



Home > Sustainability > **Sustainability Framework and Approach**

## Sustainability Framework and Approach

**"We believe sustainability is good for those around us and therefore good for our business."**



Link's Sustainability Framework consists of seven core elements, namely staff, corporate governance, environment, asset/brand, tenant, community and economy. It guides our progress towards sustainability. These elements are presented in a circle, illustrating our firm belief that all seven elements are equally important to us and necessary for sustainable development. Doing well in one particular element will also result in better performance in other elements. We have also strengthened our Sustainability Framework by establishing clear strategies for each element.

### Staff

We believe the strength of Link is rooted in our culture of serving people first as a core value. We work hard to develop and retain the best people in our company. Link strives to become an employer of choice by growing a workforce that makes us one of the most successful companies among our peers. For more information, please click [here](#).

### Corporate Governance

We believe a strong and transparent corporate governance framework is essential for the long-term success of Link. For more information, please click [here](#).

### Environment

In 2012/2013, Link announced that it adopted a 20/20 vision, which aimed to reduce total annual energy consumption by 20% of 2010 levels by 2020. Through effective measures like the introduction of energy-efficient hardware and proper monitoring of facility operations, the goal was achieved six years ahead of schedule in 2013/2014. To build upon our effort, Link has already established a more ambitious target which seeks to achieve a 30% reduction in annual energy consumption by 2020, again using 2010 as a baseline. As at 31 March 2018, our total energy reduction since 2010 is 31.3%-surpassing our 30% reduction. We have begun to lay the ground work for setting our next energy target. We are exploring using Science Based Target methodologies, which is in line with global best practices.

In anticipation of the Municipal Solid Waste Charging Scheme by the HKSAR Government, Link launched the fresh market waste separation programme in 2016, preparing tenants for the upcoming waste charging.

Energy and waste management will continue to be a major component of Link's cost management and environmental management strategies. For more information, please click [here](#).

### Asset/Brand

Link believes that environmental, social and governance issues have the potential to impact investment returns. As currently Asia's largest REIT and one of the world's largest retail-focused REITs in terms of market capitalisation, Link believes that adopting a sustainability policy across the business operations will allow for greater alignment with stakeholders' long-term interests.

Link aspires to be a world class real estate investor and manager, serving and improving the lives of those around us by providing value and quality service, partnering with local communities and delivering sustainable growth. With the launch of our new corporate brand on 19 August 2015, we will continue to serve and enhance the lives of those around us, and remain committed to creating a better shopping experience and environment and to finding more ways **"We Link People to a Brighter Future"**. Link recognises the measurable physical impact the properties have on the environment and community. We strive to be recognised as a member of the global leader on sustainability and responsible property investment. Link continues to be an active member and a signatory of the United Nations Environment Programme Finance Initiative, which encourages responsible property investment and management practices.

Link efficiently manages the properties we own and we strive to build a strong and reputable brand name. This allows us to work closely with different stakeholders. The management of our retail and car park facilities has evolved to be our strength and expertise. Over the years, we have established a track record of increasing rental revenue complemented by effective control of property operating costs. Through scalable innovation, we continue to leverage this competitive advantage. For more information, please click [here](#).

### Tenant

Tenants are the core of Link's business. We create environments that inspire success to increase value for our tenants. We improve the tenants' business environment by an on-going programme of asset enhancement initiatives to upgrade our retail properties. We also invest extensively in the repair and maintenance of the shopping centres and car park facilities across our portfolio. All such investments are done with a view to enhance the shopping environment and provide a sustainable operating platform for the tenants' businesses. A 'Fit-out Handbook' is provided to tenants with guidance on their fit outs as well. Link also enhances the tenants' competitiveness by providing latest industry insights and business suggestions to our tenants via Link Tenant Academy.

Link's "Park & Dine" has proven to be a popular app among users, having been downloaded approximately 260,000 times since launched less than two years ago. It offers a wide range of functions, including e-queuing at restaurants, navigation for shopping centres and fresh markets, access to real-time parking availability, as well as other interactive functions such as e-coupons, bringing convenient and premium experiences to consumers' fingertips.

With the launch of brand new "e-parking" function, Hong Kong's first mobile parking payment function in January 2018, drivers are only required to scan the QR Code in their mobile phones at the gate when they enter and exit the car parks to instantly pay for their parking fees through the digital transaction platform. Drivers can also use e-coupons to redeem free parking perks in a breeze.

Link supplies a total of approximately 61,000 parking spaces in its car parks, and piloted e-parking at Temple Mall and Lok Fu Place, with plans for further expansion over the next two years.

Building on our successful Tenant Academy Platform, in 2016/2017 Link launched the Tenant Excellence Award (T.E.A.) Scheme for tenants to get professional insights on how they are doing and how well their staffs are performing. The improved, holistic approach of our Tenant Academy not only offers classroom seminars, but an additional value to tenants where they receive constructive feedback to improve and advertising opportunities to promote their businesses. Upon completing the Tenant Academy, tenants are eligible to enrol in the T.E.A. scheme where mystery shoppers visit their stores to access their implementation of various customers' service aspects. The top ten performing tenants are presented with a trophy, while selected tenants from each round will be interviewed by the media, which will feature their brand. This year, we collaborated with the Hong Kong Institute of Financial Analysts and Professional Commentators (IFAPC), to pass on wealth management and investment knowledge to both our tenants and shoppers by launching the Link Tenant Academy Mall Talk. Three talks were held at our shopping centres and has attracted approximately 190 participants through the year. Please [click here](#) for more information.

In tandem with renovation programmes that enhance the entire shopping centre, many small tenants are keen to modernise their shops to capture new business opportunities. Link offers tenants industry-specific design guidelines and samples, setting up a team to advise tenants on shop design matters. For more information, please click [here](#).

### Community

Our communities comprise of the people we serve. Link's properties are an extension of the living rooms of the people living in the communities around us. We place high priority on creating value for the communities we serve, which is illustrated through our flagship community investment programme – Link Together Initiatives ("The Initiatives"). Link utilises the shopping centre network to offer free venues to the organisations to promote their projects and services in addition to the financial support provided to the organisations.

Every year, Link contributes up to 0.25% of its net property income from the previous financial year to The Initiatives. The maximum that can be awarded to any one organisation is 30% of the total funds granted in any year.

For the 2017/2018 funding cycle, The Initiatives' Selection Committee and the Board of Link chose 7 community projects after a thorough screening process and careful consideration from over 50 eligible applications.

Link has committed a total of HK\$8.9 million in donations to support the community service organisations and selected projects which will benefit more than 1,400,000 people, including the Link First Generation University Student Scholarship to 140 awardees. For details, please click [here](#).

### Economy

The ability to improve retail and commercial assets, together with asset acquisition and disposal, enables Link to accelerate the optimisation of our asset portfolio. These drivers complement each other by adding different capabilities at different points in time, and together they drive the growth at various stages of Link's development.

Link aims to offer tenants, shoppers and communities with vibrant centres for modern living that inspire success to increase value for all our stakeholders. These in turn provide Unitholders with a steadily increasing total return. For more information, please click [here](#).

## Critical Success Factors

We have identified four critical success factors to achieve our sustainable development goals:

**Corporate Culture:** Embed a culture of sustainability across all business units and in our daily operations.

**Actions:** We enhance staff awareness and understanding of sustainability by identifying and sharing best practices, promoting transparency and encouraging engagement. We have also introduced our Competency Framework.

**Business Operations:** Add more value and reduce our footprint.

**Actions:** We actively encourage resource conservation and operational efficiency. This will reduce impacts on society and environment, while providing investors with better returns.

**Communication:** Listen. Respect. Lead.

**Actions:** We actively listen to stakeholder's needs and encourage constructive feedback, which is taken into account during decision-making processes.

**Building Relationships:** Build trust with different audiences in our communities.

**Actions:** We actively engage with different parties, collaborating on common issues. This helps to build strong and healthy relationships with different parties in the community.



#### About Us

Corporate History and Profile  
Milestones  
Vision, Mission and Values  
Chairman's Message  
Board of Directors  
Corporate Governance

#### Investor Relations

Financial Summary  
Financial Reports  
Presentations  
Announcements  
Circulars  
Investors' Calendar

#### Asset Enhancement and Asset Investment

Asset Enhancement  
Asset Investment

#### Properties

Shopping Centre  
Office  
Fresh Market  
Car Park  
Cooked Food Stall

#### Sustainability

Sustainability Framework  
Sustainability Management  
Performance and Certification  
Flagship Programmes  
Views and Comments

#### News

Corporate News  
Marketing  
Events and Promotions  
Video Gallery

#### People

People Management  
People Engagement  
People Development & Recognition  
Career Opportunities  
Management

Senior Management	Distribution	Property Management Team	Sustainability Report	Media	Associate Programme
Corporate Publications	Stock Information	Leasing Team	Green Financing	Enquiries	Summer Internship
Awards and Recognition	Credit Rating				Programme
	Disclosure of Interests				
	Index Membership				
	Analyst Coverage				



Home > Sustainability > **Nurturing a High Quality Team of Staff**

## Nurturing a High Quality Team of Staff

### "Providing a Fair, Equitable and Transparent Work Environment Valuing Work Life Balance and Leadership Development"

#### Leadership Development and Learning

Building leaders today for tomorrow is a critical component to achieve long term organisation sustainability. The Leaders Development Centre was launched in early 2018 as part of the people capability acceleration initiative. With the focus of "Fit for Future", the development centre aims to serve as the platform in developing leadership competencies and solidifying our capability for strategic execution. A series of leadership development activities have been mapped and rolled out through the Development Centre including Leaders Forum; a thought-exchange session to develop strategic thinking capabilities through simulated case-based learning.

To establish joint-ownership in paving the development journey, all staff have mapped their development key performance indicator (KPI) into the individual annual objectives to ensure continuous learning. We offer a range of training and development opportunities.

In 2017/2018, 68 staff attended the courses offered under Executive Diploma Programme in Shopping Mall Management (a total 2,303 training hours), which was designed in collaboration with the Institute of Advanced Executive Education of The Hong Kong Polytechnic University. Qualified colleagues are eligible to transfer credit for their further study.

To embrace a culture of developing self and talent, we continued organizing the Buddy Training Programme for Property Management and Repair & Maintenance teams. It links experienced colleagues and newly joined colleagues together and provides invaluable support and guidance. Line Trainer system is also launched to strengthen the communication and on-site training with contractor staff.

Furthermore, e-learning and classroom training features practical skills and knowledge in the workplace, such as Barrier Free Training, Occupational Health & Safety Training, Prevention of Corruption seminar, raising and promoting awareness of sustainability. The total e-learning of 3,542 visits has been recorded.

#### Education Sponsorship

Link offers education sponsorship to encourage continuous learning and proactive personal development. We sponsored a total of 4,798.6 learning hours in 2017/2018.

#### Promoting Development and Evaluating Performance

To support talent management, we organised 1,498 internal training and development sessions in 2017/2018. A total of 15,419.3 contact hours was recorded for classroom and e-learning courses for our staff, while 6,478.6 hours of training for our contractors and service providers.

The summary of training hours is as follows: -

### Average Training Hours

Employee Category	Average Hours of Training
Senior Management	36.0
Middle Management	14.2
Operational Staff	17.0
Contractors' Staff	2.9

#### Competency Framework

As the foundation of our talent management strategy, we established the Link Competency Framework in 2016/2017. Our workforce can contribute to Link's long-term strategy via demonstrating the highlighted eight elements which include: -

- Analysis and Execution

- Alignment with Stakeholder Interest
- Business Orientation
- Building Team and Collaboration
- Communication and Impact
- Change Management
- Drive and Commitment
- Developing and Managing Self and Talent

The framework is integrated across our talent management planning and processes – from talent sourcing and acquisition, learning and development, to performance management and succession planning.

### Creating Rewarding Experience for Our Staff

We regularly review our workforce composition and compensation package to ensure its competitiveness and motivation to high performing staff. The Board oversees the governance and implementation of remuneration principles and make sure it aligns to our corporate business strategy. [Click here](#) for more information.

### Engaging and Retaining Our Staff

We value open communication and encourage our staff to exchange ideas and information through multi channels. "YourVoice.com" is our online platform that allows open discussion on various topics. We also listen to our staff and measure their engagement levels via staff surveys. Moreover, staff focus group meetings facilitate an active participation of idea generation and the results are communicated to senior management as a demonstration of commitment.

Staff social gatherings such as Annual dinner, Christmas Party, and Town Hall connect our staff together and nurture a sense of belonging. Our attrition rate for permanent staff aligns with the industry median and around 200 new recruits joined the company in 2017/2018.

### Employee Unit Purchase Plan

The Employee Unit Purchase Plan ("EUPP"), introduced in 2012, turns our staff into Link's Unitholders. In 2017/2018, the total instalment through the programme was approximately HK\$16.2 million, making purchases for over 240,000 units while Link contributed about HK\$2.3 million.

### Family Friendly Leave

As a responsible employer, we encourage work life balance and introduced family friendly leave as a benefit for all staff, including birthday leave, compassionate leave, parental leave and marriage leave. In 2017/2018, a total of 2,217.5 days was applied as family leave.

### Caring Room

To retain and support working mothers, we set up Caring Room in our office since 2014. The hygienic private lactation space was designed to meet the needs of working mothers. Please [click here](#) for our people management guidelines and handbook, as it outlines our core value of serving people.



## Link's Aspiration

### Diversity and Inclusion

Link is committed to uphold, protect and embrace different thinking, background, culture, sexual orientation, gender, ethnicity and other life experiences. Diversity and inclusion is at its best when people embrace differences, and it starts with our top core values- respect. Within all our business activities and partnerships, we strive to consider our social and environmental impacts and addressing any human rights issues.

#### Approach:

- Creating places that are accessible and welcoming to all people

- Ensure that local heritage and cultures are respected and embraced
- Create work environments which respects diversity in workplace
- Establish a global mentoring program, to monitor and retain a talented and diverse workforce

**Targets:**

- Measure key diversity groups across all of Link's daily operations
- Ensure all our properties are barrier free accessible

**Training, Skills & Employment**

Our staff are our greatest asset and we strive to provide a fair, equitable and transparent work environment valuing work life balance and leadership development for them.

**Approach:**

- Create more opportunities for further education, trainings, skills development and employment to improve people's livelihoods and wellness.

**Targets:**

- Have a record of 15,500 employee training hours

**Policies**

Being a world class real estate investor and manager means implementing best practices and developing a set of comprehensive policies, standard and principles. This ensures we uphold the commitments we make to our stakeholders and work towards a common set of ambitions together.

**Biodiversity Policy**

This policy sets out Link's stance and approach on biodiversity and will enable us to assess biodiversity-related risks and opportunities in managing our investments, anticipate and respond proactively to emerging regulations and societal expectations. We also believe that by creating assets that are connected to their local and natural environment, we provide nearby communities vibrant shopping experiences.

**Climate and Energy Policy**

This policy describes Link's stance and approach on climate change and energy management. The objective of the policy is to improve climate change resilience and energy efficiency, providing general guidance on energy management.

**Human Rights Policy**

This policy describes Link's stance and approach on human rights and acts as guidance to our staff in handling human and labour rights issues during Link's daily operation.

**Occupational Health and Safety**

This policy describes our stance and approach on OHS. The objective of the policy is to ensure that our daily operations are conducted in a manner which safeguards the safety, health and wellbeing of all our stakeholders. These include our communities, employees, investors, tenants and business partners (suppliers and vendors, NGOs, media and government).

**Supplier Policy**

This supplier policy describes Link's stance and approach on how we source raw materials, products and services required during the design and development of our property portfolio, and for the ongoing management and operations of these properties, impacts on our suppliers, their employees and the environment in which they operate in.

**Sustainability Policy**

This policy describes Link's stance and approach on sustainability and how we believe that sustainability is good for those around us and therefore good for our business.

**Waste Management Policy**

This policy describes Link’s stance and approach towards waste management. We strive to be a community leader in making a positive impact on the environment, aspiring to utilise resources optimally for maximum lifecycle and disposal of waste without environmental harm.

Code of Conduct

Link's 'Code of Conduct' provides guidance to all of our staff. This outlines a clear set of appropriate behaviour guidelines with examples for reference by staff, in particular to those who supervise or deal with consultants, contractors, sub-contractors, suppliers, service providers and tenants of the shopping centre and car parks under Link’s management.

Whistle Blowing Policy

Link's 'Whistle Blowing Policy' aims to provide a clear procedure and a trusted avenue so that all of our staff members will feel confident in reporting concerns or irregularities, malpractice or impropriety in the workplace in good faith, without fear that they will be penalised, discriminated or dismissed.

Escalation Policy and Procedures for Compliance Exceptions

Our 'Escalation Policy and Procedures for Compliance Exceptions', is an established protocol that our all staff are required to follow with respect to the notification to be made in the event that potential, alleged, or actual non-compliances of applicable laws and regulations are identified, or when any significant incident that exposes Link REIT to reputational risk are projected.



About Us	Investor Relations	Asset Enhancement and Asset Investment	Properties	Sustainability	News	People
Corporate History and Profile	Financial Summary	Asset Enhancement	Shopping Centre	Sustainability Framework	Corporate	People Management
Milestones	Financial Reports	Asset Investment	Office	Sustainability Management	News	People Engagement
Vision, Mission and Values	Presentations		Fresh Market	Performance and Certification	Marketing	People Development &
Chairman's Message	Announcements		Car Park	Flagship Programmes	Events and	Recognition
Board of Directors	Circulars		Cooked Food Stall	Views and Comments	Promotions	Career Opportunities
Corporate Governance	Investors' Calendar		Property Management Team	Sustainability Report	Video Gallery	Management
Senior Management	Distribution		Leasing Team	Green Financing	Media	Associate Programme
Corporate Publications	Stock Information				Enquiries	Summer Internship
Awards and Recognition	Credit Rating					Programme
	Disclosure of Interests					
	Index Membership					
	Analyst Coverage					



[About Us](#)[Investor Relations](#)[Asset Enhancement and Asset Investment](#)[Properties](#)[Sustainability](#)[News](#)[People](#)[Home](#) > [Sustainability](#) > **Environment**

## Environment

### "Minimise our environmental footprint and strive to be a community leader in making a positive impact on the environment."

By measuring and reporting our performance, we can improve the way we do things on our projects, in our offices and in our communities to create new benchmarks. We are committed to reducing our environmental impact and strives to be a community leader in making a positive impact on the environment.

### Maintaining Good Environmental Stewardship

#### Combating Climate Change - Reducing Carbon Footprint

The recent increase in extreme weather events has provided a clear signal to many companies around the world of the risks associated with climate change. In Hong Kong, these events include heavier and more intense rainfall, as well as increasing number of hot days each year. As one of the largest retail property owners and managers in Hong Kong, Link plays a critical role in local response to global climate change through our electricity consumption, water consumption and waste management at our properties. Combating climate change by reducing carbon emissions remains a priority.

#### Approach:

- Developed strategic programmes to reduce our carbon footprint and adopt measures to cultivate behavioural change and raise awareness in the community
- Collect in-depth details on how we use electricity including evaluating management techniques, collating energy bills and utilising a comprehensive BMS
- Compare our facility energy performance with global benchmarks to identify how we improve energy efficiency across housekeeping, operations, maintenance and capital works

#### Targets:

- Reduce carbon footprint of our operations and developments by achieving a 35% reduction in carbon emissions of our operations by 2020 (based on FY2010)

#### Highlights:

- Overall 20/30 progress of energy consumption resulted in an 4.3% year-on-year reduction in energy consumption, corresponding to a 31.3% cumulative reduction in energy consumption compared to the 2010 level
- Total CO<sub>2</sub>e emissions were 12.84 tons (comprising scope 1, 2 and 3 emissions) for 2017/2018
- Like-for-like comparison- total carbon intensity for our portfolio was 12.84 kg CO<sub>2</sub>e/sq ft, a increase of 1.02% compared to 12.71 kg CO<sub>2</sub>e/sq ft in 2016/2017. We have extended our scope 3 emissions to include water consumption which was 653 tonnes
- Energy intensity at our offices was 1,528.95 kWh per full time employee in 2017/2018

### Capturing Green Building Opportunities

Link's commitment to quality, innovation and green building has strengthened our brand promise, enhanced brand equity and created greater value for our communities, tenants and investors.

To capture green building opportunities, building energy consumption is one of the major contributors to Hong Kong's total carbon footprint. Link has actively considered and adopted green building practices and obtained certifications to improve the energy and operational efficiency of our portfolio. In 2012, we completed an asset enhancement project at Stanley Plaza and attained the BEAM Plus platinum certification (highest rating). Since then, green building practices have been incorporated into our renovation and operational guidelines for tenants.

#### Approach:



- Develop green buildings and maintain internationally and locally recognised green certifications

#### Highlights:

- The Quayside, our joint venture project with Nan Fung Development at 77 Hoi Bun Road in Kowloon East, a Grade-A commercial complex under development, envisions a welcoming, healthy and sustainable office architecture at the heart of Kowloon East, Hong Kong's newest CBD. For its commitment to environmental sustainability and wellness, The Quayside, has received LEED platinum, BEAM Plus platinum and WELL gold pre-certifications
- As of early 2016, nine of our properties (including seven destination properties) have undergone energy audits based on the National Australian Building Environment Rating System (NABERS)
- Our acquisitions in Shanghai (Link Square 1 & 2) is a LEED Platinum Existing Building rated and 700 Nathan Road, Mongkok will seek BEAM Plus Interiors level and rating as well

## Building Resilience and Adaptation to Extreme Weather

The increase in both frequency and severity of extreme weather events make it indispensable for corporate to formulate longer term resilience and adaption strategies to adapt to unexpected ecological events.

Link regularly examines the resilience of our properties to weather and climate-related extreme events, in particular, floods and hot weather. We look at how improvements can be made by comparing the options available and considering the fundamental building blocks for resilience. We conduct research to improve the understanding of risks from current weather and to model future climate change impacts as to provide relevant information for management.

#### Approach:

- Assess the exposures of our assets, operations and projects to climate change impacts
- Create mitigation plans that build resilience into our communities and business
- Design and adapt operations to respond to climate change impacts

## Engaging Tenants to Save Energy

Link's total CO2e footprint comprises mainly scope 2 emissions from energy consumption (indirect emissions from purchased energy) for air conditioning and lighting at our properties. While our tenants are directly billed by energy service providers, we recognise the impact and influence we have on helping tenants minimise their environmental footprints.

#### Approach:

- Improve energy efficiency lightings in all common areas
- Launched the "Tenant Energy Efficiency Program" in 2016 to support tenants and service providers to conserve natural resources
- Partnered with a local start-up to provide smart metering technology and data analysis services to interested tenants, empowering energy users to understand their consumption pattern and adopt energy saving practises accordingly.
- Utilise sustainability produced, low carbon and non-toxic materials
- Maximise use of natural lighting and ventilation
- Identify high energy usage installations to determine relevant initiatives, e.g. chiller upgrading or modernisation of lifts
- Use of Energy Management System (EMS) programme to optimise chiller efficiency and Building Management System (BMS) to control key equipment in buildings
- Smart design and increased energy efficiency

#### Targets

- Encourage our tenants to join the "The Hong Kong Green Shop Alliance"

#### Highlights:

- In 2016, we partnered with local start-up programme resulted in potential energy savings of 3% for retail and 6% for F&B outlets.

## Water Management

Water usage was mainly for domestic use purposes at our properties, and our operations do not produce hazardous waste or effluent streams. The total water consumption for 2017/2018 was 1, 171,459 cubic metres.

#### Approach:

- Use of recycled water and drought-resistant plants
- Use of water-efficient fittings and fixtures
- Installations of self-closing taps
- Collection of rainwater for washing vehicles and watering flora
- Ensure sites are cleaned to minimise contamination of stormwater run-off

- Strengthen House Rules /Fit-out Guides specifying the need to avoid sewerage contamination, especially relating to fit-outs and other building works

## Empowering Environmental Resources – Our Relationship with Resources

### Waste Management:

As a property owner and manager, we have three main sources of waste and will continue to strive toward improving waste reduction performance to reduce our environmental footprint and costs.

#### 1. Tenants:

We developed a [6 steps for waste](#) that comprises our waste management programme.

#### 2. Shoppers:

We have placed recycled bins in our shopping centres, encouraging shoppers to recycle.

#### 3. Construction/Renovation:

Construction waste materials that are generated from the asset enhancement programmes. We partner with contractors to reduce and recycle waste materials at sites under incentive programmes.

### Raising awareness for the waste management programme with our tenants, employees and service providers

Raising awareness for waste management programme with our tenants, employees and service providers.

- Conducting protocols briefing sessions for tenants.
- Partnering with NGOs such as Food Angel and Food for Good and Greener's Action etc. to collect edible food materials for preparation of nutritious meal boxes to benefit the needy.
- Strengthening service provider partnerships and resolve logistics challenges.

### Supporting Hong Kong's target of reducing landfill food waste disposal by 40% in 2022

In anticipation of the Municipal Solid Waste Charging Scheme by the HKSAR Government, training was conducted for our property management employees, contractors, and tenants on organic waste source separation and data collection:

- The first phase of fresh market waste separation pilot scheme ended in May 2016.
- Learning from the first phase, the performance and efficiency of waste separation process in other fresh markets were improved. Second phase kick-started in June 2016.
- All trainings completed in December 2016 and covered 77 of our markets.

#### Approach:

- 54 garbage collection points are equipped with weigh-in stations and data collected are analysed.
- Carry out preliminary analysis on cost implications.
- Reduce total waste generated in Link's premises.
- Monitor our waste production and recycle, whenever possible.

## Health and Wellbeing

We strive to offer healthy and safe environments to our tenants and shoppers that promote and enhance wellbeing. We do this by following established standards including BEAM Interiors, WELL Standard and obtaining Indoor Air Quality (IAQ) Certification Scheme.

In addition to this, host a variety of events at Link's shopping centres that raise health and wellbeing awareness to the public. These activities range from promoting healthier eating and cooking habits at our Fresh Markets, to understanding the value of living active lifestyles.

#### Approach:

- Our priority in all of Link's daily operations and in the communities, we serve in is safety
- Implement a Health, Safety and Wellbeing Framework, focusing on healthier minds, bodies, places and cultures
- Ensure good indoor air quality in our shopping malls
- Health, safety and wellbeing training programme

#### Targets:

- Achieve zero fatalities across all of Link's daily operations
- Establish workplace wellness
- Obtain 8 IAQ Certification Schemes each year for our shopping malls

#### Highlights:

- Five of Link's shopping centres (Butterfly Plaza, Choi Ming Shopping Centre, Long Ping Commercial Centre, Temple Mall North and Tin Shing Shopping Centre) obtained IAQ

## Green Link

To raise the community's awareness on environmental protection and aid in the creation of a microclimate for shoppers, Link has adopted both horizontal and vertical greening into our properties. We are committed to planting native plant species wherever possible.

Green roofs have been constructed for Oi Man Plaza and Stanley Plaza and one greener wall has been installed at Stanley Plaza. The greenery planted throughout the properties can help filter the surrounding air, and the roof garden provides additional public green space to the nearby residents. Greening Link's landscape is essential to the health and well-being of the communities we are serving.

#### Approach:

- A Horticultural Maintenance and Improvement Contract has been established through our in-house Tree and Slope Team, comprising over HK\$8.69 million investment in 2017/2018 to improve better maintenance and greening improvement works

#### Targets:

- In 2018/2019, we aim to invest HKD\$10.27 million on our horticulture and plant 10,000 native flora species across our portfolio

#### Highlight:

- Planted around 65,000 shrubs across the portfolio in 2017/2018



## Responsible Property Investment

At Link, we incorporate environmental, social and governance (ESG) factors into our property investment decisions. This ensures we better manage risk and generate sustainable and long-term returns.

#### Approach:

- Only invest in projects and partnerships that are consistent with Link's Value, Mission and Vision, Code of Conduct and our Value Creation Model
- Embed Sustainability into everything we do
- Publicly report integrated financial and non-financial information on our websites and interim/annual reports

#### Targets:

- All Link's investments to consider ESG and economic outcomes
- Rate and improve performance of all existing assets and portfolios using Green Building standards or other international/local environmental rating tools

## WWF's Earth Hour:

On March 24th, 2018, our five destination malls (TKO Gateway, Lok Fu Place, Stanley Plaza, T Town and Temple Mall) pledged to support Earth Hour by turning off all non-essential lights (decorative lighting and individual Link logo signage) for one hour at 8:30pm

## Case Study Sharing

### Hong Kong Green Shop Alliance

The Hong Kong Green Building Council launched its Green Shop Alliance (GSA), an initiative to promote Green Shopping practices in Hong Kong. Link is a supporter of environmental initiatives and believes that the GSA programme can help us identify how to improve our business in socially and environmentally responsible manners. It is only with collaborative effort that we can Link People of a Brighter Future. The GSA has identified simple measures in six areas that shops can focus on in order to improve their businesses. These are:

- 1) Better use of Energy
- 2) Better use of Water
- 3) Municipal Solid Waste Reduction
- 4) Reuse and Recycling of Materials
- 5) Social Green Behaviour
- 6) Green Procurement

To date, 53 of our tenants across our destinations malls (TKO Gateway, Lok Fu Place, Stanley Plaza, T Town and Temple Mall), have participated in this programme. Shops are free to set targets and implement any of the listed green measures that meet their operational requirements. The HKGBC will issue certificates stating the committed green measures to the Alliance members to recognise their effort in going green. The Alliance and the Pledge can be renewed at any time or expired in time with the leasing agreement.



## About Us

Corporate History and Profile  
Milestones  
Vision, Mission and Values  
Chairman's Message  
Board of Directors  
Corporate Governance  
Senior Management  
Corporate Publications  
Awards and Recognition

## Investor Relations

Financial Summary  
Financial Reports  
Presentations  
Announcements  
Circulars  
Investors' Calendar  
Distribution  
Stock Information  
Credit Rating  
Disclosure of Interests  
Index Membership  
Analyst Coverage

## Asset Enhancement and Asset Investment

Asset Enhancement  
Asset Investment

## Properties

Shopping Centre  
Office  
Fresh Market  
Car Park  
Cooked Food Stall  
Property Management Team  
Leasing Team

## Sustainability

Sustainability Framework  
Sustainability Management  
Performance and Certification  
Flagship Programmes  
Views and Comments  
Sustainability Report  
Green Financing

## News

Corporate  
News  
Marketing  
Events and  
Promotions  
Video Gallery  
Media  
Enquiries

## People

People Management  
People Engagement  
People Development &  
Recognition  
Career Opportunities  
Management  
Associate Programme  
Summer Internship  
Programme





About Us

Investor  
RelationsAsset Enhancement  
and Asset Investment

Properties

Sustainability

News

People

Home > Sustainability > **Community**

## Community

### "Enrich and support local communities."

The people that live in the communities we serve are the most affected by our activities. Our properties are an extension of the living rooms of the people living in the communities around us. Communications with local groups/representatives are implemented on all project to help us address our communities' hopes and concerns, and to ensure all environmental law and regulations are followed and that our contractors minimise disruption.

Over the years, we have gone beyond shaping the communities we serve, by [asset enhancement](#). By actively initiation and supporting sustained outreach programmes through our [Link Together Initiatives](#), we aim to deliver a lasting and positive impact in the communities we serve in- creating create value.

#### Our Aspiration

### Community Development

Over the years, Link has enriched and supported local communities we serve in, through asset enhancement revitalisation and renovations of our existing portfolio. This is based on 4 objectives:

1. Enhancing shopping centre performance
2. Capitalising on changing district potential
3. Creating and delivering a consistent brand image
4. Improving utilisation of internal floor area

By actively initiating and supporting local programmes, Link aims to further our vision of serving and improving the lives of those around us.

#### Approach:

- Continue to actively engage and partner with the communities we serve in and increase participation that builds understanding and creates a vibrant place where people can thrive and prosper- hence improving their lives
- Build the capacity of communities, and enhancing employee development, through skilled volunteering initiatives

### Enhancing Value in a Dynamic Business Environment

#### Asset Enhancement

We carry out asset enhancement initiatives with four objectives:

- Enhancing shopping centre performance
- Capitalising on changing district potential
- Creating and delivering a consistent brand image
- Improving the utilisation of internal floor area

The revitalised assets provide a better environment for tenants and shoppers and generate strong returns. We also extend the asset enhancement initiatives to fresh markets for a modernised shopping experience to the communities nearby.

We lay the groundwork for asset enhancement initiatives by:

1. Preparation of project strategy based on business goals and objectives



2. Assessment of marketability to support the proposed business plan
3. Development of design options, asset value creation in the context of competition, planning framework and financial viability
4. Lay our optimisation, improvement of efficiencies in the context of best practice and current legislation, rationalisation of circulation, review of sustainability/energy strategy and enhancing revenue generation
5. Programme and phasing options and proposals
6. Risk assessment and mitigating strategies

In 2017/2018, we have completed 14 asset enhancement projects of various sizes and all projects exceeding our 15% return on investment target. [Click here](#) for more details.

## Creating Value for Community

### Link Together Initiatives

Established in 2013, Link Together Initiatives aspire to advance the sustainable development of local communities by offering charitable donation and sponsorship to selected non-profit projects. Since 2013/2014, we have committed a total of HK\$47million with three focused areas:

- Resources management- support conservation and sustainable development
- Youth Empowerment- help create a better future for youngsters and
- Active Ageing- promote a more inclusive and age-friendly community

Link Together Initiatives has introduced two major categories for this funding cycle:

1. Major Project Fund.
2. Link First Generation University Student Scholarship.

Please [click here](#) for further details.

## Barrier Free Access Update

As of 31<sup>st</sup> March 2017, we have completed our Barrier Free Accessibility (BFA) programme and requested cases works, having invested a total of HK\$229 million (excluding AEI projects), since 2012, we have ensured all our properties are Barrier Free Accessible, with the necessary physical enhancement and complies with the Best Practice Principles, standards of Universal Design within the Buildings Department's Design Manual: Barrier Free Access 2008, as well as other associated requirements. The enhancement work includes installing tactile guide paths and warning strips, low platform service counters, accessible toilets, Braille layout maps, visual fire alarms, accessible parking bays, ramps and accessible lifts with audio/visual functions. Minor works are carried out to (based on requests) when necessary.

Our corporate website follows the internationally recognised Web Content Accessibility Guidelines 2.0 of World Wide Web Consortium (W3C). We received the Certificate of Appreciation from the Internet Professional Association as recognition of our effort in ensuring a barrier free web design and web care features. We also launched an e-learning session to educate and promote the concept of BFA to our staff.

## Quantifying Our Value Creation

### Case Study 1 : 'Food Angel-Love and Food Sharing' - Link Fresh Market Surplus Food Donation Project

In 2017/2018, we donated approximately HK\$8.9 million to support the organisations serving communities in need under 'Link Together Initiatives'. We continue to use Total Impact Assessment (TIA), to calculate the impact of "Food Angel-Love and Food Sharing" project. The project aims to collect surplus food from Link's fresh markets and shopping centres. By collecting data throughout the whole project year, we can quantify its socioenvironmental benefits and the value created to the community.

During 2017/2018, around 65.1 tonnes of surplus food were donated from Link's market tenants, where 325,271 meal boxes were produced. 3.9 tonnes packaged food were collected from donation boxes at Link's shopping centres. With the additional values from raising public awareness on environmental protection through recycling seminars and promotional events, the programme has benefited over 336,000 beneficiaries. As a result, for every HK\$1.00 we invested in this project, we generated HK\$2.10\* of socioenvironmental benefits to the community.

Through qualifying the project values consecutively, we can create and maximise the benefits to the community. This further allows us to improve and develop a platform to share common indicators and financial proxies with our working partners.

(\*): Source from Shenzhen and California Carbon Market Price.



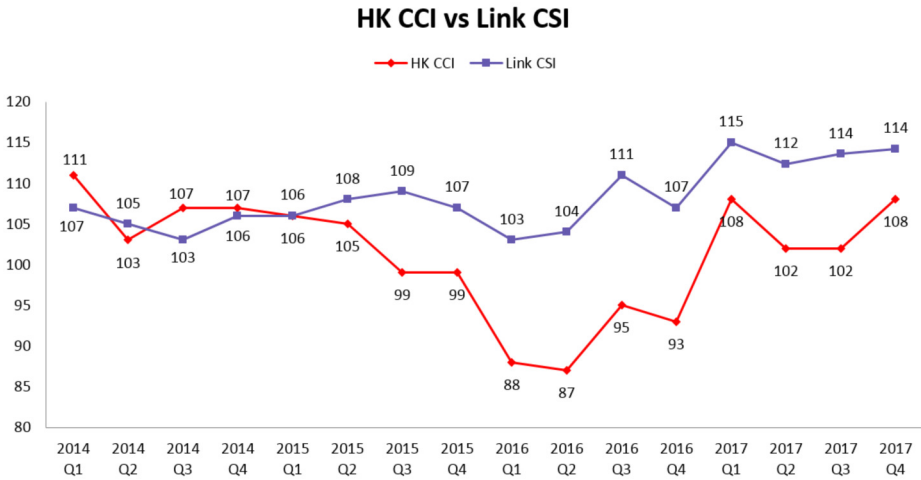
Case Study 2: Valuation of Link REIT’s Total Impact

Link is an early adopter of Integrated Reporting (IR). In order to better support the IR process, we aim to develop an innovative and business relevant approach to “link sustainability with everything we do”, so that **We Link People to a Brighter Future**. Beyond the traditional financial metrics for investors and other key stakeholders, we commissioned Trucost to measure Link’s Total Impact from our natural, social and human capital. The study was first kicked-off in December 2015 and we intended to develop a robust management tool within 3 years. This study can assist Link to have a comprehensive understanding on the business relevance sustainability programmes, and to inform and improve our business decision-making. It further supports Link’s ESG focused investor targeting strategy with better communication with the investor community. In October 2016, the first tool was completed and is currently under progress of fine-tuning its functions.

Case Study 3: Link Community Sentiment Index

We endeavour to understand our customer’s profiles, spending patterns, needs and expectations. We started tracking Link Community Index (Link CSI)<sup>1</sup> since 2014, to benchmark customer sentiment and spending intentions across individual districts in Hong Kong. After 2015, Link CSI has generally outperformed Hong Kong Consumer Confidence Index (HK CCI)<sup>2</sup>, which signals the relative confidence of Link’s consumers and resilience of the local community.

**Note:**  
[1] Developed based on the methodology of HKCCI. The target respondents are shoppers aged 15 and above of Link’s shopping centres, across 16 districts in Hong Kong. Face to face interviews are conducted per quarter in 20 selected shopping centres for 720 samples. Interview period of Link CSI may be different from HK CCI within the quarter.  
[2] Developed by the Nielsen Company (Hong Kong) Limited. Target respondents are Hong Kong general consumers who are aged 15 and above. Interviews are conducted via online for around 500 samples in each quarter.





## About Us

Corporate History and Profile  
Milestones  
Vision, Mission and Values  
Chairman's Message  
Board of Directors  
Corporate Governance  
Senior Management  
Corporate Publications  
Awards and Recognition

## Investor Relations

Financial Summary  
Financial Reports  
Presentations  
Announcements  
Circulars  
Investors' Calendar  
Distribution  
Stock Information  
Credit Rating  
Disclosure of Interests  
Index Membership  
Analyst Coverage

## Asset Enhancement and Asset Investment

Asset Enhancement  
Asset Investment

## Properties

Shopping Centre  
Office  
Fresh Market  
Car Park  
Cooked Food Stall  
Property Management Team  
Leasing Team

## Sustainability

Sustainability Framework  
Sustainability Management  
Performance and Certification  
Flagship Programmes  
Views and Comments  
Sustainability Report  
Green Financing

## News

Corporate News  
Marketing  
Events and Promotions  
Video Gallery  
Media  
Enquiries

## People

People Management  
People Engagement  
People Development & Recognition  
Career Opportunities  
Management  
Associate Programme  
Summer Internship Programme



About Us

Investor  
RelationsAsset Enhancement  
and Asset Investment

Properties

Sustainability

News

People

Home > About Us > **Awards and Recognition**

## Awards and Recognition

In recognition of our endeavours, we are honoured to have received the following awards from prestigious organisations.

2017 ▼

## 2017

### The Asset Corporate Awards

In December, Link emerged a big winner at The Asset Corporate Awards 2017, garnering four accolades: The Asset Platinum Award, the Best Chief Executive Officer Award, the Best Investor Relations Team Award, and the Best Initiatives Award in the "Diversity and Inclusion" category. The Asset Corporate Awards provide a benchmark for listed companies with regard to corporate sustainability.



### Hong Kong Corporate Governance Excellence Award

In December, Link became an award winner in the "Hang Seng Index Constituent Companies" category at the Hong Kong Corporate Governance Excellence Award 2017 organised by The Chamber of Hong Kong Listed Companies, in recognition of its high standard in corporate governance, business ethics and board leadership.



### Directors of the Year Awards

In November, at the Directors of the Year Awards 2017 organised by the Hong Kong Institute of Directors, Link's Chairman and Independent Non-Executive Director Nicholas Allen was named the Directors of the Year Award winner in the Non-Executive Director category for "Listed Companies (SEHK - Hang Seng Indexes Constituents)", while Link's Board of Directors was a winner in the Board category in addition to receiving a "Recognition of Excellence in Board Diversity".





## MIPIM Asia Awards

In November, The Quayside, a commercial property jointly developed by Link and Nan Fung Development in Kowloon East, was the Gold Winner of the Best Futura Project at the MIPIM Asia Awards 2017, which recognises the property industry's best and brightest.



## EY Entrepreneur Of The Year China

In November, Link's CEO and Executive Director George Hongchoy was named Country Winner for the Hong Kong/Macau Region at the renowned EY Entrepreneur Of The Year (EOY) China 2017 Awards. Honouring entrepreneurs who inspire others with their outstanding vision, leadership and achievement, the EOY Awards is one of the world's most prestigious business accolades for entrepreneurs.



## Galaxy Awards

In November, Link Together Initiatives' Guide Dog Localisation Programme was named a Gold winner and its Food Recycling Project a Bronze winner in the "Public Relations: Sustainability" category at the Galaxy Awards 2017, which celebrates the best in marketing communications worldwide.



## Institutional Investor All-Asia Executive Team Rankings

In July, Link was named the "Most Honoured Company" in the "2017 All-Asia Executive Team Ranking" organised by Institutional Investor magazine, while CEO George Hongchoy won two "Best CEO" honours with his first place ranking. Link also garnered three honours in the "Best IR Companies" and "Best Website" categories.



## Shopping Centre Golden Lily Award

In July, EC Mall in Beijing was named "Golden Lily Best Regional Shopping Centre" in the 2017 Shopping Centre Golden Lily Award, organised by China Chain Store & Franchise Association to recognise shopping malls for their excellence in enhancing shoppers' satisfaction and experience.



## The Asset Triple A Asset Servicing, Fund Management and Investors Awards

In July, Link was named "Property Investor of the Year" and "Impact Investor of the Year" at The Asset Triple A Asset Servicing, Fund Management and Investors Awards 2017, which aimed to recognise the best investors and



service providers in the industry.



### HKIRA 3rd Investor Relations Awards

In May, Link garnered seven awards at the 'HKIRA 3rd Investor Relations Awards 2017' organised by the Hong Kong Investor Relations Association in recognition of its outstanding performance in investor relations. The accolades included "Best IR Company", "Best IR by Chairman/CEO", "Best IR by CFO", "Best IRO", "Best IR Presentation Collaterals", "Best IR in Corporate Transaction" and "Best Investor Meeting" in the Large Cap category.



### Hong Kong Public Relations Awards

In May, Link's brand campaign "Cheers Express" community programme won the Silver PR Campaign Award in the Reputation/ Brand Management category at The 3rd Hong Kong Public Relations Awards organised by the Hong Kong Public Relations Professionals' Association, while "Link Together Initiatives" charity programme garnered the Merit Award in the Corporate Social Responsibility category.



### Asia Pacific Best Managed Sustainability Program Award

In May, Link Square won the "Asia Pacific Best Managed Sustainability Program Award" at the Asia Pacific Awards of Excellence 2017, which was organised by the International Facility Management Association to recognise sustainability programmes with substantial positive effect on the environment and the organisation.



### Market Leadership Awards

In March, CEO George Hongchoy was named "CEO Marketer of the Year" and Link won the "Market Leadership in Property Development" award at the Hong Kong Institute of Marketing's Market Leadership Awards 2016.



### Mob-Ex Awards

In March, Link's Park & Dine mobile app won a gold award in the Best User Experience category and a bronze award in the Best Insight-Driven Mobile Campaign category at the Mob-Ex Awards 2017.



## Hong Kong Smoke-free Leading Company Awards

In February, Link received the Gold Award at the Hong Kong Smoke-free Leading Company Awards 2016. Co-organised by the Hong Kong Council on Smoking and Health (COSH) and the Occupational Safety and Health Council, the Awards aims to encourage businesses to promote smoke-free messages to their stakeholders.



## Inclusive Environment Recognition Scheme

In February, five of Link's shopping centres were honoured at the "Inclusive Environment Recognition Scheme", organised by the Hong Kong Council of Social Service and The Hong Kong Joint Council for People with Disabilities. Stanley Plaza and Leung King Plaza were honoured the highest accolade — "Excellence Award for Inclusive Environment", while Tin Chak Shopping Centre garnered the "Inclusive Environment Award", and Cheung Fat Plaza and Homantin Plaza the "Progressive Award".



## Corporate Governance Asia Recognition Awards

In February, at the Corporate Governance Asia Recognition Awards 2016, organised by Corporate Governance Asia, Link was named the "Icon on Corporate Governance" for the fifth time, and CEO George Hongchoy was honoured with the "Asian Corporate Director Recognition Award".



## Social Responsibility Brand of the Year

In January, Link won the "Social Responsibility Brand of the Year" at the sixth China Charity Festival, marking the second year Link was honoured with this title, which acknowledges Link's strong sustainability performance and contributions to the community.



## Best Green Bond, Hong Kong

In January, Link won the "Best Green Bond, Hong Kong" award at The Asset Triple A Country Awards 2016 organised by The Asset magazine. Link is the first Hong Kong business enterprise and Asian property company to

issue a green bond. The award affirms the global recognition of Link's green bond among international investment companies.



About Us	Investor Relations	Asset Enhancement and Asset Investment	Properties	Sustainability	News	People
Corporate History and Profile	Financial Summary	Asset Enhancement	Shopping Centre	Sustainability Framework	Corporate	People Management
Milestones	Financial Reports	Asset Investment	Office	Sustainability Management	News	People Engagement
Vision, Mission and Values	Presentations		Fresh Market	Performance and Certification	Marketing	People Development & Recognition
Chairman's Message	Announcements		Car Park	Flagship Programmes	Events and Promotions	Career Opportunities
Board of Directors	Circulars		Cooked Food Stall	Views and Comments	Video Gallery	Management
Corporate Governance	Investors' Calendar		Property Management Team	Sustainability Report	Media	Associate Programme
Senior Management	Distribution		Leasing Team	Green Financing	Enquiries	Summer Internship Programme
Corporate Publications	Stock Information					
Awards and Recognition	Credit Rating					
	Disclosure of Interests					
	Index Membership					
	Analyst Coverage					

Home > About Us > **Corporate Governance Framework**

## Corporate Governance Framework

Internal Control  
Rights of Unitholders  
**Corporate Governance Framework**

### Our Corporate Governance Framework

Good corporate governance underpins sustainable success. We look at governance as beyond fulfilling of listing and regulatory requirements to the wider process of engaging our Unitholders and those living and working around our assets on issues that impact our business. This corporate governance framework identifies the critical governance components and explains how they relate to and interact with each other to contribute to good governance of Link REIT.

### Our Board

A strong, independent and effective Board is the critical part of our governance framework. The Board leads and provides insights to management, sets strategy and risk appetite proposed by management, and monitors business progress against agreed business targets. In its oversight on management, the Board is supported by the checks and balances via risk management and internal controls, internal and external audit, and oversights by Trustee and SFC.

Currently, there are 13 Board members comprising 2 Executive Directors who are the Chief Executive Officer and the Chief Operating Officer, 1 Non-Executive Director, and 10 Independent Non-Executive Directors.

Please click [here](#) for the biographies of our Directors.

### Board Diversity

The Board considers diversity as encompassing not only gender, ethnicity or age but also business experience, skill-sets, knowledge and professional expertise that are relevant and critical to the long term success of Link REIT. A balanced and diversified Board brings a broad range of views which helps discussion and critical decision-making, and balances against “group thinking”. The Nomination Committee reviews annually the Board Diversity Policy of Link REIT and monitors progress towards diversity.

Please click [here](#) for the Board Diversity Policy.

### High Degree of Independence

Independent Non-Executive Directors bring constructive analysis and critical judgement on management proposals, scrutinise performance in meeting business goals, and monitor risks and compliance.

10 out of the 13 current Board members are Independent Non-Executive Directors. Our Board and all Board Committees are chaired by Independent Non-Executive Directors. Independent Non-Executive Directors are also in majority in our Finance and Investment Committee and Nomination Committee.

The Corporate Governance Policy of the Manager specifically mandates that:

- Independent Non-Executive Director cannot serve beyond nine years;
- an Independent Non-Executive Director can only re-join the Board three years after he/she last stepped down;
- our Audit and Risk Management Committee and Remuneration Committee are to consist of Independent Non-Executive Directors only; and
- members of our Finance and Investment Committee (recommending investment/financing proposals) cannot sit on our Audit and Risk Management Committee (monitoring compliance and controls).

Assessment of independence of Independent Non-Executive Directors is carried out before each appointment, annually, and at any other time where the circumstances warrant re-consideration. Our assessment of independence of an Independent Non-Executive Director is based on the independence criteria set out in the Corporate Governance Policy of the Manager which is

modelled on the independence guidelines of the Listing Rules. We also reference major proxy advisors' voting recommendations/guidelines in approaching the issue of Independent Non-Executive Director's independence.

## Board Process

Our Board leads the corporate strategy and direction and has the overall responsibility on the business and performance of Link REIT. Assisted by the Board Committees, it supervises and monitors the performance of management, scrutinises internal control, risk management and governance functions, approves major financial and business decisions, and reviews the overall performance of Link REIT. Its powers are governed by the Manager's articles of association and the Compliance Manual.

## Balance of Responsibility and Accountability

### Independent Non-Executive Chairman

#### Nicholas Charles ALLEN

- Leading the Board and ensuring its effectiveness
- Maintaining corporate reputation and character
- Developing and leading on strategic issues and corporate governance
- Undertaking performance management of the Chief Executive Officer

### Executive Directors

#### George Kwok Lung HONGCHOY (Chief Executive Officer)

- Developing, driving and delivering performance against business plans agreed by the Board
- Working together with the Board Chairman to develop the business strategy of Link REIT for recommendation to the Board
- Supervising the management team to ensure that Link REIT is being operated in accordance with stated strategies, policies and regulations
- Driving business growth and developments
- Developing relationships with Government, regulators and investors

#### Andy CHEUNG Lee Ming (Chief Operating Officer)

- Supporting the Chief Executive Officer in the formulation and execution of strategic business plans
- Overseeing the Project & Development, Property Management & Operations, Legal & Company Secretarial and Information Technology functions of the Manager
- Overseeing business operations
- Meeting investors and analysts to explain performance and strategic plans

### Non-Executive Director

#### Ian Keith GRIFFITHS

### Independent Non-Executive Directors

#### Christopher John BROOKE

#### Ed CHAN Yiu Cheong

#### Blair Chilton PICKERELL

#### Poh Lee TAN

#### May Siew Boi TAN

#### Peter TSE Pak Wing

#### Nancy TSE Sau Ling

#### David Charles WATT

#### Elaine Carole YOUNG

- Overseeing Link REIT's affairs through the Board and Board Committees
- Preparing in meetings to bring independent judgement to bear on issues of strategy, policy, performance, and standards
- Taking lead when potential conflict of interest arises
- Scrutinising management's performance in achieving agreed corporate goals and business objectives
- Monitoring compliance and reporting

## Our Board Committees

While the Board takes ultimate responsibility on corporate governance, it will delegate part of the functions to the appropriate Board Committees, which regularly report back to the Board their decisions and recommendations.

Currently, the Board is assisted by four Board Committees each on specific areas. Members of each Board Committee have the appropriate skills and experience for them to perform the required functions.



**Audit and Risk Management Committee**

Mr Peter TSE Pak Wing (Chairman)  
 Ms Poh Lee TAN  
 Ms May Siew Boi TAN  
 Ms Nancy TSE Sau Ling

**Independent**

✓  
 ✓  
 ✓  
 ✓

**Nomination Committee**

Mr Nicholas Charles ALLEN (Chairman)  
 Mr George Kwok Lung HONGCHOY  
 Mr Blair Chilton PICKERELL  
 Ms May Siew Boi TAN

**Independent**

✓  
  
 ✓  
 ✓

**Remuneration Committee**

Mr David Charles WATT (Chairman)  
 Mr Blair Chilton PICKERELL  
 Ms May Siew Boi TAN  
 Ms Elaine Carole YOUNG

**Independent**

✓  
 ✓  
 ✓  
 ✓

**Finance and Investment Committee**

Mr Nicholas Charles ALLEN (Chairman)  
 Mr George Kwok Lung HONGCHOY  
 Mr Ian Keith GRIFFITHS  
 Mr Christopher John BROOKE  
 Mr Ed CHAN Yiu Cheong  
 Mr David Charles WATT  
 Ms Elaine Carole YOUNG  
 Mr NG Kok Siong (Chief Financial Officer)

**Independent**

✓  
  
  
 ✓  
 ✓  
 ✓  
 ✓

**Terms of Reference**

Please click the following links for the Terms of Reference of respective committee:

[Audit and Risk Management Committee](#)

[Nomination Committee](#)

[Remuneration Committee](#)

[Finance and Investment Committee](#)

**Reserved Matters of the Board**

While specified functions are delegated to Board Committees and the day-to-day operations to the management team (led by the CEO), the following matters which have a critical bearing on Link are specifically reserved for consideration by the full Board:

- consideration of the corporate governance policy, Vision, Mission and Values, and the strategic direction of Link;
- recommendation to Unitholders on any change to the Articles of Association or the provisions of the Trust Deed;
- approval of interim and final distributions, interim and annual reports and financial statements, circulars to Unitholders, any significant changes in accounting policy, appointment and removal of external auditor and auditor's fees;
- approval of treasury and capital management policies, issue or buy-back of units, acquisition or disposal of assets, and property development and related activities;
- appointment or removal of the CEO and any other Directors as well as the Company Secretary;
- approval of Directors' remuneration, directors' and officers' liability insurance and personnel policies;
- compliance monitoring, consideration of internal control process and risk management framework, and approval of any matter which would have a material effect on Link's financial position, liabilities, future strategy or reputation; and
- delegation of power and authority to Board Committees.

**Appointment, Removal and Re-appointment of Directors****By the Board**

The Board may (on the recommendation of the Nomination Committee):

at any time appoint any person who is willing to act as a Director, either to fill a casual vacancy or (subject to the maximum number of 14 Board members) as an addition to the existing Board members; and

remove any Director, and in such case, the Board shall give the incumbent Director notice to that effect signed by all the other Directors.

A Director shall abstain from voting in respect of his/her own re-appointment.

### By the Unitholders

Unitholders may also appoint, re-appoint or remove any Director by ordinary resolution:

two or more registered Unitholders holding together not less than 10% of the units in issue may serve written request to the Manager which shall convene a meeting of Unitholders to consider the proposed ordinary resolution to appoint, re-appoint, or remove a Director.

if the proposed resolution is supported by a recommendation of the Nomination Committee, the effective quorum for the relevant Unitholders' meeting shall be two (or more) registered Unitholders holding together not less than 10% of the units in issue; otherwise, the effective quorum for the relevant Unitholders' meeting shall be two (or more) registered Unitholders holding together not less than 25% of the units in issue.

Subject to the passing of the ordinary resolution, the Trustee and the Manager shall take all necessary actions to give effect to such appointment, re-appointment or removal of Director.

### Retirement by Articles of Association

The articles of association of the Manager require that:

any Director so appointed by the Board shall retire but be eligible for re-election at the next following annual general meeting (with such Director not being taken into account in determining the number of Directors subject to retirement by rotation at such annual general meeting); and

one-third of the Non-Executive Director/Independent Non-Executive Directors shall be subject to retirement by rotation and re-election at each annual general meeting.

The Manager's corporate governance policy further requires one-third of the Independent Non-Executive Directors to retire by rotation at each annual general meeting.

Executive Director is not subject to retirement by rotation at annual general meeting as the Manager considers that business continuity and longevity at top management level work for the long-term benefit of Link REIT. Any risk of entrenchment in office is countenanced by an overwhelmingly high majority of Independent Non-Executive Directors on our Board, who have the collective power (and the Unitholders also have the same power under the Trust Deed) to remove a recalcitrant Executive Director.



#### About Us

Corporate History and Profile  
Milestones  
Vision, Mission and Values  
Chairman's Message  
Board of Directors  
Corporate Governance  
Senior Management  
Corporate Publications  
Awards and Recognition

#### Investor Relations

Financial Summary  
Financial Reports  
Presentations  
Announcements  
Circulars  
Investors' Calendar  
Distribution  
Stock Information  
Credit Rating  
Disclosure of Interests

#### Asset Enhancement and Asset Investment

Asset Enhancement  
Asset Investment

#### Properties

Shopping Centre  
Office  
Fresh Market  
Car Park  
Cooked Food Stall  
Property Management Team  
Leasing Team

#### Sustainability

Sustainability Framework  
Sustainability Management  
Performance and Certification  
Flagship Programmes  
Views and Comments  
Sustainability Report  
Green Financing

#### News

Corporate News  
Marketing  
Events and Promotions  
Video Gallery  
Media  
Enquiries

#### People

People Management  
People Engagement  
People Development & Recognition  
Career Opportunities  
Management  
Associate Programme  
Summer Internship Programme

[Index Membership](#)  
[Analyst Coverage](#)

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[Print this page](#)



About Us

Investor Relations

Asset Enhancement and Asset Investment

Properties

Sustainability

News

People



Home &gt; About Us &gt; Corporate History and Profile

## Corporate History and Profile

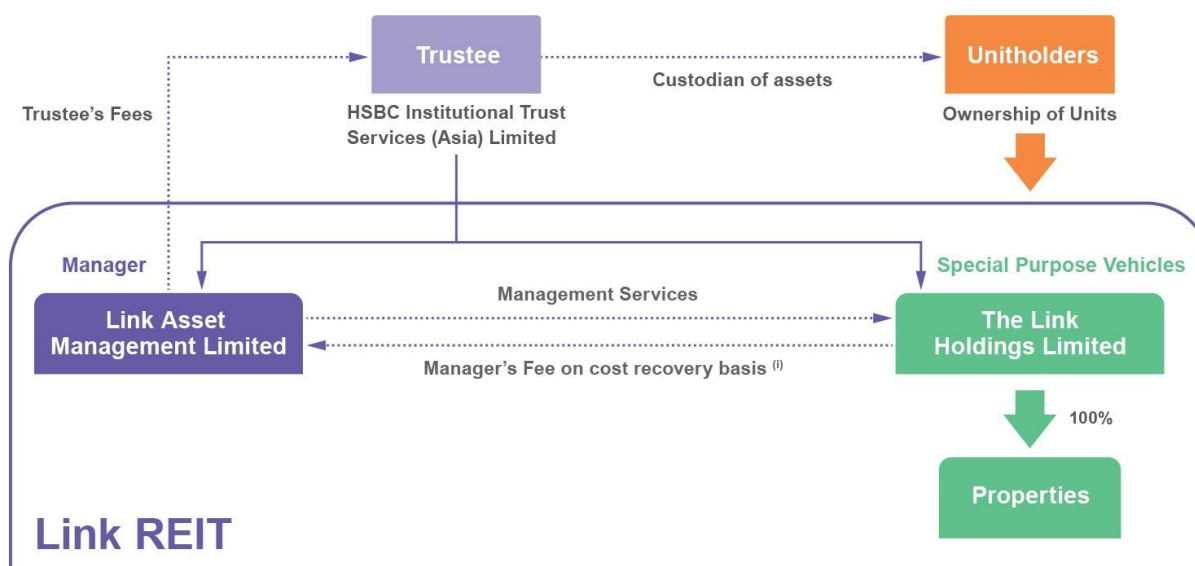
Link Real Estate Investment Trust ("Link REIT") is the first real estate investment trust listed in Hong Kong, and currently Asia's largest REIT and one of the world's largest retail focused REITs in terms of market capitalisation. Wholly owned by private and institutional investors, with 100% free float, Link REIT has been listed on The Stock Exchange of Hong Kong Limited (the "Hong Kong Stock Exchange") since 25 November 2005 (stock code: 823). Link REIT is a constituent stock of the Hang Seng Index.

Spanning Hong Kong, Beijing, Shanghai and Guangzhou, the [portfolio](#) owned by Link REIT consists of properties with about 9 million sq ft of retail space, around 61,000 car park spaces, and a project under development in Hong Kong, as well as properties with about 3 million sq ft of retail and office space in Mainland China \*. The portfolio's retail facilities primarily serve the daily needs of our shoppers, while office properties support corporate tenants to develop their business. The car parks mainly serve tenants and customers of the retail facilities and residents of the surrounding neighbourhoods.

\*portfolio data are as at March 2018

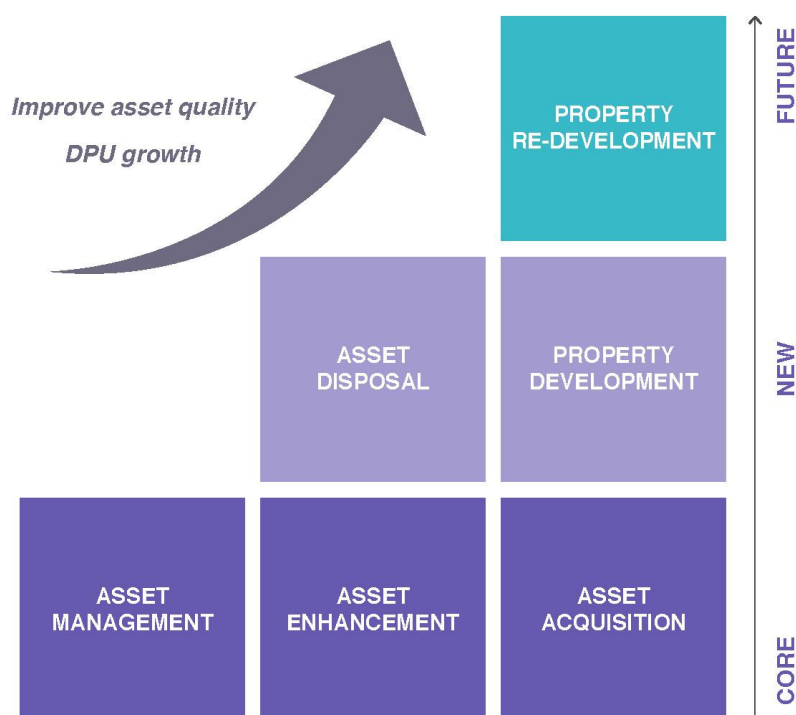
## Corporate Structure

Link REIT is a unit trust authorised by the Securities and Futures Commission (the "SFC") under section 104 of the Securities and Futures Ordinance ("SFO") and regulated by the provisions of the Code on Real Estate Investment Trusts. It adopts an internal management structure whereby the portfolio of properties it owns is managed by Link Asset Management Limited (the "Manager") which is licensed by SFC to conduct the regulated activity of asset management. Under the internal management structure, the Manager is a part of Link REIT.



## Notes:

- (i) No fee is charged on acquisition, disposal, or as a percentage of assets under management or performance-based.
- (ii) Special purpose vehicle holding directly and indirectly all the properties of Link REIT.

**Business Model of Link REIT**

The current investment strategy of Link REIT is to invest in sustainable, income-producing retail and commercial properties (excluding hotels and serviced apartments) in Hong Kong and other jurisdictions outside Hong Kong. With its investment strategy expanded in January 2015 to allow property development and related activities, Link REIT's business model provides a full range of growth drivers encompassing:

- (a) asset enhancement to properties with further income growth potential;
- (b) asset management of the entire portfolio;
- (c) acquisition of quality assets with both income and capital growth potential;
- (d) capital recycling through disposal of non-core assets;
- (e) property development to design, build and hold; and
- (f) re-development of existing properties for long-term sustainable growth.

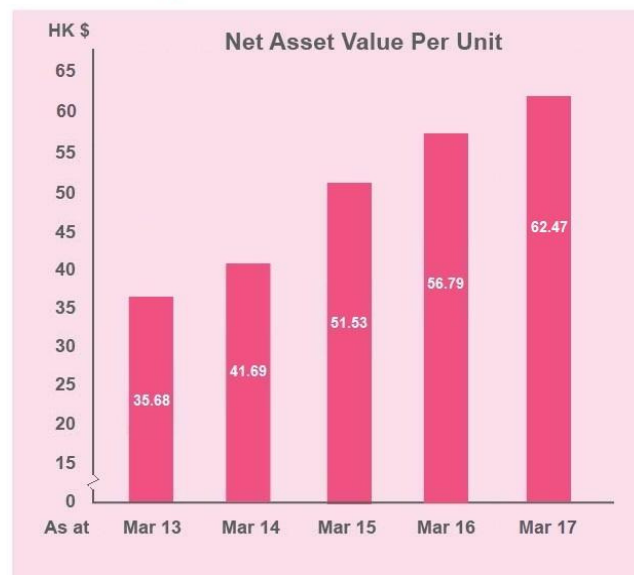
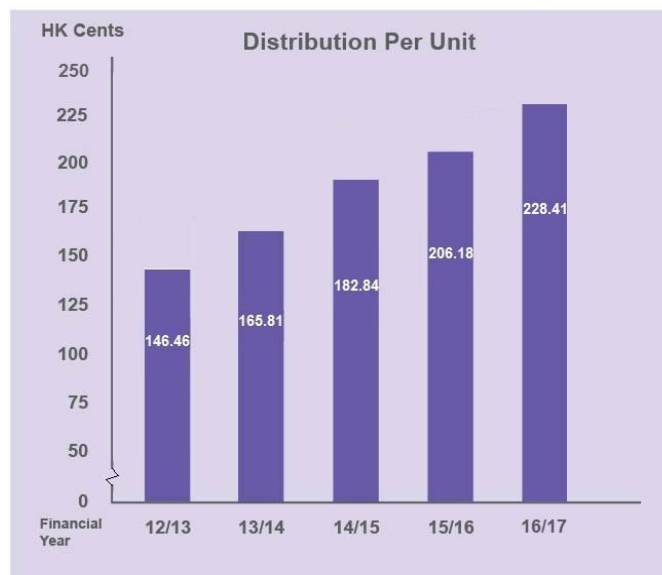
The ability to develop retail and commercial assets, together with asset acquisition and disposal, enables Link REIT to accelerate the optimisation of the asset portfolio. These drivers complement each other by adding different capabilities at different points in time, and together they drive the growth at various stages of Link REIT's development.

Link REIT aims to offer tenants, shoppers and communities with vibrant centres for modern living, and our office tenants with business-friendly facilities and services. These in turn provide unitholders with a prudently growing business and steadily increasing total return.

**What does Link REIT offer investors?**

- Certainty as to business focus
- Current policy to distribute 100% of total distributable income for each financial year
- Financial and operating transparency
- A well established internal corporate governance framework
- Enhanced liquidity in comparison to direct investments in real estate





## About Us

Corporate History and Profile  
Milestones  
Vision, Mission and Values  
Chairman's Message  
Board of Directors  
Corporate Governance  
Senior Management  
Corporate Publications  
Awards and Recognition

## Investor Relations

Financial Summary  
Financial Reports  
Presentations  
Announcements  
Circulars  
Investors' Calendar  
Distribution  
Stock Information  
Credit Rating  
Disclosure of Interests  
Index Membership  
Analyst Coverage

## Asset Enhancement and Asset Investment

Asset Enhancement  
Asset Investment

## Properties

Shopping Centre  
Office  
Fresh Market  
Car Park  
Cooked Food Stall  
Property Management Team  
Leasing Team

## Sustainability

Sustainability Framework  
Sustainability Management  
Performance and Certification  
Flagship Programmes  
Views and Comments  
Sustainability Report  
Green Financing

## News

Corporate News  
Marketing  
Events and Promotions  
Video Gallery  
Media  
Enquiries

## People

People Management  
People Engagement  
People Development & Recognition  
Career Opportunities  
Management  
Associate Programme  
Summer Internship Programme

# Tenants' Corner

Tenants are the core of Link's business. We create environments that inspire success to increase value for our tenants.

### Tenant Academy

Link Tenant Academy aims to provide a series of practical seminars and workshops to keep tenants abreast of the latest market information, management concepts, industry trends, retail techniques, quality catering, and energy savings.

[More details>> \(/en/TenantsCorner/Pages/TenantsAcademy.aspx\)](/en/TenantsCorner/Pages/TenantsAcademy.aspx)

### Leasing

Through our proactive and flexible leasing strategy, we help you explore business opportunities, with a view to meeting customer needs and tapping the full potential of our retail facilities in partnership with tenants.

[More details>> \(/en/TenantsCorner/Pages/Leasing.aspx\)](/en/TenantsCorner/Pages/Leasing.aspx)

### Sales Venues / Sales Kiosks

We strive to create a favorable business environment for our tenants, as well as to enhance customers' shopping experiences and our facilities' overall appeal.

For more details on:

#### Sales Venues

[\(/en/TenantsCorner/Pages/SalesVenuesIntroduction.aspx\)](/en/TenantsCorner/Pages/SalesVenuesIntroduction.aspx)

#### Sales Kiosks

[\(/en/TenantsCorner/Pages/SalesKioskIntroduction.aspx\)](/en/TenantsCorner/Pages/SalesKioskIntroduction.aspx)

## Hero Tenants

### Stellar success stories



Learn More

[\(/en/TenantsCorner/Pages/HeroTenants.aspx\)](/en/TenantsCorner/Pages/HeroTenants.aspx)



(<http://www.webforall.gov.hk/en/scheme/2016/indexcriteria/web>)

Site Map (</en/Pages/SiteMap.aspx>)

Copyright & Disclaimer

(<http://www.linkreit.com/EN/Pages/CopyrightPolicy.aspx>)

Disclaimer ([/en/Pages/Disclaimer.aspx](#))

Privacy Policy

(<http://www.linkreit.com/EN/Pages/PrivacyPolicy.aspx>)

Privacy Policy

Web Care (</en/Pages/WebCare.aspx>)

Personal Information Collection Statement

(<http://www.linkreit.com/EN/Pages/Personal-Information-Collection-Statement.aspx>)

Information-Collection-Statement.aspx

Barrier Free Access Corner

(<http://www.linkreit.com/EN/corporate/Pages/201108>)



Home > Sustainability > **Sustainability Management**

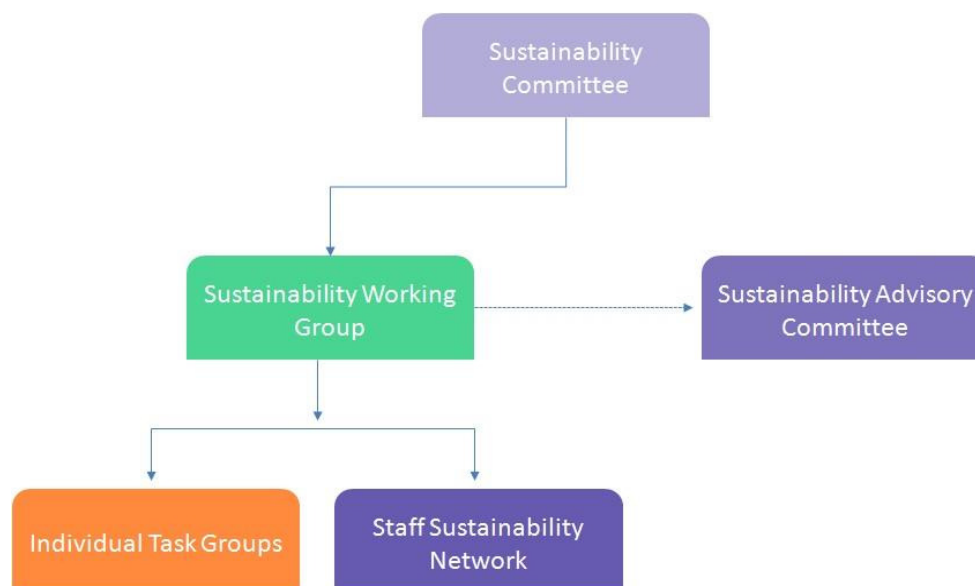
## Sustainability Management

**"At Link, we strive to embed a culture of sustainability across all business units and in our daily operations."**

### Link's Sustainability Committee

Link's Sustainability Committee has overall responsibility for overseeing our corporate sustainability strategy and progress. The Committee reviews and endorses policies, practices and targets for key sustainability issues and ensures that regulatory sustainability-related requirements are met. The Committee is chaired by our Chief Executive Officer.

The Sustainability Working Group proposes and develops activities for implementation across projects and daily operations by Individual Task Groups and Staff Sustainability Network. Representation by all business units serves to ensure that each element of our Sustainability Framework is considered when proposing, designing and implementing new protocols and procedures. The Sustainability Advisory Committee serves as an additional channel to listen to constructive feedback from the community on sustainability matters and to further enhance our communication and transparency with our stakeholders.



### Memberships, Awards & Recognition and Pledges

## Corporate Memberships

We support various local and global organisations by maintaining an active role and engaging with those organisations. Please [click here](#) to view the list of corporate memberships.



## Awards & Recognition

In recognition of our endeavours, we have received awards and recognition from prestigious organisations. Please [click here](#) to view our awards and recognition.

## Pledges

We demonstrate our commitment to implement measures to contribute positively to address concerns by signing up various pledges and charters.

As a signatory to Hong Kong's Energy Saving Charter, between June and September we maintain an average indoor temperature of 24-26 degrees Celsius in the common areas for 7 of our shopping centres.

To respond to concerns about food waste, we became one of the organisations to sign the "Food Wise Charter" under the Food Wise Campaign by the Hong Kong Environment Bureau. In addition, we are a Member of the Food Wise Hong Kong Steering Committee and its Subcommittees.

We maintain good air and water quality to ensure people using our premises experience a healthy and pleasant environment. This year 5 of our shopping centres (Butterfly Plaza, Choi Ming Shopping Centre, Long Ping Commercial Centre, Temple Mall (North) and Tin Shing Shopping Centre), have participated and have been awarded Good Class certification for the Indoor Air Quality Certification Scheme.

## United Nations Sustainable Development Goals (UNSDGs)

### Strategic Alignment with SDGs

In September 2015, the United Nations launched a set of 17 SDGs and targets that aim to transform the world by 2030. Link firmly believes that a sustainable society can only be achieved with the support of the corporate community, and as such we have assessed the ways in which the management of our material issues can contribute towards sustainable development through specific SDGs.

Since 2018, we have taken the initiative to align our material issues with the SDGs by effectively managing our ESG issues and building innovative collaborations across sectors. With the planning of Link's 2030 underway, further steps will be taken to map our ESG goals and targets to support the most relevant SDGs.

We have identified 3 UNSDGs (9, 11 and 17) that we will actively strive to accomplish. Further targets and initiatives will be published on our sustainability website in due time.



## Stakeholder Engagement

As part of our responsibilities as a leading real estate investor and manager, we consistently and actively engage with our stakeholders. We utilise a range of mechanisms to establish clear and open dialogues. Doing so has allowed us to better understand each other's concerns and expectations on a wide variety of



issues including corporate priorities, performance and how we will manage emerging trends. We believe that these interactions are valuable, and provide an opportunity to identify and pursue common goals together.

Please [click here](#) to view the list of Link's stakeholder groups.



## Materiality Assessment

One of the fundamentals of the reporting process under the GRI Sustainability Reporting Guidelines is stakeholder engagement. It is the key starting point to connect business strategy with reporting and demonstrate how the business responds to the legitimate needs and concerns of its main stakeholders. In line with our sustainability strategy, we have prepared this report on material issues that are considered important to us and our stakeholders.

It is important to engage our stakeholder groups regularly and directly to better understand priorities, perceptions and expectations. For example, we engage with Unitholders and institutional investors through our Investor Relations Department, with our community partners across the territory through our community relationship managers, and with governments and community organisations at district levels through our Government & Community Engagement team.

Over the past year we have continued to focus on embedding a proactive approach to stakeholder engagement to ensure this is integrated as a key part of everyday operations. We have a structure in place to identify key stakeholders and priority issues. Development and implementation of all plans is monitored by our senior management. We also ensure lessons, trends and successful initiatives are shared among the business departments.

Our stakeholder engagement plan is reviewed regularly to ensure we continue to clearly and consistently record our main stakeholders, key issues and concerns for each stakeholder group and the overall objectives for our stakeholder engagement. These plans ensure a proactive approach to communicating with stakeholders and balancing their interests across our projects.

During the year, we appointed an external consultant to facilitate a number of stakeholder engagement sessions on behalf of Link. These included focus group discussions and face-to-face interviews. The discussions helped shape the materiality assessment and the content of this report.

We have identified material issues that are both important to Link and our stakeholders. Those issues divided into four aspects, including environmental, social, human resources and communication channels.

Feedback from the stakeholders provides us guidance to shape our future initiatives. For example:

### Environmental

Stakeholders viewed that Link has generally improved financial performance and competitiveness by improving the environmental performance. While efforts were spent on upgrading the existing hardware infrastructure, consideration could be given on improving the software, as such, we would consider incorporating green building practice terms into our housekeeping guidelines, a mechanism to drive CO2e savings in commercial properties.

### Social

We have received positive feedback concerning Link Together Initiatives. Stakeholders viewed that benefits have been brought to the community. They would like to see more reporting on analysis of the value created to the community. We will continue to report on the programmes.

### Human Resources

Stakeholders viewed that Link's staff receive better benefits than the peers in the property development sector. While the attrition rate has improved, further effort would be required in order to retain staff and improve job satisfaction.

### Communication Channels

Link has provided various channels for engaging stakeholders. The stakeholders appreciated the dedication of Link which we have strengthened stakeholder engagement and communications channels.

Please [click here](#) for the Materiality Matrix.

We will continue to work on improving our performance in these high-priority common material issues.

## Our Aspiration

### Materials & Supply Chain

Link strives to be an overall positive contributor to environmental sustainability to those around us. We recognise that our performance depends on our suppliers and we aim to establish a strong partnership with them in delivering value to our stakeholders and in working towards our vision on being **"A world class real estate investor and manager, serving and improving the lives of those around us"**.

#### Approach:

- Integrate sustainability into all our procurement and supply chain decision making Policies and Procedures including periodic review for compliance
- Comply with our signatory requirements under the United Nations Global Compact

#### Targets:

- Encourage our suppliers to implement a "Resource Recycling System", to ensure their products can be recycled in the future presents further opportunities for resource efficiency by reducing 'end-of-life' impacts associated with disposal and reduce the volume of waste sent to landfill
- Actively engage with key suppliers and provide data and other relevant information to enable innovation and the development of products that meet our aspirations

### Innovation

With the emergence of the newest technological advancements and tech-savvy millennials who are now our largest consumer base, Link is starting to evolve. Link's Innovation Program works with companies of all sizes, starting with the Hong Kong Science and Technology Parks Corporation (HKSTP) to bring their non-traditional connected solutions to market and to partner with them as a corporate start-up initiative.

#### Approach:

- Investigate and invest in new technologies, materials, processes, business models while meeting our customer's existing and future demands
- Partner with local start-ups, i.e. HKSTP to implement their ideas
- Expand online payment methods in Link's properties

#### Highlights:

- Link partnered with HKSTP to organise the Link-HKSTP PropTech Accelerator Programme for start-up technology companies. Shortlisted companies joined a 12-week intensive programme in late 2017 to learn about Link's technology applications, business development directions and corporate vision. Final demo-day were presented by participants to showcase their projects to potential investors and business partners to explore co-operations opportunities.
- Our newly refurbished markets (i.e. M.C Box Po Tat Market and Heng On Market) run by Single-Letting Market (SLM) operator Uni-China, because the first fresh market in Hong Kong to introduced the AlipayHK mobile payment, Octopus card and "O! ePay" systems, making payment for fresh groceries easier and creating a cashless society.

### Engaging Other Stakeholders

## CONNECTION 2018

At Link REIT, we believe sustainability is good for those around us and therefore good for our business. We put sustainable growth, stakeholders' interests, and responsible business practices at the heart of our operations. Read more about our performance in FY2017/2018 Annual Report.

CONNECTION 2018 has evolved into a sharing platform where we update participants on our business strategy and more importantly, seek input and feedback from our key partners on business priorities, upcoming challenges and how we grow together.

This year we introduced an interactive format so that we can understand the challenges across our different organisations and to ideate collective and encompassing solutions, together. We received good ideas and are in the process of prioritising actionable items.



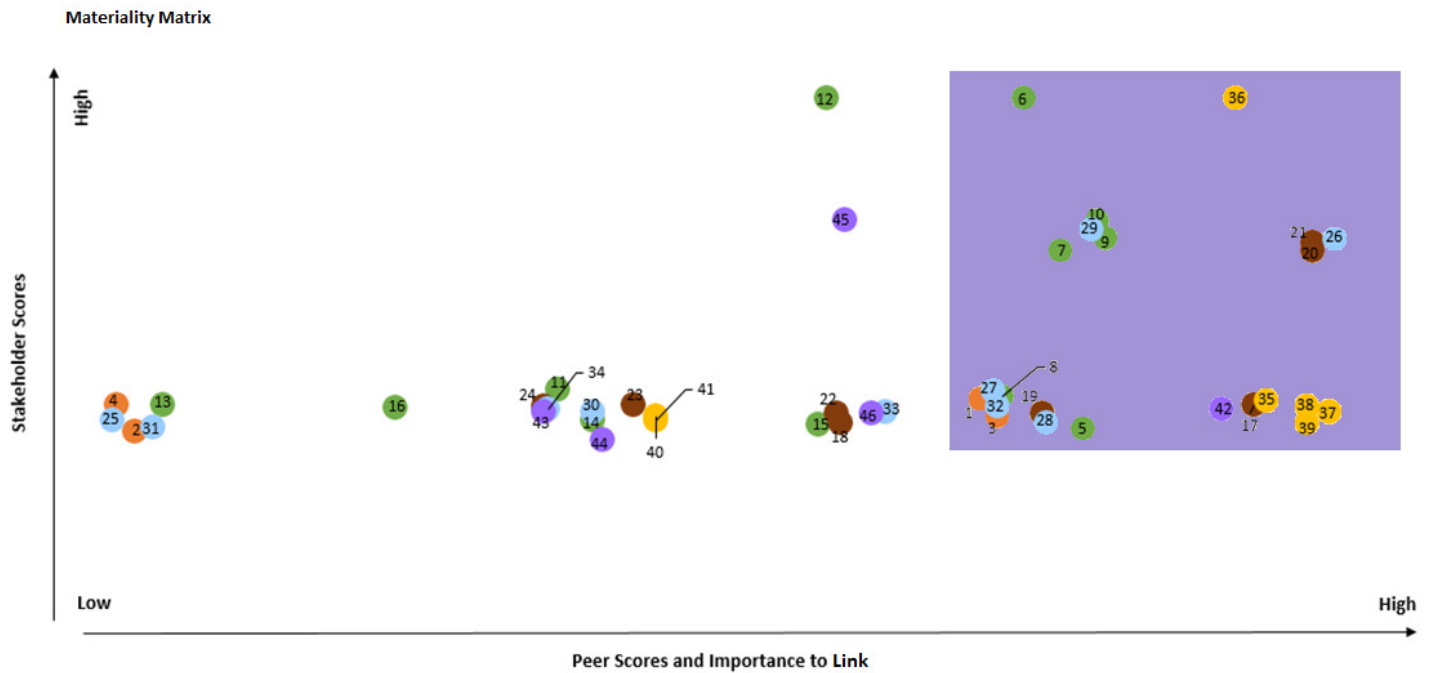
Policies

Contractor's Code of Conduct

At Link, we understand that a strong commitment to sustainable development is vital to our business. We therefore, strive to commit to, amongst other good corporate practices upholding ethical business conduct, compliance with applicable laws, regulations and policies, as well as caring for our environment and staff, enjoyment of health and safety and human rights. We expect our contracts adhere to the same commitment as well. The Code of Conduct, are given to all of our contractors, consultants, suppliers and vendors to adhere to.



About Us	Investor Relations	Asset Enhancement and Asset Investment	Properties	Sustainability	News	People
Corporate History and Profile	Financial Summary	Asset Enhancement	Shopping Centre	Sustainability Framework	Corporate	People Management
Milestones	Financial Reports	Asset Investment	Office	Sustainability Management	News	People Engagement
Vision, Mission and Values	Presentations		Fresh Market	Performance and Certification	Marketing	People Development &
Chairman's Message	Announcements		Car Park	Flagship Programmes	Events and	Recognition
Board of Directors	Circulars		Cooked Food Stall	Views and Comments	Promotions	Career Opportunities
Corporate Governance	Investors' Calendar		Property Management Team	Sustainability Report	Video Gallery	Management
Senior Management	Distribution		Leasing Team	Green Financing	Media	Associate Programme
Corporate Publications	Stock Information				Enquiries	Summer Internship
Awards and Recognition	Credit Rating					Programme
	Disclosure of Interests					
	Index Membership					
	Analyst Coverage					



#### Material Issues for Reporting in 2015/2016

- |  |   |  |
|--|---|--|
| ● 1. Economic Performance                        | ● 2. Market Presence                              | ● 3. Indirect Economic Impacts                         |
| ● 4. Procurement Practices                       | ● 5. Materials                                    | ● 6. Energy  |
| ● 7. Water                                       | ● 8. Biodiversity                                 | ● 9. Emissions   |
| ● 10. Effluents and Waste                        | ● 11. Products and Services                       | ● 12. Compliance (Environment)                         |
| ● 13. Transport                                  | ● 14. Overall Environmental Investments           | ● 15. Supplier Environmental Assessment                |
| ● 16. Environmental Grievance Mechanisms         | ● 17. Employment                                  | ● 18. Labor/ Management Relations                      |
| ● 19. Occupational Health and Safety             | ● 20. Training and Education                      | ● 21. Diversity and Equal Opportunity                  |
| ● 22. Equal Remuneration for Women and Men       | ● 23. Supplier Assessment for Labor Practices     | ● 24. Labor Practices Grievance Mechanisms             |
| ● 25. Investment                                 | ● 26. Non-discrimination                          | ● 27. Freedom of Association and Collective bargaining |
| ● 28. Child Labor                                | ● 29. Forced or Compulsory Labor                  | ● 30. Security Practices                               |
| ● 31. Indigenous Rights                          | ● 32. Assessment (Human Rights)                   | ● 33. Supplier Human Rights Assessment                 |
| ● 34. Human Rights Grievance Mechanisms          | ● 35. Local Communities                           | ● 36. Anti-corruption                                  |
| ● 37. Public Policy                              | ● 38. Anti-competitive Behavior                   | ● 39. Compliance (Society)                             |
| ● 40. Supplier Assessment for Impacts on Society | ● 41. Grievance Mechanisms for Impacts on Society | ● 42. Customer Health and Safety                       |
| ● 43. Product and Service Labeling               | ● 44. Marketing Communications                    | ● 45. Customer Privacy                                 |
| ● 46. Compliance (Prod. Resp.)                   |   |  |

Stakeholder Group	Examples of Engagement Channels
Tenants	Meeting our Customer Relationship Managers, The Link Tenant Academy, courtesy visits
Service Providers	Regular meetings, annual conference
Employees	VMV surveys, orientation, corporate intranet, online blog, employee hotline, theme talks, topical briefing sessions, emails
Authority, Legislators and District Councillors	Periodic and ad hoc meetings
Local Communities	Community events, consultations, visits to our properties
Non-Governmental Organisations	Meetings and workshops, public events, advisory roles
Education Sector	Visits to our properties, seminars
Shareholders	Annual General Meeting, visits to LPS
Overseas Visitors	Visits to our properties, meetings
Investors	Annual General Meeting, roadshows, visits to our properties
Professional Institutions	Communication meetings, presentations, seminars
Media	Press releases, media conferences and briefings, enquiries, tea gatherings, lunch meetings





About Us

Investor  
RelationsAsset Enhancement  
and Asset Investment

Properties

Sustainability

News

People



Home &gt; Sustainability &gt; Performance and Certification

## Performance and Certification

### About this Report

#### What's New - Transition to Online-only Presence

Since 2014/2015, we have reached a new stage in our sustainability reporting journey. We moved from Global Reporting Initiative (GRI) G4 Core Option to Comprehensive Option and have opted to report on our corporate sustainability progress via our corporate website. Information on the website will be updated periodically.

### Reporting Principles

The Sustainability Website 2017/2018 was prepared in accordance with the Comprehensive Option of the Sustainability Reporting Guidelines Version 4 (G4) and the Construction and Real Estate Sector Disclosures, published by GRI. The GRI Content Index correlates GRI indicators with associated sections in this Report. An independent third-party assurance was conducted by HKQAA, to verify the completeness and accuracy of this Report and to ensure compliance with the Comprehensive Option of GRI G4 Guidelines.

### Reporting Scope

The Report highlights our major sustainability initiatives and achievements from 1 April 2017 to 31 March 2018. This report covers 138 properties owned by Link across Hong Kong and energy data from two properties in Mainland China (Link Square 1 & 2 and EC Mall), in Shanghai and Beijing respectively.

### Notes to Reader

Information will be updated frequently and will highlight our major sustainability initiatives and achievements from 1 April 2017 to 31 March 2018. The Report is published online and is available in web-based interactive html version and text-only versions, in two languages (English, Traditional Chinese and Simplified Chinese). The interface has been prepared in accordance with the W3C Web Content Accessibility Guidelines 2.0.

### Sustainability Performance

Sustainability is good for those around us, and therefore good for our business. This does not mean just simply "doing good" for environmental and social reasons, but instead, it requires us to transform how we do business by integrating sustainability into our strategy and operations. When we make business decisions, we refer to our sustainability framework and ensure that multiple elements are addressed. This means that gauging the success of our business should take into account both financial and non-financial indicators.

#### Data Tables

Please click to find the Data Tables for our [environmental data](#), [human resources data](#) and [occupational health and safety data](#).

### Certification and Assurance

#### Assurance Statement

Link's Annual Report 2017/2018 (Strategic Report), is externally assured to validate the accuracy and reliability of its content. We engaged The Hong Kong Quality Assurance Agency (HKQAA) to provide independent assurance of our reports. The assurance, including the scope of work and conclusions, can be found in the [Assurance Statement](#).

### GRI G4 Content Index – Comprehensive

All our reports follow the GRI's recognised standards and the corresponding [Construction and Real Estate Sector Supplement](#). We work with GRI to promote full, transparent, reporting as a way for all organisations to support sustainable development.

Our [GRI table](#) shows how we meet the guidelines

### Stock Exchange's Environmental, Social and Governance Reporting Guide Index

Our Annual Report 2017/2018 also complies with the Reporting Guide of The Stock Exchange of Hong Kong Limited (SEHK) recommended best practices for [Environmental, Social, Governance reporting](#).

### United Nations Global Compact

The [United Nations Global Compact \(UNGC\)](#) is an international initiative outlining ten principles [ten principles](#) for responsible business in the areas of human rights, labour, the environment and anti-corruption. The principles are derived from the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. Link has been a signatory and staunch supporter of the UN Global Compact since 2012 and strives to adhere to all ten Principles, in order to reaffirm our commitment to respect labour standards and human rights, to operate in an environmentally responsible manner and to maintain zero tolerance towards corruption.

#### Human Rights

-  
As a company, we respect human rights, and compliant with the strict labour and human rights regulations in Hong Kong which are protected in the Basic Law and its Bill of Rights Ordinance (Cap. 383). However, Link REIT is committed to being the first mover in committing to meeting the responsibility to respect human rights through implementing various policies such as incorporating human rights policies and procedures training in new staff orientation and ongoing trainings as necessary.

Our progress on the Principles are outlined in our Annual Reports ([Strategic Report](#) and [Governance, Disclosures and Financial Statements](#)) and complemented by our Sustainability website.

### Women's Empowerment Principles

Jointly promoted by the UN Women and UN Global Compact, [The Women's Empowerment Principles](#) is the global champion for gender equality, working to develop and uphold standards and create an environment in which every woman and girl can exercise her human rights and live up to her full potential. We are the first REIT in Asia to endorse the Women's Empowerment Principles, and we are committed to implementing the principles at all levels of our business.

### The United Nations Principles for Responsible Investment (UNPRI)

[The UNPRI](#) is an international network of investors working together to put the [six principles](#) into practice. Demonstrating our commitment to responsible investment, Link became a signatory to the UN-PRI in 2017.

While supporting long-term value creation, the application of the six principles investment decisions will better align investors with the global objectives of UN initiative, Sustainable Development Goals (SDGs). Link's new role as a PRI signatory will give further impetus to its drive towards responsible investment decision-making and inspire positive changes in the investment community.

## Recognition

Link's performance is regularly assessed by analysts, researchers, investors and third-party certification bodies. We've chosen to be included in independent investment indices that benchmark and track the most socially responsible companies.

### Dow Jones Sustainability Indices (DJSI)

Link REIT has been selected as an index component of the Dow Jones Sustainability Asia Pacific Index (DJSI Asia Pacific), another world-wide recognition on our sustainability efforts following our inclusion in the FTSE4Good Index since 2013.

We are the first and only Hong Kong-listed REIT newly included in the DJSI Asia Pacific in the recent component changes. The Dow Jones Sustainability Indices follow a best-in-class approach, including companies across all industries that outperform their peers in numerous sustainability metrics, including corporate governance, economic, environmental and social criteria. The addition of Link REIT in DJSI Asia Pacific serves as an excellent acknowledgment of our sustainability leadership in the industry. We have been qualified to be included in RobecoSAM's 2018 Sustainability Yearbook.

MEMBER OF

# Dow Jones Sustainability Indices

In Collaboration with RobecoSAM

## FTSE4Good Index Series

The FTSE4Good Index Series is an index designed for objectively measuring the performance of companies that meet globally recognised corporate responsibility standards. It is also a valuable tool for the investment community when assessing or creating responsible investment products.

Link REIT has also been included in the highly regarded FTSE4Good Index Series for the fifth consecutive year, a first for Hong Kong-listed REITs. Link REIT is also the first Hong Kong-based business enterprise to be included in the FTSE4Good Index since 2013, confirming Link REIT's compliance with internationally recognised social responsibility standards.



# FTSE4Good

## Global Real Estate Sustainability Benchmark (GRESB)

GRESB is an industry-driven organisation committed to assessing the sustainability performance of real estate portfolios around the globe. Link REIT is one of the listed retail in East Asia being included in GRESB. Link has retained the "Green Star" for the fifth consecutive year.



G R E S B  
★ ★ ★ ★ ★ 2017

## Hang Seng Corporate Sustainability Index Series

The Hang Seng Sustainability Index is a local index which helps us to better understand our sustainability performance relative to other Hong Kong and Mainland China companies listed on the Hong Kong Stock Exchange. Link REIT is a constituent of Hang Seng Corporate Sustainability Index Series since 2015.



Hang Seng Corporate  
Sustainability Index  
Series Member 2017-2018



## About Us

Corporate History and Profile  
Milestones  
Vision, Mission and Values  
Chairman's Message  
Board of Directors  
Corporate Governance  
Senior Management  
Corporate Publications  
Awards and Recognition

## Investor Relations

Financial Summary  
Financial Reports  
Presentations  
Announcements  
Circulars  
Investors' Calendar  
Distribution  
Stock Information  
Credit Rating  
Disclosure of Interests  
Index Membership  
Analyst Coverage

## Asset Enhancement and Asset Investment

Asset Enhancement  
Asset Investment

## Properties

Shopping Centre  
Office  
Fresh Market  
Car Park  
Cooked Food Stall  
Property Management Team  
Leasing Team

## Sustainability

Sustainability Framework  
Sustainability Management  
Performance and Certification  
Flagship Programmes  
Views and Comments  
Sustainability Report  
Green Financing

## News

Corporate  
News  
Marketing  
Events and  
Promotions  
Video Gallery  
Media  
Enquiries

## People

People Management  
People Engagement  
People Development &  
Recognition  
Career Opportunities  
Management  
Associate Programme  
Summer Internship  
Programme

## Environmental Performance

### Hong Kong:

Energy and Emission	Unit	2017/2018	2016/2017	2015/2016	2015/2014
Electricity Purchased	million kWh	217.6	227.3	233.6	238.8
Scope 1	CO <sub>2</sub> e tonnes	<i>Data Collection Stage</i>	<i>Data Collection Stage</i>	<i>Negligible</i>	<i>Negligible</i>
Scope 2	CO <sub>2</sub> e tonnes	114,923.60	126,356.65	130,013.20	155,154.00
Scope 3	CO <sub>2</sub> e tonnes	653.12	734.73	890.00	135.86
Total	CO <sub>2</sub> e tonnes	115,576.70	127,091.38	130,903.20	155,289.86
Carbon Intensity	kg CO <sub>2</sub> e / sqft	12.84	12.71	13.09	14.12
<b>Water</b>	<b>Unit</b>	<b>2017/2018</b>	<b>2016/2017</b>	<b>2015/2016</b>	<b>2015/2014</b>
Water Purchased	m <sup>3</sup>	1,171,459.00	1,352,638.00	1,525,279.00	1,663,461.00
Water Intensity	m <sup>3</sup> / sqft	0.130	0.135	0.153	0.151

### China:

Energy and Emission	Unit	2017/2018
Electricity Purchased	million kWh	15.46
Scope 1	CO <sub>2</sub> e tonnes	<i>Data Collection Stage</i>
Scope 2	CO <sub>2</sub> e tonnes	11,779.22
Scope 3	CO <sub>2</sub> e tonnes	<i>Data Collection Stage</i>
Total	CO <sub>2</sub> e tonnes	11,779.22
Carbon Intensity	kg CO <sub>2</sub> e / sq m	0.085

Water	Unit	2017/2018
Water Purchased	m <sup>3</sup>	166,671
Water Intensity	m <sup>3</sup> /sq m	1.203



Work-related Injuries in Hong Kong 2017/2018

Office Staff

Number of Work Injuries (a)		Number of Days Off Due to Injury		Average Number of Staff (b)	Annual Injury Rate (a)/(b)	Injury Rate Per 1000 Employees
Male	Female	Male	Female			
6	3	132.5	16	889	1.01%	10.12

Note: The average number of staff is calculated based on the number of directly employed staff at the beginning and at the end of each financial year.

Injury Table

Injury Types	Male	% of injuries (Male)	Female	% of injuries (Female)	Total (%)
1. Slip, trip or fall on the same level	3	50%	2	67%	55.6%
2. Injured whilst lifting or carrying	/	/	/	/	/
3. Striking against or struck by moving object	/	/	/	/	/
4. Striking against fixed or stationary object	3	50%	/	/	33.3%
5. Other injuries	/	/	1	33%	11.1%

Contractor Staff (Term Maintenance)

Number of Work Injuries (a)		Number of Days off Due to Injury		Average Number of Staff (b)	Annual Injury Rate (a)/(b)	Injury Rate Per 1,000 Employees
Male	Female	Male	Female			
4	/	124	/	429	0.932%	9.32

Injury Table

Types of Injury	Male	% of injuries (Male)	Female	% of injuries (Female)	Total (%)
1. Struck by moving or falling object	1	25.0%	/	/	25.0%
2. Fall from height	1	25.0%	/	/	25.0%
3. Slip, trip and fall	1	25.0%	/	/	25.0%
4. Laceration and cut	1	25.0%	/	/	25.0%

\*\* Injury Rate Per 1,000 is calculated by:

$$\frac{\text{Number of Occupational Injuries} \times 1,000}{\text{Employment Size}}$$

**Total number of Employees in Hong Kong as at 31.3.2018**

Employee Category	Total number of Employees
Senior Management	60
Middle Management	250
Operational Staff	570
Contractors' Staff	2,211

**New Hires and Employee Turnover**

Age Group	Below 30		30-50		Over 50	
Gender	Male	Female	Male	Female	Male	Female
New hires	55	49	42	48	5	7
Employee turnover	49	41	51	60	14	9

**Number of Staff Return to Work after Parental Leave (by Gender)**

Male (%)	Female (%)
89.47	93.75



Home > Sustainability > Link Together Initiatives

## Link Together Initiatives

About Link Together  
Initiatives

Link Together Initiatives  
2018/19 Application

Awarded Projects in 2017/18

Awarded Projects in 2016/17

Awarded Projects in 2015/16

Awarded Projects in 2014/15

Awarded Projects in 2013/14

Press Releases

Contact Us

### About Link Together Initiatives

Link Together Initiatives was established in January 2013 to advance sustainable development in the communities served by Link REIT (Link) and to further Link's vision of serving and improving the lives of those around us. As the Company's flagship charity and community engagement programme, it supports eligible charitable organisations to carry out relevant service projects that benefit the neighbouring communities of Link's properties.

Each year, Link contributes an amount of up to 0.25% of its net property income from the previous financial year to The Initiatives. The maximum that can be awarded to any one organisation is 30% of the total funds granted.

For the 2017/2018 funding cycle, The Initiatives' Selection Committee and the Board of Link chose 6 community projects after a thorough screening process and careful consideration from over 50 eligible applications.

Link has committed a total of HK\$9 million in donations to support the community service organisations and selected projects which will benefit more than 1,400,000 people, including the Link First Generation University Student Scholarship to 140 awardees.

### Application for Link Together Initiatives

**Link Together Initiatives supports projects that focus on:**

- a) Resources management that supports conservation and sustainable development
- b) Youth Empowerment that empower youth for a better future
- c) Active Ageing that promotes active living of seniors

Link Together Initiatives has introduced two major categories for this funding cycle:

1. Major Project Fund.
2. Link First Generation University Student Scholarship.

**The application of 2018/19 Link Together Initiatives was closed. Result announcement will be made in August 2018.**

For the details of Link First Generation University Student Scholarship, please [click here](#).

[Back To Top](#)

### Consultant

Link has appointed The Hong Kong Council of Social Service (HKCSS) as project consultant and partner to the Initiatives. HKCSS provides support in defining the scope of the funding scheme, screening applications and conducting due diligence on

applicant organisations.

For more details of The Initiatives, please read the [Plan Rules](#).

[Back To Top](#)

## Awarded Projects in 2017/18

### Information on the six projects awarded in 2017/2018:

	Organisation	Project Name	Project Description/ Target No. of Beneficiaries	
1	Bo Charity Foundation Limited	Food Angel - Love and Food Sharing	An all-rounded surplus food recycling programme at Link's fresh markets and shopping malls, which target to benefit 1.3 million of underprivileged people and save 380 tons of food from waste.  Target no. of beneficiaries: 1,300,550	
2	Po Leung Kuk	Clown with Happy Express	Retired elders together with youngsters and Link Volunteers will be trained as happy clowns to promote happiness and positive energy in the communities through flash mob performances.  Target no. of beneficiaries: 4,316	
3	Cha Duk Chang Children's Cantonese Opera Association	Cha Duk Chang 3 in 1	Organise opera singing contests and costume workshops for children and their families as well as ethnic minority groups to enhance relationship among three generations, promote social inclusion and carry on the heritage of Cantonese Opera.  Target no. of beneficiaries: 10,990	
4	The Jane Goodall Institute (Hong Kong) Limited	Green Community Builder	To empower young people and citizens to care for the environment and community, youngsters will be trained as green ambassadors and assist in developing eco-routes, electronic maps and organising eco-tours around Link's properties for public enjoyment.  Target no. of beneficiaries: 3,960	
5	Music Children Foundation Limited	Music for Everyone @ Link	Introduce musical instruments to underprivileged children through interactive music performances, while supporting those who have a passion to develop their career in music by Link Music Scholarship.  Target no. of beneficiaries: 4,000	
6	Hong Kong Guide Dogs Association Limited	Guide Dog Breeding and Education	Provide continuous support to HKGDA for the local breeding development of guide dogs and to help raise public awareness of the needs of visually impaired persons.  Target no. of reach: 155,240	



Please click [here](#) for project info.

### Link First Generation University Student Scholarship

✓ Project description: To support undergraduates who are the first amongst three generations of their families to study at one of Hong Kong's universities. Each awardee will receive a scholarship of HK\$20,000.

✓ Number of beneficiaries: 140




✓ Service location: All districts in Hong Kong SAR

Please click [here](#) for the details of Scholarship awardees in 2017.



[Back To Top](#)

## Awarded Projects in 2016/17

### Information on the five Major Project Fund projects awarded in 2016/2017:

	Organisation	Project Name	Project Description/ No. of Beneficiaries	
<b>Resources Management</b>				
1	Bo Charity Foundation Limited	Food Angel	Coordinating an all-rounded surplus food recycling programme at Link's fresh markets and shopping malls.  No. of beneficiaries: 316,237 Districts Served: Shatin, Tai Po	
2	Food For Good Limited	'Help the Aged, Teach the Young' – Link Fresh Market Surplus Food Donation Project Stage 2	Bring food and cheer to the underprivileged elderly and people in need by re-distributing or producing cooked meals with surplus food collected from Link's fresh markets. The project also promotes public awareness in reducing food waste.  No. of beneficiaries: 292,155 Districts Served: Wong Tai Sin, Kwun Tong, Sai Kung, Tuen Mun, Kwai Tsing	
<b>Children and Youth</b>				
3	Cha Duk Chang Children's Cantonese Opera Association	Cha Duk Chang: Cantonese Opera Culture Programme	To promote the legacy of Chinese culture and harmony among three generations by involving children and the elderly in Cantonese Opera workshops and performances.  No. of beneficiaries: 14,010 Districts Served: All districts	
4	South Kwai Chung Social Service	Link Speech Therapy Community Programme	Partnering with Department of Special Education and Counselling of The Education University of Hong Kong, the programme helps identify and evaluate kids with potential speech and language impairment, conducts one-on-one speech therapy	



			and provides social support to caretakers via family outdoor activities.  No. of beneficiaries: 2,700 Districts Served: Wong Tai Sin, Kwai Tsing	
<b>Barrier-free Education</b>				
5	Hong Kong Guide Dogs Association Limited	Artificial Insemination Training & Guide Dog Breeding	The programme includes trans-cervical insemination training for two vets, the maintenance of puppies & the breeding female until guide dog matching is completed. Together with workshops and short films production, the programme aims to raise public awareness of guide dogs and the needs of visually impaired people.  No. of beneficiaries: 7,000 Districts Served: All districts	

Please click [here](#) for project info.

**Information on the 49 District Project Fund projects awarded in 2016/2017:**

	Organisation	Project Name	Districts Served
1	The Neighbourhood Advice-Action Council	Multi-art Caring	Wong Tai Sin
2	The Student Guidance Association (Primary School) Company Limited	Grow with Love	Tuen Mun
3	Senior Citizen Home Safety Association	Enhancing Life of Elderly Living in the Community	Kwun Tong
4	The Student Guidance Association (Primary School) Company Limited	Happy Together with Brighter Life	Tuen Mun
5	The Student Guidance Association (Primary School) Company Limited	Love with Elderly	Tuen Mun
6	The Hong Kong Association of Senior Citizens	Promoting Filial Piety in Sham Shui Po District - Sowing Seeds of Respect & Care of the Elderly in the Hearts of Students	Sham Shui Po
7	Hong Kong Employment Development Service Limited	'Share Fun' Cookie Factory	Wong Tai Sin
8	Straw Action	Happy Poon Choi for Elderly	Sha Tin
9	Hong Kong Education Association	Reading Cafe	Sha Tin
10	Helping Hand	Healthy & Positive Aging Promotion	Wong Tai Sin
11	Chinese YMCA of Hong Kong	'Perfect Teens' Caring Community Project	Yuen Long
12	The Free Methodist Church of Hong Kong	Loving and Caring Elderly	Wong Tai Sin
13	Hong Kong Employment Development Service Limited	No Pain with Hope – Elderly Community Health Project	Kwai Tsing
14	Hong Kong Employment Development Service Limited	Painless Guide – Community Health Promotion Project	Kwun Tong
15	Chinese YMCA of Hong Kong	Volunteer Craftsman (VC) – Shek Kip Mei Youth Volunteers Proposal	Sham Shui Po
16	Kwun Tong Methodist Social Service	My Ideal. Hong Kong	Kwun Tong
17	Yan Oi Tong Limited	'Reading: The Way to Positive Energy '	Tai Po

18	The Incorporated Management Committee of TWGHS. Mrs. Wu York Yu Memorial College	Diversified Learning Experience	Kwai Tsing
19	Fu Hong Society	Show My Dream	Yuen Long
20	Tung Wah Group of Hospitals	Heartfelt Sharing of Love with Youth – Elderly Life Story Project	Eastern
21	Yan Chai Hospital Mrs. Tsang Wing Neighbourhood Elderly Centre	Flourishing the Silver Age	Tuen Mun
22	Hong Kong Young Women's Christian Association	Play Together	Yuen Long
23	Stewards	LINK with Children – Exploring Hong Kong	Sha Tin
24	Po Leung Kuk	Carnival of Traditional Chinese Culture @ Yung Shue Tau	Yau Tsim Mong
25	Christian Family Service Centre	'Good Food' Sugar Control Action	Kwun Tong
26	Hong Kong Young Women's Christian Association	Parent-child Reading Corner	Tuen Mun
27	Po Leung Kuk	Happy Neighbour in Cheung Hong	Kwai Tsing
28	People Service Centre Limited	Sham Shui Po Community Elderly Volunteer Network Development Programme	Sham Shui Po
29	Ching Fai Women Association Ltd	Arts Learning Fun	Sham Shui Po
30	United Labour Chi Hong Association Limited	Teens 'LINK' with the Neighbourhood with Photography	Sham Shui Po
31	Hong Kong Youth Volunteer Association Limited	Love No Labels	Sham Shui Po
32	Christian & Missionary Alliance Church Union Hong Kong Limited	Walk with Love	Southern
33	Christian & Missionary Alliance Pentecostal Church	Youth Creativity Workshop	Yau Tsim Mong
34	Hong Chi Association	We Are the Best	Kwai Tsing
35	Kowloon City District Association for Celebration of Re- Unification of Hong Kong with China Limited	Warmth Delivery in Lunar New Year	Kowloon City
36	Hong Kong Ching Fai Association Development Limited	Love Elderly	Sham Shui Po
37	Association of Baptists for World Evangelism (HK) Limited	Strength WE HAVE!	Kwai Tsing
38	Tin Shui Wai Women Association Limited	Joyful Reading Corner	Yuen Long
39	Tin Shui Wai Women Association Limited	Green Tours in Hong Kong	Yuen Long
40	The Boys' and Girls' Clubs Association of Hong Kong	Nothing Better Than Go Camping	Tai Po
41	Christian Church of Divine Providence Limited	Happy Elderly, Abundant Living	Kwun Tong
42	Christian Church of Divine Providence Limited	Project H-U-G: Helping, Uniting, Growing	Kwun Tong
43	The Student Guidance Association (Primary School) Company Limited	Kids Talent	Tuen Mun
44	House of Learning Ltd	Brain Enrichment Course Fun	Sham Shui Po
45	The Boys' and Girls' Clubs Association of Hong Kong	'Precious Life Experiences' Project	Tai Po

46	The Neighbourhood Advice-Action Council	Let's "JOY" Together	Islands
47	The Boys' and Girls' Clubs Association of Hong Kong	We Make the Circle Painting	Southern
48	Yuen Long Church (Church of Christ in China) Chow Sung Chu Oi Youth Centre	Guarding Child – Parental Emotional Support Group	Yuen Long
49	The Hong Kong Federation of Youth Groups	'Sing My Music – Wish Our Life' 2016	Sai Kung

#### Barrier Free Access Education:

Hong Kong Federation of Handicapped Youth received a funding of \$800,000 from Link Together Initiatives to organise a series of BFA training workshops and roving exhibition at Link's properties to raise public awareness of the importance of BFA facilities to people with disability and to the elderly.

A signature event Barrier-"Fu"ree Adventure Day 2016 was held at Lok Fu Place on 8 October. A total of 32 participating teams, formed by able and disabled persons, were given tasks at checkpoints to experience use of BFA facilities and to tackle the daily challenges faced by people with disabilities within a given timeframe. Matthew Cheung Kin-chung, then Secretary for Labour and Welfare and Alfred Chan Cheung-ming, Chairperson of Equal Opportunities Commission were the officiating guests and joined the VIP Experience Tour.

The event, with BFA-related game booths and a checkpoint adventure challenge, attracted over 2,000 participants. Most of the visitors expressed that the event enabled them to have a better knowledge of the BFA facilities and bring the deeper understanding of the value of these facilities to the people with disabilities.

#### Link First Generation University Student Scholarship

✓Project description: To support undergraduates who are the first amongst three generations of their families to study at one of Hong Kong's universities. Each awardee will receive a scholarship of HK\$20,000.

✓Number of beneficiaries: 130

✓Service location: All districts in Hong Kong SAR








#### The secondary schools attended by scholarship awardees:

SKH Bishop Mok Sau Tseng Secondary School	St. Antonius Girls' College	True Light Girls' College	SKH Tsoi Kung Po Secondary School
Po Leung Kuk No.1 W.H. Cheung College	St. Mark's School	Helen Liang Memorial Secondary School (Shatin)	Shun Tak Fraternal Association Yung Yau College
Fung Kai No.1 Secondary School	SKH Lui Ming Choi Secondary School	Buddhist Sin Tak College	St. Joseph's College
Ho Lap College (Sponsored by the Sik Sik Yuen)	Fung Kai Liu Man Shek Tong Secondary School	Lok Sin Tong Ku Chiu Man Secondary School	Delia Memorial School (Broadway)
Wong Shiu Chi Secondary School	Tsuen Wan Government Secondary School	Kwun Tong Government Secondary School	Carmel Holy Word Secondary School
Maryknoll Convent School (Secondary Section)	NLSI Lui Kwok Pat Fong College	Pui Ying Secondary School	Tak Nga Secondary School
Cheung Sha Wan Catholic Secondary School	Ning Po College	TWGHs Li Ka Shing College	Buddhist Mau Fung Memorial College
Po Leung Kuk Mrs. Ma Kam Ming-Cheung Fook Sien College	Fukien Secondary School (Kwun Tong)	Sheung Shui Government Secondary School	Hong Kong Tang King Po College
Ma On Shan St. Joseph's Secondary School	Buddhist Kok Kwong Secondary School	Sing Yin Secondary School	Yu Chun Keung Memorial College
The Church of Christ in China Kei Chi Secondary School	Gertrude Simon Lutheran College	Tiacc Woo Hon Fai Secondary School	SKH St. Mary's Church Mok Hing Yiu College
South Tuen Mun Government Secondary School	United Christian College	CCC Ming Yin College	Pok Oi Hospital Chan Kai Memorial College
King's College	Baptist Wing Lung Secondary	CMA Secondary	Tuen Mun Catholic Secondary

	School	School	School
Chan Shu Kui Memorial School	Shun Lee Catholic Secondary School	Leung Shek Chee College	St. Mary's Canossian College
Queen Elizabeth School	Queen Elizabeth School Old Students' Association Secondary School	YLPMSAA Tang Siu Tong Secondary School	SKH Li Fook Hing Secondary School
Yan Chai Hospital No.2 Secondary School	Queen Elizabeth School Old Students' Association Tong Kwok Wah Secondary School	SKH Li Ping Secondary School	Po Leung Kuk Wu Chung College
Carmel Bunnan Tong Memorial Secondary School	United Christian College (Kowloon East)	PAOC Ka Chi Secondary School	Valtorta College
YPI&CA Lee Lim Ming College	La Salle College	Munsang College	Po Leung Kuk Centenary Li Shiu Chung Memorial College
CCC Yenching College	Assembly of God Hebron Secondary School	St. Clare's Girls' School	Buddhist Sum Heung Lam Memorial College
Fukien Secondary School (Siu Sai Wan)	THE METHODIST CHURCH HONG KONG WESLEY COLLEGE	The Chinese Foundation Secondary School	Ning Po No.2 College
HKTA Tang Hin Memorial Secondary School	Lions College	St Stephen's Girls' College	TWGHs S.C.Gaw Memorial College
Tsuen Wan Public Ho Chuen Yiu Memorial College	HKFEW Wong Cho Bau Secondary School	TWGHs Wong Fut Nam College	Aberdeen Baptist Lui Ming Choi College
TWGHs Sun Hoi Directors' College	Po Leung Kuk C W Chu College	NT Heung Yee Kuk Yuen Long District Secondary School	Buddhist Tai Hung College
Caritas Chai Wan Marden Foundation Secondary School	Belilios Public School	Good Hope School (Secondary Section)	Po Leung Kuk Ma Kam Ming College
St. Joseph's Anglo-Chinese School	Tin Shui Wai Government Secondary School	Our Lady Of The Rosary College	SKH Tang Shiu Kin Secondary School
Man Kiu College	Wa Ying College	Christian Alliance College	Yan Oi Tong Chan Wong Suk Fong Memorial Secondary School
St. Paul's Secondary School	Po Leung Kuk Ngan Po Ling College	Po Leung Kuk Laws Foundation College	Lui Ming Choi Lutheran College
Carmel Secondary School	Ying Wa College	Ju Ching Chu Secondary School (Yuen Long)	Maryknoll Fathers' School
Yan Oi Tong Tin Ka Ping Secondary School	Lok Sin Tong Young Ko Hsiao Lin Secondary School	TWGHs Chen Zao Men College	Fanling Lutheran Secondary School
Salem-Immanuel Lutheran College	Shun Tak Fraternal Association Tam Pak Yu College	Po Leung Kuk Vicwood K.T.Chong Sixth Form College	Yan Chai Hospital Wong Wha San Secondary School
Queen's College	The YWCA Hioe Tjo Yoeng College	The Hong Kong Management Association K S Lo College	Bishop Hall Jubilee School
Cotton Spinners Association Secondary School	Fanling Rhenish Church Secondary School	Buddhist Wong Wan Tin College	Hong Kong True Light College
Methodist College	Pope Paul VI College	CCC Chuen Yuen College	HKBU Affiliated School Wong Kam Fai Secondary and Primary School (Secondary Section)
HHCKLA Buddhist Ma Kam Chan Memorial English Secondary School	The Hong Kong Taoist Association Ching Chung Secondary School		

[Back To Top](#)

**Information on the seven Service Fund projects awarded in 2015/2016:**

	Organisation	Project Name	Project Description/ No. of Beneficiaries	
<b>Services for the Elderly</b>				
1	Animals Asia Foundation	Dr Dog	Provide smiles and care for the physical and psychological well-being of the elderly through the Dr Dog animal-assisted therapy programme, which includes training of volunteers to conduct visits and outings.  No. of beneficiaries: 500	
2	Food For Good Limited	'Help the Aged, Teach the Young' – Link Fresh Market Surplus Food Donation Project	Bring food and cheer to the underprivileged elderly and people in need by re-distributing or producing cooked meals with surplus food collected from Link's fresh markets. The project also promotes public awareness in reducing food waste.  No. of beneficiaries: 280,240	
<b>Services for Elderly and Children</b>				
3	Cha Duk Chang Children's Cantonese Opera Association	Cha Duk Chang in 3 Generations	Promote harmony among three generations by involving children and the elderly in Chinese Opera workshops and performances.  No. of beneficiaries: 5,935	
<b>Services for Children and Youth</b>				
4	Music Children Foundation	Music Children @ Link	Introduce classical music to underprivileged children through interactive performances and the opportunity to try the musical instruments at Link's shopping centres. The purpose is to unlock children's potential and talent out of the school environment and build their self-confidence.  No. of beneficiaries: 3,600	
5	Playright Children's Play Association	Mobile Playborhood Project (Phase 3) – Playful and Happy Community	Provide safe and fun mobile playgrounds so children in Tuen Mun and Tseung Kwan O can play in their own neighbourhoods.  No. of beneficiaries: 6,300	
6	Youth Outreach	Street Transformers	Provide outreach service to help young night drifters by offering street dance and other popular activities, enabling them to cultivate their skills and develop self-confidence. A local competition will be held and the winners will be representing Hong Kong to participate in the national street dance competition.  No. of beneficiaries: 2,280	
<b>Services for Social Inclusion</b>				
7	Hong Kong Guide Dogs Association Limited	Breeding and Caring of Guide Dog Litters and Public Education	Import a breeding female dog to Hong Kong to help establish a local guide dog breeding programme. Education programmes will be held to raise public awareness of guide dogs and the issues facing the visually impaired.  No. of beneficiaries: 3,800	



**Information on the 37 Neighbourhood Fund projects awarded in 2015/2016:**

	Organisation	Project Name	No. of Beneficiaries	Districts Served
<b>Services for the Elderly</b>				
1	<i>Pok Oi Hospital</i>	Hold Your Heart. Be Happy	1,419	Sham Shui Po
2	Hong Kong Employment Development Service Limited	No Pain with Hope - Elderly Community Health	820	Kwun Tong
3	Hong Kong Elderly Care Charitable Limited	Home Maintenance Services	1,300	Tuen Mun
4	Straw Action	Hair Cut Service - Elderly	1,000	Shatin
5	Kwun Tong Resident Association	Ache Syndrome Support	2,680	Kwun Tong
6	Hong Kong Women Development Association Limited	Elderly Support	3,920	North
7	Yan Oi Tong Limited	Care and Love in Community	1,145	Shatin
8	OIWA Limited	Community Ambassador Training	301	Island
9	People Service Centre Limited	'Love Our Elderly' Community Service	1,000	Sham Shui Po
10	he Lutheran Church - Hong Kong Synod Limited	Elderly Service	1,602	Kowloon City
11	The Hong Kong Association of Senior Citizens	2015 The Most Respectful Grandparent(s) Election	10,000	Tuen Mun
<b>Services for the Children and Families</b>				
12	Hong Kong Education Association	English Classes	300	Shatin
13	The Student Guidance Association (Primary School) Company Limited	After School Care	20	Tuen Mun
14	Yuen Long District Women's Association Limited	Love Your Family	300	Yuen Long
15	The Student Guidance Association (Primary School) Company Limited	Love Together	580	Tuen Mun
16	House of Learning Limited	Reading Fun	80	Sham Shui Po
17	Assembly of God Grace Light Church, Limited	LINK with U-N-ME	7,728	North
18	Tin Shui Wai Women Association Limited	Joyful Reading Corner	2,000	Yuen Long
19	Shatin Women's Association Limited	Compose Happiness, Road to Adulthood	2,673	Shatin
20	The Federation of New Territories Youth Foundation Limited	Love Our Family-Love Our Nature	400	Kwai Tsing
<b>Services for Youth</b>				
21	Chinese Young Men's Christian Association of Hong Kong	Youth Talent	1,945	Tsuen Wan
22	Christian & Missionary Alliance Church Union Hong Kong Limited	LIFE code: 7413	2,000	Yuen Long
23	Hong Kong Employment Development Service Limited	Achieve Your Goal - Youth Career Development	1,320	Yau Tsim Mong
24	The Hong Kong Federation of Youth Groups	Sing MY Music - Youth Singing	2,100	Sai Kung

25	Yan Oi Tong Limited	Youth Together - Show Our Talent	2,048	Tai Po
26	Tung Chung Youth Association Limited	Dream I Do	1,080	Island
27	The Hong Kong Federation of Youth Groups	Green Market	2,540	Wong Tai Sin
<b>Services for the Elderly, Children and Youth</b>				
28	The Incorporated Management Committee of Pak Kau College	I'm Not the Lonely One - Social Inclusion	1,600	Yuen Long
29	The Salvation Army - Hong Kong Command	'V' Power Network	2,540	Kwai Tsing
30	Hong Kong Young Women's Christian Association	Linkage in Love	4,748	Kwai Tsing
31	Christian & Missionary Alliance Church Union Hong Kong Limited	Love motion @ Teen Power	432	Southern
32	New Territories West Residents Association	Love and Care to Elderly	2,100	Tuen Mun
33	Hong Kong Federation of Handicapped Youth Limited	Rouliqiu Community Programme	900	Wong Tai Sin
34	Tung Wah Group of Hospitals	Friendly City	700	Eastern
35	Hong Kong Youth Volunteer Association Limited	Love & Care @ SSP 2015-16	1,468	Sham Shui Po
36	The Federation of New Territories Youth Foundation Limited	Loveful Youth, Visit the Elderly	1,280	Kwai Tsing
37	The Federation of New Territories Youth Foundation Limited	Love and Care to Our Community	1,280	Kwai Tsing

**Barrier Free Access Education:**

The Hong Kong Council of Social Service and the Hong Kong Joint Council for People with Disabilities received a funding of \$440,000 from Link Together Initiatives to organise Link's first Barrier Free Shopping Centre Orienteering event to raise public awareness of the importance of BFA facilities to people with disability and to the elderly.

The event was held on 5 December 2015 at Stanley Plaza. It successfully raised public awareness of the importance of BFA facilities for people with disabilities and for the elderly as well as celebrating the International Day of Disabled Persons 2015. Secretary for Labour and Welfare Matthew Cheung Kin-chung was invited as the officiating guest and joined the VIP Experience Tour.

A total of 20 participating teams, formed by able and disabled persons, were given tasks at checkpoints to experience BFA facilities use and to tackle the daily challenges faced by people with disabilities within a given timeframe.

**Link First Generation University Student Scholarship**

Project description: To support undergraduates who are the first university students from amongst three generations of their families who study at one of Hong Kong's universities. Each awardee will receive a scholarship of HK\$20,000.

Number of beneficiaries: 100


Service location: All districts in Hong Kong

[Back To Top](#)

**Awarded Projects in 2014/15**

Information on the nine projects awarded grants in 2014/15 is listed below:

	Organisation	Project Name	Project Description/ No. of Beneficiaries
<b>Services for the Elderly</b>			
1	HOPE <i>worldwide</i>	Community Healthy Ageing for Seniors Programme	Provide fall-risk assessments for the elderly in Link's shopping centres, arrange occupational therapists to follow up with those most at risk, accompany the elderly outside their own

			communities and provide fall prevention education to the public.  No. of beneficiaries: 1,600	
2	The Free Methodist Church of Hong Kong	Goodbye Depression - The Mental Health Project for the Elderly	Provide screening and referral services and raise public awareness of the issue of depression in the elderly.  No. of beneficiaries: 3,000	
<b>Services for Children and Families</b>				
3	Playright Children's Play Association	Mobile Playborhood Project	Provide safe and fun playgrounds so that children can play in their own neighbourhoods, through setting up mobile playgrounds.  No. of beneficiaries: 10,430	
4	HOPE <i>worldwide</i>	Good Character Family Community Programme	Cultivate children's character and improve parent-child relationships by adopting 'Character Counts!', a systematic method of character education developed in America.  No. of beneficiaries: 1,000	
5	Benji's Centre	Speak with Care at Link	Provide parents with training courses on how best to assist their children with speech and language impairments. Public education will also be offered.  No. of beneficiaries: 510	
<b>Services for Youth</b>				
6	Youth Outreach	Heat Up the Street!	Provide outreach service to help young night drifters by offering street dance and other popular activities, enabling them to cultivate their skills and develop self-confidence. Road shows, performances and competitions will also be organised.  No. of beneficiaries: 11,200	
7	Chinese YMCA of Hong Kong	Music in Community Caring Project	Recruit street performers as volunteers, organise different activities for participants to think about poverty and bring love to the underprivileged through music.  No. of beneficiaries: 8,800	

Services for Social Inclusion				
8	Hong Kong Guide Dogs Association	Love Leads the Way - Care and Training of Eight Puppies and Public Education Programme	Eight puppies will be introduced and trained in Hong Kong. Education programmes will also be held to raise public awareness of guide dogs and the issues faced by the visually impaired.  No. of beneficiaries: 4,000	
9	World Green Organisation	Linking Food with Love – From the Golden Age to the Greens' Surplus Food Recycling Project	Promote the concept of food-waste reduction to tenants, the elderly and youth through food recycling, green workshops and various activities.  No. of beneficiaries: 4,710	

[Back To Top](#)

### Awarded Projects in 2013/14

Information on the ten projects awarded in 2013/14 is listed below:

Organisation	Project Name	Project Description / No. of beneficiaries		
Services for the Elderly				
The Hong Kong Society for the Blind	The Glaucoma No Way & 2013 World Sight Day Programme – Blindness Prevention with Glaucoma Screening	Enhance awareness and prevention of glaucoma through glaucoma screenings.  No. of beneficiaries: 3,000		
Yang Memorial Methodist Social Service	Pain Management Project for the Elderly	Improve elders’ ability and confidence in handling pain through sports, medication, nutrition and emotional management.  No. of beneficiaries: 1,000		
HOPE worldwide	Community Health Ageing for Seniors Programme	Promote fall prevention awareness and provide fall –risk assessments for the elderly. Volunteers also assist the elderly in fulfilling their wishes.  No. of beneficiaries: 1,000		
Services for Children & Families				
Playright Children’s Play Association	Mobile Playborhood Project	Provide play facilities and activities using regular household items. By setting up mobile playgrounds with the Playborhood Truck, parents and kids can play together to inspire children’s creativity and improve parent–child relationships.  No. of beneficiaries: 19,200		

Hong Kong Evangelical Church Social Service Limited	Parent–Child Development Plan	Establish a toy library and playroom resource centre to improve parent–child relationships and the social skills of young children.  No. of beneficiaries: 750	
Yang Memorial Methodist Social Service	Be With You	Identify students with high anxiety through the use of questionnaires. Use art therapy, lectures and workshops with parents to teach these students how to deal positively with stress.  No. of beneficiaries: 1,800 (direct); 7,800 (indirect)	
Young Men's Christian Association	'Smile Now - Love Forward' – Community Support Programme	Through the distribution of food and toys by the sponsored mini-van as well as the Family Bank, low-income families are encouraged to be more involved in the community.  No. of beneficiaries: 15,000	
<b>Services for Youth</b>			
Youth Outreach	School of Hip Hop	Improve young people's self-esteem and self-image through hip-hop dance and outreach programmes; reduce gang influence in the community.  No. of beneficiaries: 20,000	
Hong Kong Federation of Handicapped Youth	Love Passion	Train a group of handicapped youths to become 'life warriors' and share their experience with at-risk youths.  No. of beneficiaries: 120 (direct); 1,380 (indirect)	
Hong Kong Young Women's Christian Association	Career Development for Youth	Provide career planning and internship opportunities for students.  No. of beneficiaries: 1,700	

[Back To Top](#)**Press Releases**



- 17 Nov 2014

[The Link Together Initiatives Supports Nine Community Projects to Serve the Community in 2014/15](#)
- 19 Feb 2014

[The Link Together Initiatives 2014/15 Now Open for Applications](#)  
[Programme Fills Service Gaps through Sponsorship of Distinctive Community Projects](#)
- 20 Oct 2013

[The Link Together Initiatives](#)  
[10 Community Projects have Commenced](#)  
[The Link's Staff Sponsors Work Together with Non-profit Organisations to Make the Greatest Contribution to the Community](#)
- 15 Aug 2013

[The Link Together Initiatives](#)  
[The Link Donates \\$10 Million to Support 10 Community Projects in 12 Districts across Hong Kong](#)
- 25 Feb 2013

["The Link Together Initiatives" Donates Over 10 Million Dollars to Local Communities](#)  
[The Link's charity and community engagement programme strengthens support for elderly and youth services](#)
- 11 Jan 2013

[The Link Launches "The Link Together Initiatives"](#)
- 25 Jul 2012

[The Link Advances Sustainable Development with New Initiatives on Investment Strategy Enhancement and Charitable Donations](#)

[Back To Top](#)

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For further information, please contact us at [linktogetherinitiatives@linkreit.com](mailto:linktogetherinitiatives@linkreit.com)

[Back To Top](#)

About Us	Investor Relations	Asset Enhancement and Asset Investment	Properties	Sustainability	News	People
Corporate History and Profile	Financial Summary	Asset Enhancement	Shopping Centre	Sustainability Framework	Corporate	People Management
Milestones	Financial Reports	Asset Investment	Office	Sustainability Management	News	People Engagement
Vision, Mission and Values	Presentations		Fresh Market	Performance and Certification	Marketing	People Development &
Chairman's Message	Announcements		Car Park	Flagship Programmes	Events and	Recognition
Board of Directors	Circulars		Cooked Food Stall	Views and Comments	Promotions	Career Opportunities
Corporate Governance	Investors' Calendar		Property Management Team	Sustainability Report	Video Gallery	Management
Senior Management	Distribution		Leasing Team	Green Financing	Media	Associate Programme
Corporate Publications	Stock Information				Enquiries	Summer Internship
Awards and Recognition	Credit Rating					Programme
	Disclosure of Interests					
	Index Membership					
	Analyst Coverage					



Home > Sustainability > **Barrier Free Access Corner**

## Barrier Free Access Corner

### Barrier Free Access

We are pleased to announce that as at 31 March 2017, Link completed its Barrier Free Accessibility programme, having invested a total of HK\$211 million since 2012 to ensure our properties are barrier-free accessible with the necessary physical enhancements. Link's collaborative and holistic approach to provide a better environment for the community enables us to design initiatives that support our commitment to serve and improve the lives of those around us. As a pioneer amongst real estate investors and managers in Hong Kong, Link promotes barrier-free access facilities that go beyond the minimum in building codes. We invest significant resources in installing and operating such facilities at the properties under our management. Over time, this work shapes the community environment providing a more inclusive society and enables those with mobility needs to enjoy a pleasant retail experience. This brings wider benefit to both customers and visitors to our properties.

Link's dedication to building a barrier-free environment is widely recognised by local rehabilitation groups. Allen Kam-yuen Chan, Chairperson of the Rehabilitation Policy Sub-committee of the Hong Kong Federation of Handicapped Youth, appreciates Link's efforts, saying, "Link has always focused on the needs of people with disabilities. Through regular meetings of its Access Advisory Group, Link gathers views and opinions from the rehabilitation organisations in Hong Kong on the best practicable solutions for BFA improvements. Link's continued commitment to corporate social responsibility is evident with such efforts to enhance services for people with disabilities."

Since announcement of Link's BFA Improvement Plan at a total workcost of approximately HK\$211 million in early 2011, 175 properties have been fitted with basic BFA facilities (including the divested properties over the years). The Plan follows the Best Practicable Principle, standards of Universal Design within the Buildings Department's Design Manual: Barrier Free Access 2008 as well as other associated requirements.

### Progress of Barrier Free Access Facilities Improvement Works (31 March 2017)

[List of Properties with Basic BFA Facilities Completed \(as at 31 March 2016\)](#)

[List of Properties with BFA Facilities Improvement Works in Progress \(as at 31 March 2016\)](#)

### Barrier Free Access (BFA) Community

Link provides a series of measures to enrich the knowledge and know-how of its frontline staff when engaging and assisting people with disabilities and the elderly. In addition to on-going training and its own Barrier-free Access Mystery Shoppers Assessment Programme, Link provides extensive staff service guidelines. Supplementary facilities, such as the use of the loop system and sign language cue cards are provided at Link's shopping malls as a specialised customer service for those with hearing impairments.

Hong Kong Federation of Handicapped Youth received a funding of \$800,000 from Link Together Initiatives to organise a series of BFA training workshops and roving exhibition at Link's properties to raise public awareness of the importance of BFA facilities to people with disability and to the elderly.

A signature event Barrier-"Fu"ree Adventure Day 2016 was held at Lok Fu Place on 8 October. A total of 32 participating teams, formed by able and disabled persons, were given tasks at checkpoints to experience BFA facilities use and to tackle the daily challenges faced by people with disabilities within a given

timeframe. Secretary for Labour and Welfare Matthew Cheung Kin-chung and Chairperson of Equal Opportunities Commission Alfred Chan Cheung-ming were the officiating guests and joined the VIP Experience Tour.

The event, with BFA-related game booths and a checkpoint adventure challenge, attracted over 2,000 participants. Most of the visitors expressed that the event enabled them to have a better knowledge of the BFA facilities and bring the deeper understanding of the value of these facilities to the people with disabilities.

## BFA Recognition and Awards

### Awards on BFA Facilities

#### International Recognitions

Link invited Mr Allen Kong, Australian architect and member of the International Union of Architects (UIA) Region IV, and Mr Michael Fox, member of Rehabilitation International (RI), to assess the BFA facilities at Link's properties based on the requirements of the Design Manual – Barrier Free Access 2008 formulated by the Buildings Department of the HKSAR Government. Both UIA's task force for 'Architecture for All' and the RI highly commended Link's efforts and commitment to creating a highly responsive and socially inclusive environment for the Hong Kong community.

#### Barrier-free Companies / Organisations

Link is included in the List of Barrier-free Companies / Organisations 2014 and 2015 under The Hong Kong Council of Social Service's Caring Company's Scheme in recognition of Link's efforts for proactive support and the creation of a barrier-free environment and culture. Forty-nine Link properties have passed the BFA audit and assessment conducted by the rehabilitation organisations commissioned by the Council.

#### Barrier-free Facilities Caring Award

Link won the Barrier-free Facilities Caring Award organised by The People of Fortitude • International Mutual-aid Association for the Disabled in 2014. This award recognises companies for efforts made in improving barrier-free facilities and is a testament to Link's strong contribution in this field.

#### Harmony Award for Barrier-free Facilities

Link was awarded the Harmony Award for its barrier-free facilities by The Sai Kung District Council and the Direction Association for the Handicapped in the 'Sai Kung Barrier-free Inspection Programme 2012-13'.

### Awards on Web Access

#### Web Accessibility Recognition Scheme Awards

Link's customer website has won awards over three consecutive years from 2014 to 2016 in the Web Accessibility Recognition Scheme. Jointly organized by the Office of the Government Chief Information Officer (OGCIO) and the Equal Opportunities Commission, Link received the Gold Award in 2015 and Silver Awards in 2014 and 2016. Link's corporate website also won the Silver Award in 2013.

The Scheme encourages the adoption of web accessibility to facilitate access to online information and services by all segments of the community, including people with disabilities.



#### Web Care Award 2011-13

Link's corporate website was awarded the Jade Award of the Web Care Award 2011-13, organised by the Internet Professional Association in February 2013. This award recognises Link's dedication and efforts in building a barrier-free website for stakeholders with different needs.

Following its revamp in June 2011, our corporate website adopted a large number of accessibility features, including providing a meaningful text alternative for non-text contents. This allows all operations to be performed through a keyboard interface and provides clear and informative links.



## Videos

5 Dec 2015

[Link Barrier Free Shopping Centre Orienteering 2015](#)

14 May 2011

[Eden Trio Choir Stage Performance at Lok Fu Plaza](#)

19 Jan 2011

Press Conference on Upgrading of Barrier Free Access Facilities

## Photos

Accessible Lift



Accessible Parking Space



Accessible Service Counter



Accessible Toilet



Braille & Tactile Floor Plan



Ramp



**Tactile Guide Path**



**Visual Fire Alarm**



## Press Releases

**29 Apr 2016**

[Link Announces Free Fixed Parking Space Upgrades for Persons with Disabilities](#)

**5 Dec 2015**

[Link Promotes a Barrier Free and Inclusive Society through Shopping Centre Orienteering](#)

**13 Apr 2015**

[The Link Leads the Industry in Promoting a Barrier-Free Access Environment](#)

**21 Jul 2014**

[The Link Wins Barrier-Free Facilities Caring Award](#)

**22 Aug 2012**

[The Link REIT promotes Barrier-Free Access Facilities and Services For building an Inclusive Society for all](#)

**14 May 2011**

[A pioneering promotion in using QR Code The Link offers audible accessible information to community](#)

**19 Jan 2011**

[HK\\$200M Earmarked by The Link REIT for Total Upgrading of Facilities to Meet New Standards of Barrier Free Access](#)

## Useful Links

1. [Hong Kong Buildings Department - Design Manuel - Barrier Free Access 2008](#)



2. Web Content Accessibility Guidelines



About Us	Investor Relations	Asset Enhancement and Asset Investment	Properties	Sustainability	News	People
Corporate History and Profile	Financial Summary	Asset Enhancement	Shopping Centre	Sustainability Framework	Corporate	People Management
Milestones	Financial Reports	Asset Investment	Office	Sustainability Management	News	People Engagement
Vision, Mission and Values	Presentations		Fresh Market	Performance and Certification	Marketing	People Development &
Chairman's Message	Announcements		Car Park	Flagship Programmes	Events and	Recognition
Board of Directors	Circulars		Cooked Food Stall	Views and Comments	Promotions	Career Opportunities
Corporate Governance	Investors' Calendar		Property Management Team	Sustainability Report	Video Gallery	Management
Senior Management	Distribution		Leasing Team	Green Financing	Media	Associate Programme
Corporate Publications	Stock Information				Enquiries	Summer Internship
Awards and Recognition	Credit Rating					Programme
	Disclosure of Interests					
	Index Membership					
	Analyst Coverage					

Home > Sustainability > **Green Financing**

## Green Financing

### Link REIT's US\$500 million "Green Bond"

As part of Link's commitment towards sustainable development, we issued our first green bond in July 2016 raising US\$500 million at 2.875% fixed rate due 2026. This is one of the lowest rates ever achieved by a Hong Kong corporate. The bond has been rated "A2" and "A" by Moody's and S&P's respectively. We realise the continued success of Link is directly correlated with the communities around us flourishing socially, environmentally and economically. Our green bond reinforces our commitment to this belief and enables us to continue creating value through building healthier, environmentally-friendly, low carbon buildings.

We have established a Green Bond Framework which outlines how we select green projects and report on the use of proceeds.

### Link Green Bond Framework

#### Use of Proceeds

The net proceeds of the issuance of Notes will be used to refinance or fund, in whole or in part, existing and future projects that are eligible as per the criteria specified below.

#### Eligibility Criteria

In order for a project to be funded through the green bond proceeds, the project must meet one or more of the following eligibility criteria:

1. Any project for an existing or new building that has received, or expects to receive, certification according to third party verified green building standards including a) BEAM Plus - Silver, Gold or Platinum; or b) LEED Silver, Gold or Platinum. Building project types can include:
  - a. Building developments and redevelopments
  - b. Renovations to existing buildings
  - c. Tenant improvements
2. Projects which result in achieving, based on third-party assessment, at least a 15% improvement in energy efficiency or, a NABERS Shopping Centres rating equal to or greater than 3 or similar rating scheme to an equivalent rating level;
3. Projects such as those that reduce waste to landfill, improve water efficiency, promote adoption of low carbon transportation including electric vehicles, and improve climate change resilience.

#### Project Evaluation and Selection Process

The eligible green projects are selected by Link REIT's sustainability team together with the treasury team in accordance with Link REIT's Sustainability Framework, Green Initiatives and the eligibility criteria outlined above.

#### Management of Proceeds

As long as the Notes are outstanding, Link REIT's internal records will show the allocation of the net proceeds of the Notes to existing and future eligible green projects. Pending the allocation of the net proceeds of the Notes to existing and new eligible green projects, the net proceeds will be used to repay amounts of outstanding debt. Link REIT will not hold any unallocated proceeds as cash; this is consistent with the cash management practices for REITS.

#### Reporting

##### Allocation Reporting

Throughout the Green Bond, Link REIT will make and keep readily available through Link REIT's integrated annual report, and on this page of Link's corporate sustainability website, up to date information on the allocation of the net proceeds, to be renewed annually until full allocation and as necessary thereafter in the event of new developments. This information will contain at a minimum:

1. The list of eligible green project categories and amounts allocated to these categories;
2. Balance amount of unallocated bond proceeds; and
3. A selection of project examples financed by the net proceeds of the Note.

By including this information in Link REIT's integrated annual report, the allocation of net proceeds receives an external review by an independent third party.

Allocation	Site	Allocation of Proceeds HK\$ billion	Project Update
Building development	The Quayside	3.6	Received LEED platinum, BEAM Plus Platinum and WELL Gold pre-certifications
Renovation to existing building	700 Nathan Road	0.1	Targeting BEAM Plus Interiors Silver or above
Energy efficiency	Portfolio-wide	0.1	Energy management projects including chiller replacement and lighting improvement
<b>Total</b>		<b>3.8</b>	

### Impact Reporting

Where feasible, Link REIT will include qualitative and (if reasonably practicable) quantitative environmental performance indicators on the eligible green projects. Link REIT will annually disclose impact reporting on our corporate sustainability website. Performance indicators may change from year to year and may include some of the following indicators:

1. List of eligible buildings that received third-party verified green building certification;
2. Energy consumption reduced per square foot;
3. Greenhouse gas emissions reduced by an eligible green project;
4. Water consumption reduced; and
5. Amount of waste sent to landfill reduced.

### Link REIT's Green Bond



Framework Overview and  
Second Opinion by  
Sustainalytics

[Read More](#)



About Us	Investor Relations	Asset Enhancement and Asset Investment	Properties	Sustainability	News	People
Corporate History and Profile	Financial Summary	Asset Enhancement	Shopping Centre	Sustainability Framework	Corporate	People Management
Milestones	Financial Reports	Asset Investment	Office	Sustainability Management	News	People Engagement
Vision, Mission and Values	Presentations		Fresh Market	Performance and Certification	Marketing	People Development &
Chairman's Message	Announcements		Car Park	Flagship Programmes	Events and	Recognition
Board of Directors	Circulars		Cooked Food Stall	Views and Comments	Promotions	Career Opportunities
Corporate Governance	Investors' Calendar		Property Management Team	Sustainability Report	Video Gallery	Management
Senior Management	Distribution		Leasing Team	Green Financing	Media	Associate Programme
Corporate Publications	Stock Information				Enquiries	Summer Internship
Awards and Recognition	Credit Rating					Programme
	Disclosure of Interests					
	Index Membership					
	Analyst Coverage					