



Social Performance

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The Hong Kong Housing Authority (HA) is committed to building a sustainable community through introducing socially and environmentally sound practices in both new estates development and exiting estates operations. During the year, we continued to work closely with our stakeholders, including tenants, contractors, and non-governmental organisations, to promote a harmonious culture and smart living style across all estates.

Performance Overview

After a decade of efforts, the Housing Department (HD) successfully attained the “10 years plus Caring Organisation Logo” for the first time in early 2016. Presented by the Hong Kong Council of Social Service, this honour recognises organisations with a strong commitment to corporate social responsibility and contribution to care for the community, employees, and the environment.



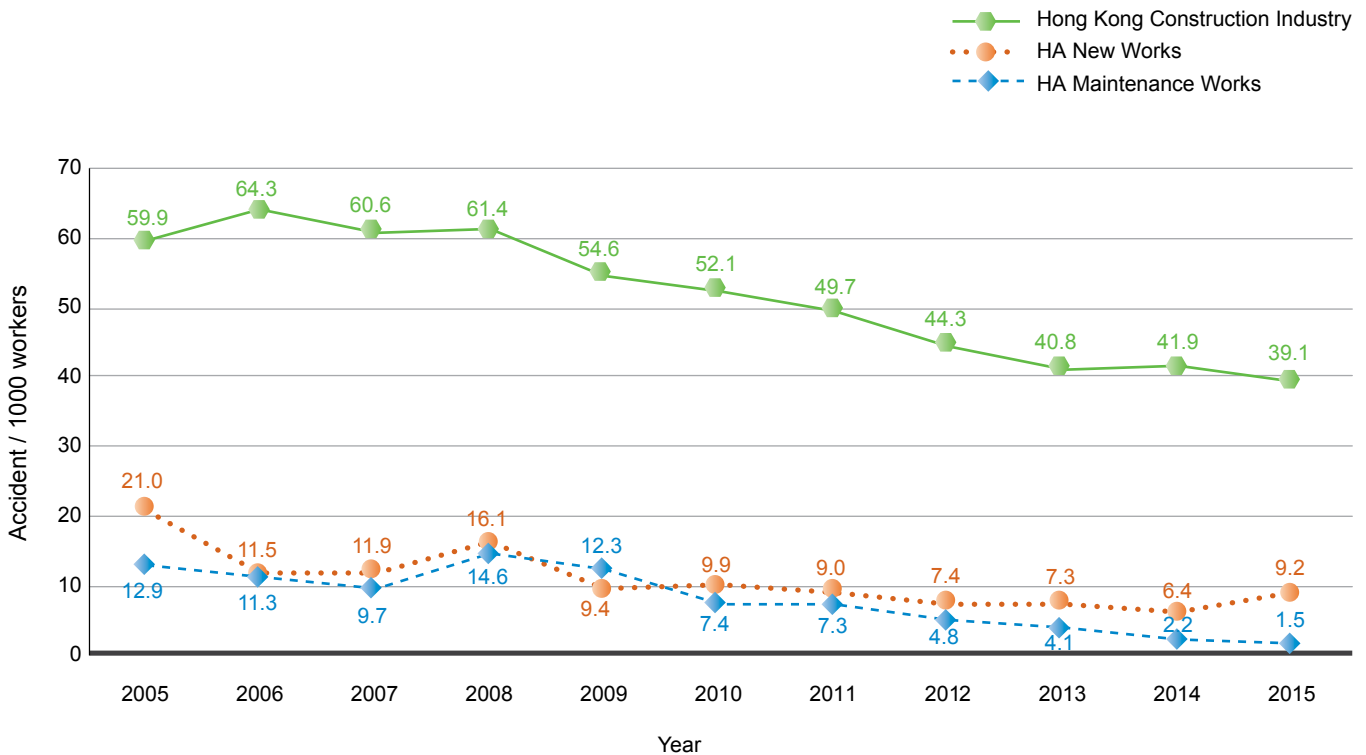
To benchmark our sustainability performance against leading industry standards and share good practice with interested parties, our Development & Construction Division and Estate Management Division have continued to participate in the annual performance assessment of the Hong Kong Quality Assurance Agency’s (HKQAA) Corporate Social Responsibility (CSR) Index in 2015/16. The two divisions received the full score of 5.0, and were awarded the HKQAA CSR Advocate Mark. It demonstrates our commitment to be a socially responsible organisation.

▲ HD Attained the 10 Year Plus Caring Organisation Logo

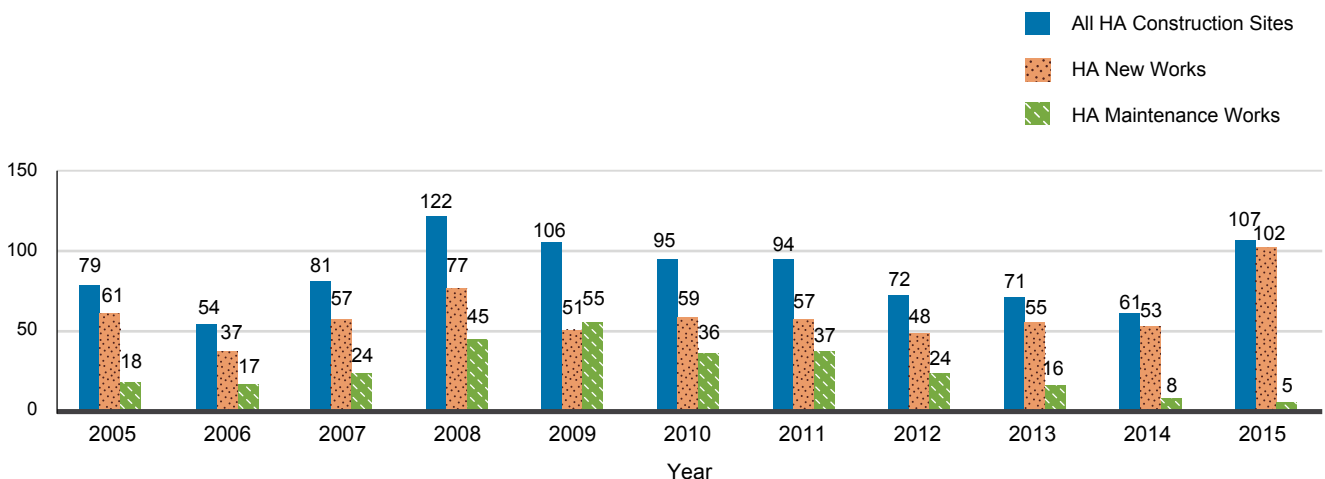
Across all our construction sites, the accident rates were 9.2 per 1 000 workers for new works contracts and 1.5 per 1 000 workers for maintenance contracts, based on the 2015 statistical data from Labour Department.

While no fatal accident recorded in maintenance works contracts during the year, two fatal accidents occurred in new works contracts in 2015, including one in a foundation contract in the third quarter and the other one in a new works building contract in the fourth quarter. Our Procurement Review & List Management Board interviewed both contractors involved in the fatal accidents to review their for tendering future HA projects. One of the contractors was subsequently suspended from tendering for all HA piling contracts (including large diameter bored piling and percussive piling categories) for three months. The other contractor confirmed to improve safety management control measures and promotion plan for the enhancement of safety execution of works and workers' safety awareness on HA's construction sites from December 2015 onwards.

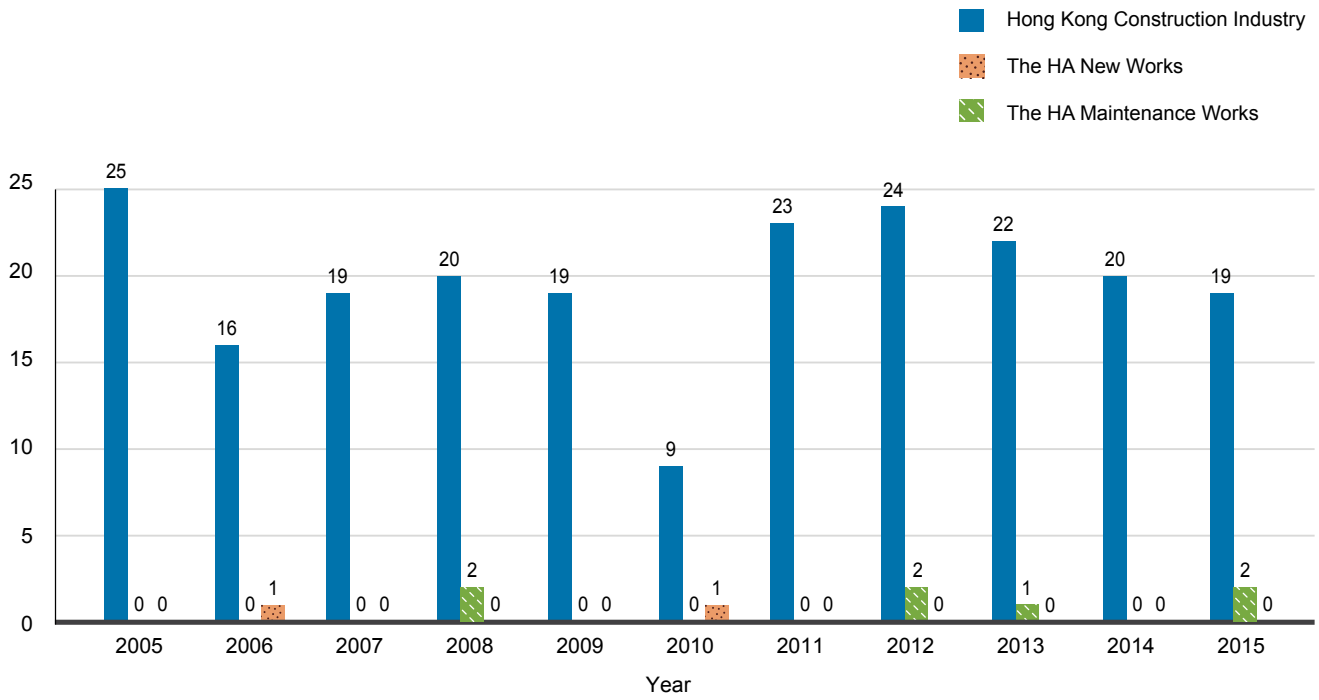
Accident Rate Compared to Local Construction Industry



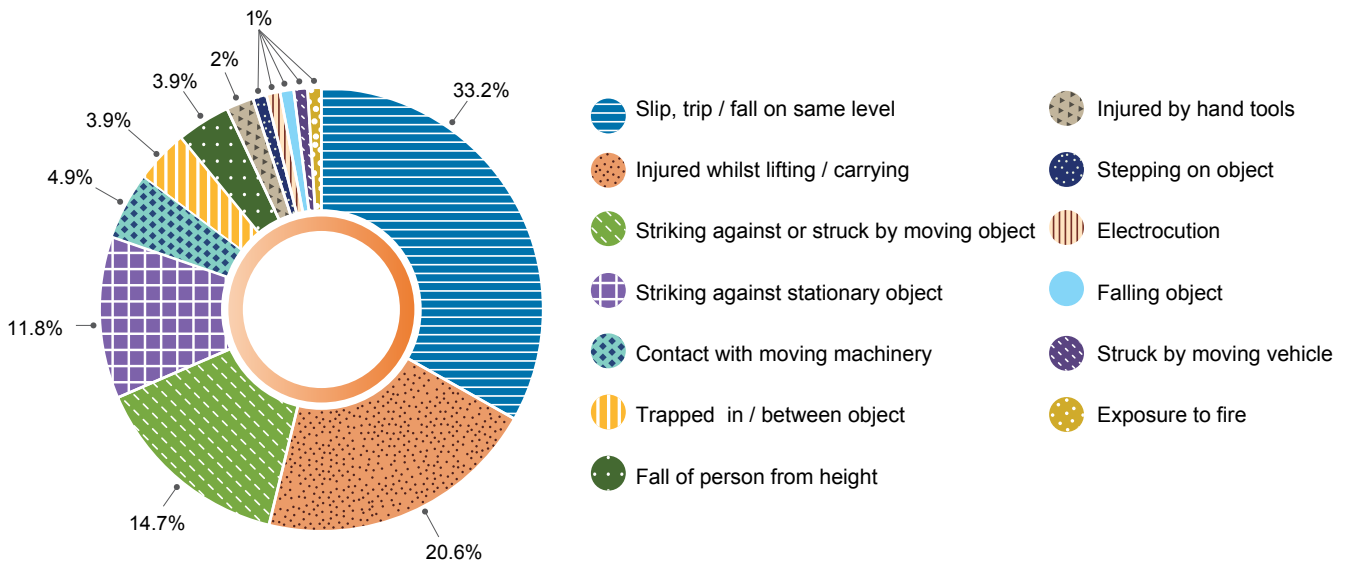
Number of Accidents at the HA's Construction Sites



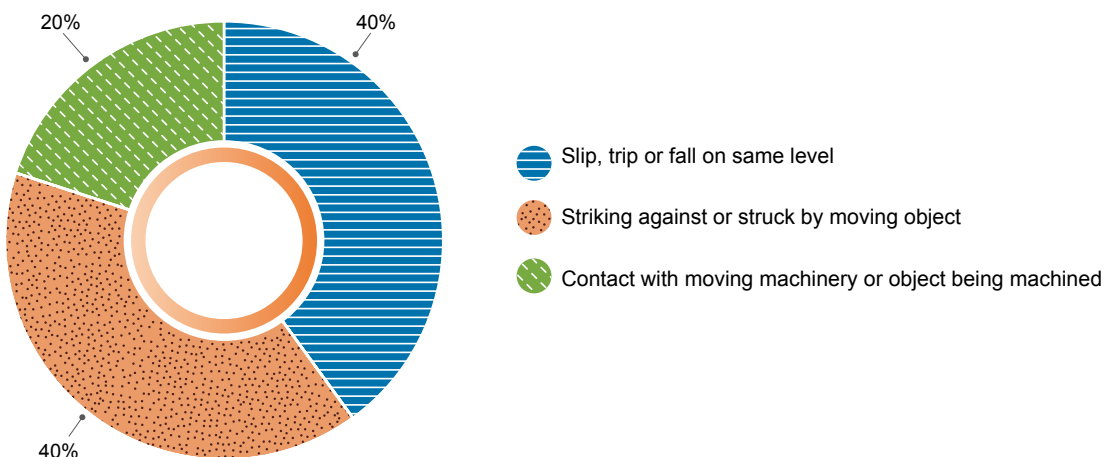
Number of Fatalities Compared to Local Construction Industry



Distribution of Accidents at the HA's New Works Construction Sites



Distribution of Accidents in Maintenance Works



Initiatives in Planning and Construction of New Housing Estates

When planning and constructing new housing estates, we place a great emphasis on ensuring site safety. To this end, we conduct regular monitoring and evaluation, providing support and recognition to encourage contractors' performance, as well as focusing on building for the community by maintaining interactive communication with stakeholders.

Site Safety and Evaluation

We regard construction site safety as a priority of our social responsibility, and continued to enhance safety training and site monitoring during the reporting year.

We keep emphasising on safe operations and safeguard site workers throughout the construction of new housing estates. We concern, for instance, the control of temporary works, the loading of vehicles, the transportation of materials, the use of tower cranes, static and mobile cranes, the operation of site vehicles and mobile plant, the application of work platforms at height, and the use of ladders. Under the HA's Site Safety Strategy for both new and maintenance works, all our property service agents, cleansing service contractors, and security contractors are required to comply with the corresponding safety requirements. We also implemented a health care plan in new works building, foundation, and demolition contracts, under which contractors were requested to provide workers with necessary health care programmes.

Through Performance Assessment Scoring System (PASS), we are able to implement and monitor the performance of various types of new works contracts. We made further enhancement to the system in the third quarter of 2015, including improving the safety requirements and revising the programme milestone dates.

We previously upgraded the Surprise Safety Inspection Programme (SSIP) in two major areas to strengthen the safety controls. These include-

- 1) linking the performance of contractors in SSIP with the PASS, which is used for evaluating future tendering opportunities, and
- 2) considering the performance of contractors in SSIP as a part of the criteria for assessing the payment amount under the Integrated Pay for Safety, Environment, and Hygiene Scheme.

In addition to the implementation of SSIP in on-going new works contracts, we developed a new web-based tool in the past year, namely, Occupational Injury and Disease Surveillance System (OIDSS), to strengthen accident and incident reporting. It has been fully implemented from May 2016.

Support and Training to Contractors

To assist our contractors in delivering quality service and achieving safe site performance, we offered guidance and training, organised seminar and forum, and issued circulars to them regularly during the year. We issued alerts and promoted safety through our site safety website. A total of 61 safety circulars were issued in the financial year, covering alerts, new guidelines, good practice, advice and information related to site safety and health from the Labour Department, the Occupational Safety and Health Council (OSHC), and the Construction Industry Council (CIC).

To enhance work environment and work practices, we regularly review and improve our contract requirements. In the past year, we promulgated new specification clauses for lifting, working at height, vehicular safety, personal protective equipment, training and temporary electrical installation to comply with Code of Practice for Electricity (Wiring) Regulations, and provision of automated external defibrillator.

Together with OSHC, we promoted the use of the Pointing-and-Calling practice among contractors to reduce human errors when conducting lifting operation and other high risk activities at construction sites. We, based on their best practices, formulated the standardised oral commands for lifting operations and promulgated them for use in the third quarter of 2015.

Since the introduction of the HA's version of Contractor Cooperative Training Scheme (CCTS) in 2012, it has been implemented in 29 building contracts. Under the requirement, over 300 CCTS trainees from the contractors of these contracts completed the training, with 85 contractors completed and another 60 commenced during the year. Starting from April 2015, we have included CCTS in the tenders of all building services sub-contracts. Working with CIC, the Hong Kong Construction Association (HKCA) and all active contractors, we carried on the pilot scheme to train workers for the rigger/metal formwork erector trade in four building contracts. To quickly bridge the training gap for new staff, we have implemented a caring programme for new workers, requiring contractors to assign mentors to workers who newly join to the construction industry, and to provide proper safety orientation programmes for all new comers to construction sites.

Collaborating with over ten other organisations, we continued to co-organise the large-scale annual Construction Safety and Health Promotional Campaign in 2015, promoting the occupational safety and health standard to the construction industry. In July 2015, we co-organised the annual Site Safety Forum with OSHC. The theme of the forum was "Process Control Programme: Strictly follow work procedures to prevent accident", with an aim of strengthening site safety compliance by contractors and calling for "0 incident" as our common goal. The event was well attended by over 600 participants, including representatives from new works and maintenance contractors, property services agents, cleansing and security contractors.



▲ Representatives from Hosting and Supporting Organisations at the Site Safety Forum 2015



▲ Site Safety Seminar for New Capital Works Contracts

Besides large scale annual events, we also arranged site safety seminars for new works contracts during the year. We collaborated with the Labour Department, and OSHC, to organise a Site Safety Seminar for New Capital Works Contracts in April 2015. Covering an array of topics on promoting safety in construction sites, the seminar attracted over 200 representatives from contractors and our staff.

In October, another Site Safety Seminar was held for Capital Works New Works Contracts. More than 110 participants, including works and service contractors, our HA staff, attended the seminar, sharing knowledge and experience on promoting safety on construction sites. During the seminar, we announced the launch of the HA Occupational Injury and Disease Surveillance System, upgrading of the HA Safety Auditing System (HASAS) to version 1.5.1, and the revised Safety Auditing Checklist for Building Services Contractors. The representative from OSHC shared the application of Pointing and Calling to increase workers' alerts for high-risk activities.



▲ Site Safety Seminar

The videos of these seminars and related information were also uploaded to our e-Learning Portal and Site Safety Website to facilitate easy access by contractors.

Recognition to Contractors

As usual, we encouraged our contractors to participate in safety campaigns and awards through different channels. On top of winning accolades, they benchmarked their performance and shared their practices with peers.



At the Construction Safety Forum and Award Presentation Ceremony held in July 2015, our contractors won a total of 15 safety awards, recognising their excellent performance in enhancing site safety.

▲ Construction Safety Forum and Award Presentation

Our new works and maintenance works contractors joined the Construction Industry Safety Award Scheme 2015/16, and received 20 awards in March 2016. The winning projects came from categories such as Building Sites (Public Sector), Renovation and Maintenance Works, Minor Renovation and Maintenance Works, Building Sites (Sub-contractor), Renovation and Maintenance Works (Sub-contractors) and Safety Teams. The scheme has been organised annually by the Labour Department to arouse general safety awareness and promote safety culture in the industry.



▲ The Assistant Director of Housing (Development & Procurement), Mrs Irene Cheng (Sixth from Left), with Other Officiating Guests at the Ceremony.

The Development Bureau and CIC jointly organised the annual Considerate Contractors Site Award Scheme to recognise contractors' great efforts to ensure work safety, care for their workers and minimise the impact to the environment and the community. During the award ceremony of the 21st Considerate Contractors Site Award Scheme held in May 2015, three HA new building sites were bestowed five awards under the category of non-public work sites, including three Considerate Contractors Site Awards and two Outstanding Environmental Management & Performance Awards.



▲ 21st Considerate Contractors Site Award Scheme Award Presentation Ceremony

To promote the use of “Pointing and Calling”, we introduced a new recognition scheme to contractors during the reporting year, namely, Pointing and Calling Awards. The awards were presented to a number of new works contractors to recognize those with excellence in promoting ‘Pointing and Calling’ command practice in Lifting Operation and/or Other High Risk Activities in their workplace as a continuous improvement effort to ensure that employees fully understand their work instructions and strengthen their safety awareness in a bid to avoid human error during the Site Safety Forum 2015.



▲ Awardees of the Pointing and Calling Awards

Building for the Community

To develop sustainable housing for the community, we planned and designed new estates according to site characters to foster their unique identities. We also paid special attention to design suitable common areas, in order to promote social interaction and neighbourliness. We also maintained close liaison with other Government departments, including the Civil Engineering and Development Department and then, contractors, to regularly monitor the progress of infrastructure works and co-ordinate relevant interfacing works that may affect us.

For all new developments, we continued to consult district councils, organised community engagement activities to present development proposals, and obtained feedback on the planning and design of projects. During the construction and close to flat intake stage of all Public Rental Housing (PRH) building contracts, we implemented the “Action Seedling” activities to foster social interaction. Surveys were carried out ten months after the population intake. During the reporting year, we conducted surveys to collect residents’ reviews in three newly completed estates. In addition, we held the Post Completion Review Workshops for five projects last year, where the survey results were shared with stakeholders.



◀ Action Seedling Activities

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Initiatives in Existing Housing Estates

When maintaining and improving existing housing estates, we continued to adopt sustainable practices in line with industry standards, improve the accessibility of estate facilities, enhance public awareness of safety, provide supportive programmes for families, connect with the community, and strengthen the partnership with contractors.

Standardised Practices

We strive to adopt international best practices for the management of the existing estates. During the reporting year, we continued to implement ISO 26000 Social Responsibility (since 2012), ISO 19011 Auditing Management System (since 2012), ISO 31000 Risk Management System (since 2012), and OHSAS 18001 Occupational Health and Safety Management System for the maintenance and improvement (M&I) works in PRH estates (since 2014).

To identify room for improvement through peer benchmarking, we took the initiative to conduct a review by enrolling ten selected pilot estates to the HKQAA Sustainable Building Index (SBI), with an aim to evaluate our building sustainable performance against industry best practices. All of the selected estates obtained the HKQAA SBI Verified Mark in March 2016.

To evaluate improvement opportunities for existing estates according to the development of the community, we implemented the Estate Improvement Programme (EIP) at different estates. Through a collaborative and consultative process, we conducted consultation with residents and studied the demographic trend of an estate to serve the basis for our enhancement of estate facilities, for example, installation of ramps for elderly and playgrounds for the youth.

Facility Accessibility

To provide a comfortable and accessible environment for residents in the PRH estates, we adopted the Universal Design principles and the Government's Barrier-free policy in the design and planning of community facilities and domestic flats. Integrated community play areas and barrier free access (BFA) facilities such as footbridges, lifts and escalators, were provided in new estates for enjoyment of residents regardless of their ages or abilities.

In view of the challenges to improve BFA in existing HA premises and facilities, we had completed majority of the BFA retrofitting works in 2014/15, in which about 240 HA premises and facilities were brought up to the standards stipulated in the Government's Design Manual: BFA Barrier Free Access 2008 as far as practicable. The remaining small portion of BFA improvement works tied in with the Lift Modernisation Programme, has been scheduled for completion in 2016/17.



▲ Kwai Shing West Estate Access Ramps



▲ Kwai Shing West Estate Lift Addition

Lift and Escalator Safety

We completed the inspection on 65 new lift installations in existing estates, and carried out 438 inspection on existing lift installations and 35 escalator installation. Audits on safety aspect of 36 lifts works under lift addition / modernisation contracts were also carried out. Regarding the accidents involving five lifts and two escalators, we conducted thorough investigations. In addition, HD's employed independent body, OSHC, has completed 40, 65 and four inspection of site safety audits for lift maintenance, lift modernisation and lift addition projects respectively.

Community Engagement at Estates

In order to achieve better building development and management, we constantly liaised with external stakeholders, including local communities, District Councils (DC), the Hong Kong Construction Association Limited (HKCA), through different platforms such as partnering workshops, DC meetings, and consultation sessions.

To establish a proactive and caring corporate image of the HA and strengthen communication with our staff, tenants, partners and the general public, various community activities have been organised, covering themes such as fire safety, public hygiene, in-flat maintenance, epidemic prevention, environmental protection, healthy ageing. We continued to join hands with the Estate Management Advisory Committees (EMACs) and non-governmental organisations (NGOs) to promote a safe, healthy and sustainable life style to tenants. Approximately 450 community building campaigns and activities were co-organised by EMACs and NGOs at estates during the year. Among these, 17 estates worked with the Department of Health and NGOs in launching a community health programme under the primary themes of “Healthy Eating” and “Regular Physical Activity” with focus on primary prevention of colorectal cancer. “Food Safety” was also incorporated to echo the theme of 2015 World Health Day.



▲ Promoting Family/Neighbourhood Harmony



▲ Health Promotion Programme



◀ Community Engagement Workshops

All EMACs collaborated with NGOs to deliver outreach services for elderly tenants. About 190 functions were held in which some 1 800 home visits to elderly tenants have been conducted under the programme of Healthy Ageing in PRH Estates 2015/16.



◀ A Partnering Function Promoting “Caring for the Elderly” through Home Visits

We have been placing a great emphasis on safety issues in PRH estates, and adopted a variety of safety measures to protect personal and property safety. In recent years, we organised the Safety Campaign for tenants, and upgraded our Closed Circuit Television Security System to strengthen monitoring and surveillance within estates. We replaced the electrical wirings for around 1 716 flats built between 1986 and 1992 through the Rewiring inside Domestic Flats (RDF) programme. Safety related messages and videos were also developed and broadcast throughout all estates. Furthermore, detailed illustration was also posted beside every fire hose reel and inside all lift cars in the housing estates, while a number of fire hose reel demonstration kits and training sessions were offered to tenants to promote fire prevention.

The 9th EMAC Award Scheme on Estate Fire Safety Promotion was held in 2015/16 and its award presentation ceremony was arranged at the EMAC Seminar in March 2016. We appealed to all EMACs to support and participate in the regular fire drills organised by individual estates and to promote safety awareness to the public. The 18 winning EMACs were granted with additional funding for organising their own fire safety activities.



▲ Fire Safety Promotion Activities



▲ Mr. Stanley YING, the Director of Housing, (Central) Pictured with Representatives of the Award Winning EMACs

To connect people in the neighbouring area and promote harmony in the society, we continued to support a wide range of social programmes organised by different NGOs and government departments, and hosted 1 900 hours of public events in the shopping centres at PRH estates.

Support to Families

Over the years, we have introduced various programmes to help PRH residents address special challenges due to family changes. A number of the harmonious families schemes, including the Harmonious Families Priority Scheme, the Harmonious Families Transfer Scheme, the Harmonious Families Addition Scheme, and the Harmonious Families Amalgamation Scheme, were designed to encourage young generations to live near to and take care of their elderly parents or dependent relatives. By the end of 2015/16, the total number of the benefit households has reached about 39 160.

When experiencing overcrowding condition with Internal Floor Area (IFA) per person being less than 7 square meters due to various situations, existing PRH tenants may be eligible to apply for adjustment through the Living Space Improvement Transfer Scheme, or through the Territory-wide Overcrowding Relief Transfer Scheme for households with IFA below 5.5 square metres per person. Around 2 100 households were benefited from the two schemes in 2015/16.

We also provided assistance for individuals/ families who were affected by the clearance activities of squatter housing or illegal rooftop structures by the Government. By the reporting year, we have arranged PRH units for around 70 households through the rehousing assistance programme.

Collaboration with Contractors

During the year, we continued to monitor the safety management system including the effectiveness of the enhanced Pay for Safety Scheme, streamlined and reviewed the audit system to include more items on high risk activities in the HA Safety Auditing System (HASAS)(M&I). The on-going implementation of the Surprise Safety Inspection System for M&I contracts helped contractors tighten vigilance on operations that entail high risks.

For the M&I works conducted in existing estates, we have applied a Preferential Tender Award System (PTAS) to our Building Maintenance District Term Contracts, which evaluated contractors' past performance. We continued to implement the Maintenance Assessment Scoring System (MASS).

The performance of cleansing and security services contractors was under review by the Contractors Review Committee (Services) on a quarterly basis. Under the current assessment mechanism, if service contractors were given "Adverse" reports on their performance, they would be placed under "Restriction from Tendering" for a three-month period, or barred from at least one service tender.

We implemented contract requirements for Statutory Minimum Wage in all cleansing and security service contracts, management contracts for commercial properties and property services contracts. To monitor contractors' performance in wage payment to workers, we continued to apply our Wage Monitoring System (WMS) to works, M&I contracts, and service contracts, during the reporting year. The WMS guidelines were recently revised to allow a simplified submission process from main contractors of building works and foundation works for direct labour. The composition of the WMS Corporate Score was also modified to include "Timely Wage Payments" as a factor. A working group meeting was held in the second quarter of 2015 to monitor and review the effectiveness of WMS. To maintain the compliance

and enhance the performance related to timely wage payment to workers, we also deployed Labour Relations Officers (LRO) in relevant new works and maintenance works contracts. Their verification process underwent our regular checking as well.

We maintained a close liaison with labour unions for early detection of employment-related irregularities. In 2015/16, we have conducted surprise checks to 36 estates on 45 service contracts, with some 1 200 non-skilled workers being interviewed, in order to detect and prevent exploitation of non-skilled workers. A seminar with the Labour Department and the Independent Commission Against Corruption (ICAC) was held on in November 2015 to increase non-skilled workers' awareness of the Minimum Wage Ordinance, Employees' Compensation Ordinance, Prevention of Bribery Ordinance, and other employment related rights.



▲ Anti-corruption Seminar

In recognition of services contractors, estate managers, and front-line staff at estates with outstanding performance in the past year, we organised the Estate Management Services Contractors Awards in 2015/16 and held its presentation ceremony in March 2016. Recognising the challenges of growing demands of residents, we encouraged all services contractors to make continuous efforts to enhance their service quality. A total of 38 awards were presented to 12 property management, cleansing, security services contractors and car park operators, eight estate managers, and ten front-line staff at the ceremony.



▲ Estate Management Services Contractors Awards Presentation

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Initiatives in Office at Work

We strive to protect the well-being and safeguard workplace health and safety for our staff. We ensure that our staff members are entitled to equal opportunities and various training programmes for their personal development. As a major housing developer in Hong Kong, the HA is also active in exchanging professional knowledge and experience with external stakeholders.

Staff Health and Safety

After introducing an occupational health and safety management system (OHSMS) in our Materials Testing Laboratory in 2013, we assessed workplace risks and applied preventative measures more systematically, in order to achieve continual improvement in health and safety performance. To arouse awareness and knowledge among our staff, we provided diverse training opportunities, e.g. courses, workshops, and seminars, during the year. We also offered site safety training courses to in-house staff to align with the requirements of the Construction Industry Council. We organised about 230 occupational safety and health (OSH)-related training courses and seminars with over 10 000 staff attendance in 2015.

Through the dedicated OSH website on intranet, we shared latest guidance and publications from the OSHC and the Labour Department with our staff. We launched a web-based safety refresher course for our staff in the third quarter of 2015, so as to upkeep their safety awareness and to maintain site safety standards.

To upkeep staff safety awareness and to identify area for improvement in the workplace, our annual office safety inspection for over 350 offices was completed in May 2015. A number of follow-up actions have been taken to enhance OSH practices across all offices. Five training classes (including refresher courses) were organised in March 2016 for Office Safety Inspection Assessors to equip them with the knowledge for conducting a new round of annual office safety inspection exercise commencing in March 2016.

Meanwhile, we have been developing the “smart” Safety Alert Apps to make use of mobile and RFID technologies for site safety matters, enhancing safety and high-tech application on site. By the reporting year, we have implemented the Development and Construction Site Mobile System (DCSMS) Phase 1 to use mobile devices and apps to facilitate site inspection of building works and building services works during construction, and to alert accidents / incidents related to site safety. In particular, the Building Works and Building Services Site Inspection Apps could enable site staff to take inspection photos and notify contractors for rectification immediately. We will commence the second phase for developing the mobile apps in wider applications which will include site staff of other disciplines, streamline the inspection process with contractors, and enhance the Occupational Injury and Disease Surveillance System (OIDSS) for incident reporting.

Equal Opportunities

The HA has adopted and promoted equal opportunities through its employment policies, providing necessary assistance for persons with disabilities to perform their duties. We also participated in the Labour and Welfare Bureau's "Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme", as well as the Social Welfare Departments' Sunnyway Programme to provide physically-challenged youngsters (aged 15-18) with job attachment opportunities. Some of our purchased services, such as catering, office cleansing, and car washing were procured from rehabilitation social enterprises and NGOs, as a way for us to support their employment of disadvantaged individuals in the society.

Training and Development

To support business objectives and needs, we have arranged local and overseas management development and leadership programmes for staff to enhance their diversified competencies. During the year, we have held a few executive talks on the topics of driving innovation and embracing change for success. Some bite-size leadership training/ experience sharing sessions were also organised for directorate officers.

To facilitate knowledge and skills transfer, we have started the preparation work to establish the DCD (Development and Construction Division) Academy which would provide timely, continuous and comprehensive training packages to personnel engaged in public housing development and construction, in particular new recruits of in-house staff and external service providers. The DCD Academy would be launched in 2016/17.

We encouraged our staff to join various activities to enhance morale and nurture a highly motivated workforce. The success stories of exemplary teams were publicised for sharing among staff. Experience sharing sessions to reinforce the HA's core values among staff were also organised. New activities to promote physical, emotional, social and occupational wellness of staff were also introduced. For example, a "Collection of Healthy Recipes" activity was launched to promote healthy diet. Our staff were also invited to join seminars on various topics to boost their well-being, including stress management, Chinese medicine, knee pain, and harmonious family relationship. Through our Health Portal, we shared latest health articles and tips among our staff.

In addition, all staff are subject to performance appraisal at financial year end, during which employees' performance are appraised against common targets to aid their personal development, which contributes to both skills management and the development of human capital within the organization.

Knowledge Exchange with External Parties

We have promoted our work through the HA Exhibition Centre, arranged tours, and site visits for media, local, the Mainland and overseas visitors.

We exhibited our work entitled "Fundamentally Hong Kong? - Delta Four 1984-2044" in the 14th Venice Biennale International Exhibition in 2014. Then, we showcased the exhibits under the theme of "Home and Community" in the Hong Kong Heritage Discovery Centre from March to May 2015, followed by a re-staged session at our headquarters between May and June. The display inspired visitors to re-think the social and cultural facilities in Hong Kong and the urbanisation of the Pearl River Delta.



◀ Opening of the Exhibition Section of “Home and Community” Re-staged at the HA Headquarters

In March 2016, we arranged a special visit for a youth supporting programme entitled “CLAP for Youth”, developed and funded by The Hong Kong Jockey Club Charities Trust. Under the programme, 30 senior form students from SKH Tsang Shiu Tim Secondary School visited our headquarters building. They were guided around the HA Exhibition Centre and Building Information Modelling Centre, and invited to participate in discussion after the briefing. As the first local cross-sectoral support platform that facilitated students and on-engaged youth aged from 15 to 21 to plan for their future, the programme could help students gain a better understanding of different job disciplines and develop their own career prospects.



▲ Visit HA Exhibition Centre



▲ Visit Hosted for the CLAP for Youth Programme

Driving for excellence in site safety and innovative technology, we collaborated with business and industry stakeholders to organise forums, seminars, and awards. We also published and presented papers, and gave talks regularly in both local and international arenas to share the HA’s initiatives. In November 2015, at the 20th Conference of the Housing and Urban Public Corporations in Asia (A-HUC) hosted by the Korea Land and Housing Corporate in Seoul, we shared experience with the delegations of housing organisations from Japan, Singapore, and South Korea, with regard to “Housing Welfare Improvement Based on the Public-Private Partnership”, partnership with EMACs and NGOs, and letting and converting the HA premises. The conference was co-founded by the HA, the Housing and Development Board of Singapore, and the then public housing organisations of Japan and South Korea in 1995.