

可持續發展
#Sustainability



恒隆夥拍初創企業 開展綠色低碳建築新模式
Hang Lung Partners with a Startup to Develop an Innovative
Approach for Green and Low-carbon Buildings

管理思維蛻變 領航團隊躍進
Management Thinking Transformation
Takes Teams to New Heights

首屆恒隆「她領航」計劃 見證女大學生飛揚
The Inaugural "Hang Lung Future Women Leaders Program"
Empowers Female University Students to Soar

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連繫恒隆
CONNECTIONS

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專題故事
FEATURE STORY

恒隆夥拍初創企業 開展綠色低碳建築新模式

杭州恒隆廣場是內地和香港首個使用固碳混凝土實心磚的商業發展項目
Westlake 66 in Hangzhou is the first commercial development project to use low carbon concrete bricks in mainland China and Hong Kong

眾所周知，興建建築物會產生大量碳排放，但您有聽說過隱含碳排放嗎？它佔全球碳排放量的11%，並佔建築物典型的60年生命周期的碳排放量約75%*。當建築物建成後，隱含碳排放量便無法減少，而減少隱含碳對於全球建築及建造業是一個重大挑戰。要減少建築材料中的隱含碳排放，整個行業便必須作出重大變革。近月，恒隆夥拍初創企業，展示可持續發展是一場正和遊戲，合作共贏是加快氣候行動的最佳方式，此舉亦彰顯了其成為全球領先可持續發展房地產公司的決心。

在建築行列中，從開採、運輸、建造、維護、更換、拆卸以至棄置過程中所產生的碳排放，均屬於隱含碳。在各種房地產公司範圍3（即公司價值鏈中產生的間接排放）的碳排放中，隱含碳為其中主要部分。2022年，恒隆的範圍3排放量約佔其總排放量72%，其中建築材料的隱含碳排放是最大的排放來源。

恒隆矢志在地產行業引領可持續發展方案從而加快解決「隱含碳」這個建築及建造業正面對的重大挑戰。「應對氣候變化」為恒隆可持續發展的四大優先議題之一，為減少範圍3總排放量，公司除了從建築設計着手，配合建築材

料的生產和採購外，也攜手其價值鏈的上游夥伴，以減少建築項目的隱含碳。2023年5月，公司宣布與初創企業清捕零碳進行為期兩年的戰略協議，以杭州恒隆廣場為試點，透過碳捕集利用與封存（簡稱「CCUS」）的創新方案，在二氧化碳礦化強化廢棄混凝土低碳再生骨料（簡稱「低碳RCA」）技術研發及「清潔捕獲固碳混凝土實心磚」（「固碳混凝土實心磚」）商業項目應用等層面開展深度合作。

此次合作將使用固碳混凝土實心磚，覆蓋杭州恒隆廣場地下室約17,000平方米的二次結構牆體，這亦使杭州恒隆廣場成為內地和香港首個使用固碳混凝土實心磚的商業發展項目。杭州恒隆廣場是恒隆在內地的第11個綜合商業項目，將於2024年起分階段落成。

同時，恒隆和清捕零碳已在杭州恒隆廣場完成了一個低碳RCA的小規模試點項目，下一步計劃是針對150噸的廢棄混凝土開展中試規模的生產驗證。我們期望將此創新方案引入至旗下的其他項目，並與業界分享技術與成果，共同推動綠色低碳發展。

*Architects Climate Action Network. (2021). *The Carbon Footprint of Construction*.

Hang Lung Partners with a Startup to Develop an Innovative Approach for Green and Low-carbon Buildings

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恒隆地產與清捕零碳達成為期兩年的戰略合作，在杭州恒隆廣場及其他恒隆項目中運用創新技術減少隱含碳排放。（左起）恒隆地產的代表包括：副董事——項目管理唐龍添先生、董事——項目管理勞建亮先生、副董事——可持續發展 John Haffner 先生；清捕零碳的代表包括：首席執行官趙超先生、浙江大學王濤教授及首席運營官劉金課先生。 Hang Lung Properties and CLEANCO2 ink a two-year strategic collaboration to apply innovations to reduce embodied carbon at Westlake 66, Hangzhou and other Hang Lung projects. (From left) Representatives from Hang Lung Properties include: Mr. Louis Tong, Deputy Director – Project Management, Mr. Adrian Lo, Director – Project Management, Mr. John Haffner, Deputy Director – Sustainability, and Representatives from CLEANCO2 include: Mr. Zhao Chao, CEO, Professor. Wang Tao, Zhejiang University, and Mr. Jack Liu, COO

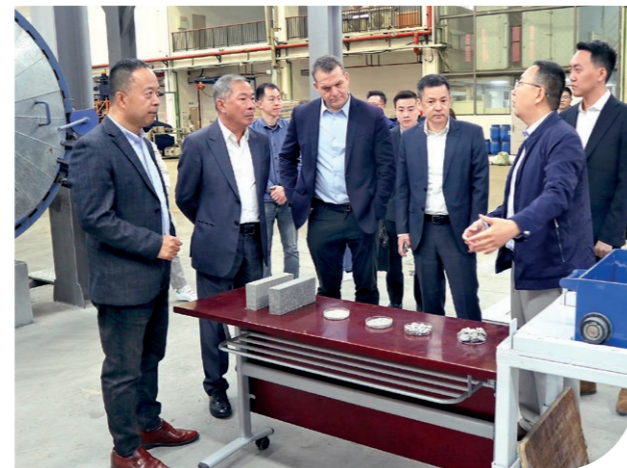
Embodied carbon constitutes 11% of global carbon emissions and approximately 75% of a building's total emissions over its typical 60-year lifetime*. In 2022, Hang Lung's scope 3 emissions were about 72% of its overall emissions, with embodied carbon emissions from building materials being the largest source of emissions. As the impact of embodied carbon is fixed at the time of construction and cannot be reduced once the building is constructed, reducing embodied carbon is a major challenge for the global building and construction sector.

Hang Lung strives to accelerate the global sustainability agenda by tackling this major challenge through innovation as climate resilience is one of Hang Lung's four sustainability priorities. To reduce Scope 3 emissions, the Company recently joined hands with a startup company,

CLEANCO2, to launch a two-year strategic collaboration that deploys new technology such as low carbon recycled concrete aggregate (RCA) and CLEANCO2 carbon storage concrete bricks (low carbon concrete bricks) at the Westlake 66 development in Hangzhou.

The collaboration will see CLEANCO2 low carbon concrete bricks used to cover the secondary partition walls of the basement of Westlake 66 in Hangzhou, making it the first commercial development project in mainland China and Hong Kong to use these bricks.

The Company and CLEANCO2 have completed a small-scale pilot project with the low carbon RCA at Westlake 66 in Hangzhou and are now evaluating this process at a medium scale, using 150 tons of waste concrete. We look forward to introducing innovative solutions to other projects, and sharing the technology and achievements with industry peers to jointly promote green and low-carbon development.



清捕零碳講解二氧化碳礦化強化廢棄混凝土低碳再生骨料技術及「清潔捕獲固碳混凝土實心磚」的特點
CLEANCO2 introduces the innovations of low carbon recycled concrete aggregate (RCA) and feature of CLEANCO2 carbon storage concrete bricks

#Sustainability
#EmbraceTechnology

* Architects Climate Action Network. (2021). *The Carbon Footprint of Construction*.

清捕零碳 CLEANCO2

清捕零碳開發的技術源自浙江大學清潔能源利用國家重點實驗室 (CEU)。為響應國策，2020年清捕零碳與 CEU 展開合作，建設了「浙江大學——清捕零碳二氧化碳礦化利用技術聯合研發平台」，這是中國首個可實現大規模工業生產驗證的二氧化碳礦化利用試驗基地。

The technology developed by CLEANCO2 originated from the State Key Laboratory of Clean Energy Utilization (CEU) of Zhejiang University. In 2020, CLEANCO2 and CEU jointly built the "Zhejiang University-CLEANCO2 United Laboratory of CO₂ Mineralization Utilization Technology", the first CO₂ mineralization utilization experimental base in mainland China, with the potential to achieve large-scale industrial production globally.

清捕零碳的碳捕集利用與封存技術的創新之處？ How Innovative is the Technology of Carbon Capture, Utilization, and Storage (CCUS)?

1 循環利用建築廢物
RCA

發展項目在建造過程中產生廢棄混凝土，清捕零碳將這些廢棄混凝土破碎成骨料，並通過名為「二氧化碳礦化強化工藝」的技術，製成低碳 RCA，以代替混凝土原料。低碳 RCA 的特性較傳統骨料優勝，有顯著的減排潛力。

Upcycle Construction Waste

Waste concrete from development projects is crushed into aggregate and used for low carbon RCA through a carbon dioxide mineralization process. The low carbon RCA has significant potential to reduce emissions compared to normal aggregate when used as raw material for concrete.

2 源頭着手減少隱含碳排放
CO₂ ↓ 87.5%

清捕零碳通過使用工業副產品粉煤灰和高爐渣粉代替水泥，並以其專有的「二氧化碳礦化養護工藝」打造「固碳混凝土實心磚」，其隱含碳排放預期將較傳統燒結磚低87.5%。

Reduce Embodied Carbon Emissions at Source

CLEANCO2 low carbon concrete bricks use cement, fly ash and other solid waste together with CLEANCO2's carbon dioxide mineralization process. The embodied carbon emissions of the low carbon concrete bricks are expected to be 87.5% lower than conventional shale bricks.

低碳 RCA 的特點 The Feature of RCA

↓ CO₂
產品自身減少碳排放
Built-in carbon emissions reduction capabilities

提升養護效率
降低成本
Improve maintenance efficiency and reduce costs

實現碳滙增加額外收益
Achieve carbon sequestration to increase additional income

有效封存
利用廢棄 CO₂
Effective storage and utilization of waste CO₂

工業廢料循環利用
Recycle industrial waste

5

hello dollar 隆重登場 積分當現金 消費更稱心

Shop to Earn hello Points to Spend as Cash

#CustomerCentricity



登記成為 hello 會員，一 App 在手，連接恒隆商場近600個商戶賺取積分
Become a hello member and earn hello points across almost 600 merchants in Hang Lung malls with one App

香港「hello 恒隆商場獎賞計劃」兩歲了！為了讓會員享受更優越的體驗，恒隆最近隆重推出全新的 hello dollar，從此積分用途更靈活！

恒隆於5至6月期間在多個香港恒隆商場舉辦了多項快閃推廣活動，包括大派軟雪糕和人氣特色飲品，讓顧客藉此認識全新推出的 hello dollar。快來恒隆商場消費儲 hello dollar 吧！

The hello Hang Lung Malls Rewards Program celebrates its second anniversary with the launch of the brand-new hello dollar, that gives members an even more rewarding experience.

A series of flash offers including the distribution of free ice-cream and popular specialty drinks have been held in May and June across various Hang Lung malls in Hong Kong to help familiarize customers with how they can earn and use hello dollar. Come shop at Hang Lung malls in Hong Kong and earn hello dollar!



hellodollar

hello dollar 參與商戶涵蓋食玩買不同範疇，當中不乏多家人氣食肆
hello dollar participating merchants cover a wide array of trades including a number of popular F&B outlets



hello 會員於恒隆旗下多個香港商場每消費港幣1元，便可賺取1 hello 積分，換取禮品、免費泊車及為個人度身訂造的特別體驗
hello members can earn 1 hello point for every HK\$1 spent, and redeem exclusive privileges and extraordinary experiences available at many of our Hong Kong malls



現在每累積2,500 hello 積分，更可兌換成10 hello dollar，在超過300個參與商戶付款時直接當港幣10元使用
Now, every 2,500 hello points can be converted to 10 hello dollars and spent as HK\$10 at over 300 hello dollar participating merchants



兌換金額由10 hello dollar起，不設上限，hello 會員可以積分換禮品，也可兌換成 hello dollar 開心消費
hello members can convert from 10 hello dollars without upper limit each time, which means more flexible use of the hello points collected



上海恒隆廣場 的春日樂園 「Game of Wonder」

Spring Wonderland "Game of Wonder" at Plaza 66, Shanghai

上海恒隆廣場於今年4月首次舉辦「Game of Wonder」活動，將商場轉化為春日樂園，以創意遊戲裝置、抽獎及專屬會員禮遇等，讓顧客沉浸於一個充滿奇妙的購物旅程。

Plaza 66 in Shanghai launched its first-ever "Game of Wonder" campaign in April, transforming the mall into a Spring wonderland. The event featured engaging and creative game booths, lucky draws and exclusive member privileges for customers to enjoy on their fun shopping journey.



商場中庭的裝置，成為顧客的打卡點
The installation in the mall's atrium became a popular check-in point for customers

《劇院魅影》歌聲響徹上海港匯恒隆廣場 Echoes of The Phantom of the Opera at Grand Gateway 66, Shanghai

#UniqueBrandedExperience



上海港匯恒隆廣場特別聯動《劇院魅影》，為顧客表演經典音樂劇曲目
Grand Gateway 66 in Shanghai delighted customers with performances showcasing scenes from the timeless musical "The Phantom of the Opera"

上海港匯恒隆廣場在5月20日當天將商場中央化身華麗劇院，演出經典音樂劇《劇院魅影》(港譯：《歌聲魅影》) 片段。活動特別邀請到《劇院魅影》(倫敦西區) 演員 Earl Carpenter 先生，為全場觀眾帶來膾炙人口的經典曲目「The Music of the Night」，讓顧客在商場購物消閒的同時，亦可體驗經典藝術的魅力。

On May 20, Grand Gateway 66 in Shanghai transformed the mall's main atrium into a stunning theater, bringing customers performances featuring scenes from the timeless musical "The Phantom of the Opera". Mr. Earl Carpenter, a cast member of the West End production of "The Phantom of the Opera," was invited to perform the classic song "The Music of the Night" for the audience, allowing customers to experience the beloved musical in person and adding an enjoyable new experience to the malls shopping and leisure offering.



昆明恒隆廣場
Spring City 66, Kunming

恒隆66尊享季 線上線下感受城市脈動

Hang Lung 66 Brand Campaign Leads the Pulse of the City

藝術、設計和文化是構成城市脈動重要一環。今年，恒隆與時尚媒體《InStyle 優家畫報》攜手合作，在內地七個恒隆廣場呈獻恒隆66尊享季年度活動，以「藝享時尚」為主題，透過線上線下方式帶領顧客涉獵時尚、美容、生活美學和藝術等各個範疇。

打造藝術與時尚感兼備的線下體驗空間

今年恒隆66尊享季的設計裝置由意大利藝術家 Joys di Padova 創作，他以平面與立體幾何圖形結合，以及鮮艷色彩撞擊的概念，打造出藝術和時尚感並重的線下體驗空間，讓顧客可盡情拍照打卡。恒隆亦與商戶攜手，以限定福利回饋廣大顧客。

Art, design and culture are an important part of the city's pulse. This year, Hang Lung and the well-known fashion media outlet "InStyle Youjia Pictorial" joined hands to present the annual Hang Lung 66 Brand Campaign with the theme "Art in Fashion" in seven Hang Lung malls, engaging customers in the exploration of fashion, beauty, lifestyle and art both online and up close and personal.

Creating Experience Zones with Art and Fashion

This year's Hang Lung 66 Brand Campaign installations are designed by Italian artist, Joys di Padova. With the concept of color collision and the combination of two-dimensional and three-dimensional geometries, an experience zone reflecting both art and fashion elements was created to allow customers to take pictures and check-in. We also joined hands with tenants to present special privileges and exclusive offers to customers.



瀋陽市府恒隆廣場 Forum 66, Shenyang



瀋陽皇城恒隆廣場 Palace 66, Shenyang



大連恒隆廣場 Olympia 66, Dalian

武漢恒隆廣場 Heartland 66, Wuhan



天津恒隆廣場 Riverside 66, Tianjin

濟南恒隆廣場 Parc 66, Jinan

親身體驗優享空間

在六月，恒隆與 Instyle 在瀋陽市府恒隆廣場、瀋陽皇城恒隆廣場、濟南恒隆廣場、天津恒隆廣場、大連恒隆廣場、昆明恒隆廣場和武漢恒隆廣場塑造藝術與文化兼融的優享空間，除了知名時尚 KOL 專場分享會，亦有充實身心靈的工作坊如繪畫、瑜伽、咖啡和花藝等活動。

從線下到線上的藝享時尚

除了線下專場分享會和工作坊外，恒隆廣場還與 Instyle 推出「藝享時尚 TALK」系列短片，從彩妝趨勢到香水介紹，讓顧客在線上全方位一覽最新一季的美妝訊息。

Experiencing the Compelling Spaces

In June, Hang Lung and Instyle created compelling spaces that combines art and culture for customers across Forum 66 and Palace 66 in Shenyang, Parc 66 in Jinan, Riverside 66 in Tianjin, Olympia 66 in Dalian, Spring City 66 in Kunming and Heartland 66 in Wuhan. In addition to the exclusive sharing sessions by well-known KOLs in the field of lifestyle, a series of workshops such as painting, yoga, coffee, and floral art, were also offered.

Enjoying Art in Fashion from Offline to Online

What's more, Hang Lung also collaborated with Instyle to launch a series of "Art in Fashion Talk" videos, on topics from makeup trends to fragrance introductions, to give customers a comprehensive overview of the latest season's beauty news online.



嘉許員工 提升客戶服務新層次

Honoring Excellence Elevating the Customer Service Experience

#CustomerCentricity

10



2023年度「綠寶石客戶服務獎」得獎者出席頒獎典禮接受殊榮
Winners of the 2023 Hang Lung Emerald Award attended the award presentation ceremony to receive their honors

恒隆一直以「以客為尊」為服務宗旨，公司每年舉辦「綠寶石客戶服務獎」嘉許在客戶服務範疇表現優秀的員工。今年，公司收到超過300份來自香港和內地各個業務領域的提名，每個提名個案均反映出同事重視顧客，心繫社區。

在今年的「綠寶石客戶服務獎」評選過程中，大會根據個案的主動性、責任感、處理問題能力、創意、獨特性及「多做一點 前瞻一里」等顧客服務表現範疇進行評分，共頒發了兩個「綠寶石客戶服務獎」、五個優異獎及四個特別嘉許獎。

行政總裁盧韋柏先生出席頒獎典禮恭賀獲獎同事，他在致辭時表示：「同事的奉獻精神和使命感，在為顧客提供最佳的恒隆品牌體驗方面擔當了關鍵的角色，使公司能夠實現締造優享生活空間的願景，並通過聯繫顧客、社群、夥伴，實現可持續增長的使命。」

Exemplifying our service philosophy of customer-centricity, Hang Lung organizes the annual "Emerald Award" to recognize staff who have demonstrated exceptional customer service. This year, the Company received over 300 nominations from various areas of the business across Hong Kong and mainland China, reflecting colleagues' care for our customers and communities.

At this year's Hang Lung Emerald Award presentation ceremony, a total of two Emerald Awards, five Merit Awards, and four Special Mentions were awarded based on the criteria of initiative, accountability, problem-handling, creativity, uniqueness, and "going the extra mile."

Mr. Weber Lo, Chief Executive Officer, attended the award ceremony to congratulate the award-winning staff and said, "Our colleagues' dedication and strong ownership plays a pivotal role in delivering the best Hang Lung branded experience, enabling us to realize our vision of creating compelling spaces that enrich lives, and to pursue our mission of sustainable growth by connecting our customers and communities."



行政總裁盧韋柏先生(中)、首席財務總監趙家駒先生(左二)、董事——人力資源及行政潘舜雅女士(右二)、副董事(香港業務總監)劉靜雅女士(左一)和總經理——集團傳訊馬寶明女士(右一)出席2023年度「綠寶石客戶服務獎」頒獎典禮，與同事攜手作出服務承諾

Mr. Weber Lo, Chief Executive Officer (middle); Mr. Kenneth Chiu, Chief Financial Officer (2nd from the left); Ms. Janet Poon, Director – Human Resources & Administration (2nd from the right); Ms. Helen Lau, Deputy Director (Head of Hong Kong Business Operation) (1st from the left) and Ms. Maggie Ma, General Manager – Corporate Communications (1st from the right) attended the 2023 Hang Lung Emerald Award presentation ceremony to make a service commitment together with colleagues

「綠寶石客戶服務獎」得主感言： Words from Our Emerald Award Winners:



(左起) 香港淘大花園顏鎮鴻、劉學禮、陳婷婷和吳淦輝
(From left) Ngan Chun Hung, Lau Hok Lai, Joey Chan and Ng Kam Fai, Amoy Gardens, Hong Kong

“我們從事物業管理有一種使命感，就是默默守護我們的住戶。
As property management practitioners, our mission is to demonstrate care for our residents' safety and wellbeing.”



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天津恒隆廣場劉丹
Connie Liu, Riverside 66, Tianjin

“要讓顧客感受到我們的熱情、專業與可靠，從而更好地提高顧客滿意度和忠誠度。
To enhance customer satisfaction and loyalty, we have to demonstrate our enthusiasm, professionalism and reliability.”



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for video

「綠寶石客戶服務獎」得主除了獲頒發證書及綠寶石胸針外，更到訪五星級酒店吸收其他行業在客戶服務方面的經驗，豐富自己的專業知識。

In addition to being awarded a certificate and the Hang Lung Emerald brooch, Emerald Award winners visited a five-star hotel to learn more about the customer service experience in other sectors and to enrich their professional knowledge.

「綠寶石客戶服務獎」 優異獎及特別嘉許獎 Merit Award and Special Mention Award

「綠寶石客戶服務獎」優異獎得主來自：
Merit Award Winners are from:

- 香港淘大花園 Amoy Gardens, Hong Kong
- 香港家樂坊 Gala Place, Hong Kong
- 無錫恒隆廣場(顧客服務) Center 66, Wuxi (Customer Service)
- 無錫恒隆廣場(工程維修) Center 66, Wuxi (Maintenance Service)
- 濟南恒隆廣場 Parc 66, Jinan

「綠寶石客戶服務獎」特別嘉許獎得主來自：
Special Mention Winners are from:

- 香港淘大花園 Amoy Gardens, Hong Kong
- 上海港匯花園 Grand Gateway 66, Shanghai
- 瀋陽市府恒隆廣場 Forum 66, Shenyang
- 上海港匯恒隆廣場 Grand Gateway 66, Shanghai



「認知友善好友」培訓課程 Dementia Friends Training Program

為提供更臻善的客戶服務，恒隆由2021年起，為前線員工提供社會福利署認可的「認知友善好友」培訓課程，提高對認知障礙症的認識和加強溝通技巧。截至今年六月初，已超過270位前線員工完成培訓課程，涵蓋19個恒隆於香港的商業及住宅項目。他們將繼續在日常工作中為有需要的人提供適切的幫助，建立一個更包容、關愛和認知友善的社區。

To provide better customer service, beginning in 2021, Hang Lung frontline staff have been participating in the "Dementia Friends" training program recognized by the Social Welfare Department to enhance their understanding of dementia and strengthen their communication skills. As of early June this year, over 270 frontline staff at 19 locations in the Hong Kong portfolio have completed the training course. The trained staff will offer appropriate assistance to those in need in their daily work, contributing to a more inclusive, caring, and dementia-friendly community.

270+

前線員工成為「認知友善好友」
Frontline staff participating in the
"Dementia Friends" training program

19

涵蓋恒隆於香港商業及住宅項目
Covering locations of
Hong Kong portfolio

11

管理思維蛻變 領航團隊躍進

Management Thinking Transformation Takes Teams to New Heights

12



領導能力發展課程助力恒隆關鍵人才在長遠發展上與公司並駕齊驅
The Leadership Development Program enables key talents to achieve long-term growth alongside the sustainable development of the Company

擁 有一支多元的團隊是確保企業向榮的要素，恒隆着重各層職級的人才培育，透過為不同職級及崗位的員工提供量身訂制的課程，助力他們的事業及個人發展。於2021年，恒隆成功推出領導能力發展課程系列 (Leadership Development Program，簡稱LDP)，恒隆去年聚焦行政領導人員，推出領導能力發展——行政領導課程 (LDP-EL)，培養關鍵人才的戰略眼光，鍛煉管理及創新思維，讓他們提前做好承擔重任的準備，為公司的長遠可持續發展作更大的貢獻。

《連繫恒隆》邀請了兩位完成了LDP-EL的員工，包括杭州恒隆廣場總經理洪志翔先生 (Jimmy) 和綜合服務部副總經理——項目支援孫穎珺女士 (Trista)，分享課程如何幫助他們啟發思考，並在管理思維上作出蛻變。

Jimmy 加入恒隆近十年，有着在公司內部不同領域豐富的工作經歷，至今年年初起執掌杭州恒隆廣場。杭州恒隆廣場是恒隆在內地的第11個綜合商業項目，將於2024年起分階段完成。對於從管理發展成熟的業務到現時掌管在建的項目，Jimmy 雀躍道：「無論從團隊的搭建及文化的建立，到籌備開幕期間順應着租賃及營運的方式，均需要緊密地與公司不同的部門協調，對我而言充滿各種可能性。」Jimmy 再補充道，創新也要「接地氣」，找到坐標，落實方向，才能付諸實行。

At Hang Lung, we believe in nurturing our employees' talents by offering customized courses to help them grow both professionally and personally. Following the successful launch of the Leadership Development Program (LDP) series in 2021, we introduced the Leadership Development Program for Executive Leaders (LDP-EL) last year to enhance capability in strategic vision and thinking in management and innovation among key talents, preparing them for taking on greater responsibilities and contributing to the sustainable growth of the Company.

Two Executive Leaders, Mr. Jimmy Hong, General Manager – Westlake 66, Hangzhou, and Ms. Trista Suen, Deputy General Manager – Portfolio Support of Service Delivery Department, who completed the LDP-EL program, shared with *Connections* how the program has transformed their management thinking.

Jimmy, who has been with the Company for almost ten years and is now in charge of Westlake 66 in Hangzhou, is keen on exploring new ways of working while emphasizing the practicality of implementing ideas. The project is currently under development and is expected to be completed in phases from 2024 onwards.



Jimmy 表示，LDP-EL 為他提供了一個很好的試驗場機會，讓他在管理杭州項目時可更加得心應手
According to Jimmy, the LDP-EL has provided him with a great opportunity to experiment and has enabled him to become more proficient in managing the Hangzhou project

13

Jimmy

“LDP-EL 讓我能夠以觀全貌的角度，深入了解各部門之間工作的深度。
LDP-EL has provided me with a panoramic view that deepens my understanding of the working connections between departments.”



Jimmy (左一) 表示，LDP-EL 讓他學會怎樣下放授權團隊，讓他們發揮獨當一面的機會
Jimmy (1st from the left) said that the LDP-EL has taught him how to empower his team, giving them the opportunity to excel

對此，Jimmy 表示LDP-EL 為他提供了一個很好的試驗場機會，讓他在管理杭州項目時可更加得心應手，「LDP-EL 讓我能夠以觀全貌的角度，深入了解各部門之間工作的深度，和日後業務發展的宏大的方向和願景。例如在可持續發展的課題上，我們和LVMH的可持續發展合作在業界來說，是一個突破，但這不只是一個概念，後續還有很多行動需按部就班地進行，所以我們業務部門在做規劃時，也需要知道如何跟進配合，推進公司在可持續發展議題上的議程。」

According to Jimmy, the LDP-EL has provided him with a panoramic view of the Company in terms of its business direction and vision, and has deepened his understanding of various topics such as sustainability. "For example, our sustainability partnership with LVMH Group is a breakthrough in the industry, and there are many actions that have to be taken, step-by-step, to achieve our sustainability goals. The program helped me to systematically incorporate ideas into our project that will accelerate the Company's sustainability agenda," said Jimmy.

Trista

“課程除了讓學員有所精進，我們的團隊也同時獲益。
The program not only helps to enhance our own knowledge and skills, our teams also benefit.”

在香港總部工作的Trista，2021年中加入恒隆，日常主要為內地的項目提供物業管理上的專業意見。藉着今次課程，Trista 首次接觸到創新領導力的思維，感到新鮮不已，並學以致用，調整自己的管理思維，在所屬團隊中實踐，「課程除了讓學員有所精進，我們的團隊也同時獲益。」

Trista, who joined the Company in mid-2021 at the Hong Kong Headquarters, is responsible for providing professional property management advice to projects on the Mainland. The LDP-EL has broadened her horizons in terms of innovative leadership and has helped her adjust her management thinking which benefits her team members as well.



Trista (左一) 認為，課程幫助她調整管理思維，學會站在兩個階梯上看事情全貌
Trista (1st from the left) appreciates that the program has helped her adjust her management thinking and learn to think from two levels above to get a bigger picture of the issues

Trista舉例指出，過往同事求助時，她習慣給予答案，現在則會站高兩個階梯上看全局，再透過問題引導同事思考方案，「我向團隊提供答案，團隊就永遠只有一個處事方法，但假如我向團隊發問很多『為甚麼』時，就可引發不同的思考。例如團隊正設法進一步提升公司物業管理系統的使用率，以往做法都是到項目上推廣及向前線同事提供培訓，但現在我們會透過挑戰自己的慣有思維，研究『為甚麼』有同事不願意使用系統，因此發現根源問題是系統的穩定性及功能有待提高，從而調整團隊工作重心至系統升級，解決根源問題，避免『治標不治本』，這樣可讓工作更高效。」

在八個月的課程裡，學員除兼顧日常繁重的工作，也需圍繞一個課題展開研習，對於如何有暇分身處理不同事務，Jimmy表示，「一方面提高自身的時間管理能力，另一方面也讓我學會怎樣下放授權團隊，讓他們發揮獨當一面的機會，這對我來說是實踐所學的管理理論，團隊同時也得到了鍛煉，相得益彰。」Trista則表示自己享受其中，笑指「做這個研習本身已經是調劑自己，過程很開心，可以吸收其他人的思維及知識。」

除了知識上的收穫，Jimmy和Trista異口同聲表示，課程中的另外一個收穫是可以與來自五湖四海的同事交流，大家不只分享工作的所得，也聊及生活上的瑣事，「很明顯地感受到在完成課程後，各項目的溝通協調變得更有效率。」



Trista (前排左二) 表示，將課程學到的知識與所屬團隊分享，有助提升工作效率
Trista (front row, 2nd from the left) said that sharing the knowledge she learned from the program with her team has helped improve work efficiency

Trista shared an example - she used to give solutions to her colleagues when they sought help in the past, but now she thinks from two levels above to get a bigger picture of the issues in order to guide her colleagues' thinking by asking questions as a form of guidance.

During the eight-month program, the Executive Leaders had to complete a challenging project while juggling their daily workloads. For Jimmy, the LDP-EL has helped him improve his time management skills and learn to delegate more responsibilities to his team, helping them grow. Trista, on the other hand, enjoyed the experience and found it to be a great way to unwind while learning new knowledge and perspectives.

Jimmy and Trista agreed that the opportunity to meet colleagues from different projects and functions was one of the program's highlights. They felt that communication and coordination between departments has become more efficient after completing the program.

#HangLungPeople
#TalentDevelopment

領導能力發展課程 Leadership Development Program (LDP)

領導能力發展課程是一系列專案，旨在支援我們的關鍵人才在其領導力發展之旅的各個階段上進行提升。

The Leadership Development Program is a series of acceleration programs designed to support our key talents in various stages of their leadership development journey in Hang Lung.



在LDP期間，學員需要自主尋找一個特定課題展開研習，大家運用所學所得，互取所長
During the LDP, all participants were required to engage in self-directed learning by completing a challenge project on a specific topic, which gave them the opportunity to learn and share knowledge with each other

攜手業界夥伴 推進可持續發展進程 Accelerating Progress towards Sustainability Goals through Partnership



恒隆深明與志同道合的夥伴合作的重要性，以應對重大挑戰並發揮更大的影響力，推進可持續發展目標。繼去年10月恒隆與LVMH集團宣布的可持續發展計劃重塑了業主與領先零售品牌在可持續發展範疇的關係，雙方於今年3月30日正式對外公布《共同憲章》，奠定雙方深化合作的一個重要里程碑。《憲章》概述了我們今年於四大範疇，即應對氣候變化、資源管理、人與福祉及可持續管治上推進20項創新行動。

此外，恒隆進一步加強與清華大學的合作，雙方共同成立的「清華大學恒隆房地產研究中心」將重點聚焦可持續發展領域產學研工作、地產科技的創新應用和人才培養。同時，恒隆向清華大學教師及研究生啟動「房地產可持續發展」研究倡議及畢業論文支持計劃，透過發放研究經費，資助綠色建築、健康建築、低碳發展、數字化賦能等創新性研究，推動研究成果的實踐應用。研究中心自2010年成立至今，恒隆已向清華大學教育基金會捐贈人民幣逾3,300萬元。

Hang Lung recognizes the importance of collaborating with like-minded partners to address systemic challenges and amplify positive impacts to accelerate progress towards our sustainability goals. Following the announcement of Hang Lung and LVMH Group's pioneering and ambitious partnership to collaborate on sustainability initiatives that reimagined the relationship between property owners and leading retail brands in October 2022, the highly anticipated "Common Charter" between Hang Lung and LVMH was officially announced on March 30, marking an important milestone in the deepening collaboration. The Charter outlines 20 actions under four pillars - Climate Resilience, Resource Management, People and Wellbeing, and Sustainability Governance - that the two groups will implement in 2023.

In addition, Hang Lung has further bolstered its collaboration with Tsinghua University. The Hang Lung Center for Real Estate at Tsinghua University jointly established by the two parties will concentrate on industry-university work in the field of sustainability, proptech innovations, and exceptional talent cultivation. The Company has also initiated a "Sustainable Real Estate Scheme" for Tsinghua University teachers and postgraduates, funding their creative academic research on topics including green buildings, healthy buildings, low-carbon development, and digitalization, to promote the application of research findings to daily life. Since the establishment of the Center in 2010, Hang Lung has donated over RMB33 million to the Tsinghua University Education Foundation.

首屆恒隆 「她領航」計劃 見證女大學生 飛揚

The Inaugural “Hang Lung Future Women Leaders Program” Empowers Female University Students to Soar



來自政府的代表、恒隆管理層、行業嘉賓，以及恒隆「她領航」計劃的導師雲集香港和內地，出席首屆「她領航」計劃畢業禮，見證一眾女大學生蛻變成為社會領袖新力軍
Government officials, Hang Lung executives, industry guests and program mentors, gathered together in Hong Kong and mainland China to witness the female university students emerge as new social leaders

首屆恒隆「她領航」計劃分別於香港及上海舉行畢業禮，來自政府的代表、恒隆管理層、行業嘉賓，以及「她領航」計劃的導師及學員聚首一堂，見證參與「她領航」計劃的全國女大學生蛻變成為社會領袖新力軍。

恒隆「她領航」計劃去年10月在香港及內地共同展開，至今全國共有近180位女大學生參與，接受逾6,300小時的領袖培訓及師友

指導。參加計劃的學員均表示，恒隆「她領航」計劃不但拓闊了她們的視野，更讓她們裝備好自己迎接未來的挑戰。

為響應香港政府的號召及促進香港與內地之間的交流和合作，在70多位香港學員當中，三名表現最優秀的學生被挑選前往上海與內地學員及導師進行交流，並參觀恒隆於上海的業務，加深了解在內地發展的機遇。

The inaugural “Hang Lung Future Women Leaders Program” graduation ceremony was held separately in Hong Kong and Shanghai. Government officials, Hang Lung executives, industry guests, Program mentors and students, gathered together to witness the female university students from across the nation emerge as new social leaders.

Since the program launched last October in Hong Kong and mainland China, around 180 female university students from across the nation have participated and received over 6,300 hours of leadership training and mentorship. Mentees of the “Hang Lung Future Women Leaders Program” agree that the program has been crucial in broadening their horizons, encouraging them to be better prepared to face the future.

Aligned with the Hong Kong SAR government’s efforts to promote and foster exchange and cooperation between Hong Kong and the Mainland, the three top performers among around 70 Hong Kong students were selected to meet with Mainland students and mentors in Shanghai. They also visited Hang Lung projects in Shanghai to learn more about opportunities on the Mainland.



香港與內地的優秀學員在畢業禮上進行滬港對話，互相交流
Outstanding participants of the program from Hong Kong and the Mainland hosted a Shanghai-Hong Kong Inspirational Talk at the graduation ceremony to exchange views

嘉賓箴言 Guests' Words of Wisdom

海關關長何珮珊女士
Ms. Louise Ho,
Commissioner of
Customs and Excise



“年青人首先應訂立現實的理想和目標，並制定明確和可行的計劃，善用時間自我增值，努力奮鬥。”

Young people should first have realistic ideals and goals, then formulate a clear and feasible plan to achieve them, and utilize time wisely for self-improvement.

恒隆地產行政總裁
盧韋柏先生
Mr. Weber Lo,
Chief Executive
Officer of Hang Lung
Properties



“恒隆『她領航』計劃倡導的人人發揮所長、建設多元共融社會的精神，將隨着學員往後在各個崗位上繼續發揮領導力和影響力而傳承下去。”

The ‘Hang Lung Future Women Leaders Program’ advocates the spirit of giving full play to one’s talents and building a society that values diversity and inclusion. This spirit will be widely promoted as these students exercise their leadership and influence in their careers.

#DiversityInclusion
#NurturingNextGen

學員分享 Mentees' Sharing

香港 Hong Kong

黃靖 Jane Wong

香港大學
The University of Hong Kong



“通過一連串的活動，我的自信心大大提升，讓我深信女性時刻都能裝備自己，與身邊的女性攜手合作、一同創新，為社會帶來正面的影響。”

After the series of activities in the program, my self-assurance has been notably augmented, leading me to firmly believe that women can join forces with other females in the community so as to innovate and create constructive societal impacts.

上海 Shanghai

李美郡 Li Meijun

上海交通大學
Shanghai Jiao Tong University



“我獲得了與非常豐富、多元的人、領域和事物產生連結的契機。這些連結印證未來存在無限豐富的可能性。”

I had the opportunity to connect with diverse groups of people from different fields. These connections not only empowered me, but also confirmed that the future holds infinite possibilities.

首屆恒隆「她領航」計劃的影響力

The Social Impact of the Inaugural “Hang Lung Future Women Leaders Program”



參與計劃的全國女大學生人數
No. of female university students participating in the program

~180

近180位學生，其中75%是其家庭三代中首位大學生
Around 180 students, and 75% of them are first among three generations in their families to attend university



領袖培訓時數
Leadership training

~3,500

近3,500小時
Around 3,500 hours



師友指導時數
Mentorship hours

2,800+

逾2,800小時
Over 2,800 hours



可持續發展實踐項目
Sustainable community projects

4,500+

31個項目，涵蓋10個聯合國可持續發展目標；
逾4,500人受惠
31 projects, covering 10 United Nations Sustainable Development Goals, benefiting over 4,500 people

「數」造更美好世界 Mathematics for a Better World



#NurturingNextGen
#Excellence



左起：馮俊皓、盤沁翹、鄭慧中和鄭卓軒
From left: Jun-Hou Fung, Ewina Pun, Dorothy Cheng, and Jay Cheng

數學是科學的基礎語言，在可持續發展領域擔當重要角色，包括應對氣候變化、資源管理和改善人類福祉等。

自2004年成立以來，恒隆數學獎致力培育青年數學人才，啟發了許多中學生，其中愈來愈多學生運用數學知識在各個領域貢獻世界，助力可持續發展的研究和實踐聯合國該範疇的目標：「良好健康與福祉」、「可持續城市和社區」及「產業、創新和基礎設施」。

歷屆得獎者中，2008年馮俊皓，將數學應用於基因組學研究，希望了解認知障礙症及癌症等成因，改進治療方法，如個性化治療；2012年盤沁翹是生物醫學工程博士生，研究數學模型助癱瘓病人透過腦機介面與人溝通；2016年鄭慧中是機械生物學博士生，憑藉扎实的數學根基，她探索生物學、工程學、化學和物理學的關係，為可持續發展研究創造新方案；2006年鄭卓軒是工程師，探討如何保持海岸線免受極端天氣影響。

恒隆數學獎的獨特體驗，讓學生可運用數學探索新發現，實現聯合國可持續發展目標，建設更美好世界。

Mathematics is the fundamental language of science and plays a crucial role in advancing sustainability research, including climate resilience, resource management, and improving people's well-being.

Hang Lung Mathematics Awards (HLMA) has been committed to nurturing young mathematics talents since its inception in 2004. This commitment has inspired many secondary school students. A growing number of them continue to utilize their mathematics knowledge in various sectors to contribute to sustainability research and the advancement of a better world, aligned with the United Nations Sustainable Development Goals (UNSDGs), including "Good Health and Well-being", "Sustainable Cities and Communities", and "Industry, Innovation, and Infrastructure."

Jun-Hou Fung (2008 winner) is applying his mathematics skills in genomics research, hoping to understand the causes of diseases like dementia and cancers to improve treatments such as personalized medicine. Ewina Pun (2012 winner), a Ph.D. candidate in biomedical engineering, develops mathematical models to restore communication for people with paralysis using brain-computer interfaces. Dorothy Cheng (2016 winner) is a Ph.D. candidate in mechanobiology. With a solid foundation in mathematics, she explores the intersection of biology, engineering, chemistry, and physics, contributing to the development of innovative solutions in sustainability research. Jay Cheng (2006 winner), an engineer by training, helps keep our coastline safe from extreme weather, yet another example of HLMA winners contributing to solutions to sustainability challenges.

Through the unique and transformative HLMA experience, students can leverage their mathematics skills to make new discoveries and meaningful contributions towards achieving UNSDGs and help build a better future for all.

2023亞洲最佳企業僱主獎 HR ASIA BEST COMPANIES TO WORK FOR IN ASIA 2023

恒隆獲亞洲業界權威雜誌《HR Asia》頒發「2023亞洲最佳企業僱主獎」(香港地區)，印證公司在僱員參與、福祉和關懷措施，以及工作間措施等方面的卓越表現。

Hang Lung has been honored as one of the HR Asia Best Companies to Work for in Asia 2023 (Hong Kong Edition) by HR Asia, one of the most authoritative trade journals in the region. The prestigious accolade is a testament to the Company's remarkable performance in employee engagement, empathy and care, as well as workplace practices.



CSVB 中國商場價值榜 THE CHINA SHOPPING MALL VALUE BOARD

濟南恒隆廣場榮獲 CSVB 中國商場價值榜年度調改升級先鋒獎銅獎，表彰商場在硬件和設施上的提升，以及重組商戶組合方面的傑出表現。獎項由專家評審及同儕現場投票共同選出，在業界具有代表性。

Parc 66 in Jinan received a bronze award in the "Asset Enhancement" category in The China Shopping Mall Value Board. The board is well-known in the industry as awarded parties are jointly selected by professional adjudicators and votes from industry peers lodged during the award ceremony itself.



亞洲——太平洋史蒂夫®獎 及 EVENTEX AWARDS ASIA-PACIFIC STEVIE AWARDS AND EVENTEX AWARDS

上海港匯恒隆廣場的「Pixar Fluffy Festival」主題活動和「Gateway to Happiness Celebration Party」(「快樂觸手可及」)主題活動分別在2023年亞洲——太平洋史蒂夫®獎和Eventex Awards中榮獲四項及兩項大獎。

The "Pixar Fluffy Festival" event and "Gateway to Happiness Celebration Party" event organized by Grand Gateway 66 in Shanghai have won four and two accolades at the 2023 Asia-Pacific Stevie Awards and Eventex Awards respectively.



「Pixar Fluffy Festival」主題活動
「Pixar Fluffy Festival」Event

- Innovation in Branded Entertainment 金獎
- Innovation in Consumer Events 銅獎
- Retail Experience 銅獎
- Gold Stevie Award for Innovation in Branded Entertainment
- Bronze Stevie Award for Innovation in Consumer Events
- Retail Experience Bronze Award



「Gateway to Happiness Celebration Party」主題活動
「Gateway to Happiness Celebration Party」Event

- Innovation in Consumer Events 銀獎
- Innovation in the Use of Events 銅獎
- Event Storytelling 銀獎
- Silver Stevie Award for Innovation in Customer Events
- Bronze Stevie Award for Innovation in the Use of Events
- Event Storytelling Silver Award

2023繆斯創意大獎 MUSE CREATIVE AWARDS 2023

恒隆在2023年繆斯創意大獎中榮獲三個獎項，包括：

Hang Lung won three awards at the prestigious Muse Creative Awards 2023, including

2022年聖誕倒數日曆
Christmas Advent Calendar 2022
鉑金大獎 —— 市場推廣
Platinum – Marketing & Promotional



企業網站
Corporate Website
金獎 —— 網站設計
Gold – Website Design



2023月曆
2023 Calendar
金獎 —— 市場推廣
Gold – Marketing & Promotional



只選好的 只做對的
We Do It Well



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