

Governance and Sustainability the **Key** to Creating Shared Value

— An Interview with **Mr Daryl Ng**
Deputy Chairman,
Sino Land Company Limited



高效**企業管治**及**可持續發展** **共創價值**

— 專訪**信和置業有限公司**副主席

黃永光先生



For Daryl Ng, Deputy Chairman, Sino Land Company Limited (HKSE: 083), while COVID-19 has brought unprecedented challenges to daily lives and businesses, the pandemic has also highlighted the importance of employee well-being, as well as corporate, environment and social governance. "COVID-19 has brought about a new normal and accelerated changes for our businesses, our employees and the community as a whole," notes Mr Ng, who stresses that the safety and well-being of employees, customers, tenants and partners are Sino Group's first and foremost concerns. In addition to stepping up sanitisation and hygiene protocols, the Group has procured surgical masks and essential medical supplies for employees. "Our colleagues, especially those working on the frontline, have been working tirelessly with both a sense of urgency and preparedness to deliver the highest levels of professionalism in carrying out their duties," says Mr Ng.

Sino Land is part of Sino Group, which comprises three listed companies (Sino Land Company Limited (HKSE:083), Tsim Sha Tsui Properties Limited (HKSE:0247) and Sino Hotels (Holdings) Limited (HKSE:1221)) and private companies held by the Ng Family. The Group's core business is developing residential, office, industrial and retail properties for sale and investment. To ensure a seamless Sino Experience, the core business is complemented by a full range of property services encompassing management, security and environmental services. The Group is also a key player in hotel and club management industry. In addition to an extensive portfolio in Hong Kong, the Group's business covers Mainland China, Singapore and Australia.

For half a century, the Group has been building a better community by developing more than 250 projects, spanning a total plot ratio area of over 84.6 million sq ft. In the hospitality sector, the Group has developed a hotel portfolio with over 3,600 guest rooms and suites in nine hotels across Hong Kong, Singapore and Australia. Its team of over 10,000 dedicated professionals share the vision of "Creating Better Lifescapes", an ethos integrating design, innovation, culture and community.

As a committed corporate citizen, over the years, Sino Group has been actively participating in community services and green activities as well as arts and culture events. Sino Land Company Limited (083) has been a constituent member of the Hang Seng Corporate Sustainability Index Series since September 2012 for its continual efforts in promoting sustainability.

Mr Ng notes that in a testing time, it is more important than ever to uphold the highest standards of governance and sustainability practices and processes. "Good governance, integrity and business ethics are cornerstones of our efforts to create long-term value for stakeholders and the Group's future," remarks Mr Ng. Sino Land's sustainability and corporate governance achievements were recognised in the 2020 Chamber of Hong Kong Listed Companies (CHKLC) annual Hong Kong Corporate Governance Excellence Awards, with the company receiving both the 'Excellence in Corporate Governance' and 'Excellence in Sustainability' awards.

新冠疫情持續，信和置業有限公司（港交所：083）副主席黃永光先生認為，儘管疫情為日常生活以至企業帶來前所未有的挑戰，但同時喚起對員工身心健康的關注，以及企業、環境和管治（ESG）的重要性。黃先生指：「疫情下的新常态加速業務、員工，以至整體社會的轉變。」他強調，員工、顧客、租戶以至合作夥伴的安全與健康是信和集團的首要考量。除加強清潔消毒等防疫措施外，集團亦採購外科口罩及醫療用品供員工使用。黃先生表示：「我們的同事，尤其是前線同事，緊守崗位，努力不懈，保持急迫意識，充分準備，以最高專業恪盡職守。」

信和集團由3家上市公司（信和置業有限公司（港交所：083）、尖沙咀置業集團有限公司（港交所：0247）及信和酒店（集團）有限公司（港交所：1221））以及黃氏家族持有的私人公司組成。集團核心業務包括發展住宅、寫字樓、工廠及商場物業作銷售和投資。除核心業務外，集團提供全方位物業管理、保安和環衛服務，致力為顧客提供全方位「信和體驗」，亦從事酒店及會所管理。集團在香港物業組合廣泛，此外，業務遍及中國內地、新加坡及澳洲。

半個世紀以來，集團一直以建構更美好社區為目標，至今已發展逾250項物業，按地積比率計，面積逾8,460萬平方呎。酒店業務方面，集團旗下有9家酒店，分佈香港、新加坡及澳洲，共提供客房及套房逾3,600間。集團聘用逾1萬名僱員，以「共建更美好生活」為願景，結合綠色生活、設計、創新、文化承傳及連繫社群等元素。

集團為負責任的企業公民，多年來一直積極服務社區、支持環保以及藝術文化活動。信和置業有限公司自2012年9月起納入恒生可持續發展企業指數成份股，集團在推動可持續發展的努力備受肯定。

優良企業營運

黃先生強調，優良管治是集團營運及追求卓越品質旅程上不可或缺的一環，這有賴高效的董事會、透明及健全的內部監管，以及向股東問責。董事會致力提供高效管理及嚴謹監管，為股東增值，並以有效和負責任的方式領導與監察。集團透過多種渠道適時發布最新資訊，包括新聞稿、公司網站、業績簡介會、非交易路演、實地考察及參加投資者會議，確保資訊透明。同時，集團亦向所有員工傳達良好管治的重要性。

黃先生指，在這滿有挑戰的時刻，恪守有效管治及實踐可持續發展舉措和流程更見重要。黃先生表示：「良好管治、誠信及商業道德是我們為持份者增值和集團長遠發展的基石。」信和置業憑可持續發展及管治方面的表現榮獲香港上市公司商會2020年度香港公司管治卓越獎，公司同時獲得『公司管治卓越獎』及『可持續發展卓越獎』兩項殊榮。

全面可持續發展

除了為持份者增值，集團致力貢獻社區。例如，集團於2010年成立可持續發展委員會，就可持續發展策略的系統規劃及實施提供意見；於2020年，正值委員會

Quality Business Journey

Mr Ng reiterates that upholding high standards of corporate governance is an integral part of the Group's operation and quality journey, which depends on having a quality board, sound internal controls underpinned with transparency, and accountability to shareholders. The Board of Directors is committed to providing effective management and sound control for maximising shareholders' value, and providing overall leadership and control in an effective and responsible manner. As a key part of maintaining corporate governance transparency, the Group disseminates information about new developments in a timely manner through various channels, including media releases, corporate website, results briefings, non-deal roadshows, site visits and participation in investor conferences. At the same time, the philosophy and importance of good governance is communicated to every staff member.

Integral Sustainability

In addition to creating financial value for stakeholders, the Group seeks to make a positive impact on the communities in which it operates. For instance, in 2010, the Sustainability Committee was set up to advise on systematic planning and implementation of sustainability strategies; in 2020, marking 10 years of establishment, the committee was restructured and renamed as the Environmental, Social and Governance Steering Committee (ESG Steering Committee). "The re-organisation is an apt reflection of the changes we have made as the needs and expectations ESG evolve," notes Mr Ng. It also places the Group in a better position to address sustainability matters, he adds. Under the ESG Steering Committee, six sub-committees have been established with representatives from across business units, who focus on developing roadmaps and driving initiatives. The ESG Steering Committee supports the Board of Directors in overseeing and steering the Group's sustainability efforts, sets directions and develops policies, as well as formulates strategies and plans.

Corporate Citizenship

As one of Hong Kong's leading property and real estate developers, Mr Ng says the Group is privileged to be part of the Hong Kong community and takes its corporate social responsibility efforts seriously. To support combating the COVID-19 pandemic, the Ng Teng Fong Charitable Foundation, set up in 2010 in memory of the late founder of Sino Group, donated HK\$15 million to the Hong Kong Hospital Authority to support medical practitioners. The Foundation also made cash donations to more than 30 Hong Kong NGOs to support their community work. Other measures include delivery of more than 5.2 million surgical masks to more than 60 community partners and the Hong Kong Government. The efforts also included providing two fully automated mask-making machines for the Hong Kong Government to help ensure a steady supply of masks. With regular school classes disrupted by the coronavirus pandemic, to support online schooling, the Hong Kong Innovation Foundation, of which Mr Ng is chairman, has donated more than 2,000 mobile data SIM cards and 1,000 laptops to less-resourced families in Hong Kong.



成立10周年之際，改組及更名為環境、社會及管治督導委員會。黃先生指：「是次改組正好反映集團應對大眾對ESG期望的承諾。」這也有助集團更好應對可持續發展範疇。環境、社會及管治督導委員會下設6個小組委員會，由不同業務部門代表組成，專責制定路線圖及推行各項舉措。環境、社會及管治督導委員會並會協助董事會監督及指導集團可持續發展舉措、制定方向、政策以及策略。

企業公民

集團為香港主要地產發展商之一，同時秉持企業社會責任，為社區出一分力。集團於2010年成立黃廷方慈善基金，紀念集團創辦人。基金向醫院管理局捐款1,500萬港元，支援本地醫護人員對抗新冠疫情。此外，基金向30多家本地非政府機構捐款支持社區工作、捐贈逾520萬個外科口罩予60多家社福機構及香港政府，其他支援包括香港政府捐贈兩台全自動口罩機以穩定供應。疫情停課期間，由黃先生擔任主席的香港創新基金向基層家庭捐贈逾2,000張流動數據卡及1,000部手提電腦，支援網上學習。

海外方面，黃廷方慈善基金向清華大學捐贈5,000萬元人民幣，支持新冠病毒醫學研究。此外，基金向澳洲及新加坡捐贈逾百萬個口罩，為新加坡的醫院、護理中心及外籍勞工送上6,600份飯餐和20萬罐營養飲品，以及米、麵食及餐券等食品。

未來建築環境

建築環境對建構更健康、更可持續發展的環境極為重要，集團一直致力將健康舒泰概念融入項目發展。黃先生指，建築與身心健康關係密切，將身心健康及可持續發展原則融入集團發展項目的設計、施工和管理極為重要。他指出：「我們有9成以上的時間都花在室內，建築環境對我們的身心健康有重大影響。」

集團位於西貢的最新住宅項目133 Portofino近期榮獲WELL Building Institute頒發《WELL Core V.2》建築標準預認證。《WELL™》建築標準是全球首個融合建築及身心健康的建築標準認證體系，提升可持續發展。項目經嚴格評核，確保表現符合相關標準，同時結合優良管理作業，提升住戶身心健康。

Outside Hong Kong, the Ng Teng Fong Charitable Foundation has donated RMB50 million to Tsinghua University to support COVID-19 medical research. In addition, the Foundation has donated over one million masks to Australia and Singapore, and 6,600 bento boxes and 200,000 cans of nutrition drinks to hospitals and migrant workers in Singapore, plus essential food items such as rice, noodles and meal coupons.

Future of the Built Environment

The built environment plays an important role in contributing to a healthier and more sustainable world, and the Group is striving to incorporate health and well-being features into its projects. Mr Ng highlights how the intrinsic link between building and wellness underpins the importance of incorporating wellness and sustainability principles into design, construction and the management of the Group's developments. "As we spend more than 90 per cent of our time indoors, the built environment has a profound impact on our health and well-being," he notes.

133 Portofino, the Group's latest residential project in Sai Kung, has recently received WELL v2™ pre-certification, awarded by the WELL Building Institute. Focusing exclusively on health and wellness, the WELL Building Institute is the world's first architectural organisation to benchmark and accredit human health and wellness in order to improve sustainability. To receive the accreditation, the property development underwent rigorous assessments that covered performance requirements as well as property management commitment for residents' well-being.

Vision for the Future

In April 2018, Sino Group announced its Plastic Awareness Campaign and pledged to reduce consumption of single-use plastics across all business lines by 50 per cent by 2022, down from its 2017 levels. To date, the use of more than 1.98 million single-use plastic bottles has been eliminated by installing smart filtered water stations at malls and hotels. This has translated into a carbon emission reduction of around 3,140,000 kg, equivalent to planting about 136,000 trees.

Meanwhile, the Group has been proactively leveraging technologies to support and measure its sustainability objectives. The Group has worked closely with local proptech companies to leverage big data, Internet of Things (IoT) and AI to enhance energy efficiency levels. "We are one of the earliest industry players to install photovoltaic systems at our properties," Mr Ng says. To date, over 3,000 photovoltaic panels have been installed. It is estimated that over 8,000,000 kWh of energy will be generated through the photovoltaic system between 2012 and 2030 – enough to power 1,280 local households for one year. Negawatt, a smart building solution, has been installed in 14 of buildings under the Group's management, resulting in an estimated annual saving of 2.8 million kWh, equivalent to reducing 1,960 tonnes of carbon dioxide or planting more than 85,000 trees each year. Another smart energy-saving platform, PlantPro, will be piloted at Olympian City 3 and Island Resort Mall, which will provide an estimated 400,000 kWh in electricity consumption savings per annum.

未來願景

信和集團於2018年4月啓動「塑減行動」，承諾以2017年為基數，於2022年前整體減少單次使用即棄塑膠量50%；而透過在商場及酒店安裝智能添水站，至今已節省超過198萬個膠樽，減少碳排放量約314萬公斤，相當於種植約136,000棵樹。

同時，集團積極研究利用科技支持可持續發展。集團與本地房地產科技公司緊密合作，利用大數據、物聯網及人工智能等提升能源效益。黃先生表示：「我們是業內最早安裝太陽能光伏系統的企業之一。」迄今已安裝超過3,000塊光伏板，估計在2012年至2030年間，太陽能光伏系統將生產逾800萬千瓦時的可再生能源，足以供應1,280個本地家庭一年用電量。集團已在旗下14項管理物業應用智能建築能源解決方案Negawatt，估計每年可節電280萬千瓦時，相當於減少碳排放量1,960噸或植樹85,000餘棵。另一節能智能平台PlantPro將以奧海城3期及藍灣廣場為試點，預計每年可節電40萬千瓦時。

恪守誠信

信和置業將可持續發展策略與聯合國可持續發展目標配合，並承諾報告進度。此外，信和置業於2020年4月簽署加入聯合國全球契約（United Nations Global Compact），成為香港首批加入契約的發展商之一。聯合國全球契約在經濟、環境及社會等範疇為可持續發展未來定下框架。黃先生表示：「我們與全球13,000多家領先企業、機構及政府機構一起努力，恪守誠信，建構更美好社區。」



Joining Forces

Sino Land has aligned its sustainability strategies with the United Nations Sustainable Development Goals (UNSDGs), and undertaken to report progress to promote responsible business practices. Additionally, in April 2020, Sino Land joined the United Nations Global Compact initiative as a Signatory, becoming one of the first property companies in Hong Kong to do so. The Global Compact initiative sets out a plan for a sustainable future from economic, environmental and social perspectives. "We stand in collaboration with over 13,000 leading companies, organisations and government authorities from around the world to champion principled business," Mr Ng says.

The Group has unveiled its Sustainability Vision 2030, a comprehensive blueprint charting the course for 2030 and beyond. "It entails our visions for crucial areas such as renewable energy, plastic reduction, green building certification and innovative sustainability solutions to contribute to a more sustainable future." Mr Ng highlights the blueprint addresses decarbonisation, which is a significant goal that aligns with the pledge made by the Chief Executive of Hong Kong in her November 2020 Policy Address for Hong Kong to achieve carbon neutrality by 2050.

With 2021 marking Sino Group's 50th anniversary, the Group will continue to strive to deliver quality properties and services that surpass the expectations of stakeholders. **M**

— **Chris Davis**
Editor



集團近期公布《可持續發展願景2030》，制訂長遠綜合藍圖。「計劃涵蓋我們對可再生能源、減塑、綠色建築認證及創新方案等重要領域，有助建構更可持續發展的未來。」黃先生重點提出減碳工作，而香港特別行政區行政長官在2020年11月發表的《施政報告》中亦提出於2050年實現碳中和的目標。

2021年為信和集團成立50週年誌慶。展望未來，集團將繼續努力發展卓越品質的物業和服務，時刻超越持份者期望。 **M**

— **Chris Davis**
主編

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