

To support the Chinese Central Government's policy to increase the use of renewable energy, grid-connected PV systems will be installed at the rooftop of four buildings of Dream Land – Phase 1 in Wuhan.

### Electricity generated by our PV panels

(Central Portfolio, Hong Kong)



**10,500  
kWh**



## Regional Highlights

### Energy and Carbon Emissions

#### Regional

Hong Kong, Singapore, Jakarta, Vietnam, Cambodia and Macau properties participated in Earth Hour organised by WWF by switching off non-essential lighting during the campaign.



#### Indonesia

To minimise carbon emissions, we installed a refrigerant leak detector in our chiller plant for early detection of refrigerant leakage at World Trade Centre 2 and 3 with another planned for World Trade Centre 1,5 and 6 in 2020.

#### Singapore

In Lake Grande, motion sensor and timer lighting controls are used in all common areas, and LED lighting is used to reduce energy consumption.



# Indoor Air Quality

Improving indoor air quality is a key factor in creating more appealing and healthy environments for our tenants and their clientele. Hongkong Land recognises that indoor air quality is a public reflection of our overall sustainability practices. In all our properties, we ensure that sufficient fresh air supply is maintained in all areas of the building. We use high-performance filters to reduce airborne particulates and carry out systematic inspections and maintenance of all air-conditioning and ventilation systems, including regular cleaning of air filters and ducting. We also have in place rigorous controls on all levels of indoor pollutant sources by using no- or low-emission materials for all property areas under our management.

## Improved Air Quality

All of our Central Portfolio buildings obtained Good Class or above according to Hong Kong's Indoor Air Quality (IAQ) Certification Scheme. Hongkong Land was in the top 10 largest floor areas certified under this IAQ scheme in 2019.

In Cambodia, we are in the process of installing new exhaust fans to assist the extraction of carbon dioxide to improve air quality in the indoor motorbike parking area of EXCHANGE SQUARE. We also installed a commercial IAQ Monitor in the premises to monitor air quality on a regular basis. The monitor measures five parameters: air temperature, relative humidity, carbon dioxide, fine suspended particulates, and total volatile organic compounds.

## Regional Highlights

## *Indoor Air Quality*

Indonesia

Conduct annual indoor air quality check of tenant and public areas and a Legionella bacteria check of the building to avoid the spread of the bacteria via water vapour at World Trade Centre.

Singapore

Carbon monoxide sensors were installed in the carpark located at the basement of Lake Grande to activate the mechanical ventilation system.

## Water Management

Water scarcity has become one of the top global risks affecting populations worldwide with two billion people living in countries experiencing high water stress, including some in which Hongkong Land operates. It is our policy to ensure responsible use of natural resources and minimise adverse impact to the environment. We have in place measures to reduce water consumption and have adopted the latest technology for wastewater reuse and capturing rainwater for non-potable use.

### Water Stewardship

All of our buildings in the Central Portfolio are certified for fresh and flushing water management under the Hong Kong Government's Quality Water Supply Scheme for Buildings. The certifications recognise our efforts to ensure the good quality of our water supply.

In both Hong Kong and Singapore, we have installed water-efficient fixtures to reduce water consumption. Water leak detection and automatic cut-off systems are also in place in all properties in Hong Kong and Singapore and incorporated as standard practice for all new developments. In addition, we use seawater for cooling air-conditioning systems and for toilet flushing in Hong Kong. One Raffles Link in Singapore recertified to the ISO 46001 standard for water efficiency management in 2019.

## Holistic approach to water stewardship



In Singapore, Hongkong Land used NEWater – the reclaimed water produced by Singapore's Public Utilities Board – to top-up the rainwater tanks at One Raffles Link and CityLink Mall during the drought period, instead of using domestic water. NEWater, which first undergoes conventional water treatment followed by a purification process to be made potable using dual-membrane, via micro filtration and reverse osmosis, and ultraviolet technologies, has the added benefit of costing less than domestic water.

Additionally, WF CENTRAL installed a rainwater harvesting system since 2018 and captured around 5,650 cubic metres of rainwater for cleaning and watering plants in 2019. Furthermore, approximately 22,120 cubic metres of greywater claimed from water basins and bathtubs were also collected for treatment.

## Regional Highlights

### Water Management

#### Indonesia

Recycled water from the sewage water treatment (STP) plant is used for gardening and landscape irrigation in World Trade Centre 2 and 3. In addition, an ultrafiltration system was installed to reuse recycled water from the STP for the cooling tower. Approximately 70 cubic metres of water is saved per day as a result.

#### Macau

One Central Macau received the High Standard (the highest level) Water Quality award from the Macau Marine and Water Bureau to recognise its commitment to, and efforts in, water management.

## Waste Management

Our Environmental Policy includes our commitment to efficiently use resources and materials, reduce waste generation and safely and responsibly dispose of any residual waste. We adopt the hierarchy of prioritising waste reduction, followed by the reuse and then recycling of materials. For all residual waste, we adopt responsible and safe disposal options in the communities we operate in across Asia.

### Reusing Materials

As a property company, construction and renovation are two of the biggest sources of waste in our business. To reduce waste generation in Hong Kong, we encourage new tenants to retain the fitout left by previous tenants. We also reused existing materials, such as the quality marble walls and floor finishes, for example, in the renovation of toilets in Central Portfolio. In 2019, we also undertook a pilot project to adopt reusable timber hoarding in tenant renovations.

### Minimising Construction Waste

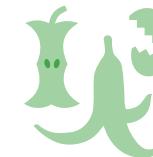
Prefabrication technology is employed in our Chinese mainland projects to minimise onsite waste and installation time. A precast concrete structure was successfully trialled at Yorkville South – Phase 5 in Chongqing and we have applied the same technology to six other projects, including River and City in Nanjing, Artisan Bay in Chengdu, Caohejing Project and Huacao Project in Shanghai, Houguan Lake in Wuhan and Hangzhou Gongshu Project. Prefabricated structural steel has been applied in massive structures such as housing estates as well as small building structures such as sales offices and individual building units. Plant rooms for chillers and pumping and chiller pipe units were also pre-fabricated for Yorkville North in Chongqing.

### Reducing Waste to Landfill

In Hong Kong, we have launched a food waste reduction programme with a daily capacity of 350 kilograms (kg) per day. Tenants can process their food waste through our onsite decomposer, lessening the amount of waste transferred to landfill. A total of 68,690 kg of food waste was treated in 2019. By 2020, more food waste decomposers will be installed to serve our entire Central Portfolio, increasing the total capacity of food waste handled to 1,900 kg per day.

*Central Portfolio, Hong Kong*

### Food waste treatment



**68,690**  
kg

### Increase in capacity of food waste treatment



## Recycling

Recycling services have been embedded in our properties. We recycle paper, aluminium cans, plastic bottles, rechargeable batteries, fluorescent tubes, glass bottles and waste electrical and electronic equipment. We also recycle ink-jet cartridges and clothes hangers from Hongkong Land's offices.

The Marina Bay Link Mall in Singapore was named a Merit award winner at the inaugural National Environment Agency 3R Award for Shopping Malls in recognition of its exemplary efforts in waste minimisation and recycling.

## Recycling Festive Trees

We participated in the Tree Conservation Scheme 2019 organised by the Hong Kong Environmental Protection Association. Peach blossom trees displayed in our building during Chinese New Year were processed into mulch and composting material. This was either distributed to schools free of charge to raise awareness about composting, or used as organic fertiliser for various greening projects in Hong Kong.

In addition, we supported Hong Kong Environmental Protection Department's 'Natural Christmas Trees Recycling Programme', by sending Christmas trees to the EcoPark where they were processed into compost material.

## Waste to Energy

To further reduce waste being sent to landfill, in 2020, we will complete a study of onsite waste management solutions for One Raffles Quay in Singapore and World Trade Centre in Indonesia. We will then select an ecoGen waste management solution to convert general and food waste into refuse-derived fuel that has high-calorific value suitable for use in power plants.

## Regional Highlights

### Waste Management

#### Singapore

A pneumatic waste collection system automates the collection and separation of waste materials and recycling at our Lake Grande property. This system reduces foul odours, spills, the need to wash chutes and pest infestation.

To reduce the materials required in replacing mirrors, reflective film stickers are used to achieve a similar effect at One Raffles Link and CityLink Mall.

#### Chinese mainland

A digital system, iCheck, was launched in the Chinese mainland to reduce paper consumed for project inspections.

## Material recycling

### Paper



**972**  
tonnes

### Plastic bottles



**32**  
tonnes

### Aluminium cans



**11**  
tonnes

### Glass bottles



**96**  
tonnes

### Fluorescent tubes



**5**  
tonnes

## Sustainable Procurement

In 2019, we developed our Sustainable Procurement Policy [\[2\]](#) to provide guidance on integrating sustainability considerations into the procurement of goods and services needed for both new buildings and construction, as well as day-to-day maintenance and operations of Hongkong Land properties. This decision-making process now explicitly includes the following considerations: minimising the need for products and services where possible; eliminating or minimising toxic and other environmentally-harmful materials and substances, avoiding single-use, disposal materials; selecting options with environmentally-responsible, reusable or recyclability attributes; and, identifying suppliers and contractors with sustainable work practices through a screening process.

## Support Industry Initiatives

Hongkong Land believes that sustainability requires collaboration and partnerships, and we actively pursue, encourage and participate in numerous industry initiatives. We partner with governments, businesses and community groups in all the locations where we operate across Asia to create a better environment for all.

In 2019, we co-organised technical tours with the HKGBC and Construction Industry Council to share our experience in green building certification and sustainability with industry members.

Hongkong Land is a signatory to several environmental charters led by the Hong Kong SAR Government, including the Carbon Reduction Charter, the Energy Saving Charter on Indoor Temperature, the Charter on External Lighting, and the 4Ts Charter. We are a Gold Patron member of the HKGBC and a Council Member of the Business Environment Council (BEC). We are also a steering committee member of numerous advisory groups established by BEC, including the Climate Change Business Forum, Circular Economy and Sustainable Living Environment. For a full list of our green memberships and associations, please refer to the Appendix [\[2\]](#).

## Engaging our Stakeholders

In 2019, we continued to engage with our stakeholders, including our tenants, contractors, partners and visitors to our shopping malls, to promote environmental awareness. Some of the highlights included:

- Placing recycling bins in all Hongkong Land shopping malls to promote sorting at source and recycling
- Providing tenants with free recycling boxes to encourage recycling
- Putting stickers with slogans, such as 'Save the Forest, Think before you Print' in offices to remind employees to reduce their paper consumption
- Encouraging tenants to use water dispensers to reduce the number of plastic water bottles used

- Encouraging tenants to divert food waste to the food decomposers
- Providing environmental data for tenants for corporate carbon and environmental reporting and certification purposes
- Collaborating with anchor tenants to implement innovative, new technologies to reduce energy consumption
- Sharing sustainability information and messages with our tenants through CENTRICITY, our new mobile app
- Hosting lunch seminars and meetings with tenants to share sustainability best practices by industry professionals and practitioners
- Displaying videos about sustainability on our digital platforms within our Central Portfolio, including the lift screens and LED screens outside of Chater House



# Health, Safety & Security

*Putting Health and Safety First*

It is our responsibility to ensure our properties provide a healthy, safe and secure environment for our tenants, visitors, employees and contractors. In 2019, we did not have any fatalities, major incidents or confirmed incidents of non-compliance with relevant laws or regulations across our operations. It is our commitment to maintain a zero-fatality rate across our operations. We believe that work-related incidents and occupational diseases are neither determined by fate nor unavoidable. We strive to build a strong culture of prevention to eliminate risks that could lead to incidents at work. To meet this responsibility, we conduct a Fire, Life, Health, Safety and Security (FLHSS) audit annually, and collaborate to implement regular training and drills on health and safety with our employees, tenants and suppliers.



## Our Approach to Occupational Health and Safety

Hongkong Land's Occupational Health and Safety Policy [\[2\]](#) requires that all businesses:

- Comply with applicable legal and other requirements related to health and safety
- Allocate sufficient and appropriate resources to implement the policy
- Identify potential hazards and accident risks, and implement measures to eliminate risk in activities and at workplaces
- Ensure that all employees and contractors are trained, competent, fit-for-purpose and accountable to carry out their responsibilities safely
- Empower supervisors to suspend work until any identified deficiency or unsatisfactory practice or condition has been corrected



Our Occupational Health and Safety Policy guides us in addressing key issues identified by our materiality assessment, including emergency preparedness, health and safety (tenants and clients), indoor air quality and occupational health and safety. We regularly update our policy to reflect changes in policies and regulations, and review our targets and KPIs as necessary to ensure we are effectively managing our material topics. We have robust mechanisms in place, including our ISO 45001 management system and FLHSS audits to measure, monitor and evaluate performance, and to implement remedial and improvement actions.

## Health and Safety

### FLHSS Audit

A comprehensive audit was introduced in 2013 to help us understand the potential health, safety and security risks that we face as a business. The FLHSS Audit is conducted annually and requires cross-departmental collaboration with our external auditor, which is critical for understanding the risks we face and our performance in managing those risks. A total of 25 annual audits were conducted in 2019 including six in Hong Kong, four in Singapore, five in Jakarta, two each in Hanoi and Phnom Penh, and one each in Chongqing, Macau and Bangkok. The audits also extended to Beijing, Shanghai and Kuala Lumpur for the first time this year.

The FLHSS audit is conducted by a third-party consultant to ensure independence of the process, and takes four to six days to complete. Topics covered include fire safety, occupational health and safety, business continuity planning, security and safety governance. This annual audit involves document review, site inspections, tenant visits, fire and life equipment testing, onsite emergency drill evaluations, and interviews with property managers, technical managers, building supervisors and engineers. The consultant provides a report with recommendations as well as follow-up and remedial actions after the audit.

### 25 FLHSS audits



## Health and Safety Management System

In Hong Kong, we obtained OHSAS 18001 occupational health and safety (OHS) management system certification for our Central Portfolio, which forms the basis of our Integrated Management System (IMS) together with the ISO 14001 standard on environmental management. We are proud to have achieved zero non-compliances for the past six consecutive years.

In 2019, we also upgraded the OHS system elements to the latest ISO 45001 standard. The ISO working group has updated all documents of the IMS, including the system manual, company operating procedures and work instructions, as well as introducing necessary training to familiarise employees with the upgraded system.

One Raffles Link, One Raffles Quay and Marina Bay Financial Centre Tower 1, 2 and 3 upgraded their management system from OHSAS 18001 to ISO 45001 with zero non-compliances. This proactive step in continually improving our integrated environmental, health and safety performance enables us to achieve positive synergy among our contractors and workers. It also promotes the continuous identification of risks and opportunities from a lifecycle perspective.

We developed our methodology for performance measurement, monitoring, analysis and evaluation, which applies to ISO45001 and FLHSS audit, and it includes the following elements:

- Acceptance criteria and appropriate performance indicators, including both qualitative and quantitative measures
- Frequency of measurement, monitoring, analysis and evaluation
- Industry best practices
- Identification of responsible persons
- Actions to be taken when results are unsatisfactory
- Calibration and maintenance of measurement and monitoring equipment used

The results will be communicated internally and externally in accordance with our procedures, and to other interested parties.



### 0 fatalities or major injuries

Zero fatalities, major injuries or confirmed incidents of non-compliance with relevant laws or regulations across our operations

## Building a Culture of Safety

We strive to build a culture of safety in our work environment and this is achieved by providing different avenues to employees to participate in the implementation of health and safety policy and measures, and encouraging feedback for improvements.

Building supervisors and frontline staff play an important role in identifying occupational health and safety hazards and assessing risks and opportunities. They are also consulted in reviewing the competency requirements, training needs, and the implementation and evaluation of training programs as well as the Occupational Health and Safety Policy.

In addition, we hold regular Health and Safety Committee Meetings for staff members during which they can raise their concerns and identify possible solutions. We have also put in place a feedback system, including a suggestions box for staff to report occupational health and safety risks.

## System upgrade



One Raffles Link, One Raffles Quay and Marina Bay Financial Centre Tower 1, 2 and 3 in Singapore are now certified to ISO 45001

## Safety Training and Preparation

Hongkong Land was the first property company in Hong Kong to train its staff and tenants as Fire Marshals. The training includes the escape and evacuation procedure contained in our Fire Orders manual. The tenants acquired knowledge on fire prevention, fire marshal duties and the use of portable fire-fighting equipment. We believe that involving our tenants in training can help prevent fire occurrence in the tenants' premises and ensure safe evacuation in the unlikely event of a fire.

Regular briefings are also arranged for our vendors and contractors to better understand our health and safety requirements and expected occupational health and safety practices. They are encouraged to refer and comply to the Occupational Health and Safety Policy of Hongkong Land.

In Cambodia, refresher briefings for our tenants' fire marshals and practical firefighting training for tenants are held. We also provide training on lift escape scenarios with participation from building operational staff, technicians and contractors, as well as first aid and AED training, and training on Standard Operation Procedures for staff with monthly tests on health and safety knowledge.

In Singapore at One Raffles Link and CityLink Mall, safety barriers were installed in the ejector rooms, loading bay and rubbish compactor rooms to prevent serious injuries from falling. Marina Bay Financial

Centre Tower 1 and 2, and Marina Bay Link Mall also conducted the Community Emergency Preparedness Programme (CEPP) jointly with the Singapore Civil Defence Force (SCDF), which included first aid and fire training in April 2019.

## Safety First in the Chinese mainland

To demonstrate our commitment to establish the 'safety first' culture in the Chinese mainland, a Health, Safety and Environmental Committee chaired by the Group Executive Director was established in 2019. Full-time safety personnel are also employed for each individual project to improve awareness of health and safety, and to ensure relevant requirements are met. In addition, the Safety Handbook is issued to all employees to improve awareness of health and safety practices in the workplace.



## Safety training

(Central Portfolio, Hong Kong)

**400** tenant employees attended our fire marshal training

**262** staff completed CPR & AED training and qualified

**315** staff completed Green Card Training

More than 315 staff completed the Mandatory Basic Safety Training Courses (commonly known as 'Green Card')



## Drills

We require precise planning to ensure the fastest response and recovery possible when responding to potential emergency events. Drills can help evaluate existing plans, familiarise occupants with alarms and evacuation routes, and provide a training opportunity for wardens. Fire drills are conducted with tenants on an annual basis to reinforce awareness about the Fire Emergency Plan and to practise the evacuation procedure. Other emergency drills include scenario testing for incidents of power failure, medical emergencies, people trapped in the lift, typhoons, flooding, pandemics and chemical spillage.

This year we also conducted a joint rescue exercise with the Hong Kong Fire Services Department at the underground seawater pump room, which was a unique exercise that provided the team with insight into underground seawater pump room safety.

At EXCHANGE SQUARE in Cambodia we conduct fire drills for all tenants. Fire drills are held twice a year for office tenants and once a year for retail tenants, with a total of 277 tenants and 39 property management staff attending in 2019.

## Health and Safety Inspection

Inspection is a key component of good health and safety management. It allows us to understand risks, identify hazards and implement preventive measures to avoid accidents. Our building staff carry out routine inspections on daily basis. On top of that, special inspections are conducted by registered safety officers and building staff to identify unsafe conditions and unsafe acts.

Unsafe conditions include those that could create slip, trip and fall hazards, such as uneven floors or trailing cables. They also include faulty or damaged work equipment and electrical appliances and systems. Unsafe acts include not wearing personal protective equipment or not following safe working procedures. Health and safety inspections cover areas, such as fitting out, back of house, plant room sites, food and beverage premises and office workplaces. Non-business hour surprise checks are also conducted.

For our projects in the Chinese mainland, independent safety audits are conducted quarterly to monitor performance, to identify areas for improvement and to enhance our health, safety and environmental management performance.

## Drills

(Central Portfolio, Hong Kong)



**20** fire drills



**40** emergency drills

## Health and safety inspections

(Central Portfolio, Hong Kong)



**Daily, routine inspections and 230 special inspections**

- Fitting out, back of house and plant room sites
- Food and beverage outlets
- Office workplaces
- Non-office hours



## Ensuring People and Properties are Secure

### Security Risk Assessment

Hongkong Land takes security matters seriously and has invested substantially in upgrading security systems and improving physical security across our properties. In addition to the annual FLHSS audit, which monitors health and safety performance, a Security Risk Assessment (SRA) is conducted for each building by an external security consultant every three years. The SRA covers all aspects of security risk from global threats to the local law and order situations. It assesses the details of security protection and other security arrangements for each building.

An external security consultant conducted general threat assessments in November 2019 on cities where Hongkong Land has business interests. All cities assessed scored either 'Low risk' or 'Very Low risk' for most security aspects.

### Building Security Review

In view of the prolonged social unrest in Hong Kong, a special building security review of the Hong Kong portfolio was conducted by an external security consultant in September 2019. It identified potential vulnerable areas and provided recommendations to enhance both physical security and resource deployment. As a result, the implementation of a building lockdown is now more effective, the

buildings are better protected and staff are better prepared for public order events.

### External Initiatives

#### Vision Zero Campaign

Hongkong Land joined the Hong Kong launch of the International Social Security Association's (ISSA) Vision Zero Campaign. The campaign involves a pledge to build a healthy and safe working environment within the Company.

#### Occupational Safety and Health Awards

In Hong Kong, our efforts in health and safety were recognised by the Hong Kong Occupational Safety and Health Award. In 2019, we won in the following categories:

- Gold – Safety Management System Award, which recognises organisations that have outstanding achievements in OSH through the implementation of sound safety management systems
- Merit – OSH Annual Report Award, recognising organisations with excellence in the presentation of OSH performance and community development information in annual or sustainability reports
- Safety Performance Award, which recognises organisations that can demonstrate outstanding performance in OSH within a particular sector. Entrants must prove that they have maintained a good safety record over the previous three years

In Singapore, One Raffles Link received the IFMA Certificate of Excellence in Occupational Health and Safety in 2019 for our outstanding health and safety performance, and obtained the bizSAFE Partner Award from the Workplace Safety and Health Council.

## Regional Highlights

### Indonesia

20 health and safety training modules were provided to employees twice a year.

### The Philippines

The Mandani Bay Suites in Cebu celebrated eight million safe person hours with zero lost time incidents.

### Chinese mainland

A Zero-Harm Training Centre was established in Chongqing to improve the health and safety awareness of contractors and staff members of Hongkong Land.

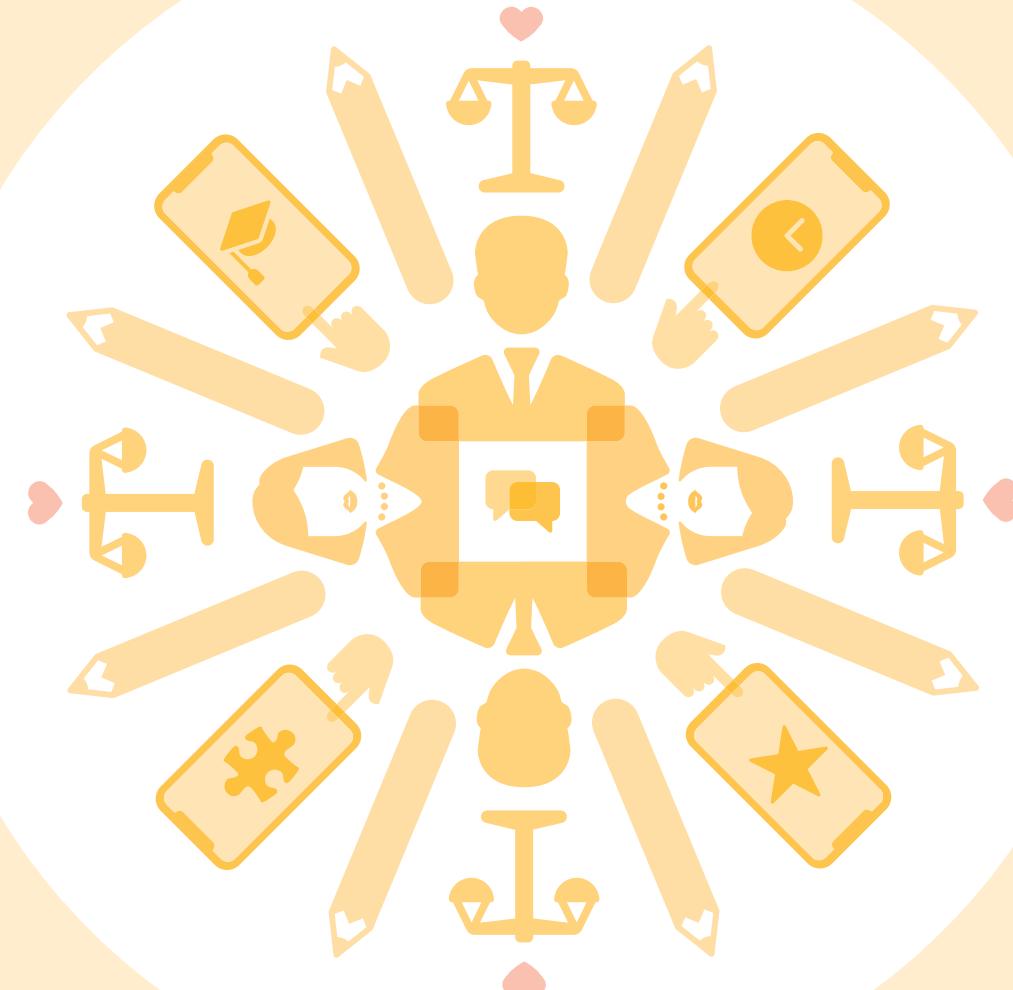


# People

## *Developing and Rewarding Talent*

Hongkong Land's success is driven by our people. The way we treat our employees, and how they engage with our tenants and suppliers, reflects our core values. We are committed to investing in talent development, improvements to our performance management systems, recruitment programmes and training opportunities.

Ensuring our employees are happy, healthy and motivated is central to attracting and retaining the best talent and maintaining our leadership position. This year we continue to encourage a healthy lifestyle and introduced new programmes across the region with a focus on physical and mental health for our employees.

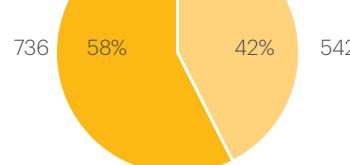


## Employee demographics\*

### Permanent and full-time employees

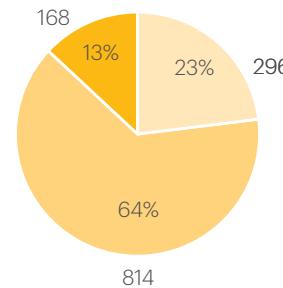
#### Gender

- Male
- Female



#### Age groups

- Under 30
- 30-50
- Over 50



#### New hires



**307**

#### Turnover rate



**11.8%**

\* Data included Investment Properties identified within GRI boundary and Central Mansions which shares human resources with EXCHANGE SQUARE in Cambodia.

## Our Approach to People

Our people strategy is guided by Hongkong Land's Code of Conduct that emphasises respecting diversity and protecting human rights, as well as our responsibility for nurturing, developing and recognising our employees fairly. Our approach also focuses on the key issues identified by our materiality assessment, including talent attraction, retention and development and wellbeing.

In attracting and retaining talent, our approach is to promote employees from within the Company as much as possible. We provide continuous development opportunities, a transparent appraisal system, appropriate recognition, as well as attractive remuneration packages. We also review our compensation and benefit packages regularly to ensure it is competitive and attractive to our employees. We also emphasise the physical and mental wellbeing of our employees and promote both work-life balance and an active lifestyle.

We regularly review our performance and approach to reflect changes in both societal expectations and regulations and to ensure we are effectively managing our material topics and addressing areas for improvement.

## Engaging our People

Workplaces that foster relationships based on trust and respect are key to the success of our business. An important element in achieving this is understanding the needs and expectations of our people so that we can develop suitable policies and work environments together.

In the fourth quarter of 2019, we conducted an online Staff Engagement Survey in Hong Kong, the Chinese mainland, Singapore and Cambodia with a total of 1,700 employees participating. This regular exercise enabled us to better understand our employees' thoughts and feelings about the various aspects of their jobs and about the Company as a whole. Questions were asked about satisfaction levels in the workplace, whether employees are able to maintain a healthy balance between work and personal commitments, and if their supervisors provide continuous and constructive feedback on their performance. The survey is being analysed and the results will be used to formulate actions to improve the work environment and enhance the overall performance of our Company.

## Online staff engagement survey



**1,700** responses

## Wellbeing

### Employee Wellness

To raise awareness of the importance of wellbeing and having an active lifestyle, we designed wellness programmes for employees across the region, including our Healthy Land Happy Land Employee Wellness Programme.

Health and wellness activities include:

- Lunch & Learn seminars with different topics such as physical health, mental health, nutrition and Chinese medicine
- Regular health and wellness updates that cover topics such as informative health news and recipes for smart eating
- Wellness workshops and training, including pilates, deep therapy yoga and sound-healing meditation classes
- Free or sponsored gym memberships
- Setting up of sports clubs with sponsorships

### Care for our people



**Physical health    Mental health**

### Physical and Mental Wellbeing

All employees across the region received medical check-ups to help them understand their health conditions and detect any potential issues.

In 2019, Hongkong Land became a signatory of the Mental Health Workplace Charter, an initiative by Hong Kong's Department of Health to promote mental wellbeing in the workplace. In recognition of our efforts to promote mental wellbeing and to create an inclusive and friendly work environment for employees with mental health issues, we were awarded the title of Mental Health Friendly Supreme Organisation by the initiative.



## Regional Highlights

### Vietnam

Jardines' Familympics was organised with the participation of all Jardine Matheson's businesses in Vietnam. More than 1,300 staff members and their families competed in a host of fun sporting games and challenges.



### The Philippines

To encourage employees to live a healthy lifestyle and improve physical wellbeing, the Step Challenge Programme provides incentives for staff to climb 10,000 steps per day in Cebu.



## Attracting and Retaining Talent

Supporting our people to grow and develop is critical not only for their career development but for our business success. The more productive our people are, the more effective we will all be in our collaboration for a more sustainable future.

### Graduate Recruitment Programme

To attract the best talent and support continuous business growth in the Chinese mainland, Hongkong Land's China Graduate Recruitment Programme continues to be a key focus of our talent management programme. Approximately 30 new trainees were recruited in the Chinese mainland, all of which entered the 18-month trainee programme in 2019. With the objective of growing functional talent, the comprehensive programme includes a nine-day

orientation programme with training and mentorship throughout the course, followed by graduates being assigned to work in different offices in the Chinese mainland to learn varied skills and support the business holistically.

### Training and Development

Hongkong Land provides both online and offline employee training. In 2019, a total of 9,145 hours of in-person training were taken by the staff of Hong Kong Central Portfolio; One Raffles Link, One Raffles Quay, Marina Bay Financial Centre in Singapore; WF CENTRAL in Beijing; and EXCHANGE SQUARE and Central Mansions in Cambodia.

In 2018, Hongkong Land launched HKL Discover, a centralised e-learning platform. This real-time platform offers personalised training solutions,

## Staff training and development

### In-person training



### Online training



enabling employees to connect, acquire new knowledge and share learnings anytime, anywhere.

HKL Discover supports our regional talent development strategy in alignment with Hongkong Land's business expansion in the Chinese mainland and Southeast Asia. It nurtures a learning culture and offers personalised e-learning solutions for employees, at different levels and locations in multiple languages, through a centralised platform.

Around 2,000 employees accessed the platform and participated in a total of 3,413 hours of training in 2019. Our goal is that HKL Discover's online discussion platform facilitates the generation and sharing of knowledge and innovative ideas across the Company. This initiative was awarded the Jardine Matheson HR Award 2018 in the Best Learning & Development Category.

## Talent Pool Management

Hongkong Land maintains a pool of centralised talent resources, comprising functional professionals with the skill sets needed for design, project, construction and asset management, among others. They are trained so they can work in Southeast Asian countries to lead new project development as and when needed. We also conduct annual succession planning reviews for senior management roles to ensure we have a sustainable leadership pipeline.

## Further Education Sponsorship

Hongkong Land is committed to nurturing a learning culture and providing support to employees who wish to further develop job-related skills and knowledge. We provide sponsorships for high performers to take educational courses or professional examinations offered by accredited educational or professional institutes. All permanent full-time employees who have been with the Company for more than a year are eligible to apply and, in 2019, eight sponsorships were awarded with 40 in progress.

## Recognition

Recognition is one of the key motivating factors that provides employees with increased job satisfaction and encouragement to perform their jobs more effectively. In Hong Kong, our recognition programme acknowledges employees that demonstrate our core values, and helps to foster our company culture, promote good employee relations and improve morale.



Awards, comprising the following four categories, include:

- Appreciation Award to employees with a good work attitude and performance when carrying out their duties
- Achievement Award to recognise employees with exceptional performance for major tasks / projects or excellent performance in managing incidents
- Outstanding Customer Service Award to recognise excellent service provided to external or internal customers
- Best Suggestion Award to recognise innovative ideas, including improving work / operational efficiency in ways that generate revenue or produce cost savings for the Company

Hongkong Land awarded 10 Appreciation Awards in 2019 with certificates and cash prizes presented to the recipients.

## Performance Management System

### Performance Management Cycle

All employees participate in the annual performance management process, which begins with the Executive Director setting objectives that align with business strategy. Then, performance appraisals are conducted for the previous appraisal period and department heads and managers set individual targets.

Our structured and interactive performance review process involves reviewing job competency, assessing if objectives have been achieved and setting new ones, identifying overall training and development needs, and the sharing of a performance assessment grade and feedback. Throughout the cycle, coaching is provided to employees by their manager to support performance improvement.

### e-PMS



**1,500** users

## Performance Management Cycle



### Objectives

Set by Executive Director



### Individual targets

Set by Department heads and managers



### Performance appraisals

**Coaching by managers to support performance improvement throughout the cycle**

### Performance Management Goes Electronic

Hongkong Land's electronic-Performance Management System (e-PMS) was launched in 2017. It was made available to managers in Hong Kong and Southeast Asia, as well as, administrative staff with supervisory roles in Hong Kong and Singapore. In 2019, the e-PMS was extended to our offices in the Chinese mainland and we had a total of 1,500 e-PMS users. This system increases transparency in the performance management process and ensures a seamless approval process across geographical

barriers. This is achieved by enabling direct access to previous appraisal records, by both appraisees and appraisers anytime and anywhere, which saves time and labour as well as the costs of printing, tracking and collecting paper appraisal forms. This paperless process also facilitates data analysis, rating calibration and talent management.

## Digitising Sustainability Information

We are constantly looking for innovative ways to share our sustainability messages and information and, in 2019, we launched a collection of digital platforms and services for our employees, tenants and visitors. This initiative aims to deepen connections with all users of Hongkong Land properties in Hong Kong and Singapore.

### CENTRICITY

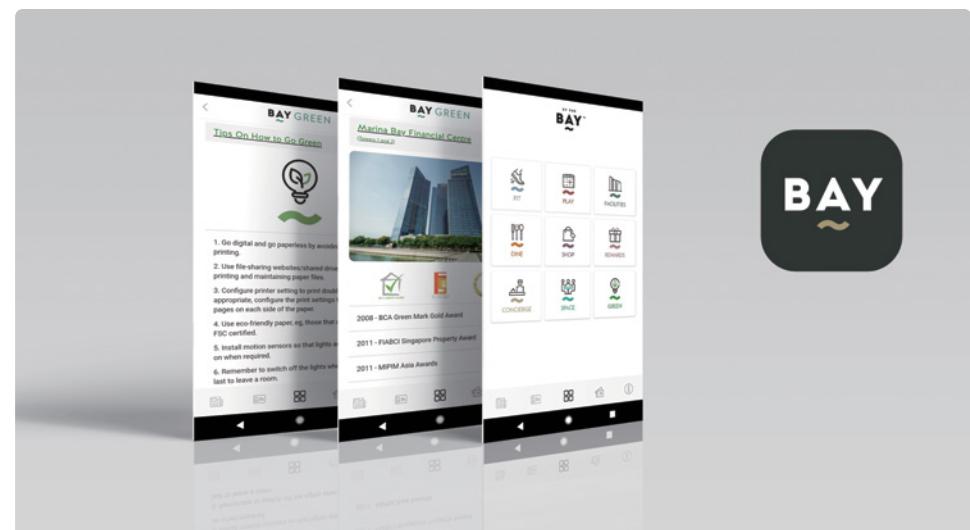
In Hong Kong, we launched CENTRICITY which is an exclusive collection of services for our tenants and their employees in the Central Portfolio. CENTRICITY seamlessly fuses work and lifestyle through a mobile app offering access to book event spaces, F&B privileges, concierge services and a wide range of

curated events. The app serves as a platform to promote sustainable practices, wellness and healthy living information to the members.

Another key offering by CENTRICITY is Catchic and Catch & Go, healthy, fresh and sustainably-run dining outlets for our tenants and their employees. This is showcased through responsible consumption and production. We do not sell any single-use plastic and only stock sustainable packaging that is plant-based and compostable. All food waste is taken to Hongkong Land's onsite decomposer and we continue to make efforts to limit emissions through the meat and fish we source, and instead of imported water, we filter, purify and carbonate our tap water onsite.

### By The Bay

By The Bay, an initiative of Raffles Quay Asset Management (RQAM), was implemented at One Raffles Quay, Marina Bay Financial Centre and Marina Bay Link Mall in Singapore to elevate our engagement with the community by connecting with our employees, visitors to the mall, office tenants and residents in the residential towers. Through the app, we are able to share information on our green building efforts and engage the community to support our sustainability initiatives. The app also integrates features such as secured building access, visitor registration and information on concierge services, fitness classes, workshops, as well as shopping and dining promotions and rewards.



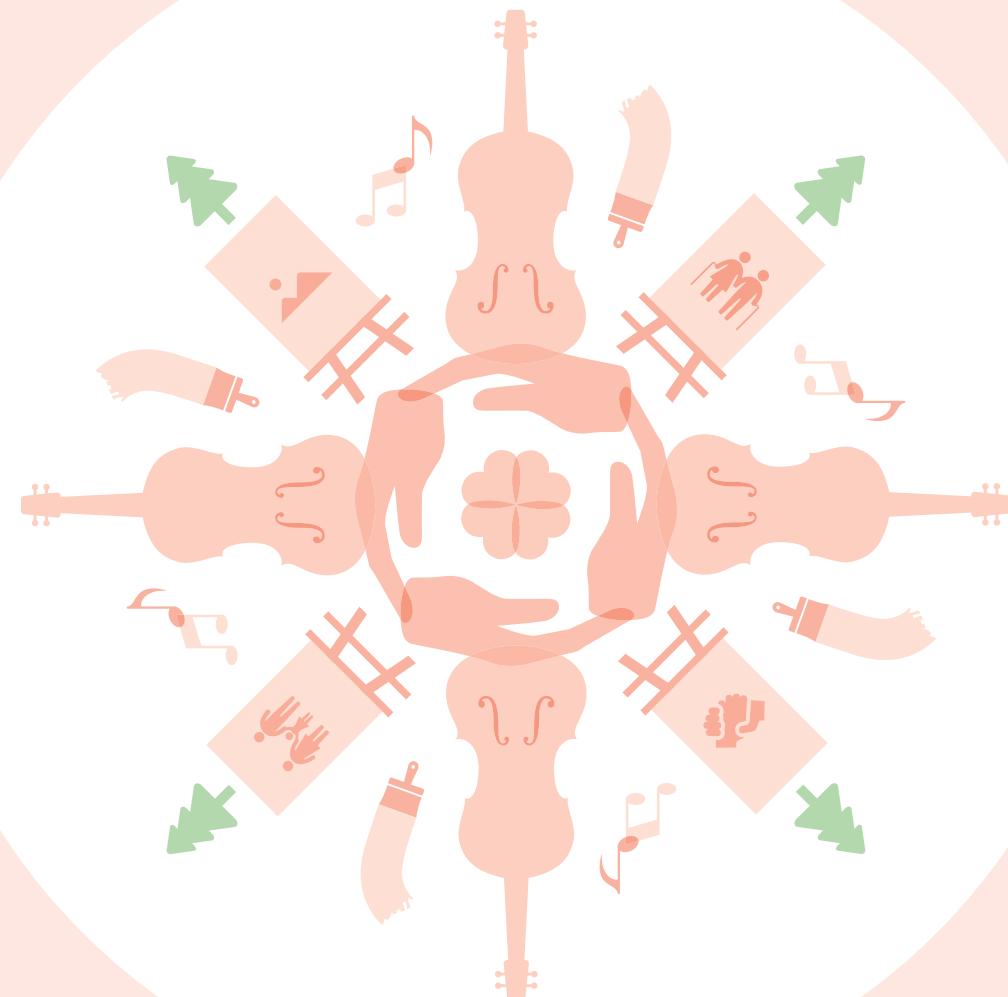
# Community

## *Taking Care of our Community*

At Hongkong Land, caring for the community and being a good corporate citizen are core values. This is reflected in our continuous support to various community fundraising activities and staff volunteering opportunities across different regions.

One of the roles that Hongkong Land plays within the community is that of a supporter and sponsor of arts and culture. We offer our properties as venues, make donations to charities and encourage our employees to volunteer with a wide range of organisations that help make our cities better places to live and work.

By collaborating with our communities, we foster healthier relationships and better understanding. Collaboration also helps make our properties more functional and beneficial to the communities in which they exist.



## Our Approach to Community Investment and Engagement

We believe that when our communities thrive, so do our employees, tenants and other stakeholders. Supporting local communities is not only a key topic identified by our materiality assessment, it is strategically aligned with our business goals. We review our programmes across the region regularly to ensure that our investment and engagement activities support the needs and priorities of our communities, are effectively implemented and are focussed on creating positive, measurable impact.

## Community Engagement Initiatives

### Voice up and Walk up

Walk Up Jardine House is Jardine Matheson's annual charity event organised with the support of Hongkong Land. Since 1982, the event has raised more than HK\$46 million to support charitable activities in

Hong Kong. More than 500 people, including Jardine Matheson executives and teams from Hongkong Land, participated and climbed 49 floors to the Penthouse of Jardine House in 2019.

In 2019, under the theme of 'Voice Up', a total of HK\$3.4 million was raised for MINDSET, a registered charity that focuses on mental health issues. The charity was founded in 2002 by the Jardine Matheson Group. Together, we hope to create a society that is more understanding and responsive to mental health issues.

### Community Concert

Music breaks down barriers and brings people together regardless of their background. In 2019, we were honoured to have Premiere Performances of Hong Kong and the New Dutch Academy performing for us at the Rotunda, Exchange Square in Hong Kong, in January and April, respectively.

### Supporting STEAM Education

In 2019, the CENTRAL Rat Race organised Science, Technology, Engineering, Art and Mathematics (STEAM) educational workshops to invite children and their parents, and NGOs partners, to explore innovative technologies and use their creativity to the fullest. We hosted fun events where the participants were able to make their own music boxes, complete with a personalised song and decorations.

### Nature to Sculpture

In Hong Kong, Exchange Square hosted the exhibition 'A Journey from Nature to Sculpture' at The Rotunda, which provided valuable insights into how one couple pursues the art of modern marble sculpture. Hong Kong-born sculptor Cynthia Sah and French-born former interior architect Nicolas Bertoux demonstrated their passion for transforming marble and other unbending gifts of nature into art forms that embody Eastern and Western design principles, while creating an almost unimaginable fluidity.





### Tree Planting in Cebu

In the Philippines, volunteers including Hongkong Land employees, the Vicsal Foundation and representatives from the Department of Environment and Natural Resources planted 5,000 seedlings at Ga-as, Balamban, Cebu on 7th September 2019. Going forward, the goal is to plant 40,000 seedlings across the whole Mandani Bay Development.

In a few years, these seedlings will become trees that will act as air filters by absorbing carbon dioxide and air pollutants. In addition, the fruit-bearing seedlings will become a source of income for the nearby community and contribute to its economic development.

Through this initiative, we also gain credits for the Building for Ecologically Responsive Design Excellence (BERDE) programme, the National Voluntary Green Building Rating System established by the Philippine Green Building Council (PHILGBC).

### Art in Jakarta

In Jakarta, and as a continuation of the exhibitions in the lobby of World Trade Centre 3 supporting emerging Indonesian artists, Jakarta Land presented the Bring Out The Pop! exhibition from January to May 2019. In addition, and as a festive celebration for the holy month of Ramadan, the lobby area of World Trade Centre 2 and 3 hosted the Islamic Art Exhibition in February and March 2019, featuring work from established and emerging Indonesian artists.



## Regional Highlights

### Chinese mainland

In Beijing, Hongkong Land hosted the Hongkong Land x Art Dream Wulu Planet Workshop (音畫夢想體驗式藝術活動). The 90-minute activity combined different forms of art and music, to cultivate children's ability to find art in life, have fun and creatively solve problems and cooperate with each other.

In Chongqing, we supported the building of two primary schools with a total capacity of 4,050 students and established an RMB\$100 million education fund to support local education and teachers' development.



### Malaysia

Hongkong Land made an annual food and cash donation of MYR\$20,000 to selected orphanages and nursing homes in Kuala Lumpur.

### Vietnam

We supported the Saigon Children's Charity through sponsorship of their child support and school building programme with a total of S\$15,000 raised.

### Cambodia

Hongkong Land is helping to renovate the Phnom Toch Primary School in Kampot Province.



## Awards, Recognition and Certifications

Category	Location	Building	Awarding organisation	Award / Recognition / Certification	
<b>Environment</b>					
<b>Green Buildings</b>	Hong Kong	One, Two and Three Exchange Square and The Forum	Professional Green Building Council and Hong Kong Green Building Council	Hong Kong Green Building Award – Grand Award (Existing Building Category: Facilities Management)	
		One Exchange Square	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Two Exchange Square	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Three Exchange Square	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		The Forum	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Jardine House	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Chater House	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Alexandra House	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Gloucester Tower	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Edinburgh Tower	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		York House	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Landmark Atrium	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
		Prince's Building	Hong Kong Green Building Council	BEAM Plus Certification for Existing Buildings – Platinum	
	Singapore	Exchange Square Headquarters Office	Hong Kong Green Building Council	BEAM Plus Certification for Interiors – Platinum	
		Marina Bay Financial Centre Tower 1, 2 & 3	Building and Construction Authority, Singapore Government	Green Mark Certification – Platinum	
		Marina Bay Link Mall	Building and Construction Authority, Singapore Government	Green Mark Certification – Platinum	
		One Raffles Quay	Building and Construction Authority, Singapore Government	Green Mark Certification – Platinum	
		One Raffles Link	Building and Construction Authority, Singapore Government	Green Mark Certification – Gold Plus	
		J Gateway	Building and Construction Authority, Singapore Government	Green Mark Certification – Gold Plus	
Beijing, China	WF CENTRAL	Ministry of Construction, PRC	China National Green Building Certification – Three Stars		

## Awards, Recognition and Certifications

Category	Location	Building	Awarding organisation	Award / Recognition / Certification
<b>Environment</b>				
<b>Green Buildings</b>	Chongqing, China	Yorkville North – Commercial – Tower A	U.S. Green Building Council	LEED Building Design and Construction: Core and Shell Development (Gold)
		Yorkville North – Commercial – Tower B	U.S. Green Building Council	LEED Building Design and Construction: Core and Shell Development (Gold)
		New Bamboo Grove – Phase 1	Chongqing Housing and Urban Rural Construction Commission, PRC	Certification of Eco-residential (Completion Label)
	Cambodia	EXCHANGE SQUARE	Building and Construction Authority, Singapore Government	Green Mark Certification – Gold
	Indonesia	World Trade Centre 2 & 3	Building and Construction Authority, Singapore Government	Green Mark Certification – Gold
<b>Building Management</b>	Hong Kong	Central Portfolio	International Facility Management Association Hong Kong Chapter	Certificate of Excellence in Asia Pacific Award of Excellence in Environmental Stewardship
<b>Indoor Air Quality</b>	Hong Kong	Central Portfolio	Environmental Protection Department, HKSAR Government	Good Class or above, Hong Kong's Indoor Air Quality (IAQ) Certification Scheme
<b>Water Management</b>	Hong Kong	Central Portfolio	Water Supplies Department, HKSAR Government	Certificate of Quality Water Supply Scheme for Buildings – Fresh Water (Management System) and Flushing Water
	Macau	One Central Macau	Marine and Water Bureau, Macau SAR Government	Advanced Level Certificate
<b>Waste Management</b>	Singapore	Marina Bay Link Mall	National Environment Agency, Singapore Government	3R Award for Shopping Malls (Merit Award)
<b>Building and Construction Innovation</b>	Chongqing, China	Yorkville North – Phase Three	buildingSMART Hong Kong (bSHK)	The 5th International BIM Awards – Best BIM Application Award for Building Complex
		Yorkville North – Phase Three	Talent Exchange Centre, Ministry of Industry and Information Technology, PRC	The 2nd 'Youlu Cup' National BIM Technology Competition (Silver Award)
		Yorkville North – Phase Three	Chongqing Survey and Design Association, China	The 4th Building Information Modelling (BIM) Application – Integrated Application Award (Level 2 Award)
		Yorkville North – Phase Three	Building Information Commission, Sichuan Society of Architects and Civil Engineers, China	The 3rd 'Libing Award-Kaiming Cup' BIM Match (Level 1 Award)
		Yorkville North – Phase Three	Hubei Association of Construction Industry, China	Hubei BIM Competition for Construction Project (Level 2 Award)

## Awards, Recognition and Certifications

Category	Location	Building	Awarding organisation	Award / Recognition / Certification
<strong>Environment</strong>				
Environmental Management System	Hong Kong	Central Portfolio	The British Standards Institution	ISO 14001:2015
	Singapore	One Raffles Link	SOCOTEC Certification International	ISO 14001:2015
		One Raffles Quay	SGS United Kingdom Ltd	ISO 14001:2015
		Marina Bay Financial Centre Tower 1, 2 & 3	SGS United Kingdom Ltd	ISO 14001:2015
Water Efficiency Management System	Singapore	One Raffles Link	SOCOTEC Certification International	ISO 46001:2019
<strong>Health and Safety</strong>				
Occupational Health and Safety	Hong Kong	Chater House	Occupational Safety and Health Council, Hong Kong	The Hong Kong Occupational Safety and Health Award – Safety Management System Award (Gold)
		Central Portfolio	Occupational Safety and Health Council, Hong Kong	The Hong Kong Occupational Safety and Health Award – OSH Annual Report Award (Merit)
		Chater House	Occupational Safety and Health Council, Hong Kong	The Hong Kong Occupational Safety and Health Award Safety Performance Award
	Singapore	One Raffles Link	International Facility Management Association Hong Kong Chapter	Certificate of Excellence in Asia Pacific Award of Excellence in Occupational Health and Safety
		One Raffles Link	Workplace Safety and Health Council, Singapore	bizSAFE Partner Award
	Chongqing, China	Central Avenue – Phase 4	Chongqing Association of Construction Safety Control, China	Certificate of Safe Construction Site in Chongqing
		Landmark Riverside – Phase 5	Chongqing (Nanan) Housing and Urban Rural Construction Commission, PRC	Certificate of Top 10 Safe Construction Site in Nanan District
Occupational Health and Safety System	Hong Kong	Central Portfolio	The British Standards Institution	OHSAS 18001:2007
	Singapore	One Raffles Link	SOCOTEC Certification International	ISO 45001:2018
		One Raffles Quay	SGS International Certification Services Singapore Pte Ltd	ISO 45001:2018
		Marina Bay Financial Centre Tower 1, 2 & 3	SGS International Certification Services Singapore Pte Ltd	ISO 45001:2018
<strong>People</strong>				
Wellbeing	Hong Kong	Central Portfolio	Department of Health, HKSAR Government	Mental Health Friendly Supreme Organisation

## Green Memberships and Associations

Location	Organisation	Type of Membership
Hong Kong	Business Environment Council	Council Member Steering Committee members of advisory groups
Hong Kong	Hong Kong Green Building Council (HKGBC)	Gold Patron member Board of Directors Steering Committee for HKGBC BEAM Plus New Building Revamp
Hong Kong	BEAM Society Limited	Expert Panel members

## Summary of Performance Data for the Year 2019

	Unit	Total <sup>1</sup>
<b>Environment</b>		
<b>Energy consumption</b>		
Purchased electricity	MWh	243,137
District cooling <sup>2</sup>	MWh	31,464
District heating <sup>3</sup>	GJ	17,870
Indirect energy consumption (purchased electricity)	GJ	1,006,433
Fuel (non-renewable source) – Diesel	Litres	81,682
Total fuel consumption	GJ	3,133
Total energy consumption	GJ	1,009,565
Energy intensity	GJ/Square metre	0.745
<b>Renewable energy</b>		
Generated electricity	MWh	10.5
<b>Carbon emissions</b>		
Direct carbon emissions (Scope 1) <sup>4</sup>	Tonnes of CO <sub>2</sub> e	1,838
Indirect carbon emissions (Scope 2) <sup>5</sup>	Tonnes of CO <sub>2</sub> e	158,562
Total carbon emissions (Scopes 1 & 2)	Tonnes of CO <sub>2</sub> e	160,400
Carbon emissions intensity	Tonnes of CO <sub>2</sub> e/Square metre	0.118
<b>Materials used</b>		
Refrigerants refilled <sup>6</sup>	Kilograms	1,292
<b>Water consumption</b>		
Total water consumption – municipal	Cubic metre	897,341
Total water consumption – rainwater collected directly and stored by the organisation	Cubic metre	5,848

	Unit	Total <sup>1</sup>
<b>Environment</b>		
<b>Material recycling &amp; treatment (Non-hazardous)</b>		
Paper	Tonnes	972
Metal / aluminium cans	Tonnes	11
Plastic	Tonnes	32
Glass bottles	Tonnes	96
Cloth hangers	Number	22,268
Toner / Ink-jet cartridges	Number	70
Food waste treatment	Kilograms	68,690
<b>Material recycling (Hazardous)</b>		
Rechargeable batteries	Number	74
Fluorescent tubes	Tonnes	5
<b>Waste disposal</b>		
Commercial waste	Tonnes	8,310

Note:

- 1) Data included Hong Kong Central Portfolio; One Raffles Link, One Raffles Quay, Marina Bay Financial Centre in Singapore; WF CENTRAL in Beijing; and EXCHANGE SQUARE in Cambodia unless otherwise stated.
- 2) District cooling was only applicable to Singapore. The power consumption from district cooling for Singapore was estimated based on the chilled water supply consumption and plant efficiency.
- 3) District heating was only applicable to WF CENTRAL in Beijing.
- 4) Direct carbon emissions included diesel and refrigerant containing HFCs or HCFCs refills.
- 5) Indirect carbon emissions included purchased electricity, district heating and cooling.
- 6) Refrigerants refilled included R123 and R134a.

## Summary of Performance Data for the Year 2019

	Unit	Total <sup>1</sup>	Hong Kong	Beijing	Singapore	Cambodia
<b>People</b>						
<b>Employee demographics</b>						
Number of permanent and full-time employees	Number of people	1,278	861	181	116	120
- By gender						
- Male	Number of people	736	521	90	54	71
- Female	Number of people	542	340	91	62	49
- By age group						
- Under 30 years old	Number of people	168	83	25	11	49
- 30-50 years old	Number of people	814	530	148	70	66
- Over 50 years old	Number of people	296	248	8	35	5
Number of new employee hires during the reporting period	Number of people	307	210	41	20	36
Rate of employee turnover during the reporting period	%	11.8	9.3	16.0	10.5	24.2
<b>Training and education</b>						
Number of in-person training hours	Hours	9,145	5,562	1,751	706	1,126
Average in-person training hours						
- By employee	Hours	7.2	6.5	9.7	6.0	9.4
- By gender						
- Male	Hours	7.3	6.6	10.4	7.0	8.7
- Female	Hours	7.0	6.2	9.0	5.2	10.4
Number of online training hours <sup>2</sup>	Hours	3,413				
Rate of employees receiving regular performance and career development reviews	%	100	100	100	100	100

Note:

1) Unless otherwise stated, data included Hong Kong Central Portfolio; One Raffles Link, One Raffles Quay, Marina Bay Financial Centre in Singapore; WF CENTRAL in Beijing; EXCHANGE SQUARE and Central Mansions, which share human resources in Cambodia.

2) The data included all Hongkong Land employees who have access to the online platform, HKL Discover.

## Summary of Performance Data for the Year 2019

	Unit	Total <sup>1</sup>
<b>Health and Safety</b>		
<b>Work-related injuries<sup>2</sup></b>		
<b>For all employees:</b>		
Number of fatalities as a result of work-related injury	Number of people	0
Rate of fatalities as a result of work-related injury <sup>3</sup>	Number per 200,000 man-hours	0
Number of high-consequence work-related injuries <sup>4</sup> (excluding fatalities)	Number of people	0
Rate of high-consequence work-related injuries <sup>5</sup> (excluding fatalities)	Number per 200,000 man-hours	0
Number of recordable work-related injuries <sup>6</sup>	Number of people  (Include laceration and cut, contusion and bruise, and sprain and strain)	7
Rate of recordable work-related injuries <sup>7</sup>	Number per 200,000 man-hours	0.6
Number of hours worked <sup>8</sup>	Hours	2,339,649

Note:

- 1) Unless otherwise stated, data included Hong Kong Central Portfolio; One Raffles Link, One Raffles Quay, Marina Bay Financial Centre in Singapore; WF CENTRAL in Beijing; EXCHANGE SQUARE and Central Mansions, which share human resources in Cambodia.
- 2) Work-related injury or ill health referred to the negative impacts on health arising from exposure to hazards at work.
- 3) Rate of fatalities represented the number of fatalities per 200,000 man-hours. It was calculated as 'total number of fatalities multiplied by 200,000 and then divided by total hours worked'. The factor 200,000 was the assumed annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year.
- 4) High-consequence work-related injury referred to a work-related injury from which the worker could not, did not, or was not expected to recover fully to pre-injury health status within 6 months.
- 5) Rate of high-consequence work-related injuries represented the number of high-consequence work-related injuries per 200,000 man-hours. It was calculated as 'total number of high-consequence work-related injuries multiplied by 200,000 and then divided by total hours worked'. The factor 200,000 was the assumed annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year.
- 6) Recordable work-related injury or ill health was a work-related injury or ill health that resulted in any of the following: days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it did not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.
- 7) Rate of recordable work-related injuries represented the number of recordable work-related injuries per 200,000 man-hours. It was calculated as 'total number of recordable work-related injuries multiplied by 200,000 and then divided by total hours worked'. The factor 200,000 was the assumed annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year.
- 8) The number of total working hours was estimated based on the contractual working hours of all staff in a year and excluded paid Annual Leaves, Rest Days and Statutory / Public Holidays according to different types of employees.

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 102: General disclosures 2016</b>		
<b>1 Organisational profile</b>		
102-1	Name of the organisation	<a href="#">About Hongkong Land</a>
102-2	Activities, brands, products, and services	
102-3	Location of headquarters	
102-4	Location of operations	
102-5	Ownership and legal form	
102-6	Markets served	
102-7	Scale of the organisation	<a href="#">About Hongkong Land</a> <a href="#">Appendix: Summary of Performance Data for the Year 2019</a> <a href="#">Hongkong Land Annual Report 2019 – p.3, p.13-19, p.22-26 and p.90-91</a>
102-8	Information on employees and other workers	<a href="#">About Hongkong Land</a> <a href="#">People – Employee Demographics</a> <a href="#">Appendix: Summary of Performance Data for the Year 2019</a> <p>A small percentage of our workforce is employed under temporary contracts. Employment data in the company's database are consolidated by the HR department.</p>
102-9	Supply chain	<a href="#">Our Approach to Sustainability – Sustainability Strategy</a> <a href="#">Governance – Supplier Management</a> <a href="#">Environment – Our Approach to the Environment</a> <a href="#">Environment – Sustainable Procurement</a> <a href="#">Health, Safety &amp; Security</a> <a href="#">People</a> <p>Hongkong Land's supply chain comprises a variety of suppliers and contractors providing goods and services to support our offices and our property design, construction and management services.</p>

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 102: General disclosures 2016</b>		
<b>1 Organisational profile</b>		
102-10	Significant changes to the organisation and its supply chain	No significant changes to the organisation and supply chain.
102-11	Precautionary Principle or approach	<a href="#">Governance – Risk Management</a> <a href="#">Environment – Our Approach to the Environment</a>
102-12	External initiatives	<a href="#">Environment – Support Industry Initiatives</a>
102-13	Membership of associations	<a href="#">Environment – Support Industry Initiatives</a> <a href="#">Appendix: Green Memberships and Associations</a>
<b>2 Strategy</b>		
102-14	Statement from senior decision-maker of the organisation	<a href="#">Message from our Chief Executive</a>
102-15	Key impacts, risks, and opportunities	<a href="#">Governance – Risk Management</a> 102-15 (a – Partial – Consideration of all material impacts, risks and opportunities are integrated into HongKong Land's management approach and are generally addressed throughout the report.)
<b>3 Ethics &amp; integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	<a href="#">Governance – Upholding the Highest Ethical Conduct</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Governance – A Channel to Raise Concerns</a>
<b>4 Governance</b>		
102-18	Governance structure	<a href="#">Governance – Our Sustainability Committee</a>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 102: General disclosures 2016</b>		
<b>5 Stakeholder engagement</b>		
102-40	List of stakeholder groups	<a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>
102-41	Collective bargaining agreements	2% of Hongkong Land's employees within our reporting boundary are covered by collective bargaining agreements (CBA). CBAs cover 24% of our employees in Singapore.
102-42	Identifying and selecting stakeholders	<a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>
102-43	Approach to stakeholder engagement	
102-44	Key topics and concerns raised	<a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>  This report's content addresses material issues raised through stakeholder engagement, as well as the key topics and concerns identified by our stakeholders.
<b>6 Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	<a href="#">Hongkong Land Annual Report 2019 – p.4-12, p.13-19, p.90-92</a>
102-46	Defining report content and topic Boundaries	<a href="#">About this Report</a>
102-47	List of material topics	<a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>
102-48	Restatements of information	No restatements were made.
102-49	Changes in reporting	No significant changes from previous reporting periods.

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 102: General disclosures 2016</b>		
<b>6 Reporting practice</b>		
102-50	Reporting period	<a href="#">About this Report</a>
102-51	Date of most recent report	
102-52	Reporting cycle	
102-53	Contact point for questions regarding the report	
102-54	Claims of reporting in accordance with the GRI Standards	
102-55	GRI content index	This GRI content index.
102-56	External assurance	External assurance would be considered.
<b>GRI 200: Economic</b>		
<b>GRI 201: Economic performance 2016</b>		
<b>GRI 103: Management approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	<a href="#">Our Approach to Sustainability – Sustainability Strategy</a> <a href="#">Hongkong Land Annual Report 2019 – p.80-84</a>  For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.
103-2	The management approach and its components	<a href="#">Hongkong Land Annual Report 2019 – p.80-84</a>  Goals and targets related to economic performance are confidential.
103-3	Evaluation of the management approach	<a href="#">Hongkong Land Annual Report 2019 – p.80-84</a>
201-1	Direct economic value generated and distributed (EVG&D)	<a href="#">Hongkong Land Annual Report 2019 – p.13-19, p.22-73</a>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission	GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 200: Economic</b>					
<b>GRI 205: Anti-corruption 2016</b>					
<b>GRI 103: Management approach 2016</b>					
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Governance – Upholding the Highest Ethical Conduct</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>	103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p><a href="#">Environment</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">Governance – Upholding the Highest Ethical Conduct</a></p> <p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p>Hongkong Land's goal is to have zero cases of corruption.</p>	103-2	The management approach and its components	<p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Governance – Environmental, Health and Safety Management</a></p> <p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Environment – Managing Buildings Sustainably</a></p> <p><a href="#">Environment – Energy and Carbon Emissions</a></p> <p><a href="#">Environment – Indoor Air Quality</a></p> <p><a href="#">Environment – Water Management</a></p> <p><a href="#">Environment – Waste Management</a></p> <p><a href="#">Environment – Sustainable Procurement</a></p>
205-3	Confirmed incidents of corruption and actions taken	<a href="#">Governance – Upholding the Highest Ethical Conduct</a>	103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a></p> <p><a href="#">Governance – Environmental, Health and Safety Management</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Environment – Energy and Carbon Emissions</a></p> <p><a href="#">Health, Safety &amp; Security – Our Approach to Occupational Health and Safety</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission	GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 300: Environment</b>					
<b>Climate change</b>					
<b>GRI 103: Management approach 2016</b>					
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Environment – Managing Buildings Sustainably</a></p> <p><a href="#">Environment – Energy and Carbon Emissions</a></p> <p><a href="#">Environment – Water Management</a></p> <p><a href="#">Environment – Waste Management</a></p> <p><a href="#">Environment – Sustainable Procurement</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>	103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Environment – Managing Buildings Sustainably</a></p> <p><a href="#">Environment – Energy and Carbon Emissions</a></p> <p>For all material topics covered in this report, impacts across our operations and along our value chain, both in the supply chain and our interactions with tenants, customers, suppliers and business partners, are considered in our management approach.</p>
103-2	The management approach and its components	<p><a href="#">Governance – Climate Risk Assessment</a></p> <p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Environment – Energy and Carbon Emissions</a></p> <p>Carbon reduction goals have been set; goals and targets for other material issues will be established as part of our Sustainability Strategy.</p>	103-2	The management approach and its components	<p><a href="#">Governance – Environmental, Health and Safety Management</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Environment – Energy and Carbon Emissions</a></p> <p><a href="#">Environment – Sustainable Procurement</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a></p> <p><a href="#">Governance – Climate Risk Assessment</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Environment – Energy and Carbon Emissions</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>	103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Environment – Energy and Carbon Emissions</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 300: Environment</b>		
<b>GRI 302: Energy 2016</b>		
302-1	Energy consumption within the organisation	<p><a href="#">Environment – Energy and Carbon Emissions</a>  <a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>302-1 c [iv] – Hongkong Land does not use steam as part of its energy consumption.</p> <p>d – Hongkong Land does not sell any energy.</p> <p>f – Consolidated consumption data were based on purchased energy.</p> <p>g – Data units from each region were converted to common units to disclose data consistently.</p>
302-3	Energy intensity	<a href="#">Appendix: Summary of Performance Data for the Year 2019</a>
<b>GRI 303: Water 2016</b>		
<b>GRI 103: Management approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a>  <a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>  <a href="#">Our Approach to Sustainability – Sustainability Strategy</a>  <a href="#">Environment – Our Approach to the Environment</a>  <a href="#">Environment – Managing Buildings Sustainably</a>  <a href="#">Environment – Water Management</a>  <a href="#">Environment – Sustainable Procurement</a>  For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">Governance – A Channel to Raise Concerns</a>  <a href="#">Environment – Our Approach to the Environment</a>  <a href="#">Environment – Water Management</a></p>

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 300: Environment</b>		
<b>GRI 303: Water 2016</b>		
<b>GRI 103: Management approach 2016</b>		
103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a>  <a href="#">Environment – Our Approach to the Environment</a>  <a href="#">Environment – Water Management</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>
303-1	Water withdrawal by source	<p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>303-1 a – Hongkong Land consumes water from municipal sources as well as rainwater.</p> <p>b – Water withdrawal calculated based on consumption records and quantities of rainwater collected.</p>
<b>GRI 305: Emissions 2016</b>		
<b>GRI 103: Management approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a>  <a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>  <a href="#">Our Approach to Sustainability – Sustainability Strategy</a>  <a href="#">Environment – Our Approach to the Environment</a>  <a href="#">Environment – Managing Buildings Sustainably</a>  <a href="#">Environment – Energy and Carbon Emissions</a>  For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">Governance – A Channel to Raise Concerns</a>  <a href="#">Environment – Our Approach to the Environment</a>  <a href="#">Environment – Energy and Carbon Emissions</a></p>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission	GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 300: Environment</b>					
<b>GRI 305: Emissions 2016</b>					
<b>GRI 103: Management approach 2016</b>					
103-3	Evaluation of the management approach	<p>Governance – Our Sustainability Committee Environment – Our Approach to the Environment Environment – Energy and Carbon Emissions</p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>	103-1	Explanation of the material topic and its Boundary	<p>About this Report Our Approach to Sustainability – Materiality and Stakeholder Engagement Our Approach to Sustainability – Sustainability Strategy Environment – Our Approach to the Environment Environment – Managing Buildings Sustainably Environment – Waste Management Environment – Sustainable Procurement</p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
305-1	Direct (Scope 1) GHG emissions	<a href="#">Appendix: Summary of Performance Data for the Year 2019</a>	103-2	The management approach and its components	<p>Governance – A Channel to Raise Concerns Environment – Our Approach to the Environment Environment – Water Management Environment – Waste Management</p>
305-2	Energy indirect (Scope 2) GHG emissions		103-3	Evaluation of the management approach	<p>Governance – Our Sustainability Committee Environment – Our Approach to the Environment Environment – Water Management Environment – Waste Management</p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>
305-4	GHG emissions intensity	<p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>Carbon emission intensity disclosed for Scope 1 and 2 GHG emissions arising from operations over which Hongkong Land has managerial control.</p>	306-2	Waste by type and disposal method	<p>Environment – Waste Management <a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>Hongkong Land plans to install waste sorting facilities and engage contractors to track and report waste generated by type, treatment and disposal destination.</p>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission	GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 300: Environment</b>					
<b>GRI 307: Environmental compliance 2016</b>					
<b>GRI 103: Management approach 2016</b>					
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Governance – Risk Management</a></p> <p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>	103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">People – Employee Demographics</a></p> <p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">Governance – Environmental, Health and Safety Management</a></p> <p><a href="#">Governance – Supplier Management</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p>Hongkong Land's goal is to not have any non-compliances.</p>	103-2	The management approach and its components	<p><a href="#">Governance – Upholding the Highest Ethical Conduct</a></p> <p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p><a href="#">People – Engaging our People</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a></p> <p><a href="#">Governance – Environmental, Health and Safety Management</a></p> <p><a href="#">Governance – Supplier Management</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>	103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a></p> <p><a href="#">Governance – Upholding the Highest Ethical Conduct</a></p> <p><a href="#">People – Engaging our People</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>
307-1	Non-compliance with environmental laws and regulations	<a href="#">Environment – Our Approach to the Environment</a>	401-1	New employee hires and employee turnover	<p><a href="#">People</a></p> <p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>401-1(a, b – Partial – The data collection for new hire and turnover rates by gender and age group is in progress.)</p>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 400: Social</b>		
<b>GRI 403: Occupational health &amp; safety 2018</b>		
<b>GRI 103: Management approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Health, Safety &amp; Security – Our Approach to Occupational Health and Safety</a></p> <p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">Governance – Upholding the Highest Ethical Conduct</a></p> <p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p><a href="#">Health, Safety &amp; Security – Our Approach to Occupational Health and Safety</a></p> <p><a href="#">Health, Safety &amp; Security – Health and Safety</a></p> <p><a href="#">Health, Safety &amp; Security – Security Risk Assessment</a></p> <p>Our goal is to ensure safe and healthy workplaces and our target is to have zero work-related fatalities and high-consequence injuries.</p>
103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a></p> <p><a href="#">Governance – Upholding the Highest Ethical Conduct</a></p> <p><a href="#">Health, Safety &amp; Security – Building a Culture of Safety</a></p> <p><a href="#">Health, Safety &amp; Security – Security Risk Assessment</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>
403-1	Occupational health and safety management system	<a href="#">Health, Safety and Security – Health and Safety Management System</a>

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 400: Social</b>		
<b>GRI 403: Occupational health &amp; safety 2018</b>		
403-2	Hazard identification, risk assessment, and incident investigation	<p><a href="#">Health, Safety &amp; Security – Health and Safety Management System</a></p> <p>As part of implementing Hongkong Land's Health and Safety Management System, hazards and risks are identified and assessed, and incidents are investigated with corrective actions adopted.</p>
403-3	Occupational health services	<p><a href="#">Health, Safety &amp; Security – Health and Safety Management System</a></p> <p><a href="#">People – Wellbeing</a></p>
403-4	Worker participation, consultation, and communication on occupational health and safety	<p><a href="#">Health, Safety &amp; Security – Building a Safety Culture</a></p> <p>As part of implementing its Health and Safety Management System, Hongkong Land engages, conducts joint training and consults with its employees, onsite workers and tenants to implement areas for improvement and for incident and emergency preparedness and response.</p>
403-5	Worker training on occupational health and safety	<a href="#">Health, Safety &amp; Security – Safety Training and Preparation</a>
403-6	Promotion of worker health	<p><a href="#">Health, Safety &amp; Security – Health and Safety Management System</a></p> <p><a href="#">People – Wellbeing</a></p> <p>As part of implementing its Health and Safety Management System, Hongkong Land shares information and conducts joint training with employees, contractors and tenants to promote health and wellbeing.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Governance – Environmental, Health and Safety Management</a></p> <p><a href="#">Governance – Ensuring Business Continuity</a></p> <p><a href="#">Governance – Supplier Management</a></p> <p><a href="#">Health, Safety &amp; Security</a></p>
403-9	Work related injuries	<p><a href="#">Health, Safety &amp; Security</a></p> <p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>403-9 (b – Partial – The data collection for onsite contractors or workers is in progress.)</p>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 400: Social</b>		
<b>GRI 404: Training &amp; Education 2016</b>		
<b>GRI 103: Management approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Governance – Engaging our Employees</a></p> <p><a href="#">Environment – Managing Buildings Sustainably</a></p> <p><a href="#">Health, Safety &amp; Security</a></p> <p><a href="#">Health, Safety &amp; Security – Safety Training and Preparation</a></p> <p><a href="#">Health, Safety &amp; Security – Drills</a></p> <p><a href="#">People</a></p> <p><a href="#">People – Wellbeing</a></p> <p><a href="#">People – Attracting and Retaining Talent</a></p> <p><a href="#">People – Performance Management System</a></p> <p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p><a href="#">People – Our Approach to People</a></p> <p><a href="#">People – Attracting and Retaining Talent</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a></p> <p><a href="#">People – Our Approach to People</a></p> <p><a href="#">People – Attracting and Retaining Talent</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 400: Social</b>		
<b>GRI 404: Training &amp; Education 2016</b>		
404-1	Average hours of training per year per employee	<p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p> <p>404-1 (a [ii]) – Partial – The data collection for average hours of training by employee category is in progress.)</p>
404-3	Percentage of employees receiving regular performance and career development reviews	<p><a href="#">People – Performance Management System</a></p> <p><a href="#">Appendix: Summary of Performance Data for the Year 2019</a></p>
<b>GRI 413: Local communities 2016</b>		
<b>GRI 103: Management approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Community</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">About this Report</a></p> <p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a></p> <p><a href="#">Our Approach to Sustainability – Sustainability Strategy</a></p> <p><a href="#">Governance – A Channel to Raise Concerns</a></p> <p><a href="#">Environment – Our Approach to the Environment</a></p> <p><a href="#">Health, Safety &amp; Security – Our Approach to Occupational Health and Safety</a></p> <p><a href="#">Community – Our Approach to Community Investment and Engagement</a></p>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission	GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 400: Social</b>					
<b>GRI 413: Local communities 2016</b>					
<b>GRI 103: Management approach 2016</b>					
103-3	Evaluation of the management approach	<p>Governance – Our Sustainability Committee Environment – Our Approach to the Environment Health, Safety &amp; Security – Our Approach to Occupational Health and Safety Community – Our Approach to Community Investment and Engagement</p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>	103-1	Explanation of the material topic and its Boundary	<p>About this Report Our Approach to Sustainability – Materiality and Stakeholder Engagement Our Approach to Sustainability – Sustainability Strategy Governance – Risk Management Governance – Supplier Management Governance – A Channel to Raise Concerns Environment – Indoor Air Quality Environment – Water Management Health Safety &amp; Security</p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
413-1	Operations with local community engagement, impact assessments, and development programs	<p>About this Report Our Approach to Sustainability – Materiality and Stakeholder Engagement Our Approach to Sustainability – Sustainability Strategy Governance – A Channel to Raise Concerns Environment – Our Approach to the Environment Health, Safety &amp; Security – Our Approach to Occupational Health and Safety Community – Our Approach to Community Investment and Engagement</p> <p>413-1 a [i-iii] – This is not applicable as all Hongkong Land's properties within the reporting boundary are existing buildings. For any new developments, social and environmental impact assessments will be conducted where legally required. [vi-viii] Not applicable to Hongkong Land's portfolio locations.</p>	103-2	The management approach and its components	<p>Governance – A Channel to Raise Concerns Environment – Indoor Air Quality Environment – Water Management Health, Safety &amp; Security – Health and Safety Management System</p>
			103-3	Evaluation of the management approach	<p>Governance – Our Sustainability Committee Health, Safety &amp; Security – Health and Safety Management System Environment – Indoor Air Quality Environment – Water Management</p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>
			416-1	Assessment of health and safety impact of product and service categories	<p>Environment – Indoor Air Quality Environment – Water Management</p> <p>100% of Hongkong Land's operations are assessed for health and safety impacts.</p>

## GRI Content Index

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>GRI 400: Social</b>		
<b>GRI 418: Customer privacy 2016</b>		
<b>GRI 103: Management approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a>  <a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>  <a href="#">Governance – Protecting Customers' Privacy</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">Governance – Protecting Customers' Privacy</a>  <a href="#">Governance – A Channel to Raise Concerns</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a>  <a href="#">Governance – Protecting Customers' Privacy</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p><a href="#">Governance – Upholding the Highest Ethical Conduct</a></p>

GRI disclosure	Disclosure title	Report location / Remark / Reason for omission
<b>Customer</b>		
<b>Customer experience and satisfaction</b>		
<b>GRI 103: Management approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	<p><a href="#">About this Report</a>  <a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>  <a href="#">Governance – Protecting Customers' Privacy</a>  <a href="#">Environment – Indoor Air Quality</a>  <a href="#">Environment – Water Management</a>  <a href="#">Health Safety &amp; Security</a></p> <p>For all material topics covered in this report, impacts along our value chain are considered in our management approach, covering our own operations, supply chain and interactions with all our stakeholders.</p>
103-2	The management approach and its components	<p><a href="#">Our Approach to Sustainability – Materiality and Stakeholder Engagement</a>  <a href="#">Our Approach to Sustainability – Sustainability Strategy</a>  <a href="#">Governance – Risk Management</a>  <a href="#">Governance – Protecting Customers' Privacy</a>  <a href="#">Governance – A Channel to Raise Concerns</a>  <a href="#">Environment – Managing Buildings Sustainably</a>  <a href="#">Environment – Indoor Air Quality</a>  <a href="#">Environment – Water Management</a>  <a href="#">Environment – Engaging our Stakeholders</a>  <a href="#">Health Safety &amp; Security</a>  <a href="#">People</a>  <a href="#">People – Digitising Sustainability Information</a>  <a href="#">Community</a></p>
103-3	Evaluation of the management approach	<p><a href="#">Governance – Our Sustainability Committee</a>  <a href="#">Governance – Protecting Customers' Privacy</a></p> <p>Hongkong Land's Group Sustainability Committee evaluates the effectiveness of and adjustments required to the management approach for all material topics, the results of which are covered in this report and through the implementation of our Sustainability Strategy.</p>

**HKL**

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