

# *Sustainability* 2014





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# CE Message

## Consistent Approach Drives Cumulative Benefits

Hongkong Land celebrates its 125<sup>th</sup> anniversary in 2014. This is a proud moment for everyone associated with the Company – past and present – and we can all look back fondly on a significant legacy of achievements that mirrors the remarkable growth of Hong Kong and Asia Pacific.

Throughout that time, Hongkong Land has maintained the same values and followed the same business strategy: to develop and manage premium-quality properties in prime locations; to strive continuously for improvements in all areas of our business; and to be leaders in our industry by providing the best possible service to our customers at all times. This is a recipe that has served us well over 125 years.

Following the implementation of our Sustainability Policy, sustainability now informs every choice and decision we make, in all areas of our business. From purchasing office supplies to making specifications for major building upgrade programmes, sustainability is as critical a decision-making criterion to us as quality and value.

For Hongkong Land, sustainability is not seen as a challenge, but as an opportunity. When we first set the target in our Sustainability Policy to achieve a 20% reduction in our carbon footprint across all our properties in Central by 2020 as compared to 2008 levels, we did so with the understanding that this might be an overly ambitious goal. Instead, we achieved it by the end of 2013. We have exceeded our targets for improved energy efficiency and a reduced carbon footprint, without any compromise on quality or service – and without undermining the Company's financial performance in any way.

Our redevelopment of The Forum, which sits next to Exchange Square in Hong Kong's Central Business District and is featured in this year's Report, proves comprehensively that it is possible to design and create a larger, higher-performance building on an identical plot while also offering more space for public access. There are more trees and greenery, less material used during construction and a significantly reduced carbon footprint.

New green technologies, intelligent design and industry-leading project management all contributed to the success of The Forum. Yet the key to making sustainability an integral part of a company's business strategy and practice is not technology, but behaviour. When sustainability becomes an attitude that informs all thinking, business plans, processes and actions can form a virtuous circle of improvement that is both self-sustaining and sustainability-friendly.

**Y.K. Pang**

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# Sustainability Policy

Hongkong Land is committed to sustainability for the properties we develop and manage to minimise our impact upon the environment as far as is practicable. In doing so, we create long-term value and minimise risk to our business and the communities in which we operate.

- We believe that sustainability is a necessary and attainable goal to strive for through improved products and processes, diligence and innovation.
- We regard full compliance with statutory requirements as a minimum standard and we seek to apply best practices wherever possible.
- We are committed to improving our environmental standards, including those affecting health and safety by modifying, upgrading, or replacing our buildings' facilities and systems.
- We set long-term targets for improvement and measure our performance against these goals.

## Main Areas Covered

### Environment

Hongkong Land adopts a sustainable approach to building management, which we believe to be socially and morally necessary, and which we consider a duty to our customers and the public. Our guiding principle is to maintain this policy by reducing our consumption of resources and emissions, and by streamlining operations and recycling whenever possible, while still providing service of the highest standard.



### Health and Safety

We demonstrate the paramount importance of safety in our working environment and in our methods, processes and practices, and we instill our commitment to safety in our building management employees and partners. All safety practices are implemented systematically, updated regularly and reinforced through constant testing. We also believe strongly in maintaining a healthy work/ life balance.



### The Community

Our buildings are an integral part of the communities where they are located, contributing to both their character and well-being. We take great care to provide healthy, inspiring interiors, efficient service, and pleasant, convenient outdoor environments for the public, with easy access for all.



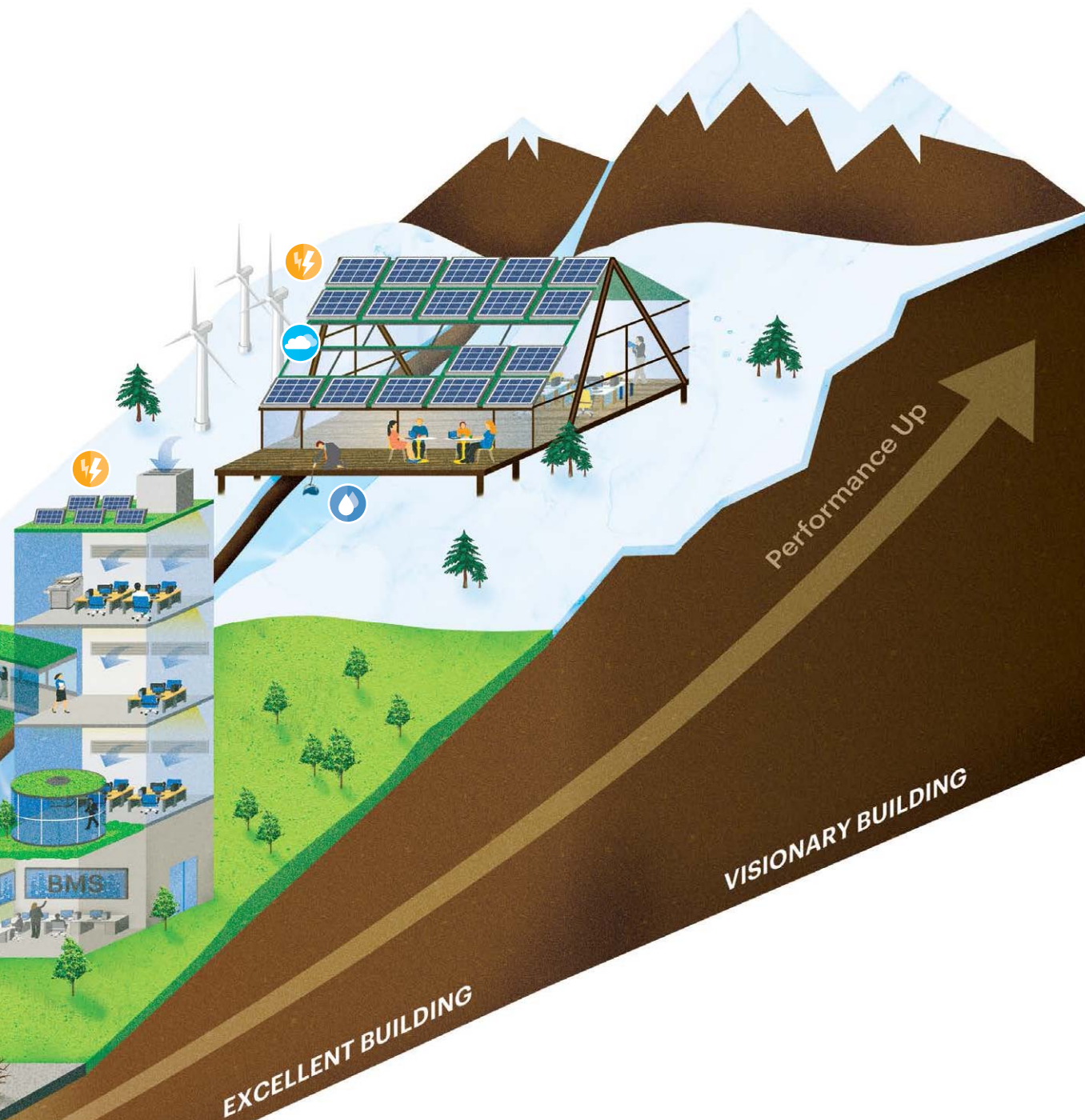
## Environment

Harnessing and managing the impact technologies have on a company's carbon footprint, across a broad spectrum of disciplines, is at the core of our approach to designing excellent properties. This requires ongoing investment in innovative schemes that closely monitor energy efficiency as well as air and water quality, plus effective, consistent management at all levels to optimise conservation of vital resources.

### Creating a Sustainable Environment – We Make a Difference

Maintaining a building's indoor environment to the highest standards can both reduce consumption of resources and ensure safe, healthy conditions for occupants. Indoor air quality, water quality, energy and carbon management are key criteria for a building's environmental performance. This diagram illustrates different levels of building performance using these criteria and how, when applied diligently, good environmental management makes a crucial and necessary difference.





#### Indoor Air Quality

#### Visionary Building

Air as clean as the air atop a mountain, suitable for direct inhalation.

#### Excellent Building

Air is filtered with a high-efficiency air treatment system before being supplied to the building. Indoor air quality is certified under the Hong Kong SAR Government's Voluntary Indoor Air Quality Certification Scheme.

#### Poor Building

Direct intake of polluted outdoor air without any filtering or treatment for building occupants.



#### Water Quality

Water quality as pure as mountaintop water, suitable for direct use.

Water quality is certified by Hong Kong SAR Government's Quality Water Recognition Scheme for Buildings.

Direct use of sewage water or wastewater discharged from machinery or plants without any treatment.



#### Energy & Carbon Management

Building supplied with 100% renewable energy and achieving zero carbon emissions.

Energy is managed with the latest energy-saving technology, ongoing performance reviews and a partially renewable energy supply, while performance is verified by third parties.

No energy management or energy-saving measures; energy performance/ consumption not monitored regularly.





ISO 14001 is a rigorous and demanding global standard for environmental management that was developed by the International Organisation for Standardisation. In 2014, Hongkong Land's Property Management Department implemented an Environmental Management System (EMS) across the Company's buildings in the Central Business District, resulting in certification for all of them to ISO 14001 standards with full compliance.

The benefits of ISO 14001 certification match Hongkong Land's strong commitment to sustainability through the systematic management of environmental issues and full compliance with all environment-related codes and regulations.

To achieve certification, an authorised independent certifying body, BSI was appointed to conduct a thorough verification process to ensure that our buildings have fully

conformed to ISO's highly challenging criteria. It takes a comprehensive look at the buildings – from physical inspections of everything from roof to basement, to a detailed review of the implemented Environmental Management System, to interviewing building operation staff.

ISO 14001 improves environmental performance through systematic processes that establish environmental targets and are subject to regular performance reviews. Environmental awareness among staff is enhanced through comprehensive training, and reinforced by reminders in offices and plant rooms to help minimise the environmental impact of daily operations.

ISO 14001 is based on continuous assessment. To maintain certification, Hongkong Land will continue to work towards effective, lasting and systematic sustainability through intelligent environmental management.

## Interview with the ISO Certifying Body



**What are the keys to getting an Environmental Management System (EMS) certified by ISO 14001 standard? What advice would you give to organisations without any experience with ISO certification?**

One key is identifying environmental aspects and legal issues within your scope of operations, and then

establishing objectives, targets and programmes at relevant functional levels, plus determining the controls necessary to ensure that you are both meeting environmental targets and in full compliance.

You must also establish, implement and maintain relevant procedures for controls and processes as required by the standard; set up required documents, like an environmental policy and scope; and provide training and necessary resources for staff to operate the EMS.

**What do you think about Hongkong Land's EMS and green initiatives?**

EMS is just the first step for green initiatives, starting with the Company's sustainability report from 2011 onward.

So even though their ISO 14001 certificate is new, they already have comprehensive data to support EMS operation, which helps continual improvement in sustainability reporting.

**What are the key differences between Hongkong Land's ISO 14001 certification project and your other certification projects? What are the challenges and constraints of this certification?**

One key difference, and challenge, was the large area controlled within different properties. Consistent, systematic implementation of the EMS across different properties is critical.

## Reduce, Reuse, Recycle

### Going Digital

#### Centralised Document Platform

Developed to store copies of drawings and documents and minimise the use of paper, the revolutionary archive of the Centralised Drawing Platform (CDP) stores architectural, structural and building services drawings in a shared electronic platform. It reduces errors and saves vital time spent sifting through paper. Important drawings can now be easily accessed by authorised persons anytime, anywhere.

#### e-Systems

A series of online systems has been implemented to help remove the issue of 'paper-pushing'. Building staff can now create, approve and issue purchase orders and contracts via an online procurement system. With the same system, we are also able to centralise and process all tenant requests, enquiries and complaints. It saves time and paper for building operations and technical staff, who can easily trace and manage these processes from start to completion.

#### MIPS: Mobile Inspection and Patrol System

The Mobile Inspection and Patrol System (MIPS) is a convenient, intelligent tool that leverages handheld smartphone technology to effectively monitor and ensure optimum conditions for our buildings and their systems. Its purpose-built Android application enables staff to quickly scan and report patrol findings in real time, supplemented with location information and photos, thereby helping supervisors and managers save substantial amounts of time.

#### e-Directories

Another modernisation has been our move to electronic office directories, which has resulted in economies of cost, time and material. Waste from frequent updating and installation of printed artwork when tenants move in has now been replaced by an easy update to the e-Directory system. These simple directories are not only attractive enhancements, but they are environmentally friendly, too.



### Clothes Hangers

Hongkong Land provides laundry service for frontline staff to help keep their uniforms in prime condition. However, this has resulted in heavy consumption of the wire clothes hangers that are used when transporting uniforms between our management offices and the service provider's workshop. Since August 2013 Hongkong Land has worked closely with our service provider to reuse these wire clothes hangers for the laundry service. In doing so, it is estimated that 65,000 hangers can be saved from the landfills each year.



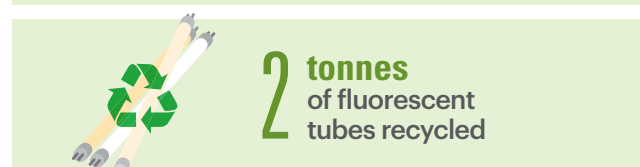
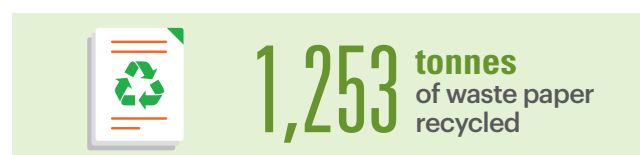
### Waste Management

#### Paper, Aluminium Cans, Plastic Bottles, Fluorescent Tubes

Hongkong Land practices and actively promotes waste recycling in its managed buildings. All of the Company's properties in Central have refuse collection rooms that are fitted with recycling facilities, systematically separating waste into recyclable materials and helping reduce the demand on Hong Kong's limited landfill space. Hongkong Land recycles all collected paper, aluminium cans, plastic bottles and fluorescent tubes.

This table breaks down the impressive 1,260 tonnes of waste that were recycled in 2013:

	Weight (tonnes)
Waste Paper	1,253
Aluminium Cans	2
Plastic Bottles	3
Fluorescent Tubes	2
<b>Total</b>	<b>1,260</b>



## Toilet Renovation



Major improvements to toilet areas mean substantial savings, and not just in energy and water. Exchange Square's toilet renovation saw the replacement of quality marble walls and floor finishes restricted to a 'need only' basis. Jardine House's toilet renovation was done with less demolition, saving transportation and landfill costs. The new toilet bowl flush uses six litres of water as opposed to the 13 litres required by earlier systems, while urinals self-flush every 15 minutes. Installing LED lighting with motion sensors in Jardine House's toilets saves 200,000 kWh annually, which equals a 158,000 kg reduction in carbon emissions, while the Company achieved a 30% reduction in toilet paper usage by using double-deck toilet roll dispensers. These are now portfolio-wide standard solutions for toilet renovations.

### Savings from newly installed LED lighting with motion sensors in Jardine House's toilets



**158,000** kg less carbon emission every year



**200,000** kWh saved annually



**30%** less toilet paper usage

## Corridor and Lobby Renovation



To upgrade the appearance of public use corridors and lift lobbies in Prince's Building, as well as to improve energy savings, Hongkong Land used new, lighter-coloured walls and ceiling finishes as well as high-efficiency light panels. Reusing existing floor marble and LED light installations also contributed to an environmentally friendly renovation. These solutions have since been adopted in Jardine House and will be further extended to Alexandra House.

## Staircase Light Dimming



Last year, all of Exchange Square's staircases that were previously fitted with existing lighting fixtures using CF (compact fluorescent) tubes received new LED lights linked to motion sensors and dimmers. This resulted in a significant drop in energy consumption, as lights automatically dim to 30% of their normal level once the area has been empty for one minute. The success of this programme led Hongkong Land to extend these new lighting systems to staircases in the Company's other buildings in Central. Staircases used exclusively as emergency fire exits receive a reduced illumination level that is still higher than the minimum code requirement.





## *Green Features for The Forum*

### **Expanding the Site to Meet Needs**

The new Forum – like its predecessor, which was built in 1988 – is located between Exchange Square's two towers. This HK\$560 million development was reconstructed from a shopping arcade into an office building. The project commenced in December 2011 and was completed in early 2014. The decision to completely redesign the building presented an array of challenges – mainly, that The Forum had to be considerably larger than its forerunner, but at the same time also meet Hongkong Land's demanding requirements for improved carbon footprint and an increased public plaza area.

### **Local Environment Benefits**

Despite the new building's increased capacity, Hongkong Land was able to create a new, expanded garden environment by combining the East and West plaza areas into a single space. This created an area for more ornamental trees and landscaped areas that the public can enjoy and relax in, plus improved pedestrian connectivity and easy access to outdoor spaces. Despite the many changes, the new design and landscaping preserve The Forum's familiar fountain, as well as the Company's iconic statues and sculptures by internationally acclaimed artists such as Henry Moore, Dame Elisabeth Frink and Ju Ming.

### **Design Reduces Carbon Footprint**

The Forum, with its stunning, crystalline glass-wall-and-steel-frame design, is designed to resemble a cut gemstone nestled within the surroundings of Central. It was constructed using innovative building techniques, leading-edge electrical and mechanical energy-saving systems, and the latest communications systems. State-of-the-art green materials and technologies were also applied, including solar panels, LED lighting, and roof gardens that act as solar heat sinks. At The Forum, these innovative materials, construction methods and energy-saving initiatives result in a building that is both significantly lighter and more energy-efficient than the previous building, and which has greatly improved Hongkong Land's carbon footprint.



## Energy and Carbon

Hongkong Land's policy of making continuous, systematic efforts and introducing initiatives to reduce its energy usage and carbon emissions has produced impressive results that continue today.

Since 2008, Hongkong Land has reduced the annual energy consumption across its Central portfolio every year. In 2009 an ambitious target was set to reduce carbon emissions by 20% from all Hongkong Land's managed properties in Central by 2020 as compared to 2008 levels.

At the end of 2013 we not only met, but exceeded this target by achieving an overall reduction in our carbon footprint of 24%. These savings prevented 85,300 tonnes of carbon dioxide from being emitted into the atmosphere over the past five years. To assimilate that volume of carbon dioxide into the atmosphere naturally in one year would require 3.7 million trees. The reduction of carbon emissions is a result of the cumulative energy savings of 74 million kWh, equating to an 18% reduction in usage, and a yearly savings of US\$2.4 million.

We continue to search for and research new methods, processes, technologies and strategies to take our energy conservation efforts even further.

### ACHIEVED IN 2013



**24%** CO<sub>2</sub> Reduction  
From 2008 Baseline

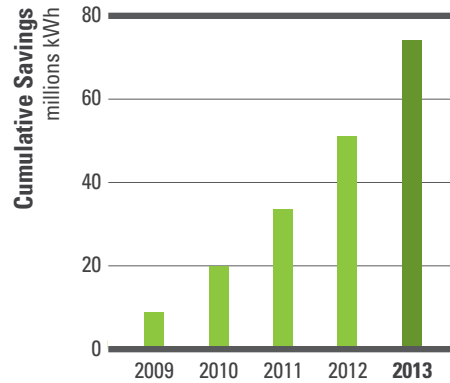


**18%** Electricity Reduction

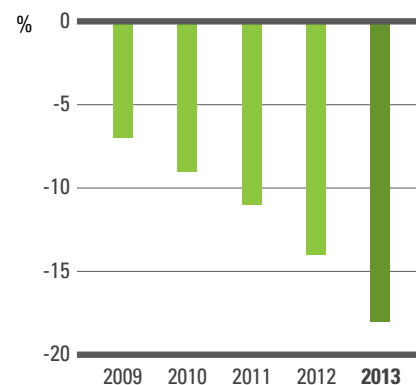


A savings of  
**US\$2.4m** per annum

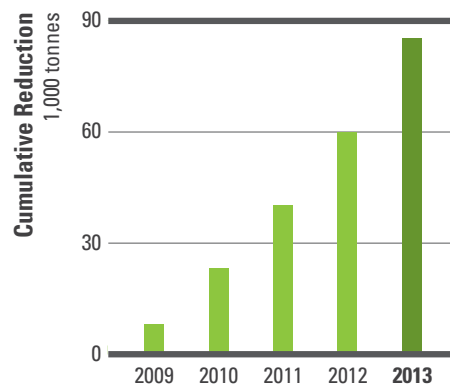
### Cumulative Electricity Reduction Since 2008



### Electricity Reduction Since 2008



### Cumulative Carbon Reduction Since 2008







## Health and Safety

Hongkong Land is committed to a safe working culture. Health and safety is a primary concern in all our operations. Our goal is to achieve zero accident rates at all our work locations.

### New Fire, Life, Health, Safety and Security Audit

A newly developed, comprehensive Fire, Life, Health, Safety and Security Audit system was conducted by third-party consultants in 2014. These ongoing reviews ensure compliance with all current and relevant legislation as well as a systematic inspection.

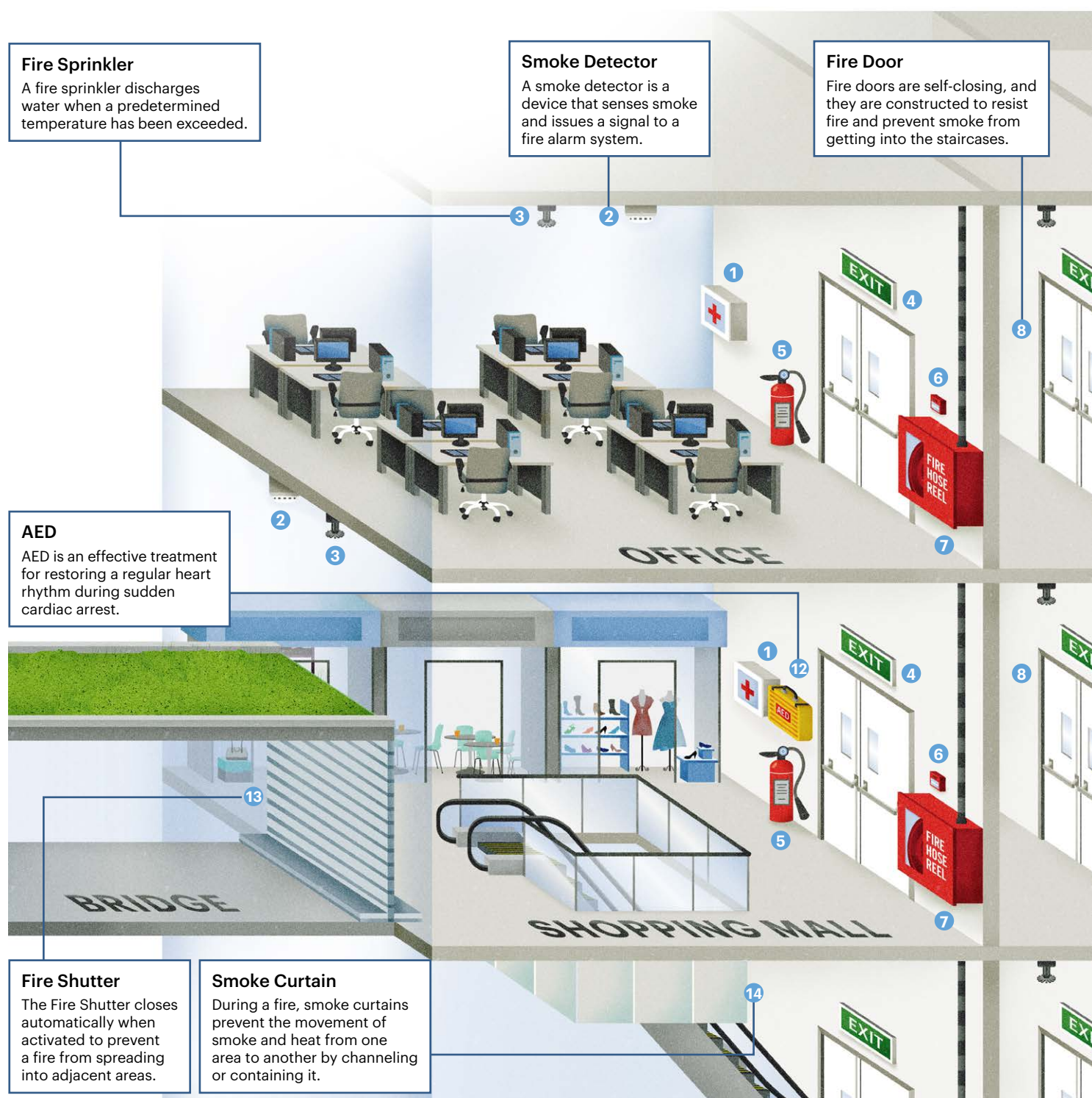
The new audit covers areas including Fire Safety, Health and Safety, Occupational Health and Safety, Business Continuity Planning, Security, and Corporate Health and Safety Governance.

It covers the broadest possible range of fire safety-related measures, including fire, life and safety services monitoring; inspection, testing and maintenance of equipment and safety services; and comprehensive fire hazard reduction practices and principles.

Success is anchored in our key values: open communication; clear accountability; and an emphasis on leadership by example from management, reinforced by visible employee support. Creating and maintaining a proactive, positive safety environment is thus assured by continuously enhancing the knowledge, awareness, competence and behaviour of management, employees, customers and service providers, and actively encouraging people to share their ideas and experiences.

## Fire Safety is at the Heart of Preparation

Buildings should be designed, constructed and maintained to a high standard of fire safety. This way, if a fire occurs, it can be contained or controlled as far as possible. Fire escape arrangements and fire service installations and procedures are intended to ensure that evacuation can be successfully achieved in the unlikely event of a major fire.





## Legend

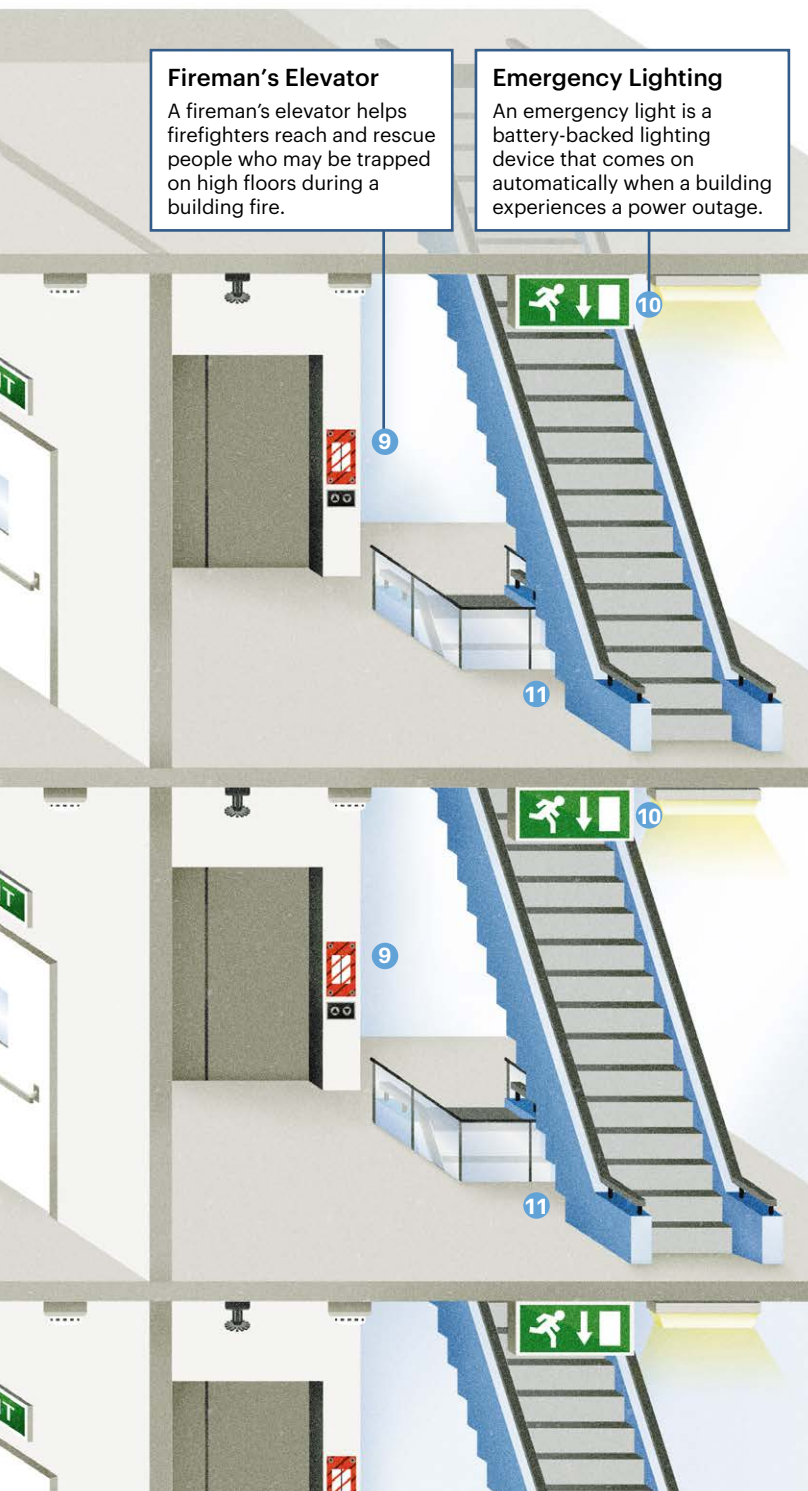
- |                     |   |
|---------------------|---|
| 1 First Aid Box     | 8 Fire Door                               |
| 2 Smoke Detector    | 9 Fireman's Elevator                      |
| 3 Fire Sprinkler    | 10 Emergency Lighting                     |
| 4 Emergency Exit    | 11 Protected Staircase                    |
| 5 Fire Extinguisher | 12 Automatic External Defibrillator (AED) |
| 6 Fire Alarm        | 13 Fire Shutter                           |
| 7 Hose Reel         | 14 Smoke Curtain                          |

### Fireman's Elevator

A fireman's elevator helps firefighters reach and rescue people who may be trapped on high floors during a building fire.

### Emergency Lighting

An emergency light is a battery-backed lighting device that comes on automatically when a building experiences a power outage.



## Fire Marshals

The Fire Marshal is an individual appointed by each tenant to have specific duties related to fire prevention within that tenant's premises. They are trained to understand Hongkong Land's Fire Orders document, and are responsible for the fire precautions, fire alarms, building evacuation and fire-fighting equipment in each building.

Equally important, they act as office co-coordinators for all fire drills for tenants; they initiate alarm drills and record that the procedures followed by tenants in the event of alarms or a fire are consistent with the Fire Orders; and they liaise between Hongkong Land and its tenants on safety and fire precaution, ensuring that the Building Management Office and Customer Service Hotline and all required assembly areas are well known.

Over 20 Fire Marshall training sessions were held in 2014, while nearly 600 employees of tenants attended trainings over the same period.



Nearly  
**600** Employees  
of Tenants  
attended training in 2014

## Occupational Health and Safety

We believe that training is critical in order to achieve a high standard of Health and Safety assurance. All Hongkong Land building staff receive compulsory Health and Safety Training as soon as they join the Company.

Sustainable practices alone lack substance if they are not matched with equally rigorous standards of Occupational Health & Safety. So while First Aid Training for new employees is arranged, it forms only a portion of the staff's obligatory Emergency Preparedness skills, which also cover training to deal with a variety of emergency situations including fire, power failures, flooding and typhoons, and use of the Automated External Defibrillator (AED). Air and drinking water quality are both verified continuously, and even the most extreme scenarios are taken into account – just one example being the preparation of an influenza pandemic contingency plan for SARS, avian flu and other communicable diseases.

Over 300 attended Green Card Safety Training, while more than 100 completed First Aid Training and were certified as First Aiders. Further, over 250 Hongkong Land staff have been trained to use the potentially life-saving AED devices located strategically across the Company's portfolio.



Over  
**300** staff  
attended Green  
Card Training

### Automated External Defibrillator (AED)

When a person suffers a sudden heart attack involving cardiovascular failure, the ability to apply resuscitation within the first 'five golden minutes' is the most critical factor in determining the victim's chances of survival. In this drill, Hongkong Land's AED-certified building staff must be able to reach a victim at any location in the Company's Central property network within five minutes and apply the AED in combination with cardio pulmonary resuscitation (CPR). AEDs are readily available at all Hongkong Land buildings in Central.



Over  
**250** staff  
attended  
AED training

### First Aid

In keeping with our strict approach to health and safety in the workplace, a sizeable number of Hongkong Land employees have attended comprehensive first aid courses and qualified as a result, allowing for certified first aiders to be on 24-hour standby in building management offices. Well-maintained first aid boxes are also readily available at all Hongkong Land buildings in Central. Our Customer Service Hotline is ready for rapid response to any tenant's first aid requests, and each first aid box contains all the necessary items.



Over  
**100** staff  
certified as  
First Aiders





## Energy Saving Tips

### 1 Switch off office equipment when not in use

- ✓ Turn off computers, monitors, fax machines and printers after work, which both reduces energy usage and extends the life of equipment.
- ✓ Unplug chargers that are not in use.

### 2 Introduce lighting controls whenever possible

- ✓ Install motion sensors to switch off lighting in unoccupied areas.

### 3 Replace aging office equipment with new, energy-efficient models

- ✓ Use equipment with energy labels.
- ✓ Replace all incandescent lamps with energy-efficient lighting fixtures, for example LED lighting.
- ✓ Check the energy labels of all refrigerating appliances before purchase.

### 4 Reduce heat gain from sunlight

- ✓ In bright sunlight, keep blinds rolled down to reduce loading on air conditioning units and improve thermal comfort.



## Occupational Health and Safety Tips

### 1 Display Screen Equipment

- ✓ When using display screen equipment like computers for long periods, users should adjust their workplace to achieve good posture. Otherwise it could result in musculoskeletal problems.

### 2 Chair and Back Rest Position

- ✓ Adjust your chair to increase overall stability, enhance general comfort, improve leg circulation, reduce back stress and minimise fatigue. Adjusting your backrest and changing your posture can also help achieve better comfort.

### 3 Computer Monitor and Keyboard

- ✓ Place your monitor at your seated eye level to both reduce neck strain and improve overall posture. Have the keyboard at elbow height for straight wrists, relaxed shoulders and greater comfort.

### 4 Computer Mouse

- ✓ Avoid long sessions using a mouse, and try to keep your wrist straight and supported with your elbows at your side.



## The Community

Hongkong Land takes its responsibility to the public, local community and its staff seriously. As a member of various local environmental business groups, we maintain efficient, user-friendly communication channels with our customers and the public, strive to enhance public areas with greenery and art, and organise popular fundraising and awareness events to benefit local charities.

### CENTRAL Rat Race

Now in its ninth year, this popular fundraiser was held on Sunday, 19<sup>th</sup> October 2014. It supports registered charity MINDSET, which funds mental health organisations and projects in Hong Kong and mainland China. During this innovative, colourful event, brightly costumed relay teams of executives race through Central's streets, office buildings and interconnected pedestrian walkways, overcoming business-themed obstacles along the way. This year's event drew over 460 participants and raised a record HK\$3.08 million for MINDSET.



Over  
**HK\$3m** raised  
for MINDSET



## Walk Up Jardine House

Another fundraiser for MINDSET is Walk Up Jardine House, which was held on 23<sup>rd</sup> March 2014 and raised a record-breaking HK\$3.8 million for a charity that provides vital support to the mental health community. Hundreds of Jardines staff, business associates, families and students, clad in fancy dress, walked or ran up the 49 floors and 947 steps of Jardine House to the 600-foot-high penthouse.



## Support to Green Organisations

We are proud to be members of the following green business groups and organisations:

- Hong Kong Green Building Council (HKGBC): Gold Patron Member
- Business Environment Council (BEC): Council Member

We participate in the following committees:

- Member of the Sustainable Development Committee of the Canadian Chamber of Commerce in Hong Kong
- Member of the Corporate Affairs and Membership Committee of the HKGBC
- Steering Committee member for the BEAM Plus Neighborhood Development rating, organised by HKGBC

We also support various green activities and initiatives:

- Earth Hour, organised by the World Wide Fund for Nature
- "Hong Kong No Air Con Night", organised by Green Sense
- Signatory to the Carbon Reduction Charter, organised by the Environmental Protection Department, Hong Kong SAR Government
- Signatory to the Energy Saving Charter on Indoor Temperature, organised by the Environmental Bureau/Electrical and Mechanical Services Department



## Customer Service

Our buildings are an integral part of the communities where they are located, therefore Hongkong Land places a strong emphasis on the quality of customer service we offer. Since 2009 we have organised regular mystery shopper surveys to help enhance our service standards by heightening awareness of our expectations and encouraging ongoing improvement. Mystery visits and phone calls to all our buildings and relevant staff functions measure presentation, communication and manners. Hongkong Land's service providers and their employees are also covered in the surveys, and a Customer Service Award is given to the highest-scoring team.

### Customer Service Centre (CSC)

Dealing with customer and tenant phone calls, emails and faxes, the CSC provides a communication channel between Hongkong Land and its customers, focusing particularly on building management and enquiries. Set up in 2003 as a one-stop solution for all enquiries about Central properties and amenities, the CSC now handles 90% of all tenant service requests. Building staff concentrate on finding solutions, while customer service officers provide information and feedback for customer enquiries on work or projects in progress.



**90%** of all tenant service requests handled by CSC



## Communication Day

Open communication is at the core of Hongkong Land's value system. The hundreds of Hongkong Land employees that manage our buildings also form an important part of the community. This year saw Hongkong Land's Property Management Department host its eighth Communication Day for all property management staff, under the slogan "We Care". In addition to delivering updates from management on the latest developments in the department, the

programme provides a platform for open exchange between senior management, administrative staff and frontline employees.

This year the focus for the day was on how to continuously care for the environment, our customers, service standards and properties. The department's teams were invited to submit presentations that represented their efforts and learnings for the year. The results were exceptional and reflective of the teams' great amount of attention, care and creativity.





## Learning from the Experts: *the Hongkong Land Staff School*

In early 1998, Hongkong Land's Property Management Department founded the Hongkong Land Staff School, an academy of excellence established to reinforce the Company's reputation for quality leadership in property management by tapping into a body of unparalleled industry expertise – the Hongkong Land workforce! The Staff School's underlying goal is to maintain Hongkong Land's competitive edge in property management through structured training programmes taught by seasoned in-house professionals.

### Staff School Structure

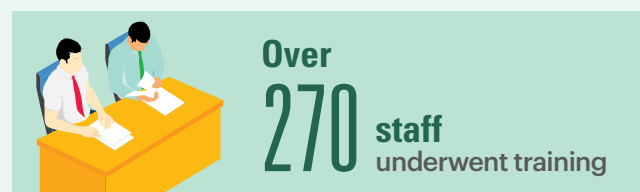
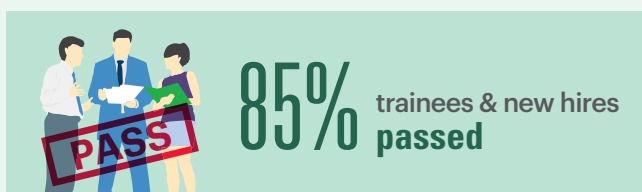
The school adheres to a rigorous faculty structure. A main committee and sub-committees oversee the day-to-day management of the staff coordinator, managers and training officers, who report directly to the Property Management Executive Director.

Staff School tutors can only begin teaching once they have completed, and passed with credits, a 40-hour train-the-trainer course. This ensures that participants benefit from the latest proven training approaches, techniques and concepts.

Since its inception in 1998, 85% of all Hongkong Land property management trainees and new hires have passed through Staff School. There are at present 17 qualified tutors engaged in training the Company's current complement of over 270 building operations staff.

### Training Levels

The three training levels are designed to meet the professional property management needs of each category of building operation staff. Level One comprises basic knowledge and skills for new recruits and employees with less than two years of experience. Level Two develops experienced employees' supervisory skills, while Level Three focuses on supervisory staff who has been identified as having the best potential for career development.



## Enhancing the Environment with Art



Since the days of its founder, Sir Catchick Paul Chater, Hongkong Land has been a keen collector and longstanding supporter of the arts, both internationally and locally. Over the years the Company has sought the advice of a number of experts to help it build and enhance its collection. Among them are art critics, historians, museum curators, private art collectors, restoration experts and consultants.

Hongkong Land's pioneering use of artwork to enhance its building environments began in 1974 with the purchase of Henry Moore's sculpture, 'Oval with Points', which was acquired to adorn the outside of the newly finished Connaught Centre (now Jardine House). Moore's 'Double Oval' was brought in later to stand in Connaught Garden. 'Oval with Points' was moved to Exchange Square's entrance in 1985.

Other important works acquired to mark Exchange Square's opening were two large paintings by Australian Sir Sidney Nolan, 'Landscape I' and 'Landscape II'; two bronze water buffalo by Dame Elisabeth Frink; 'Mankind', a 4m-high white marble sculpture from Hong Kong's preeminent sculptor, Chu Hon-sun, purchased for Three Exchange Square's lobby; and Ju Ming's iconic bronze sculptures.

In addition to these permanent displays are regular exhibitions at The Rotunda, Exchange Square, featuring paintings and sculptures by local and internationally acclaimed artists, installations by masters, and works from the early explorers of China's coast.

In a tribute to the Company's founder, a plaque and bust of Sir Catchick Paul Chater's likeness by celebrated sculptor Chu Tat-shing are now displayed in Chater House.



## 1,600 Pandas World Tour in Hong Kong

Combining conservation with creativity, "Made-in-Hong Kong" Paper Mache Panda Exhibition received overwhelming response. While the pandas were designed by French artist Paulo Grangeon, members of the community were invited to create personalised paper mache pandas for public display and helped raise HK\$1 million to support WWF-Hong Kong. As the Community Creativity and Culture Partner of the 1,600 Pandas World Tour in Hong Kong, Hongkong Land hosted the world's first-ever Paper Mache Panda Workshop with a total of 62 classes for around 2,500 participants. With support from the Bless Hong Kong campaign, underprivileged children and individuals were also able to join the workshops. The creativity and collaborations by the community in this project were a great expression of the Hong Kong spirit. 1,600 paper mache pandas – representing the total number of giant pandas in the wild – were displayed at Hongkong Land's CENTRAL properties from 18<sup>th</sup> July to 3<sup>rd</sup> August 2014 before being returned to their makers.



# Awards and Certificates

Hongkong Land's ongoing drive for sustainable solutions has not gone unnoticed. They have garnered a host of recent awards and certifications that demonstrate a solid record of achievement.

Our office buildings in Central have achieved the highest ratings and certifications from the likes of the Hong Kong Building Environmental Assessment Method (BEAM), Indoor Air Quality Certification under the Hong Kong SAR Environmental Protection Department's Voluntary IAQ Certification Scheme for Offices and Public Places, Water Quality Certification under the Hong Kong SAR Water Supplies Department's Quality Water Recognition Scheme, and Carbon"Less" Certificates under the Hong Kong Awards for Environmental Excellence, where Chater House won special recognition for its 20% reduction in carbon emissions.



