

生力军加盟 探索无尽可能  
A New Force Empowered to  
Explore Boundless Possibilities

“恒隆会”形象焕新 升级会员专属体验  
HOUSE 66 Celebrates Brand Refresh  
and Member Experience Enhancements

启迪员工潜能 凝聚团队共荣  
Collective Success through  
Employee Empowerment

# #Empowerment

赋能共长





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# 生力军加盟 探索无尽可能 A New Force Empowered to Explore Boundless Possibilities



今年夏天，恒隆共有17位管理培训生及33位实习生加入在香港及内地多个城市的团队，我们藉着多元化的活动，让这批“新鲜人”尽展潜能，开拓职涯的无尽可能。

This summer, Hang Lung welcomed 17 management trainees and 33 interns to join our various teams across Hong Kong and the Mainland. Through a range of multifaceted activities, this batch of “freshmen” have been empowered with the skills and confidence to unleash their potential and explore the boundless possibilities in their career development.

## 管理培训生计划

我们首次在上海举办为期一周的入职培训，内容包括：

▶ 深度对话管理层  
Dialogue with management

▶ 体系化探究业务运营模块  
The operation and function briefings

▶ 职场礼仪  
Workplace etiquette

▶ 商务写作  
Business writing skills

▶ 实地考察  
公司运营项目  
Site visit to Company  
portfolios

▶ 自我认知与  
团队沟通  
Self-awareness and  
Team communication

这些课程加深了管理培训生对公司使命及业务发展方向的洞察，并掌握市场趋势，为他们在公司的长远发展建立稳健的根基。

These courses enhanced MTs' understanding of the Company's mission and business direction, providing them with insights into market trends to establish a solid foundation for their long-term growth within the Company.



### 实习生计划

#### 多元实习生招聘平台

我们秉持推动多元共融的宗旨，让学生各施所长。我们响应香港特区政府推出的“企业内地与海外暑期实习计划2023”，安排香港学生到恒隆内地的项目实习，了解内地的职场文化与生活，同时与两地非牟利机构合作，为有特殊教育需要的学生提供一展抱负的机会，并招募

恒隆“她领航”计划的学员成为实习生，促进女性人才的成长。

#### 小组毕业专案汇报

为期两个月的实习，实习生需组队完成小组专题调研。他们自主选择研究主题，通过与相应部门进行访谈了解他们的洞见，为研习制定解决方案。这种方法使他们能够获得解决问题的实战经验，提升他们工作的主动性。



### Internship Program

#### Diverse Recruitment Channel

We are committed to promoting diversity and inclusivity, allowing each student to showcase their strengths. We participated in "The Scheme on Corporate Summer Internship on the Mainland and Overseas 2023", an HKSAR government initiative, to provide Hong Kong students internship opportunities to work in Hang Lung's properties on the Mainland. We collaborated with non-profit organizations from Hong Kong and the Mainland to give young and ambitious individuals with Special Educational Needs (SEN) the chance to embark on this journey of professional growth. We also enrolled participants from the "Hang Lung Future Women Leaders Program" to empower female talent.

#### Team Project

During the two-month journey, the interns were empowered to work as a team on a specific project. They chose their own project topics and gathered insights from respective departments to devise solutions. The approach allowed them to gain valuable problem-solving experience and take ownership of their work.



#### 恒隆绿黑板计划

在培养青年人才的过程中，我们也注重他们对社区福祉的关注。今年管理培训生及实习生共同筹备“恒隆绿黑板计划”义工日，同一天内在香港及内地9个城市为6-12岁的儿童提供超过20节免费课程。

#### Project Greenboard

As we nurture young talents, we also prioritize their awareness in community wellbeing. This year, our management trainees and interns took the lead in an inspiring initiative titled "Project Greenboard", delivering over 20 free classes to over 200 underprivileged children aged 6-12 in Hong Kong and 9 cities across Mainland.

#YoungTalent

## 生力军分享

## MTs & Interns' Insights

### 2023届实习生 Intern 2023



**Luana Chan**  
武汉恒隆广场  
租赁部  
Leasing Department,  
Heartland 66, Wuhan

“可以来到内地实习是一个极其难得的学习经历，让我可以体验不同的职场文化，拓展视野。

Having the opportunity to intern in mainland China is an incredibly valuable learning experience that allows me to immerse myself in different workplace cultures and broaden my horizons. ”



**Eric Liu**  
上海总部  
可持续发展组  
Sustainability  
Team, HQ (SH)

“在实习期间，有机会参与和LVMH集团全新业主与租户之间合作模式的讨论，我感到非常充实。

In my internship experience, I participated in the discussion on the New Model of Sustainability Partnership with LVMH Group, which makes me feel very fulfilled. ”



**Angela Sze**  
上海港汇恒隆广场  
市场推广部  
Marketing  
Department,  
Grand Gateway 66,  
Shanghai

“同事们的教导、扶持及关心，帮助我了解工作内容，及让我快速适应新的环境。

The guidance, support, and care of my colleagues have helped me grasp my job responsibilities and swiftly adapt to the new environment. ”

### 2023届管理培训生 Management Trainee 2023



**Bianca Chan**

“公司的培训课程，例如商业礼仪和商务写作，帮助我快速衔接到商业领域所需的技巧。

The training courses provided by the Company, such as business etiquette and business writing skills, have honed my professional skills. ”



**Sebastian Wong**

“我是2022年的实习生，有了这个经验，让我可以将当时学到的技能转换到现时管理培训生的工作上；加入公司短短一个多月，我已有机会担任不同活动的司仪，增强了我的演讲技巧及信心。

As a previous intern in 2022, I acquired skills that I now utilize as a management trainee. Within the short span of just over a month at the Company, I had the opportunity to emcee for different events, enhancing my speaking skills and confidence. ”



**Cecile Zhang**

“我相信通过在商场租赁、综合服务部以及市场部的轮岗学习后，我能从不同角度去看待商业地产的运营模式，并在与不同部门同事的交流中，锻炼自己的学习力和领导力。

I believe that after my rotations in Retail Leasing, Service Delivery and Marketing Department, I am able to understand how we operate our business from different perspectives. Moreover, during communications with colleagues from various departments, I have enhanced my leadership skills and learning capabilities. ”



# 恒隆2023中期报告出版

## Hang Lung 2023 Interim Reports Now Available

恒隆集团和恒隆地产的《2023中期报告》已经出版。

The 2023 Interim Reports of Hang Lung Group and Hang Lung Properties are now available.

我们的董事长陈启宗先生继续亲笔撰写《董事长致股东函》，剖析公司的中期表现；副董事长陈文博先生则在《副董事长简函》中分享他对内地消费形势的见解，以及我们在奢侈品市场的优势。

Our Chair, Mr. Ronnie C. Chan continues to pen his *Chair's Letters to Shareholders* where he discusses the Company's interim performance. In the *Vice Chair's Notes*, our Vice Chair Mr. Adriel Chan shares his insights into consumer sentiment in mainland China, and the strengths of our luxury malls.



扫描二维码阅读《2023中期报告》：  
Scan the QR code to read our 2023 Interim Reports:



恒隆集团中期报告  
Hang Lung Group  
Interim Report



恒隆地产中期报告  
Hang Lung Properties  
Interim Report

# “裸买”体验源头走“塑”

## “Shop Naked” and Go Plastic-Free

恒隆与香港本地创意环保品牌Fill n' Go合作，将“24/7智能自助裸买站”引入旗下的Fashion Walk、康怡广场和淘大商场。顾客带备Fill n' Go专用的环保智能铝樽，便能在智能自助裸买站购买天然洁手液及沐浴露等个人卫生用品，减少使用塑胶容器包装，一同为环保出力。

hello 恒隆商场奖赏计划更于7至8月期间举行多项推广活动，提供环保智能铝樽让hello会员换领，培养“裸买”习惯。



24/7智能自助裸买站  
24/7 Smart Refill Station

环保智能铝樽  
Smart aluminum bottle

Hang Lung collaborated with Fill n' Go, a local creative eco-friendly brand in Hong Kong to introduce the "24/7 Smart Refill Station" at Fashion Walk, Kornhill Plaza and Amoy Plaza. With a designated smart aluminum bottle, customers were able to purchase personal hygiene products such as natural hand wash and shower gel at refill stations, while reducing the use of plastic packaging for the sake of our planet.

Aiming to develop a "shop naked" habit among members, the hello Hang Lung Malls Reward Program offered smart aluminum bottles for redemption during various promotion activities in July and August.



“恒隆会”会员卡的新设计加入了不同层次的颜色及质感，增添时尚格调  
The membership cards for HOUSE 66 have been redesigned in vibrant colors and textured patterns, giving a distinctly contemporary and sophisticated feel

恒隆广场会员计划“恒隆会”今年开启形象焕新，升级一系列会员尊享权益和礼遇。在9月1日至10月6日期间于内地十个恒隆广场举办“炫境新启”庆祝活动，当中包括“66°新动时刻”游戏装置、精选积分奖赏、雪糕派发，还有各项会员独有的体验，实践恒隆“以客为尊”的宗旨。

焕新之际，“恒隆会”亦将每月特定一天定为“恒享惊喜日”，会员可于当日解锁限定奖励及独享商户礼遇和体验，增加商户和会员互动，促进商户客流量。同时推出星级联盟伙伴礼遇，与全国跨界伙伴包括美食佳肴、酒店旅游、信用卡以及文化艺术等不同行业紧密合作，全方位满足会员的生活品味。

今年恒隆广场举办的年度贵宾盛会也如约而至，于活动期间呈现无锡恒隆广场“TAKE CENTER STAGE”、武汉恒隆广场“BE MY HEARTLAND”、沈阳市府恒隆广场11周年庆典的盛装派对，商户会借此机会展示独家限定产品，并设立摊位与尊贵会员互动。

另外，“恒隆会”计划推出全新小程序，整合十大项目的内容，提供更丰富及流畅的体验，更方便了解会员权益、最新推广及跨场活动等，呈现更多惊喜。

Hang Lung's customer relationship management (CRM) program, HOUSE 66, has unveiled a visual refresh along with an upgraded suite of member privileges. To celebrate the launch, 10 Hang Lung malls on the Mainland are hosting a campaign from September 1 to October 6, offering interactive installations, point rewards, ice cream giveaways and member-exclusive experiences that express Hang Lung's commitment to customer-centricity.

Beyond the celebrations, members can use points to unlock rewards while enjoying special tenant privileges and experiences on one dedicated day each month, encouraging tenant-member interaction. HOUSE 66 is also facilitating cross-sector collaborations with food and beverage, hotels, arts and culture, and credit card partners to provide specially curated offers to elevate members' quality of life.

Additionally, a series of signature events will take place throughout the campaign period, including "TAKE CENTER STAGE" at Center 66, Wuxi; "BE MY HEARTLAND" at Heartland 66, Wuhan; and the 11<sup>th</sup> anniversary event at Forum 66, Shenyang. Tenants will take this opportunity to showcase exclusive products and engage with prestigious members.

HOUSE 66 is also planning to launch a brand-new mini program, consolidating information about all 10 malls to offer a smoother digital experience. It would allow an easier understanding of member privileges, promotions, and cross-mall activities, offering surprises at every turn.



“66°新动时刻”游戏互动装置，通过玩趣交互的多媒体互动，让会员拥有沉浸式的惊喜体验  
Interactive installations, shaped to resemble our "66" emblem, will offer immersive member experiences with surprises



# 与环球影业经典角色欢度潮流盛夏

## Summer Excitement with Characters from Universal Studios

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今年暑假，在内地七个城市的恒隆广场汇聚不同年代的环球影业经典角色，为顾客重现集体回忆。沈阳市府恒隆广场、无锡恒隆广场、大连恒隆广场、昆明恒隆广场、沈阳皇城恒隆广场、济南恒隆广场，及天津恒隆广场携手环球影业，联动一众内地独立艺术家，推出“创艺新生”主题活动。展览以时空穿梭为概念，结合太空船、时空虫洞等设计创意，为“菲力猫”、“回到未来”以及“威利在哪里”进行二次创作，注入潮流活动和艺术想像，为顾客塑造打卡新体验，共同欢度潮流盛夏！



This summer, seven of our Mainland malls – Forum 66 in Shenyang, Center 66 in Wuxi, Olympia 66 in Dalian, Spring City 66 in Kunming, Palace 66 in Shenyang, Parc 66 in Jinan, and Riverside 66 in Tianjin – collaborated with Universal Studios and local art studios in the launch of the themed campaign “Art Reborn”, to engage customers’ collective memories of their favorite characters from the silver screen. With the concept of time and space travel, the campaign incorporated design elements such as spaceships and wormholes to add an artistic twist to “Felix the Cat,” “Back to the Future,” and “Where’s Wally,” creating a new check-in experience for customers as they enjoyed the summer together in style!

威利身穿经典的红色条纹图案  
Wally donned his iconic red striped pattern



展览以时空穿梭为概念  
The exhibition was conceptualized around the theme of time and space travel

内地七个城市的恒隆广场汇聚环球影业经典角色，为炎夏注入潮流活动和艺术想像，为顾客塑造打卡新体验  
Seven Hang Lung malls in mainland China gave the summer months an exciting artistic twist in a collaboration with Universal Studios that saw classic characters from the silver screen come to life in creative settings, giving customers an engaging check-in experience



菲力猫扮演成飞行员的角色，以别开生面的形象示人  
Felix the Cat portrayed the role of a pilot, showcasing a distinctive persona

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# 启迪员工潜能 凝聚团队共荣

## Collective Success through Employee Empowerment

每个成功项目背后都体现了公司对每位成员的启迪，从而让他们发挥创造力，成就团队的成功。今期《连系恒隆》邀请了“行政总裁大奖2022”的获奖团队成员，分享她们在推动可持续发展及践行“以客为尊”的历程。

The foundation of every successful event lies in the Company's empowerment of each team member, inspiring and motivating them to unleash their creativity and achieve collective success. *Connections* invited the award-winning team members from the *CEO Award 2022*, to share with us their journey in advancing the Company's development in Sustainability and Customer-Centricity.



Viki在2023年再次代表恒隆参加城市土地学会 (ULI) 举办的上海夏季会议  
In 2023, Viki once again represented Hang Lung to attend the Urban Land Institute (ULI)'s Shanghai Summer Meeting

你或许会有一个疑问，为何愈来愈多企业都大力投资于“可持续发展”？高级经理——可持续发展杜丽萍 (Viki) 言简意赅指出，“以前说可持续发展是为了下一代，但它对我们的生活也是首当其冲，例如气温上升，频繁的山火洪水，坐飞机时越来越多的不稳定气流，都与其相关。”

Viki 大学本科及硕士均修读环境工程学，期间接触到废弃物分类的议题，发现很多人只是知其然，但真正知道如何分类及尽其所用的人却寥寥可数，“所以我很想参与这些推动可持续行动落地的工作，将其普及化。” Viki 修毕硕士后于工程咨询公司提供可持续发展设计与咨询服务，至2021年加入恒隆，主要在可持续发展组中负责与范围三 (scope 3) 碳排放相关的

工作，譬如上游建设项目的隐含碳排放和下游租户可持续发展合作等。

Viki 进入恒隆翌年即获上司推荐，并被选为城市土地学会 (ULI) 上海环境、社会与公司治理 (ESG) 主题的联席主席，为期两年。期间参加 ULI 举办的各类 ESG 活动及主持论坛研讨会，“ULI 的活动云集了很多业界从业者，透过与他们的接触，让我可以接收行业的最新资讯，

### VIKI

#### 可持续发展视野 改善社区福祉 A Sustainability Vision to Enhance Community Wellbeing

“以前说可持续发展是为了下一代，但它对我们的生活也是首当其冲。”



Viki (右二) 协助主管统筹“地产与气候论坛：恒隆与 LVMH 集团可持续发展合作”活动  
Viki (2nd from right) supported her supervisor on coordinating the event of “Real Estate and Climate Forum: Co-Creation with LVMH”

同时他们也有兴趣了解更多恒隆作为地产发展商如何发挥影响力，推动可持续发展的进程。我也藉此平台和同行保持交流，分享了公司在范围三方面推动价值链上下游中各利益相关者的工作。例如在上游范围，我们会把相关承判商在材料上的选用；下游方面，我们会携手租户探讨制定可持续发展方案，如废弃物资源利用及能源效益管理上的最切合方案。”

2022年，恒隆与 LVMH 集团签订可持续发展协议，Viki 作为可持续发展组的一员，协助主管于双方签署协议后的一个月内成功统筹及举行首届地产与气候论坛。会后她与组员将来自各领域翘楚的构思落实到公司各部门的项目实践上，达至恒隆和 LVMH 承诺于2025年底前携手推进可持续发展进程。

对于如何争取公司上下一心的支持，Viki 表示，“我们需要设立清晰的框架，让大家有序可循，并加强各岗位的培训，确保所有人都能切实参与其中推动可持续发展。”

“Sustainability not only benefits future generations but also directly impacts our lives.”

Viki Du, Senior Manager – Sustainability, shed light on the increasing emphasis corporates are placing on sustainability. She put it concisely that sustainability not only benefits our future generations but also has a direct impact on our lives.

With an academic background in Environmental Engineering, Viki is passionate about empowering individuals to actively participate in sustainability initiatives. Since joining Hang Lung in 2021, she has been entrusted with various projects. She was nominated by her supervisor and elected as the Co-Chair for the Urban Land Institute (ULI) Shanghai Environmental, Social, and Governance

(ESG) topical forum in Shanghai. During the two-year term period, she has participated in various ULI ESG events and conferences, where she had the privilege to moderate the ESG panel discussion.

Viki also successfully supported her supervisor on coordinating the inaugural Real Estate and Climate Forum within a month after the signing of the sustainability partnership agreement between Hang Lung and LVMH Group. Following the event, Viki underscored the importance of implementing a clear framework and providing comprehensive training to empower employees at all levels to join the journey towards achieving progress in sustainability together to the end of 2025.



## EVA

### 以客为尊 惠泽人群

#### Achieving Customer-Centricity while Benefiting People in Need

“当我们愿意放开自己，接收市场不同的讯息，才可以真正为顾客带来独特的体验。”

市场推广活动的背后，是一个个引人入胜的故事。上海港汇恒隆广场高级经理——市场推广李诗文(Eva) 每年负责筹办多场旗舰活动，当中包括与国际巨星 Alicia Keys 及《剧院魅影》中饰演“魅影”一角的英国演员、制作人 Earl Carpenter 的合作。

经过数百场活动的千锤百炼，Eva 笑指自己也经历了一场蜕变，在处理事情时懂得择善固执，学懂“坚持、沟通和合作”是突围而出的诀窍。之所以有此领悟，要从她还在复旦大学修读工商管理硕士课程(MBA) 时说起。当时 Eva 获得往巴黎当交换生的机会，于是毅然辞职负责当地修读奢侈品管理。读书之余，她游逛大小博物馆，享受“流动的艺术盛宴”，或坐在塞纳河畔，静观大千世界的流转。获取 MBA 后，她于 2019 年重新加入上海港汇恒隆广场，“我的格局观开阔了，心态上变得更从容和坦然，你看的东西越多，包容性就越强。”

Eva 续说，包容性也体现在活动的意义上，即不再是为顾客带来展览打卡的单一功能，更在于透过活动的陈列及策划传达一些讯息，并思考完成活动后怎样在社区延续其影响，“当我们愿意放开自己，接收市场不同的讯息，才可以真正为顾客带来独特的体验。”

Eva 举例指，现在每家企业都很着重可持续发展的概念，大家会认为商场活动的消费模式与这概念是水火不容。其实不然，可持续发展的原意不是限制大家不消费，而是倡导一种可持续生活模式，“所以在筹备活动时，也希望将这种讯息融入其中。例如去年圣诞节时，我们与迪士尼独家合作举办‘Pixar Fluffy Festival’，将人气 Pixar 角色的毛绒玩具装饰商场每一个角落。活动结束后，我们管理层提议将这些玩偶连同逾百位‘恒隆会’会员共同捐赠的 1,000 多份物品，一起转赠给近千位山西留守儿童，为他们带来冬日温情，也可善用资源。”“Pixar Fluffy Festival”引起的回响，也令上海港汇恒隆广场决定将此项目延伸至恒隆在其他城市的商场上，而武汉恒隆广场是首个试点。

Eva Li, Senior Manager – Marketing Department, Grand Gateway 66, Shanghai, has got extensive experience in planning and rolling out flagship events, featuring renowned figures like Alicia Keys. Following her semester as an exchange student in Paris during her MBA studies at Fudan University, Eva underwent a transformative experience that instilled in her a profound perspective of the value of resilience, effective communication, and collaboration.

Her expanded perspective significantly enriches the events she curates. Highlighting that sustainability has



Eva 喜欢旅游，透过感受不同地方的风土人情，保持自己对市场的敏锐洞察力  
Eva's passion for travel keeps her sharp in understanding the market by experiencing the customs and cultures of different places

“In order to truly provide customers with a unique experience, it is essential that we are open to appreciating diverse perspectives within the market.”

become a major focus for every company, Eva believes that while some may perceive the consumer-driven nature of mall events as conflicting with the concept of sustainability, she sees the true essence of sustainability not in curtailing consumption but advocating a sustainable lifestyle.

She shared the notable example of Grand Gateway 66's exclusive collaboration with Disney for the "Pixar Fluffy Festival" last winter. After the event, as suggested by the management team, the Pixar toys used as decorations, along with over 1,000 items given by the HOUSE 66 members were donated to underprivileged children in Shanxi, as a way to demonstrate how resources can be sustainably utilized as the mall joined hands with customers to share festive joy with the wider community. The event also expanded to other Hang Lung malls, with Heartland 66 in Wuhan serving as the inaugural pilot.

## JANET

### “沪”动推广 同一个项目 不一样的巧思 Igniting Creativity across Two Cities with One Project

“由于城市级别的不同，我们在武汉项目上接触到的面和范围肯定是不及上海的，但在管理层的支持下，我们本地团队有机会接触到上海一些比较好的资源。”

要把一个已经很成功的活动重新在另一个城市上演，在保持话题热度难免需下一番功夫。武汉恒隆广场市场推广经理周津津(Janet) 表示，当团队知道“Pixar Fluffy Festival”移师武汉恒隆广场时，大家都非常雀跃，“但我们也明白要在武汉举办这个活动并不只是‘复制及贴上’，还需要加入创新的思维，才能令活动取得成功。”



Janet 在湖北土生土长，了解当地人爱热闹的性格，令她在设计活动推广上更得心应手  
A native of Hubei, Janet effortlessly excels in designing and promoting events, leveraging her understanding of the locals' love for lively celebrations

“Pixar Fluffy Festival”活动在上海举行时，正值圣诞节；来到武汉时，时值春天樱花正盛，Janet 表示，“圣诞树肯定是不能再用了，但我们保留了活动的核心装置，再配以全新的演绎方式，带给顾客一种耳目一新的感觉，例如在场内做了很多玻璃贴，也在广场做了一个发光的拱门装置，配合广场外主干道上一个轻轨站，就像欢迎客人通过这个拱门，进入到一个 Fluffy 的世界一样。”

为期一个多月的活动，商场的人流平均增加了三成。Janet 有感而发说，“由于城市级别的不同，我们在武汉项目上接触到的面和范围肯定是不及上海的，但在管理层的支持下，我们本地团队有机会接触到上海一些比较好的资源。就像在这次活动的媒体专享会上，大家觉得这才是恒隆为武汉带来的水准，意思是我们利用了恒隆集团的资源优势，集结各城市的大成，为武汉市场带来了耳目一新的独家资源。”

“The local team's exposure and network naturally fell short of Shanghai's due to the disparity in city prominence. However, with our management team's support, we were empowered to tap into some of Shanghai's premium resources.”

Upon learning that the "Pixar Fluffy Festival" would be replicated at the mall of Heartland 66, Janet Zhou, Manager – Marketing Department, Heartland 66, Wuhan, recognized that a mere copy-and-paste approach would not suffice. Understanding the necessity for innovative thinking, the team embarked on a mission to ensure the event's resounding success.

Janet elaborated on their strategic approach, explaining how they skillfully preserved the essence of the event while infusing it with a breath of fresh air, such as by integrating glass stickers throughout the mall and creating a mesmerizing luminous arch installation.

The results were remarkable, as the mall witnessed a 30% increase in footfall over the span of a month. Janet reflected, “the local team's exposure and network naturally fell short of Shanghai's due to the disparity in city prominence. However, with our management team's support, we were empowered to tap into some of Shanghai's premium resources.”



# 恒隆推动可持续发展变革

## Hang Lung Accelerates Transformative Changes for Sustainability

ReThink HK 是香港可持续发展界最瞩目的盛事之一。作为今年活动的 Tier 1 赞助商，我们针对多个可持续发展议题分享独特见解。



副董事 — 可持续发展  
John Haffner 先生在“**超越界限：加速价值链碳减排**”专题讨论中，分享了企业有效减碳之见：

1. 争取高管的参与，尽早取得内部支持。
2. 与内外部利益相关者协作。
3. 从试点项目着手，随时作出调整。

Mr. John Haffner, Deputy Director – Sustainability, shared the challenges we faced on our decarbonization journey as well as some tips in the **Beyond the Scope: Accelerating Decarbonization Across the Value Chain** panel session:

1. Engage top management and seek internal buy-in early.
2. Collaborate with internal and external stakeholders.
3. Start with pilots. Be ready to iterate.



总经理 — 集团传讯  
马宝明女士在“**重新思考新常态下的职场文化**”专题讨论中表示，新常态下缔造以目的感为本的企业文化尤为重要。

In the **Rethinking Workplace Culture in the New Normal** panel session, Ms. Maggie Ma, General Manager – Corporate Communications, spoke about the importance of cultivating a corporate culture driven by a sense of purpose in the new normal.

ReThink HK is one of Hong Kong's best-attended events for sustainable development. As a Tier 1 sponsor of this year's event, we shared our unique perspectives on a range of sustainability topics.



副董事 — 内地业务胡惠雅女士在“**社区建设：缔造社会和经济价值创造的文化**”专题讨论中，鼓励所有利益相关者持续探索、开拓和影响他人，踏上这个价值共创之旅。

In the **Community Making: Creating a Culture for Social and Economic Value Creation** panel session, Ms. Vera Wu, Deputy Director – Mainland Business Operation, encouraged everyone involved to keep exploring, pioneering, and influencing others on this value co-creation journey.



副总经理 — 可持续发展  
吴嘉雯女士在“**拥抱智慧绿色城市的未来：绿色解决方案和材料**”专题讨论中，分享了我们在资源管理方面所采取的方法

和计划，并强调建筑物内外所有使用者的安全至关重要。

In the **Embracing the Future of a Smart Green City: Green Solutions and Materials** panel session, Ms. Carmen Ng, Deputy General Manager – Sustainability, shared the approaches and initiatives we took in the resource management aspect, and stressed the importance of safety for all building users, both inside and outside the buildings.

#ThoughtLeadership

# 恒隆与环保初创公司及非牟利机构携手推动香港循环经济

## Hang Lung Teams Up with Green Startup and NGO to Shape Circularity in Hong Kong



恒隆与 SOS 和国际十字路会合作展开首阶段全面资源利用计划

(左起) 国际十字路会环球分派中心营运经理何祈先生、恒隆地产董事 — 人力资源及行政潘舜雅女士、SOS 总经理 Pamela Hinton 女士

Hang Lung teamed-up with SOS and Crossroads Foundation to roll out the first phase of its holistic resource utilization scheme

(From left) Mr. Markus Oetiker, Global Distribution Operations Manager of Crossroads Foundation, Ms. Janet Poon, Director – Human Resources & Administration of Hang Lung Properties, and Ms. Pamela Hinton, General Manager of SOS

恒隆在今年五月启动香港办公室焕新项目，旨在为员工缔造更优质和舒适的工作环境，改善福祉。为了确保资源得以善用，践行公司在资源管理范畴定下的2025年可持续发展指标，以及2030年可持续发展目标及指标，从而加快香港转型至循环经济，我们伙拍香港环保初创公司 Sustainable Office Solutions (SOS) 和非牟利机构国际十字路会，展开项目首阶段的全面资源利用计划，重新利用、分配及回收超过3,200件办公室家私及设备，成功减少堆填区废物近140,000公斤，及避免超过510吨的碳排放，相当于3,000多程来往香港及新加坡的航班所产生的碳排放。

Hang Lung began its Hong Kong Office Rejuvenation Project in May this year, with the aim of creating a compelling and comfortable workplace that promotes employee wellbeing. To ensure effective resource utilization as part of our commitment to the 2025 Sustainability Targets we set for resource management and to our 2030 Sustainability Goals and Targets, we partnered with Hong Kong-based green startup Sustainable Office Solutions (SOS) and Crossroads Foundation, a local non-profit organization, to roll out the first phase of the holistic resource utilization scheme for the project. Promoting the transition to a circular economy in Hong Kong, we have seen over 3,200 items of office resources being reused, redistributed, or recycled, successfully diverting nearly 140,000 kg of waste from landfills and avoiding more than 510 tons of carbon emissions—the equivalent of the carbon emissions generated by over 3,000 flights between Hong Kong and Singapore.



处理超过3,200件  
办公室家私及设备  
Processed over 3,200  
office resource items



减少近140,000公斤  
都市固体废物  
Reduced nearly  
140,000 kg in  
municipal waste



避免超过510吨碳排放  
Avoided more than  
510 tons of carbon  
emissions



182件办公室家私及  
设备捐赠予14家  
非牟利机构  
182 office resource  
items donated to  
14 NGOs

#ResourceManagement



# 助视障青年展潜能

## Unleashing the Potential of Visually Impaired Youths



香港特区政府劳工及福利局局长孙玉茜先生，JP (左二) 与恒隆地产首席财务总监赵家驹先生 (右二) 一同颁发“恒隆视障人士奖学金及发展金”予首批获奖的杰出青年 Mr. Sun Yuk Han, Chris, JP, Secretary for Labour and Welfare of the HKSAR Government (2<sup>nd</sup> from left), joined Mr. Kenneth Chiu, Chief Financial Officer of Hang Lung Properties (2<sup>nd</sup> from right) to present the inaugural “Hang Lung Scholarship and Development Donation for the Visually Impaired”

为成就视障人士的多元发展，推动社会共融，恒隆在今年二月捐资港币3,000万元，与心光盲人院暨学校合作设立“恒隆视障人士奖学金及发展金”，支援在该校学术表现、专业发展、社会承担等方面有杰出表现的学生及毕业生。首届奖学金共有15位视障青年获得嘉许，他们将继续进修及发展事业，为社会作出贡献。

To support the holistic development of visually impaired individuals and help achieve diversity and inclusivity within the community, Hang Lung donated HK\$30 million in February this year and partnered with the Ebenezer School & Home for the Visually Impaired to establish “The Hang Lung Scholarship and Development Donation for the Visually Impaired”. The scholarship aims to aid students and graduates from the Ebenezer School who have demonstrated outstanding academic performance, drive for professional development, and social commitment. The inaugural scholarship awarded commendations to 15 youths with visual impairment, enabling them to continue their education and pursue career development, with the ultimate goal of contributing to the growth and wellbeing of society.

### 获奖学生心声 Award-Winning Students' Sharings



“作为视障人士，我能以独特的方式感知世界，这让我成为音乐家，演奏和创作出与众不同的歌曲。获颁此奖学金后，我计划参加由专业演唱家指导的硕士课程，提升我的歌唱和表演技巧。我立志以我的表演温暖每一个人的心灵，并将我的音乐知识传承给下一代。”

萧凯恩  
Siu Hoi Yan

香港演艺学院  
The Hong Kong Academy for Performing Arts

As a visually impaired person, I am able to perceive the world in a unique way which has empowered me to become a musician who can perform and compose songs beyond the ordinary. With the scholarship, I plan to attend various master classes hosted by professional singers to advance my singing techniques and performance skills. I am determined to warm people's hearts with my performances and pass on my musical knowledge to the next generation.



王梓丞  
Wong Tsz Shing

香港大学  
The University of Hong Kong

“获得奖学金对我来说意义重大，不仅缓解了我的经济压力，也让我能专注于学业和个人成长方面的发展。感谢恒隆和心光对我的努力给予认可和鼓励，让我更有信心和动力继续砥砺前行。”

This scholarship means so much to me. It alleviates my financial burden while allowing me to pursue academic and personal growth. I am grateful to Hang Lung and Ebenezer for recognizing my past efforts and encouraging me to progress with confidence.



# 共创明“Teen”力争上游

## Strive and Rise for Upward Mobility

#DiversityInclusion

恒隆安排多元体验，拓阔“共创明‘Teen’计划”学员的视野  
Hang Lung arranged diverse experiential activities, broadening the horizons of the Strive and Rise mentees

基层儿童及青少年在成长阶段得到适当的启导，可助他们建立自信，力争上游。恒隆将继续响应香港特区政府第二期的“共创明‘Teen’计划”，成为支持机构。在第一期计划中，我们邀请了40位员工及其亲友出任计划的友师，在过去一年中与学员分享人生经验，更安排多元体验，拓阔学员的视野。

### 工作影子活动

友师带领学员到访山顶广场，深入认识商场业务的日常运营及恒隆“以客为尊”的服务宗旨，包括领略人工智能科技在商场中的应用，同时认识商场如何透过各种市场推广和活动提升顾客的购物体验。

### 认识社区共融

学员与友师到访圣公会福利协会旗下社会企业Joy Fusion，参加团队建设活动，透过不同游戏及交流，加深彼此的认识及默契，并了解社企如何为复康人士提供培训和就业机会，提升他们的工作能力和自信心。

Offering suitable guidance and inspiration to underprivileged children and adolescents is crucial role to reinforcing their self-confidence and supporting them to strive for upward mobility. As one of the supporting organizations of the Strive and Rise Programme launched by the Hong Kong SAR Government, Hang Lung will continue to support the second cohort of the Programme. During the first cohort, we invited 40 employees and their friends and relatives to serve as mentors who shared their life experiences with the mentees. What's more, the mentees got to take part in a diverse array of experiential activities over the past year that helped to broaden their horizons.



### Job Shadowing

Mentees were accompanied by their mentors for a job shadowing session at Peak Galleria, aiming to provide them with an in-depth understanding of the daily operations of the mall business and Hang Lung's service philosophy of customer-centricity. During the visit, the mentees had the opportunity to experience the application of AI technology in shopping malls while also learning about the use of marketing and promotional activities to enhance the customer experience.

### Exploring Community Inclusion

Mentees and mentors participated in a team-building activity at Joy Fusion, a social enterprise under the Hong Kong Sheng Kung Hui Welfare Council. With the opportunity to get to know each other better through games and informal interactions, participants also learned about how social enterprises strive to provide training and employment opportunities to people in recovery, in an effort to enhance their professional skills and bolster their self-confidence.





# 恒隆数学奖得奖者专访系列 启迪潜能 塑造事业菁英



## Interview Series with HLMA Winners HLMA Empowers Winners for Career Success

我们很高兴在早前的恒隆数学奖活动中，与往届得奖者温智聪和伍锋明重聚。他们连同另外两位同学组队参加2008年恒隆数学奖，并勇夺铜奖。他们的参赛经历对日后大学学业，乃至事业选择与发展大有帮助。

We were delighted to reconnect with two past winners of Hang Lung Mathematics Awards (HLMA) Darren Wan and Toby Ng during a recent HLMA event. Darren and Toby, two members of a four-student team that won the Bronze Award at 2008 HLMA, revealed how their experiences in the competition impacted their university studies, as well as their career choices and advancements.



温智聪  
Darren Wan

2008年恒隆数学奖铜奖  
Bronze Award winner of 2008  
HLMA

温智聪现职友邦保险精算师。参加比赛磨练出其分析力，让他能清晰表达抽象数学概念。他工作上需要运用数学技巧处理大量数据，扎实的数理知识和思维成为其职场发展的优势。

Darren is currently an insurance actuary at AIA. He attributed his analytical skills and ability to articulate abstract mathematical concepts clearly to his experience with HLMA. His role requires him to use mathematical skills to process a large amount of data, so his solid foundation in mathematics contributed to his career development.



伍锋明  
Toby Ng

2008年恒隆数学奖铜奖  
Bronze Award winner of 2008  
HLMA

伍锋明现任摩根大通企业及投资银行股权技术部副总裁。参加恒隆数学奖的经历令他决定大学主修数学与信息工程。工作上，他需运用数理思维去编写与交易相关的程式。坚实的数学根基使他能够轻松理解用户需求，并将抽象的数学概念化为实用的解决方案。

Toby now serves as the Vice President, CIB Equity Technology at J.P. Morgan. He shared that his HLMA experience inspired him to major in mathematics and information engineering at university. In his work, he is responsible for designing transaction-related applications using his mathematical thinking skills. His strong foundation in mathematics allows him to understand users' needs easily and to translate abstract mathematical concepts into practical solutions.

两位得奖者的经历彰显了恒隆数学奖在启迪青年潜能，促成其事业卓越发展的重要角色。

The experiences of our two HLMA winners are an affirmation of HLMA's important role in unlocking the potential of young people and fostering career advancements.



足本版访问内容  
Full interview



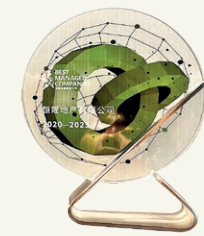
2023年恒隆数学奖得奖者将于12月中公布。请留意我们的官方网站、Facebook和Instagram。  
The winners of 2023 HLMA will be announced in mid-December. Stay tuned to our website, Facebook and Instagram for updates.

#NurturingNextGen #Excellence

### 中国卓越管理公司 CHINA BEST MANAGED COMPANIES

恒隆地产连续三年获德勤中国评选为“中国卓越管理公司”，彰显了业界对我们卓越管理理念与经营水准的持续认可。

Hang Lung Properties has been named among companies on Deloitte's "China Best Managed Companies" list for the third consecutive year, in a nod to our advanced management philosophy and excellent business performance.



### 香港绿色和可持续贡献大奖2023 HONG KONG GREEN AND SUSTAINABILITY CONTRIBUTION AWARDS 2023

恒隆地产荣获香港品质保证局颁发“杰出可持续发展物业超卓贡献大奖(房地产)——推动绿色环保”，旗下20个香港物业亦同获颁发“可持续发展物业贡献金章——推动绿色环保”，肯定我们在推广可持续发展建筑的努力。

Hang Lung Properties and its 20 Hong Kong properties have received the "Outstanding Award for Excellent Contribution to Sustainable Property (Real Estate) – Promote Environmental Protection" and "Gold Seal for Contribution to Sustainable Property – Promote Environmental Protection" from the Hong Kong Quality Assurance Agency, in recognition of our continual focus on promoting sustainable buildings.



### 香港投资者关系大奖 INVESTOR RELATIONS AWARDS



恒隆地产在香港投资者关系协会举办的第九届香港投资者关系大奖中荣获“最佳投资者关系公司(大型股)”及“最佳投资者关系专员(大型股)”两项殊荣，肯定公司致力与投资者保持紧密及高透明度的沟通。

Hang Lung Properties achieved the "Best IR Company – Large Cap" and "Best IR by IRO (Investor Relations Officer) – Large Cap" awards at the 9th Investor Relations Awards, organized by the Hong Kong Investor Relations Association, reaffirming our unwavering commitment to maintaining strong and transparent communications with investors.

### “模范保安员”奖励计划 / 西九龙最佳保安服务选举 MODEL SECURITY GUARDS AWARD / KOWLOON WEST BEST SECURITY SERVICES AWARDS



“模范保安员”——淘大商场  
"Model Security Guards" – Amoy Plaza



“最佳保安员”——家乐坊及雅兰中心  
"Outstanding Security Personnel Award" – Gala Place and Grand Plaza

恒隆地产的前线员工分别获香港警方嘉许为“模范保安员”及“最佳保安员”，表扬他们在提供卓越保安服务方面的杰出表现，秉持我们为顾客、租户和邻近社区提供健康和 safe 环境的承诺。

Members of Hang Lung Properties' frontline staff have been awarded the title of "Model Security Guards" and "Outstanding Security Personnel Award" by the Hong Kong Police Force. The awards recognize their provision of exceptional security services to uphold our commitment to providing a healthy and safe environment for our customers, tenants, and members of the wider community we operate in.



只选好的 只做对的  
We Do It Well



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