



Henderson Land – Pioneering Next-level Sustainable Practices in the Built Environment

The Henderson, Hong Kong by Zaha Hadid Architects for Henderson Land
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– An Interview with

Mr Johnny Yu

Advisor to Chairman of Henderson Land

恒基地產 —

引領建築業界的可持續發展

— 專訪恒基地產主席辦公室顧問 **于正人**先生

With a vast portfolio of iconic commercial and residential properties across Hong Kong and the Greater China region, Henderson Land Development Company Limited (Henderson Land) (Stock Code: 12) is committed to embedding Environmental, Social and Governance (ESG) principles in the company's business operations to support its wide diversity of property developments.

Founded in 1976 and listed in Hong Kong since 1981, Henderson Land has created numerous property developments that range from city landmarks such as the International Finance Centre complex to residential properties such as Double Cove, Square Mile and The Richmond. More recently, Henderson Land has been awarded the tender to develop and manage Site 3 of Hong Kong's New Central Harbourfront with a record HK\$50.8 billion (US\$6.5 billion). Together with the company's other flagship developments in the vicinity, including The Henderson (art) and H Code (entertainment), Site 3 will become part of Henderson Land's multi-faceted platform that serves a greater community far beyond the physical boundaries of the development by transforming Central's shoreline into an international hub. Mr Martin Lee Ka-shing, Chairman of Henderson Land Group, commented that Site 3 would become not only one of Hong Kong's most iconic landmarks but also a social destination dedicated to public enjoyment along the harbourfront promenade, bridging communities while promoting environmental sustainability.

Sustainable Practices – Leading from the Top

Henderson Land's Founder Dr Lee Shau Kee retired in May 2019 and appointed his sons Dr Peter Lee Ka-kit and Mr Martin Lee Ka-shing as the Group's joint Chairmen, with Dr Peter Lee heading the mainland China operations and Mr Martin Lee taking the helm of Hong Kong's. Mr Johnny Yu Ching-yan, Advisor to Chairman Mr Martin Lee, explained how the Site 3 project is another opportunity for Henderson Land to integrate the company's latest sustainability and ESG practices into the many aspects of the project. "The Chairman has set a clear direction, putting sustainability issues at the top of the agenda," Mr Yu said. At a Board level, directors oversee Henderson Land's ESG activities which include monitoring the overall direction and progress of its sustainability performance and its alignment of business processes with sustainability strategies. To reflect the company's commitment to sustainable practices, Henderson Land's Corporate Social Responsibility Committee has been renamed the Sustainability Committee, which assumes expanded responsibilities such as overseeing environmental and social target-setting by various sub-committees and departments within the company.

The Sustainability Committee, chaired by Mr Martin Lee and comprised of several directors and department heads, has also strengthened its involvement and interactions with the Board to integrate ESG factors into business decision-making. In addition, four sub-committees support the Sustainability Committee, with their respective roles and responsibilities collectively being to drive sustainable performance within their remits. The sub-committees work with various business units within the Group to disseminate environmental and healthy building training and learning opportunities to employees.

恒基兆業地產有限公司（簡稱「恒基地產」）（股份代號：12）致力於建造及管理香港及大中華區各地城市多個標誌性商業與住宅項目，而環境、社會及管治（ESG）原則作為支持公司各個物業開發項目的基石，牢牢扎根於公司的運營中。

恒基地產成立於1976年，自1981年於香港上市，其發展項目包括香港地標國際金融中心，以及迎海、利奧坊及The Richmond等住宅物業。近期，恒基地產以破紀錄508億港元（65億美元），投得香港中環新海濱三號用地用作發展。連同公司位於中環的旗艦項目The Henderson（藝術）和H CODE（娛樂），三號用地將成為恒基地產多維平台的一部分，透過將中環海岸線改造成為國際樞紐，突破開發項目的實體邊界，成為市民及旅客的新焦點。恒基兆業地產集團主席李家誠先生表示，項目將成為香港最具標誌性的世界級地標建築，朝氣蓬勃海濱長廊亦將為公眾提供大量日常活動空間，同時鼓勵健康的生活模式和環境可持續性。

由管理層帶頭引領可持續發展

恒基地產創辦人李兆基博士於2019年5月退休，委任其子李家傑博士及李家誠先生擔任聯席主席，李家傑博士主管內地業務，李家誠先生負責香港業務。恒基地產主席辦公室顧問于正人先生指出，三號用地項目將提供機會讓恒基地產於項目各方面實踐公司最新的可持續發展和ESG原則。于先生表示：「主席已制定明確方向，可持續發展將成為公司發展的重中之重」。在董事局層面，董事局成員亦密切監督恒基地產的ESG項目，包括可持續發展的總體方向與進展，以及業務流程與可持續發展策略的一致性。為反映公司對可持續發展的承諾，公司的可持續發展委員會（前稱企業社會責任委員會）職責範圍亦有所擴大，包括監督公司內部各小組委員會及部門所制定的環境與社會目標。

可持續發展委員會由李家誠先生擔任主席，成員包括多名董事及部門主管。委員會近年加強了與董事局互動，將ESG因素納入商業決策。此外，可持續發展委員會下設有四個小組委員會，根據各自的職責在職權範圍推動可持續發展。小組委員會亦與集團內各業務單位合作，為僱員提供與環境及健康建築有關的培訓與學習機會。

創新推動可持續發展

作為香港具領導地位的地產發展商之一，恒基地產抓住每一個機會，使可持續發展成為經營業務不可或缺的組成部分。集團視ESG原則為決策過程的重要一環而非經營成本，更可促進創新發展，以及創造商機和社會財富。于先生解釋：「我們的可持續發展策略反映了這一願景，當中四大驅動要素G.I.V.E分別為：環保為地球（Green for Planet）、創新為未來（Innovation for Future）、關愛為人群（Value for People）及誠心為社區（Endeavour for Community）。」

集團的G.I.V.E. 框架覆蓋了發展項目從設計到完工，以及後續階段的每一步。于先生表示公司自主開發的組裝合成建築法（DfMA），以及在建築項目中使用鋁模板



Site 3 of New Central Harbourfront (artist's impression)
中環新海濱三號商業用地 (效果圖)

Sustainability Driven by Innovation

As one of Hong Kong's leading property developers, Henderson Land seizes every opportunity to embed sustainability as an integral part of its business. For instance, ESG principles are not considered a cost of doing business, but they are integral to the company's decision-making process and are a catalyst for innovation, new market opportunities and social wealth creation. "The vision is reflected in our Sustainability Strategy, categorised by four primary drivers 'G.I.V.E.', namely 'Green for Planet', 'Innovation for Future', 'Value for People', and 'Endeavour for Community'. These drivers are embedded across Henderson Land's diversified sphere of influence," Mr Yu said.

At Henderson Land, the G.I.V.E framework underpins every step of a development project, from design to completion and beyond. A prime example, Mr Yu cited, is the company's self-developed Design for Manufacturing and Assembling (DfMA) approach and its use of aluminium formwork to replace timber in construction projects. This not only improves the quality of the concrete finishing but also significantly reduces construction wastage. In 2020, Henderson Land used at least 70% less timber formwork in its construction works compared to previous years. Currently, on-going research is being conducted into the use of precast for staircases and balconies, which may result in a further reduction in the use of timber formwork in the future. "We work to lessen our environmental footprint by actively managing our material use and improving the operational efficiency of our construction processes," Mr Yu added. "At our managed properties, we also work to minimise the environmental impact associated with waste disposal by reusing and recycling."

Pointing out how the company's business activities have ESG impacts throughout the life cycle of a building, Mr Yu said, "Regular meetings are held with different stakeholders, both upstream and downstream.

取代木模板便是最佳範例。這不僅改善了混凝土整平層的質量，而且大大減少了施工浪費。2020年，恒基地產在施工工程中使用的木模板，較往年減少了至少70%。目前公司亦正研究為樓梯及陽台使用預製件，以進一步減少木模板的用量。于先生補充：「我們致力透過積極管理材料使用，並提升施工流程的經營效率，減輕對環境的影響；在公司管理的物業中，我們亦透過重複利用及循環再造，努力將廢物處置對環境造成的影響降至最低。」

談到在建築項目的整個生命週期內，集團的核心業務活動如何對經濟、社會和環境帶來正面影響，于先生表示，公司會與不同持份者定期召開會議收集意見。他指出：「持份者的洞見對於我們識別及確認可持續發展議題的優先次序非常寶貴。」公司亦致力於不斷提升物業的營運效率，以減少現有建築物對環境的影響，並改善用戶的健康及福祉。

提升可持續發展基準

恒基地產將可持續發展視為業務發展的其中一個不可或缺的部分，力求在優越的位置建造現代化及高效管理的物業，以對周遭環境帶來正面影響。公司視保護自然環境為開發項目流程的一部分，同時於優質綠化及優化能源方面作出超出行業標準的貢獻。恒基地產因在ESG方面的成就，榮獲香港上市公司商會 (CHKLC) 頒發的2021年度「香港公司管治與環境、社會及管治卓越獎」，評委們特別提到公司的優質物業組合符合多個最高國際綠色標準。截至2020年12月，公司已累計榮獲41項綠建築評 (BEAM Plus) 認證 (香港對建築可持續發展表現作出獨立評估的領先計劃)、19項建築環保評估 (BEAM) 認證、14項領先能源與環境設計 (LEED) 認證及7項中國綠色建築設計標識 (GBDL) 認證。

These insights are invaluable to our process of identifying and prioritising sustainability issues.” Henderson Land also works to constantly enhance the operational efficiency of its properties to reduce the environmental impacts of existing buildings and improve the health and well-being of occupants.

Raising the Sustainability Benchmark

With sustainability as one of its core business considerations, Henderson Land is conscientious in its approach to delivering contemporary and efficient properties in unrivalled locations that contribute positively to their surroundings. The company strives to adopt nature conservation imperatives as part of its development process, while delivering high-quality landscaping and optimised energy performance beyond prerequisite industry standards. Henderson Land’s ESG achievements were recognised by the Chamber of Hong Kong Listed Companies (CHKLC) 2021 Corporate Governance and ESG Excellence Awards, with the judges acknowledging the company’s portfolio of high-quality properties that meet the highest international green standards. As of December 2020, the company has cumulatively received 41 BEAM Plus (Hong Kong’s leading initiative to offer independent assessments of building sustainability performance) certifications, 19 BEAM certifications, 14 LEED (Leadership in Energy and Environmental Design) certifications, and 7 China Green Building Design Labels.

Set to become an “icon amongst icons” and having already secured Christie’s as its anchor tenant ahead of its scheduled completion in 2023, The Henderson at Murray Road, Central has achieved WELL Platinum Level Pre-certification from International WELL Building Institute, LEED Platinum Pre-certification (Core & Shell), and the China Green Building Design Label (GBDL) – 3-Star Rating. This follows in the footsteps of Henderson Land’s Harbour East, which was the first commercial building accredited with the highest 3-Star Rating of China Healthy Building Design Label in Hong Kong.

Transitional Housing Schemes for the Disadvantaged

Henderson Land was the first large enterprise in Hong Kong to participate in transitional housing schemes. In 2019, Henderson Land initiated the largest modular housing scheme in the city by providing a 428,000-square-foot site in Kong Ha Wai, Yuen Long in the New Territories for developing transitional housing over a seven-year period. The scheme, which was facilitated by the Hong Kong government and implemented by Pok Oi Hospital, will provide 1,998 modular housing units, accommodating approximately 40,000 people from low-income families over the whole project period. In addition

恒基地產位於中環美利道的項目The Henderson預計於2023年竣工，勢將成為國際矚目的「地標中的地標」。該項目已獲得佳士得拍賣行承租，同時榮獲國際WELL健康建築研究所（IWBI）頒發的WELL健康建築標準認證白金級前期認證、領先能源與環境設計（LEED）白金級前期認證（結構體）及中國綠色建築設計標識（GBDL）— 三星評級。另外，繼集團的港匯東項目取得全港首個中國健康建築設計標識最高三星評級後，The Henderson亦獲此殊榮。

過渡性房屋項目 惠及弱勢社群

恒基地產是香港首個支持過渡性房屋項目的地產發展商。2019年，恒基地產促成了香港最大的組合過渡性房屋計劃，借出一塊位於元朗江夏圍的428,000平方呎土地，為期7年，用作興建過渡性房屋。項目由香港政府促成及由博愛醫院推行，可提供1,998個組合屋單位，料可惠及約40,000名來自低收入家庭市民。除提供土地外，公司亦義務負責地盤的前期規劃工作，包括遞交規劃申請、準備建築圖則及平整土地等。在此之前，恒基地產亦支持了首個組合過渡性房屋項目。集團借出了位於深水埗南昌街的8,000平方呎重建地盤，共提供89個過渡性房屋單位，為期兩年，至今已惠及約180名基層市民。



to supplying the land, the company voluntarily took care of the site's initial preparations, including its planning application, building plans and site formation works. The first modular housing scheme supported by Henderson Land was an 8,000-square-foot redevelopment site on Nam Cheong Street in Shum Shui Po. The site provided 89 transitional housing units over a two-year term, having benefitted around 180 underprivileged residents to date.

Care for the Community

Recognising the unprecedented challenges posed by the COVID-19 pandemic, Henderson Land has taken a proactive stance to support its employees, customers and partners, as well as the wider community, from the early stages of the crisis. At an operational level, the care and protection of employees has been prioritised through the implementation of measures such as regularly distributing masks and providing work-from-home arrangements. "We have ensured that our employees have the provisions to keep themselves and their families as safe and healthy as possible during this time," Mr Yu said. Touchless features, along with the adoption of cleaning technologies and comprehensive sanitization measures, at Henderson Land's properties have provided increased comfort and reassurance. Additionally, rental relief and other forms of support have been provided to Henderson Land shopping mall tenants whose businesses have been badly affected.

In order to further support efforts in combatting COVID-19, in January 2020, Henderson Land's Chairmen established the privately-financed Henderson Development Anti-Epidemic Fund (the Fund), which has contributed over HK\$120 million worth of anti-epidemic supplies and monetary support to Hong Kong, mainland China and overseas locations to date. A special taskforce was set up within the Group, with volunteers from Henderson Land helping with the planning and organisation of the Fund.



關愛社區

恒基地產意識到新冠肺炎將帶來史無前例的挑戰，在疫情初期便即採取積極措施向員工、顧客、合作夥伴及社區提供支援。在營運層面，公司透過採取定期分發口罩並提供在家工作安排等措施保障員工。于先生說：「我們致力確保員工在這段時間內有足夠物資，以盡可能保障自己和家人的安全和健康。」恒基地產物業亦採用了非接觸式設備、先進清潔技術及全面消毒措施，從而增加用戶的舒適度和安全感。同時，集團還為業務受到疫情嚴重影響的商場租戶，提供租金減免及其他形式的支援。

恒基地產兩位主席於2020年1月透過家族捐款設立「恒基兆業抗疫基金」，至今已共捐出總值逾港幣1.2億元的抗疫物資和現金資助，以支援香港、內地和海外抗疫工作。集團亦成立了一個由公司義工組成的特別工作小組，協助規劃和管理基金運作。

為應付消毒公共交通工具的需要，基金與本港一家創科初創公司合作，為全港大部分公共交通工具提供納米光觸媒長效消毒噴劑。消毒計劃涵蓋了約4,570輛小巴和復康巴士、18,000輛的士、10,000輛私家巴士及600艘

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In response to the need to disinfect the city's public transport, the Fund worked with a local innovation and technology start-up company to obtain nano photocatalytic sanitising spray for use in sterilising public modes of transport. The sterilisation scheme covered most means of public transport in Hong Kong, including approximately 4,570 minibuses and rehabuses, 18,000 taxis, 10,000 private buses, and 600 ferries. The Fund also sponsored the sterilisation of retail shops and beauty salons, especially small and medium enterprises (SMEs), which have faced significant financial pressure during the pandemic.




Spreading the Need for Sustainability Awareness

As a responsible corporate citizen, Henderson Land takes its corporate social responsibility efforts seriously, especially in implementing innovative ways to highlight the importance of sustainability. For example, for its 45th anniversary, the company staged its *Henderson Land x Rossana Orlandi: Waste Is Value* exhibition at the Oval Atrium of ifc mall. The exhibition featured art and design pieces created with recycled, reused and upcycled materials by Rossana Orlandi, the Italian doyenne of contemporary design. The event was aimed at inspiring innovative ways to re-use plastics and at highlighting that “waste is not waste until we waste it” – a message that Henderson Land, a pioneer in green building and sustainable practices, fully embraces. 

— Chris Davis
Editor

渡輪。該基金亦贊助了零售商店和美容院的消毒工作，尤其是在疫情期間面臨重大財務壓力的中小型企業。

推廣可持續發展意識

作為克盡己任的企業公民，恒基地產十分重視企業社會責任工作，尤其著重以創新方式推廣可持續發展的重要性。例如在其成立45周年之際，集團在國際金融中心商場中庭舉辦了「恒基 x Rossana Orlandi」：「廢物有價」展覽，展出這位意大利當代設計殿堂級人物以回收、可重用及再生材料創作的藝術和設計作品。展覽旨在激發更多循環再造塑料的創新方式，並強調了集團致力實踐的可持續發展理念——「只有我們棄置了，廢物才會是廢物」。 

— Chris Davis
主編

