SUSTAINABILITY REPORT 2020



Stock Code: 12



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MESSAGE FROM MANAGEMENT

Green. Innovation. Value. Endeavour. These four important terms underpin Henderson Land's sustainability strategy and are fundamental to our day-to-day business operations. Welcome to our latest Sustainability Report.

2020 will long be remembered for the unprecedented challenges of the COVID-19 pandemic. Our daily routines have changed, caused by serious health and hygiene concerns, and we have had to adapt to restrictions on our business operations due to preventative measures to stop the spread of the virus. This year's Report illustrates how we have addressed these many new challenges, while remaining committed to our long-established sustainability principles and goals.

Innovation is at the heart of the Henderson Land's approach, from our original building designs and new methods of working, to our leading role in urban redevelopment. Innovation has also played a vital role in our response to the pandemic, enabling the Group to remain resilient while making meaningful contributions to society and the economy to alleviate the hardship experienced by everyone.

At an operational level, we have prioritised the care and protection of our employees, implementing measures such as regularly distributing masks and herbal tea and providing work-from-home arrangements since the early stage of the pandemic. For our customers, touchless features at our properties, as well as the adoption of cleaning technologies and comprehensive sanitisation measures, have provided visitors with increased comfort and reassurance. The Group has also provided rental relief and other forms of support to our shopping mall tenants whose businesses have been badly affected.

During the year, my brother and joint Chairman of the Group, Dr Lee Ka Kit, Peter, and I established the Henderson Development Anti-Epidemic Fund. Its objective is to combat the COVID-19 pandemic and alleviate its devastating impact on the community through a series of relief measures and schemes in Hong Kong and mainland China. Supported by the admirable efforts of Henderson Land colleagues, the Fund has given much needed assistance to the community throughout the pandemic. Similarly, our listed associates have established a series of supportive measures, including Miramar Group's provision of Mira Moon as a quarantine hotel and Towngas' assistance to food and beverage companies. 2020 marked the launch of Henderson Land's revised sustainability strategy, which is a new focus on how we view our contributions to the economy, society and environment. It comprises four key drivers:



Green for Planet

Building a Green Portfolio: reducing our impact on the environment



Innovation for Future

Shaping a Smarter Future: creating a smart built environment enabled by innovation and technology



Value for People

Creating a Caring Culture: being a caring employer who looks after our people and our partners

Endeavour for Community

Establishing a Living Community: providing a more liveable environment that enhances well-being and quality of life

Green. Innovation. Value. Endeavour. These four important terms underpin Henderson Land's sustainability strategy and are fundamental to our day-to-day business operations. Further information about how we align our sustainability performance to the revised strategy are provided in this report.

Our Board of Directors continues to oversee Henderson Land's Environmental, Social, and Governance (ESG) issues, monitoring the overall direction and progress of our sustainability performance and alignment of our business with the sustainability strategy. Our Corporate Social Responsibility Committee has been renamed the Sustainability Committee to reflect its reframed Terms of Reference, which now include expanded responsibilities such as overseeing environmental and social target-setting by various sub-committees and departments within the Group. The Committee has also strengthened its involvement and interactions with the Board to integrate environmental, social and governance factors into business decision making.

As we continue to fight the pandemic together, we remain steadfast in our commitment to innovate for a green and liveable future.

LEE KA SHING, MARTIN

Chairman of Henderson Land Group and Sustainability Committee

OUR SUSTAINABILITY STRATEGY AND HIGHLIGHTS

Henderson Land is committed to embedding sustainability as an integral part of our business. The Group strongly believes that the consideration of ESG factors in our decision-making process helps to enhance the sustainability of our business and drives business growth.



• Used at least 70% less timber formwork due to 'Timberless Construction'

Sustainability Report 2020 | Henderson Land Development Company Limited

This vision is reflected in our sustainability strategy, categorised by four primary drivers, linked to the relevant United Nations Sustainable Development Goals (SDGs). Please refer to "Our Sustainability Strategy" sections for more information on each driver.







Creating a Caring Culture:

Being a caring employer who looks after our people and our partners



Focus areas:



Our People

Strengthen training and development and health and safety of our people



Our Partners

Promote engagement with our business partners

Highlights:

- Outperformed the industry with <8 per 1,000 workers accident frequency rate
- Employees undertook nearly 140,000 hours of training
- Supported local economy by engaging local suppliers
- Developed a Works Management Framework

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ENDEAVOUR FOR COMMUNITY

Establishing a Liveable Community:

Providing a more liveable environment that enhances well-being and quality of life



Focus areas:

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Sustainable Community Enhance the liveability of the community

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Community Investment Increase beneficiary outreach

Highlights:

- Above 98% overall customer satisfaction
- Cumulatively achieved 4 WELL project accreditations, 1 China Healthy Building Design Label
- Contributed over 100,000 service hours from our volunteer teams
- Sponsored the inaugural Food Made Good Hong Kong Awards, to champion sustainability development across food businesses

OUR SUSTAINABILITY STRATEGY AND HIGHLIGHTS

Our Awards

Our dedication to sustainability is well recognised by the market through our achievements of sustainability awards and ratings.



Our Enhancements

OUR ENHANCED CORPORATE GOVERNANCE

- Reframed the Terms of Reference for the Sustainability Committee
- Expanded the Sustainability Committee's responsibilities for ESG issues
- Introduced **new policies**

Please refer to "Our Enhanced Corporate Governance" for more information.

OUR MATERIALITY APPROACH

- **Reviewed material ESG topics** to focus efforts in the future
- Enhanced **stakeholder engagement** for materiality assessment
- Introduced a materiality matrix

Please refer to "Our Materiality Approach" for more information.

OUR CARE TO ALL DURING THE COVID-19 PANDEMIC

- Launched flexible **work from home** arrangements before the Government's announcements
- Provided rental relief at the Group's shopping malls
- Mira Moon participated in the **"designated quarantine** hotel scheme"
- Towngas sponsored application of nano photocatalytic long-acting disinfectant spray for Hong Kong eateries

Please refer to "Our Care to All during the COVID-19 Pandemic" for more information.





ABOUT OUR GROUP



Our Vision

Henderson Land aspires to remain a market leader by maximising long-term economic value while creating positive social and environmental impacts.

Our Corporate Profile

Founded in 1976 and listed in Hong Kong since 1981, Henderson Land Development Company Limited (Stock Code: 12) is a leading property developer with a focus on Hong Kong and mainland China.

We create sustainable value for our shareholders, customers, employees, partners and the community by excelling at our professional activities. We are dedicated to developing commercial and residential projects using innovative designs that transform urban landscapes into green and healthy living environments.

Business Overview

Our diversified business model comprises "three pillars" of property investment, strategic investments and property development in both Hong Kong and mainland China. The Group has also adopted a deliberate strategy in order to maximise the value for shareholders over the long term.



Strategic direction



For details of our business model and strategic direction, please refer to our Annual Report 2020.

ABOUT OUR GROUP

Business Profile



Core businesses:

property development and investment, construction, project and property management, department store and supermarket operations, hotel and serviced apartment management, gas production and distribution



Total land bank (Hong Kong):

24.4 million sq. ft.



Financial Highlights

Market Cap (as of 31 Dec 2020)

HK\$146.5

Profits attributable to equity shareholders in 2020

Revenue (for the financial year ended 31 Dec 2020)

HK\$25.0 billion

ttributable toDividends per sharereholders in 2020(for the financial year ended 31 December 2010)

HK\$10.2 billion (for the financial year ended 31 Dec 2020)

HK\$1.8

For details of our organisation structure and financial performance, please refer to our Annual Report 2020.

Henderson Land Group Structure



Note: All attributable interests shown above were figures as of 31 December 2020.

ABOUT OUR GROUP

Our Sphere of Influence

Our core business activities have economic, social and environmental impacts throughout the lifecycle of a building. We interact with different stakeholders, both upstream and downstream in our value chain to influence these impacts. We illustrate our sphere of influence within the lifecycle of a building below.



Building Design:

The Group is committed to green and healthy buildings as evidenced in our policies and our array of sustainable building certifications (e.g. BEAM Plus, LEED, WELL, China Green Building and Healthy Building label, etc.). Our green and healthy building designs contribute to providing a comfortable and pleasant environment for our customers, including our residents and tenants, as well as the surrounding community.



Construction:

The Group's construction department uses innovative construction methods and materials to support green and smart construction. Our vision for green and smart construction impacts our working relationships with our suppliers and business partners.



Property Management:

The Group works to constantly enhance the operational efficiency of our properties, to reduce the environmental impacts of our existing buildings and improve the health and well-being of our occupants.

We apply our sustainability strategy, introduced and detailed in the following sections, throughout our sphere of influence.

ABOUT THIS REPORT



Murray Road Project, Hong Kong by Zaha Hadid Architects for Henderson Land Render by Arqui9

Reporting Period

The Sustainability Report 2020 ("the Report") of Henderson Land Development Company Limited ("Henderson Land" or together with its subsidiaries, "the Group") covers the period from 1 January 2020 to 31 December 2020. Our Sustainability Reports are distributed to shareholders and published online on an annual basis.

Reporting boundary

The Report¹ provides descriptions and key statistics of the Group's sustainability performance and progress during the reporting period focusing on our headquarters at Two International Finance Centre and AIA Tower, and our wholly-owned subsidiaries, namely E Man Construction Company Limited² ("E Man"), Goodwill Management Limited³ ("Goodwill"), and Well Born Real Estate Management Limited ("Well Born") and Hang Yick Properties Management Limited ("Hang Yick")⁴.

The selected in-scope entities are those whose activities the Group has the most impact and operational control over. We have commenced data collection work to encompass additional parties, with the aim of extending the data coverage of the Report in the near future.

We conducted a stakeholder engagement exercise to identify the material topics included in the Report. For details of our stakeholder engagement exercise, see "Our Materiality Approach".

Reporting Standards

The Report has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core option and complies with the provisions of the Environmental, Social and Governance Reporting Guide issued by The Stock Exchange of Hong Kong Limited ("HKEX").

Contact Information

If you would like a copy of the Report, or wish to provide any comments or suggestions, please contact us at corpcomm@hld.com. The e-copy of the Report is available at www.hld.com/en/csr/sustainability.shtml.

- ¹ The listed subsidiary and associates do not fall into the scope of this Report
- ² E Man Construction Company Limited ("E Man") is responsible for operating and managing the Group's construction sites
- ³ Goodwill Management Limited ("Goodwill") is responsible for managing the Group's commercial properties
- ⁴ Well Born Real Estate Management Limited ("Well Born") and Hang Yick Properties Management Limited ("Hang Yick") are responsible for managing residential and industrial/commercial properties

OUR CARE TO ALL DURING THE COVID-19 PANDEMIC



The COVID-19 pandemic has been a very challenging period for everyone and Henderson Land has taken a proactive stance to support our employees, customers, partners and the community from the early stages of the crisis.

Support to Employees

We have ensured that our employees have the provisions to keep themselves and their families as safe and healthy as possible during this time.

We launched flexible work arrangements, allowing employees to work from home, before the Government's announcements about the significant increase in local COVID-19 cases. Our IT department developed digital platforms to enable our employees to efficiently work remotely. For example:

- HLD Companion: A mobile office workplace app that allows employees to apply or approve a number of work processes. Employees receive mobile notifications on company memos, notices, messages or tasks from their respective teams
- RemoteConnect: A remote access platform that allows employees to access their work computers remotely and perform the same tasks, as if they were in their office. To enhance information security and data privacy, two-factor authentication was integrated using the HLD Companion mobile app to ensure only authorised users have access

Our offices have remained open as usual in order to maintain the company's normal operations and customerfacing colleagues adopted a shift system, where appropriate. Our management regularly distributed face masks and provided Chinese herbal tea on a daily basis, as acts of care and support for employees' health and well-being.

Our property management subsidiaries applied for the HKSAR "Employment Support Scheme" for the housing estates they managed. All funds received through the scheme (around HK\$131 million) were fully transferred to their managed properties as a token of sponsorship for the staff salary expense.

At our construction sites, we have enhanced site safety measures and have implemented specific COVID-19 precautionary measures to ensure a cleaner, safer and more hygienic working environment for construction workers. For example:

Self-protection:

- Construction workers provided with eye protection goggles; and
- Sheltered lunch areas with individual partitions

Site precautionary measures:

- Infra-red temperature sensors, alcoholic rinse-free hand wash and health declaration forms at construction site entrances;
- Fans at resting areas for maximum ventilation; and
- Hand wash facilities as well as cleaning and sterilising agents on site

Regular sterilisation and checks:

- Daily inspections of COVID-19 preventative measures;
- Regular sterilisation at construction sites both internally and by externally outsourced cleaning services;
- Free COVID-19 tests for all construction workers in the Construction Department;
- Special management inspections on COVID-19 preventative measures; and
- Emergency protocols if Henderson Land employees, construction workers or their close family members contract COVID-19



OUR CARE TO ALL DURING THE COVID-19 PANDEMIC

Support to Customers

To provide reassurance for our customers, we have ensured that our properties comply with the Government's standard COVID-19 restrictions and, in many cases, our preventative measures exceed the requirements of regulations such as the Prevention and Control of Disease Regulation (Cap 599A of the Laws of Hong Kong).

Our properties and show flats:

- We provide customers with a touchless experience during their visits, for example touchless toilets at properties such as H Zentre and Harbour East
- We provide hand sanitiser dispensers and routinely check body temperatures of visitors and employees at main entrances







- We have adopted new types of cleaning measures such as nano photocatalytic long-acting disinfectant sprays and 360-degree non-contact disinfection facilities in public areas and facilities at our properties and show flats
- The nano photocatalytic long-acting disinfectant spray is a state-of-the-art innovation developed by Raze Technology. It is internationally recognised for its ability to eliminate up to 99.9% of viruses and bacteria and is effective for up to three months
- Examples of measures added to our new residential developments include automatic main entrance doors, disinfecting installations, air purifiers, touchless operation for residential unit entrance doors, mailbox locks and lift calling using a mobile app or Octopus card

Tenant engagement:

- The Group has provided relief of between 20% to 60% of the basic rent for severely affected tenants in our shopping malls
- We supported our restaurant tenants at shopping malls by commissioning the ZEEK online logistics platform which provides them with the ability to offer free delivery services and therefore helps them expand their customer reach and sales



OUR CARE TO ALL DURING THE COVID-19 PANDEMIC

Support to the Community

The Group's Chairmen, Dr Lee Ka Kit, Peter and Mr Lee Ka Shing, Martin, established a privately-financed Henderson Development Anti-Epidemic Fund ("the Fund") in January 2020 which has contributed over HK\$100 million worth of anti-epidemic supplies and monetary support to the community. A special taskforce was set up within the Group, with volunteers from Henderson Land helping with the planning and organisation of the Fund. We consider the Fund to be an extension of one of our strategic priorities, Endeavour for Community, and a channel to realise our commitments to support Hong Kong, especially during such unprecedented times.

The Fund has supported various initiatives, benefitting different parts of our community. The key initiatives include:

Sponsoring the sterilisation of Hong Kong public transportation fleets and retail shops and beauty salons

Approximately 9 million passengers use public transport every day. Given the higher risk of COVID-19 transmission in confined spaces, it has been crucial for public transport to be properly and regularly sterilised to stem the spread of the virus.

We worked with a local innovation and technology start-up company to obtain nano photocatalytic sanitising spray for use in sterilising public modes of transport.

The sterilisation scheme covered most public transportation in Hong Kong, except for railways and franchised buses, including approximately:

- 4,570 minibuses and rehabuses
- 18,000 taxis
- 10,000 private buses, e.g. school buses, resident estate coaches, cross-border and driving school vehicles
- 600 ferries, including cross harbour ferries, outlying island ferries and kaito ferries

The Fund also sponsored the sterilisation of retail shops and beauty salons, especially the small and medium enterprises ("SMEs"), which have faced significant financial pressure during the pandemic.



Care for the underprivileged

Everyone has faced difficulties during the COVID-19 pandemic, but no more so than the underprivileged, many of whom lack the means of adapting to the new norm of wearing face masks and learning digitally.

Through donations to UNICEF Hong Kong, the Fund purchased over one million face masks for distribution to underprivileged children in Hong Kong. We also distributed over 600,000 adult face masks free of charge to the elderly, ethnic minority and disadvantaged groups.



The Fund donated 2,000 laptops with one-year full-access data packages to financially disadvantaged students in Hong Kong to facilitate their online learning. This avoids them having to borrow devices or seek free Wi-Fi internet services in public places where there is a higher risk of exposure to COVID-19.



OUR CARE TO ALL DURING THE COVID-19 PANDEMIC

Protecting public health: now and in future

The Fund has also actively supported the health developments outside Hong Kong and has contributed to international efforts to defeat the COVID-19 pandemic.



It has donated more than 1.5 million packs of nutritional supplies and Chinese herbal medicines to over 100,000 healthcare workers and patients in Hubei province at the time of the COVID-19 outbreak.

The Fund also sponsored University College London's COVID-19 research in the hope of accelerating the discovery and production of an effective vaccine.

During the COVID-19 pandemic, our listed associates Miramar Group and Towngas also actively contributed to the community's efforts to fight the virus.

Miramar Group:

• At our hotels: In order to provide a safe, hygienic and comfortable environment for our guests, our hotels launched the "Mira-Clean Promise" programme which ensures that all rooms are cleaned in accordance with high standards of hygiene and infection prevention protocols. One of our hotels, Mira Moon, participated in the "designated quarantine hotel scheme" to support the Hong Kong Government in providing quarantine accommodation for overseas travellers to minimise the chance of them infecting the local community



• At Mira Dining: With social distancing dining restrictions, we introduced a tailor-made series of discounted takeaway menus to encourage our guests to stay at home and still enjoy delicious gourmet food with their families. In order to reduce the additional waste generated from takeaways, guests receive extra discounts if they bring their own containers and use takeaway containers and utensils that are made of biodegradable materials such as bamboo pulp or sugar cane

Towngas:

• Nano photocatalytic long-acting disinfectant for eateries: To show its support for the catering industry which is facing a great challenge posed by the pandemic, Towngas fully sponsored the application of nano photocatalytic long-acting disinfectant spray in the premises of many eateries in Hong Kong. This measure was aimed at boosting public confidence in the hygiene of local eateries. The Group also provided stickers for the eateries to post for the public's easy identification showing that they have been sterilised with the spray. About 8,000 eateries have benefitted from this programme





"Food Packs for Families in Need" programme: Towngas and Christian Family Service Centre united to launch the "Food Packs for Families in Need" programme to address the needs of underprivileged families with decreased income as a result of redundancy or unemployment during the COVID-19 pandemic. About 30,000 fresh food packs were distributed to 1,000 families during the second half of 2020, providing them with daily necessities and relieving them of some cost of living expenses



• "Supporting F&B and the Economy" campaign: Towngas launched a campaign in early May 2020 comprising a series of relief initiatives targeted at the food and beverage industry. These included an interestfree rental and purchase scheme for kitchen equipment for small eateries, as well as e-coupons for consumers

OUR ENHANCED CORPORATE GOVERNANCE

Robust governance is fundamental to our business. Our Board of Directors ("the Board") takes the overarching responsibility of managing the business strategies and activities of the Group. Under its leadership, we endeavour to ensure that our business is conducted in accordance with all applicable laws and regulations, codes and standards and that we live up to our high standards of accountability and transparency.

Governance Structure

Our corporate governance structure is purposeful and robust, and enables an effective flow of information throughout the Group, between management, functions and business units.

The Board is actively engaged in formulating and implementing our sustainability strategy, as well as overseeing our risk management and ensuring our resilience in respect of Environmental, Social and Governance related risks (ESG risks). The Board delegates the responsibility for detailed consideration and implementation of these matters to the Sustainability Committee. The Sustainability Committee (formerly known as the Corporate Social Responsibility Committee) and its sub-committees have been established for many years.

The Sustainability Committee is chaired by our Chairman, Mr Lee Ka Shing, Martin and comprises several directors and department heads. The Committee's primary role is to manage Henderson Land's overall approach to sustainability, including overseeing the identification of material ESG issues, developing the Group's sustainability strategy and policies, and regularly evaluating the Group's sustainability performance. The Sustainability Committee reports relevant issues to the Board on a regular basis.

Four sub-committees support the Sustainability Committee, with their respective roles and responsibilities collectively being to drive sustainable performance within their remits. The subcommittees work with various business units within the Group to disseminate environmental and healthy building training and learning opportunities to employees.



Supported by Henderson Land's departments:

Company Secretarial, Human Resources, Corporate Communications, Project Management, Construction, Property Management and other departments

Roles and Responsibilities \supset

Sustainability is embedded in our day-to-day workplace activities and many departments including the Company Secretarial, Human Resources, Corporate Communications, Project Management, Construction and Property Management Departments are involved in the execution and delivery of initiatives prescribed by the Sustainability Committee and sub-committees.

Further information about our governance structure can be found in the Corporate Governance Report of our Annual Report 2020 and on our website: https://www.hld.com/en/ investor/annual_20.shtml.

For the Terms of reference of the Sustainability Committee, please refer to our website: https://www.hld.com/en/csr/ csrsubscommittee.shtml.

Policies

Our Corporate Social Responsibility Policy formalises our commitment to operating responsibly, taking us beyond minimum regulatory requirements for workplace quality, environmental protection, operating practices and community investment. The Group regularly reviews the Corporate Social Responsibility Policy and has updated it recently so that it reflects our approach to ever-changing operating factors and community needs.

The Board has approved the following key policies that articulate and define important principles and values of the Group:



Environmental

- Corporate Social Responsibility Policy
- Environmental Policy (including Waste and Water topics)
- Climate Change Policy www

Social



Governance

- Anti-Money Laundering and Counter-Terrorist Financing Policy
- Board Diversity Policy
- Dividend Policy
- Inside Information Policy
- Nomination Policy
- Risk Management Policy
- Shareholders Communication Policy

To view these policies, please refer to our website: https://www.hld.com/en/corporate/corppolicies.shtml.

OUR ENHANCED CORPORATE GOVERNANCE

Risk Management

Our integrated and holistic risk management approach combines top-down strategy with bottom-up processes of our operations departments. We proactively ensure that all significant risks are identified and assessed by considering their potential impacts and likelihood of occurrence, and that they are managed by identifying suitable control systems and countermeasures.

The Board regularly reviews and discusses material operational risks, while each department is responsible for identifying its own risks and designing, implementing and monitoring relevant risk management and internal control systems.

ESG risks are also monitored regularly to ensure they are considered in the Group's business decision making. New policies have been established to strengthen our governance of ESG risks including, but not limited to, bribery and corruption, business ethics and climate change.

The Audit Department is responsible and accountable for enterprise risk management in terms of assessing risk appetite and tolerance as well as risk monitoring and reporting for the Group. The Audit Department appraises the Group's major activities to ensure risk management and internal control systems are in place and makes recommendations for improvements. The Audit Department maintains its independence and reports their findings directly to the Audit Committee which reviews the effectiveness of our overall risk management and submits its findings to the Board.

For more details of the Group's risk management and internal controls, please refer to the Corporate Governance Report. To view the Group's Risk Management Policy, please refer to our website: https://www.hld.com/en/pdf/corporate/ RISK_MANAGEMENT_POLICY.pdf.

Corporate Values

Our corporate values are embedded in our governance practice and underpin all our activities. Our aim is to add value for our shareholders, customers and the community through a commitment to excellence in product quality and service delivery as well as a continuous focus on sustainability and the environment.

Ethics

The Group observes a strict code of ethics in all spheres and we have no tolerance for any form of corruption or other misconduct. We expect our employees at all levels to uphold our values and behave in an ethical manner.

In order to generate awareness among our employees in all functions of the Group, we regularly provide anti-corruption training for new joiners within the first 60 days of their employment.

We actively encourage any employee with concerns about our standards of conduct to notify the Human Resources Department directly or the Vice Chairman through a direct email link.

During the reporting period, no legal actions or fines related to breaches of anti-corruption or anti-competitive practices were brought against the Group or its employees. There were also no significant fines and non-monetary sanctions for non-compliance with laws and regulations in the social and economic area.

OUR MATERIALITY APPROACH

We believe it is important to understand our stakeholders' priorities and expectations regarding the Group's sustainability performance. Our materiality is driven by internal and external viewpoints on how each sustainability topic impacts our business and our stakeholders. In this section, we highlight the approach we take to engage stakeholders and define materiality.

Stakeholder Engagement

Throughout the year, we regularly engage and communicate with our stakeholders to ensure we understand and meet their needs. This is integral to our process of prioritising sustainability issues and identifying market trends that are material to us.

We summarise the various channels we use to engage our diverse groups of stakeholders, as follows:



Stakeholder group

OUR MATERIALITY APPROACH

Materiality Assessment

In 2020, as part of our materiality assessment, we conducted multiple in-depth focus group workshops and interviews with our internal stakeholders. We also distributed an online survey to our internal and external stakeholders to obtain feedback on our sustainability performance.

We reviewed various sustainability reporting and assessment frameworks as well as international and local industry peers to assess topics and trends relevant to our areas of operation and industry. Compliance is part of our internal controls processes and therefore we removed Compliance (Environment) and Compliance (Product Responsibility) from the materiality assessment exercise as sustainability topics. This year, we also added four additional sustainability topics on which to focus our efforts in the future: Climate Change, Green Building, Innovation and Anti-competitive Behaviour.

As such, we have set out a materiality matrix based on a total of 22 sustainability topics. The materiality matrix shows the importance of each topic to our internal and external stakeholders.



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Based on the materiality matrix, Customer Engagement and Satisfaction, Information Privacy and Security, as well as Training and Development were ranked the top three material topics, in line with our Group's development. More details on the impact boundaries of each material topic are provided in the Annex.

We summarise some of the feedback received from the stakeholder engagement exercise, and how we have addressed them:







The Group aspires to build a green portfolio by reducing our impact on the environment.

"Green for Planet" compels our business to support the United Nations Sustainable Development Goals throughout our sphere of influence: to combat climate change whilst ensuring sustainable consumption and production patterns.

CASE STUDY: Transforming brownfield truck yard into an ecological paradise

The Wo Shang Wai wetland is a first-of-its-kind wetland restoration project in Hong Kong, funded and managed by Henderson Land. This project, spanning a wetland area of about 4.7 hectares, has taken about 4 years to come to fruition, in terms of planning, soliciting public opinions and obtaining the approval of the Government.

What was it like before?

This area was an abandoned open-air storage yard and a container truck parking lot. It was a brownfield site that had been flattened, destroying the original ecology.



What is it like now?

A wetland and bird paradise. The Wo Shang Wai wetland is now home to aquatic and terrestrial animals and plants, attracting over 100 different species of birds, including some endangered bird species such as the Little Egret, Chinese Pond Heron, Yellow Bittern, Black-faced Spoonbill and Collared Crow. Sometimes, Leopard Cats also make an appearance!

We are proud of this pioneering integrated conservation and development project, which has resulted in successfully restored wetland that is now home to a diverse family of birds, animals and plants, promoting local biodiversity.



🖉 GREEN FOR PLANET

Climate Resilience

We are committed to designing green, healthy and smart buildings. With reference to the SDGs 7 (Affordable and Clean Energy), 12 (Responsible Consumption and Production), and 13 (Climate Action), we strive to incorporate renewable energy features as well as other green building features to reduce emissions and waste in our properties. Green building features, such as improved lighting environment, better air quality and greenery, have also been proven to positively impact the health and well-being of occupants therefore additionally contributing to SDG 3 (Good Health and Well-being).

During the year, we continued to adopt innovative designs and incorporated smart building features in our development projects to be climate resilient, achieve energy efficiency, as well as provide and enable our customers with low-carbon and healthy lifestyles.

Examples of these design measures include:



Enhanced facade resilience to prevent damage from flying objects during extreme weather events



Storm-resistant measures such as floodgates to protect buildings from flooding, especially those with extensive basement floors



Patented "Solar Responsive Ventilators" developed for high-end office towers to improve thermal comfort of tenants



Solar thermal and photovoltaic panels to harvest renewable energy



Tinted, double glazing, Low-E Glazing Unit to reduce heat gain to the interior



Fast speed and medium speed electric vehicle charging facilities



Installation of monitoring sensors to control lighting and power usage



Innovative desiccant dehumidification for a healthier and energy efficient environment



Hybrid ventilation for energy saving and enjoying natural breeze at moderate climate periods

Our dedication to sustainability through our building designs is evident in our green building certifications and the awards we have achieved. Some key examples include:



Murray Road Project, Hong Kong by Zaha Hadid Architects for Henderson Land Render by Arqui9



Murray Road Project

Last year, our project at the prime Murray Road Project site in Central achieved WELL Platinum Level Pre-certification from International WELL Building Institute (IWBI) and LEED Platinum Pre-certification (Core & Shell). This year, we also achieved BEAM Plus Provisional Platinum Rating, China Green Building Design Label 3-Star Rating as well as the following awards:



A&D Awards 2020

MIPIM Asia Awards 2020 Best Futura Project – Silver Winner



Build4Asia Awards 2020 Outstanding Future Project

Future Development – Commercial – Gold Award

Asia Property Awards 2020

- Best Office Architectural Design (Asia) 5-Star Winner
- Best Office Architectural Design (Hong Kong) Winner
- Best Office Interior Design (Hong Kong) Winner

Outstanding Property Award London 2020

- Architectural Design Platinum Winner
- Interior Design Platinum Winner
- Architectural Design/ Commercial, High-Rise – Winner

73 Caine Road

Our residential-cum-commercial composite development at the Mid-levels achieved BEAM Plus Provisional Gold Rating, China Green Building Design Label 3-Star Rating as well as the following awards:

2020-2021 Asia Pacific Property Awards

- Best Residential High Rise Development Asia Pacific
- Regional Nominee
- Best Residential High Rise Development Hong Kong
 5-Star Winner



73 Caine Road (artist's impression)

🕫 GREEN FOR PLANET



World Financial Centre in Beijing

Did you know?

World Financial Centre in Beijing and Henderson 688 in Shanghai were awarded LEED Platinum, globally ranked 2nd and 5th in the Building Operations and Maintenance: Existing Buildings category.

Please refer to "Sustainability Awards and Professional Memberships" for more information on project accreditations and other sustainability awards.

At our managed properties, we also have protocols in place in case of a natural disaster, such as a typhoon, to ensure the safety of our employees, tenants and customers.

Well Born and Hang Yick have developed emergency protocols within the Integrated Management System indicating clear instructions and procedures on how to prevent, as well as what to do before, during and after a typhoon.

Environmental Impact

Henderson Land's Environmental Policy states our commitment to environmental protection at the Group level and guides various departments to develop their own systems relevant to their specific operations for ensuring environmental performance throughout the life cycle of every project.

We have established an environmental management system (EMS) which is audited regularly to assess effectiveness and compliance with relevant regulations and ISO 14001:2015. An external audit was conducted in October 2020 and results were satisfactory.

We are in the process of reviewing and setting quantitative targets to track our environmental performance with regards to greenhouse gas emissions, waste consumption and water consumption.

During the year, we incurred no significant fines for noncompliance with environmental laws and regulations.

Material Use and Waste Management

We work to lessen our environmental footprint by actively managing our material use and improving the operational efficiency of our construction processes. At our managed properties we also work to minimise the environmental impact associated with waste disposal by reusing and recycling. With reference to the SDG 12 (Responsible Consumption and Production), we make continuous improvements in material use and waste management at our projects and the properties we manage.
CASE STUDY: Timberless Construction

Timber, logged from trees, is used as temporary formwork in our construction works. Temporary timber formwork has limited usage and cannot be reused many times, therefore generating a lot of waste. It also requires a lot of manpower for its assembly.

The Group has set an overarching objective of "Timberless Construction" for all construction works carried out by our Construction Department. We have now widely adopted our self-developed Design for Manufacturing and Assembling (DfMA) approach and use aluminium formwork to replace timber in our projects. This not only improves the quality of the concrete finishing, but also significantly reduces construction wastage.

In 2020, we used at least 70% less timber formwork in our construction works compared to previous years.

We are conducting on-going research into the use of precast for staircases and balconies which may facilitate our achievement of an even higher reduction in timber formwork in the future.





Construction Materials

An Environmental Management System Manual and an Environmental Instruction (EI-02) were developed for the management of materials in our projects, detailing our goals and targets, responsibilities and committed actions to control the use of construction materials.

We are committed to conducting research and development to introduce new construction materials that are environmentally friendly and can enhance the structure and quality of our end products. As we develop innovative construction products, they will be progressively applied to our future projects.

- Eco-Block is applied to the partition walls of a building. The application of Eco-Block is expected to reduce the need for follow-up plastering works and hence decrease consumption of materials by around 30%
- A self-foaming protective coating material was introduced and applied to building elements, such as sanitary hardware, ironmongery and glass panels, for extra protection. As a result, building elements are damaged less frequently and less waste is generated. The development of this material was supported by the Innovation and Technology Fund under the Innovation and Technology Commission
- A bio-inspired structural silicone sealant was also developed that is suited for application on wet surfaces

Off-site Prefabrication

We adopt Design for Manufacturing and Assembling (DfMA) in the construction approach of our development projects.

- Through DfMA, we significantly increase the use of prefabricated materials, which are produced off-site in factories, resulting in more effective material use and reduced onsite formwork installation
- Adopting DfMA reduces the demand for skilled labour, enhances the quality of the end product and improves the safety of the working environment
- Semi-precast slab flooring as well as full precast sunken floor slabs for bathrooms and kitchens are widely adopted to replace the conventional cast in-situ method in our projects

This year we obtained a patent registration for the DfMA process from the China National Intellectual Property Administration and the Intellectual Property Department in Hong Kong. We hope to leverage our patented DfMA process to extend its application to all our development projects.

Off-site prefabrication reduces extra construction materials used (e.g. concrete and steel) leading to reduced waste. It also increases construction efficiency and quality control. This year our consumption of prefabricated units increased by almost 50% compared to last year.





Food Waste Eliminator at Mira Place

Waste Management

At our managed properties, AIA Financial Centre and Trend Plaza, we worked with NGOs to trial a Municipal Solid Waste Charging Scheme this year.

- We actively engaged our tenants to participate in this trial scheme by distributing free garbage bags for waste disposal
- Paper, plastic and metal were the major types of municipal waste collected from the trial scheme
- A total of 323,209kg of waste was collected from Trend Plaza from June to September 2020 and 21,284kg was collected from AIA Financial Centre from May to September 2020

We also encouraged our catering tenants to reduce food waste. At Mira Place, dedicated recycling boxes are provided to tenants to collect food that can be fed into a food waste eliminator to decompose it within 24 hours. Since 2011, we have also been running a cooking oil collection scheme in conjunction with a local bio-diesel producer.

- During the year, Mira Place collected a total of 3,026kg of cooking oil
- The collected cooking oil was sold and donated to World Wide Fund for Nature Hong Kong (WWF)

The Group continues to receive awards for our sustained excellence in waste reduction and accelerating positive change in office environments through tenant engagement and property management.

- Well Born and Hang Yick received certificates from the Environmental Protection Department as recognition for our continuous support for the recycling programmes of Christmas trees and Peach Blossom Trees
- Well Born and Hang Yick received the "Green Office" Label from World Green Organisation once again
- Other recognitions are listed in "Sustainability Awards and Professional Memberships"

Apart from our managed properties, we are also driving towards paperless workflows at our offices. This year we saw a 94% reduction in paper use compared to 2019 due to greater digitalisation of the property handover process. All key internal documents have been digitalised and other remaining documents will gradually transition to becoming electronic in the next few years.

We also practise recycling in our sales activities at our show flats. We reduced the thickness of the stone flooring at show flats to save on costs and materials consumed. We also reuse all loose furniture or props at the clubhouses of those properties.

Henderson Land Development Company Limited | Sustainability Report 2020







Energy Efficiency and Emissions Reduction

Our construction sites currently rely mainly on diesel generators for energy to power construction equipment. We have started to replace them with electric powered generators for trial use and plan to replace all diesel generators gradually in the future.

Our property management subsidiaries have implemented the Integrated Management System (IMS) in line with international standards such as ISO 9001, ISO 10002, ISO 14001 and OHSAS 18001. Policies, commitments, responsibilities and grievance mechanisms are all clearly described in the IMS. Goodwill also follows Environmental Instructions (EI) for ISO 14001:2015 which guides environmental aspects.

In 2017, the Group set a target of **reducing energy consumption by 10% by 2025** in the common areas of 14 of our commercial properties managed by Goodwill, with 2015 as the baseline. We are in the process of conducting carbon audits for these 14 properties and may consider expanding the scope and ambition of our target.

In 2020, we achieved 8.62% reduction in energy consumption for the said 14 properties, demonstrating satisfactory progress towards the target. Some of the energy saving and efficiency measures we implemented include:



Monthly monitoring of energy consumption at all managed properties



Applying thermal insulated and light reflective film on skylights to reduce heat



Adjusting lighting schedules and shortening operating times of lifts and escalators

Participation in "Earth Hour" organised by World Wide Fund For Nature Hong Kong, "Energy Saving Charter 2020", "Charter on External Lighting" and "4Ts Charter" organised by the Environmental Bureau (ENB) and the Electrical and Mechanical Services Department (EMSD)



Enhancing the monitoring and control of chiller systems to maintain optimal indoor temperatures of 24-26°C

Installing timers for air conditioning

units and lighting facilities



Replacing existing lighting with LED lights

• For example, approximately 5,200 existing lightings from 13 of our commercial properties managed by Goodwill were replaced with LED lights. The replacement work is targeted to be completed in mid-2021. The estimated energy saving after completion of replacement work is approximately 391,000 kWh per year

Employee travel has significantly reduced this year due to the COVID-19 pandemic and greater use of video conferencing at both the Group's Hong Kong and mainland China offices, with a more than twofold increase compared to last year.

Scope 1 GHG emissions from our Headquarters rose due to increased distance travelled by our vehicles because more health and safety inspections at our construction sites took place in response to the COVID-19 pandemic.

With reference to the SDGs 7 (Affordable and Clean Energy) and 13 (Climate Action), we strive to make continuous improvements in energy efficiency and in managing our carbon footprint. Our building energy consumption intensity and GHG intensity reduced by 1% in 2020 compared to 2019.

GREEN FOR PLANET

GHG Emissions at our Headquarters and Properties Managed by Goodwill



Energy Consumption at our Headquarters and Properties Managed by Goodwill⁵



⁵ In order to provide a like-to-like comparison, energy consumption data visualised in this chart for both 2019 and 2020 is confined to 32 properties managed by Goodwill



Harbour East



Water Conservation and Management

Water is used throughout our operations and recognising that it is a shared resource, we are diligent in our efforts to reduce its usage wherever possible. We assess our exposure to water-related risks and while Hong Kong's current water supply remains stable, we endeavour to do our part to protect one of earth's most precious resources.

We issue an Environmental Risk Assessment Report, reviewed once a year, that assesses the impacts on water quality and wastewater discharge from our construction sites.

- At the design stage, project managers set targets using green building standards, and closely monitor progress during construction
- For our development projects, various measures have been incorporated to increase water efficiency, including rainwater harvesting, flow regulators and dual flushing toilets

At our managed properties, water consumption is also closely monitored. Monthly water consumption reports are compiled so that usage can be tracked. Freshwater and flushing tanks are cleansed regularly in accordance with applicable regulations and guidelines. Where appropriate, water devices are replaced with more efficient models.

Wastewater that is discharged from our offices and property premises is flushed through municipal drainage systems, while wastewater discharged from our sites is treated according to respective regulatory requirements.

With reference to the SDG 12 (Responsible Consumption and Production), we strive to make continuous improvements in our management and efficient use of water. In view of the COVID-19 pandemic and to keep our employees and customers safe, more water has been used for cleaning purposes this year. Our building water consumption intensity increased by 7% in 2020 compared to 2019.





We strive to shape a smarter future by creating a smart built environment enabled by innovation and technology.

"Innovation for Future" means that our business supports the United Nations Sustainable Development Goals throughout our sphere of influence: to foster innovation and contribute to the development of sustainable cities.



☑ INNOVATION FOR FUTURE

Impactful Innovations

"Innovation for Future" is a key driving force and enabler of our sustainability strategy together with our other drivers "Green for Planet", "Value for People" and "Endeavour for Community". Innovation is embedded in many of our initiatives to better serve our customers and enhance healthy living, through innovating the way we design, construct and redevelop urban areas. We highlight how we innovate in different aspects of our business below.

Innovation Highlights

Innovation in our approach to urban redevelopment

We undertake urban redevelopment for the betterment of local communities, and we do so in an innovative manner. We add vibrancy to the urban area not only by giving it a new face, but also through enhanced living quality.

For more information please refer to the case study on ARTLANE on p.46-47.





Innovation in our approach to supporting local communities We are the first property developer to support modular social housing projects. Nam Cheong 220 – Hong Kong's first modular social housing project – was completed this year and tenants have moved in. We also initiated Hong Kong's largest modular social housing project at Kong Ha Wai, which has a goal of accommodating approximately 40,000 people from 10,000 underprivileged families applying for public housing.







Innovation in our approach to designing buildings We work with top architects and engineers to introduce innovative, modern and distinctive building designs to our customers. For example:

H Zentre: The multi-award winning H Zentre is one of the Group's most advanced green, healthy and smart buildings. H Zentre is purpose-built as a health and well-being hub – a first for a commercial building in Hong Kong – and is housed with green and sustainable features to enhance customers' user experience.

Murray Road Project: Our new iconic flagship commercial development project is designed by world renowned architect Zaha Hadid Architects. It will resemble a bauhinia bud, making it a sculpture of its own right. It will be an innovative new urban oasis in Hong Kong's central business district and will feature people-centric and state-of-the-art technologies such as Artificial Intelligence-based building services and contactless security access to offices.



Innovation in our approach to working with business partners

We pioneer and instigate change in the way we collaborate with our business partners. We want to make changes that promote greater fairness and collaboration with our business partners through our Works Management Contract.

Innovation in smart solutions and new financing approaches

We aim to be one of the first groups in the in real estate sector to develop and roll out smart solutions. We have developed mobile apps to enhance customer service for both visitors and tenants at our commercial buildings, as well as to streamline property purchase processes.





Innovation in our approach to construction

We are committed to using research and development to originate construction materials and Design for Manufacturing and Assembling (DfMA) elements to enhance the structure and quality of our developments. We have obtained patent registrations for our products and will be progressively applying these to our future projects.



We have also identified opportunities in the green and sustainable finance area and are exploring these as a financing option for our upcoming projects. We are in discussion with the relevant commercial and corporate banks and green finance accreditation parties to agree on arrangements to finance the upcoming projects.

Highlights of the relevant green building elements of our upcoming projects can be found in "Green for Planet".



case study: Innovating urban redevelopment through art living



Henderson Land is an innovator when it comes to urban redevelopment. We take a wholesome approach, focusing on what matters to the community from a "lifestyle" perspective. We have revitalised the area by dedicating a portion of the site for public use, refurbishing public pavements and stairs, and allocating resources to introduce elements of art and culture to the neighbourhood.

Henderson Land's ARTLANE is the embodiment of innovative urban redevelopment. It is an urban renewal project in Sai Ying Pun, to the west of Central, Hong Kong's main business district.

What was it like before?

As is typical of older parts of urban Hong Kong dating back to the 1950's, this neighbourhood is somewhat hidden from the more visible part of Sai Ying Pun, surrounded by narrow dark lanes, old shops, storage units and buildings that are quite dilapidated.

What is it like now?

We redeveloped certain plots into an exciting urban art SoHo residential area aimed at the younger generation of homebuyers. To meet their aspirations, the surrounding area was transformed to create a more aesthetically pleasing, spacious and much cleaner environment. To add a touch of creativity to our redevelopment works, we also added street art works.

Seventeen well-known local and international muralists were invited to inject vitality and art into the urban landscape of Sai Ying Pun using creativity, brushstrokes and style. Different spaces in the community, such as walls, streets and even the stairs have been transformed into canvases, presenting 26 beautiful largescale murals. ARTLANE is Hong Kong's first URBAN ART SOHO community that is revitalised with murals by Henderson Land.

The murals, together with the street beautification and enhancement works, have created a more pleasant living space for the local residents. The street art has been very popular with the public and continues to attract visitors, as a setting for memorable photos. The area has also become popular for location shooting by, among others, Hong Kong and Korean televisions stations. The art works were featured by the Hong Kong Tourism Board during its Hong Kong Art Basel promotion in March 2019 amongst other famous tourist spots, including Tai Kwun, Xiqu Centre and Avenue of Stars.



☑ INNOVATION FOR FUTURE

Smart Solutions

Innovation is embedded in our product and service delivery across the Group's business units including sales, leasing, project management and property management. These all serve the same objective, namely to enhance customer experience through digitalisation and technology. We strive to be a pioneer and to be first in the market to develop and roll out smart real estate solutions. Some key highlights are described in this section.



Henderson eHOME: A one-stop shop for home purchases

Home purchasing is often a complicated and paperworkintensive process. The Henderson eHOME mobile app provides home buyers and real estate agents with a digital option, making home purchases more efficient, more secure and more environmentally friendly. The app supports the whole process of purchasing a property, from selecting one, to registering and purchasing it, and then moving into it.

The app has already been deployed and used for purchases in two residential properties and will be expanded to include other properties in the future.

What can the Henderson eHOME mobile app do?

- Display a variety of digital content and information about residential and non-residential properties
- Enable users to register for new properties and pay deposits online
- Provide users with status updates and reminders on sales arrangements
- Inform users of mortgage offers from selected banks and Henderson Land's finance companies
- Provide customer services such as arranging property handover meetings and appointments with Towngas for gas connection
- Encrypt all information digitally without the need for manual input and verification



Smart Office:

Indoor environmental control solution for offices

Tenants at typical office buildings often have limited control of their offices' interior environments, leaving them too cold during summers or too warm during winters. The Smart Office mobile app allows tenants to directly control indoor visual and thermal comfort and provides them with real-time weather updates.

The app has been offered to tenants at two commercial properties and will be rolled out to more properties in the future.



What can the Smart Office mobile app do?

- Adjust office interior temperature, operation of solar blinds and motorised windows on curtain wall for natural ventilation, simply on individual users' personal mobile phones
- Embedded with Thermal Sensation Index theory and an intelligent voting algorithm that truly reflect tenants' personal thermal comfort and allow tenants to change the indoor temperature even in an open-plan office
- Provide real-time weather and outdoor air quality information from both on-the-spot weather stations at street level and roof level, as well as from the Hong Kong Observatory
- Notify tenants of news and notices from the property management team



🗂 INNOVATION FOR FUTURE



H·COINS:

A digital companion for shopping

The H-COINS mobile app provides an integrated platform for membership loyalty rewards at seven participating Henderson Land shopping malls, including MCP Central & Discovery, MOSTown, KOLOUR Tsuen Wan, KOLOUR Yuen Long, Shatin Centre & Shatin Plaza, Trend Plaza and Square Mile. Shoppers can earn points, redeem e-coupons and rewards, and stay up-to-date about promotional events and activities at all the malls.

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What can the H·COINS mobile app do?

- Upload purchase receipts to earn points after spending at Henderson Land shopping malls
- Redeem e-coupons and rewards, including e-cash coupons, for use at Henderson Land's shopping malls
- Notify users of dining privileges and promotions of Henderson Land's shopping malls
- Special privileges for members during their birthday month



Did you know?

There will be smart restrooms at MOSTown where the occupancy of individual restroom cubicles is automatically detected by sensors and displayed in the MOSTown app and LED screens within the shopping mall. These sensors are paired with a smart queuing system so that waiting times can be shortened and visitors can maximise the time they spend shopping!

Henderson Land: 5G-enabled smart shopping malls

The Group has worked closely with HKT and Towngas Telecommunications Company Limited (TGT), a wholly owned subsidiary of The Hong Kong and China Gas Company Limited (Towngas), to introduce 5G applications to six of our shopping malls (Fanling Centre, Trend Plaza, Shatin Centre & Shatin Plaza, KOLOUR Tsuen Wan I and KOLOUR Yuen Long).

This marks our transformation to embrace next generation technology, leveraging the Internet of Things (IoT) to create an innovative customer experience at our shopping malls. Henceforth, 5G-powered applications such as Augmented Reality (AR), Virtual Reality (VR) and robotics will be rolled out to more of Henderson Land's shopping malls.





- I am an Artificial Intelligence (AI) cleaning robot. I work hard to make sure Mira Place is clean and hygienic to prevent the spread of COVID-19
- I was made by Japan's SoftBank and am equipped with a high-efficiency particulate air (HEPA) filter which means I can remove viruses and bacteria as small as 0.3 microns!
- I have an intelligent memory system and I clean following a pre-set route. I never miss a spot!



case study: Smart living at Cetus • Square Mile

Our residential property Cetus • Square Mile incorporates smart building solutions that provide our customers with an easy, convenient and safe living experience enabled by technology.





Smart Mailbox

- Access to mailboxes of residential units using digital keys from the H-Privilege app instead of physical keys
- Notification on the H-Privilege app when mail arrives





Digital Keys

- Access the building with authorised Octopus or digital keys from the H-Privilege app
- Order lifts to corresponding residential units using the H-Privilege app





Smart Visitor Entry Control

- Pre-register visitors via the H-Privilege app and share the visitor's QR code via text or email ahead of the visit
- Visitors self-register at the Visitor Registration Kiosk to input relevant information for the purposes of identity verification
- Conduct video call with the building management system via the H-Privilege app to review visitor identity
- Confirm visitor's identity by selecting "confirm" via the app
- Visitors receive a printed QR code for accessing the lift to the corresponding floor only
- Visitors records will be deleted in a timely manner to protect privacy







We create a caring culture, which is achieved by being a caring employer who looks after our people and our partners.

"Value for People" demonstrates our support of the United Nations Sustainable Development Goals throughout our sphere of influence: to promote health and well-being, productive employment and decent work for those who work for and with us.

VALUE FOR PEOPLE

Our People

We appreciate the intangible long-term value that is created by careful management of our human resources and investing in our people is one of the Group's highest priorities, helping us to sustain a competitive advantage.

We care about how our employees are recruited and retained, how their careers are developed with us and how their health and safety are safeguarded in day-to-day work. To guide our actions in the above matters, we advocate Value for People in employment, training and development as well as health and safety for our people and our partners.

Employment

Talent attraction and retention

The Group uses multiple channels in our recruitment process in order to employ the best and most suited individuals in our business. In addition to traditional hiring methods, digital recruitment channels such as JobsDB, CTgoodjobs, Recruit, Job Market and CPjobs are used to attract talent. We also use the LinkedIn platform for recruitment purposes, as well as for sharing the Group's news and updates to our audiences.

This year, our number of new hires increased by 40% compared to 2019, of which 47% were female.



New hires in Hong Kong in 2020, by gender

To retain our talented employees, we aim to be an employer of choice by providing our employees with competitive remuneration and a variety of benefits and welfare. Discretionary year-end bonuses are payable to employees based on individual performance. Below we illustrate a summary of benefits provided to full-time staff. Details are specified in our Employee Handbook which is provided to all employees.



Personal and Family

Education Allowance, Exam Leave

Education

Medical care

Travel Insurance

Annual Leave, Paid Sick Leave, Marriage Leave, Maternity Leave, Paternity Leave, Compassionate Leave





With reference to the SDG 3 (Good Health and Well-being), we strive to continuously support the healthy and well-being of our employees through the benefits we provide.



Retirement planning

Optional Top-up MPF Contribution (Employer matching contribution), Long Service Award (10 & 20 Years)

Out-patient Medical Allowance, Group Hospitalisation Insurance, Group Personal Accident Insurance, Group Business



Full time employee turnover in Hong Kong in 2020, by gender



Employees of the future are a crucial component of the Group's sustainable development. Engaging with our next generation workforce is therefore another key focus of our human resources strategy.

The Group offers summer internship placements for local university students and temporary promotion helper opportunities each year for Vocational Training Council (VTC) students studying the Higher Diploma. In 2020, a total of 18 interns were employed to support the Construction, Engineering and Portfolio Leasing Departments.

At the subsidiary level, E Man Construction Company Limited has participated in the VTC's apprenticeship training initiatives, including the Earn & Learn scheme, for many years. We currently have a total of 24 apprentices joining the scheme.

In addition to developing the younger workforce, we also value older employees who bring wisdom and experience to the Company. This year, 46% of our employees are aged over 50.



The Group fully complies with the Equal Opportunities Commission's Code of Practice and relevant laws and regulations.

We have extended our commitment to workplace diversity beyond regulatory compliance by establishing our own Equal Employment Opportunity Policy to guide our workplace practices. The Group's Vice Chairman is responsible for managing matters of workplace diversity. All employees can report any concerns regarding discrimination or other grievances confidentially through our intranet or by email to the Vice Chairman.

Henderson Land's Anti-discrimination Policy is explained to new joiners at their orientation training. We organise training for our employees to cover anti-discrimination laws as well to promote the concepts of diversity and inclusion.

We aspire to employ a diverse workforce that works together collaboratively and makes collective decisions in an inclusive manner.



Workforce in 2020, by gender

Managerial roles in 2020, by gender



Training and development

We believe that continuous support for our employees through training and development can promote their successful long-term career paths and enable the Group to sustain a competitive workforce. With reference to the SDG 8 (Decent Work and Economic Growth), we continuously contribute to upgrading the local economy through our employment and employee capacity building.

New employees receive orientation training within 60 days of joining, which provides an introduction to our values, strategy, purpose and corporate culture.



Existing employees receive training to facilitate continuous improvement in their technical capabilities and personal development by way of in-house seminars, training workshops and talks. The average training hours per employee decreased by 23% in 2020 compared to 2019 due to the COVID-19 pandemic. During the pandemic, we introduced virtual training activities to cater for our employees' work-from-home arrangements.

The Construction Department operates the "Scheme A" Graduate Training in Building Engineering and Building Services Engineering disciplines in cooperation with Hong Kong Institution of Engineers to enhance the professional skills of our staff.

- This scheme has been accredited by Hong Kong Institute of Engineers and takes two years to complete
- Scheme A training guides and assists young engineering graduates to obtain their professional engineer qualification and also moulds them to become future leaders of the industry
- During the training period, trainees have the opportunity to rotate among different departments / projects and learn through on-the-job training
- Trainees gain practical experience in construction management, sub-contractor management, environmental and safety issues, planning and programming, tendering and quality control
- Trainees are supervised by dedicated members of staff who will advise them which continuous professional development (CPD) training activities to pursue depending on their development needs. Training is then documented in their log books accordingly

VALUE FOR PEOPLE

The Engineering Department has also participated in the "Scheme A" Graduate Training program of the Hong Kong Institution of Engineers (HKIE) in Structural Engineering and Geotechnical Engineering disciplines with the following provisions:

- The scheme takes three years to complete
- With the training, the Trainees meet the Common Outcomes, Core Outcomes as well as Specific Outcomes required by the HKIE
- The trainees gain comprehensive experience in structural and/or geotechnical design, coordination with other stakeholders (such as the Buildings Department, other departments of Henderson Land, the architects, the contractors and consultants of various trades), supervision of building works, contract management (in terms of costs and construction program), and providing input for structural and geotechnical tenders

In order to continuously monitor the training and development support we provide to our employees, we are in the process of reviewing and setting quantitative targets with regards to the hours they spend pursuing training activities.

Occupational Health and Safety

Stringent measures are employed throughout the Group's operations to ensure employee safety. With the "Safety First" principle in mind, we enact a Group-wide approach to occupational health and safety (OHS) that is implemented divisionally so that each business can initiate programmes and activities best suited to their needs.

Construction

The Safety and Environmental sub-committee and the Site Safety sub-committee effectively manage health and safety matters at construction sites and at the Group level. For further details, please see "Our Enhanced Corporate Governance > Governance structure" section of the Report.

The Site Safety sub-committee carries out weekly inspections – a practice that is above and beyond minimum regulatory requirements – to ensure any identified safety issues are addressed in a timely manner. During the year, 222 safety inspections were conducted with 1,485 observations raised. Safety officers at each site closely monitor safety related issues and implement effective remedial measures swiftly whenever necessary. We also evaluate our safety effectiveness by performing semi-annual independent safety audits. Site staff and workers are encouraged to report risks via different channels including, but not limited to, informing the safety officer directly, attending meetings of the abovementioned two sub-committees and using suggestion boxes.

If risks are identified on any site, our safety officer will apply control measures, based on an internally agreed hierarchy of controls, to mitigate the hazard. These measures include ensuring that workers use proper personal protective equipment and that all equipment used is inspected by qualified persons prior to use. If a work-related incident occurs, the safety officer will conduct a formal inspection with relevant parties to document the incident, including causes of the incident as well as recommendations and follow-up actions to prevent similar incidents from happening in the future. Inspection findings from work related incidents will be communicated to the Site Safety sub-committee during regular meetings.

We contribute to the SDG 3 (Good Health and Well-being) and SDG 8 (Decent Work and Economic Growth) through the safe and secure working environments we promote and provide for our people. For over a decade, the Group has outperformed the industry in respect of the low accident frequency rates at our construction sites. We set targets on a yearly basis, raising our ambitions for lower accident frequency rates year-on-year.

In 2020, we set an accident frequency rate target of below 8 per 1000 workers, which is lower than the industry's target of 22 per 1000 workers set by the Development Bureau. In 2020, we met our target and achieved an accident record rate target of 7.6 per 1000 workers.



The historic accident frequency rate of Henderson Land compared to the industry

Did you know?

22 Henderson Land projects participated in "Life First", the industry-wide construction safety campaign of the Construction Industry Council in August 2020 to promote safety awareness and raise site safety standards.



VALUE FOR PEOPLE

Properties managed

OHS training and other certificated courses are regularly arranged for employees at the Group's head office and at our managed properties. These include site safety induction and job specific training, toolbox talks and other forms of instruction which are provided for construction staff and workers. All new employees at Well Born and Hang Yick are required to attend safety training as part of their onboarding orientation.

This year, Well Born and Hang Yick continued their staff mental health training programme in association with The Mental Health Association of Hong Kong. A series of antismoking activities were also launched to increase employees' awareness of the negative impacts of smoking.

Goodwill has provided a "Psychological Support Service", backed by the Hong Kong Red Cross, to all employees at properties managed by Goodwill since April 2020. Its goal is to reduce the emotional distress of vulnerable people and carers during critical incidents, disasters and emergencies.

Our Partners

As one of the largest businesses in Hong Kong, the Group's impacts on the economy extend far beyond our operations and into our supply chain. Each year, we create employment opportunities for our suppliers and business partners, such as contractors and subcontractors, to answer the extensive human capital requirements of our business. Through our indirect economic impacts, we join together with our suppliers and business partners in promoting SDG 8 (Decent Work and Economic Growth) and promoting economic growth. In 2020, our supply chain comprised over 3,400 suppliers, representing over HK\$5.5 billion of expenditure.

Percentage of Expenditure on Different Types of Suppliers for Project Management, Construction and Property Management in 2020





Supply Chain Management

The Group has developed a comprehensive management system to ensure that each of our suppliers aligns with our expectations in respect of compliance, integrity and sustainability.

For construction projects, the Group's requirements and standards are clearly stipulated during the tendering and procurement process. Our tendering and supplier selection process is standardised, fair and transparent, and is monitored by our Audit Department. All our suppliers and business partners are required to comply with relevant environmental and social laws and regulations, as well as act according to the Group's environmental and social policies including but not limited to the Environmental Policy, the Health and Safety Policy and the Business Ethics and Code of Business Conduct Policy. We regularly evaluate the performance of our suppliers and business partners to ensure they are operating according to our required social and environmental terms and conditions. Our Internal Subcontractor Registrar maintains a record of preferred partners who possess the required qualifications and accreditations. In cases where suppliers or business partners do not comply with relevant laws and regulations, fail to meet our social and environmental terms and conditions, or fail to achieve commitments made during the contract period, we will consider removing them from our record of preferred partners. All subcontractors are required to be registered through the Construction Industry Council's Subcontractor Registration Scheme.

When selecting local suppliers and business partners we take into consideration possible contributions to the local economy and limiting transportation induced carbon emissions. During the year, more than 99% of supply chain expenditure was spent locally.

Case study: Collaborating with our business partners

"Value for People" includes caring for the people we work with, namely our business partners. We strive to put "Value for People" into action by advancing changes to the way we collaborate with our business partners. We want to implement innovation that promotes fairness and collaboration with our business partners throughout the industry's ecosystem, whether they are suppliers, contractors, service providers or consultants.

For decades, the Hong Kong construction industry has observed a multi-layer contracting system incorporating "pay when paid" clauses in its standard form of building contract. As a leader in the industry with a genuine Value for People and our business partners, we became concerned about the fairness of this system which places a significant burden of risk on trade contractors and sub-contractors at the lower end of the supply chain.

Consequently, to ensure that all our business partners are remunerated fairly for what they deliver, we developed the Works Management Contract to reduce excessive levels of sub-contracting and to give the Group more stewardship and control over the coordination of our building projects.

Under the Works Management Contract framework, the traditional role of the Main Contractor is taken up by a Carcase Contractor and that of Sub-contractors are taken up by Trade Contractors. As such, Henderson Land now directly employs and pays Trade Contractors, whose work and work quality is coordinated and monitored by a Works Manager. In this way, the Carcase Contractor has less responsibility and liability for the Trade Contractors' works and payment. As a result of this new contractual framework, the Group can ensure that our contractors understand our corporate culture and are fully aware of their rights and responsibilities. This new framework also establishes communication channels between Henderson Land, our Works Managers and contractors that enable us to proactively resolve any site or payment issues. Through this innovative collaboration with our business partners, we have enhanced the efficiency and risk management of our projects, thereby creating better and more trusting working relationships.









We aspire to establish a living community by providing a more liveable environment that enhances well-being and quality of life.

"Endeavour for Community" means our business supports the United Nations Sustainable Development Goals throughout our sphere of influence: to promote sustainable and inclusive economic growth for the communities we work in and work with.

ENDEAVOUR FOR COMMUNITY

📧 ENDEAVOUR FOR COMMUNITY



Sustainable Community

The Group's commercial activities are not solely profitoriented. When planning any development project, we take into consideration the history and culture of the local community and we engage with local residents to understand their needs. We even go the extra mile to invest in infrastructure and amenities that will benefit the neighbourhood.

In this way, Henderson Land adds value to the local community, revitalises old districts, improves the overall living environment, and promotes economic activities, while also preserving the original characteristics of the neighbourhood.

We bring together world leading professionals, including planners, architects, designers, engineers, IT experts, creative artists, and construction experts, to create exceptional living and working spaces for the community in Hong Kong.

Urban Redevelopment

Our redevelopment projects in urban areas offer quality living for the community. New developments spur new jobs, improve social and environmental conditions as well as enhance sustainable lifestyles for the local community. Examples of our efforts include:



Releasing portions of our site area to set back new buildings in order to widen the pedestrian walkways







Removing dangerous and unauthorised structures in back alleys



Installing new lighting in the surrounding areas



Collaborating with street artists to beautify and revitalise the community



Providing public car parking facilities, tree planting, transportation links and other green and healthy lifestyle features



THE H COLLECTION

THE H COLLECTION is a unique portfolio of residences

Aquila · Square Mile received Asia Property Awards 2020



Square Mile

Square Mile is a large-scale multi-phased urban sought through a comprehensive district-wide public and listening to views from the District Council, the collective feedback has been reflected in the design of the project as well as the street beautification works.

created. Japanese landscape designer Seijun Nishihata green themes to create a "Purple Oasis" in the outdoor area and "Flower and Art" inside the clubhouse.





Aquila · Square Mile (artist's impression)

📧 ENDEAVOUR FOR COMMUNITY



Our Customers

We strive to build trusted, long-term relationships with our customers through the provision of high-quality products and services. We actively engage with different types of customers, including homeowners, office tenants, shoppers and retailers.

The Group ensures the delivery of consistently high-quality products at each stage of our customer service activities, from product development, building inspection, product delivery, to post-sale. Below is a summary of how we integrate our customer service ethos and practices into the entire product and service delivery lifecycles.



M

Construction department: site inspections and quality checks

Inter-department (Project Management, Sales, Customer Service, Property Management and Audit departments handover team): second round check Recognising that property ownership is a life-time investment for many people, we are committed to providing toptier property sales and property management services. A Customer Services Code of Conduct Policy is in place that sets stringent standards for our staff and ensures service quality.

Customer privacy

We are committed to ensuring information security and data privacy to protect the privacy of our customers. We have corporate policies in place to ensure compliance with the requirements of relevant rules and regulations, for example, the Personal Data (Privacy) Ordinance (Cap. 486).

Information collected from our sales activities is used for business development and customer relationship management purposes only, with customers able to opt out of any direct marketing activity. When customer data is collected for operational purposes, we ensure customers know what personal data is being collected and how it will be treated, as outlined in the Group's corresponding Personal Information Collection Statement.
Strict data privacy and protection policies also govern the activities of our subsidiaries, such as Henderson Club ("the Club"), which is the Group's customer loyalty scheme. We have appointed a Personal Data Privacy Officer at the Club to ensure that personal data from members is properly handled. Staff from the Club also attend training seminars and programmes to stay up-to-date on relevant regulation and data handling processes.

During the reporting year, there were no legal actions or fines related to cybersecurity breaches, customer data misuse or customers impacted due to data privacy issues brought against the Group or its employees.

Product and service labelling

We provide transparent and relevant information for our customers to facilitate their purchasing decisions. All property sales activities are conducted in line with regulatory requirements, such as the Residential Properties (First-hand Sales) Ordinance.

Henderson Land's senior executives monitor the preparation of sales and marketing materials and all content must be approved by them. We also engage external professionals to review our sales brochures, show flats and other promotional materials to ensure accuracy and compliance.

During the year, there were no significant cases of noncompliance in relation to our products and services.

Customer health and safety

Customer health and safety is a principle consideration in our property design, construction and management. All our projects comply with Hong Kong's relevant legislation, namely the Buildings Ordinance, Places of Public Entertainment Ordinance and other Regulations and Codes of Practice. To remain compliant, professionals including Authorised Persons, Registered Structural Engineers and registered contractors, are appointed to conduct compliance assessments.

Our subsidiaries, Well Born and Hang Yick, adhere to an OHSAS 18001 certified Occupational Health and Safety Management System to safeguard the health and safety of occupants and visitors at managed properties. At least 97% of the properties managed by Goodwill, Well Born and Hang Yick conducted health and safety impact assessments this year.

Customer engagement and satisfaction

We have actively engaged with our customers through customer satisfaction surveys, questionnaires and interviews. In 2020, our property management subsidiaries, Goodwill, Well Born and Hang Yick, conducted customer satisfaction surveys regarding aspects such as service quality, safety and communications. Below is a summary of the results.



We continuously enhance our service quality through relevant training, especially for frontline staff. In 2020, we arranged service training for frontline staff at properties managed by Goodwill to update their knowledge and awareness of customer service. We also appointed the Hong Kong Quality Assurance Agency (HKQAA) to conduct three rounds of Mystery Shopping assessments to gauge the performance of frontline staff (e.g. concierge, cleaners and security staff) and our facility maintenance.

M ENDEAVOUR FOR COMMUNITY



Community Investment

We continue to evaluate current social needs and contribute to society's development and well-being through our community investment programmes. We work with trusted NGO partners to support programmes in the four priority areas of poverty relief, environmental stewardship, arts and culture, and youth development. In order to continuously monitor our commitments to our community investment, we are in the process of reviewing and setting quantitative targets with regards to our social impact.

Although some community investment programmes, such as Green Power Hike and Summerbridge Hong Kong, were cancelled due to the COVID-19 pandemic, the Group has maintained our commitments and support to these organisations.

Below are highlights of programmes implemented this year within these four priority areas.

Poverty Relief



Community Housing Schemes

The Government initiated a Community Housing Movement in 2017 that pooled readily available community resources to provide transitional housing for low income families who were living in poor conditions while waiting for public housing. Henderson Land has supported a total of nine projects to date, contributing a total of over 230 temporary vacant units in urban areas. More than 1,000 people from some 270 low income families benefitted from this lowcost transitional housing over a two-year term. Additionally, we initiated Hong Kong's largest modular social housing scheme in Kong Ha Wai and provided a site for Hong Kong's first modular social housing project "Nam Cheong 220". Please refer to the case studies for more information.

Commission on Poverty "Future Stars - Upward Mobility Scholarship" Programme

Since 2014, we have offered scholarships to financially disadvantaged students who achieve academic excellence, with the aim of supporting them to continue their studies and pursue their aspirations. This year, 190 students were awarded scholarships and, cumulatively, over 1,330 'Future Stars' have benefitted from the programme, setting them on the right track to become high achievers.





Hong Kong Community Network - Kwai Tsing Ethnic Minority Programme

Recognising the importance of fostering a caring and equal society, we have been donating to this programme since 2014 to help ethnic minorities and low-income groups receive effective assistance and support. The programme's diverse features include promoting education and employment, and assisting with integration into the community. Cumulatively, more than 750,000 people have received support from this initiative since the Group became its sponsor.

🔊 ENDEAVOUR FOR COMMUNITY

Environmental Stewardship



Plantation Enrichment Programme

Since 2007, we have supported the plantation of tree seedlings in Hong Kong by planting nearly 40,000 tree seedlings. In support of the Agriculture, Fisheries and Conservation Department's "Plantation Enrichment Programme", we have sponsored the five-year tree planting programmes of Friends of the Earth (HK) and The Green Earth from 2017 to 2020, where together with our NGO partners we have planted over 10,000 seedlings.



The Green Earth - Walk for the Green Earth

Since 2018, Henderson Land has been supporting this annual fundraising event, which aims to provide an opportunity for participants to get away from daily hustle and bustle to enjoy nature and spread the message of cherishing the Earth. This year, the Group repeated its role as Satellite Sponsor and recruited staff to participate. During the year, around 700 people participated in the event and, cumulatively, around 2,500 people have participated in the past three years.

Arts & Culture



Le French May

Henderson Land began sponsoring Le French May one of the largest cultural events in Asia—in 2008, and served as the Grand Patron again this year. Although this year's event could not feature artwork and artists from France due to logistical disruptions, it continued to support local art initiatives through various associated projects, education and outreach programmes, as well as digital initiatives including virtual guided tours and talks, reaching nearly 30,000 people.

Youth Development

HKSAR Government Space Sharing Scheme for Youth

As a collaboration between the business sector, nongovernment organisations and the Government, the Scheme aims to provide premises that can be used for co-working spaces or studios to support youth development in Hong Kong.



In 2019, Henderson Land offered six units at The Globe in Cheung Sha Wan for use by the Hong Kong Arts Development Council (HKADC) and Arts with the Disabled Association Hong Kong (ADAHK) at a HK\$1 monthly rent over a six-year term. The units are leased to local art groups/artists, and they have also become a training centre for artists with disabilities. In 2020, HKADC identified two performing arts groups and five artists as tenants who will move into the four units named "ADC Artspace (The Globe)" in 2021.

ADAHK established "ADA Arts Hub" at The Globe with the space provided. During 2020, 411 training hours were provided to around 210 people, some of them are Artists with Disabilities (AWDs), as well as connecting around 140 practitioners for inclusive art at The Globe. Performances with rehearsals taking place at ADA Arts Hub were well received by the public with nearly 5,000 audiences cumulatively.

This year, the Group sponsored the inaugural Food Made Good Hong Kong Awards to champion sustainability development across food businesses.

CASE STUDY: Nam Cheong 220-First-of-its-kind modular social housing in Hong Kong

Contributing to community housing is a top priority of Henderson Land's community investment commitments. We work with the Government and NGOs to provide transitional housing to grassroots families with urgent housing needs who have been queuing for public rental housing. The Group has fully embraced community housing as one of our main community investment commitments and we were the first major enterprise to participate in the scheme in 2017.





In 2020, Hong Kong's first modular social housing project "Nam Cheong 220" was completed and, commencing from August, 87 families moved in as tenants. Each unit has a separate toilet and bathroom with electric water heater, as well as an open kitchen.

The Group committed to provide the 8,000-square-foot redevelopment site on Nam Cheong Street in Sham Shui Po in 2018 by deliberately adjusting the redevelopment schedule of the project. The homes were built using a modular integrated construction method, which shortened the construction time to around one year. Construction began in December 2019 and was completed around July 2020. The modular housing units can also be dismantled and reassembled at other sites.

case study: Kong Ha Wai – Largest modular social housing in Hong Kong





In 2019, the Group lent a 428,000-square-foot site in Kong Ha Wai, Kam Tin to develop transitional housing over a seven-year period. This is the largest modular social housing project in Hong Kong. The site can accommodate 1,998 modular housing units, which will provide transitional housing for approximately 40,000 people from 10,000 underprivileged families who are applying for public housing.







To expedite the project, Henderson Land's professional project management team carried out the planning and site works on a voluntary basis before Government funding was available. Henderson Land also sponsored the costs of site preparation works such as soil treatment to restore the degraded land.

To support the future Kong Ha Wai community and other underprivileged people in society, the Group has also invested in and commissioned an expert team to revitalise the nearby Kong Ha Wai Mansion. This Grade Three Historic Building dates back to the 1936 and will provide social space and a network of community services integrating conservation, education and art.

The project was approved by the Town Planning Board towards the end of 2020 and the Group will work with its NGO partner, Pok Oi Hospital, to expedite the necessary works, aiming for completion and move-in in 2022.



SUSTAINABILITY PERFORMANCE

Waste from Construction Sites and at Properties Managed by Goodwill

Environmental KPIs	Unit	Gro	up	Constructi	on Sites ⁶	Properties Managed by Goodwill ⁷				
		2020	2019	2020	2019	2020	2019			
Waste generated										
Non-hazardous waste generated										
General waste	tonne	47,804	51,562	6,684	8,364	41,120	43,198			
Total recycled and re-used waste	tonne	2,253	5,188	1,353	4,056	900	1,132			
Paper ⁸	tonne	865	1,083	0	0	865	1,083			
Plastics ⁹	tonne	14	17	0	0	14	17			
Metal	tonne	87	24	69	0	18	24			
Concrete	tonne	791	4,056	791	4,056	0	0			
Others (e.g. timber and glass)	tonne	496	8	493	0	3	8			
Total waste generated	tonne	50,057	56,750	8,037	12,420	42,020	44,330			
Non-hazardous waste generated intensity	tonne/m ² total GFA	0.0397	0.0348	0.0169	0.0144	0.0535	0.0579			

⁶ Data includes only the construction sites of our own construction subsidiaries

⁷ Data includes 33 properties managed by Goodwill in 2020 (2019: 32 properties)

⁸ Paper waste generated from construction is disclosed as part of 'total recycled and re-used waste'. Separate data collection on the amount of paper waste recycled and re-used from construction sites will commence in 2021

⁹ Plastic waste generated from construction is disclosed as part of general waste. Separate data collection on the amount of plastic waste generated from construction sites will commence in 2021

Materials Used from Construction Sites

Environmental KPIs	Unit	2020	2019
Construction materials used			
Non-renewable materials used			
Concrete	tonne	36,307	35,863
Steel	tonne	5,387	6,222
Aluminium formwork and other metal	tonne	120	98
Glass	tonne	76,896	31
Prefabricated unit	tonne	2,943	2,000
Subtotal	tonne	121,653	44,213
Intensity of non-renewable materials used	tonne/m ² total GFA	0.2560	0.0512
Renewable materials used			
Timber	tonne	523	370
Bamboo	tonne	297	93
Paper	tonne	23	402
Subtotal	tonne	843	865
Intensity of renewable materials used	tonne/m ² total GFA	0.0018	0.0010

Total construction material used	tonne	122,496	45,079
Intensity of total construction material used	tonne/m ² total GFA	0.2578	0.0522

We observed an increase in total materials used this year compared to last year. This is because the majority of our active construction sites this year were at the construction stage whereas those assessed in 2019 were near the completion stage. For example, the amount of glass used was increased due to the installation of glass balustrades and curtain walls at one of our sites.

SUSTAINABILITY PERFORMANCE

GHG Emissions, Energy Consumption and Water Consumption of our Headquarters and Properties Managed by Goodwill¹⁰

Environmental KPls	Unit	Gro	up	Headqu	iarters	Properties by Goo	
		2020	2019	2020	2019	2020	2019
GHG emissions							
Scope 1	tCO ₂ e	882	811	879	807	3	4
Scope 2	tCO ₂ e	93,660	94,583	2,256	2,229	91,404	92,355
Scope 1 & 2	tCO ₂ e	94,542	95,395	3,135	3,036	91,407	92,359
Building Scope 1 & 2 GHG emission intensity	tCO ² e/m ² total GFA	0.1174	0.1216	0.1626	0.1575	0.1163	0.1207
Energy consumpt	ion						
Diesel oil	kWh	368,856	314,337	356,595	298,003	12,261	16,334
Petrol oil	kWh	2,817,303	2,445,852	2,817,303	2,445,852	0	0
Towngas	kWh	1,120	2,027	1,120	2,027	0	0
Electricity consumption	kWh	133,799,836	135,119,015	3,223,195	3,183,696	130,576,641	131,935,319
Total energy consumption	kWh	136,987,115	137,881,231	6,398,213	5,929,578	130,588,902	131,951,653
Building energy consumption intensity	kWh/m ² total GFA	170	176	332	308	166	172
Water consumption	on						
Water consumption	m3	321,726	300,672	2,711	1,811	319,015	298,861
GHG emissions	tonnes	130	120	1.15	0.7	129	120
Building water consumption intensity	m ³ /m ² total GFA	0.3996	0.3833	0.1406	0.0939	0.4060	0.3906

¹⁰ The data is confined to our offices at Two IFC, AIA Tower and 33 properties managed by Goodwill in 2020 (2019: 32 properties)

Key Social Data

Social KPIs	Gro	up	Headqu	larters	Constru	uction	Prope Manage		Oth Subsid	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Employees in H	ong Kong	ı by positi	on level,	gender an	d age					
Total workforce	9,130	9,032	1,437	1,423	505	492	3,436	3,366	3,752	3,751
By employment	t contract	type								
Full-time	8,005	7,804	1,434	1,420	505	492	3,222	3,143	2,844	2,749
Part-time	1,125	1,228	3	3	0	0	214	223	908	1,002
By gender										
Male	5,050	4,990	747	742	409	384	2,275	2,103	1,619	1,761
Female	4,080	4,042	690	681	96	108	1,161	1,263	2,133	1,990
By age group										
Aged below 30	1,185	1,187	185	200	52	62	456	483	492	442
Aged 30-50	3,719	3,485	830	833	177	159	1,118	1,035	1,594	1,458
Aged over 50	4,226	4,360	422	390	276	271	1,862	1,848	1,666	1,851
By employee ca	ategory									
Managerial	707	693	402	390	5	4	146	148	154	151
Supervisory	2,179	2,069	658	643	161	161	906	832	454	433
General	6,244	6,270	377	390	339	327	2,384	2,386	3,144	3,167
New hires in He	ong Kong	by gende	r and age							
Total new hires	4,811	3,446	146	227	113	135	1,255	1,367	3,297	1,717
By gender										
Male	2,545	1,918	77	126	99	74	779	800	1,590	918
Female	2,266	1,528	69	101	14	61	476	567	1,707	799
By age group										
Aged below 30	1,074	788	69	111	9	11	263	412	733	254
Aged 30-50	1,915	1,182	70	97	50	61	426	382	1,369	642
Aged over 50	1,822	1,476	7	19	54	63	566	573	1,195	821

SUSTAINABILITY PERFORMANCE

Social KPIs	Group		Headquarters		Construction		Property Management		Other Subsidiaries	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Full-time employee turnover in Hong Kong by gender and age										
Total full-time employee turnover	2,527	2,900	117	208	106	151	1,106	1,031	1,198	1,510
By gender										
Male	1,471	1,574	63	119	82	92	688	602	638	761
Female	1,056	1,326	54	89	24	59	418	429	560	749
By age group										
Aged below 30	436	474	40	56	11	20	232	215	153	183
Aged 30-50	870	1,148	62	125	31	67	316	377	461	579
Aged over 50	1,221	1,278	15	27	64	64	558	439	584	748

Training and de	Training and development											
The percentage of employees trained by gender and employee category												
By gender												
Male	56%	/	49%	/	23%	/	63%	/	57%	/		
Female	56%	/	46%	/	11%	/	68%	/	56%	/		
By employee ca	ategory											
Managerial	65%	/	58%	/	60%	/	96%	/	65%	/		
Supervisory	63%	/	47%	/	40%	/	71%	/	78%	/		
General	53%	/	36%	/	11%	/	60%	/	53%	/		

Social KPIs			Headquarters		Construction		Property Management		Other Subsidiaries	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Average training hours per employee by gender and employee category										
By gender										
Male	17	20	48	56	22	23	15	18	5	8
Female	13	20	34	43	9	8	14	16	5	16
By employee ca	ategory									
Managerial	10	18	10	15	10	10	14	14	6	20
Supervisory	23	31	38	51	38	33	18	18	10	24
General	13	16	50	59	15	15	18	18	5	10

Diversity of Board of Directors

Board composition	Percentage		
	2020	2019	
By gender			
Male	89%	89%	
Female	11%	11%	
By age group			
Aged 30-50	6%	6%	
Aged over 50	94%	94%	

Team of Professionals

Qualified professionals	Number
BEAM Professional	22
Certified Arborists	4
Ecologist	1
GBL qualified manager	7
HKQAA Sustainable Building Index Verifiers	1
LEED Accredited Professional	8
LEED Green Associate	2
CIC Certified BIM Manager	1

SUSTAINABILITY PERFORMANCE

Occupational Health and Safety Data

Occupational		20	20		2019					
Health and Safety	Dir emplo	ect byee ¹¹	Subcon wor			ect oyee	Subcon woi			
	Male	Female	Male	Female	Male	Female	Male	Female		
Work-related fatalities	0	0	0	0	0	0	0	0		
Total hours worked	3,096,122	1,949,489	3,586,461	398,495	3,006,621	1,928,107	5,037,335	555,626		
Total number of high- consequence work-related injuries ¹³	0	0	1	1	1	0	1	1		
Rate of high- consequence work-related injury (per 200,000 hours worked)	0	0	0.06	0.5	0.07	0	0.04	0.36		
Total number of recordable work- related injuries (including high- consequence work-related injury)	9	4	9	2	14	7	11	1		
Rate of recordable work- related injury (per 200,000 hours worked)	0.58	0.41	0.5	1.0	0.93	0.73	0.44	0.36		
Number of work- related ill health	1	2	0	0	0	0	0	0		
Lost days due to work-related injuries and ill health	539	11	184	206	1,533	68	973	154		

¹¹ Data includes only employees of the Group's Headquarters, Goodwill and our construction subsidiaries

¹² Data includes only subcontracted workers of our own construction subsidiaries

¹³ The main type of the above high-consequence work-related injuries is fracture involving the use of machinery or tools

Percentage of Expenditure on Different Types of Suppliers for Project Management, Construction and Property Management

		2020		2019			
	Project Management	Construction	Property Management	Project Management	Construction	Property Management	
Supplier profile							
Type of supplier	•						
Consultant	7.1%	0%	0.5%	8.8%	0%	0.8%	
Contractor	91.9%	0%	86.9%	90.2%	0%	83.9%	
Supplier	0%	20.5%	7.7%	0%	19.4%	6.7%	
Subcontractor	0%	79.5%	0%	0%	80.6%	0%	
Others	1.0%	0%	4.9%	1.0%	0%	8.6%	

Customer Satisfaction at Our Property Management Subsidiaries

Subsidiary	Aspect	Channel	Satisfaction result	
			2020	2019
Goodwill	 Service Quality Cleaning Quality Security Quality Maintenance Quality Customer Service Facilities & Activities 	Questionnaires, interviews	98.75%	98.00%
Hang Yick	Customer Service	Customer Services Survey	98.00%	99.20%
Well Born	 Security Service Club House Service Facility Management Cleaning Service Landscape Service Carpark Management Shuttle Bus Service Communication 		98.40%	98.00%

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Sustainability Awards

Project accreditations

Green for Planet:

The green building certifications achieved by the Group demonstrate our leadership in adopting best practices in the design and construction of buildings that reduce environmental impacts whilst improving environmental quality and user satisfaction. Our cumulative achievements of local, Asia and international green building certifications demonstrate our leadership in this space:

41 19 BEAM Plus BEAM (+4 compared to 2019) 14 7 LEED Gold or above certifications (+2 compared to 2019) China Green Building Design Labels (+2 compared to 2019)

Endeavour for Community:

We aim to develop buildings that not only reduce environmental impacts but also enhance the health and well-being of their occupants. The cumulative number of healthy buildings certifications achieved demonstrates our leadership in this space:

WELL project accreditations



China Healthy Building Design Label



Below we list out project accreditations and awards achieved by each development this year:

Development	Accreditation / Award	Rating / Award Category	
AXIS	BEAM Plus	BEAM Plus (New Buildings) – Final Silver Rating	
Eden Manor		BEAM Plus (New Buildings) – Final Silver Rating	
Park One		BEAM Plus (New Buildings) – Final Silver Rating	
South Walk · Aura		BEAM Plus (New Buildings) – Final Silver Rating	
Parker 33		BEAM Plus (New Buildings) – Final Bronze Rating	
2 Tai Cheong Street		BEAM Plus (New Buildings) – Provisional Silver Rating	
65-71 Main Street Ap Lei Chau		BEAM Plus (New Buildings) – Provisional Silver Rating	
206-212 Johnston Road		BEAM Plus (New Buildings) – Provisional Bronze Rating	
73 Caine Road	BEAM Plus	BEAM Plus (New Buildings) – Provisional Gold Rating	
	China Green Building Design Label	3-Star Rating	
	Asia Pacific Property Awards 2020 - 2021	Best Residential High Rise Development Asia Pacific – Regional Nominee	
		Best Residential High Rise Development Hong Kong – 5-Star Winner	
The Richmond	Asia Pacific Property Awards 2020-2021	Residential High-Rise Development Hong Kong – Award Winner	
Murray Road Project	BEAM Plus	BEAM Plus (New Buildings) – Provisional Platinum Rating	
	MIPIM Asia Awards 2020	Best Futura Project – Silver Winner	
	A&D Awards 2020	Future Development – Commercial – Gold Award	
	Asia Property Awards 2020	Best Office Architectural Design (Asia) – 5-Star Winner	
		Best Office Architectural Design (Hong Kong) – Winner	
		Best Office Interior Design (Hong Kong) – Winner	
	Build4Asia Awards 2020	Outstanding Future Project	
	Outstanding Property Award	Architectural Design – Platinum Winner	
	London 2020	Interior Design – Platinum Winner	
		Architectural Design/ Commercial, High-Rise – Winner	
	China Green Building Design Label	3-Star Rating	
Harbour East	Build4Asia Awards 2020	Project of the Year (Commercial)	
25-29 Kok Cheung Street		Outstanding Future Project	
Aquila · Square Mile	Asia Property Awards 2020	Best Mixed Use Development (China - Hong Kong) – 5-Star Winner	
		Best Mixed Use Development (Hong Kong) – Winner	
Henderson 688, Shanghai	Leadership in Energy and Environmental Design (LEED)	Platinum Certification (Building Operations and Maintenance: Existing Buildings)	
World Financial Centre, Beijing		Platinum Certification (Building Operations and Maintenance: Existing Buildings)	

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Henderson Land Sustainability Awards

The Group continues to be recognised by the market as a leading developer in the industry. The sustainability awards we have received are testimony to our strength and commitment to delivering long-term economic value while maintaining a sustainable brand.

Organiser	Award
BCI Asia	BCI Asia Top 10 Awards 2020 • Top 10 Developers Award
Hang Seng Indexes Company Limited	Hang Seng Corporate Sustainability Index SeriesConstituent Company
Hong Kong Quality Assurance Agency	HKQAA Sustainability Rating Seal 2020-2021AA Rating
Mercomm, Inc.	 International ARC Awards 2020 Bronze Award (Interior Design: CSR – Corporate Social Responsibility Report) Honors Award (Specialized A.R.: CSR – Corporate Social Responsibility Report) Honors Award (Infographics: CSR – Corporate Social Responsibility Report)
Bloomberg Businessweek/Chinese Edition and Deloitte	ESG Leading Enterprise Awards 2020ESG Leading Enterprise Award (Category I: Market capitalization over HK\$20 billion)
Eastweek	Greater China Super Brands Awards 2020
The Chinese University of Hong Kong Business School's Centre for Business Sustainability	 The 5th Hong Kong Business Sustainability Index and the 1st Greater Bay Area Business Sustainability Index Top 20 Companies Achiever

We also continue to be recognised by the market as a responsible employer, putting "Value for People" and "Endeavour for Community" into action.

Organiser	Award
Hong Kong Council of Social Service	Caring Company 2020/21 15 Years Plus Caring Company 2020/21
Social Welfare Department	Gold Award for Volunteer Service (Organization)
Communications Association of Hong Kong	CAHK STAR Award 2020Best 5G Connected Arena – Gold Award

Similarly, at our wholly-owned subsidiaries Goodwill, Hang Yick, Well Born and E Man Construction, we continue to be recognised for our continued commitment and achievements in sustainability, a testimony to the Group putting the key drivers of our sustainability strategy into action.

Goodwill Sustainability Awards

Organiser	Award		
Employees Retraining Board	ERB Manpower Developer Award Scheme Manpower Developer 		
The Hong Kong General Chamber of Small and Medium Business	Partner Employer Award 2020		
Green for Planet			
Environmental Campaign Committee	Outstanding HKAEE Promotional Partner (MCP Central)		
Federation of Hong Kong Industries	 BOCHK Corporate Environmental Leadership Awards 2019 5 Years + EcoPioneer (18 awarded properties in total) EcoPartner (20 awarded properties in total) 		
CLP Group	Smart Energy Award 2019Merit Certification (23 awarded properties in total)		
The Hong Kong Institute of Facility Management	Excellence in Facility Management Award 2020 Excellence Award (Office Building) (AIA Financial Centre) 		
Value for People			
Hong Kong Council of Social Service	Caring Company 2020/21 10 Years Plus Caring Company 2020/21 		
The Hong Kong Federation of Youth Groups	Heart to Heart Company 2020-2021		
Endeavour for Community			
Social Welfare Department	Gold Award for Volunteer Service (Organization)		



SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Hang Yick and Well Born Sustainability Awards

Organiser	Award		
Asia Pacific Customer Service Consortium	 International Customer Relationship Excellence Awards 2020 18 Consecutive Years of Participation (Well Born) Corporate Service of the Year 2020 Customer Service Quality Standard 2020 		
The Hong Kong Q-Mark Council	Hong Kong Q-Mark Service Scheme Certificate		
Hong Kong Brand Development Council	Hong Kong Top Brand Mark (Top Mark) Ordinary & Premier Mark 		
The Hong Kong General Chamber of Small and Medium Business	Partner Employer Award 2020		
Green for Planet			
Asia Pacific Customer Service Consortium	International Customer Relationship Excellence Awards 2020Corporate Environmental Leadership of the Year 2020		
The Hong Kong Institute of Facility Management	Excellence in Facility Management Award 2020• Merit Award (Office Building): – Mega Cube – The Globe• Excellence Award (Small-scale Residential) 		
Value for People			
Equal Opportunities Commission	The Racial Diversity & Inclusion Charter for Employers		
Chinese YMCA of Hong Kong	Sport-Friendly ActionCertificate of Appreciation (Hang Yick)		
Mandatory Provident Fund Schemes Authority	 2019-20 Good MPF Employer Award Good MPF Employer e-Contribution Award MPF Support Award 		
The Labour Department	Signatory of the Good Employer Charter 2020		
	Family - friendly Good Employer logo 2020		
Hong Kong Council on Smoking and Health	Hong Kong Smoke-Free Leading Company Awards 2019Gold Award (Well Born)		



Organiser	Award		
Vocational Training Council and Hong Kong Police Force Crime Prevention Bureau	2019 Security Services Best Training AwardAward of Gold (Licensed Security Company Type 1)		
Hong Kong Council of Social Service	Caring Company 2020/21 15 years Plus Caring Company 2020/21 		
Employees Retraining Board (ERB)	ERB Manpower Developer Award Scheme Manpower Developer Grand Prize Award 2018-2020		
	ERB Outstanding Award for Employers 2019-2020		
	ERB Excellence Award for Employers 2019-2020		
	Post 50 Internship Programme 2020		
	ERB Manpower Developer Award Scheme – Super MD		
Promoting Happiness Index Foundation	Happiness at Work Promotional Scheme 2020Logo of "Happy Company 5 years+"		
Endeavour for Community			
Social Welfare Department	 Highest Service Hour Award 2019 Honour (Private Organizations – Category 1) Honour (Private Organizations – Best Customers Participation) 		

E Man Construction Sustainability Awards

Organiser	Award
Hong Kong Construction Association	HKCA Safety Award 2019
	HKCA Proactive Safety Contractor Award (E Man, Heng Lai, Heng Shung and Heng Tat)
	HKCA Safe Person-in-charge Award (E Man, Heng Lai, Heng Shung and Heng Tat)
	HKCA Safe Supervisor Award (E Man, Heng Lai, Heng Shung and Heng Tat)
	HKCA Environmental Merit Award (E Man)
Development Bureau, Hong Kong Construction Association, Construction Industry Council	 Innovative Safety Initiative Award Merit (Safety Operational Device Category – Safety Apps – Lifting Safety Management) (E Man)
Development Bureau and Construction Industry Council	Innovative Enhancement for Lifting SafetyMerit (Lifting Management Smartphone Apps) (Heng Tat)

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Professional Memberships

Henderson Land's employees hold positions at various public sectors and industry associations, including but not limited to the below list.

Organisation	Position
HKSAR Buildings Department	Member of the Geotechnical Engineers Registration Panel, the Registered Inspectors' Disciplinary Panel, and the Selection Panel (Mandatory Building Inspection Scheme and Mandatory Window Inspection Scheme)
Appeal Board panel under the Construction Workers Registration Ordinance	Member
Engineers Registration Board	Member
HKSAR Advisory Committee on Recycling Fund	Member
HKSAR Appeal Tribunal Panel (Buildings)	Member
HKSAR Land and Development Advisory Committee	Member of Land Sub-Committee and Planning Sub-Committee
Vocational Training Council	Chairman of The Real Estate Services Training Board
The Appeal Board on Public Meetings & Processions	Member
The Radio Television Hong Kong (RTHK), Board of Advisors	Member
BEAM Society	Member of Development Sub-committee, BEAM Plus Review Steering Committee and various positions
Business Environment Council	Member of Circular Economy Advisory Group Steering Committee
China Green Building (Hong Kong) Council	Executive Member and Corporate Member
Chinese Society for Urban Studies (CSUS) China Green Building Council	Senior Individual Member





Organisation	Position		
Hong Kong Green Building Council	Patron Gold Member and various positions		
Chartered Institute of Building (CIOB) Hong Kong	Member		
CIC Certified BIM Manager	Member		
Hong Kong Housing Society	Member of Hong Kong Quality Building Assessment Panel		
Egret Research Group, the Hong Kong Bird Watching Society	Convenor		
Institution of Plant Engineers	Fellow Member		
IUCN Heron Specialist Group	Member		
Hong Kong Construction Association	Council Member and Building Committee Member		
Hong Kong Institute of Construction Managers	Fellow Member		
Hong Kong Institute of Surveyors	Member		
Royal Institution of Chartered Surveyors	Member		
The Chartered Institution of Building Services Engineers (CIBSE)	Member		
The Hong Kong Institute of Architects	Fellow member		
The Hong Kong Institution of Engineers	Fellow member		
The Real Estate Developers Association of Hong Kong	Convenor of the Legal Sub-committee, and Representative on planning Sub-committee of the HKSAR Land and Building Advisory committee		
Education and Training Committee of Hong Kong Institute of Planners	Co-Convenor		

GRI Standard	Descriptions	HKEx ESG Reporting Guide	Remarks	Page No.
GRI 100: Un	iversal Disclosures 2016			
GRI 102: Ge	neral Disclosures 2016			
102-1	Name of the organisation		About Our Group	8
102-2	Activities, brands, products and services		About Our Group	8-11
102-3	Location of headquarters		About Our Group	8
102-4	Location of operations		About Our Group	8
102-5	Ownership and legal form		About Our Group	8-11
102-6	Markets served		About Our Group	8
102-7	Scale of the organisation		About Our Group	10
102-8	Information on employees and other workers	KPI B1.1	Value for People, Sustainability Performance	56-58, 83-85
102-9	Supply chain	KPI B5.1	Value for People, Sustainability Performance	62-65, 87
102-10	Significant changes to the organization and its supply chain		There were no significant changes to size, structure or ownership during the reporting period	/
102-11	Precautionary Principle or approach		Our Enhanced Corporate Governance	22-24
102-12	External initiatives		Sustainability Awards and Professional Memberships	88-93
102-13	Membership of associations		Sustainability Awards and Professional Memberships	94, 95
102-14	Statement from senior decision- maker		Message from Management	2
102-16	Values, principles, standards, and norms of behaviour		Our Enhanced Corporate Governance	24
102-18	Governance structure		Our Enhanced Corporate Governance	22-24
102-40	List of stakeholder groups		Our Materiality Approach	25

GRI Standard	Descriptions	HKEx ESG Reporting Guide	Remarks	Page No.
102-41	Collective bargaining agreements		The majority of Henderson Land's employees are in Hong Kong where there is no statutory recognition of collective bargaining agreements	1
102-42	Identifying and selecting stakeholders		Our Materiality Approach	25-27
102-43	Approach to stakeholder engagement		Our Materiality Approach	25-27
102-44	Key topics and concerns raised		Our Materiality Approach	25-27
102-45	Entities included in the consolidated financial statements		About Our Group	11
102-46	Defining report content and topic Boundaries		Stakeholder Engagement and Materiality Assessment	104
102-47	List of material topics		Our Materiality Approach, Stakeholder Engagement and Materiality Assessment	26, 104
102-48	Restatements of information		We have not restated information from previous years	/
102-49	Changes in reporting		There are no significant changes from previous reporting periods in the list of material topics and topic boundaries	1
102-50	Reporting period		About this Report	13
102-51	Date of most recent report		Our Sustainability Report 2019 was published in April 2020	/
102-52	Reporting cycle		About this Report	13
102-53	Contact point for questions regarding the report		About this Report	13
102-54	Claims of reporting in accordance with the GRI Standards		About this Report	13

GRI Standard	Descriptions	HKEx ESG Reporting Guide	Remarks	Page No.
102-55	GRI content index		Content Index	96-103
102-56	External assurance		We did not seek external assurance for this Report	/
GRI 200: Ecc	onomic			
GRI 201: Ecc	onomic Performance 2016			
103	Management approach 2016		About our Group	8-11
201-1	Direct economic value generated and distributed		About our Group	10
GRI 203: Ind	lirect Economic Impacts 2016			
103	Management approach 2016	GD-B8	Value for People, Endeavour for Community	54-65, 66-79
203-1	Infrastructure investments and services supported	KPI B8.1 KPI B8.2	Value for People, Endeavour for Community	54-65, 66-79
GRI 205: An	ti-corruption 2016			
103	Management approach 2016	GD-87	Our Enhanced Corporate Governance	22-24
205-2	Communication and training about anti-corruption policies and procedures	KPI B7.2	Our Enhanced Corporate Governance	22-24
205-3	Confirmed incidents of corruption and actions taken	KPI B7.1	Our Enhanced Corporate Governance	22-24
GRI 206: An	ti-competitive Behaviour 2016			
103	Management approach 2016	GD-B7	Our Enhanced Corporate Governance	22-24
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		Our Enhanced Corporate Governance	22-24
GRI 300: Env	vironmental			
GRI 301: Ma	terials 2016			
103	Management approach 2016	GD-A2, GD-A3	Green for Planet	34-37
301-1	Materials used by weight or volume	KPI A2.5	Sustainability Performance	81

GRI Standard	Descriptions	HKEx ESG Reporting Guide	Remarks	Page No.			
GRI 302: Energy 2016							
103	Management approach 2016	GD-A2 GD-A3	Green for Planet	28, 38-40			
302-1	Energy consumption within the organisation	KPI A2.1	Green for Planet, Sustainability Performance	38-40, 82			
302-3	Energy intensity	KPI A2.1	Green for Planet, Sustainability Performance	38-40, 82			
CRE1	Building energy intensity	KPI A2.1	Green for Planet, Sustainability Performance	38-40, 82			
302-4	Reduction of energy consumption	KPI A2.3 KPI A3.1	Green for Planet, Sustainability Performance	38-40, 82			
GRI 303: Wa	iter and Effluents 2018						
103	Management approach 2016	GD-A2 GD-A3 KPI A2.4	Green for Planet	28, 41			
303-1	Interactions with water as a shared resource		Green for Planet	41			
303-2	Management of water discharge- related impacts		Green for Planet	41			
303-3	Water withdrawal	KPI A2.2	Green for Planet, Sustainability Performance	41, 82			
GRI 305: Em	issions 2016						
103	Management approach 2016	GD-A1 GD-A3 KPI A1.5	Green for Planet	28, 38-40			
305-1	Direct (Scope 1) GHG emissions	KPI A1.1 KPI A1.2	Green for Planet, Sustainability Performance	38-40, 82			
305-2	Energy indirect (Scope 2) GHG emissions	KPI A1.1 KPI A1.2	Green for Planet, Sustainability Performance	38-40, 82			
305-4	GHG emissions intensity	KPI A1.2	Green for Planet, Sustainability Performance	38-40, 82			

GRI Standard	Descriptions	HKEx ESG Reporting Guide	Remarks	Page No.
CRE3	GHG emissions intensity from buildings	KPI A1.2	Green for Planet, Sustainability Performance	38-40, 82
305-5	Reduction of GHG emissions	KPI A1.5 KPI A3.1	Green for Planet, Sustainability Performance	38-40, 82
GRI 306: Eff	luents and Waste 2016			
103	Management approach 2016	GD-A1 GD-A3 KPI A1.6	Green for Planet	28, 37
306-2	Waste by type and disposal method	KPI A1.3 KPI A1.4	Green for Planet, Sustainability Performance The Group generated no significant hazardous waste during the reporting period	37, 80
GRI 307: Env	vironmental Compliance 2016			
103	Management approach 2016		Green for Planet	28-41
307-1	Non-compliance with environmental laws and regulations	GD-A1	Green for Planet	34
GRI 400: Soc	cial			
GRI 401: Em	ployment 2016			
103	Management approach 2016	GD-B1, GD-B4	Value for People	54-61
401-1	New employee hires and employee turnover	KPI B1.2	Value for People, Sustainability Performance	56-57, 83-84
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	GD-B1	Value for People	57-58

GRI Standard	Descriptions	HKEx ESG Reporting Guide	Remarks	Page No.				
GRI 403: Occupational Health and Safety 2018								
103	Management approach 2016	GD-B2 KPI B2.3	Value for People	60-61				
403-1	Occupational health and safety management system	GD-B2 KPI B2.3	Value for People	60-61				
403-2	Hazard identification, risk assessment, and incident investigation	GD-B2 KPI B2.3	Value for People	60-61				
403-3	Occupational health services	KPI B2.3	Value for People	60-61				
403-4	Worker participation, consultation, and communication on occupational health and safety	KPI B2.3	Value for People	60-61				
403-5	Worker training on occupational health and safety	KPI B2.3	Value for People	60-61				
403-6	Promotion of worker health	KPI B2.3	Value for People	60-61				
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	KPI B2.3	Value for People	60-61				
403-9	Work-related injuries	KPI B2.1 KPI B2.2	Value for People, Sustainability Performance	60-61, 86				
403-10	Work-related ill health		Value for People, Sustainability Performance	60-61, 86				
-	Lost days due to work injury	KPI B2.2	Value for People, Sustainability Performance	60-61, 86				
GRI 404: Tra	ining and Education 2016							
103	Management approach 2016	GD-B3	Value for People	59-60				
404-1	Average hours of training per year per employee	KPI B3.1 KPI B3.2	Value for People, Sustainability Performance	59-60, 84				

GRI Standard	Descriptions	HKEx ESG Reporting Guide	Remarks	Page No.				
GRI 405: Diversity and Equal Opportunity 2016								
103	Management approach 2016	GD-B1	Value for People	56-58				
405-1	Diversity of governance bodies and employees	KPI B1.1	Value for People, Sustainability Performance	58, 83-85				
GRI 406: No	n-discrimination 2016							
103	Management approach 2016	GD-B1	Value for People	56-58				
406-1	Incidents of discrimination and corrective actions taken	GD-B1	Value for People	58				
GRI 413: Loo	al Communities 2016							
103	Management approach 2016	GD-B8 KPI B8.1 KPI B8.2	Endeavour for Community	66-79				
413-1	Operations with local community engagement, impact assessments and development programs	GD-B8 KPI B8.1 KPI B8.2	Endeavour for Community	66-79				
GRI 416: Cu	stomer Health and Safety 2016							
103	Management approach 2016	GD-B6	Endeavour for Community	71				
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		Endeavour for Community	71				
GRI 417: Ma	rketing and Labelling 2016							
103	Management approach 2016	GD-B6 KPI B6.2	Endeavour for Community	71				
417-1	Requirements for product and service information and labelling	GD-B6	Endeavour for Community	71				
417-2	Incidents of non-compliance concerning product and service information and labelling	KPI B6.2	Endeavour for Community	71				
417-3	Incidents of non-compliance concerning marketing communications		Endeavour for Community	71				

GRI Standard	Descriptions	HKEx ESG Reporting Guide	Remarks	Page No.			
GRI 418: Customer Privacy 2016							
103	Management approach 2016	GD-B6 KPI B6.5	Endeavour for Community	70			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	KPI B6.2	6.2 Endeavour for Community				
CRE8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment		Sustainability Awards and Professional Memberships	88-95			
GRI 419: So	cioeconomic Compliance						
103	Management approach 2016	GD-B4 GD-B5 GD-B7	Our Enhanced Corporate Governance, Value for People, Endeavour for Community	22-24, 54-65, 66-79			
419-1	Non-compliance with laws and regulations in the social and economic area	KPI B7.1	During the year, there were no significant fines and non-monetary sanction for non-compliance with laws and/or regulations in the social and economic area	24			

ANNEX: STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

Sustainability topics	Impacts and Boundaries								Corresponding report		
	Employees	Customers & tenants	Suppliers & contractors	Business partners	Investors and shareholders	Government & regulators	Industry and professional bodies	Media	NGOs & communities	Academia	section
Customer Engagement and Satisfaction	\checkmark	\checkmark					\checkmark				Endeavour for Community
Information Privacy and Security	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	Endeavour for Community
Training and Development	\checkmark		\checkmark	\checkmark							Value for People
Anti-corruption	\checkmark		\checkmark	\checkmark	\checkmark	\checkmark	\checkmark				Our Enhanced Corporate Governance
Customer Health and Safety	\checkmark	\checkmark				\checkmark	\checkmark				Endeavour for Community
Emissions	\checkmark		\checkmark	\checkmark					\checkmark		Green for Planet
Water Management	\checkmark	\checkmark	\checkmark	\checkmark		\checkmark	\checkmark		\checkmark		Green for Planet
Innovation	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		\checkmark		\checkmark		Innovation for Future
Community Investment							\checkmark	\checkmark	\checkmark	\checkmark	Endeavour for Community
Occupational Health, Safety and Well-being	\checkmark		\checkmark	\checkmark		\checkmark	\checkmark				Value for People
Energy Efficiency	\checkmark	\checkmark	\checkmark	\checkmark					\checkmark		Green for Planet
Climate Change	\checkmark	\checkmark	\checkmark	\checkmark					\checkmark		Green for Planet
Materials	\checkmark	\checkmark	\checkmark	\checkmark		\checkmark	\checkmark				Green for Planet
Marketing and Labelling	\checkmark	\checkmark			\checkmark	\checkmark	\checkmark	\checkmark			Endeavour for Community
Employee Engagement	\checkmark										Value for People
Supply Chain Management	\checkmark		\checkmark	\checkmark		\checkmark					Value for People
Waste Management	\checkmark						\checkmark		\checkmark		Green for Planet
Green Building		\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		\checkmark		Green for Planet
Diversity and Inclusion	\checkmark										Value for People
Talent Attraction and Retention	\checkmark										Value for People
Economic Performance	\checkmark				\checkmark	\checkmark					About Our Group
Anti-competitive Behaviour	\checkmark		\checkmark	\checkmark	\checkmark	\checkmark	\checkmark				Our Enhanced Corporate Governance

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