
From clay to Community,
crafting a Sustainable City,
glazing the Future,
kilned for Resilience.
市區重建局
URBAN RENEWAL AUTHORITY
廿五同心 共建同行
25 YEARS OF UNITY BUILDING TOGETHER
URA Sustainability Report
2025-26

From clay to **Community,** crafting a **Sustainable City,** glazing the **Future,** kilned for **Resilience.**



This year, the URA Sustainability Report 2025-26 uses ceramic art as a metaphor to symbolise sustainable urban renewal. The cover centres on the intimate act of pottery-making — a craftsperson shaping clay on a potter's wheel while a young child watches with curiosity and anticipation. The cover image anchors the report's overarching tagline: "From clay to Community, crafting a Sustainable City, glazing the Future, kilned for Resilience".

"Clay" represents the raw potential of existing districts, local histories and communities. "Community" reflects URA's people-centred approach and commitment to preserving social connections. "Crafting a Sustainable City" suggests that planning, design, governance, and collaboration are deliberate acts of making. "Glazing the Future" conveys enhancement, innovation and protection, while "Kilned for Resilience" expresses the idea that cities, like ceramics, become stronger through careful treatment, pressure and time. The metaphor of ceramics is deliberate and layered.

Just as raw clay is patiently shaped, refined, fired, and strengthened through process and heat, the URA transforms ageing urban districts into resilient, vibrant communities. Each stage of the craft mirrors URA's renewal journey — from vision to execution, from intervention to lasting impact.

Together, every visual element — from cover to conclusion — tells one continuous story: sustainability, like fine ceramics, is built through care, craft, and community.

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PREFACE

This Sustainability Report highlights the Hong Kong Urban Renewal Authority's enduring commitment to integrating sustainability and Environmental, Social, and Governance (ESG) principles into our urban renewal initiatives in the past year. As we address the complexities of Hong Kong's urban environment—including the revitalisation of ageing districts, the preservation of community networks, and the protection of cultural heritage—we remain focused on minimising environmental and social impacts.

In the face of evolving market conditions and a rapidly changing city landscape, the URA continues to pursue transparency, innovation, and strong stakeholder collaboration. Through this report, we reaffirm our dedication to responsible urban renewal and encourage our partners and the broader community to join us in shaping a sustainable and inclusive future for Hong Kong. To provide readers with a clear roadmap of our sustainability journey, the following section offers a brief overview of each chapter in this report:

Chapter 1	The integration of sustainability into urban renewal initiatives and its contribution to Hong Kong's overall sustainability objectives is covered in this chapter.
Chapter 2	This chapter focuses on URA's sustainability governance structure.
Chapter 3	An explanation of URA's stakeholder engagement approach and methodology for materiality assessment is provided in this chapter.
Chapter 4	URA's five sustainability pillars in urban renewal practices, along with the results of the sustainability performance assessment based on the Urban Renewal Sustainability Framework, are presented in this chapter.
Chapter 5	URA's approach to carbon reduction and progress toward carbon neutrality are discussed.
Chapter 6	URA's sustainability achievements from an operational perspective are highlighted.
Chapter 7	The establishment of URA Sustainable Finance Framework is introduced.
Chapter 8	Material topics identified through the materiality assessment and detailed disclosures on these subjects are provided in this chapter.

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Urban Renewal Authority's Sustainability Journey

The Urban Renewal Authority (URA) is committed to fostering sustainable urban renewal for the benefit of our city and future generations. Our dedication to environmental and social responsibilities, and sustainable development is reflected throughout our ongoing journey and achievements.

Looking Forward

As we move forward in 2025/26, the URA remains committed in its mission to create a more sustainable city. By integrating sustainability into every facet of our operations and urban renewal projects, we are building a more vibrant and sustainable city through urban renewal for our communities.

Key Milestones in Sustainability

2017/18

URA elevated its sustainability reporting in the annual report's corporate sustainability section by introducing five sustainability domains: Economy, Environment, Society, Process, and People. These domains provide a holistic framework for our sustainability objectives. During this period, we also initiated three strategy studies:



Yau Mong District Study



Sustainability Framework Study



Building Rehabilitation Strategy Study

These studies have developed effective strategies to showcase sustainability performance in upcoming urban renewal projects.

2024

URA published its inaugural URA Sustainability Report 2023/24, providing a comprehensive overview of URA's sustainability achievements and setting a new benchmark for transparency and accountability.

URA initiated the Sustainable Finance Framework to ensure sustainable funding practices for projects.







2025/26

Continuing the Sustainability Journey

This year, URA proudly issues its third Sustainability Report, further reinforcing our commitment to sustainable urban development.

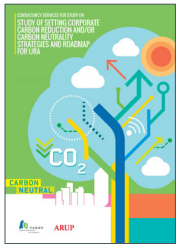
Building upon the foundation laid over the past decade, our ongoing efforts include strengthening our carbon neutrality initiatives throughout our operations and business areas, fostering community engagement to prioritize the well-being of residents, enrich social value and fostering inclusive communities in our urban renewal areas. This Sustainability Report presents updated performance indicators and data on our progress across the five sustainability domains, enhancing transparency for stakeholders.

2012/13



URA began featuring a Corporate Sustainability Section in its annual reports, marking the start of our sustainability reporting. This initiative highlighted URA's commitments to environmental and social sustainability, setting the foundation for continuous improvement.

2023



URA commenced a Carbon Neutrality Study to develop a roadmap for achieving carbon neutrality by 2050 across our operations and business areas. This study underscores our commitment to addressing climate change and reducing carbon emissions.

2025



URA published its second Sustainability Report in 2025.

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URBAN RENEWAL AND SUSTAINABILITY FOR HONG KONG

Championing Sustainability Amid the Climate Crisis: The URA's Pledge to a Liveable Hong Kong

As the world faces an escalating climate crisis, Hong Kong must take decisive steps to safeguard its environment while continuing to enhance quality of life for its citizens. The Urban Renewal Authority (URA) is steadfast in its commitment to catalyzing sustainable urban regeneration. Through the careful implementation of redevelopment projects, the thoughtful promotion of building rehabilitation, heritage preservation, and robust community engagement, the URA seeks to ensure a more sustainable, resilient, and inclusive Hong Kong for generations to come.

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Driving Urban Renewal for a Sustainable Future

Hong Kong, one of the world's most densely populated cities, navigates unique challenges in balancing development, environmental responsibility, social equity, and liveability for all. The URA plays a vital role in shaping this balance. Throughout the year, we have embedded sustainability principles into every phase of our urban renewal initiatives—including planning, design, construction, post-occupation operation, and property management.

Redevelopment is one of the URA's core tasks. By reimagining redevelopment sites with care and innovation, we strive to maximize land use efficiency, introduce much-needed public amenities, enhance pedestrian connectivity, and incorporate green public spaces that benefit all residents. These efforts not only invigorate neighbourhoods and foster economic growth, but also strengthen social connections and support community well-being.

Understanding that redevelopment may impact existing residents and businesses, the URA remains committed to supporting affected stakeholders. Comprehensive financial supports and re-housing policies are in place to ensure seamless and compassionate transitions. Meanwhile, sustainability remains at the heart of our development planning, construction, and facility management processes. We employ cutting-edge technology and adhere to the highest environmental standards, shaping low-carbon, healthier urban spaces for both current and future generations.

Extending Building Lifespans through Rehabilitation

While redevelopment occasionally requires the removal of deteriorated buildings, rehabilitation offers a low-carbon alternative by extending the lifespan of existing structures. By promoting rehabilitation, we help reduce CO_2 emissions, preserve community bonds, uphold property values, and reinforce the rich cultural fabric of Hong Kong's neighbourhoods.

The tragic fire at Wang Fuk Court has highlighted significant challenges within the building repair industry, temporarily impacting the momentum of rehabilitation initiatives. This sobering event prompted us to deeply reflect on our role and responsibilities in the building maintenance ecosystem. Guided by government policy, the URA is committed to helping reshape the industry, rebuilding public trust, and promoting professionalism and accountability in building repairs—ensuring that rehabilitation remains a cornerstone of sustainable and socially conscious urban renewal.

Engaging Communities and Preserving Heritage

Meaningful urban renewal is intrinsically linked to community engagement and heritage preservation. The URA prioritizes collaboration with a diverse range of stakeholders—including residents, NGOs, academia, and District Councils—to ensure that revitalisation projects truly reflect the community's aspirations. Public open spaces, heritage conservation, and cultural continuity are thoughtfully integrated into our plans, helping preserve the unique identities of Hong Kong's neighbourhoods.

Looking ahead, the URA will steadfastly align its initiatives with the Government's carbon neutrality target for 2050. By adopting an integrated, forward-looking approach to urban renewal, we are building the foundations for an inclusive, vibrant, and sustainable 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.

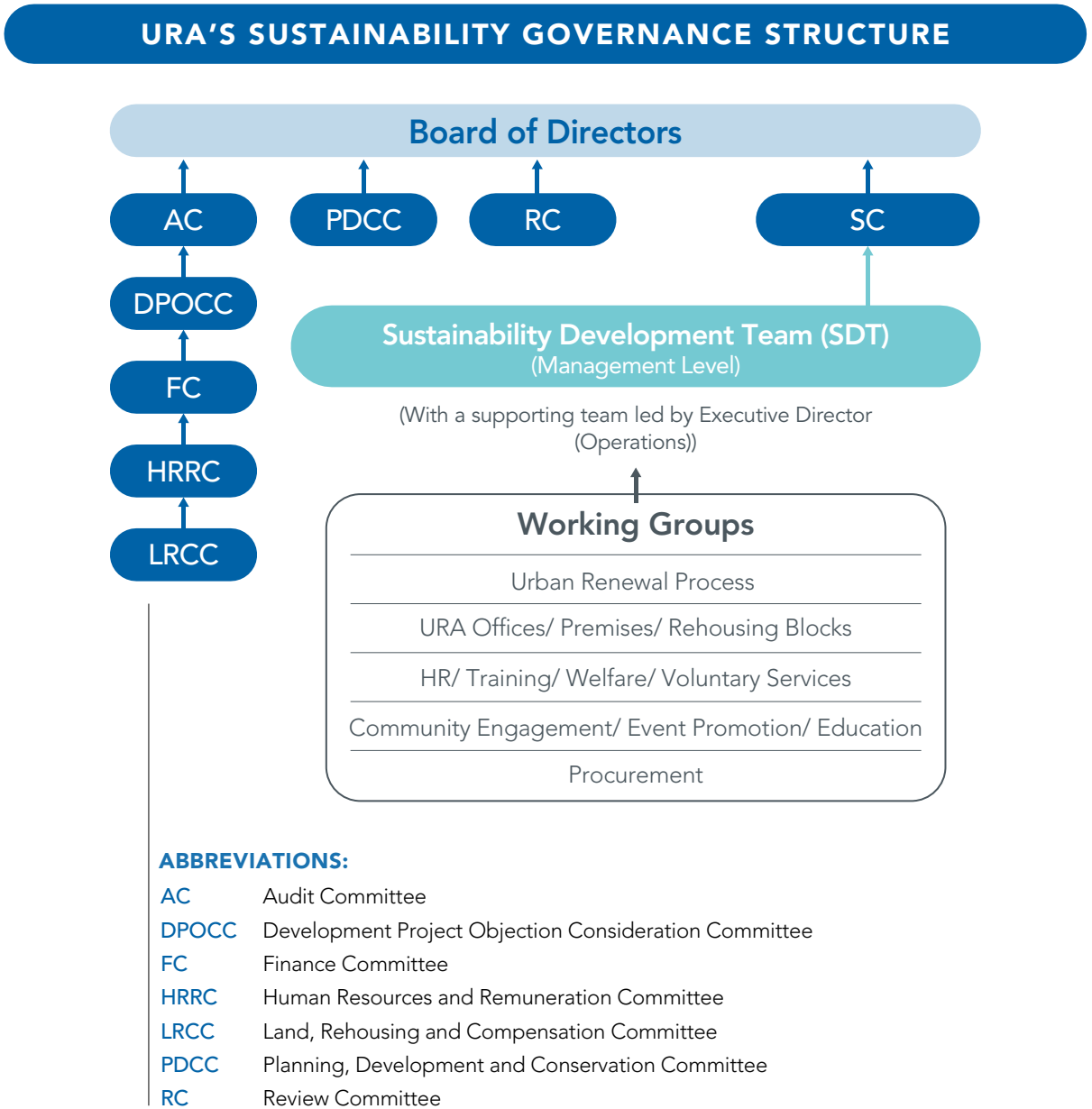
The function areas of the SC are as follows:

- 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 2025/26

Chairperson
Ms Yvonne Yeung Kin-ha

Members
Ms Lilian Law Suk-kwan, MH, JP
Ms Loretta Fong Wan-huen (Co-opted Member)
Ar. Donald Choi Wun-hing, BBS, JP
(Managing Director)
Mr Wilfred Au Chun-ho
(Executive Director (Commercial))
Ms Carolin Fong Suet-yuen
(Executive Director (Operations))



ABBREVIATIONS:

AC	Audit Committee
DPOCC	Development Project Objection Consideration Committee
FC	Finance Committee
HRRC	Human Resources and Remuneration Committee
LRCC	Land, Rehousing and Compensation Committee
PDCC	Planning, Development and Conservation Committee
RC	Review Committee

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URA's ESG Risk Management

The URA manages Environmental, Social and Governance (ESG) risks through its established Enterprise Risk Management (ERM) framework, ensuring the systematic identification, assessment, and monitoring of key risks across all corporate and operational areas. While the Audit Committee provide oversight, the Risk Management Committee, chaired by the Managing Director and comprising Executive Directors and the Heads of Divisions, manages and evaluates top corporate and emerging risks. The framework assigns day-to-day risk ownership to divisions and departments, continuous monitoring and reporting to governing functions, with advisory support, discussion facilitation and key outcome reporting to the Internal Audit Department. ESG risks undermining the URA's credibility as a responsible public organisation are proactively mitigated through the Sustainability Committee and specialist consultants to formulate ESG strategies and implementation plan.



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URA'S **STAKEHOLDER ENGAGEMENT** AND **MATERIALITY ASSESSMENT**

Guided by GRI 3: Material Topics 2021, the URA has conducted a stakeholder engagement and sustainability materiality assessment in 2024/25 to evaluate the impact and significance of material topics from stakeholders' perspectives. The materiality assessment comprised four major processes: Identification, Prioritisation, Validation and Integration.

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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, resulting in a total of 28 material topics for URA.

The identified material topics were subsequently mapped to URA's five sustainability pillars: **Economy**, **Environment**, **Society**, **Process** and **People**. This mapping enables stakeholders to understand and relate each material topic to URA's overall sustainability efforts.

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

Step 2: Prioritisation

The 28 identified material topics were evaluated and prioritised according to the stakeholders' feedback which was mainly collected in 2024/25 through an online survey. This survey targeted major decision-makers and groups with a direct impact on URA's policies and operations, including the **URA Board** as well as **URA employees and outsourced staff**. The aim of this survey is to measure stakeholders' views on the relative importance of each material topic.

Step 3: Internal Validation

After assessing and prioritising the material topics based on the stakeholders' feedback, the findings underwent an internal validation process to ensure that the prioritisation aligns with URA's businesses and operations.

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

Step 4: Integration

Material topics identified as significant to the URA will be incorporated into our sustainability reporting practices.

By including these material topics into URA's sustainability reporting, it enhances transparency to stakeholders regarding URA's sustainability focus areas and progress. These disclosures reflect URA's accountability and responsiveness to stakeholder concerns, while also supporting ongoing improvements in URA's sustainability performance.

Sustainability Materiality Matrix



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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, covering urban planning, property acquisition and 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 Hong Kong's urban renewal.

While there are a variety of global and local indices and frameworks available for measuring the sustainability of the design and construction of buildings, there are few tools specifically designed to assess the sustainability of urban renewal. Traditional domains of sustainability – **ECONOMY**, **ENVIRONMENT** and **SOCIETY** – do not sufficiently 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 in 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 shape the way different stakeholder groups "subjectively" experience change on both the individual and collective levels.

To provide a comprehensive assessment of the sustainability performance of URA projects across these domains, the **Urban Renewal Sustainability Framework (URSF)** has been established. The URSF is a unique assessment tool 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 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 community growth to improve living standards. The Economy domain assesses how urban renewal influences the property market, business operations, and employment opportunities. By evaluating these dimensions, the Economy domain ensures that redevelopment initiatives contribute to economic vitality, job creation, and long-term prosperity for the community.

Economic vibrancy

In Hong Kong's dense urban environment, upper floors in older buildings are often neglected or deteriorate over time, even as street-level shops continue to thrive economically. Without thoughtful planning, redevelopment efforts risk disrupting existing businesses and economic activity. To avoid this, redevelopment strategies should prioritize creating integrated, mixed-use spaces that ensure business continuity and foster the growth of new ventures. Supporting small and medium-sized enterprises is especially important, as they play a vital role in sustaining local employment.

Achieving economically successful redevelopment goes beyond simply upgrading physical structures. It requires a comprehensive approach that includes modernizing infrastructure, creating accessible and well-connected public spaces, and providing targeted support measures for businesses. These efforts work together to foster a resilient commercial environment that supports existing businesses while attracting new market entrants.





618 Shang Hai Street features a variety of vendors selling handicrafts and different fashion items, which boost the economic vibrancy of the district.

From a strategic perspective, redevelopment should strengthen the area's economic foundations by increasing asset values, attracting private investment, and positioning the district as a vibrant commercial hub. By making economic revitalization a core component of urban renewal, redevelopment projects can deliver ongoing value to stakeholders and contribute to the long-term prosperity of the community.

Identified Indicators

To assess the economic impact of a redevelopment project, seven key indicators have been developed to evaluate and track performance both before and after project implementation.

- 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 assesses the environmental impact of urban renewal projects with a particular emphasis on climate change adaptation and mitigation. It prioritizes strategies to manage climate-related risks and emphasizes efforts to reduce carbon emissions and promote the efficient use of natural resources. Additionally, this domain considers improvements in neighborhood air and noise quality. By addressing these factors, the Environment domain ensures that environmental performance is comprehensively evaluated and enhanced throughout the project lifecycle.

Resource consumption

Achieving carbon neutrality requires significant improvements in the efficiency of energy and water use throughout the building lifecycle. By optimizing building design, selecting materials responsibly, and implementing efficient operational practices, it is possible to greatly reduce both environmental impacts and lifecycle costs. Improving waste management and increasing recycling rates are also essential. This can be accomplished by incorporating dedicated infrastructure into project designs to support effective waste segregation, recycling, and source reduction. Together, these strategies are vital for lowering the carbon footprint of the built environment and promoting sustainable urban development.

Resilience and risk reduction

Risks from severe weather events are becoming more pronounced as climate change increases the frequency and intensity of hazards such as flooding. Alongside these threats, urban microclimate issues—including the urban heat island effect—present significant challenges in high-density areas, leading to higher ambient temperatures and poorer air quality. To address these risks, urban renewal projects should incorporate design interventions that strengthen adaptive capacity and minimize exposure. Building-level measures, such as strategic set-backs, reflective roofing, and sustainable urban drainage systems, can help mitigate the heat island effect and reduce flood risk within neighborhoods. Together, these interventions enhance community resilience and help safeguard densely populated urban areas.

Environmental quality

The construction and operation of buildings can result in negative environmental impacts, such as pollution and disturbances to neighboring areas. Moreover, the materials of interior finishes and the design of mechanical ventilation systems materially affect indoor air quality and occupant health once buildings are in use. To address these concerns, the URA consistently incorporates environmental control measures into its redevelopment projects, aiming to reduce emissions, improve indoor environmental quality, and minimize operational impacts on the surrounding community.



Public open space of Graham Hall

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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 evaluates the social impact of urban renewal projects, considering aspects such as living environment quality, connectivity to transport networks, and the preservation of local character. This domain plays a crucial role in the overall sustainability of urban renewal efforts by ensuring projects enhance social well-being, improve accessibility and mobility, and honor cultural and historical contexts. By focusing on these elements, urban renewal can achieve more holistic, inclusive, and sustainable benefits for communities.

The Society domain differs from the People domain, which measures the changes experienced by individuals subjectively.

Land use

Urban renewal projects should feature a diverse range of land uses and incorporate well-designed open spaces that cater to the needs of the community. This strategy promotes the development of lively, mixed-use environments that support living, working, and recreation over the long term. Additionally, these projects present valuable opportunities to provide community facilities that offer benefits extending beyond the project site, thereby enhancing the social infrastructure and overall liveability of the wider district.

Building and housing quality

Urban renewal projects should enhance housing quality and embrace architectural designs that harmonize with the surrounding urban context. Prioritizing these aspects is essential for ensuring that new developments genuinely improve living standards while maintaining the existing streetscape and neighborhood character. Preserving the unique identity and heritage of local communities helps promote social cohesion, continuity, and a deeper sense of place. Thoughtful integration with the community setting also supports environmental sustainability by minimizing disruption to local environments and cultural assets.



Art show organised in Graham Hall which facilitate cultural exchange

Mobility

Within project areas, key facilities and spaces should be linked by safe, comfortable, and convenient pedestrian pathways. Externally, the development should be seamlessly connected to the broader city, featuring high-quality public transport links and efficient vehicular access. Mobility solutions such as sufficient parking and accessible drop-off points should be included to accommodate a variety of user needs and ensure smooth movement throughout the development and its surroundings.

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SOCIETY



Cultural vibrancy

Every urban renewal area possesses a unique identity and shared collective memory in the local community. Redevelopment efforts should thoughtfully preserve and highlight the cultural heritage and distinctive qualities of these neighborhoods. New developments should recognize and build upon this legacy, ensuring that the area's historical and cultural narratives are respected, interpreted, and woven into the fabric of the revitalized urban environment.

ICT facilities and applications

Smart city development leverages information and communications technology (ICT) to enhance quality of life and optimize urban operations and management. ICT infrastructure and applications are closely integrated, forming the foundation of smart city solutions. The value of ICT lies in its capacity to enable real-time data collection, analysis, and sharing, supporting more informed decision-making and efficient resource management. Integrating these technologies into URA projects is crucial for building a more sustainable, connected, and resilient urban environment.

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 evaluates the methods and principles guiding URA in project management and stakeholder engagement, aiming to strengthen the sustainability of urban renewal efforts.

Rational and Scientific Approach

The planning process is underpinned by a rational, evidence-based methodology that relies on objective information and site-specific data. This approach involves systematically identifying both opportunities and constraints, evaluating and implementing strategies, and continuously monitoring progress to ensure that urban renewal projects achieve their strategic objectives.

Community and Participatory Approach

Urban renewal projects and their processes should adopt a "people-centred" approach that encourages open and meaningful dialogue within the community. Stakeholders must be given timely and suitable opportunities to participate in the process. When necessary, targeted support measures and customised tools should be implemented to minimize potential negative impacts on affected communities and to promote inclusive participation.

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 rather than indicator-driven. It identifies and maps the outcomes as they are directly experienced by stakeholders. Consequently, the People domain's structure is based on identifying distinct stakeholder groups, including various subgroups that represent diverse values and priorities.

An outcome framework, also known as the Chart of Outcome Accounts, has been developed to capture the full range of outcomes within the People domain. This framework is designed to be applicable across all 4R scenarios, providing a consistent approach for evaluating social outcomes from the perspective of affected stakeholders.

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





The URA and 2Gather co-organise the inaugural 2026 Graham Festival.

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RESULTS OF URSF ASSESSMENT 2025/26

Theory of Change (ToC) is adopted for the Urban Renewal Sustainability Framework (URSF) to enable comparisons between performance metrics at the baseline and outcome stages.

- Before URA's intervention in a redevelopment project, data must be collected on existing buildings, occupants, and businesses to establish the baseline stage.

- At the outcome stage, the results of the planning, design, construction, and operation phases of the redevelopment project are assessed.

The progress observed between the baseline and outcome stages reflects the project's overall sustainability achievements.

Baseline Stage

Data is collected after a redevelopment project is announced and before any changes is implemented to the site.

Outcome Stage

Assessment during the Outcome Stage is divided into four substages to facilitate ongoing monitoring and improvements:

- Planning Stage (i.e. the early planning stage of project; the assessment will be conducted after obtaining relevant planning approvals)
- Pre-construction Stage (i.e. the design 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 is a long-term and continuous effort. In the following pages, the URSF assessment results for the Economy, Environment and Society (EES) domains for below selected projects conducted in 2025/26 will be presented. For the People and Process domains, data collection and assessments for selected projects are also in progress.

Baseline Stage Assessment

- Project KC-020 - Ma Tau Wai Road / Lok Shan Road Development Project
- Project YTM-013 - Sai Yee Street / Flower Market Road Development Scheme

Outcome Stage Assessments

- **Planning Stage**
  - Project SSP-017 - Kim Shin Lane / Fuk Wa Street Development Project
  - Project KC-018 - Ming Lun Street / Ma Tau Kok Road Development Scheme
- **Pre-construction Stage**
  - Project KC-010 - Hung Fook Street / Ngan Hon Street Development Scheme
  - Project DL-8:KC - Kai Ming Street Demand-Led Redevelopment Project and Project KC-011 - Hung Fook Street / Kai Ming Street Development Project
  - Project KC-012 - Wing Kwong Street Development Project and Project KC-013 - Kai Ming Street / Wing Kwong Street Development Project
  - Project KC-014 - Wing Kwong Street / Sung On Street Project
- **Construction Stage**
  - Project YTM-011 - Oak Street / Ivy Street Development Project
- **Operation Stage**
  - Project H19 - Staunton Street / Wa In Fong West

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Project KC-020

BASELINE STAGE *(Existing Buildings)*

Ma Tau Wai Road / Lok Shan Road Development Project

Situated in To Kwa Wan, the project was commenced in 2024 with building age over 55 in average and old buildings ranging from three to nine storeys in height. The project exhibit signs of advanced dilapidation, including deteriorating concrete, inadequate fire safety provisions, and outdated electrical and plumbing systems.

The lack of modern building services and maintenance has contributed to poor environmental hygiene, sub-divided flat conditions, and limited accessibility for elderly and disabled residents. Most buildings lack lift facilities and barrier-free access, posing significant challenges for ageing residents. Inadequate waste management infrastructure further exacerbates the site's poor condition. These physical constraints, coupled with the site's exposure to heavy traffic noise and congestion, underscore the urgency of comprehensive redevelopment to improve living conditions and neighbourhood sustainability.



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Project KC-020 URSF Assessment Results

BASELINE STAGE *(Existing Buildings)*

Overall EES Result C

ECONOMY (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Number of jobs created during pre-operation phase	–	–
Number of jobs created during operation phase	Nil	0/2
Percentage of shops that are in operation	More than 80% of shops were under operation in the existing site	2/3
Percentage of small and medium businesses and social enterprises as non-domestic occupants	100% of tenants of the project were Small and Medium Enterprises (SMEs)	2/2
Provision of domestic floor area	More than 60% of saleable floor area were for domestic use	1/2
Property value of the site	The offer from URA for acquisition was higher than the domestic unit rate of the existing site by more than 80%	3/3
Pedestrian flow in non-domestic area at grade	–	–
Achieved Score	8	
Maximum Score	17	
Achieved Score Percentage	47%	
Achieved Level	Good	

ENVIRONMENT (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Indoor air quality	–	–
Light pollution during operation phase	–	–
Exposure to excessive noise	Noise Impact Assessment was conducted for the projects. More than 40% compliance rate of inhabitants was achieved	0/2
Maintenance of man-made slope and retaining wall	–	–
Improve microclimate and mitigate heat island effect	–	–
Flood resilience	–	–
Adaptability in design and operation	–	–
Adoption of building materials/construction method	–	–
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	There were no waste management/ treatment facilities in the existing site	0/7
Sustainable building/ neighbourhood certification	–	–
Achieved Score	0	
Maximum Score	50	
Achieved Score Percentage	0%	
Achieved Level	Poor	

SOCIETY (S)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
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	• Existing bus stop along Ma Tau Wai Road located to the south of the Project Site • To Kwa Wan MTR Station Exit B located to the north of the Project Site	1/2
Enhanced measures to improve universal accessibility	–	–
Measures to enhance pedestrian comfort	Nil	0/2
Footpath widening	Wide footpaths with more than 2 meters were provided along the project site	1/2
Measures to improve road safety	Existing pedestrian lights and zebra crossing located at the junction of Ma Tau Wai Road / Lok Shan Road to the north of the Project Site	1/2
Measures incorporating local or community art/culture	Nil	0/2
Preservation of historic environment	–	–
Achieved Score	3	
Maximum Score	59	
Achieved Score Percentage	5%	
Achieved Level	Poor	

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Project YTM-013

BASELINE STAGE *(Existing Buildings)*

Sai Yee Street / Flower Market Road Development Scheme

Located in the Yau Tsim Mong District, the project was commenced in 2024. The aged buildings of the site exhibit signs of advanced dilapidation, including concrete spalling, water seepage, and outdated building services.

The absence of modern property management and inadequate maintenance systems have further worsened the building deterioration, resulting in poor environmental hygiene and safety concerns. Most buildings lack barrier-free access and lift facilities, posing significant challenges for elderly residents and persons with disabilities. Waste management facilities are insufficient to handle the daily waste generation of the dense residential population, contributing to cluttered common areas and potential public health risks. These conditions underscore the need for comprehensive redevelopment to enhance living standards, accessibility, and neighbourhood sustainability. As part of this sustainable renewal effort, the URA will create the Flower Market 2.0, a dedicated operating space at the heart of the Flower Market within the project area, to accommodate the affected flower shop operations.



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Project YTM-013 URSF Assessment Results

BASELINE STAGE *(Existing Buildings)*

Overall EES Result C

ECONOMY (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Number of jobs created during pre-operation phase	–	–
Number of jobs created during operation phase	Nil	0/2
Percentage of shops that are in operation	More than 90% of shops were under operation in the existing site	2/3
Percentage of small and medium businesses and social enterprises as non-domestic occupants	100% of tenants of the project were Small and Medium Enterprises (SMEs)	2/2
Provision of domestic floor area	More than 40% of saleable floor area were for domestic use	1/2
Property value of the site	The offer from URA for acquisition was higher than the domestic unit rate of the existing site by more than 60%	3/3
Pedestrian flow in non-domestic area at grade	–	–
Achieved Score	8	
Maximum Score	17	
Achieved Score Percentage	47%	
Achieved Level	Good	

ENVIRONMENT (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Indoor air quality	–	–
Light pollution during operation phase	–	–
Exposure to excessive noise	Noise Impact Assessment was conducted for the projects, achieving more than 90% compliance rate of inhabitants	1/2
Maintenance of man-made slope and retaining wall	–	–
Improve microclimate and mitigate heat island effect	–	–
Flood resilience	–	–
Adaptability in design and operation	–	–
Adoption of building materials/construction method	–	–
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	A public refuse collection point was provided in the project. No recycling facilities were available	0/7
Sustainable building/ neighbourhood certification	–	–
Achieved Score	1	
Maximum Score	50	
Achieved Score Percentage	2%	
Achieved Level	Poor	

SOCIETY (S)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
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	Existing taxi stand adjacent to the project at Fa Yuen Street	1/2
Enhanced measures to improve universal accessibility	–	–
Measures to enhance pedestrian comfort	Tree shading provided along Flower market path	1/2
Footpath widening	Wide footpaths with more than 2 meters were provided along the project site	1/2
Measures to improve road safety	Existing zebra crossing connecting to the adjacent Fa Yuen Street, Sai Yee Street, and Prince Edward Road West	1/2
Measures incorporating local or community art/culture	Nil	0/2
Preservation of historic environment	–	–
Achieved Score	4	
Maximum Score	59	
Achieved Score Percentage	7%	
Achieved Level	Poor	

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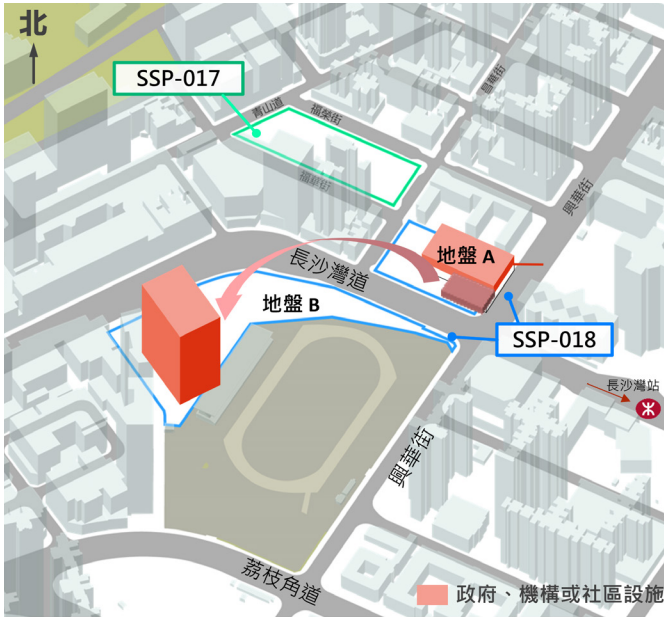
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Project SSP-017

OUTCOME STAGE – Planning *(New Development)*

Kim Shin Lane / Fuk Wa Street Development Project

Project SSP-017 was evaluated under the URSF during the planning stage. The project demonstrates the principles of strategic urban renewal by balancing economic viability, environmental quality, and social responsiveness. Below are some specific insights and achievements based on the Economy, Environment and Society domains for this project.



Economy

Project SSP-017 will offer substantial proportion of saleable floor area allocated for domestic use. This reflects the project's efficient land use strategy and strong contribution to housing supply.

Environment

Project SSP-017 will provide sufficient landscaped areas with site coverage in compliance with SBD requirements, contributing to an improved local environment. A footbridge connection across Cheung Wah Street will be provided to connect with public open spaces and nearby amenities and bus stops. In addition, an open space of about 750 sq.m. is proposed fronting Cheung Wah Street, which will form part of the integrated open space network with the surrounding area.

Society

Project SSP-017 supports pedestrian comfort and accessibility through the provision of continuous weather-proof circulation at ground level along the retail shop frontage, on-street landscape to enhance the walking experience, and building setbacks for footpath widening to improve pedestrian walkability. Carparking spaces are also provided for use by building occupiers and visitors, contributing to the overall convenience of the development.

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Project SSP-017 URSF Assessment Results

OUTCOME STAGE – Planning *(New Development)*

Overall EES Result **A**

ECONOMY (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
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	Efficient use of space by allocating more than 80% of saleable floor area for domestic use	2/2
Property value of the site	–	–
Pedestrian flow in non-domestic area at grade	–	–
Achieved Score	2	
Maximum Score	2	
Achieved Score Percentage	100%	
Achieved Level	Excellent	

ENVIRONMENT (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Indoor air quality	–	–
Light pollution during operation phase	–	–
Exposure to excessive noise	–	–
Maintenance of man-made slope and retaining wall	–	–
Improve microclimate and mitigate heat island effect	More than 20% greenery site coverage will be provided in the project	1/3
Flood resilience	–	–
Adaptability in design and operation	–	–
Adoption of building materials/construction method	–	–
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	–	–
Achieved Score	1	
Maximum Score	3	
Achieved Score Percentage	33%	
Achieved Level	Good	

SOCIETY (S)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Measures to create compatibility with the surrounding areas	• A footbridge connection to SSP-018 across Cheung Wah Street will be provided to connect with public open spaces and other GIC uses and amenity facilities located north and south of Cheung Sha Wan Road • An open space of about 750m2 has been proposed fronting onto Cheung Wah Street, which will form part of the integrated open space network with the surrounding area	1/2
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	Carpark will be provided, allowing building occupants/ visitors to use	1/3
Access to public transport	A footbridge across Cheung Wah Street will be provided to connect SSP-018 with public open spaces, other GIC uses and amenity facilities, with bus stops located north and south of Cheung Sha Wan Road	2/2
Enhanced measures to improve universal accessibility	–	–
Measures to enhance pedestrian comfort	• On-street landscape will be provided to enhance pedestrian walking experience • Continuous weather proof circulation will be provided at ground level, along the retail shop frontage • A footbridge across Cheung Wah Street will be provided to connect SSP-018 with public open spaces, other GIC uses and amenity facilities, to formulate an all-weather pedestrian network.	1/2
Footpath widening	Provision of building setbacks for widened footpath along the project and provision of waterfront promenade	2/2
Measures to improve road safety	Building setbacks to provide footpath widening to enhance pedestrian walking environment.	1/2
Measures incorporating local or community art/culture	–	–
Preservation of historic environment	–	–
Achieved Score	8	
Maximum Score	13	
Achieved Score Percentage	62%	
Achieved Level	Excellent	

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Project KC-018

OUTCOME STAGE – Planning *(New Development)*

Ming Lun Street / Ma Tau Kok Road Development Scheme

Project KC-018 was evaluated under the URSF during the construction stage. The project demonstrates the principles of strategic urban renewal by balancing economic, environmental and social factors. Below are some specific insights and achievements based on the Economy, Environment and Society domains for this project.



Economy

Project KC-018 will offer substantial proportion of saleable floor area allocated for domestic use. This reflects the project's efficient land use strategy and strong contribution to housing supply.

Environment

Project KC-018 incorporates a number of environmental design measures to enhance air ventilation, visual permeability, and waterfront amenity. A 20 m-wide waterfront promenade is proposed along the eastern boundary of the site, together with a minimum 25 m-wide open-air Waterfront Plaza between KC-018 and KC-019 to enhance east-west accessibility, air ventilation and visual permeability. A two-storey retail belt, 10 m in width, together with a full-height building setback, is provided along the waterfront to further improve ventilation. In addition, a 10 m-wide Non-Building Area (NBA) is designated along the southern boundary to enhance air ventilation.

Society

Project KC-018 enhances pedestrian comfort and public enjoyment through the provision of carparking spaces for building occupiers and visitors, continuous weather-proof circulation at ground level along the retail shop frontage, and on-street landscape to improve the walking experience, particularly at the waterfront plaza. Project KC-018 strengthens pedestrian connections between inland To Kwa Wan and the harbourfront, aligning with the key directions of the Victoria Cove Area (VCA) Study and supporting the transformation of To Kwa Wan into a world-class Victoria Cove. Footpath widening is also provided to enhance pedestrian walkability and improve the overall public realm.

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Project KC-018 URSF Assessment Results

OUTCOME STAGE – Planning *(New Development)*

Overall EES Result **A**

ECONOMY (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
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	Efficient use of space by allocating more than 80% of saleable floor area for domestic use	2/2
Property value of the site	–	–
Pedestrian flow in non-domestic area at grade	–	–
Achieved Score	2	
Maximum Score	2	
Achieved Score Percentage	100%	
Achieved Level	Excellent	

ENVIRONMENT (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Indoor air quality	–	–
Light pollution during operation phase	–	–
Exposure to excessive noise	–	–
Maintenance of man-made slope and retaining wall	–	–
Improve microclimate and mitigate heat island effect	• More than 20% greenery site coverage will be provided in the project • A 10 m-wide Non-Building Area (NBA) will be designated along the southern boundary to enhance air ventilation	1/3
Flood resilience	–	–
Adaptability in design and operation	–	–
Adoption of building materials/construction method	–	–
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	–	–
Achieved Score	1	
Maximum Score	3	
Achieved Score Percentage	33%	
Achieved Level	Good	

SOCIETY (S)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Measures to create compatibility with the surrounding areas	A 20 m-wide waterfront promenade is proposed along the eastern boundary of the site, together with a minimum 25 m-wide open-air Waterfront Plaza between KC-018 and KC-019 to enhance east-west accessibility, air ventilation and visual permeability.	2/2
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	Carpark will be provided, allowing building occupants/ visitors to use	2/3
Access to public transport	Nil	0/2
Enhanced measures to improve universal accessibility	–	–
Measures to enhance pedestrian comfort	• On-street landscape will be provided to enhance pedestrian walking experience, particularly at the waterfront plaza. • Continuous weather proof circulation will be provided at ground level, along the retail shop frontage	1/2
Footpath widening	Widened footpath along the project and provision of waterfront promenade	1/2
Measures to improve road safety	Building setbacks to provide footpath widening to enhance pedestrian walking environment.	1/2
Measures incorporating local or community art/culture	–	–
Preservation of historic environment	–	–
Achieved Score	7	
Maximum Score	13	
Achieved Score Percentage	54%	
Achieved Level	Excellent	

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Projects in To Kwa Wan District

OUTCOME STAGE – Pre-construction *(New Development)*

To Kwa Wan District

The redevelopment projects **KC-010, DL-8:KC, KC-011, KC-012, KC-013, and KC-014** are part of the Urban Renewal Authority's initiative to enhance sustainability in urban development. All these projects are evaluated at the pre-construction stage under the Urban Renewal Sustainability Framework (URSF), with a focus on Environment and Society domains. Strategic initiatives are emphasized to address environmental and social considerations, supporting sustainable urban regeneration in the To Kwa Wan area.



Economy

Although the economic impacts and strategies will be considered in later outcome stages of the project lifecycle under the URSF, it is no doubt that these projects have created a significant number of jobs during the pre-operation phase, indicating its contribution to local employment. Furthermore, these projects also allocate a significant proportion of floor area for non-domestic use. This underlines the project's commitment to promoting economic growth and vitality in the district while addressing the housing needs of the community.

Environment

All these projects have achieved either "Excellent" or "Good" grade level for environmental performance at the pre-construction stage. Key environmental features include:

Project KC-010 – Separation between towers to create wind corridors for improved air circulation, multiple outlets in surface channels to enhance flood resistance, and comprehensive waste management including collection of recyclables.

Project DL-8:KC & KC-011 and KC-012 & KC-013 – Adequate greenery coverage, installation of a smart food waste recycling system to convert kitchen waste into fertilizer in addition to the provisions adopted for Project KC-010.

Project KC-014 – Adoption of light colour roof tiles to mitigate heat island effect, flood gates at entrance lobbies for flood protection, and well-designed roof drainage systems.

Society

The projects have achieved either "Good" or "Neutral" grade level for society performance. Societal measures promote social harmony, enhance accessibility, and support integration with the surrounding urban environment. Key features related to society performance include:

Project KC-010 – Provision of an internal pedestrian walkway connecting streets, adoption of Building Information Modelling (BIM) for design efficiency, underground carpark with reserved spaces for persons with disabilities and signage at entrances.

Project DL-8:KC & KC-011 and KC-012 & KC-013 – Place-based branding to reflect To Kwa Wan's character, implemented BIM, smart waste bin monitoring, fingerprint access for secure residential entry, integration with navigation app for visually impaired users, future connection openings, and widened footpaths for pedestrian flow.

Project KC-014 – Thoughtfully designed outdoor landscapes and artfully sculpted terrain, fully implemented BIM, adoption of smart systems (e.g., drainage, IAQ sensor, waste bin monitoring), shopping street for easy access to public transportation, and broad provisions for persons with disabilities (slow speed escalator, lift controls, uniform illumination).

Projects in To Kwa Wan District URSF Assessment Results

OUTCOME STAGE – Pre-construction *(New Development)*

Overall EES Result **A**

ENVIRONMENT (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Indoor air quality	–	–
Light pollution during operation phase	–	–
Exposure to excessive noise	Noise Impact Assessment was conducted for the projects, achieving more than 90% compliance rate of inhabitants	2/2
Maintenance of man-made slope and retaining wall	–	–
Improve microclimate and mitigate heat island effect	• More than 20% greenery site coverage will be provided • Adoption of high SRI roof materials • Wind corridor will be provided to enhance air ventilation	2/3
Flood resilience	–	–
Adaptability in design and operation	• Drain outlet will be provided to lift pit • Two outlets will be provided to each surface channels • Homing of all lifts not at the lowest landing floor	2/2
Adoption of building materials/ construction method	–	–
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	• Recycling and handling facilities for paper, plastic, metal, glass, battery, fluorescent bulb, kitchen waste will be provided • Food waste decomposer will be adopted	–
Sustainable building/neighbourhood certification	–	–
Achieved Score	14	
Maximum Score	16	
Achieved Score Percentage	88%	
Achieved Level	Excellent	

SOCIETY (S)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Measures to create compatibility with the surrounding areas	• District feature of To Kwa Wan will be incorporated in the branding design • Mixed use project (retail and residential) to align the land use with surrounding • Connection such as bridge and opening will be provided to connect to adjacent lot	2/2
Adoption of BIM throughout project lifecycle	Adoption of BIM in pre-construction stage	2/4
Provision of smart living measures/ technologies	• Automatic license plate recognition for vehicle access • Smart locker system • Wifi Provision • Biometric & Facial Recognition Access Control • Lift Operation and Fault Status Remote Monitoring System • Smart display system • Home convenience system • Sterilization of ventilation pipe outlet • Building monitoring panel system	5/12
Provision of smart environment measures/technologies	• Waste Bin Level Remote Monitoring System • Indoor Environmental Quality Monitoring System • UV Lamp for sterilization and purification for supply air ductwork & AHU • Smart drainage system with water level sensor in pit • Smart Water and Energy Consumption Information System • Daylight sensor & occupancy sensor system • Food waste treatment system • Electricity-generating bike which are able to charge mobile phone • Bollard light with PV panel at landscape area • Smart lampposts	7/12
Provision of smart transport measures/technologies	• Real time parking space booking system • Navigation system (App developed by the Hong Kong Blind Union)	1/12
Provision of spaces for communal use	• Basement carpark provided • Smart locker system	2/3
Access to public transport	Convenience access to existing MTR station and bus stops through shopping street and footbridge connection	0/2
Enhanced measures to improve universal accessibility	Universal accessibility is prioritised through the provision of barrier-free access routes, ramps, dropped kerbs, steps and staircase, handrails, corridors, lobbies and paths, doors, conveniently located	2/2
Measures to enhance pedestrian comfort	• Shopping mall will be provided for public • Covered walkway for public use	1/2
Footpath widening	Widened footpath along the project sites	1/2
Measures to improve road safety	Pedestrian lights and zebra crossing will be provided to improve traffic safety	1/2
Measures incorporating local or community art/culture	–	–
Preservation of historic environment	–	–
Achieved Score	29	
Maximum Score	55	
Achieved Score Percentage	53%	
Achieved Level	Excellent	

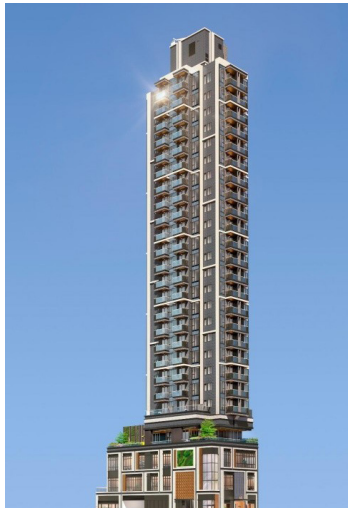
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Project YTM-011

OUTCOME STAGE – Construction completion *(New Development)*

Oak Street / Ivy Street Development Project

Project YTM-011 was evaluated under the URSF during the construction stage. **Project YTM-011** demonstrate the principles of strategic urban renewal, effectively balancing economic, environmental and social factors. Below are some specific insights and achievements based on the Economy, Environment and Society domains for this project.



Economy

Project YTM-011 has achieved an "Excellent" grade level, demonstrating outstanding economic performance. The project attained a high score in job creation during the pre-operation stage, highlighting its strong contribution to local employment. It also makes efficient use of space by allocating a significant proportion of floor area for domestic use. This approach reflects the project's commitment to supporting economic growth and enhancing housing supply within the district.

Environment

Project YTM-011 achieved an "Excellent" grade level under the Environment domain. Measures were implemented to enhance the microclimate and mitigate the urban heat island effect through high Solar Reflectance Index (SRI) roof materials installation, and the provision of greenery, particularly at Podium levels. Façade lighting is only provided at the entrance of the residential tower and retail lift lobby to minimize disturbance to surrounding residents. The project also incorporates an adaptable electrical system to allow future expansion of the commercial portions. Flexible operation schedules are allowed for the VRV system. Open plan design is also adopted in the commercial portion to allow flexible arrangement for future partitioning. Sustainable construction practices were adopted, including prefabrication and the use of certified timber from sustainable sources. Rainwater harvesting system is also adopted in the project for irrigation purpose in the podium garden. Notably, the project achieved significant reductions in energy and water consumption compared with BEAM Plus baselines, and was awarded a BEAM Plus Provisional Gold rating in 2025.

Society

Project YTM-011 achieved a "Neutral" grade level for social impact by aligning closely with the surrounding community. Part of the back lane is opened for public use to enhance pedestrian convenience. A range of smart living initiatives are adopted, including systems for lift positioning, waste management information, smart displays, digital locking for mailbox, etc. Universal accessibility is prioritised through the provision of barrier-free access routes, lifts, ramps, and conveniently located accessible toilet facilities. Pedestrian comfort and safety are further improved with widened Oak Street and Ivy Street.

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Project YTM-011 URSF Assessment Results

OUTCOME STAGE – Construction completion *(New Development)*

Overall EES Result **B**

ECONOMY (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Number of jobs created during pre-operation phase	Contribution to local employment, with an average of over 45 people working on site each day during the demolition, foundation and superstructure stages	3/3
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	Efficient use of space by allocating 70% of saleable floor area for domestic use	2/2
Property value of the site	–	–
Pedestrian flow in non-domestic area at grade	–	–
Achieved Score	5	
Maximum Score	5	
Achieved Score Percentage	100%	
Achieved Level	Excellent	

ENVIRONMENT (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Indoor air quality	–	–
Light pollution during operation phase	• Adoption of timer control system • Minimal façade lighting provided in the development to avoid light pollution	2/6
Exposure to excessive noise	–	–
Maintenance of man-made slope and retaining wall	–	–
Improve microclimate and mitigate heat island effect	• Sufficient greenery provided in podium level • Adoption of high SRI roof materials	1/3
Flood resilience	• Drain outlet provided to lift pit • More than one outlet to each surface channels	1/2
Adaptability in design and operation	• Adaptable electrical system to allow future expansion of the commercial portions. • Flexible operation schedules are allowed for the VRV system. • Open plan design is also adopted in the commercial portion to allow flexible arrangement for future partitioning	2/2
Adoption of building materials/construction method	• Sustainable construction practices were adopted, including prefabrication • Use of certified timber from sustainable sources	6/12
Energy and water consumption during construction phase	• Adoption of high efficient LED lighting • Adoption of energy efficient split type & VRV system • Adoption of rainwater harvesting system • Adoption of water efficient sanitary fitment	2/2
Percentage of estimated energy use to be met by renewable sources	Nil	0/2
Saving in energy consumption intensity	Achieved about 19% energy saving compared to BEAM Plus Baseline	2/3
Saving in water consumption intensity	Achieved about 40% water saving compared to BEAM Plus Baseline	2/3
Provision of waste management/treatment facilities	–	–
Sustainable building/ neighbourhood certification	Achieved BEAM Plus Provisional Gold rating	1/2
Achieved Score	19	
Maximum Score	37	
Achieved Score Percentage	51%	
Achieved Level	Excellent	

SOCIETY (S)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Measures to create compatibility with the surrounding areas	• Aligning closely with the surrounding community • Part of the back lane is opened for public use to enhance pedestrian convenience	2/2
Adoption of BIM throughout project lifecycle	Adoption of BIM in construction stage	1/4
Provision of smart living measures/technologies	• Smart digital locking system for mailbox • Smart display system	1/12
Provision of smart environment measures/technologies	Smart metering for electricity and potable water usage for each user	1/12
Provision of smart transport measures/technologies	Nil	0/12
Provision of spaces for communal use	Basement carpark provided	2/3
Access to public transport	Nil	0/2
Enhanced measures to improve universal accessibility	Universal accessibility is prioritised through the provision of barrier-free access routes, lifts, ramps, and conveniently located accessible toilet facilities	2/2
Measures to enhance pedestrian comfort	Provision of canopy at the entrance of the residential building	1/2
Footpath widening	Widened footpath along the project site	1/2
Measures to improve road safety	Pedestrian lights provided to improve traffic safety	1/2
Measures incorporating local or community art/culture	–	–
Preservation of historic environment	–	–
Achieved Score	12	
Maximum Score	55	
Achieved Score Percentage	22%	
Achieved Level	Neutral	

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Project H19

OUTCOME STAGE – Operation *(New Development)*

Staunton Street / Wa In Fong West

The performance of **Project H19** during the operation stage was evaluated under the URSF. With an overall Grade B in the Economy, Environment and Society domains at the operation stage, the assessment reflects the project's commitment to sustainable urban development. Descriptions of the Economy, Environment and Society domains are provided below to present a comprehensive overview of the project's achievements and impacts.



Economy

In the Economy domain, H19 achieved a "Good" grade level. The project maintains full occupancy of all lettable retail spaces, and all of the tenants are Small and Medium Enterprise (SME). These highlight its effectiveness in supporting local economic development and ensuring optimal utilisation of available space for economic purposes.

Environment

The Environmental domain has achieved "Neutral" rating. To avoid light pollution to the surroundings, use of façade lighting or landscape lighting are minimal in Project H19. Recycling bins for paper, plastics and metal are provided in the Community Living Room of the project to facilitate recycling in the neighbourhood. Project H19 achieved Gold rating under BEAM Plus Neighbourhood requirement in 2022.

Society

Achieving a "Good" grade level in the Society domain, the project demonstrates a strong commitment to inclusivity through enhanced universal accessibility provisions. The design adheres to relevant standards such as barrier free access and universal accessibility. Key features such as ramps, signs and barrier-free toilets are incorporated to support users of all abilities.

"Tong Lau Experience Room", Community Living Room and Community Room are provided to the public as recreational facility. More than 50 art related events and workshops have been organized since April 2025, including traditional paper craft workshop, artist sharing, art exhibition, artist curated guided tour, photography day & sharing, photo exhibition, street art, etc. The murals at the stairwell and revamped building facade within the project celebrate the development of the newspaper and printing industries, which were defining local characteristics in previous decades.

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Project H19 URSF Assessment Results

OUTCOME STAGE – Operation *(New Development)*

Overall EES Result **B**

ECONOMY (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Number of jobs created during pre-operation phase	–	–
Number of jobs created during operation phase	Contribution to local employment, creating more than 25 job opportunities in operation stage	1/2
Percentage of shops that are in operation	100% of retail shops are in operation	3/3
Percentage of small and medium businesses and social enterprises as non-domestic occupants	100% of tenants are Small and Medium Enterprises	2/2
Provision of domestic floor area	–	–
Property value of the site	Nil	0/3
Pedestrian flow in non-domestic area at grade	–	–
Achieved Score	6	
Maximum Score	10	
Achieved Score Percentage	60%	
Achieved Level	Excellent	

ENVIRONMENT (E)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Indoor air quality	Nil	0/2
Light pollution during operation phase	–	–
Exposure to excessive noise	–	–
Maintenance of man-made slope and retaining wall	–	–
Improve microclimate and mitigate heat island effect	–	–
Flood resilience	–	–
Adaptability in design and operation	–	–
Adoption of building materials/construction method	–	–
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	Recycling and handling facilities for paper, plastic & metal	2/7
Sustainable building/ neighbourhood certification	Achieved BEAM Plus ND V1.0 Gold rating	1/2
Achieved Score	3	
Maximum Score	11	
Achieved Score Percentage	27%	
Achieved Level	Neutral	

SOCIETY (S)		
Indicator	**Measure adopted by the project**	**Achieved Score/ Maximum Score**
Measures to create compatibility with the surrounding areas	–	–
Adoption of BIM throughout project lifecycle	Nil	0/4
Provision of smart living measures/technologies	–	–
Provision of smart environment measures/technologies	–	–
Provision of smart transport measures/technologies	–	–
Provision of spaces for communal use	The project offered Tong Lau Experience Room, Community Living Room and Community Farm for public enjoyment	3/3
Access to public transport	–	–
Enhanced measures to improve universal accessibility	Universal accessibility is prioritised through the provision of barrier-free ramps, signs and conveniently located accessible toilet facilities with emergency call bells	2/2
Measures to enhance pedestrian comfort	Nil	0/4
Footpath widening	–	–
Measures to improve road safety	–	–
Measures incorporating local or community art/culture	• The murals at the stairwell and revamped building facade within the project celebrate the development of the newspaper and printing industries, which were defining local characteristics in previous decades • Tong Lau Experience Room for exhibition • More than 50 arts related events and workshops organised since April 2025	2/2
Preservation of historic environment	The historic building is retained for adaptive reuse	2/2
Achieved Score	9	
Maximum Score	17	
Achieved Score Percentage	53%	
Achieved Level	Excellent	

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URA AND **CARBON NEUTRALITY**

Background

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

URA's Approach

Through engagement workshops and information requests, multiple rounds of data collection were carried out by various internal divisions and departments within the URA. This process aims to assess the carbon emissions from the daily operations and business areas, including corporate activities, URA-owned properties and various types of development projects.

Based on the collected data and in-depth discussions within URA, URA has established its carbon emission boundaries and set carbon reduction targets.

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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:

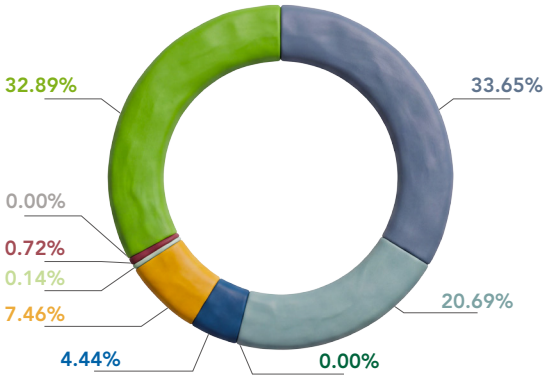
A. Emissions generated from URA's corporate operations

- 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

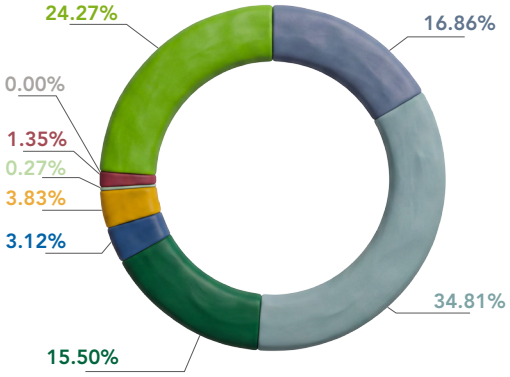
- Emissions by the consultants and contractors employed by URA
- Emissions from buildings acquired by URA and pending demolition for redevelopment and includes landlord and occupant emissions
- Emissions by occupants of properties purchased from URA, if those properties were developed by URA

Carbon Emission Profile of URA in **Baseline Year 2021/22**



- **Scope 1 and 2**
- **Scope 3** - Category 1 (purchased goods)
- **Scope 3** - Category 2 (capital goods, embodied carbon)
- **Scope 3** - Category 3 (fuel & energy)
- **Scope 3** - Category 5 (waste generation)
- **Scope 3** - Category 6 (business travel)
- **Scope 3** - Category 7 (employee commuting)
- **Scope 3** - Category 11 and 12 (use and disposal of sold products)
- **Scope 3** - Category 13 (downstream leased assets)

Carbon Emission Profile of URA in **Emission Year 2025/26**



- **Scope 1 and 2**
- **Scope 3** - Category 1 (purchased goods)
- **Scope 3** - Category 2 (capital goods, embodied carbon)*
- **Scope 3** - Category 3 (fuel & energy)
- **Scope 3** - Category 5 (waste generation)
- **Scope 3** - Category 6 (business travel)
- **Scope 3** - Category 7 (employee commuting)
- **Scope 3** - Category 11 and 12 (use and disposal of sold products)
- **Scope 3** - Category 13 (downstream leased assets)

* Compared to 2021/22, emissions under Scope 3 Category 2 — which includes capital goods and embodied carbon — comprised a significantly larger proportion of URA's total emissions last year. These emissions are primarily attributed to construction activities within URA projects. In 2021/22, construction activities were minimal, resulting in lower emissions under this category. As URA's projects move into the construction phase, the proportion of emissions in this category is expected to rise in the coming years.

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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, demonstrating URA's comprehensive approach towards achieving carbon neutrality by systematically addressing different aspects of its operations, properties, and procurement practices:

URA Offices and internal operations

Various 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 fixtures with energy efficient equipment, increase indoor temperature setpoint, and use of water efficiency valve and/or replacement of water fixtures with low flow equipment.

Works Contracts of URA

In works contracts, URA aims to integrate sustainable practices through site electrification and construction waste diversion. The application of Ground Granulated Blast-furnace Slag (GGBS) in concrete and recycled steel in rebar and structural steel will be applied in URA's self-development projects in accordance with URA's carbon neutrality roadmap to reduce embodied carbon.

Procurements of URA

In terms of procurement, URA is committed to green purchasing policies by adopting a green procurement list for the products and services which are commonly purchased or procured in URA. This initiative aims to ensure sustainable practices are being followed throughout the supply chain.

In order to reduce paper consumption, for most procurements with contract values exceeding HK$1 million, shortlists of tenderers were established through pre-qualification or expression of interest exercises. Furthermore, CD-ROMs were provided for bulky tender documents, rather than printed hardcopies, to further minimize paper usage.

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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.

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Urban Planning for Sustainability





Sustainability in urban renewal goes far beyond energy efficiency. It encompasses the creation of lasting economic value, meaningful social benefits, and genuine community well-being. Equally important is addressing the views and concerns of stakeholders throughout the planning and design process, while carefully considering the impact on individual homeowners and business operators.

To ensure a balanced and comprehensive approach, the URA has established a comprehensive Sustainability Framework that evaluates the performance of our urban renewal projects across five key pillars: Economy, Environment, Society, Process, and People.

Economy

Under this pillar, we assess how our projects stimulate local economic growth by enhancing property values, supporting business continuity, and generating employment opportunities. We also place strong emphasis on preserving the district's unique character and cultural assets, which are vital to maintaining the area's vibrancy and long-term economic prosperity.

Environment

Environmental considerations are integrated from the earliest stages of planning. Our focus lies on enhancing microclimate resilience, reducing climate risks, improving resource efficiency, and elevating overall environmental quality. A key priority is encouraging walking as a sustainable mode of transport through well-connected, pedestrian-friendly infrastructure, including wider pavements, footbridges, and subways. Adequate open spaces are also incorporated to mitigate the urban heat island effect and create cooler, more pleasant microclimates.

Society

Our projects are designed to improve residents' quality of life. This includes delivering higher-quality buildings and housing, enhancing mobility and accessibility, and fostering social vibrancy and safety. By integrating public art, celebrating local culture, and providing inclusive community facilities, we promote diversity, social inclusion, and stronger community bonds, creating resilient and harmonious neighbourhoods.

Process

Sustainable urban renewal requires transparent, inclusive, and responsive planning processes. In addition to fulfilling statutory consultation requirements under the Town Planning Ordinance and Urban Renewal Authority Ordinance, the URA proactively engages a wide range of stakeholders and the community through extensive dialogue. These valuable inputs are carefully considered to refine project designs and ensure the final outcome better reflects community aspirations and needs.

People

Urban Renewal has a profound impact on people's daily lives. It influences economic vitality, financial inclusion, living conditions, community resilience, and the overall well-being of individual owners, residents, and local businesses. Recognising this, we aim to safeguard the unique charm and soul of the district while creating a better living environment for both existing communities and future generations.

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Artist Impression – Enhancing pedestrian connectivity between inland areas and the waterfront

The Bailey Street/Chi Kiang Street Project

With Government's strong support to enhance the URA's financial capability for sustainable urban renewal, the URA, in collaboration with Planning Department, has advanced the Government's land support by rezoning a site located at the junction of Bailey Street and Chi Kiang Street in Kowloon City District to "Residential (Group A)9" ("R(A)9") on the Draft Hung Hom Outline Zoning Plan S/K9/29.

The Bailey Street/Chi Kiang Street Project transforms a previously underutilised 8,000 square meters temporary car park into a vibrant and integrated community destination. This proposed development unlocks vital connectivity within the district, forging a seamless link between inland recreational hubs such as Ko Shan Theatre and the revitalised waterfront. It capitalises on the momentum of the "District-based Redevelopment New Community" in the Kowloon City Action Area (KCAA1), creating an inviting pedestrian pathway that draws residents and visitors from the heart of the district to Hoi Sham Park and the waterfront promenade.

A defining feature of the development is its commitment to a cohesive, people-centric public realm. At the waterfront, a new 760 square metres at-grade communal space will serve as an "entry plaza," offering a welcoming sense of arrival. Thoughtfully designed to integrate with the adjoining Hoi Sham Park and the Drainy Garden promenade, this publicly accessible communal space provides a tranquil oasis for leisure and social interaction, mending previously fragmented urban areas into a harmonious whole. The design has been refined through stakeholder engagement with the Harbourfront Commission, the District Council, nearby schools, and the community, embodying the URA's "People First, District-based, Public Participatory" approach to urban renewal.

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The Project also takes the opportunity to address social needs within the district. It incorporates a 100-place residential care home for the elderly (RCHE) with a floor area of about 3,100 square metres, alongside with an additional public vehicle park to accommodate local parking demand. These provisions address the community's growing demand for accessible social services, enhancing the quality of life for local residents, particularly the elderly.

The Project also aims to inject new economic energy and vibrancy into the waterfront. A diverse retail mix featuring alfresco dining, charming cafes, and specialty stores will be provided at the development, cultivating a leisurely lifestyle that will animate the area. This new commercial destination will not only serve the new residents but also attract visitors, transforming the waterfront into a dynamic hub of activity. Strategically located just 200 meters from the URA's KCAA1 Core Area, the development acts as a vital node, fostering powerful synergy between the new residential community, the commercial waterfront, and the wider inland district, thereby enhancing the economic vitality of the entire To Kwa Wan area.

Sustainability also lies at the core of the Project's design. Building heights are sensitively capped at 110mPD, complemented by a 15-metre tower separation and a minimum 10-metre setback from Bailey Street. These measures preserve important visual corridors to the harbour and maintain natural airflow from the waterfront to inland areas, effectively mitigating the "wall effect" and promoting healthy ventilation. The project fully adheres to Sustainable Building Design (SBD) Guidelines, with extensive podium landscaping and at least 20% green coverage to soften the urban fabric and improve the local microclimate, creating a greener and more pleasant living environment.

In 2025, the URA initiated the "To Kwa Wan Harbourfront Study", also referred to as the Victoria Cove Area (VCA) Study. Through its thoughtful integration of community needs, economic vibrancy, and environmental sustainability, the Bailey Street/Chi Kiang Street Project is more than a standalone development. It offers a significant opportunity to strengthen pedestrian connections between inland To Kwa Wan and the harbourfront which aligns with the key directions of the VCA Study. The Project serves as a catalyst contributing to the transformation of To Kwa Wan into the world-class Victoria Cove, fostering a sustainable, connected, and people-oriented waterfront community for generations to come.



Artist Impression – retail fronting the waterfront promenade with commercial/ community activities to create an attractive and vibrant waterfront

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Integrated 4R Approach for Sai Yee Street / Flower Market Road Development



To implement the recommendations of the District Study for Yau Ma Tei and Mong Kok ("YMDS") and to commence the redevelopment at "Nullah Road Urban Waterway" in Mong Kok East, the URA commenced the Project as the first implementation of a project proposed under the recommendations of the Master Urban Renewal Concept Plan ("MRC P") as devised from YMDS.

The URA has adopted the Integrated Approach to renewing the Flower Market area, covering redevelopment, rehabilitation, preservation and revitalisation works. The focus is on improving the built environment while enhancing existing economic and social activity.

Since 2024, efforts have been made to maintain activity in the district as plans progress. Festive decorations were introduced during peak periods, alongside joint promotions with market merchants and Flower Market Festival event to draw visitors into the area. These initiatives aimed to support footfall and increase spending in the region.

To strengthen cohesion with the local community, the URA has appointed a community making consultant (CMC) from October 2025, whose role is to support residents, florists and district groups in the Flower Market as they explore ways to initiate and guide renewal efforts on their own, with a view to sustaining the area over the longer term.

The CMC has been actively engaging with over 330 shops in the Flower Market precinct, including 23 affected florists. Up to mid-2026, the CMC has conducted over 40 participatory activities such as crossover collaborations of shops in the area, floral and festive themed workshops, local guided tours etc., the CMC is translating engagement findings into tailor-made measures and actions for the Flower Market.

This participatory planning and design approach ensures the urban renewal process meets the community's current and future needs in a sustainable manner.





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Social Responsibility in Acquisition and Clearance

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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.

99%

Home owner-occupiers

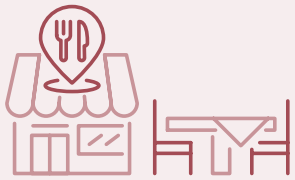
The percentage of home owner-occupiers who **accepted URA's acquisition offers** in 2025/26



100%

Participation rates of market-related food vendors &

Chiu-Chow/Thai restaurant shop owners in URA's small group engagements for Kowloon City redevelopment project



238

Number of tenants

in URA redevelopment projects who were **rehoused in public housing** or **URA's rehousing block in 2025/26**



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Demo Flats to showcase Basic Housing Unit Standards

To provide a venue for the Government to set up two units in the Kowloon City redevelopment project as short-term sample flats, to demonstrate how subdivided units can meet basic housing unit requirements. Upon completion, relevant representatives will be invited to view the units. The Bureau believes that these flats will not affect nearby residents, as most surrounding buildings are currently vacant.



The "before and after" conditions of the sample flat of subdivided units.



Artist Impression – Operating space at the heart of the Flower Market

Relocation Arrangements for Flower Shop Operations of Project YTM-013

The relocation arrangements for G/F flower shop operators of YTM-013 were offered at the end of March 2026.

In the course of redevelopment, the URA will create an operating space at the heart of the Flower Market along Flower Market Road within the Project area, named as Flower Market 2.0. This space will adequately accommodate and group together the affected florists, who are currently spread around the district, while offering more room to display fresh blooms without encroaching

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on pedestrian walkways. In addition, designated loading and unloading areas will be established, along with event spaces to encourage various activities to drive footfall and attract new customers to the Flower Market.

Over 90% of flower shop operators intend to join the relocation arrangement.

Offering Venues for HK Police and Fire Services Departments for Tactical Training

Before demolition, URA allows the Police Department and Fire Services Department to use buildings for tactical and firefighting training. This gives departments realistic environments to develop essential skills and improve public safety. From a sustainability perspective, this maximizes the buildings' utility, conserves resources, and reduces waste by avoiding construction of dedicated training facilities.



Artist Impression – Operating space at the heart of the Flower Market



Tactical and firefighting training of Police Department and Fire Services Department

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Green Buildings and Smart Construction for Sustainability and Safety

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41 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

6 Projects with final **BEAM Plus Platinum** ratings

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.

Adoption of Modular Integrated Construction

Modular Integrated Construction (MiC) has become a cornerstone of URA's approach to residential developments, aligning with the initiatives promoted by the Government. Recognising MiC's potential to transform the construction environment and subject to technical feasibility, URA will mandate MiC as the default construction method for future self-developed residential projects. This policy leverages the advantages of MiC, including improve productivity, compress on-site construction periods, enhance quality control, reduce environmental impacts, and enhance safety. In addition, MiC adoption unlocks GFA concessions and expedites project delivery. For Joint venture projects, URA complements this policy with detailed assessments of structural feasibility and traffic implications, thereby enabling the MiC adoption.

Adoption of Green Concrete and Green Steel

In pursuit of URA's carbon neutrality plan, the reduction of embodied carbon plays a crucial role in achieving the reduction goals. The strategically increasing use of green concrete and steel in URA's redevelopment portfolio to meet the carbon reduction target has been established. The project portfolio includes self-developed projects with 50% replacement of conventional concrete volume with mixes containing Ground Granulated Blast-Furnace Slag (GGBS) and 50% of steel reinforcement and structural steel elements with green steel with recycled content.



Adopted of MiC in URA redevelopment projects

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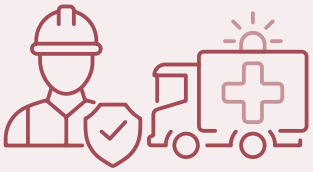
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2.3

Numbers of accidents

per 1,000 workers
on URA construction sites in 2025/26



298,000m²

Accumulated Total Gross Floor

Area of URA projects adopted DCMP during construction as of March 2026



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 2026, a total of 14 projects have achieved final Hong Kong BEAM Platinum ratings. Six projects have earned final BEAM Plus Platinum ratings and 21 projects received final BEAM Plus Gold ratings, including two projects that obtained their final BEAM Plus Platinum/Gold ratings in 2025/26.

Of the twelve 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 30 percent.

Construction Site Safety

In 2025/26, the URA's site safety team and our independent safety audit consultants conducted over 260 safety audits for 18 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.

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.

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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, underground utilities works in Kowloon City and Kwun Tong 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.



Various construction works data and digital twin from different project systems are displayed on the user-friendly dashboard of DCMP for effective tracking of project progress and site performance.

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Sustainability in URA Properties

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Arts & Culture

7 MALLORY STREET / 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. In 2025, The Museum collaborated with URA, launching "Touring with Locals" series – Wanchai campaign integrating docent tours, historic site layered color Stamp collection, literature seminars etc leads the public to explore Wan Chai's literary heritage and urban renewal, organised 12 seminars, along with 34 docent tours reaching out to over 500 participants.

As the venue partner, URA also provided an additional 3,700 square feet of space for hosting the Museum's seasonal exhibition, Into Jianghu with Old Master Q — A Hong Kong New School Wuxia Exhibition, from February to March 2026.

Since its opening in May 2024, over 100 public events including exhibitions, workshops and seminars have been held by the Museum, attracting nearly 100,000 participants.



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 – STAUNTON STREET/SHING WONG STREET PROJECT (H19)

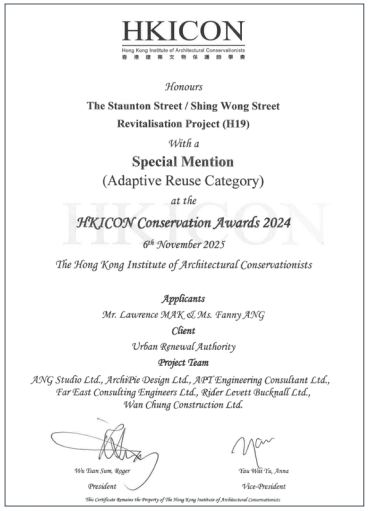
In 2019, the URA implemented a "community making" programme at H19 leveraging on URA's integrated 4Rs urban renewal approach and aligning to the four urban progressing visions ("Knowledge Common", "Impact Common", "Community Common", and "Wellness Common") as shaped directly by community voices during URA's public engagement.

The co-living space at Staunton Street/Shing Wong Street has been operated by Hmlet since May 2024. Hmlet 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 90 place-making programmes have been organised by Hmlet, drawing over 2,600 public participants. These initiatives were supported by over 40 district partners, whose assistance significantly boosted social connections in the community.

Shared community spaces, including the Tong Lau Experience (with over 10,000 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) was recognised with accolades that included HKIP Silver Award 2023, 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, HKIUD Grand Award – the Greater Bay Area Urban Design Awards 2024, Silver Award for the Joint Award by SIP & HKIP for Excellence in Planning (9th Singapore Institute of Planners Planning Awards 2025, Honours with a Special Mention (Adaptive Reuse Category) – HKICON Conservation Awards 2024, among others.


HKICON
Hong Kong Institute of Architectural Conservationists

Honours
The Staunton Street / Shing Wong Street
Revitalisation Project (H19)
With a
Special Mention
(Adaptive Reuse Category)
at the
HKICON Conservation Awards 2024
6th November 2025
The Hong Kong Institute of Architectural Conservationists

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

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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 2025/26. These have resulted in a further savings of 204 tons of carbon dioxide (CO_2) emissions at Central Market, Yue Man Square and eResidence, equivalent to the planting of 8,876 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 2025/26.

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)

44 tonnes
Food waste
collected from Yue Man Square and eResidence shopping arcade and **transported to** O · PARK1 in 2025/26

64 tonnes of paper

13,766 kg of plastic

701 kg of metal

4,915 kg of glass

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PEEL STREET/GRAHAM STREET DEVELOPMENT SCHEME (H18) PROJECT

Peel Street/Graham Street Development Scheme (H18) project is a development project by the URA in Central, encompassing three sites (A, B, and C) for a mix of residential, commercial, hotel, and retail purposes. Site A has obtained Certificate of Completion in July 2025 and has achieved BEAM Plus 'GOLD' rating for its sustainable building design from the Hong Kong Green Building Council.

Located at Site A, Graham Hall (嘉咸館) is a multi-purpose activity hall designed to meet public demand for community and event facilities. Graham Hall offers 4,250 sq.ft of flexible indoor venues, suitable for a wide range of events including arts and culture, community activities, sports, and lifestyle programmes. It also connects to an over 1,200 sq.ft Public Open Space, allowing extending event experience to outdoor area, and to inject new vitality into the Central and Western District.

Graham Hall underwent its trial run period from December 2026, with around 40 events for public enjoyment were held, which attracted nearly 7,800 visitors. Graham Hall is available for individual booking for sports activities from 1 Aug 2026 onwards, during available timeslots from Mondays to Thursdays.

Graham Hall is working towards a public launch in the first half of 2027.











Graham Hall is suitable for a wide range of events including arts and culture, community activities, sports, and lifestyle programmes

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"TOURING WITH LOCALS" CITY WALK SERIES

Preserving Heritage, Empowering Communities, and Driving Placemaking

The "Touring with Locals" programme has been established as a signature placemaking initiative under the URA's "3B" urban renewal framework—integrating the Built environment, Business environment, and local Bonding to transform urban renewal outcomes into sustainable community assets.

Programme Content and Objectives

Embarking in Central & Western District and launched in 2023, the programme recruits and trains "silver-age" volunteers (aged 55 or above) who grew up, lived, or worked in the district to serve as local docents. These docents design and lead thematic tours covering history and architecture, gourmet and local community, art and culture, and classic film locations—offering participants first-hand verbal histories of the area's evolution and local life. The thematic routes begin at Central Market and weave through the URA's urban renewal projects in the area, including H6 CONET, the Peel Street/Graham Street Development Scheme (H18), the Staunton Street/ Shing Wong Street Project (H19), and the Pak Tsz Lane Park. In form of "City Walk", participants are able to experience the revitalised built environment—encompassing historic buildings, open spaces, and public facilities—realised under the URA's "integrated approach".

The programme pursues three core objectives: (i) to strengthen community bonding by preserving and sharing district histories; (ii) to stimulate the local business environment through cultural heritage tourism and promotional collaborations; and (iii) to empower senior citizens by transforming them from community witnesses into cultural ambassadors.





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Progression and Growth

Since its inception in 2023, the programme has achieved sustained growth across all key performance indicators. The number of community partners has expanded from two at launch to 17 in 2026, a sevenfold increase, with collection of collaborators including the Salvation Army, Central Market, Hong Kong Tourism Board, Museum of Hong Kong Literature, and various district offices and local organizations. Participant engagement has more than tripled over the same period, rising from 300 in 2023 to 600 in 2024, and further to 920 in 2026. The docent network has likewise grown steadily, with 30 docents trained in 2023, 58 in 2024, and 60 in 2026. Notably, nine of these docents have attained accredited professional tourist guide qualifications, reflecting the programme's success in transforming community volunteers into certified cultural ambassadors.

This growth reflects the programme's successful expansion from its origins in Central & Western District to Wan Chai and Kowloon City, demonstrating the scalability of the URA's district-based placemaking model.

Place Values and Impact

By facilitating cultural heritage tourism and stimulating the local business environment, the programme reinforces the URA's commitment to people-centred urban renewal that creates lasting social and economic value across Hong Kong's older districts. The initiative empowers senior citizens, preserves local living memories, and strengthens community identity, transforming urban renewal from a purely physical exercise into a holistic community-building endeavour.





The programme's tourism economy contribution is further evidenced through its collaboration with the Hong Kong Tourism Board, which has incorporated the tour materials, including thematic maps and the *Verbal Recollection* publication compiling the docents' verbal histories, as reference resources for the tourism sector. This extends the programme's reach beyond direct participants to a wider audience of visitors, stimulating cultural heritage tourism that leverages Hong Kong's distinct community characteristics, well-preserved historic buildings, and convenient accessibility.

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Building Rehabilitation and People

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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 March 2026, the schemes had subsidised a total of 2,640 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 2025/26, 110 buildings involving around 8,510 units used this subsidy to adopt VOC-free paint and other GREEN products in their rehabilitation works.

Since April 2024, URA has launched the first scheme to promote preventive maintenance, named the Preventive Maintenance Subsidy Scheme (PMSS). Preventive maintenance is a more proactive approach to prevent urban decay and to create a more sustainable future.

Assistance during Lift Repairs

The URA is responsible for managing the Government's Lift Modernisation Subsidy Scheme (LIMSS), which helps eligible domestic and composite building owners carry out lift improvement works to ensure safety. Up to March 2026, the URA had handled around 1,690 applications. About 1,520 applications have either been completed or are undergoing lift improvement works.

2,640

Number of buildings

that have benefited from various subsidy schemes to **improve their condition**, up to March 2026



740

Number of buildings

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



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ESG Support During Lift Modernisation

Outreach Social Service during Lift Works

The Government has partnered with the URA to implement the "Lift Modernisation Subsidy Scheme (LIMSS)", to subsidize eligible building owners to carry out lift improvement works. For buildings with only one lift or only one lift serving a floor, URA collaborated with NGOs to provide Outreach Social Service (Social Service) to needy residents with mobility difficulties, such as the elderly and persons with disabilities, during the works.

In 2025/26, the stair-climber services and meal deliveries of the Social Service continued to record growing utilisation, with approximately 3,300 stair-climber trips and 1,300 meal deliveries provided to residents in need.

Case 01

Providing Comprehensive Support for an Elderly Resident with Post-Stroke Mobility Impairment

In 2025/26, the URA identified a case requiring special attention during lift replacement works at a building on Tai Nam Street, Prince Edward, which was participating in the Lift Modernisation Subsidy Scheme (LIMSS). A 62-year-old resident, surnamed Yuen, suffered a stroke that left him with left-sided hemiplegia, requiring permanent use of a wheelchair and relying on his spouse for daily outings. As there were 16 steps between the building entrance and the lift lobby, accessing the building had already been challenging; once the lift replacement works commenced, Mr. Yuen's regular attendance at a day care centre for rehabilitation and physiotherapy was further disrupted, placing an additional burden on his caregiver.

The URA commissioned its NGO partner to arrange regular stair-climber services for Mr. Yuen, ensuring that his medical follow-up appointments and day care centre training schedule could be maintained. Frozen meal delivery services were also provided to practically alleviate the caregiver's daily burden during the works period. During the Lunar New Year, the service team made special arrangements for stair-climber support, enabling Mr. Yuen to attend a community Spring Banquet, reconnecting him with the community — reflecting the URA's commitment to the social inclusion of residents. Upon completion of the lift replacement works, Mr. Yuen and his spouse expressed their sincere gratitude to the URA and its service partner, noting that the arrangements not only provided tangible assistance, but also made them feel accepted and supported by the community during the most difficult period.



Mr. Yuen normally has to navigate more than ten steps to travel between the ground-floor lift lobby and the building entrance — a considerable challenge for him. During the lift maintenance works, the stair-climber team provided assistance, enabling Mr. Yuen to attend his medical appointments with peace of mind.

This case demonstrates that, in carrying out lift modernisation works, the URA actively collaborates with NGOs to provide tailor-made support solutions for persons with mobility difficulties and their caregivers, effectively promoting social inclusion and embodying its people-first service philosophy.

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Case 02

The Multi-faceted Support of the Outreach Social Service — Rehabilitation Equipment Loan Programme

Since the establishment of the One-stop Service teams, the Outreach Social Service has provided diverse forms of support to residents in need affected by works under the LIMSS. In addition to stair-climber and meal delivery services, the URA's NGO partners have long offered a rehabilitation equipment loan service, enabling residents who are temporarily unable to go out as usual to continue receiving rehabilitation support and managing their daily health needs from home.



During the lift maintenance period, the outreach social service organisation loaned rehabilitation equipment to residents in need, helping them perform simple exercises at home to maintain their physical well-being.



A staff member from the outreach social service organisation demonstrates the proper use of a resistance band

The range of available equipment spans rehabilitation exercise, health monitoring, and daily support, including grip training balls, resistance bands, pedal exercisers, blood pressure monitors, blood glucose meters, finger-clip pulse oximeters, thermometers, and tablet computers for viewing instructional videos. Residents may select items flexibly according to their individual needs. The service attended to approximately 200 cases in the past financial year. The positive utilisation rate reflects its relevance to community needs and its effectiveness in addressing the rehabilitation requirements of residents in need during the works period, helping to mitigate the impact of the works on their daily lives.

Overall, the rehabilitation equipment loan service has further enriched the content of the Outreach Social Service, demonstrating the URA's commitment to the health and rehabilitation needs of residents alongside the delivery of infrastructure improvement works. It provides more comprehensive and considerate support to vulnerable community members, and reflects the URA's dedication to working with stakeholders to advance sustainable community development.

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Diversity and Inclusion, Employee Advancement and Wellbeing

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Diversity and Inclusion

Diversity and inclusion are integral to URA's culture, anchored in the organisation's 'People-oriented' core value. The Equal Opportunities Policy provides the framework for inclusive hiring, promotion and workplace practices, enabling every employee to contribute meaningfully and equitably across the organization.

Employee Advancement and Development

Learning and development remain central to URA's people strategy, with structured initiatives designed to advance workforce capabilities in line with evolving business needs and emerging industry trends. In 2025/26, over 80 training sessions were delivered, spanning AI literacy, compliance, legal, sustainability, leadership and management, as well as technical and industry-specific skills.

To strengthen leadership capabilities and sustain a robust succession pipeline, two flagship 12-month development pathways have been introduced: the Leadership Development Programme and the Management Development Programme, targeting employees at early to mid-management levels. Formalised succession planning at senior management level further supports the systematic identification and development of talent, ensuring leadership continuity.

Complementing these initiatives, the Job Rotation Programme promotes cross-functional collaboration and broadens employee skillsets. Exposure opportunities in the Mainland China and overseas markets further enrich the learning experience, providing employees with deeper insights into leading industry practices and emerging global trends.



The Authority-wide AI Education and Use Cases Incubation Programme equipped employees with essential technological capabilities, fostering an AI-ready workforce.



Management representatives engaged with industry experts on emerging technologies, including the Low Altitude Economy, to gain insights into future innovations shaping urban renewal.

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Enhanced Employee Well-being and Family Support

URA maintains a holistic well-being and protection framework that addresses the diverse needs of employees. Medical coverage, encompassing comprehensive health checks and seasonal influenza vaccinations, extends to employees and their eligible dependants. Retirement benefits are structured to support long-term financial security, complemented by dedicated provisions that provide assurance during prolonged periods of medical leave. These measures reinforce organisational resilience by recognising employee well-being as fundamental to sustained performance.

Structured wellness programmes further foster a caring and health-forward environment. The Staff Club, comprising management and departmental representatives, alongside the WeCare Programme, provides psychological support, physical and mental health activities, and platforms for community-building.

In 2025/26, holistic well-being was promoted through a year-round series of initiatives. A flagship three-week "Wellness Week" featured on-the-go health checks, guided stretching, lunch-hour massages, tea meditation and creative DIY workshops, attracting over 600 attendances. The 60-day "URA Sport Passport" challenge recorded more than 5,000 hours of physical activity across the workforce.

To strengthen a family-friendly culture, parenting workshops were organized, covering topics from effective parent-child communication to constructive discipline techniques, equipping employees with practical tools to support family life alongside workplace responsibilities.








"Wellness Week" promoted a healthy workplace through a blend of physical and mindfulness activities, reinforcing URA's commitment to employee well-being.

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Fostering Transparency and Open Communication

A culture of transparency is reinforced through the "Chit-Chat with the Managing Director" (MD) series and the inaugural Townhall Meeting. Both provide direct, two-way dialogue between employees and senior leadership, strengthening trust and encouraging open and timely feedback. This commitment ensures that the workforce remains aligned with organisational priorities and values.

Nurturing Next Generation

Fostering the next generation of urban renewal professionals remains a cornerstone of URA's long-term sustainability agenda. The award-winning Summer Internship Programme offers university students broad exposure and diverse learning experiences, equipping them with practical skills while engaging them in meaningful and sustainable projects aligned with their career aspirations.

In 2025, 19 interns completed a capstone project and presented their work to senior management, sharpening their problem-solving capabilities while creating valuable exchange opportunities with the leadership team.





- **Top:** Direct dialogue during 'Chit-Chat with MD' sessions fostered open exchange of ideas to strengthen organizational alignment.
- **Bottom:** Townhall Meeting enhanced internal connectivity by sharing business updates, highlighting capability development initiatives, and providing an open platform for management dialogue.

People Practice Excellence and Recognition

URA's people strategy spans the full employee lifecycle, covering talent attraction, early talent engagement, capability development, change management, and technology adoption. External benchmarking affirmed this approach in 2025/26, with 22 HR awards from professional bodies, including the Grand Award of the Year and Excellent Employer of the Year, recognising URA's sustained commitment to people-centric and sustainable practices that support the Authority's urban renewal mission.



- During the two-month programme, interns deepened their understanding of urban regeneration while building practical professional skills.

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URA and the Society





A People-first and Caring Approach to Urban Renewal

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

Building Trust Through Connections and Active Listening

We establish and nurture trusted relationships with the community through ongoing and transparent dialogues. In 2025/26, the URA held 4 District Advisory Committee meetings to listen to the concerns and aspirations of the community. We also participated in Legislative Council (LegCo) and District Council meetings to update local representatives on the progress of our projects and seek their support.

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 partnered with two NGOs to expand our services for affected Thai residents and operators to facilitate their relocation process. The newly-introduced services included supporting rehoused Thai families in adapting to their new living environments, assisting operators in relocating their businesses within Kowloon City, and providing a job-matching service to connect employees from discontinued Thai shops with new opportunities.

In order to preserve the local characteristics of the Flower Market and promote its sustainable development, we reached out to flower shop operators and engaged them in our community programmes in 2025/26, including the first festival dedicated to the Flower Market - "Flower Market Festival: Coffee Blossoms", lighting installation during Christmas and Chinese New Year, as well as an online game offering e-shopping vouchers to boost their businesses. We also sponsored Tin Chuen Church and Mong Kok District Residence Association to conduct visits to 105 shops and 100 households at Flower Market respectively during Mid-Autumn Festival to spread love and care. Meanwhile, we appointed a consultant to gather views from community stakeholders on the decanting plan and upcoming community programmes, and to formulate a long-term community-making strategy.

To enhance mutual communication and keep the community updated on the development of the Kwun Tong Town Centre 2.0 project, we conducted a series of briefing sessions with different stakeholders of the Kwun Tong district, including LegCo members and KTDC members in March 2026. In addition to the briefing sessions, we also collaborated with NGOs to implement a series of community programmes in Kwun Tong. Through "Yue Man Hops", we made use of the Free Space to host a variety of community events, to enhance public awareness of sports experiences and to support students with special educational needs. We also invited seven specialty shops to set up booths during the event to help stimulate the local economy. Furthermore, we strengthened connections with government departments, district organisations, residents, and local schools.

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Promoting Local Culture and Community Arts

To preserve local culture 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, and Chaoshan Culture Carnival in Kowloon City, thereby strengthening the ties between URA and the community stakeholders.

Over the past year, the Arts and Cultural Partnership Programme in Old Urban Districts (ACPP) provided sponsorships to support two social enterprises, YM Fleur and ELCHK Essence Hub, in delivering year-long, floral-themed art programmes in the Flower Market area. The initiatives engaged local flower shop operators, NGOs, schools, and residents through activities such as art workshops and guided tours, showcasing the unique character of the neighbourhood while fostering stronger social connections.

3,300

Copies of the district bulletin

distributed to residents and commercial tenants
in the URA project area

Grooming our Next Generation

To deepen youth engagement with the District Study for Sham Shui Po and the URA's 4Rs strategy, we organised student programmes in partnership with education and community organisations, including the URA × TWGHs Young Leaders Programme 2024/25. Over 140 students from 18 Tung Wah Group of Hospitals (TWGHs) secondary schools examined the challenges of urban decay and building ageing in Sham Shui Po. Through a series of training that covered preliminary findings of the District Study and Geographic Information System (GIS) tools, students were guided to propose urban renewal plans for the district that combined the URA's 4Rs business strategies.

Separately, in partnership with Walk in Hong Kong, we organised STEM workshops and guided tours for more than 180 students from six local secondary schools. This programme focused on enhancing students' understanding of the District Study and enriching their knowledge of how the URA's integrated approach and planning concepts are applied in district planning.



oUR Amazing Kid Band strengthens the community network by visiting two elderly homes in To Kwa Wan and Kowloon City before Chinese New Year.

The oUR Amazing Kid Band, established to preserve and strengthen the social networks of underprivileged children and families in To Kwa Wan and Kowloon City, continued to provide free music training sessions, performance opportunities, and tailor-made activities to promote the well-being of its 46 band members and their families. This year, the Band extended its reach to the wider community through elderly home visits. In recognition of its impact, the programme received two honours from the Green Council under the UNSDG Achievement Awards 2025 (Project Awards): the High Replicability Award and the Individual SDG Award for UNSDG Goal 10 – Reduced Inequalities.

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To encourage young people to generate fresh ideas for improving the living conditions in older districts, the URA partnered with the Hong Kong Institute of Vocational Education to organise the Innovative Design Competition. This year's theme placed particular emphasis on raising awareness towards building and home safety, inspiring students to propose creative solutions and inventions that enhance the safety and quality of life for residents.

Furthering this commitment, the URA co-organised the Igniting Social Innovation Competition with the Department of Applied Social Sciences at The Hong Kong Polytechnic University for the first time. Supported by Esri China (Hong Kong), the competition engaged nearly 400 students from 64 secondary schools across Hong Kong. Participants joined training sessions and customised tours before conducting research and developing creative placemaking and community programme proposals for the Sai Yee Street/Flower Market Road Development Scheme and the Peel Street/Graham Street Development Scheme, deepening their understanding of social issues and urban renewal.



The newly revamped Urban Renewal Exploration Centre (UREC) offers the public a fresh perspective on urban renewal through interactive exhibits and displays.

The Urban Renewal Exploration Centre (UREC) reopened in 2025/26 following a full renovation that enhanced both its facilities and content. With upgraded interactive exhibits and displays, the UREC now offers visitors a fresh perspective on urban renewal strategies, processes, and future development plans, enabling the public to gain a deeper appreciation of urban renewal from multiple angles.

716,523

Participants and visitors

engaged in 76 ACPP events/activities since 2011

3,610

People benefitted

from **Community Service Partnership Scheme**

19,132

Volunteering hours attained

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SUSTAINABILITY PILLARS
ECONOMY | ENVIRONMENT | SOCIETY | PROCESS | PEOPLE

Caring for the Needy

The URA provided assistance to grassroots families and individuals in the old districts. Under the Community Service Partnership Scheme (CSPS), the Upcycling Project mobilised 90 volunteers to deliver decluttering services and produce bespoke furniture out of abandoned wood materials for 13 underprivileged families in To Kwa Wan, Kowloon City and Yau Tsim Mong. In total, the Upcycling Project served more than 130 underprivileged families in old urban districts as of last year.

In 2025/26, the URA continued its collaboration with local organisations under the Home Safety Improvement Community Programme, with a focus on enhancing home safety and strengthening fire safety precautions. Improvement measures in the common areas of buildings were also carried out this year. 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 and invited to participate in the programme. A total of 2,100 households benefited from this new programme, marking a 62% increase from 1,293 beneficiaries recorded in 2024/25.



The elderly couple in 13-Street were very satisfied with the minor work repair services, thanking the URA and its partnering organisation for making a significant improvement to their living environment.





Top: A singleton elderly was assisted through the joint efforts of the Upcycling Project and the Home Safety Improvement Community Programme, which enhanced home safety and improved the overall living environment.

Bottom: A worker was repairing the bedroom ceiling for an elderly couple in 13-Street, Kowloon City, as part of the minor work repair services provided by the Home Safety Improvement Community Programme.

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SUSTAINABLE FINANCE FRAMEWORK

Sustainable Finance Framework

As part of the URA's green financing strategies, the URA has established a "Sustainable Finance Framework" (SFF) with the intention of integrating sustainable finance elements as part of the funding exercise since November 2024. The SFF serves as 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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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	FY2024/25 Quantity	FY2025/26 Quantity	Units
Total GHG Intensity (Scope 1+2)	0.0403	0.0373	Tonnes CO_2e/ m^2/year

Material Topic 6 – Adoption of Renewable Energy

ENERGY CONSUMPTION WITHIN THE ORGANISATION

Items	Quantity	Units
On-site renewable energy generation sold	10,923.00	kWh
	39.32	GJ

Material Topic 10 – Effective Waste Management

WASTE DIVERTED FROM DISPOSAL
URA OFFICES, REHOUSING BLOCKS AND OWNED PREMISES

Items	Quantity	Units
General Recycle	1.12	Tonnes
Paper	169.73	Tonnes
Metal	3.38	Tonnes
Plastic	63.16	Tonnes
Glass	50.41	Tonnes
Food Waste	152.46	Tonnes
Leatheroid	36.59	Tonnes

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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 more than 130 underprivileged residents in old urban districts, with 90 volunteers – including university students, members of the public, and URA professional staff – contributing a total of 1,134 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
Senior Manager Grade	1:1
Manager Grade	1:1
Assistant Manager Grade	1:1

Material Topic 19 – Talent Attraction, Retention and Development

AVERAGE HOURS OF TRAINING UNDERTAKEN BY EMPLOYEES IN 2025/26

By Gender	Male	Female
Average hours of training undertaken in the reporting period	17.7 hours	16.0 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	26.4 hours	19.9 hours	9.7 hours

Material Topic 20 – Tenant and Visitor Engagement

COMMON AREA REPAIR WORKS SUBSIDY

As of March 2026, approximately 5,800 buildings have received AIPs under this scheme.

Material Topic 27 – Championing Innovation and Technological Advancement

ACCIDENT RATE FOR CONSTRUCTION

In 2025/26, the accident rate per thousand workers is 2.3.

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GRI General Disclosure

This GRI General Disclosure section will cover the following items:

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

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2-1 Organisational 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.

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.

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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 2025 to 31 March 2026.

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

There are no restatements of information in this reporting year.

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 10 to 12.



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

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GRI 305 Emissions

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally includes URA's inhouse development projects under its management, as well as URA Offices, Rehousing Blocks, and various URA Premises managed by URA.

URA Projects

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

URA Offices

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office

Rehousing Blocks

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

URA Premises

URA Premises
U Castle
U Corner
MK02 Prince Edward Road West
Yue Man Square
eResidence (Commercial Accommodation)
Citywalk
618 Shanghai Street
DX design hub
One Central Place (Retail & Graham Hall)
My Central (Market block and Commercial Accommodation)
11-12 Yu Lok Lane
7 Mallory Street / M7

URA Premises
Staunton Street/Shing Wong Street Project (H19)
186-190 Queen's Road East
One Wanchai (Commercial Accommodation)
IB-2 (5 Units)
H6 CONET & Urban Renewal Exploration Centre
Artisan Garden (Commercial Accommodation)
Trinity Towers (Commercial Accommodation)
Western Market
Central Market
Urban Renewal Resource Centre
Building Rehabilitation Resource Centre

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GRI 305 Emissions

MANAGEMENT APPROACH

URA Projects

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

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.

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GRI 305 Emissions

Disclosure 305-1

DIRECT (SCOPE 1) GHG EMISSIONS

URA Offices, Rehousing Blocks and URA Premises

Items	Quantity	Units
Direct (Scope 1) GHG emissions	18.06	Tonnes CO_2e

Disclosure 305-2

ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

URA Offices, Rehousing Blocks and URA Premises

Items	Quantity	Units
Indirect (Scope 2) GHG emissions	6,310.72	Tonnes CO_2e

Disclosure 305-3

OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

URA Offices, Rehousing Blocks and URA Premises

Items	Quantity	Units
Other Indirect (Scope 3) GHG emissions	23,176.38	Tonnes CO_2e

URA Projects

Items	Quantity	Units
Other Indirect (Scope 3) GHG emissions	11,683.67	Tonnes CO_2e

Disclosure 305-4

GHG EMISSIONS INTENSITY

URA Offices, Rehousing Blocks and URA Premises

Items	Quantity	Units
Total GHG Emission	29,505.16	Tonnes CO_2e
GHG Intensity	0.0373	Tonnes CO_2e/ m^2/year

URA Projects

Items	Quantity	Units
Total GHG Emission	11,683.67	Tonnes CO_2e
GHG Intensity	0.2249	Tonnes CO_2e/ m^2/year

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01
MATERIAL TOPICS
Decarbonisation Transition

GRI 305 Emissions

Disclosure 305-5

REDUCTION OF GHG EMISSIONS

URA Offices, Rehousing Blocks and Owned Premises (1)

Items	FY2024/25 Quantity	FY2025/26 Quantity	Units
Total GHG Emission of Scope 1+2	3,379.83	6,328.78	Tonnes CO_2e
Total GHG Intensity of Scope 1+2	0.0403	0.0373	Tonnes CO_2e/ m^2/year

URA Projects (2)

Items	FY2024/25 Quantity	FY2025/26 Quantity	Units
Total GHG Emission of Scope 3	9,603.85	11,683.67	Tonnes CO_2e
Total GHG Intensity of Scope 3	0.1573	0.2249	Tonnes CO_2e/ m^2/year

(1) The emission intensity for this category is calculated by dividing the GHG emissions from URA's offices, rehousing blocks, and premises operated by URA by their total floor area. During this reporting period, the boundary for URA Premises has been expanded to include newly operated properties, such as U Castle, U Corner, DX Design Hub, One Central Place, and the commercial accommodation at Artisan Garden.

The decrease in emission intensity compared to 2024/25 is primarily due to the relatively lower GHG emissions per unit area achieved from these newly included premises compared to older properties.

(2) The emission intensity for this category is determined by dividing the actual GHG emissions resulting from demolition and construction activities by the floor area being demolished and concreted during the year. While this metric provides insight into long-term GHG emission trends, year-to-year variations may be skewed by the types and stages of construction occurring within the reporting period.

Compared to 2024/25, the total floor area concreted last year for ongoing projects such as KC-008(A) and DL-11:YTM was significantly reduced. However, for some projects, building services installation, finishing works are still in progress, while projects undergoing demolition activities have also been recorded during this reporting period. As such, the calculated emissions intensity for this category has increased, but does not reflect URA's GHG emission reduction achievements in demolition and construction.

Next year, upon completion of the KC-008(A) and DL-11:YTM projects, URA will disclose a project-based final account of GHG emissions.

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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	Applicable
302-2	Energy consumption outside the organisation	Applicable
302-3	Energy intensity	Applicable
302-4	Reduction of energy consumption	Applicable
302-5	Reductions in energy requirements of products and services	NA

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MATERIAL TOPICS
Improving Energy Efficiency

GRI 302 Energy

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

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

URA Offices

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office

Rehousing Blocks

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

URA Premises

URA Premises
U Castle
U Corner
MK02 Prince Edward Road West
Yue Man Square
eResidence (Commercial Accommodation)
Citywalk
618 Shanghai Street
DX design hub
One Central Place (Retail & Graham Hall)
My Central (Market block and Commercial Accommodation)
11-12 Yu Lok Lane
7 Mallory Street / M7

URA Premises
Staunton Street/Shing Wong Street Project (H19)
186-190 Queen's Road East
One Wanchai (Commercial Accommodation)
IB-2 (5 Units)
H6 CONET & Urban Renewal Exploration Centre
Artisan Garden (Commercial Accommodation)
Trinity Towers (Commercial Accommodation)
Western Market
Central Market
Urban Renewal Resource Centre
Building Rehabilitation Resource Centre

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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. 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

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



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Disclosure 302-1

ENERGY CONSUMPTION WITHIN THE ORGANISATION

Items	Quantity	Units
Petrol	6,710.00	L
	211.61	GJ
On-site renewable energy generation sold	10,923.00	kWh
	39.32	GJ
Non-renewable electricity purchased	15,503,621.13	kWh
	55,813.04	GJ
Total energy consumption	55,985.32	GJ

Disclosure 302-2

ENERGY CONSUMPTION OUTSIDE THE ORGANISATION

Items	Quantity	Units
Energy consumption outside the organisation	30,416,544.16	kWh
	109,499.56	GJ

Disclosure 302-3

ENERGY INTENSITY

Items	Quantity	Units
Direct Energy Intensity	0.00148	GJ/m²/year
Indirect Energy Intensity (within organisation)	0.3290	GJ/m²/year
Indirect Energy Intensity (outside organisation)	0.65	GJ/m²/year
Total Energy Intensity	0.98	GJ/m²/year

Disclosure 302-4

REDUCTION OF ENERGY CONSUMPTION (3)

Items	FY2024/25 Quantity	FY2025/26 Quantity	Units
Total Energy Consumption	59,775.46	165,484.88	GJ
Total Energy Intensity	0.71	0.98	GJ/m²/year

(3) The energy intensity for this category is calculated by dividing the energy consumption of URA's offices, rehousing blocks, and premises including its tenants operated by URA by their total floor area.

Although there was a reduction in Scope 1 and 2 emission intensity (Material Topic 1), total energy consumption increased when Scope 3 was considered, due to renovation works carried out by new tenants in URA's new properties.

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03
MATERIAL TOPICS
Adopting Green Buildings

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

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GRI 302 Energy

EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

The boundary of this GRI disclosure generally covers URA inhouse projects under demolition and construction stages.

MANAGEMENT APPROACH

URA inhouse projects under demolition and construction stages are required to adopt the URA's standards and quality requirements and construction management requirements. Energy efficient and water efficient measures are 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
Petrol	4,500.00 171.00	L GJ
Non-renewable electricity purchased	477,710.00 1,719.76	kWh GJ
Total energy consumption	1,890.76	GJ

Disclosure 302-3

ENERGY INTENSITY

Items	Quantity	Units
Direct Energy Intensity (outside organisation)	0.0033	GJ/m²/year
Indirect Energy Intensity (outside organisation)	0.0331	GJ/m²/year
Total Energy Intensity	0.0364	GJ/m²/year

Disclosure 302-4

REDUCTION OF ENERGY CONSUMPTION (4)

Items	FY 2024/25 Quantity	FY 2025/26 Quantity	Units
Total Energy Consumption	2,265.63	1,890.76	GJ
Total Energy Intensity	0.0610	0.0364	GJ/m²/year

(4) Energy consumption covers only a portion of emissions during demolition and construction stages. Energy consumption intensity reported under this disclosure reflects a decrease in energy consumption intensity in construction sites, but does not cover other emissions sources, such as waste generation, waste removal and construction material use.

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GRI 303 Water and Effluents

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 treat wastewater on-site 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 Water consumption	16,376.31	m^3
Water Intensity	0.315	m^3/m^2/year

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04
MATERIAL TOPICS
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	Applicable
201-3	Defined benefit plan obligations and other retirement plans	NA
201-4	Financial assistance received from government	NA

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Promoting Climate Adaptation and Resilience

GRI 201 Economic Performance

EXPLANATION OF THIS 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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05
MATERIAL TOPICS
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	Applicable
306-2	Management of significant waste-related impacts	Applicable
306-3	Waste generated	Applicable
306-4	Waste diverted from disposal	Applicable
306-5	Waste directed to disposal	Applicable

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

The construction works 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.

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MATERIAL TOPICS
Promoting Circularity

GRI 306 Waste

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

Disclosure 306-3

WASTE GENERATED

Items	Quantity	Units
Total waste generation	21,560.03	Tonnes
Waste Intensity	0.4151	Tonnes/ m^2/year

Disclosure 306-4

WASTE DIVERTED FROM DISPOSAL

Items	Quantity	Units
Concrete/Other Recyclables	11,182.28	Tonnes

Disclosure 306-5

WASTE DIRECTED TO DISPOSAL

Items	Quantity	Units
General Waste	10,377.75	Tonnes

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06
MATERIAL TOPICS
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	Applicable
302-2	Energy consumption outside 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

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MATERIAL TOPICS
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 Offices

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office

Rehousing Blocks

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

URA Premises

URA Premises
U Castle
U Corner
MK02 Prince Edward Road West
Yue Man Square
eResidence (Commercial Accommodation)
Citywalk
618 Shanghai Street
DX design hub
One Central Place (Retail & Graham Hall)
My Central (Market block and Commercial Accommodation)
11-12 Yu Lok Lane
7 Mallory Street / M7

URA Premises
Staunton Street/Shing Wong Street Project (H19)
186-190 Queen's Road East
One Wanchai (Commercial Accommodation)
IB-2 (5 Units)
H6 CONET & Urban Renewal Exploration Centre
Artisan Garden (Commercial Accommodation)
Trinity Towers (Commercial Accommodation)
Western Market
Central Market
Urban Renewal Resource Centre
Building Rehabilitation Resource Centre

1 Decarbonisation Transition
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MATERIAL TOPICS
Adoption of Renewable Energy

GRI 302 Energy

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.

Disclosure 302-1

ENERGY CONSUMPTION WITHIN THE ORGANISATION

Items	Quantity	Units
On-site renewable energy generation sold	10,923.00	kWh
	39.32	GJ



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MATERIAL TOPICS
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	Applicable
304-2	Significant impacts of activities, products and services on biodiversity	Applicable
304-3	Habitats protected or restored	Applicable
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Applicable

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MATERIAL TOPICS
Promote Biodiversity Enhancing Practices

GRI 304 Biodiversity

EXPLANATION OF THIS 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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08
MATERIAL TOPICS
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	Applicable
303-2	Management of water discharge-related impacts	Applicable
303-3	Water withdrawal	Applicable
303-4	Water discharge	Applicable
303-5	Water consumption	Applicable

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Water Conservation and Cleanliness
GRI 303 Water and Effluents

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 Offices

URA Offices
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MATERIAL TOPICS
Water Conservation and Cleanliness

GRI 303 Water and Effluents

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.

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 Water consumption	86,815.89	m^3
Water Intensity	0.51	m^3/m^2/year

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MATERIAL TOPICS
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	Applicable
301-2	Recycled input materials used	NA
301-3	Reclaimed products and their packaging materials	NA

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MATERIAL TOPICS
Adopting Sustainable Materials

GRI 301 Materials

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 inhouse projects under demolition and construction stages.

URA Projects

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

URA Offices

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office

Rehousing Blocks

Rehousing Blocks
12 Soy Street (K4)
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URA Premises

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MATERIAL TOPICS
Adopting Sustainable Materials

GRI 301 Materials

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.

The construction works 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)	0.06	Tonnes
Paper products	180.74	Tonnes

URA Projects

Items	Quantity	Units
Concrete	8,976.32	m^3
Steel	250.31	Tonnes
Aluminium (window frames)	7,765.05	m^2
Timber	174.86	m^3

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MATERIAL TOPICS
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	Applicable
306-4	Waste diverted from disposal	Applicable
306-5	Waste directed to disposal	Applicable

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MATERIAL TOPICS
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 Offices

URA Offices
COSCO Tower
Cheung Sha Wan Office
MOKO Office

Rehousing Blocks

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

URA Premises

URA Premises
U Castle
U Corner
MK02 Prince Edward Road West
Yue Man Square
eResidence (Commercial Accommodation)
Citywalk
618 Shanghai Street
DX design hub
One Central Place (Retail & Graham Hall)
My Central (Market block and Commercial Accommodation)
11-12 Yu Lok Lane
7 Mallory Street / M7

URA Premises
Staunton Street/Shing Wong Street Project (H19)
186-190 Queen's Road East
One Wanchai (Commercial Accommodation)
IB-2 (5 Units)
H6 CONET & Urban Renewal Exploration Centre
Artisan Garden (Commercial Accommodation)
Trinity Towers (Commercial Accommodation)
Western Market
Central Market
Urban Renewal Resource Centre
Building Rehabilitation Resource Centre

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GRI 306 Waste

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.

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	6,975.43	Tonnes
Waste Intensity	0.0411	Tonnes/ m^2/year

Disclosure 306-4

WASTE DIVERTED FROM DISPOSAL

Items	Quantity	Units
General Recycle	1.12	Tonnes
Paper	169.73	Tonnes
Metal	3.38	Tonnes
Plastic	63.16	Tonnes
Glass	50.41	Tonnes
Food Waste	152.46	Tonnes
Leatheroid	36.59	Tonnes

Disclosure 306-5

WASTE DIRECTED TO DISPOSAL

Items	Quantity	Units
General Waste	6,498.59	Tonnes

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Promote Indoor Air Quality and Health
GRI 416 Customer Health and Safety

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

EXPLANATION OF THIS 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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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	Applicable
203-2	Significant indirect economic impacts	Applicable

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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 placemaking 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 completed a full renovation in 2025/2026 to enhance its facilities and content for greater community enjoyment and engagement. Through a combination of display panels and interactive multimedia exhibits, the UREC enables the public to gain an in-depth understanding of urban renewal from multiple perspectives.

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2. **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 2025/26, the SPORTS EXPO attracted a total of 20,475 visitors.

3. **Building Rehabilitation Resource Centre:**

   Launched in 2023, the Building Rehabilitation Resource Centre (BRRC), located at eResidence in To Kwa Wan, provides one-stop building rehabilitation information and assistance services. 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. In 2025/26, a total of 30 mediation sessions were arranged. Since November 2025, the BRRC has been providing assistance to relevant subsidy schemes' owners for the rehabilitation tendering supports, including tender submission and tender opening services. As of March 2026, the BRRC has recorded over 56,000 visitors since its opening.

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. 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. The Graham Hall (嘉咸館) at Site A is a multi-purpose activity hall designed to meet public demand for community and event facilities, expected to be fully open to public later in 2026.

   - 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 (YMHB) houses licenced fixed-pitch hawkers previously

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stationed at the temporary hawker bazaar of Development Area 4. To enhance local awareness and stimulate footfall, promotional activities integrated with YM² Yue Man Square were conducted throughout the year.

To maximize community benefits throughout the planning process, the URA leveraged the "Free Space" at Kwun Tong Town Centre to drive local economic vitality. A key initiative of this effort was the two-day "Yue Man Hops" community programme, which integrated sports experiences with a vibrant Lunar New Year market to promote local economy.

The event served as a platform for facilitating engagement with different stakeholders, successfully connecting LegCo and District Council members, local organisations, and schools to build a collaborative network. To provide direct support to small businesses, the event offered a platform for local specialty shops, including coffee shops, bakeries, and creative handicraft boutiques in the district, helping these enterprises expand their reach during the festive season.

The event also featured a gift and cash voucher redemption programme designed to guide participants from both within and outside the district to YMHB, effectively generating business opportunities for the hawkers. Over the two-day period, the event attracted approximately 2,000 visitors, who also represented additional footfall to YMHB, successfully boosting turnover for local merchants and demonstrating the URA's efforts to create shared value through its assets.

- 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 72 million visitors. In 2025/26, more than 350 events and workshops have been conducted, covering a wide range of themes.

- 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 "Hmlet 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

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at the "Common Room", and foster community-building experiences through managing community farms in collaboration with local stakeholders. Beyond accommodation, Hmlet 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 Hmlet Bridges at a discounted rate.

- Support for NGOs and Social Enterprises: URA provides approximately 4,400 square metres of premises at concessionary rent for 25 NGOs and social enterprises to operate.

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

- Home Safety Improvement Community Programme:

  Organised 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 63 job opportunities in which more than 40% were labour living in the same district to provide services to the needy elderly and underprivileged families, with a total of about 13,166 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	Applicable
413-2	Operations with significant actual and potential negative impacts on local communities	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.

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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 living conditions if there is any home safety hazard.

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.

Disclosure 413-1

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

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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 To Kwa Wan, and Kowloon City and Yau Tsim Mong in 2025/26. Last year, CSPS served more than 130 underprivileged residents in old urban districts, with 90 volunteers – including university students, members of the public, and URA staff – contributing a total of 1,134 volunteer hours.

ii. Home Safety Improvement Community Programme: Introduced in 2024/25 in collaboration with local organisations across five districts, this programme focused on enhancing home and 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 2,100 households benefited from the programme, marking a 62% increase from 1,293 beneficiaries recorded in 2024/25.

- **SDG Goal 4 Quality Education:**

Several programmes were designed to groom the next generation:

i. In collaboration with Tung Wah Group of Hospitals (TWGHs), Esri China (Hong Kong), and Geospatial Lab, the URA organised the URA x TWGHs Young Leader Programme to engage over 140 senior form secondary students to develop creative and integrated urban renewal plans the Sham Shui Po district.

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. The participating students were encouraged to develop innovative solutions and invention to promote building and home safety in old districts.

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iv. Co-organised by the URA and the Department of Applied Social Sciences at The Hong Kong Polytechnic University, and supported by Esri China (Hong Kong), the URA x PolyU Igniting Social Innovation Competition engaged secondary school students across Hong Kong to foster their interest in social issues and enhance their understanding of urban renewal. 400 students from 64 secondary schools participated in a series of training sessions and customised tours before conducting research and developing creative placemaking and community proposals for the Sai Yee Street/ Flower Market Road (YTM-013) and Peel Street/Graham Street (H18) projects.

v. The URA continued to engage 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 project 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. This year's programme involved a guided tour of the Sham Shui Po District Study area, as well as providing repairing and packing services for the elderly residents and low-income families. A total of 100 students from the school were engaged in the programme, gaining first-hand experience of how urban renewal initiatives can improve living conditions in old districts. The programme offered hands-on educational opportunities that deepened students' understanding of urban redevelopment, the Sham Shui Po District Study, and local district transformation, actively fostering youth engagement in the urban renewal process.

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- **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, NGOs continued to support the Thai community by deepening their understanding of urban renewal initiatives, and ensuring sustained assistance for affected Thai residents and operators.

  To preserve local culture and foster inclusive communities, the URA partnered with local groups to organise festive activities including the Songkran Festival, Yue Lan Festival, Thailand's National Day, and Chaoshan Culture Carnival 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 2025/26, the URA held 4 District Advisory Committee meetings to listen to community concerns and aspirations regarding urban renewal in respective districts. We also participated in Legislative Council and 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.

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    - 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) and Lok Sin Tong Benevolent Society, Kowloon (LST) to expand services supporting Thai residents and operators to facilitate their relocation process. Through the dedicated efforts, the URA has been able to provide timely assistance and accurate project information to the affected Thai residents and operators, while also strengthening 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.

- 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 36 redevelopment projects. Domestic owner-occupiers affected by these projects can choose to purchase in-situ FFF units on the redevelopment sites, FFF units in

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selected nearby URA development projects, or FFF units in the completed Kai Tak Development. As of March 2026, a total of 67 owners have accepted FFF offers, including 59 units in the Kai Tak Development and 8 in-situ units.

- To maintain local characteristics, the URA provides the option of seamless interim operation arrangements for wet market stall operators, as well as Chiu and Thai food store owners in the KC-017 area. 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 also adopts 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.

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- To enhance sustainable development and maintain the unique vibrancy at the Flower Market, after the acquisition offer of Sai Yee Street/ Flower Market Road Development Scheme (YTM-013) was made, the URA solicited views and comments from the affected flower shops on the decanting plan through the appointed consultant, ensuring alignment with their business and operational needs. Additionally, the lighting installation during Christmas and Chinese New Year aimed to attract more visitors to the Flower Market, alongside with an online game on Valentine's Day that rewarded participants with e-shopping vouchers. The first designated festival for the Flower Market – "Flower Market Festival: Coffee Blossoms" was organised in 2025/26 as a new initiative to attract footfall and business to the flower shops. The two-day festival attracted about 9,000 visitors, and the partnering flower shops reported sales increase from 5% to 30% during the Festival.



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

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GRI 403 Occupational Health and Safety

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.

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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 environm ent.

- 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.

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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 adopts a proactive and holistic approach to occupational health, recognising that employee well-being underpins a sustainable and resilient workforce. Support measures are designed to address employees' physical, mental and emotional needs across different stages of their careers.

Counselling support is provided through the Employee Assistance Programme (EAP), offering confidential and professional guidance on personal and work-related concerns.

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MATERIAL TOPICS
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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.

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MATERIAL TOPICS
Health and Wellbeing of Occupants

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.

Disclosure 403-6

PROMOTION OF WORKER HEALTH

URA places strong emphasis on promoting healthy and sustainable lifestyles through ongoing engagement initiatives. A series of workshops, health talks and activities are organised throughout the year, covering topics such as well-being, work-life

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Occupational Health & Safety Regulations

GRI 403 Occupational Health and Safety

integration and personal resilience, while encouraging active participation across the organisation.

These initiatives are complemented by comprehensive medical coverage and organisation-wide wellness campaigns and activities that foster a culture of health awareness, social connection and shared responsibility for well-being.

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

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MATERIAL TOPICS
Employee Mental and Physical Wellness

Disclosure 403-8

WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

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

Disclosure 403-9

- 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 2 recordable work-related injuries. The rate is 0.29.
    4. Main types of work-related injury include ankle injury and neck sprain.
    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.

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MATERIAL TOPICS
Health and Wellbeing of Occupants

- 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 TOPICS
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	Applicable
401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	Applicable
401-3	Parental leave	Applicable
402	Labour/Management Relations	
402-1	Minimum notice periods regarding operational changes	Applicable
406	Non-discrimination	
406-1	Incidents of discrimination and corrective actions taken	Applicable

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GRI 401 Employment

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	26.1%	23.3%
30-50 years old	65.2%	72.1%
over 50 years old	8.7%	4.7%

By Gender	New Hire Percentage	Turnover Percentage
Male	28.3%	41.9%
Female	71.7%	58.1%

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GRI 401 Employment

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.

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	320	381
Took parental leave	4	6
Returned to work in reporting period after parental leave ended	4 (100%)	5 (100%)
Returned to work after parental leave ended that were still employed 12 months after their return to work	6 (100%)	5 (100%)

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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

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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Promoting Inclusiveness and 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	Applicable
202-2	Proportion of senior management hired from local community	Applicable
405	Diversity and Equal Opportunity	
405-1	Diversity of governance bodies and employees	Applicable
405-2	Ratio of basic salary and remuneration of women to men	Applicable

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GRI 202 Market Presence

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 Group	Percentage
Under 30 years old	8.8%
30-50 years old	68.7%
Over 50 years old	22.5%

By Gender	Percentage
Male	45.6%
Female	54.4%

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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GRI 405 Diversity and Equal Opportunity

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	67%	33%

Employees

Staff Category	Male	Female
Director Grade	60%	40%
General Manager Grade	61%	39%
Senior Manager Grade	55%	45%
Manager Grade	51%	49%
Assistant Manager Grade	54%	46%

Staff Category	Age below 30	Age 30-39	Age 40-50	Age above 50
Director Grade	0%	0%	10%	90%
General Manager Grade	0%	4%	39%	57%
Senior Manager Grade	0%	8%	50%	42%
Manager Grade	0%	32%	52%	16%
Assistant Manager Grade	2%	36%	44%	18%
Officer and Senior Officer Grade	21%	29%	34%	16%

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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
Senior Manager Grade	1:1
Manager Grade	1:1
Assistant Manager Grade	1:1

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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	Applicable
404-2	Programmes for upgrading employee skills and transition assistance programmes	Applicable
404-3	Percentage of employees receiving regular performance and career development reviews	Applicable

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EXPLANATION OF THIS GRI DISCLOSURE AND ITS BOUNDARY

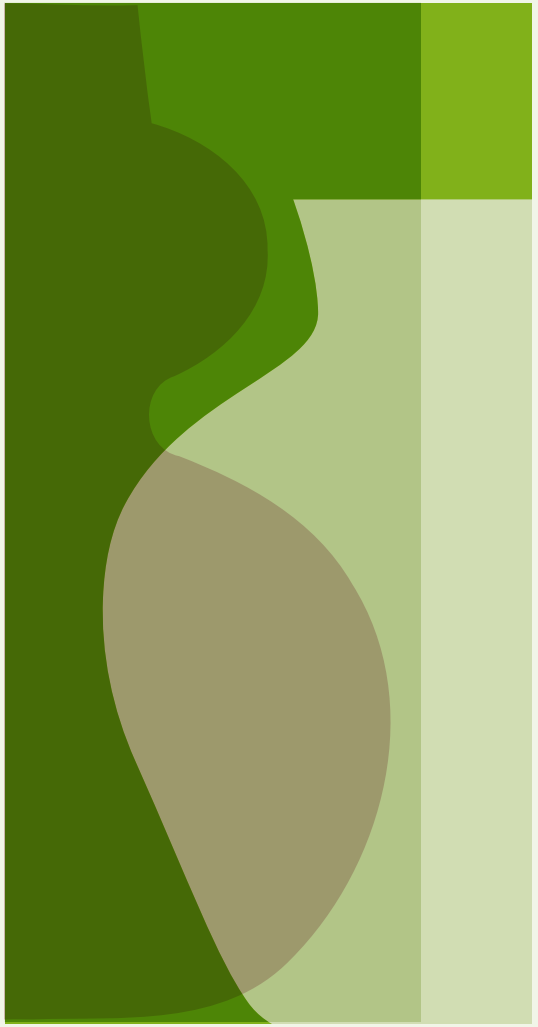
The URA recognises the importance of nurturing our people, as reflected in our mission statement, and strives to realise our vision by keeping our staff informed about the latest industry trends while enhancing their knowledge, skills, and capabilities. We are committed to providing a supportive learning 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.



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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	17.7 hours	16.0 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	26.4 hours	19.9 hours	9.7 hours

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 OF 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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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	Applicable
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

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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.

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 76 arts and cultural programmes in old urban districts. In 2025/26, ACPP supported one new programme, targeting to benefit over 2,000 participants. 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.

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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 2026, approximately 5,800 buildings have received AIPs under this scheme.



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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	Applicable
201-2	Financial implications and other risks and opportunities due to climate change	NA
201-3	Defined benefit plan obligations and other retirement plans	Applicable
201-4	Financial assistance received from government	Applicable

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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 HKFRS Accounting Standards 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 2025/26.

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 received financial assistance from the government in the form of a waiver of land premia amounting to HK$982 million for two redevelopment sites.

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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	Applicable
205-2	Communication and training about anti-corruption policies and procedures	Applicable
205-3	Confirmed incidents of corruption and actions taken	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 2026, 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.

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The Board includes three 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
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

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Committees	Function Areas
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

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 2025 to March 2026, one Assignment Study was ongoing and seven Consultations were conducted concerning URA operations.

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GRI 205 Anti-corruption

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.

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.

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Anti-corruption and Anti-bribery

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.

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MATERIAL TOPICS
Managing Physical Risk and Operational Disruptions

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 HKFRS Accounting Standards 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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Procurement controls and audits

Procurements Above $1 Million

All 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.

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MATERIAL TOPICS
Anti-corruption and Anti-bribery

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.

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 2025/26.

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MATERIAL TOPICS
Managing Physical Risk and Operational Disruptions

Disclosure GRI 205-2

COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

In 2025/26, there are a total of 19 non-executive board members and 12 non-board members serving on various committees under the Board. URA's anti-corruption policies have been communicated to 100% of these members.

In 2025/26, the URA has a total of 709 employees. Anti-corruption policies and procedures have been communicated to 100% of employees who joined the URA in 2025/26 through introductory talks on the Prevention of Bribery Ordinance and other relevant training.

Disclosure 205-3

CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN

In 2025/26, there were no confirmed incidents of corruption or corruption charges brought against any members of URA Management or employees.

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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	Applicable
206	Anti-competitive Behaviour	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Applicable
308	Supplier Environmental Assessment	
308-1	New suppliers that were screened using environmental criteria	Applicable
308-2	Negative environmental impacts in the supply chain and actions	Applicable

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GRI 204 Procurement Practices

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.

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 2025/26, 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 2025/26	
Categories of Contract	Percentage
Work	94.92%
Goods	0.06%
Consultancy Services	2.48%
Asset and Property Management Services	0.89%
Other Services	1.65%

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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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.

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.

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

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GRI 308 Supplier Environmental Assessment

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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Cyber Security, Privacy and Data Governance
GRI 418 Customer Privacy

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

EXPLANATION OF THIS GRI DISCLOSURE 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 by individual divisions/departments in its daily operation in accordance with URA's policy, with conclusions and rationale documented.

CPPM 29 Personal Data Management Policy has been newly implemented with effect from 12 February 2026. It sets out the Authority's policy and general guidelines on protecting personal data, in compliance with the Personal Data (Privacy) Ordinance (Cap. 486, PDPO).

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

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GRI 403 Occupational Health and Safety

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

The construction works 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 construction robotic, 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 enhanced, 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

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, underground utilities works in Kowloon City and Kwun Tong 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.

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.

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2 Improving Energy Efficiency
3 Adopting Green Buildings
4 Promoting Climate Adaptation and Resilience
5 Promoting Circularity
6 Adoption of Renewable Energy
7 Promote Biodiversity Enhancing Practices
8 Water Conservation and Cleanliness
9 Adopting Sustainable Materials
10 Effective Waste Management
11 Promote Indoor Air Quality and Health
12 Positive Economic Impact
13 Public Engagement and Collaboration
14 Revitalise Local Districts and Contribute to the Community
15 Occupational Health and Safety Regulations
16 Fair Labour Practices and Human Rights
17 Promoting Inclusiveness and Diversity
18 Employee Mental and Physical Wellness
19 Talent Attraction, Retention and Development
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21 Health and Wellbeing of Occupants
22 Sustainable Finance and Investments
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Safety awareness training is conducted regularly on-site, and our joint venture developers and contractors are required to provide dedicated site safety personnel. BIM cave for safety training will be adopted in the Sham Shui Po project to facilitate a practical use of the equipment, plant and working procedures.

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

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 2025/26, the accident rate per thousand workers is 2.3.

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8 Water Conservation and Cleanliness
9 Adopting Sustainable Materials
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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 2025 to 31 March 2026 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Chapter 8
	2-2 Entities included in the organization'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 Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Chapter 8 — Material Topic 25
GRI 207: Tax 2019	207-1 Approach to tax	Not applicable. The disclosure is not relevant to URA's business and operation.
	207-2 Tax governance, control, and risk management	
	207-3 Stakeholder engagement and management of concerns related to tax	
	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 302: Energy 2016	302-1 Energy consumption within the organization	Chapter 8 — Material Topic 2 & 6
	302-2 Energy consumption outside of the organization	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

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GRI Standard	Disclosure	Location
	302-5 Reductions in energy requirements of products and services	Not applicable. The disclosure is not relevant to URA's business and operation.
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	Chapter 8 — Material Topic 7
	304-3 Habitats protected or restored	Chapter 8 — Material Topic 7
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Chapter 8 — Material Topic 7
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 (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable. Minimal Nitrogen oxides (NOx), sulfur oxides (SOx), 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

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GRI Standard	Disclosure	Location
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: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Chapter 8 — Material Topic 16
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

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GRI Standard	Disclosure	Location
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. The business operation of the URA does not contribute to human right-related issues.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	
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 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.
	414-2 Negative social impacts in the supply chain and actions taken	The screening mechanism for supplier is under developing and is currently incomplete.
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 Labeling 2016	417-1 Requirements for product and service information and labeling	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 labeling	
	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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