ESG Performance Data Tables

Environmental Performance Data Table[1], [2]

	Unit	Group Total	Hong Kong Portfolio			Chinese Mainland Portfolio			International Portfolio		
		2025/2026	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024
Energy Management											
Direct Energy Consumption	GJ	**13,349**	**1,303**	996	1,103	**7,969**	13,753	2	**4,077**	3,863	4,276
Diesel	L	**12,883**	**7,738**	4,336	9,930	**543**	420	48	**4,602**	3,527	2,013
Gasoline	L	**28,813**	**28,813**	23,756	20,636	**–**	–	–	**0**	0	0
Natural/Town Gas	GJ	**11,850**	**0**	0	0	**7,948**	13,737	–	**3,902**	3,729	4,199
Indirect Energy Consumption[3]	GJ	**1,014,241**	**682,752**	694,341	712,640	**267,907**	263,051	193,233	**63,582**	69,275	74,289
Electricity	MWh	**281,733**	**189,653**	192,872	197,955	**74,419**	73,070	53,676	**17,662**	19,243	20,636
Electricity Intensity[4]	kWh/sq m	**60.4**	**53.4**	54.3	55.8	**88.5**	86.9	88.5	**64.0**	69.8	74.8
Electricity Intensity (Versus 2018/2019 Baseline)[4]	%	**-5.3**	**-8.3**	-6.7	-4.3	**-2.4**	-4.1	-2.4	**-48.9**	-44.3	-40.3
Total Energy Consumption	GJ	**1,027,590**	**684,055**	695,337	713,742	**275,876**	276,804	193,235	**67,659**	73,139	78,565
Energy Intensity[4]	GJ/sq m	**0.220**	**0.193**	0.196	0.201	**0.328**	0.329	0.319	**0.245**	0.265	0.285
Solar Energy Generated	MWh	**11,067**	**3,863**	2,997	2,276	**7,204**	–	–	**–**	–	–
Solar Energy Generated and Exported	MWh	**10,130**	**3,863**	2,997	2,276	**6,267**	–	–	**–**	–	–
GHG Emissions[5], [6]											
Direct GHG Emission (Scope 1)	Tonnes CO_2e	**7,719**	**2,416**	3,309	6,194	**4,703**	3,596	1,474	**600**	689	1,044
Indirect GHG Emissions (Scope 2)	Tonnes CO_2e	**108,954**	**67,473**	75,950	80,581	**35,245**	39,209	30,611	**6,236**	7,717	8,372
Indirect GHG Emission (Scope 3)	Tonnes CO_2e	**484,232**	**333,476**	315,556	366,600	**106,689**	111,600	100,741	**44,067**	45,437[7]	51,807[7]
Group Total GHG Emissions (Scope 1 & 2)	Tonnes CO_2e	**116,673**	**69,890**	79,259	86,775	**39,948**	42,805	32,085	**6,836**	8,406	9,416
Group Total GHG Emissions Intensity (Scope 1 & 2)[4]	Tonnes CO_2e/sq m	**0.0250**	**0.0197**	0.0223	0.0244	**0.0475**	0.0509	0.0529	**0.0248**	0.0305	0.0341
Group Total GHG Emission Intensity (Scope 1 & 2) (Versus 2018/2019 Baseline)[4]	%	**-29.4**	**-38.0**	-29.7	-23.1	**-24.8**	-19.4	-16.3	**-57.6**	-47.8	-41.5
Water Management[3], [8]											
Municipal Water Consumption	m^3	**1,958,990**	**1,086,944**	1,076,432	1,077,416	**627,366**	586,758	492,497	**244,679**	241,152	292,122
Water Intensity[4]	m^3/sq m	**0.420**	**0.306**	0.303	0.304	**0.746**	0.698	0.812	**0.887**	0.874	1.059
Water Consumption Excluded Cooling Tower	m^3	**997,482**	**463,948**	464,862	452,351	**404,276**	392,071	378,308	**129,257**	122,939	292,122
Water Intensity Excluded Cooling Tower[4]	m^3/sq m	**0.214**	**0.131**	0.131	0.127	**0.481**	0.466	0.624	**0.469**	0.446	1.059
Water Intensity Exclude Cooling Tower (Versus 2018/2019 Baseline)[4]	%	**-20.6**	**-35.1**	-35.0	-36.7	**-54.0**	-55.4	-40.4	**–**	–	–

Notes:

(1) The Environmental Performance Data Table is prepared in accordance with the operational control approach defined by the GHG Protocol. Under this approach, Link reports on properties where it has full authority to introduce and implement operating policies. Properties i) without Link's ownership, or ii) under joint venture structures where Link has limited or no authority over operating policies, are classified as non-operationally controlled and excluded from the reporting boundary. Emissions associated with non-operationally controlled properties are reported only under the relevant Scope 3 categories.

Within operationally controlled properties, Scope 1 and Scope 2 accounting is further limited to properties where Link exercises direct control over operational energy consumption and GHG emissions sources. Certain operationally controlled properties with tenant-managed whole-building arrangements thereby fall outside the Scope 1 and Scope 2 activity data boundary because Link does not directly manage energy consumption and GHG emissions sources at these properties despite being the landlord. Emissions associated with these properties are likewise reported under the relevant Scope 3 categories.

Properties outside the Scope 1 and Scope 2 activity data boundary for this reporting period:

- Hong Kong: Nan Fung Plaza, Po Hei Court Commercial Centre, Chai Wan Car Service Centre, Hung Hom Car Service Centre, The Anderson (to be reported upon construction completion)
- Chinese Mainland: Dongguan Warehouse, Foshan Warehouse, Jiaxing Warehouse, Changshu South Warehouse, Changshu North Warehouse
- Singapore: AMK Hub
- Australia: Queen Victoria Building, The Strand Arcade, The Galeries, IGO portfolio (151 Clarence Street, 126 Phillip Street, 388 George Street, 347 Kent Street and 567 Collins Street), 149 Orchard Road

(2) "–" refers to either inapplicability or data collection stage where we were unable to report the respective data.

(3) Only landlord-controlled consumption is accounted for. Direct access to tenant data in Hong Kong is unavailable, as tenants are billed by local utility suppliers. As we expand tenant data availability through collaboration, innovation, and data extrapolation, such data are now accounted under Scope 3 emissions.

(4) The base for intensity calculation is the total GFA of the properties with operational control accounted for respective activity data within the portfolio. Where GFA is unavailable, other similarly accounted floor area available will be adopted subject to the market norm practices.

(5) The greenhouse gas (GHG) emissions included in our calculations are carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O) and hydrofluorocarbons (HFCs). Perfluorocarbons (PFCs), sulphur hexafluoride (SF_6), nitrogen trifluoride (NF_3) and biogenic CO_2 emissions are not identified from our portfolio activities. Scope 1 data includes direct emissions from diesel used for generator sets, gasoline used for company–owned vehicles, and leakage from refrigerants and fire extinguishers. Scope 2 data includes indirect emissions from purchased electricity. Scope 3 data includes indirect emissions that occur across our value chain. Please refer to the Scope 3 Emissions Category Breakdown.

(6) Our calculation standards for GHG emissions follow the GHG Protocol published by the World Resources Institute and World Business Council for Sustainable Development. Sources of emission factors for Scope 1 and 2 emissions reporting are taken from:

- Global Warming Potential Values from the Intergovernmental Panel on Climate Change (IPCC) Assessment Reports
- "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition)" from Hong Kong Environmental Protection Department and Electrical and Mechanical Services Department
- Latest Sustainability Reports of the local utility companies (CLP Hong Kong Limited and HK Electric), Drainage Services Department, Water Supplies Department and Towngas for Hong Kong portfolio's emission factors
- National Emission Factors (2023) from the Ministry of Ecology and Environment of People's Republic of China for Chinese Mainland portfolio's emission factors
- Singapore's Grid Emission Factor (2025) from Energy Market Authority, Australia's National Greenhouse Accounts Factors (2025) from Department of Climate Change, Energy, the Environment and Water, and UK Government's Greenhouse Gas Reporting: Conversion Factor 2025 from the Department for Energy Security and Net Zero for international portfolio's emissions factors

For the sources of emissions factors used to calculate Scope 3 emissions, please refer to the Scope 3 Emissions Category Breakdown.

(7) The data was adjusted using state-level emission factors for greater granularity.

(8) Includes water consumption for cooling tower, cleansing, flushing, potable uses, irrigation and other minor uses.

Scope 3 Emissions Category Breakdown:

Category[1]	Scope 3 Emissions	Applicability to Link	Relevancies for Inclusion/ Justifications for Exclusion	Quantification Methodologies	2025/2026 (tCO_2e)	2024/2025 (tCO_2e)	2021/2022 (Baseline) (tCO_2e)
1 Scope 3(A)	Purchased Goods & Services	Y	Upstream emissions from the extraction, production and transportation of goods and services purchased by Link for daily operations, e.g. equipment, operation supplies, security, housekeeping, maintenance, marketing and consultancy	Link's OpEx spend data were multiplied by the corresponding emission factors[2]. Link's municipal water activity data were multiplied by the water suppliers' emission factors in processing fresh water	**36,377 (7.5%)**	37,610 (8.0%)	28,627 (7.0%)
2 Scope 3(A)	Capital Goods	Y	Upstream emissions from the extraction, production and transportation of plants and equipment purchased by Link for building services works during replacement, upgrade and asset enhancement. As a Hong Kong REIT, Link has a restricted and insignificant business presence in property development activities. Embodied carbon emissions of the construction materials from our development project, The Anderson will be reported once completed	Link's CapEx spend data were multiplied by the corresponding emission factors[2]	**24,123 (5.0%)**	19,096 (4.0%)	26,992 (6.6%)
3 Scope 3(B)	Fuel- and Energy-related Activities (Not Included in Scope 1 or Scope 2)	Y	Upstream emissions from the extraction, production and transportation of fuel and energy consumed by Link (including usage for EV chargers) that are not already accounted for in Scope 1 and 2 emissions	Primary activity data of fuel and energy (e.g. diesel, natural gas, and electricity) used by Link were multiplied by the corresponding emission factors[3]	**52,524 (10.8%)**	55,585 (11.8%)	51,883 (12.7%)
4 Scope 3(A)	Upstream Transportation and Distribution	Y	Upstream emissions from transportation and distribution of goods and services purchased by Link (including inbound and outbound logistics)	Spend data of postage and courier services purchased by Link were multiplied by the corresponding emission factors[2]	**6 (0.001%)**	7 (0.002%)	6 (0.001%)
5 Scope 3(B)	Waste Generated in Operations	Y	Upstream emissions from disposal and treatment of waste including solid waste and wastewater generated in Link's operations	Primary waste data from Link's properties with operational control were multiplied by the corresponding emission factors[3]	**22,897 (4.7%)**	23,538 (5.0%)	16,481 (4.0%)

Category[1]	Scope 3 Emissions	Applicability to Link	Relevancies for Inclusion/ Justifications for Exclusion	Quantification Methodologies	2025/2026 (tCO_2e)	2024/2025 (tCO_2e)	2021/2022 (Baseline) (tCO_2e)
6 Scope 3(A)	Business Travel	Y	Upstream emissions from transportation of employees for business related activities in non-company owned or operated vehicles	Primary air-travel data provided by corporate travel agents were multiplied by the corresponding emission factors[4] Primary ground travel mileage data from corporate rental cars and spend data of business travelling including hotel expenses were multiplied by the corresponding emission factors[2],[3]	**708 (0.1%)**	788 (0.2%)	124 (0.03%)
7 Scope 3(B)	Employee Commuting	Y	Upstream emissions from transportation of employees between their homes and worksites in non-company owned or operated vehicles	Number of employees were multiplied by the corresponding commuting factors[5]	**555 (0.1%)**	539 (0.1%)	455 (0.1%)
8	Upstream Leased Assets	N	Upstream emissions from leased assets for employees (e.g. rented offices) are already accounted for in Scope 1 and 2 emissions. No other upstream leased assets emissions are applicable to Link's operations	–	**–**	–	–
9	Downstream Transportation and Distribution	N	Link does not have any sold products that require transportation and distribution	–	**–**	–	–
10	Processing of Sold Products	N	Link does not manufacture any immediate products that require processing by third parties	–	**–**	–	–
11 Scope 3(B)	Use of Sold Products	Y (From 2023/2024 onwards)	Downstream operational emissions from properties where Link provides property management services by contract but does not claim operational control over those properties	Primary activity data of fuel and energy (e.g. diesel, natural gas, and electricity) used by Link or supplied to end users (e.g. tenants and shoppers) were multiplied by location/ market-based emission factors relevant to the regions	**8,446 (1.7%)**	9,600 (2.0%)	–
12	End-of-life Treatment of Sold Products	N	Link does not sell any products with end-of-life emissions	–	**–**	–	–

Category[1]	Scope 3 Emissions	Applicability to Link	Relevancies for Inclusion/ Justifications for Exclusion	Quantification Methodologies	2025/2026 (tCO_2e)	2024/2025 (tCO_2e)	2021/2022 (Baseline) (tCO_2e)
13 Scope 3(B)	Downstream Leased Assets	Y	Downstream emissions from properties owned by Link which are leased to tenants, of which their emissions are not already accounted for in Scope 1 and 2 emissions	A combination of primary and extrapolated activity data of fuel and energy (e.g. diesel, natural gas, and electricity) supplied to tenants were multiplied by location-/ market-based emission factors relevant to the regions	**330,944 (68.3%)**	318,340 (67.4%)	265,699 (65.2%)
14	Franchises	N	Link's business operations do not involve franchises	–	**–**	–	–
15 Scope 3(B)	Investments	Y	Downstream emissions from Link's investments in joint ventures, i.e. qualified minority-owned properties, debt securities, and fund investments	Primary activity data of fuel and energy (e.g. diesel, natural gas, and electricity) used in Link's minority-owned and fund investment properties were multiplied by location/ market-based emission factors relevant to the regions, as well as their Link's per cent stakes. Extrapolated emissions from Link's debt investment companies were multiplied by location/market- based emission factors relevant to the regions	**7,650 (1.6%)**	7,489 (1.6%)[6]	17,077 (4.2%)

As a major real estate owner, manager, and investor, our scope 3 emissions hotspots are Downstream Leased Assets (category 13) and Fuel- and Energy-related Activities (category 3). These two categories alone encompassed our SBTi Scope 3 emissions near-term target boundary and accounted for more than 70% of our total scope 3 emissions in the past 3 years.

Our total scope 3 emissions have been on an upward trajectory, driven primarily by the expansion of our portfolio and the resurgence of business activities following the pandemic. This growth has resulted in a higher carbon profile as well as increased spending on goods and services over the years.

To tackle the downstream emissions (category 13) from our properties, we have been implementing tenant engagement programmes in collaboration with various stakeholders to promote awareness and encourage energy saving and waste reduction practices among our tenants. See more under Tenant Engagement section.

Category 3 comprises indirect emissions in relation to the upstream production of our purchased fuel and energy as well as T&D losses of our purchased electricity. Despite our limitation in influencing the upstream activities, we continue to drive energy efficiency within our operations proactively to reduce related emission footprints. See more under Greenhouse Gas Emissions section.

Notes:

(1) Beyond standard GHG Protocol classifications, we further differentiate Scope 3 emissions to reflect our varying levels of influence: Scope 3(A) (with direct control to shape outcome) and Scope 3(B) (beyond direct control but open to collaborative impact). This dual-category approach enables targeted actions where our influence is the strongest while maintaining engagement across the value chain.

(2) From "Supply Chain GHG Emission Factors for U.S. Industries and Commodities" published by the U.S. Environmental Protection Agency using United States Environmentally-Extended Input-Output (USEEIO) model.

(3) From "Greenhouse Gas Reporting: Conversion Factors 2025" published by the Department for Energy Security and Net Zero of the UK, as well as other location/market-based emission factors relevant to the regions.

(4) From "ICAO Carbon Emissions Calculator (ICEC)".

(5) From "Public Transit Statistics by Country and City" published by Moovit Insights and "China Major Cities Commuting Monitoring Report" published by China Academy of Urban Planning & Design.

(6) The data was adjusted using state-level emission factors for greater granularity.

		Group Total	Hong Kong Portfolio			Chinese Mainland Portfolio			International Portfolio		
	Unit	2025/2026	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024
Waste Management											
Non-Hazardous Waste Disposal	Tonnes	**57,207**	**30,306**	33,944	37,408	**22,092**	27,095	14,474	**4,809**	4,454	4,211
Construction Waste to Landfill[1]	Tonnes	**7,119**	**103**	43	543	**7,017**	14,576	3,999	**–**	–	–
General Waste to Landfill[2]	Tonnes	**44,834**	**30,204**	33,900	36,865	**14,596**	12,184	10,475	**35**	31	4,211
General Waste to Incineration[3]	Tonnes	**5,254**	**–**	–	–	**480**	335	–	**4,775**	4,422	–
Construction Waste Reused	Tonnes	**211**	**211**	302	901	**–**	–	–	**–**	–	–
Other Non-Hazardous Waste Recovered/ Recycled/Reused	Tonnes	**21,658**	**13,605**	12,208	9,093	**6,535**	5,253	3,630	**1,518**	1,393	1,210
Organic Waste – Surplus Food Donation[4]	Tonnes	**161**	**161**	173	160	**–**	–	–	**–**	–	–
Organic Waste[5]	Tonnes	**8,777**	**2,992**	2,651	2,175	**5,115**	4,013	–	**670**	535	363
General Waste	Tonnes	**107**	**–**	–	–	**–**	–	–	**107**	98	145
Plastics[6]	Tonnes	**1,156**	**983**	734	451	**164**	149	–	**8**	9	2
Glass Bottles	Tonnes	**366**	**217**	164	230	**109**	91	–	**40**	54	46
Styrofoam Boxes	Tonnes	**1,999**	**1,999**	2,112	1,479	**–**	–	–	**–**	–	–
Cardboard/Paper	Tonnes	**8,606**	**6,984**	6,193	4,467	**979**	868	–	**642**	646	612
Metals	Tonnes	**166**	**45**	10	7	**99**	80	–	**21**	24	19
Mixed Recyclables[7]	Tonnes	**97**	**–**	–	–	**68**	52	3,630	**29**	28	22
Clothing	Tonnes	**223**	**223**	171	123	**–**	–	–	**–**	–	–
Others[8]	Tonnes	**0.01**	**0.01**	–	–	**–**	–	–	**–**	–	–
Hazardous Waste Disposal[9]	Tonnes	**0.74**	**0.00**	1.86	2.06	**0.12**	0.21	0.04	**0.61**	1.28	0.68
General Waste Recovered/Recycled Rate[10]	%	**30.2**	**31.1**	26.5	19.8	**30.2**	29.6	25.7	**24.0**	23.8	22.3

Notes:

(1) All construction waste is handled by licensed waste collectors. Construction waste reused refers to waste that are sent to designated public filling reception facilities for treatment and processing of hard inert material into recycled aggregates and granular materials for use in construction activities.

(2) General waste is collected from our retail, fresh market, office and car park area where applicable and sent to landfills. General waste amount is either measured by weigh-in stations or estimated with the number of rubbish bins on a regular basis.

(3) General waste to incineration comprises organic waste. To enhance data accuracy, we have started reporting general waste to landfill and incineration separately since 2024/2025.

(4) Surplus food refers to the food collected from Link properties and subsequently donated to the community.

(5) Organic Waste, excluding surplus food donation, treatment methods include composting, recycling and anaerobic digestion.

(6) Plastic comprises plastic bottles collected from RVMs, plastic bottles and containers from recycle bins and fruit baskets from fresh markets.

(7) Mixed recyclables include but are not limited to paper and cardboard, plastics, metals, glasses and food waste. Note that recyclable types may vary in individual property. From 2024/2025 onwards, with the improvement in recording, mixed recyclables from the Chinese Mainland portfolio has been reported separately.

(8) Others include Lai See packets, appliances and miscellaneous items for reuse and recycling, no relevant collection record during 2024/2025 and 2023/2024.

(9) All hazardous waste is handled by licensed waste collectors. Hazardous waste comprises fluorescent light tubes and electronic waste.

(10) General waste includes organic, inorganic, and recyclable waste (including any tenant waste) handled by Link at properties where Link has operational control. Excludes construction waste and hazardous waste.

Social Performance Data Table[1], [2], [3]

	Group Total	Hong Kong Portfolio			Chinese Mainland Portfolio			International Portfolio		
	2025/2026	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024
Workforce Profile										
Permanent Employee	**1,284**	**926**	1,025	998	**229**	277	217	**129**	139	128
By Gender										
Male	**570**	**425**	469	461	**92**	107	82	**53**	56	48
Female	**714**	**501**	556	537	**137**	170	135	**76**	83	80
By Age Group										
Below 30	**164**	**113**	141	152	**32**	49	42	**19**	20	10
Male	**60**	**43**	51	56	**12**	13	12	**5**	6	2
Female	**104**	**70**	90	96	**20**	36	30	**14**	14	8
30-50	**929**	**667**	738	722	**187**	219	168	**75**	83	91
Male	**405**	**306**	338	336	**72**	87	64	**27**	30	31
Female	**524**	**361**	400	386	**115**	132	104	**48**	53	60
Above 50	**191**	**146**	146	124	**10**	9	7	**35**	36	27
Male	**105**	**76**	80	69	**8**	7	6	**21**	20	15
Female	**86**	**70**	66	55	**2**	2	1	**14**	16	12
By Grade										
Non-Management[4]	**709**	**508**	552	560	**121**	149	123	**80**	87	82
Male	**289**	**204**	217	219	**50**	55	47	**35**	39	33
Female	**420**	**304**	335	341	**71**	94	76	**45**	48	49
Middle Management[5]	**451**	**326**	356	337	**93**	110	77	**32**	37	34
Male	**215**	**168**	185	182	**37**	47	30	**10**	11	10
Female	**236**	**158**	171	155	**56**	63	47	**22**	26	24
Senior Management[6]	**124**	**92**	117	101	**15**	18	17	**17**	15	12
Male	**66**	**53**	67	60	**5**	5	5	**8**	6	5
Female	**58**	**39**	50	41	**10**	13	12	**9**	9	7
By Nationality[7]										
Group										
Chinese	**1,141**	**–**	–	–	**–**	–	–	**–**	–	–
Singaporean	**90**	**–**	–	–	**–**	–	–	**–**	–	–
Malaysian	**31**	**–**	–	–	**–**	–	–	**–**	–	–
Others	**22**	**–**	–	–	**–**	–	–	**–**	–	–
Hong Kong Portfolio										
Chinese	**–**	**911**	1,006	984	**–**	–	–	**–**	–	–
British	**–**	**4**	6	5	**–**	–	–	**–**	–	–
Malaysian	**–**	**3**	4	3	**–**	–	–	**–**	–	–
Others	**–**	**8**	9	6	**–**	–	–	**–**	–	–
Chinese Mainland Portfolio										
Chinese	**–**	**–**	–	–	**229**	277	217	**–**	–	–
Others	**–**	**–**	–	–	**0**	0	0	**–**	–	–
International Portfolio										
Singaporean	**–**	**–**	–	–	**–**	–	–	**89**	103	100
Malaysian	**–**	**–**	–	–	**–**	–	–	**28**	27	18
Australian	**–**	**–**	–	–	**–**	–	–	**2**	2	2
Indian	**–**	**–**	–	–	**–**	–	–	**2**	2	2
Japanese	**–**	**–**	–	–	**–**	–	–	**2**	0	0
Myanmar people	**–**	**–**	–	–	**–**	–	–	**2**	2	2
Others	**–**	**–**	–	–	**–**	–	–	**4**	3	4
Temporary Employee[8]	**45**	**42**	60	54	**0**	0	2	**3**	6	14

	Group Total	Hong Kong Portfolio			Chinese Mainland Portfolio			International Portfolio		
	2025/2026	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024
New Hires										
Permanent New Hires	**124**	**66**	149	218	**35**	89	41	**23**	27	39
By Age Group										
Below 30	**40**	**22**	46	73	**9**	20	11	**9**	14	6
Male	**18**	**9**	21	23	**6**	5	4	**3**	5	2
Female	**22**	**13**	25	50	**3**	15	7	**6**	9	4
30-50	**76**	**40**	93	136	**24**	69	30	**12**	10	31
Male	**41**	**25**	43	61	**12**	33	14	**4**	4	8
Female	**35**	**15**	50	75	**12**	36	16	**8**	6	23
Above 50	**8**	**4**	10	9	**2**	0	0	**2**	3	2
Male	**7**	**3**	6	6	**2**	0	0	**2**	2	1
Female	**1**	**1**	4	3	**0**	0	0	**0**	1	1
By Grade										
Non-Management[4]	**82**	**44**	104	157	**25**	48	23	**13**	17	28
Male	**46**	**26**	51	61	**15**	16	11	**5**	6	6
Female	**36**	**18**	53	96	**10**	32	12	**8**	11	22
Middle Management[5]	**36**	**19**	31	51	**10**	39	15	**7**	6	8
Male	**16**	**10**	10	25	**5**	22	6	**1**	2	4
Female	**20**	**9**	21	26	**5**	17	9	**6**	4	4
Senior Management[6]	**6**	**3**	14	10	**0**	2	3	**3**	4	3
Male	**4**	**1**	9	4	**0**	0	1	**3**	3	1
Female	**2**	**2**	5	6	**0**	2	2	**0**	1	2
Permanent New Hires Rate[9]	**9.7%**	**7.1%**	14.5%	21.8%	**15.3%**	32.1%	18.9%	**17.8%**	19.4%	30.5%
Turnover[10]										
Employee Turnover	**284**	**165**	138	245	**84**	46	39	**35**	34	50
By Gender										
Male	**128**	**80**	71	117	**35**	22	18	**13**	10	20
Female	**156**	**85**	67	128	**49**	24	21	**22**	24	30
By Age Group										
Below 30	**37**	**20**	31	87	**11**	10	12	**6**	7	4
Male	**13**	**8**	14	44	**3**	7	5	**2**	1	1
Female	**24**	**12**	17	43	**8**	3	7	**4**	6	3
30-50	**203**	**112**	96	146	**68**	36	27	**23**	22	35
Male	**91**	**53**	47	69	**30**	15	13	**8**	6	13
Female	**112**	**59**	49	77	**38**	21	14	**15**	16	22
Above 50	**44**	**33**	11	12	**5**	0	0	**6**	5	11
Male	**24**	**19**	10	4	**2**	0	0	**3**	3	6
Female	**20**	**14**	1	8	**3**	0	0	**3**	2	5
By Grade										
Non-Management[4]	**156**	**81**	92	173	**54**	29	23	**21**	28	30
Male	**66**	**37**	49	80	**20**	13	12	**9**	8	13
Female	**90**	**44**	43	93	**34**	16	11	**12**	20	17
Middle Management[5]	**94**	**55**	38	58	**26**	16	12	**13**	5	17
Male	**46**	**28**	15	28	**15**	9	4	**3**	1	6
Female	**48**	**27**	23	30	**11**	7	8	**10**	4	11
Senior Management[6]	**34**	**29**	8	14	**4**	1	4	**1**	1	3
Male	**16**	**15**	7	9	**0**	0	2	**1**	1	1
Female	**18**	**14**	1	5	**4**	1	2	**0**	0	2
Employee Turnover Rate	**20.8%**	**16.8%**	13.6%	24.9%	**33.1%**	17.8%	18%	**26.1%**	24.6%	38.2%
Voluntary Turnover										
Employee Voluntary Turnover	**154**	**105**	127	231	**28**	30	20	**21**	32	49
Overall Voluntary Turnover Rate	**11.3%**	**10.7%**	12.5%	23.5%	**11%**	11.6%	9.2%	**15.7%**	23.2%	37.4%
Number of Average Headcount	**1,368**	**980**	1,014	985	**254**	258	217	**134**	138	131

	Group Total	Hong Kong Portfolio			Chinese Mainland Portfolio			International Portfolio		
	2025/2026	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024
Leave										
Employee who Took Parental Leave	**41**	**28**	20	29	**8**	9	7	**5**	4	5
By Gender										
Male	**15**	**11**	8	10	**2**	7	0	**2**	3	3
Female	**26**	**17**	12	19	**6**	2	7	**3**	1	2
Return to Work Rate[11]										
By Gender										
Male	**86.7%**	**90.9%**	100%	80%	**100%**	100%	0%	**50%**	100%	100%
Female	**88.5%**	**100%**	100%	89.5%	**66.7%**	100%	85.7%	**66.7%**	100%	100%
Days Taken for Family-Friendly Leave[12]	**6,909.5**	**4,560.5**	4,416.5	4,327.5	**1,513**	1,140	1,136.5	**836**	740.5	793
Employee Benefits										
Employee who Joined Employee Unit Purchase Plan	**69**	**69**	80	168	**0**	0	–	**0**	0	–
Employee Contribution (HK$)	**3,492,000**	**3,492,000**	3,798,000	7,814,497	**0**	0	–	**0**	0	–
Company Contribution (HK$)	**1,003,800**	**1,003,800**	1,072,500	2,162,959	**0**	0	–	**0**	0	–
Number of Education Sponsorship Offered	**258**	**168**	356	311	**2**	4	0	**88**	107	39
By Grade										
Non-Management[4]	**120**	**76**	139	130	**2**	0	0	**42**	49	12
Middle Management[5]	**93**	**62**	158	111	**0**	3	0	**31**	38	15
Senior Management[6]	**45**	**30**	59	70	**0**	1	0	**15**	20	12
Company Contribution (HK$)	**536,504**	**406,583**	837,972	789,785	**1,819**	14,428	0	**128,103**	196,634	96,558
Training										
Employee Training Hours	**28,127**	**20,654**	28,170	23,374	**4,452**	6,370	5,150	**3,021**	2,999	3,508
By Gender[13]										
Male	**12,936**	**10,006**	13,152	11,889	**1,729**	2,403	1,923	**1,201**	1,237	1,422
Female	**15,191**	**10,648**	15,018	11,485	**2,723**	3,966	3,227	**1,820**	1,762	2,086
By Grade										
Non-Management[4]	**14,937**	**11,518**	14,638	12,035	**1,788**	2,914	2,471	**1,632**	1,612	1,560
Middle Management[5]	**9,889**	**6,696**	8,862	6,349	**2,129**	2,472	1,649	**1,064**	799	1,143
Senior Management[6]	**3,301**	**2,440**	4,671	4,991	**536**	983	1,031	**326**	589	805
By Topic[14]										
Business Ethics and Compliance	**5,157**	**3,290**	4,784	4,532	**1,428**	2,024	2,427	**439**	739	872
Health and Safety	**3,256**	**2,318**	3,225	1,130	**10**	94	0	**928**	58	94
ESG Trends	**1,205**	**1,089**	1,352	2,897	**0**	28	105	**116**	258	121
Others	**18,509**	**13,957**	18,810	14,816	**3,014**	4,224	2,619	**1,538**	1,945	2,421
Average Training Hours	**21.9**	**22.3**	27.5	23.4	**19.4**	23	23.7	**23.4**	21.6	27.4
By Grade										
Non-Management[4]	**21.1**	**22.7**	26.5	21.5	**14.8**	19.6	20.1	**20.4**	18.5	19
Middle Management[5]	**21.9**	**20.5**	24.9	18.8	**22.9**	22.5	21.4	**33.2**	21.6	33.6
Senior Management[6]	**26.6**	**26.5**	39.9	49.4	**35.7**	54.6	60.6	**19.1**	39.3	67.1

	Group Total	Hong Kong Portfolio			Chinese Mainland Portfolio			International Portfolio		
	2025/2026	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024	2025/2026	2024/2025	2023/2024
Employee Volunteering										
Employee count of Volunteers	**557**	**557**	593	699	**0**	0	0	**–**	–	–
Volunteer Hours	**2,352**	**2,352**	2,660	3,655	**0**	0	0	**–**	–	–
Occupational Health and Safety[15]										
Permanent Employee										
Number of Lost Time Injuries (Injury Leave > 0 Day)[16]	**6**	**3**	4	5	**1**	0	0	**2**	1	4
Number of High-Consequence Work-Related Injuries (Injury Leave > 6 Months)	**0**	**0**	0	0	**0**	0	0	**0**	0	0
Lost Days Due to Injuries[17]	**131**	**8**	101.5	21.5	**22**	0	0	**101**	5	22.5
Hours Worked	**2,568,000**	**1,852,000**	2,050,000	1,996,000	**458,000**	554,000	434,000	**258,000**	278,000	256,000
LTIFR[18]	**2.34**	**1.62**	1.95	2.51	**2.18**	0	0	**7.75**	3.60	15.63
LTIR (Per 100 Employees)[19]	**0.47**	**0.32**	0.39	0.50	**0.44**	0	0	**1.55**	0.72	3.13
High-Consequence Work-Related Injury Rate (Per 100 Employees)[19]	**0**	**0**	0	0	**0**	0	0	**0**	0	0
Absentee Rate[20]	**1.99%**	**1.89%**	2.17%	2.25%	**1.17%**	0.86%	1.21%	**4.23%**	4.12%	4.43%
Number of Fatalities	**0**	**0**	0	0	**0**	0	0	**0**	0	0
Fatality Rate[19]	**0.00**	**0.00**	0.00	0.00	**0.00**	0.00	0.00	**0.00**	0.00	0.00
Contractor Worker Profile										
Contractor Worker[21]	**5,050**	**3,602**	3,797	3,797	**1,255**	1,260	1,034	**193**	205	179
Occupational Health and Safety[15]										
Number of Lost Time Injuries (Injury Leave > 0 Day)[16]	**28**	**27**	93	94	**1**	0	0	**0**	3	0
Number of High-Consequence Work-Related Injuries (Injury Leave > 6 Months)	**15**	**15**	12	8	**0**	0	0	**0**	0	0
Lost Days Due to Injuries[17]	**2,938**	**2,933**	6,767	4,723	**5**	0	0	**0**	0	0
Hours Worked	**12,120,000**	**8,644,800**	9,112,800	9,112,800	**3,012,000**	3,024,000	2,481,600	**463,200**	492,000	429,600
LTIFR[18]	**2.31**	**3.12**	10.21	10.32	**0.33**	0	0	**0**	6.10	0
LTIR (Per 100 Workers)[19]	**0.55**	**0.75**	2.45	2.48	**0.08**	0	0	**0**	1.46	0
High-Consequence Work-Related Injury Rate (Per 100 Workers)[19]	**0.3**	**0.42**	0.32	0.21	**0**	0	0	**0**	0	0
Number of Fatalities	**0**	**0**	0	0	**0**	0	0	**0**	0	0
Fatality Rate[19]	**0.00**	**0.00**	0.00	0.00	**0.00**	0.00	0.00	**0.00**	0.00	0.00
Contractor Worker Training Hours[22]										
Contractor Worker Training Hours	**31,881**	**18,227**	15,083	8,895	**13,068**	11,292	16,550	**586**	1,126	2,104
Average Training Hours	**8.8**	**8.3**	8.3	4.9	**10.4**	9	16	**3**	5.5	11.8

Notes:

(1) Unless otherwise specified, 2025/2026 Social Performance Data Table includes the Hong Kong, Chinese Mainland and international portfolios. We established our Chinese Mainland Headquarters in 2019/2020, the regional centre in Australia in 2022/2023, the regional centre in Singapore in 2023/2024 and the regional centre in Japan in 2025/2026. Regarding our international portfolio in Australia and the United Kingdom, the operational management of our international portfolio was fully outsourced to property management agencies. We did not hire any Link staff who were stationed in the United Kingdom.

(2) "–" refers to either inapplicability or data collection stage where we were unable to collect the respective data.

(3) Provided by our Human Resources department, the social data profile is compiled based on the workforce number as of each reporting year end.

(4) Non-Management comprises positions in the Non-Managerial Grade, i.e. General Staff/Officer Grade.

(5) Middle Management comprises positions ranging from Assistant Manager to Senior Manager.

(6) Senior Management comprises positions from Assistant General Manager and above, including C-suite roles.

(7) Starting from 2023/2024, we reported our workforce profile by nationality, disclosing the top three nationalities within each region.

(8) Temporary employee refers to Link staff with fixed-term employment contracts such as part-time staff and summer interns. Gender and age breakdowns have not been further provided due to its insignificant portion within our workforce profile.

(9) Permanent new hires rate is calculated as the total number of new permanent hires in the reporting year divided by the total number of permanent employees as of each reporting year end.

(10) Turnover covers voluntary resignation, involuntary termination and retirement of permanent staff in the reporting period. Employee turnover rate is calculated as the accrual number of leavers divided by the average headcount in a rolling 12-month period.

(11) Return to work rate is calculated as the total number of permanent staff who return to work after parental leave divided by the total number of parental leave takers as of each reporting year end.

(12) Family-friendly leave includes birthday leave, compassionate leave, parental leave, marriage leave and family leave.

(13) Starting from 2023/2024, we reported our staff training hours categorised by gender.

(14) Starting from 2024/2025, cyber security has been categorised under business ethics and compliance.

(15) Starting from 2025/2026, reporting of "Number of Reportable Injuries (Injury Leave > 3 Days)" has been discontinued, as it is captured within "Number of Lost Time Injuries (Injury Leave > 0 Day)". Reporting will continue for "Number of Lost Time Injuries (Injury Leave > 0 Day)" and "Number of High-Consequence Work-Related Injuries (Injury Leave > 6 Months)".

(16) Starting from 2025/2026, cases involving absences below the defined lost-time threshold with full replacement have been excluded, as they do not meet the criteria for lost-time injury classification.

(17) Starting from 2025/2026, lost days are calculated in accordance with Occupational Safety and Health Administration (OSHA) guidance, recorded from the day after the injury occurs, and capped at 180 calendar days.

(18) LTIFR is calculated as the total number of lost time injuries multiplied by 1,000,000 hours and then divided by the total number of hours worked. In 2025/2026, the variance in our calculated LTIFR for permanent employees was primarily driven by a lower total headcount and fewer hours worked rather than a shift in our workplace safety performance. Each case was followed up to ensure appropriate treatment, with causes identified to prevent recurrence.

(19) LTIR, high-consequence work-related injury rate and fatality rate are calculated as the total number of injuries multiplied by the factor and then divided by the total number of hours worked. Factor 200,000 for permanent staff is due to the assumed annual hours worked by 100 employees, i.e. 40 hours per week for 50 weeks a year. Factor 240,000 for contractors' workers is due to the assumed annual hours worked by 100 contractors' workers, i.e. 48 hours per week for 50 weeks a year.

(20) Absentee rate is calculated as the total number of lost days divided by the number of scheduled work days in the reporting year. Lost days cover absenteeism due to both work and non-work related sickness and injuries.

(21) Contractors' workers are not employed by Link but are individuals employed by third party vendors of Link that are contracted to provide property management support, housekeeping, car park operation and repair & maintenance services at Link's properties. These workers work on site at Link's properties. The figures represent the number of suppliers with on-site presence in their own geographical regions.

(22) Starting from 2025/2026, contractor worker training hours will also apply to car park operators, in addition to contractors' workers responsible for property management support and housekeeping services. For 2023/2024 and 2024/2025, the data includes only contractors' workers engaged in property management support and housekeeping services. Average training hours are calculated as the total training hours received divided by the total number of the aforementioned contractors' workers.