

2013

可持續發展報告  
Sustainability Report

# 堅守誠諾

*The Honest Way Forward*



WE DO IT RIGHT



恒隆地產  
HANG LUNG PROPERTIES

恒隆地產有限公司 | Hang Lung Properties Limited  
股份代號 | Stock Code : 00101



### 堅守「誠」諾

誠實是恒隆地產致勝之道中不可或缺的一環。我們繼續堅守「誠」諾，要求全體員工和所有程序均達至誠信和誠實的最高標準。我們開誠佈公，致力為投資者、租戶、顧客、員工和社群打造大中華區透明度最高、管理最佳的企業，實踐恒隆精神。

### The Honest Way Forward

At Hang Lung Properties, honesty is part of our competitive advantage and we continue to believe honesty is the only way forward. We demand the highest standards of integrity and honesty from every employee in every process. Through our open and straightforward approach, we aim to offer investors, tenants, customers, staff and communities one of the most transparent and well-governed corporations in Greater China.



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Stock code

00101

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We Do It Right

只選好的  
只做對的





# 報告簡



*About this Report*



We are committed to providing greater transparency for our stakeholders  
我們致力為持份者保持高透明度



# 報告簡介

## About this report

恒隆集團有限公司(恒隆集團)(股票代號：10)連同包括恒隆地產有限公司(恒隆地產)(股票代號：101)在內的附屬公司(統稱「本集團」)於二零一三年發表首份獨立成刊的可持續發展報告。今年，我們再度發表報告，反映我們開誠佈公，向持份者負責的決心。本報告撮要刊載於我們二零一三年年報內，而完整報告則可於以下網址下載：

Hang Lung Group Limited (Hang Lung Group) (stock code: 10) together with its subsidiaries including Hang Lung Properties Limited ("Hang Lung Properties") (stock code: 101) (collectively referred to as the "Group") published its first standalone sustainability report in 2013. This second sustainability report demonstrates our continued commitment to transparency and accountability to our stakeholders. A summary of this report has been incorporated into our Annual Report 2013 and the full version is available for download at:



<http://www.hanglung.com/en/sustainability/sustainability-report.aspx>



本報告由恒隆地產發表。恒隆地產乃本集團旗下地產發展商，亦為負責集團營運的主要附屬公司。然而，為了全面反映可持續發展的影響，除非另有註明，否則報告內容涵蓋整個集團的工作。

The entity issuing this report is Hang Lung Properties, the property arm and major operating unit of the Group. However, to show a broader coverage of sustainability impacts, the report covers the activities of the Group unless otherwise specified.

與去年一樣，本報告繼續闡述集團於二零一三財政年度面對的可持續發展挑戰和取得的成果，涵蓋的領域包括我們的業務、管治及可持續發展方針、可持續發展建築、人力資源、供應鏈以及社區服務。

This report continues last year's narrative in addressing the Group's sustainability challenges and achievements during the financial year of 2013 including our business; governance and sustainability approach; sustainable buildings; human resources; supply chain; and community.

為致力提高透明度，並符合國際報告標準，我們繼續改進資料蒐集系統。今年我們亦通過更多數據及範例來展示我們可持續發展的表現。

To demonstrate our commitment to greater transparency and international standards of reporting, we continued to enhance our data collection system. This year we included more quantitative data and case studies to illustrate our sustainability performance.

秉承開誠佈公的原則，今年的報告採用了全球報告倡議組織(GRI) G4核心選項的指引。GRI G4鼓勵我們確對業務和主要持份者而言最重要的可持續性議題，並披露相關資料。為此，我們參考對集團內外持份者的意見以推動有關程序。

Moving forward in our disclosure, we are reporting this year in accordance with the core option of the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines G4. The GRI G4 encourages reporting on sustainability issues that are most relevant to our business and key stakeholders thus we conducted both internal and external engagement to facilitate this process.

此外，我們的報告亦採用香港聯合交易所有限公司《證券上市規則》附錄二十七之《環境、社會及管治報告指引》。

Additionally, our report follows the new Environmental, Social and Governance Reporting Guide (ESG Guide) set out in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.



# 董事總經理函件



*Letter from the Managing Director*



陳南祿 • Philip Nan Lok Chen  
董事總經理 • Managing Director



「堅守誠諾」這份報告是集團是於去年出版的首份可持續發展報告「以誠致勝」的延續。雖然我們匯報可持續發展表現的年資較短，但一直以本著集團宗旨--「只選好的 只做對的」經營和創建社會價值為榮。我們不屑短利，務求讓公司、社區和持份者同時受惠。

This report *"The Honest Way Forward"* is a sequel to our first sustainability report *"The Honest Advantage"* published last year. While our history of reporting on our sustainability performance is comparatively new, the Group has always been proud about our *"We Do It Right"* principle that has guided us to operate our business to create social value beyond short term profit goals – bringing benefits not only to the company but also to the communities and the stakeholders we serve.

## 「只選好的 只做對的」 "We Do It Right"



我們堅信創造社會價值的理念，是因為明白企業長期的成功建基於良好的社區和環境。為了讓集團達到這個目標，我們將集中發展幾個將為業務和社區創建最大價值的特定範圍。

首先，我們通過建築和管理集團物業來創建社會價值。集團繼續在合適的地段建造世界級的綜合發展項目，以支持項目所在地區的發展。秉承我們長遠的商業模式，即建造可恒久持有的建築物，我們把對於品質、環境可持續發展性和社區參與的最高要求融入香港和中國內地的項目。我們投放了大量資源去確保旗下物業的環保表現與國際標準看齊。例如，自2005年起，我們在內地的所有新建項目都獲得美國綠色建築協會「能源及環境設計先鋒獎」的金級認證。我們是首間作出這項努力的公司，並相信其投資與社區整體利益一致。在2013年，我們位於跑馬地藍塘道23-29號的項目更成為美國綠色建築協會推出的「能源及環境設計先鋒獎」住宅國際試點計劃的全球首個註冊項目。我們為此深感驕傲。

此外，在創建社會價值的進程中，我們了解到讓誠信透過內部文化貫穿業務各個領域的重要性。我們相信藉著培育誠信文化和保持完善的制度，可讓員工更有效率地工作並助我們贏得持份者的信任。為投資者、租戶、客戶、員工和社區讓集團成為大中華區其中一間營運最透明、管理最優質的企業，一直是我們的目標。我們經常提醒旗下員工要堅守集團的核心價值、確保他們時刻銘記誠信的重要。

三來，我們在項目所在社區建立支援網絡，通過與社區持份者緊密合作，確切地界定對各方都有利的方案。在項目興建前，我們積極地與當地社區交流，以確保項目設計對城市規劃和設計有所裨益。我們所建築的世界級項目提升了周邊社區的生活質素，居民自然受落。此外，我們亦繼續支持與業務相關的北京清華大學恒隆房地產研究中心。我們相信促進地產業的研究和人材培育對於我們的業務及社區的長期可持續發展至關重要。

展望未來，我們在香港和內地擁有分別佔地七百萬及四千七百萬平方呎的世界級商業及住宅用地。在完成這些項目的過程中我們會繼續創建社會價值，因為這是我們為持份者實現長遠增長的唯一方法。未來集團會繼續勇於定立新目標，並期待在進程中持續匯報我們的進展。

香港，二零一四年八月四日

Our belief in creating social value is based on the premise that a business needs a successful community and a good context to prosper for the long term. For our business to achieve this, we focus on specific areas where we can create the most value for the business and the community.

Firstly, we create social value in the way we build and manage our buildings. We continue to build high quality properties in the right locations, creating world-class mixed development projects that support the communities where we operate. Reflecting our long term business model of build to own and build to last, we incorporate high standards of excellence in quality, environmental sustainability and community engagement in our projects in Hong Kong and mainland China. We have invested significant sums to ensure that our building's environmental performance is benchmarked against international standards, for instance, we have LEED Gold certification across all our new projects in mainland China since 2005. We were the first company to make such efforts and we believe that our investment is in line with the overall community interest. In 2013, our 23 -39 Blue Pool Road project became the first in the world to be registered with the LEED for Homes International Pilot program launched by the U.S. Green Building Council – an achievement that we are proud of.

Secondly, in achieving our goal of creating social value, we recognize the need to ensure that our internal culture is to instill integrity in every aspect of our business. We believe that by cultivating a culture of honesty and integrity and keeping our systems sound, we enable our employees to work more productively and help us win the trust of our stakeholders. It is our goal to ensure that we offer investors, tenants, customers, staff and communities one of the most transparent and well-governed corporations in Greater China. We remind our people constantly about the core value of integrity and ensure that operating with integrity remains in the minds of our employees.

Thirdly, we build supportive clusters in the communities where we operate by working closely with local stakeholders to define the benefits which can be enhanced for everyone involved. We engage with communities before the inception of our developments to ensure that our designs support urban planning and appropriate landscaping. We build world class projects to delight the citizens in the communities we serve, raising the quality of life of the local community. We sponsor the Hang Lung Center for Real Estate at Tsinghua University in Beijing as it is a cause related to our industry. We believe that fostering research in the real estate sphere and developing talent in the real estate industry is vital to supporting the long term sustainability of our business and the community.

Looking ahead, we have almost 7 million square feet of prime location commercial space in Hong Kong and will have nearly 47 million square feet of world-class commercial and residential space on the Mainland. In delivering these projects, we will continue to create social value as the only way we can deliver long term growth for our stakeholders. We will continue to challenge ourselves by setting new goals and we look forward to reporting on our progress along the way.

Hong Kong, August 4, 2014

# 堅守「誠」諾

*Progress since our last report*

the

H  
ONEST way forward

We go the extra mile to accomplish our sustainability vision

我們努力不懈，堅守可持續發展的宏願



## 堅守「誠」諾

# Progress since our last report – The Honest Way Forward

恒隆一直秉持「只選好的 只做對的」宗旨，信守誠信和誠實的營商之道。我們在二零一三年發表首份可持續發展報告《以誠致勝》，在堅守「誠」諾的路上啟步。如實呈現我們的工作，將有助持份者公正評價我們的表現。更重要的是，通過匯報可持續發展的表現，我們加深了解自己的強弱之處，有助進一步制定可持續發展的計劃。本年的報告採用GRI G4的國際報告指引，反映集團行事與國際接軌的決心。

我們相信，堅守「誠」諾準確反映了我們在可持續發展道路上的進程。我們繼續向集團的可持續發展願景邁進，透過為期三年，以國際基準為目標的計劃，持續地以具體行動改善我們在可持續發展上的表現，而對於途中遇到的挑戰，我們也會坦誠相告。我們相信，唯有如此，才能「只選好的 只做對的」。

Operating our business with integrity and honesty has always been how "We Do It Right" at the Group. The publication of our first sustainability report, "The Honest Advantage", in 2013 was the first step in making our honest way forward in sustainability. Providing an honest account of our achievements and challenges enables our stakeholders to assess fairly our business performance. More importantly, the process of reporting our sustainability performance has enabled us to better understand our strengths and weaknesses as we further develop our sustainability agenda. The alignment of this year's report with the international reporting guideline, GRI G4, demonstrates our commitment to aligning our practices with international best practice and standards.

We feel that "The Honest Way Forward" accurately describes where we are with our sustainability agenda. As we strive towards our sustainability vision, we will continue to implement concrete actions through our **three-year plans** to benchmark ourselves against international standards to improve our sustainability performance and be transparent about the challenges we face along the way. We believe that only by adopting this approach will we be able to "Do It Right".



我們堅持 窺準最佳時機進行交易；  
我們堅持 在黃金地段發展世界級項目；  
我們堅持 把建築與環保劃上等號；  
我們堅持 誠信為本、用人唯才。

不怕等待、不屑短利，以人才、策略、誠信及視野，  
形成別樹一幟的競爭優勢，為社會打造明天。

恒隆一直堅持 一只選好的 只做對的



陳啟宗 • Ronnie C. Chan  
董事長 • Chairman

Doing it right; we make transactions only at the best timing.

Doing it right; we develop world-class properties at prime sites.

Doing it right; we put equal emphasis on construction and conservation.

Doing it right; we firmly adhere to our business integrity and to employ only the best people.

Leveraging our exclusive talents, strategies, integrity and visions with patience and foresight, we create a competitive edge for building a brighter future for the community.

Hang Lung Properties – We Do It Right





## 可持續發展的願景 Our sustainability vision

我們堅守可持續發展的願景。身為香港和中國內地的頂尖地產發展商，信守願景將有助確保我們的業務可持續發展。我們致力：

Our ambitious sustainability vision remains unchanged. As a top-tier property developer in Hong Kong and mainland China, this vision ensures that our activities are sustainable. We strive:

### 透明管治 Governance

確保營運符合管治、透明度、誠實和誠信的最高標準，並為集團的可持續和成功發展制定清晰的管理架構。

To ensure the highest standards of governance, transparency, honesty and integrity in our operations; and to ensure a clear management framework for the sustainable and successful development of the Group.

### 興建可持續發展物業，服務社區 Sustainable building to serve the community

興建世界級可持續發展物業，為所服務社區帶來重大和實際價值，而在營運和維修建築物之時，亦會重點考慮經濟、環保和社會三大因素。

To construct world-class sustainable buildings that add significant and tangible value to the communities we serve; and to operate and maintain those buildings with a strong priority on the triple bottom line of economy, environment and society.



成為「最佳僱主」。為此，我們安排培訓課程和提供事業發展機會，協助員工發揮最佳表現及以誠信行事，藉此建立互相尊重、和諧和安全的工作環境，讓員工感覺備受尊重和深受激勵。

To be "the employer of choice" by ensuring a respectful, harmonious and safe working environment by providing training and career development opportunities and enabling our employees to act with integrity and feel motivated.

成為所服務社區的一份子，循發展策略、財務資源和關懷社群三大方向積極參與社區活動和對社區給予支援。

To acknowledge that we are an integral part of the communities we serve by becoming an active member and supporter of those communities in every way we can – strategically, financially and socially.

### 成為最佳僱主 Employer of choice

### 關懷社區 Community Engagement



## 可持續發展的挑戰 Sustainability challenges

我們於香港和中國內地業務營運所面對的可持續發展挑戰與去年可持續發展報告所指出的大致相同，包括建造宜居城市、回應環保要求、確保人力資源充足，以及以誠信營運。

The sustainability challenges confronted by our business operations in Hong Kong and mainland China remain similar to those identified last year: creating livable cities, working within environmental limits, developing adequate human capital and operating with integrity.



### 可持續發展的挑戰：建造宜居城市 Sustainability challenge: Creating livable cities

預計到了二零三零年，中國內地居住於城市中心的人口將超過十億<sup>1</sup>。對地產發展商來說，未來要滿足城市中心人口的住屋需要增長，是挑戰也是機會。確保現時興建的大廈可為社區和業務帶來長遠的利益十分重要。此外，香港特區政府和中央政府都積極推動和支持城市的可持續發展，藉此應付急速都市化所衍生的弊端。外界普遍期望地產發展商通過建造及管理他們旗下的物業，支援城市的可持續發展。

By 2030, mainland China is expected to have one billion people living in urban centers.<sup>1</sup> Accommodating the increased number of people living in those urban centers in future will present both challenges and opportunities for property developers. There is an acute need to ensure that the buildings built today are good for the community and business in the long run. In addition, with the HKSAR Government and the Chinese Central Government actively promoting and supporting the development of sustainable cities to address the adverse impact of rapid urbanization, there is an expectation for property developers to support the development of sustainable cities through the buildings they build and manage.

### 我們的對策：

秉承我們長遠的商業模式，即**建造可恒久持有的建築物**，我們明白旗下物業對城市規劃和景觀設計有所裨益的重要性，並致力在施工期間和工程竣工後有效管理我們發展項目四周的交通情況，拓展社區交通網絡。我們於無錫和天津的發展項目均在設計階段加入公共交通網絡，藉此支持兩地的低碳城市發展。

### Our responses:

Reflecting our long-term business model, **build to own and build to last**, it is important that our buildings support urban planning and landscaping. We effectively manage traffic flows around our developments during construction and after project completion to ensure greater connectivity in the community. For example, in our Wuxi and Tianjin developments, we incorporated public transport connections from the design stage to support low-carbon city development plans.

<sup>1</sup> 世界銀行與國務院發展研究中心(2014)中國：推進高效、包容、可持續的城鎮化

World Bank and the Development Research Center of China's State Council (2014), Urban China: Toward Efficient, Inclusive and Sustainable Urbanization.



## 可持續發展挑戰：回應環保要求

### Sustainability challenge: Working within environmental limits

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我們的業務每天都要面對能源消耗、碳排放、廢料處理和用水等環保挑戰。

- **能源消耗**是碳排放的主要源頭，繼續成為香港和中國內地的關注重點。內地主要城市已推行碳排放貿易試點計劃，反映中央政府減少碳排放的決心，並為企業提供了最佳實務的指引，最終或推廣至全國。這對我們設計、建築和管理旗下物業的工作將產生影響。
- **水質和水資源**已成為中國內地主要地區的共同議題。在內地六百個城市中，百分之三十三缺乏水源。百分之七十的湖泊河流受污染，而二億七千萬人缺乏自來水供應<sup>2</sup>。我們營運所在地區面對用水短缺的問題。因此，確保在項目發展中採用各項保護水資源的措施成為我們的重任。
- **廢料處置**長久以來備受香港社會關注，而香港特區政府最近建議徵收固體廢料收費，將直接影響我們的營運成本。此外，租戶期望我們將為他們提供廢料處置的解決方法。

Environmental challenges such as energy consumption, carbon emissions, waste disposal and water consumption impact our business on a daily basis.

- **Energy consumption** as a primary source of carbon emissions continues to be a key consideration in Hong Kong and mainland China. Carbon trading pilot schemes have been rolled out in major Chinese cities, demonstrating the Chinese Central Government's commitment to reducing carbon emissions and providing companies with best practices that may eventually be applied across the country. This has implications for how we plan, construct and manage our buildings.
- **Water quality and availability** is an issue of concern in key regions in mainland China. 33% of China's 600 cities are 'water scarce', 70% of lakes and rivers are contaminated and 270 million people have no access to potable water<sup>2</sup>. We operate in regions sensitive to water scarcity and therefore it is of utmost importance that we ensure water conservation initiatives are implemented in our developments.
- **Waste management** is high on the agenda for the Hong Kong community, with the HKSAR Government proposing municipal solid waste charging. This could have a direct impact on our operational costs. In addition, our tenants are looking to us to provide them with solutions on waste management.

## 我們的對策：

我們參照國際標準來衡量旗下建築物的環保表現。自二零零五年開始，我們中國內地所有新項目均採用「能源及環境設計先鋒獎」的金級認證的標準。「能源及環境設計先鋒獎」的金級認證涵蓋能源、用水效益以及建築材料的要求。

為找出旗下物業可改進之處，我們收集碳排放的數據，並在若干建築物實施碳審計。此外，我們在旗下物業提供廢物分類設施，並要求承包商提供在我們物業所收集廢料的數據。

## Our responses:

Our buildings' environmental performance is benchmarked against international standards with LEED Gold Certification applied to all our new projects in mainland China since 2005. The LEED Gold Certification includes requirements on energy, water efficiency and construction materials.

To help us identify where we can improve our performance in our buildings, we collect data on carbon emissions and carry out carbon audits in a number of our buildings. We also introduced waste segregation facilities at our properties and required our waste contractors to provide data on waste collected.

<sup>2</sup> 中國水危機 China Water Risk <http://chinawaterrisk.org/opinions/can-cities-meet-increasing-water-demands/>





## 可持續發展挑戰：確保人力資源充足

### Sustainability challenge: Developing adequate human capital

香港的勞動人口日漸萎縮和老化。預計到了二零一八年，五十五歲以下的勞工數目將減少六萬人<sup>3</sup>。此外，表示遭遇人才招聘困難的僱主達百分之五十七<sup>4</sup>。物業管理及發展行業亦受勞動人口萎縮的影響，面臨吸引人才入行的困難。

在中國內地，預計到了二零三零年，大學(大專)畢業生將達二億人，佔勞動人口超過百分之二十<sup>5</sup>。此外，中國工業正由低技術製造業過渡至高技術營運和服務業；為應付轉型，將來對高技術勞工的需求必將增加。雖然大學畢業生人數的增加，或可填補一些技工人員的空缺。但由於技工在中國需求亦有所增長，市場上頂級人才的爭奪仍是得十分激烈。

In Hong Kong, the workforce is shrinking and ageing. By 2018, the number of workers below age 55 will shrink by 60,000<sup>3</sup>. 57% of Hong Kong employers are reporting difficulties in recruiting talent<sup>4</sup>. Property management and development sector is affected by the shrinking workforce. The industry is faced with the challenge of attracting new talent into the industry.

In mainland China, it is expected that there will be 200 million college graduates by 2030 making up more than 20% of the projected labor force.<sup>5</sup> The transition of China's major industries from low skills manufacturing to highly-skilled operations and service industries means that more skilled workers will be needed to meet this transition. While the increased number of college graduates might provide some of the skilled workers required, the competitions for the best talent in the market will nonetheless be fierce given the greater demand for skilled workers in China.

## 我們的對策：

隨著人才爭奪戰日趨激烈，我們的業務要持續發展，吸引和留住精英至為關鍵。我們正審視及重新評估現時的人力資源政策和薪酬待遇，以保持競爭力。我們也在加強培訓課程內容，確保能為員工提供符合業務需求和員工期望的學習和發展機會。此外，我們亦積極與員工溝通，了解他們的需要和期望，以及查找可精益求精之處。

## Our responses:

As the competition for talent intensifies, it is crucial to the sustainability of our business to ensure that we continue to attract and retain the best talent. We are reviewing and re-evaluating our existing human resources policies and remuneration packages to ensure that we remain competitive. We are strengthening our training programs to provide our employees with learning and development opportunities that meet the needs of the business and the aspirations of our employees. We are also actively engaging with our employees to understand their expectations and identify areas for further improvement.



## 可持續發展挑戰：以誠信營運

### Sustainability challenge: Operating with integrity

在二零一三年，香港和中國內地的反貪力度明顯加強，備受注目的高調行動接二連三。在區內營運業務，培養各階層員工的誠信文化一直是重大挑戰。

There has been a visible push within Hong Kong and mainland China to reduce corruption, with some high level cases being brought into the spotlight in 2013. For businesses operating in this region, it is a continual challenge to ensure that a culture of integrity is cultivated across all levels of the workforce.

## 我們的對策：

恒隆作為長期參與者，願意犧牲短期市場利益來換取長期的經濟穩健。我們通過優化營運系統和以加強適當的企業文化等方法強化管理團隊，來維持誠信為本的營商之道。例如，我們安裝了全新的企業資源規劃(ERP)系統，進一步加強內地辦事處和香港相互的聯繫，和強化內部審計部。同時，我們透過「誠信·從生活起步」計劃及供應商守則等措施，向員工及商業夥伴重申恒隆對受賄和貪污零容忍的立場。

## Our responses:

We are a long-term player who is willing to sacrifice short-term market gains for economic health in the long run. Our approach to operating with integrity includes continuously enhancing our operating systems, strengthening our management team and reinforcing the appropriate corporate culture. For example, we have installed a new Enterprise Resource Planning system to further integrate our Mainland offices with Hong Kong and further strengthened our Internal Audit. We are also reinforcing our stance of zero-tolerance on bribery and corruption to our employees and business partners through the Hang Lung Integrity Program and Supplier Code of Conduct.

<sup>3</sup> <http://www.bloomberg.com/news/2013-10-22/hong-kong-s-missing-workers-signal-danger-for-aging-city.html> (二零一三年十月) (Oct, 2013)

<sup>4</sup> 2013 Talent Shortage Survey Research, Manpower Group

<sup>5</sup> <http://www.bloomberg.com/news/2013-03-06/where-have-china-s-workers-gone.html> (二零一三年三月) (March, 2013)



## 二零一三年目標的進度：

How did we do in 2013 against our objectives?

目標  
Objective

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堅持「誠」諾 Progress since our last report – The Honest Way Forward

### 可持續發展 管理架構 Sustainability Management Structure

- 制定可持續發展管理架構轄下各新成立委員會的職權範圍和行動綱領，包括訂立關鍵績效指標。

Develop the terms of reference and action plans for each of the newly established committees within the Sustainability Management Structure, including the setting of new executive Key Performance Indicators (KPI).

### 報告 Reporting

- 在撰寫二零一三年可持續發展報告時，進一步跟從GRI的指引，增加可持續發展工作的透明度。

In ensuring transparent communication on sustainability issues, enhance alignment to the GRI Reporting Guidelines in the sustainability report 2013.

### 環保 Environment

- 研究把物業營運相關的用水和廢料數據納入數據收集和披露範疇的可行性。
- 透過宣傳、推廣活動、教育和培訓，繼續向供應商、員工以及其他持份者宣揚建築物能源效益的觀念。

Explore the possibility to expand the scope of data collection and disclosure to cover water and waste associated with building operation.

Further promote building energy efficiency among suppliers, employees and other stakeholders through advocacy, marketing activities, education and training.



- 致力為上海的恒隆廣場的辦公大樓、上海的港匯恒隆廣場、瀋陽的市府恒隆廣場，以及無錫的恒隆廣場的購物商場取得「能源及環境設計先鋒獎」的金級認證，並致力為香港渣打銀行大廈和山頂廣場爭取綠建環評(BEAM Plus)認證。

Progress towards achieving LEED Gold Certificate for office tower in Plaza 66, Shanghai, Grand Gateway 66 (GG66), Shanghai, Forum 66, Shenyang and shopping mall in Center 66, Wuxi and BEAM Plus for Standard Chartered Bank Building (SCBB) and The Peak Galleria in Hong Kong.







## 二零一三年的進度 2013 Progress

## 未來行動 Future Actions

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堅守「誠」諾 Progress since our last report – The Honest Way Forward

可持續發展風險與機遇委員會、員工、操守和社區發展委員會及環保委員會已經成立，並已落實具體措施。

The Sustainability Risks and Opportunities Committee, Employees, Ethics and Community Programs Committee and the Environmental Initiatives Committee were established. Concrete measures have been implemented.

根據集團願景和可持續發展的挑戰，制定三年行動計劃。

Develop a three-year action plan based on our vision and sustainability challenges.

已為所有行政人員制定可持續發展關鍵績效指標。

All executives have sustainability KPIs.

可持續發展報告符合最新的GRI G4指引。

The sustainability report 2013 follows the newly launched GRI G4 guidelines.

為加強來年報告內上游價值鏈的評估，對供應商進行分類。

Refine our upstream value chain assessment for next year's report to differentiate further among supplier types.

收集所有香港及中國內地旗下物業的用水和廢料數據。

Collected data on water and waste for all properties in Hong Kong and mainland China.

向香港特區政府環保署披露我們碳足印的數據。

Disclose our carbon footprint data to the Environmental Protection Department of HKSAR Government.

已成立「恒隆綠事辦」，全力推動智「綠」工作間。

Launched the Hang Lung Green Office initiative to promote a "SmartGreen" workplace.

在香港和中國內地推行能源效益和回收再造的租戶參與計劃。

Introduce tenant engagement program for Hong Kong and mainland China on energy efficiency and recycling.

為員工舉行講座和工作坊。

Organized seminars and workshops for our employees.

讓更多物業參加廢物回收計劃，鼓勵廚餘、廢紙、鋁罐和玻璃瓶的回收。

Include more properties to join the waste recycling of food waste, paper, aluminium cans and glass bottles.

發展碳足印計算機供項目經理及建造經理分別於計劃及營運中使用。

Develop a carbon calculator for project managers and building managers to use during project planning and operations respectively.

渣打銀行大廈獲得綠建環評 (BEAM Plus) 1.2 版(既有建築)暫定金級認證。

SCBB achieved Gold Rating of Provisional Assessment under the BEAM Plus V1.2 for Existing Building of the HKGBC.

渣打銀行大廈和山頂廣場會在二零一五年進行最後評估。

SCBB and The Peak Galleria to undergo final assessment in 2015.

山頂廣場獲得綠建環評 (BEAM Plus) 1.1 版(既有建築)暫定銀級認證。

The Peak Galleria achieved the Silver Rating of Provisional Assessment under the BEAM Plus V1.1 for Existing Building of HKGBC.

無錫的恒隆廣場爭取在二零一四年尾取得最後認證。

Center 66, Wuxi to obtain the final certification by the end of 2014.

無錫的恒隆廣場正在進行為認證作準備的測試。

Center 66, Wuxi underwent tests in preparation for certification.

上海的恒隆廣場及港匯恒隆廣場計劃在二零一六年達到目標。

Plaza 66 and GG66, in Shanghai to target for completion in 2016.

上海的恒隆廣場和港匯恒隆廣場的「能源及環境設計先鋒獎」的金級認證要求已納入三年提升計劃當中。

For Plaza 66 and GG66 in Shanghai, LEED Gold Certification requirements have been incorporated into the three year upgrade plan.

目標  
Objective

- 以二零一零年的數據為基準，旗下整體物業在五年內減少百分之五用電量。  
Reduce electricity consumption by 5% across the whole property portfolio over five years from a 2010 baseline.

人力資源  
People

- 進行薪酬福利的基準調查，增加聘用條件的競爭力，為可持續發展的未來吸引和留住人才。  
Conduct compensation and benefits benchmarking to enhance the competitiveness of our remuneration package to attract and retain talent for a sustainable future.
- 通過恒隆學院計劃，根據員工的意見，進一步發展企業培訓策略。  
Through the 'Academy 66' program, further develop corporate training strategies based on employee feedback across the company.



- 推行「誠信•從生活起步」計劃，並加強「恒隆星級客戶服務計劃」。  
Implement the Hang Lung Integrity Program and reinforce the Hang Lung Star Service Campaign.
- 更新和統一香港以及中國內地的人力資源和行政管理政策和指引，並確保實務準則一致，以提高管理效率。中國內地所有項目的工作架構和職銜亦將統一。  
Revamp and align human resources and administration policies and guidelines across all Hong Kong and mainland China operations, and ensure standard practice is in place for management efficiency. Job structures and position titles will be aligned across all projects in mainland China.
- 推行「管理培訓生計劃」，以吸引和培育人才，確保集團領導人才輩出。  
Ensure a steady stream of future leaders by attracting and nurturing talented individuals through the Management Trainee Program.

供應鏈  
Supply Chain

- 評估中央環保採購政策的效益。  
Assess effectiveness of the Central Environmental Purchasing Policy.





## 二零一三年的進度 2013 Progress

## 未來行動 Future Actions

已較二零一零年減少百分之七點七的用電量。

A 7.7% reduction in electricity consumption was achieved as compared with the baseline set in 2010.

定立新目標 – 以二零一零年的數據為基準，集團整體耗電量在五年內減少百分之七點五（原定目標百分之五）。

Set a new target to reduce electricity consumption by 7.5% (the original target 5%) across the whole property portfolio over five years from a 2010 baseline.

為香港所有員工進行了福利基準調查，並就該基準調查的結果，提升了香港所有員工的福利。

Conducted benefits benchmarking for all levels of staff in Hong Kong. As a result of this benchmarking, we enhanced the benefits provision of all staff in Hong Kong.

為香港及中國內地的公司主要職能進行薪酬基準調查。

Conduct compensation benchmarking of key and defined positions in Hong Kong and mainland China.

我們發展不同的企業培訓課程以應對香港及中國內地營商環境急速轉變及勞動人口膨脹的情況，如DISC團隊建設工作坊、確斷行為培訓、項目管理、溝通及解決問題技巧、時間管理等。

Corporate Training Programs, such as DISC for Teambuilding, Assertiveness Training, Project Management, Communication Skills and Problem Solving, Time Management were developed in response to the rapid changing business environment, and the manpower expansion of the Group in Hong Kong & mainland China.

針對不同部門的業務需要，為管理層員工制定特定的培訓計劃。

Develop specific programs for managerial staff to cater for business needs of respective functions.

集團亦舉辦誠信推廣計劃，包括推行繞口令日、於香港及中國內地舉辦誠信座談會等。

The Group implemented the Integrity Program by launching Tongue Twister Day and conducting Integrity Seminars in Hong Kong and mainland China.

進一步培養與員工溝通的文化 – 通過部門內部和跨部門培訓計劃，包括團隊建立以及行政人員交流計劃，達到「One Team, One Goal」。

Further develop staff engagement culture – “One Team, One Goal” through inter and cross departmental training including but not limited to Team Building and Executive Exchange Program.

在二零一三年恒隆舉辦一系列的「恒隆星級客戶服務計劃」，包括服務培訓、推出新制服等。當中我們得到各項嘉許及獲得多個獎項，並於「神秘顧客計劃」中有顯著進步。

A series of STAR Service Program – Service Training, Launch of New Uniform, was conducted in 2013. It was endorsed by various awards and recognition as well as significant improvements in Mystery Shopping Program.

為前線和行政員工制訂解決問題技巧培訓課程。

Develop problem solving skills training programs for operational and administrative staff.

準備在線培訓計劃。

Preparation for e-learning programs.

已落實計劃。

Programs implemented.

透過分析業務需要和與持份者溝通進一步加強兩個核心計劃。

Further enhance the two core programs with analysis of business needs and communication with stakeholders.

完成百分之六十五於香港及中國內地有關人力資源和行政政策的統一項目。

Completed 65% of alignment exercise on human resources and administration policies across Hong Kong and mainland China.

完成百分之九十於香港及中國內地有關人力資源和行政政策的統一項目。

Complete 90% of alignment exercise on human resources and administration policies across Hong Kong and mainland China.

已落實計劃。

Programs implemented.

為管理培訓生規劃職業路徑和開辦培訓計劃。

To map career path and build programs to groom graduated management trainees.

招攬更多人才，為迅速發展的業務作充足準備。

Attract and acquire talent to support the rapid business growth.

打造企業品牌，務求成為業內人才首選的僱主。

Develop employer branding and become a preferred employer.

進行分析，以得知採購的環保特點，並找出包含環保元素的類別，如LED照明及回收物料等。

Conducted analysis to determine the environmental characteristics of purchases and identified those with environmentally beneficial characteristics e.g. LED lighting and recycled materials.

在香港的採購總開支中，百分之十五用於包含環保元素的貨品。

Allocate 15% of our total procurement spending in Hong Kong to environmentally beneficial products.

目標  
Objective

- 評估最少五個香港供應商實施供應商紀律守則的情況。 Assess implementation of Supplier Code of Conduct for at least five suppliers in Hong Kong.

- 評估服務相關產品供應商組合的競爭力。 Assess competitiveness of the supplier base for service related commodities.

- 以建築承建商為對象，研究如何改進流程以加強查找、管理和監察可持續發展風險。我們會選取一個主要項目作試驗。 For construction contractors, identify how processes can be enhanced to strengthen identification, management and monitoring of sustainability risks. We will use one major project as a pilot.

- 進一步向所有建築承包商以及設備和維修保養承建商搜集健康和安全管理數據。 Enhance the process of health and safety data collection across construction contractors and facilities and maintenance contractors.

社區  
Community

- 鼓勵員工更積極參與義工活動，希望二零一三年的志願服務時數能增加百分之十以上。 Encourage greater employee participation in volunteer activities. Increase volunteer service hours by more than 10% in 2013.

- 發展更多類似「恒隆綠先鋒」的計劃，在社區推廣環保意識，同時開展更多地區外展及教育計劃。 Further explore programs such as Hang Lung Green LEEDers to promote environmental awareness among local communities, as well as other local outreach and education programs.

- 加強與持份者溝通，聆聽社區心聲，了解與我們物業毗鄰社區的狀況，蒐集易受建築工程或營運影響的社區的意見。 Enhance stakeholder engagement to include more voices from the local communities, including those close to our properties and prone to be affected by construction or operation.





二零一三年的進度 2013 Progress			未來行動 Future Actions
評估了集團五個產品及服務供應商的情況，包括清潔及保安的承包商和批發商。	Conducted assessment on five suppliers which covered goods and services, including our cleaning and security contractors and wholesalers.	邀請潛在供應商提供相關證明文件和政策資料。  為另外五個供應商進行供應商紀律守則評估，並建立計劃以作每年定期檢視供應商之用。	Invite potential supplier(s) to provide relevant supporting documents and policies.  Conduct assessment on five additional suppliers and establish a program to routinely conduct check on suppliers each year.
已進行評估，結果顯示我們近百分之二十的採購開支用於新供應商。	Conducted assessment which shows that we awarded nearly 20% of our procurement spending to new suppliers.	增加新供應商的總開支至百分之二十五。	Increase on total procurement spending for new suppliers to around 25%.
作進一步內部評估和計劃，藉此決定如何優化查找、管理及監管可持續發展風險的方法。	Conducted further internal assessment and planning needed to determine ways to enhance the processes for identification, management and monitoring of sustainability risks.	檢視我們的外判／承包政策，並就建材所產生的上游影響查找改進的方法。	Review our policies related to contractors to identify improvements to address upstream impacts related to building materials.
開展健康及安全數據收集計劃。計劃尚未於二零一三年全面落实。	Began the health and safety data collection process. It has not been fully implemented in 2013.	向承建商有系統地收集健康及安全數據。	Set up systematic collection of health and safety data with contractors.
取得百分之六十六的服務時數增幅。	A 66% increase in service hours was achieved.	鼓勵更多員工參與義工活動，目標是二零一四年的志願服務時數進一步提升百分之十或以上。	Encourage greater employee participation in volunteer activities. Increase volunteer service hours by 10% or more in 2014.
		在中國內地各個辦事處（不包括昆明及武漢的新項目）成立義工督導委員會，成員涵蓋不同部門的同事。	Set up a Volunteer Steering Committee comprising representatives from different departments in each of our Mainland offices, except for new projects in Kunming and Wuhan.
「恒隆綠先鋒」計劃在內地開展，以進一步推廣環保理念。在香港及中國內地亦有舉辦更多社區活動。	Hang Lung Green LEEDers was launched in projects on the Mainland to further advance spirit of environmental protection. More community activities were organized in Hong Kong and mainland China.	鼓勵香港與中國內地的義工團隊與非政府機構建立長期的夥伴計劃，以便更有策略地計劃和統籌義工活動。	Encourage our volunteer teams in both Hong Kong and mainland China to build a long term relationship with NGO partners so as to work together and organize volunteer activities more strategically.
內地的項目團隊主動造訪社區，積極促進持份者的參與。範例包括昆明的恒隆廣場及大連的恒隆廣場。	Project teams on the Mainland, such as Spring City 66 in Kunming and Olympia 66 in Dalian, paid visits to local communities to engage proactively with stakeholders.	鼓勵各項目舉辦更多促進當地持份者參與的活動。	Encourage our project teams to organize more community activities and engage with local stakeholders.

# 我們的業務



*Our Business*



We prosper as a top-tier developer to achieve sustainable growth

我們領導行業，追求長遠且可持續的發展



## 我們的業務 Our business

恒隆地產繼續秉承「只選好的 只做對的」宗旨，矢志選擇合適地點發展物業，與聲譽最佳的建築師行合作以興建優質物業。在香港及內地我們均透過不斷檢視租戶組合，必要時予以提升，並定期翻新旗下物業，藉此爭取最大的投資回報。

我們享負盛名，是香港和中國內地頂尖的地產發展商，以品質超卓見稱。我們通過興建、營運和管理世界級物業、促進市場商業活動以及提供就業機會，致力為香港和內地城市的發展作出貢獻。此外，作為長線的地產投資者，我們抗拒短線的投機活動，並著眼長遠的可持續發展。

The principle of "We Do It Right" continues to be a guiding force for Hang Lung Properties. We remain committed to building properties in the right location, working with the most reputable architectural firms and constructing quality buildings. In Hong Kong and on the Mainland, our corporate strategy is to constantly review and when necessary upgrade our tenant mix, while regularly refurbishing our existing developments to achieve maximum return on our investment.

We have built a reputation as a top-tier property developer in Hong Kong and mainland China, with a recognized commitment to quality. We seek to contribute to the growth of Hong Kong and cities on the Mainland through developing, operating and managing world-class properties, supporting commercial activities in our markets and providing employment opportunities. We are a long-term property investor, resisting short-term opportunism in favor of lasting sustainable growth.

### 總樓面面積 Total GFA

五千四百萬平方呎  
54 million sq ft

總樓面面積包括已竣工和施工中的物業  
Total GFA including completed investment properties and projects under development

- 已竣工之投資物業  
Completed investment properties
- 施工中的發展項目  
Projects under development

### 旗下物業

我們是發展迅速的地產商，物業組合多元化，包括商舖、辦公樓、住宅、服務式寓所、工業／辦公樓，以及停車場等，總樓面面積達五千四百萬平方呎。

在香港，我們旗下物業的總樓面面積為七百萬平方呎，而租賃物業包括銅鑼灣的名店坊、港島東的康怡廣場以及香港島之巔的山頂廣場。我們的住宅物業亦緊靠於交通骨幹。

### Our properties

We are a fast growing property developer with a varied portfolio of commercial, office, residential, serviced apartment, industrial/office and car park properties with total GFA of 54 million square feet.

In Hong Kong, our portfolio of properties comprises 7 million square feet. Our comprehensive leasing portfolio includes Fashion Walk in Causeway Bay, Kornhill Plaza in Island East and The Peak Galleria at the top of Hong Kong Island. Our residential buildings are located close to the city's transport links.



在中國大陸，我們的物業包括上海的恒隆廣場、上海的港匯恒隆廣場、瀋陽的皇城恒隆廣場、瀋陽的市府恒隆廣場、濟南的恒隆廣場及無錫的恒隆廣場等大型發展項目，並再接再厲，在天津、大連、昆明和武漢等主要城市發展類似的項目。在所有項工竣工後，其總樓面面積將達四千七百萬平方呎。我們建立了「恒隆廣場」的品牌，並以此為內地所有物業命名，希望品牌可以成為世界級可持續發展物業的標誌。

In mainland China, our portfolio of properties comprises large scale developments in Shanghai (Plaza 66 and Grand Gateway 66), Shenyang (Palace 66 and Forum 66), Jinan (Parc 66) and Wuxi (Center 66). We are building on our successes to develop similar properties in other major cities including Tianjin, Dalian, Kunming and Wuhan. The total GFA will amount to 47 million square feet upon completion of all new projects. Our "66" branding is applied to all our developments on the Mainland which we hope will be associated with world class sustainable buildings.

## 重要數據(二零一三年) Key figures (2013)



<sup>^</sup> 總樓面面積包括已竣工和施工中的物業

Total GFA including completed investment properties and projects under development



## 業務概要

與二零一二年十二月三十一日相比，我們的營業額上升百分之二十四至九十一億三千八百萬港元。香港商舖和辦公樓的租出率分別高達百分之九十八和百分之九十六。在環球經濟不明朗以及香港特區政府推出遏抑樓市措施的情況下，旗下浪澄灣、君臨天下及碧海藍天的銷售總額為港幣二十五億港元。

二零一三年，儘管中國內地經濟增長放緩，我們的內地物業仍然表現穩健；商舖和辦公樓的租出率分別為百分之九十三和百分之九十五。我們的新發展項目無錫的恒隆廣場於二零一三年九月揭幕，租出率達百分之九十五。二零一三年十一月，集團在武漢的恒隆廣場舉行開工剪綵儀式。此商業綜合項目標誌著集團首次進軍華中地區。

## Business highlights

Our turnover rose 24% when compared to the year ended December 31, 2012, to HK\$9,138 million. In Hong Kong, the occupancy rate in commercial properties and offices remained high at 98% and 96% respectively. Against the backdrop of an uncertain global economy and the HKSAR Government's cooling measures on the property market, we generated HK\$2,500 million from sales of The Long Beach, The HarbourSide and AquaMarine.

In mainland China, we continued to record a steady performance of our existing portfolio against the moderate economic growth of the Mainland economy in 2013. The occupancy rates in commercial properties and offices were 93% and 95% respectively. Our new development, Center 66 in Wuxi, opened in September 2013 with a 95% occupancy rate. In November 2013, the Group held a groundbreaking ceremony in Wuhan for Heartland 66, a new commercial complex that marks the Group's first entry into central China.



Hang Seng Corporate  
Sustainability Index  
Series Member 2013-2014

恒隆地產連續四年獲選為恒生可持續發展企業指數及恒生內地及香港可持續發展企業指數成分股。

Hang Lung Properties has continued to be a constituent of the Hang Seng Corporate Sustainability Index and the Hang Seng (Mainland and Hong Kong) Corporate Sustainability Index for the fourth consecutive year.

## 內地業務增長

上世紀九十年代，恒隆地產已率先進入中國內地房地產市場。多年來，我們穩步成為中國內地領先的商業地產發展商，業務遍佈各城市。我們的成功建基於對中國內地房地產市場的豐富知識和對優質設計的堅持。

目前，我們香港和中國內地總樓面面積的比例為百分之三十二和百分之六十八。隨著更多內地發展項目竣工，有關組合將發生變化；中國內地物業所佔總樓面面積將上升至百分之八十七。

## China growth

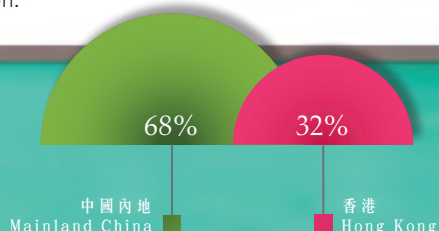
In the 1990s, Hang Lung Properties became one of the few Hong Kong property developers to establish a presence in mainland China's property market. Over the years, we have evolved into a leading national commercial property developer with operations across Mainland cities. Our success in mainland China has been made possible by our knowledge of the Mainland property market and our focus on quality design.

Our property portfolio distribution between Hong Kong and mainland China is now at 32% in Hong Kong and 68% of GFA in mainland China. This property portfolio distribution is set to change further with properties in mainland China accounting for 87% of total GFA as property development projects on the Mainland reach completion.

### 投資物業面積之地域分佈

#### Area of Investment Properties by Geographical Location

於二零一三年十二月三十一日  
As at December 31, 2013



中國內地施工中項目的總樓面面積為三千二百萬平方呎。我們的任務不但是確保這些建築物達至自己所訂的最高設計和建築標準，同時亦要繼續為股東和所服務社區創造價值。

此舉表示我們除了將環保要素融入建築物的設計及施工過程外，更要確保建築物能顧及城市規劃和景觀設計。我們一直以來清楚明白保存及保護國家的文化和建築歷史所擔當的角色，在發展時盡可能保留及活化當地的歷史建築，並融入項目設計。

With 32 million square feet of GFA still under construction in mainland China, we recognize that we are tasked not only to ensure that those buildings achieve our own meticulous standards in design and construction, but also to ensure that we continue to create value for our shareholders and the communities we serve.

This translates into incorporating environmental considerations into the design and construction of our buildings as well as ensuring that our buildings support urban planning and landscaping. In addition, we have long acknowledged our role in preserving and protecting the nation's cultural and architectural history. Thus we restore, preserve and integrate on-site historical buildings into our project designs whenever possible.

## The Essence of our Business

我們的企業管理精益求精，以持份者的利益為依歸



# 誠信·從生活起步

## The essence of our business

優秀的企業管治仍然是集團賴以成功的基石，也是我們繼續可持續發展的重要條件。自集團一九六零年創辦至今，我們所執行的常規、程序以及實施的政策一直以主要持份者的利益為依歸；他們包括股東、員工、顧客和社區。身為不斷增長的企業，我們為自己訂立了嚴格的企業管治標準，超越監管要求。

Good corporate governance continues to be the foundation of the Group's success and central to our commitment to sustainable development. Since the Group's founding in 1960, we have pursued practices, procedures and policies that serve the best interests of our principal stakeholders, namely shareholders, staff, customers and the community. As a growing company, we set ourselves high standards of corporate governance which goes beyond regulatory requirements.



董事總經理陳南祿先生與員工參加恒隆誠信推廣計劃的繞口令日。  
Mr Philip Chen, Managing Director, and staff members participating in the Tongue Twister Day as part of the Hang Lung Integrity Program.

### 專業盡責的管理

強而有力的誠信管治始於能幹稱職的董事局。集團的董事局高瞻遠矚，致力維持優質的企業管治、良好的內部監管以及有效的風險管理，從而提升透明度、問責性、誠信和坦誠度。董事局肩負領導和掌管集團的職責，並共同負責指揮及監管集團事務。為加強董事局的功能，董事局轄下設立了三個董事局委員會，包括執行委員會、審核委員會和提名及薪酬委員會，各司其職。

董事局制定了「董事局成員多元化政策」，列明董事局成員多元化的方針，目的是提升董事局效率及企業管治水平，實現集團業務目標及可持續發展。董事局多元化涵蓋各種因素，包括但不限於性別、年齡、文化和教育背景、種族、專業經驗、所需專才、技能、知識以及服務任期等。董事局現任成員多元化，能配合集團的業務所需。根據公司業務發展的需要和人力資源市場的供求情況，我們會考慮適當的合資格人選。董事局內執行董事和非執行董事的比重均衡，以確保能有效作出獨立判斷。

### Professional and responsible management

The core of a strong and honest governance structure is an effective and qualified Board of Directors (the 'Board'). The Group enjoys the benefits of a proactive Board that is committed to maintaining a high standard of corporate governance. Sound internal controls and effective risk management are in place to enhance transparency, accountability, integrity and honesty. The Board assumes responsibility for leadership and control of the Group and is collectively responsible for directing and supervising the Group's affairs. To improve the function of the Board, three Board committees, namely the Executive Committee, the Audit Committee and the Nomination and Remuneration Committee exist to take up different responsibilities.

The Board has established a policy setting out the approach to achieving diversity on the Board (the 'Board Diversity Policy') with the aims of enhancing Board effectiveness and corporate governance as well as achieving our business objectives and sustainable development. Board diversity has been considered from a number of aspects including, but not limited to: gender, age, cultural and educational background, ethnicity, professional experience, required expertise, skills, knowledge and length of service. The current Board consists of a diverse mix of Board members appropriate to the requirements of the Group's business. Suitable and qualified individuals will be considered based on the needs of our growing business and the availability of talent in the market. The Board includes a balanced composition of Executive and Non-Executive Directors to ensure that it can effectively exercise independent judgment.

## 業務營運管治及風險管理

本集團確保我們完全遵守所有公司營運地區法制適用的法律、規定及條例。我們的董事總經理負責確保有足夠的財政及內部監察，以及我們的業務運作符合適用的法例和規例。公司秘書為本公司的全職僱員，負責確保董事局依循程序及遵守適用法律、規則及規例；董事局可獲得公司秘書之意見及服務。

我們維持良好的內部監控環境，確保內部監控系統和程序有效運作，並在有需要時作出改進，從而有效管理風險。集團的紀律守則詳述我們的營商理念，是所有員工必須遵守的準則。內部監管系統則讓我們得以監察集團的整體財政狀況、防止資產受損或被挪用、就重大欺詐及錯失作出合理預防措施、以及有效管理風險。

為確保紀律守則得以落實，並監察實施情況，各部門經理有責任確保下屬完全明白以及嚴格遵守相關準則和規定。違規之僱員會受到處分，包括在必要時終止合約和向相關機構舉報。我們的執行董事必須公平快速地處理股東、潛在股東、客戶、消費者、供應商、承辦商及公司僱員所作出之投訴，並就此向董事局成員問責。

我們制定了舉報程序，處理關於違反紀律守則的實際或潛在行為和懷疑違規的舉報。我們的舉報程序有助鼓勵員工以及承包商和租戶等相關第三方舉報與集團事務有關的懷疑失當行為、欺詐活動或舞弊行為。所有個案均由內部審計部門主管直接處理，並由內部審計部門以保密方式進行調查。我們通過員工紀律守則及其他相關政策和程序，讓所有員工清楚誠信的重要性。在二零一三年，我們安排了一家內地著名的律師事務所為中國內地員工舉辦了全面和特為彼等而設的誠信培訓計劃。

### 獎項

- 恒隆地產在二零一三年度亞洲企業管治大獎－亞洲最佳選舉中，榮獲「企業管治典範」的殊榮。
- 恒隆地產董事總經理陳南祿先生獲頒發二零一三年「亞洲企業董事嘉許大獎」。

## Governance of business operations and risk management

The Group ensures that we are in full compliance to all applicable laws, rules and regulations in the jurisdiction in which we operate. Our Managing Director is responsible for ensuring the adequacy of financial and internal control systems and the conduct of business in conformity with applicable laws and regulations. The Board has access to the advice and services of the Company Secretary, a full-time employee of the Company, who is responsible to the Board for ensuring that procedures are followed and that all applicable laws, rules and regulations are complied with.

We manage our risk effectively by maintaining a good internal control environment for our internal control systems and procedures to perform effectively and make improvements where necessary. The Code of Conduct details the Group's philosophy in running its business and acts as a benchmark for all staff to follow. Internal control systems are designed to monitor the Group's overall financial position, safeguard its assets against loss and misappropriation, provide reasonable assurance against material fraud and errors, and manage risk effectively.

In order to monitor and enforce compliance to the Code of Conduct, functional managers are responsible for ensuring that their subordinates fully understand and comply with the standards and requirements as stipulated. Any violation thereof will result in the employee being disciplined, including termination of employment or being reported to appropriate authorities if necessary. The Executive Directors answer directly to any Board member for impartial and efficient handling of complaints received from all shareholders and potential shareholders, customers and consumers, suppliers and contractors and employees.

A whistle-blowing mechanism is in place for reporting actual or potential violations of the Code of Conduct and other suspected irregularities. It is designed to encourage employees and other related third parties such as contractors and tenants to raise serious concerns in confidence about potential misconduct, fraudulent activities, or malpractices in any matter related to the Group. All cases are addressed to the Head of Internal Audit directly and investigated by Internal Audit on a confidential basis. All staff are made aware of integrity issues through the Code of Conduct and other related policies and procedures. A comprehensive and tailored training program on integrity was conducted by a leading mainland law firm for staff in mainland China in 2013.

### Awards

- Hang Lung Properties was honored as the Icon on Corporate Governance at The Best of Asia – Corporate Governance Asia Recognition Awards 2013.
- Mr Philip Chen, Managing Director of Hung Lung Properties, was named a top winner in the Asian Corporate Director Recognition Awards 2013.



- 恒隆地產公司秘書、總法律顧問及集團事務部助理董事蔡碧林女士於二零一三年度第一屆亞洲公司秘書表揚大獎中，勇奪「年度最佳亞洲公司秘書」的榮譽。

- Ms Bella Chhoa, Company Secretary, General Counsel and Assistant Director – Corporate Affairs of Hang Lung Properties, won the Asian Company Secretary of the Year of the 1st Asian Company Secretary of the Year Recognition Awards 2013.

關於本集團企業管治的詳細資料，請分別參閱恒隆集團及恒隆地產刊發之年報和中期報告，以及集團網頁[www.hanglunggroup.com](http://www.hanglunggroup.com)及[www.hanglung.com](http://www.hanglung.com)內之的企業管治版面。

For more detailed information on the Group's corporate governance, please refer to our annual reports and interim reports published by Hang Lung Group and Hang Lung Properties respectively and visit the corporate governance sections of our websites: [www.hanglunggroup.com](http://www.hanglunggroup.com) and [www.hanglung.com](http://www.hanglung.com).



恒隆獲評為亞洲的「企業管治典範」，而我們的董事總經理亦獲頒發「亞洲企業董事嘉許大獎」。  
Hang Lung is named Asia's Corporate Governance Icon, and our Managing Director was named a top winner in the Asian Corporate Director Recognition Awards.

年度最佳亞洲公司秘書  
Asian Company Secretary of the Year Recognition Awards 2013

## 持份者參與

恒隆十分重視持份者的參與。在營運過程中，我們經常和租戶、承建商、供應商、職員、投資者及社群互動，並定期進行行業交流。去年，我們挑選了一些公司內部和外界的持份者，了解他們對集團可持續發展工作的期望。今年集團加強了與投資者、職員、租戶及供應商的溝通，聽取他們對集團二零一二年的可持續發展報告和相關活動的意見。展望將來，我們準備推行更有系統的持份者參與計劃，包括進行員工問卷調查，並為持份者群組，例如租戶，設立專門的意見搜集機制。

## Stakeholder engagement

The Group values the importance of stakeholder engagement. In our operation, we frequently engage with tenants, contractors, suppliers, employees, investors and communities. Industry engagement occurs regularly. Last year, we began the process of engaging with a selected group of internal and external stakeholders about their expectations of our sustainability performance. This year the Group enhanced our engagement with investors, employees, tenants and suppliers to understand their views on our 2012 report and our sustainability initiatives. Going forward, we plan to undertake more systematic engagement with stakeholders. This includes conducting an employee survey and establishing specific feedback mechanisms for shareholder groups such as tenants.

### 持份者讚賞的措施： Our stakeholders appreciate:

- 恒隆在二零一三年發表獨立成刊的可持續發展報告  
The publication of the standalone sustainability report in 2013
- 報告採用GRI G3.1的國際報告準則  
The alignment of the report to the international reporting guideline, GRI G3.1
- 集團開誠佈公與誠實的方針  
The Group's overall approach of openness and honesty
- 恒隆在所有項目均採用綠色建築認證的承諾  
Hang Lung Properties' commitment to adopting green building certification in its projects

### 持份者建議： Our stakeholders suggest:

- 參考國際勞工標準以制定政策  
Formulating policies aligned with international labor standards
- 透露更多環保管理系統的資料  
Enhancing our disclosure on environmental management systems
- 提供可持續發展表現的量化數據，並報告短期與長期目標  
Reporting quantitatively our sustainability performance along with short and long term targets

## 可持續發展的管理架構 Sustainability management structure

27

誠信・從生活起步

The essence of our business

在二零一三年，我們成立了可持續發展管理架構，負責鞭策集團制定和落實可持續發展措施。在此架構下，可持續發展督導委員會向董事總經理匯報，並負責確保整個集團的目標和願景一致。

The sustainability management structure was established in 2013 to drive the development and implementation of sustainability initiatives. Under the structure, the Sustainability Steering Committee, which reports to the Managing Director, oversees the alignment of our goals and vision across the Group.

### 可持續發展督導委員會

### Sustainability Steering Committee



### 可持續發展風險與機遇委員會 Sustainability Risks and Opportunities Committee

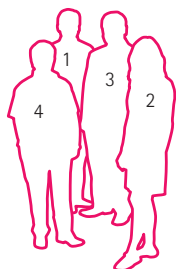
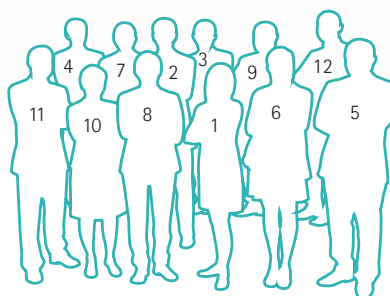


委員會職權範圍廣泛，而今年的工作重點是評估現有的供應鏈常規做法，並查找繼續改進以及對價值鏈發揮正面影響的方法。

With the broad remit of this Committee, the focus this year was to evaluate our existing supply chain practices and identify ways in which we can exert a positive influence along our value chain.

#### 可持續發展督導委員會 Sustainability Steering Committee

1. 蔡碧林 Bella Chhoa (主席 Chairperson)
2. 關則輝 C.F. Kwan
3. 梁煥添 Moses Leung
4. 麥偉民 Raymond Mak
5. 姚永聰 William Yiu
6. 甄婉兒 Mary Yan
7. 曾殿科 Ricky Tsang
8. 陳文博 Adriel Chan
9. 周錦雄 Sammy Chow
10. 饒月娥 Cora Yiu
11. 林紹和 S.W. Lam
12. 盧建華 Edward Lo



#### 可持續發展風險與機遇委員會 Sustainability Risks and Opportunities Committee

1. 周達仁 Richard Chow (主席 Chairperson)
2. 蔡碧林 Bella Chhoa
3. 周錦雄 Sammy Chow
4. 李盈 Amanda Li



## 員工、操守和社區發展委員會

Employees, Ethics and Community Programs Committee

秉持集團「只選好的 只做對的」的座右銘，委員會的工作重點是悉力推動以此為本的工作文化。在深厚的企業文化根基之上，委員會今年積極尋找方法，讓業務急速發展的同時繼續滋養這優秀傳統，並更有條理地引入新的可持續發展計劃。

The Committee focused its efforts on cultivating a working culture that is aligned with our "We Do It Right" motto. We have all along had a strong corporate culture and the Committee was tasked to identify ways to maintain this culture amidst rapid business growth and to introduce our new ideas on sustainability in a more systematic way.



## 環保委員會

Environmental Initiatives Committee

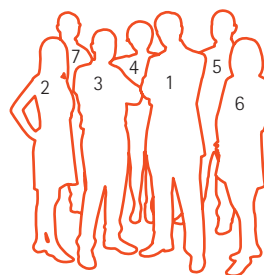
委員會的主要工作是監察旗下現有建築物的環保表現並在今年開展了一連串項目，以用電量為重點，並同時重視旗下物業環保因素所覆蓋的範圍和深度。

This Committee focused its efforts on managing environmental impacts of our existing buildings. They started the year implementing a number of projects particularly, around electricity use and broadening and deepening our view of the environmental profile of our portfolio.



員工、操守和社區發展委員會  
Employees, Ethics and  
Community Programs Committee

1. 關則輝 C.F. Kwan (主席 Chairperson)
2. 郭詩慧 Angel Kwok
3. 嚴偉雄 Thomas Yim
4. 潘舜雅 Janet Poon
5. 盧建華 Edward Lo
6. 黃佩琴 Rita Wong
7. 李嘉輝 Thomas Lee



環保委員會  
Environmental  
Initiatives Committee

1. 林紹和 S.W. Lam (主席 Chairperson)
2. 周志偉 Ryan Chow
3. 葉靄珊 Bonnie Yip
4. 袁家俊 Billie Yuen
5. 黃鍵銘 Max Wong
6. 羅萬強 Steven Law
7. 黃宏基 John Wong
8. 張婉佳 Bibian Cheung

## 重要性評估

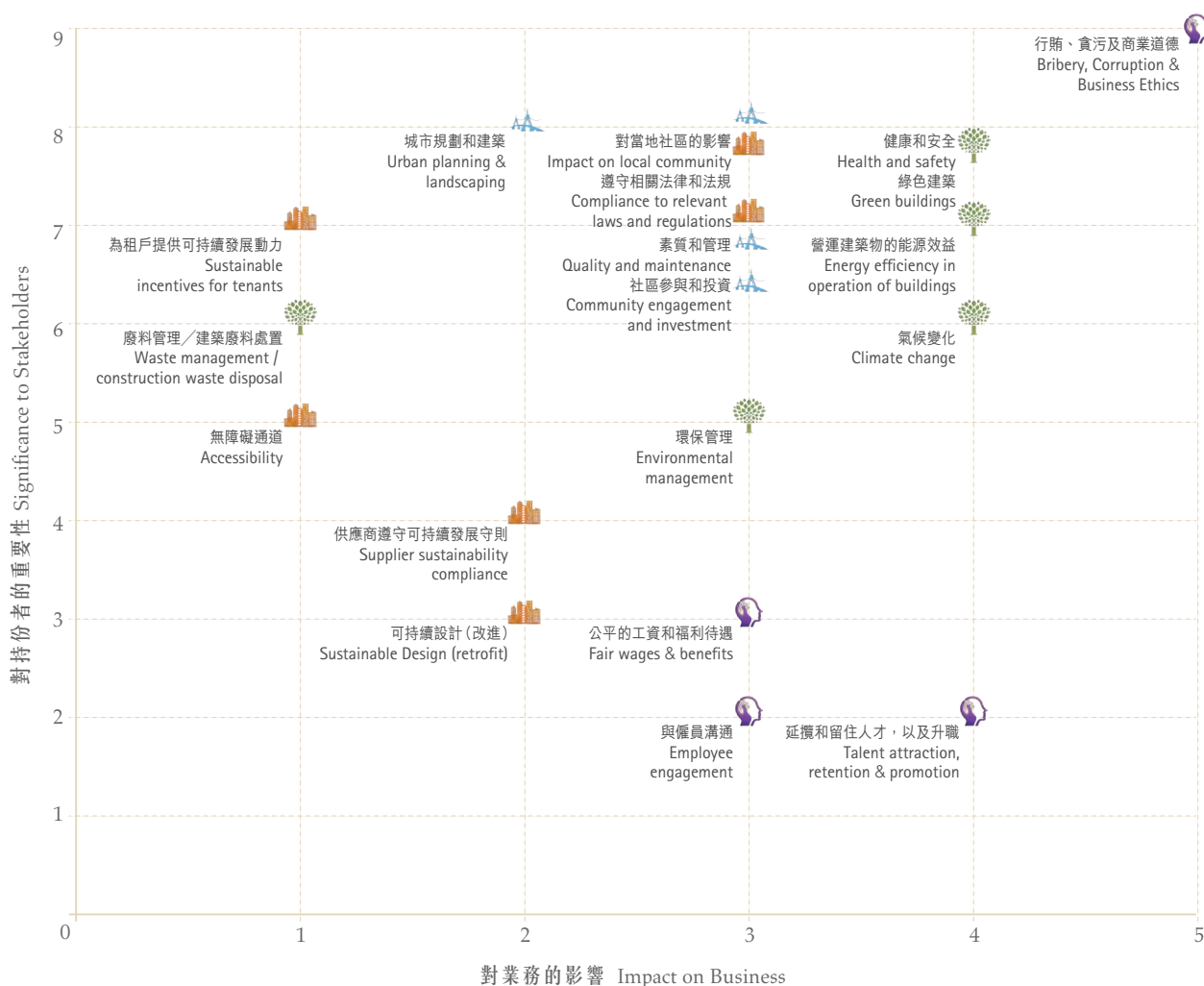
恒隆與內部和外界持份者溝通互動，藉此全面掌握我們可持續發展的影響範疇，並找出與我們關係最密切議題，以便作出匯報。我們亦徵詢了部分內部和外界持份者對二零一二年評估矩陣圖的意見。持份者普遍認為二零一二年矩陣圖所顯示的議題重要次序仍具參考價值，但部分議題在今年更為重要，包括以下事項：

- 由於集團計劃於內地急速發展，防止行賄及貪污對我們業務的重要性增加。
- 因為內地落實碳排貿易試點，增加了「氣候變化」對我們業務的影響。
- 香港特區政府推行政策，提升無障礙通道和設施，「無障礙通道」因而更為重要。
- 勞工短缺問題日益嚴重，高技術的建築工人尤甚。因此，「延攬和留住人才，以及升職」的重要性增加。

## Materiality assessment process

In order to have a more thorough understanding of where our sustainability impacts occur and to identify the most important and relevant issues for the organization to report on, we engaged with our internal and external stakeholders to provide their thoughts on our 2012 materiality matrix. Stakeholders generally felt that the issues prioritized in the 2012 materiality matrix were still relevant. However, the weighting of some of the material issues this year has increased based on a number of issues:

- The importance of the prevention of bribery and corruption in the business due to our fast expansion plan into the Mainland.
- The impacts of climate change on the business due to a pilot carbon emissions trading scheme implemented in the Mainland.
- The importance of accessibility due to the HKSAR Government's established policy objective to enhance barrier-free access and facilities.
- The importance of talent attraction, retention and promotion to stakeholders in response to the growing labor shortage particularly for skilled construction workers.

圖例  
Legend
 人力資源  
People

 環境  
Environmental

 社區  
Community

 營運實踐  
Operating practices



我們修改了矩陣圖，反映上述轉變。我們就持份者認為重要以及與我們業務息息相關的議題作出匯報。

我們的可持續發展督導委員會評估每一項重要議題在價值鏈不同階段的影響程度。我們把價值鏈劃分為四大元素，包括上游供應商（例如：建築材料和設施的供應商）、建築、物業管理和使用物業（顧客）。在上述過程中，我們發現若干議題可能產生重大影響，但目前並非我們工作的重點，例如上游供應商在健康和安全的表現、氣候變化和建築活動中供應商遵守可持續發展準則的程度。這些發現為我們的策略思維提供指引，而二零一四年將探討我們的影響範圍，並決定是否擴展或調整計劃。

We have amended our materiality matrix to reflect this change in context. Our material issues for reporting are those that our stakeholders consider highly significant and those that have a high impact on our business.

For each material issue identified, our Sustainability Steering Committee assessed the significance of their impact at each stage of our value chain. We divided our value chain into four main elements: upstream suppliers (such as building materials and facilities suppliers), construction, property management and use of property (customers). As a result of this process, we identified issues with potential significant impacts which are currently not considered to be a priority within our program. For example, health and safety in our upstream suppliers, climate change and supplier sustainability compliance in our construction activities. The finding will further guide our strategic thinking and in 2014, we will look into our sphere of influence and decide whether to expand or adjust our program.

## 參與的組織及約章

本集團積極支持和參與由行業組織、政府機構及環保團體發起，並跟我們的企業理念相符的活動。我們於二零一三年參與的組織、約章及計劃可詳見下表。

## Memberships and Charters

The Group seeks to actively support and engage with industry associations, governmental bodies and environmental organizations that are aligned with our corporate values. Below is a list of memberships, charters and initiatives that we participated in during 2013.

### 公司會員及約章/計劃 Corporate Memberships & Charters / External Initiatives

• 商界環保協會(特邀會員)	Business Environment Council (Council Member)
• 香港綠色建築議會(金贊助會員)	Hong Kong Green Building Council (Patron Gold Member)
• 香港地產建設商會(副會長、執行委員會成員)	Real Estate Developers Association of Hong Kong (Vice President, Executive Committee Member)
• 商界環保協會－世界可持續發展工商理事會《建築物能源效益宣言》*	Business Environment Council – WBCSD Energy Efficiency in Buildings Manifesto*
• 香港特區政府環境局－惜食約章*	Environmental Bureau, HKSAR Government – Food Wise Charter*
• 香港特區政府環境局及機電工程署－室內溫度節約章*	Environmental Bureau and Electrical and Mechanical Services Department, HKSAR Government – Energy Saving Charter on Indoor Temperature*
• 香港特區政府環境保護署－減碳約章及碳審計綠色機構*	Environmental Protection Department, HKSAR Government – Carbon Reduction Charter and Carbon Audit Green Partner*
• 職業訓練局－有能者・聘之約章*	Vocational Training Council – Talent-Wise Employment Charter*
• 世界自然基金會香港分會－「向魚翅說不」企業承諾*	World Wide Fund for Nature Hong Kong – No Shark Fin Pledge*
• 香港地球之友－「惜飲惜食」宴席輕量計劃*	Friends of the Earth Hong Kong – Order Less Waste Less Pledge*
• 香港地球之友－Earth Partner	Friends of the Earth Hong Kong – Earth Partner

\* 參與者  
signatory

## Our commitment to Environmental Protection

We place equal emphasis on construction and conservation

我們把建築與環保劃上等號



## 環保使命

# Our commitment to environmental protection

我們繼續重視旗下建築物在設計、建築和營運方面的可持續發展表現。今年，我們向前邁進了一步，監察我們管理的所有物業的環保表現，並收集所有香港物業和租戶的環保數據。此外，我們上海的港匯恒隆廣場及上海的恒隆廣場則加入了中國內地的碳排貿易試點計劃。我們會繼續致力為新舊物業爭取綠色認證。我們亦通過為員工、租戶及顧客舉辦環保教育活動和提供培訓，加強他們的環保意識。

## 對環境影響的管理

我們明白，必須掌握量化數據，從而仔細分析我們對環境產生的影響，我們的環保表現才會不斷進步。因此，我們加強涵蓋所有物業的數據搜集系統，納入更多能源種類、廢料和用水。在二零一四年，我們希望進一步綜合和統一旗下中國內地物業的環保數據收集程序。

## 廢料管理和回收措施

我們在旗下所有物業提供廢物分類設施，並聘請承包商收集我們所有香港物業的廢物處理數據。在二零一四年初，我們推行了一項試驗計劃，提供光管的回收設施。此外，我們正研究裝置玻璃瓶和鋁罐回收設施，亦已在山頂廣場安裝廚餘分解機。我們亦與部分餐廳租戶合作，推行廚餘回收的試驗計劃。

We continue to focus on sustainability in the design, construction and operation of our buildings. This year, we made progress in monitoring the environmental performance of all buildings we manage and in collecting environmental data from all of our Hong Kong properties and tenants. Our Shanghai properties Grand Gateway 66 and Plaza 66 participated in the pilot carbon emissions trading scheme in mainland China. We continued our commitment to green building certification for our existing and new buildings. We strengthened our efforts to create awareness of environmental protection among our employees, tenants and customers through training and other activities.

## Managing our environmental impacts

Recognizing that continuous improvement in our environmental performance will only be achieved through carefully examining our environmental impact, we expanded our data collection system across all properties to include more energy sources, waste and water. In 2014, we hope to aggregate and align the environmental data collection process across our mainland China properties.

## Waste management and recycling initiatives

We provide facilities for segregation of waste management in all our buildings. We engaged a waste contractor to collect data on waste disposal from all of our Hong Kong properties. At the beginning of 2014, we introduced a pilot scheme to provide recycling facilities for fluorescent light tubes. We are conducting a study on the recycling of glass bottles and aluminum cans. We have installed a food waste composer in The Peak Galleria. We are also running a pilot program with a selection of restaurant tenants to recycle food waste.

以種類和處理方法劃分的廢料 Waste by type and disposal method		香 港 Hong Kong	中 國 內 地 Mainland China	單 位 Unit	
回 收 廢 料 Recycled waste					
紙 張	Paper	192,896	166,300	千 克	kg
金 屬	Metal	2,484	9,800	千 克	kg
食 物	Food	3,783,120 <sup>(1)</sup>	N/A	公 升	liters
塑 料	Plastic		5,400	千 克	kg
玻 璃	Glass		1,100	千 克	kg
慳電膽／光管	Fluorescent light bulbs/tubes		13,000	盞	pieces
廢油脂	Grease waste		207,200 <sup>(2)</sup>	公 升	liters
沒回收的廢料 Non-recycled waste					
棄置於堆田區的廢料	Waste disposed in landfill	3,896 <sup>(1)</sup>	62,034	噸	tons

<sup>(1)</sup> 根據二零一三年八月至十二月660升/240升垃圾容器數目所推算的全年數據  
Estimated full-year figure is based on the number of 660L/240L rubbish containers recorded from August to December 2013

<sup>(2)</sup> 瀋陽的皇城恒隆廣場和市府恒隆廣場，濟南的恒隆廣場  
Palace 66 and Forum 66 in Shenyang and Parc 66, in Jinan

## 用水效益

為找出可進一步節約用水的範圍，我們已開始監察旗下香港和中國內地所有物業用水模式。我們的用水效益已經提升，香港和中國內地的每平方米用水量分別由1.58下降至1.35和由1.78下降至1.46。

## Water efficiency

In order to identify areas where we can further reduce water consumption, we are monitoring the patterns of water use from all our properties in Hong Kong and mainland China. We are becoming more efficient in our water consumption per square meter decreasing from 1.58 to 1.35 and 1.78 to 1.46 in Hong Kong and mainland China respectively.

		香港 <sup>(2)</sup> Hong Kong <sup>(2)</sup>	中國內地 <sup>(3)</sup> Mainland China <sup>(3)</sup>	單位 Unit	
食水用量 Fresh water consumption <sup>(1)</sup>					
二零一三	2013	482,649	563,950	立方米	m <sup>3</sup>
二零一二	2012	589,248	456,606	立方米	m <sup>3</sup>
旗下物業的耗水強度 Water intensity in our buildings					
二零一三	2013	1.35	1.46	立方米／平方米	m <sup>3</sup> /m <sup>2</sup>
二零一二	2012	1.58	1.78	立方米／平方米	m <sup>3</sup> /m <sup>2</sup>
食水循環再用的百分比	Percentage of water reused	2.6	1.2 <sup>(4)</sup>	%	

<sup>(1)</sup> 數據不包括租戶的用水量

Data excludes water consumption of our tenants

<sup>(2)</sup> 二零一二年香港用水數據涵蓋三十三幢建築物，而二零一三年的數據則涵蓋二十八幢建築物。由於部分建築物已出售及不受本集團所管理，二零一三年的數據不包括下列建築物：麗港城商場、紅A中心、百佳商業中心、樂基中心、金鐘廊、衛蘭軒及汀蘭居。數據加入了下列建築物：渣打銀行大廈及君逸山。Hong Kong 2012 water data covers 33 buildings. 2013 data covers 28 buildings. In 2013, the following buildings were not included: Laguna Plaza, Star Centre, Park Building, Stanhope House, Queensway Plaza, The Wesley and The Bay Bridge as these properties have been sold and are not managed by the Group. The following buildings were added: Standard Chartered Bank Building and Carmel-on-the-Hill.

<sup>(3)</sup> 中國內地數據包括營運超過兩年的建築物。二零一二年的數據包括上海的恒隆廣場和上海的港匯恒隆廣場；二零一三年的數據則包括上海的恒隆廣場、上海的港匯恒隆廣場以及瀋陽的皇城恒隆廣場。

Mainland China data includes buildings with over two years of operation. 2012 data includes Plaza 66 and Grand Gateway 66 in Shanghai. 2013 data includes Plaza 66, Shanghai, Grand Gateway 66, Shanghai and Palace 66, Shenyang.

<sup>(4)</sup> 濟南的恒隆廣場

For Parc 66, Jinan



山頂廣場的廚餘分解機  
Food waste composer at The Peak Galleria



於山頂廣場設置全港首個以青苔塗鴉為主題的展覽活動，以推廣環保。  
An exhibition of graffiti made with moss on displayed at The Peak Galleria to promote recycling.



「恒隆綠先鋒」於上海舉行減廢回收活動  
Hang Lung Green LEEDers organize diversion themed activity in Shanghai



## 提高環保意識

集團深知，要減輕企業營運對環境的影響，員工的參與和支持極為重要。今年，我們成立「恒隆綠事辦」，全力推動智「綠」工作間。我們鼓勵同事實踐環保4R，即減少使用、物盡其用、循環再用，以及替代使用。

香港和中國內地辦公室都選出了環保大使，負責宣揚及推動有關理念。環保大使每月亦會分享綠色小貼士，提醒同事將簡單易為的環保行動融入日常工作，為環保一同努力。為推廣綠色生活及在更廣泛層面為同事提供綠色資訊，我們並有「愛綠·愛生活」系列，每兩至三個月舉行講座和工作坊。二零一三年的活動包括有關減少剩食的3R、全球氣候暖化和綠色飲食大趨勢，還有青苔塗鴉及橫幅袋升級再造工作坊。

## Raising environmental protection awareness

We recognize the importance of having our employees on board in minimizing the impact of our operations on the environment. This year, we launched the Hang Lung Green Office initiative with the aim of promoting a "SmartGreen" workplace. We encourage our employees to practice the concept of 4Rs: Reduce, Reuse, Recycle and Replace.

Green Office Ambassadors are nominated in our Hong Kong and mainland China offices to promote and drive this initiative. Green tips are shared with employees on a monthly basis highlighting easy-to-do pointers to integrate green actions into the workplace. To promote green lifestyle and provide employees with information on green living from a broader perspective, we have a Living Green series with seminars and workshops organized every two to three months. In 2013, we organized talks on the 3Rs on food waste, global warming and green diet solutions, as well as workshops on moss art and banner bag upcycling.



可持續發展督導委員會及管理層成員前往香港蘇豪智選假日酒店作實地考察，了解有關可持續發展的新技術和設計。該酒店是全球首家獲得三項鉑金級環保建築認證的酒店。我們將在二零一四年安排更多富教育意義的參觀活動。

Our Sustainability Steering Committee and management members paid a visit to the Holiday Inn Express Hong Kong SoHo, the first hotel in the world that has achieved triple platinum green certificates, to examine the new green building technology and the design used to achieve sustainable development. More educational tours will be organized in 2014.

## 碳排放和能源管理

我們矢志加強工作和發揮創新思維，提升建築物的能源效益，並以二零一零年為基準，在二零一五年減少百分之五用電量。為達到目標，我們在旗下物業啟動了一項能源效益計劃，二零一三年較二零一零年減少了百分之七點七的用電量。

二零一三年，我們完成了十六幢位於香港，三幢位於中國內地物業的能源審計；其中，從二零零六年開始，我們一直查找和更換能源效益低的製冷機組。由於製冷佔一幢建築物總用電量約一半，發揮其最大功能，並進行計劃周詳、更正、定期和預防性的維修有助節約不少能源。二零一三年，我們提升和更換了渣打銀行大廈、山頂廣場以及雅蘭中心辦公樓一期及二期的空調製冷系統，費用達五千八百三十萬港元。自二零一三年一月以來，我們的用電量因而已下降了百分之三。

## Carbon and energy management

We are dedicated to implementing concrete actions and developing innovative ideas to enhance the energy efficiency of our buildings and reduce electricity consumption by 5% in 2015, using 2010 as the baseline. To achieve this target, we have implemented an energy efficiency program in our buildings. In 2013, we have already recorded a 7.7% reduction in electricity consumption as compared with the 2010 baseline.

In 2013, we completed energy audits for 16 properties in Hong Kong and three properties in mainland China. Since 2006, we have been utilizing a program to identify and replace poorly performing air conditioning equipment. As air conditioning accounts for almost half of the total energy of consumption for a building, optimizing the operation and implementing planned, corrective, predictive and preventive maintenance can contribute significantly to energy saving. In 2013, we upgraded and replaced air conditioning chillers at Standard Chartered Bank Building, The Peak Galleria and Grand Plaza Office Tower One and Tower Two, an investment amounting to HK\$58.3 million. Since January 2013 we have already seen a 3% reduction in electricity consumption as a result.



在中國內地，上海的港匯恒隆廣場及上海的恒隆廣場參加了為期三年的碳排貿易試點計劃。計劃由二零一三年開始，至二零一五年結束。

展望將來，我們計劃通過制訂公司的能源使用指引，以及訂立減少二零一三年到二零一五年的溫室氣體排放百分之三為目標，增加透明度。我們計劃於二零一四年向香港特區政府環保署披露我們碳足印的數據，顯示我們實踐低碳營運以及滿足投資者和社區期望的決心。

In mainland China, Plaza 66 and Grand Gateway 66 in Shanghai are participating in the pilot carbon emissions trading scheme which will run for three years from 2013 to 2015.

As we move forward, we intend to increase our transparency by developing company-wide guidelines for energy consumption, as well as setting greenhouse gas emission target of 3% reduction from 2013 to 2015. We are preparing to disclose our carbon footprint data to the Environmental Protection Department of HKSAR Government in 2014 to demonstrate our commitment in pursuing a low carbon business and to meet the expectations from investors and wider community.



		香港 <sup>(2)</sup> Hong Kong <sup>(2)</sup>	中國內地 <sup>(3)</sup> Mainland China <sup>(3)</sup>	單位 Unit	
用電量 Electricity Consumption <sup>(1)</sup>					
二零一三	2013	82,110,451	85,680,761	千瓦時	kWh
二零一二	2012	95,203,762	72,112,995	千瓦時	kWh
二零一一	2011	92,364,730	73,878,442	千瓦時	kWh
二零一零	2010	94,748,056	75,954,013	千瓦時	kWh
營運中物業的耗電強度 Energy intensity of buildings in use					
二零一三	2013	111.31	102.46	千瓦時／平方米／年	kWh/m <sup>2</sup> /year
二零一二	2012	115.73	110.05	千瓦時／平方米／年	kWh/m <sup>2</sup> /year
二零一一	2011	112.27	112.75	千瓦時／平方米／年	kWh/m <sup>2</sup> /year
二零一零	2010	115.17	115.92	千瓦時／平方米／年	kWh/m <sup>2</sup> /year
產生的再生能源	Renewable energy generated	200	248,092 <sup>(4)</sup>	千瓦時	kWh

<sup>(1)</sup> 上述數據包括整個項目的空調、電梯系統以及中央處理系統。租戶所租用範圍的用電量主要由租戶控制，故有關數據排除在外。數據按電錶讀數計算。  
The reported data includes air conditioning, lifts systems and the central treatment plant for the entire development. Electricity consumed by tenants within their own rented spaces is not included since the tenants primarily control the consumption. Data is based on meter readings.

<sup>(2)</sup> 二零一零至二零一二年香港用水數據涵蓋三十三幢建築物，而二零一三年的數據則涵蓋二十八幢建築物。由於部分建築物已出售及不受本集團所管理，二零一三年的數據不包括下列建築物：麗港城商場、紅A中心、百佳商業中心、樂基中心、金鐘廊、衛蘭軒及汀蘭居。數據加入了下列建築物：渣打銀行大廈及君逸山。  
Hong Kong 2010-2012 data covers 33 buildings. 2013 data covers 28 buildings. In 2013, the following buildings were not included: Laguna Plaza, Star Centre, Park Building, Stanhope House, Queensway Plaza, The Wesley and The Bay Bridge as some of these properties have been sold and are not managed by the Group. The following buildings were added: Standard Chartered Bank Building and Carmel-on-the-Hill.

<sup>(3)</sup> 中國內地數據包括營運超過兩年的建築物。二零一二年的數據包括上海的恒隆廣場和上海的港匯恒隆廣場；二零一三年的數據則包括上海的恒隆廣場、上海的港匯恒隆廣場以及濟南的皇城恒隆廣場。  
Mainland China data includes buildings with over two years of operation. 2012 data includes Plaza 66 and Grand Gateway 66 in Shanghai. 2013 data includes Plaza 66, Shanghai, Grand Gateway 66, Shanghai and Palace 66, Shenyang.

<sup>(4)</sup> 太陽能電池板  
From solar panels

二零一三年表現 2013 performance		香港 Hong Kong	中國內地 Mainland China	單位 Unit	
直接能源消耗 Direct energy consumption					
柴油	Diesel	2,744	5,395	公升	liters
煤氣	Towngas	不適用 N/A	217,960 <sup>(1)</sup>	立方米	m <sup>3</sup>
天然氣	Natural Gas	不適用 N/A	4,005 <sup>(2)</sup>	立方米	m <sup>3</sup>

<sup>(1)</sup> 上海的恒隆廣場  
Plaza 66, Shanghai

<sup>(2)</sup> 濟南的恒隆廣場  
Parc 66, Jinan

二零一三年表現 2013 performance		香港 Hong Kong	中國內地 Mainland China	單位 Unit	
溫室氣體排放 Greenhouse Gas Emissions					
直接排放(範疇1)	Direct emissions (Scope 1)	477.77 <sup>(1)</sup>	11.76 <sup>(2)</sup>	每噸二氯化碳當量	tCO <sub>2</sub> e
間接排放(範疇2)	Indirect emissions (Scope 2)	57,477.32 <sup>(3)</sup>	65,190.96 <sup>(4)</sup>	每噸二氯化碳當量	tCO <sub>2</sub> e
營運中物業的 溫室氣體排放強度	Greenhouse gas emissions intensity of buildings in use	0.078	0.078	每噸二氯化碳當量／ 平方米(建築樓面面積)／年	tCO <sub>2</sub> e/ m <sup>2</sup> (CFA)/year

<sup>(1)</sup> 包括柴油和冷凍劑的排放  
Includes emissions from diesel and refrigerants

<sup>(3)</sup> 包括電力的排放  
Includes emissions from electricity

<sup>(2)</sup> 包括柴油和天然氣的排放  
Includes emissions from diesel and natural gas

<sup>(4)</sup> 包括電力、煤氣和蒸氣的排放  
Includes emissions from electricity, towngas and steam

## 綠色建築認證

我們致力為新舊物業爭取綠色建築認證。

## Green building certification

Our commitment to green building certification is demonstrated in our existing and new buildings.

在二零一三年，集團旗下之渣打銀行大廈獲香港綠色建築議會(BEAM Plus)1.2版(既有建築)暫定金級認證，為全港首幢獲得此項認證的建築物。

In 2013, the Group achieved the Gold Rating of Provisional Assessment under the BEAM Plus V1.2 for Existing Building of HKGBC for Standard Chartered Bank Building which became the first building in Hong Kong to achieve this certification.

### 渣打銀行大廈：項目特色

#### Project features of Standard Chartered Bank Building

##### 材料及廢料 Materials and waste

- 訂立環保採購計劃，確保至少百分之七十的採購物料為環保物料。
- 制訂商戶手冊，鼓勵商戶及其承辦商在處理建築廢物、使用化學及其他有害物質、以及減低能源消耗上採用更環保的方案。
- 採用適當技術，致力減少因翻新或拆卸所產生的廢料。
- 製冷設備採用較環保的製冷劑。
- 進行廢物審計，以改進回收工作。

An Environmental Purchase Plan is established to ensure that at least 70% of purchased items are environmentally friendly.

Tenants' Handbook encourages tenants and their contractors to adopt environmentally friendly practices for the disposal of construction waste, use of chemicals and hazardous substances, and minimize energy consumption.

Adoption of techniques that minimize waste during refurbishment and deconstruction.

Use of environmentally friendly refrigerant for chillers.

Conduct waste audit to improve recycling practices.

##### 能源使用 Energy use

- 進行能源審計，以改善能源效率。
- 採購能源效益較高的電器。
- 不斷對製冷設備以及其他屋宇裝備進行試驗和功能測試。
- 制定能源管理計劃以及製冷設備和屋宇裝備使用手冊。

Conduct energy audit to improve energy efficiency.

Purchase of energy efficient appliances.

Ongoing testing and commissioning of chiller plant and building services equipment.

Establishment of energy management plan and manual for chiller plant and building services equipment.

##### 用水 Water use

- 制定節約用水計劃。
- 使用節水潔具。

Development of water conservation plan.

Use of water efficient appliances.

##### 室內環境素質 Indoor environmental quality

- 執行綜合害蟲管理計劃。
- 獲得室內空氣素質檢定認證。
- 提供適當的配套設施，提升物業素質。

Implementation of integrated pest management plan.

Obtaining Indoor Air Quality Certificates.

Provision of amenity features to enhance quality of the building.

##### 教育 Education

- 由綠建專才協助將環保元素注入建築物。

BEAM Professionals are engaged to integrate the principles of green buildings.



渣打銀行大廈  
Standard Chartered Bank Building



我們的藍塘道23-39項目取得美國綠色建築協會「能源及環境設計先鋒獎－住宅」的金獎認證，並為國際試點計劃的全球首個註冊項目，創出里程碑。

Our 23-39 Blue Pool Road project also received the Gold Level certificate under the Leadership in Energy and Environmental Design (LEED) for Homes from the U.S. Green Building Council as well as the first project in the world registered under the International Pilot Scheme.

### 藍塘道23-39的項目特色

#### Project features of 23-39 Blue Pool Road

##### 能源使用 Energy use

每所房屋的設計每年可節省七千三百千瓦時能源耗用量<sup>1</sup>：  
Each house has been designed to save up to 7,300 kWh per year<sup>1</sup>:

- 在建築外牆方面，通過雙層玻璃幕牆和內部遮陽設備來減低機械製冷的用電量。
- 在建築物外牆安裝隔熱層，把通過由外牆傳送的熱量減到最低。
- 裝置高效能照明設備，估計每年可節省二千一百千瓦時。
- 安裝程式編製的空調機組以及高效能家庭電器，例如：電熱水器、電冰箱、洗衣機等、進一步降低用電量。

For the building envelope, double glazing integrated with internal blinds is used to reduce solar heat gain thus reducing the demand for cooling.

A layer of thermal insulation is installed on the building shell to minimize thermal transfer through the envelope.

High energy efficiency light fixtures are installed which are estimated to save 2,100 kWh per year.

Programmable control of air-conditioning units and energy efficiency home appliances such as water heater, refrigerator, washer are installed to further reduce energy use.

##### 用水 Water use

- 在建築物屋頂設置「雨水收集系統」，把雨水循環再用於綠化灌溉。
- 裝置節水馬桶以及水龍頭。

A rainwater harvesting system is integrated in the building design to recycle rainwater on the roof for landscape irrigation.

High water efficiency water closet and basin mixer are installed.

##### 室內環境素質 Indoor environmental quality

- 使用揮發性有機化合物含量少的油漆、塗料、膠黏劑以及防滲漏劑，減少在空氣中釋放有害化學物質。空調系統可抽進新鮮空氣，並會在輸送新鮮空氣到室內前使用過濾網，清除微塵粒子。
- 通過廣泛採用帷幕牆和天窗設計，確保光線充足。

Selected low volatile organic compounds emissive paints, coatings, adhesives and sealants to minimize emissions of harmful chemicals into the air. Air-conditioning systems are designed to allow fresh air intake and filters are used to remove dust particles before fresh air is fed to the interior space.

Daylight is enhanced by large area of curtain wall and roof top skylight.

##### 物料 Materials

- 細心挑選綠色建材，包括粉煤灰混凝土、再造鋼以及獲森林管理委員會(FSC)認證的木材。

Various green materials were carefully selected, including fly-ash concrete, recycled steels and FSC-certified wood products.

<sup>1</sup> 根據《國際節能規範》的基準模型計算

Calculated based on the baseline model according to the International Energy Conservation Code.



香港藍塘道23-39  
23-39 Blue Pool Road, Hong Kong

上海的恒隆廣場辦公大樓  
Office tower of Plaza 66, Shanghai



上海的港匯恒隆廣場  
Grand Gateway 66, Shanghai



我們亦繼續上海的港匯恒隆廣場辦公大樓以及上海的恒隆廣場為期三年的「能源及環境設計先鋒獎」的升級計劃，為其爭取「能源及環境設計先鋒獎」的金級認證，目標是在二零一六年完成任務。至於無錫的恒隆廣場以及瀋陽的市府恒隆廣場辦公樓，我們預計將分別於二零一五年和二零一六年取得「能源及環境設計先鋒獎」的金級認證。

We are continuing our three-year LEED Gold upgrade process for our Shanghai office towers in Plaza 66 and Grand Gateway 66, targeted for completion in 2016. For our office towers in Center 66, Wuxi and Forum 66, Shenyang, it is expected that we will achieve the LEED Gold certificate in 2015 and 2016 respectively.

#### 環保設施

#### Green features

#### 建築外牆 Building envelopes

高效節能雙層玻璃幕牆 High performance low-e double glazing

#### 再生能源\* Renewable energy\*

#### 回收及循環再用 Recycling and recovery

熱回收系統 Heat recovery systems

再用水循環系統 Water recycling systems

節水衛生裝置 Water saving sanitary features

#### 營運層面 Operational level

高效節能照明系統 High efficiency lighting

編程分區照明控制 Programmable zonal lighting controls

高性能空調系統機組 High performance chillers in air-conditioning systems

低排放物料 Use of low emitting materials

\* 節約能源和用水的計算資料是在申請「能源及環境設計先鋒獎」的認證時根據美國綠色建築協會的指定標準作比較

Energy and water savings are compared to a model specified by the U.S. Green Building Council as part of LEED submission



無錫的恒隆廣場  
Center 66, Wuxi



瀋陽的市府恒隆廣場  
Forum 66, Shenyang



上海的恒隆廣場  
Plaza 66, Shanghai

上海的港匯恒隆廣場  
Grand Gateway 66, Shanghai

無錫的恒隆廣場  
Center 66, Wuxi

瀋陽的市府恒隆廣場  
Forum 66, Shenyang

✓	✓	✓	✓
×	×	✓	✓
×	×	✓	✓
×	×	✓	✓
✓	✓	✓	✓
✓	✓	✓	✓
✓	✓	✓	✓
✓	✓	✓	✓
✓	✓	✓	✓

# 匯聚人才



*Our People*



We are supporting our people to grow with our business

我們致力協助員工與集團共同成長



# 匯聚人才

## Our people

優秀人才是我們成功的基石。隨著我們的業務持續發展，我們積極擴充現有的專業團隊，提升整體的員工質素，及鞏固恒隆的企業文化及在員工心中的地位，支持集體業務發展。

為了加強企業各級的誠信文化，今年我們在香港和中國內地的部門推行了「誠信·從生活起步」計劃。在二零一三年期間，統一香港和中國內地各營運部門的人力資源政策及指引，以確保我們的員工能在健全的標準和政策下獲得指引及保障。此外，為配合業務需要和員工的志向，我們修改了培訓課程。我們也積極增強員工作為持分者的參與，收集他們對集團可持續發展表現的意見。

Our success as a business depends on the calibre of our people. As a growing business, we have expanded the size of our professionally trained workforce, enhanced the overall quality of our existing workforce and strengthened our efforts to reinforce the culture that defines the Group among our employees to support our business.

During the year, we launched the Hang Lung Integrity Program in Hong Kong and mainland China to cultivate a culture of honesty and integrity throughout the company. We also spent much of 2013 focusing on the alignment of human resources policies across our business operations in Hong Kong and mainland China to ensure that our employees are guided and protected under robust human resources standards and policies. We revamped our training programs to meet the growing needs of our business and the aspirations of our employees. We further strengthened our engagement with employees by gathering their feedback on our sustainability performance.

二零一三年度管理培訓生  
Management Trainees 2013



你的支持 成就更好「恒隆星級客戶服務」  
Your support enhances Hang Lung  
Star Service



董事總經理陳南祿先生及著名藝人陳豪先生於新制服揭幕禮中合照。  
Mr Philip Chen, Managing Director, and celebrity, Mr Moses Chan, photographed at the launch of the new staff uniform.



## 員工簡介 Employee profile

為配合業務增長所需，我們的員工數目較去年增加了百分之十三。我們在香港和中國內地聘用超過三千八百名員工。員工數目的增長，包括不少新員工加入中國內地新旗艦發展項目，反映集團業務增長迅速。集團的整體流失率維持在百分之十五，低於香港業界在二零一三年約百分之二十二點六的平均值。我們在二零一三年聘請了一千一百八十二名新員工。

The growth of our business is supported by a 13% increase in the number of employees as compared to last year. We now employ over 3,800 staff across Hong Kong and mainland China. The increase in employee numbers demonstrates the rapid expansion of the Group, with many new staff joining each of our new flagship developments in mainland China. We maintained a 15% turnover rate of all employees across the business, which is lower than the industrial average in Hong Kong of around 22.6% in 2013. We recruited 1,182 new employees in 2013.

### 員工人數(按性別和地區劃分) Number of Employees (by gender and region)

	男 Male	女 Female	總計 Total
<b>香港 Hong Kong</b>			
全職 Full-time	644	400	1,044
兼職 Part-time	3	6	9
<b>中國內地 Mainland China</b>			
全職 Full-time	1,692	1,059	2,751
兼職 Part-time	—	—	—
<b>總計 Total</b>	<b>2,339</b>	<b>1,465</b>	<b>3,804</b>

### 員工人數(按年齡和地區劃分) Number of Employees (by age and region)

	年齡 Age						總計 Total
	20以下 Below 20	20-29 20 to 29	30-39 30 to 39	40-49 40 to 49	50-59 50 to 59	60或以上 60 or above	
<b>香港 Hong Kong</b>							
全職 Full-time	—	142	293	356	244	9	1,044
兼職 Part-time	—	4	—	3	2	—	9
<b>中國內地 Mainland China</b>							
全職 Full-time	9	932	1,205	438	156	11	2,751
兼職 Part-time	—	—	—	—	—	—	—
<b>總計 Total</b>	<b>9</b>	<b>1,078</b>	<b>1,498</b>	<b>797</b>	<b>402</b>	<b>20</b>	<b>3,804</b>

### 員工流失率 Employee Turnover

年份 Year	香港 Hong Kong	中國內地 Mainland China	總計 Total
二零一三 2013	15.4%	14.4%	14.8%
二零一二 2012	15%	11%	12%



## 新入職員工類別(按性別和地區劃分)

### New Hires by Employment Type (by gender and region)

		男 Male	女 Female	總計 Total
<b>香港 Hong Kong</b>				
全職	Full-time	172	141	313
兼職	Part-time	5	11	16
<b>中國內地 Mainland China</b>				
全職	Full-time	576	227	803
兼職	Part-time	—	—	—
<b>總計</b>	<b>Total</b>	<b>753</b>	<b>379</b>	<b>1,132</b>

## 新入職員工類別(按年齡和地區劃分)

### New Hires by Employment Type (by age and region)

		年 齡 Age						
		20以下 Below 20	20-29 20 to 29	30-39 30 to 39	40-49 40 to 49	50-59 50 to 59	60或以上 60 or above	總計 Total
香 港	Hong Kong							
全 職	Full-time	—	84	124	89	15	1	313
兼 職	Part-time	2	8	4	2	—	—	16
中國內地	Mainland China							
全 職	Full-time	13	422	316	82	19	1	853
兼 職	Part-time	—	—	—	—	—	—	—
總計	Total	15	514	444	173	34	2	1,182

我們是平等機會僱主。集團的人力資源政策確保員工不會因性別、種族、殘障和宗教而遭受不公平的待遇。我們亦定期檢討薪酬待遇，以確保其與相關條例和市場標準相符。我們相信今年推行的董事局成員多元化政策有助完善我們提供平等機會的方針。

We are an equal opportunities employer. Our human resources policies are formulated to ensure that our employees are treated fairly regardless of their gender, race, disability or religion. We regularly review our remuneration packages to ensure that they comply with relevant regulatory requirements and market conditions. We believe that the introduction of the Board Diversity Policy this year will help to further enhance our approach to equal opportunities.

### 平均女性員工與男性員工的基本薪酬比例(港元) Ratio of average basic salary of women to men (in HK\$)

<b>香港 Hong Kong</b>		
主管人員	Executives	1: 2.37
行政人員	Administrative	1: 1.13
前線人員	Operational	1: 1.12
<b>中國內地 Mainland China</b>		
管理層	Managerial	1: 0.99
行政人員	Administrative	1: 1.28
前線人員	Operational	1: 1.11

### 女性員工與男性員工的總年薪比例 Ratio of total annual remuneration of women to men

香港及中國內地 — 主管人員和管理層	Hong Kong & mainland China — Executives and Managerial Staff	1: 1.72
香港及中國內地 — 行政人員	Hong Kong & mainland China — Administrative staff	1: 0.82
香港及中國內地 — 前線人員	Hong Kong & mainland China — Operational staff	1: 3.34

## 誠信文化

培養企業的誠信文化是我們恒常工作的一部分。二零一二年期間，我們進行內部調查，結果發現三名員工涉及因貪污和受賄而接受調查。我們全力配合有關政府部門的調查工作。最終在二零一三年，其中兩名員工被定罪，一名員工已潛逃。我們亦馬上加強檢討內部制度，以防止同類事件再次發生。我們亦將此事件列入誠信培訓課程中作案例研究。

我們明白房地產業一直存有貪污和受賄的固有風險，所以持續對內部控制制度進行監察和審核，並因應業務或市場環境需要作出調整。同時，我們相信向員工提供防止貪污和受賄的培訓和教育也非常重要。

我們設立了「誠信·從生活起步」計劃，強調我們對貪污和受賄的立場。年內，恒隆學院展開了「誠信·從生活起步」計劃。我們在所有寫字樓張貼以誠信為主題的海報，並推出相同主題的電腦螢幕保護程式，藉此增加員工對誠信和良好企業管治的認識。此外，我們從不同寫字樓選出十六位恒隆學院誠信推廣大使，向同事宣揚誠實和誠信文化。

我們亦針對經理及主管級別的員工舉辦了一系列以誠信為主題的座談會，確保他們充分了解道德操守的重要性和自己在防止貪污問題上應盡的責任。我們相信這類以誠信為主題的座談會可提升計劃的整體效益。年內，我們在香港和中國內地用於誠信計劃的總培訓時數分別為一百零五和一千八百八十四小時。

我們亦邀請廉政公署提供培訓，並舉辦了管理員工操守講座，藉此加強經理級員工對舉報貪污和相關違法行為的警覺性、指出工作場所面對的法律和道德問題、提供管理員工誠信的實用指引，以及再次提醒經理級員工道德的重要性以及他們在防止貪污方面角色。

## A culture of integrity

Cultivating a culture of honesty and integrity is an everyday practice of the Group. In 2012, we conducted an internal investigation which resulted in three of our employees being investigated on charges of bribery and corruption. We took all necessary measures to fully cooperate with relevant government authorities to facilitate the investigation progress. In 2013, two of these employees were convicted and one of them has absconded. We immediately strengthened our internal system to prevent future recurrence of similar incidents. We also incorporated the incident as a case study in our integrity training program.

Recognizing the inherent risk of bribery and corruption in the real estate industry, we carry out continuous monitoring and reviews of our internal control system and make adjustments from time to time in response to changing business operations and the market environment. At the same time, we believe it is important to train and educate our staff continuously about the prevention of corruption and bribery.

We established the Hang Lung Integrity Program with the aim of reinforcing our stance on bribery and corruption. During the year, the Group's Academy 66 launched the "Honesty starts from your daily life" campaign. Integrity posters and computer screen savers were displayed in all offices to strengthen employees' understanding of integrity and good corporate governance. We elected 16 Academy 66 ambassadors across different offices to promote honesty and integrity among staff.

We organized a series of integrity-focused seminars targeting managerial and supervisory staff working in our operations to ensure that they fully understand the importance of ethical behavior and their role in corruption prevention. We believe that by providing these targeted integrity-focused seminars, this helps to enhance the overall effectiveness of the program. In 2013, the total training hours for the Hang Lung Integrity Program were 105 hours and 1,884 hours for Hong Kong and mainland China respectively.

In addition, training sessions were conducted by Independent Commission Against Corruption (ICAC), and Managing Staff Integrity Seminars were organized. These sessions aim to enhance the vigilance of managers in reporting corruption and related offences, address legal and ethical issues encountered in the workplace, provide practical guidelines to manage staff integrity, and reinforce their awareness of the importance of ethics in management and their role in corruption prevention.







「誠信講座」請來專業律師，向同事講解如何在商業道德、合約及法律三方面實踐誠信  
A lawyer from a well-known legal firm acts as guest speaker at the seminar, sharing with colleagues the importance of integrity in their work in the areas of business ethics, contracts and laws.



我們的員工出席以有關《一手住宅物業銷售條例》最新資訊的培訓課程。  
Our employees attended a training session which provided them with latest information related to the Residential Properties (First-hand Sales) Ordinance.



我們的員工參與簡報會，學習有關導盲犬的知識及了解失明人士的需要。  
Our employees attended a briefing to learn more about guide dog and the needs of those who are visually impaired.

## 員工發展

隨著公司迅速發展，投資組合穩步增長，以及業務擴展至更多內地城市，確保員工隊伍質與量均不斷提升成為集團的重要工作。我們不斷檢視和改進培訓課程，使其配合業務營運和員工的需要。此外，我們也不遺餘力的向員工灌輸集團的宗旨—「只選好的 只做對的」，確保他們了解恒隆多年以來信守的原則。

在二零一二年底，我們進行了培訓需要的分析，向逾二千名香港和中國內地員工進行問卷調查和面談。綜合所得意見後，恒隆學院制定了企業培訓策略，重點為：

- 推行「誠信·從生活起步」、「可持續發展計劃」，加強「恒隆星級客戶服務計劃」，以確保我們的員工了解集團的基本原則。
- 創立「管理層發展計劃」，鼓勵受訓員工突破固有的思維方式，並培養他們的管理才能。
- 透過「行政人員交流計劃」，促進中港兩地之間的員工溝通和交流，務求進一步改善團隊表現。
- 推行「管理培訓生計劃」，以吸引和培育人才，確保集團領導人才輩出。

## Developing our employees

As a rapidly growing company, the size of our investment portfolio has been growing steadily and our business operations have expanded into more Chinese cities than ever before. Ensuring that our workforce continues to grow in size and quality remains a focus for the Group. Our approach to developing our employees is to continuously review and revise our training program to ensure that it reflects the needs of our business operations and those of our employees. We also take steps to ensure that our employees are educated in the fundamentals of the Group's "Do It Right" culture.

At the end of 2012, we conducted a training needs analysis, collecting feedback from over 2,000 of our staff in Hong Kong and mainland China through surveys and interviews. Based on the collected feedback, our Academy 66 developed Corporate Training Strategies to focus on the following:

- Implement the Hang Lung Integrity Program, Sustainability Campaign and reinforce the Hang Lung Star Service Campaign to ensure that our employees are educated about the fundamentals of the Group.
- Initiate the Management Development Program to instill a change in mindset among participants and to develop their effective management and supervisory skills.
- Improve team performance through the Executive Exchange Program which helps to facilitate better communications and exchange between employees working in Hong Kong and mainland China.
- Ensure a steady stream of future leaders by attracting and nurturing talented individuals through the Management Trainee (MT) Program.

年內，我們制定了企業培訓策略，並付諸行動。我們推行「恒隆星級客戶服務計劃」，進一步提升香港和中國內地業務的優質服務。在二零一三年，「恒隆星級客戶服務計劃」在香港和中國內地的培訓時數分別為二千二百四十三和七千五百四十五小時。未來的培訓將更專注，著重優質小班訓練而非培訓時數。

今年，我們革新了「管理培訓生計劃」，提供更充實和更有系統的課程，為公司培育領袖接班人。計劃提供機會讓培訓生前往不同主要部門、以及中國內地的營運和後勤單位實習，藉此積累經驗。管理高層繼續積極參與計劃，而培訓生亦獲得更多前線營運的實習經驗。我們相信，計劃革新後，培訓生加深了對我們業務和客戶需要的了解，有助提升他們在房地產行業的專業知識和技能。我們亦重新編排「行政人員交流計劃」，為中國內地及香港行政人員提供更多交流和互相學習的機會。計劃培養參與者的領導和管理才能，並提供機會讓他們表達意見。

During the year, we adopted the Corporate Training Strategies and implemented concrete actions. We rolled out the Hang Lung Star Service Campaign which aims to streamline the quality service across our Hong Kong and mainland China businesses. In 2013, the total training hours for the Hang Lung Star Service Campaign were 2,243 and 7,545 in Hong Kong and mainland China respectively. In future, our training will become more focused, with emphasis placed on providing higher quality of training organised in smaller groups rather than the quantity of training hours delivered.

The MT Program was revamped this year to provide more focused and structured training to develop our future leaders. The program comprises job rotations for MTs to gain experience in working in our core business units, mainland China business and support functions. Senior management continues to be heavily involved in the program and more opportunities are provided for MTs to gain experience by working in our frontline operations. We believe that the revamped program enables our MTs to better understand our business operations and the needs of customers while helping them to develop their professional knowledge and skills in the real estate industry. We also restructured our Executive Exchange Program to provide more opportunities for our executives in mainland China and Hong Kong to interact and learn from each other. The Program equips participants with practical leadership and management skills and provides opportunities for them to express their views during the program.

### 按地區和職級劃分的培訓時數

#### Training hours by region and grade of staff

員工職級 Grade of staff	香港 Hong Kong		中國內地 Mainland China		總計 Total
	男 Male	女 Female	男 Male	女 Female	
前線人員 Operational Staff	3,207	1,992	16,324	10,202	31,725
行政人員 Administrative Staff	2,775	1,723	10,068	6,292	20,858
管理人員 Executive Staff	1,578	980	712	445	3,715
總計 Total	12,255		44,043		56,298



### 二零一三年度亞太傑出顧客服務獎 — 亞太顧客服務協會 Asia Pacific Customer Relationship Excellence Awards 2013 - Asia Pacific Customer Service Consortium

「最佳顧客關係傑出獎」Customer Relationship Excellence - Outstanding Achievement

「最佳企業社會責任領袖獎」(物業管理) Corporate Social Responsibility Leadership of the Year (Property Management)

「最佳員工敬業計劃」(物業管理) Employee Engagement Program of the Year (Property Management)

「最佳人力發展計劃」(物業管理) People Development Program of the Year (Property Management)



### 2014 - 2016 「人才企業」殊榮 — 香港僱員再培訓局

2014 - 2016 ERB Manpower Developer Award -  
Hong Kong Employee Retaining Board





恒隆年宴二零一四  
Hang Lung Annual Dinner 2014



康體會委員會成員  
Hang Lung Social Club Committee Members



## 員工安康

恒隆重視員工的安康。今年，我們對香港和中國內地所有業務營運的人力資源政策進行基準分析，並根據結果，進一步統一所有營運部門的人力資源政策，並提高香港和中國內地員工的福利待遇。提高待遇的首階段工作已於二零一三年開展，包括為香港和中國內地員工的醫療保障。

恒隆康體會為跨職能團隊，主要舉辦公司康樂活動，增進員工感情和加添家庭生活色彩。康體會活動大多以家庭為重心，從而推廣作息平衡的理念。在二零一三年，康體會舉辦了十四項活動，包括週年晚宴、「恒隆明星夜」、「恒隆親友關愛到訪日」、體育活動、旅遊遠足、暢遊主題公園以及電影欣賞會，參與人數超過一千六百名。康體會活動的反應十分踴躍，百分之九十的活動均出現名額供不應求的情況。

我們在二零一四年的目標是擴大員工安康計劃，為員工和至親設立免費輔導熱線，若有需要，更會安排面談輔導服務。此計劃將首先在香港開展，並在其後擴展到中國內地。

## Employee wellbeing

We place great value in ensuring the wellbeing of our employees. This year, we conducted a benchmarking exercise of our human resources policies across our business operations in Hong Kong and mainland China. As a result of this exercise, we further aligned our policies across our operations and enhanced compensation and benefits for our staff. The first phase of enhancement was launched in 2013 which included medical benefits provided for our employees working in Hong Kong and mainland China.

Hang Lung Social Club is a cross-functional team which organizes company-wide recreational activities to enhance bonding between staff and foster quality family life. The majority of our activities are family-oriented events to promote work-life balance. We organized 14 events in 2013 for over 1,600 participants. Activities organized included an annual dinner, Hang Lung's Got Talent, Family Knows Your Workplace, sports, hiking, theme park visits and movie appreciation sessions. The participation from staff was very high, with applications exceeding the 90% quota of our events.

In 2014, we aim to expand our staff wellness program by providing a free of charge counseling hotline to employees and their immediate family members, as well as offering face-to-face counseling services when required. The program will be rolled out in Hong Kong and then expanded to mainland China.

## 職業健康和安全

我們致力維持最高的職業安全及健康水平，為員工提供安全的工作環境。我們的內部紀律守則列明職業健康和安全的指引。我們為所有新入職員工傳遞職業安全指引及機器操作指引的訊息，亦安排健康和安全教育培訓；在二零一三年，香港和中國內地的相關培訓時數分別為五百零一和二千六百九十五小時。

## Occupational health and safety

We are committed to ensuring the highest standards in occupational health and safety and providing a safe working environment for our employees. Occupational health and safety guidelines are included in our internal Code of Conduct. We communicate our Work Safety Guidelines and Machine Operation Guidelines for all new staff. We also organize health and safety training for our staff. In 2013, 501 and 2,695 training hours were conducted for our employees in Hong Kong and mainland China respectively.

### 工傷類別

#### Type of work injury

		性別 Gender		
		男 Male	女 Female	總計 Total
<b>香港</b>	<b>Hong Kong</b>			
致命	Fatal	0	0	0
非致命	Non-fatal	16	16	32
工傷率	Injury rate			3.07 <sup>(1)</sup>
<b>中國內地</b>	<b>Mainland China</b>			
致命	Fatal	0	0	0
非致命	Non-fatal	24	6	30
工傷率	Injury rate			1.09 <sup>(1)</sup>
<b>總計</b>	<b>Total</b>	<b>40</b>	<b>22</b>	<b>62</b>

<sup>(1)</sup> 每百名全職員工的受傷個案  
cases per 100 full-time employees

### 缺勤比率

#### Absentee rate

	香港 Hong Kong	中國內地 Mainland China
缺勤比率 Absentee rate	2.34%	1.32%





## 與員工溝通

我們相信開放的工作環境極為重要。因此，我們利用不同渠道，包括交流會、部門和團隊會議、大型座談會以及焦點討論小組，定期向員工提供集團政策和活動的最新消息。集團的內部月刊《連繫恒隆》亦報導我們的最新動向，並讓香港和中國內地員工分享個人生活和工作經驗。

集團強調開誠佈公的重要性，並重視員工和管理層之間的溝通。我們在香港定期安排午餐會，讓員工與高層管理人員坦誠抒發己見及表達對公司前景的意見。例如年內集團的董事總經理及其他管理層成員共參加了七場午餐會，與效力集團超過十五年的員工交流，感謝他們多年以來的服務，同時聽取他們對於集團的意見。

## Employee engagement

We believe in an open working environment. We regularly communicate our key company initiatives and projects through platforms such as "town hall" meetings, departmental and team meetings, conferences and focus groups. Our monthly internal newsletter, *Connections*, highlights the latest developments within the Group, as well as showcasing personal and work life experiences of our Hong Kong and mainland China employees.

We place great value in maintaining transparency and communication between staff and management. The Hong Kong office organizes regular informal lunch meetings where staff and senior management have the opportunity to openly voice their opinions and impressions about the company's future. For example, our Managing Director and senior management attended seven lunch sessions with staff members who have served the company for more than 15 years. The lunch sessions served as a token of appreciation to their long service and provided a platform for our senior management to get to know more about our staff and to collect feedback.



員工享受參與在瀋陽的皇城恒隆廣場員工運動會的一系列活動。  
Our employees enjoyed a series of fun activities organised on Sports Day at Palace 66, Shenyang.



董事總經理陳南祿先生邀請為集團服務多年的員工共晉午餐。  
Mr Philip Chen, Managing Director, invited long service staff members to a lunch session.



Family members of our employees were invited to visit the workplace to learn more about the Company and their work. 邀請員工家屬探訪他們的工作環境，以多了解公司及員工的工作。



# 廣 行 正 道



*Our Value Chain*

We pride ourselves on creating shared value for the company and community

我們積極追求業務與社區互惠互利



## 廣行正道 Our value chain

去年，我們分開報告在社區發展和供應鏈管理兩方面的工作。今年，我們合而為一，在本章一併匯報，相信有助持份者了解我們對價值鏈整體帶來的影響，包括我們如何考慮採購決定可能產生的結果，如何管理旗下物業所帶來的影響，及如何支持各項社區項目。

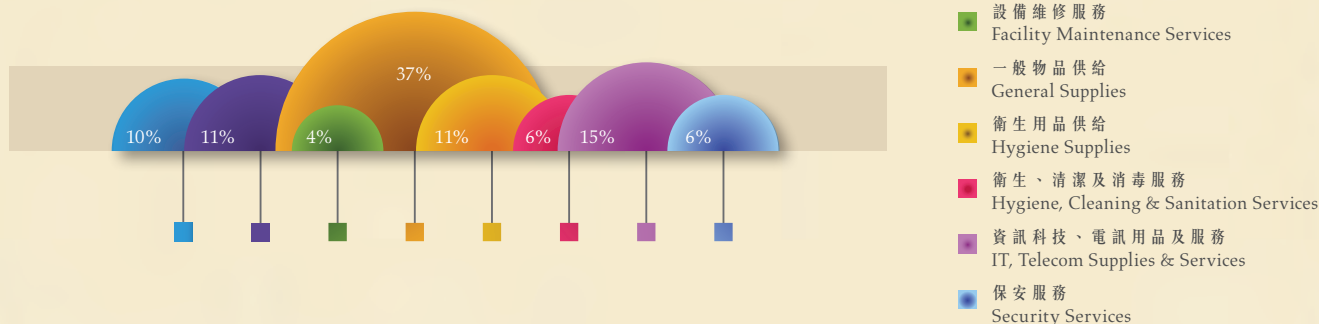
今年，我們提升供應鏈的問責制及透明度，以強化其管理。我們亦重新評估內部供應鏈管理系統的效率，並加強向承建商收集健康和安​​全數據。在社區發展方面，我們提高在物業設計及建築過程中對各項社區參與活動的次數及程度。我們更為義工活動注入新動力，鼓勵員工積極參與。

In last year's sustainability report, we reported on our commitment towards community development and supply chain management separately. This year, we report on those collectively as we feel that this enables our stakeholders to understand our impacts across our value chain. This ranges from how we consider the potential impacts of our procurement, how we manage the impacts of build and manage our buildings and how we support community programs.

This year, we strengthened our supply chain management by ensuring greater accountability and transparency across our supply chain. We also re-evaluated the effectiveness of our internal system for managing our supply chain and enhanced the process of collecting health and safety data from our contractors. For the community, we enhanced the frequency and reach of our community engagement programs during the design and construction of our buildings. We further re-invigorated our volunteer work to encourage greater employee support.

### 供應商分類及數量<sup>1</sup>

#### Total number of suppliers by categories<sup>1</sup>



### 供應鏈守則

二零一三年本集團的二百八十一位供應商<sup>2</sup>全部來自香港，年內付予他們的總開支是一億零四百萬港元。我們在中國的採購決策按項目分別進行。目前我們仍在整理有關數據，並計劃在未來的報告中披露。

集團制定了政策和程序，指出我們對供應商在環保和社會責任方面的期望。本集團的所有招標文件均列明供應商紀律守則，而供應商均須聲明已收到守則。

### Supply chain practices

In 2013, the Group had 281 suppliers<sup>2</sup> who were all located in Hong Kong and the total payment to them totaled at HK\$104 million. Our procurement decisions in China are made on a project basis and we are currently in the process of consolidating the data and we plan to disclose them in our future reports.

We have a set of policies and procedures in place which set out the environmental and social expectations placed on our suppliers. The Group's Supplier Code of Conduct (the 'Code') is included in all tenders and suppliers are required to acknowledge that they have received it.

<sup>1</sup> The total number of suppliers by categories is calculated based on procurement that are centrally purchased and by expenditure level. 供應商分類及數量僅包括中央進行的採購，並以開支水平計算。

<sup>2</sup> The total number of suppliers and total payment is calculated based on procurement that are centrally purchased. 供應商數量及開支總數僅包括中央進行的採購

我們評估了五名主要供應商遵守供應商守則的情況，他們共佔我們二零一三年採購支出的百分之三十。我們邀請此五名供應商提交問卷，藉此評定他們落實供應商守則的程度，以及了解過程中所遇到的困難。範圍包括人權、勞工政策及環境評估。根據評估結果，供應商普遍遵守了供應商守則中的要求。

此外，我們亦評估了中央環保採購政策的效益，從而了解我們採購的環保特點，以及分析在採購方面如何盡環保責任。例如，我們會優先考慮在木材和相關產品上採取環保措施的生產商；購買具能源效益以及產生最少廢料的辦公室文儀器材；及避免購買含有害物質的產品；並推廣簡約和環保包裝。評估顯示，我們採購的貨品中，百分之十一符合環保標準或以環保方式生產。我們計劃在二零一四年將其提升至百分之十五。

### 承包商管理

由於建築承包商佔公司採購開支最多，帶來的影響亦最大。因此，我們供應鏈守則主要與挑選、評核和監管建築承包商有關。我們的中國內地工程項目只聘用為數不多的頂尖建築承包商，確保他們在健康、安全和環保表現均保持一定水平。我們向承包商及分包商聘用的工人提供訓練，提升他們對地產業的知識。例如在大連恒隆廣場，我們為承包商及分包商聘用的工人組織了一系列提升健康及安全意識的訓練。

我們所有建築項目都設有項目小組，負責每日巡查工地、每週召開項目會議，以及與當地政府官員協調連繫，藉此監管建築承包商。今年，我們開始向所有建築承包商、設備和維修保養承包商收集有關健康和安全的數據。

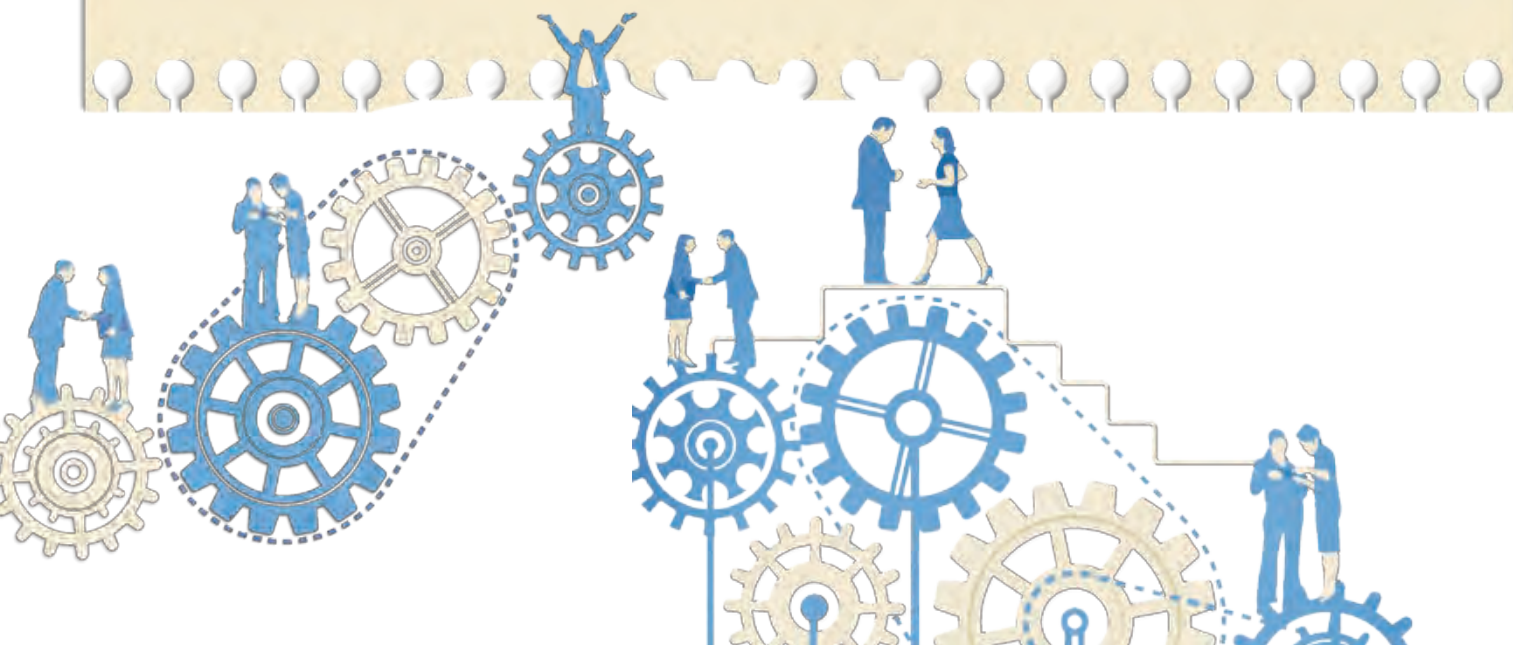
We conduct assessments of the implementation of the Code on key suppliers. In 2013, this was conducted with five suppliers which contributed 30% of our total procurement spending during that year. We invited these suppliers to submit a questionnaire to identify their level of implementation of the Code and the difficulties they encountered during implementation. The assessment covered areas such as human rights, labor practice and environmental assessment. The assessment found that suppliers generally complied with the requirements set out in the Code.

We also assessed the effectiveness of our Central Environmental Purchasing Policy to determine the environmental characteristics of our purchases and to identify ways we can make more environmentally responsible purchases. For example, we give preference to suppliers with environmentally friendly practices for timber and timber-based products; we purchase office supplies that are resource efficient and produce minimal waste; we avoid purchasing goods containing harmful substances; and we promote simple and environmentally friendly packaging. The assessment shows that around 11% of our purchased goods are produced with environmental considerations and we plan to increase this to 15% in 2014.

### Contractor management

As construction contractors account for the most significant part of the Group's procurement spending and overall impact, a key part of our supply chain practice includes the identification, evaluation and monitoring of our construction contractors. We maintain a short list of 'super class' construction contractors for our projects in mainland China to ensure that they maintain a certain standard of health, safety and environmental performance. We provide training for workers employed by our contractors and subcontractors to enhance their knowledge related to the real estate industry. For example, in Olympia 66, we organized a series of training sessions for workers employed by our contractors and subcontractors to create awareness about health and safety.

Our onsite project teams monitor the performance of construction contractors, through daily site inspections, weekly project meetings and liaison with local government officials. This year we also started the data collection process of health and safety performance across construction contractors and facilities as well as maintenance contractors.







昆明的恒隆廣場  
Spring City 66, Kunming

## 城市規劃和景觀設計

秉承我們長遠的商業模式，即**建造可恒久持有的建築物**，我們明白確保旗下物業對城市規劃和景觀設計有所裨益的重要性。這在中國內地項目尤為重要。隨著中國內地城市急速增長，我們更要確保所有發展均符合社區長遠及可持續發展的需要。我們盡可能為旗下的物業興建連接公共交通的行人道，以支持低碳的城市發展計劃。我們致力為租戶、顧客和於鄰近地區生活的市民帶來更多便利。

### 範例：昆明的恒隆廣場

昆明的恒隆廣場屬綜合發展項目，集購物商場、甲級辦公大樓和服務式寓所於一體。此物業將位於兩條主要地下鐵路的交匯處，環繞四周的有商業發展區、茶花公園和歷史建築石房子。

## Urban planning and landscaping

Reflecting our long-term business model, **build to own and build to last**, we recognize the importance of ensuring that our buildings support urban planning and landscaping. This is particularly important for our projects in mainland China where cities are growing at a phenomenal rate and there is an acute need to ensure that any development supports the long term sustainable development of the community. We build pedestrian walkways to connect our buildings to public transport infrastructures whenever possible to support low-carbon city development plans. It is our aim to create greater convenience for our tenants and customers as well as those living or working close to where our buildings are located.

### Case study: Spring City 66, Kunming

Spring City 66 in Kunming is a mixed-use complex comprising a shopping mall, a Grade A office tower and serviced apartments. The property will be located above the junction of two major city metro lines, surrounded by major commercial developments, the Camellia Park and a historical building *Shifangzi*.

在進行城市規劃和設計之時，我們遇到若干挑戰。項目團隊在滿足我們對物業的所有要求之餘，亦要考慮可持續發展的最佳方案。從政府手中接收工地後，我們便進行考古調查，評估工地潛在的考古價值。我們亦開展工程，把原來南北貫穿工地的地下河－明通河改道至工地範圍之外。在施工期間，我們充分考慮建築工序、臨時交通安排以及景觀等問題，務求把鄰近地區，特別是附近居民所受的影響減至最小。

昆明的恒隆廣場的購物商場和辦公樓位於商業活動繁盛的北翼，而服務式寓所則座落私密密度較高的南翼。工地南翼的另一優點是陽光充沛，讓住戶更長時間享受到自然光線，並免受北翼商業項目的繁囂影響。在規劃服務式寓所時，我們與附近的歷史建築、茶花公園、以及現有的住宅建築保持適當距離，盡力減低對它們景觀和光線的影響。廣場的南北兩翼則通過地庫設計和全天候的地面橋樑而無縫地連接起來。

### 範例： 昆明的恒隆廣場及大連的恒隆廣場

我們致力在商業和社區的利益之間取得平衡，以持續完善社區的生活質素。在施工進程中，我們積極開展社區參與活動，根據居民的回饋優化往後的計劃，讓項目的建設更為理想。

在規劃昆明的恒隆廣場之始，我們即於毗鄰社區進行調查，以詳細了解周遭居民所關注的環保議題和相關意見。此外，我們亦主動聯繫負責文物保育的政府部門，參與討論項目西南面茶花公園內的石房子的保育計劃。同時，我們舉辦了座談會，聆聽附近居民所需，並向他們深入介紹項目的工程計劃。我們根據收集所得的建議調整工程進度，務求把可能產生的影響減至最低。這等舉措獲得社區持份者的支持。我們更多走一步，主動幫助有需要的居民解決家居小問題，如修復房屋裂縫及修補自來水管等，廣受好評。

大連的恒隆廣場項目施工期間，我們也定期與環境保護部門交流最新的環保建設訊息，並進行揚塵演練。此外，我們的團隊往訪社區居民，了解他們對項目附近交通情況的意見，從而作出更有效的管理。

During our urban planning and landscaping phase we encountered a number of challenges that required our staff to build in the best possible sustainability considerations, while meeting all of our property requirements. Upon site handover from the government, an archaeological survey was conducted to assess the potential archaeological significance of the site. We diverted the Ming Tong River, an existing underground river, running north-south through the middle of the site to the outside of our site boundary. During diversion work, construction sequence, temporary traffic and landscape work were all taken into consideration in order to minimize the disturbance to the existing neighborhood, especially to the residents.

The shopping mall and office tower are placed in the more commercially vibrant north plot, whereas the serviced apartments are located on the less active south plot. The south plot has the added benefit of receiving more sunlight and allowing building tenants longer natural light exposure, as well as receiving noise shelter from the commercial development on the north plot. When planning the apartment complex, we maintain a comfortable distance between the historical building, the neighboring Camellia Park and existing residential units to minimize the disturbance to their views and sunlight. The north and south plots are connected seamlessly through the basement structure as well as a weather protected footbridge above ground.

### Case Study: Spring City 66, Kunming, and Olympia 66, Dalian

We aim to continually improve on community life by striking a balance between commercial and community needs. We take steps to engage with community members during the construction process, and use their feedback to inform our actions and improve our performance.

During the planning period of Spring City 66 in Kunming, surveys were conducted in the vicinities to better understand people's concerns and views on the potential environmental issues. We paid visits to the governmental bodies responsible for heritage protection and discussed with them our approach to conserving the *Shifangzi* in Camellia Park lying in the southwest of our site. A seminar was also organized for those in the neighborhood to voice their opinions and for us to explain in more detail our construction plan. Adjustments were made based on the suggestions gathered with the aim to minimize the impact on the surroundings. This approach was welcomed and supported by the local communities. In addition, we carried out water pipe repairs and fixed leakages for those in the communities, which were well received.

As the construction of Olympia 66 in Dalian progressed, we were also in regular contact with the environmental protection authorities to facilitate exchange of the most updated environmental protection initiatives and implementation of pollution reduction drills. Visits were made to the local communities to address their concerns regarding the traffic in the project surroundings and identify ways to manage this effectively.



## 文物修復和保育

集團於中國內地的業務蓬勃發展，我們清楚知道，在營運業務的同時，我們更應竭力保護和保留國家的文化和建築歷史，居中擔當推動角色。我們在內地新項目的可持續發展計劃，不僅包括環境設計特色，亦納入文化和社區發展。在透過發展項目以推動城市經濟增長、為商圈注入新活力，以及在參與社區發展，護衛文化遺產之間，我們致力取得平衡。我們在規劃、建造及營運項目之時，都多方考量，多走一步維護和修復項目地塊上或毗鄰的歷史建築物，盡可能地將其融入我們的項目設計。我們為相關的保育工作提供所需的財務資源、專業知識和技能。

### 範例：無錫的恒隆廣場

無錫的恒隆廣場內歷史建築身影處處，幾座古建築是昔日無錫城隍廟的一部分，其中包括建於明朝（約公元一三六九年）的戲台。

## Heritage restoration and conservation

With our increasing expansion in mainland China, we recognize the important role we play in preserving and protecting the nation's cultural and architectural history in our business operations. Our sustainability programs for new projects on the Mainland not only encompass environmentally responsible features but also cultural and community development. We try to strike a balance between the need for adding vibrancy and value to the economy through our development and the need for conserving and sharing cultural heritage with the local community. We put careful consideration into the planning, building and operation of our development by restoring, preserving and integrating on-site historical buildings into our project designs wherever possible. We provide financial resources required for the conservation of the buildings and offer expertise needed to carry the work.

### Case study: Center 66, Wuxi

Center 66 in Wuxi is designed to accommodate a cluster of historic buildings on the site, which is part of the city's ancient Chenghuang Temple. This includes an opera house built during the Ming Dynasty (circa A.D. 1369).



無錫的恒隆廣場重現明代戲台風貌  
Beauty of Ming opera house restored at Center 66, Wuxi



為更好地保護歷史建築，施工團隊進行落地大修，小心拆卸，並把建築組件分類保存，暫存倉庫。所有部分均有清晰編號，損壞的部分則獲修復。其後，古建築各部分獲運返工地，按編號在原來位置重新搭建。

在無錫的恒隆廣場內，當代嶄新設計與蘊含豐富人文歷史的復修建築互相輝映。項目的設計匠心獨運，令歷史建築煥發新機，讓其與寬廣的公眾廣場融為一體。這座歷史建築現時已開放予大眾參觀和欣賞。我們目前正在興建行人道，為租戶、顧客和於恒隆廣場鄰近生活或工作的市民提供更方便的公共交通連接。與此同時，無錫的恒隆廣場結合各項環保元素，包括節約能源、節約用水、減少使用材料和可持續發展選址，成為綠色建築的完美示範。

To better protect the historical structures, the construction team carefully dismantled them with the parts temporarily stored in a warehouse. All parts were clearly labeled and those that had been broken were repaired. The parts were then transported back to the site for reassembling.

Center 66 demonstrates a perfect blend of the state-of-the-art contemporary architecture and the beauty, tradition and history of the older times. The design of the project restores this historic compound while integrating it within a large public plaza. The historic buildings are now open to and enjoyed by members of the public. We are currently building a pedestrian walkway which will allow our tenants, customers and those living or working close to Center 66 to be connected to the nearest public transport infrastructures. Center 66 also serves as an ideal environmental showcase which involves energy conservation, water resources conservation and materials reduction.

## 社區發展

我們支持社區長期發展計劃，從而為社會帶來積極影響。我們相信，教育是推動社會不斷向前發展的動力，因此一直悉力支持教育事業。「恒隆數學獎」乃為香港中學生而設的數學研究比賽，每兩年舉辦一次。它提供了獨特平台，激發學生獨立思考和發揮數理創意，同時提升他們的學術水平。在內地，北京清華大學恒隆房地產研究中心是另一個重要的社區投資項目，由恒隆捐款港幣三千萬元於二零一零年成立。研究中心繼續加強與房地產業相關的學術研究工作，並培育優秀人才以促進大學房地產學科的建設和發展。

培養年青一代的環保意識，將對他們的生活方式和取態產生深遠影響。我們極具代表性的「恒隆綠先鋒」計劃，以四個環保主題舉辦連串活動，包括「低碳生活」、「節約能源」、「生態體驗」和「減廢回收」。「恒隆綠先鋒」計劃在香港連續第二年舉辦，並於二零一三年下半年在中國內地首次登場。

## Community development

We recognize the importance of supporting long term community programs in creating meaningful impact on the community. We believe that education empowers continuous development of society thus we have a long tradition of supporting this. The Hang Lung Mathematics Awards is a biennial mathematics research competition for secondary school students in Hong Kong, nurturing world-class mathematics talents by providing a unique platform to stimulate critical thinking and creativity, as well as to raise academic aptitude and ability. On the Mainland, the Hang Lung Center for Real Estate at Tsinghua University in Beijing is another major community investment program which was launched in 2010. With a donation of HK\$30 million from the Group, the Center has continued to play a key role as a research institute in fostering academic research in the real estate sphere and in developing talent for the real estate industry.

Cultivating a more environmentally conscious way of living among the younger generation can have a long term impact on their approach to life. Hang Lung Green LEEDers, our signature volunteer program, comprises a series of activities focused on four core themes of environmental protection – Low-carbon living, Energy-saving, Eco-experience and Diversion. While the program was held for the second consecutive year in Hong Kong, our Mainland offices also made their debuts in the second half of 2013.

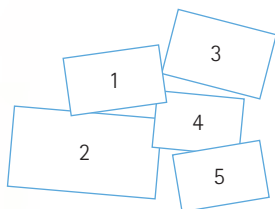
董事長陳啟宗先生與「恒隆數學獎」歷屆得獎學生聚首一堂，暢談昔日的參賽點滴。  
Mr Ronnie C. Chan, Chairman, gathers with the past HLMA winning students and listens to their fond memories of their mathematical journey with HLMA.







# 「恒隆綠先鋒」計劃 Hang Lung Green LEEDers



## 1 低碳生活

### Low-carbon living

學生通過遊戲和享用低碳午餐，學習如何減低碳排放。

To gain experience in carbon footprint reduction, we engaged students through a series of games and invited them for a low-carbon lunch.

## 2 生態體驗

### Eco-experience

學生參觀香港濕地公園，了解濕地在維持生態平衡中所扮演的重要角色，並親身體驗簡單的戶外濕地護理工作。

Students visited the Hong Kong Wetland Park to learn about the values of wetlands in ecosystems and partake in conservation work.

## 3 節約能源

### Energy-saving

學生參觀機電工程署的教育徑，並設計和製作太陽能模型車。

Students visited the Education Path at the Electrical and Mechanical Services Department and made their own solar cars.

## 4 減廢回收

### Diversion

學生參觀專門回收剩食以製作熱飯轉贈有需要人士的惜食堂，了解廚餘「變身」過程。義工更帶領學生將菜葉化作顏料，在布袋上畫出各樣圖案，善用廚餘。

Students visited Food Angel, an organization turning surplus food into nutritious meals for distribution to underprivileged groups. They were also encouraged to use vegetable debris as dyes and design bags of their own.

## 5 結業禮

### Graduation ceremony

完成四次活動後，小朋友在結業禮上獲頒發「恒隆綠先鋒」證書。

Upon completion of the four activities, students were presented certificates commending their hard work.

在二零一三年，我們為義工活動注入新動力，鼓勵員工積極參與。我們的義工團隊愈益壯大，不但參與的員工人數遞增，活動亦更為廣泛。我們的義工活動主要環繞三大範疇，包括青少年發展、環保和長者服務。

目前，除了昆明和武漢的新項目外，我們所有辦事處都成立了「恒隆一心義工隊」。上海、瀋陽、濟南、無錫、天津和大連六個內地城市的義工隊在二零一三年組織了超過五十項活動，志願服務時數逾三千小時。為更有策略地計劃和籌組義工活動，我們鼓勵香港與中國內地的義工團隊與非政府機構建立長期的夥伴關係。

香港和中國內地的整體志願服務時數增加了百分之六十六，超額完成二零一二年可持續發展報告中所定百分之十的目標。中國內地義工團隊組織了更多定期活動，活動亦更頻繁，是志願服務時數上升的主因。

## 義工人數 Number of volunteers



大家齊齊出力，參與有機耕作。  
Working hard at an organic farm.

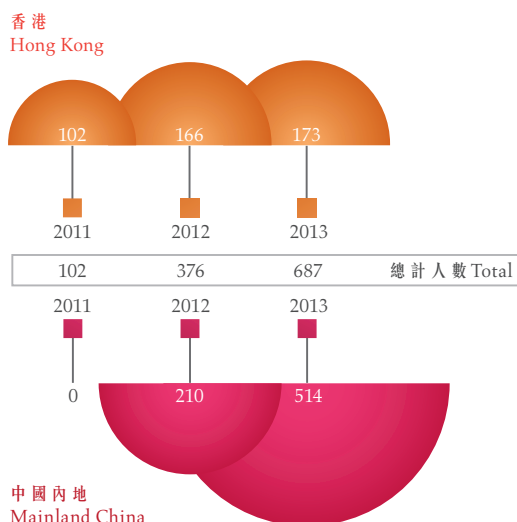


Volunteering with creativity.  
恒隆一心，發放創意能量。

In 2013, we further re-invigorated our volunteer work to encourage greater employee support. We have built an even bigger volunteer force with wider employee participation. We focus our volunteer activities on three key areas: youth development, environment and elderly services, which are aligned with our wider business strategy.

To date, all of our offices have their own "Hang Lung As One" forces, except for the new projects in Kunming and Wuhan. In 2013, the volunteer teams in the six cities in mainland China, namely Shanghai, Shenyang, Jinan, Wuxi, Tianjin and Dalian, organized over 50 activities, generating more than 3,000 volunteer service hours. In an effort to plan and organize volunteer activities more strategically, volunteer teams in both Hong Kong and mainland China are encouraged to build a long term relationship with NGO partners.

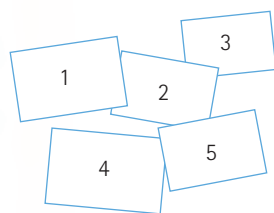
Volunteer service hours generated in Hong Kong and mainland China increased by 66%, well surpassing the target of a 10% increase as set in the sustainability report in 2012. The increase was mainly driven by more regular and frequent activities as organized by the volunteer teams in mainland China.







## 青少年發展 Youth development



- 1 香港的義工教導中度智障學生製作法式馬卡龍和心意卡。  
Volunteers in Hong Kong took mentally disabled students for a day of culinary fun. They worked together to make French macarons and thank you cards.
- 2 義工帶領救世軍竹園青少年中心的學生參觀香港文化博物館專題展覽，並鼓勵他們利用積木建構出心中的理想城市。  
Our volunteers visited the Hong Kong Heritage Museum with students from the Chuk Yuen Children and Youth Centre. They were encouraged to express their creativity by using building blocks to construct their ideal city of the future.
- 3 上海的義工帶同學習和生活用品，前往一所為智障青少年提供療養服務的福利機構探訪，為這些青少年提供幫助。  
Volunteers in Shanghai visited a mentally disabled center for the youth, where they helped children with various activities.
- 4 大連的義工為星星樂園患自閉症的小朋友舉行生日會，讓他們感受到關愛。  
Volunteers in Dalian hosted a Star of the Day party for autistic children from Xinxin Leyuan to celebrate their birthdays.
- 5 濟南的義工往訪濟南棗林希望小學，並一同製作手工，藉此增強他們的學習興趣。  
Volunteers in Jinan visited Jinan Zaolin Hope Primary School, where they taught children handicrafts.





# 環保 Environment

61

廣行正道  
Our value chain



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3

4

- 1 義工帶領小學生參觀瀋陽的皇城恒隆廣場，讓他們了解商場內的各項環保節能設施，認識節約能源概念。

In Shenyang, volunteers invited a group of primary school students to visit Palace 66 and provided an overview of the environmentally friendly practices implemented at the mall.

- 2 無錫的義工自備工具前往惠山，清理登山者留下的垃圾。

Volunteers in Wuxi gathered to help collect trash left behind by hikers at Huishan.

- 3 瀋陽的義工參與街道清潔行動，迎接第十二屆全運會開幕。

Volunteers in Shenyang participated in a street cleaning campaign in preparation for the opening of the 12th National Games.

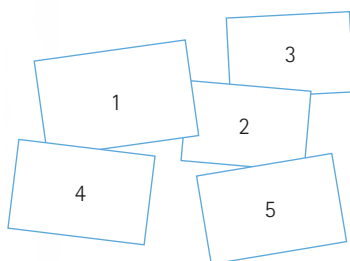
- 4 濟南的義工聯同一眾青少年及小孩子遊覽濟南有名的泉城公園，並協助清理園內道路的垃圾。

Volunteers in Jinan accompanied children to visit Quancheng Park, where they cleared trash off the park pavement.





## 長者 Elderly



- 1 天津的義工陪同養老院長者遊覽和平路步行街，讓他們認識社區變遷。  
Volunteers in Tianjin went for a walk with the elderly from a nursery home along Heping Road, a pedestrian zone that has witnessed the changes in the city over the years.
- 2 上海的義工到養老中心探訪長者，並送上小禮物，與他們共渡中秋佳節。  
When the Mid-Autumn Festival was around the corner, volunteers in Shanghai visited a senior care center to organize festive activities for the elderly there. Small gifts were also prepared to celebrate the festival.
- 3 義工陪同養老中心長者參觀無錫的恒隆廣場，為平日鮮有外出的長者介紹新事物，感受身邊環境的變化。  
In Wuxi, volunteers accompanied the elderly from a local care center to explore the various facilities at Center 66, allowing them to get to know their new surroundings.
- 4 義工與長者結伴到香港傳統冰室品嚐地道下午茶，並與他們一同製作「美食」手工肥皂。  
Volunteers in Hong Kong joined the elderly to enjoy afternoon tea with culinary delicacies in a traditional Chinese cafe. A workshop was also held to make food themed soap bars.
- 5 上海的義工與敬老院的長者一起慶祝端午節。  
In Shanghai, volunteers visited an elderly nursing home in celebration of the Dragon Boat Festival.

# GRI內容索引

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G4-5	機構總部位於香港。 The organization's headquarter is in Hong Kong.	/
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G4-21	重要性評估 Materiality assessment process	29-30
G4-22	本報告並沒有重列上一份報告的資料。 There are no restatement of information from last year report.	/
G4-23	本報告並沒有與過往報告期有重大分別的匯報議題和涵蓋範圍。 There are no significant changes from previous reporting periods in the scope and aspect boundaries.	/
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G4-DMA	供應鏈守則 Supply chain practices	52-53
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G4-DMA	供應鏈守則	Supply chain practices	52-53
G4-LA14	我們評估了五名共佔集團整體採購成本三成的主要供應商，檢查他們的職業健康與安全、工時及休息時間等勞工政策是否符合集團供應商守則所定之要求。	Five of our key suppliers which contribute to 30% of our total procurement spending in 2013 were assessed on their compliance with the Supplier Code of Conduct. The assessment covered criteria such as health and safety, working hours and rest time.	/

## 人權 Human Rights

#### 重要議題：供應商人權評核 Material Aspect: Supplier Human Rights Assessment

G4-DMA	供應鏈守則	Supply chain practices	52-53
G4-HR10	我們邀請了五名共佔集團整體採購成本三成的主要供應商接受評估，調查他們於2013年有否在童工或強迫勞工、歧視、組織自由和索償等方面遵從供應商守則。	Five of our key suppliers which contribute to 30% of our total procurement spending in 2013 were assessed on their compliance with the Supplier Code of Conduct. The assessment covered human rights criteria such as child or forced labor, discrimination and freedom of association and compensation.	/

## 社會 Society

#### 重要議題：本地社區 Material Aspect: Local Communities

G4-DMA	可持續發展的挑戰 廣行正道	Sustainability challenges Our value chain	10 54-57
G4-S01	在中國，我們百分之四十 <sup>1</sup> 的營運部門開展了社區參與活動。我們計劃擴展這方案至更多營運部門，在未來持續提高參與水平。	In China, we conducted local community engagement exercise in 40% <sup>1</sup> of our operations. We plan to expand this into more of our operations and further enhance the level of engagement in future.	/

#### 重要議題：防止貪污 Material Aspect: Anti-Corruption

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#### 重要議題：遵守法規 Material Aspect: Compliance

G4-DMA	業務營運管治及風險管理	Governance of business operations and risk management	25
G4-S08	無	NIL	/

## 產品責任 Product Responsibility

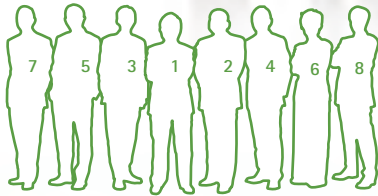
#### 重要議題：遵守法規 Material Aspect: Compliance

G4-DMA	可持續發展的挑戰 綠色建築認證	Sustainability challenges Green building certification	11 37-40
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G4-PR9	無	NIL	/

<sup>1</sup> The percentage was calculated based on total number of buildings that are in operation in China.  
此百分比以集團在中國營運物業的總數計算。



恒隆集團董事局成員  
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| 何孝昌                 | 8 | H.C. Ho                              |

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\* 非執行董事  
Non-Executive Director

\* 獨立非執行董事  
Independent Non-Executive Director



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