

# Partners

We aim to continue to develop long-term, mutually beneficial relationships with our business partners and other key parties to improve our SD performance.





## Partners

Progress    Suppliers    Tenants    Customers  
Residential Owners, Occupiers and Serviced Apartment Residents

We aim to continue to develop long-term, mutually beneficial relationships with our business partners and other key parties to improve our SD performance.

Our SD 2030 Strategy focuses on working with all our partners to achieve our SD objectives, including our suppliers, tenants, customers, residential owners and occupiers, as well as the government, NGOs and joint venture partners.



## Top Material Issues



Tenant/customer engagement



Responsible supply chain management



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## Progress

With 32 representatives from different functions within the Company, the composition of our Partners Working Group reflects our commitment to engaging with as many partners as possible, including local partners in all places where we have a significant presence.

In 2019, we continued to make progress towards achieving our 2020 KPIs. This progress is summarised in the table below.

### Progress Summary Table

	Suppliers			
<p><b>Supply Chain Policy</b></p> <table border="0"> <tr> <td data-bbox="285 976 608 1417"> <p><b>2020 KPI</b></p> <ul style="list-style-type: none"> <li>• Full implementation of our Supplier Code of Conduct (“SCoC”) in Hong Kong and Mainland China</li> <li>• Implement green procurement systems across all business operations in Hong Kong and Mainland China</li> </ul> </td> <td data-bbox="627 976 1337 1417"> <p><b>Progress Updates in 2019</b></p> <ul style="list-style-type: none"> <li>• It is standard practice to promote the SCoC to all suppliers in Hong Kong and Mainland China.</li> <li>• Green procurement training in Mainland China completed for our offices and portfolios.</li> </ul> </td> </tr> </table>			<p><b>2020 KPI</b></p> <ul style="list-style-type: none"> <li>• Full implementation of our Supplier Code of Conduct (“SCoC”) in Hong Kong and Mainland China</li> <li>• Implement green procurement systems across all business operations in Hong Kong and Mainland China</li> </ul>	<p><b>Progress Updates in 2019</b></p> <ul style="list-style-type: none"> <li>• It is standard practice to promote the SCoC to all suppliers in Hong Kong and Mainland China.</li> <li>• Green procurement training in Mainland China completed for our offices and portfolios.</li> </ul>
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### Tenants

#### Tenant Engagement<sup>12</sup>

##### 2020 KPI

- Introduce sustainability guidelines for commercial tenants undertaking new fit-outs and renovations

##### Progress Updates in 2019

- Updated and began to implement fit-out and renovation guidelines for office and retail tenants and prepared an accompanying one-page information sheet.
- Recognised **8** F&B tenants in Hong Kong and Mainland China with the Green Kitchen Award since launching the Green Kitchen Initiative in 2017.

#### Tenant Satisfaction

##### 2020 KPI

- Conduct tenant satisfaction surveys in Hong Kong and develop appropriate KPIs for improvement

##### Progress Updates in 2019

- We began conducting tenant satisfaction surveys of office tenants in Taikoo Place.



### Customers

#### Retail

##### 2020 KPI

- Conduct surveys to collect customer feedback

##### Progress Updates in 2019

- Continued to conduct surveys in our major retail properties in Hong Kong and Mainland China.

#### Office Workers

##### 2020 KPI

- Conduct surveys to collect office tenant feedback

##### Progress Updates in 2019

- We began conducting a survey of office workers at Taikoo Place.

<sup>12</sup> In 2019, we reviewed our 2020 KPIs under the Tenant Engagement performance category and removed the KPI “Review and expand the Green Pledge Programme to include the majority of office tenants”.



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### Customers

#### Hotel Guests

##### 2020 KPI

- Conduct hotel guest surveys

##### Progress Updates in 2019

- We continued to conduct guest satisfaction surveys at EAST, Hong Kong.



### Residential

#### Engagement (Owners, Occupiers and Serviced Apartment Residents)

##### 2020 KPI

- Complete a pilot survey in Hong Kong to establish baseline level of satisfaction and establish an appropriate KPI for improvement
- Develop Green Pledge Programme for serviced apartment residents

##### Progress Updates in 2019

- Completed in-person and online satisfaction surveys with owners and residents of ALASSIO and AREZZO, the results of which will influence the design of future residential projects.
- The Green Pledge Programme for residents of STAR STUDIOS has been developed and will be rolled out in 2020.



### Government

#### Government Engagement

##### 2020 KPI

- Identify key government bodies for engagement and design bespoke government engagement plans for all portfolios

##### Progress Updates in 2019

- Continued exploring cooperation and engagement opportunities with the local Chaoyang District government.
- Taikoo Li Sanlitun was listed as a pilot site for the night economy trial by the local government. Developing the night economy is one of the focus areas of the Beijing government.



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### NGOs

#### NGO Engagement

##### 2020 KPI

- Identify and prioritise NGOs for engagement in all operations and expand NGO engagement in Mainland China and the U.S.A.

##### Progress Updates in 2019

- Partnerships this year included NGOs supporting environmental protection, poverty alleviation, youth education and caring for vulnerable groups in local communities.
- For more information about our work with NGOs, please refer to the [Community Investment](#) and [Volunteering](#) sections.



### Joint Venture Partners

#### Joint Venture Partners Engagement

##### 2020 KPI

- Engage 100% of our joint venture partners with our SD 2030 Strategy
- Promote and support the efforts of joint venture companies to provide their employees with SD training

##### Progress Updates in 2019

- Continued engaging our joint venture partners on SD initiatives.

#### Partner Selection and Company Formation

##### 2020 KPI

- Integrate SD considerations into joint venture partner selection and joint venture company formation processes

##### Progress Updates in 2019

- Continued engaging our joint venture partners on SD initiatives.



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## Suppliers

We work closely with a wide range of suppliers, including architects, designers, consultants, service providers, contractors and vendors. These engagements impact the implementation of our SD 2030 Strategy in several dimensions, including [occupational health and safety](#), [waste](#), [long-term decarbonisation](#), and [building/assets investments](#).

### Supply Chain Profile



**GRI**  
102-9, 102-10

**HKEX**  
KPI B5.1

### Supplier Code of Conduct

Swire Properties' [Supplier Code of Conduct \("SCoC"\)](#) sets out minimum standards and practices for our suppliers relating to legal and regulatory compliance, environmental protection, health and safety, labour practices, and other areas.

To ensure proper respect for human rights throughout our business, including our supply chain, we require that all our suppliers do not use any form of forced, coerced, or bonded labour and that legal minimum age requirements for employment are strictly observed. Our policy is that no person who works for Swire Properties can be below 16 years of age unless they are part of a recognised professional apprenticeship programme. This includes suppliers working on projects for Swire Properties.

In addition to encouraging our suppliers to have their own supplier codes of conduct in place, we require that all our suppliers adopt and implement policies and procedures that prevent bribery, corruption and fraud in their own operations. Suppliers that fail to comply fully with our SCoC risk termination of their contracts, subject to the contractual terms therein, and removal from our approved contractors list.

Our Supply Chain Sustainability Programme aligns with:



### SDG 12

Ensuring sustainable consumption and production patterns.

**GRI**  
308, 414

**HKEX**  
Aspect B4, B5  
KPI B4.1, B4.2, B5.2



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### Supplier Compliance Monitoring

We work closely with our suppliers to collect accurate and up-to-date information about their environmental, social and governance practices and performance.

We have an e-Contractor List Management System in place that is integrated with our vendor requisition process in Hong Kong and Mainland China. This automated platform facilitates supplier selection, management, and performance analysis and allows for timely updates of supplier information.

In order for new suppliers to be included on this list of approved contractors, they must first complete self-assessment questionnaires to confirm that they have appropriate policies and systems in place to comply with our SCoC. We monitor the compliance status of suppliers on our approved contractors list on an ongoing basis. In addition to requesting regular self-assessments, we may also undertake supplier site visits, request that our suppliers obtain independent certification in accordance with internationally recognised standards, and submit environmental and health and safety management plans for our internal review.

In 2019, we refined our performance management system for technical services providers. Any non-compliance or malpractice in the areas of health and safety, environment, procurement, quality and site management will be recorded and the service provider will be subject to disciplinary action.

We also conducted a risk assessment of our top 25 critical suppliers, by highest procurement spending in 2019, in order to confirm their compliance with our SCoC. These top 25 critical suppliers are based in Hong Kong, Mainland China and the U.S.A.

According to our findings, none of these suppliers were considered “high risk” under our Enterprise Risk Management System (“ERM System”).

**GRI**  
308, 403, 414

**HKEX**  
Aspect B4, B5  
KPI B4.1, B4.2, B5.2, B5.3 (new)

### Green Procurement

As part of our green procurement strategy, since 2015, we have been implementing our guidelines on environmental procurement in accordance with the ISO 14001 Environmental Management System. This system tracks our consumption of office supplies, building services equipment and building materials that meet specific environmental criteria, such as whether the products have been certified or accredited by reputable, independent third parties. We use this data to evaluate our green procurement performance and identify further opportunities to source more sustainable products.

In addition, we also track our consumption of specific construction materials such as timber, concrete and reinforcement bar, which allows us to benchmark our consumption of these materials during the construction of new developments.

We have been a member of the Hong Kong Green Purchasing Charter of the Green Council since 2013 and a member of their Sustainable Procurement Charter since 2018.

**GRI**  
301

**HKEX**  
Aspect A2  
KPI B5.4 (new)

#### Green Procurement for Hong Kong and Mainland China in 2019



Total value: **HK\$48 million**



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### Hosting Supplier Engagement Events

Another method we use to engage our suppliers is through events which foster exchange, dialogue and deeper relationships. In early January 2020, we held our first-ever Sustainability Engagement Forum in Hong Kong. It took place at Blueprint with 80 of our suppliers and business partners in attendance. These stakeholders received an update on our SD 2030 Strategy, followed by presentations and a panel discussion to identify further opportunities for collaboration on low-carbon and sustainable building lifecycle initiatives.

We also hosted a supplier engagement event about the application of green construction materials in southern China at Taikoo Hui in Guangzhou.

#### These events:

- introduced new green materials adopted in concrete, reinforcement bar and formwork;
- discussed methods of recycling construction materials;
- informed participants about the current status and latest trends in government policy; and
- informed suppliers about reduction targets we have committed to under the Science-based Targets initiative.



We look forward to working with these forward-looking suppliers and business partners to further drive the transition to low-carbon built environment.





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### Expanding our Sustainable Sourcing

We are committed to continuously expanding our sourcing of sustainable materials across all areas of our business. In 2019, we continued to make significant achievements in this regard, including:



#### Portfolio Management Offices and Facilities

- Office and toilet paper certified by the Forest Stewardship Council (“FSC”).
- Office paper that is made from 100% recycled content.
- Biodegradable tea bags with certified organic tea.
- Two Taikoo Place – use of FSC-certified and PEFC-certified timber, concrete, reinforcement bar and structural steel with recycled content.
- EDEN, Singapore – use of prefabricated construction in around 80% of bathrooms in apartment units, reducing both waste and construction time.

#### Hotel Operations

- Sustainable seafood that meets WWF-Hong Kong Seafood Guide or the Aquaculture Stewardship Council guidelines.
- Plant-based meat alternatives on menus, helping to lower carbon emissions and reduce the ecological footprint of our operations.
- Vegan, organic and biodynamic wines added to menus.
- Toilet paper rolls with 90-100% recycled fibre certified by FSC.
- Simplified the packaging for room amenities such as removing paper boxes.





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### Giving Our Uniforms a Sustainable Makeover

In early 2019, we began looking into revamping retail customer service staff uniforms across our portfolios in Hong Kong and Mainland China. The initiative aimed to give frontline staff a modernised new look and refresh our brand image while using sustainable and durable materials. Important elements of this initiative included:

- Engaging Hong Kong designer Angus Tsui to foster and support local talent.
- Adopting one design which can be used at all malls and in different seasons, environments and weather conditions.
- Ensuring a timeless design and high-quality materials to prolong the uniform's service life.
- Using sustainable materials such as organic cotton and wool wherever possible.
- Using advanced pattern cutting techniques to minimise textile wastage.





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## Tenants

We work closely with our commercial tenants to help them integrate sustainability practices into their operations. In 2019, we began implementing our latest fit-out and renovation guidelines, which have been updated and customised for our office and retail tenants so as to help them incorporate sustainability considerations into their office and shop designs. We also introduced other initiatives to help our tenants fulfil their environmental, social and employee wellbeing objectives.

**HKEX**  
Aspect A3  
KPI A3.1

### Introducing the Portfolio Dashboard

In August 2019, The Hub, our online leasing and management platform, was updated to include a new portfolio dashboard. The dashboard provides a portfolio-level overview of KPIs for each development, giving office leasing teams and senior management real-time actionable insights to aid strategic decision making.

The portfolio dashboard:

- provides a centralised platform for our 17 office building stacking plans in Hong Kong;
- gives real-time insights and performance updates on 13.4 million sq ft of office space; and
- integrates information such as occupancy and rental figures, therefore allowing the tracking and comparison of such performance metrics.

### Tenant Surveys Focus on Future Needs

In late 2018, Pacific Place sent out a survey designed to understand the current views of our tenants and explore areas for growth in service and relationship management, particularly in terms of building facilities, management services and sustainability.

In 2019, Taikoo Place began to conduct a similar tenant survey, which is part of a larger tenant mapping project that focuses on the future needs of our tenants, and how they use our spaces and engage with us, both online and offline. The ultimate aim is to increase the wellness and productivity of all tenants in our portfolios.

### Hong Kong Green Shop Alliance Awards

We are the first real estate developer to support the Hong Kong Green Shop Alliance (“HKGSA”) which was established by the Construction Industry Council and the Hong Kong Green Building Council in 2016 to promote sustainability initiatives in the retail industry through landlord-tenant collaboration. More than 70 of our retail tenants in Hong Kong are now part of the HKGSA.

In December 2019, our leadership in this field was recognised as we won two major accolades at 2019 HKGSA Awards:

- **Pacific Place** – Champion, Best Green Practice in Malls category, beating nearly 40 other leading organisations with our innovative energy savings solutions and facilities as well as initiatives that help tenants reduce and recycle waste.
- **Cityplaza** – Best Guidance to Tenant Award in the Best Collaborative Effort of Malls and Shops category, recognising our tenant engagement efforts which include our free energy audit programme and Green Kitchen Initiative, as well as our food waste recycling scheme which facilitated the monthly collection of 20 tonnes of food waste at the mall.





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## Environment



### The Green Kitchen Initiative Keeps Growing

For the past two years, we have encouraged tenants to make their daily operations “greener” through tailored and practical SD initiatives. One of these is our Green Kitchen Initiative, which provides a platform for our portfolio management teams and our tenants to have

sustainability conversations before fit-out and renovation projects. Both sides can collaborate to enhance the sustainability performance of F&B outlets in our malls.

As part of our Green Kitchen Initiative, we also developed a comprehensive set of Green Kitchen Technical Guidelines, which give specific design recommendations to reduce energy and water usage and improve air quality and waste management.

Last year, we launched a Green Kitchen Award programme to applaud tenants who actively support our Green Kitchen Initiative. In 2019, two restaurants at INDIGO, two at Sino-Ocean Taikoo Li Chengdu and one at Cityplaza received this recognition. In total, eight F&B tenants in Hong Kong and Mainland China have been recognised with our Green Kitchen Award since launching the Green Kitchen Initiative in 2017.





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### What's New at The Loop

Launched in 2017, The Loop is our SD exhibition centre. The Loop features a recycling centre, food waste composter, "eco-art" installation and edible garden, amongst other exhibitions. This 4,000 sq ft space in Taikoo Place encourages tenants and the wider community to "close the loop" by incorporating sustainable practices into their business operations and daily lives. In 2019, The Loop collected 658 tonnes of recyclables.



This year, The Loop hosted 42 weekly urban farming workshops in collaboration with a local social enterprise. Every week, office workers from our supporting tenants were given hands-on farming experience and coaching, ultimately bringing crops they had grown themselves back to the office.

**42**

Urban farming workshops

**1,260**

Participating office workers

**37**

Guided tours at The Loop

**40kg**

Total harvest

**Lettuce, Pak Choi, Nasturtium**

Top three crops

### Offering More Free Energy Audits

In 2019, we continued to conduct free energy audits for our tenants to help them identify energy saving opportunities.

#### Free energy audits for commercial tenants (since 2008)

Tenanted area



Hong Kong  
**3.3 million**  
 sq ft

Mainland China  
**2.2 million**  
 sq ft

Potential annual energy savings



Hong Kong  
**3.1 million**  
 kWh

Mainland China  
**5.9 million**  
 kWh



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## Social



### PROJECT AFTER 6

Since its launch in 2014, PROJECT AFTER 6, a programme that engages people around Taikoo Place in a common interest, has been connecting the Taikoo Place community through a variety of arts, cultural, sport and leisure programmes.

In 2019, we organised PROJECT AFTER 6: THE PITCH, aiming to connect office executives by bringing music into their work environments and tapping into their unexplored talents. The ultimate goal was to bring the community together and promote a better work-life balance.

PROJECT AFTER 6: THE PITCH began with an open audition for office professionals from across Hong Kong. Finalists were picked by celebrity judges and given the chance to perform alongside celebrities at eight live gigs in July 2019, held during lunchtime at ArtisTree.

Highlights included:

- Total applications: 120, including 23 from our tenants
- Total number of finalists: 40 music groups with 92 performers, including 12 from our tenants
- Ten of the top finalists were selected to compete in the finale concert
- Total audience: over 8,600 attendees, with 90% from our tenants

### Taikoo Place Business Network

This location-centric network is driven by a critical mass of companies that have moved their offices out of Central to the Taikoo Place area and are seeking networking opportunities in this new location.

Highlights included:

- Targeting middle-management employees, around 100 people attending each quarterly event and meeting in an informal social setting.
- In 2019, a speaker talked about mental wellbeing at one gathering and a live rugby match was broadcasted at another.





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## Wellbeing



### Discover Taikoo Place

Discover Taikoo Place was held in May 2019 to demonstrate everything Taikoo Place has to offer. More than 60 events were organised covering four components, namely wellness, culture, gourmet and business. The Pavilion, a key event venue, was created on the ground floor of One Taikoo Place solely for the campaign.

Highlights of each component included:

#### Wellness

- A Sustainability x Wellness panel discussion focused on how sustainability can be applied at a personal level at work, at home and at play.
- The Walk For Miles Challenge, where participants who walked between 8,000 and 10,000 steps per day were rewarded with travel miles.
- The Corporate Wellness Challenge, an eight-hour charity bicycle spin that engaged over 330 riders to “spin for a good cause”, raising funds for a local mental health charity.

#### Culture

- Introduced ArtisTree to the community by conducting backstage tours and open rehearsals.
- Lunchtime gigs held by PROJECT AFTER 6 alumni.

#### Gourmet

- A lunchtime pop-up food truck that featured two gourmet partners used plant-based substitutes for meat products, offered new lunch options, promoted sustainable eating habits and raised donations for different local charitable organisations.

#### Business

- Hosted two panel discussions to engage Taikoo Place tenants on the topics of “Future Workspaces” and “Employee Engagement” which were attended by a total of 145 participants.





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### Focusing on Mental Wellbeing at Taikoo Hui

We believe it is important to promote and sustain the mental health of our tenants' office workers. This year, two tenant workshops were held in Taikoo Hui, Guangzhou, namely:

- A lunchtime painting event where artists guided participants as they created their own unique works of art, based on using the architectural image of Taikoo Hui in the shape of a vase.
- A relaxation-focused event called "Savouring the Slow Life", where participants made their own artisanal soap and essential oils, whilst enjoying delicacies from a special catering menu.





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## Customers

Customer feedback is vital for us to understand our customers' needs so that we can continue to improve our services and offerings. In 2019, our research programmes engaged more customers than ever before, providing us with invaluable data which will be analysed and used to further refine customer experience and our market positioning.

### Data Management and Protection Policy (Customer Data)

We are committed to protecting the privacy of our customers. Our Data Management and Protection Policy (Customer Data) covers our operations in Hong Kong and Mainland China. This policy provides guidance on the handling of customer data throughout the data life cycle and how to ensure compliance with the Personal Data (Privacy) Ordinance in Hong Kong, the Cyber Security Law in Mainland China and the European Union General Data Protection Regulation.

Under this policy, our employees are required to comply with internal guidelines covering the collection, processing, transfer, retention, and disposal of customers' personal data.

**HKEX**  
KPI B6.5

### Retail Customers

In addition to our annual customer surveys, which collect feedback from customers visiting our major retail properties, we also deployed a mystery shopper programme in 2019 to help us evaluate and enhance customer service. This programme was conducted twice in our malls in Mainland China and once in our malls in Hong Kong.

Other research initiatives were carried out this year to understand shoppers from different perspectives.

These include:

- A pilot survey aiming to improve the operational efficiency of customer service counters at Cityplaza.
- Big data research conducted in Sino-Ocean Taikoo Li Chengdu, with customer profiles and behaviours analysed in-depth to help devise sustainable growth plans.

#### 2019 Customer Surveys

**8,500**  
shoppers

**100%**  
coverage of our major retail properties in Hong Kong and Mainland China

**95%**  
of response ratings were between "excellent" and "good"

### Hotel Guests

In our hotel operations, we collect hotel guest feedback through our specifically designed mobile application to ensure high levels of customer satisfaction with our hotel facilities and services.

EAST, Hong Kong has established a hotel guest survey platform which asks hotel guests to answer short questions when they sign into the hotel wireless internet service. This survey provides valuable data that will help us continuously improve our hotel guest experience.



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## Residential Owners, Occupiers and Serviced Apartment Residents

We continue to develop residential projects in Hong Kong and other locations. While some of these projects, such as WHITESANDS and ALASSIO, have been developed for sale, others, such as our Pacific Place Apartments and EAST Residences (previously known as Taikoo Place Apartments), continue to be managed by the Company.

### Listening to Residents through Surveys

In 2018, we conducted a pilot satisfaction survey of owners and occupiers of ALASSIO and AREZZO to help us identify areas for improvement in the way we design and build residential properties. The survey was designed to understand their level of satisfaction with the developments in terms of design, ease of maintenance of in-unit items, preferred clubhouse features, sustainability considerations such as indoor air quality, thermal comfort and other variables. These insights will be considered in the design and management of future residential projects, with the aim of making our residents happier, resulting in stronger and longer-term owner and occupier relationships.

In-depth interviews were conducted in March 2019 and an online survey was launched for all residents in June 2019. Key takeaways of the survey include:

- We have a positive reputation with residents.
- Residents are satisfied with the design and service of our apartments.
- Residents support our SD efforts.
- More communication about SD and ways to help residents live sustainably could be beneficial to us.

