

Int'l CRE & CSQS Leadership Summit 2018 Int'l CRE Awards Ceremony & HK Int'l CRE InnoExpo Awards

Hang Lung Properties: Excellent Team, Excellent Service



General Manager – Human Resources Ms. Janet Poon (middle) and her team accept eight awards at the Asia Pacific Customer Service Consortium's International Customer Relationship Excellence Awards.

As a leading commercial property developer in Hong Kong and the Mainland, Hang Lung Properties (Hang Lung) brings quality customer service to its diverse portfolio of properties. This year, the Company was once again richly decorated at the Asia Pacific Customer Service Consortium's (APCSC) International Customer Relationship Excellence (CRE) Awards, winning eight honors in the category of Property Management. These titles are "Corporate Employer of the Year", "Best Social Media Program of the Year", "Best Use of Knowledge Management of the Year", "Best Use of Technology of the Year", "Corporate Social Responsibility Leadership of the Year", "Customer Satisfaction Quality System of the Year", "Employee Engagement Program of the Year", and "People Development Program of the Year". In addition, the Company was recognized as a Level III Strategic Business Unit in the Customer Service Quality Standard (CSQS) for the third straight year. Ms. Janet Poon, General Manager – Human Resources of Hang Lung, said, "The pursuit of excellent service is integral to Hang Lung's corporate culture. We hold our employees to the highest standards, and we formulate appropriate measures and strategies for all facets of employee life. These range from recruitment, training and development to remuneration and recognition, in addition to employees' physical and mental well-being." With these values in mind, Hang Lung pledges to become the Employer of Choice in the market.

Managing Talent Effectively

Employees are the Company's most valuable resources, the key driving force behind the Company's development. As a result, Hang Lung prepares comprehensive plans for human resources, employee care and training and development. The Company's human resource policies take into account each employee's needs and rank to create the most intimate employee experience.

Besides identifying talent in its new recruits, Hang Lung also explores the hidden depths of its current employees in order to further expand the Company's talent pool. Ms. Poon said, "This year Hang Lung has launched a personal development program to enable employees to systematically plan their career development with the assistance of their supervisors." This program allows the Company to understand and act on employees' personal goals and expectations. In addition, Hang Lung has a job rotation system in place under which employees can transfer from Hong Kong to the Mainland or to different departments to broaden their horizons and enrich their management experience.

Enhancing Employee Training



Hang Lung provides relevant training programs to staff from different departments and in different positions.

In accordance to the CSQS model, Hang Lung established Academy 66, the training and development division of the Company, in 2012. Since then, Academy 66 has systematized and improved the Company's training schemes. The online learning platform eAcademy 66 enables employees to learn at their own pace. Many more initiatives have been implemented to provide employees with professional knowledge and skills in customer service, leadership, management, and

other aspects of their work. This enables employees to plot their career development and better understand what they can expect to gain from their jobs.

The STAR Service Program

Frontline employees face all manner of demands from customers and tenants every day. In order to win their trust and set an example for the industry, Hang Lung has implemented the STAR Service Program, a training program for employees to learn the various skillsets required for excellent customer service. The Program also sets out standards for a variety of work requirements ranging from customer service skills to attire and appearance.

In order to provide courses that fit the needs of employees, Academy 66 listens closely to their feedback. The opinions of participants are collected after every lesson, and Academy 66 further evaluates the effectiveness of its training based on employee performance. In addition, the Company uses the Customer Engagement Survey and Mystery Shopper Program to ensure that employees can meet the Company's standards of excellent service.

Going the Extra Mile



The Company launched the Emerald Award program in 2014 to recognize outstanding performance in customer service by frontline staff and to motivate employees to pursue a higher standard of customer service.

Hang Lung launched the Emerald Award in 2014 to recognize frontline staff who demonstrate excellent customer service, underlining the importance of service to the Company's corporate culture. In 2016-2017, the judging panel received over 220 nominations for the Award from Hong Kong and the Mainland. After a rigorous selection process, five winners were chosen. Although the winners' duties varied wildly, from those of cashiers and service staff to security guards and concierges, each of them exhibited heartfelt devotion to caring for customers.

Ms. Poon believes that the ability of Hang Lung employees to "Go the Extra Mile" is a result of the

Company's care for its own. She said, "We value our employees' experiences, and look after their needs at various stages. In turn, they look after the needs of our customers and provide outstanding service."

Hang Lung's Employee Care Programs

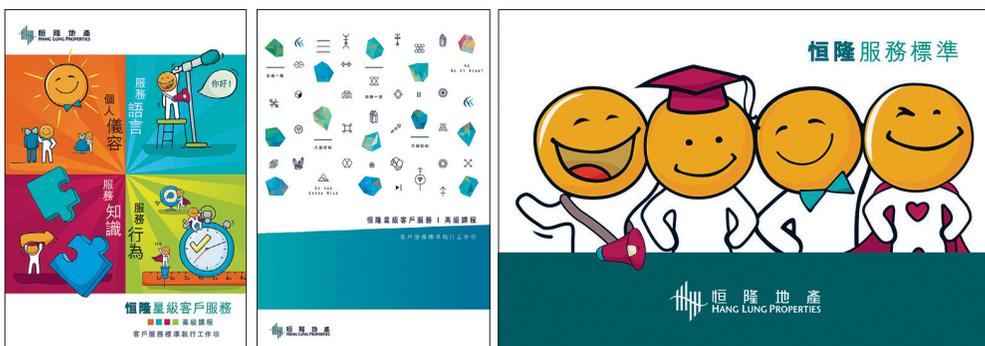
As well as offering competitive remuneration and benefits, the Company has introduced a number of programs for employees, striving to establish a healthy work-life balance for them. For instance, the Employee Wellness Program offers health checkups, Chinese medical consultations, spinal examinations and more. The Company also set up the Hang Lung Social Club in 2011, where colleagues from different departments can form interest groups such as sports teams, a photography club and a long-distance running team. This initiative promotes cross-department interaction and provides healthy activities for employees and their families. From 2012, the Company has also established Hang Lung As One volunteer team, allowing employees and their families to directly give back to the communities where the Company operates.



The Hang Lung Social Club's dragon boat team, full of high-energy employees, trains every week and has taken part in a variety of events.



The Social Club organizes regular family events such as A Day on Lamma Island, encouraging colleagues to enjoy outdoor excursions with their relatives and friends.



The Company has designed posters, booklets and folders to promote the pursuit of service excellence.