

SUSTAINABILITY REPORT 2022



HENDERSON LAND DEVELOPMENT COMPANY LIMITED
恒基兆業地產有限公司

Stock Code: 12

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MESSAGE FROM THE BOARD

Innovation is an important driving force for enhancing our sustainability and business growth, and this year Henderson Land continued to go all out for a greener and more sustainable future for all.

With the gradual easing of COVID-19 restrictions since the end of 2022, we are glad to see the societies and economies of both mainland China and Hong Kong back on track to resuming normalcy and achieving prosperity. During 2022, the Group continued to embed our G.I.V.E. strategies, namely Green for Planet, Innovation for Future, Value for People and Endeavour for Community, into all aspects of our operations, taking another step forward towards our 2030 Sustainability Vision. As always, we hope to play a part in advancing a more sustainable and inclusive world.

Innovation is an important driving force for enhancing our sustainability and business growth, and this year Henderson Land continued to go all out for a greener and more sustainable future for all. I am delighted and proud that we earned the prestigious Business Leadership in Sustainability Award at the Asia Pacific Leadership in Green Building Awards 2022, organised by the World Green Building Council. It serves as a testimony to the Group's leading position in sustainable development, and our longstanding efforts in innovation and green building.

By constantly thinking outside the box and embracing bold concepts, we stretch the bounds of what modern architecture can do for everyone. During the year, we launched our industry-first Landlord-Individual-Tenant ("LIT") Environmental, Social and Governance ("ESG") partnership programme at The Henderson, the Group's flagship commercial development. Through a dedicated digital tenant platform named Integrated Tenant Experience Analytic Platform ("ITEAP"), our aim is to establish a tri-party collaboration with our tenants and their employees to provide tenant-centric smart building experiences while striving towards sustainability goals and tackling climate change collectively. Designed as a smart, sustainable workplace of the future, The Henderson is already becoming well recognised thanks to multiple accolades and

certifications received from world-leading green building organisations. In particular, The Henderson secured both WiredScore and SmartScore Platinum certifications in 2022 for its outstanding digital connectivity and advanced smart technology, making it among the first commercial projects in Hong Kong to have obtained such certifications.

Apart from championing industry-leading sustainable practices, Henderson Land is a strong supporter of our country's and Hong Kong's long-term development strategies, particularly the strategic development of the Northern Metropolis, which is designed to be a "new international I&T city". With the largest holding of New Territories land reserves among property developers in Hong Kong, Henderson Land will be one of the key stakeholders in the area, and we are keen to support the HKSAR Government in seizing development opportunities there. Henderson Land's first residential development project in the Northern Metropolis is One Innoval in Fanling North. Besides adopting a contactless design throughout its residential lobbies and clubhouse facilities, the project employs patented features including "Lift Sterilisation Pods" and "Depuration Porches", which are original and innovative solutions to improve residents' health and well-being. With other new projects coming up in the Northern Metropolis, we hope to play a part in building an area suitable for living, working and traveling, and realising the integration of the Guangdong-Hong Kong-Macao Greater Bay Area.

As a leading property developer, Henderson Land is committed to leveraging its existing strength to give back, support and improve the well-being of our community. In face of the fifth wave of the pandemic at the beginning of 2022, we launched a series of COVID-19 relief initiatives, including offering four land plots to the HKSAR Government for anti-epidemic purposes. In addition, we continued our support of various transitional housing projects. In particular, the Kong Ha Wai transitional housing project, the largest of its kind in the city, is now completed, whilst the transitional housing project at Kam Tin is expected to be completed

by the third quarter of 2023, and that at Ngau Tam Mei South is set to start in the second quarter of 2023. The three projects are expected to contribute over 4,200 units to those in need. In 2022, we also pledged full support for the HKSAR Government's Strive and Rise Programme, which targets underprivileged students, and we have supported it through various initiatives, including donating HK\$25 million through the Lee Shau Kee Foundation, nominating around 280 people as Programme mentors, and providing a series of group activities and experiences to the community.

Recognising that climate change is an urgent global challenge, we are fully committed to addressing the issue, and are actively taking various steps to integrate sustainability into our operations. The Group has committed to the Science Based Targets initiative ("SBTi") by setting emissions reduction targets grounded in climate science, echoing the call for swift climate action at the 27th United Nations Climate Change Conference of Parties. Meanwhile, we are actively integrating climate-related strategies into our decision-making processes through formulating new policies to address emerging topics whilst refreshing existing policies in line with the latest changes in the local and international business and regulatory environments. We are also preparing to further disclose our adaptive and mitigative measures against significant climate-related risks, with reference to the recommendations from the Task Force on Climate-related Financial Disclosures ("TCFD").

Looking forward, we will continue to lead the way for our industry and for our society by introducing even more outstanding development projects and contributing to a greener and more sustainable future for all.

For and on behalf of the Board of
Henderson Land Development Company Limited

DR LEE KA SHING, MARTIN
Chairman of the Board and Sustainability Committee

OUR SUSTAINABILITY STRATEGY AND HIGHLIGHTS

Henderson Land puts Sustainability at the forefront of our business. We address environmental and social issues by integrating sustainability into the Group's decision-making, as well as into our property planning, development and management processes.

As such, we have formulated our 2030 Sustainability Vision, guiding us to advance our sustainability performance in the future. This Vision is reflected in our sustainability strategy and is based on four primary drivers that we refer to as G.I.V.E., which are linked to relevant United Nations ("UN") Sustainable Development Goals ("SDGs").

G
GREEN FOR PLANET

Building a Green Portfolio

Reducing our impact on the environment

Focus areas:

Climate Resilience
Adopt smart and climate-resilient building designs to enhance the adaptability of properties to the adverse effects of climate change

Environmental Impact
Reduce the environmental impact and carbon footprint of our business model

Highlights:

Committed to **setting near-term company-wide emission reductions** in line with climate science with the SBTi to support the Paris Agreement

Received **Business Leadership in Sustainability Award** at the **Asia Pacific Leadership in Green Building Awards 2022**, organised by the World Green Building Council ("WorldGBC")

Received **Pioneer Award of Green Building Leadership (Developer)** at **Hong Kong Green Building Award 2021**, co-organised by Hong Kong Green Building Council ("HKGBC") and Professional Green Building Council ("PGBC")

Completed the **first carbon credit transaction** on Hong Kong Exchanges and Clearing Limited ("HKEX")'s Core Climate marketplace

World Financial Centre in Beijing has achieved **Parksmart Pioneer certification**

Henderson Metropolitan in Shanghai has achieved **Total Resource Use & Efficiency ("TRUE") Platinum certification**

Adopted **Multi-trade Integrated Mechanical, Electrical and Plumbing ("MiMEP")** method in construction works

Cumulatively achieved **63 BEAM Plus**, **19 BEAM**, **16 LEED**, **10 China Green Building Design Labels** and **1 China Green Building Label**

2030 Sustainability Vision

Our 2030 Sustainability Vision has four primary drivers: Green for Planet, Innovation for Future, Value for People and Endeavour for Community, which align with our commitments to the SDGs. We have identified key areas that

we intend to focus our efforts on and maximise our impact by 2030 for each driver. To work towards our sustainability goals for a better future, we set specific targets in these key areas and have regularly reviewed our progress towards achieving them since then.

I
INNOVATION FOR FUTURE

Shaping a Smarter Future

Creating a smart built environment enabled by innovation and technology

Focus areas:

Technology Innovation
Create new ways of living and working with technology

Social Innovation
Innovate to better serve our stakeholders and enhance living quality

Highlights:

Established the **industry-first ESG Partnership Programme**, a tri-party collaboration empowering tenants and their employees to strive towards sustainability goals at The Henderson

The Henderson was awarded **WiredScore** and **SmartScore platinum certifications**, making it among the **first** commercial projects in **Hong Kong** to have attained such certifications

Kong Ha Wai transitional housing project was completed in late 2022, and **Kam Tin transitional housing project** commenced in August 2022



Received both **Global** and **Hong Kong Most Innovative Knowledge Enterprise Award** for two consecutive years

Patented a new feature, **Air Quality Enhancing and Conditioning System - Liquid Desiccant Cooling** to improve air quality while saving more than 20% energy usage

Refreshed the surrounding neighbourhoods of our development projects by incorporating elements of **sustainable urban mobility**, e.g. Baker Circle

OUR SUSTAINABILITY STRATEGY AND HIGHLIGHTS

V
VALUE FOR PEOPLE

Creating a Caring Culture







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

Focus areas:

Health and Wellness
Ensure the health and well-being of stakeholders through our building designs, operations and services

Our People, Partners and Customers
Actively engage with our people, partners and customers to address their needs

Highlights:

-  Continue to **outperform the industry** with **< 7** per 1,000 workers **accident frequency rate**
-  Act as **sustainability advocates** and **empower the community** through a series of thought leadership and sustainability sharing
-  Became the **first batch of "OSH Strategic Partners"** of Occupational Safety and Health Council to demonstrate our commitment in fostering a safety-first culture
-  **Rolled out a series of measures** to support our employees in both Hong Kong and mainland China during the COVID-19 pandemic
-  One Innovalle was the **first** residential development in **Hong Kong** to obtain **China Healthy Building Design Label (2021 version) Platinum Rating**
-  Cumulatively achieved **13 WELL** and **4 China Healthy Building Design Labels**

E
ENDEAVOUR FOR COMMUNITY




Establishing a Liveable Community

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

Focus areas:

Sustainable Community and Liveable Community
Enhance the living standards and proactively address stakeholders' needs










Highlights:

-  Pledged full support for the HKSAR Government's **Strive and Rise Programme** by contributing a total of **HK\$25 million** through the Lee Shau Kee Foundation, nominating about 280 Programme mentors and providing a series of group activities to help underprivileged students strive for upward mobility
-  Offered **4 separate land plots** occupying a combined **total of 1.25 million square feet** to facilitate the Government's implementation of anti-epidemic measures, and donated **HK\$20 million** worth of anti-epidemic supplies through the Henderson Development Anti-Epidemic Fund
-  Supported the **Hong Kong Volunteer Award** as a **Gold Sponsor**, a territory-wide scheme co-organised by the Home and Youth Affairs Bureau and the Agency for Volunteer Service ("AVS")
-  The Lee Shau Kee Foundation donated **HK\$7.2 million** to the University of Hong Kong ("HKU") for the establishment of the **"HKU Lee Shau Kee Top Athletes Scholarship"**
-  Concluded **an industry-first HK\$100 million bilateral social loan** with China Construction Bank (Asia) Corporation Limited ("CCB (Asia)")
-  Cumulatively secured over **HK\$47 billion** Green and Sustainability-linked Financing
-  Supported **Food Made Good Hong Kong Awards** as the **lead sponsor** for the third consecutive year

OUR SUSTAINABILITY STRATEGY AND HIGHLIGHTS

DRIVER	TARGET	PROGRESS IN 2022
 Green for Planet	All new office development projects target to achieve BEAM Plus Gold Rating or above	 All new office development projects achieved BEAM Plus Gold Rating or above
	Achieve provision of electric vehicle ("EV") charging facilities for all car parking spaces in 90% of new residential developments and new commercial developments by 2030	 Incorporating into the new development design to ensure 100% car parking spaces with electric vehicle charging facilities
	Conduct life cycle assessment during design and construction stages for over 20 new property developments by 2030 to minimise their embodied carbon	 Engaging experts to conduct life cycle assessment
	By 2030, reduce energy intensity by 20% from baseline year 2019 for Hong Kong portfolio ¹	 ↓ 11.7% compared to base year 2019
	By 2030, achieve a cumulative 10% reduction in electricity consumption from baseline year 2021 for mainland China portfolio ²	 ↓ 9.1% ³ compared to base year 2021
	Reduce energy consumption by 10% by 2025 in the common areas of 14 of our commercial properties managed by Goodwill, with 2015 as the baseline year	 ↓ 16.7% compared to base year 2015, 3 years ahead of schedule
	Implement retrofitting or energy saving initiatives at all managed properties progressively by 2030 according to energy audit report	 On track of the retrofitting or energy saving initiatives schedule
	Implement retro-commissioning ("RCx") according to the Electrical and Mechanical Services Department's technical guidelines for 80% of the managed properties by 2030	 On track of the planned retro-commissioning schedule
	For new developments which require demolition, recycle 15% and 30% of demolition waste by 2025 and 2030 respectively	 Incorporating into contractors' contract to align with our 15% and 30% target recycling rate
	For all new developments , recycle 15% and 30% of construction waste by 2025 and 2030 respectively	 Incorporating into contractors' contract to align with our 15% and 30% target recycling rate
Achieve estimated annual water reduction of 20% and 30% for all new residential and office developments respectively	 Anticipating at least ↓ 20% and ↓ 30% water consumption	

¹ Covering majority of properties owned by the Group and/ or managed by Goodwill, that are in full operation, and have a significant share of portfolio's energy consumption
² Covering majority of properties owned by the Group and/ or managed by Starplus that are in full operation, and have a significant share of portfolio's electricity consumption
³ In response to COVID-19 lockdown measures, the building operations were affected which led to low electricity consumption

DRIVER	TARGET	PROGRESS IN 2022
 Innovation for Future	Adopt digital and smart building features at 100% of our new office and commercial developments and 90% of our residential developments by 2023	 All new developments are adopting digital and smart building features
	Continue to develop additional innovative products for application at our new construction projects	 Adopted three new innovative products at new construction projects: <ul style="list-style-type: none"> • Patented protective coating • Eco partition • Bio-inspired silicone sealant
 Value for People	Minimise accident frequency rate to <7 out of 1,000 workers by 2022	 Outperformed the industry with an accident frequency rate of 6.9 (<7) out of 1,000 workers
	Increase total training hours per employee by 15% by 2025 from 2020 base year	 The total training hours per employee in 2022 remained at a similar level as 2020; this is largely attributable to the fifth wave of COVID-19 pandemic at the start of the year
	Conduct regular customer satisfaction surveys and maintain a high customer satisfaction rate each year	 Continuously maintain >97% customer satisfaction rate
 Endeavour for Community	Henderson Warmth Volunteer Team, Goodwill, Well Born and Hang Yick will continue to contribute over 80,000 service hours per year to deserving causes	 Contributed >112,000 service hours

Science-based Target Commitment

In 2022, the Group committed to the SBTi by setting emissions reduction targets grounded in climate science to support the Paris Agreement⁴ and will strive to work towards the global goal of limiting global warming to 1.5°C above pre-industrial levels.

The SBTi is a collaborative effort by the United Nations Global Compact ("UNGC"), the World Resources Institute ("WRI"), Carbon Disclosure Project ("CDP") and the World Wide Fund for Nature ("WWF"), seeking to provide a framework for businesses to participate in science-based target setting consistent with the Paris Agreement.

In an effort to combat climate change, the Group has pledged to set Scope 1, 2 and 3 reduction targets on greenhouse gas emissions, echoing its 2030 Sustainability Vision. When developing the reduction targets, the Group will conduct a comprehensive review of its major properties and construction activities in Hong Kong and mainland China, and will continue to work closely with its stakeholders across the value chain. By tackling the materials, building services systems and construction methods of its construction projects, the Group strives to reduce carbon emissions throughout a building's life cycle, while implementing a low-carbon operational model by optimising energy management at different levels of the business, thereby promoting renewable energy and improving waste management.

⁴ The Paris Agreement aims at keeping the rise in global temperature to well below 2°C above pre-industrial levels and at pursuing efforts to further limit global warming to 1.5°C

OUR SUSTAINABILITY STRATEGY AND HIGHLIGHTS

Our Awards and Ratings

Awards Highlight: External Recognitions for our Sustainability Effort

As one of the city's pioneers in sustainable development, the Group proactively incorporates environmental, social, innovative and health considerations into building developments. We endeavour to incorporate sustainable features in our design and operations, and our work in this area is widely-recognised by local and international communities through the numerous awards that we have received.

Business Leadership in Sustainability Award by World Green Building Council

Henderson Land achieved another milestone this year when it won the prestigious Business Leadership in Sustainability Award at the Asia Pacific Leadership in Green Building Awards 2022, organised by WorldGBC. This international recognition is another affirmation of the Group's leadership and excellence in advancing sustainable development locally and regionally. Nominated by HKGBC as the city's representative, Henderson Land competed for the Award with fellow contenders nominated by 15 Green Building Councils across the Asia Pacific region. Selected as the finalist alongside two other companies from Singapore and Australia, Henderson Land emerged as the proud winner of the Award, which was announced during the award presentation ceremony held in November 2022 in Bali, Indonesia.



Pioneer Award in Green Building Leadership (Developer) by Hong Kong Green Building Council and Professional Green Building Council

Locally, the Group achieved the industry's top honour - Pioneer Award in Green Building Leadership (Developer) and the Grand Award (New Buildings Category: Projects Under Construction and/ or Design - Commercial) for our flagship project, The Henderson, at the biennial Green Building Award 2021 jointly organised by HKGBC and PGBC. These awards recognise the Group's outstanding sustainability and green building contributions, as well as achievements amongst industry peers. We also attained four other accolades, including:

- Finalist of New Buildings Category (Projects Under Construction and/ or Design - Residential): The Symphonie
- Finalist of Research & Planning Category (Planning): Carbon Neutral Mall (Central site at Fanling North) - The Next Chapter of Smart, Green, Sustainable, Healthy and Innovative Community for Peoples

- Merit Award of New Buildings Category (Projects Under Construction and/ or Design - Residential) : One Innovale
- Merit Award of Building Products and Technologies Category: Solar Responsive Ventilator (Patented design developed for The Henderson)



Excellence in ESG Award by The Chamber of Hong Kong Listed Companies

Henderson Land was honoured to be one of the three awardees of the Awards of Excellence in ESG under the Category for Hang Seng Index Constituent Companies in the Hong Kong Corporate Governance & ESG Excellence Awards 2022 organised by the Chamber of Hong Kong Listed Companies ("CHKLC") and the Centre for Corporate Governance and Financial Policy, Hong Kong Baptist University. Apart from the Group's commitment to embody G.I.V.E. in all our projects, the judges were especially impressed by the sustainable design of the Group's flagship project, The Henderson as well as its ESG Partnership Programme.



Outstanding ESG Practices Award by KPMG China

With the group's active involvement in advancing ESG practices by carrying out innovative projects to achieve positive environmental and social impacts, we were awarded the Outstanding ESG Practices Award as part of KPMG China's Future • ESG Awards. The award also acts as a platform for us to learn from other awardees, empowering us to further upgrade our ESG practices.



Top 10 Developers by BCI Central

For the 12th year running, Henderson Land has once again been recognised as one of the Top 10 Developers in the BCI Asia Awards Hong Kong, an annual award programme that identifies companies with the highest aggregate value of projects under construction and acknowledges their contributions to sustainability and the built environment.



OUR SUSTAINABILITY STRATEGY AND HIGHLIGHTS

In recognition of our achievements in sustainability, the Group is honoured to have received the following awards and ratings.



1 ESG Leading Enterprise Awards 2022 by Bloomberg Businessweek/ Chinese Edition and Deloitte

- ESG Leading Enterprise Award (Category I: Market capitalisation over HK\$20 billion)
- Leading Environmental Initiative Award
- Leading Social Initiative Award

2 Listed Enterprises of the Year 2022 by Bloomberg Businessweek/ Chinese Edition

3 IFAPC Outstanding Listed Companies Award 2022 by The Hong Kong Institute of Financial Analysts and Professional Commentators Limited

4 TVB ESG Awards 2022 by Television Broadcasts Limited ("TVB")

- Outstanding ESG Award
- Best in ESG Practices
- Best in ESG Report
- ESG Project Innovation Award
- Innovative Climate Technology Award

5 GBA Corporate Sustainability Awards 2022 by Metro Finance

- GBA Corporate Sustainability Grand Award
- Excellence in Corporate Governance
- Excellence in Social Sustainability - SDGs (Sustainable Cities and Communities)
- Excellence in Green Sustainability - SDGs (Climate Action)

6 Hong Kong ESG Reporting Awards 2022 by Hong Kong ESG Reporting Awards Limited

- Outstanding ESG Improvement Award - Grand Award
- Excellence in ESG Governance - Commendation
- Excellence in Social Positive Impact - Commendation
- GRESB X HERA Excellence for Real Estate - Commendation

7 Sustainalytics: ESG rating

- Low Risk in 2022

8 HKQAA: Sustainability Rating Seal 2022-2023

- AA+ Rating

9 The 7th Hong Kong Business Sustainability Index, the 3rd Greater Bay Area Business Sustainability Index by The Chinese University of Hong Kong's Centre for Business Sustainability

- Top 10 Company, Pace-setter

10 The 2nd Greater China Business Sustainability Index by The Chinese University of Hong Kong's Centre for Business Sustainability

- Top 20 Company, Pace-setter

11 Global Most Innovative Knowledge Enterprise ("MIKE") Award 2022 by Global MIKE Study Group

12 Hong Kong MIKE Award 2022 by Knowledge Management and Innovation Research Centre of The Hong Kong Polytechnic University

For further information about our sustainability awards and ratings, please refer to "Sustainability Awards and Professional Memberships".

Our Enhancements

Our Enhanced Corporate Governance



- Introduced Supplier Code of Conduct Policy as well as updated six sustainability policies
- Engaged an external consultant to assess the Group's cybersecurity controls and governance

Please refer to "Our Corporate Governance" for more information

Our Enhanced Sustainability Management



- Reviewed and reprioritised material sustainability topics
- Committed to SBTi and is in process of setting Scope 1, 2 and 3 reduction targets

Please refer to "Our Sustainability Strategy and Highlights" for more information

Our Enhanced Sustainability Advocacy



- Attended a wide range of public events to demonstrate our thought leadership on sustainability topics in order to drive sustainability in the industry
- Began issuing Sustainability Newsletter twice a year and related quizzes to our employees to reaffirm their knowledge of the subject

Please refer to "Value for People" for more information

Our Enhanced Sustainability Disclosures



- Expanded reporting scope to cover our subsidiaries
- Included additional disclosures on economic and social performance

Please refer to "Sustainability Performance" 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 development, property investment, and strategic investments in both Hong Kong and mainland China. The Group has also adopted a deliberate strategy to maximise the value for shareholders over the long term.



Business Profile

Core businesses:

property development and investment, construction, provision of finance, project and property management, department store and supermarket operations, hotel operation and management, travel and food and beverage operations, gas production and distribution

Total land bank (attributable floor area) as at 31 December 2022

60.3 million sq. ft. and total attributable land area in the New Territories of 45.0 million sq. ft. as at 31 December 2022

Number of full-time employees as at 31 December 2022

9,950

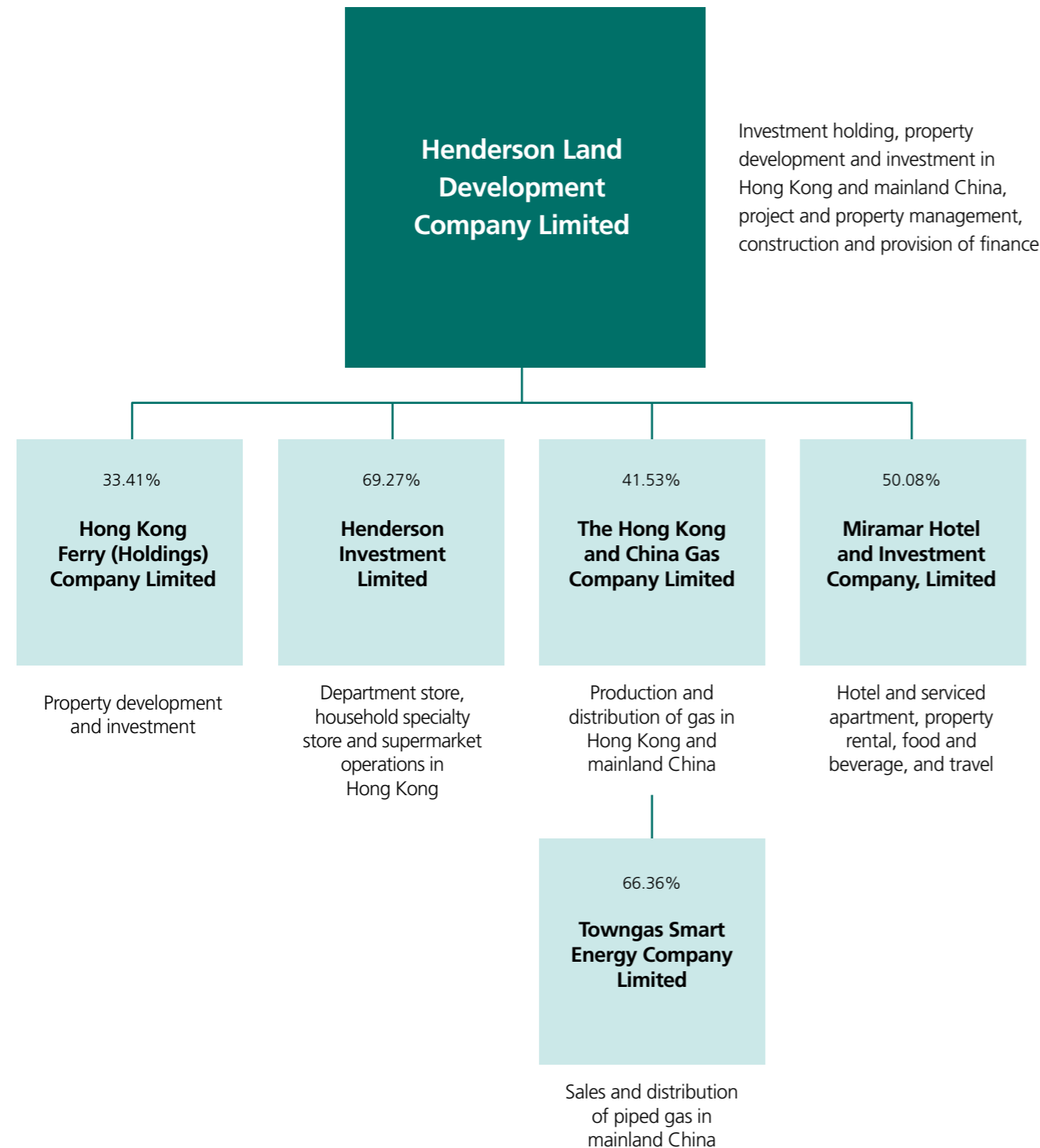
Financial Highlights

<p>Market Cap (as at 31 December 2022)</p> <p>HK\$131.9 billion</p>	<p>Revenue (for the financial year ended 31 December 2022)</p> <p>HK\$25.6 billion</p>
<p>Profit attributable to equity shareholders (for the financial year ended 31 December 2022)</p> <p>HK\$9.2 billion</p>	<p>Dividends per share (for the financial year ended 31 December 2022)</p> <p>HK\$1.8</p>

For details of our organisation structure and financial performance, please refer to our Annual Report 2022.

ABOUT OUR GROUP

Henderson Land Group Structure⁵



⁵ All attributable interests shown above were figures as at 31 December 2022

Our Sphere of Influence

The economic, social and environmental impacts are placed at the forefront of our core operations. By collaborating with a variety of stakeholders, both upstream and downstream in our value chain, we commit to creating positive influences throughout every stage of the building lifecycle. Below we illustrate our sphere of influence within the lifecycle of a building.

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 Label 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, reduce the environmental impacts of our existing buildings, and improve the health and well-being of our occupants.

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

ABOUT THIS REPORT



Reporting Period

The Sustainability Report 2022 (“the Report”) of Henderson Land Development Company Limited (“Henderson Land” or together with its subsidiaries, “the Group”) covers the period from 1 January 2022 to 31 December 2022 (the “reporting period”). Our Sustainability Reports are published online on an annual basis.

Reporting Boundary

The Report⁶ provides descriptions and key statistics of the Group’s sustainability performance and progress during the year focusing on our headquarters at Two International Finance Centre and AIA Tower, and our subsidiaries, namely E Man Construction Company Limited⁷ (“E Man”), Goodwill Management Limited⁸ (“Goodwill”), Well Born Real Estate Management Limited (“Well Born”) and Hang Yick Properties Management Limited (“Hang Yick”)⁹, Shanghai Starplus Property Management Company Limited¹⁰ (“Starplus”), Henderson Investment Limited¹¹ (“HIL”) and Miramar Hotel and Investment Company, Limited¹² (“Miramar Group”) as well as selected properties of the Group in Hong Kong and mainland China. The selected in-scope entities are those whose activities the Group has the most impact and operational control over.

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 latest Global Reporting Initiative (“GRI”) Standards 2021 and complies with the mandatory disclosure requirements and “comply or explain” provisions set out in the Environmental, Social and Governance Reporting Guide issued by HKEX. Information in this Report has been verified by a third-party with respect to the aforementioned standards, please refer to “Independent Limited Assurance Report” for more information.

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 <https://sustainability.hld.com/en/reports-publications>.

⁶ While the Group’s associates listed in Hong Kong do not fall into the scope of this Report, their properties managed by Goodwill Management Limited are covered in the Report

⁷ E Man Construction Company Limited is responsible for managing the Group’s construction sites

⁸ Goodwill Management Limited is responsible for managing the Group’s commercial properties

⁹ Well Born Real Estate Management Limited and Hang Yick Properties Management Limited responsible for managing residential and industrial commercial properties

¹⁰ Shanghai Starplus Property Management Company Limited, specialises in offering premium management services for the Group’s commercial properties in mainland China

¹¹ Henderson Investment Limited manages two wholly owned subsidiaries for its retail business

¹² Miramar Hotel and Investment Company, Limited manages the Group’s hospitality and catering businesses

OUR CORPORATE GOVERNANCE

Strong corporate governance is the cornerstone of our business. The Board has 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

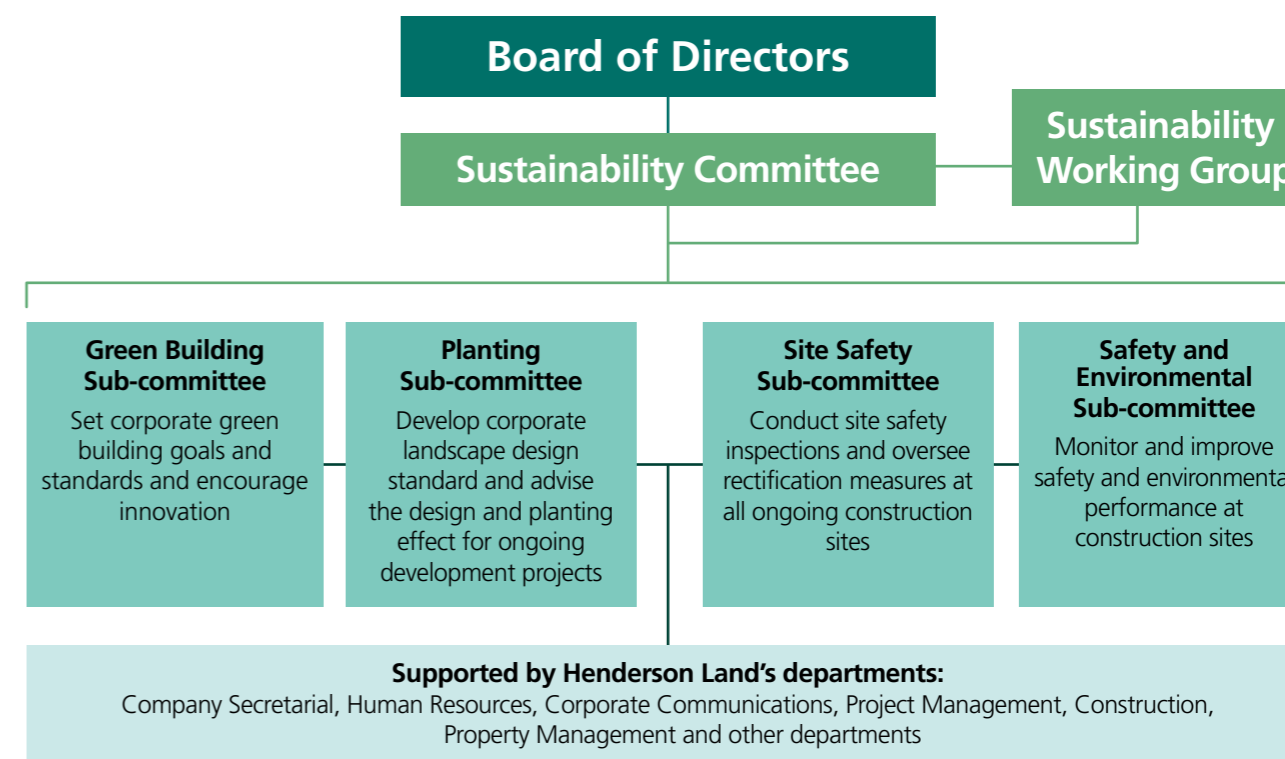
The Group’s corporate governance structure is purposeful and robust, which enables an effective flow of information throughout the Group, between management, functions and business units.

The Board is actively engaged in formulating and implementing our sustainability strategy and policies, as well as overseeing our risk management by ensuring that appropriate and effective ESG risk management and internal control systems are in place to address the ESG-related risks (“ESG risks”), including climate-related risks. The Board also reviews and approves the Sustainability Report, including ESG-related strategy and progress made against ESG goals and targets on an annual basis. Furthermore, the Board has delegated the Sustainability Committee to support in evaluating, prioritising and managing the Group’s material ESG issues.

The Sustainability Committee is chaired by the Group’s Chairman, Dr Lee Ka Shing, Martin and comprises several directors and department heads. Its 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 and progress made against sustainability targets. The Sustainability Committee reports relevant issues to the Board on a regular basis.

Supporting internal engagement to communicate sustainability strategy and targets to all departments, our Sustainability Working Group comprises dedicated team members who serve as sustainability champions and ambassadors to lead the planning, execution and evaluation of the sustainability initiatives. The Sustainability Working Group facilitates corporate-wide communication on different ESG matters and shares ESG knowledge and trends among internal stakeholders who support our sustainability strategy.

Additionally, there are four functional sub-committees focusing on particular ESG areas to ensure the effective implementation of ESG-related policies and initiatives. With sustainability being embedded in our day-to-day activities, departments are involved in the execution and delivery of sustainability initiatives.



OUR CORPORATE GOVERNANCE

Further information about our governance structure can be found in the Corporate Governance Report of our Annual Report 2022 and on our website: <https://www.hld.com/en/investor-information/interim-annual-sustainability-reports>.

For the Terms of Reference of the Sustainability Committee, please refer to our website: <https://sustainability.hld.com/en/governance-policies>.

Policies

Henderson Land's commitment to operating responsibly has taken the Group above and beyond minimum regulatory requirements for workplace quality, environmental protection, operating practices and community investment, as reflected in the Group's policies related to different sustainability subject matter. The Group regularly reviews and

updates the policies as appropriate to reflect our approach to ever-changing external factors and community needs.

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

Environmental 	Social 	Governance 
<ul style="list-style-type: none"> • Biodiversity Policy REVISED • Climate Change Policy • Corporate Social Responsibility Policy • Environmental Policy REVISED • Sustainable Procurement Policy REVISED 	<ul style="list-style-type: none"> • Anti-Corruption and Bribery Policy • Anti-Discrimination Policy • Business Ethics and Code of Business Conduct Policy REVISED • Customer Services Code of Conduct Policy • Director and Employee Remuneration Policy • Health and Safety Policy REVISED • Human Rights and Equal Employment Opportunity Policy REVISED • Supplier Code of Conduct Policy NEW 	<ul style="list-style-type: none"> • Anti-Money Laundering and Counter-Terrorist Financing Policy • Board Diversity Policy • Dividend Policy • Inside Information Policy • Nomination Policy • Risk Management Policy • Shareholders Communication Policy

As the Group's commitment towards enhancing its ESG performance grows, we have recently introduced the Supplier Code of Conduct Policy that states the Group's expectations on suppliers regarding social, environmental and ethical compliance, providing the Group with clear directions while identifying and engaging the ideal suppliers to work with, as well as to promote sustainable business practices through meaningful collaboration.

Furthermore, the Group has revised several sustainability related policies in view of the latest industry trends and stakeholder expectations, including Biodiversity Policy, Business Ethics and Code of Business Conduct Policy, Environmental Policy, Health and Safety Policy, Human Rights and Equal Employment Opportunity Policy and Sustainable Procurement Policy. Looking forward, the Group will continue to closely monitor market and regulatory developments and ensure that our policies are in line with stakeholder expectations.

To view these policies, please refer to our website: <https://sustainability.hld.com/en/governance-policies>.

Corporate Values

Our corporate values are embedded in our governance practice and underpin all our activities. We aim 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.

Risk Management

Our integrated and holistic risk management approach combines top-down strategy with the 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. In mainland China, our Comprehensive Emergency Plan enables us to rapidly react to and handle any emergencies in our operations to ensure the safety of our staff, customers and assets. With a mechanism to assess the risk areas and level of impacts, designated management teams are responsible for developing operational plans and coordinating mitigation works. The Emergency Plan is updated regularly and communicated to all departments.

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 as part of the Group's business decision-making. To address increasing investor interest in this subject, we assessed and included the disclosure of climate-related risks and opportunities in the Sustainability Report.

The Audit Department performs audits to evaluate the proper functioning of the risk management and internal control systems, as well as to monitor and report risks. 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 its findings directly to the Audit Committee, which reviews the effectiveness of our overall risk management and submits its findings to the Board. To allow continuous improvement in our risk management practices, we also encourage employees to provide feedback upwards in a structured manner through the Audit Department's risk management feedback platform as well as the Intranet's Contact page to express their views directly to our Vice Chairman. The received feedback is considered thoroughly and acted upon as necessary to boost the robustness of our risk management system.

For details of the Group's risk management and internal controls, as well as the Risk Management Policy, please refer to the Corporate Governance Report of our Annual Report 2022 and our website: <https://www.hld.com/en/investor-information/interim-annual-sustainability-reports>.

OUR CORPORATE GOVERNANCE

Cybersecurity

As part of our risk management framework, the Audit Committee receives relevant updates on cybersecurity issues from the Audit and Information Technology (“IT”) Departments, which are accountable for conducting annual internal audits on cybersecurity, including customer privacy data with rectifying actions being implemented afterwards. An Incident Response Management Guideline is also in place to provide instructions on determining and dealing with potential cybersecurity incidents, as well as minimising the damage incurred by a cyberattack. In 2022, we also provided cybersecurity awareness training, data awareness training and webinars to introduce our Data Governance and Management (“DGM”) Policy and to raise awareness on cybersecurity amongst our staff.

In order to identify potential gaps in our information security system as well as to ensure our systems are up-to-date with current cybersecurity trends, between 2021 and 2022, we engaged an external consultant to conduct assessments on the Group’s cybersecurity governance. The IT Department worked with the consultant to define group-level DGM policies and guidelines to uplift the Group’s data protection measures. This refined policy is established with reference to international data security and information security standards. The results of the assessment also shows that our existing cybersecurity controls are aligned with the National Institute of Standards and Technology (“NIST”) Cybersecurity Framework.

We have also established a Data Security Committee comprising managers from the IT Department, which is responsible for enforcing and adopting the DGM Policy on newly introduced systems. As well as ensuring adherence to applicable laws and regulations, the Committee is also responsible for addressing data protection-related issues by routinely identifying, monitoring and mitigating data security risks.

Ethics

The Group observes a strict code of ethics, and we have no tolerance for any form of corruption or other misconduct as stipulated in our Anti-Corruption and Bribery Policy. We expect our employees at all levels to uphold our values and behave in an ethical manner. In order to raise awareness among our employees in all functions of the Group, we provide mandatory anti-corruption training for new joiners within the first 60 days of their employment as well as regularly invite Independent Commissions Against Corruption (“ICAC”) to organise anti-corruption seminars.

We actively encourage any employee with concerns about our standards of conduct to notify the Human Resources Department directly or the Group’s 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 or non-monetary sanctions for non-compliance with laws and regulations in the social and economic area.

OUR MATERIALITY APPROACH






The Group recognises the importance of acknowledging stakeholders’ expectations in order to develop our overall approach to sustainability. Therefore, we review and update our list of material topics every year based on internal and external stakeholder perspectives.

Stakeholder Engagement

The Group has established various feedback and communication channels with our key stakeholders who have a significant impact on or have close relationships with our businesses, as a means to understand their perspectives and opinions. Below is a summary of the methods we use to engage with our stakeholders, alongside some key concerns identified and our approaches towards the concerns:

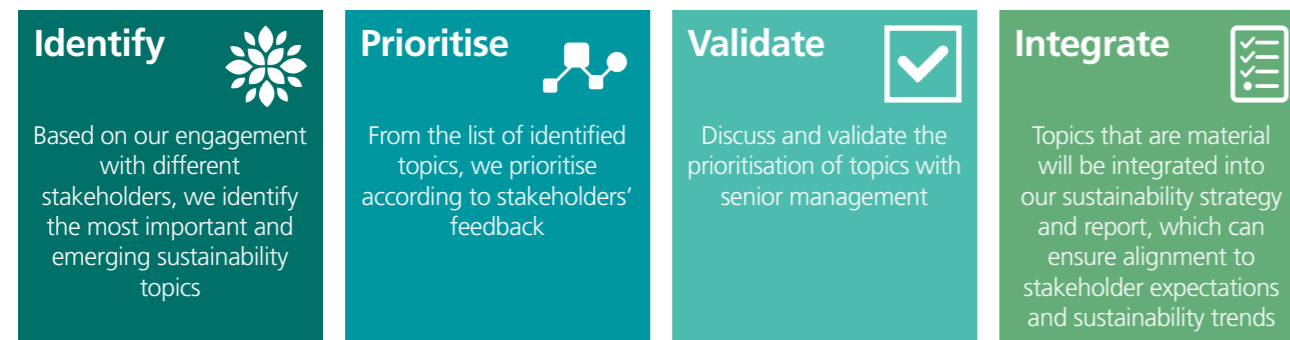
Stakeholder group	How did we engage	Key issues	Relevant section
 Employees	<ul style="list-style-type: none"> • Survey • Training • Yearly review • Formal and informal team meetings • Social gatherings • Interviews • Intranet • Volunteering 	<ul style="list-style-type: none"> • Compensation and benefits • Career development and training • Health, safety and COVID-19 protection • Work from home arrangement during the pandemic • Employee volunteerism 	<ul style="list-style-type: none"> • Value for People
 Customers & tenants	<ul style="list-style-type: none"> • Customer service/ Henderson Club hotline • Henderson Club email/ fax • Social media platform such as Facebook and LinkedIn • Website • Mobile app • Newsletter • Member activities • Annual customer satisfaction survey 	<ul style="list-style-type: none"> • Customer service and experience • Product quality and design • Marketing practices • Health, safety and COVID-19 protection • Green building features • Resource efficiency 	<ul style="list-style-type: none"> • Green for Planet • Value for People
 Suppliers & contractors	<ul style="list-style-type: none"> • Meetings • Screening and assessments • Audits • Performance review • Interviews • Extranet 	<ul style="list-style-type: none"> • Legal compliance • Workers’ safety and health • Labour practices and welfare 	<ul style="list-style-type: none"> • Our Corporate Governance • Value for People
 Business partners	<ul style="list-style-type: none"> • Meetings • Tendering and procurement processes • Seminars • Site visits 	<ul style="list-style-type: none"> • Legal compliance • Fair competition 	<ul style="list-style-type: none"> • Our Corporate Governance
 Investors & shareholders	<ul style="list-style-type: none"> • Investor & analyst briefings • Investor conferences • Circulars • Announcements • Reports • Websites 	<ul style="list-style-type: none"> • Corporate governance • Climate change and ESG strategies • Green finance • Sustainability reporting, ratings and indices 	<ul style="list-style-type: none"> • Our Corporate Governance • Green for Planet

OUR MATERIALITY APPROACH

Stakeholder group	How did we engage	Key issues	Relevant section
 Government & regulators	<ul style="list-style-type: none"> Meetings Interviews Letter/ email correspondence 	<ul style="list-style-type: none"> Legal compliance Commitments to green building and decarbonisation Local talent development Contribution to the local community 	<ul style="list-style-type: none"> Our Corporate Governance Green for Planet Value for People Endeavour for Community
 Industry and professional bodies	<ul style="list-style-type: none"> Seminars Site visits Social gatherings 	<ul style="list-style-type: none"> Construction technologies and innovations Industry development 	<ul style="list-style-type: none"> Innovation for Future
 Media	<ul style="list-style-type: none"> Meetings Press releases Press briefings and updates Interviews Responses to media enquiries 	<ul style="list-style-type: none"> Commitments to sustainability Community engagement 	<ul style="list-style-type: none"> Green for Planet Endeavour for Community
 NGOs & communities	<ul style="list-style-type: none"> Seminars Site visits Meetings Volunteering services Social media 	<ul style="list-style-type: none"> Community development and support Local revitalisation 	<ul style="list-style-type: none"> Endeavour for Community
 Academia	<ul style="list-style-type: none"> Seminars Meetings 	<ul style="list-style-type: none"> Talent attraction and development Construction technologies and innovations 	<ul style="list-style-type: none"> Innovation for Future Value for People

Materiality Assessment

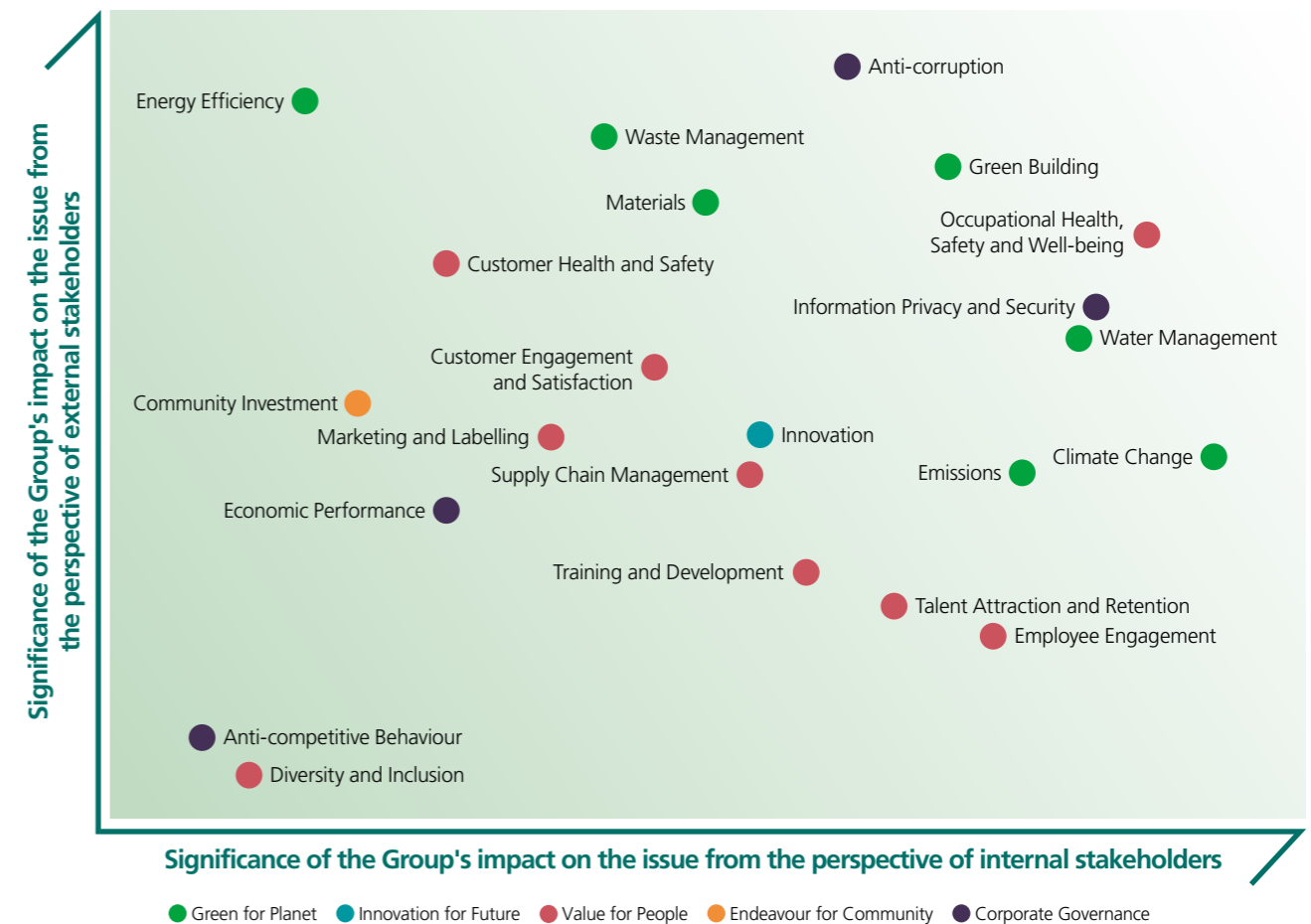
Through identifying, prioritising and validating the sustainability topics that are important to our business and stakeholders, our materiality assessment enables us to understand stakeholder expectations and sustainability trends, and thus to integrate our sustainability foci into the strategy development and report preparation.



OUR MATERIALITY APPROACH

The Group initiated a comprehensive approach in 2022 to formulate our materiality matrix through conducting a series of focus groups involving 33 key stakeholders as well as a survey with responses from 385 internal and external individuals who represented 11 key stakeholder groups.

The survey respondents ranked a total of 22 material sustainability topics in the matrix according to our impacts around economic, environmental and societal aspects from the stakeholders' point of view.



The updated materiality matrix reflects the shifting focus of sustainability on our business and the real estate industry. "Anti-corruption" has shifted to become the top material sustainability topic of external stakeholders, reflecting the external stakeholders' growing expectation on the Group's measures towards anti-corruption.

In line with global focus on climate change, topics such as "Emissions", "Waste Management" and "Materials" were observed as becoming material, reflecting the Group's significant impact in these areas.

"Information Privacy and Security" also appeared to be pertinent to the Group, potentially due to the growing

reliance on the use of mobile applications and IT systems in our business operations. Subsequently, we have enhanced the Group's cybersecurity by rolling out various implementation plans.

Similar to the previous year, "Occupational Health, Safety and Well-being" was rated as important, which highlights the need to maintain our attention on the wellness and health of our people.

For details of the measures and initiatives we carried out in 2022, please refer to the respective sections in "Green for Planet", "Innovation for Future", "Value for People" and "Endeavour for Community" in this report.



SUSTAINABILITY HIGHLIGHTS ONE INNOVALE

Located in Fanling North, One Innovale follows the theme of healthy living, art, innovation and sustainability. It encapsulates serene living, giving residents relative calm away from the hustle and bustle of towering skyscrapers that permeate daily life. One Innovale offers an environment embraced with tranquillity, which is coupled with a variety of health-focused and cutting-edge technologies.



As the Group's first large residential project in the Northern Metropolis, One Innovale is set to provide a total of 1,576 units in three phases and five residential towers, supporting the HKSAR Government's development strategy for the region. The first phase of the project, One Innovale-Archway, was completed in December 2022. The project exemplifies our G.I.V.E. sustainability strategy in action.



GREEN FOR PLANET

- Installed a smart flower photovoltaic panel with solar tracking technology, which generates 40% more electricity than regular photovoltaic panels
- Harnessed a wind deflector to channel airflow, which can help divert the wind through the landscape, enhancing the natural ventilation of the site as well as residents' thermal comfort
- Our sustainable materials approach includes using zero virgin timber in the construction of the site to preserve natural resources

Park Innovale

Park Innovale, consisting of a planting area spanning over 2,800m² and nearly 3,400m² of vertical green walls, was crafted with the goal to foster the spiritual health and well-being of our residents. Over 150 species of plants including trees, shrubs, groundcover, and climbers have been planted on site to maintain plant diversity.



Artist's Impression

Firefly Habitat

With a goal to restore the site's biodiversity and create a sustainable neighbourhood, we worked with Mr Mark Mak, the Chairman of Firefly Conservation Foundation to build the Firefly Habitat. Our project team conducted a site visit to a successful firefly restoration site to gain insight into strategies used to conserve firefly habitat. The project team leveraged the insights gathered to enhance the ecosystem design of firefly gardens.

The biophilic delight of the Firefly Habitat is further enhanced by a range of thoughtful features, including a customised garden fence that minimises strong gusts and scatters light while allowing sufficient air ventilation for optimal thermal comfort.

Butterfly Garden

We collaborated with Dr Roger Kendrick, a founder of Hong Kong Lepidopterists' Society to mimic the natural habitat of butterflies at One Innovale. Using the scientific modelling of the microenvironment, Dr Kendrick assisted the team to modify the design with due consideration for butterfly flight paths and essential living elements. On-site design verification was also carried out to evaluate the effectiveness of the Garden in terms of butterflies' habitation.

The Butterfly Garden built within the property is a quality, non-contaminated environment that is designed to attract a diversity of butterfly species, such as the Common Tiger and the Common Swallowtail.



SUSTAINABILITY HIGHLIGHTS ONE INNOVALE

I INNOVATION FOR FUTURE

- Application of two patented technologies
 - Patented "Depuration Porch" at the entrance of each unit to safeguard against airborne and surface-borne pathogens
 - Patented "Lift Sterilisation Pod" to monitor and enhance air quality and sanitise the surfaces in lifts



Stock photography



- Installed the Weather Totem Tree which monitors the environment and provide residents with real-time air quality data, enable smarter home automation control
- Club Innoverse introduces the concept of metaverse and features the Innoverse portal, allowing residents to immerse in the ultra-modern experience via extended reality
- Leveraged augmented reality ("AR") technology to advertise One Innovale

Utilised robots across the property, boosting convenience and privacy

- All-round smart living and upgraded home automation system
 - Auto sensing doorways and smart contactless access
 - Mobile-app lift calling
 - Disposable QR code for visitor to enter the residence and gain lift access
 - Voice control on electric appliances
 - Motion sensor, door contact sensor, Indoor Air Quality ("IAQ") sensor
 - Smart curtain
- All parking spaces are equipped with 100% EV charging facilities

- Touringbot - Greets residents and guests, provides information on the clubhouse service and facility usage status, as well as directing the way within the clubhouse
- Flashbot - Delivers takeaway meals and packages that residents have ordered to boost privacy and avoid unnecessary contact
- Ecobot - Regularly sanitises the lobby and common area to maintain high standard of hygiene



V VALUE FOR PEOPLE

- Created a contactless user journey from the property entrance to the apartment
- Featured an entertainment pool with underwater treadmills and bicycles and a LED wall to play movies
- Set up a hydroponic farm with the first fully-automated indoor hydroponic system in Hong Kong, which delivers a farm-to-table experience for residents by growing more than 50 types of fresh herbs and microgreens and supplying them to the clubhouse restaurant
- Laid down an artwork "Play - Upside Down" by an international artist Florentijn Hofman in the common area to instil a contemporary artistic vibe across the property



Artist's Impression



E ENDEAVOUR FOR COMMUNITY

- The Group's first large residential project in the Northern Metropolis, which supports the Government's development strategy for the region
- Tower blocks were designed to be set back from the main road for better ventilation around the neighbourhood

GREEN FOR PLANET



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

“Green for Planet” compels our business to support the SDGs throughout our sphere of influence: to combat climate change whilst ensuring sustainable consumption and production patterns.



GREEN FOR PLANET

Our Environmental Policy states our commitment to minimise environmental impact throughout the lifecycle of the projects in terms of material use, energy and water consumption, emissions and waste. The policy also provides guidance at the Group level for our departments and subsidiaries on how to develop different management approaches and systems specific to their operations.

In recognition of the growing concern about climate change and energy efficiency, we also committed to setting near-term science-based targets in 2022 which are in addition to those sustainability targets established in 2021 in the key areas of green building, energy, waste and water reduction. To achieve our sustainability targets, we constantly seek to integrate green practices into our business operations.

Our well-established environmental management systems (“EMS”) of the Construction Department and property management subsidiaries are compliant with relevant regulations and international standards such as ISO 14001:2015. The systems are audited regularly to identify, report and mitigate any issues regarding their effectiveness and compliance. Identified abnormalities are rectified as soon as practicable. During the year, there were no confirmed incidents of non-compliance and no significant fines incurred regarding environmental laws and regulations.

Climate Change & Resilience

In view of the potential risks and impacts posed by climate change, the Group constantly strives to ensure that its new developments and existing properties under management are aligned with regulatory requirements, as well as industry best practices on climate change mitigation, adaptation and resilience.

Our commitments to addressing climate change

As part of demonstrating the Group’s dedication to addressing climate change, we committed to setting near-term science-based targets in the course of our decarbonisation journey, with the aim to reduce carbon emissions to a level that is in line with the Paris Agreement.

In addition, the Group has further demonstrated its commitment to address climate change by collaborating with various parties during the year. For instance, we joined the steering committee of The Asian Corporate Coalition for Climate Change Resilience (“A4CR”) as well as the steering committee of Business Environment Council (“BEC”) Climate Change Business Forum Advisory Group. The Group is also one of the ordinary members of the BEC Sustainable Living Environment Advisory Group. These alliances and memberships play an integral part in driving forward climate change mitigation, adaptation and resilience. In response to the Paris Agreement, the Group has also joined the BEC Low Carbon Charter, the Carbon Neutrality Partnership Pledge and the 4T Charter organised by the HKSAR Government, as part of our efforts to promote Hong Kong’s transition to a low-carbon economy.



As a further step to support the global transition to net zero for a more sustainable future, Henderson Land was among one of the first corporate users to complete a carbon credit transaction on HKEX’s Core Climate Platform.

We purchased a batch of high-quality voluntary carbon credits that were generated from a wind energy project in mainland China and certified by the Verified Carbon Standard (“VCS”) by Verra, an international standard setter. This marked Henderson Land’s first transaction of voluntary carbon credits and is an important milestone in the Group’s efforts to promote a low-carbon economy in Hong Kong.



Task Force on Climate-related Financial Disclosures (TCFD) Recommendations

With the objective to enhance the Group’s transparency on how it considers relevant climate-related risks, opportunities and impacts, Henderson Land has developed and disclosed its climate resilience strategy with reference to recommendations from TCFD since 2021. Subsequently, this strategy has been the guiding force for the Group’s incorporation of climate-related issues into our management process.

As one of the leading property developers in Hong Kong, the Group fully recognises climate change as one of its key business risks. In the face of exacerbating climate-related risks, the Group has factored climate-related risk mitigation, adaptation and resilience measures into its design approach. For instance, The Henderson, one of our flagship development projects, has undertaken quantitative analysis for various extreme climate conditions such as flooding, to understand their impacts on the building structure. The Group has correspondingly incorporated various climate resilience measures into its building design to better manage the risks posed by climate change, such as increased frequency and severity of extreme weather events and rising sea level.

Governance

Board’s oversight

The Board has ultimate oversight of the Group’s climate-related risks and opportunities. Acknowledging climate change as a key business risk to the Group, the Board meets at least annually to discuss climate-related risks and opportunities and climate-related issues are incorporated into the Group’s management process. Our holistic risk management approach combines top-down strategy with

the bottom-up processes of our operations departments to ensure all prioritised climate-related risks are managed by suitable countermeasures at the operational level.

Management’s role

Our Sustainability Committee gathers regularly to discuss sustainability and climate risks and opportunities. The Sustainability Committee has been delegated the overall responsibility to set and update internal sustainability- and climate-related policies, monitor the implementation and overall compliance of the policies, as well as supervise the Group’s sustainability- and climate-related activities and performance. To facilitate Henderson Land’s long-term strategy, the Sustainability Committee also reviews the physical and transition climate risks and opportunities identified. The Sustainability Committee updates the Board regularly on the Group’s sustainability- and climate-related issues.

The Group’s Climate Change Policy serves to reflect Henderson Land’s approach to reducing our carbon footprint through the implementation of various mitigation, adaptation and resilience strategies and initiatives throughout development projects and operations. This policy reflects our dedication to addressing climate change as a collective endeavour throughout the Group.

For further details of the Group’s governance and risk management, please refer to “Our Corporate Governance” section.

GREEN FOR PLANET

Strategy

To pursue a strategy that keeps our business resilient against climate change, we conducted a climate risk assessment with reference to the TCFD recommendations by undertaking forward-looking analysis to consider potential impacts on different business units and to develop plans to mitigate and adapt to climate change.

Geographical location <ul style="list-style-type: none"> Hong Kong Mainland China 	Business activities <ul style="list-style-type: none"> Building design Property development Property management 	Departments involved <ul style="list-style-type: none"> Construction Project management Property management Sales Leasing Finance
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List of climate-related physical and transition risks and opportunities considered
(Prioritised risks are bolded below)

Physical <ul style="list-style-type: none"> Acute <ul style="list-style-type: none"> Increased frequency and severity of extreme weather events Drought and water stress Chronic <ul style="list-style-type: none"> Increase in average temperature Rising sea levels 	Transition <ul style="list-style-type: none"> Policy and legal <ul style="list-style-type: none"> Tightened requirements and regulations on building Carbon pricing and tax Evolving climate management and disclosure requirements Technology <ul style="list-style-type: none"> Increased implementation of Property Technologies ("PropTech") Increased system replacement cost due to new technology Market <ul style="list-style-type: none"> Increased demand for renewable energy Shifting market preference Increased insurance premium Reputation <ul style="list-style-type: none"> Increased expectation from stakeholders
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Climate risks and opportunities	Potential impacts	Our resilience strategy
Physical Increased frequency and severity of extreme weather events such as strong typhoons and rainfalls Increase in average temperature	<ul style="list-style-type: none"> Decreased revenue due to extreme weather events that reduce customer traffic and delay construction projects Increased capital expenditures for the implementation of mitigation measures required Increased operational costs due to higher utility demand and more frequent health and safety incidents Reduced asset value due to the exposure of continuous climate risks 	<ul style="list-style-type: none"> Undertake precautionary measures for all employees and workers during typhoon and rainstorm season, such as developing operation continuity plans and conducting emergency drills Working instructions have been stated in the Integrated Management System to give directions on preventive measures and operational procedures Carry out climate risk assessment and incorporate climate-resilient designs in major new developments, for example, The Henderson is designed with a 4-ply double-laminated glass unit façade which can withstand the region's super typhoons Incorporate designs to adapt to rising temperature in our latest development projects, such as greening and shading pavilions and installation of energy-saving hanging fans with high air volume Promote the use of energy-efficient and advanced models of cooling systems and eco-friendly refrigerant
Transition	Tightened requirements and regulations on building energy efficiency and green building standards <ul style="list-style-type: none"> Increased capital expenditures in construction and operations for the procurement of energy-efficient equipment Increased risks of non-compliance with the requirements of building standards 	<ul style="list-style-type: none"> Commit to Government's Energy Saving Charter and "4T Charter" (Target, Timeline, Transparency and Together) Schemes to impose energy-saving measures and procure energy-efficient equipment Set targets in response to Hong Kong's Climate Action Plan 2050 Incorporate green building and renewable energy installations in our new development projects, such as the zero-carbon roof with solar energy panels and wind turbine at The Holborn in Quarry Bay and The Upper South in Ap Lei Chau

GREEN FOR PLANET

Climate risks and opportunities		Potential impacts	Our resilience strategy
Transition	Increased implementation of PropTech in building construction and property management	<ul style="list-style-type: none"> Increased capital expenditures in construction and operations for the procurement of new technologies and R&D Long-term opportunities to embrace technology to improve efficiency and enhance our reputation and branding 	<ul style="list-style-type: none"> Source and introduce technological applications such as Ampd Enerainer¹³ which can reduce the usage of diesel fuels Maximise the use of prefabrication and timberless construction to reduce carbon emission during the construction process and transportation
	Increased expectation from stakeholders (including banks, investors, etc.)	<ul style="list-style-type: none"> Potential negative impacts on share price and investor demands due to lack of climate risk governance and disclosure Possible lowered cost of capital through green finance while enhancing the Group's green building portfolio 	<ul style="list-style-type: none"> Include climate-related risks and opportunities disclosure in our sustainability reports Actively engage stakeholders including government authorities, green groups, and professional institutes to understand their expectations in key sustainability areas including climate change Integrate sustainability considerations, including building energy efficiency into green financing, by which we have secured over HK\$47 billion from green loans facilities, green undertakings facilities, sustainability-linked loans, etc., most of which are for standby purposes

¹³ The Ampd Enerainer is an energy storage system developed by Ampd Energy, and a greener replacement for traditional diesel generators in construction

As a result of the Group's climate resilience strategy setting out the new principles to be considered in building design, we have actively adopted climate resilience measures in our development projects. The Henderson, as an example, not only incorporates protective measures in its building design in consideration of the risk of sea level rise arising from climate change, but has also adopted the use of strengthened façades and window panes to ensure that it can resist the impacts from extreme weather conditions, such as flying objects striking the façade.

Risk management

We acknowledge climate-related issues as one of our key business risks, and proactively take steps to identify the specific risks, opportunities and impacts led by climate change.

The Group has adopted a comprehensive process to identify climate-related risks relevant to our assets and operations across key markets. This was achieved by engaging key internal stakeholders and management for a high-level assessment in the form of a series of workshops. Risks and opportunities have been prioritised based on stakeholders' understanding and assessment of the likelihood of each risk and opportunity and its level of potential impact on the Group, while taking into consideration different timeframes, our growth and development plan, as well as the Group's unique business nature and geographical location.

Furthermore, as a means to more efficiently and effectively address the physical climate risks that may pose a threat to the Group's operations, we have included various physical climate risks into our risk register. For example, given the material nature of the increasing frequency and severity of

extreme weather conditions (including typhoons, hurricanes and heavy rain), the impact posed on our properties and operations would likely increase. The inclusion of such risks into the Group's risk register enables the Group to closely monitor the risks and impacts that the Group may encounter, and will be able to address the growing risks with appropriate adaptive and mitigative measures.

Targets and metrics



Henderson Land strives to maintain a comprehensive inventory of its greenhouse gas ("GHG") emissions. We currently disclose Scope 1 and 2 GHG emissions and are working towards establishing Scope 3 GHG emissions inventory, to ensure that the Group's GHG emissions and its subsequent calculation of the metrics are in line with the GHG Protocol. This would also allow aggregation,

comparability, and trend analysis across historical data sets. To formulate a clearly-defined pathway to reduce and monitor GHG emissions during the year, the Group has also committed to setting near-term science-based targets and is currently preparing our submission to SBTi for validation and approval.

We publish key metrics on GHG emissions, waste management, energy and water usages in our annual Sustainability Report, which enables us to monitor and keep track of areas with heightened climate-related risks. On top of managing the Group's GHG emissions via various metrics, we have also set targets for our operations in regard to different climate and sustainability-related aspects, such as energy intensity and green building ratings. Please refer to "Sustainability Targets and Progress" for further details.

Piloting Scenario Analysis at The Henderson

In order to comprehensively predict, monitor and manage the risks, opportunities and impacts brought about by climate change, the Group conducted a scenario analysis on the most material risks that may affect the Group's flagship commercial building, The Henderson. The climate scenario adopted is the Representative Concentration Pathway used by the Intergovernmental Panel on Climate Change (RCP8.5), which represents a scenario where projected global average temperatures may increase by 4.3°C by 2100. The scenario provides comprehensive data for us to evaluate the exposure to risks of our assets and operations across different timeframes, e.g. periods from 2046-2065 and 2081-2100. The assessment of The Henderson's risk against different climate conditions required understanding the potential climate conditions, including the frequency of severe rainfall, tropical cyclones and typhoons that may pose a threat to The Henderson's location and its structure. The projections were then used to understand the severity and likelihood of impacts on The Henderson, and to identify relevant mitigation and resilience measures.

Assessed risk	Potential impacts	Our resilience strategy
 Sea level rise	<ul style="list-style-type: none"> Potential malfunction of electric components leading to disruption of building operations Increased need for business continuity plan to ensure worker, tenant and customers' safety 	<ul style="list-style-type: none"> Placing electrical service and distribution systems and heating, ventilation and air conditioning systems at higher levels Implementing dual drain and dual power risers systems
 Tropical cyclones and typhoons	<ul style="list-style-type: none"> Possible falling off and defects of building structure 	<ul style="list-style-type: none"> Use of above market standard façade system taking into account air and water tightness

With The Henderson serving as a pilot for climate-related analysis, we are intending to expand the analysis and assessment to ensure climate-related issues affecting both the Group as well as the users of our properties will be mitigated.



CASE STUDY Our Green Building Showcases

As an advocate of green building, we excel at designing and operating our buildings with green and sustainable features and we align our projects with international green building standards and requirements. The properties highlighted below epitomise our comprehensive green building design approach.

Henderson Metropolitan, Shanghai

Henderson Metropolitan has obtained TRUE Platinum certification. While we are developing green building and advocating the concepts of low carbon, we take a step further to create a harmonious ecological environment. This is exemplified by our zero waste efforts in the property with a waste diversion rate of 91% from July 2021 to June 2022.

We were delighted to be awarded the ISO 50001:2018 Energy Management Systems Standard, which reflects our contributions to reducing energy costs and greenhouse gas emissions so as to reduce the impact on the environment, thereby demonstrating our commitment to continuously improve energy efficiency.



The project also saved nearly 40 tonnes of carbon dioxide through energy-savings and low-carbon transformation measures, with these efforts being recognised by local government bodies in Shanghai.

H Zentre

As the first development in Hong Kong that is centred around wellness and health, this 340,000-square-foot commercial complex seamlessly combines innovation and sustainability and embodies an innovative dining, wellness and retail trade mix within a one-tower development. Distinguished by a diverse mix of smart fixtures, green elements and lifestyle amenities, H Zentre is a paragon of modern comfort, efficiency and convenience. We are more than delighted that it is the first project to achieve BEAM Plus (New Buildings) v2 - Final Platinum Rating. Other accolades include WELL Building Standard - Gold Pre-certification, LEED (Core & Shell) - Platinum Pre-certification, "International Innovative Energy Project of the Year" by the Association of Energy Engineers, USA as well as listed as finalist in Green Building Awards.



Solar desiccant to control humidity



Extensive greenery



Vegetation irrigation by rain water recycling system



World Financial Centre, Beijing

Following its achievement of LEED v4 Platinum certification (Building Operations & Maintenance: Existing Buildings) in 2020, the property has recently attained the Parksmart Pioneer certification. Parksmart is the world's only certification system designed to advance sustainable mobility through smarter parking structure design and operation. It complements LEED and other certifications and is administered by Green Business Certification Inc. ("GBCI"). This recognition is a true testament to the Group's focus on innovation and sustainability, motivating us to keep driving positive social and environmental change for years to come.

During the year, we revamped the carpark to enhance users' experience and incorporated elements of smart and sustainable living, with newly-introduced features including:

- **Promoting a green community**
 - Priority parking and EV charging for carpool or vanpool customers
 - Metro line maps and bike parking guides in public areas
- **Energy saving**
 - Use of LED lighting in parking spaces to reduce the use of electricity
- **Smart facilities**
 - Smart autopay system for carpark users to enhance hygiene, minimise contact and improve operational efficiency



Green Letter of Undertaking from HSBC

The issuance of the green letter of undertaking by HSBC for our latest residential project, named Henley Park, reinforced our position as a market-leading developer in green building and sustainable practices. Looking ahead, we will continue to go above and beyond by incorporating green and sustainable practices in future property designs.





GREEN FOR PLANET

Energy Efficiency and Emissions Reduction

Recognising energy consumption as the Group's major source of GHG emissions, we actively identify areas to systematically manage and optimise energy use. Our property management subsidiaries have implemented Integrated Management System ("IMS") in our energy-related operations. We also follow the Environmental Instructions ("EI") for ISO 14001:2015, which guides how we manage different environmental aspects. We set various targets last year in order to monitor and enhance our performance. Please refer to "Our Sustainability Strategy and Highlights" for details.

As standard practice, the Group deploys various eco-friendly technologies at every stage of our properties' lifecycles, including construction, property development and property management. To achieve our reduction targets, we continued to undertake the below measures in energy saving and efficiency, including:

Construction

-  Replaced diesel vehicles with EVs at construction sites progressively
-  Deployed photovoltaic panels at all construction sites to provide temporary lighting
-  Installed compact fluorescent lamps and LED lighting
-  Replaced diesel generators with Ampd Enertainer, an electric power storage unit to power machinery and equipment


Property development

-  All new properties with carpark are 100% equipped with EV charging capability to support the increasing demand from residents and tenants and encourage them to switch to EVs
-  Wind turbines installed in the roof of The Quinn · Square Mile to generate electricity and supply energy to the property's Aquaponics system
-  High-efficiency heating, ventilation and air conditioning ("HVAC") equipment and daylight sensors are installed in The Henderson leveraging smart central chiller plant optimisation
-  Solar power for lighting in outdoor landscape areas and the fully automatic irrigation system in all landscape areas and urban farms

Property management

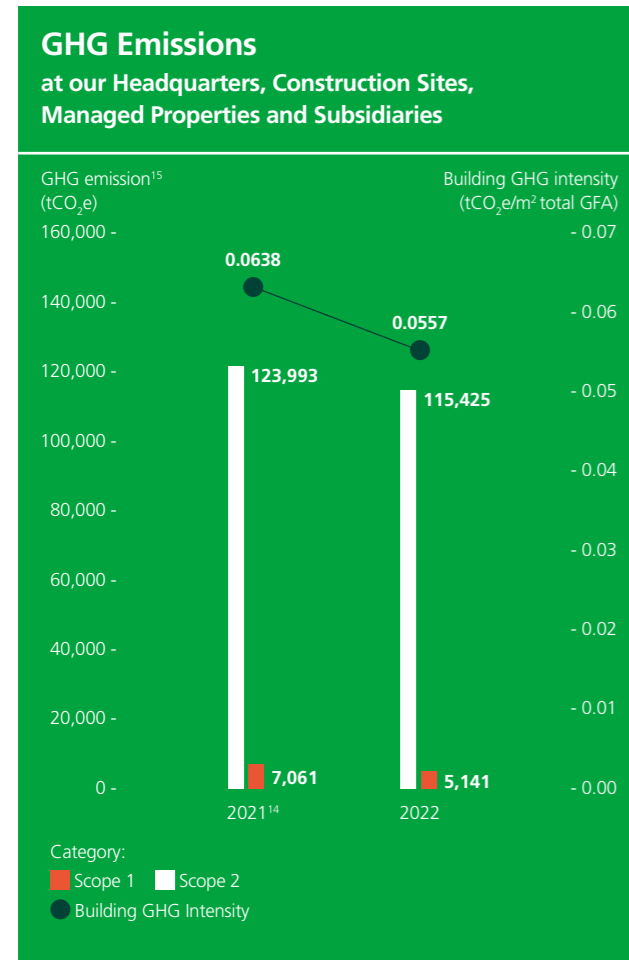
-  Formulated Environmental Protection Committee to review and promote energy-saving opportunities, review goals and targets annually, as well as to conduct inspections periodically by independent certification body
-  Conducted comprehensive energy and carbon emission audits on a majority of our wholly-owned existing properties to identify energy-saving opportunities
-  Used smart and artificial intelligence technology to monitor chiller plants and the operation of air-conditioning systems
-  Applied solar control film on skylights to reduce solar heat gain to the indoor environment, limiting the maximum temperature increase to 4.7°C, to achieve energy savings in our existing shopping malls
-  Took part in energy-saving campaigns such as "Earth Hour" organised by WWF and "No Air Con Night" organised by Green Senses

Hotel

-  Offered EV chargers in The Mira Hong Kong's carparks

GREEN FOR PLANET

We have installed various renewable energy systems in our properties. During 2022, we generated and consumed a total of 52,562 kWh from our renewable energy systems.



¹⁴ As we expanded the data scope of GHG emissions, energy consumption and water consumption to cover construction sites of our own construction subsidiaries in Hong Kong, HIL and Miramar Group in 2022 and 2021, we have adjusted the overall Group-level data in 2021 to reflect this accordingly



¹⁵ In 2022, we have updated our approach of calculating our Scope 1 GHG emissions to include emission generated from purchasing refrigerants. Adhering to the reporting principles of 'consistency', we adjusted our calculation for 2021 to align with that in 2022 and allow for meaningful comparison of data over time

Material Use

The Group drives sustainable building practices by investing in environmentally-friendly designs and procuring recycled and renewable materials to minimise our carbon footprint. Guided by our Environmental and Sustainable Procurement Policies, our Construction Department and Property Management Department only procure certified or accredited sustainable products, technologies and equipment, where possible such as Forest Stewardship Council certified products.

Multi-trade Integrated Mechanical, Electrical and Plumbing (MiMEP)

The MiMEP method, which stems from the Modular Integrated Construction ("MiC") technology, has been introduced recently into our construction practices. MiMEP minimises on-site works by integrating multi-trade building services components into a single assembly of prefabricated modules in the factory before they are sent to the site for connection. Examples of products assembled include integrated air handling units, modular cooling towers and condensing water pipework systems. The adoption of MiMEP not only improves construction quality, but it also

helps to reduce carbon emissions and waste generation whilst enhancing the productivity and safety of our construction process. The method was initially used for the Union Hospital project in 2022 and combined with the MiC approach to improve on-site productivity, quality and construction safety. The Group will seek every opportunity to extend MiMEP to other projects in order to reduce construction waste as well as to optimise environmental performance.



Below are other highlights of our efforts to optimise the construction process with alternative materials and methods:

Apply self-foaming protective coating material on the curtain wall to provide durable protection, eliminate replacement due to damage and reduce overall waste generation

Continue to adopt the Group's self-developed and patented Design for Manufacture and Assembly ("DfMA") approach at construction sites and roadshow booth setup, which involves prefabricating modular units off-site in factories. Aluminum formwork has been employed and applied entirely at all typical floors construction to achieve at least 70% reduction of timber formwork use as compared previously

Source locally or regionally manufactured materials to reduce carbon emissions

Use interlocking pavers which the manufacturer launched "Life Paving Programme" to recycle the construction waste and waste glass to produce pavers

Avoid using ozone-depleting refrigerants and building materials such as non-chlorofluorocarbons-based refrigerants

Use electronic tablets during regular construction site inspections to minimise paper consumption at construction sites

Recycle and reuse works are strongly encouraged to be carried out in addition to DfMA at all construction sites to minimise the negative impact, for example, bamboo and aluminium formwork are usually returned to the subcontractor for recycling and reusing in their future projects

Consider to adopt Eco-Block, which contains eco-friendly materials generated from industrial waste, for building the partition wall. It could potentially reduce the need for follow-up plastering works and reduce around 30% of the amount of material consumed



GREEN FOR PLANET

Waste Management

The Group seeks to promote a circular economy by improving waste management. Our Environmental Management System Manual and Environmental Procedure and Instruction outline the proper handling of waste and effluents generated from our daily operations such as construction and property management. We regularly engage external consultants to perform audits and conduct environmental risk assessments to evaluate and advance our waste management processes.

We also set targets to further help improve waste management practices in our construction processes. Please refer to “Our Sustainability Strategy and Highlights” for details.



CASE STUDY Mi Go Green Platform by Miramar Group to Achieve Circular Economy

In November, Miramar Group launched “Mi Go Green”, a brand-new platform that embeds sustainable development and environmental protection at the core of its operations. By collaborating with prominent like-minded organisations including FOOD-CO Redress and The Hong Kong Polytechnic University’s School of Fashion and Textiles, a range of activities focusing on “Fashion”, “Food” and “Shop” were rolled out during the year to encourage the public to pursue a sustainable lifestyle.



The Mira Hong Kong functions according to the concept of “from perish to cherish” and takes every opportunity to minimise food waste in its food and beverage (“F&B”) services. As a co-host of the FOOD-CO Partners’ Recognition Ceremony 2022 luncheon with FOOD-CO of St. James’ Settlement, the Mira Hong Kong amazed the guests with a sustainable feast that included a creative twist. Masterminded by an award-winning culinary team, all dishes were created wisely and thoughtfully with an emphasis on the zero-waste concept.

The platform signifies Miramar Group’s strong emphasis on creating a circular economy. Looking ahead, Miramar Group will continue to explore opportunities to promote better resource use and a sustainable lifestyle.

To raise awareness of reducing and recycling waste, the Group engaged our employees, tenants, customers and the wider community to participate in various programmes as detailed below:

Reduction at source

Measures at our managed properties

- Goodwill, Hang Yick and Well Born participated in the Umbrella Bags Reduction Accreditation Programme 2022 organised by Greeners Action and received the Diamond Award for our efforts. We reduced the distribution of umbrella bags by providing umbrella dryers at our shopping malls and office lobbies



- Continued to participate in Toner Bottles and Cartridges Recycling Programme at our Headquarters



Measures at sales offices and show flats

- Rolled out “Print-on-Demand” for our Product Brochure to shift some of the readerships online and reduce paper consumption
- Applied Honeycomb design approach to build show flats in honeycomb structures, minimising the amount of stone used
- Reused furniture and decorations for other show flats or other clubhouses of different properties

Recycling measures

Food waste

- Since August 2022, The Mira Hong Kong has participated in the food waste collection and recycle programme spearheaded by the Environmental Protection Department and organised by the Green Council. During 2022, over 15 tonnes of food waste have been sent to O-PARK1 and converted into biogas as renewable energy and compost



- Food decomposers will be installed in Baker Circle, and food waste recycling activities were initiated in selected residential properties such as Hill Paramount, Regence Royale and Grand Promenade



H Zentre’s food waste processors

- Food waste processors are installed at various locations including Metro City Plaza, MCP CENTRAL, Trend Plaza and H Zentre



CASE STUDY

Engaging our Residents in the Recycled Plastic Christmas Tree Programme

To raise awareness of waste management among our employees and residents, Hang Yick and Well Born rolled out the Recycled Plastic Christmas Tree Programme in December across all the residential properties that they manage. Not only did the Christmas trees add colour and joy to the festive season, they also served to educate our residents about upcycling by showing the concept in action.



We collected 13,380 used plastic bottles from residents, they were then screened, sanitised and decorated by our employees before being transformed into a total of 83 sparkly Christmas trees to be decorated around the properties.

In future, the Group will continue to seek opportunities to create impact and awareness by collaborating with stakeholders on different waste management initiatives.



Other waste

- Installed reverse vending machines in 8 of our properties as part of the Group’s participation in programmes such as Reverse Vending Machine Pilot Scheme organised by Environmental Protection Department and “Drops of Fun” programme organised by Watsons Water to encourage plastic bottle recycling. Over 11,000 kg of plastic bottles were recycled during 2022
- Used light bulbs at Miramar Group, Hang Yick and Well Born were collected by Environmental Protection Department appointed waste collector
- Miramar Group, Goodwill, Hang Yick and Well Born joined the Christmas and Peach Blossom Trees Recycling Programmes organised by Environment Protection Department
- Goodwill and Citistore participated in Greeners Action’s Lai See Reuse and Recycle Programme, collected over 750 kg of red packets
- 50,400 kg of old apparel were collected by recycling non-governmental organisations (“NGOs”) such as Spring Blossom Scheme
- Over 100 mooncake boxes and thermal bags were recycled during the Mid-Autumn Festival under Christian Family Service Centre’s Mooncake Container & Thermal Bag Recycling Scheme

Water Conservation and Management

Acknowledging the importance of water resources to our business operations, we constantly seek opportunities to reduce water usage and optimise consumption by implementing water-saving initiatives wherever possible.

We strive to embed water-conserving features into our property design, including the adoption of low flow water fixtures to save potable water and the use of dual flush toilets to reduce effluent discharge.

At our construction sites, we discharge wastewater in accordance with the Government’s regulations. We conduct an Environmental Risk Assessment every year to determine the impacts of wastewater discharge from our construction sites on the water quality in Hong Kong, with follow-up actions implemented in a timely manner to address the gaps identified in the assessment.

We aim to collect and recycle all wastewater inside the construction sites as much as possible.

At our properties and hotels, we review a monthly water consumption report to identify abnormalities. Various water-saving installations have been adopted to reduce water usage. In The Mira Hong Kong and Mira Moon, water aerators have been installed in shower facilities to reduce water consumption in all guest rooms. We have also set up a rainwater recycling system at H Zentre to harvest rainwater for irrigation.

We follow applicable regulatory requirements to discharge effluents from construction sites, while wastewater from our offices and property premises is flushed through the municipal drainage systems in the cities where we operate.



INNOVATION FOR FUTURE



Innovation has always been central to the way we design, build and operate and we have introduced new solutions and technologies that create a quality and smart living environment for users, tenants and residents alike.

"Innovation for Future" provides information on the Group's committed approach, and corresponding actions, to innovate and develop a more sustainable community throughout our extensive sphere of influence.





CASE STUDY The Henderson

We have launched an industry-first LIT ESG Partnership Programme at our flagship commercial development, The Henderson. The programme leverages technologies including ESG Behaviour Tracking, Data Collection, Data Management and Analysis.

The Henderson is highly sought after by businesses that share the Group's vision of embracing forward-thinking design and technology to enhance sustainability and workplace quality. With its state-of-the-art innovative and sustainable design, The Henderson is well positioned to provide the most comfortable environment with world-class facilities. A dedicated digital tenant platform, ITEAP, has also been established to ensure tenant-centric smart building experiences, in which its defined data schema and optimised analysis models enable near real-time

interaction between building operators, tenants and the assets. The insightful analytics on user behaviour with data including energy, carbon, and waste management provide a basis to deliver tailored services and adaptive customer experiences for tenants to enjoy. This data will be visualised as a dashboard so that building operator can monitor The Henderson's ESG performance and also respond in real-time to property operations.

To ensure close attention is paid to the health and well-being of the tenants, Internet of Things ("IoT") sensors are installed throughout The Henderson to enable seamless monitoring of the building environment so that optimal performance in indoor climate and air quality can be maintained. The extensive use of smart designs are all rooted in the commitment of The Henderson to provide

the best support for flourishing businesses around the clock, fulfilling the needs of globalised business trends throughout the day in a resilient and stable manner. A multi-purpose, intelligent tenant "Smart Office" mobile app harnessed with the power of artificial and emotional intelligence, as well as multi-language support, will also enable thoughtful user experiences to enrich the lives of the tenants. Their improvements in ESG performance will also be evaluated through four distinct key drivers - Carbon Neutrality, Health and Well-being, Partnership for Good, and Integrated Culture - and participating tenants' and individual employees will be rewarded with "HEND Coins" upon reaching specific sustainability milestones.



The Henderson, Hong Kong
by Zaha Hadid Architects for Henderson Land
Render by Cosmoscube



The Henderson, Hong Kong
by Zaha Hadid Architects for Henderson Land
Renders by Arqui9 and Cosmoscube

The Henderson has been achieved numerous accolades:





CASE STUDY


Incorporating Smart Living and Automation Features at Residential Properties

Across the Group's latest range of residential properties, such as One Innovale, Baker Circle, Caine Hill, Square Mile, The Henley and Henley Park, smart living and automation features have been implemented to enhance the resident journey and living spaces, which in turn help to improve their quality of life.

With the aim to enhance ease of access to various facilities within our residential properties, we have introduced mobile applications which have various facility-related functions, such as clubhouse facilities booking, lift calling, and mail delivery notifications. We have also introduced the use of robots for food delivery and sanitisation. Such services are aimed to provide a seamless experience for anyone at our residential properties.



Smart living and automation are also features of our residents' homes, ensuring that they enhance the quality of their living environment.


-  Voice control on air-conditioning, lighting, air purifier, television and curtains
-  Customisation on self-purchased electrical appliances and sensors
-  Air quality monitors
-  Sensor to connect to smart living system
-  Outdoor air quality ("OAQ") and IAQ sensors connecting to home automation devices (real time alerting residents open/ close window, turn on/ off air purifier)
-  Nano-Confined Catalytic Oxidation ("NCCO") air filtration installation in each apartment to efficiently absorb and filter out catalytic pollutants
-  Wardrobe with sterilization features





Technology Innovations


Technology and smart solutions are crucial to realising the Group's sustainability vision, helping us to minimise our environmental footprint and better engage with people and partners. By introducing different PropTech in our operational processes and products, the Group strives to optimise efficiency and performance along its value chain from construction to sales and property management.


Construction

 Adopted the Ampd Enerainer at our construction sites, which is an energy storage system developed by a Hong Kong start-up dedicated to creating emission free construction by replacing the consumption of diesel fuel and electrifying the construction process

 Widely implemented our patented timberless method to originate construction materials and DfMA elements by replacing timber in our construction process with aluminium formwork. Please refer to the "Green for Planet" section for further information

 Leveraged PlanGrid software for cloud-based site plans and drawing management, as a means to streamline the communication process between different construction teams and to minimise defects and mistakes


 Digitalised the construction project management process by using e-permits to monitor injury-prone work processes and introduced intelligent alarm clock system to monitor unauthorised work and entry to certain areas. These systems enable us to have better control over dangerous work practices and minimise safety issues

 Offered Virtual Reality training for workers that includes virtual operational experience and behavioural data collection. The data collected assists with preventive action planning, which should achieve greater efficiency and better productivity compared to traditional seminars and training




Property management




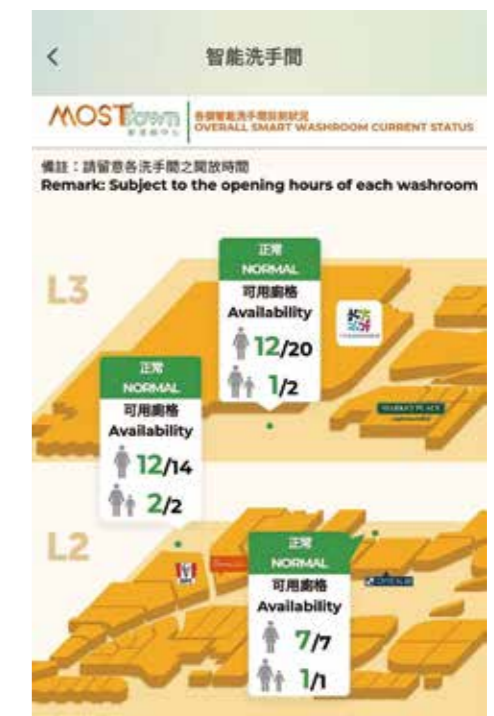
 To improve the experience for visitors and efficiency of our receptions at Two International Finance Centre, our HLD Companion mobile application enables tenants to register their guests in advance. Invited guests will receive a message and email with a QR code before their visits for a faster and smoother registration process



 5G Real Time Robots were introduced to enhance innovative customer experience at our shopping malls. Equipped with 4K Camera, the robots can transmit live video to the management office. Moreover, the robots are synchronised with the shopping mall shuttle lift system so that they can reach other floors in the mall, enabling efficient patrols and disinfection



 Smart washrooms were installed at MOSTown, whereby the vacancy status of washroom cubicles will be automatically detected by sensors and shown on the H-COINS mobile app. To shorten the queuing times, a signage panel was set up to direct users to washrooms on other floors



Consumer experience

Harnessing AR technology at One Innovale

The Group has introduced AR technology to its advertising and promotion programme for One Innovale, with a particular focus on highlighting the site's location in the "Northern Metropolis" which has prospects to become a hub for innovation and technology development in the Greater Bay Area. The use of AR allows customers to learn about One Innovale without visiting our sales office. Specifically, target customers can refer to the interactive 3D rendering models and AR technologies offered through smartphone applications to learn more about the facilities that are offered at Club Innovale (One Innovale's clubhouse).

In addition, Utopia Tree and Imma, the art piece in One Innovale from Phil Price and the first Asian virtual influencer respectively, have also been incorporated into the AR experience to exemplify our focus on art and the value of people.



Henderson eHOME mobile app

The Henderson eHOME mobile app digitalises purchases for home buyers and real estate agents, making the overall sales process more efficient, secure and environmentally friendly. The app provides end-to-end support ranging from registering, sales arrangement notification and mortgage plan information, to arranging the handover of properties. It has been deployed and is being used in the sales of other residential properties.



Customer loyalty programme

H-COINS programme

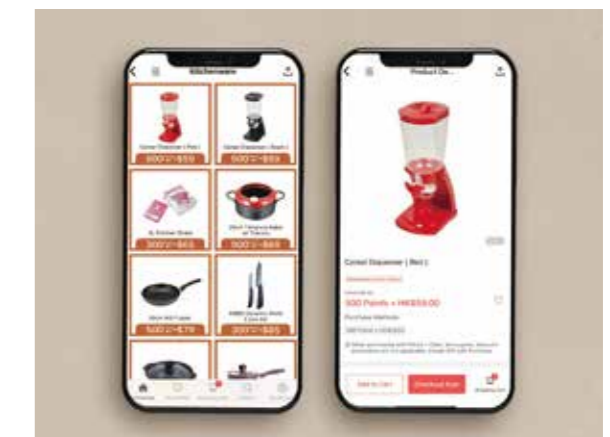
 During these 3 years, Hong Kong has faced the unprecedented challenges brought by COVID-19 pandemic and associated social distancing measures, as a means to support tenants and the local retail sector during this difficult time, we introduced the "Summer shopping triple points" through H-COINS, an integrated membership rewards programme covering 7 participating Henderson malls. H-COINS members who make purchases during the promotional period at our 7 participating malls in prime locations will not only earn standard Coins, but also receive cinema vouchers and an additional 2,000 Coins.

In supporting the Government's Consumption Voucher Scheme 2022, we have offered additional rewards to support the rebound of the local retail sector by encouraging members using electronic payment method. H-COINS members can earn 1 Coin for every HK\$1 spent, so that our members can maximise rebates from small or large volume purchases. H-COINS members can benefit from the easy and innovative retail experience offered as part of the programme, also enjoy fast and easy redemption of all types of rebate privileges. This means greater benefits and more excitement.



CU APP

Since its launch in November 2021, CU APP has been actively recruiting members and rewarding customers of APITA, Citistore, Citilife, Guu-san and UNY. Through the CU APP platform, members are able to keep track of their previous transactions, and redemption and rewards summaries with ease. CU APP members can also enjoy the various privileges and rewards both physically at local stores and online. The app has now surpassed 440,000 members in total.



E-Wallet of Square Miles Association

Launching E-Wallet with Square Miles Association as part of move-in gifts to all Aquila Square Mile's owners, enabling the owners to spend at the restaurants of association's member in the area of Square Mile.



Smart solutions for better homeowner and tenant experience

Patents obtained

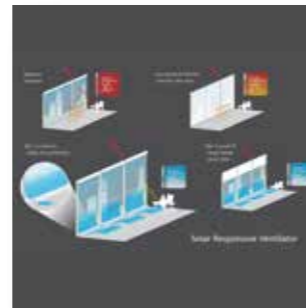


Air Quality Enhancing and Conditioning System - Liquid Desiccant Cooling

A holistic air quality enhancement ventilation system provides better air quality and thermal comfort than conventional air-conditioning. This patented technology not only optimizes indoor air temperature but automatically dehumidifies, disinfects and filters the air while achieving energy saving.

Solar Responsive Ventilator

Another project-specific patented novel technology keeps tenants comfortable wherever they sit. When the sun shines, a cushion of cool air envelopes the window area, keeping the sensation temperature comfortable while letting in enjoyable daylight.



Lift Sterilisation Pod

A revolutionary project-specific patented innovation to keep our lifts hygienic by regularly and automatically sterilising the air and lift surfaces with UV-C and ionisation, tackling bacteria and viruses, to safeguard the health of passengers and serve as part of the resilience plan for potential illness threats.

Depuration Porch

The Depuration Porch is an innovative air purification system for residential units. Specifically, it enables indoor air quality to be monitored using the home automation system. When a resident enters the entrance lobby using the smart system or steps into the foyer of a residential unit, the air purifier will be automatically activated to purify the indoor air as well as to air wash the resident's clothing.



Social Innovations

As one of Hong Kong's leading property developers, Henderson Land has further solidified its status as an innovator in transitional housing projects and urban renewal, and proactively seeks to address the demand for quality housing in the city through collective efforts with external partners. The Group takes pride in creating sustainable neighbourhoods through key social innovation projects, as it constantly challenges existing conventions in property development. We demonstrate innovation in how we design, build and redevelop urban areas while engaging with stakeholders to enhance residents' quality of living.



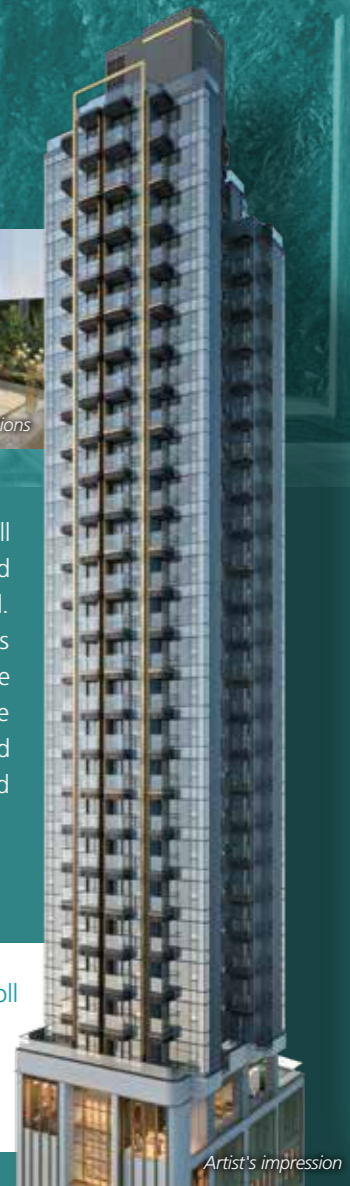
CASE STUDY
Caine Hill



Situated in the heart of Hong Kong's densely-populated Mid-levels district, Caine Hill is designed with the aim of connecting the city's diverse habitat, rich heritage and societal development, all of which are integral to where the development is situated. In particular, to enable pedestrians to better appreciate the district, the Group has improved and even revitalised the environment surrounding Caine Hill, widening the pavements to increase walkability and providing podium landscaped garden to enhance the ventilation at street level. The horizontal and vertical greenery, water feature and artistically impressed weather station on the podium benefit the microclimate and mitigation of urban heat island in the development site and the neighbours.

Our Impact

With wider pavements and extra connecting stairs, pedestrians are able to stroll down the streets in the Mid-levels and SOHO area with greater comfort, which in turn enhance the connectivity within the area and allows them to immerse in the district's rich habitat and heritage.





CASE STUDY Transitional Housing Projects

We believe that cross-sector collaboration is key to achieving the common goal of eliminating subdivided units and improving the living standard of low-income families in Hong Kong. As a property developer, Henderson Land has been utilising its resources to actively support the transitional housing initiative by offering various land sites and temporary vacant units in urban areas and the New Territories for developing transitional housing.

The Group was the first developer in Hong Kong to participate in this initiative, and all transitional housing projects with land provided by the Group have employed the green MiC method, which shortens construction time and minimises the waste generated during the construction process.



“ Dr Lee Ka Shing, Martin, Chairman of the Group, hopes that the Kong Ha Wai project can help to establish a vibrant community to enhance the quality of life of thousands of low-income families. ”

Kong Ha Wai Transitional Housing Project

This is the largest transitional housing development project in Hong Kong. With the completion of the first and second phases of the project in May and December 2022, a total of 1,998 residential units have been provided, which are expected to house around 40,000 residents throughout the whole project period. The project is operated and managed by Pok Oi Hospital.

Former Chief Executive Mrs Lam Cheng Yuet-Ngor, Carrie, together with former Secretary for Transport and Housing Mr. Chan Fan, Frank, Chairman of the 73rd Board of Directors of Pok Oi Hospital Ms Lam Kwan, Linda, and the Group's Chairman Dr Lee Ka Shing, Martin paid a visit to the newly moved-in families in June 2022 to learn more about their experiences and daily lives.

To breathe new life into Kong Ha Wai and to improve residents' sense of belonging, the Group invited artists to create four mural paintings around the transitional housing project, featuring Kong Ha Wai's natural environment, clothing, food, housing and transportation, among others. Not only do these artworks help beautify the environment, they also bring art to the community and add a splash of colour to residents' lives.

Kam Tin Project

Following the success of the Kong Ha Wai project, in 2021 the Group offered another site in Kam Tin to contribute to the worthy cause of improving the quality of life for low-income families. A ground-breaking ceremony was held in August 2022 and this new transitional housing project is expected to accommodate some 2,800 residents concurrently in its 1,028 available units upon its completion in the third quarter of 2023.

Operated and managed by the New Territories Association of Societies ("NTAS"), the project is conveniently situated on Kam Po Road, Yuen Long, which is just a few minutes' walk from Kam Sheung Road station. It comprises three residential blocks and one amenity block, and a supermarket, restaurants, clinics and recreational facilities are among some of the community services and amenities to be provided to residents.



Ngau Tam Mei South Project

This new transitional housing project is set to commence in the second quarter of 2023 and is expected to be completed in 2024, providing 1,208 units for those in need of an improved living environment, such as people currently in inadequate housing such as subdivided flats and scrap metal huts.



CASE STUDY Baker Circle

Artist's impression



Baker Circle in Hung Hom is a significant urban residential redevelopment project considering its scale. Comprising seven sites and nine towers, it is an example of a mega development that aspires to transform one of the most humble, authentic neighbourhoods in Hong Kong. Inspired by the "Walk in HK" policy mentioned in the Chief Executive's Policy Address, the master planning of Baker Circle aims to enhance the neighbourhood's walkability by adopting a comprehensive and integrated strategy to enable residents, tenants and even passers-by to commute, connect and to enjoy the community.

The purpose of Baker Circle's focus on enhancing the walkability and promotion of sustainable urban mobility in its neighbourhood is to achieve various social, environmental and health benefits for its users and residents. We aim to achieve our mission through:



Widening of pedestrian pavement

Some of the key improvements made to the streetscapes include the widening of pedestrian pavements from 2 metres to 3.5 metres and the widening of the service lane from 3 metres to 4 metres, thereby reducing congestion and enhancing ventilation in the area.



Strategic planning of vehicular routes

The carpark entrances within Baker Circle are strategically placed at the edge of the site, thereby reducing the number of vehicles driving inside the project boundary. This will help to tackle the vehicle-pedestrian conflicts.



Connecting to public transport

Baker Circle's premier location provides connectivity to three MTR stations, a number of bus stops and a ferry pier. The pedestrian area promotes an alternative mode of mobility since walking is a natural, emission-free and healthy option for public transport patrons to complete the first or last mile of their journeys within the Baker Circle area.



Artist's impression



Creating a clean, comfortable and healthy walking environment

With measures to manage vehicle speed and reduce traffic, pedestrians are offered a safe environment with reduced risk and danger from motorised traffic. Furthermore, street furniture, resting points and urban greenery are provided at appropriate locations along the streets for a more comfortable walking environment.



Artist's impression



Designing attractive, interesting and vibrant pocket spaces

In Baker Circle, shops, eateries, entrances to buildings and even public art hotspots line the pavements, enabling pedestrian interaction between the private and public spaces. Secret Garden and the Piazza also provide seating close to a variety of different activities enabling pedestrians to rest during their visits.



Artist's impression

Our impact

Our work to improve the area's landscape, including enhancing the walkability of the streets, has injected vibrancy to the district and improved the quality of living of the local community. Specifically, we widened the pedestrian pavements and service lanes to reduce congestion and offered a refreshed experience with new streetscape and greenery. We also created a large courtyard at the core of the district to offer a spacious leisure area for residents.



Artist's impression

VALUE FOR PEOPLE



Henderson Land is committed to embedding our caring culture through our interaction with employees, customers, suppliers and business partners.

“Value for People” demonstrates our support of the SDGs throughout our sphere of influence: to promote health and well-being through our products and services, productive workforce and decent working environment for those who work for and with us.



VALUE FOR PEOPLE



Occupational Health and Safety

Ensuring the physical, mental and social well-being of our people is crucial to our continued success. To build a harm-free workplace, we adhere to a robust occupational health and safety management system that protects our employees and workers.

Guided by our “Safety First” principle, we strive to provide a safe and healthy working environment for our employees, tenants and contractors by carrying out stringent occupational health and safety practices. The Sustainability Committee, chaired by the Group’s Chairman, Dr Lee Ka Shing, Martin, oversees the occupational health and safety performance of our operations and receives regular occupational health and safety updates from the Safety and Environmental Sub-committee and the Site Safety Sub-committee.

The Safety and Environmental Sub-committee and the Site Safety Sub-committee, comprised of managers from different business units, are held accountable for monitoring and improving the occupational health and safety performance. They also meet periodically with representatives from Human Resources Department to deliberate on any occupational health risks identified from the inspections. To cultivate a safety culture within the Group, during the year, we have newly included occupational health and safety targets in performance appraisal and remuneration of management.

We comply with all applicable occupational health and safety laws and regulations in Hong Kong and mainland China respectively. Professionals including authorised

persons, registered structural engineers and registered contractors are appointed to conduct regular assessments, ensuring our compliance towards occupational health and safety.

Construction

The Group’s Site Safety Sub-committee conducts weekly inspections to identify, evaluate and mitigate any potential safety hazards at construction sites and ensure they are addressed promptly. Additionally, we have safety officers on duty to look out for any safety-related issues and take effective corrective actions promptly whenever necessary. We also continuously encourage our site workers to monitor and rectify our health and safety management system. They are urged to report risks and provide suggestions through a variety of channels including notifying the safety officer, attending committee meetings and using feedback boxes.

Our safety officer will apply control measures to mitigate the hazard for any risks identified at construction sites, such as ensuring that workers use personal protective equipment correctly with proper inspections carried out by qualified personnel before equipment usage. If a work-related incident occurs, the safety officer will conduct a comprehensive investigation, with the incident carefully documented with its causes, mitigation measures as well as follow-up actions detailed in an investigation report, to prevent similar incidents in the future. The report will also be communicated to the Site Safety Sub-committee at one of its regular meetings.

We are fully aware of the safety risks at construction sites that can arise and their corresponding consequences. Therefore, independent safety audits will be conducted semi-annually to evaluate our safety effectiveness. These are carried out in addition to the work of our safety professionals who advise on the Group’s overall occupational health management system, with a particular focus on monitoring safety issues to ensure full safety compliance, protecting the health and safety of our employees and avoiding fines. Acting as a bridge between management and workers in soliciting feedback and implementing change, our safety professionals and external safety consultants have assisted the Group to create a robust and comprehensive health and safety management system.

Precautionary measures set for construction workers under hot weather

During the hot and humid summer months, we have designated rest hours for workers to cool down and reduce their exposure to the hot environment. Within the rest areas, we have installed water spray systems as well as atomising air fans and we also provide fresh fruits and beverages to our workers to keep them hydrated and energised.





CASE STUDY

Occupational Safety and Health Council's Strategic Partnership Programme and Heart Caring Campaign

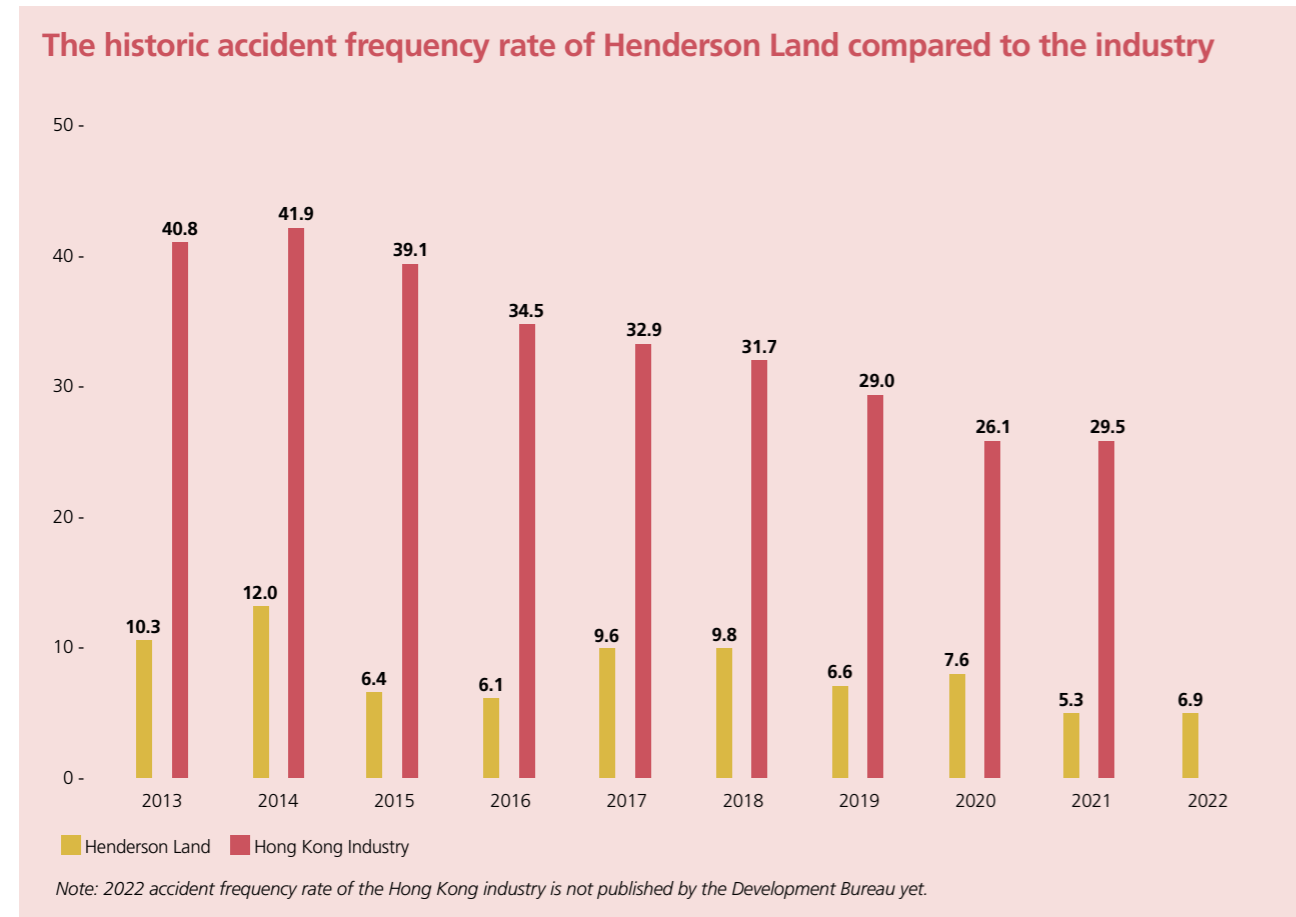
One of the Group’s top priorities is to ensure our frontline workers’ safety and well-being at all times. Aside from becoming the first batch of “OSH Strategic Partners” of the Occupational Safety and Health Council (“OSHC”), during the year, the Group also participated in the Heart Caring Campaign of the Labour Department and OSHC, which included providing on-site health risk assessments for 80 frontline workers at eight construction sites.

With the goal to raise workers’ awareness of cardiovascular and cerebrovascular disease, as well as to motivate them to live a healthy lifestyle, we also offered a host of support, ranging from online talks to the provision of subsidies for purchasing health equipment.





VALUE FOR PEOPLE



Property management

The well-being and safety of our employees are key priorities and we operate a rigorous safety management system. A total of 38 properties managed by the Group are certified with ISO 45001:2018 Occupational Health and Safety Management System standard.

Additionally, site safety walkthroughs and property safety audits were performed with the aim to ensure employees' safety at work. An independent contractor was hired to provide annual safety audits, which were scheduled to be carried out in most of the properties. Audit reports with recommendations were communicated to estate and regional managers to mitigate potential safety hazards and to maintain safe workplace conditions in our properties.

We also invest heavily in safety training programmes. To nurture a safety-oriented culture in the company, all new employees in our Property Management Department are required to

participate in safety training during orientation. Monthly safety training is also carried out for employees throughout the year. In 2022, we conducted around 7,300 hours of safety related training.

Recognising that mental health is a key part of health and well-being, Well Born and Hang Yick continued to offer staff mental health training in 2022. To strengthen our employees' mental health awareness, we participated in "Mental Health Association HK x HY/WB - Stress Management and Mental Health" organised by The Mental Health Association of Hong Kong, which was attended by 25 employees.

To equip our staff further with first aid training, Miramar Group invited trainers from the Hong Kong Fire Services Department to provide a four-hour CPR & AED course entitled "Press to shock - Save a life" which enhanced employees' knowledge of cardiopulmonary resuscitation and use of automated external defibrillators.

In mainland China, a total of 57 our employees from Beijing and Shanghai participated in the Emergency Rescue Training qualified by Red Cross, in a bid to become better equipped for catering emergency needs of both staff and visitors. Starplus was awarded as an Enterprise with two-star rating by Shanghai Property Management Association.

Our Customers

Our strong emphasis on customer wellness is clearly reflected in our people-centric property designs. A robust quality management system is in place that enables us to deliver service and product excellence whilst protecting customers' privacy and marketing responsibility at the same time. We also actively engage with our customers continuously to identify and understand their needs, thereby to improve the customer experience.

Health and wellness design

Safeguarding our customers' well-being, health, and comfort is of paramount importance. We continuously seek for innovative methods to improve our customers' experiences, health, and well-being in a sustainable manner.

The Quinn · Square Mile

We have installed innovative two-in-one ceiling fans with lighting in the residential units to simultaneously enhance air circulation whilst reducing electricity consumption. To further enhance ventilation, we have set the building site back approximately 20 metres on the north and south sides to create a ventilation corridor.



Harbour East

The building is equipped with individual window controls to facilitate natural cross-ventilation throughout the offices.



The podium garden provides a refreshing oasis for tenants to relax in during the workday.



The weather station provides real-time weather information for tenants.



VALUE FOR PEOPLE

The Vantage

An internal open street has been built on the podium ground floor at The Vantage to improve the microclimate of the area.



Caine Hill

Local weather station at the podium level of Caine Hill integrated with Weather Tree and air quality sensors. The station provides instantaneous outdoor air temperature, humidity, rainfall, wind speed, suspended particulates and UV information.



Upholding health and safety at our properties and sales office

Continuing our preventive measures against COVID-19, we applied nano photocatalytic long-acting disinfectant and sani-mist germicidal treatment in common areas and facilities. In addition, we have upgraded ventilation

facilities at hotels and restaurant outlets of Miramar Group, installation of touchless lavatory door locks and sanitising robots at shopping malls and offices, as well as setting up ventilators at our sales office.

At our properties, the Group takes active steps to boost customers' health and well-being. Well Born and Hang Yick carried out three health-related seminars on different themes throughout the year. Partnering with Lok Sin Tong Benevolent Society Kowloon, an anti-smoking campaign was held to inform and educate residents and tenants about the negative effects of smoking. Booths were set up in the lobby of properties to show smoking-related information to residents and tenants. Follow-up actions by the organisation were taken for residents and tenants interested to join the anti-smoking support groups. More than 500 residents and tenants visited the booth to understand more about the issue and the campaign was well-received by the residents.

Customer privacy

We have pledged to respect property rights, including intellectual property rights, and to uphold customer data privacy and information security at all times. We are committed to complying with all relevant laws and regulations such as Hong Kong's Personal Data (Privacy) Ordinance.

With the aim of refreshing employees' knowledge of data security and customer privacy, we rolled out "Data Awareness Training" to relevant staff in 2022, introducing a DGM policy and best practices to protect customers' data and privacy.

To strengthen our data security, encryption and User Interface ("UI") masking are implemented and deployed, covering personal, sensitive or confidential data. We have implemented and deployed UI masking in our Systems, Applications & Products in Data Processing systems.

During the year, there was no substantiated complaint concerning breaches of customers' privacy or losses of customer data.

Product and service labelling

We strive to provide transparent and accurate information to assist customers' purchasing decisions. The Group strictly complies with all relevant regulations and industry guidelines, including the Residential Properties (First-hand Sales) Ordinance. To promote responsible marketing practices, a strict approval system is in place. Senior executives are responsible for monitoring the preparation of sales and marketing materials and all content must be approved by them. In addition, the Group has engaged external professionals to review our sales brochures to make sure the information is transparent, clear, and compliant with relevant regulations. There were no significant cases of non-compliance during the reporting period with respect to our products and services.

Customer engagement and satisfaction

We pledge to achieve high levels of customer satisfaction and to go above and beyond customer expectations. We constantly explore room for improvement by engaging customers through various channels such as satisfaction surveys, mystery shopper programmes, after-sales questionnaires and interviews. In our annual customer satisfaction surveys conducted in Goodwill, Well Born and Hang Yick, customers are invited to rate on aspects such as our service quality, the survey shows a result of satisfaction rate over 97%.

An annual mystery shopper programme is also conducted at 30 of our properties and department stores operations to assess our service quality. The results showed an overall score of 98% or above at all the participating properties. Moving forward, we will address any shortcomings and continue to improve our services.

Goodwill, Well Born and Hang Yick received over 557 compliments from customers during the year for our property management services. On the other hand, we received 74 complaints during the same period, which were acknowledged and resolved in a timely manner. This included implementing rectifying measures to avoid similar complaints in the future.

To provide exceptional customer experiences, our loyalty programme, Henderson Club, not only provides a wide range of offers at over 200 merchants, but also constantly creates a hand-picked selection of members-only activities to nurture the hearts and minds of our customers. During the year, we organised workshops such as "Japanese-style Kokedama DIY Workshop", "Seafood Paella Cooking Class" to create the unique "Henderson Experiences" for our members.



Talent Development

Our workforce is crucial to the Group's success. We endeavour to nurture a diverse workforce with a collaborative working culture, and we support our employees' professional growth and development along their career journey.

Talent attraction and retention

We put great emphasis on attracting and retaining talent. We scout and recruit the best talent via multiple hiring channels. In addition, we encourage internal mobility whereby employees can explore career opportunities within the Group through various channels. During the year, 6% of open positions were filled by internal candidates.

The Group offers attractive and competitive remuneration with a wide range of benefits. Employee performance and remuneration are reviewed based on an individual's overall contributions to the Group, in terms of both financial and non-financial targets.

VALUE FOR PEOPLE

We strive to maintain an open communication with employees and we conduct annual staff surveys to understand employees' needs. Our 2022 annual staff survey conducted for Goodwill, Well Born and Hang Yick involved over 3,200 employees. The results showed that we have

achieved a high satisfaction score of 77%. The invaluable insights that our employees provided enabled us to identify pertinent areas of improvement for improving the workplace environment.

Other employee benefits

Employees' remuneration and benefits are reviewed annually to align with their performance and contributions, as well as to maintain parity with market trends. Below illustrates the benefits and facilities we provide to our employees:



Personal and family

Annual leave, paid sick leave, marriage leave, maternity leave, paternity leave, newborn baby hamper, compassionate leave, wedding gift



Education

Training allowance, exam leave



Medical care

Out-patient medical allowance, group hospitalisation insurance, group personal accident insurance, group business travel insurance



Retirement planning

Optional top-up MPF contribution (employer matching contribution), long service award (10 & 20 years)



Others

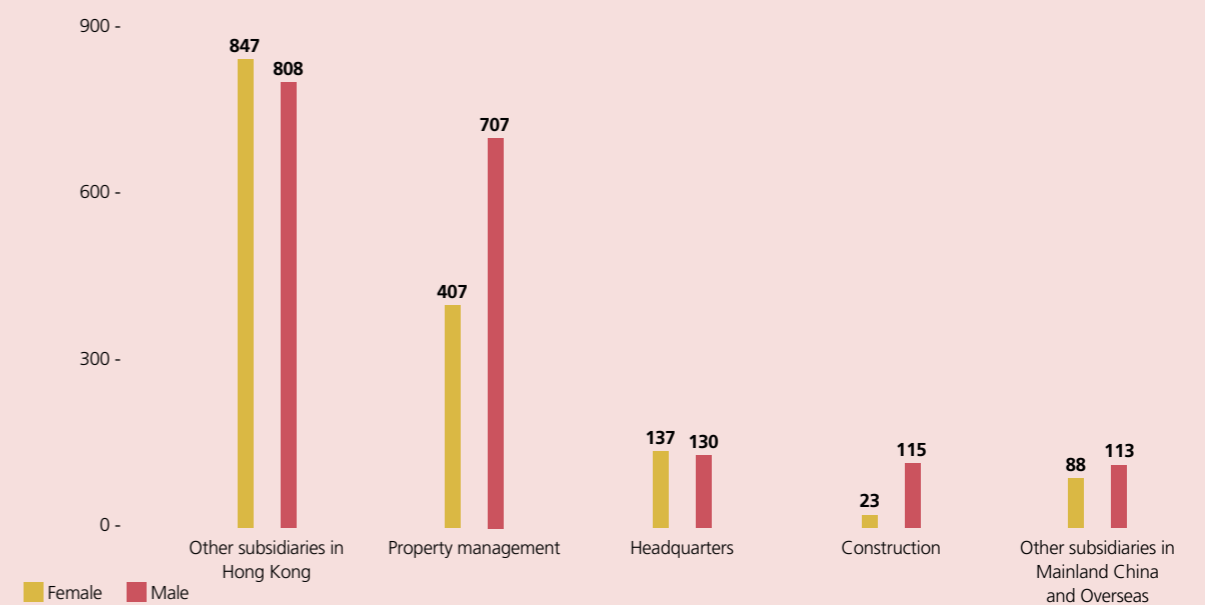
Work from home arrangement, lactation rooms for breastfeeding mothers, monthly distribution of a box of masks, rapid antigen test kits, daily meal provision (one vegetarian meal provision monthly)



New hires in 2022, by gender



Full time employee turnover in 2022, by gender



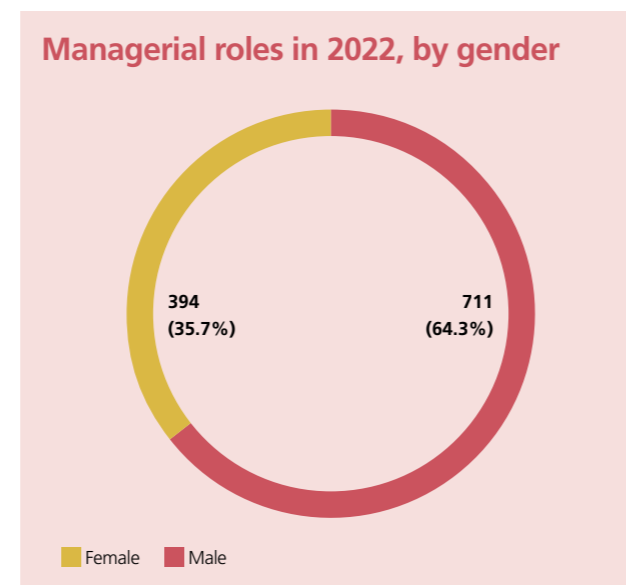
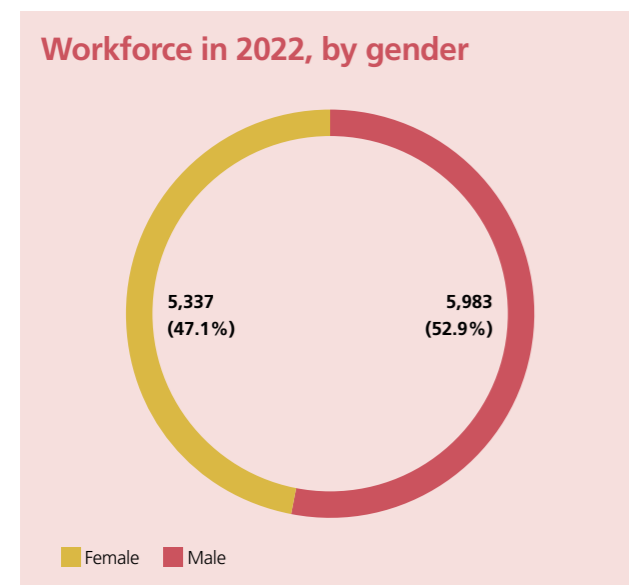
VALUE FOR PEOPLE

Equal opportunity and diversity

It is one of our missions to safeguard our employees' right to equal opportunity and workplace diversity. The Group fully adheres to relevant statutory requirements and our recently revised Human Rights and Equal Employment Opportunity Policy provides guidance to our employees, suppliers and business partners on respecting and promoting equal opportunity. The Policy states our commitment to offering equal remuneration for men and women for work of equal value, mandates the need for a harassment and discrimination-free environment as well as strictly prohibits all forms of forced labour and child labour. In addition, a robust grievance procedure is stipulated in our Business

Ethics and Code of Business Conduct Policy, which allows employees to report suspected inappropriate behaviour or harassment confidentially via our intranet or by email to the Vice Chairman. The policy also describes the potential follow-up actions that may be taken in respect of such incidents. During the year, we received an enquiry from Equal Opportunities Commission ("EOC"). The enquiry has been followed up by lawyers and relevant departments, and pending further reply from EOC.

Diversity and anti-discrimination training is provided during orientation training for all new joiners. Equal opportunity seminars are also provided to all employees on a regular basis to promote diversity and inclusion.



Training and development

Our human capital management strategy places priority on equipping our people with continuing education and personal development opportunities. New employees receive orientation training within 60 days of joining to familiarise themselves with our values, strategy, purpose and corporate culture. For existing employees, a number of training programmes, including in-house seminars, training workshops and talks, are provided to facilitate

continuous improvement in their technical capabilities and personal development. Furthermore, examination leave and discretionary training allowances for selected external courses were provided to 68 employees in 2022 to support their professional career development.

We support young talent by assisting them to develop professional competencies. In 2022, our Engineering and Construction Departments continue to run the Scheme A Graduate Training Programme and VTC Apprenticeship

Scheme, with 8 and 12 trainees participating in the programmes respectively. These programmes serve to provide systematic professional training to support graduates and apprentices in gaining working experience and putting academic theory into practice. In particular, three of our trainees won the 2022 Young Lo Pan Award during 2022, which demonstrates the comprehensiveness of our training curriculum and the outstanding achievements of our trainees. Furthermore, in order to seek continuous improvement in how we run these programmes, we engage our staff to evaluate the programmes' effectiveness via staff surveys.



During 2022, we continued to operate the "Hengxue" digital learning platform in mainland China. The platform offers personalised and comprehensive training for employees and performs other functions such as managing a digital training record, which provides employees with the flexibility to learn at their own pace and allows them to keep track of their learning progress. A total of 15 topic-specific workshops were also organised on the platform during the year, enabling employees to learn and collaborate together amid the social distancing restrictions. In particular, the platform features an internal online forum that allows colleagues to express and share their thoughts and learning experience on various topics, which has greatly improved employees' enthusiasm towards learning about new and emerging industry topics. To date, we have received and recorded 44,475 compliments and 39,486 comments on

the platform. The platform also received the Yuntu award's "Pioneer of digital transformation", organised by the Institute of Organisation and Talent Development.



In 2022, Hang Yick and Well Born launched an Innovation Proposal Award Scheme that aims to crowdsource innovative and technological ideas from our colleagues that will be beneficial for our work or for the company's development.

Furthermore, we invited an external vendor to organise a "Creativity for Problem Solving" workshop which was widely attended by around 80 staff. The workshop aimed to stimulate creative thinking and break down barriers by adopting various models. Ultimately, the workshop trained our staff to solve problems at work and strive for continuous improvements through multi-dimensional thinking.

Sustainability continues to be a hot topic in the industry. To raise awareness of sustainability amongst our employees as well as to strengthen their understanding of the Group's sustainability activities and achievements, we began issuing Sustainability Newsletter twice a year starting from August 2022. We also launched quizzes for employees from more than 20 departments. Looking ahead, we will continue to introduce sustainability-related training in different forms to boost our sustainability capabilities throughout the business.

VALUE FOR PEOPLE

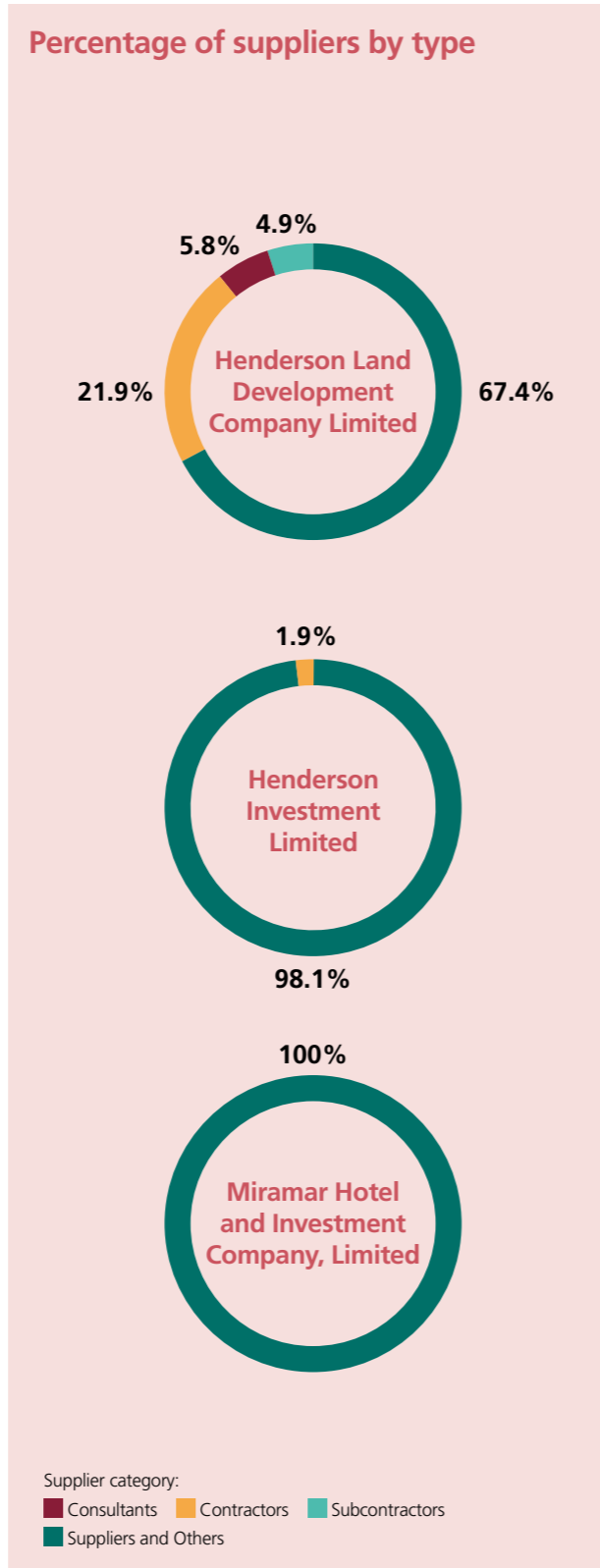
Supply Chain Management

The Group has a comprehensive supply chain management system in place to ensure our suppliers meet our stringent requirements in respect of regulatory compliance, integrity and sustainability.

To provide better guidance to them, in 2022 we established a new Supplier Code of Conduct Policy. This Policy sets out the management of environmental and social practices by our suppliers. All our suppliers and business partners, including subcontractors, are expected to comply with relevant environmental and social laws and regulations, as well as to act according to the Group's environmental and social policies. This includes but is not limited to the Environmental Policy, the Health and Safety Policy and the Business Ethics and Code of Business Conduct Policy.

Apart from these formal policies, we strongly encourage suppliers to adopt sustainable procurement practices. We seek to ensure our suppliers and business partners are environmentally and socially responsible by performing annual internal and external audits of their compliance with the Group's environmental and social requirements. As a means of supporting our local economy and minimising transportation-induced carbon emissions, the Group prefers to source local suppliers. During the year, the Group had over 11,000 suppliers, most of which were located in Hong Kong/ mainland China.

To streamline supply chain management and to facilitate communication, the Group piloted a new management contract framework in 2020 which streamlines the layers of subcontracting that previously existed in the conventional contracting system. Using new framework, we communicate with subcontractors directly, which also helps to build confidence among our suppliers and business partners. With our corporate culture and expectations on environmental and social requirements being clearly delivered in this manner, the new framework has increased our efficiency and enhanced the risk management of our projects.



CASE STUDY

Dr Lee Ka Kit, Peter's Sustainability Sharing in UBS Philanthropy Forum Greater China 2022

Dr Lee Ka Kit, Peter, Chairman of Henderson Land Group and Founder of the Care for Life Foundation, had the pleasure of attending and delivering a speech at the UBS Philanthropy Forum Greater China 2022. Centred on the theme of "Innovating Philanthropy in a Changing World", the occasion also marked and celebrated a decade of extraordinary partnership between the Care for Life Foundation and the UBS Optimus Foundation.

Since its inception, Dr Lee's Care for Life Foundation has saved the lives of over 50,000 children suffering from congenital heart disease by providing them with free medical treatment. Thanks to this sustained and ever-stronger collaboration between these two reputable organisations, a total of 100,000 children are expected to benefit in the foreseeable future.



Delivering a speech at the Forum, Dr Lee shared his inspiration for helping and nurturing children from his university days, as well as his aspiration to transform philanthropy and leave behind a legacy of hope and lasting change with a "centralised philanthropic platform".

In the impassioned words of Dr Lee:

“ We must join forces and band together - now more than ever - to advance the development of children around the world and cultivate a new generation of great minds for a brighter future. ”





CASE STUDY

Partnership with Other Industries and Staff Engagement to Raise Awareness towards Sustainability



Echoing our aspiration to raise our stakeholders' awareness of sustainability, the Group proactively seeks opportunities to demonstrate its thought leadership on sustainability topics and relevant industry trends at various public events held during the year.

ReThink Hong Kong is one of the largest local sustainability events held on an annual basis, with the two-day event being attended by 3,342 attendees from 1,235 organisations. As one of the most reputable business forums focused on sustainable development, it is widely attended by business leaders from 200 international and local companies. At the 2022 event, we delivered a presentation which explained our philosophy on sustainability and demonstrated the innovation we apply to residential developments and the progress we have made in this area to date. The talk was well-attended by an audience from across various industries.

In November, we were invited to be one of the panellists at the Towngas x The Hong Kong Management Association - ESG Symposium 2022, which attracted over 5,000 participants from Hong Kong, mainland China and other countries/ regions. At the event we shared our experiences of formulating and implementing our own decarbonisation roadmap, as well as our involvement in motivating other corporations to achieve sustainable development by putting ESG into practice in their day-to-day operations.



As the only representative from the real estate industry that has been invited twice to the TVB Financial Forum, the Group was delighted to share our experience of ongoing sustainability initiatives, particularly in combating climate change.



As a guest speaker at InvestHK's Investment Promotion Week, the Group provided an overview of sustainable development in the real estate industry as well as explaining our own sustainability strategy. InvestHK also invited us to be an industry expert alongside industry leaders from other sectors and relevant government officials, to provide input and insights for their pitchbook, which is designed and developed to promote Hong Kong's smart green building development. The pitchbook will be an important tool to attract foreign investment and world-class technologies in this sector.



As well as speaking at various business events, we encourage our employees to actively participate in sustainability-related activities. During the year these included the Hong Kong Green Building Week 2022 - Biz-Green Dress Day at which we invited our employees to

dress in lightweight clothes. Through their participation, we encouraged them to introduce environmental friendliness and decarbonisation into their daily routines. As a token of recognition, the Group won Biz-Green Style Award - Gold.

VALUE FOR PEOPLE

Sustainability Advocacy

The Group constantly seeks opportunities to educate members of the community about sustainability and the latest sustainability trends. Below is a summary of the events that we have attended, where we showcased our green building designs as well as the many ways we practice sustainability.



The Chamber of Hong Kong Listed Companies x Hang Seng Bank

- ESG & Green Finance Opportunities Forum 2022

Hong Kong Economic Times

- ESG and Green Finance Forum cum Recognition Ceremony 2022

Institute of ESG and Benchmark

- ESG Achievement Awards 2021/2022 Post Awards Sharing

Metro Radio Finance

- ESG Sharing at Metroland

South China Morning Post

- Asia Sustainability Conference 2022

TVB

- TVB Finance Forum



Hong Kong Institute of Architects ("HKIA")

- Architecture Exhibitions "M3: Beyond Territories - Made. Make. Making"

ReTHINK HK

- Conference 2022

InvestHK

- Investment Promotion Week



BEC

- BEC EnviroSeries Conference 2022

HKGBC

- Greater Bay Area Sustainable Built Environment Conference 2022

The Chinese University of Hong Kong

- Business Sustainability Conference 2022

The Hong Kong University of Science and Technology

- Climate Adaptation and Resilience Conference 2022 (CARE2022)

GRESB x Allied Environmental Consultants Limited

- Regional Insights 2022

MIPIM

- MIPIM Asia Conference

World Green Organisation x The United Nations Economic and Social Commission for Asia and the Pacific

- Sustainable Investing and ESG Conference

Hong Kong Science & Technology Parks Corporation

- Internal Sustainability Workshop to Senior Management

Towngas and The Hong Kong Management Association

- Towngas x HKMA ESG Symposium 2022



Chinese Society For Urban Studies and Shenyang People's Government

- The Eighteenth International Conference on Green and Energy-Efficient Building

HSBC

- Harbour East tour 2022

The Hong Kong Polytechnic University

- ESG in Real Estate

Hong Kong ESG Reporting Awards ("HERA")

- HERA Awards Panel Discussion



Friends of the Earth x Dah Sing Bank

- SME ESG Best Practices Recognition Programme

The Foreign Correspondents' Club x The Hong Kong Club Managers' Association

- 14th Asian Club Managers Conference

ENDEAVOUR FOR COMMUNITY



We endeavour to facilitate wellness and a higher quality of life in our community.

Through our pillar of “Endeavour for Community”, we support SDGs 8 and 11, and work towards promoting sustainable and inclusive economic growth for the communities we work in and work with.





CASE STUDY

Dr Lee Ka Shing, Martin Being Awarded Honorary Doctorate by the Hang Seng University of Hong Kong

In 2022, Dr Lee Ka Shing, Martin, Chairman of the Group, was awarded an Honorary Doctorate of Social Science by The Hang Seng University of Hong Kong in recognition for his longstanding commitment and contributions to the community.

From expediting land supply to help tackle the city's housing issues, to initiating Hong Kong's largest transitional housing project in Kong Ha Wai, to advancing local youth, sports and cultural development with programmes such as the "Henderson Land Commendation Scheme for Elite Athletes", Dr Lee has championed and supported a wide array of community and philanthropic work that has spurred positive social change.



Dr Lee will continue to lead by example and to shape a better community for today, tomorrow and generations to come.



CASE STUDY

Extending Sustainable Finance beyond our Building Portfolio

As one of the first movers in sustainable finance in Hong Kong, Henderson Land continues to harness the opportunities of its emerging green and sustainable financing landscape. During the year, the Group concluded a number of signature financial instruments in order to support the ongoing implementation of green and sustainable initiatives in our business operations.

We secured a HK\$100 million bilateral social loan with CCB (Asia), the first-of-its-kind among Hong Kong's property developers. With the Hong Kong Quality Assurance Agency acting as its independent external assessment body, the loan's terms take into account the Group's needs for fulfilling social responsibilities and our aspiration to create lasting value for the wider community. The funding from the social loan can be used to support our ongoing transitional housing projects in Kong Ha Wai, Kam Tin, Ngau Tam Mei.

To further demonstrate the Group's unwavering commitment to green building, Henley Park, our latest residential project at Kai Tak has been issued a green letter of undertaking by HSBC. The Henley Park project is expected to attain a Gold rating for BEAM



Plus New Buildings upon completion, which qualifies it for this green letter of undertaking. BEAM Plus is a comprehensive certification standard which recognises building projects in Hong Kong that meet a range of sustainability requirements.

The Group also signed sustainability-linked loan agreements with CCB (Asia) and Hang Seng Bank during the year, securing loans of HK\$1 billion and HK\$1.6 billion respectively. For these sustainability-linked loans, the interest rates are being indexed against improvements in our sustainability performances such as green building certifications, accident frequency rate and ESG ratings.





CASE STUDY

Supporting our Community amidst the Fifth Wave of the Pandemic

As COVID-19 continued to spread within the local community at the beginning of 2022, Henderson Land and the Henderson Development Anti-Epidemic Fund ("the Fund") privately financed by the Group's Chairmen, Dr Lee Ka Kit, Peter and Dr Lee Ka Shing, Martin, offered an array of assistance to the public, fulfilling their pledges to provide timely assistance to people-in-need in the community.

Since the onset of the fifth wave, the Group provided four separate land plots in Yuen Long and San Tin comprising a combined total of 1.25 million square feet to facilitate the Government's implementation of anti-epidemic measures, including for the use of community isolation facilities.



In addition, the Group and the Fund contributed to a number of COVID-19 relief causes and initiatives, including the procurement of approximately HK\$20 million worth of anti-epidemic supplies. With the help of various NGO partners, the supplies were distributed to frontline medical workers, elderly homes and low-income families, among others. The Group's Towngas and Miramar Group, as well as Union Hospital, also launched a raft of relief measures to help the city endure these trying times.



ENDEAVOUR FOR COMMUNITY

Uplifting the Volunteer Momentum in the City

Henderson Land has continued our pledge to support volunteerism. During 2022, we achieved our target to serve more than 80,000 volunteering hours per year. We also offer community service leave for employees to encourage them to serve the community. With Henderson Warmth Volunteer Team and Hang Yick and Well Born's Team of Care participating in a broad range of community outreach activities, we were honoured with a number of major accolades at the Hong Kong Volunteer Award 2022 including "Outstanding Corporate/ Non-commercial Organisation (Group 2: Corporate with 100 or above full-time employees)", "Corporate & Non-Commercial Organization (Volunteer Hours) - Top Ten Highest Volunteer Hours (Group 1: Corporate with 1,000 or above full-time employees)", "Excellence Gold Award" and "Outstanding Caring Estate".

In recognition of the youngsters' outstanding performance and achievements in volunteering, the Group and Towngas also sponsored the Hong Kong Volunteer Award 2022 as Jade and Diamond Sponsors. Three of our employees also took part as members of the Steering Committee, Corporate Volunteering Subcommittee and Volunteering in

Public, Youth and Community Organisations Subcommittee as well as a judge on the panel for the award.

The Group continues 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. We measure the social impact and outcomes of all programmes to make sure our investments are creating positive long-term social outcomes. In 2022, we supported a total of more than 90 community programmes.



Poverty Relief



Home Market

Founded by Dr Lee Ka Kit, Peter, Chairman of the Group and funded by the Lee Shau Kee Foundation, the non-profit chain store, Home Market celebrated its ten year anniversary in 2022. Home Market sells affordable daily necessities and quality food at near wholesale prices to the underprivileged. Currently with fourteen branches across the city, Home Market hopes to promote its core values of being caring, inclusive and considerate by extending its business and services to more districts as well as collaborating with more local sectors and NGOs.

Poverty Relief

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

Since 2014, we have been supporting financially disadvantaged students who achieve academic excellence by offering them scholarships to continue their studies and pursue their aspirations. In 2022, a total of 190 students were awarded scholarships and cumulatively over 1,700 "future stars" have benefitted from the programme, setting them on the right track to continue excelling in their studies and beyond.



Hong Kong Community Network - Kwai Tsing Ethnic Minority Programme

Recognising the importance of fostering a caring and equal society, since 2014, we have been donating to this programme which ensures that ethnic minorities and low-income groups receive effective assistance and support. The programme's diverse features include promoting education and employment and facilitating integration into the community. Cumulatively, more than 1,400,000 people have received support from this initiative since the Group became its sponsor.

ENDEAVOUR FOR COMMUNITY

Environmental Stewardship



Food Made Good Hong Kong - Collaborating to promote Sustainability of Food & Beverage in the City

Recognising that food production is one of the largest sources of greenhouse gas emissions, the Group is Hong Kong's first property developer to proactively engage with our F&B tenants to help them operate more sustainably as part of the Food Made Good Hong Kong framework through supporting a dozen of its restaurants to complete Food Made Good Hong Kong's meticulous sustainability audits that align with international standards in the past.

To further drive the sustainability agenda in the F&B industry, in 2022 the Group was the Lead Sponsor of the

Food Made Good HK Awards for the third consecutive year. The Awards honour businesses and individuals in the local F&B sector that stay at forefront of sustainability transformation.

Looking ahead, the Group and Food Made Good Hong Kong will join hands to pilot an industry-leading Carbon Labelling Programme, with the shared goal of educating the food and beverage industry as well as the public on the environmental impact of food. This initiative is expected to launch in 2023.

Realising Your Green Lifestyle Initiative

With the goal of infusing a green living concept into daily coffee routines, the Group collaborated with the homegrown eco-friendly brand, Espresso Alchemy to launch limited edition coffee products in Mira Place during July and August. Coffee products sourced from eco-friendly farming systems were featured and consumers were invited to take part in a photo-taking campaign on social media to win sustainable specialty coffee packs. Half of the campaign proceeds were donated to Green Power in support of local environmental education.



Environmental Stewardship



Plantation Enrichment Programme

Since 2007, Henderson Land has planted a total of over 45,000 tree seedlings in Hong Kong. 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 since 2017. Through these plantation schemes, we have planted over 16,000 seedlings.

Green Power Hike

Since 2006, Henderson Land has supported this annual fundraising hiking event, which seeks to promote nature appreciation, with its proceeds going towards environmental education. Over the years, the Green Power Hike has been attended by about 74,000 participants. We renewed our role as Title Sponsor of the Hike in 2022 and recruited staff members to join the event.



World Wide Fund For Nature Hong Kong ("WWF-Hong Kong") Walk for Nature @ Mai Po

The annual Walk for Nature at the birdwatchers' paradise in Mai Po Nature Reserve combines the appreciation of nature with fundraising. Since we started sponsoring the event in 2010, more than 26,000 individuals have participated. In 2022, our corporate volunteer team joined the walk together with around 60 participants from Home Market to enjoy the outdoors.

ENDEAVOUR FOR COMMUNITY

Environmental Stewardship



The Green Earth - Green Hero Challenge

Since 2018, Henderson Land has supported The Green Earth's annual fundraising event. In 2022, the Group sponsored the organisation's new fundraising event, "Green Hero Challenge", which aims to raise public awareness of nature trails conservation. We also encouraged our staff to participate in this meaningful event. During the year, around 300 participants attended the Challenge.

Precious & Endangered Animal Specimen Expo by HK Biodiversity Museum at MOSTown

To educate the community on biodiversity, our MOSTown shopping mall worked with Hong Kong Biodiversity Museum to organise an exhibition in the mall from August to October, with specimens of eight precious animal species indigenous to tropical and subtropical rainforests on display. The two-month exhibition was attended by both local and regional visitors.



Garden Christmas Wreath Recycling Workshop at MOSTown

Cooperating with the Hong Kong Federation of Women's Centre, the Christmas tree ornaments are handmade of Garden's disposed packing materials which will add a strong festive atmosphere.

Arts & Culture



CASE STUDY

HKIA Architecture Exhibitions "M3: Beyond Territories - Made. Make. Making"



As a strong advocate of sustainable and innovative buildings, the Group participated in a cross-border travelling exhibition "Beyond Territories - Made. Make. Making," organised by HKIA. The exhibition explored changing urban development in Hong Kong over the past 25 years with innovative installations, immersive experiences, multimedia displays, and research analysis.

the unique characteristics of The Henderson, in the realms of design, innovation, and sustainability.

This traveling exhibition showcased the vision of sustainable architecture from city to city and was seen by thousands of visitors in Beijing, Hangzhou, Hong Kong and New York from August 2022 to January 2023.

As the Diamond Collaborator of this travelling exhibition, the Group presented "Future-proof," which showcased The Henderson as the epitome of 21st century iconic architecture that will set new benchmarks for the industry, and as a demonstration of the need for accelerating innovation to promote a sustainable future for Hong Kong. The exhibit drew inspiration from four different domains: science, art, technology, and design to form a temporary structure that aimed to highlight



ENDEAVOUR FOR COMMUNITY

Arts & Culture



CASE STUDY Weekend Markets in Square Mile

Upholding Circularity

Invited a local craft artist to exhibit her upcycled art creations and hosted online upcycling art workshops which focus on reusing waste/material to create accessories/ household goods and environmental knowledge-sharing about waste reduction.



Highlighting Local and Traditional Cultures

Brought together 40 local brands that reinvent traditional packaging, design and creative processes, featuring minibus signs and mah-jong pieces carved with chic buzzwords, paper-crafted miniatures with a touch of our city's vibrancy, wearable cha chaan teng food, glass nightlights made out of pressed flowers and postcards reminiscing about local Hong Kong transportations. Over 5,000 visitors attended the event.



Blending elements of tradition, innovation and sustainable living, Square Mile continued its weekend market series by providing a platform for local shops and artists of various genres to highlight their creations.



Raising Awareness towards Hereditary Cancers

Joined hands with Hong Kong Hereditary Breast Cancer Family Registry, local illustrator Messy Desk and iconic homegrown label Red A Plastic to present an AR-enabling interactive installation in the form of a giant pink lamp shade. The installation served as a symbol to encourage the public to care for their families and the next generation by understanding more about hereditary cancers, family health history and genetic risk, with a view of raising the public awareness of hereditary cancers.

Arts & Culture



French May Arts Festival

Henderson Land has been sponsoring French May Arts Festival - one of the largest cultural events in Asia - for more than 10 years, and we served as the Patron Rouge sponsor again in 2022. The event not only featured artworks and artists from France, but also continued to support local art initiatives through various associated projects, education and outreach programmes, guided tours, and talks, reaching nearly 200,000 visitors.

Hong Kong Community Network "Hong Kong in My Eyes" photo exhibition

In 2022, Henderson Land became the venue sponsor of the educational photography programme and exhibition "Hong Kong in My Eyes" organised by Hong Kong Community Network. During the campaign period, 40 photos were exhibited in the Group's three shopping malls, bringing photographic art to visitors and encouraging interaction between ethnic minorities and the local community. Over 4,000 visitors attended the exhibition.

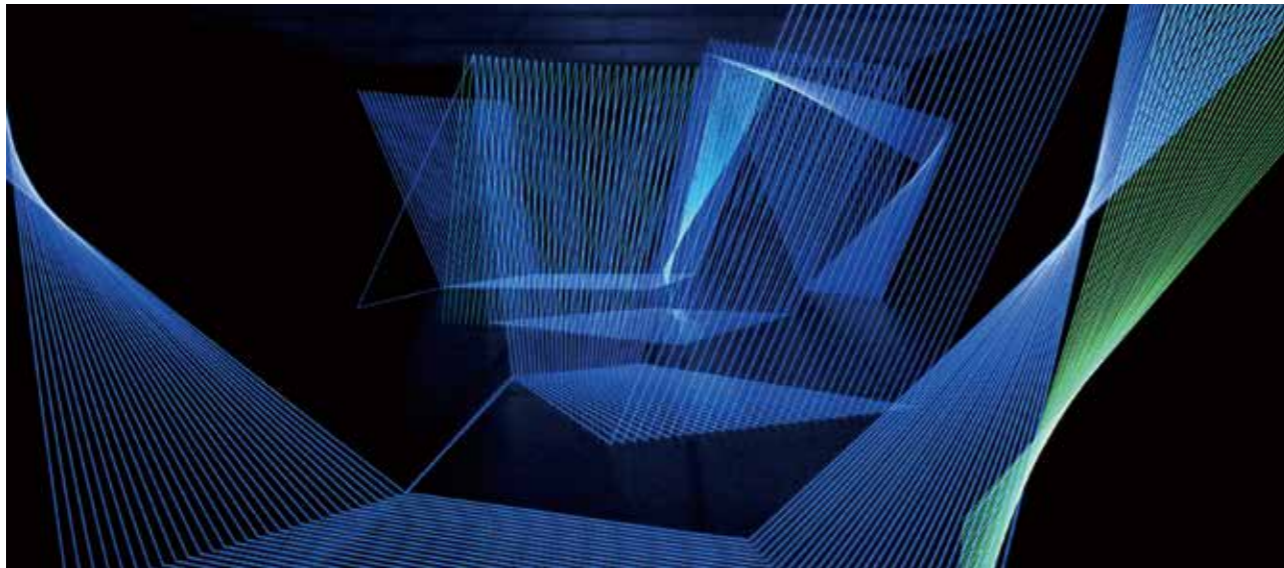


HART - Diversity of artists-in-residence: Open Studio & showcases

In 2018, Henderson Land started HART, a not-for-profit arts initiative with a mission to foster collaboration, community, and creativity through programmes and the sharing of studio space. HART's flagship artists-in-residence represent a diversity of ethnicities and nationalities at various stages of their artistic careers, with different art practices and various research focuses.

We adopt an incubation environment within HART Haus as part of supporting, sustaining, and encouraging innovation within the local art ecosystem. During the year, the HART Team curated an Open Studio event at Art Basel HK 2022 and three mini showcases featuring the artists' recent art works at HART Haus for public visits.

Arts & Culture



HART Haus Social Studio and artist-led workshops

HART Haus Social Studio has cultivated more than 100 Hong Kong-based artists working with an interdisciplinary, sustainable and collaborative creativity mindset. In the current sixth session, HART and artists have created six public engagement workshops and a number of knowledge-sharing events/ classes - including studio tours and performance - for over 250 visitors, who include university students and industry peers.



HART - Curatorship Incubation Programme

Tailored for art enthusiasts and emerging practitioners with interests in broadening their concepts of curatorial practice in contemporary art, across contexts within various art and cultural institutions, HART's Curatorship Incubation Programme ran for the second consecutive year aimed at equipping the selected participants with theoretical and practical skills in curatorial practice.

The programme was attended by a total of 25 learners for over 20 learning hours during the year. Selected mini-shows curated by our graduates at HART Haus will be conducted in 2023.

Youth Development



CASE STUDY

HKSAR Government's Strive and Rise Programme

As a passionate advocate of youth development, Henderson Land has pledged full support for the Government's Strive and Rise Programme, a mentorship scheme that helps underprivileged students broaden their horizons, bolster their self-confidence, develop a positive outlook on life and set goals for their future.

Apart from contributing HK\$25 million to the Programme through the Lee Shau Kee Foundation, we nominated about 280 people from the Group's companies and from the Centum Charitas Foundation, which is chaired by our Chairman Dr Lee Ka Kit, Peter, as Programme mentors. Upon successful matching with student mentees, the mentors will help the participants with confidence building, goal setting and financial planning.

Henderson Land has been appointed as Vice-Chairperson of the Programme's Partners' Board. We are also providing a series of group activities and experiences, including visits to the Towngas headquarters, Hong Kong Ferry's shipyards, the Kong Ha Wai transitional housing project and the Kong Ha Wai Mansion (a Grade 3 historic building under restoration by the Group).



Dr Lee Ka Kit, Peter, Chairman of the Group, commented: "The Programme carries special significance as it brings together the Government, the business sector and the wider community to support students from underprivileged families and to help them broaden their horizons and strive for upward mobility. As a member of the business sector, Henderson Land will spare no effort to support and take forward the Programme. I hope that all sectors of the community can join forces to nurture future talent for Hong Kong, and that all student mentees can grasp this opportunity to improve and equip themselves for the challenges ahead and to pursue their dreams without fear."



Youth Development



CASE STUDY
HKU Lee Shau Kee Top Athletes Scholarship



Over the years, Hong Kong athletes have thrived and flourished on the world stage, achieving spectacular success and displaying exceptional grit and resilience at a number of international sporting events. In order to support our young athletes' pursuits of both sports and academic excellence, the Lee Shau Kee Foundation made a generous donation of HK\$7.2 million to the University of Hong Kong (HKU) this year for the establishment of the "HKU Lee Shau Kee Top Athletes Scholarship". For a period of three years, the scholarship will award HK\$400,000 to each of the outstanding athletes admitted to HKU through the "Top Athletes Direct Admission Scheme".

Coleman Wong (tennis), Lawrence Ng (fencing), Nicholas Choi (fencing), Sandy Choi (sailing), Russell Williams Aylsworth (sailing) and Adrian Yung (Alpine skiing) were 2022's awardees.

Dr Lee Ka Shing, Martin, Chairman of the Group, said: "Through the 'HKU Lee Shau Kee Top Athletes Scholarship', I hope to do my part to support our top sporting talents and motivate them to pursue their dreams and maintain a good balance between sports and academics. It is my hope that the business sector and the broader society in Hong Kong will go a step further in supporting our local athletes so that they will get to shine on the international sporting stage and bring home more glory."

Youth Development



CASE STUDY
Driving Innovation and Entrepreneurship in HKUST

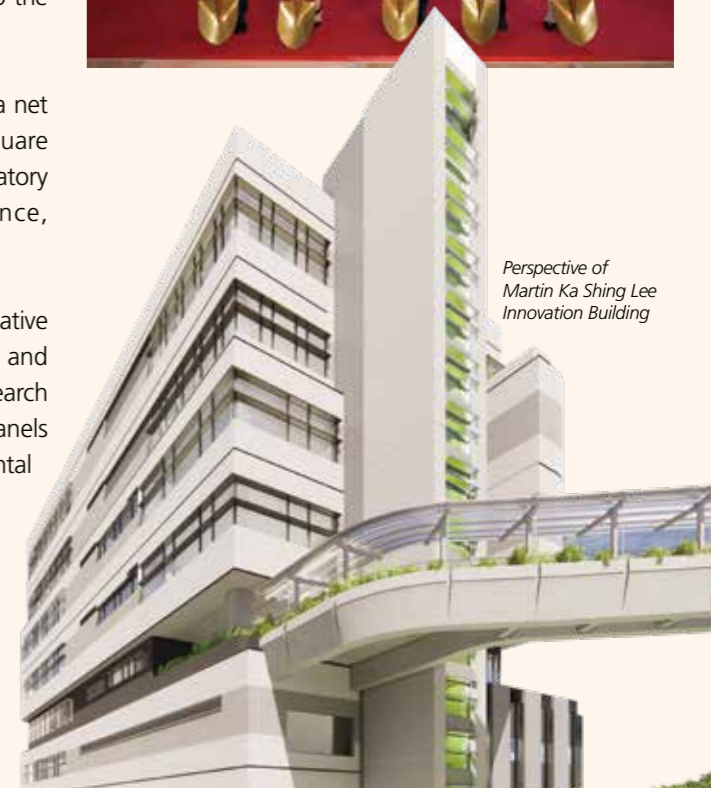
A generous donation of HK\$150 million was made by Dr Lee Ka Shing, Martin, Chairman of the Group through the Lee Shau Kee Foundation to the Hong Kong University of Science and Technology (HKUST) to support its ongoing efforts in innovation and entrepreneurship. As a mark of its appreciation, HKUST has named the University's new research building after Dr Martin Lee - "Martin Ka Shing Lee Innovation Building". The Groundbreaking Ceremony of the building was held in November 2022.

As a new landmark of the University, the Martin Ka Shing Lee Innovation Building will provide much-needed additional facilities for multiple disciplines in science and engineering, seeking to bring the University's research, industrial collaboration and translational activities to the next level.

The new building is set to have eight storeys with a net operational floor area of approximately 5,100 square metres, of which 3,500 square metres will be laboratory areas designated for robotics, AI, data science, sustainability living and health science.

The building is designed to foster an open, collaborative and innovative learning environment for students, and to promote cross-disciplinary and collaborative research opportunities for faculty members. Photovoltaic panels will also be installed on the rooftop for environmental sustainability purposes.

Construction work of the building is expected to be completed in the fourth quarter of 2025. The building will serve as a collaborative platform between HKUST and the wider industry, allowing fresh ideas to bear fruit while shaping a better Hong Kong.



Perspective of Martin Ka Shing Lee Innovation Building

ENDEAVOUR FOR COMMUNITY

Youth Development



HUMBLE HART

HART's HUMBLE HART programme aims to incubate youth artistic creativity by extending interactions and communications to different neighbourhoods. With its focus on community building, arts education and experiential learning, more than 800 young artists from the age of 4 to 25 participated in 35 workshops where they interacted with professional artists to create artworks, which helped to nurture their appreciation of art and boost their sense of belonging in the community.

HKSAR Government Space Sharing Scheme for Youth

As a collaboration between the business sector, NGOs and the Government, this Scheme aims to provide premises that can be used as co-working spaces and studios for supporting youth development in the community.

In 2019, Henderson Land offered six units at The Globe in Cheung Sha Wan to 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 have been leased to local artists and arts groups and have also become a training centre for artists with disabilities. In 2022, the same group of artists and performing arts group identified by HKADC through an open recruitment exercise continued to occupy four of the units known as "ADC Artspace (The Globe)".

Furthermore, ADAHK established "ADA Arts Hub" at The Globe with the space provided by Henderson Land. During 2022, 1,468 training hours were provided to nearly 2,700 individuals, among whom were artists with disabilities. ADAHK organised different art programmes, workshops, showcases and trainings, attracting nearly 3,200 participants.



Youth Development

Summerbridge Hong Kong

The Group has continued our pledge to support the provision of tuition-free, summer and after-school enrichment programmes for financially disadvantaged students. During the year, a total of 163 students and 22 student teachers benefitted from this initiative. Cumulatively, over 3,900 students and 1,500 student teachers have benefitted since the Group became an active donor in 2006.



Urban Land Institute - UrbanPlan

Henderson Land has sponsored the Urban Land Institute's global educational initiative UrbanPlan since 2020. First piloted in Hong Kong in 2018, UrbanPlan is a realistic, interactive classroom-based team challenge, which helps students to learn about the fundamental forces that affect urban regeneration. During the 2021-22 academic year, eight workshops were conducted for 195 students in total.



SUSTAINABILITY PERFORMANCE

Waste from Construction Sites, Managed Properties and Other Subsidiaries^{16 17 *}

Environmental KPIs	Unit	Group		Construction Sites ¹⁸		Managed Properties in Hong Kong ¹⁹		Managed Properties in Mainland China ^{20 21}		Other Subsidiaries ²²	
		2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Waste generated											
Non-hazardous waste generated											
General waste	tonne	23,796	25,407	7,738	7,365	14,500	15,620	N/A	N/A	1,558	2,422
Total recycled and re-used waste	tonne	4,055	4,644	1,343	1,816	2,115	2,092	89	154	508	582
Paper	tonne	2,172	2,231	0	0.25	1,818	1,802	68	82	286	347
Plastics	tonne	16	34	0	0	8	10	6	21	2	3
Metal	tonne	400	608	381	586	13	14	4	5	2	3
Concrete	tonne	962	1,230	962	1,230	N/A	N/A	N/A	N/A	N/A	N/A
Food waste ²³	tonne	481	477	N/A	N/A	264	255	N/A	N/A	217	222
Others (e.g. timber and glass)	tonne	24	64	0	0.01	12	11	11	46	1	7
Hazardous waste generated											
Total recycled and re-used waste	tonne	0.34	0.30	0	0	0	0	0.34	0.30	0	0
Total waste generated	tonne	27,851	30,051	9,081	9,181	16,615	17,712	89	154	2,066	3,004
Waste generated intensity	tonne/m ² total GFA	0.0130	0.0148	0.0393	0.0766	0.0201	0.0220	0.0001	0.0002	0.0074	0.0108

¹⁶ Our general waste and total recycled and re-used waste generated from construction sites, management properties in Hong Kong and mainland China and Hong Kong business operations managed by HIL and Miramar Group in 2022 were verified by a third-party consultant

¹⁷ As we expanded the data scope of waste data to cover construction sites of our own construction subsidiaries in Hong Kong, HIL and Miramar Group in 2022 and 2021, we have adjusted the overall Group-level data in 2021 to reflect this accordingly

¹⁸ Data includes only the construction sites of our own construction subsidiaries in Hong Kong and excludes any outsourced construction works

¹⁹ Data includes 39 properties managed by Goodwill in 2022 and 2021

²⁰ Data includes 7 properties managed in mainland China in 2022 and 2021

²¹ Since the general waste of projects in mainland China are collected by the sanitation department of the Government, and our property management office in mainland China does not collect such data and thus not disclose it in this report

²² Since general waste of the operations of HIL are handled by the property management companies, and that HIL does not collect such data, general waste only includes those generated by Miramar Group

²³ Our food waste is commonly generated and collected in managed properties in Hong Kong and Hong Kong operations managed by Miramar Group, therefore this figure is not applicable to our construction sites, managed properties in mainland China and Hong Kong business operations managed by HIL

* 2022 data subject to limited assurance by KPMG

Materials Used from Construction Sites²⁴

Environmental KPIs	Unit	2022	2021
Construction materials used			
Non-renewable materials used			
Concrete	tonne	58,594	59,860
Steel	tonne	20,583	11,138
Aluminium formwork and other metal	tonne	1,008	233
Glass	tonne	219	787
Prefabricated unit	tonne	7,758	2,344
Subtotal	tonne	88,162	74,362
Intensity of non-renewable materials used	tonne/m ² total GFA	0.3815	0.6202
Renewable materials used			
Timber	tonne	747	808
Bamboo	tonne	2,960	54
Paper	tonne	8	12
Subtotal	tonne	3,715	874
Intensity of renewable materials used	tonne/m ² total GFA	0.0161	0.0073
Total construction material used	tonne	91,877	75,236
Intensity of total construction material used	tonne/m ² total GFA	0.3976	0.6275

²⁴ Total construction material used in 2022 increased due to an increase in construction sites at the construction stage when compared with 2021

SUSTAINABILITY PERFORMANCE

GHG Emissions, Energy Consumption and Water Consumption of our Headquarters, Construction Sites, Managed Properties and Subsidiaries^{25 26 27 *}

Environmental KPIs	Unit	Group		Headquarters		Construction Sites ²⁸		Managed Properties in Hong Kong		Managed Properties in Mainland China		Other Subsidiaries ²⁹	
		2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
GHG emissions^{30 31}													
Scope 1	tCO ₂ e	5,141	7,061	910	980	170	13	7	12	4	6	4,050	6,050
Scope 2	tCO ₂ e	115,425	123,993	2,155	2,242	752	465	57,130	61,144	30,571	32,850	24,817	27,292
Scope 1 & 2	tCO ₂ e	120,566	131,054	3,065	3,222	922	478	57,137	61,156	30,575	32,856	28,867	33,342
Building Scope 1 & 2 GHG emission intensity	tCO ₂ e/m ² total GFA	0.0557	0.0638	0.1552	0.1632	0.0040	0.0040	0.0692	0.0727	0.0377	0.0406	0.1037	0.1197
Energy consumption³²													
Diesel oil ³³	kWh	1,335,733	892,717	349,759	440,843	694,244	54,137	27,445	44,397	17,719	23,729	246,566	329,611
Petrol oil	kWh	3,000,963	3,145,334	2,980,776	3,107,673	0	0	0	0	0	0	20,187	37,661
Towngas ³⁴	kWh	10,768,693	18,698,299	20,480	1,880	0	0	2,680	3,533	0	0	10,745,533	18,692,886
Purchased electricity consumption	kWh	249,805,988	254,401,037	3,033,240	3,157,664	1,927,597	1,018,670	135,866,729	145,621,629	53,605,737	53,842,874	55,372,685	50,760,200
Self-generated renewable energy consumption	kWh	52,562	4,740	0	0	6,912	4,740	45,650	0	0	0	0	0
Total energy consumption	kWh	264,963,939	277,142,127	6,384,255	6,708,060	2,628,753	1,077,547	135,942,504	145,669,559	53,623,456	53,866,603	66,384,971	69,820,358
Building energy consumption intensity	kWh/m ² total GFA	122	135	323	340	11	9	165	181	66	66	238	251
Water consumption													
Water consumption ³⁵	m ³	1,177,373	1,329,898	2,298	2,304	66,862	20,312	333,119	390,928	363,563	406,597	411,531	509,757
Building water consumption intensity	m ³ /m ² total GFA	0.5438	0.6476	0.1164	0.1167	0.2893	0.1694	0.4035	0.4856	0.4488	0.5019	1.4778	1.8306

²⁵ The data is confined to our offices at Two IFC, AIA Tower, construction sites, 39 properties managed by Goodwill, 7 properties in mainland China, and Hong Kong business operations managed by HIL and Miramar Group in 2022 and 2021

²⁶ Our GHG emissions, energy consumption and water consumption of our offices at Two IFC, AIA Tower, construction sites, managed properties in Hong Kong and mainland China, Hong Kong business operations managed by HIL and Miramar Group in 2022 were verified by a third-party consultant

²⁷ As we expanded the data scope of GHG emissions, energy consumption and water consumption to cover construction sites of our own construction subsidiaries in Hong Kong, HIL and Miramar Group in 2022 and 2021, we have adjusted the overall Group-level data in 2021 to reflect this accordingly

²⁸ The Group has begun disclosing GHG emissions, energy consumption and water consumption data in 2022. Data includes only the construction sites of our own construction subsidiaries in Hong Kong and excludes any outsourced construction works

²⁹ The significant decrease in usage of diesel oil and petrol oil in 2022 for other subsidiaries can be attributable to the impediment of Miramar Group's travel business

³⁰ We referred to Appendix 2: Reporting Guidance on Environmental KPIs under "How to Prepare an ESG Report" released by HKEX for the calculation of our Scope 1 and Scope 2 emission. Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulphur hexafluoride (SF₆) and Nitrogen trifluoride (NF₃) are included in GHG calculations

³¹ In 2022, we have updated our approach of calculating our Scope 1 GHG emissions to include emission generated from purchasing refrigerants. Adhering to the reporting principles of 'consistency', we adjusted our calculation for 2021 to align with that in 2022 and allow for meaningful comparison of data over time

³² The conversion factors from volumetric units of petrol, diesel and towngas consumption to energy units are referenced from Appendix 2: Reporting Guidance on Environmental KPIs under "How to Prepare an ESG Report" released by HKEX

³³ In 2022, we have updated our approach calculating the diesel oil usage for managed properties in Hong Kong to only cover the actual diesel consumed during the year

³⁴ The significant increase in usage of towngas in 2022 for headquarters can be attributable to an increased use of kitchen for cooking at headquarters, whilst the decrease in usage for other subsidiaries is due to the closure of HIL's staff canteen

³⁵ We observed a significant increase in water consumption in construction sites this year compared to last year, this is due to an increase in construction sites in construction stage when compared with 2021

* 2022 data subject to limited assurance by KPMG

SUSTAINABILITY PERFORMANCE

Key Social Data^{36 37}

Social KPIs	Group				Headquarters				Construction				Property Management				Other Subsidiaries in Hong Kong				Other Subsidiaries in Mainland China and Overseas					
	2022		2021		2022		2021		2022		2021		2022		2021		2022		2021		2022		2021			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
Employees by gender, contract type, employment type, position level, age and ethnicity																										
Total workforce	5,983	5,337	6,110	5,319	721	680	739	696	367	91	370	81			1,985	1,248	2,011	1,228	2,201	2,789	2,268	2,771	709	529	722	543
No. of non-guaranteed hours employees	447	707	511	675	0	0	0	0	0	0	0	0			0	0	0	0	443	705	503	671	4	2	8	4
By employment contract																										
Full-time	5,411	4,539	5,505	4,554	720	678	738	694	367	91	370	81			1,857	1,155	1,911	1,134	1,758	2,086	1,764	2,102	709	529	722	543
Part-time	572	798	605	765	1	2	1	2	0	0	0	0			128	93	100	94	443	703	504	669	0	0	0	0
By employment type																										
Permanent	4,388	4,004	4,512	4,078	716	678	735	695	367	91	370	81			1,333	994	1,396	1,008	1,777	2,061	1,797	2,103	195	180	214	191
Temporary	1,595	1,333	1,598	1,241	5	2	4	1	0	0	0	0			652	254	615	220	424	728	471	668	514	349	508	352
By position level																										
Managerial	711	394	613	335	271	143	269	137	4	0	6	0			125	37	114	31	235	175	162	130	76	39	62	37
Supervisory	1,524	1,044	1,772	1,142	348	312	350	313	151	2	166	2			465	299	598	282	343	220	412	321	217	211	246	224
General	3,748	3,899	3,725	3,842	102	225	120	246	212	89	198	79			1,395	912	1,299	915	1,623	2,394	1,694	2,320	416	279	414	282
By age group																										
Aged below 30	1,177		1,207		156		175		39		46				367		397		509		478		106		111	
Aged 30-50	4,952		5,100		776		809		156		138				1,083		1,015		1,980		2,173		957		965	
Aged over 50	5,191		5,122		469		451		263		267				1,783		1,827		2,501		2,388		175		189	
By ethnicity																										
Chinese	11,226		11,331		1,398		1,432		455		448				3,230		3,235		4,908		4,955		1,235		1,261	
Non-Chinese	94		98		3		3		3		3				3		4		82		84		3		4	
New hires by gender and age³⁸																										
Total new hires	2,482	2,609	2,909	2,675	112	121	102	104	117	32	93	17			658	406	695	417	1,502	1,978	1,785	2,002	93	72	234	135
Percentage of open positions filled by internal candidates ³⁹	6.3%		5.7%		2.7%		1.1%		0.5%		0.5%				11.6%		11.3%		5.2%		4.8%		2.7%		1.3%	
By age group																										
Aged below 30	957		1,032		79		84		22		15				186		221		641		644		29		68	
Aged 30-50	2,023		2,254		137		108		66		61				403		354		1,295		1,475		122		256	
Aged over 50	2,111		2,298		17		14		61		34				475		537		1,544		1,668		14		45	

³⁶ Data includes employees of the Group's headquarters and subsidiaries under the Group's full year control

³⁷ As we expanded the data scope of key social data to cover HIL and Miramar Group in 2022 and 2021, we have adjusted the overall Group-level data in 2021 to reflect this accordingly

³⁸ No. of new hires is calculated as the number of new employees hired externally during the reporting year

³⁹ Percentage of open positions filled by internal candidates is calculated as the total number of open positions filled by the group's own employees divided by the total number of vacancies in the company in the reporting year

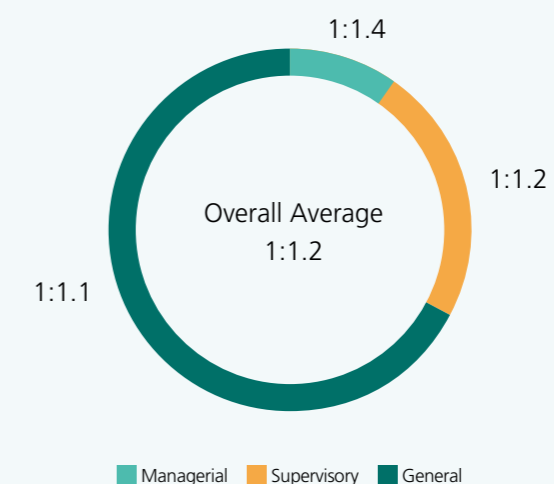
SUSTAINABILITY PERFORMANCE

Social KPIs	Group		Headquarters		Construction		Property Management		Other Subsidiaries in Hong Kong		Other Subsidiaries in Mainland China and Overseas	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Full-time employee total turnover by gender and age⁴⁰												
Total full-time employee turnover	3,375	3,536	267	215	138	186	1,114	1,028	1,655	1,763	201	344
By gender												
Male	1,873	2,071	130	115	115	152	707	673	808	899	113	232
Female	1,502	1,465	137	100	23	34	407	355	847	864	88	112
By age group												
Aged below 30	471	556	74	63	22	20	173	177	181	252	21	44
Aged 30-50	1,410	1,499	150	116	40	95	411	319	671	727	138	242
Aged over 50	1,494	1,481	43	36	76	71	530	532	803	784	42	58
Full-time employee voluntary turnover by gender and age												
Total full-time employee voluntary turnover	3,208	3,214	258	203	123	114	1,066	996	1,570	1,674	191	227
By gender												
Male	1,777	1,847	123	106	103	85	678	650	764	858	109	148
Female	1,431	1,367	135	97	20	29	388	346	806	816	82	79
By age group												
Aged below 30	458	536	72	61	22	17	169	175	175	244	20	39
Aged 30-50	1,342	1,303	146	110	35	58	398	309	633	693	130	133
Aged over 50	1,408	1,375	40	32	66	39	499	512	762	737	41	55

⁴⁰ In 2022, we have updated our approach of calculating employee turnover data. Adhering to the reporting principles of 'consistency', we adjusted our calculation for 2021 to align with that in 2022 and allow for meaningful comparison of data over time.

Social KPIs	Group
Female workforce breakdown percentage	
Total workforce	47.1%
By position level	
Managerial	35.7%
- Top management	19.2%
- Middle management	32.0%
- Junior management	40.4%
Supervisory	40.7%
General	51.0%
By type of position	
Management positions in revenue-generating functions	46.1%
STEM-related positions	12.8%

Gender Remuneration Ratio (Female to Male) in 2022, by workforce in different position level



SUSTAINABILITY PERFORMANCE

Social KPIs	Group		Headquarters		Construction		Property Management		Other Subsidiaries in Hong Kong		Other Subsidiaries in Mainland China and Overseas	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
The percentage of employees trained by gender and position level⁴¹												
By gender												
Male	73%	65%	65%	58%	21%	13%	80%	75%	69%	60%	99%	89%
Female	80%	66%	67%	61%	16%	6%	77%	73%	83%	61%	102%	86%
By position level												
Managerial	85%	78%	75%	67%	50%	33%	97%	107%	86%	94%	97%	36%
Supervisory	87%	70%	70%	63%	27%	20%	100%	83%	87%	73%	110%	71%
General	72%	62%	46%	43%	16%	6%	70%	68%	74%	56%	96%	107%
Average training hours per employee by gender and position level^{42 43}												
By gender												
Male	17	17	9	17	9	16	31	31	6	6	20	11
Female	16	13	9	9	6	6	27	28	5	7	55	14
By position level												
Managerial	12	18	12	21	2	8	19	25	8	14	17	8
Supervisory	31	22	8	14	8	23	52	42	13	10	61	12
General	12	12	6	4	9	9	23	25	4	5	22	13
Spending on training and development (in HKD million)												
Total	2.1											
By gender												
Male	1.1											
Female	1.0											
By position level												
Managerial	0.5											
Supervisory	1.1											
General	0.5											

⁴¹ The percentages of employees in Hong Kong, mainland China and overseas receiving training exceeds 100% mainly due to the turnover of employees

⁴² In 2022, we have updated our approach of calculating employee training-related data. Adhering to the reporting principles of 'consistency', we adjusted our calculation for 2021 to align with that in 2022 and allow for meaningful comparison of data over time

⁴³ Average training hour has declined in 2022 mainly due to decrease in employees' application for external training courses under COVID-19's social restrictions, while the trainings arranged by the Group has increased

Diversity of Board of Directors

Board Composition	Percentage	
	2022	2021
By gender		
Male	88%	89%
Female	12%	11%
By age group		
Aged 30-50	0%	0%
Aged over 50	100%	100%

Team of Professionals

Qualified Professionals	Number
BEAM Professional	23
Certified Arborist	5
CIC Certified BIM Manager	1
Ecologist	1
GBL Qualified Manager	10
LEED Accredited Professional	15
LEED Green Associate	10
WELL Accredited Professional	3

SUSTAINABILITY PERFORMANCE

Occupational Health and Safety Data^{44 45 *}

Occupational Health and Safety	2022				2021			
	Direct employee		Subcontracted worker ⁴⁶		Direct employee		Subcontracted worker	
	Male	Female	Male	Female	Male	Female	Male	Female
Work-related fatalities	0	0	0	0	0	0	0	0
Total hours worked	11,754,396	10,265,873	4,753,080	528,120	11,617,781	9,628,408	3,855,600	429,300
Rate of work-related fatalities (per 200,000 hours worked) ⁴⁷	0	0	0	0	0	0	1	0
Total number of high-consequence work-related injuries ⁴⁸	3	8	8	0	4	4	0	0
Rate of high-consequence work-related injury (per 200,000 hours worked) ⁴⁹	0.05	0.16	0.34	0	0.07	0.08	0	0
Total number of recordable work-related injuries (including high-consequence work-related injury)	81	103	15	0	114	117	8	0
Rate of recordable work-related injury (per 200,000 hours worked) ⁵⁰	1.38	2.01	0.63	0	1.96	2.43	0.41	0
Number of work-related ill health	0	0	0	0	0	0	0	0
Lost days due to work-related injuries and ill health	1,969	5,156	2,933	0	3,556	3,791	1,220	0
Absentee rate ⁵¹	1.77%	2.31%	N/A	N/A	1.32%	1.61%	N/A	N/A
Loss-Time Injury Frequency Rate (LTIFR) (per million hours worked) ⁵²	6.89	10.03	3.16	0	9.81	12.15	2.07	0

⁴⁴ The Group's occupational health and safety data in 2022 was verified by a third-party consultant, including work-related fatalities, rate of high-consequence work-related injury, rate of recordable work-related injury, absentee rate, and loss-time injury frequency rate (LTIFR) among the Group's headquarters, construction sites, property management and other subsidiaries

⁴⁵ As we expanded the data scope of occupational health and safety data to cover HIL and Miramar Group in 2022 and 2021, we have adjusted the overall Group-level data in 2021 to reflect this accordingly

⁴⁶ Data includes only subcontracted workers of our own construction subsidiaries

⁴⁷ Rate of work-related fatalities (per 200,000 hours worked) is calculated as "all fatalities as a result of work-related injury divided by total no. of hours worked for employees and then multiply by 200,000". The factor 200,000 is the annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year

⁴⁸ The main type of high-consequence work-related injuries was fracture involving the use of machinery or tools

⁴⁹ Rate of high-consequence work-related injury (per 200,000 hours worked) is calculated as "high-consequence work-related injuries (exclude fatalities) divided by total no. of hours worked for employees and then multiply by 200,000". The factor 200,000 is the annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year

⁵⁰ Rate of recordable work-related injury (per 200,000 hours worked) is calculated as "all recordable work-related injuries divided by total no. of hours worked for employees and then multiply by 200,000". The factor 200,000 is the annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year

⁵¹ Absentee rate is calculated as number of actual days lost divided by number of scheduled work days in the reporting year

⁵² Loss-Time Injury Frequency Rate (LTIFR) (per million hours worked) represents the number of lost-time injuries per million hours worked. It is calculated as "total number of lost-time injuries divided by total no. of hours worked and then multiplied by 1,000,000"

* 2022 data subject to limited assurance by KPMG

Breakdown on Number of Suppliers, % of Suppliers by Type of Supplier and % of Supplier Expenditures by Geographical Location

	Group		HLD		HIL		Miramar Group	
	2022	2021	2022	2021	2022	2021	2022	2021
No. of suppliers	11,844	11,149	8,594	7,762	2,362	2,566	888	821
Supplier profile								
By type of suppliers								
Consultant	4.2%	3.2%	5.8%	4.6%	0.0%	0.0%	0.0%	0.0%
Contractor	16.3%	17.2%	21.9%	24.3%	1.9%	1.2%	0.0%	0.0%
Subcontractor	3.6%	2.8%	4.9%	4.0%	0.0%	0.0%	0.0%	0.0%
Suppliers and others	75.9%	76.8%	67.4%	67.1%	98.1%	98.8%	100.0%	100.0%
By geographical location								
Hong Kong and Mainland China expenditures	99.3%	99.3%	99.5%	99.6%	96.3%	96.4%	99.7%	99.6%
Overseas expenditures	0.7%	0.7%	0.5%	0.4%	3.7%	3.6%	0.3%	0.4%

SUSTAINABILITY PERFORMANCE

Customer Satisfaction at Our Property Management Subsidiaries

Subsidiary	Aspect	Channel	Satisfaction result (%)	
			2022	2021
Goodwill	<ul style="list-style-type: none"> • Service Quality • Cleaning Quality • Security Quality • Maintenance Quality • Customer Service • Facilities & Activities • ESG 	Questionnaires, interviews	97.8	98.1
Hang Yick	<ul style="list-style-type: none"> • Customer Service • Security Service & Concierge • Club House Service • Facility Management • Cleaning Service • Landscape Service 	Customer Services Survey	Customer Services Survey 2022 is scheduled to be conducted from Mar 2023.	99.1
Well Born	<ul style="list-style-type: none"> • Car Park Management • Shuttle Bus Service • Communication • Others 		Customer Services Survey 2022 is scheduled to be conducted from Mar 2023.	98.7

Political Contribution Made in FY2022

Type of Contribution	Total amount (in HKD million)
Lobbying, interest representation or similar	0
Local, regional or national political campaigns/ organisations/ candidates	0
Trade associations or tax-exempt groups (e.g. think tanks)	0
Other (e.g. spending related to ballot measures or referendums)	0

Philanthropic Contribution Made in FY2022

Type of Contribution	Total amount (in HKD million)
Cash contributions	22
In-kind support:	N/A
- The Group provided four separate land plots in Yuen Long and San Tin to facilitate the Government's implementation of anti-epidemic measures. Please refer to p. 86 to 87 of this Report for details.	
- Regarding the Group's support on transitional housing projects, please refer to p. 60 to 61 of this Report for details.	

INDEPENDENT LIMITED ASSURANCE REPORT



Independent Practitioner's Limited Assurance Report

to the Board of Directors of Henderson Land Development Company Limited

We have undertaken a limited assurance engagement of the selected sustainability information of Henderson Land Development Company Limited ("the Company") for the year ended 31 December 2022, marked with the symbol * ("the Selected Sustainability Information") in the "Sustainability Performance" section of the Sustainability Report 2022 ("the Report").

Directors' responsibilities

The directors are responsible for the preparation of the Selected Sustainability Information in accordance with applicable criteria, as set out in heading "Reporting Standards" within the "About this Report" section of the Report (referred as "applicable criteria" thereafter). This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Selected Sustainability Information that is free from material misstatement, whether due to fraud or error.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibilities

Our responsibility is to express a limited assurance conclusion on the Selected Sustainability Information based on the procedures we have performed and the evidence we have obtained. This report is made solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000 (Revised)") and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410") issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform this engagement to obtain limited assurance about whether the Selected Sustainability Information is free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised), and ISAE 3410 involves assessing the suitability in the circumstances of the Company's use of applicable criteria as the basis for the preparation of the Selected Sustainability Information, assessing the risks of material misstatement of the Selected Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Selected Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Within the scope of our work we performed amongst others the following procedures:

- Enquiries of relevant staff at corporate and selected site level responsible for the preparation of the Selected Sustainability Information;
- Interviews with relevant staff to understand the design and implementation of the systems and methods used to collect and process the Selected Sustainability Information;
- Agreement of the Selected Sustainability Information, on a sample basis, to source documentation;
- Analytical procedures over the Selected Sustainability Information;
- Compared the definitions as included in the applicable criteria against the definitions used by the Company to prepare the Selected Sustainability Information; and
- Read the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Company.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Selected Sustainability Information has been prepared, in all material respects, in accordance with the applicable criteria as set out in heading "Reporting Standards" within the "About this Report" section of the Report.

Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Selected Sustainability Information for the year ended 31 December 2022 is not prepared, in all material respects, in accordance with the applicable criteria as set out in heading "Reporting Standards" within the "About this Report" section of the Report.

Certified Public Accountants

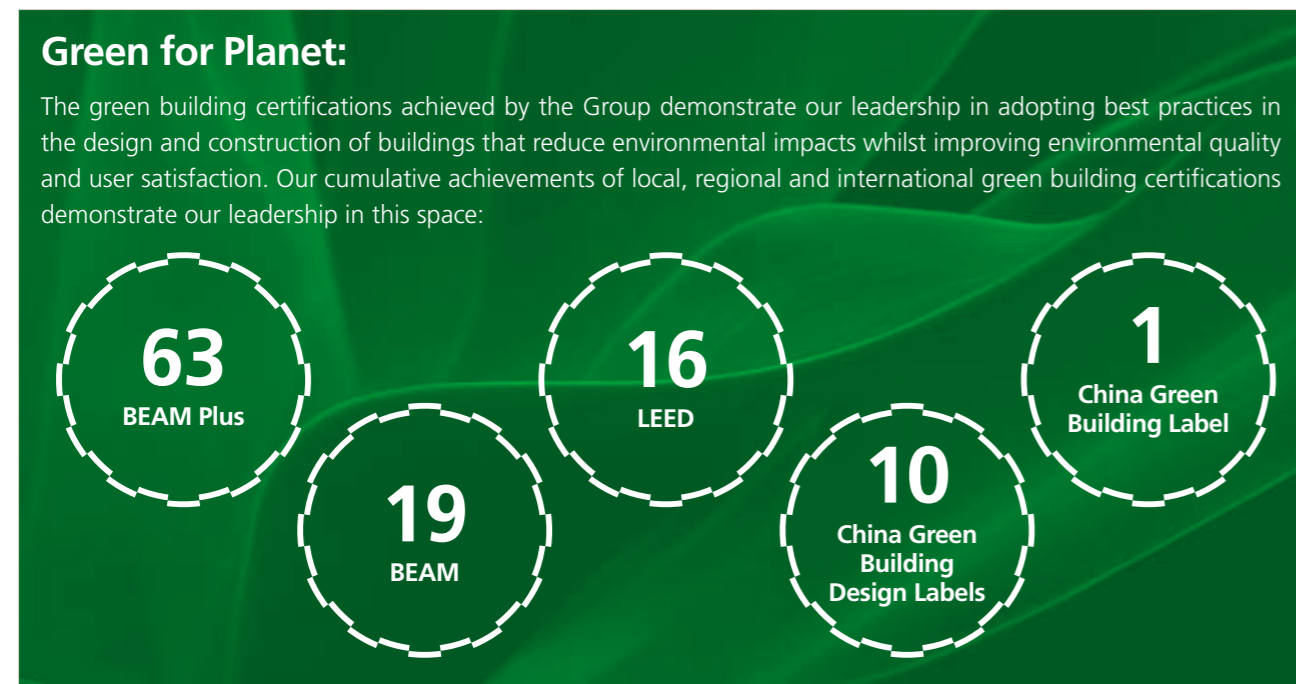
8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

21 March 2023

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Sustainability Awards

Project accreditations



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

Development	Accreditation / Award	Rating / Award Category
22A Kennedy Road	BEAM Plus	BEAM Plus (New Buildings) - Provisional Silver Rating
3 Mei Sun Lane, Tai Po	Build4Asia Awards 2022	Outstanding Future Project - Residential - Silver
	Asia Pacific Property Awards 2022-2023	Residential High Rise Architecture Hong Kong - Award Winner
4-24 Nam Kok Road, Kowloon City	Asia Pacific Property Awards 2022-2023	Residential Development Hong Kong - Award Winner
AIA Tower	WELL Health-Safety Rating	Health-Safety Rated
Baker Circle	MIPI Asia Awards 2022	Best Futura Mega Project - Silver
	Asia Property Awards 2022	Best Mixed Use Development (China - Hong Kong and Macau) - Winner
		Best Clubhouse Interior Design (Hong Kong and Macau)
	Build4Asia Awards 2022	Outstanding Future Project - Residential - Gold
	Real Estate Asia Awards 2022	Mixed-Use Development Award of the Year - Hong Kong
Baker Circle · Dover	BEAM Plus	BEAM Plus (New Buildings) - Provisional Gold Rating
1-27 Berwick Street	BEAM Plus	BEAM Plus (New Buildings) - Provisional Gold Rating
Carbon Neutral Mall - Central Site at Fanling North	Green Building Award 2021	Research & Planning Category (Planning) - Finalist
Greentech Tower, Shanghai	WELL Health-Safety Rating	WELL Health-Safety Rated
H Zentre	GBA Low Carbon Buildings Top 100 Award 2022	Top 100
Harbour East	GBA Low Carbon Buildings Top 100 Award 2022	Top 100
	WELL Building Standard	Final Platinum
Henderson 688, Shanghai	RICS Awards China 2022	Sustainability Achievement of the Year - Finalist
	WELL Health-Safety Rating	WELL Health-Safety Rated

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Development	Accreditation / Award	Rating / Award Category
Henderson Metropolitan, Shanghai	RICS Awards China 2022	Facilities Management Team of the Year - Finalist
	TRUE Certification	Platinum Rating
New Kowloon Inland Lot No. 6552, Kai Tak	BEAM Plus	BEAM Plus (New Buildings) - Provisional Gold Rating
Lumina Shanghai	Leadership in Energy and Environmental Design (LEED)	Pre-certification Gold
Lumina Guangzhou	WELL Health-Safety Rating	WELL Health-Safety Rated
Manulife Financial Centre	WELL Health-Safety Rating	WELL Health-Safety Rated
Novum East	The Best Landscape Award for Private Property Development 2022	Small-scale Domestic Property (Properties below 6 years of age) - Merit Award
Novum West	BEAM Plus	BEAM Plus (New Buildings) - Final Silver Rating
One Innovale	Asia Property Awards 2022	Best Condo Development (Hong Kong and Macau) - 5-Star Winner
	Asia Pacific Property Awards 2022-2023	Best Sustainable Residential Development Hong Kong - 5 Star Winner
	China Healthy Building Design Label	Platinum Rating
	Green Building Award 2021	New Buildings Category (Projects Under Construction and/or Design - Residential) - Merit Award
	Real Estate Asia Awards 2022	Sustainable Development Award of the Year - Hong Kong
Seven Victory Avenue	BEAM Plus	BEAM Plus (New Buildings) - Final Silver Rating
458 Sai Yeung Choi Street North	Build4Asia Awards 2022	Outstanding Future Project - Residential - Bronze
	Asia Pacific Property Awards 2022-2023	Residential High Rise Development Hong Kong - Award Winner
The Addition	BEAM Plus	BEAM Plus (New Buildings) - Final Bronze Rating

Development	Accreditation / Award	Rating / Award Category
The Henderson	buildingSMART International openBIM Awards 2022	Winner (Construction for Buildings)
	The Hong Kong openBIM/ openGIS Awards 2022	Grand Award (Project Category)
	Celebration of BIM Achievement 2022	Winning of BIM Projects 2022
	2022 Hong Kong Construction Common Data Environment Award	Special Mention Award (Project)
	GBA Low Carbon Buildings Top 100 Award 2022	Top 100
	Autodesk Hong Kong BIM Awards 2022	Award Winner
	Green Building Award 2021	New Buildings Category (Projects Under Construction and/or Design – Commercial) - Grand Award
		Building Products and Technologies Category – Merit Award: Solar Responsive Ventilator (Patented design developed for The Henderson)
	SmartScore Certification	Platinum Rating
	WiredScore Certification	Platinum Rating
	2022 The Architecture MasterPrize	2022 Architectural Design Award - Commercial Architecture Category - Winner
The Quinn · Square Mile	BEAM Plus	BEAM Plus (New Buildings) - Provisional Silver Rating
The Symphonie	Green Building Award 2021	New Buildings Category (Projects Under Construction and/or Design - Residential) - Finalist
The Zutton	BEAM Plus	BEAM Plus (New Buildings) - Final Silver Rating
World Financial Centre, Beijing	Parksmart Certification	Pioneer
	RICS Awards China 2022	Sustainability Achievement of the Year - Excellence
	WELL Health-Safety Rating	WELL Health-Safety Rated

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Henderson Land Development 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
Bloomberg Businessweek/ Chinese Edition	Listed Enterprises of the Year 2022
BusinessFocus	Business Focus Award 2022 • Best ESG Planning Enterprise Award
CAPITAL	The Listed Enterprise Excellence Awards 2021 • Corporate Results Performance Award
Eastweek	Greater China Super Brands Awards 2022
EDigest	EDigest Outstanding Listed Enterprises Award 2022
GRESB	4-Star Rating
Hong Kong Economic Journal	Listed Company Awards of Excellence 2022 • Listed Company Awards of Excellence - Blue Chip
Hong Kong Quality Assurance Agency	Sustainability Rating of AA+
Hong Kong Ta Kung Wen Wei Media Group	The Third Greater Bay Area Developing Forum cum Award Presentation Ceremony • Remarkable Developer Award for the Greater Bay Area
MSCI	ESG Rating of BBB
Sustainalytics	Low Risk
The Chinese University of Hong Kong's the Centre for Business Sustainability	The 7 th Hong Kong Business Sustainability Index & The 3 rd Greater Bay Area Business Sustainability Index • Top 10 Company, Pace-setter The 2 nd Greater China Business Sustainability Index • Top 20 Company, Pace-setter
The Hong Kong Institute of Financial Analysts and Professional Commentators Limited	IFAPC Outstanding Listed Companies Award 2022
The S&P Global Corporate Sustainability Assessment	Attained score of 66 in 2022

Organiser	Award
Green for the Planet	
BCI Asia	BCI Asia Top 10 Awards 2022 • Top 10 Developers Award
Bloomberg Businessweek/ Chinese Edition and Deloitte	ESG Leading Enterprise Awards 2022 • ESG Leading Enterprise Awards (Category I: Market capitalization over HK\$20 billion) • Leading Environmental Initiative Awards • Leading Social Initiative Awards
CDP	Rated B in Climate Change Assessment
EDigest	EDigest ESG Award 2022
Hang Seng Indexes Company Limited	Hang Seng Corporate Sustainability Index Series Member 2022-2023 • Being a Constituent Company for 13 consecutive years since 2010 • Achieved AA+ Rating in 2022
Hong Kong Economic Times	Excellent ESG Recognition Scheme 2021-2022 • Excellent ESG Enterprise of 2021-2022
Hong Kong ESG Reporting Awards Limited	Hong Kong ESG Reporting Awards 2022 • Outstanding ESG Improvement Award - Grand Award • Excellence in ESG Governance - Commendation • Excellence in Social Positive Impact - Commendation • GRESB X HERA Excellence for Real Estate - Commendation

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Organiser	Award
Hong Kong Green Building Council and Professional Green Building Council	<p>Green Building Award 2021</p> <ul style="list-style-type: none"> • Green Building Leadership (Developer) - Pioneer Award • New Buildings Category (Projects Under Construction and/ or Design - Commercial) - Grand Award (The Henderson) • New Buildings Category (Projects Under Construction and/ or Design - Residential) - Merit Award (One Innovale) • Building Products & Technologies Category - Merit Award - Solar Responsive Ventilator (Patented design developed for The Henderson) • New Buildings Category (Projects Under Construction and/ or Design - Residential) - Finalist (The Symphonie) • Research & Planning Category (Planning) - Finalist (Carbon Neutral Mall - Central site at Fanling North)
Hong Kong Green Building Council and Construction Industry Council	<p>10 Biz-Green Outfits Social Challenge</p> <ul style="list-style-type: none"> • Biz-Green Style Award - Gold
Hong Kong Quality Assurance Agency	<p>Recognition Awards for Organisations 2022</p> <ul style="list-style-type: none"> • Management Excellence Award for Outstanding ESG Rating (Property and Construction Department) - Social Contribution Organisation (Build up Sustainable Cities & Communities)
Institute of ESG and Benchmark	<p>ESG Achievement Awards 2021/2022</p> <ul style="list-style-type: none"> • ESG Benchmark Awards - The ESG Leader - Diamond Award • Special Awards (Criteria set by Fund Managers) - Outstanding ESG Company - Diamond Award
KPMG China	<p>Future · ESG Awards</p> <ul style="list-style-type: none"> • Outstanding ESG Practice Award
MerComm, Inc.	<p>International ARC Awards 2022</p> <ul style="list-style-type: none"> • Silver Award (Infographics: Sustainability Report: Hong Kong) • Honors Award (Interior Design: Sustainability Report: Hong Kong) <p>Galaxy Awards 2022</p> <ul style="list-style-type: none"> • Bronze Award (Annual Reports - Print: Real Estate Dev. Svcs.)

Organiser	Award
Metro Finance	<p>GBA Corporate Sustainability Awards 2022</p> <ul style="list-style-type: none"> • GBA Corporate Sustainability Grand Award • Excellence in Corporate Governance • Excellence in Social Sustainability - SDGs (Sustainable Cities and Communities) • Excellence in Green Sustainability - SDGs (Climate Action)
The Chamber of Hong Kong Listed Companies and the Centre for Corporate Governance and Financial Policy, Hong Kong Baptist University	<p>The Hong Kong Corporate Governance and ESG Excellence Awards 2022</p> <ul style="list-style-type: none"> • Awards of Excellence in ESG - Hang Seng Index Constituent Companies
The Hong Kong Management Association	<p>Hong Kong Sustainability Award 2022</p> <ul style="list-style-type: none"> • Certificate of Excellence (Large-sized Organizations Category)
Television Broadcasts Limited	<p>TVB ESG Awards 2022</p> <ul style="list-style-type: none"> • Outstanding ESG Award • Best in ESG Practices • Best in ESG Report • ESG Project Innovation Award • Innovative Climate Technology Award
World Green Building Council	<p>Asia Pacific Leadership in Green Building Awards 2022</p> <ul style="list-style-type: none"> • Business Leadership in Sustainability Award
Innovation for Future	
Global MIKE Study Group	<p>Global Most Innovative Knowledge Enterprise (MIKE) Award 2022 - The Most Outstanding Winner</p>
Knowledge Management and Innovation Research Centre of The Hong Kong Polytechnic University	<p>Hong Kong Most Innovative Knowledge Enterprise (MIKE) Award 2022</p>
UNESCO Hong Kong Association Glocal Peace Centre, SocietyNext Foundation and Rotary Club	<p>InnoESG Prize 2022 - People-Centric, ESG Goodwill</p>
The Association of Accredited Advertising Agencies of Hong Kong	<p>Hong Kong Kam Fan Awards 2022</p> <ul style="list-style-type: none"> • Media-Media: Best Use of Print - Merit Award
Value for People	
The Hong Kong Council of Social Service	<p>Caring Company 2022/23</p> <ul style="list-style-type: none"> • 15 Years Plus Caring Company 2022/23

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Similarly, our wholly-owned subsidiaries Goodwill, Hang Yick, Well Born, E Man, as well as our subsidiaries Miramar Group and HIL continue to be recognised for their continued commitment and achievements in sustainability, which is a testimony to the Group putting the key drivers of our sustainability strategy into action.

Goodwill Sustainability Awards

Organiser	Award / Ratings
Green for Planet	
CLP Group	Smart Energy Award 2021 • Merit Certification (22 awarded properties in total)
Electrical and Mechanical Services Department	Energy Saving Charter 2022 (34 awarded properties in total)
Green Sense	Hong Kong No Air-Con Night (31 awarded properties in total)
Greeners Action	Umbrella Bags Reduction Accreditation Programme 2022 • Diamond Level (9 awarded properties in total) • Gold Level (20 awarded properties in total) • Silver Level (4 awarded properties in total)
Water Supplies Department	Enterprises Cherish Water Charter 2022 (35 awarded properties in total)
Value for People	
Employees Retraining Board	ERB Manpower Developer Award Scheme • Manpower Developer 2012-2022 • Certificate of Appreciation 2020-2022
Kowloon West Regional Crime Prevention Office, Security and Guarding Industry Management Authority and The Hong Kong Association of Property Management Companies	Kowloon West Best Security Services Awards 2021 • Honorable Managed Property Award
Promoting Happiness Index Foundation	Happiness at Work Promotional Scheme 2022 • Happy Company
The Hong Kong Council of Social Service	Caring Company 2022/23 • 15 Years Plus Caring Company 2022/23
The Hong Kong Federation of Youth Groups	Heart to Heart Company 2021/22
The Hong Kong Institute of Facility Management	Excellence in Facility Management Award 2022 • Distinction Award (Retail) (Mira Place)

Organiser	Award / Ratings
Water Supplies Department	Quality Water Supply Scheme for Buildings - Fresh Water (Management System) • Gold (5 awarded properties in total) • Blue (3 awarded properties in total)
	Quality Water Supply Scheme for Buildings - Flushing Water • Gold (1 awarded property in total) • Blue (2 awarded properties in total)
Endeavour for Community	
Home and Youth Affairs Bureau Community Investment & Inclusion Fund	Social Capital Builder Awards 2022 • Social Capital Builder Logo Awards

Hang Yick and Well Born Sustainability Awards

Organiser	Award / Ratings
Green for Planet	
World Green Organisation	GOALS Green Office
Value for People	
Asia Pacific Customer Service Consortium	Certified Customer Service - Level III • Strategic Business Unit
	Customer Relationship Excellence Awards 2022 • 20 Consecutive Years of Participation (Well Born) • Customer Satisfaction Quality System of the Year 2022 (Property Management) • Corporate Environmental Leadership of the Year 2022 (Property Management) • Best Customer Experience Management of the Year 2022 (Property Management)
CTgoodjobs	Best HR Awards 2022 • Best Corporate Social Responsibility Award - Gold (Well Born) • Best Diversity, Equity & Inclusion Strategy Award - Gold (Well Born) • Best Family-friendly Employment Policy Award - Gold (Well Born) • Excellent HR Professional Award (Well Born) • Recruitment Team of the Year (Well Born)
Equal Opportunities Commission	The Racial Diversity and Inclusion Charter for Employers
Home and Youth Affairs Bureau Community Investment & Inclusion Fund	Social Capital Builder Awards 2022 • Social Capital Builder Logo Award

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Organiser	Award / Ratings
Mandatory Provident Fund Schemes Authority	Good MPF Employer Award 2021-2022 <ul style="list-style-type: none"> • Good MPF Employer 5 Years+ (e-Contribution Award and MPF Support Award) (Hang Yick and Well Born)
Occupational Safety and Health Council, Labour Department, LegCo members (functional Constituency - labour) and employee representatives of Labour Advisory Board	14 th Outstanding OSH Employees Award <ul style="list-style-type: none"> • Foreman Group, Silver Award
Promoting Happiness Index Foundation	Happiness At Work Promotional Scheme 2022 <ul style="list-style-type: none"> • Happy Company 10 Years (Hang Yick and Well Born)
Property Management Services Authority	PM Pioneer
The Employees Retraining Board	ERB Annual Award Presentation Ceremony 2021-2022 <ul style="list-style-type: none"> • Employer of the Year Award (Hang Yick) • Outstanding Award for Employers (Well Born) • ERB30 Enterprise Partnership Award (Hang Yick and Well Born)
	ERB Manpower Developer Award Scheme <ul style="list-style-type: none"> • Grand Prize Award 2020-2022 (Hang Yick and Well Born) • Super MD 2020-25
The Hong Kong Council of Social Service	Caring Company 2022/23 <ul style="list-style-type: none"> • 20 Years Plus Caring Company 2022/23 (Hang Yick and Well Born)
Vocational Training Council & Hong Kong Police Force Crime Prevention Bureau	2021 Security Services Best Training Award <ul style="list-style-type: none"> • Award of Gold (Well Born - The Reach and Double Cove) • Award of Silver (Well Born - Metro Harbour View and Metro City) • Merit Award (H-Privilege Limited)
Endeavour for Community	
Agency for Volunteer Service	"Give Me 5 · 行義快" Donation Campaign <ul style="list-style-type: none"> • Outstanding Participation Award
	Hong Kong Volunteer Award <ul style="list-style-type: none"> • Organisation (Group 2: Corporate with 100 or above full-time employees) • Corporate & Non-Commercial Organization (Volunteer Hours) - Top Ten Highest Volunteer Hours (Group 1: Corporate with 1,000 or above full-time employees) • Excellence Gold Award • Outstanding Caring Estate
The Hong Kong General Chamber of Small and Medium Business	Partner Employer Award 2022 <ul style="list-style-type: none"> • Partner Employers 10 Years + (Well Born) • Existing Employee Retention Award • Extra Employee Recruitment Award

Construction Sustainability Awards

Organiser	Award / Ratings
Hong Kong Construction Association	2021 Hong Kong Construction Environmental Award <ul style="list-style-type: none"> • Merit
	2022 HKCA Construction Safety Award <ul style="list-style-type: none"> • Proactive Safety Contractor Award (Heng Lai, Heng Shung and Heng Tat) • Safety Merit Award (E Man)
Hong Kong Professional Building Inspection Academy	Quality Contractor of the Year 2021 (The Addition and Two Artlane)

HIL Sustainability Awards

Organiser	Award / Ratings
Value for People	
Labour Department	Good Employer Charter 2020-2022 (Unicorn Stores (HK) Limited)
Mandatory Provident Fund Scheme Authority	Good MPF Employer Award 2021-2022 <ul style="list-style-type: none"> • Good MPF Employer Award (Unicorn Stores (HK) Limited)
The Hong Kong Council of Social Service	Caring Company 2022/23 (Citistore (Hong Kong) Limited and Unicorn Store (HK) Limited)
Endeavour for Community	
The Lok Sin Tong Benevolent Society, Kowloon	Lok Sin Tong Territory-wide Flag Day 2022 <ul style="list-style-type: none"> • 1st Runner-up Top Fundraising Award (Corporate)

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Miramar Group Sustainability Awards

Organiser	Award / Ratings
Klook	Staycation Awards 2021 • Best Design Hotel Award
MerComm, Inc.	The 36 th Anniversary International ARC Awards • Printing & Production (Standard Treatment) • ASTRID Awards (Special Projects: Holiday Event - Bronze) Winning Project: "WANDERful Australia" Staycation
Tripadvisor	2022 Travelers' Choice Winner
World Spa Awards	Hong Kong's Best Day Spa
World Travel Awards	Hong Kong's Leading Lifestyle Hotel
Green for Planet	
BDO	BDO ESG Awards 2022 • Best in ESG Awards (Small Market Capitalisation) • Best in Reporting Awards (Small Market Capitalisation)
Environment Bureau	Charter on External Lighting • Gold Award
Hong Kong Investor Relations Association	HKIRA ESG competition • Certificates of Excellence
Environmental Campaign Committee	Hong Kong Green Organization Certificate • Energywi\$e Certificate (Basic Level) • Wastewi\$e Certificate (Good Level)
Water Supplies Department	Enterprises Cherish Water Charter 2022
Innovation for Future	
International Awards Associate	MUSE Creative Awards • Platinum Winner, Integrated Marketing (Event Marketing) - The Mira Hong Kong "Flamboyant MIRAmi Beach Club" • Gold Winner, Integrated Marketing (Event Marketing) - Mira Place "Gimme LiVe2022- Colour My LiVe" • Silver Winner, Integrated Marketing (Event Marketing) - Mira Place "Gimme LiVe2021- RE-LIVE"

Organiser	Award / Ratings
Value for People	
Academy of Interactive & Visual Arts	The 28 th Communicator Awards • Award of Distinction
Environmental Protection Department	Indoor Air Quality Certification Scheme • Good Class
The Hong Kong Institution of Facility Management	Excellence in Facility Management Award 2022 • Distinction Award
Hong Kong Police Force	Kowloon West Best Security Services Awards • Honorable Managed Property Award
Hong Kong Quality Assurance Agency	Anti-Epidemic Hygiene Measures Certification
The Hong Kong Council of Social Service	Caring Company 2022/23 • 15 Years Plus Caring Company 2022/23
UNICEF HK	Breastfeeding Friendly Workplace
Water Supplies Department	Quality Water Supply Scheme for Buildings - Fresh Water (Management System) • Gold
	Quality Water Supply Scheme for Buildings - Flushing Water • Gold
Endeavour for Community	
Home and Youth Affairs Bureau Community Investment & Inclusion Fund	Social Capital Builder Awards 2022 • Social Capital Builder Logo Award

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Professional Memberships

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

Organisation	Position
Agency for Volunteer Service	Chairman of Hong Kong Volunteer Award's Corporate Volunteering Subcommittee, Judging Panel of Hong Kong Volunteer Award and Member of Hong Kong Volunteer Award's Steering Committee
Appeal Board Panel under the Construction Workers Registration Ordinance	Member
Asian Corporate Coalition for Climate Change Resilience (A4CR)	Steering Member
BEAM Society	Member of Development Sub-committee, BEAM Plus Review Steering Committee and various positions
Business Environment Council	Steering Committee of Climate Change Business Forum Advisory Group, Member of Circular Economy Advisory Group Steering Committee and Ordinary Member of Sustainable Living Environment Advisory Group
Chartered Institute of Building (CIOB) Hong Kong	Member
Chartered Association of Building Engineers	Fellow Chartered Building Engineer
China Green Building (Hong Kong) Council	Executive Member and Corporate Member
China Property Management Institute	Property Management Practitioner
Chinese Society for Urban Studies (CSUS) China Green Building Council	Senior Individual Member and Committee Member

Organisation	Position
CIC Certified BIM Manager	Member
City University of Hong Kong	Court Member
Development Bureau	Appeal Board Panel under Construction Workers Registration Ordinance member
Education and Training Committee of Hong Kong Institute of Planners	Co-Convenor
Egret Research Group, the Hong Kong Bird Watching Society	Convenor
Engineers Registration Board	Member
Environment Bureau	Member of the Advisory Committee of Recycling Fund
Examination Board of Hong Kong Institute of Planners	Chairman
Greater Bay Area Green Building Alliance	Alliance Member
HKSAR Advisory Committee on Recycling Fund	Member
HKSAR Appeal Tribunal Panel (Buildings)	Member
HKSAR Buildings Department	Member of the Geotechnical Engineers Registration Panel, Registered Inspectors' Disciplinary Panel and Selection Panel (Mandatory Building Inspection Scheme and Mandatory Window Inspection Scheme), and Registered Inspectors' Disciplinary Board Member and Member of Advisory Committee for Fire Safety (Buildings) Ordinance and the Fire Safety (Commercial Premises) Ordinance

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Organisation	Position
HKSAR Land and Development Advisory Committee	Member of Land Sub-Committee and Planning Sub-Committee
Hong Kong - Shenzhen Innovation and Technology Park Ltd.	Board Member
Hong Kong Baptist University	Honorary Court Member
Hong Kong Construction Association	Council Member and Building Committee Member
Hong Kong Green Building Council	Platinum Patron Member and various positions, Industry Standards and Practices Committee (ISPC) member, Smart and Green Design Guide Task force member, 'WGBC Better Places for People - Global Campaign' Task Force member and "Green Building Young Leaders Program" Program Leader
Hong Kong Hospital Authority	Board Member
Hong Kong Housing Society	Member of Hong Kong Quality Building Assessment Panel
Hong Kong Institute of Construction Managers	Organising Committee Member of Quality Building Award 2022
Hong Kong Property Management Services Authority	Property Management Practitioner
Hong Kong Retail Management Association	Full Member
Institution of Plant Engineers	Fellow Member
IUCN Heron Specialist Group	Member

Organisation	Position
Joint Registration Board of Construction Managers and Supervisors of Hong Kong Institute of Construction Manager	Board Member
Lingnan University	Deputy Chairman and Member of the Council/ Court Member
Occupational Health and Safety Council	Safety and Health Improvement Partnership Scheme - Strategic Partner
Planners Registration Board	Board Member
Registered Engineers Board	Registered Professional Engineers
Royal Institution of Chartered Surveyors (RICS)	Member
Shanghai Ji Liang Xie Hui	Energy Metering Manager
Shanghai Municipal Human Resources and Social Security Bureau	Smart Building Manager and Architect (Level 2)
Shanghai Property Management Association	Property Manager
Society of Operations Engineers	Member
Surveyors Registration Board	Member
The Appeal Board on Public Meetings & Processions	Member
The Chartered Institute of Arbitrators (CIArb)	Member
The Chartered Institute of Building (CIOB)	Member

SUSTAINABILITY AWARDS AND PROFESSIONAL MEMBERSHIPS

Organisation	Position
The Chartered Institution of Building Services Engineers (CIBSE)	Member
The Chartered Institution of Highways & Transportation	Member
The Chartered Society of Designers (UK)	Member
The China Property Management Institute	Property Manager
The Green Building Industry Alliance in Guangdong-Hong Kong-Macao Greater Bay Area	Alliance Member Representative
The Hong Kong Institute of Architects	Fellow Member
The Hong Kong Institute of Certified Property Managers	Vice President
The Hong Kong Institute of Construction Managers	Fellow Member
The Hong Kong Institute of Housing	Fellow Member
The Hong Kong Institute of Landscape Architect	Member
The Hong Kong Institute of Project Management	Member
The Hong Kong Institute of Real Estate Administrators	Vice President and Member
The Hong Kong Institute of Surveyors	Member

Organisation	Position
The Hong Kong Institution of Engineers	Fellowship Committee Division, Structural Discipline Professional Assessor, Building Discipline Professional Assessor, Senior Advisor of Building Division and Fellow Member
The Hong Kong Interior Design Association (HKIDA)	Certified Interior Designer
The Hong Kong Polytechnic University	Court Member, Member of Validation Panel for mixed-mode MSc in Digital Construction Programme
The Hong Kong University of Science and Technology	Court/ Council Member
The Institution of Fire Engineers	Member
The Radio Television Hong Kong (RTHK), Board of Advisors	Member
The Real Estate Developers Association of Hong Kong	Convenor of the Legal Sub-committee, and the Planning, Environment and Lands Sub-committee, and various positions
The Society Of Operations Engineers	Member
Vocational Training Council	Chairman of The Real Estate Services Training Board

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GRI Standard

GRI Standard	Descriptions	Remarks	Page No.
GRI 1: Foundation 2021			
Statement of use	The Group has reported in accordance with the GRI Standards for the period from 1 January 2022 to 31 December 2022		
GRI 2: General Disclosures 2021			
2-1	Organisational details	About our Group	14-17
2-2	Entities included in the organisation's sustainability reporting	About this Report	18
2-3	Reporting period, frequency and contact point	About this Report	18
2-4	Restatements of information	In 2022, we have updated our approach of calculating and/or collecting certain data points (namely Scope 1 GHG emissions). We have also expanded the scope to cover certain data points of our subsidiaries, HIL and Miramar Group. Adhering to the reporting principles of 'consistency', we adjusted our calculation for 2021 to align with that in 2022 and allow for meaningful comparison of data over time	102, 104-113
2-5	External assurance	Independent Limited Assurance Report	116-117
2-6	Activities, value chain and other business relationships	About our Group	14-17
2-7	Employees	Value for People, Sustainability Performance	71-75, 106-109
2-8	Workers who are not employees	Value for People, Sustainability Performance	76, 113
2-9	Governance structure and composition	Our Corporate Governance	19
2-10	Nomination and selection of the highest governance body	Our Corporate Governance	19
2-11	Chair of the highest governance body	Our Corporate Governance	19
2-12	Role of the highest governance body in overseeing the management of impacts	Our Corporate Governance	19

GRI Standard	Descriptions	Remarks	Page No.
2-13	Delegation of responsibility for managing impacts	Our Corporate Governance	19
2-14	Role of the highest governance body in sustainability reporting	Our Corporate Governance	19
2-15	Conflicts of interest	Corporate Governance Report	/
2-16	Communication of critical concerns	Our Corporate Governance	21
2-17	Collective knowledge of the highest governance body	Our Corporate Governance	19
2-18	Evaluation of the performance of the highest governance body	Our Corporate Governance	19
2-19	Remuneration policies	Our Corporate Governance	20
2-20	Process to determine remuneration	Our Corporate Governance	20
2-21	Annual total compensation ratio	Not applicable. Our Director and Employee Remuneration Policy aims to provide a fair market level of remuneration for all our staff. The metric is affected by factors such as inflation rate, making a definitive statement difficult	/
2-22	Statement on sustainable development strategy	Our Sustainability Strategy and Highlights	4-9
2-23	Policy commitments	Our Corporate Governance	20
2-24	Embedding policy commitments	Our Corporate Governance	20
2-25	Processes to remediate negative impacts	Our Corporate Governance	21
2-26	Mechanisms for seeking advice and raising concerns	Our Corporate Governance	22
2-27	Compliance with laws and regulations	Our Corporate Governance	20
2-28	Membership associations	Sustainability Awards and Professional Memberships	132-137
2-29	Approach to stakeholder engagement	Our Materiality Approach	23-25
2-30	Collective bargaining agreements	The majority of Henderson Land's employees are in Hong Kong where there is no statutory recognition of collective bargaining agreements	/

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GRI Standard

GRI Standard	Descriptions	Remarks	Page No.
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Our Materiality Approach	23-25
3-2	List of material topics	Our Materiality Approach, Annex: Stakeholder Engagement and Materiality Assessment	25,152
GRI 201: Economic Performance 2016			
3-3	Management of material topics	About our Group	14-17
201-1	Direct economic value generated and distributed	About our Group	15
GRI 203: Indirect Economic Impacts 2016			
3-3	Management of material topics	Value for People, Endeavour for Community	64-81, 82-101
203-1	Infrastructure investments and services supported	Value for People, Endeavour for Community	64-81, 82-101
GRI 204: Procurement Practices 2016			
3-3	Management of material topics	Value for People	64-81
204-1	Proportion of spending on local suppliers	Sustainability Performance	113
GRI 205: Anti-corruption 2016			
3-3	Management of material topics	Our Corporate Governance	19-22
205-2	Communication and training about anti-corruption policies and procedures	Our Corporate Governance	22
205-3	Confirmed incidents of corruption and actions taken	Our Corporate Governance	22
GRI 206: Anti-competitive Behaviour 2016			
3-3	Management of material topics	Our Corporate Governance	19-22
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Our Corporate Governance	22

GRI Standard	Descriptions	Remarks	Page No.
GRI 301: Materials 2016			
3-3	Management of material topics	Green for Planet	30-47
301-1	Materials used by weight or volume	Sustainability Performance	103
GRI 302: Energy 2016			
3-3	Management of material topics	Green for Planet	30-47
302-1	Energy consumption within the organisation	Green for Planet, Sustainability Performance	40-42, 104-105
302-3	Energy intensity	Green for Planet, Sustainability Performance	40-42, 104-105
CRE1	Building energy intensity	Green for Planet, Sustainability Performance	40-42, 104-105
302-4	Reduction of energy consumption	Green for Planet, Sustainability Performance	40-42, 104-105
GRI 303: Water and Effluents 2018			
3-3	Management of material topics	Green for Planet	30-47
303-1	Interactions with water as a shared resource	Green for Planet All water consumed by our operations comes from municipal water supplies, there were no issues related to sourcing water that was fit for purpose	47
303-2	Management of water discharge-related impacts	Green for Planet	47
303-5	Water consumption	Green for Planet, Sustainability Performance	47, 104-105
GRI 305: Emissions 2016			
3-3	Management of material topics	Green for Planet	30-47
305-1	Direct (Scope 1) GHG emissions	Green for Planet, Sustainability Performance	40-42, 104-105
305-2	Energy indirect (Scope 2) GHG emissions	Green for Planet, Sustainability Performance	40-42, 104-105
305-4	GHG emissions intensity	Green for Planet, Sustainability Performance	40-42, 104-105
CRE3	GHG emissions intensity from buildings	Green for Planet, Sustainability Performance	40-42, 104-105
305-5	Reduction of GHG emissions	Green for Planet, Sustainability Performance	40-42, 104-105

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GRI Standard

GRI Standard	Descriptions	Remarks	Page No.
GRI 306: Waste 2020			
3-3	Management of material topics	Green for Planet	30-47
306-1	Waste generation and significant waste-related impacts	Green for Planet	44-46
306-2	Management of significant waste-related impacts	Green for Planet	44-46
306-3	Waste generated	Sustainability Performance The Group generated no significant hazardous waste during the reporting period	102
306-4	Waste diverted from disposal	Sustainability Performance	102
GRI 308: Supplier Environmental Assessment 2016			
3-3	Management of material topics	Value for People	64-81
308-1	New suppliers that were screened using environmental criteria	Value for People	76
308-2	Negative environmental impacts in the supply chain and actions taken	Value for People There are no suppliers identified as having significant actual and potential negative environmental impacts	76
GRI 401: Employment 2016			
3-3	Management of material topics	Value for People	64-81
401-1	New employee hires and employee turnover	Value for People, Sustainability Performance	73, 106-108
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Value for People	71-72

GRI Standard	Descriptions	Remarks	Page No.
GRI 403: Occupational Health and Safety 2018			
3-3	Management of material topics	Value for People	64-81
403-1	Occupational health and safety management system	Value for People	66-69
403-2	Hazard identification, risk assessment, and incident investigation	Value for People	66-69
403-3	Occupational health services	Value for People	66-69
403-4	Worker participation, consultation, and communication on occupational health and safety	Value for People	66-69
403-5	Worker training on occupational health and safety	Value for People	66-69
403-6	Promotion of worker health	Value for People	66-69
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Value for People	66-69
403-9	Work-related injuries	Value for People, Sustainability Performance	66-69, 112
403-10	Work-related ill health	Value for People, Sustainability Performance	66-69, 112
GRI 404: Training and Education 2016			
3-3	Management of material topics	Value for People	64-81
404-1	Average hours of training per year per employee	Value for People, Sustainability Performance	74-75, 110
GRI 405: Diversity and Equal Opportunity 2016			
3-3	Management of material topics	Value for People	64-81
405-1	Diversity of governance bodies and employees	Value for People, Sustainability Performance	74, 106-109
GRI 406: Non-discrimination 2016			
3-3	Management of material topics	Value for People	64-81
406-1	Incidents of discrimination and corrective actions taken	Value for People	74

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GRI Standard

GRI Standard	Descriptions	Remarks	Page No.
GRI 413: Local Communities 2016			
3-3	Management of material topics	Endeavour for Community	82-101
413-1	Operations with local community engagement, impact assessments and development programmes	Endeavour for Community	82-101
GRI 416: Customer Health and Safety 2016			
3-3	Management of material topics	Value for People	64-81
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Value for People	69-70
GRI 417: Marketing and Labelling 2016			
3-3	Management of material topics	Value for People	64-81
417-1	Requirements for product and service information and labelling	Value for People	71
417-2	Incidents of non-compliance concerning product and service information and labelling	Value for People	71
417-3	Incidents of non-compliance concerning marketing communications	Value for People	71
GRI 418: Customer Privacy 2016			
3-3	Management of material topics	Value for People	64-81
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Value for People	70
CRE8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment	Sustainability Awards and Professional Memberships	118-131

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Aspects, General Disclosure, KPIs	Descriptions	Remarks	Page No.
A. Environmental			
Aspect A1: Emissions			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	Biodiversity Policy, Climate Change Policy, Environmental Policy, Supplier Code of Conduct Policy, Sustainable Procurement Policy Green for Planet; During the reporting period, there were no confirmed incidents of non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	20 30-47
KPI A1.1	The types of emissions and respective emissions data	Sustainability Performance	104-105
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity	Sustainability Performance	104-105
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity	Sustainability Performance	102
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity	Sustainability Performance	102
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them	Our Sustainability Strategy and Highlights, Green for Planet	8-9, 40-42
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them	Our Sustainability Strategy and Highlights, Green for Planet	8-9, 44-46

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Aspects, General Disclosure, KPIs	Descriptions	Remarks	Page No.
Aspect A2: Use of Resources			
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials	Climate Change Policy, Environmental Policy, Sustainable Procurement Policy	20
		Green for Planet	30-47
KPI A2.1	Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity	Sustainability Performance	104-105
KPI A2.2	Water consumption in total and intensity	Sustainability Performance	104-105
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them	Our Sustainability Strategy and Highlights, Green for Planet	8-9, 40-42
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	Our Sustainability Strategy and Highlights, Green for Planet	8-9, 47
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	During the reporting period, the total amount of packaging material used by the Group, mainly by HIL, is approximately 6.9 million of plastic shopping bags	/
Aspect A3: The Environment and Natural Resources			
General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources	Biodiversity Policy, Climate Change Policy, Environmental Policy, Sustainable Procurement Policy	20
		Green for Planet	30-47
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Green for Planet	30-47

Aspects, General Disclosure, KPIs	Descriptions	Remarks	Page No.
Aspect A4: Climate Change			
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer	Climate Change Policy	20
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them	Green for Planet	32-37
B. Social			
Aspect B1: Employment			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	Director and Employee Remuneration Policy, Human Rights and Equal Employment Opportunity Policy Value for People During the year, we received an enquiry from EOC. The enquiry has been followed up by lawyers and relevant departments, and pending further reply from EOC. Other than that, there were no confirmed incidents of non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, antidiscrimination, and other benefits and welfare	20 64-81
KPI B1.1	Total workforce by gender, employment type, age group and geographical region	Sustainability Performance	106-107
KPI B1.2	Employee turnover rate by gender, age group and geographical region	Sustainability Performance	108

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Aspects, General Disclosure, KPIs	Descriptions	Remarks	Page No.
Aspect B2: Health and Safety			
General Disclosure	Information on:	Health and Safety Policy	20
	(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards	Value for People During the reporting period, there were no confirmed incidents of non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards	64-81
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	Value for People, Sustainability Performance	68, 112
KPI B2.2	Lost days due to work injury	Sustainability Performance	112
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored	Value for People	66-69
Aspect B3: Development and Training			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	Value for People	64-81
KPI B3.1	The percentage of employees trained by gender and employee category	Sustainability Performance	110
KPI B3.2	The average training hours completed per employee by gender and employee category	Sustainability Performance	110

Aspects, General Disclosure, KPIs	Descriptions	Remarks	Page No.
Aspect B4: Labour Standards			
General Disclosure	Information on:	Human Rights and Equal Opportunity Policy, Supplier Code of Conduct Policy	20
	(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	Value for People During the reporting period, there were no confirmed incidents of non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	64-81
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour	Value for People	74
KPI B4.2	Description of steps taken to eliminate such practices when discovered	Value for People	74
Aspect B5: Supply Chain Management			
General Disclosure	Policies on managing environmental and social risks of the supply chain	Sustainable Procurement Policy, Supplier Code of Conduct Policy	20
		Value for People	64-81
KPI B5.1	Number of suppliers by geographical region	Value for People, Sustainability Performance	76, 113
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored	Value for People	76
		All of the Group's suppliers were engaged in environment and social practices during the reporting period	
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	Value for People	76

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Aspects, General Disclosure, KPIs	Descriptions	Remarks	Page No.
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	Value for People	76
Aspect B6: Product Responsibility			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	Customers Services Code of Conduct Policy, Human Rights and Equal Employment Opportunity Policy Value for People During the reporting period, there were no incidents of non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	20 64-81
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	During the reporting period, we were not made aware of any recall of products for safety and health reasons that have a significant impact on the Group	71
KPI B6.2	Number of products and service related complaints received and how they are dealt with	Value for People	71
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights	Value for People	71
KPI B6.4	Description of quality assurance process and recall procedures	Value for People	69-70
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored	Value for People	70

Aspects, General Disclosure, KPIs	Descriptions	Remarks	Page No.
Aspect B7: Anti-corruption			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering	Anti-corruption and Bribery Policy Our Corporate Governance During the reporting period, there were no incidents of non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering	20 22
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	During the year, there were no legal actions or fines related to breaches of anti-corruption or anti-competitive practices were brought against the Group or its employees	22
KPI B7.2	Description of preventive measures and whistleblowing procedures, and how they are implemented and monitored	Our Corporate Governance	22
KPI B7.3	Description of anti-corruption training provided to directors and staff	Our Corporate Governance	22
Aspect B8: Community Investment			
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests	Endeavour for Community	82-101
KPI B8.1	Focus areas of contribution	Endeavour for Community	82-101
KPI B8.2	Resources contributed to the focus area	Endeavour for Community, Sustainability Performance	82-101, 115

ANNEX: STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT



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

