

CORPORATE SUSTAINABILITY

Sustainability and Environment, Social and Governance (ESG) matters are embedded in URA's core businesses and daily operations, covering Redevelopment, Rehabilitation, Preservation, Revitalisation and Retrofitting.

In the past year, we have made considerable progress in the sustainability and ESG initiatives, creating profound impacts that ripple through communities and generations.

The Urban Renewal Sustainability Framework has been implemented across URA's projects to assess their sustainability performance. Consisting of five domains, namely, Economy, Environment, Society, Process and People, the framework "measures" the differences in sustainability before and after URA's intervention. The improvements brought by URA's intervention reflect our performance. The first-round results of these assessments will be published in our upcoming Annual Sustainability Report.

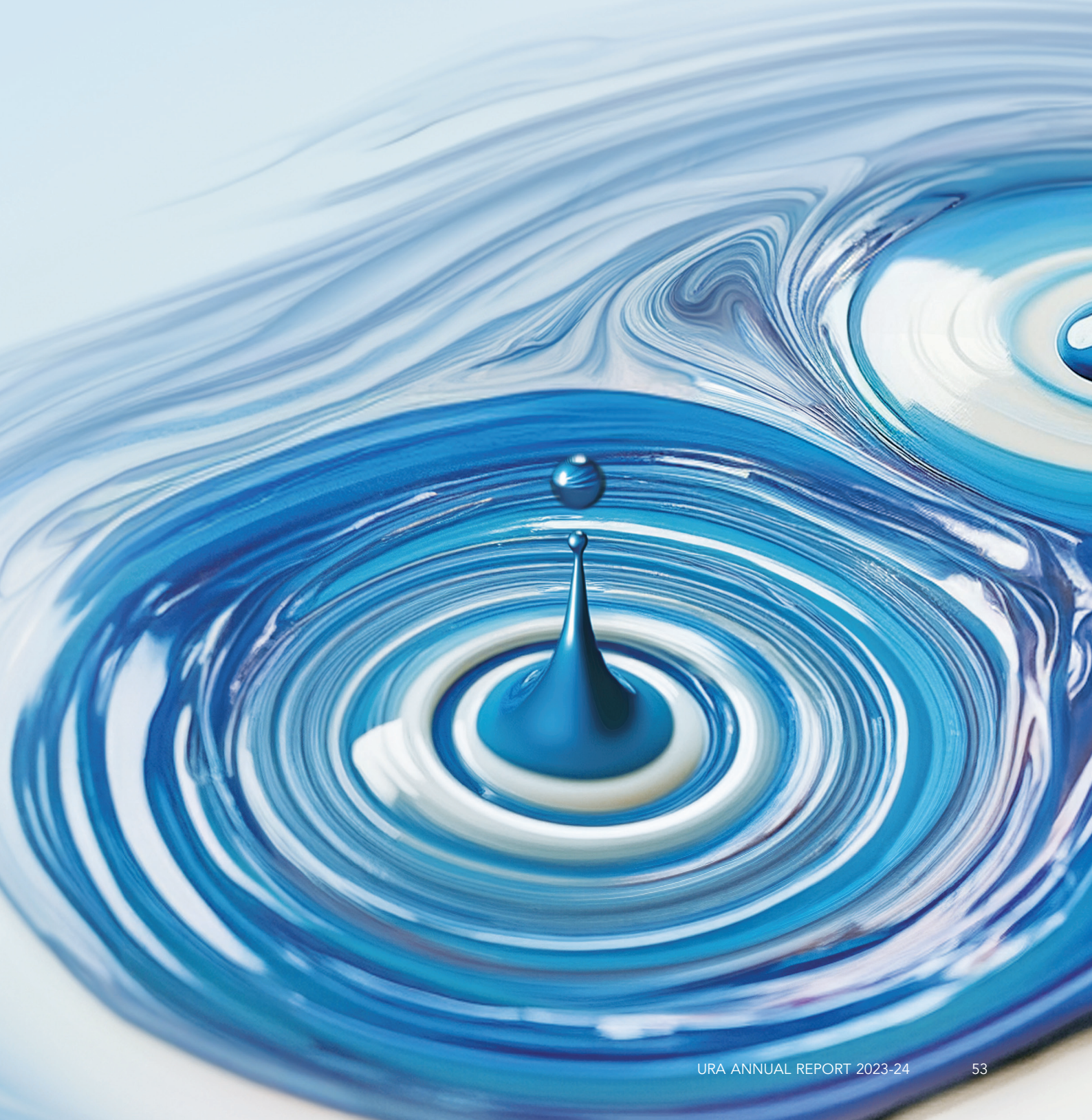
In response to the Government's target to achieve carbon neutrality by 2050, the carbon neutrality study for URA has established the baseline and boundary of its carbon emissions. The URA is drawing up a roadmap for carbon neutrality with short-term, medium-term and long-term emission reduction targets and implementation plans in our operations and 5Rs business activities.

While it is not mandatory for the URA, as a public organisation, to publish a sustainability report, we took the initiative to follow the Global Reporting Initiative (GRI) Standards to prepare future sustainability reports, in order to enhance URA's sustainability reporting standard and showcase our sustainability achievements.

URA's first Annual Sustainability Report for 2023/24, which is expected at the end of 2024, will cover key topics, including governance and business conduct, corporate financial sustainability, diversity, employee health and well-being, responsible procurement, community development, carbon footprint, construction site safety and the sustainability framework.

In 2023/24, we showcase our sustainability outcomes through seven highlight topics covering all URA operations, including planning, acquisition and clearance, building design, construction, property management, rehabilitation and corporate communications.

In the coming year, the URA will further strengthen our ESG governance to underscore our commitment to sustainability. We will also establish our Sustainable Finance Framework and commence the development of our Green Projects and Social Projects Inventories by referencing international standards, including principles set up by the International Capital Market Association and the Loan Market Association.



Highlight 1



Urban Planning for Sustainability

Sustainability Pillars



ECONOMY



ENVIRONMENT



SOCIETY



PROCESS



PEOPLE

Sustainability in urban renewal and planning extends beyond just energy savings. While generating economic improvement and social benefits for the local community is crucial, it is equally important to address stakeholders' views and concerns during the planning and design process. The impact on individual homeowners and business operators needs to be taken into account as well. To address these factors, the URA has developed a Sustainability Framework for measuring the sustainability performance of our urban renewal projects under five Sustainability Pillars: Economy, Environment, Society, Process and People.

ECONOMY



In this domain, we examine whether our urban renewal projects can stimulate economic growth in the local community and evaluate their impacts on property values, business operations and employment opportunities. Additionally, the preservation of the distinctive local characteristics that contributes to the vibrancy of the area and prosperity of the local economy are taken into consideration.

ENVIRONMENT



In the planning of URA projects, we focus on microclimate resilience, risk reduction, resource efficiency and environmental quality. A key strategy that we employ is to promote walking as an environmentally-friendly mode of transportation through the strategic planning of pedestrian-friendly infrastructure, including pedestrian routing and the use of wider pavements, footbridges, and subways. Public open spaces are also proposed to improve urban microclimate conditions and combat the urban heat island effect.

SOCIETY



In respect of the Society domain, our urban renewal projects aim at improving the quality of life for residents. Objectives include enhancing the quality of buildings and housing, improving mobility and accessibility, promoting social vibrancy, ensuring safety, encouraging public art, and integrating local culture into the community. Our projects provide various facilities and resources to promote resources access, diversity and inclusion, and community bonding.

PROCESS

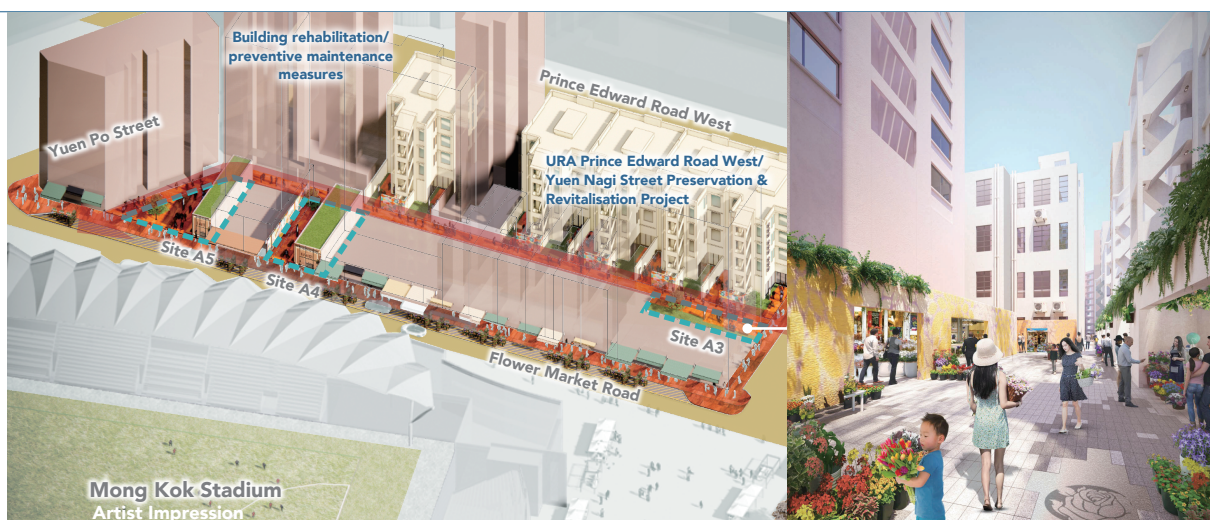


The policies, procedures and mechanisms utilised in the planning process of our urban renewal projects must cater for the needs of our stakeholders as well as the community. Alongside the mandatory consultation procedures under the Town Planning Ordinance and Urban Renewal Authority Ordinance, we also conduct extensive engagement and consultations to gather the opinions of our stakeholders. These inputs, in turn, will help refine the design and planning of our urban renewal projects.

PEOPLE



The planning of urban redevelopment has an indirect impact on economic vitality, financial inclusion, living environment, everyday life, community vitality, and resilience and mitigation measures for individual owners, inhabitants and businesses. One of our key objectives is to replace dilapidated buildings while preserving local shop cultures and district characteristics, which is crucial for maintaining the area's unique identity and charm.



Leveraging renewal opportunities, the back lane linking Flower Market Road and Yuen Ngai Street will be transformed into the “Third Street” of the Flower Market through revitalisation and place-making initiatives. URA will also promote building rehabilitation and preventive maintenance to nearby building owners for the purpose of blending old and new.

Sai Yee Street/Flower Market Road Development Scheme (YTM-013)

Commenced in March 2024, Sai Yee Street/Flower Market Road Development Scheme (YTM-013) (the Scheme) is one of the exemplary models of the URA’s sustainable approach to urban planning under the above five Sustainability Pillars. The mixed-use development is the first urban renewal project in Yau Tsim Mong District following the completion of Yau Mong District Study (YMDS), materialising the Development Node of “Mong Kok East – Urban Waterway” as proposed in YMDS.

Located near the Flower Market precinct in Mong Kok East, the Scheme endeavours to regenerate the area through restructuring and opening up the existing segregated and piecemeal open spaces into a vibrant Waterway Park, serving as a “connector” to the various facilities in the wider area, including the adjoining Mong Kok Stadium and Flower Market precinct. It will become an iconic and sizeable green hub with blue-green feature for public leisure, reviving the previous spatial setting of the nullah through the construction of an Urban Waterway to promote a “water-friendly culture” and rejuvenate the district. To enhance accessibility and promote the “Park n’ Walk” concept, an underground public vehicle park, pedestrian footbridge, and subway connections are proposed in the Scheme.

Complementing the long-established local character of the Flower Market precinct and the initiative to develop a “flower viewing hotspot”, the Waterway Park proposed in the Scheme will facilitate flower viewing activities through cohesive landscape design and place-making opportunities, which would reinforce the local character of the Flower Market. Capitalising on the Scheme’s potential, separate revitalisation initiatives are proposed to transform the back lanes in the vicinity into an attractive and walkable pedestrian route in the area. In addition, the Scheme will provide around 20,000 square metres of non-domestic Gross Floor Area for Government, Institution or Community (G/IC) uses, subject to confirmation of funding and operational arrangement from the relevant Government bureaux/departments. The mixed-use development within the Scheme encompasses sports, leisure, recreation, and cultural facilities that span across multiple realms, fostering a vibrant and inclusive community.

Apart from following the mandatory consultation procedures under the Town Planning Ordinance and Urban Renewal Authority Ordinance, the URA conducted extensive engagement, briefing sessions, and consultations with stakeholders to gather opinions on the planning and design of the Scheme. Before the commencement of the Scheme, two opinion surveys targeting florist operators and customers were conducted in January 2024 to gather insights and enhance the area’s character. The two surveys helped identify the urban renewal needs of the area and the potential social impacts on the stakeholders, which are pivotal to the formulation of necessary mitigation measures. Ongoing consultations are being held with affected business operators to understand their concerns, including possible transitional arrangements and decanting options.

The Scheme also aims to optimise land resources by adopting a linked site approach, leveraging the planning benefits of the Transfer of Plot Ratio (“TPR”) proposed under YMDS. By consolidating the small and isolated sites with limited individual redevelopment potential into a more strategic, sizeable, and accessible location, the Scheme strives to utilise land resources effectively and attain economic sustainability. The Scheme will also make available new retail space to support activities in the Flower Market, thereby enhancing the area’s vibrancy and contributing to the local economy.

Highlight 2



Social Responsibility in Acquisition and Clearance

Sustainability Pillars



ECONOMY



ENVIRONMENT



SOCIETY



PROCESS



PEOPLE



In the process of replacing old amenities with new, safer and more environmentally-friendly ones for old and dilapidated buildings, the displacement of residents and business operators affected by URA's redevelopment projects is inevitable. Understanding that relocation can be a significant event for many families, individuals and businesses, the URA introduces measures and takes action within the established boundaries of our compensation and rehousing policies to improve the livelihood of those affected by our redevelopment.

It is noteworthy that URA's compensation policies and procedures not only meet the Performance Standards on Environmental and Social Sustainability of International Finance Corporation under the World Bank Group (PS 5: Land Acquisition and Involuntary Resettlement), but also exceed expectations in certain aspects. The objectives of these standards are to minimise displacement by exploring alternative project designs, to avoid forced eviction, to provide fair compensation, to ensure resettlement activities are implemented with appropriate disclosure of information, and to improve the livelihoods and living standards of displaced persons through the provision of adequate housing with security of tenure.

Responsible Acquisition

Home owner-occupiers within URA's redevelopment project sites are offered an amount equivalent to the market value of a seven-year-old residential flat of the same size and in the same district regardless of the original market value of their dilapidated properties. In addition, allowances to cover expenses relating to the purchase of replacement property by the owners are provided.

These owners could utilise the new capital to purchase new homes of much-improved quality and environment either from the private property market or from the URA through the Flat-for-Flat scheme. For investors or landlords of domestic properties, the offer is reduced depending on the number of properties owned within the redevelopment site. Nevertheless, these owners can still use the new capital to purchase investment properties of better quality.

96%

The percentage of home owner-occupiers who accepted URA's acquisition offers in 2023/24

Care for Elderly Home Owners

Acquisition offers made to owners who lease out their properties are typically lower than those offered to owners who reside in their own properties. However, the URA recognises that some elderly property owners may rent out their properties for rental income to support their living. Additionally, some elderly property owners may not be able to reside in their own properties due to a lack of lift services or other health-related reasons.

In acknowledgement of their unique circumstances, the URA provides an additional allowance to enable these elderly owners to purchase replacement flats of a higher quality and standard, such as those with lift services.

The URA always goes the extra mile to take special care of elderly home owners. In the past year, we succeeded in building trust with a depressed old lady who lived alone in a flat affected by our redevelopment project and helping her identify and move to a much-improved accommodation while her husband with dementia continued to stay in a care and attention home.

Care for Tenants

The URA offers rehousing and allowances to domestic tenants who need to vacate from their rented homes due to URA's redevelopment. Instead of receiving a one-off ex-gratia allowance, eligible tenants may opt for rehousing to public rental housing or URA's rehousing blocks. Rehoused tenants will experience a significant improvement in their quality of life with larger and better managed living space, and considerably lower rent. The provision of public rental housing helps resolve tenants' long-term housing needs.

277

The number of tenants in URA redevelopment projects that were rehoused to public housing or URA's rehousing blocks in 2023/24

Care for Affected Businesses

Apart from offering ex-gratia allowances to the affected business operators, the URA provides further assistance on their relocation. In a case of relocating an elderly home business with special re-establishment requirements, the URA sourced replacement properties for the operator, which were scarcely available in the market. The operator eventually relocated their elderly residents smoothly and the residents' living conditions were greatly improved with the provision of new facilities. The operator expressed their gratitude to the URA for our care and efforts.

Engagement with Market-Related Shops, Chiu-chow and Thai Businesses in Kowloon City

Kowloon City is characterised by local shops that offer a diverse range of products and services from market-related food items to Chiu-chow and Thai food supply stalls and restaurants. In anticipation of the URA's major redevelopment projects in Kowloon City, the URA has been conducting surveys and engaging with shop operators with local characters to identify their specific needs and preferences for interim and/or permanent decanting arrangements that allow them to return for business with concessionary rent in the new development. These engagements are ongoing and the findings will be analysed for detailed planning and phasing of project implementation.

100% & 82%

Participation rates of market-related food items vendors and Chiu-chow/Thai restaurant shop owners in URA's small group engagements for Kowloon City Redevelopment

Highlight 3



Green Buildings and Smart Construction for Sustainability and Safety



Our Vision

The URA is committed to creating green and smart buildings that enhance the quality of life for residents while protecting the environment. Our redevelopment projects prioritise sustainability, energy efficiency and resilience through innovative technologies and design solutions. By using green building materials, passive design and smart building systems, we aim to reduce our carbon footprint and create healthier, more liveable communities for future generations. We also strive to achieve a safer, greener and smarter construction environment through strong governance, providing incentives and embracing technologies.

Green Buildings

URA promotes sustainable building design in our redevelopment projects. Green provisions covering energy efficiency, water conservation, construction waste management and use of recycled materials are incorporated into the development agreements of URA's redevelopment projects to encourage the adoption of sustainable practices in building design and construction. To further its commitment to sustainable development, every URA redevelopment project is required to achieve Gold or above grading according to the BEAM or BEAM Plus standards. Up to June 2024, there have been a total of 14 projects achieving final Hong Kong BEAM Platinum ratings; four projects with final BEAM Plus Platinum ratings and 17 projects with final BEAM Plus Gold ratings, among which one project has obtained their final BEAM Plus Platinum/Gold ratings in 2023/24.

Of the nine projects which have obtained provisional BEAM Plus ratings in the design and construction stage, three projects achieved Platinum ratings. Among these three projects, more than 20 percent reduction in building energy consumption and more than 45 percent reduction in potable water use were achieved. In addition, more than 30 percent of demolition waste was recycled in these projects.



Construction Site Safety

In 2023/24, the URA's site safety team and our independent safety audit consultants conducted nearly 200 safety audits for 15 active construction sites of the URA's projects. Through strong governance, the accident rates of URA's construction sites remained below the territory's average.



Embracing Good Practices

Since 2023, the URA has mandated the adoption of the Construction Industry Council's (CIC) Construction Safety Guidelines into every URA's works contracts. All contractors are required to adopt at least four "Safety-related Technologies" in their construction activities. Tenderers bidding for URA's works contracts are required to state the costs of these safety and green measures in their pricing. This arrangement aims to encourage and assist construction companies, particularly those of a smaller scale, to enhance their safety and environmental practices through innovative technologies. For example, at the demolition sites, proximity sensors are installed to ensure that mechanical breakers do not encroach outside their "movement and operating zones". At the same time, the mandatory use of smart safety helmets safeguards workers from straying too close to the mechanical breakers. In addition, aerial drones are used to monitor the progress and status of works from a safe vantage point.

URA's Digital Construction Management Platform (DCMP)

The Digital Construction Management Platform (DCMP), which is currently under development, enables the systematic consolidation of data collected from multiple construction sites, thereby facilitating efficient and effective project management. These data include construction master programmes, workforce projection planning, construction progress, environmental monitoring records, site safety monitoring records, supervision/inspection records of work, labour force on site, and material delivery, among other things.



Various construction works data is displayed on the user-friendly dashboard of DCMP for effective tracking of project progress and site performance.

Various modules tailored to specific monitoring concerns have been developed from the DCMP, including the "Environmental Monitoring Module", "Resource Monitoring Module", "Site Safety Monitoring Module", and "Digital Works Supervision System Module (DWSS)". The relevant data for each of these platforms can be extracted, analysed, and compared with the results presented in simple dashboards to enable URA's project managers to monitor the performance and progress of ongoing constructions more efficiently and effectively. The modules developed will be integrated and interlinked into the DCMP.

The DWSS adopted in URA's projects allows site supervisors to access and update inspection data in real time using mobile devices or computers. The inspection data and records significantly boost daily work efficiency, with less reliance on paper printing and photocopying, as all inspection-related information can be digitally shared and distributed.

Artificial Intelligence (AI) cameras are set up at the construction site of eResidence Tower 3 to promptly alert the on-site safety officers and designated personnel through the platform module when dangerous activities such as entrance into the danger zone, smoking and any absence of the use of safety helmet are detected.

In future, additional "modules" can be developed over time to collect data such as that related to construction waste as well as energy and water consumption, for integration into the all-in-one data platform of DCMP to enhance our capabilities to tackle the challenges of climate change.

235,000m²

Total Gross Floor Area of URA projects that will adopt DCMP during construction in 2024/25

Highlight 4



Sustainability in URA Properties

Sustainability Pillars



ECONOMY



ENVIRONMENT



SOCIETY



PROCESS



PEOPLE

Arts & Culture

M7 (Grade II Historic Buildings)

The URA actively identifies local cultural and innovative operation partners to promote cultural exchanges and uphold local characteristics that create social values and promote community engagement.

The Museum of Hong Kong Literature (the Museum) was opened to the public at M7 in May 2024, marking the debut of its dedicated efforts towards the promotion of Hong Kong literature. The Museum, covering an area of over 2,000 square feet, features a permanent exhibition about the development of Hong Kong literature and a display of manuscripts, publications, and autographed copies by Hong Kong renowned writers, to deepen public understanding of literature. The Museum will also host various literary exchange lectures to foster community connections and promote cultural exchanges.



With the opening of the Museum of Hong Kong Literature, M7 stands as a new landmark of arts and culture.

As the venue partner, URA also provided an additional 4,000 square feet of indoor and outdoor space for hosting the Museum's opening exhibition titled "Seek Richness of Literature amidst Flowers".

Interim Use of Land — a Place-making Approach

K7 Development Areas 4 and 5 under Kwun Tong Town Centre 2.0

In parallel with the planning amendment procedure for the captioned project, URA utilised the land within the development areas and transformed it into a highly versatile and flexible "Free Space" that has been open to the public since December 2023, demonstrating a wide spectrum of possible events and functions that could take place in a "vertical city".

Through the public-participatory place-making approach, URA has worked closely with community stakeholders, Government departments, and local NGOs to deliver various activities such as night markets, carnival festivals, street performances and sports activities, bringing a sense of vibrancy and energetic vibes to Kwun Tong City Centre.

Since its opening, various activities and community engagement programmes have taken place at "Free Space" attracting over 1.3 million visitors.

Facilities of interim use comprising a children's playground and a 3-on-3 basketball court near the Kwun Tong MTR station have been open to families and children for their enjoyment, drawing over 8,000 users during its first week of opening.



URA fills the "Free Space" with children's play equipment (left) and a large-scale bamboo art installation (right) created by local artists, infusing the Kwun Tong Town Centre with vibrancy and creativity.

URA also collaborated with local young artists to exhibit a large-scale bamboo-crafted public art installation that epitomised the historical coastline of Kwun Tong, injecting creativity and art into the Kwun Tong City Centre.

URA's dedicated efforts in the place-making initiatives at "Free Space" have enlivened the Kwun Tong City Centre and received positive feedback from local people and residents, paving the way for the future development of Kwun Tong City Centre 2.0.

Environment and Waste Management

Electric vehicle (EV) charging facilities have been installed at car parking spaces in URA's newly retained developments. Moreover, our retained properties, namely Central Market, Yue Man Square, and eResidence shopping arcade, have undergone a comprehensive series of energy efficiency upgrades in 2023/24, resulting in a saving of 255 tons of carbon dioxide (CO₂) emissions, equivalent to the planting of 10,200 new trees. The retro-commissioning of Yue Man Square also received the ASHRAE Regional Technology Award 2023/24 (Regional Merit Certificate).

We have actively engaged our tenants by providing food waste collection services at Yue Man Square and the eResidence shopping arcade. The food waste collected was then transported to O · PARK1 for conversion into biogas. Our commitment to recycling also yielded fruitful results in 2023/24.

100%

Car parking spaces with EV charging facilities in newly retained developments (Yue Man Square, eResidence and commercial portion of Reclamation Street/Shantung Street (YTM-010) & Castle Peak Road/Un Chau Street (SSP-016) Projects)



48 tons
of food waste

Collected from Yue Man Square and eResidence shopping arcade and transported to O · PARK1 in 2023/24



61 tons
of paper



146 kg
of metal



5,791 kg
of plastic



130 kg
of glass

Collected for recycling at Central Market, Yue Man Square & 618 Shanghai Street in 2023/24

Highlight 5



Building Rehabilitation and the People

Sustainability Pillars



ECONOMY



ENVIRONMENT



SOCIETY



PROCESS



PEOPLE



Building Rehabilitation

One of the URA's missions is to encourage the maintenance and improvement of existing buildings with regards to their structural stability, integrity of external finishes and fire safety. Apart from promoting and administering various Government subsidy schemes to assist property owners in conducting repair and maintenance work, the URA places great emphasis on addressing the needs of individual stakeholders and ensuring that their livelihoods are not disrupted by the maintenance works.

Supporting Owners to Carry Out Repairs

The URA managed various building rehabilitation subsidy schemes that provide financial assistance to eligible owners for repairing the common areas of their buildings. Up to June 2024, the schemes have subsidised a total of 2,160 buildings to carry out rehabilitation works to address issues such as spalling concrete, fire safety installations upgrading works, leaking roofs, and worn-out items like fire-rated doors or metal windows. Additionally, the subsidy also covers security systems or barrier-free access to improve the building's safety and accessibility.

2,160

Number of buildings benefited from various subsidy schemes with completed works and improved conditions (up to June 2024)

Getting Greener through Rehabilitation

Apart from repairs and improvements, the Common Area Repair Works Subsidy (CAS) also supports flat owners and buildings to adopt environmentally-friendly building materials and installations in their common area rehabilitation works through the Green Item Subsidy (GIS). In 2023/24, 89 buildings involving around 4,400 units made use of this subsidy to adopt VOC-free paint and other green products in their rehabilitation works.

460

Number of buildings that adopted green products in their rehabilitation by making use of GIS since 2016

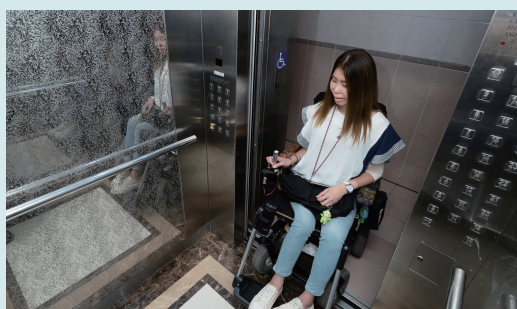
Assistance during Lift Repairs

The URA is responsible for the management of the Government's Lift Modernisation Subsidy Scheme (LIMSS), which provides subsidies to eligible domestic and composite building owners to carry out lift improvement works to ensure safety. Up to June 2024, the URA has handled around 1,600 applications. About 970 application cases have either been completed or are undergoing lift improvement works.

The suspension of lift services during the implementation of improvement works will inevitably restrict the movements of occupants with mobility or health issues. To address this problem, the URA engages various non-governmental organisations (NGOs) to provide social service support to the needy when their buildings undergo lift improvements under LIMSS. These include the stair-climber service, grocery and meal delivery, as well as case management to provide necessary social services.

**Around 3,000
& 980**

Number of stair-climber trips and meal deliveries that were provided through URA to residents of buildings undergoing lift improvements respectively in 2023/24



A story of a muscular dystrophy patient during lift improvement works

The URA went beyond providing basic assistance. In the past year, a building in Mong Kok with lifts serving alternate floors joined LIMSS. Among its residents was Ms Leung, a middle-aged woman with muscular dystrophy disease. As there was only one lift which could reach her floor and the provision of daily stair climbing services was impractical, the URA offered Ms Leung and her husband a temporary apartment in one of the URA's rehousing blocks for a nominal fee during the four-month period of lift service suspension. To ensure the apartment can cater for the needs of Ms Leung, the URA enlisted the help of a professional occupational therapist to recommend essential modifications to the apartment. Additional fixtures and special equipment for assisting her mobility within the flat were installed. The couple resided in the apartment for four months before moving back to their own flat after the completion of the lift modernisation works.

With URA's assistance, Ms Leung was able to live and work as usual without any disruption by the lift improvement works. This is one of many examples that demonstrates URA's commitment to ESG throughout our projects and operations.

Ms Leung, whose electric wheelchair weighs 300 pounds, is unable to use a stair climber for assistance in going up and down stairs. URA then offers Ms Leung and her family a temporary apartment in one of its rehousing blocks during the suspension of lift service due to improvement works on the only lift in her building.

Highlight 6



Diversity and Inclusion, Employee Advancement and Well-Being

Sustainability Pillars



Diversity and Inclusion

At URA, diversity and inclusion have always been integral to our culture. Over the past year, we remained committed to fostering an inclusive environment and have continued to implement our Equal Opportunities Policy, which guides our people practices.

Employee Advancement

URA is dedicated to creating a workplace where talent can flourish through a range of training and development programmes. Our commitment to employee growth is reflected in our diverse initiatives. In 2023/24, we offered over 120 training classes covering a wide spectrum of topics such as sustainability, technology, leadership, and compliance, amounting to an average of 27 training hours per employee.

To ensure a future-ready leadership team, we have implemented the High Calibre Programme, designed to build a robust leadership pipeline. Additionally, the Planner Trainer Programme focuses on nurturing young professional employees and preparing them for complex urban renewal challenges.

Our Job Rotation and Job Enhancement Programmes facilitate upskilling and reskilling, while the Award Bearing Programme offers pathways to academic and professional qualifications. Our initiatives extend to offering exposure in the Mainland and Overseas, that enable employees to learn about the best technological practices and develop global insights, fostering a motivated and engaged workforce ready to navigate the evolving business landscape.

In the past year, the URA promoted approximately 10 percent of our total workforce, demonstrating our dedication to recognising and advancing the talents of our employees.



Interns are motivated to learn about urban regeneration and grow professionally during the two-month programme.

Nurturing Next Generation

Empowering the next generation of urban renewal professionals is a cornerstone of URA's mission. Our Summer Internship Programme provides university students with broad perspectives and hands-on learning opportunities to pursue their aspirations and contribute to sustainable projects. As part of the programme, 27 summer interns are required to complete a capstone project and present their findings to top management. This process not only enhances their problem-solving and leadership skills but also provides valuable reverse learning opportunities for our leadership team, fostering a culture of continuous enhancement and innovation.

Enhanced Employee Well-being

At URA, our steadfast commitment to fostering a work environment that supports and enhances the well-being of our employees is fulfilled by the launch of our comprehensive health protection programmes and "We Care" programmes. Both of them are integral to our sustainable practices.

Comprehensive Health Protection Programmes

The URA offers extensive benefits to safeguard the health and safety of our employees, prioritising their well-being for the long-term success and sustainability of our organisation. The URA provides a wide range of preventive life and health protection schemes, including flu vaccinations for employees and their dependents, and pledges to regularly review and enhance these schemes to ensure they meet the evolving needs of our workforce. In 2023/24, we enhanced the group medical benefits to better support our employees and their dependents to demonstrate our persistent commitment to employee health and sustainability.

"We Care" Programme

Our "We Care" programme focuses on nurturing both the mental and physical health of our staff. In the past year, we successfully organised a range of activities including seven talks and workshops, as well as two specially curated activities.

A Mindfulness Stress Reduction Programme, which included one seminar and four "Mindfulness at Work" Lunch and Learn Series workshops, were organised to equip employees with tools and techniques to foster a positive mindset, enhance mental resilience, and improve their performance at work.



In the Singing Bowl workshop, URA staff members immerse themselves in mindfulness practices to enhance their physical and mental well-being.

The "URA Run Together" initiative stood out as a significant achievement, demonstrating our commitment to promoting exercise and physical health among employees. The initiative has also fostered team spirit among staff members who competed as a team with others with a common goal.

Integrating Sustainability into Employees' Daily Lives

Our commitment to sustainability is demonstrated through the launch of "URA Second-hand", a new digital marketplace platform, which encourages the sharing of used items with others. To date, 146 items have been exchanged. This initiative helps extend the lifespan of the used products and reduces waste, thereby upholding URA's practice of sustainability. We will continue with this programme to encourage more participation from staff members for achieving our sustainability goals together.

Over **590**
and **120**

Number of participants joining the "We Care" programme and "Mindfulness at Work" Lunch and Learn Series workshops

31,790km

The total distance collectively run by 234 staff members

146

Items exchanged in our digital marketplace "URA Second-hand"

Highlight 7



URA and the Society



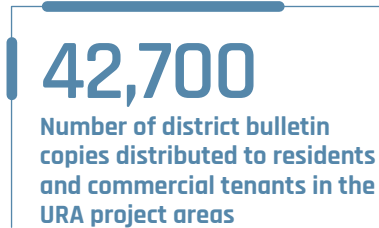
A People-first and Caring Approach to Urban Renewal

With a people-first and caring approach, the URA actively engages with residents and stakeholders to understand their aspirations and address their needs effectively.

Building Trust Through Connections and Active Listening

We establish and nurture trusted relationships with the community through ongoing and transparent dialogues. In 2023/24, the URA held 10 District Advisory Committee meetings to listen to the concerns and aspirations of the community. We also participated in District Council meetings to provide updates on the progress of our projects and seek the support of local representatives.

We conducted briefings and distributed bulletins to keep residents informed of the redevelopment plans, compensation packages and relocation arrangements. We also prioritised the interests of the ethnic minorities, particularly the Thai community in Kowloon City, through communications in their language to promote understanding. We also expanded volunteer services covering counselling and medical consultation to the Thai community to establish goodwill.



Conserving and Supporting Local Arts and Culture

To preserve local cultures and foster inclusive communities, the URA partnered with local groups to organise festive activities including the Songkran Festival, Yue Lan Festival, Thailand's National Day and Diwali celebration in Kowloon City and Yau Tsim Mong, thereby strengthening the ties between URA and the local communities.

In the past year, the "Arts and Cultural Partnership Programme in Old Urban Districts" (ACPP) supported five programmes which engaged over 28,000 participants and visitors and achieved the purpose of promoting arts and culture in old urban districts.



Grooming our Next Generation

To inspire young people to contribute to urban development in future, the URA collaborated with the Hong Kong Federation of Youth Groups Leadership Institute to launch the URA Youth Speak for 31 local students to acquire knowledge in building rehabilitation and preventive maintenance, and exchange their views with the URA senior management. We also engaged with Sham Shui Po secondary students in the Youth Community Workshop to collect their views on the Sham Shui Po District Study.



oUR Amazing Kid Band strengthens the community network by giving music performance at district events.



Students present their urban regeneration proposals to adjudicators at the URA x TWGHs Young Leaders Programme.

The URA partnered with Tung Wah Group of Hospitals (TWGHs), Esri China (Hong Kong) and Geospatial Lab to organise the URA x TWGHs Young Leaders Programme, in which 144 students from 18 TWGHs secondary schools developed and showcased their creative proposals for promoting the work of URA in revitalisation and preservation.

The oUR Amazing Kid Band, formed to preserve and enhance the social network of underprivileged kids and families in To Kwa Wan, provided free music training sessions, performance opportunities and tailor-made activities to promote the well-being of the 46 band members and their families.

To encourage the younger generation to come up with innovative ideas for improving the living quality of residents in old districts, the URA partnered with the Hong Kong Institute of Vocational Education to organise the Innovative Design Competition to promote the "vertical city" concept in development.

Our Urban Renewal Exploration Centre (UREC) welcomed more than 2,900 visitors from school groups and community organisations, giving them an interactive visitor experience to learn about urban renewal.

Caring for the Needy

The URA provided assistance to under-resourced families and individuals in the old districts. Under the Community Service Partnership Scheme (CSPS), the Upcycling Project mobilised volunteers to deliver decluttering services and produce bespoke furniture out of abandoned wood materials for 10 underprivileged families in Kowloon City and To Kwa Wan. CSPS also provided support to three elderly homes in Sham Shui Po through gerontechnology applications, professional consultation services and volunteer activities. In total, CSPS served over 180 underprivileged residents in old urban districts last year.

Our Home Improvement Community Programme assisted five infirm elderly tenants affected by URA projects by designing and refurbishing their rehoused units in public rental housing estates to accommodate their specific needs and improve their living conditions.

The URA has also collaborated with local organisations to implement the Home Repair Services Community Programme, which provided home repair and maintenance services to a total of 969 households to enhance their living conditions.

From January to May 2024, the URA helped 1,500 households of Kim Shin Lane prepare for relocation to new homes by arranging roadside skips for furniture disposal and packing-up services. The beneficiaries were deeply grateful for our attentive services.



Under the Home Repair Services Community Programme, URA arranges building inspection and minor structural works to enhance the living conditions of elderly individuals (left) residing in old buildings.