RUN, SUSTAIN, RENEW AS ONE

市區重建局
URBAN RENEWAL AUTHORITY

URA Sustainability Report 2024-25

RUN, SUSTAIN, RENEW AS ONE

"URA Run Together" is more than an employee running event organised by the Urban Renewal Authority (URA) to promote physical activity. It is a key component of the URA's "We Care" programme.

Through this programme, the URA encourages individual and team participation, and offers training to enhance both physical and mental wellbeing. Its aim is to provide a healthy work environment, and strengthen collaboration and a sense of belonging among colleagues. Over the past year, a total of 309 URA runners took part in the event, collectively covering a distance of 33,926 kilometres.

Running exemplifies the values of endurance, teamwork, and a strong work ethic, all of which are essential for achieving collective goals. This spirit of collaboration aligns seamlessly with our commitment to sustainability and responsibility. By fostering a culture that emphasises teamwork in our sustainability initiatives, we can effectively tackle environmental challenges and contribute to a resilient future. The synergy between running and sustainable practices embodies our dedication not only to personal achievement but also the wellbeing of our communities and the planet. Together, we RUN, SUSTAIN, RENEW AS ONE to advance our mission with purpose and unity.

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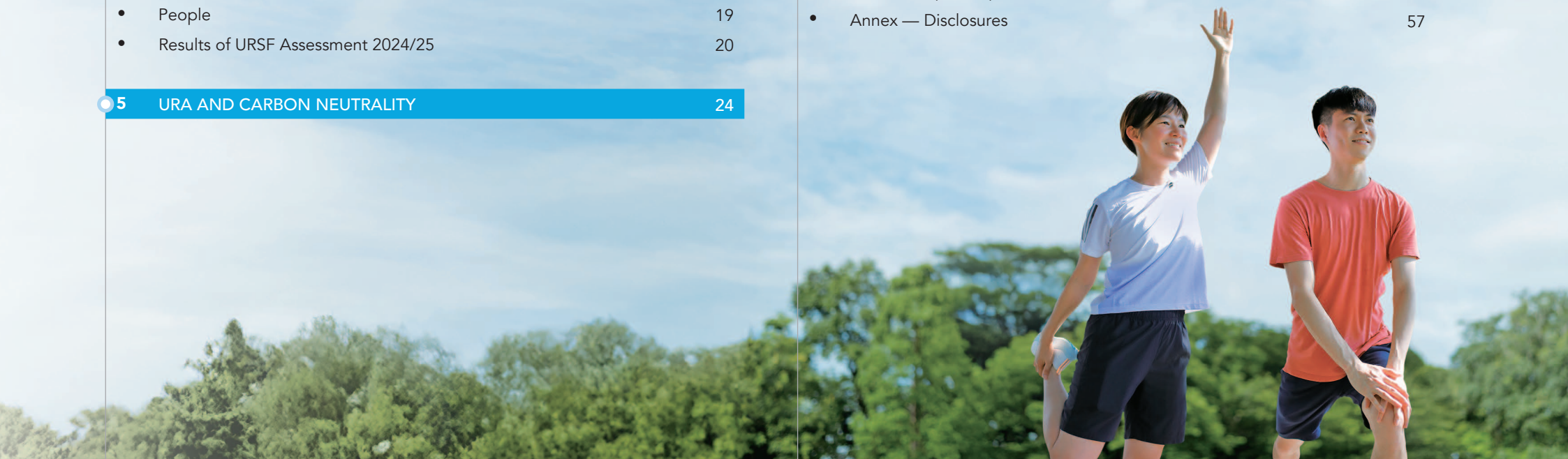

PREFACE

This Sustainability Report (the "Report") outlines the URA's ongoing efforts to integrate sustainability and environmental, social and governance (ESG) matters into urban renewal practices. Despite challenging market conditions and a demanding business environment, the URA remains committed to addressing the unique challenges of urban renewal, aiming to revitalise ageing districts while maintaining community connections, preserving cultural elements, and minimising environmental and social impacts. This Report reflects our continued dedication to transparency, innovation and stakeholder engagement in creating an urban future. We invite our joint venture developers and stakeholders to join us on this sustainability journey.

Chapter 1 — Sustainability in urban renewal and its contribution to Hong Kong's overall sustainability is discussed.

Chapter 2 — Sustainability governance structure of URA is examined.

Chapter 3 — Methodology for URA's stakeholder engagement and sustainability materiality assessment is introduced.

Chapter 4 — URA's five sustainability pillars to urban renewal practice are outlined and the sustainability performance assessment results using our Urban Renewal Sustainability Framework are disclosed.

Chapter 5 — URA's carbon reduction approach towards carbon neutrality are discussed.

Chapter 6 — URA's sustainability achievements from operational perspective are highlighted.

Chapter 7 — Establishment of URA Sustainable Finance Framework is introduced.

Chapter 8 — Material topics based on the materiality assessment are highlighted and detailed reports of disclosure items are provided.

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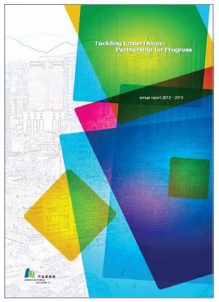
Sustainability Journey

Since 2012/13, URA began featuring a Corporate Sustainability Section in its annual reports, highlighting URA's environmental and social sustainability commitments. In the 2017/18 annual report, URA further enhanced this section by introducing five sustainability domains: Economy, Environment, Society, Process and People. From 2017, URA initiated three important strategy studies – the **Yau Mong District Study**, **Building Rehabilitation Strategy Study** and **Sustainability Framework Study** – to develop effective strategies and showcase sustainability performance in future urban renewal projects. In 2023, URA commenced a **Carbon Neutrality Study** to create a roadmap for achieving carbon neutrality by 2050 across its operations and business areas. In 2024, URA adopted the **Sustainable Finance Framework** to integrate sustainable finance elements into its funding efforts. In that same year, we presented URA's inaugural **Sustainability Report 2023–24**, offering a comprehensive overview of our sustainability achievements.

2013



Incorporated a Corporate Sustainability Section into the Annual Report 2012/13.

May 2017

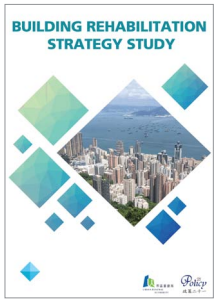
Began the **Yau Mong District Study** to assess sustainability needs in the area.

June 2017

Commenced a **Sustainability Framework Study** to guide future sustainability initiatives for URA projects.

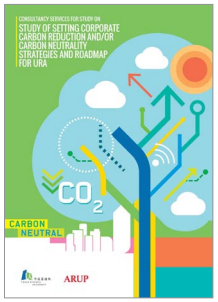
2017

Aug 2017



Initiated the **Building Rehabilitation Strategy Study** to promote sustainable building practices.

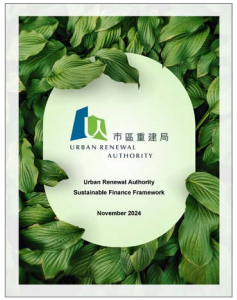
Early 2023



Commenced a **Carbon Neutrality Study** to analyse and plan for reducing carbon emissions.

2023

Early 2024



Initiated the **Sustainable Finance Framework** to ensure sustainable funding practices for projects.

Dec 2024

URA issued the first **URA Sustainability Report 2023–24**.

2024

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URBAN RENEWAL AND SUSTAINABILITY FOR HONG KONG

Urban renewal is important for creating a more sustainable and liveable Hong Kong. As a highly populated city, Hong Kong faces unique challenges in balancing development with environmental responsibility and quality of life. The Urban Renewal Authority (URA) is committed to advancing urban renewal that revitalises ageing districts while contributing to Hong Kong's sustainability goals.

This year, the URA continued to embed sustainability principles across all stages of its urban renewal projects, from planning and design to construction and property management.

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The URA takes pride in instigating a "Planning-led, District-based" approach in developing our urban renewal strategies.

Redevelopment to create sustainable environment

One of the core missions of the URA is **REDEVELOPMENT**. Through meticulous planning and design of redevelopment sites, we aim to optimize land use, incorporate public facilities, enhance walkability, add greenery, and improve connectivity. This approach breathes new life into previously deteriorating areas, generating economic value and enriching social life.

While redevelopment necessitates the displacement of existing residents and businesses, the URA is committed to providing support through comprehensive compensation and re-housing policies, ensuring a smooth transition to their new environments.

The URA also prioritizes sustainability in construction and green building design. By embracing advanced technologies and establishing rigorous environmental performance standards for new buildings, we strive to create a sustainable, low-carbon environment that delivers comfort to both residents and visitors.

Rehabilitation to extend service life of existing building

Redevelopment typically requires the demolition of old structures and the construction of new ones, which generates significant CO2 emissions. In contrast, rehabilitating existing buildings can delay the need for redevelopment. This approach not only maintains safety and health standards but also preserves property values. More importantly, it allows for the continuation of community life, businesses, and local cultures.

The URA is vested with the mission to prevent the decay of the built environment of Hong Kong by promoting the maintenance and improvement of individual buildings. To achieve this, the URA provides extensive technical and social support, as well as incentives, to owners' corporations and individual property owners for building rehabilitation projects.

Community and Society

Community engagement is integrated into the urban renewal process. The URA engages our stakeholders, including local residents, NGOs and District Councils, in the planning of urban renewal projects. This participatory approach ensures that our redevelopments serve the real needs of communities. Public open spaces, heritage elements and cultural continuity are carefully integrated into our redevelopment project designs as far as possible to preserve the unique character of Hong Kong's neighbourhoods.

Looking ahead, the URA will continue to align its strategies to achieve the Government's carbon neutrality target by 2050. By adopting a holistic and forward-looking approach to urban renewal, the URA aims to create an inclusive and sustainable community for Hong Kong.

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URA SUSTAINABILITY GOVERNANCE

The URA Board of Directors

The URA Board of Directors, as the governing and executive body of the Authority, has oversight on the sustainability strategy, development and practices of the URA. While the Board is kept informed of the URA's sustainability performance by the Management, responsibility for achieving its sustainability objectives is delegated to the division or department heads. Accordingly, each division or department has adopted appropriate measures to manage its material sustainability issues and to monitor and report on its performance to the Management.

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Sustainability Committee

In June 2024, the URA set up the Sustainability Committee (SC) under the Board to enhance the governance of URA's sustainability practices.

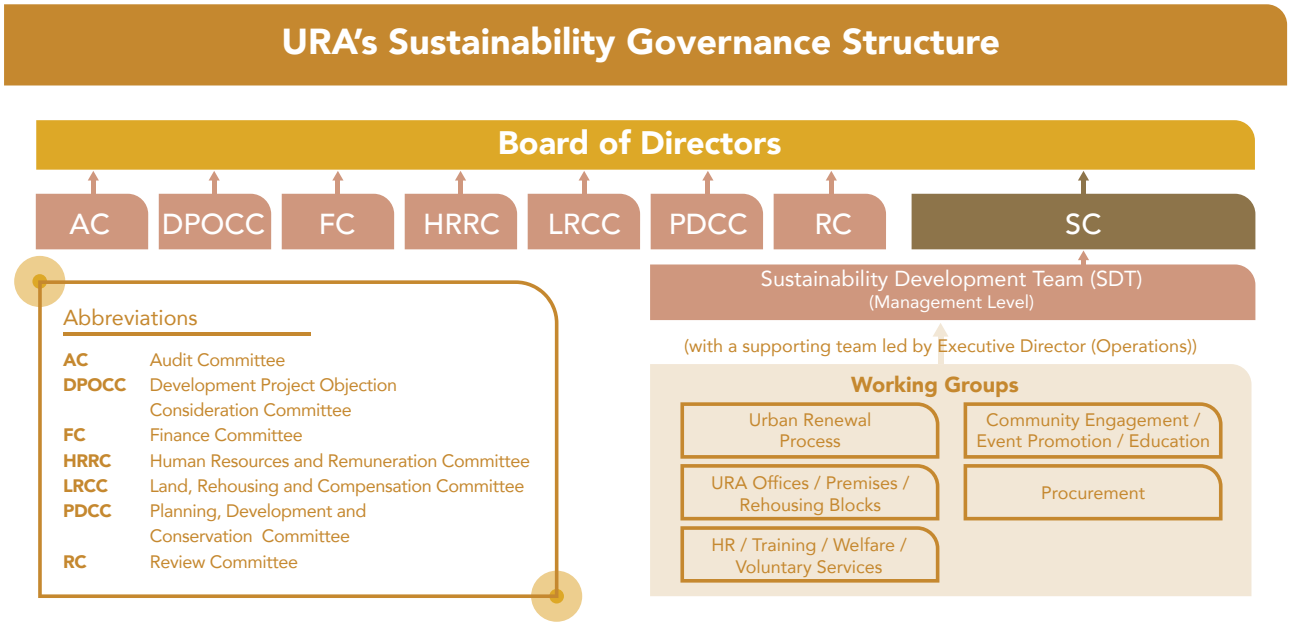
The function areas of the SC are as follows:

- Review of the sustainability frameworks, strategy, plans and targets, and oversee their execution
- Review of the sustainability risks and opportunities, trends in applicable laws and regulations and policies set forth by the Government that are considered material to the Authority
- Review of the framework of sustainability-related disclosures and publications

Composition of SC in 2024-25

Chairperson	Ms Yvonne Yeung Kin-ha
Members	Mr Andy Ho Wing-cheong, MH (up to 30 April 2025)
	Ms Lilian Law Suk-kwan, MH, JP (from 1 May 2025)
	Ms Loretta Fong Wan-huen (Co-opted Member)
	Ir. Wai Chi Sing, GBS, JP, FHKEng (Managing Director) (up to 14 June 2025)
	Ar. Donald Choi Wun-hing, BBS, JP (Managing Director) (from 15 June 2025)
	Mr Wilfred Au Chun-ho (Executive Director (Commercial))
	Ms Carolin Fong Suet-yuen (Executive Director (Operations))

URA's Sustainability Governance Structure



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URA's STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

For this year's report, the URA conducted a stakeholder engagement and sustainability materiality assessment to evaluate the impact and significance of material topics from stakeholders' perspectives, guided by GRI 3: Material Topics 2021. The materiality assessment consisted of four major processes: Identification, Prioritisation, Validation and Integration.

Step 1: Identification

A comprehensive list of potential material topics was developed using international frameworks, global and industry sustainability megatrends and peer reviews. These material topics were identified based on their potential impacts, among which a total of 28 material topics were identified for URA.

These material topics were then mapped to URA's five sustainability pillars: **Economy**, **Environment**, **Society**, **Process** and **People**. This mapping helps stakeholders better correlate and understand how each material topic aligns with URA's overall sustainability efforts.

Key stakeholders were also identified across URA's major activities and business relationships.

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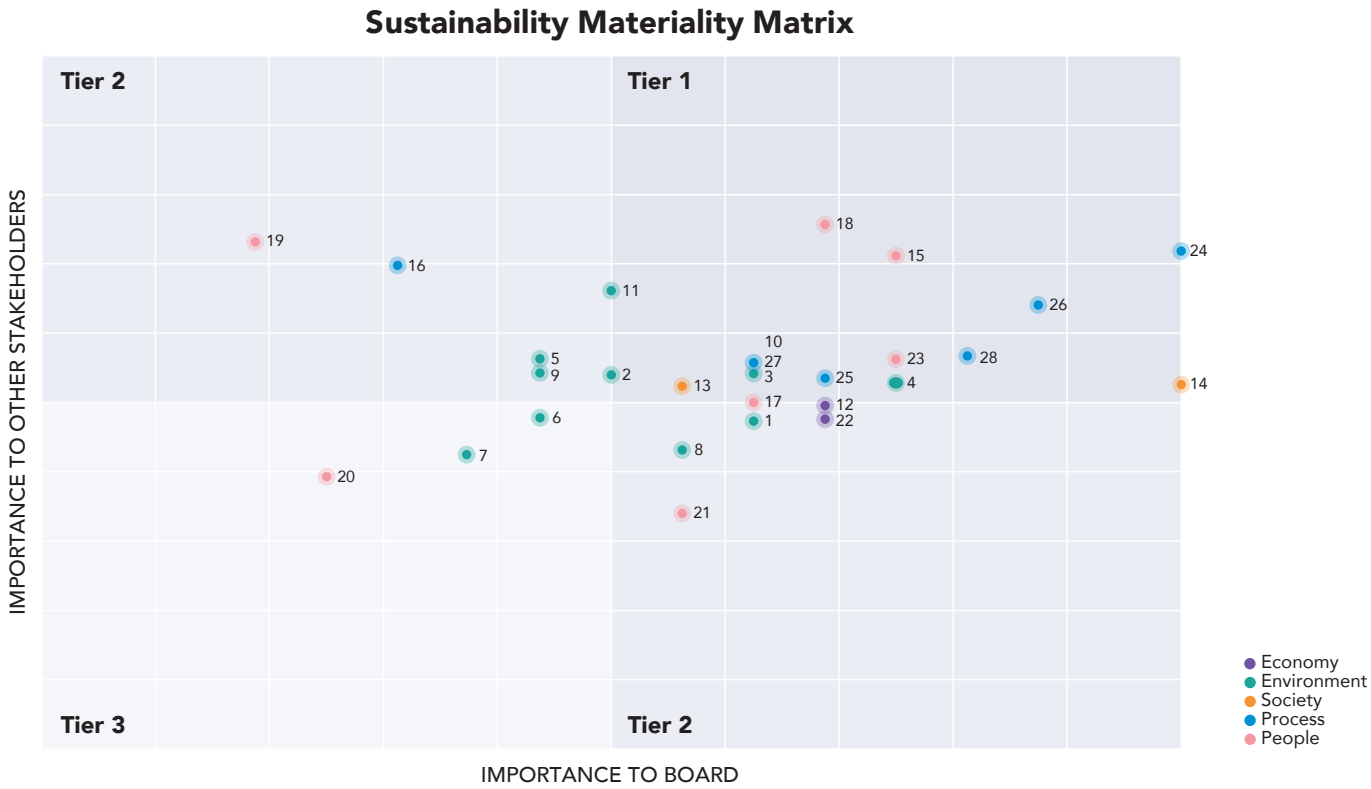

Step 2: Prioritisation

The 28 identified material topics were assessed and prioritised based on the stakeholders' feedback. In 2024–25, feedback was primarily gathered through an online survey targeting major decision-makers and groups directly influencing URA's policies and operations, including the **URA Board and URA employees and outsourced staff**.

The survey aimed to measure stakeholder perspectives on the relative importance of each material topic. The overall response rate from the URA Board as well as URA employees and outsourced staff was approximately 31% and 27% respectively.

Step 3: Internal Validation

Following the assessment and prioritisation of material topics based on the stakeholders' feedback, the findings underwent an internal validation process. This step ensured that the prioritisation aligns with URA's businesses and operations.

The analysed and prioritised results were reported and presented to URA's senior management for review and endorsement.

Step 4: Integration

Material topics deemed to be significant to the URA will be integrated into our sustainability reporting practices.

Incorporating these material topics into URA's sustainability reporting enhances transparency to stakeholders about its sustainability focus areas and progress. These disclosures reflect URA's accountability and responsiveness to stakeholder concerns, while also supporting continuous improvement in its sustainability performance.

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Tier 1 Material Topics

No.	Material Topics (Tier 1)	URA's Sustainability Pillars
3	Adopting Green Buildings	Environment
4	Promoting Climate Adaptation and Resilience	Environment
10	Effective Waste Management	Process
13	Public Engagement and Collaboration	Society
14	Revitalise Local Districts and Contribute to the Community	Society
15	Occupational Health & Safety Regulations	People
18	Employee Mental and Physical Wellness	People
23	Ethical Governance	People
24	Anti-corruption and Anti-bribery	Process
25	Responsible Supply Chain Management	Process
26	Cyber Security, Privacy and Data Governance	Process
27	Championing Innovation and Technological Advancement	Process
28	Managing Physical Risk and Operational Disruptions	Process

Tier 2 Material Topics

No.	Material Topics (Tier 2)	URA's Sustainability Pillars
1	Decarbonisation Transition	Environment
2	Improving Energy Efficiency	Environment
5	Promoting Circularity	Environment
8	Water Conservation and Cleanliness	Environment
9	Adopting Sustainable Materials	Environment
11	Promote Indoor Air Quality and Health	Environment
12	Positive Economic Impact	Economy
16	Fair Labour Practices and Human Rights	Process
17	Promoting Inclusiveness and Diversity	People
19	Talent Attraction, Retention and Development	People
21	Health and Wellbeing of Occupants	People
22	Sustainable Finance and Investments	Economy

Tier 3 Material Topics

No.	Material Topics (Tier 3)	URA's Sustainability Pillars
6	Adoption of Renewable Energy	Environment
7	Promote Biodiversity Enhancing Practices	Environment
20	Tenant and Visitor Engagement	People

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THE FIVE DOMAINS OF URA SUSTAINABILITY AND THE URBAN RENEWAL SUSTAINABILITY FRAMEWORK

The business portfolio of URA is unique and extensive, encompassing urban planning, acquisition, clearance, project redevelopment, property sales, property management, promotion of rehabilitation and subsidy management, as well as research, data collection and system development. These activities support the formulation of strategies for urban renewal. While there are numerous indices and frameworks available globally and locally to measure the sustainability of the design and construction of buildings, tools specifically designed to assess the sustainability of urban renewal are limited. Traditional domains of sustainability – **ECONOMY, ENVIRONMENT and SOCIETY** – do not adequately address the impacts on individuals and the procedural aspects of urban renewal interventions.

Recognising the need for a more holistic approach, URA has adopted a "people-centred" strategy for managing the urban renewal process. This approach shapes interactions with various stakeholder groups and necessitates objective measurement of changes in the built environment, governance and management practices (e.g., manners, procedures and processes). Consequently, two additional domains, **PEOPLE and PROCESS**, have been identified to capture all the "objective changes" in both the spatial and procedural dimensions of urban renewal interventions. These dimensions influence how different stakeholder groups "subjectively" experience change on both the individual and collective levels.

To comprehensively measure the sustainability performance of URA projects across these domains, we have established the **Urban Renewal Sustainability Framework** (URSF). The URSF is an assessment tool uniquely designed to evaluate project performance under the five key domains of **ECONOMY, ENVIRONMENT, SOCIETY, PEOPLE and PROCESS**. The URSF has adopted the Theory of Change (ToC) for urban renewal interventions, which articulates the relationship between input resources, interventions and their respective outputs and outcomes. The ToC serves as a foundation for understanding the series of changes that urban renewal brings to the built environment and the community, thereby aiding in the development of the structure and key domains of our sustainability framework.

The URSF was accredited by Social Value International and the accreditation was successfully renewed in 2024. The URSF is implemented across all R1 to R4 projects of the URA.

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ECONOMY

Economy is one of the fundamental drivers of a community's growth towards a higher living standard. The Economy domain is mainly concerned about how urban renewal affects the property market, business operations and employment opportunities.

Economic vibrancy

In Hong Kong, it is common to find upper floors of buildings that are old, dilapidated and even vacant, while street-level shops remain highly valuable due to vibrant economic activities. During neighbourhood redevelopment, traditional economic activities are often displaced. To counteract this, redevelopment plans should prioritise creating mixed-use environments that support new businesses, particularly small enterprises that drive employment opportunities.

Economically successful redevelopment involves more than just physical improvements. Key strategies include modernising infrastructure, providing accessible public spaces, and offering business incentives. These measures contribute to a robust ecosystem where both new and established businesses can thrive.

Central Market features a variety of vendors selling handicrafts and different fashion items, which boost the economic vibrancy of the district.

From an economic standpoint, redevelopment should enhance local financial health by increasing property values and attracting investment. It should aim to transform the area into a dynamic commercial hub that benefits both existing businesses and new ventures. By focusing on economic revitalisation, redevelopment can lead to long-term prosperity for the community.

Identified Indicators

To measure the economic impact of a redevelopment project, seven indicators have been designed to evaluate and record performance both before and after a project is implemented:

- Number of jobs created during pre-operation phase
- Number of jobs created during operation phase
- Percentage of shops that are in operation
- Percentage of small and medium businesses and social enterprises as non-domestic occupants
- Provision of domestic floor area
- Property value of the site
- Pedestrian flow in non-domestic area at grade

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ENVIRONMENT

The Environment domain is concerned with the impact of urban renewal projects on the environment. Air and noise quality of the neighbourhood, the use of natural resources and greenhouse gas emissions, and the way climate hazards are addressed are considered under this domain.

Environmental quality

The construction and operation of buildings can cause pollution and nuisance to the surrounding neighbourhood. Additionally, the selection of interior finishing materials and the design of the air ventilation system can significantly affect the level of indoor pollutants within the buildings once they are operational. To address these issues, URA consistently incorporates various measures into its redevelopment projects.

Resilience and risk reduction

Microclimate hazards and the urban heat island effect are significant concerns in urban areas, leading to increased temperatures and reduced air quality. Additionally, global warming contributes to a higher risk of flooding. To mitigate these issues, designs that alleviate and help the community adapt to these hazards should be incorporated into urban renewal projects as appropriate. Building-level measures can be implemented and adopted to contribute to a general reduction in urban heat island effects and flooding risks at the neighbourhood level. Examples include building set-backs and sustainable urban drainage design features. These measures strengthen community resilience against these risks and help protect the high-density population in urban areas.

Resource consumption

To achieve carbon neutrality, it is essential to enhance the efficiency of energy and water consumption through thoughtful building design, material selection and operational practices. By optimising these elements, buildings can significantly reduce their environmental impact and operating costs. It is also important to improve waste management practices and increase overall recycling rates. This can be achieved by integrating proper infrastructure into the design, which facilitates effective recycling and waste reduction. Together, these measures play a vital role in minimising the carbon footprint of urban environments and promoting sustainable development

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ENVIRONMENT

Identified Indicators

For Environment, there are 14 indicators, including the following:

- Energy and water consumption during construction phase
- Percentage of estimated energy use to be met by renewable sources
- Saving in energy consumption intensity
- Saving in water consumption intensity
- Provision of waste management/treatment facilities
- Sustainable building/neighbourhood certification
- Improve microclimate and mitigate heat island effect
- Flood resilience
- Adaptability in design and operation
- Adoption of building materials/construction method
- Indoor air quality
- Light pollution during operation phase
- Exposure to excessive noise
- Maintenance of man-made slope and retaining wall

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SOCIETY

The Society domain objectively measures the impact of urban renewal projects on the community, including aspects such as the quality of the living environment, the provision for connections to transport, and the preservation of local characteristics. This domain is relevant to the sustainability performance of urban renewal projects because it ensures these projects enhance social well-being, improve connectivity, and respect cultural and historical contexts. By focusing on these areas, urban renewal can promote a more holistic and sustainable development.

The Society domain differs from the People domain as it measures the changes experienced by individuals subjectively.

Building and housing quality

Urban renewal projects should improve housing quality and incorporate designs that harmonise with the surrounding environment. Emphasising this aspect is vital because it ensures that new developments enhance living conditions and blend seamlessly with the existing landscape. By maintaining the unique character and identity of neighbourhoods, urban renewal fosters a sense of community and continuity. Additionally, a project's thoughtful integration with the community promotes environmental sustainability by respecting the local context and cultural heritage.

ICT facilities and applications

Smart city development leverages information and communications technology (ICT) to improve quality of life and the efficiency of urban operations and management. ICT infrastructure and applications are indivisible from each other, and together they form the essence of smart city technologies. The importance of ICT lies in its ability to facilitate real-time data collection, analysis, and sharing, which can lead to more informed decision-making and resource management. Incorporating these technologies in URA projects is essential to creating a more sustainable, connected, and resilient urban environment.

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SOCIETY

Land use

The project area for an urban renewal project should allow for diverse land use and incorporate high quality open spaces to meet the needs of the community and establish a vibrant living, business and leisure environment for the long term. The project should also be a good opportunity to provide community facilities that benefit not just the project but the whole district.

Mobility

Internally, various facilities within a project area should be interconnected by safe, comfortable, and convenient pedestrian walkways. Externally, the project area should be linked to other regions through quality public transport options, as well as convenient and efficient vehicular access. Additionally, appropriate mobility services such as parking spaces should be provided.

Cultural vibrancy

Every area undergoing urban renewal possesses a unique identity and distinctive image that resonate deeply in the community's collective memory. It is imperative that urban renewal projects strive to preserve and cultivate the cultural heritage and intrinsic characteristics of these communities, ensuring that future developments acknowledge and honour their past.

Identified Indicators

For Society, there are 13 indicators, including the following:

- Measures to create compatibility with the surrounding areas
- Adoption of BIM throughout project lifecycle
- Provision of smart living measures/technologies
- Provision of smart environment measures/technologies
- Provision of smart transport measures/technologies
- Provision of spaces for communal use
- Access to public transport
- Enhanced measures to improve universal accessibility
- Measures to enhance pedestrian comfort
- Footpath widening
- Measures to improve road safety
- Measures incorporating local or community art/culture
- Preservation of historic environment

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PROCESS

The Process domain focuses on the overall approach and considerations that URA makes to manage its projects and interact with different stakeholders in order to enhance the sustainability of its urban renewal projects.

Rational and Scientific Approach

During the planning process, judgement will be made based on objective information and data collected from the site. The planning process would follow a rational and scientific approach, including identification of development opportunities and constraints, as well as evaluation, implementation and monitoring of measures for achieving the objectives of urban renewal projects.

Community and Participatory Approach

Urban renewal projects and their processes should adhere to a "people-centred" approach that inspires discussion within the community. The community should be given opportunities to be engaged in a timely manner. Support and, in some cases, tailor-made tools and measures should be provided to reduce the potential adverse impacts of the projects on the community.

Identified Indicators

For Process, there are nine indicators, including the following:

- Context analysis
- Potential design measures/initiatives identified
- Project appraisal and consultation
- Design measures/initiatives enhanced and improved
- Design measures/initiatives implemented
- Stakeholder and context analysis
- Needs and concern identification
- Measures/initiatives identification and diversion (to address stakeholders' needs)
- Implementation (to address stakeholders' needs)

Each of the five domains of URA sustainability is interconnected with each other, serving as a gear to drive sustainability practice through URA's business operations.

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PEOPLE

Unlike the other four domains, the People domain is outcome-focused, not indicator-driven. It identifies and maps outcomes as experienced by the stakeholders. The composition of the People domain is thus based on the identification of stakeholder segments. The domain comprises various stakeholder subgroups that represent different value preferences.

An outcome framework (also known as the Chart of Outcome Accounts) is developed to incorporate the full list of People domain outcomes, applicable to all 4R scenarios.

Identified Outcomes

For People, there are 20 outcomes, including the following:

Economic vitality & financial inclusion

- Improved business environment
- Lower cost of living
- Increased local employment opportunities
- Decreased direct housing expenditure (affordable housing)

Living environment & everyday life

- Increased housing independence (stable housing)
- Less crowding
- Improved health as a result of housing upgrade
- Improved safety
- Improved feeling of comfort
- Improved access to essential services & facilities
- Improved access to public transport
- Improved connectivity and accessibility (Physical)
- Improved connectivity and accessibility (Information and Communications Technology (ICT))
- Reduced harm to the environment

Community vitality

- Improved relationships with neighbours
- Improved perception of belonging to community
- Greater participation in the community

Resilience and mitigation

- Less anxiety due to urban renewal intervention
- Fewer grievances due to urban renewal intervention
- Less vulnerability as a result of urban renewal intervention

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RESULTS OF URSF ASSESSMENT 2024/25

In simplified terms, the adoption of the Theory of Change (ToC) for the Urban Renewal Sustainability Framework (URSF) involves comparing performance metrics from the baseline and outcome stages. For example, in a redevelopment project, data collection must be carried out for the existing buildings, occupants and businesses to assess the baseline stage. For the outcome stage, the performance of the design, construction, and operation of the redevelopment project will be evaluated. The improvement observed between the baseline and outcome stages represents the sustainability performance of the project.

The **baseline stage** refers to the stage before URA's intervention in the project, while the **outcome stage** refers to the stage after URA's intervention.

There are three stages for assessment in the outcome stage, including the following:

- Pre-construction Stage (i.e. the design and planning stage of the project; the assessment will be conducted after the main contract works tender is awarded)
- Construction Completion Stage (i.e. the construction stage of the project; the assessment will be conducted after the occupation permit of the project is issued)
- Operation Stage (i.e. the operation stage of the project; the assessment will be conducted after a certain period of operation)

Assessment, therefore, is a long-term and continuous effort. URSF assessment results for the Economy, Environment and Society (EES) domains for selected projects conducted in 2024/25 are shown in the following pages. For the People and Process domains, data collection and assessments for selected projects are underway.

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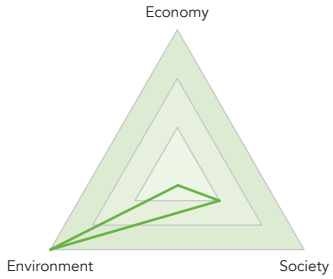
OUTCOME STAGE

Pre-construction Stage

(Economy domain is not applicable to pre-construction stage)



EES Results: B

Project KC-009 — Bailey Street / Wing Kwong Street Development Project

Project KC-009 is being evaluated under the Urban Renewal Sustainability Framework (URSF), focusing on the Environment and Society domains during its pre-construction stage (the Economy domain is not applicable to a project's pre-construction stage). Below are the strategic initiatives planned to address the environmental and social aspects of Project KC-009, ensuring a sustainable urban development in its pre-construction stage.

Environment

With an "Excellent" grade level, Project KC-009 is poised to make significant environmental contributions. Planned enhancements include the provision of greenery at both the commercial podium and clubhouse levels, contributing to urban biodiversity. Additionally, the disposition of building blocks is designed to facilitate improved air circulation. In terms of flood resistance, the design incorporates level differences between the street and exit levels for means of escape or to manage water egress via multiple outlets at the ends of surface channels. The project will also focus on waste management by collecting recyclables such as paper, plastic bottles, metal cans, glass bottles, batteries and fluorescent bulbs.

Society

Achieving a "Neutral" grade level, the project aims to promote social harmony and connectivity. Measures will be taken to ensure compatibility and seamless integration with the surrounding urban environment. A key aspect of the project is the creation of a pedestrian network that connects streets to maintain pedestrian flow. The landscape design reserves a certain percentage of the site area for greenery, which will include avenue and roadside trees, standard pedestrian paving, street furniture, planting design and tree grill designs. Building Information Modelling (BIM) was adopted during the pre- construction stage to enhance design efficiency and project coordination. Parking facilities will include an underground carpark with private vehicle and motorcycle spaces. To further enhance pedestrian comfort and safety, weatherproof circulation will be provided at ground level and linked to the internal retail area. Additionally, the project's design includes on-street landscaping enhancements and wider passageways to improve the pedestrian walking environment and traffic safety.

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OUTCOME STAGE

Construction Completion Stage

EES Results: B

Project H18 (Site A) — Peel Street / Graham Street Development Scheme (One Central Place)

Project H18 (Site A) was evaluated under the URSF during the construction stage. Project H18 (Site A) stands as a testament to strategic urban renewal, effectively balancing economic, environmental and societal factors. Below are some specific insights and achievements based on the Economy, Environment and Society domains for this project.

Economy

Project H18 (Site A) achieved exceptional economic performance, as reflected by its grade level of "Excellent". The project received a high score for job creation during the pre-operation phase, indicating its significant contribution to local employment. Furthermore, it displayed efficient utilisation of space by reserving a high percentage of the floor area for domestic sales. This measured approach underlines the project's commitment to promoting economic growth and vitality in the district while addressing the housing needs of the community.

Environment

Environmental sustainability was a cornerstone of the project's development. Project H18 (Site A) achieved a "Good" grade level under the Environment domain. Significant efforts were made to improve the microclimate and mitigate the heat island effect through the inclusion of greenery, especially at pedestrian levels. Flood resilience measures, including two outlets per surface channel and drain pits for lift pits, were also implemented. The project's adaptability was facilitated by an electricity system designed to accommodate flexible retail mix requirements such as for restaurant use. Attention was given to sustainable construction practices, including pre-fabricated construction methods and certified sustainable forestry materials. Notably, the project achieved a substantial reduction in energy and water consumption compared to the baselines under BEAM Plus. Project H18 (Site A) obtained BEAM Plus Provisional Gold rating in 2019, validating its environmental achievements.

Society

Project H18 (Site A) achieved a "Neutral" grade level for societal impact by aligning it with the surrounding community. Measures taken to ensure compatibility between residential and commercial spaces included public open space connections and visual integration without compromising privacy. Sufficient greenery was incorporated to enhance the streetscape and foster community well-being. Innovative smart living initiatives were introduced, including water & home energy consumption information system, environmental quality monitoring system, waste management information system, smart display system and home convenience system. Communal spaces, such as a multi-purpose activities hall and residents' recreational facilities, were established to promote social interaction and inclusivity. Access to public transport was improved with a covered footbridge connected to the Central-Mid-Levels Escalators after whole completion of H18 development. Universal accessibility was a priority. This was achieved through the installation of wide access routes, tactile guide paths, ramps for the disabled and conveniently located toilet facilities. Pedestrian comfort and traffic safety were further enhanced through the inclusion of pedestrian walkways.

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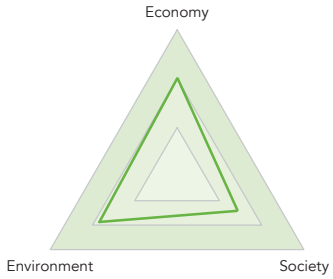
OUTCOME STAGE

Operation Stage



EES Results: A

Project DL-5:SSP — Tung Chau Street / Kweilin Street (DX design hub)

The performance of Project DL-5:SSP (DX Design Hub) during the operation stage was evaluated under the URSF. With an overall Grade A in the Economy, Environment and Society domains for the operation stage, this assessment reflects the project's dedication to sustainable urban development. Descriptions of the Economy, Environment and Society domains are given below to provide a comprehensive view of the project's achievements and impact.

Economy

In the Economy domain, Project DL-5:SSP (DX Design Hub) has attained a grade level of "Good". All available lettable areas are fully operated, which signifies optimal economic engagement. This demonstrates the project's full potential in contributing to economic growth and activity within the local community, ensuring all spaces are used for economic benefits.

Environment

The Environmental domain has also been graded as "Good". Achieving reductions in energy and water consumption compared to the baseline under the BEAM Plus highlights the project's environmental advancements. The project's commitment to sustainability is further affirmed by its BEAM Plus Final Gold rating, validating its environmental achievements.

Society

Within the Society domain, the project attained a "Good" grade level by implementing enhanced measures for universal accessibility. This means the project aligns with best practices from the Design Manual for Barrier-Free Access and ArchSD Universal Accessibility. The enhancements cover essential areas such as car parking, ramps, handrails and accessible toilets, ensuring inclusivity for all community members. Events promoting architecture and interior design features of the neighbourhood included exhibitions of communal arts, the 'LUCKY' Paper Craft DIY Workshop and Design Elements, all of which reflected Sham Shui Po's cultural richness. The holistic approach of Project DL-5:SSP (DX Design Hub) not only meets but surpasses urban renewal benchmarks, forging a dynamic, sustainable and inclusive community.

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URA AND CARBON NEUTRALITY

Background

A carbon neutrality study for URA is being conducted with the objective of developing roadmaps and performance indicators to achieve carbon neutrality by 2050 in URA's operations and business areas. The study was based on internationally recognised frameworks such as the GHG protocol. From the study, URA will establish short-, medium- and long-term carbon reduction targets.

URA's Approach

Through engagement workshops and requests for information, several rounds of data collection were conducted by various internal divisions and departments of the URA to assess the carbon emissions from its daily operations and business areas, including its corporate operations, URA-owned premises and different types of development projects.

Based on the collected data and in-depth discussions with relevant internal divisions and departments, URA's carbon emission boundaries and carbon reduction targets will be established.

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URA's Carbon Emission Intensity

URA's carbon emission intensities are assessed with reference to the following:

Scope/Category	URA-related Emissions
Scope 1 and 2	Direct emissions from owned or controlled sources and indirect emissions from the generation of purchased energy
Scope 3 Category 1	Purchased goods and services
Scope 3 Category 2	Capital goods
Scope 3 Category 3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)
Scope 3 Category 5	Waste generated in operations
Scope 3 Category 6 & 7	Business Travel and Employee Commuting
Scope 3 Category 11 & 12	Use and Disposal of Sold Products
Scope 3 Category 13	Downstream Leased Assets

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URA's Emission Profile

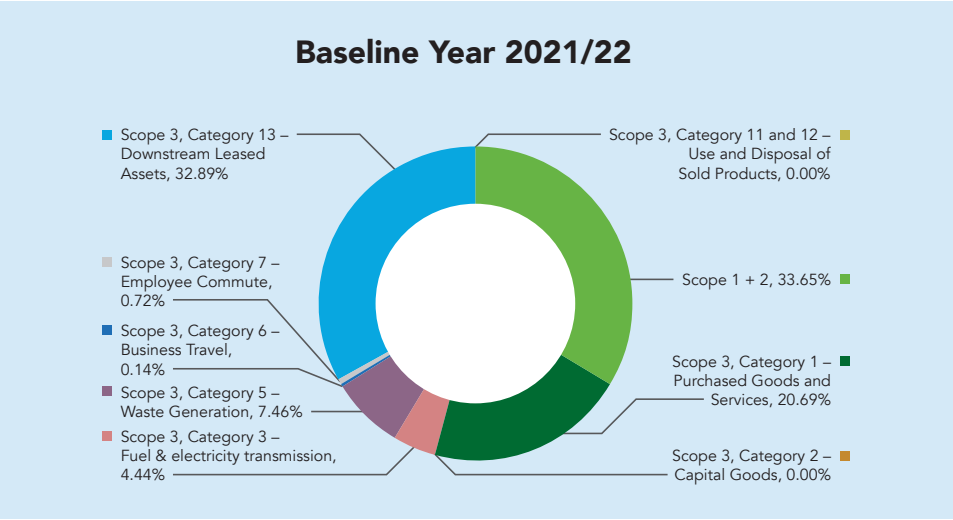
The emission boundary of URA includes:

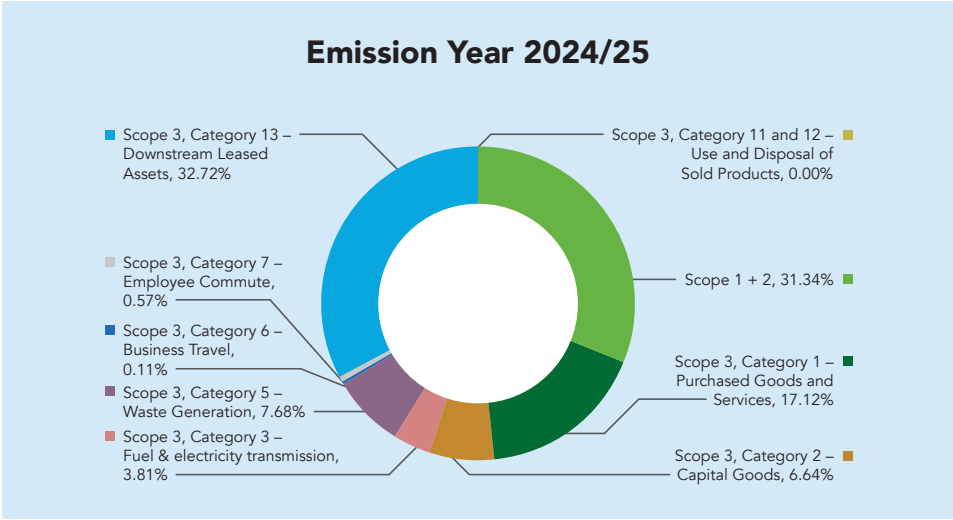
A. Emissions generated from URA's corporate operations

- Emissions generated by URA's office operations
- Emissions generated from URA's properties, such as rehousing blocks and commercial facilities, and includes landlord and tenant emissions

B. Emissions generated from URA's businesses

- Emissions by the consultants and contractors employed by URA
- Emissions from buildings acquired by URA and pending demolition for redevelopment and includes landlord and occupant emissions
- Emissions by occupants of properties purchased from URA, if those properties were developed by URA





Carbon Emission Profile of URA in Baseline Year 2021/22 and Emission Year 2024/25

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Emission Reduction Strategies

URA is committed to a range of carbon reduction strategies, implemented subject to feasibility studies and budget considerations. These strategies are categorised into various operational areas as follows:

URA Offices and internal operations

Several measures are being evaluated for URA offices and internal operations to enhance energy efficiency and reduce carbon emissions. These include, but are not limited to, electrifying company vehicles, increasing indoor temperature setpoints, and upgrading decentralised air conditioning (AC) equipment and lighting systems to high-efficiency models. Paperless operations and reduced business travel guidelines are also planned. Additionally, employee commuting competitions or a behaviour change programme will be considered to promote environmentally-friendly commuting practices.

Rehousing blocks of URA

For URA's rehousing blocks, strategies focus on improving energy efficiency and resource management. Possible measures include increasing indoor temperature setpoints, upgrading decentralised AC equipment and lighting systems and replacing existing water fixtures with efficient ones.

Properties of URA

For properties managed by URA, various carbon reduction strategies will be considered as far as practicable, such as conducting carbon audits, retro-commissioning, replacing lighting fitments, improving insulation, and reviewing or upgrading the Mechanical Ventilation and Air Conditioning (MVAC) System.

Works Contracts of URA

In works contracts, URA aims to integrate sustainable practices through site electrification and diverting construction waste. The application of Ground Granulated Blast-furnace Slag (GGBS) in concrete and recycled steel in rebar and structural steel is also being considered for reducing embodied carbon.

Procurements of URA

In terms of procurement, URA is committed to green purchasing policies, particularly in acquiring green consultancy services. This initiative aims to ensure sustainable practices are being followed throughout the supply chain.

These strategies demonstrate URA's comprehensive approach towards achieving carbon neutrality by systematically addressing various aspects of its operations, properties, and procurement practices.

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Urban Planning for Sustainability

Sustainability Pillars ECONOMY ENVIRONMENT SOCIETY PROCESS PEOPLE

SDGs

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 must also be taken into account. 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 contribute 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 is to promote walking as an environmentally-friendly mode of transport 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

Within the Society domain, our urban renewal projects are aimed at improving the quality of life for residents. Features 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 also preserving local shop and district characteristics to maintain the area's unique identity and charm.

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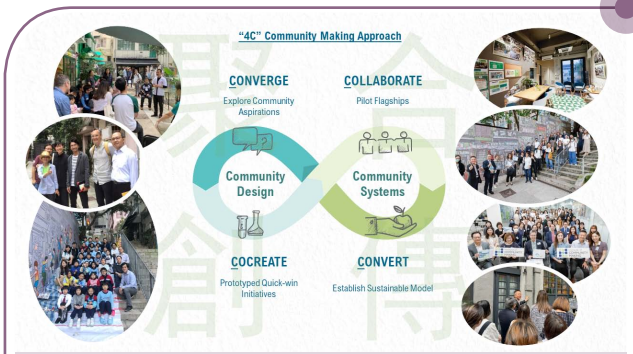

"4C" Community Making Approach guiding the revitalisation of H19

Overview of the H19 project

The Staunton Street/Shing Wong Street Revitalisation Project (H19)

Situated in a well-established neighbourhood in Central and Western District, Project (H19) comprises nine tenement buildings in a local community once known as "Thirty Houses" (卅間). 'Recognising the strong public aspiration to preserve the distinct characters of H19, URA adopted a new integrated urban renewal approach – Rehabilitation (R2), pReservation (R3) and Revitalisation (R4) – to promote community-driven regeneration. This approach sets a pivotal example of urban planning under the Sustainability Pillars of URA.

Responding to the 2018 Policy Address and local aspirations, the Project shifted from redevelopment to revitalisation, preserving the area's unique identity while fostering a vibrant, inclusive urban space. In shaping the revitalisation of H19, the URA conducted a Community Making Study in 2019 and took the further step of piloting the "4C" Community making Approach, i.e. Converge, Cocreate, Collaborate and Convert (聚、創、合、傳). Extensive and continuous engagement was conducted to understand the concerns, needs and aspirations of the local residents and stakeholders. It also helped to build a collaborative relationship with them to co-create and develop place-making initiatives in the neighbourhood.

Respecting the local desire for preservation, URA's plan was to revitalise dilapidated buildings in the cluster to reflect their history as a post-WWII printing hub. The design incorporates artistic elements such as wall paintings and colour schemes inspired by the printing industry, reinforcing local identity. Original architectural features such as Shanghai plaster façades, arc-shaped balconies at 88–90 Staunton Street and timber windows have all been meticulously preserved, seamlessly blending the structures into the area's urban landscape.

These buildings have been transformed into a co-living hub via adaptive reuse, with "Tong Lau" style units renovated as shared flats to preserve the neighbourhood's residential charm. In preserving the urban shophouses, the ground floor spaces have been retained as mainly retail and restaurant spaces, creating opportunities for local businesses to grow. Further enhancing the connection between young and old generations, a Tong Lau Exhibition Space was introduced by converting one of the residential flats to highlight preserved elements and vintage furniture. A multifunctional common room converted from a ground floor shop and resident-managed community farms were also introduced along the street network to promote social connections and wellbeing.

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88–90 Staunton Street (Grade II historic building) after rehabilitation, with key features such as Shanghai plaster facades and a terrazzo plaque "寶賓茶室" preserved and restored

Common room at 4–10 Wa In Fong West where residents can gather and host community activities

Community farms along Wa In Fong East managed by local residents

In addition to the hardware design and building rehabilitation, various programmes have been organised to promote collaborative partnerships in the community that promote regeneration across the wider neighbourhood. Local primary school students, parents, teachers and District Council members were invited to co-create a mural hoarding at Shing Wong Street featuring stalls on stairs in the past. Furthermore, local residents initiated the "Go Green" scheme to decorate the neighbourhood using planters they designed. All these initiatives have encouraged participation by the local community and fostered a stronger sense of shared identity. To ensure sustainability, URA partnered with a co-living operator, Habyt, to manage the properties and coordinate community activities with residents and local groups, continuing the Project's success.

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The Project's commitment to sustainability extends to its environmental innovations. By preserving 76–94% of existing structures among various buildings, the project reduces construction waste and extends building lifespans with materials such as self-healing concrete. Solar panels generate renewable energy, UV-C radiation devices improve indoor air quality, and recycling facilities paired with pedestrian-friendly pathways promote eco-friendly living. These efforts earned H19 a Gold Rating in the BEAM Plus Neighbourhood category in 2022, a pioneering achievement for a private residential revitalisation project.

Through this revitalisation project, the URA not only honours the neighbourhood's past but has also built a sustainable, inclusive future with residents and stakeholders for future generations. The achievements of H19 have been widely recognised, earning prestigious awards such as the HKIA Special Award – Heritage & Adaptive Re-use (2024), the Silver Award of the HKIP Awards 2023, the Greater Bay Area Urban Design Awards 2024, the Grand Award, Hong Kong Building (Renovation/Revitalisation) of the Quality Building Award 2024, the Refurbishment/Revitalisation Team of the Year of the RICS Awards 2024 (Hong Kong) and Special Mention (Adaptive Reuse Category) of HKICON Conservation Awards 2024.

Award ceremony of the HKIP Awards 2023 (Sliver Award)

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Social Responsibility in Acquisition and Clearance

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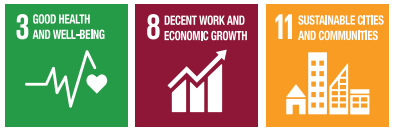

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In the process of replacing old amenities with new, safer and more environmentally friendly alternatives for old and dilapidated buildings, it is inevitable that residents and business operators will be displaced. Understanding that relocation can be significant for many families, individuals and businesses, the URA introduces measures within the established boundaries of our compensation and rehousing policies to ensure their livelihoods will not be adversely affected by our redevelopment projects.

It is noteworthy that URA's compensation policies and procedures not only meet but exceed the Performance Standards on Environmental and Social Sustainability of the International Finance Corporation under the World Bank Group (PS 5: Land Acquisition and Involuntary Resettlement). The objectives of these policies are to provide fair compensation, avoid forced eviction and ensure resettlement activities are implemented with appropriate disclosure of information.

Responsible Acquisition and Clearance

The Urban Renewal Authority (URA) behaves in a socially responsible manner during the acquisition and clearance phase of our redevelopment projects, as demonstrated in the very high acquisition and tenant offer acceptance rates during the past year. Acquisition offers for home owner-occupiers within URA's redevelopment project sites include not only the market value of these properties but also the allowances paid to affected owners for finding replacement properties. In addition, allowances are provided to cover expenses related to the sale of their properties to URA and purchases of replacement properties by the owners.

Unlike acquisitions by the private sector, tenants residing within URA's redevelopment sites also receive compensation from the URA. Additionally, the Hong Kong Housing Authority and Hong Kong Housing Society have agreements with the URA to provide public housing units for tenants who meet Public Rental Housing (PRH) qualifications. This arrangement immediately and significantly improves the living conditions of those who might otherwise have to wait several more years before being allocated a public housing unit.

The percentage of home owner-occupiers who accepted URA's acquisition offers in 2024/25	**97%**
Participation rates of market-related food vendors and Chiu-Chow/Thai restaurant shop owners in URA's small group engagemens for Kowloon City redevelopment project	**100%**
The number of tenants in URA redevelopment projects who were rehoused in public housing or URA's rehousing block in 2024/25	**423**

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Care for Affected Businesses

The URA not only offers monetary compensation to businesses affected by our redevelopment projects, but also makes the extra effort of assisting businesses facing difficulties in relocation. In 2024, a well-known local Chinese restaurant chain, with 14 small shops scattered across different locations within our Kim Shin Lane/Fuk Wa Street Project, successfully integrated into a single shop nearby after removal.

The integration not only greatly improved the restaurant's hygiene and environment but also the efficiency of its operation, which continued to serve customers while preserving its unique character and community presence.

To facilitate the restaurant's relocation, the URA allowed the operator to surrender the 14 shops in phases. The restaurant moved seamlessly to the new shop without disruption. The operator expressed gratitude for URA's assistance and support in maintaining the viability of their business during the redevelopment process.

In 2024, a well-known local Chinese restaurant successfully integrated its operations into a single shop nearby after removal.

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3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

11 SUSTAINABLE CITIES AND COMMUNITIES

Chiu-Chow and Thai shops have been operating in the area for many years

Going the Extra Mile to Preserve Local Character and Businesses During Redevelopment

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 preparation for the URA's major redevelopment project in Kowloon City, the URA conducted surveys and engaged 47 operators to identify their specific needs and preferences for their interim and permanent relocation arrangements. These arrangements allowed them to continue their businesses during the demolition and construction phases of the redevelopment project and return with concessionary rents once the development is completed. The arrangements also enabled the unique local character of Kowloon City to be preserved throughout the redevelopment process. The findings obtained from the engagement were analysed for detailed planning and phasing of the project's implementation.

Market related food shops located at Nga Tsin Long Road

The URA team explained the relocation and interim arrangements to operators in Kowloon City during a group meeting

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40

Projects attained final BEAM/BEAM Plus Rating for sustainable building design

14 projects with final Hong Kong BEAM Platinum ratings

21 projects with final BEAM Plus Gold ratings

5 projects with final BEAM Plus Platinum ratings

4.9

Number of accidents per 1,000 workers on URA construction sites in 2024/25

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, incentives and technology.

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 agreements of URA's redevelopment projects to encourage the adoption of sustainable practices in building design and construction. In line with its commitment to sustainable development, every URA redevelopment project is required to achieve a Gold or above grade according to BEAM or BEAM Plus standards. Up to June 2025, a total of 14 projects have achieved final Hong Kong BEAM Platinum ratings. Five projects have earned final BEAM Plus Platinum ratings and 21 projects received final BEAM Plus Gold ratings, including three projects that obtained their final BEAM Plus Platinum/Gold ratings in 2024/25.

Of the eight projects that have obtained provisional BEAM Plus ratings in the design and construction stage, three achieved Platinum ratings. These projects have reduced building energy consumption by more than 20 percent and potable water use by more than 45 percent. In addition, more than 30 percent of demolition waste was recycled in these projects.

Construction Site Safety

In 2024/25, the URA's site safety team and our independent safety audit consultants conducted over 220 safety audits for 20 URA construction sites. Through strong governance, the accident rates of URA's construction sites remained below the territory's average.

Embracing Good Practices

URA mandates the adoption of Smart Site Safety Systems (4S) and 4S labelling on redevelopment projects with a value of over $30 million. URA encourages construction companies, particularly smaller ones, to improve their safety and environmental practices through innovative technologies.

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URA's Digital Construction Management Platform (DCMP)

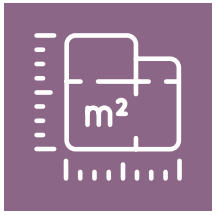
The Digital Construction Management Platform (DCMP), now being refined, consolidates data from multiple construction sites for more efficient project management. Included in the collected data are construction master programmes, workforce projection planning, construction progress, environmental monitoring records, site safety monitoring records, supervision/inspection records of work, labour force on site and material delivery.

Various modules tailored to specific monitoring concerns have been developed from the DCMP, including the Environmental Monitoring Module, Resource Monitoring Module, Site Safety Monitoring & Site Audit 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 so that URA project managers can monitor the performance and progress of ongoing construction projects more efficiently and effectively. The modules developed will be integrated with 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 have been set up at the construction site of eResidence Tower 3, Ash Street, To Kwa Wan, Yau Ma Tei, Tai Hang Sai projects and Carpenter Road Park project. When dangerous activities such as unauthorised entries into the danger zone, smoking, fire and non-compliance with the use of safety helmets are detected, the camera system will promptly alert the on-site safety officers and designated personnel through the platform module.

In future, additional modules can be developed to collect data related to construction waste as well as energy and water consumption for integration into the all-in-one data platform of DCMP, thereby enhancing URA's ability to address the challenges of climate change.



Total Gross Floor Area of URA projects that will adopt DCMP during construction in 2025/26

291,500 m²

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

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Arts & Culture

M7 (Grade II Historic Buildings)

The URA identifies local partners to promote cultural exchanges and maintain local characteristics that create social value 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 efforts to promote Hong Kong literature. Covering an area of over 2,000 square feet, the Museum features a permanent exhibition of the development of Hong Kong literature and a display of manuscripts, publications and autographed copies of works by renowned Hong Kong writers. The Museum will also host literary exchanges and lectures to foster community connections.

As the venue partner, URA also provided an additional 4,000 square feet of space for hosting the Museum's opening exhibition, *Seek Richness of Literature amidst Flowers*, from May to September 2024.

Since its opening in May 2024, over 50 public events including exhibitions, workshops and seminars have been held by the Museum, attracting nearly 400,000 participants.

4C Community Making – Staunton Street/Shing Wong Street Project (H19)

In 2019, the URA implemented a "community making" programme at H19 using its integrated 4Rs strategy and four Urban Progressing Visions ("Knowledge Common", "Impact Common", Community Common", "Wellness Common") in collaboration with stakeholders for the local community.

The co-living space at Staunton Street/Shing Wong Street has been operated by Habyt Bridges since May 2024. Habyt has served as a community champion working closely with URA and community stakeholders to implement place-making initiatives under the 4C *(Converge, Cocreate, Collaborate, Convert)* Community Making approach.

Since May 2024, over 30 place-making programmes have been organised by Habyt, drawing over 700 public participants. These initiatives were supported by over 20 district partners, whose assistance significantly boosted social connections in the community.

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

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4C community making initiatives by Habyt attracted district stakeholders and place-making partners

Shared community spaces, including the Tong Lau Experience (with over 5,000 visitors recorded), Community Living Room and two community farms were provided to encourage social interaction and community engagement among residents. URA also took the initiative of enhancing the built environment by commissioning artists to create four mural artworks and two Augmented Reality digital art activations in the neighbourhood.

The Staunton Street/Shing Wong Street Project (H19) project was recognised with accolades that included the Refurbishment/Revitalisation Team of the Year award of the Royal Institution of Chartered Surveyors Awards 2024 (Hong Kong), HKIA Special Award — Heritage & Adaptive Re-use (2024), and the Grand Award Hong Kong Building (Renovation/Revitalisation) of Quality Building Award 2024, among others.

The H19 project team at the award ceremony for the Refurbishment/Revitalisation Team of the Year of Royal Institution of Chartered Surveyors (RICS) Awards 2024 (Hong Kong)

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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 this project, URA utilised the land within the K7 Development Areas and transformed it into a highly versatile and flexible free space that has been open to the public since December 2023. This demonstrated how a wide spectrum of events and functions 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 non-governmental organisations (NGOs) to deliver various activities. These have included night markets, carnivals, street performances and sports activities, creating a sense of vibrancy at Kwun Tong Town Centre.

Since its opening, various activities and community engagement programmes have taken place at Free Space attracting over 1.5 million visitors.

Interim use facilities including a children's playground and 3-on-3 basketball court near the Kwun Tong MTR station have been opened to families and children, drawing over 8,000 users during its first week of opening.

URA also collaborated with local young artists to exhibit a large bamboo-crafted public art installation at the Kwun Tong Town Centre, symbolising the historical coastline of Kwun Tong. Eighty giant panda sculptures were also installed to celebrate Christmas and Chinese New Year and showcase the transformation of Kwun Tong Town Centre from a traditional industrial area to Kwun Tong Town Centre 2.0.

The Free Space project was awarded the Pop-Up Placemaking Award by Australian Place Leaders Asia Pacific at its 2024 Place Leaders Awards. This accolade, awarded for the first time, recognises the project's successful efforts to revitalise urban spaces through design and community building since April 2023. The award also recognises its contributions to promote community cohesion and economic development in Kwun Tong district.

URA filled the Free Space with children's play equipment, a bamboo art installation and panda-themed displays, infusing the Kwun Tong Town Centre with energy and creativity.

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First time award: The Free Space Project was honoured with the Pop-Up Place-making Award at the 2024 Place Leaders Asia Pacific awards.

The URA's place-making initiatives at Free Space have invigorated the Kwun Tong Town Centre, with positive feedback received from local people and residents, paving the way for the future development of Kwun Tong Town Centre 2.0.

100% — **Car parking spaces with EV charging facilities in newly retained developments (Yue Man Square, eResidence and commercial portion of U Corner & U Castle Projects)**

40 tonnes — **Food waste collected from Yue Man Square and eResidence shopping arcade and transported to O · PARK1 in 2024/25**

74 tonnes of paper | **550 kg** of metal | **2,563 kg** of plastic | **3,926 kg** of glass

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 – Central Market, Yue Man Square and eResidence shopping arcade – benefited from a series of energy efficiency upgrades in 2024/25. These have resulted in a further savings of 105 tons of carbon dioxide (CO_2) emissions at Central Market, Yue Man Square and eResidence, equivalent to the planting of 4,340 new trees.

We also provided food waste collection services for our tenants at Yue Man Square and the eResidence shopping arcade. The food waste collected was transported to O · PARK1 for conversion into biogas. Our commitment to recycling also yielded results in 2024/25.

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Building Rehabilitation and People

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URA prioritises building rehabilitation to enhance building condition and extend their lifespan.

Building Rehabilitation

One of the URA's missions is to encourage building owners to maintain and improve their existing buildings, particularly with regard to their structural stability, integrity of external finishes, and fire safety. In addition to promoting and administering various government subsidy schemes that support property owners in carrying out repair and maintenance work, the URA addresses the needs of individual stakeholders. This includes providing outreach social services to affected owners during lift upgrading works, ensuring that maintenance activities do not disrupt their livelihoods.

Supporting Owners to Carry Out Repairs

The URA manages building rehabilitation subsidy schemes that provide financial assistance to eligible owners for repairing the common areas of their buildings. Up to June 2025, the schemes had subsidised a total of 2,420 buildings for rehabilitation works addressing issues such as spalling concrete, outdated fire safety installations, leaking roofs, and worn-out items such as fire-rated doors or metal windows. Additionally, the subsidy covers security systems or barrier-free access to improve the building's safety and accessibility.

Getting Greener through Rehabilitation

In addition to repairs and improvements, the Common Area Repair Works Subsidy (CAS) supports flat owners and buildings in adopting environmentally friendly building materials and installations in their common area through the Green Item Subsidy (GIS).

In 2024/25, 130 buildings involving around 7,670 units used this subsidy to adopt VOC-free paint and other GREEN products in their rehabilitation works.

Assistance during Lift Repairs

The URA is responsible for managing the Government's Lift Modernisation Subsidy Scheme (LIMSS), which provides helps eligible domestic and composite building owners carry out lift improvement works to ensure safety. Up to June 2025, the URA had handled around 1,680 applications. About 1,350 applications have either been completed or are undergoing lift improvement works.

Number of buildings that have benefited from various subsidy schemes to improve their condition, up to June 2025

2,420

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

630

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ESG Support During Lift Modernisation

Outreach Social Service during Lift Works

The Government partnered with the URA to implement the Lift Modernisation Subsidy Scheme (LIMSS), which provides subsidies to eligible building owners for lift improvement works. For buildings with only one lift (Cat I Building) or only one lift to serve a floor, Outreach Social Service (Social Service) will be offered to residents with mobility difficulties, e.g., elderly or disabled people, through collaboration with NGOs.

Case 1: To provide outreach service to a charitable renal centre

In 2024/25, the stair-climber services and meal deliveries of the Social Service were extensively utilised, with approximately 3,700 stair-climber trips and 800 meal deliveries provided to residents in need.

Supporting a Renal Dialysis Centre During Lift Works

The URA demonstrated its commitment to the community when handling lift modernisation works at the Tai Hing Building in Sham Shui Po. A charitable renal dialysis centre (Renal Centre) in the building, serving over 30 patients daily, faced a potential months-long service suspension due to the building's single lift undergoing modernisation through the LIMSS.

In principle, the Social Service could be provided to residents of the building in the application for LIMSS. However, patients of the Renal Centre were outside the orbit of the Social Service. Recognising the critical nature of dialysis treatments, the URA sought special approval from the Steering Committee of the LIMSS to extend the Social Service to the centre's patients. The URA orchestrated a coordinated effort to develop tailor-made mobility solutions with NGO service providers, providing approximately 800 specialised stair-climber trips over the three-month period of the lift works. This ensured uninterrupted access to essential medical services for patients with renal conditions. Additionally, with professional support from its appointed consultant, the URA expedited the lift works programme, reducing the lift works schedule by over two weeks. This initiative received high praise by the Renal Centre and the owners of the building.

The staff of the centre tested the stair-climber service before its implementation.

The URA orchestrated a multi-party effort to provide a tailored service for patients of the charitable renal dialysis centre during the lift works period.

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17 PARTNERSHIPS FOR THE GOALS

Case 2: To provide a temporary home for a child with special needs

In March 2025, the URA faced a challenging situation at Po Shing Mansion in To Kwa Wan. A 13-year-old boy with spastic quadriplegic cerebral palsy and severe immobility living with his social security-dependent parents required special assistance during lift improvement works. As advised by the occupational therapist, a regular stair-climber service was not suitable for the boy who wanted to commute to his special school in Tseung Kwan O.

The URA arranged a temporary accommodation in Mong Kok for this family. On the advice of the school's occupational therapist, temporary accommodation with specialised furniture and equipment was provided to support his daily activities at home. As the family faced financial hardships, they were offered temporary accommodation at a nominal licence fee. As a result of the concerted efforts by the URA's professional team and works contractor, the lift works were fast-tracked, shortening the three-month lift work programme by one-third, saving a month of disruption.

Cases like these exemplify the URA's dedication to ESG principles and demonstrated how the organisation goes beyond basic assistance to provide comprehensive support to vulnerable community members during infrastructure improvements. They also reveal how URA promotes social inclusion and shows its respect for basic human values.

The URA team provided outreach social services to residents in need at Po Sing Mansion, and successfully overcame engineering challenges to expedite the lift modernisation works, minimising disruption to residents' daily lives.

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Diversity and Inclusion, Employee Advancement and Wellbeing

SDGs

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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 continues to priortise employee growth by fostering a supportive environment where talent can thrive through comprehensive training and development programmes. Our dedication to employee advancement is evident in the wide range of initiatives. In 2024/25, we conducted around 110 training sessions, focusing on key areas such as artificial intelligence (AI) technology, compliance, sustainability and business management, with an average of approximately 23 training hours per employee.

To ensure a future-ready leadership team, we have implemented the 12-month Leadership Development and Management Development Programmes, designed to enhance leadership capabilities in building a robust leadership pipeline.

Our Job Rotation facilitates upskilling and enhances cross functional collaboration. The 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.

Nurturing Next Generation

Fostering the development of future urban renewal professionals is a cornerstone of URA's mission. Our Summer Internship Programme provides university students with broad perspectives and diverse learning experiences, equipping them with practical skills to pursue their career goals while engaging in meaningful and sustainable projects. As part of the 2024 programme, 25 summer interns were tasked with completing a capstone project, culminating in presentations to top management. This initiative 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.

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

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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 health examination for employees, 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 the Singing Bowl workshop, URA staff members immersed themselves in mindfulness practices to enhance their physical and mental wellbeing.

"We Care" Programme

Our innovative and effective health management practices position URA as a leader in employee well-being addressing both physical and mental well-being.

The activities, including interest classes, sports training, cultural outings, family day tours, health talks, and Movie Day events, aim to foster a sense of community and enhance staff well-being. During 2024/25, these initiatives engaged over 85% of staff members.

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"URA Run Together!"

Continuing this success, "URA Run Together 2.0!", aims to enhancing staff physical strength and reducing carbon emission, achieved over 30% of the staff population participating with 60% rejoining rate given elevated speed and distance requirements were introduced.

These developments underscore URA's commitment to promoting physical well-being among employees, reinforcing our dedication to sustainability, and fostering a healthy and connected community.

The total distance collectively run by 309 staff members participating in "URA Run Together"	33,926 km
Aimed at reducing carbon footprints	1,742 km

75 staff members attended the URA Running Class, gaining valuable running skills and offering positive feedback on their experience.

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URA and the Society

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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 2024/25, the URA held 5 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 and community stakeholders informed of the redevelopment plans, compensation packages, and relocation arrangements. We further strengthened engagement with the Thai community in Kowloon City through targeted outreach to deepen mutual understanding. Building on past initiatives, we expanded the Thai Service Team community programme, including enhanced support for Thai tenants affected by the redevelopment project to better address their needs.

In order to preserve the ambiance of the Flower Market and promote its sustainable development, we also reached out to flower shop operators and engaged them to participate in various community programmes organised by us in 2024/25, including the festive events during Christmas and Chinese New Year, as well as an online game offering e-shopping vouchers during the Valentine's Day.

To enhance mutual communication and keep the community updated on the development of Kwun Tong Town Centre, we conducted a series of briefing sessions with different stakeholders of the Kwun Tong district, including LegCo members and KTDC members in March 2025. In addition to the briefing sessions, we also collaborated with NGOs to organise community programmes for Kwun Tong and Sham Shui Po in a dynamic and flexible manner, including shadow puppetry and city orienteering activities, to enable residents of the respective districts to gain a deeper understanding of our urban renewal projects.

Conserving and Supporting Local Arts and Culture

To preserve local cultures and foster inclusive communities, the URA partnered with Chiu-Chow, Thai and local groups to organise festive activities including the Songkran Festival, Yue Lan Festival, Thailand's National Day in Kowloon City, thereby strengthening the ties between URA and the community stakeholders.

In the past year, the "Arts and Cultural Partnership Programme in Old Urban Districts" (ACPP) supported two programmes which engaged over 4,190 participants and visitors and achieved the purpose of promoting arts and culture in old urban districts.

Number of district bulletin copies distributed to residents and commercial tenants in the URA project areas

20,100

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Grooming our Next Generation

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 over 170 teachers and students from 18 TWGHs secondary schools were engaged in a series of training and customised tours before they conducted research and developed creative proposals for the urban renewal plan in Sham Shui Po.

The oUR Amazing Kid Band, formed to preserve and enhance the social network of underprivileged kids and families in To Kwa Wan and Kowloon City, 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 building and home safety.

Our Urban Renewal Exploration Centre (UREC) welcomed a total of 2,100 visitors from school groups and community organisations in 2024/25, giving them an interactive visitor experience and guided tours around URA's preservation and revitalisation projects in Central to learn about urban renewal.

oUR Amazing Kid Band strengthens the community network by giving music performance in partnership with TWGH's community band at festive event.

Teachers and students participate in the docent tour around Sham Shui Po in preparation of their creative proposals for the URA x TWGHs Young Leaders Programme.

Total number of participants and visitors engaged in 75 ACPP events/activities since 2011	716,000
People benefitted from Community Service Partnership Scheme	3,480
Volunteering hours attained	18,429

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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 84 volunteers to deliver decluttering services and produce bespoke furniture out of abandoned wood materials for 13 underprivileged families in Sham Shui Po and Kowloon City. 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 nearly 300 underprivileged residents in old urban districts last year.

Our Home Improvement Community Programme assisted five infirm elderly tenants affected by URA projects by providing comprehensive refurbishment for 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 introduce a new community programme named the Home Safety Improvement Community Programme in 2024/25 with emphasis on both home safety enhancement and fire safety precautions. Some designated and needy groups including the ethnic minority households in Yau Tsim Mong, and low-income households residing in sub-divided units in Sham Shui Po and Kwun Tong were identified to participate in the programme. A total of 1,293 households benefited from this new programme.

As of March 2025, 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.

Volunteers from the Upcycling Project under Community Service Partnership Scheme (CSPS) bring significant improvement to the living conditions of residents in old districts by providing decluttering services and custom-made furniture.

The fire blankets with other materials were delivered to the needy households in the Home Safety Improvement Community Programme, aiming to enhance the residents' awareness of home and fire safety.

Households benefitted from various community programmes to repair or improve their home environments

9,080

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SUSTAINABLE FINANCE FRAMEWORK

Sustainable Finance Framework

As part of the URA's green financing strategies, the URA has established an "Sustainable Finance Framework" (SFF) with the intention of integrating sustainable finance elements as part of the funding exercise since November 2024. The SFF serves a basis for the Authority to finance or refinance, in whole or in part, eligible green and/or social projects through different sustainable financing instruments such as bonds or loans. They are included in the following formats:

- Green: proceeds are exclusively allocated to projects in the Eligible Green Project Category
- Social: proceeds are exclusively allocated to projects in the Eligible Social Project Category; and
- Sustainability: proceeds are allocated to a mix of projects in the Eligible Green Project Category and Eligible Social Project Category.

The instruments launched under this SFF will be structured in alignment with the Green Bond Principles, Social Bond Principles, and Sustainability Bond Guidelines published by the International Capital Market Association, and the Green Loan Principles and Social Loan Principles jointly published by the Loan Market Association, the Asia Pacific Loan Market Association and the Loan Syndications and Trading Association. The URA engaged Moody's Ratings for a Second Party Opinion, confirming that the SFF aligns with Sustainable Finance Principles, resulting in an "SQS2 Sustainability Quality Score (Very Good)."

While the URA has yet to embark on sustainable financing under the SFF, it remains committed to fostering the development of sustainable finance and enhancing the debt market in Hong Kong.

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MATERIAL TOPICS
REPORT SUMMARIES

This chapter presents GRI disclosures for the 28 material topics identified through the stakeholder engagement and materiality assessment described in Chapter 3. These disclosures outline the management approaches and performance for each material topic, demonstrating the URA's commitment to transparency and accountability. The GRI disclosures are mapped out for each of the identified material topic in the following table.

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Sustainability Performance Highlights

Material Topic 1 — Decarbonisation Transition

Reduction Of GHG Emissions
URA Offices, Rehousing Blocks and Owned Premises

Items	Quantity	Units
Total Carbon Emission of FY 2023/24 (Scope 1+2)	4,100.99	Tonnes CO_2e
Carbon Emission Reduction	17.6	%
Total Carbon Intensity of FY 2023/24 (Scope 1+2)	0.0493	Tonnes CO_2e/ m^2/year
Carbon Intensity Reduction	18.3	%

Material Topic 6 — Adoption of Renewable Energy

Energy Consumption within the Organisation

Items	Quantity	Units
On-site renewable energy generation sold	13,711.00	kWh
	49.36	GJ

Material Topic 10 — Effective Waste Management

Waste Diverted from Disposal
URA Offices, Rehousing Blocks and Owned Premises

Items	Quantity	Units
Paper	108.62	Tonnes
Metal	0.86	Tonnes
Plastic	4.35	Tonnes
Glass	4.83	Tonnes
Food Waste	45.08	Tonnes

Material Topic 12 — Positive Economic Impact

Central Market

Since the official opening of the Central Market to the public in April 2022, it has attracted over 57 million visitors. In 2024/25, more than 400 events and workshops have been conducted, covering a wide range of themes.

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Material Topic 13 — Public Engagement and Collaboration and Material Topic 14 — Revitalise Local Districts and Contribute to the Community

Community Service Partnership Scheme (CSPS)

Last year, CSPS served nearly 300 underprivileged residents in old urban districts, with 134 volunteers — including university students, members of the public, and URA professional staff — contributing a total of 1,649 volunteer hours.

Material Topic 17 — Promoting Inclusiveness and Diversity

Ratio of basic salary and remuneration of women to men

STAFF CATEGORY	WOMEN:MEN (Average total annual remuneration including salary and variable pay)
General Manager Grade	1: 1.02
Senior Manager Grade	1: 0.99
Manager Grade	1: 1
Assistant Manager Grade	1: 1

Material Topic 19 — Talent Attraction, Retention and Development

Average hours of training undertaken by employees during the reporting period

By Gender	Male	Female
Average hours of training undertaken in the reporting period	26.5 hours	21.7 hours

By Employee Category	Senior Manager and above	Assistant Manager and Manager	Senior Officer and below
Average hours of training undertaken in the reporting period	29.3 hours	28.7 hours	16.8 hours

Material Topic 20 — Tenant and Visitor Engagement

Common Area Repair Works Subsidy

As of March 2025, approximately 5,100 buildings have received AIPs under this scheme.

Material Topic 27 — Championing Innovation and Technological Advancement

Accident Rate for Construction

In 2024/25, the accident rate per thousand workers is 4.9.

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GRI General Disclosure

This GRI General Disclosure section will cover the following items:

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2-2	Entities included in the organisation's sustainability reporting	●
2-3	Reporting period, frequency and contact point	●
2-4	Restatements of information	●
2-5	External assurance	●
3-1	Process to determine material topics	●
3-2	List of material topics	●

● = Applicable
NA = Not applicable

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GRI General Disclosure

2-1 Organisation details

The Urban Renewal Authority (URA) was established under the Urban Renewal Authority Ordinance in May 2001 to replace the Land Development Corporation as the statutory body responsible for undertaking, encouraging, promoting, and facilitating the regeneration of older urban areas in Hong Kong.

The headquarters of the URA is located in Hong Kong, China.

2-2 Entities included in the organisation's sustainability reporting

The entities included in this sustainability report comprise the URA and all its subsidiaries, except for the "Urban Renewal Fund." This aligns with the list of entities included in URA's audited consolidated financial statements. There is consistency in this approach across all disclosures and material topics. These entities are:

- Ally Town Investment Limited
- Camway Limited
- Champ Dragon Properties Limited
- City Redevelopment Limited
- Doddington Limited
- Ease Shine Development Limited
- Exington Limited
- Full Wisdom Enterprises Limited
- Golden Land Development Company Limited
- High Union Development Limited
- Hong Kong Building Rehabilitation Facilitation Services Limited
- Jonava Limited
- Joyful Success Investment Limited
- Lillington Limited
- Max Grace Properties Limited
- Opalman Limited
- Sunny Joy Properties Limited
- Support Service Centre for Minority Owners under Compulsory Sale
- Urban Redevelopment Facilitating Services Company Limited
- Well Nice Properties Limited
- Western Market Company Limited

URA was established by the Government of the Hong Kong Special Administrative Region (HKSAR) under the Urban Renewal Authority Ordinance (Chapter 563), and all its subsidiaries are wholly owned by URA. Therefore, there are no minority interests in URA's consolidated financial statements.

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GRI General Disclosure

Exclusion of the Urban Renewal Fund from this report

The Urban Renewal Fund ("Trustee") is an independent entity established to act as the trustee of the Urban Renewal Trust Fund ("Trust Fund"). URA has (i) no control over the Trustee, as the right to appoint Directors rests with the Secretary for Development rather than URA; and (ii) no financial interests in the Trust Fund, except that URA has made and will continue to make contributions to it. According to Hong Kong Accounting Standards, URA excludes the financial results of the Trust Fund when preparing its consolidated financial statements.

2-3 Reporting period, frequency and contact point

The Urban Renewal Authority has prepared this report with reference to GRI Standards for the period 1 April 2024 to 31 March 2025.

The reporting period aligns with URA's financial reporting.

For inquiries about URA, please contact us via email: "inquiry@mail1.ura.org.hk".

2-4 Restatements of information

Please refer to the Material Topic 1 and Material Topic 2 as contained in this Annex.

2-5 External assurance

The Sustainability Committee is established under URA's Board to enhance the governance of URA's sustainability practices. External assurance for this sustainability report will not be sought.

3-1 Process to determine material topics

Please refer to Chapter 3 — URA's Stakeholder Engagement and Materiality Assessment from page 9 to 11.

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Material Topic 1 –
Decarbonisation Transition

At the URA, we recognise that our extensive portfolio of properties in Hong Kong represents significant sources of GHG emissions, making it imperative to address our carbon footprint. With the development of URA's carbon reduction roadmap, we adopts strategies to reduce carbon emissions in our offices, owned premises, as well as redevelopment projects, and where possible, promote carbon reduction practices to our stakeholders. We strive to set a role model in sustainability for the property management sectors aiming to mitigate our environmental impact and promote sustainable development within the community.

GRI Disclosure Items		
305	Emissions	
305-1	Direct (Scope 1) GHG emissions	●
305-2	Energy indirect (Scope 2) GHG emissions	●
305-3	Other indirect (Scope 3) GHG emissions	●
305-4	GHG emissions intensity	●
305-5	Reduction of GHG emissions	NA
305-6	Emissions of ozone-depleting substances (ODS)	NA
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	NA

● = Applicable
NA = Not applicable

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Decarbonisation Transition

GRI 305 Emissions

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EXPLANATION OF THE THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally covers URA Offices, Rehousing Blocks, various URA Premises managed by URA and URA inhouse development projects under URA management.

URA Office

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office
Kowloon City Office

Rehousing Blocks

Rehousing Blocks
12 Soy Street (K4)
Rich Building (K4A)
Bedford Tower (K4B)
Shun Sing Mansion (H7)

URA Premises

URA Premises
Central Market
Yue Man Square
618 Shanghai Street
H6 CONET & Urban Renewal Exploration Centre
eResidence (Commercial Accommodation)
7 Mallory Street
Western Market
Urban Renewal Resource Centre
H18 Market Block & H18 CONET

URA Projects

For construction related GHG emissions, only URA inhouse development projects under URA management are covered.

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Material Topic 1 –
Decarbonisation Transition

GRI 305 Emissions

MANAGEMENT APPROACH

URA Offices

A set of general principles for maintaining a green office has been developed to provide guidelines for staff members striving toward environmental sustainability. A series of action plans have been established to enhance green housekeeping measures and reduce material, water, and energy consumption in the Authority's workplace. For example, all pantry faucets in URA offices are equipped with water-saving devices. These action plans will be regularly reviewed and updated to ensure they align with the Authority's sustainability strategies.

To reduce energy consumption, the following energy reduction measures are implemented:

1. Smart lighting system
2. Motion sensors
3. Energy efficient lighting fixtures
4. Timers
5. PV Panels
6. Frequency converter water pumps

Recyclable metals and plastics will be collected and are primarily managed by the Building Management Office. The recyclable paper collected from URA offices is handled by a service provider.

Rehousing Blocks

Similar to URA Offices, the above energy reduction measures are also applied to Rehousing Blocks. Moreover, recyclable items are collected by Building Management Office for further processing.

URA Premises

Our key scope of impacts focuses on the common areas of URA own premises whereby we have the direct operational plans and management systems. For tenant areas, the fitting out and energy consumption will be subject to the tenant operation and business needs. That said, URA is working on two focus areas:

1. Green leasing — Exploring ways to incentivise the tenants on energy saving and to consolidate energy consumption data.

2. Central design and system — URA facilitates lower energy consumption and supports waste systems by necessary retro-commissioning, monitoring and centralised programmes (e.g. waste collection).

In the major premises operated by the URA, we provide recycling facilities for non-hazardous waste intended for recycling and reuse. The URA also collaborates with Government departments, tenants, and other organisations to launch site-specific programmes, such as waste collection initiatives, bottle-less water dispensers, and vending machines selling near-expiry products, all targeting zero waste.

URA Projects

URA projects under construction including demolition works and inhouse development projects under URA management are required to adopt carbon reduction measures as set by the Authority.

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Disclosure 305-1

DIRECT (SCOPE 1) GHG EMISSIONS

URA OFFICES, REHOUSING BLOCKS AND OWNED PREMISES

Items	Quantity	Units
Direct (Scope 1) GHG emissions	59.73	Tonnes CO_2e

Disclosure 305-2

ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

URA OFFICES, REHOUSING BLOCKS AND OWNED PREMISES

Items	Quantity	Units
Indirect (Scope 2) GHG emissions	3,320.10	Tonnes CO_2e

Disclosure 305-3

OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

URA OFFICES, REHOUSING BLOCKS AND OWNED PREMISES

Items	Quantity	Units
Indirect (Scope 3) GHG emissions	33,979.55	Tonnes CO_2e

URA PROJECTS

Items	Quantity	Units
Other Indirect (Scope 3) GHG emissions	9,603.85	Tonnes CO_2e

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GRI 305 Emissions

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Disclosure 305-4

GHG EMISSIONS INTENSITY

URA OFFICES, REHOUSING BLOCKS AND OWNED PREMISES

Items	Quantity	Units
Total Carbon Emission (Scope 1, 2 & 3)	37,359.38	Tonnes CO_2e
Carbon Intensity	0.0403	Tonnes CO_2e/ m^2/year

URA PROJECTS

Items	Quantity	Units
Total Carbon Emission (Scope 1, 2 & 3)	9,603.85	Tonnes CO_2e
Carbon Intensity	0.1573	Tonnes CO_2e/ m^2/year

Disclosure 305-5

REDUCTION OF GHG EMISSIONS

URA OFFICES, REHOUSING BLOCKS AND OWNED PREMISES

Items	Quantity	Units
Total Carbon Emission of FY 2023/24 (Scope 1+2) [1]	4,100.99	Tonnes CO_2e
Carbon Emission Reduction	17.6	%
Total Carbon Intensity of FY 2023/24 (Scope 1+2) [1]	0.0493	Tonnes CO_2e/ m^2/year
Carbon Intensity Reduction	18.3	%

URA PROJECTS

Items	Quantity	Units
Total Carbon Emission of FY 2023/24 (Scope 3)	3,943.67	Tonnes CO_2e
Carbon Emission Reduction [2]	–143.5	%
Total Carbon Intensity of FY 2023/24 (Scope 3)	0.1407	Tonnes CO_2e/ m^2/year
Carbon Intensity Reduction [2]	–11.8	%

1 The GFA data for Western Market, carbon emission and carbon emission intensity for FY2023/24 are restated to reflect the actual situation.

2 Due to changes in the construction phases at some of our demolition and construction sites, the use of construction materials etc. has increased. Therefore, the carbon emission and carbon intensity have also increased.

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Material Topic 2 –
Improving Energy Efficiency

At the URA, we recognise that our extensive portfolio of properties in Hong Kong represents significant sources of energy consumption. We strive to set a role model in sustainability for the property management sectors aiming to mitigate our environmental impact and promote sustainable development. We adopt building services systems and equipment of high operational efficiency to URA Offices, Rehousing Blocks and various URA Premises to reduce energy consumption.

GRI Disclosure Items		
302	Energy	
302-1	Energy consumption within the organisation	●
302-2	Energy consumption outside of the organisation	●
302-3	Energy intensity	●
302-4	Reduction of energy consumption	●
302-5	Reductions in energy requirements of products and services	NA

● = Applicable
NA = Not applicable

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Material Topic 2 –
Improving Energy Efficiency

GRI 302 Energy

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally covers URA Offices, Rehousing Blocks and various URA Premises managed by URA:

URA Office

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office
Kowloon City Office

Rehousing Blocks

Rehousing Blocks
12 Soy Street (K4)
Rich Building (K4A)
Bedford Tower (K4B)
Shun Sing Mansion (H7)

URA Premises

URA Premises
Central Market
Yue Man Square
618 Shanghai Street
H6 CONET & Urban Renewal Exploration Centre
eResidence (Commercial Accommodation)
7 Mallory Street
Western Market
Urban Renewal Resource Centre
H18 Market Block & H18 CONET

SDGs

MANAGEMENT APPROACH

URA Offices and Rehousing Blocks

A set of general principles for maintaining a green office has been developed to provide guidelines for staff members striving toward environmental sustainability. A series of action plans have been established to enhance green housekeeping measures and reduce material, water, and energy consumption in the Authority's workplace.

To reduce energy consumption, the following energy reduction measures are implemented:

1. Smart lighting system
2. Motion sensors
3. Energy efficient lighting fixtures
4. Timers
5. PV Panels
6. Frequency converter water pumps

1 Decarbonisation Transition
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Material Topic 2 –

Improving Energy Efficiency

GRI 302 Energy

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URA Premises

Our key scope of impacts focuses on the common areas of URA own premises whereby we have the direct operational plans and management systems. For tenant areas, the fitting out and energy consumption will be subject to the tenant operation and business needs. That said, URA is working on two focus areas:

1. Green leasing — Exploring ways to incentivise the tenants on energy saving and to consolidate energy consumption data.

2. Central design and system — URA facilitates lower energy consumption by necessary retro-commissioning and monitoring.

Disclosure 302-1

ENERGY CONSUMPTION WITHIN THE ORGANISATION

Items	Quantity	Units
Petrol	5,865.00	L
	184.96	GJ
On-site renewable energy generation sold	13,711.00	kWh
	49.36	GJ
Non-renewable electricity purchased	6,909,351.00	kWh
	24,873.66	GJ
Total energy consumption	25,009.26	GJ

Disclosure 302-2

ENERGY CONSUMPTION OUTSIDE OF THE ORGANISATION

Items	Quantity	Units
Energy consumption outside the organisation	9,657,277.88	kWh
	34,766.20	GJ

Disclosure 302-3

ENERGY INTENSITY

Items	Quantity	Units
Direct Energy Intensity	0.00279	GJ/m²/year
Indirect Energy Intensity (within organisation)	0.2963	GJ/m²/year
Indirect Energy Intensity (outside organisation)	0.41	GJ/m²/year
Total Energy Intensity	0.71	GJ/m²/year

Disclosure 302-4

REDUCTION OF ENERGY CONSUMPTION

Items	Quantity	Units
Total Energy Consumption of FY 2023/24 [3]	61,237.87	GJ
Consumption Reduction	2.4	%
Total Energy Intensity of FY 2023/24 [3]	0.74	GJ/m²/year
Intensity Reduction	3.1	%

[3] The GFA data for Western Market, energy consumption and energy intensity for FY2023/24 are restated to reflect the actual situation.

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Material Topic 3 –
Adopting Green Buildings

Construction Site Safety and Environment is a critical topic for URA due to its direct impact on worker safety and the surrounding community. URA adopts sustainable building practices and set targets for Green Building Certification achievements for its redevelopment projects. Environmental management at construction sites also minimises pollution, noise, and waste, protecting local ecosystems and residents' quality of life.

GRI Disclosure Items		
302	Energy	
302-1	Energy consumption within the organisation	NA
302-2	Energy consumption outside of the organisation	●
302-3	Energy intensity	●
302-4	Reduction of energy consumption	●
302-5	Reductions in energy requirements of products and services	NA
303	Water and Effluents	
303-1	Interactions with water as a shared resource	●
303-2	Management of water discharge-related impacts	●
303-3	Water withdrawal	●
303-4	Water discharge	●
303-5	Water consumption	●

● = Applicable
NA = Not applicable

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Material Topic 3 –
Adopting Green Buildings

GRI 302 Energy

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally covers URA projects under demolition and construction including demolition of acquired buildings, and includes URA inhouse development projects and Joint Venture Projects. Meanwhile, data would only cover URA inhouse development projects.

MANAGEMENT APPROACH

URA projects under construction including demolition works and inhouse development projects under URA management as well as JV projects under JVP's management are required to adopt the URA's standards and quality requirements and construction management requirements. Energy efficient and water efficient measures also implemented in URA projects to achieve BEAM Plus certification.

Disclosure 302-2

ENERGY CONSUMPTION OUTSIDE OF THE ORGANISATION

Energy consumption of all downstream activities, including the energy used during site demolition and construction.

Items	Quantity	Units
Diesel	38,180.00 1,450.84	L GJ
Bio-diesel	214.00 6.87	L GJ
Non-renewable electricity purchased	224,422.99 807.92	kWh GJ
Total Energy Consumption	2,265.63	GJ

Disclosure 302-3

ENERGY INTENSITY

Items	Quantity	Units
Direct Energy Intensity (outside organisation)	0.0239	GJ/m²/year
Indirect Energy Intensity (outside organisation)	0.0371	GJ/m²/year
Total Energy Intensity	0.0610	GJ/m²/year

Disclosure 302-4

REDUCTION OF ENERGY CONSUMPTION

Items	Quantity	Units
Total Energy Consumption of FY 2023/24	3,977.51	GJ
Consumption Reduction	43.04	%
Total Energy Consumption of FY 2023/24	0.27	GJ/m²/year
Intensity Reduction	77.65	%

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Material Topic 3 –
Adopting Green Buildings

GRI 303 Water and Effluents

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Disclosure 303-1

INTERACTIONS WITH WATER AS A SHARED RESOURCE

In our development projects, the URA actively engages in water management strategies that aim to minimise water withdrawal and enhance water conservation. We recognise the importance of preserving this precious resource, especially in the densely populated urban environment in Hong Kong.

The URA collaborates with local communities, stakeholders, and environmental consultants to assess water usage and establish best practices for water management. This includes implementing rainwater harvesting systems and promoting the use of recycled water in construction processes and landscaping. By integrating these sustainable practices, we not only reduce our reliance on freshwater sources but also contribute to the overall resilience of our urban ecosystem.

Disclosure 303-2

MANAGEMENT OF WATER DISCHARGE RELATED IMPACTS

For URA projects, a licence should be obtained from the Environmental Protection Department before discharging effluent from construction sites.

The developers and the contractors should implement the following on-site measures to mitigate the water pollution to the surrounding environment:

(a) Deploy wastewater treatment facilities and on-site treating wastewater to meet the conditions of WPCO licence prior to discharging

(b) Carry out regular testing on wastewater quality after treatment

(c) Utilise water for wheel washing, flushing or other dust suppression systems

Disclosure 303-3 and 303-4 and 303-5

WATER WITHDRAWAL AND WATER DISCHARGE AND WATER CONSUMPTION

Refer to water drawn from municipal services for direct water use in URA operations (potable water and flushing water). Other types of water withdrawal, such as surface water, groundwater, seawater and produced water are not applicable to URA. Currently, assumed water withdrawal is same as water consumption and water discharge.

Items	Quantity	Units
Water withdrawal — municipal		
Water discharge	14,527.24	m^3
Water consumption		
Water Intensity	0.238	m^3/m^2/year

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Material Topic 4 –
Promoting Climate Adaptation and Resilience

URA recognises the importance of adopting climate resilient practices in the early planning or design stages of its redevelopment projects to reduce risks of damages during typhoons and flooding etc.

GRI Disclosure Items		
201	Economic Performance	
201-1	Direct economic value generated and distributed	NA
201-2	Financial implications and other risks and opportunities due to climate change	●
201-3	Defined benefit plan obligations and other retirement plans	NA
201-4	Financial assistance received from government	NA

● = Applicable
NA = Not applicable

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Material Topic 4 –

Promoting Climate Adaptation and Resilience

GRI 201 Economic Performance

EXPLANATION OF THE GRI DISCLOSURE AND ITS BOUNDARY

This GRI disclosure covers the measures to mitigate risk related to climate change adopted by the URA.

MANAGEMENT APPROACH

Climate-resilient measures are adopted in the URA's redevelopment projects in order to mitigate risks from typhoons, flooding, and extreme weather.

Disclosure 201-2

FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

In light of global warming, the frequency of "Very Hot Weather Warnings" issued by the Hong Kong Observatory and "Extreme Conditions" alerts from the Hong Kong SAR Government has increased in recent years and is likely to rise further. The URA has incorporated guidelines and requirements into our in-house and joint venture (JV) projects to mitigate these effects.

JV developers and works contractors are required to provide adequate health and welfare proposals, including sheltered resting areas, cleaning facilities, changing rooms, and drinking water stations for workers. These provisions must adhere to the guidelines issued by the Construction Industry Council (CIC) and the Labour Department. Relevant specifications are integrated into our in-house and JV projects.

The URA has also requested our JV developers to conduct flood risk and mitigation studies. Developers are expected to adopt design elements and features that minimise damage during flooding events. Proposed mitigation measures should include active flood prevention solutions, such as flood gates, as well as passive measures to protect building systems and installations from flood damage.

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Material Topic 5 –
Promoting Circularity

URA is aware of the importance of adopting circular economy practices, such as recycling and upcycling waste into new materials in demolition and operations, or selecting recycled materials in its construction, to reduce waste generation and material use.

GRI Disclosure Items		
306	Waste	
306-1	Waste generation and significant waste-related impacts	●
306-2	Management of significant waste-related impacts	●
306-3	Waste generated	●
306-4	Waste diverted from disposal	●
306-5	Waste directed to disposal	●

● = Applicable
NA = Not applicable

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Material Topic 5 –
Promoting Circularity

GRI 306 Waste

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally covers URA projects under demolition and construction including demolition of acquired buildings, and includes URA inhouse development projects and Joint Venture Projects. Meanwhile, data would only cover URA inhouse development projects.

MANAGEMENT APPROACH

URA projects under construction including demolition works and inhouse development projects under URA management as well as JV projects under JVP's management are required to adopt the URA's standards and quality requirements and construction management requirements.

Disclosure 306-1

WASTE GENERATION AND SIGNIFICANT WASTE-RELATED IMPACTS

Contractors for URA projects involving demolition and construction are required to prepare environmental management plans and waste management plans.

These plans shall include the following:

- Abatement of environmental nuisances on construction sites including air, noise and waste water pollution
- Reduction of construction and demolition materials to be disposed of during the course of construction

Disclosure 306-2

MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS

The waste management plans shall comprise the following areas:

- types of waste and their estimated quantities
- timing of waste arising
- measures for reducing waste generation
- on-site waste separation
- on-site and off-site material reuse
- areas for waste storage
- quantities of waste requiring off-site disposal
- disposal outlets
- monitoring and auditing programme
- organisation structure for waste management
- list of materials to be reused or recycled with estimated quantities
- implementation of the trip ticket system
- method of processing, storing and disposal of hazardous waste
- method of dealing with packaging material

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Material Topic 5 –
Promoting Circularity

GRI 306 Waste

Disclosure 306-3

WASTE GENERATED

Items	Quantity	Units
Total waste generation	4,241.58	Tonnes
Waste Intensity	0.0695	Tonnes/m²/year

Disclosure 306-4

WASTE DIVERTED FROM DISPOSAL

Items	Quantity	Units
Concrete/Metal	3,639.65	Tonnes

Disclosure 306-5

WASTE DIRECTED TO DISPOSAL

Items	Quantity	Units
General Waste	601.93	Tonnes

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Material Topic 6 –
Adoption of Renewable Energy

URA explores opportunities to implement renewable energy such as solar panels to reduce greenhouse gas emission for the operation of URA Offices, Rehousing Blocks and various URA Premises.

GRI Disclosure Items		
302	Energy	
302-1	Energy consumption within the organisation	●
302-2	Energy consumption outside of the organisation	NA
302-3	Energy intensity	NA
302-4	Reduction of energy consumption	NA
302-5	Reductions in energy requirements of products and services	NA

● = Applicable
NA = Not applicable

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Material Topic 6 –
Adoption of Renewable Energy

GRI 302 Energy

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally covers URA Offices, Rehousing Blocks and various URA Premises managed by URA:

URA Office

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office
Kowloon City Office

Rehousing Blocks

Rehousing Blocks
12 Soy Street (K4)
Rich Building (K4A)
Bedford Tower (K4B)
Shun Sing Mansion (H7)

URA Premises

URA Premises
Central Market
Yue Man Square
618 Shanghai Street
H6 CONET & Urban Renewal Exploration Centre
eResidence (Commercial Accommodation)
7 Mallory Street
Western Market
Urban Renewal Resource Centre
H18 Market Block & H18 CONET

MANAGEMENT APPROACH

URA explores opportunities to install renewable energy systems in URA Offices, Rehousing Blocks and URA Premises to reduce energy consumption and carbon footprint as far as practicable.

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7 AFFORDABLE AND CLEAN ENERGY

Disclosure 302-1

ENERGY CONSUMPTION WITHIN THE ORGANISATION

Items	Quantity	Units
On-site renewable energy generation	13,711.00	kWh
sold	49.36	GJ

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Material Topic 7 –
Promote Biodiversity Enhancing Practices

URA explores measures on biodiversity conservation for its redevelopment projects and general environmental considerations where applicable.

GRI Disclosure Items		
304	Biodiversity	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	●
304-2	Significant impacts of activities, products and services on biodiversity	●
304-3	Habitats protected or restored	●
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	●

● = Applicable
NA = Not applicable

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Material Topic 7 –

Promote Biodiversity Enhancing Practices

GRI 304 Biodiversity

EXPLANATION OF THE GRI DISCLOSURE AND ITS BOUNDARY

This GRI disclosure covers the general approaches considered by the URA to support and address biodiversity concerns.

MANAGEMENT APPROACH

Biodiversity is considered in URA's redevelopment projects, aiming to reduce potential impacts on the ecosystem.

Disclosure 304-1

OPERATIONAL SITES OWNED, LEASED, MANAGED IN, OR ADJACENT TO, PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS

URA's redevelopment projects are mainly located in the urban districts which are generally with low or negligible ecological value.

In general, there are no development projects managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas.

Disclosure 304-2

SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY

In general, there are no redevelopment projects that induce significant direct and indirect impacts on biodiversity.

Disclosure 304-3

HABITATS PROTECTED OR RESTORED

This year, there are no habitat areas protected or restored by URA.

Disclosure 304-4

IUCN RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES WITH HABITATS IN AREAS AFFECTED BY OPERATIONS

In general, there are no IUCN Red List species and national conservation list species with habitats affected by URA.

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Material Topic 8 –
Water Conservation and Cleanliness

URA adopts practices to minimise water consumption and promote clean water in our offices, Rehousing Blocks and various URA Premises.

GRI Disclosure Items		
303	Water and Effluents	
303-1	Interactions with water as a shared resource	●
303-2	Management of water discharge-related impacts	●
303-3	Water withdrawal	●
303-4	Water discharge	●
303-5	Water consumption	●

● = Applicable
NA = Not applicable

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Water Conservation and Cleanliness

GRI 303 Water and Effluents

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MANAGEMENT APPROACH

Water efficient fixtures and appropriate water management measures have been adopted in URA Offices, Rehousing Blocks and URA Premises to optimise water efficiency.

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Material Topic 8 –
Water Conservation and Cleanliness

GRI 303 Water and Effluents

SDGs

Disclosure 303-1

INTERACTIONS WITH WATER AS A SHARED RESOURCE

The URA is committed to sustainable water management across all its Office, Rehousing Blocks and URA Premises. We recognise the importance of water as a shared resource and actively work to manage our water withdrawal responsibly.

In our Rehousing Blocks and various URA Premises, we closely monitor water consumption to identify opportunities for enhancing efficiency. By implementing water-saving fixtures and systems, we aim to reduce overall water use while ensuring that residents have access to essential services. Regular maintenance and management practices are in place to prevent leaks and wastage in these facilities.

For URA Offices, the URA promotes a culture of conservation among staff. This includes initiatives such as awareness campaigns about responsible water use and the installation of low-flow taps and toilets. By fostering a responsible approach to water consumption, we seek to minimise our environmental footprint.

Disclosure 303-2

MANAGEMENT OF WATER DISCHARGE RELATED IMPACTS

The URA prioritises responsible water management across URA Offices, Rehousing Blocks, URA Premises. We recognise that effective management of water discharge is essential to minimising impacts on local ecosystems and communities.

In our Rehousing Blocks and various URA Premises, we implement stringent measures to manage wastewater and stormwater discharge. This includes routine inspection of our plumbing and drainage systems to ensure safety and functionality of the system and prevent contamination. Besides, all our offices and owned premises are equipped with appropriate treatment systems to ensure that any discharged water meets regulatory requirements and does not harm surrounding ecosystems.

Disclosure 303-3 and 303-4 and 303-5

WATER WITHDRAWAL AND WATER DISCHARGE AND WATER CONSUMPTION

Refer to water drawn from municipal services for direct water use in URA operations (potable water and flushing water). Other types of water withdrawal, such as surface water, groundwater, seawater and produced water are not applicable to URA. Currently, assumed water withdrawal is same as water consumption and water discharge.

Items	Quantity	Units
Water withdrawal — municipal Water discharge	75,247.16	m^3
Water consumption		
Water Intensity	0.90	m^3/m^2/year

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Material Topic 9 –
Adopting Sustainable Materials

URA prioritises the use of sustainable materials in URA Offices, Rehousing Blocks, URA Premises and its construction sites, to reduce carbon footprint.

GRI Disclosure Items		
301	Materials	
301-1	Materials used by weight or volume	●
301-2	Recycled input materials used	NA
301-3	Reclaimed products and their packaging materials	NA

● = Applicable
NA = Not applicable

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Material Topic 9 –
Adopting Sustainable Materials

GRI 301 Materials

SDGs

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure includes both URA's properties and URA's projects. For URA's properties, it generally covers URA Offices, Rehousing Blocks and various URA Premises managed by URA. For URA's projects, it generally covers URA projects under demolition and construction including demolition of acquired buildings, and includes URA inhouse development projects and Joint Venture Projects. Meanwhile, data would only cover URA inhouse development projects.

URA Office

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office
Kowloon City Office

Rehousing Blocks

Rehousing Blocks
12 Soy Street (K4)
Rich Building (K4A)
Bedford Tower (K4B)
Shun Sing Mansion (H7)

URA Premises

URA Premises
Central Market
Yue Man Square
618 Shanghai Street
H6 CONET & Urban Renewal Exploration Centre
eResidence (Commercial Accommodation)
7 Mallory Street
Western Market
Urban Renewal Resource Centre
H18 Market Block & H18 CONET

URA Projects

For construction materials use, only URA inhouse development projects under URA management are covered.

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Adopting Sustainable Materials

GRI 301 Materials

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MANAGEMENT APPROACH

A set of general principles for maintaining a green office has been developed to provide guidelines for staff members striving toward environmental sustainability. A series of action plans have been established to enhance green housekeeping measures and reduce material, water, and energy consumption in the Authority's workplace.

URA projects under construction including demolition works and inhouse development projects under URA management as well as JV projects under JVP's management are required to adopt the URA's standards and quality requirements and construction management requirements.

Disclosure 301-1

MATERIALS USED BY WEIGHT OR VOLUME

URA OFFICES, REHOUSING BLOCKS AND URA PREMISES

Items	Quantity	Units
Refrigerants containing HCFCs refilled (projects with AC covered by property management not included)	0.23	Tonnes
Paper products	34.00	Tonnes

URA PROJECTS

Items	Quantity	Units
Concrete	10,558.50	m^3
Steel	2,166.89	Tonnes
Timber	17.80	m^3

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Material Topic 10 –
Effective Waste Management

URA adopts waste management practices in URA Offices and various URA Premises aiming to reduce pressure on the municipal waste system. A set of general principles for maintaining a green office has been developed to provide guidelines for staff members striving toward environmental sustainability. Recyclable items will be collected and managed by the Building Management Office of URA Offices and Rehousing Blocks. In the major premises operated by the URA, we provide recycling facilities for non-hazardous waste intended for recycling and reuse.

GRI Disclosure Items		
306	Waste	
306-1	Waste generation and significant waste-related impacts	NA
306-2	Management of significant waste-related impacts	NA
306-3	Waste generated	●
306-4	Waste diverted from disposal	●
306-5	Waste directed to disposal	●

● = Applicable
NA = Not applicable

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Material Topic 10 –
Effective Waste Management

GRI 306 Waste

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally covers URA Offices, Rehousing Blocks and various URA Premises managed by URA:

URA Office

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office
Kowloon City Office

Rehousing Blocks

Rehousing Blocks
12 Soy Street (K4)
Rich Building (K4A)
Bedford Tower (K4B)
Shun Sing Mansion (H7)

URA Premises

URA Premises
Central Market
Yue Man Square
618 Shanghai Street
H6 CONET & Urban Renewal Exploration Centre
eResidence (Commercial Accommodation)
7 Mallory Street
Western Market
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H18 Market Block & H18 CONET

MANAGEMENT APPROACH

URA Offices

A set of general principles for maintaining a green office has been developed to provide guidelines for staff members striving toward environmental sustainability. A series of action plans have been established to enhance green housekeeping measures and reduce material, water, and energy consumption in the Authority's workplace. These action plans will be regularly reviewed and updated to ensure they align with the Authority's sustainability strategies.

Recyclable metals and plastics will be collected and are primarily managed by the Building Management Office. The recyclable paper collected from URA offices is handled by a service provider.

Rehousing Blocks

Similar to URA Offices, recyclable items are collected by Building Management Office for further processing.

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GRI 306 Waste

URA Premises

Our key scope of impacts focuses on the common areas of URA own premises whereby we have the direct operational plans and management systems. For tenant areas, the fitting out and energy consumption will be subject to the tenant operation and business needs.

In the major premises operated by the URA, we provide recycling facilities for non-hazardous waste intended for recycling and reuse. The URA also collaborates with Government departments, tenants, and other organisations to launch site-specific programmes, such as waste collection initiatives, bottle-less water dispensers, and vending machines selling near-expiry products, all targeting zero waste.

Disclosure 306-3

WASTE GENERATED

Items	Quantity	Units
Total waste generation	572.56	Tonnes
Waste Intensity	0.0068	Tonnes/m²/year

Disclosure 306-4

WASTE DIVERTED FROM DISPOSAL

Items	Quantity	Units
Paper	108.62	Tonnes
Metal	0.86	Tonnes
Plastic	4.35	Tonnes
Glass	4.83	Tonnes
Food Waste	45.08	Tonnes

Disclosure 306-5

WASTE DIRECTED TO DISPOSAL

Items	Quantity	Units
General Waste	408.83	Tonnes

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Material Topic 11 –
Promote Indoor Air Quality and Health

URA considers approaches to enhance indoor air quality and occupants' health and wellbeing in its owned premises and redevelopment projects.

GRI Disclosure Items		
416	Customer Health and Safety	
416-1	Assessment of the health and safety impacts of product and service categories	NA
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	●

● = Applicable
NA = Not applicable

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Material Topic 11 –

Promote Indoor Air Quality and Health

GRI 416 Customer Health and Safety

EXPLANATION OF THE GRI DISCLOSURE AND ITS BOUNDARY

This GRI disclosure covers the approaches considered by the URA to improve indoor air quality and health of occupants in URA projects.

MANAGEMENT APPROACH

The URA ensure its projects maintain high indoor air quality to improve occupants' health and wellbeing.

Disclosure 416-2

INCIDENTS OF NON-COMPLIANCE CONCERNING THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES

This year, there are no incident identified with non-compliance.

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Material Topic 12 –
Positive Economic Impact

URA ensures our businesses have positive impacts to the local economy, such as promoting economic benefits and improving business environment during the redevelopments.

GRI Disclosure Items		
203	Indirect economic impacts	
203-1	Infrastructure investments and services supported	●
203-2	Significant indirect economic impacts	●

● = Applicable
NA = Not applicable

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Material Topic 12 –
Positive Economic Impact

GRI 203 Indirect Economic Impacts

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

Indirect economic impacts can be defined as changes in the productive potential of the economy that influence a community's or stakeholder's wellbeing and long-term development prospects. The impacts of URA's infrastructure investments and supported services will also be addressed.

The URA focuses its contributions to both direct and indirect economic impacts on older districts in Hong Kong, primarily targeting residents and business operators affected by urban renewal efforts. These impacts are achieved through the following initiatives:

1. The URA is committed to undertaking place-making initiatives in its projects to transform areas into community spaces featuring local characteristics.

2. The URA endeavours to revitalise the urban neighbourhood by strengthening the economic, social and environment fabrics for the benefits of the community.

3. Through careful planning for sustainable urban renewal, the URA creates spaces for business and job opportunities at the renewed districts while helping social enterprises to thrive with a view to creating a vibrant community.

MANAGEMENT APPROACH

The URA manages its indirect economic impacts through the following means:

1. Direct communication with affected residents, businesses, and local community representatives to understand the environment and identify their needs.

2. Conducting surveys to collect feedback from beneficiaries and involved parties, such as surveys at community facilities.

3. Reporting and evaluating impacts by reviewing the number of beneficiaries and the feedback received.

Disclosure 203-1

INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED

The URA provides the following public facilities for the general public's use and enjoyment:

1. **Urban Renewal Exploration Centre:**

   Since 2009, the Urban Renewal Exploration Centre (UREC) has been providing students, community organisations, and visitors with information about urban renewal in Hong Kong, including issues of urban decay and the mission and work of the URA. Located in H6 CONET, a community space on the ground floor of The Center, the UREC offers a real-life experience of dilapidated housing, interesting exhibits, interactive multimedia facilities, and a sharing corner. Its aim is to inspire visitors to understand and approach urban renewal issues from various perspectives. The UREC welcomed a total of 2,100 visitors in 2024/25. As part of its commitment to invest in public facilities for community enjoyment and engagement, the URA is set to revamp the UREC to upgrade its facilities. This transformation will integrate enriched multimedia and interactive exhibits, offering an enhanced space for the public to explore and appreciate urban renewal efforts.

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2. Urban Renewal Resource Centre:

Launched in 2012, the Urban Renewal Resource Centre (URRC) provides one-stop service for property owners. In 2024/25, the URRC served around 41,800 members of the public through inquiries, briefings, meetings, and community activities related to building repair and maintenance. Since 2014, the URRC has also functioned as a meeting venue for mediations concerning building repair, maintenance, property valuation, and construction arranged by the Joint Mediation Helpline Office (JMHO), hosting a total of 20 mediation meetings during the year.

3. Sports Expo:

The SPORTS EXPO, established by the URA, is Hong Kong's first sports-themed interactive virtual experience centre designed to promote sports culture among the public through innovative technology and gamification. The expo features four different virtual sports game areas, allowing visitors to experience various sports. In 2024/25, the SPORTS EXPO attracted a total of 24,412 visitors.

4. Building Rehabilitation Resource Centre:

The new Building Rehabilitation Resource Centre (BRRC), located at eResidence in To Kwa Wan, is the first centre in Hong Kong to provide one-stop building rehabilitation information and assistance services. Officially opened to the public in July 2023, the BRRC spans approximately 697 square metres and is equipped with multimedia displays and digital technology to promote the importance of building rehabilitation interactively. It also offers support for building owners in conducting repairs and maintenance through various technologies and video consultation services, as well as spaces for mediation related to building rehabilitation disputes. As of Mar 2025, the BRRC has recorded over 26,000 visitors since its opening. The BRRC offered the same meeting venue service as URRC to JMHO for hosting mediation meetings. In 2024/25, a total of 12 sessions has been arranged.

Disclosure 203-2

SIGNIFICANT INDIRECT ECONOMIC IMPACTS

1. The URA promotes local economic activities in some of the project areas:

- The Prince Edward Road West Revitalisation Project and the 618 Shanghai Street Project: The revitalised cluster at Prince Edward Road West offers a mix of lifestyle shops and commercial spaces, in close proximity to the flower market and bird market in Mong Kok, while 618 Shanghai Street has been developed into a heritage destination featuring community, innovation and creativity. All shops in 618 Shanghai Street were leased to restaurants and retail operators, aiming to accentuate the unique historical character of the area and the preserved building cluster while serving the needs of the community.

- Peel Street/Graham Street Project (H18): This initiative has created an iconic market block at Site B of H18, allowing local residents to purchase a variety of fresh food and goods to meet their daily needs.

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- Kwun Tong Town Centre Project (K7):
  The project reserved shop areas in "Yue Man Lane" for former unauthorised structure operators in Development Area 5 of K7, enabling them to continue their businesses in the same locality. The Yue Man Hawker Bazaar houses licenced fixed-pitch hawkers previously stationed at the temporary hawker bazaar of Development Area 4. To enhance local awareness and stimulate footfall, promotional activities integrated with YM^2 Yue Man Square were conducted throughout the year.

  To optimise community benefits during planning procedures, URA obtained approvals from relevant Government departments in the second quarter of 2023 for the temporary use of government land in DAs 4 & 5 of K7 as a "Free Space" for the local community. Since December 2023, temporary recreational facilities, including a children's playground and ball court, have been established for public enjoyment. These facilities were closed in November 2024 to give way to the implementation of underground utilities works. Various events and activities, organised in collaboration with the Kwun Tong Home Affairs Department and local community organisations, have attracted over 1.3 million participants and visitors. An online application platform was launched in December 2023, allowing the public to apply for the use of the Free Space for community events and activities. Through a public-participatory place-making approach, URA has collaborated with community stakeholders, Government departments, and local NGOs to deliver activities such as night markets, carnival festivals, street performances, and sports events, bringing vibrancy to the Kwun Tong Town Centre. These efforts have not only injected vitality into the area but also received positive feedback from local residents, setting the stage for the future construction of Kwun Tong Town Centre 2.0.

- Central Market: Since its official opening to the public in April 2022, Central Market has adopted a "plug-in-to-operate" concept to promote local brands and nurture startups. Establishing itself as a new landmark, Central Market has attracted over 57 million visitors. In 2024/25, more than 400 events and workshops have been conducted, covering a wide range of themes.

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- Staunton Street/Shing Wong Street Neighbourhood (H19): The revitalisation works of URA-acquired buildings in this neighbourhood was completed in February 2023, with a co-living operator appointed at the end of 2023. The co-living operation of 38 domestic units under the name "Habyt Bridges" commenced in 2024. To introduce the co-living concept in its tenement buildings, the URA partnered with the operator to create "Tong Lau" living spaces, facilitate social activities at the "Common Room", and foster community-building experiences through managing community farms in collaboration with local stakeholders. Beyond accommodation, Habyt Bridges also provided retail and food & beverage spaces, transforming the area into a vibrant community hub. Through the Artist-In-Residence Programme, local artists are welcome to stay at Habyt Bridges at a discounted rate.

- Support for NGOs and Social Enterprises: URA provides approximately 4,100 square metres of premises at concessionary rent for 23 NGOs and social enterprises to operate.

2. The URA creates job opportunities for underprivileged and vulnerable groups through the following community programmes:

- Home Improvement Community Programme: Under this programme, the URA and the CCF Centre hired underemployed workers. The initiative aimed to provide these workers with job opportunities and income while enabling them to assist others in improving their homes.

- Home Safety Improvement Community Programme: Launched in 2024/25 in collaboration with community organisations in Kowloon City, Central and Western District, Kwun Tong, Sham Shui Po, and Yau Tsim Mong, the Home Safety Improvement Community Programme succeeded in creating 48 job opportunities in which more than 60% were labour living in the same district to provide services to the needy elderly and underprivileged families, with a total of about 9,000 work hours. The Programme tackles multiple challenges — not only enhances safety awareness of the residents while improving their living conditions, but also significantly contributes to job creation within the community, fostering economic wellbeing in the districts.

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URA engages the public and establishes regular dialogue for the implementation of redevelopment or promotion of building rehabilitation, to foster community collaboration. Community engagement is important to URA because it helps URA to ensure that urban development aligns with residents' needs and aspirations. Engaging the community fosters trust, transparency, and collaboration, which are crucial for the successful implementation of projects. Community engagement helps identify and address local concerns, leading to more inclusive and sustainable development. Strong community relations enhance social cohesion and civic pride, which can reduce conflicts and improve the overall quality of life. Additionally, involving the community can result in more innovative and effective solutions, as local insights and feedback are invaluable. Ultimately, community engagement promotes a sense of ownership and responsibility among residents, ensuring long-term support for URA's initiatives.

URA also revitalises local district characteristics through adaptive reuse of historical buildings and by implementing place-making initiatives. URA makes efforts to preserving as far as practicable local characteristics and social networks of the local community.

GRI Disclosure Items		
413	Local communities	
413-1	Operations with local community engagement, impact assessments, and development programmes	●
413-2	Operations with significant actual and potential negative impacts on local communities	●

● = Applicable
NA = Not applicable

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EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA is committed to enhancing the living environment in older districts through various programmes aimed at providing opportunities for the public to learn, fostering love and care for residents, instilling arts and culture in these areas, and creating a vibrant community atmosphere.

Adhering to the "People First" principle, the URA identifies its key stakeholders as individuals within the neighbourhoods of its projects, particularly those impacted, including residential property owners and tenants, shop and business operators, as well as children, students, workers, and visitors.

MANAGEMENT APPROACH

The URA's CSR programmes primarily aim to serve residents directly affected by redevelopment, especially vulnerable groups such as children, underprivileged families, and the elderly. URA is dedicated to improving their living environment and raising the standard of living in older districts.

Most beneficiaries are identified and referred by local organisations. Background checks are conducted, and a set of criteria is established to ensure that beneficiaries are those in need. In the Home Safety Improvement Community Programme, residents who meet the criteria are assessed by local organisations through home visits and evaluations of their physical and living conditions.

The wellbeing of ethnic minorities in URA's project sites is also addressed by CSR programmes. The Thai community in Kowloon City is engaged through a series of tailored programmes and supportive measures based on their specific needs. Information related to developments and measures that may impact them is translated into Thai to eliminate language barriers and facilitate understanding.

URA understands the inevitable impact of urban renewal on local communities in older districts. Therefore, financial support and special assistance are provided to affected residents and business operators.

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OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMMES

The URA organises several community programmes to address the needs of various vulnerable groups according to the Sustainable Development Goals (SDGs):

- **SDG Goal 11 Sustainable Cities and Communities:**

  It is the URA's mission to improve the living environment in Hong Kong, particularly in older districts. This aligns with SDG Goal 11's target of "making cities and human settlements inclusive, safe, resilient, and sustainable".

  ➢ A number of URA's signature CSR programmes are designed to raise the living standards in old districts, including:

i. Community Service Partnership Scheme (CSPS): The URA provided assistance to under-resourced families and individuals in older districts. Under CSPS, the Upcycling Project mobilised volunteers to deliver decluttering services and create bespoke furniture from abandoned wood materials for 13 underprivileged families in Sham Shui Po and Kowloon City in 2024/25. Additionally, CSPS supported three elderly homes in Sham Shui Po through gerontechnology applications, professional consultation services, and volunteer activities. Last year, CSPS served nearly 300 underprivileged residents in old urban districts, with 134 volunteers — including university students, members of the public, and URA professional staff — contributing a total of 1,649 volunteer hours.

ii. Home Improvement Community Programme: This programme offered assistance to 5 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

iii. Home Safety Improvement Community Programme: Introduced in 2024/25 in collaboration with local organisations across five districts, this programme focused on enhancing home safety and promoting fire safety precautions. Targeted support was provided to designated groups, including ethnic minority households in Yau Tsim Mong and low-income families residing in sub-divided units in Sham Shui Po and Kwun Tong. A total of 1,293 households benefited from the programme.

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- **SDG Goal 4 Quality Education:**

  Several programmes were designed to groom the next generation:

  i. 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 over 170 teachers and students from 18 TWGHs secondary schools were engaged in a series of training and customised tours before they conducted research and developed creative proposals for the urban renewal plan in Sham Shui Po.

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

  iii. To encourage the younger generation to develop innovative ideas for improving the living quality of residents in older districts, the URA partnered with the Hong Kong Institute of Vocational Education to organise the Innovative Design Competition to promote building and home safety.

  iv. The URA engaged with Cheung Sha Wan Catholic Secondary School, a key stakeholder in the SSP-017 project at Kim Shin Lane/Fuk Wa Street and SSP-018 at Cheung Wah Street/Cheung Sha Wan Road, to enhance teachers' and students' understanding of the integrated approach and its planning benefits for the Sham Shui Po community.

- **SDG Goal 10 Reduced Inequality:**

  The URA prioritises the interests of ethnic minorities, particularly the Thai community in Kowloon City, by facilitating communication in their language to promote understanding. We have expanded volunteer services, including counselling and medical consultations, to build goodwill within the Thai community.

  We collaborated with NGOs in Kowloon City to contribute to the preservation of ethnic minority cultures and foster racial harmony and inclusivity. In the KC-017 project, the Thai Service Team Community Programme continued to assist the Thai community in deepening their understanding of urban renewal initiatives, and to ensure continued support for affected Thai residents and operators.

  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 and Thailand's National Day, Chill Night Market 2.0 in Kowloon City, thereby strengthening the ties between URA and the local communities.

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- **Other stakeholder engagement strategies for co-building neighbourhood:**

  - Building Trusted Relationships: The URA establishes and nurtures trusted relationships with the community through ongoing and transparent dialogues. In 2024/25, the URA held 5 District Advisory Committee meetings to listen to community concerns and aspirations regarding urban renewal in respective districts. We also participated in District Council meetings to provide updates on project progress and seek support from local representatives. To keep residents informed about redevelopment plans, compensation packages, and relocation arrangements, we conducted briefings and distributed bulletins to residents and commercial tenants in URA project areas.

  - Support for Ethnic Minorities: Tailored support is provided to ethnic minorities, including the Thai community in the Nga Tsin Wai Road/Carpenter Road Project (KC-017). URA partnered with the Blessing Thai Service Centre (BTSC) to set up a Thai Service Team to assist URA in engaging the Thai community for the KC-017 project. Through the dedicated efforts of the Thai Service Team, the URA has been able to provide timely and accurate project information to the affected Thai residents and operators, thereby enhancing the Thai community's understanding of urban renewal work.

Disclosure 413-2

OPERATIONS WITH SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES

The URA understands the potential negative impacts that urban renewal can have on local residents; therefore, programmes are in place to assist households in ageing districts with relocation for a better living environment:

- Redevelopment is not merely about replacing rundown buildings with new structures; it aims to improve the living standards of displaced households and enhance the built environment. The URA offers ex-gratia payments under the seven-year rule (the market value of a notional seven-year-old flat in the same locality), enabling affected domestic owner-occupiers to purchase replacement premises that are in better condition than their current homes.

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- The URA emphasises enabling residents to retain their social networks within the neighbourhood. Since the introduction of the Flat-for-Flat (FFF) Scheme in 2011, it has been offered in 32 redevelopment projects. Domestic owner-occupiers affected by these projects can choose to purchase in-situ FFF units on the redevelopment sites, FFF units in selected nearby URA development projects, or FFF units in the completed Kai Tak Development. As of May 2025, a total of 55 owners have accepted FFF offers, including 47 units in the Kai Tak Development and 8 in-situ units.

- To maintain local characteristics, the URA conducted surveys and interviews with wet market stall operators, as well as Chiu and Thai food store and restaurant owners in the KC-017 area, to develop decanting strategies for affected operators. Special measures will be implemented to address their relocation needs during the interim period. Additionally, operators will have the opportunity to return to URA's commercial premises in the completed KC-015 (Kai Tak Road/Sa Po Road) and KC-017 redevelopments, aligning with the project's objective of preserving the vibrant market activities and dining culture in the district. The URA will also adopt an integrated approach by introducing building rehabilitation and revitalisation to older buildings in the neighbourhood outside the project site, creating broader planning benefits for the local community.

- To enhance sustainable development and maintain the unique vibrancy at the Flower Market, once Sai Yee Street/Flower Market Road Development Scheme (YTM-013) commenced, the URA consulted and gathered insights from Hong Kong Wholesale Florist Association and flower vendors on the interim and decanting arrangements that could align with their operational needs. Additionally, new community making initiatives were introduced in 2024/25 including festive events during Christmas and Chinese New Year, aimed at attracting the general public and visitors, as well as an online game on Valentine's Day that rewarded participants with e-shopping vouchers. According to the pedestrian count surveys conducted before and after event, an increase of 80% pedestrian flow was recorded during the weekend prior to Christmas. 2,000 e-vouchers were delivered and among which about 1,720 (86%) were used for purchases at the Flower Market. By driving footfall and promoting business via e-vouchers, these efforts not only fostered a more vibrant marketplace but also supported the flower vendors.

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SDGs

To our office workplace, URA implements measures that enhance employee mental and physical wellness to boost productivity and job satisfaction as part of our sustainability. We consistently adhere to occupational health, safety, and wellbeing regulations for all employees and throughout business activities to ensure their safety and wellbeing. Our human resources policies support physical, mental, and emotional wellness of our employees. We aim to provide a safe work environment and implement measures to prevent accidents and injuries. We promote work-life balance, offer comprehensive medical insurances, wellness initiatives and maintain open communication to our employees. By investing in our employees' health and safety, we foster a culture of care, prevent injuries, and build a sustainable and productive workforce.

GRI Disclosure Items		
403	Occupational Health and Safety	●
403-1	Occupational Health and Safety Management System	●
403-2	Hazard identification, risk assessment and incident investigation	●
403-3	Occupational health services	●
403-4	Worker participation, consultation and communication on occupational health and safety	●
403-5	Worker training on occupational health and safety	●

GRI Disclosure Items		
403-6	Promotion of worker health	●
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	●
403-8	Workers covered by an occupational health and safety management system	●
403-9	Work-related injuries	●
403-10	Work-related ill health	●

● = Applicable
NA = Not applicable

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GRI 403 Occupational Health and Safety

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EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA is committed to providing a safe and healthy work environment for all employees. Our dedication to occupational health and safety (OHS) is guided by our core values.

The scope of this GRI disclosure encompasses all employees within the URA, from entry-level positions to senior management, and includes all aspects of OHS, such as physical and mental wellness. Our approach to managing OHS is based on principles of legal compliance and risk prevention.

MANAGEMENT APPROACH

To manage our OHS constructively, we implement measures such as wellness programmes, risk assessments, incident reporting and investigation, and emergency preparedness and response to mitigate risks.

Disclosure 403-1

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

The URA fulfils all legal requirements regarding the occupational health and safety management system.

Fire drills are scheduled regularly, and a user survey on workstations has been established to understand the needs and concerns of employees.

Our organisation has implemented an Occupational Health and Safety Management System (OHSMS) to ensure the wellbeing and safety of our employees. This system is tailored to address the specific needs and risks associated with our office-based work environment.

- Legal Requirements:

  The implementation of our OHSMS complies with the following legal requirements, as work-related hazards are not present in our office-based operations:

  1. Cap. 509 Occupational Safety and Health Ordinance

  2. The Occupational Safety and Health (Display Screen Equipment) Regulation

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- Description of Scope:

  Our OHSMS primarily focuses on addressing health-related risks associated with ergonomic matters in office workstations. This includes the setup of workstations and display screen equipment to ensure optimal ergonomics and minimise discomfort or musculoskeletal issues for our employees.

  Although work-related hazards are not present in our office-based operations, we remain committed to a proactive approach to occupational health and safety. We continuously strive to improve ergonomic practices, promote employee wellbeing, and provide the necessary guidance and support to ensure a comfortable and safe working environment.

Disclosure 403-2

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

All URA employees carry out office work except for drivers. Work-related hazards do not exist in our operations.

To assess and manage health-related risks associated with employees' workstations and display screen equipment setups, we conduct a User Survey on Workstation Setup for all employees. This survey is particularly important for new employees after their first month of employment and for those who have been relocated to a workstation with a different setup. The survey serves as a risk assessment tool, enabling us to identify potential issues or risks and take appropriate measures to address them.

Disclosure 403-3

OCCUPATIONAL HEALTH SERVICES

URA offers counselling support, an Employee Assistant Programme (EAP), comprehensive medical insurances coverage, dental schemes, and body check programme for staff.

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Disclosure 403-4

WORKER PARTICIPATION, CONSULTATION AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY

No participation is required from workers in the URA-owned premises regarding the development, implementation, and evaluation of the occupational health and safety management system, nor in providing access to and communicating relevant information on occupational health and safety. Therefore, this material topic is not applicable.

At URA, we prioritise a safe working environment and have implemented robust measures to ensure employee wellbeing. Our staff suggestion programme is open for feedback. Our initiatives include ensuring a sufficient number of staff certified in first aid, conducting regular air quality checks, providing ergonomic desks and chairs, conducting fire drills, distributing employee questionnaires for feedback and needs assessment, and sharing occupational health and safety tips on our intranet. These efforts demonstrate our commitment to maintaining a safe and healthy workplace while fulfilling our legal requirements.

Disclosure 403-5

WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

The following training and measures have been arranged and implemented:

1. Assigned first aiders are required to attend regular training courses to maintain their qualifications.
2. Regular talk and sharing on fire precaution and fire drill are conducted.
3. Information on fire safety and workstation setup is available on the corporate Intranet and will also be covered during the orientation programme for new staff.

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Disclosure 403-6

PROMOTION OF WORKER HEALTH

The Employee Assistance Programme (EAP) has been established to help employees alleviate stress and pressure in a challenging working environment. This programme includes a counselling hotline service, workshops, health talks, and activities focused on wellbeing, work-life balance, and stress management. A standby counsellor service is also available for employees.

Disclosure 403-7

PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

The following measures and provisions have been implemented to prevent and mitigate occupational health and safety impacts:

1. User Survey on Workstation Setup
2. Regular talks and sharing sessions on fire precautions and fire drills
3. Provision of first aid boxes
4. Assignment of qualified first aiders

Disclosure 403-8

WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

All URA employees performing office works except for drivers are covered.

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Disclosure 403-9

WORK-RELATED INJURIES

- For all employees:
  1. There is no fatality as a result of work-related injury.
  2. There is no high-consequence work-related injury case.
  3. There are 1 recordable work-related injuries. The rate is 0.14.
  4. Main types of work-related injury include lower limb injury.
  5. The number of hours worked is based on 200,000 hours per 100 full-time workers.
- There is no high-consequence work-related hazard.
- To minimise the risk of work-related hazards, a user survey on workstation setup is conducted for new employees and for those who have been relocated to a new workstation. This helps identify potential risks and allows us to take appropriate measures to address them.
- The rates have been calculated based on 200,000 hours worked.
- Only employees directly employed by the Authority are included.

Disclosure 403-10

WORK-RELATED ILL HEALTH

There is no work-related ill health in this reporting period.

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Material Topic 16 –
Fair Labour Practices and Human Rights

URA upholds fair labour practices to prevent human rights violations, promote equality, and enhance employee satisfaction and retention. Relevant employment practices are implemented to ensure equitable treatment, non-discrimination, and respect for human rights across its operations.

GRI Disclosure Items		
401	Employment	
401-1	New employee hires and employee turnover	●
401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	●
401-3	Parental leave	●
402	Labour/Management Relations	
402-1	Minimum notice periods regarding operational changes	●
406	Non-discrimination	
406-1	Incidents of discrimination and corrective actions taken	●

● = Applicable
NA = Not applicable

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Fair Labour Practices and Human Rights

GRI 401 Employment

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EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA emphasises the importance of effective management and statutory compliance in employment-related areas. Our commitment to this disclosure is guided by our core values.

The scope of this GRI disclosure includes the employment of permanent and contract staff within the URA, encompassing recruitment, appointment, compensation, and benefits. This applies to all levels of the organisation. Our approach is grounded in the principles of legal and policy compliance.

MANAGEMENT APPROACH

To manage employment-related matters effectively, we have developed policies that govern employment procedures, practices, and decisions to ensure compliance. These practices are regularly reviewed to maintain their effectiveness and relevance.

Disclosure 401-1

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

BY AGE GROUPS	New Hire Percentage	Turnover Percentage
under 30 years old	36.9%	26.9%
30-50 years old	58.3%	50.8%
over 50 years old	4.8%	22.4%

BY GENDER	New Hire Percentage	Turnover Percentage
Male	50.0%	46.6%
Female	50.0%	53.4%

Disclosure 401-2

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART TIME EMPLOYEES

The URA offers the following benefits to all full-time employees of the organisation:

a) Group Life Insurance Coverage,
b) Accidental Death and Dismemberment Coverage,
c) Total and Permanent Disability Coverage,
d) Medical Benefit,
e) Dental Benefit,
f) Maternity Benefit,
g) Voluntary Contribution for Pension,
h) Rental Reimbursement,
i) Medical Examination,
j) Compassionate Leave,
k) Marriage Leave,
l) Maternity Leave with Full Pay,
m) Paternity Leave with Full Pay,
n) Examination Leave and
o) Advance Leave.

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Disclosure 401-3

PARENTAL LEAVE

The data on parental leave (by gender) offered to the full-time employees of the URA are as follows:

Nos of employees	Male	Female
Entitled to parental leave	336	380
Took parental leave	6	5
Returned to work in reporting period after parental leave ended	6 (100%)	3 (100%)
Returned to work after parental leave ended that were still employed 12 months after their return to work	9 (100%)	8 (100%)

GRI 402 Labour/Management Relations

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA recognises the importance of positive employee relations in maintaining a productive and engaged workforce. Our commitment to employee relations is guided by our corporate values.

The scope of this GRI disclosure includes all aspects of employee relations within the URA. It encompasses all levels of the organisation, from entry-level positions to senior management.

MANAGEMENT APPROACH

To manage employee relations effectively, we have developed policies and practices that govern these relations, ensure compliance, and promote employee engagement through wellness and wellbeing activities that encourage participation and feedback. These practices are regularly reviewed and updated to maintain their effectiveness and relevance.

Disclosure 402-1

MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES

No minimum notice period is established for implementing significant changes that affect employees.

Changes may be implemented with short notice if the safety and physical or psychological wellbeing of employees are at stake.

For changes required due to business operations, the timing of implementation is indirectly controlled by the following factors:

- Approvals of the relevant policies and works procedures
- Co-ordination and agreement between the employees and their supervisors regarding the implementation of changes Collective bargaining is not applicable to the URA.

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GRI 406 Non-discrimination

SDGs

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA is committed to preventing discrimination in the workplace. This commitment is guided by our core values.

The scope of this GRI disclosure includes all aspects of employment procedures and practices, as well as employment-related decisions such as recruitment, promotion, transfer, training and development, dismissal, redundancy, and the establishment of terms and conditions of employment based on consistent selection criteria. It encompasses all levels of the organisation, from entry-level positions to senior management.

MANAGEMENT APPROACH

To effectively manage the non-discrimination topic, we have developed policies that govern employment procedures, practices, and employment-related decisions to ensure compliance. These practices are regularly reviewed to maintain their effectiveness and relevance.

Disclosure 406-1

INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

There is no incident of discrimination during the reporting period.

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Material Topic 17 –
Promoting Inclusiveness & Diversity

Diversity and inclusion are fundamental elements of URA's commitment to sustainability. URA implement measures for diversity and inclusion in its own operations. We recognise that a diverse and inclusive workforce fosters innovation and promotes creativity. We strive to create an environment where individuals from all backgrounds and identities feel valued, respected, and empowered to contribute their unique perspectives.

GRI Disclosure Items		
202	Market Presence	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	●
202-2	Proportion of senior management hired from local community	●
405	Diversity and Equal Opportunity	
405-1	Diversity of governance bodies and employees	●
405-2	Ratio of basic salary and remuneration of women to men	●

● = Applicable
NA = Not applicable

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GRI 202 Market Presence

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EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA takes pride in its people and values the unique talents and contributions of each individual in bringing its strategies to life. This approach fosters a holistic method for unlocking the full potential of urban renewal. The reporting boundary includes all employees of the URA.

MANAGEMENT APPROACH

Our approach to managing our market presence is grounded in a "pay-for-performance" philosophy within our reward strategy. This ensures that our talents are fairly and competitively compensated, with their efforts appropriately recognised.

The URA continuously reviews the effectiveness of its internal communication channels to adapt to the changing environment. We encourage and welcome ideas from our staff, believing that these contributions bring fresh perspectives and insights that contribute to our future success.

As a caring employer, we are dedicated to the overall wellbeing of our staff. In addition to providing various development opportunities and support, we offer a range of recreational activities, volunteering opportunities, and professional counselling services. These initiatives help our employees achieve a healthy work-life balance. Our goal is to support our colleagues in developing a fruitful, rewarding, and long-term career with the URA.

Disclosure 202-1

RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE

All employees at the URA are compensated above the statutory minimum wage in Hong Kong, which is a key location for our operations. The statutory minimum wage is established by the Hong Kong Minimum Wage Ordinance, Chapter 608.

At the URA, the distribution of staff is as follows:

BY AGE GROUPS	Percentage
under 30 years old	10.8%
30-50 years old	68.0%
over 50 years old	21.2%

BY GENDER	Percentage
Male	46.9%
Female	53.1%

Disclosure 202-2

PROPORTION OF SENIOR MANAGEMENT HIRED FROM LOCAL COMMUNITY

At the URA, 100% of Senior Management is comprised of individuals hired from the local community in Hong Kong, which is a significant location for our operations.

Senior Management refers to positions at the level of General Manager and above.

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Promoting Inclusiveness & Diversity

GRI 405 Diversity and Equal Opportunity

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EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA is committed to promoting equality of employment opportunities in a workplace that values and respects the differences of all individuals. Our dedication to non-discrimination is guided by our core values.

The scope of this material topic includes all aspects of employment procedures and practices, as well as employment-related decisions such as recruitment, promotion, transfer, training and development, dismissal, redundancy, and the establishment of terms and conditions of employment based on consistent selection criteria. This commitment encompasses all levels of the organisation, from entry-level positions to senior management, ensuring mutual respect and legal compliance.

MANAGEMENT APPROACH

To effectively manage the diversity and equal opportunity topic, we have established policies that govern employment procedures, practices, and employment-related decisions to ensure compliance. These practices are regularly reviewed to maintain their effectiveness and relevance.

Disclosure 405-1

DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

At the URA, the distribution of individuals within the organisation across the following diversity categories is as follows:

CATEGORY (by gender)	MALE	FEMALE
URA Board Members	70%	30%
Non-board committee members	73%	27%

EMPLOYEES

STAFF CATEGORY	MALE	FEMALE
Director Grade	56%	44%
General Manager Grade	70%	30%
Senior Manager Grade	55%	45%
Manager Grade	54%	46%
Assistant Manager Grade	54%	46%

STAFF CATEGORY	Below 30	30 to 50	Above 50
Director Grade	0%	11%	89%
General Manager Grade	0%	35%	65%
Senior Manager Grade	0%	64%	36%
Manager Grade	1%	84%	15%
Assistant Manager Grade	5%	78%	17%

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GRI 405 Diversity and Equal Opportunity

Disclosure 405-2

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

At the URA, the ratio of the basic salary and remuneration of women to men for each staff category is as follows:

STAFF CATEGORY	WOMEN:MEN (Average total annual remuneration including salary and variable pay)
General Manager Grade	1: 1.02
Senior Manager Grade	1: 0.99
Manager Grade	1: 1
Assistant Manager Grade	1: 1

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Material Topic 19 –
Talent Attraction, Retention and Development

The URA implements effective talent management practices to attract talent and increase retention, developing a skilled workforce is essential for urban renewal and sustainability. By fostering a supportive learning environment, the URA enhances employee skills and career development across all levels. These efforts strengthen organisational capacity and align with the URA's mission to nurture talent for sustained contributions to Hong Kong's urban development.

GRI Disclosure Items		
404	Training and Education	
404-1	Average hours of training per year per employee	●
404-2	Programmes for upgrading employee skills and transition assistance programmes	●
404-3	Percentage of employees receiving regular performance and career development reviews	●

● = Applicable
NA = Not applicable

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Material Topic 19 –

Talent Attraction, Retention and Development

GRI 404 Training and Education

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA recognises the importance of nurturing our people, as reflected in our mission statement, and strives to realise our vision by keeping our staff informed about the latest industry trends while enhancing their knowledge, skills, and capabilities. We are committed to providing a supportive learning environment that meets the evolving needs of our organisation. Our dedication to training and education is guided by our core values.

The scope of this GRI disclosure includes all types of learning and educational activities provided or facilitated by the URA for our employees, using various media. It encompasses all levels of the organisation, from entry-level positions to senior management. This initiative covers a wide range of competence-related topics and skills, including compliance, technical and professional skills, leadership and management development, and soft skills such as communication and teamwork.

MANAGEMENT APPROACH

To manage our training and education activities effectively, we have established the following elements:

1. Needs Assessment: Conducting assessments through various channels, including performance reviews, employee feedback, and task force meetings, to identify skills and knowledge gaps that need to be addressed through training initiatives.

2. Programme Development and Delivery: Offering programmes through multiple formats, such as in-person training sessions, online learning platforms, and collaborations with external training providers, to meet our employees' learning needs and support our organisational objectives.

3. Evaluation: Gathering feedback from employees and analysing course completion rates to assess the relevance and effectiveness of our training programmes.

4. Diversity and Inclusion: Ensuring that training programmes are accessible and inclusive for all employees, regardless of their background or identity.

Disclosure 404-1

AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE

At the URA, the average hours of training undertaken by employees during the reporting period are as follows:

By Gender	Male	Female
Average hours of training undertaken in the reporting period	26.5 hours	21.7 hours

By Employee Category	Senior Manager and above	Assistant Manager and Manager	Senior Officer and below
Average hours of training undertaken in the reporting period	29.3 hours	28.7 hours	16.8 hours

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Material Topic 19 –

Talent Attraction, Retention and Development

GRI 404 Training and Education

Disclosure 404-2

PROGRAMMES FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAMMES

The URA offers a variety of programmes to employees aimed at upgrading their skills, including the following:

1. Job Enhancement Programme (JEP): This programme aims to generate immediate and observable improvements in "employees" knowledge and skills related to their current roles, addressing the challenging business needs.

2. Award Bearing Programme (ABP): This programme is designed to have a long-term impact on meeting planned human resources development and business needs.

3. Job Rotation Programme: This programme offers cross-functional on-the-job training opportunities, allowing employees to gain a comprehensive understanding of the organisation and its operations while expanding their skill sets.

Disclosure 404-3

PERCENTAGE EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

All URA employees (100%) receive regular performance and career development reviews every year.

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Material Topic 20 –
Tenant and Visitor Engagement

Engaging the community fosters trust, transparency, and collaboration, which are crucial for the successful implementation of projects. We engage our tenants and visitors through different programs to identify their needs and to enhance overall satisfaction. It helps identify and address local concerns, leading to more inclusive and sustainable development. Strong community relations enhance social cohesion and civic pride, which can reduce conflicts and improve the overall quality of life. Additionally, involving the community can result in more innovative and effective solutions, as local insights and feedback are invaluable. Ultimately, community engagement promotes a sense of ownership and responsibility among residents, ensuring long-term support for URA's initiatives.

GRI Disclosure Items		
201	Economic performance	
201-1	Direct economic value generated and distributed	●
201-2	Financial implications and other risks and opportunities due to climate change	NA
201-3	Defined benefit plan obligations and other retirement plans	NA
201-4	Financial assistance received from government	NA

● = Applicable
NA = Not applicable

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Material Topic 20 –
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17 PARTNERSHIPS FOR THE GOALS

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

In terms of direct economic impacts, the URA generates and distributes economic value to residents and businesses in older districts through contributions to charities and NGOs, direct subsidies for those in need, and funding to support community programmes and infrastructure.

MANAGEMENT APPROACH

URA manages its direct economic value through the following means:

1. Major needs and gaps are identified through constant communication with local stakeholders, including residents, social workers, and district representatives.

2. Sponsorship requests are reviewed in accordance with URA's internal policies. All ACPP applications undergo a review process conducted by a panel comprising representatives from various divisions and departments. Approved projects must align with key objectives, including URA's mission to create quality and sustainable urban living in Hong Kong and to benefit the local community in older urban areas.

3. The efficiency and impact of contributions are evaluated by reviewing the amount contributed, the number of beneficiaries, and feedback received.

4. Targets and KPIs are established wherever applicable, such as budget allocations for the operation of infrastructure and programmes.

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Material Topic 20 –
Tenant and Visitor Engagement

GRI 201 Economic Performance

Disclosure 201-1

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

Community investment is one of the direct economic values generated in the URA, which refers to the actual expenditures in the form of voluntary donations plus investment of funds in the broader community where the target beneficiaries are external to the organisation. URA's voluntary donations and investment of funds include the followings:

1. Financial aids to charities and NGOs

- Arts and Cultural Partnership Programme in Old Districts (ACPP)

  Since the launch of the ACPP, the URA has sponsored 75 arts and cultural programmes in old urban districts. In 2024/25, ACPP supported two programmes, reaching over 6,190 people. Through collaboration with local groups and organisations, URA has enlivened old urban districts with arts and cultural activities, enabling residents and the general public to appreciate the distinctive local characteristics of their communities.

2. Direct subsidies to those in poverty

- Common Area Repair Works Subsidy to encourage Owners' Corporations (OCs)/ Owners' Organisation

  Initiated in 2011, the Common Area Repair Works Subsidy (CAS) enables eligible building owners to carry out comprehensive maintenance works in the common areas of their buildings. This subsidy covers aspects not typically addressed by government schemes, such as sustainable features and finishing works. Additionally, CAS provides limited subsidies to non-occupier owners of buildings that are receiving government subsidies for rehabilitation works. As of March 2025, approximately 5,100 buildings have received AIPs under this scheme.

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Material Topic 22 –
Sustainable Finance and Investments

URA recognises the importance of adopting practices to ensure our corporate financial sustainability, and environmental, social, and governance (ESG) factors are considered when deciding our investment portfolio to mitigate risks from climate and regulatory shifts.

By adopting prudent financial practices and strategies, such as efficient resource allocation, cost management, and diversification of funding sources, the URA aims to enhance its financial resilience and mitigate potential risks. This approach not only enables the URA to effectively carry out its urban renewal projects but also ensures the sustainability of its operations, fostering a positive impact on the communities it serves.

GRI Disclosure Items		
201	Economic Performance	
201-1	Direct economic value generated and distributed	●
201-2	Financial implications and other risks and opportunities due to climate change	NA
201-3	Defined benefit plan obligations and other retirement plans	●
201-4	Financial assistance received from government	●

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Material Topic 22 –
Sustainable Finance and Investments

GRI 201 Economic Performance

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure covers financial results of the URA, demonstrating the direct economic value generated from its urban renewal activities.

MANAGEMENT APPROACH

The actual financial results are reported to senior management and the Finance Committee on a quarterly basis. Significant variances from the budget are highlighted and explained. The annual financial statements, audited by an external auditor, are prepared in accordance with Hong Kong Financial Reporting Standards (HKFRSs) issued by the Hong Kong Institute of Certified Public Accountants (HKICPA) and comply with the disclosure requirements of the Hong Kong Companies Ordinance.

Disclosure 201-1

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

The direct economic value generated and distributed (EVG&D), including revenue and costs, is disclosed in the URA's audited financial statements. Relevant data and information can be found in URA's Annual Report 2024/25.

Disclosure 201-3

DEFINED BENEFIT PLAN OBLIGATIONS AND OTHER RETIREMENT PLANS

The URA has duly settled all retirement benefits payments for its employees, and there are no outstanding liabilities.

Employees can choose to join one of the following pension schemes:

Basic MPF Scheme:

Both the employee and URA make mandatory contributions of 5% of the employees' relevant income, in accordance with the law.

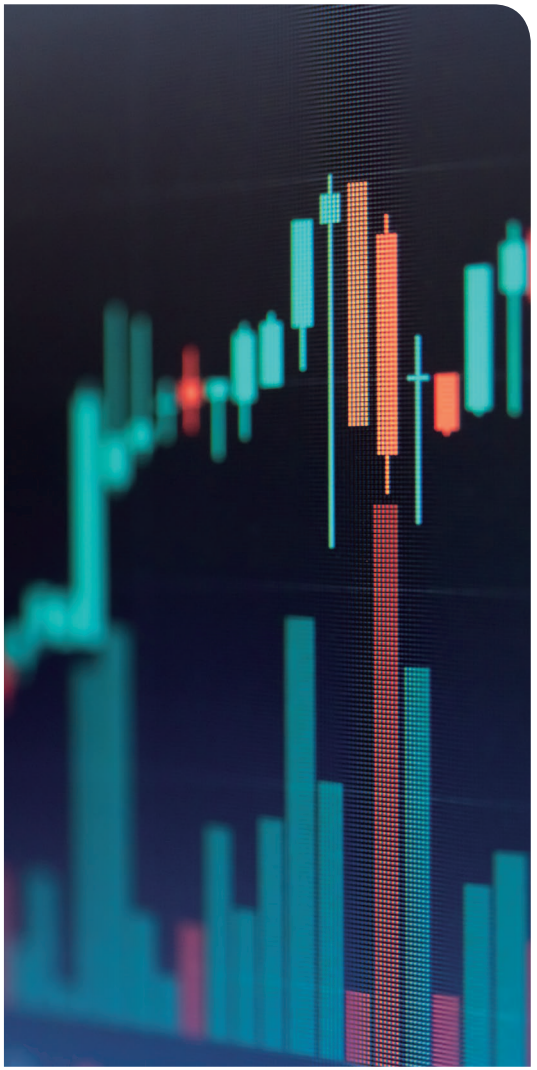
Voluntary Contribution Scheme:

Employees contribute 5% of their Plan Salary. URA contributes 10% of the Plan Salary for employees with less than 15 years of service, and 15% for those with 15 years or more.

Disclosure 201-4

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT

In this reporting period, the URA did not receive any financial assistance from the government in the form of a waiver of land premia, as no land grant was executed.



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Governance plays a pivotal role in our commitment to sustainability. URA has established its governance structures to monitor its businesses and daily operations to ensure the ethical principles were fulfilled. We recognise that environmental, social, and governance factors are interconnected and essential for long-term value creation and corporate sustainability. With an effective governance framework and risk management in place, we ensure transparency, accountability, resilience and responsible decision-making throughout our organisation.

In addition, URA engage in its business activities ethically and implement measures to combat corruption and bribery within its businesses and daily operations as well as, where applicable, among its stakeholders.

GRI Disclosure Items		
205	Anti-corruption	
205-1	Operations assessed for risks related to corruption	●
205-2	Communication and training about anti-corruption policies and procedures	●
205-3	Confirmed incidents of corruption and actions taken	●

● = Applicable
NA = Not applicable

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URA's Governance Structure

The URA places high priority on the standard of corporate governance to ensure accountability, openness and transparency in the work of its Board and Committees.

The Board (Composition and Brief Functions)

The Board is appointed by the Chief Executive under Section 4 of the URA Ordinance. All members of the Board, including the Chairman, are appointed by the Chief Executive for a term not exceeding three years.

As at 30 June 2025, the Board comprised a Chairman and 22 other members. There are three executive Board members who are not public officers, namely the Managing Director (MD), who is by law also the Deputy Chairman, and the two Executive Directors (EDs). The Director of Lands, the Director of Planning, the Director of Buildings and the Deputy Director of Home Affairs (2) are Board members who are Non-Executive Directors (NEDs) and public officers.

The Board includes five legislative councillors plus professionals and academics from various fields, including legal, accounting, surveying, social work and different construction professions who are NEDs and not public officers. The diverse backgrounds of NEDs bring to the Board a wide range of experience, expertise and perspectives.

As stipulated in Section 4 of the URA Ordinance, the Board serves as the governing and executive body of the URA, exercising and performing the powers and duties conferred upon the URA by this Ordinance.

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Board Committees and Their Functions

To effectively carry out the purposes and powers of the URA, the Board has established eight standing committees. Each committee is chaired by a Board member and includes other Board members as well as co-opted members with relevant expertise and experience, as needed. The committees and their areas of function are listed below:

Committees	Function Areas
Audit Committee	• Internal control and risk management • Reliability, integrity, timeliness and conformity of financial and operational information • Compliance with business operations and management practices • Economy, efficiency and effectiveness in the employment of URA's resources • Special projects and investigations • Accounting policies • External audit reviews and internal audit charter • Annual financial reporting and auditing
Development Project Objection Consideration Committee	• Consideration and deliberation on objections lodged under Section 24(1) of the URA Ordinance • Preparation of URA's deliberations on objections for submission to SDEV in accordance with Section 24(3)(b) of the URA Ordinance
Finance Committee	• URA's funding requirements • Financial and treasury policies • Investment of surplus funds • Financial aspects of the Annual Business Plan and Five-year Corporate Plan • Annual budgets • Market selling prices and target rents of development projects

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Committees	Function Areas
Human Resources and Remuneration Committee	• Remuneration policies (level and mix) of senior and general staff • Proposals for adjustments to salary and variable pay • Organisation effectiveness and human resources management
Land, Rehousing and Compensation Committee	• Policies and matters relating to land grants, property acquisition, compensation and rehousing • Acquisition strategies, approaches and offers for individual projects • Policy and criteria for loans under Section 12 of the URA Ordinance
Planning, Development and Conservation Committee	• Selection of redevelopment projects in the Five-year Corporate Plan and Annual Business Plan • Submission of Development Scheme Plan to the Town Planning Board • Planning and development parameters and design issues • Conservation proposals
Review Committee	• Review of the Management's decisions on application of relevant URA's policies as requested by affected owners or occupiers
Sustainability Committee	• Review of the sustainability frameworks, strategy, plans and targets, and oversee their execution • Review of the sustainability risks and opportunities, trends in applicable laws and regulations and policies set forth by the Government that are considered material to the Authority • Review of the framework of sustainability-related disclosures and publications

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GRI 205 Anti-corruption

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The URA is committed to openness, transparency, and public accountability in its operations. We work in close partnership with the Independent Commission Against Corruption (ICAC) at various levels to ensure the highest standards of integrity are maintained in all aspects of our work.

MANAGEMENT APPROACH

The URA has implemented the following measures to prevent and detect corrupt practices while fostering a culture of integrity and ethical behaviour among all staff:

Partnership with the ICAC

Assignment Studies and Consultations

The ICAC's Corruption Prevention Department (CPD) conducts detailed reviews, referred to as "Assignment Studies", and quick reviews, known as "Consultations", for major functions such as building rehabilitation schemes, procurement, acquisition, and clearance. These reviews provide corruption prevention advice on formulating initiatives, policies, and procedures. From April 2024 to March 2025, seven Consultations were conducted concerning URA operations.

Handling of Corruption Complaints

The ICAC Operations Department, which receives and handles corruption complaints, works closely with the URA to facilitate investigations into suspected bribery, corruption, and other unlawful practices related to URA projects, initiatives, and stakeholders. This collaboration ensures that any such cases are properly addressed and investigated in accordance with relevant laws and regulations.

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GRI 205 Anti-corruption

Management Measures

URA's Code of Conduct

The URA's Code of Conduct (the Code) outlines requirements related to ethical behaviour, including the Acceptance of Advantages, Declaration of Interest and Investment, and Proper Use of Official Information. All URA employees are expected to uphold a high standard of integrity.

Training

All URA employees must understand and comply with the Code and participate in training during their first month of employment. Additionally, employees are required to complete anti-corruption e-learning programmes or training sessions.

Whistleblowing Mechanism

The URA has implemented a Whistleblowing Policy that allows all employees and related third parties to raise concerns about misconduct, malpractice, or irregularities related to the URA.

Internal Auditing

The Internal Audit Department conducts regular audits and ad-hoc investigations of corruption-prone operations, such as acquisition, clearance, and procurement. This process provides assurance that URA employees comply with established policies and procedures.

External Auditing

The external auditor conducts annual audits of the URA's consolidated financial statements, providing reasonable assurance that these statements present a true and fair view of the Authority's financial position, performance, and cash flows in accordance with Hong Kong Financial Reporting Standards (HKFRSs) issued by the Hong Kong Institute of Certified Public Accountants (HKICPA). The financial statements are prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

The external auditor communicates with the Audit Committee regarding the planned scope and timing of the audit, as well as significant audit findings, including any notable deficiencies in internal control identified during the audit.

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GRI 205 Anti-corruption

Procurement controls and audits

Procurements Above $1 Million

Procurements with estimated contract values exceeding $1 million are managed by working groups. Each working group shall consist of two representatives: one from the Requisition Division/Department (RD) and the other from the Procurement and Project Legal Services Section of the Legal Services Department (P&PLS). This group operates in accordance with the tendering procedure, with P&PLS responsible for regulating the tendering process of the procurements according to the tendering procedure.

Procurements Above $400,000 but At or Below $1 Million

For procurements with estimated contract values above $400,000 but at or below $1 million, RD handles these independently and directly according to the tendering procedure.

Procurements At or Below $400,000

Procurements with estimated contract values at or below $400,000 are also managed independently and directly by the RD according to the quotation seeking procedure.

Compliance Checking

P&PLS conducts quarterly compliance checks on samples selected from procurements with estimated contract values at or below $1 million to ensure RD's adherence to the established requirements outlined in the Procurement Manual. The results of these compliance checks are reported to URA Management.

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GRI 205 Anti-corruption

Disclosure GRI 205-1

OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION

The Internal Audit Department conducts regular audits and ad-hoc investigations of corruption-prone operations, such as Acquisition and Clearance, and Procurement, to ensure compliance with established policies and procedures by URA employees. Additionally, fraud risk is assessed annually during risk assessment exercises at both divisional and corporate levels.

There are no significant risks identified in 2024/25.

Disclosure 205-2

COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

In 2024/25, there are a total of 18 non-executive board members and 15 non-board members serving on various committees under the Board. URA's anti-corruption policies have been communicated to 100% of these members.

In 2024/25, the URA has a total of 706 employees. Anti-corruption policies and procedures have been communicated to 100% of employees who joined the URA in 2024/25 through introductory talks on the Prevention of Bribery Ordinance and other relevant training.

Disclosure 205-3

CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN

In 2024/25, there were no confirmed incidents of corruption or corruption charges brought against any members of URA Management or employees.

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Material Topic 25 –
Responsible Supply Chain Management

URA recognises the importance of responsible supply chain management to ensure ethical practices, sustainability, and compliance with laws. By upholding stringent procurement practices, the URA encourages its consultants and contractors to prioritise environmentally-friendly and socially responsible practices. In addition to URA's inhouse projects, the URA also encourages its joint venture development partners to support sustainable development. Ultimately, embracing responsible procurement strengthens URA's reputation as a leader in sustainable urban development.

GRI Disclosure Items		
204	Procurement Practices	
204-1	Proportion of spending on local suppliers	●
206	Anti-competitive Behaviour	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	●
308	Supplier Environmental Assessment	
308-1	New suppliers that were screened using environmental criteria	●
308-2	Negative environmental impacts in the supply chain and actions	●

● = Applicable
NA = Not applicable

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EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

For GRI disclosures 204, 206 and 308, general procurement activities undertaken by the URA, in accordance with the tender procedures outlined in the Procurement Manual, are included when the estimated contract value exceeds $0.4 million. The procurement of joint venture developers for joint venture developments follows a separate procedure and is not included.

GRI 204 Procurement Practices

MANAGEMENT APPROACH

URA's Procurement Manual outlines the policy for procurement activities undertaken by the Authority, as well as the general procedures for tendering and quotation seeking for works, goods and services. This ensures that the tendering processes for procurements with estimated contract values exceeding $0.4 million are transparent, accountable, and equitable.

Disclosure 204-1

PROPORTION OF SPENDING ON LOCAL SUPPLIERS

a. The figures for 2024/25, regarding the procurement budget spent on consultants, contractors, and suppliers based in Hong Kong, are as follows:

Distribution of Procurement Budget on Awarded Contract for Tenders (i.e. with estimated contract value above $400,000) in 2024/25

Categories of Contract	Percentage
Works	59.37%
Goods	0.32%
Consultancy Services	19.75%
Asset and Property Management Services	3.67%
Other Services	16.89%

b. The organisation's geographical definition of "local":

The consultants/contractors/suppliers are based in Hong Kong if they meet one of the following criteria:

(i) Sole proprietorship/partnership with the business registration in Hong Kong

(ii) Company incorporated in Hong Kong

(iii) Company incorporated in places other than Hong Kong and registered in Hong Kong as a registered non-Hong Kong company

c. Significant locations of operation

Hong Kong is the sole location of URA's operation.

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Material Topic 25 –
Responsible Supply Chain Management

GRI 206 Anti-competitive Behaviour

MANAGEMENT APPROACH

URA's Procurement Manual outlines the policy for procurement activities undertaken by the Authority and the general procedures for tendering of works, goods, and services. This ensures that the tendering process for procurements with estimated contract values exceeding $0.4 million is transparent, accountable, and equitable. To safeguard tender competition, a mandatory anti-collusion clause is included in the tender document, requiring all the tenderers to submit duly completed and signed non-collusive tendering certificates with their tenders.

Disclosure 206-1

LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOUR, ANTI-TRUST, AND MONOPOLY PRACTICES

No legal actions related to anti-competitive behaviour, anti-trust issues, or monopoly practices were reported during the reporting period.

GRI 308 Supplier Environmental Assessment

MANAGEMENT APPROACH

Procurement Practice

With reference to the Environmental Protection Department's (EPD) list of green procurement items, URA has prepared a Green Procurement List for products and services commonly purchased or procured by the Authority.

All procurements exceeding $50,000 undertaken by URA shall adopt and follow the EPD's green specifications when the specific procurement item is included in the URA's Green Procurement List.

Environment Practice

For demolition works, specification preliminary clauses draw contractors' attention to ordinances such as the Water Pollution Control Ordinance, Waste Disposal Ordinance, Noise Control Ordinance and Air Pollution Control (Construction Dust) Regulation, as well as the need to comply with impending relevant ordinances. However, for future tenders, contractors will be requested to submit a declaration of any previous convictions by EPD related to environmental laws and regulations during the prequalification and/or tender exercise. The Requisition Department may consider excluding contractors with such previous convictions from the tenderer list by including a shortlisting criterion or may choose not to accept a tender submission due to the tenderer's failure to fulfil this additional mandatory requirement in this respect.

Every URA redevelopment project is required to achieve Gold or above grading according to the BEAM or BEAM Plus standards.

Disclosure 308-1

NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA

No consultants, contractors and suppliers were screened using environmental criteria for the reporting period.

Disclosure 308-2

NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

The mission of the URA is to undertake urban renewal projects which aimed at revitalising dilapidated urban areas and improving the quality of life for residents and the community. From project planning to the construction stage, URA appoints consultants with various professional expertise and works contractors from different trades for the developments.

For the appointed consultants, there is no negative environmental impact.

For the appointed contractors, environmental impacts are controlled through our requirements such as BEAM Plus requirements.

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Material Topic 26 –
Cyber Security, Privacy and Data Governance

URA recognises the importance of protecting privacy data and ensure cybersecurity. Therefore, we take steps to implement effective governance and control measures to address these critical areas.

GRI Disclosure Items		
418	Customer Privacy	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	●

● = Applicable
NA = Not applicable

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Material Topic 26 –

Cyber Security, Privacy and Data Governance

GRI 418 Customer Privacy

EXPLANATION OF THE MATERIAL TOPIC AND ITS BOUNDARY

The URA is committed to handling all personal data in accordance with the provisions of the Personal Data (Privacy) Ordinance. Requests for access to or correction of personal data can be made directly to the URA according to the channels stated in the privacy policy statement.

MANAGEMENT APPROACH

The privacy policy statement on the URA's website outlines the main purposes for keeping personal data. (Link: https://www.ura.org.hk/en/privacy-policy-statement)

The URA makes inquiries to the law enforcement authorities to request for information concerning personal data related to the purpose and incident or case in question. The personal data request is analysed and handled in accordance with URA's policy, with conclusions and rationale documented.

Disclosure 418-1

SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA

No substantiated complaints were received regarding this issue during this reporting period.

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Material Topic 27 –
Championing Innovation and Technological Advancement

URA prioritises innovations and technological advancement to improve our operational productivity and enhancing efficiency at its construction sites. We put significant efforts on construction site safety and environment so as to ensure construction workers' safety and welfare. We maintain high safety standards to ensure compliance with relevant regulations prevent accidents and injuries, and safeguarding workers' wellbeing.

GRI Disclosure Items		
403	Occupational Health and Safety	●
403-1	Occupational Health and Safety Management System	●
403-2	Hazard identification, risk assessment and incident investigation	●
403-3	Occupational health services	●
403-4	Worker participation, consultation and communication on occupational health and safety	●
403-5	Worker training on occupational health and safety	●
403-6	Promotion of worker health	●
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	●
403-8	Workers covered by an occupational health and safety management system	●
403-9	Work-related injuries	●
403-10	Work-related ill health	NA

● = Applicable
NA = Not applicable

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Material Topic 27 –
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GRI 403 Occupational Health and Safety

SDGs

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally covers URA projects under demolition and construction including demolition of acquired buildings, and includes URA inhouse development projects and joint venture projects. Meanwhile, data would only cover URA inhouse development projects.

MANAGEMENT APPROACH

URA projects under construction including demolition works and inhouse development projects under URA management as well as JV projects under JVP's management are required to adopt the URA's standards and quality requirements and construction management requirements.

Disclosure 403-1

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

URA emphasises the importance of health and safety on-site to all contractors through our project teams, who closely monitor safety-related matters by attending regular site meetings and conducting site walks.

Contractors are required to comply with the relevant safety guidelines issued by the CIC throughout the various stages of projects. To encourage the adoption of the Smart Site Safety System (SSSS) and foster an innovative site safety culture, contractors must implement items from the CITF's safety-related pre-approved technology list.

In support of CIC's ongoing development of a safe site environment and the vision of "zero accidents," URA has signed the CIC Safety Charter. We are committed to fostering a site safety culture of "caring community," promoting the spirit of "caring for all," prioritising construction safety, advocating best practices in site safety, proactively utilising technology, and providing a safe working environment.

URA's Digital Construction Management Platform (DCMP)

The Digital Construction Management Platform (DCMP), which is being refined, 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 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.

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GRI 403 Occupational Health and Safety

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Disclosure 403-2

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

Although the construction sites are managed by the works contractors, audits will be conducted by URA's in-house site audit team to assess site works, focusing on safety issues that require rectification to ensure safety and quality standards.

Site auditing procedures and audit checklists covering all the possible hazards at construction sites that may adversely affect the health and safety of workers are well-established in internal practice notes.

Artificial Intelligence (AI) cameras are set up at the construction site of eResidence Tower 3, Ash Street, To Kwa Wan, Yau Ma Tei, Tai Hang Sai projects and Carpenter Road Park project, 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, fire and any absence of the use of safety helmet are detected.

Disclosure 403-3

OCCUPATIONAL HEALTH SERVICES

Although the construction sites are managed by the works contractors, audits will be conducted by URA's in-house site audit team to assess site works, focusing on safety issues that require rectification to ensure safety and quality standards.

Site auditing procedures and audit checklists covering all the possible hazards at construction sites that may adversely affect the health and safety of workers are well-established in internal practice notes.

Disclosure 403-4

WORKER PARTICIPATION, CONSULTATION AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY

Regular safety training and briefings are conducted on-site to enhance workers' awareness of safety-related matters. Workers are encouraged to express their concerns and queries regarding safety issues during these sessions.

Both the project management team and the site management team are required to attend debriefing sessions following independent site safety audits to discuss the identified imminent risks requiring rectification and improvement, and ensure that sufficient safety measures are implemented.

URA places great importance on site safety and has implemented regular site walks by senior management.

To further enhance site safety, the use of metal scaffolding on URA projects is to be mandated.

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GRI 403 Occupational Health and Safety

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Disclosure 403-5

WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

Construction site safety is one of our top priorities. Safety-related issues on projects are closely monitored through the regular audits conducted by our in-house site audit team and independent safety consultant to ensure that all URA construction sites are properly managed and monitored.

Safety awareness training is conducted regularly on-site, and our joint venture developers and contractors are required to provide dedicated site safety personnel.

Disclosure 403-6

PROMOTION OF WORKER HEALTH

Welfare and Health Facilities

To promote best practices in providing workers' welfare and health facilities at construction sites, joint venture developers and main contractors are required to implement the following facilities in accordance with the "Reference Materials on Construction Site Welfare, Health and Safety Measures," the "Guidelines on Site Safety Measures for Working in Hot Weather" published by the Construction Industry Council, and the "Risk Assessment for the Prevention of Heat Stroke at Work" published by the Labour Department.

- Provision of workplace sheltered rest area/rest room
- Provision of drinking water facilities
- Provision of personnel washing facilities
- Provision of shower facilities
- Provision of sanitary facilities
- Provision of uniform
- Provision of changing facilities
- Implementation of "P" and "N" Caring Programme
- Provision of first aid facilities
- Provision of Automated External Defibrillators ("AED")
- Provisions for working in hot weather
- Implementation of non-smoking policy

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Disclosure 403-7 and 403-8

PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS AND WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

Although construction workers are not directly employed by the URA, we require joint venture developers and contractors to submit a safety management plan to ensure that all employees and workers on-site are covered by an adequate health and safety management system.

Joint venture developers must include a "Pay for Safety" section in the Bills of Quantities or Schedule of Rates, similar to the "Pay for Safety Scheme" outlined in the Environment, Transport and Works Bureau technical circular. Relevant safety-related items, such as the provision and updating of the safety plan, the appointment of safety officers, attendance at site safety committee meetings and walks, and the provision of safety training and workshops for workers, must be implemented on-site. Monthly safety reports are also required to be submitted to URA.

Disclosure 403-9

WORK-RELATED INJURIES

Accident Rate for Construction

In 2024/25, the accident rate per thousand workers is 4.9.

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GRI Content Index

Statement of use The Urban Renewal Authority has reported the information cited in this GRI content index for the period from 1 April 2024 to 31 March 2025 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Chapter 8
	2-2 Entities included in the organisation's sustainability reporting	Chapter 8
	2-3 Reporting period, frequency and contact point	Chapter 8
	2-4 Restatements of information	Chapter 8
	2-5 External assurance	Chapter 8
	2-6 Activities, value chain and other business relationships	/
	2-7 Employees	/
	2-8 Workers who are not employees	/
	2-9 Governance structure and composition	/
	2-10 Nomination and selection of the highest governance body	/
	2-11 Chair of the highest governance body	/
	2-12 Role of the highest governance body in overseeing the management of impacts	/
	2-13 Delegation of responsibility for managing impacts	/
	2-14 Role of the highest governance body in sustainability reporting	/
	2-15 Conflicts of interest	/
	2-16 Communication of critical concerns	/
	2-17 Collective knowledge of the highest governance body	/
	2-18 Evaluation of the performance of the highest governance body	/
	2-19 Remuneration policies	/
	2-20 Process to determine remuneration	/
	2-21 Annual total compensation ratio	/
	2-22 Statement on sustainable development strategy	/
	2-23 Policy commitments	/
	2-24 Embedding policy commitments	/
	2-25 Processes to remediate negative impacts	/
	2-26 Mechanisms for seeking advice and raising concerns	/
	2-27 Compliance with laws and regulations	/
	2-28 Membership associations	/
	2-29 Approach to stakeholder engagement	/
	2-30 Collective bargaining agreements	/

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Chapter 8
	3-2 List of material topics	Chapter 8
	3-3 Management of material topics	Chapter 8
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Chapter 8 — Material Topic 20 & 22
	201-2 Financial implications and other risks and opportunities due to climate change	Chapter 8 — Material Topic 4
	201-3 Defined benefit plan obligations and other retirement plans	Chapter 8 — Material Topic 22
	201-4 Financial assistance received from government	Chapter 8 — Material Topic 22
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Chapter 8 — Material Topic 17
	202-2 Proportion of senior management hired from the local community	Chapter 8 — Material Topic 17
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Chapter 8 — Material Topic 12
	203-2 Significant indirect economic impacts	Chapter 8 — Material Topic 12
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Chapter 8 — Material Topic 25
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Chapter 8 — Material Topic 23, 24 & 28
	205-2 Communication and training about anti-corruption policies and procedures	Chapter 8 — Material Topic 23, 24 & 28
	205-3 Confirmed incidents of corruption and actions taken	Chapter 8 — Material Topic 23, 24 & 28
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Chapter 8 — Material Topic 25
GRI 207: Tax 2019	207-1 Approach to tax	Not applicable.
	207-2 Tax governance, control, and risk management	
	207-3 Stakeholder engagement and management of concerns related to tax	The disclosure is not relevant to URA's business and operation.
	207-4 Country-by-country reporting	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Chapter 8 — Material Topic 9
	301-2 Recycled input materials used	Not applicable.
	301-3 Reclaimed products and their packaging materials	Production/packaging material is not one of the business activities of the URA.

GRI Standard	Disclosure	Location
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Chapter 8 — Material Topic 2 & 6
	302-2 Energy consumption outside of the organisation	Chapter 8 — Material Topic 2 & 3
	302-3 Energy intensity	Chapter 8 — Material Topic 2 & 3
	302-4 Reduction of energy consumption	Chapter 8 — Material Topic 2 & 3
	302-5 Reductions in energy requirements of products and services	Chapter 8 — Material Topic 2 & 3
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Chapter 8 — Material Topic 3 & 8
	303-2 Management of water discharge-related impacts	Chapter 8 — Material Topic 3 & 8
	303-3 Water withdrawal	Chapter 8 — Material Topic 3 & 8
	303-4 Water discharge	Chapter 8 — Material Topic 3 & 8
	303-5 Water consumption	Chapter 8 — Material Topic 3 & 8
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Chapter 8 — Material Topic 7
	304-2 Significant impacts of activities, products and services on biodiversity	
	304-3 Habitats protected or restored	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	

GRI Standard	Disclosure	Location
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Chapter 8 — Material Topic 1
	305-2 Energy indirect (Scope 2) GHG emissions	Chapter 8 — Material Topic 1
	305-3 Other indirect (Scope 3) GHG emissions	Chapter 8 — Material Topic 1
	305-4 GHG emissions intensity	Chapter 8 — Material Topic 1
	305-5 Reduction of GHG emissions	Chapter 8 — Material Topic 1
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable. No ozone-depleting substances emitted by the URA.
	305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Not applicable. Minimal Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions identified and not material to the URA.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Chapter 8 — Material Topic 5
	306-2 Management of significant waste-related impacts	Chapter 8 — Material Topic 5
	306-3 Waste generated	Chapter 8 — Material Topic 5 & 10
	306-4 Waste diverted from disposal	Chapter 8 — Material Topic 5 & 10
	306-5 Waste directed to disposal	Chapter 8 — Material Topic 5 & 10
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Chapter 8 — Material Topic 25
	308-2 Negative environmental impacts in the supply chain and actions taken	Chapter 8 — Material Topic 25
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Chapter 8 — Material Topic 16
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Chapter 8 — Material Topic 16
	401-3 Parental leave	Chapter 8 — Material Topic 16
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Chapter 8 — Material Topic 16

GRI Standard	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-2 Hazard identification, risk assessment, and incident investigation	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-3 Occupational health services	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-4 Worker participation, consultation, and communication on occupational health and safety	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-5 Worker training on occupational health and safety	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-6 Promotion of worker health	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-8 Workers covered by an occupational health and safety management system	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-9 Work-related injuries	Chapter 8 — Material Topic 15, 18, 21 & 27
	403-10 Work-related ill health	Chapter 8 — Material Topic 15, 18 & 21
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Chapter 8 — Material Topic 19
	404-2 Programs for upgrading employee skills and transition assistance programs	Chapter 8 — Material Topic 19
	404-3 Percentage of employees receiving regular performance and career development reviews	Chapter 8 — Material Topic 19
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Chapter 8 — Material Topic 17
	405-2 Ratio of basic salary and remuneration of women to men	Chapter 8 — Material Topic 17
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Chapter 8 — Material Topic 16
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applicable.
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	The business operation of the URA does not contribute to human right-related issues.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	

GRI Standard	Disclosure	Location
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Chapter 8 — Material Topic 13 & 14
	413-2 Operations with significant actual and potential negative impacts on local communities	Chapter 8 — Material Topic 13 & 14
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Not applicable. The screening mechanism for supplier is under developing and is currently incomplete.
	414-2 Negative social impacts in the supply chain and actions taken	
GRI 415: Public Policy 2016	415-1 Political contributions	Not applicable. The business operation of the URA does not contribute to political-related issues.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Not applicable.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Chapter 8 — Material Topic 11
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Not applicable. The business activities of the URA does not involve any production and services.
	417-2 Incidents of non-compliance concerning product and service information and labelling	
	417-3 Incidents of non-compliance concerning marketing communications	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Chapter 8 — Material Topic 26

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