



The Link Real Estate Investment Trust

# Sustainability

## The Link Approach

Sustainability Report 2011







*Chuk Yuen Plaza*



*Chung Fu Plaza*



*Lok Fu Plaza*



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# Message from CEO



This year marks the fifth anniversary of The Link Real Estate Investment Trust ("The Link"). Since our listing in November 2005, the focus of The Link has been to improve the facilities and services of our 180 commercial properties in Hong Kong. We have strived to run our business in an open and transparent manner, aided by a strong corporate governance culture under the leadership of a capable, professional and predominantly independent board of directors ("Board"). Following the production of the "Link Together, Grow Together" report in 2009 and the Corporate Responsibility Report last year, we hereby issue The Link's Sustainability Report 2011. As another step forward for The Link, this is our first report on sustainability performance based on internationally-accepted guidelines and standards of the Global Reporting Initiative ("GRI"). Our aim is that any reporting on The Link's social, environmental and governance performance should match the quality and discipline of our reporting on financial and operational matters. We should subject ourselves to similar levels of internal and external scrutiny and oversight. This marks the beginning at which our Board, unitholders ("Unitholders"), and other stakeholders alike can review our sustainability performance in much the same way as our financial accounts and operational results.





The Link will issue our Sustainability Report annually and send it to our Unitholders along with our Annual Report. We are prepared to demonstrate with the use of key indicators to assess how we perform in seven areas of sustainability:

- Tenant sustainability
- Asset / brand sustainability
- Community sustainability
- Staff sustainability
- Corporate governance sustainability
- Economic sustainability
- Environmental sustainability

The Sustainability Report provides an overview of the progress we made in addressing these vital issues and how we have integrated sustainable management practices within the planning and decision-making of our business. We aim to report openly and honestly on our achievements as well as setbacks in these areas. This is a clear expression of our commitment to the responsible and effective management of our business, in line with our Vision, Mission and Values officially launched in November 2010.

In addition to reporting on The Link's performance over the course of the year, the Sustainability Report will also include some of our plans for the future, together with specific sustainability targets. We hope this will reinforce The Link's commitment by not just regularly reporting on our performance, but also improving on it continually in line with international best practice. The targets will underline the attention given at The Link, all the way from the Board level down to the operational level, on issues of sustainability that affect Unitholders and other major stakeholders.

Our vision for The Link is to be a world class real estate investor and manager serving and improving the lives of people around us. This vision guides our efforts towards sustainability, which is achieved through the dedication and commitment of our 800 employees. I am pleased to note that our work has been recognised by awards from various bodies, including "Hong Kong Top Service Brand" Award by Hong Kong Brand Development Council, "Corporate Governance Excellence Awards" jointly organised by The Chamber of Hong Kong Listed Companies and Hong Kong Baptist University, "Directors of the Year 2010" by The Hong Kong Institute of Directors, and "Excellence Awardee for Environmental Excellence" of the Asian CSR Awards by the Asian Institute of Management.

Our commitment to excellence and sustainability will continue to be reflected in our pursuit of the targets we have set ourselves for 2011/12. In addition, while pursuing our targets, we recognise the need to engage in a continual dialogue with all stakeholders whose lives we touch. We welcome your thoughts and feedback on how The Link can continue to deliver sustainable growth.

**George Kwok Lung HONGCHOY**

*Chief Executive Officer*

The Link Management Limited

as Manager of The Link Real Estate Investment Trust

1 June 2011

# About This Report

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**Sustainability – The Link Approach** is the first sustainability report published by The Link. This report describes our approaches, commitments, efforts and achievements in providing world-class services for the management of shopping centres and car parks in a sustainable manner in relation to key economic, environmental and social aspects.

## Report Scope

This report summarises the progress and achievements of The Link's sustainability initiatives from 1 April 2010 to 31 March 2011 with regards to the ownership and management of shopping centres and car parks. Statistics presented as absolute figures have been normalised into comparable terms where appropriate and practical. There is no specific limitation on the scope of the report as it covers all of The Link's activities and operations.

## Criteria

This is the first sustainability report prepared with reference to the GRI-G3 Guidelines. This report complies with GRI-G3's C reporting level according to the extent of coverage and information provided. A GRI Index is provided to show the sections where relevant GRI indicators are covered in this report.

We treasure all opportunities to improve continuously our reporting process. Thus, we welcome any comments and feedback from the public and stakeholders on our sustainability initiatives and performance. A feedback form is enclosed at the end of this report.

## What's New

During the reporting period, there was no significant change in the size, structure and scope of work of The Link. Information provided in last year's Corporate Responsibility report is not restated herein but the report can be found in our website.

## GRI Index

Corresponding GRI indicators covered in each section are tabulated below.

Content	GRI Indicators addressed in the report
<b>Message from the CEO</b>	<b>1.1, 2.1, 3.2, 3.3</b>
<b>1. About This Report</b>	
Report Scope	3.1, 3.6, 3.7, 3.8, 3.9
Criteria	3.5
What's New	2.9, 3.2, 3.10, 3.11
GRI Index	3.12
<b>2. Achievements and Awards</b>	<b>2.10</b>
<b>3. About The Link</b>	<b>2.2, 2.5, 2.6</b>
Our Vision-Mission-Values	4.8
Our Structure	2.3
Our Portfolio	2.2, 2.7, 2.8
Our Staff	EC3, LA1 (partial), LA2 (partial), LA13 (partial), LA14
<b>4. Sustainability Framework</b>	<b>4.8, DMA EC, DMA EN , DMA LA, DMA SO, DMA PR</b>
<b>5. Governance Structure and Approach</b>	<b>1.2, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.9 (partial), 4.10, 4.11, DMA LA, LA4, LA5, HR2, HR4, SO2, SO3, SO4, PR3</b>
<b>6. Stakeholder Engagement</b>	<b>4.13, 4.14, 4.15, 4.16, 4.17, LA10, PR5</b>
<b>7. Environmental Performance</b>	<b>3.9, EN6 (partial), EN22 (partial), EN26</b>
<b>8. Social Performance</b>	<b>3.9, EC8, LA7 (partial), SO1, PR1, PR3</b>
<b>9. Economic Performance</b>	<b>3.10, EC1, EC8, EC9, SO1</b>
<b>10. Our Brand</b>	<b>4.17, DMA EC, DMA LA, DMA PR</b>
<b>11. Our Way Forward</b>	<b>EC8</b>
<b>12. Feedback</b>	<b>2.4, 3.4</b>
<b>13. Significant Aspects</b>	<b>1.2</b>

Remarks:

1. 2.3 – Details of The Link's operational structure are provided in our website (<http://www.thelinkreit.com>).
2. EC4 – The Link receives no financial assistance from the government.
3. EN23 – No significant spill occurred during the reporting period.

# Achievements and Awards

Throughout the years, we have been working hard to improve our sustainability performance. Our efforts have been recognised by a number of awards and accolades received in 2010/11.





## ***Corporate Governance***

- Our Board was named “Directors of the Year 2010” by The Hong Kong Institute of Directors which commended our best practices of corporate governance, high degree of transparency and integrity
- “Hong Kong Corporate Governance Excellence Awards” jointly organised by The Chamber of Hong Kong Listed Companies and the Centre for Corporate Governance and Financial Policy of Hong Kong Baptist University to recognise our outstanding commitment to shareholder rights, compliance, integrity, fairness, responsibility, accountability, transparency, board independence and leadership, and corporate social responsibility

## ***Brand Building and Services***

- “Hong Kong Top Service Brand” Award organised by Hong Kong Brand Development Council to recognise our outstanding service brandname
- “Hong Kong Esteemed Brand Award” in the category of Shopping Centres co-organised by The Chinese University of Hong Kong and Ming Pao to recognise our high quality management and outstanding branding strategy
- “Hong Kong Service Awards 2011 – Real Estate Investment Trust” organised by Eastweek Magazine to recognise our efforts to provide tenants and investors with quality shopping centres and attractive returns
- “Hong Kong Outstanding Enterprises Award” organised by Economic Digest which The Link has received for the fifth year
- Gold Award in the category of “Community Relations” for our project “The Link Fun Academy” and Silver Award in the category of “Brand Management” for our project “Wong Tai Sin Plaza and Lung Cheung Plaza Asset Enhancement Initiative” in the Ninth China Golden Awards for Excellence in Public Relations (2008-2010) organised by China International Public Relations Association

## ***Corporate Social Responsibility***

- Named “Excellence Awardee for Environmental Excellence” of the Asian CSR Awards organised by the Asian Institute of Management in recognition of our creative green community programme Eco Terrace
- “Caring Company” organised by the Hong Kong Council of Social Service to recognise our active involvement in encouraging volunteer works, giving and donations, caring for our employees and the environment; this was the fourth year that The Link has received the recognition
- “CSR Advocate Mark” by Hong Kong Quality Assurance Agency received for the second year for our participation in HKQAA-HSBC CSR index and demonstrating our commitment and leadership to promote corporate social responsibility

## ***Environmental***

- “Distinguished Green Contribution Award” in the U Green Awards organised by U Magazine to recognise our commitment to manage our portfolio of properties sustainably and to promote innovative green community engagement programmes

## ***Others***

- The Link’s 2010 Annual Report won both the “Overall Presentation: REIT” award in the international Mercury Awards 2010/11 and the “Bronze Award” in Green Marketing of the 2011 Astrid Awards

# About The Link

The Link (stock code: 823) is Hong Kong's first and largest real estate investment trust. We have been listed on the Hong Kong Stock Exchange since acquiring 180 properties from Hong Kong Housing Authority in November 2005.



The Link's objective is to provide Unitholders with stable income distribution and sustainable long term growth potential. We seek to optimise the performance and overall quality of our large and diversified portfolio of assets through various investments and business strategies. We invest in sustainable income producing properties in Hong Kong that are mainly for retail and car park use and to maximise their value through asset enhancement works encompassing physical structure, trade-mix, customer service and promotional activities. As these enhancement projects progress, we can offer customers a better shopping experience with more choices at reasonable prices and better service quality, whilst improving returns for Unitholders.

## ***Our Vision, Mission and Values***

Our Board has clearly defined and endorsed our Vision, Mission and Values ("VMV") to guide the development of our investment and business strategies as well as daily operations.





# About The Link

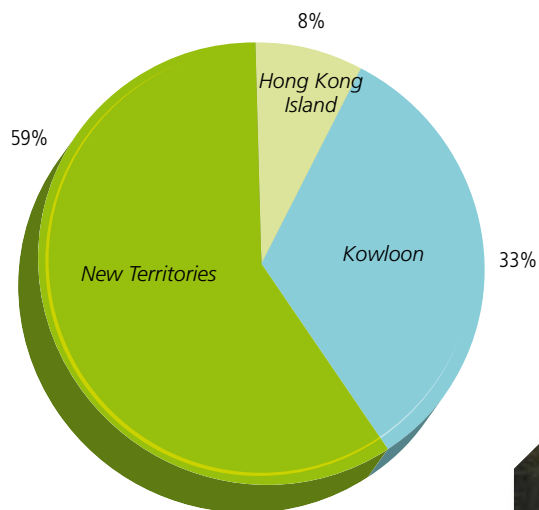
## Our Structure

Currently, The Link comprises the following subsidiaries:

- The Link Management Limited is the internal manager of The Link
- The Link Holdings Limited is the investment holding company holding the following subsidiaries:
  - The Link Properties Limited holds all the properties of The Link
  - The Link Finance Limited, The Link Finance (Cayman) 2006 Limited and The Link Finance (Cayman) 2009 Limited are companies established for arranging financing for The Link

## Distribution of Retail Space within Hong Kong

(in terms of internal floor area)



Tai Yuen Market



Butterfly Plaza



## Our Portfolio

The Link invests in a portfolio of retail and car park facilities that are on the doorstep to 40% of Hong Kong's population. As at 31 March 2011, our properties comprise 149 integrated retail and car park facilities, two standalone retail facilities and 29 standalone car park facilities with an internal floor area of about 11 million square feet of retail space and around 80,000 car park spaces. We have a large and diverse tenant base, including retailers of varying sizes in a wide array of trades.

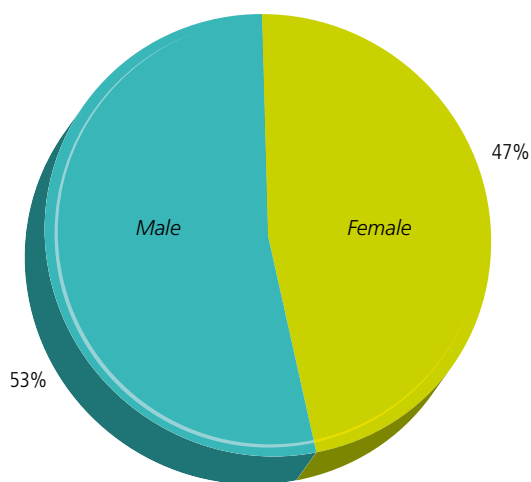
**11 million square feet  
are equivalent to about 143  
football pitches**

## Our Staff

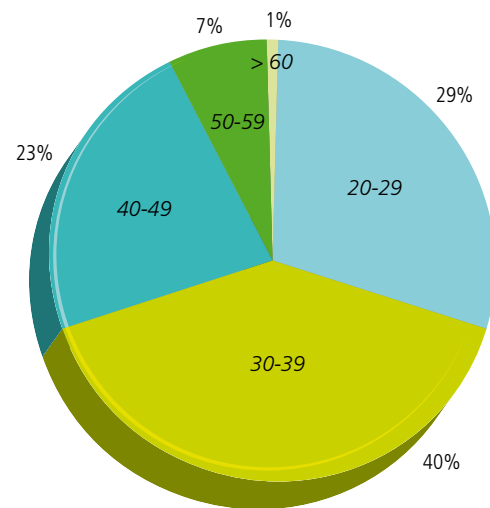
As at 31 March 2011, The Link had around 800 staff. The majority of our staff are on continuous employment terms with a minority on fixed-term contracts. The total number of voluntary staff turnover from April 2010 to March 2011 was 120, which represented an annual staff turnover rate of about 15%. Among our staff, approximately 70% are aged between 20 to 40, and our male-to-female staff ratio is about 1:1.

During the staff recruitment process, we will solely consider the competency of potential candidates without discriminating the individuals' gender, age, ethnicity, family status and movement capability. We provide equal opportunities and fair treatment during the employment in terms of remuneration, fringe benefits, promotion and compensation. We have the same ratio of basic salary between male and female within the same career rank. We undergo regular benchmarking of our staff's employment terms against the market norm, and our staff enjoys various fringe benefits such as medical, maternity, paternity and annual leaves as well as retirement benefits according to their respective ranks.

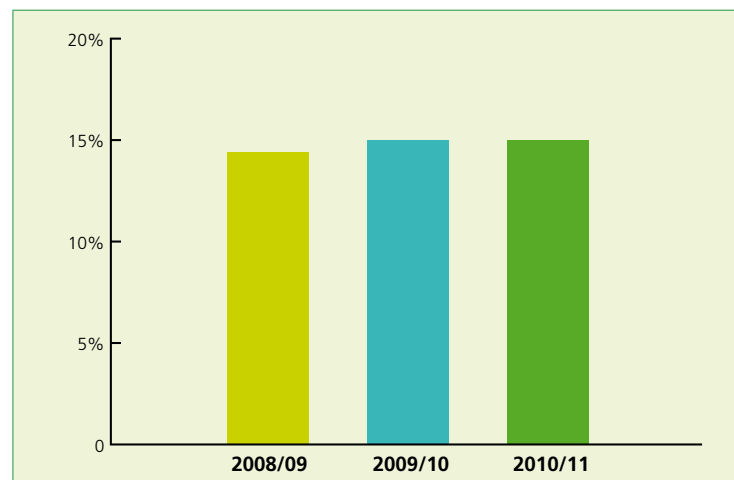
Diversity of Employees by Gender



Diversity of Employees by Age



Staff Turnover Rate



# Sustainability Framework

The Link has developed a sustainability framework based on our Vision, Mission and Values. The framework encompasses seven major focus areas of sustainability, namely corporate governance, community, tenant, staff, environment, economy and asset / brand.





## Corporate Governance

We are managed by the Board with an effective and balanced structure. The Board has established five committees to assist in discharging its responsibilities in relation to audit, finance and investment, human resources and compensation, nomination and remuneration. We have a robust corporate governance framework, risk management framework and risk management strategy including relevant policies and procedures to govern our internal operations.

## Community

Our mission is to build relationships with our stakeholders through partnering with local communities and delivering sustainable growth. We offer welfare, government and non-government organisations concessionary rents and full waivers or discounts on letting fees for venues. We started The Link Fun Academy to provide a wide range of educational workshops and events to enrich the local communities. We have committed ourselves to upgrade all facilities for barrier-free access ("BFA") in the coming five years and help our service providers to comply with the new Minimum Wage Ordinance effective in May 2011.

## Tenant

Tenants are the key to our success. We have launched a wide range of initiatives to support and enhance our tenants' operations. These include undertaking asset enhancement initiatives ("AEIs") to upgrade the facilities and increase traffic flow of our shopping centres, establishing The Link Tenant Academy to keep tenants abreast of the latest market trends and business skills, and providing technical support and better customer service through our staff, service hotline and Tenant Information Centre.

## Staff

Staff is an enormous asset to our operation. We strive to retain high caliber professionals by offering competitive compensation and benefit packages, comprehensive staff training and individual development programmes such

as the Link Staff Academy. We endeavour to foster a greater sense of belonging and staff morale through open communication and a transparent corporate culture.

## Environment

We understand the importance of achieving environmental sustainability in our daily work. We observe and comply with local environmental legislations and applicable international guidelines in our operations. We go beyond the statutory requirements by identifying improvement areas such as energy reduction opportunities in our existing facilities and utilisation of environmentally friendly alternatives. We adopt green design guidelines, specifications and technologies for our AEIs to incorporate green elements in our properties from the planning stage.

## Economy

Our primary duty is to ensure sustainable returns to investors through better management of our extensive portfolio. The Link has made every effort to maintain strong financial performance to optimise returns to our Unitholders. We revitalise our shopping centres to enhance shopping experience for customers, generate more traffic flow for our tenants, and foster economic sustainability for the broader community. Our ongoing AEIs also generate employment opportunities for the contractors and construction industry.

## Asset / Brand

With the largest retail portfolio in Hong Kong, we strive to achieve asset / brand sustainability by providing high quality service to our tenants and customers, revitalising our shopping centres through AEIs and repositioning our shopping centres according to various product attributes and customer needs. We have rebranded our retail facilities into four categories, which will help us develop better asset management strategies and cater our assets with more suitable tenant mix and trade varieties, which in turn will maximise their potential and value for our tenants and investors.

# Governance Structure and Approach



## Authorisation Structure

The Link is a collective investment scheme authorised by the Securities and Futures Commission under the Securities and Futures Ordinance (“SFO”) and regulated by the Code on Real Estate Investment Trusts (“REIT Code”). HSBC Institutional Trust Services (Asia) Limited, the Trustee, is a registered trust company for collective investment schemes under the SFO and the REIT Code. The Trustee is the owner of The Link Management Limited (“Manager”) which is held by the Trustee on trust for the benefit of Unitholders. However, the Trustee and the Manager are functionally independent of each other. The Trustee is responsible under the Trust Deed for the safe custody of the assets of The Link on behalf of the Unitholders. The Manager’s role under the Trust Deed is to manage The Link in accordance with the Trust Deed and, in particular, to ensure that the financial and economic aspects of The Link’s assets are professionally managed in the sole interests of the Unitholders.



Wong Tai Sin Plaza

## Management Structure

The Manager is structured to ensure high standards of corporate governance by embracing beyond regulators and the Hong Kong Stock Exchange’s code provisions and recommended best practices. The Manager is governed by the Board which comprises twelve members, nine of whom are independent non-executive directors, one is a non-executive director and two are executive directors. Biographies of the directors are provided in our Annual Report.

The composition of the Board is reviewed regularly to ensure that it has the appropriate mix of skills, expertise and experience to lead and guide The Link’s corporate strategy and direction. Directors may be nominated for appointment, re-appointment and/or removal by the Board following a recommendation made by the Nomination Committee or any Unitholder in accordance with the terms of the Trust Deed.

In general, independent non-executive directors and non-executive directors are appointed for a specific term of three years. One-third of all directors are subject to retirement at each annual general meeting of the Manager. Independent non-executive directors are eligible for re-appointment up to a maximum term of service of nine years.

The Board has established various Board Committees to assist in discharging its responsibilities. These include the Audit Committee, Finance and Investment Committee, Human Resources and Compensation Committee, Nomination Committee and Remuneration Committee. Composition and responsibility of these committees are detailed in our Annual Report.



# Governance Structure and Approach

## Corporate Governance Approach

The Link is committed to establishing and maintaining high standards of corporate governance by setting clear policies and procedures to ensure that we manage and operate in a transparent manner. Set out below is a summary of the key components of the corporate governance policies and approaches that have been adopted by the Manager in the management of The Link.

### Internal Monitoring Mechanisms

Internal auditing is one of the major monitoring mechanisms to gauge our performance. The Audit Committee approves Internal Audit's terms of reference and work scope in accordance with the needs of the business operations. The Head of Internal Audit reports to the Board via the Audit Committee. The Link's Internal Audit team performs audit reviews of key operational functions of our business, highlights control weaknesses and risk management issues, and gives recommendations for rectification. Audit reports are sent directly to the Chairman of the Audit Committee who is an independent non-executive director, and summary of audit findings and recommendations are discussed quarterly at the Audit Committee meeting to identify follow-up actions and areas for improvements.

### Risk Management

Risk management is an important process which helps organisations identify, assess and handle risks in order

to increase the probability of success and reduce the likelihood of failure. The Link has adopted a well-developed model to identify risks in our operations and develop appropriate management approaches to eliminate, transfer, treat or assume these risks. We have identified 18 common emergency scenarios in our operations that require special attention and developed relevant emergency response procedures to minimise their impact to our operations. Relevant training classes are conducted to frontline staff to prepare for these emergency situations. The Link has also reviewed and identified key risks in the current operations and embedded risk mitigation measures into the existing policies and procedures of each function. A framework is developed to monitor statutory and operational compliance. Quarterly statutory and operational compliance reports are tabled to the Audit Committee and Board to highlight any issues in relation to compliance and risk management.

### Procurement

Among the operational process within our business, procurement is relatively more vulnerable to corruptive practices. To ensure staff integrity, we have developed a Code of Conduct detailing our anti-corruption policies and procedures. At the start of employment, all staff members are briefed and have to sign an acknowledgement upon receipt of this Code of Conduct. We further mitigate risks related to corruption by strengthening our controls and revising our procurement manual during the year with assistance from the Independent Commission Against Corruption ("ICAC"). Whistleblowing Policy is developed to provide a platform for staff to report matters of serious concern directly to the Chairman of Audit Committee and Head of Internal Audit. Internally, our Legal Department is responsible for managing all ICAC enquiries and report all cases to the Audit Committee on a quarterly basis. Since our listing and up to 31 March 2011, no staff of The Link has been convicted with any corruption charges.



*The Link offering training seminar to our contractors on how to handle emergencies*

We try to maintain a fair, open, equitable and ethical purchasing process. To better manage our huge vendor list and procurement requests, we have developed a new centralised procurement system. In addition, we have procedures in place to avoid conflict of interest for each procurement exercise as relevant staff members are required to sign a “Declaration of Conflict of Interest” before an offer is made.

We have not undergone human rights screening for our significant suppliers and contractors. However, we request all our suppliers and contractors to observe and comply with local employment-related legislations which include certain human rights issues and the recent Minimum Wage Ordinance. We also closely monitor the performance of suppliers and contractors to ensure their compliance.

### **Staff Management**

We have adopted a balanced scorecard approach to gauge staff performance with key performance indicators such as financial and business targets, management of organisational process, people management and customer focus activities. Remuneration of our staff is adjusted annually after the annual pay review exercise which takes into consideration individual staff’s performance.

During the year, we have fully complied with all employment-related legislations including prohibition of child labour and forced labour as well as discrimination. There is currently no employee covered by a collective bargaining agreement. The Link does not have a specified minimum notice period to staff regarding significant operational changes. However, we maintain good employment practices and notify relevant staff in advance of any significant operational changes.

### ***Mechanisms to Provide Recommendations***

Internally, we implemented two policies namely the Whistleblowing Policy and Escalation Policy to encourage staff to report and provide recommendations to the senior management. Our staff may address the issues directly to the Chairman of the Audit Committee who will initiate an independent review of the reported issues to assess and resolve the concern. Staff members who report in good faith shall be protected against any act of retaliation and their identities will be treated in confidence. We also developed an intranet discussion forum YourVoice.com to understand staff’s needs and receive their ideas, comments and feedback on The Link’s policies and operations.

Externally, investors are encouraged to provide recommendations to the highest governing body during the annual general meeting or other Unitholders’ meetings. Besides, senior management periodically participates in roadshows and investor conferences to meet investors in Hong Kong and other countries. In 2010/11, The Link’s management attended 24 conferences and roadshows and held around 800 meetings. The roadshows and conferences provide an interactive platform that allows The Link’s management to explain operational updates and future strategies to analysts and investors and also let them revert their feedback and recommendations on our management and operations.



*The Link's annual general meeting*

# Stakeholder Engagement

The Link is pro-active in collecting views from and fulfilling expectations of our stakeholders in our drive for performance excellence. We endeavour to engage and communicate with various stakeholders through different means to cater as far as possible for their needs, concerns and expectations on our business operations. We identify our stakeholders from our daily operations and communication process.





Our stakeholders, with direct and indirect interests in The Link, include:

- tenants
- customers
- community
- investors
- investment analysts
- contractors and suppliers
- government authorities
- Legislative and District Councillors
- special needs groups
- green groups
- non-governmental organisations
- media
- staff members

We adopt a number of channels to engage and communicate with these stakeholders. They include briefings to retailers to communicate the progress of asset

enhancement works, half-yearly meetings with political parties, answering enquiries through customer service hotline, disseminating the latest news in our corporate website and communicating with the general public through media functions to introduce our business and initiatives. During the year, we attended 18 meetings with politicians and professional / trade unions to solicit their views and comments on our initiatives through direct communication. In addition, our team of divisional relationship managers held regular meetings with members of the local communities to ensure that we engage them in constant dialogue. For the general media, we answered 352 media enquiries and issued 87 press releases in 2010/11 to introduce and explain our initiatives to the public. Our call centre handled a total of 13,656 calls and 672 emails during the same period.

In order to provide a better customer enquiry service, we have set up a new centralised Incident Registry System to record all incidents, enquiries, complaints and suggestions handled by different departments. After a trial run, the system will be in full operation by the second half of 2011 to better coordinate and handle issues and concerns raised by our stakeholders.



*Media briefing to announce enhancement works for BFA under The Link's portfolio*

# Stakeholder Engagement

## Participation in Public Affairs

The Link has actively participated and maintained corporate memberships in a number of external associations such as the Employers' Federation of Hong Kong, Hong Kong General Chamber of Commerce, Business Environment Council, The Hong Kong Green Building Council, Hong Kong Retail Management Association, Asia Pacific Real Estate Association, Institute of Shopping Centre Management and International Council of Shopping Centres. Through our participation in these trade organisations, we engage in public discourse of various issues pertaining to The Link's business, the retail and real estate industries as well as the environment.

We engage the public to discuss and share our views on industry-related issues such as building maintenance and environmental sustainability. During the year, we supported and participated in the Building Surveyors Conference organised by the Building Surveying Division of The Hong Kong Institute of Surveyors and the International Conference C40 Hong Kong Workshop organised by Civic Exchange, The Environmental Campaign Committee and C40 Cities. We sponsored a luncheon with a low carbon buffet menu for about 400 VIPs, including Hong Kong's top environment professionals, city officials and experts from the mainland and around the world.



*The Link's CEO leading a discussion in the C40 Workshop on policy making for existing building stock*

## Stakeholders' Concerns and The Link's Responses

Stakeholders' Concerns	Our Responses
Rental increment	We strive to improve the operating environment and provide various support to our tenants and help them grow their businesses. Some of our initiatives include the establishing of The Link Tenant Academy and arranging three local banks to provide renovation financing to our small tenants, known as Quality Independent Operators ("QIOs"). In addition, our leases usually cover three years, and based on the most recent leases signed* the rental increment is around 6.7% per year.
Insufficient parking spaces for motorcycles	The numbers and types of parking spaces are specified in the Government Leases. We have already applied for temporary waivers to cater for the increasing need of parking spaces for motorcycles.
Insufficient BFA facilities within shopping centres	We have allocated no less than HK\$200 million to upgrade BFA in our properties within the next five years. The implementation will take time as it requires design, approvals and scheduling of works to upgrade all our 180 properties.

*Note: Based on a composite reversion rate of 21.4% for 2010/11, which is the percentage change in per square foot average unit rent between old and new leases on the same store.*

## Engagement with Our Staff

### Staff Development

Aiming to provide world-class services in the management of shopping centres and car parks, we consider training as one of the key factors to ensure staff competence and hence our performance excellence. We are dedicated to promoting professional and personal growth of our staff through a comprehensive learning and development programme which includes the following four aspects:

- essential knowledge of The Link's business and operations
- useful job-related skills such as management and language skills for better work performance
- customer service skills for frontline staff
- team-building for stronger team cohesion and sense of belonging

To this end, we launched The Link Staff Academy in 2010 to provide training to staff in areas such as communication, complaint handling and even make-up and personal appearance. Additionally, over 400 sponsorships on lifelong learning programmes were granted for all levels of staff during the year. A quarter of these learning programmes will lead to tertiary qualifications such as higher diplomas, bachelor degrees and master degrees. On average, the number of training hours per staff for managers and non-managers in 2010/11 was 14 hours and 13 hours respectively. One of our staff attended 69 hours of training since the launch of The Link Staff Academy, and we showed our appreciation of this dedicated learner by acknowledging his commitment and recognising him in front of all staff during the annual dinner.



*The Link invites business leaders such as the Chairman of Café de Coral Group and CEO of MTR Corporation to share their management experiences with our staff*



*The most dedicated student of The Link Staff Academy received recognition at the annual dinner*



# Stakeholder Engagement

## Effective Staff Communication

It is crucial to ensure effective communication within our operations to arouse and maintain staff enthusiasm to drive for success. Since 2008, we have published a bi-monthly online newsletter named "Link Together" to provide staff with updates and news. A total of 13 issues were published up to August 2010. To keep pace with the development of The Link, we have changed the communication format to facilitate more timely updates of company news. Starting from November 2010, the bi-monthly newsletter was replaced by instant updates on the intranet to inform our staff of new business initiatives, new promotion campaigns and events, and even in-depth interviews of new senior management as well as notable achievements by The Link's staff.



*Staff newsletter*

In addition to news updates, we strive to facilitate two-way discussion between management and staff within The Link. In November 2010, YourVoice.com, an internal communication vehicle using The Link's intranet website, was launched. It allows staff to voice opinions and ideas about work, ask management questions, provide the full

story behind press reports and share personal photos and experiences. A key feature of YourVoice.com is that staff can choose to post messages using nicknames, thus keeping their identities confidential. As a result, staff members can voice out their needs, comments and feedback easily and anonymously to senior management in an honest and transparent manner. In return, the management is committed to responding to such comments and suggestions openly and swiftly. To date, the forum has proven to be successful and has enabled the introduction of several initiatives such as The Link Soccer Team and Staff Petrol Discount Card. It has also allowed management to collect opinions such as performance review and pay rise, invite suggestions on design and features of the staff club, facilitate discussions on topics ranging from restaurant recommendations near the office to how to handle difficult tenants.

## Upkeep Our Service Level

The Link's mission is to provide value and quality service to our tenants and the community. In order to gauge and uphold our service, we have initiated a mystery shopper programme at The Link's shopping centres. It is a recognition programme that offers monetary incentives to staff who have demonstrated excellent performance in dealing with the mystery shoppers. The trial run of this programme was completed in April 2011 and the programme was officially launched in the second quarter of 2011.

## Staff Well-being and Contributions

Staff is one of our most important assets. The Link cares about the wellness of our staff and has endeavoured to encourage and maintain work-life balance. In addition to staff sports teams ranging from soccer, dragon boat racing to bowling, The Link is currently constructing a new staff club located at Kwai Fong for staff and their families to enjoy recreational facilities such as karaoke, video game room and gymnasium. The corporate volunteer team involves staff members to serve the needy and contribute to the establishment of a harmonious society. Under the motto: "Serving the goodwill of Hong Kong", the corporate volunteer team has organised activities in shopping centres and visited elderly homes, rehabilitation centres and youth centres. During the year, the team visited three elderly homes to bring care, blessings and joy to the elderly.



*Our corporate volunteer team visited elderly homes*

## Engagement with Our Tenants

### Tenant Enhancement

Since June 2008, we have established “The Link Tenant Academy” to help our tenants keep abreast of the latest market trends and business skills. Under the Academy, seminars and workshops of different topics have been arranged including business trend analysis, security features of banknotes, strategies in winning customers with shop images, food quality, staff appearance and energy conservation. These monthly seminars/workshops also serve as a mind-sharing platform among tenants and are always very popular. During the year, we have conducted 12 seminars/workshops with over 1,800 attendees participated in these sessions. In total we have organised 38 seminars, with around 5,200 tenants or their staff attending the workshops since its launch in 2008. To identify room for further improvements, we are currently conducting a customer satisfaction survey to collect views and comments from tenants to evaluate and review the effectiveness and popularity of The Link Tenant Academy. We will provide further information on the survey results in our future reports.

### Support to Tenants

With the fast development and wide adoption of the internet and mobile devices, modern businesses benefit from advanced technologies with increased information exchange efficiency, while the public has grown to expect constant connectivity whenever they are, wherever they are. In partnership with PCCW, The Link has introduced wireless connection service in selected shopping malls. This service provides PCCW Netvigator customers free wi-fi access at over 280 hotspots within 30 shopping centres, providing convenient internet accessibility for both tenants and customers.



*A workshop conducted by The Link Tenant Academy in 2010/11*

# Stakeholder Engagement

Other than communicating through our customer service hotline, maintaining regular contacts with our leasing and property management teams and participating in The Link Tenant Academy, we provide further support to tenants through our Tenant Information Centre located at Fu Cheong Shopping Centre, Shamshuipo. Established in 2008, the Centre provides update information on shop design, renovation materials, and tips on renovation to assist tenants in improving shop image and management. To date, over 99,000 individuals have visited the centre to seek technical advice. Interested parties can visit the Tenant Information Centre upon request.

In order to assist small and medium commercial tenants, known as QIOs within The Link, in carrying out their own renovation and development plans, we have made use of our strong network to secure the support of three banks, namely Bank of China (Hong Kong), Dah Sing Bank and The Bank of East Asia, to introduce a scheme called “The Link QIO Renovation Financing” in 2010. This specially designed renovation financing scheme helps our QIOs take advantage of business opportunities by facilitating access to working capital. Through this scheme, we facilitate the loan application process by issuing a Confirmation of Tenant Particulars upon the request and authorisation of the QIO, which can be used for submission to the banks as a reference for the loan application. During the promotional period, QIOs who have secured renovation financing under the scheme would receive welcome privileges such as waiving of collateral requirements and a loan amount of up to HK\$1 million.



*The Link QIO Renovation Financing signing ceremony*



*Tenant Information Centre*



## Engagement with the Community

### The Link Fun Academy

The Link has always been dedicated to introducing new experience to the community. Established in November 2007, The Link Fun Academy aims to promote learning is fun, and can foster betterment of society to further The Link's mission as a caring company.

The Link Fun Academy regularly invites art groups, training organisations and celebrities to offer different programmes to the public of all ages. These programmes are held at various The Link shopping centres and interesting landmarks across the territory. The themes of these programmes include living wisdom, language and history, arts and culture, go green, sports training, and local educational tours. During the year, The Link Fun Academy organised 14 activities with a total of 3,000 people participated in these activities. In total, more than 80 activities have been organised under The Link Fun Academy for over 17,000 attendees since 2007.

In 2009/10, a customer satisfaction survey was conducted on programmes at The Link Fun Academy to assess their effectiveness from commercial, marketing and corporate citizenship perspectives. Over 1,000 interviews were conducted and the survey results showed that The Link Fun Academy is strong in offering a highly satisfying programme to the participants:

- 86% of the participants were either satisfied or very satisfied
- 84% of the participants found the programmes improved the malls' ambience
- 79% of the participants agreed that the programmes led to "betterment of society"
- 91% of the participants thought the programmes had a positive effect on corporate social responsibility

In recognition of our success with The Link Fun Academy, The Link received a national award - the Gold Award in the category of "Community Relations" for "The Link Fun Academy – Happy Learning Platform in Shopping Centres" in the Ninth China Golden Awards for Excellence in Public Relations in Beijing in July 2010.



*Writer Wong Yi Hang sharing his writing experience with the audience*



*Collecting the Community Relations Award for The Link Fun Academy*

# Stakeholder Engagement

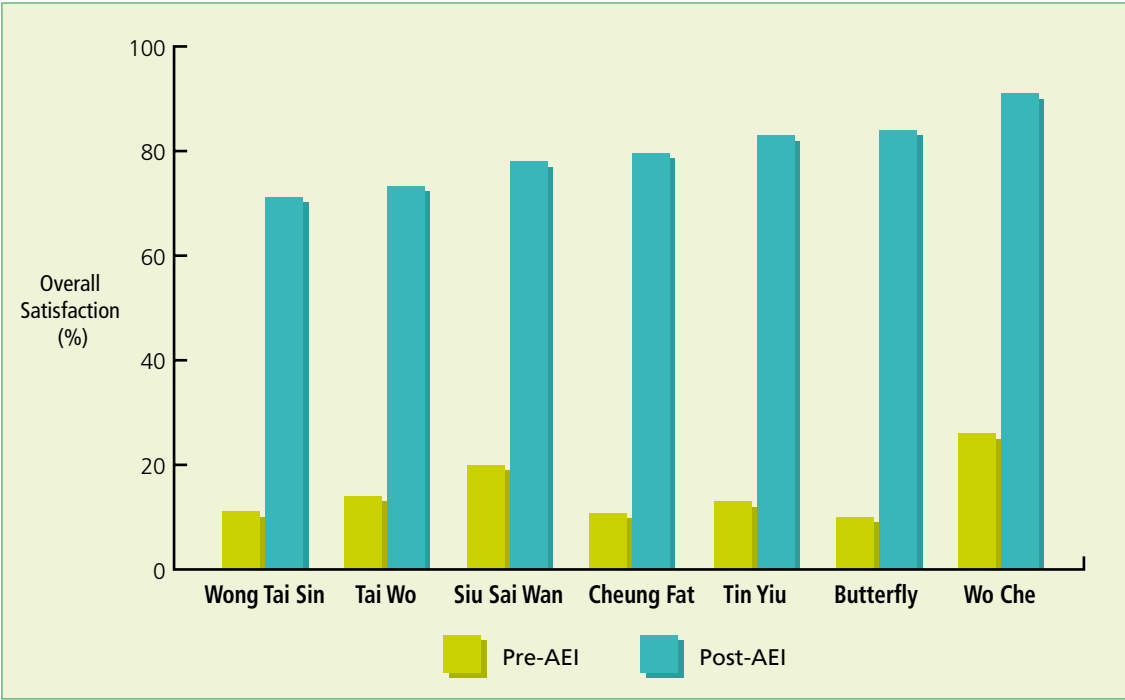
## Customer Satisfaction

Asset enhancement is one of our major initiatives to revitalise aged shopping centres into modern and stylish shopping malls. For each of the AEIs, renovations and changes are made to the interior design, decorations, layout and circulation as well as the tenant mix and trade varieties to provide a new retail and shopping ambience to shoppers and the local community. To gauge the satisfaction level of customers on the various changes to our shopping centres and to understand the changes in customer profile and shopping behaviour after AEIs, we engaged external consultants to conduct customer opinion surveys for these shopping centres. To date, we have completed seven surveys for shopping centres located at Wong Tai Sin, Wo Che, Tai Wo, Tin Yiu, Cheung Fat, Butterfly and Siu Sai Wan. The results indicated that shoppers were generally satisfied with the physical environment of the renovated shopping centres and there is an increase in average visiting frequency.



The Link joined hands with McDonald’s Hong Kong to bring fun to children at Lok Fu Plaza

## Customer Satisfaction Levels Before and After AEIs



Note: Figures representing percentage of respondents with satisfaction level in the top two scores on a five-point scale survey.

## ***Engagement with Contractors and Suppliers***

### **Bridging Pay Gap for Impact on Minimum Wages**

The Link's vision and mission are to serve and improve the lives of those around us and build relationships with our stakeholders which include our contractors and suppliers. In view of the impact of the enforcement of the Minimum Wage Ordinance, we have initiated various meetings with our contractors including cleaning workers, security guards, car park management and maintenance workers. We had thorough discussions with the contractors to understand their concerns and assistance that we could offer. As a result, we decided to foster social and economic sustainability and support approximately 4,000 outsourced contract workers to enjoy the same benefits enjoyed by The Link's employees on rest-day and meal-break pay. When the Minimum Wage Ordinance took effect on 1 May 2011, The Link would offer reimbursements to help its existing service contractors for the costs they might incur to meet The Link's requirements on paid rest-days and meal-breaks in addition to their current contractual commitments.

### **Fostering Safety Culture**

Safety is one of The Link's major concerns. We provide extensive training and impose monitoring mechanisms to gauge and raise contractors' safety performance. Our training programmes include induction training, special safety training and tool box talks to provide basic safety awareness and uphold best practices for our outsourced contract workers. During the year, we conducted over 73,000 sessions of tool box talks to contractors and over 700 attendees participated in special safety training.

In addition, we conduct emergency drills and workplace inspections together with our contractors. In 2010/11, we completed 143 drills on emergency procedures. We also invite contractors to attend regular monthly meetings to discuss relevant health, safe, environmental and quality issues.



*One of The Link's contract cleaning staff*



# Environmental Performance



## Energy and Greenhouse Gas Emissions

Climate change has been increasingly an issue of concern among the global community. The Link is fully aware of our responsibility to reduce greenhouse gas ("GHG") emissions from our daily activities to lessen our carbon footprint.

As buildings account for some 89% of the local electricity consumed, promoting and increasing energy efficiency for buildings is one of the key methods of reducing GHG emissions and minimising the potential effects of climate change. The Link has been striving to achieve excellence in this area by focusing on improving energy efficiency through our equipments and operations.

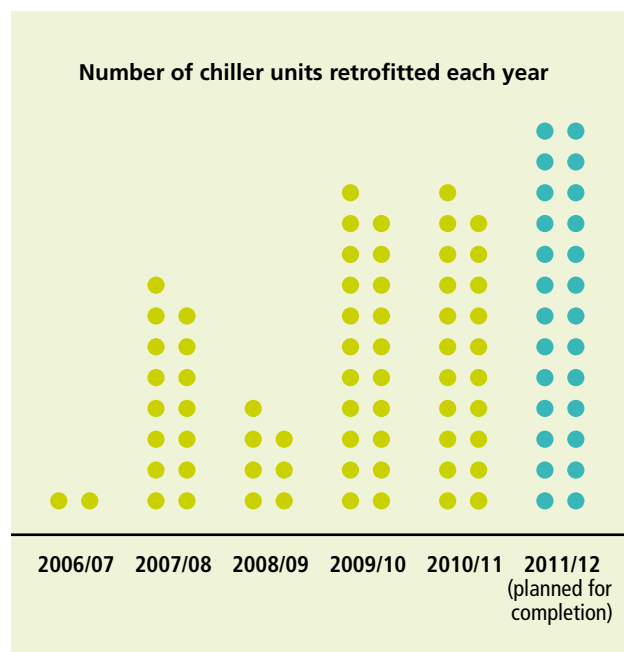
The Link has initiated a considerable number of energy efficiency improvement programmes and results have been encouraging. These programmes include retrofitting our chiller plants, improving lighting systems, applying solar film for skylights and glass walls, installing variable speed drives ("VSDs") for ventilation systems and conducting energy audits for our shopping centres.

These programmes, supplemented by work process improvements in property management, resulted in significant savings in electricity consumption during the 2010/11 financial year and a reduction of approximately 15,000 tonnes of carbon dioxide equivalent ("CO<sub>2</sub>-e")<sup>1</sup>. This amount of carbon dioxide corresponds to carbon sequestered by about 34,900 tree seedlings growing for 10 years<sup>2</sup>.

### Chiller Plant Retrofit Project

To achieve our goals in energy saving, The Link has been implementing the Chiller Plant Retrofit Project since 2006. During the current year, 21 chiller units were retrofitted at different shopping centres, adding to the number of chiller units retrofitted under this project to a total of 66 as of 31 March 2011.

1. A default value for the emission factor of 0.7kg/kWh is used to account for GHG emissions associated with the generation of electricity to supply customers in Hong Kong.



In addition, since 2008 we have also been installing new energy-efficient chiller plants at various markets. In the 2010/11 financial year, two new water-cooled chiller units were installed at Tai Yuen Market, making a total of 18 new chiller units installed at six markets and one shopping centre within our portfolio.

### Lighting Improvement Programme

Another major energy saving initiative is to improve the lighting systems for some of The Link's car parks and shopping centres. Possible improvement measures include de-lamping, replacement of LED exits signs and installation of T5 fluorescent lamps or LED lamps to achieve better energy and lighting performance.

Previous years' lighting improvement programme covered a total of 58 car parks, shopping centres and markets. To continue our efforts in this area, during the year another 15 car parks and shopping centres completed their lighting improvement programmes.

2. Reference is made to US Environmental Protection Agency website's Greenhouse Gas Equivalencies Calculator that can be used in communicating GHG reduction strategy, reduction targets, or other initiatives aimed at reducing GHG.

# Environmental Performance

## Other Energy Efficiency Improvement Programmes

To improve the operation efficiency of the air handling units (“AHUs”) in the ventilation systems within our premises, we have established a programme to gradually install VSDs at the AHUs to better control the power that is fed into the system and achieve energy saving. During this year, we have completed the VSD installations at one market and seven shopping centres.

Some of our air-conditioned premises have open entrances. We manage electricity usage by installing doors to achieve better control of the indoor temperature. In 2010/11, we installed doors at four markets and one shopping centre to reduce the loading of the air conditioning systems and thus energy consumed.



*Solar films applied on the skylights and glass walls*

## Energy Audit for Shopping Centres

To facilitate our efforts in improving energy efficiency in our operations, during the year we have worked with the two local electricity suppliers (Hongkong Electric and CLP Power) to carry out energy audits for a total of 11 shopping centres and markets. We reviewed the assets' energy consumption and, most importantly, identified energy saving opportunities for the individual premises. Recommendations provided in the audit reports were studied and adopted as far as possible to further enhance energy efficiency in the relevant properties.



## Air and Water Quality

A safe and healthy environment for our tenants and communities is fundamental to The Link's success. To demonstrate our efforts in good facility maintenance, we have participated in various voluntary schemes to gauge and upkeep our performance.

### Ensuring Quality Water Supply

Since 2009, The Link has been participating in the Quality Water Recognition Scheme for Buildings organised by the Water Supplies Department. The objective of the scheme is to ensure that tenants and the general public enjoy good quality water supplies. So far, six of our shopping centres have been awarded with certificates to recognise their achievements in supplying good water quality through proper maintenance of plumbing systems. In the coming financial year, we target to arrange for another eight shopping centres to participate and obtain certification under the scheme.

### Maintaining Indoor Air Quality

We have been implementing management measures to improve and maintain a healthy and pleasant indoor environment with good air quality. Apart from regular cleaning and maintenance, we have allocated substantial resources for hardware installation to improve the heating, ventilating, and air conditioning systems at our premises.

In 2009, we started to participate in the Government-initiated voluntary Indoor Air Quality Certification Scheme for Offices and Public Places. Two of our premises – Yu Chui and Fu Cheong Shopping Centres – obtained "Good Class" Certificates. Another two premises – Tai Wo Plaza and Wong Tai Sin Plaza – also obtained the same certificates in 2011. For the upcoming financial year, we plan to have an additional eight shopping centres to participate in the scheme.



*Four of our shopping centres received Indoor Air Quality Certificates*



*Tai Wo Plaza was one of the recipients of Indoor Air Quality Certificate*

### Support the Use of Electric Vehicles to Combat Air Pollution

Vehicle emissions are among the major source of general and roadside air pollution in Hong Kong. The Link is one of the key supporters of the Government's policy of promoting the use of electric vehicles ("EVs"). Since the availability of charging facilities is critical to potential car owners in considering whether to purchase an EV, The Link has taken a leading role in setting up charging systems for EVs in our car parks since 2009.

During the year, we established the largest EV charging station in Hong Kong, at the car park of Tin Shing Shopping Centre in Tin Shui Wai, which provides 30 EV charging bays. We believe that the provision of this charging station, together with six other car parks and a total of 46 charging stations at The Link's car parks across the territory, will mark a new era for the development of EV in Hong Kong. The Link is currently planning to install more EV charging stations at our car parks in support of the initiative.

To further promote the use of EV, we have also established an "EV Pass" programme in which EV owners can enjoy free parking at all of The Link's car parks while their EVs are being charged.



*An EV charging station in one of The Link's car parks*

# Environmental Performance

## Waste Management

The Link believes that waste management is critical to the protection of the environment and we have a role to play to lessen the burden on landfill space. In view of this, we seek to make good use of the infrastructure within our premises to manage various types of waste, to ensure that they are disposed of in an organised, effective and hygienic manner. While we enhance our efforts to handle waste in our operations, our team also searches for opportunities to work with our tenants, customers and the communities in implementing various waste minimisation and waste recycling programmes.



*The Link provides collection boxes in our office and shopping centres for the recycling of empty printer cartridges and toner boxes*

## Waste Recycling Initiatives

To encourage recycling, we provide waste collection facilities in convenient locations within our premises. During the year, recycling bins have been placed in 10 of our shopping centres and the quantities of waste paper, plastic and aluminium collected for recycling during the first quarter of 2011 amounted to 66,422, 227 and 128 kilogrammes respectively.

During the year, The Link partnered with Greeners Action to launch a "Lai See Recycling Program", at which red packet envelopes were collected at 50 of our shopping centres during Chinese New Year. This was the second



*Our 2011 Lai See collection programme brought in almost 200,000 pieces of red packets*

year we ran this programme to enhance public awareness on waste recycling. This year we collected a total of 550 kilogrammes (approximately 200,000 pieces of Lai See packets) which were then arranged for reclassification, repackaging, and distribution to the public for reuse.

To support the Government's initiative on reducing indiscriminate use of plastic shopping bags, we launched a plastic bag recycling programme in our shopping centres and established a team of "green ladies" to help promote the programme to their families. Since the launch of the programme in July 2008, over 340,000 plastic bags have been collected by recycling companies. In addition, we arranged a number of programmes with our tenants to collect old clothes, used toner cartridges, waste paper and mooncake containers for recycling.



*Plastic bags recycled to become artworks by our young shoppers*

## Food Waste Reduction

According to data from the Hong Kong Government, an average Hong Kong person generates half a kilogramme of food waste each day, and about 3,000 tonnes of food waste are disposed of each day, putting immense pressure on the landfills.

During the year, we supported a programme, “Save Earth Save Food” Food Recycling Project organised by CTU Education Foundation, to collect unsold food from our market tenants to turn them into meals for people in need. Our staff would use specially designed bins to collect unsold vegetables and fruits twice daily from our tenants in Tai Yuen Market in Tai Po, which would in turn be picked up by our partner to be sorted and cooked into meals at its kitchen. The meals would be served free of charge to the unemployed and other people in need. Any food waste would be turned into organic fertilizers for local farms.

During the year, The Link also participated in a “Food Waste Recycling Partnership Scheme” organised by the Environmental Protection Department (“EPD”). Through this Scheme, EPD aims to work with the private sector to promote awareness of food waste reduction and recycling, and develop good practices for reduction and source separation of unavoidable food waste. EPD would arrange to deliver the food waste to the Kowloon Bay Pilot Composting Plant for recycling. Our team took the initiative to coordinate tenants from a market in Ma On Shan. In the end, this trial programme collected over 25,000 litres of food waste.



*The representative from The Link shared her experience about food waste collection at the seminar organised by EPD*



# Environmental Performance

## Greening our Environment

As Hong Kong's population gain awareness of how its daily activities impact the environment, the concept of "going green" is becoming ever more popular. The Link is very conscious of the importance of introducing green initiatives in our operations as they not only lead to immediate benefits to our customers and communities, they also help bring in a sustainable green future for our future generations.

## Eco Terrace at Lok Fu Plaza

Cooperating with over 10 partners, we launched Hong Kong's first-ever urban Eco Terrace during the year at our flagship shopping centre, Lok Fu Plaza. The Eco Terrace provided a wide range of interactive environmental protection educational programmes and workshops, aiming to encourage nearby residents to participate and enjoy the benefits of green living. Eco Terrace activities included Farmers' Market, Green Academy, Organic Planting Workshops, Allotment Field Programme, Heritage Walking Tours, and even Rope Skipping Classes and Tai Chi Classes.



*Pictures of the Eco Terrace at Lok Fu Plaza*



One of the biggest highlights of the Eco Terrace was a showcase of over 5,000 pots of approximately 15,000 sets of seasonal organic vegetables with the “Kowloon Walled City” art installation at the Lok Fu Plaza’s outdoor podium and staircase. We invited experts to introduce organic farming skills and speak on topics ranging from community’s historical treasures to tea appreciation during the exhibition period, in order to inspire sustainable organic green life and promote better understanding of cultural heritage in the neighbourhood.

### **Tree Maintenance and Preservation**

Trees and green space have many intangible benefits to our living environment such as providing shade and helping to lower temperatures during hot weather. Trees have an important role in beautifying the landscape, especially in a densely populated metropolitan area like Hong Kong. Preserving trees also has many positive effects on the image and attractiveness of our facilities. Within The Link’s facilities, we are currently responsible for maintaining over 5,000 trees.

More than 500 trees in Hong Kong with cultural, historic or conservation value are included in the Government’s Register of Old and Valuable Trees. According to the Register, there is one old tree identified within The Link’s premises. It is located at Choi Wan Estate bus terminus and is a *Ficus Microcarpa*, or commonly known as Chinese Banyan, that reaches 15 metres in height and has a crown spread of 24 metres. During the year, we have paid considerable attention in protecting and preserving this particular tree. Our team works with an arborist to inspect the tree every six months. If the inspection reveals that the tree is growing abnormally, showing signs of disease or the surrounding conditions are affecting its growth, we will promptly report and work with the Leisure and Cultural Services Department for remedial measures.



*Chinese Banyan at the Choi Wan Estate bus terminus*



# Social Performance

As a socially-responsible company, we not only care for the community we serve, but also the general public at large to foster a harmonious society. Throughout the years, we have initiated and participated in a wide range of activities and initiatives to contribute to social well-being. Our efforts have been well-recognised by the community and The Link has received the "Caring Company Logo" by the Hong Kong Council of Social Service for the fourth year in a row as an appreciation of our active involvement in encouraging volunteer work, giving and donations, and caring for our employees and the environment.





## Support to Non-governmental Organisations

Our retail facilities serve a broad spectrum of society. They are hubs of the local communities and are suitably located for welfare organisations and non-governmental organisations ("NGOs") to set up community centres to serve the local population. We reserve a number of premises for welfare organisations and NGOs which are let at a concessionary rate to lessen the financial burden of these organisations. As at March 2011, 160 premises amounting to approximately 881,000 square feet internal floor area were leased at concessionary rate. In addition, we offer full waiver or discount on letting fees for welfare organisations, NGOs and government bodies to organise community events in our shopping centres. During the year, we received and approved approximately 1,600 applications to waive the venue fees. These sponsorships in charitable letting account for a total of around 2,230 days to NGOs and approximately 460 days to government bodies.

To cater for the increasing demand for space from welfare organisations and NGOs, we have plans to convert some of our under utilised car park facilities. The Link is currently working with two NGOs to convert the under utilised Tin Chak Car Park. The conversion work is expected to commence in the second half of 2011 and will turn a portion of the third floor of the car park into a youth centre and an assessment and treatment centre for children with developmental delay or disabilities. Such development provides not only better community support for the needy in Tin Shui Wai, but also creates a number of job opportunities within the district.



*CEO visiting a social service centre at one of The Link's properties*



*The Link received the Caring Company Award Certificate with our partnering NGOs*

*The Link sponsors NGOs by providing venues to host their activities*



# Social Performance

## Barrier-Free Access (BFA)

We are aware that many of our properties were built decades ago, with some over 30 years old. Most of these properties fail to provide a barrier-free environment to peoples of all ages, the visually-impaired and those with different movement abilities. Since taking over these properties, The Link has been progressively improving BFA facilities through large-scale AELs and smaller-scale maintenance works. During the year, we completed the improvements of BFA facilities in five shopping centres (Tai Wo, Tai Hing, Fu Tung, Tsz Wan Shan, Siu Sai Wan) and two car parks (Kwai Hing, Tsz Lok).



*Ramp for  
wheelchair users*

In pursuit of social sustainability and a safe, convenient and accessible environment for the public, we have committed to deploying no less than HK\$200 million to upgrade all our retail facilities under the Best Practicable Principle to comply with the standards set out in the Design Manual: Barrier Free Access 2008 issued by Buildings Department and other associated requirements. The comprehensive upgrade programme will be rolled out in three phases in the coming five years, with anticipated completion of the last phase in 2016. The upgraded BFA facilities will benefit persons with disabilities, the elderly, people with other physical limitations, pregnant women and families with young children by the provision of accessible lifts, vertical platforms, tactile guide paths, accessible customer service counters, ramps, Braille and tactile floor plans and accessible toilets. To cater for the various needs of society, we invited 11 rehabilitation organisations as members of the Access Advisory Group to hear their views at the planning stage. We have also maintained close liaison with the Equal Opportunities Commission and Housing Department and consulted relevant bodies including organisations for the disabled to better understand their needs. We appointed a BFA expert, Mr Joseph Kwan, as our Access Advisor. Mr Kwan has 20 years of experience focusing on accessibility and disability and was a committee member of various government consultation committees on accessibility and transport for the disabled, including the Rehabilitation Advisory Committee – Subcommittee on Access. He was also a consultant of United Nations Economic and Social Council for Asia Pacific on the non-handicapping environments and barrier-free tourism of the region. Mr Kwan will review the characteristics of each of the properties and advise The Link of the best practicable solutions.



*Braille layout plans*





*Meeting of the Access  
Advisory Group*

Besides upgrading BFA facilities in our shopping centres, we provide accessible parking spaces in our car parks. As an accessible parking space is wider than a standard one, we have to apply to the Lands Department to change the layout of our existing car parks before converting them into accessible parking spaces for persons with a disability. During the last financial year, we managed to re-arrange six accessible parking spaces in Tsz Lok car park after obtaining consent from the relevant authorities. Apart from providing accessible parking spaces, tactile warning strips and handrail with Braille information will also be installed in car park buildings along with other BFA works in our shopping centres.

Going forward, The Link will announce, on a quarterly basis, the names of the properties planned for BFA improvement works in the coming six months and report on the progress over the last three months via The Link's website.

In addition to upgrading physical facilities in our properties and car parks, The Link has redesigned our website with widely-used web accessibility software tools to facilitate browsing by people who are visually impaired or physically-disabled such as neuromuscular impaired. The revamping of the website will be completed by June 2011.

## ***Parking Privileges to the Relatives of the Disabled***

Starting from 1 April 2009, holders of "Parking Certificate for Drivers Carrying People with Mobility Disabilities" could enjoy a 50% discount offer at The Link's car parks when they give a ride to their relatives who are disabled. This offer is applicable to both hourly parking and monthly parking users, and is the first parking offer dedicated to the relatives of the disabled in Hong Kong. This initiative is to encourage people who are disabled to take part in more social activities and to enhance the integration between the people with and without disabilities.



*Parking privileges extended to relatives of the disabled*



*Accessible parking space in car park*



# Social Performance

## Minimum Wage Protection

Following vigorous debate on minimum wage, the Minimum Wage Ordinance has been enacted recently to protect low wage workers. The initial minimum wage of HK\$28 per hour came into force on 1 May 2011. The Link understands that the new requirement has significant impact on some of our service providers' operating costs and may even affect their long-term business sustainability. To put into practice our VMV, we have announced our support to our contractors to provide outsourced contract cleaning workers, security guards, car park management and maintenance workers the same benefits enjoyed by The Link employees with paid rest days and meal breaks. The Link will offer reimbursement to help its existing service contractors for the costs they may incur to meet The Link's requirements on paid rest-days and meal-breaks in addition to their current contractual commitments.

We anticipated that following the implementation of the Minimum Wage Ordinance, the operating costs of our tenants are expected to rise with varying degrees, and small tenants will be most susceptible in such circumstances. In light of this, The Link has decided to freeze management fee in the 2011/12 financial year, despite the additional costs to The Link due to inflation and implementation of the Minimum Wage Ordinance. We hope by joining hands with our contractors and tenants to adapt to the changes brought about by the new ordinance, we can help protect the well-being of key stakeholders, maintain their staff morale and forge more harmonious labour and tenant relations.

## Caring for the Community

The Link also partners with various welfare organisations to achieve greater leverage to help the needy.



*The Link donated 100 sets of desktop computers to St James' Settlement to support the community*

## Food Bank

In view of the increasing demand on short-term food assistance, we collaborated with St James' Settlement to promote the "Filling Up the Food Bank" Campaign to help families in need. This campaign was first launched in February 2009. We provide food collection boxes in 34 shopping centres for the public to donate food. During the year, the value of food donated via the 34 collection boxes amounted to approximately HK\$532,000, equivalent to around 88,800 meals for people in need of short-term food assistance.



*Food collection box in our shopping centres*

## Job Fair

To encourage local employment, we partnered with Hong Kong Employment Development Service and our tenants to organise job fairs at Lung Cheung Plaza located in Wong Tai Sin. Two job fairs were held in July 2010 and March 2011, and our tenants offered over 2,000 job opportunities including shop manager, beauty consultant, security guard and promoter. We will continue to join hands with different organisations to arrange similar job fairs in the future to foster the creation of job opportunities and promotion of local employment.



*Free workshops for job hunters*



*Job fair at Lung Cheung Plaza*



*Young painters demonstrating their drawing skills*

## "Bring Art to the Community" Programme

Initiated by The Link and supported by Simply Art, a Hong Kong-based art school, the programme was designed to promote an appreciation of arts at the community level and to stimulate dialogue among young artists from different parts of the world. The programme included a painting exhibition at Stanley Plaza and Tin Shui Shopping Centre at Tin Shui Wai. The exhibition showcased approximately 160 world-class award-winning paintings from Russia, Portugal, Slovenia, Ukraine, Slovakia, Hungary and Hong Kong. We also designed an art book with a collection of the exhibited paintings to raise funds for Lifeline Express to support costly medical treatments for the visually impaired.

The programme included Hong Kong's largest ever on-site painting contest which took place at Stanley Plaza, involving 250 young local painters aged between 5 to 17. Young award-winning artists from Hong Kong and Europe painted a series of artworks entitled "Emblematic Stanley", inspired by the internationally renowned "Qing-Ming Shang He Tu" ("A City of Cathay"). The paintings can be either appreciated individually or combined to offer a 360-degree panoramic view of the stunning landscape of Stanley. Through such innovative art events, the programme served to inspire and enliven the local communities.



*High quality entries in the drawing competition*



# Social Performance

## Celebrating Christmas with Bottlemania

To further promote an appreciation of the arts and to arouse public awareness of waste and glass bottle recycling, The Link and Bottlemania together launched a bottle painting programme in November 2010. Under the programme, 600 recycled glass bottles were turned into creative art pieces by students, and the bottles were used to build a 14-foot Christmas tree for display at Lok Fu Plaza, Sau Mau Ping Shopping Centre and Tin Shui Shopping Centre during the Christmas season.



*The Christmas tree decorated by the painted, recycled glass bottles*

## Operation Santa Claus

Jointly organised by the South China Morning Post and Radio Television Hong Kong, Operation Santa Claus is an annual fund-raising campaign to support local charities. For the 2010 Christmas season, The Link supported Operation Santa Claus by donating funds raised from the sale of Doraemon-themed Christmas gifts at 21 of our shopping centres.



*Proceeds from the sale of Doraemon gifts were donated to Operation Santa Claus*



*Participants painted the glass bottles with their immense creativity*



## Health and Safety

Improving health and safety performance is one of our top priorities. The Link strives to provide a safe environment for our tenants, customers and staff members. Our team aims to build an incident-free culture and apply it to all our premises so that hazards and risks at our workplace can be well-controlled and eliminated. There are a number of different contractors working in our premises, it is therefore important to ensure the health and safety of both our direct employees as well as our outsourced contract workers during their daily operations.

### Occupational Injury

During the year, we achieved zero work-related fatality. Our occupational safety performance was also satisfactory, with an average annual injury rate of approximately 10 per 1,000 employees in the last financial year. Such figure was substantially below the injury rate of 15 per 1,000 employees in all economic activities in Hong Kong.

#### Summary of injuries involving The Link's direct employees

Fiscal Year	Number of work injury (a)	Number of leave days due to injury	Average number of staff* (b)	Annual injury rate (a) / (b)
2008/09	2	0.5	451	0.4%
2009/10	2	223.0	592	0.3%
2010/11	8	41.5	778	1.0%

*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.*

In 2009/10, there were two cases of work injury which led to 223 days of sick leave. These 223 days of sick leave were taken by one staff who was involved in a car accident on the way from one office to another. In 2010/11, there were eight cases of work injury. The increase in the number of work injury cases was largely due to the switch from outsourced property management to direct management effective in late 2009. Since November 2009, The Link increased headcount by approximately 230 staff after in-sourcing property management function for our 151 shopping centres. Of the eight work injury cases happened during the year, six involved frontline property management staff. In light of the increase in frontline staff-related injuries, The Link has stepped up training efforts on work safety.

We monitor the safety performance of our contractors closely and work with them to ensure an incident-free environment for all our premises. As reported by our contractors, for the 12 months ended 31 March 2011, the average annual injury rate for outsourced contract workers was approximately 11 per 1,000 employees, which was also significantly below the average of 15 per 1,000 employees in all economic activities in Hong Kong.

### Health and Safety Training and Inspections

We believe our ability to provide a safe workplace depends on the knowledge, skills, and experience in health and safety concerns of our teams. In view of this, we have been providing comprehensive health and safety training programmes for our staff and contract workers to ensure that they can have a thorough understanding of their health and safety roles and responsibilities, as well as the risks and necessary controls associated with their daily operations. All new staff of The Link are required to receive awareness level training regarding health and safety hazards and risks associated with the individual's job nature and working environment.

During the year, we arranged eight health and safety training programmes with approximately 3,800 total training hours. Key programmes included safety, health and environmental supervisor training for staff under Property Management, emergency response training and first-aid training to various levels of staff. We also conduct regular workplace inspections jointly with our contractors' representatives to examine the safety performance of our shopping centres and car parks. In 2010/11, we conducted 620 joint workplace inspections with the contractors to gauge the safety performance and identify areas for improvement to eliminate, manage and avoid hazards and risks at workplace.

# Economic Performance



As a publicly listed real estate investment trust on the Hong Kong Stock Exchange, one of The Link's main objectives is to further the interests of our investors by providing steady income distributions as well as continuous growth of such distributions. We have demonstrated considerable success in this regard, with the compound average annualised total return of The Link's units at 21.3%, being a combination of capital appreciation and distributions paid out since listing to the end of March 2011.

Besides achieving sustainable economic development, we endeavour to offer a better business environment for our employees, partners and customers, thus contributing to the overall prosperity of the local economy, including many small and medium enterprises.

During the year 2010/11, The Link has:

- Invested HK\$222 million to maintain and upgrade our managed facilities
- Leased approximately 8% of our floor area to charity organisations at concessionary rates
- Leased close to 3,300 tenants who are QIOs<sup>3</sup>, an approximately 14% increase since 31 March 2006
- Employed approximately 800 direct employees and 4,000 contract workers in Hong Kong
- Announced a five-year investment plan of no less than HK\$200 million to upgrade BFA facilities

The following table provides an overview of the economic values generated directly by our business operation over the past three years.

## Summary of Economic Value Creation

(HK\$'M)	for the fiscal years ended 31 March		
	2011	2010 (Restated)	2009 (Restated)
<b>Direct Economic Value Generated</b>			
Revenue	5,353	4,990	4,503
Net property income	3,644	3,328	2,805
<b>Direct Economic Value Distributed</b>			
Staff cost	251	176	166
Property manager's fees, security and cleaning	428	474	541
Other property expenses	1,030	1,012	991
Taxation	503	458	330
Total distributable income	2,458	2,134	1,819
CAPEX for completed AEs	776	484	222
<b>Economic Value as at 31 March</b>			
Market capitalisation	54,356	42,147	33,199
Net asset value	54,975	41,145	30,283

Note 1 : Please refer to annual reports for more details.

Note 2 : Comparative figures have been restated as a result of the early adoption of the amendments to the Hong Kong Accounting Standard 12 "Deferred Tax : Recovery of Underlying Assets".

<sup>3</sup> Being tenants with shop internal floor area of no more than 1,000 square feet, excluding the top 50 tenants by monthly base rent and trades such as councillor office, post office, department store, bank, off course betting course, elderly centre and single operator shopping centre.

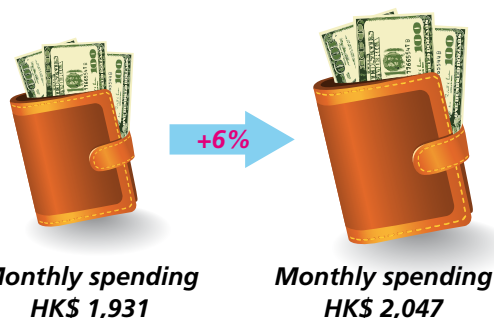


# Economic Performance

## Asset Enhancement Initiatives (AEIs)

The Link has developed a comprehensive schedule for AEIs since 2005 to transform our properties and create a more enjoyable business and shopping environment for our customers and tenants.

Siu Sai Wan Plaza is one of the AEIs that was completed in the last financial year. One positive impact of the Siu Sai Wan Plaza AEI was the increase in main visitor base by 11.4%. Households in the highest income bracket showed the most significant increase at 22.2%. This had led to an estimated 6% increase in customer monthly spending at Siu Sai Wan Plaza after the AEI.



Since our listing in 2005, we have completed a total of 21 AEIs which involved aggregate capital expenditures of approximately HK\$1,600 million. This significant amount of investment would have a positive impact on the local market by creating a large number of jobs and income for the community. In 2009, we commissioned a study to estimate our AEIs' impact on job creation, and found that our spending in AEI capital expenditure generates temporary jobs for contract workers and consultants. During the 2010/11 financial year, five AEIs were completed involving capital expenditure of approximately HK\$780 million, thus created over 3,600 temporary job opportunities for workers and consultants over the course of the projects.

On top of the temporary jobs created due to AEI projects, local communities also enjoy a longer-term job market boost as the renovated shopping centres draw additional shoppers and provide more attractive facilities and services for shoppers.

## Job Creation by AEIs

Financial Year	Projects Completed	CAPEX (HK\$'M)	Estimated Number of Workers	Estimated Number of Consultants	Total Number of Jobs Generated
2007/08	5	\$122	534	34	568
2008/09	5	\$222	972	62	1,034
2009/10	6	\$484	2,118	136	2,254
2010/11	5	\$776	3,398	218	3,616

*Note: Assuming for every HK\$1 million spent, 95% is used in contractor costs which generate 4.6 temporary jobs and 5% is used in consultant costs which generate 5.6 temporary jobs.*

## Investment in Sustainable Development

As environmental stewardship is an important business challenge that enterprises around the world are facing today, The Link strives to improve energy efficiency and the overall environmental performance of our assets through various building renovation projects, upgrading programmes and maintenance service. We continuously replace traditional hardware with more environmentally-sound alternatives wherever applicable. During the 2010/11 financial year, despite the increase in electricity tariff imposed by the two local power companies, The Link still recorded a decline in utility expenses due to the results of our energy saving programme. The table below provides an overview of our investment in sustainable development for the past two years.

### Investments in energy saving

HK\$ 'M	2010/11	2009/10
Chiller plant retrofit	\$64.6	\$56.7
Lighting system replacement*	\$10.6	\$7.3
Other improvement programmes*	\$4.6	\$3.1
Total	\$79.8	\$67.1

*Note: Figures for lighting system replacement and other improvement programmes are for non-AEI centres only.*

## Process Efficiency Optimisation

To ensure long-term sustainability in today's challenging market environment, we strive to improve continuously business efficiency through optimising our processes and saving operation costs whenever applicable.

As part of the car park facility upgrade plan, an e-payment scheme has been established to provide an additional secure and fast payment option for visitors, while reducing paper or manpower for handling transactions in the traditional way. Furthermore, a new car park property management solution, Car Park Automation System, has been applied to monitor real-time parking conditions and enable more efficient resource arrangement.



*The Link's Car Park Automation System helps us monitor usage and customer data on a real time basis*

For many small and medium sized commercial tenants, there have been several more flexible payment methods introduced in the past year to improve efficiency of the rent settlement process. In particular, tenants may choose to pay their rent by Autopay through a bank account, by cheque which can be dropped in the cheque collection box, by The Link co-branded credit card, by Payment by Phone Service, by automatic teller machines, by internet, or in person by cash at any of The Link's cashier offices or any 7-Eleven convenient stores located around the city.

# Our Brand

In our pursuit to become a world class real estate investor and manager, The Link has proactively adopted more consistent brand management disciplines across the organisation via a holistic control of all communications. Our goal is to achieve sustainability for both our assets as well as The Link's brand. We also welcome comments and recommendations from our stakeholders on our operations and assets. We treasure their input and hope we meet their expectations and improve continuously.





Externally, we manage our extensive portfolio with due care to strive for stable income distributions for investors and optimise our assets' potential for tenants. Internally, we have formalised our operating procedures by documenting them into stated policies, so to be in line with our robust and transparent corporate governance framework. For our staff, we try to retain high calibre professionals by providing personal development opportunities, defining clear career development objectives and maintaining effective communication mechanisms. We aim to build a team which is loyal and enthusiastic, with high morale and team spirit.

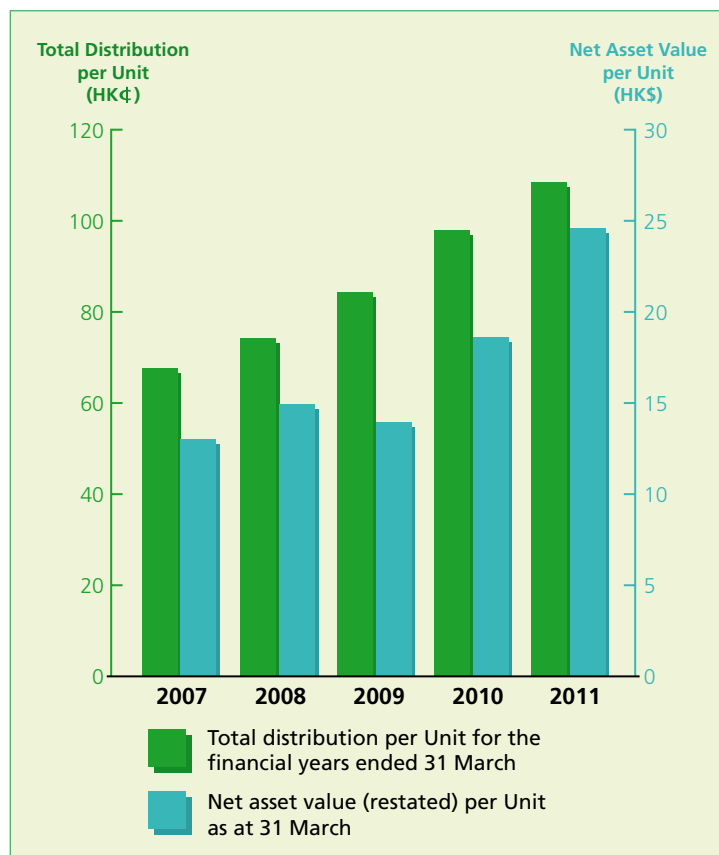
Such efforts have been appreciated by the investment community. Among the 17 investment analysts who issued investment reports/ratings on The Link during the year, 12 issued either a "buy", "outperform" or "overweight" rating, four issued a "neutral" rating and only one issued an "underweight" rating. These ratings are evidence of

the investment community's confidence on our financial and business outlook and management performance. During the year, Moody's Investors Service upgraded The Link's issuer rating and senior unsecured debt rating to A2 from A3 with stable outlook. The rating upgrade in September 2010 reflected The Link's business strength with continuous revenue growth and high occupancy rate. We also impressed the market with improvements in our liquidity through increasing undrawn committed bank facilities, and in our capital structure by spreading out debt maturity dates.

We have completed 21 AELs to date to improve and upgrade our properties. Our efforts in AELs are further strengthened by a rebranding strategy to categorise our shopping centres into different classes, namely Boutique Centre, Regional Centre, Community Centre and Street Shop. Such repositioning of our retail properties according to product attributes and potential customer profile enables the provision of more tailored business strategies and better shopping environment. It will in turn enhance the tenant mix and trade varieties to maximise traffic flow of our shopping centres. Under these strategies, we are in the process of creating some model shopping centres in our portfolio. We successfully completed the renovation of Lok Fu Plaza, the model shopping centre under the "Regional Centre" category. As for our model market — Tai Yuen Market in Tai Po — it is expected to complete in late-2011. Stanley Plaza, which is our model "Boutique Centre", is currently undergoing extensive AEL. The centre will be relaunched at the end of 2011 and we hope it will bring a brand new shopping experience to the residents on and tourists to the south side of Hong Kong Island.

Over the years, we have received numerous awards in recognition of our achievements and brand building strategy. More details on honours and accolades we received in 2010/11 are included in the "Achievement and Awards" section of this report.

### The Link's Distribution per Unit and Net Asset Value per Unit



# Our Brand

## Voices from Our Stakeholders

### Tenant

#### Mr Daniel Woo, Director of Full Gold House, Sun Chui Estate



We really appreciate The Link's efforts to improve our overall business environment. Over the past five years, The Link has upgraded the infrastructure and facilities while maintaining the original features of our restaurant as a Dai Pai Dong. With the

improved environment, we have successfully altered the perception of our Dai Pai Dong from untidy and dark into a pleasant, clean and tidy food stall. The improvements have brought us new source of customers and enhanced our employees' morale due to the pleasant working environment. We are planning to further develop our business boldly with The Link's help and support. It is anticipated that our new business development will bring at least 20% increment in our revenue that far outweighs the increase in rental cost.

### Contractor

#### Mr John Lam, General Manager – Operations, Wilson Parking Hong Kong



Being one of the contractors of The Link, we maintain close working relationship with The Link. With the assistance and support provided by The Link, we are able to follow various guidelines and requirements including environmental, health

and safety aspects as part of our contractual requirements to ensure that our services are of good quality, environmentally friendly and accident free. I envisage the corporate image of The Link would be further enhanced if it could organise more community events on social and environmental aspects.

### Staff

#### Ms Cissy Tsang, Head of Market Development, The Link



As the Head of Market Development, I have many opportunities to communicate with our tenants. Most of our tenants have applauded our AELs that upgrade and improve overall environment, service and traffic flow of our shopping centres. This can help boost their operations resulting in a sustainable business

growth. For green initiatives, we have launched a community project named "Eco Terrace" to engage residents in "urban farming" activities. This initiative has been commended for the promotion of healthy organic green living to residents in a creative manner. To further demonstrate our corporate social responsibility, The Link can further support more social enterprises in different aspects to facilitate social integration.

#### Mr Tony Chan, Management Trainee, The Link



The Link has good economic performance with a steady and healthy financial growth over the years. In terms of corporate social responsibility, The Link has allocated a budget of HK\$200 million to upgrade BFA at its properties from 2011 to cater for various needs of society. It also supports tenants by

establishing "The Link Tenant Academy" and "The Link QIO Renovation Financing" scheme to keep them abreast of the market trends and facilitate application for financial assistance to improve their operations. Internally, The Link has set up a corporate volunteer team to serve the needy. It also provides a wide range of recreational activities and maintains open and effective communication channels for staff. I can feel high staff morale and team spirit within The Link. In addition to the existing programmes and activities organised for the public, The Link should consider organising more social events with NGOs and schools to further engage with the communities.

## NGO

### **Ms Sze Lai Shan, Community Organiser, Society for Community Organisation**



We are delighted to know that The Link has actively launched and participated in a number of sustainability initiatives throughout the years. We have launched several arts and cultural education programmes for residents in Sham Shui Po District with full support

from The Link that make these programmes great success. In relation to economic improvement, The Link's AEs have revitalised some of its retail properties to improve shopping environment and business operation for tenants and customers. We would like to see The Link to further support the business of more small and traditional shops and social enterprises.

## Green Group

### **Mr Angus Ho, Executive Director, Greeners Action**



The Link is supportive of sustainable initiatives. It contributes to local sustainable development by offering venues and assistance to support various environmental programmes. In terms of environmental aspects, The Link should allocate more resources to work with green groups

on different environmental initiatives and make use of its extensive network to promote green messages to customers and the general public. In terms of social and economical aspects, The Link should pay more attention to small and individual retailers and ensure its rental strategies benefit society, especially the grassroots.

## Investment Analyst

### **Mr Jonas Kan, Head of Hong Kong Research and Regional Property Co-ordinator, Daiwa Capital Markets Hong Kong**



As a listed entity, the priority of The Link in the initial years naturally fell more on financial performance. In terms of achieved growth in distribution per unit as well as balance sheet strength, its performance has been commendable among REITs in Hong Kong and probably in the

Asian or even global REIT sector as well. We do observe that The Link has been paying more attention to the social and environmental aspects of the business in recent years and has been making progress on these fronts. In terms of its brand, we think the AEs The Link has put into its malls will help create a more pleasant and healthy environment for the people living in the surrounding areas. We believe that improved sustainability and image among the local community will help in terms of attracting patronage to The Link's shopping centres. Fostering a sense of identification with The Link's malls among the local community as well as residents in private estates or even some tourists would help in terms of longer-term performance of its malls. It would be worthwhile to consider allowing local schools or community centres to hold sustainability-related functions in The Link's malls. The Link could also allow key customer groups to use its open spaces and car parking spaces to foster culture and promote the concept of sustainability.

## Our Response

We appreciate the comments and recommendations by our various stakeholders. We will look into improvement opportunities to address each and every one of their concerns and move further towards sustainable development. We will report our responses to these comments in our future report.



# Our Way Forward



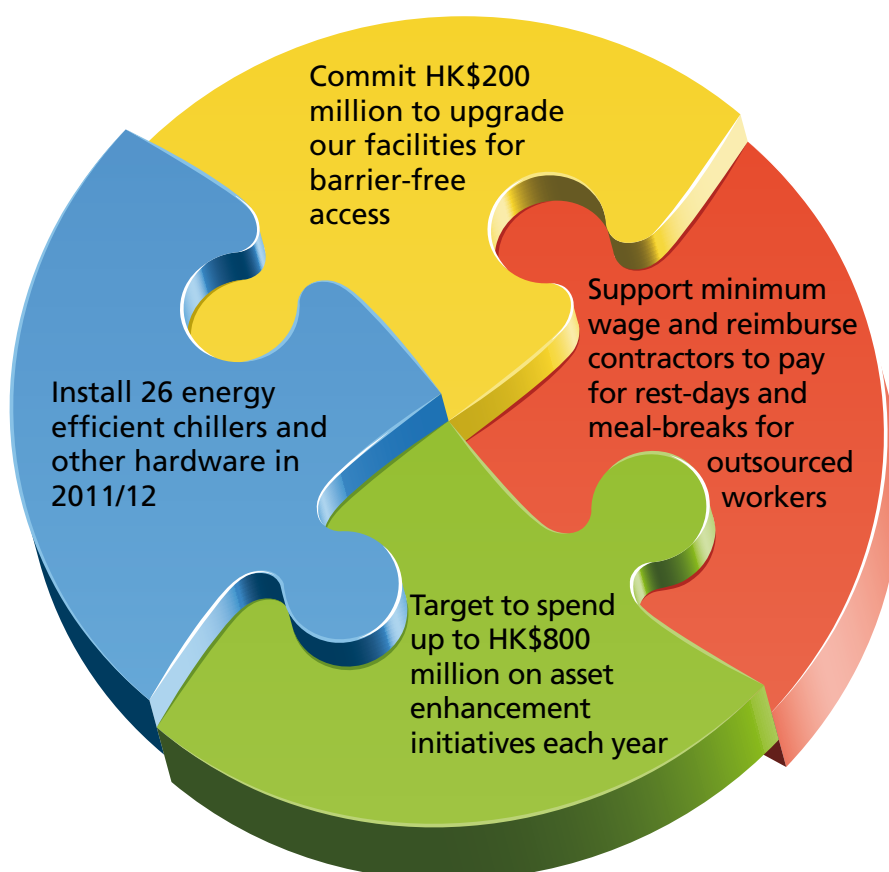
Over the years, we have identified and implemented a wide range of initiatives to improve our services and facilities and have achieved strong financial performance with consistent return to our investors. We have also supported and participated in various social activities to cater for the needs of the community and our other stakeholders. We will continue our efforts in 2011/12 in pursuit of better performance in relation to various sustainability aspects to meet our stakeholders' expectations.

In terms of economic sustainability, we will continue our efforts to revitalise our shopping centres through AEs. We plan to invest up to HK\$800 million each year to carry out various asset enhancement projects in selected shopping centres to create a better operating environment for our tenants and a different shopping ambience for customers.

For environmental sustainability, we will continue to identify and carry out energy conservation initiatives in our shopping centres and car parks. This will not only

help to preserve precious resources on our planet, but also contribute to combat climate change by reducing GHG emissions. We have stepped up the pace in retrofitting old equipments with more energy-efficient ones, with no less than 26 chillers to be replaced in the 2011/12 financial year. Coupled with more aggressive process improvements in property management, we expect such initiatives will reduce our energy consumption further in the years to come.

Regarding social sustainability, we will continue to protect the well-being of our stakeholders and the community. We have already budgeted HK\$200 million over the next five years to upgrade all facilities for BFA in our shopping centres and car parks. In view of the impact of the newly enacted statutory minimum wage on our service providers, we plan to lessen their financial burden by making the extra payment to our service providers affected by the new legislation under current contracts.



# Feedback

Thank you for reading The Link’s Sustainability Report. Your feedback is valuable and indispensable for us to improve our performance, services and reporting process. We hope you will provide your views and comments on this report, our sustainability initiatives and our performance by scanning and emailing the Feedback Form or mailing it by post to:

**By post:** Corporate Communications Department  
The Link Management Limited  
33/F One Landmark East  
100 How Ming Street  
Kwun Tong, Hong Kong

**By e-mail :** sustainability@thelinkreit.com

## Feedback Form

Please indicate the level of your satisfaction by rating our report below  
(with level 5 being most satisfied and level 1 being least satisfied)

	1	2	3	4	5
1. What is your overall view of the report?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Did you find the report information useful?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Did you find the report easy to understand?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Did you think the presentation of the report is clear?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Which aspect(s) of the report did you find most useful?

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6. Which aspect(s) of the report would you like to have more information on?

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7. What improvement(s) would you recommend for our next report?

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8. Which group(s) do you belong to?

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> The Link's tenant                                   | <input type="checkbox"/> The Link's investor / analyst | <input type="checkbox"/> The Link's contractor / supplier   |
| <input type="checkbox"/> The Link's carpark user                             | <input type="checkbox"/> Shopper                       | <input type="checkbox"/> Tenant in public housing estates serviced by The Link centre or car park |
| <input type="checkbox"/> Environmental group / non-governmental organisation | <input type="checkbox"/> Education / academic          | <input type="checkbox"/> Government department  |
| <input type="checkbox"/> Other, please specify _____                         |  |   |

9. Would you like to receive our sustainability reports in the future?

- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

10. What format do you want to receive / read our sustainability reports?  
(we would encourage you to use the paper-less version to read the report)

- |  |                                 |   |
|--|---------------------------------|---|
| <input type="checkbox"/> Printed version | <input type="checkbox"/> CD-rom | <input type="checkbox"/> Internet version |
|--|---------------------------------|---|

11. In what language would you prefer for our sustainability reports?  
(you can tick more than one box)

- |                                  |                                  |
|----------------------------------|----------------------------------|
| <input type="checkbox"/> English | <input type="checkbox"/> Chinese |
|----------------------------------|----------------------------------|

Name: \_\_\_\_\_ Contact number: \_\_\_\_\_

E-mail address : \_\_\_\_\_

Mailing address : \_\_\_\_\_

## Significant Aspects

As the largest real estate investment trust in Hong Kong, we are conscious of our corporate, environmental and social responsibilities in order to meet the expectations of our stakeholders. We are committed to avoiding, minimising, and managing potential risks arising from our daily activities to provide world-class service to our tenants, customers and the community and to protect the interests of our investors. To this end, we have supported a range of environmental, health and safety, and social initiatives to provide quality and sustainable services whilst meeting the stakeholders' needs.

Significant sustainability aspects in relation to The Link's services, activities and operations are depicted below:

Level of Significance	Property Ownership and Management		
	Economic Aspects	Environmental Aspects	Social Aspects
High	Cost-effectiveness	Energy Efficiency	Occupational Hazards and Risks Building Accessibility Employee Development Community Involvement
Medium	Resource Management	Noise Emissions Water Conservation and Sewage Waste Management Materials Usage Greenhouse Gas Emissions Indoor Air Quality	Supply Chain Management
Low		Air Emissions Greening	

## Acknowledgements

We would like to thank our staff and the Hong Kong Productivity Council for their contribution and assistance in the preparation of this report. We would also like to thank our stakeholders for sharing their views and suggestions: Mr Daniel Woo from Full Gold House, Mr John Lam from Wilson Parking, Mr Jonas Kan from Daiwa Capital Markets Hong Kong, Mr Angus Ho from Greeners Action, Ms Sze Lai Shan from Society for Community Organisation, and our colleagues Ms Cissy Tsang and Mr Tony Chan.



*Siu Sai Wan Plaza*



*Tak Tin Plaza*





**The Link Real Estate Investment Trust**  
[www.thelinkreit.com](http://www.thelinkreit.com)

