



ABOUT THE HONG KONG HOUSING AUTHORITY

The Hong Kong Housing Authority (HA), established in April 1973 under the Housing Ordinance (Chapter 283), is a statutory body responsible for supporting the Transport and Housing Bureau in the development and implementation of the public housing programme. The Housing Department (HD) acts as an executive arm of the HA.



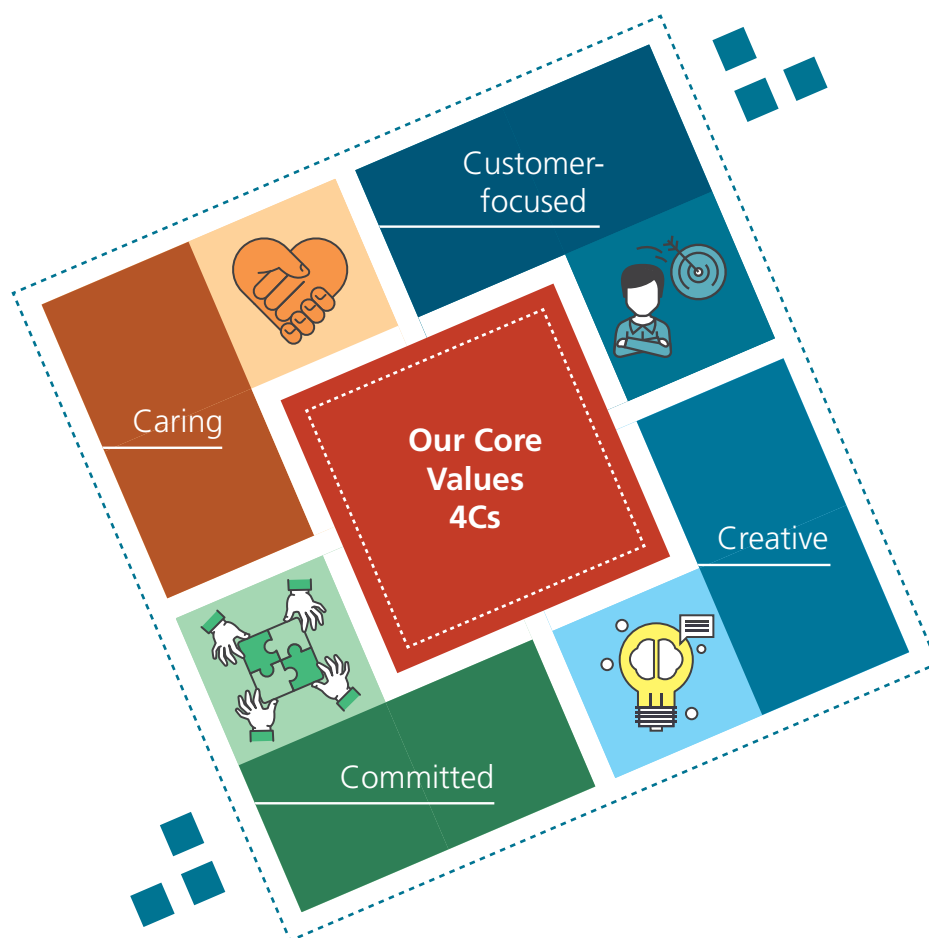
Our Vision, Mission and Core Values

Our Vision

To provide affordable rental housing to low-income families with housing needs, and to help low to middle-income families gain access to subsidised home ownership.

Our Mission

- To provide affordable quality housing, management, maintenance and other housing related services to meet the needs of our customers in a proactive and caring manner;
- To provide an age-friendly and barrier-free estate environment to address the needs of residents of different ages and physical ability;
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner; and
- To maintain a competent, dedicated and performance-oriented team.



■ Our Core Values

In providing quality public housing that is safe, affordable, people-oriented and eco-friendly, we have taken sustainability into consideration in the planning and implementation of our housing development and management programme. For instance, we strive to optimise our available resources for public housing production, to reduce energy consumption in the daily operation of the public rental housing, and to enhance construction safety to safeguard the well-being of our business partners and the general public.

We have clearly defined our strategies and priorities for different aspects of sustainability. The details are highlighted below:

Our Strategy for Sustainable Housing

It is our mission to achieve sustainable development in public housing, which balances the environment with social and economic needs to attain healthy living, sustainable construction and enhancement of the total urban environment.

Our Priorities for Environmental Sustainability

The HA is committed to properly managing and reducing the consumption of resources in our daily operations, especially in relation to waste reduction and energy use. We are also committed to introducing environmentally friendly methods to further reduce the overall environmental impacts of our planning, development, management and maintenance operations.

Our Priorities for Social Sustainability

Social Responsibility has become an integral part of our corporate policy and daily work. The HA prioritises public housing for those who are in need. We are committed to providing a safe, hygienic and affordable living environment for our tenants – making public housing estates comfortable to live in. We also seek to become a role model in providing a safe and healthy working environment for our business partners who are involved in public housing construction and management services. We attempt to enhance social cohesion, foster the well-being of society as a whole, and encourage Social Responsibility along the supply chain.

Our Priorities for Economic Sustainability

The HA is committed to adopting cost-effective and economically viable approaches in all aspects of our public housing programme. These can be achieved through a number of measures, including optimisation of the HA's resources, preventing abuses of public housing and extension of the useful life of our existing buildings.

We always look for opportunities to enhance the sustainability performance of our public rental housing (PRH) estates. All new projects are designed to readily achieve a Gold rating under the Hong Kong Green Building Council's green building assessment scheme (the Building Environment Assessment Method Plus for New Buildings, or BEAM Plus NB). This year, seven projects achieved Provisional Gold Rating. We have ensured the building sustainability performance of our existing PRH estates by registering with the Hong Kong Quality Assurance Agency Sustainable Building Index (SBI) Scheme since 2012. This year, we have maintained ten estates, containing all major housing blocks types representing the high standard of the HA's block designs, for enrolment in the SBI Scheme. We successfully obtained the SBI Verified Mark for all these estates in May 2018.



Our Role and Services

The HA plans, designs, builds, manages and maintains different types of public housing, including rental housing estates and interim housing estates. Moreover, the HA owns and manages some flattened factories and ancillary commercial and other non-domestic facilities. The HA also provides subsidised sale flats to eligible persons.

HA is tasked to develop and implement a public housing programme to help the Government achieve its policy objective on public housing while the HD is the executive arm to implement our public housing programme. We also work closely with other government departments when dealing with local public housing matters.

We are keen on supporting local communities and green organisations to demonstrate our commitment to sustainable development. During the year, we participated in activities held by green groups and other government departments, such as the Hong Kong Flower Show, Eco Expo Asia and Green Carnival.

In addition, the HA engaged in activities organised by government departments and a wide range of professional organisations which are listed below:

- ◆ Asia Carbon Footprint Network
- ◆ Asia Pacific Network for Housing Research
- ◆ BEAM Society Limited
- ◆ British Standards Institution
- ◆ BuildingSMART Hong Kong
- ◆ Construction Industry Council
- ◆ Council on Tall Buildings & Urban Habitat
- ◆ Development Bureau
- ◆ Eastern Regional Organisation for Planning and Housing
- ◆ Environmental Campaign Committee
- ◆ Green Council
- ◆ Hong Kong Green Building Council
- ◆ Hong Kong Joint Council for People with Disabilities
- ◆ Hong Kong Quality Assurance Agency
- ◆ International Code Council
- ◆ International Concrete Repair Institute
- ◆ International Council for Research & Innovation in Building & Construction
- ◆ Labour Department
- ◆ Leisure and Cultural Services Department
- ◆ MerComm, Inc
- ◆ Occupational Safety and Health Council
- ◆ The Hong Kong Council of Social Service
- ◆ The Hong Kong Institute of Landscape Architects
- ◆ The Hong Kong Institution of Engineers

- ◆ The Hong Kong Institute of Planners
- ◆ The Hong Kong Institute of Surveyors
- ◆ The Lighthouse Club
- ◆ World Green Building Council
- ◆ Korea Land & Housing Corporation, South Korea
- ◆ Urban Renaissance Agency, Japan
- ◆ Housing & Development Board, Singapore

Housing Stock and Production

As at the end of March 2018, about two million people are living in around 776,500 PRH units of the HA across Hong Kong.

In 2017/18, the HA completed construction of around 13,700 new flats, including around 13,400 public rental housing (PRH) flats in seven projects and around 200 subsidised sales flats (SSFs)¹ in one project.

PRH projects:

- ◆ On Tai Estate, Anderson Road Site B (Blocks 3-5) (Kui Tai House, Wo Tai House, King Tai House);
- ◆ On Tai Estate, Anderson Road Site C1 (Yung Tai House, Kam Tai House);
- ◆ Yan Tin Estate, Tuen Mun Area 54 Site 2 Phase 1 (Chun Tin House, Yat Tin House, Hei Tin House);
- ◆ Yan Tin Estate, Tuen Mun Area 54 Site 2 Phase 2 (Yuet Tin House, Luk Tin House);
- ◆ Ying Tung Estate, Tung Chung Area 56 (Ying Hei House, Ying Fook House, Ying Chui House, Ying Yuet House);
- ◆ Kwai Tsui Estate, Ex-Kwai Chung Police Married Quarters (Bik Tsui House, Luk Tsui House); and
- ◆ Lin Tsui Estate, Lin Shing Road (Lin Tsui House)

SSF project:

- ◆ Ka Shun Court, Hin Tin Street, Sha Tin Area 31

The HA is closely monitoring the progress of its housing construction projects under its rolling five-year Public Housing Construction Programme. As at March 2018, the HA estimated that it could build a total of around 96,800 units in the five-year period from 2017/18 to 2021/22, made up of around 73,400 PRH units and 23,400 SSFs.



◆ On Tai Estate



◆ Lin Tsui Estate

Note:

¹ Flat numbers are rounded to the nearest hundred and thus may not add up to the total due to rounding.

■ Infrastructure

In 2017/18, we have awarded five foundation contracts and 13 new building contracts. We always seek opportunities to create user- and environment- friendly public housing for residents and also to engage with society along our sustainable development journey. We therefore incorporate associated infrastructure facilities such as footbridges, landscape areas, car parks, public transport interchanges, community facilities, social welfare facilities, educational facilities and commercial facilities as far as practicable when planning, designing and developing our public housing. These facilities are located in, or adjacent to, one or more public housing developments, in order to provide a connected and sustainable living environment for our tenants and the community.

■ Commercial Properties

In 2017/18, we completed 7,900 square metres of retail facilities and 540 car/lorry parking spaces. As at the end of March 2018, our total non-domestic stock included approximately:

- ◆ around 230,000 square metres of commercial and retail space;
- ◆ around 30,100 car parking spaces;
- ◆ around 202,000 square metres of factory premises;
- ◆ around 2,159,000 square metres of community, education and welfare facilities; and
- ◆ around 452,000 square metres of other space used for miscellaneous purposes.



Stakeholder Engagement

The HA actively responds to stakeholders' needs. We have identified a list of key stakeholders based on their relationship with and dependence on our operations. The corresponding engagement channels and initiatives around the year are tabulated below.

Stakeholder Group	Engagement Channels and Initiatives
Staff members	<ul style="list-style-type: none"> ◆ Departmental Consultative Committees ◆ Development and Construction Division (DCD) Academy ◆ Staff development training ◆ Annual performance appraisals ◆ "Housing Dimensions" publications ◆ DCD Newsletter ◆ Departmental Staff Suggestion Scheme ◆ Environmental awareness programmes ◆ Staff associations ◆ Intranet ◆ Sustainability Report
Tenants	<ul style="list-style-type: none"> ◆ Estate Management Advisory Committees ◆ EMAC Newsletter ◆ Residents surveys and Post-completion reviews ◆ Customer satisfaction surveys ◆ Briefing sessions & meetings ◆ "Green Living" mini-website ◆ "iHousing" mobile application ◆ Environmental and community relations programmes ◆ Sustainability Report
Suppliers / Contractors / Property Management / Cleansing / Security	<ul style="list-style-type: none"> ◆ Regular meetings / briefings ◆ Site visits ◆ Mobile applications ◆ Contractor performance appraisals ◆ Contractor Award Schemes
Government departments or agencies	<ul style="list-style-type: none"> ◆ Inter-departmental meetings ◆ Charters and schemes
Legislators and local district councillors	<ul style="list-style-type: none"> ◆ Consultation meetings ◆ Legislative Council meetings ◆ District Council meetings

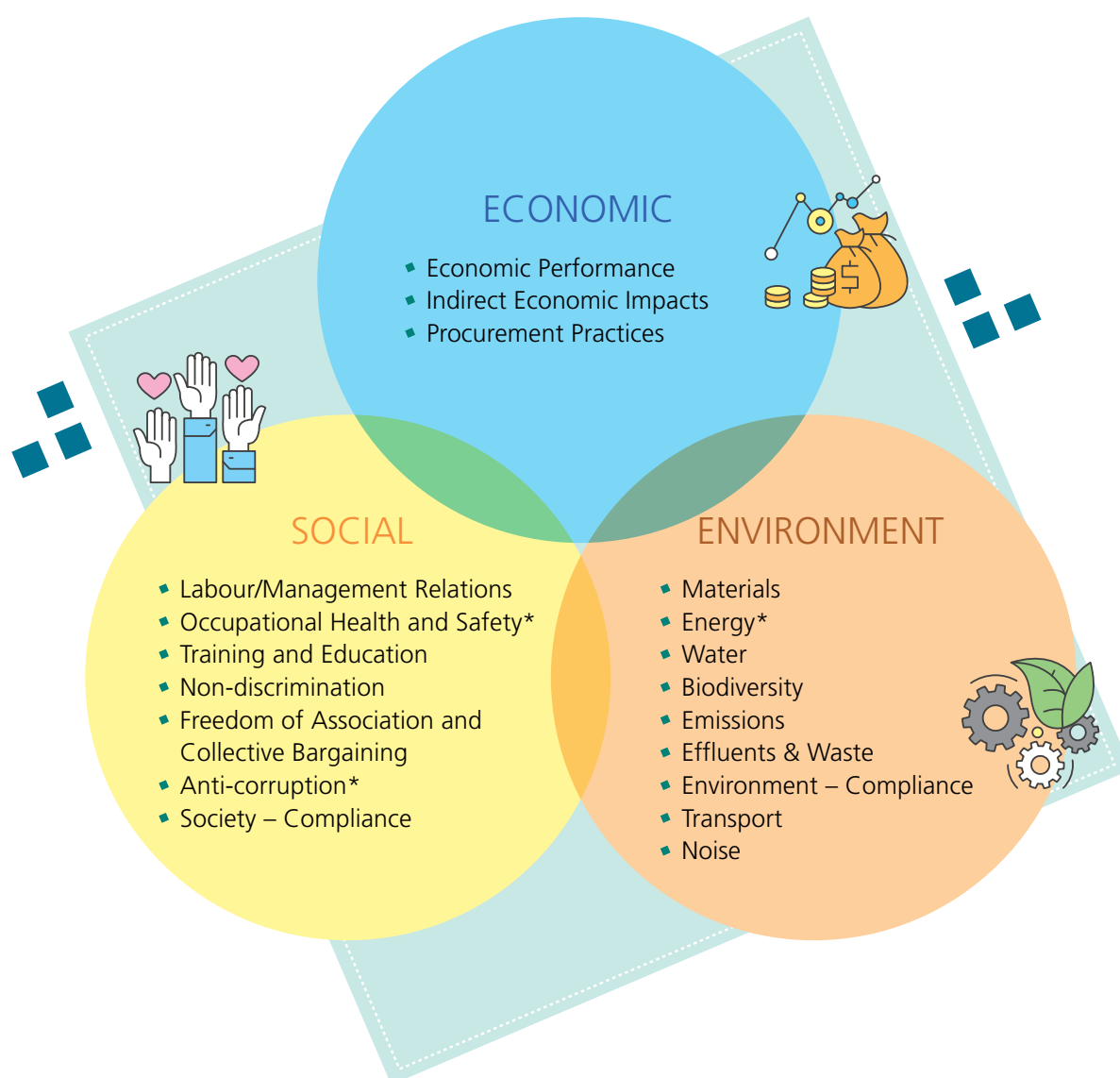
Non-governmental organisations	<ul style="list-style-type: none">♦ Community environmental programmes♦ Sustainability report
Media	<ul style="list-style-type: none">♦ “Housing Dimensions” publications♦ Press releases♦ Social media♦ Enquiries♦ Local and international events and conferences
General public	<ul style="list-style-type: none">♦ “Housing Dimensions” publications♦ Press releases♦ Social media♦ “Green Living” mini-website♦ Sustainability Report♦ Public events and activities



Significant Material Aspects

Our daily operations will have impact on the community in the aspects of environment, health, safety and society. To proactively handle the potential risks arising from our daily operations through avoidance, minimisation, management and control, we have adopted a systematic “plan-do-check-act” approach and have introduced a series of initiatives to achieve sustainability in the environmental, social and economic aspects. On the other hand, our senior management has frequently reviewed the general public’s and stakeholders’ concerns through internal management meetings and customer satisfaction surveys to address the ever-changing needs of our clients.

By conducting regular stakeholder engagement exercises, we have a deeper understanding on the issues that our people, partners, regulators, and community care the most. Stakeholders’ comments formulated the list of material aspects, which are covered in this report. The list of material aspects and the reporting boundaries are depicted below:



Note:

* The performance of HA's contractors in the areas of “Occupational Health and Safety”, “Anti-corruption” and “Energy” have also been covered in this report.

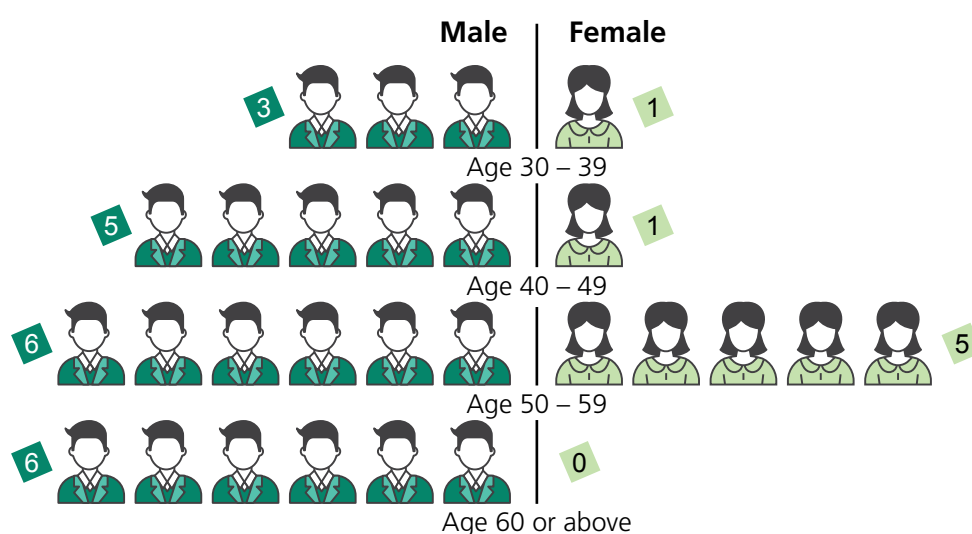


Governance Structure and Management

Our Governance Structure and Management

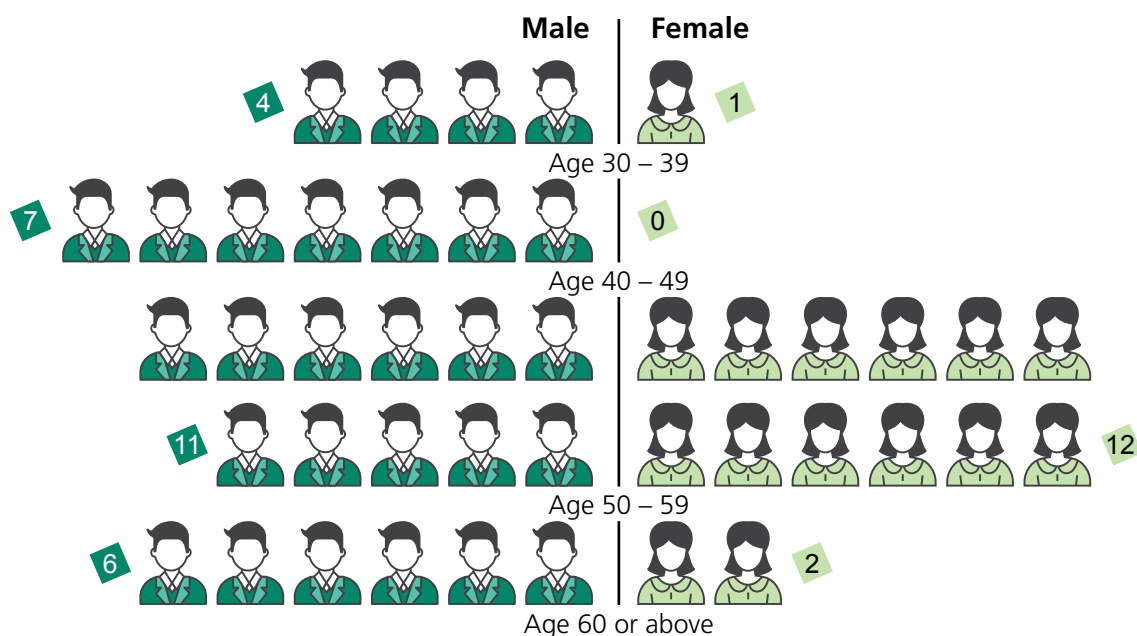
The Secretary for Transport and Housing assumes the office of Chairman of the HA, while the Director of Housing assumes that of Vice-chairman. Apart from the Chairman and Vice-chairman, the HA has two official members and 27 non-official members. Appointments are made by the Chief Executive. All non-official members are appointed on an individual basis.

Breakdown of non-official HA members by age group and gender:



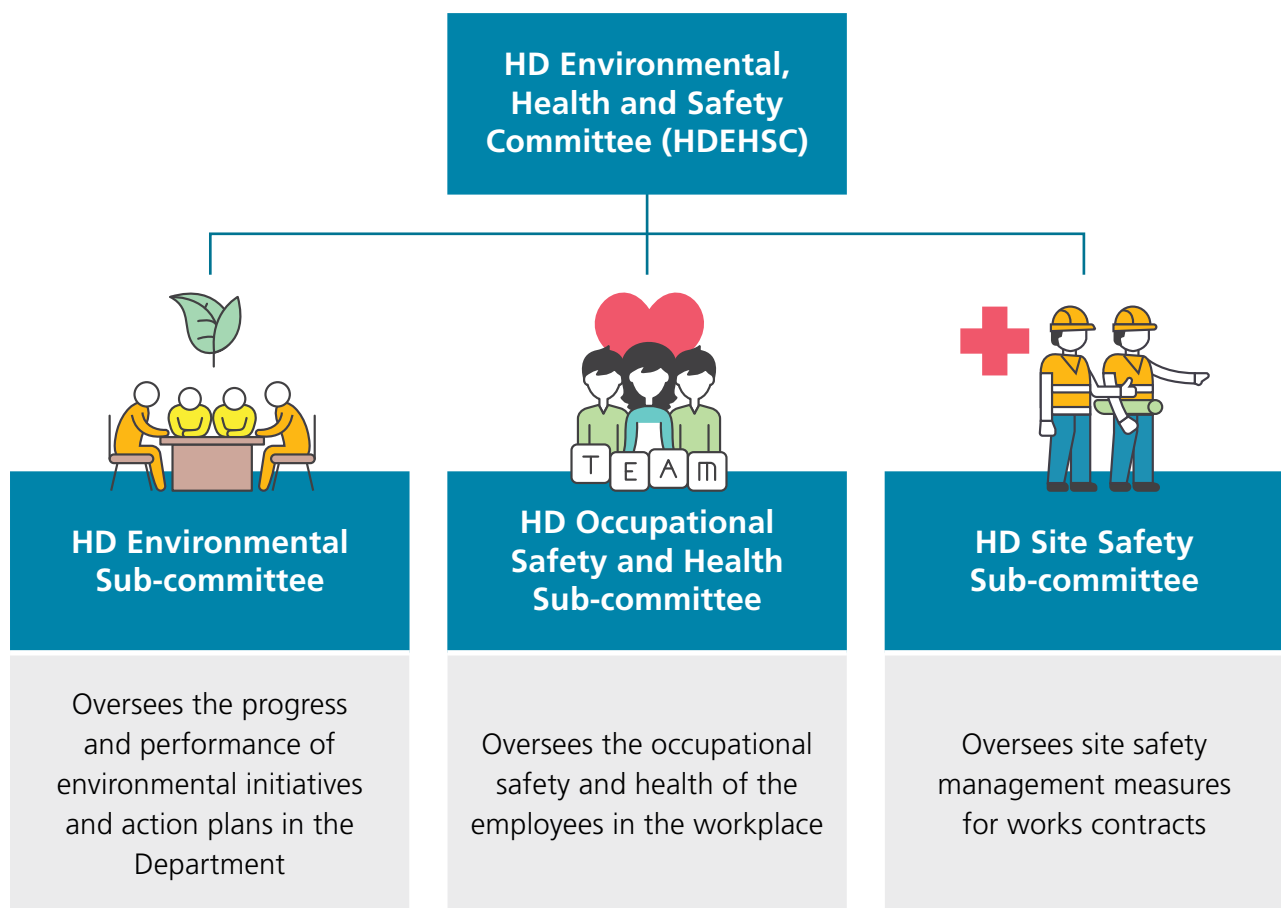
Under the HA, there are six standing committees responsible for formulating, administering and overseeing policies in specified areas including building, commercial properties, finance, strategic planning, subsidised housing and tenders. Sub-committees and ad-hoc committees are set up when necessary. Details of our governance structure and the terms of reference of the respective committees can be found on [the HA/HD website](#).

Breakdown of non-official Committees and Sub-committees members by age group and gender:



The HD is an executive arm of the HA to assist in the implementation of housing-related policies. The HD is headed by the Permanent Secretary for Transport and Housing (Housing) who also assumes the office of the Director of Housing. The HD has four operating divisions, namely Strategy, Development and Construction, Estate Management and Corporate Services, all of which support the implementation of HA's policies in housing strategy, overall housing development, construction and estate management. The HD's organisation can be found on [the HA/HD website](#).

The Housing Department Environmental, Health and Safety Committee (HDEHSC) is responsible for the development and formulation of policy direction on environmental, health, safety and sustainability aspects within the HD. It is further supported by the following three sub-committees to address different sustainability issues.



■ Our Management Approaches

Our management has established and endorsed policies in specific areas to govern our operations and define frameworks for continuous improvement in our task of taking care of a wide range of public housing programmes. Providing a clear direction on our sustainability commitment and approaches, these policies at both the departmental level and divisional level have been widely communicated to and fully supported by our staff, service providers, materials suppliers and contractors.

■ Policies at the Departmental Level

Environmental Policy

The HA is committed to continuously improving environmental standards in the provision of public housing and related services. To achieve this objective, we have adopted the following environmental principles:

- To promote healthy living and a green environment;
- To develop a strategic framework and implement environmental management for the promotion of sustainable development;
- To strictly comply with and fully implement all relevant environmental legislation and regulations;
- To address environmental concerns and incorporate environmental initiatives into planning and design, construction and demolition, marketing and estate management activities;
- To minimise environmental impacts (air, dust, noise, waste and water) to residents and the public from the HA's operations;
- To develop procurement policies to minimise the use of resources and achieve cost effectiveness;
- To promote environmental awareness and participation among staff, residents and contractors through education and publicity programmes; and
- To review and seek continual improvement on the implementation of an environmental management system.

Safety and Health Policy

The HA fully recognises safety and health at work as an integral part of our activities. We are dedicated to providing and maintaining a safe and healthy working environment for all of our staff.

The HA is committed to maintaining a climate of safety awareness and developing guidelines and a health and safety management system that leads to continuous improvement in occupational safety and health performance. All employees are required to assume responsibility for assuring their own safety by conforming to the policy and observing all statutory requirements and guidelines that are related to their work.

To achieve the objective of safety and health at work, the HA has adopted the principles below:

- To provide and maintain working conditions, equipment and work systems for our staff, being consistent with good practices of occupational safety and health;
- To develop a strategic framework and implement safety management system for the promotion of safety and health at work;
- To ensure compliance with all relevant health and safety legislation as the minimum requirement;
- To take appropriate measures to eliminate safety and health hazards in our operations, and where this is not reasonably practicable, to devise procedures and guidelines to reduce such hazards to an acceptable level;
- To provide staff with training and supervision as required to achieve the objective of creating a safe and healthy working environment; and
- To pursue continual improvement in occupational safety and health by regularly reviewing our performance.

The policy and overall safety management system will be regularly monitored and reviewed to ensure that the above objectives are achieved.

We work closely with partners and supply chain to achieve our strategic ambitions. We have developed an Environmentally Responsible Procurement Policy to provide guidelines regarding procurement of products and services, and that lay the foundations of our green procurement requirements. We encourage all staff members to follow the Environmentally Responsible Procurement Policy and use green products and services where practicable and economically viable.

Our supply chain mainly consists of construction contractors as well as estate management companies and associated service providers. Most of them are locally based. As part of supply chain management, we work and communicate with our contractors and material suppliers to ensure that they fully understand our sustainability requirements. We have maintained a robust and effective monitoring system to review and assess their performance and compliance status regularly. Taking a further step to manage the energy consumption of our piling and building contractors, the HA has collected information on their energy consumption in the course of project delivery for disclosure in this report.

We strictly follow the Government Procurement Agreement of the World Trade Organisation and the HA's procurement policies and instructions in the procurement process. We provide equal opportunities without prejudice to material suppliers to assure a fair, open, equitable and ethical purchasing process.

Environmentally Responsible Procurement Policy

The Environmentally Responsible Procurement Policy for contractors, suppliers and service providers is as follows:

According to the HA's Environmental Policy, the HA is committed to minimising the use of resources and achieving cost effectiveness in its operations. This policy is developed to fulfil this commitment by:

- Identifying the significant environmental impacts of materials and services in use;
- Purchasing materials, goods and services to specifications that are compliant with relevant environmental legislation, and include environmental considerations so that, if technically acceptable and economically viable, lower environmental impact goods and services are purchased;
- Assessing the environmental commitment of suppliers, contractors and service suppliers as part of the tender evaluation process, and rewarding the best environmental performers. Paying for environment to demand for higher environmental performance;
- As appropriate to the scale and/or nature of the work requiring contractors and service providers to produce project environmental management plans (EMPs) within their bids for work;
- Regularly evaluating evidence supplied by contractors and service providers towards implementation of their EMP as part of our ongoing supervision of works;
- Providing feedback, advice and facilitating training of key suppliers, contractors and service providers on environmental performance and improvement opportunities;
- Ensuring that all HA staff, HA suppliers, contractors and service providers are aware of, and act in accordance with, the HA environmental procurement policy and contribute to the HA's environmental objectives; and
- Establishing systems, targets and action plans for effective environmental procurement and regular reports on performance.

■ Policies at the Divisional Level

Apart from following the policies at the departmental level, individual divisions and units have pursued ISO 14001 Environmental Management System (EMS) certification to further enhance their existing green practices and continually improve environmental performance. The DCD obtained ISO 14001 EMS certification in June 2009 and completed the transition to its 2015 edition in December 2017. The Estate Management Division (EMD) has achieved the same certification for maintenance (May 2011) and property management (July 2013) for all existing estates, and completed the transition to 2015 edition in May 2017. The Corporate Services Division has been certified to ISO 14001 EMS for the provision of property management functions in the HA Headquarters since December 2013 and was making progress to migrate the EMS to the 2015 edition. The Independent Checking Unit (ICU), operating under the Office of the Permanent Secretary for Transport and Housing (Housing), has also successfully expanded the scope of the Quality and Environmental Management System (QEMS) and upgraded it to ISO 9001:2015 and ISO 14001:2015 standards respectively. The upgraded QEMS has been fully implemented to cover all building control teams of ICU since June 2017.

To further enhance energy efficiency and performance in residential building design, the DCD developed and rolled out an Energy Management System (EnMS) according to the ISO 50001 standard in December 2011, and obtained external certification in June 2012. The EMD has selected Kwai Shing West Estate as a pilot site for the implementation of the ISO 50001 EnMS, and the Estate was certified in June 2013. With the experience gained at Kwai Shing West Estate, the EMD extended the ISO 50001 EnMS certification to cover all PRH estates on 2 April 2015. The energy policies of the DCD and EMD spelling out their energy management commitment are provided below.

Energy Policy of DCD

In moving towards our goal of sustainable operations in meeting customer and community expectations, the DCD recognises the importance of energy management in the provision of affordable quality housing. To this end, we affirm our commitment to:

- Continual improvement in energy performance;
- Ensure the availability of information and necessary resources to achieve objectives and targets;
- Comply with applicable legal requirements and other requirements to which we subscribe that relate to our energy use, consumption and efficiency; and
- To support the purchase of energy-efficient products and services, and the design for energy performance improvement.

Energy Policy of EMD

EMD is committed to continually improving its energy performance standards in the areas of facility management and improvement works of PRH domestic blocks. To achieve this objective, the top management of EMD affirms the following commitments:

- To regularly review and seek continual improvement in energy performance;
- To ensure the availability of information and necessary resources to achieve objectives and targets;
- To comply with applicable legal requirements and other requirements to which we subscribe, related to our energy use, consumption and efficiency;
- To provide a framework for setting and reviewing energy objectives and targets; and
- To support the purchase of energy-efficient products, services and design for energy performance improvement.

Moreover, both the DCD and EMD have adopted the divisional social responsibility policy with reference to ISO 26000 Guidance of Social Responsibility. This policy has been developed following the HA's Vision, Mission and Core Values to provide a framework for the management of divisional social issues.

Social Responsibility Policy

We recognise social responsibility as an integral part of our long-established caring values. Social responsibility is the way we have and will continue in our approaches and practices. We affirm our commitment in adopting and practising the following principles of social responsibility:

- Be accountable for our impacts on society and the environment;
- Be transparent in our decisions and activities that impact on society and the environment;
- Be ethical in terms of honesty, equity and integrity;
- Be conscious of and respect the interests of our stakeholders and respond to their expressed concerns;
- Be respectful of the rule of law and international norms of behaviour for environmental or social safeguards; and
- Be respectful and supportive of human rights with particular regard to discrimination, grievance resolution and rights at work.