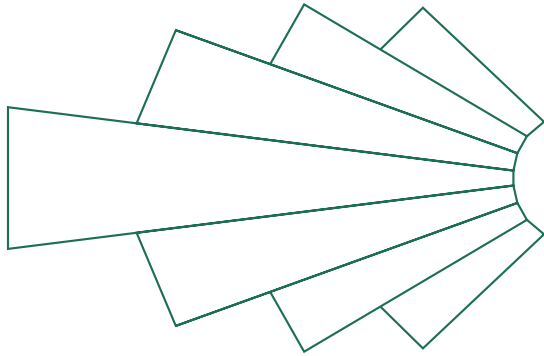
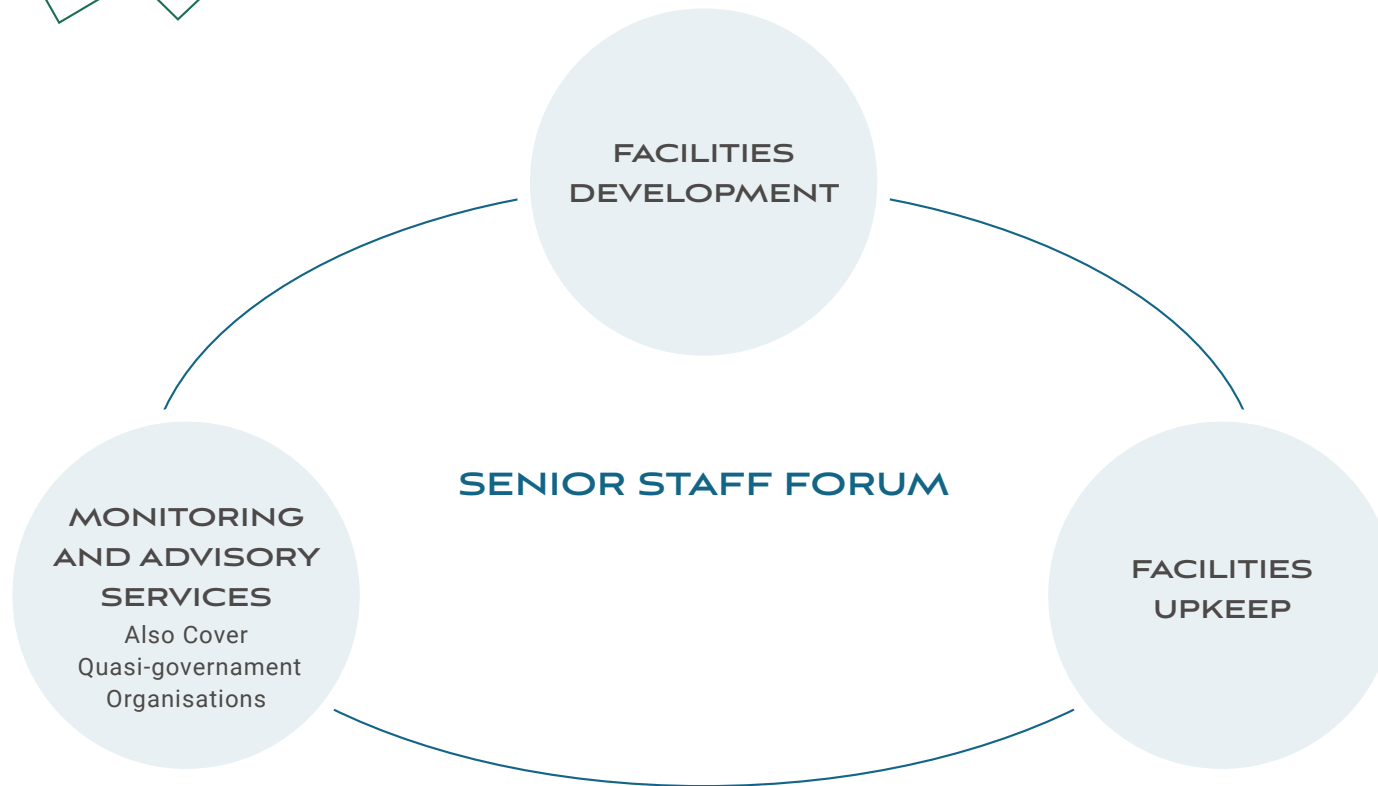


MANAGEMENT AND ENGAGEMENT

UPHOLDING HIGH STANDARDS ON STRATEGY AND MANAGEMENT



Robust governance is the cornerstone of our long-term sustainable development. Our senior management oversees the implementation of sustainability strategies and policies. A Senior Staff Forum (SSF), chaired by the Director, is in place to oversee internal operations and sustainable development agenda. The SSF is also responsible for the formulation and regular review of Departmental policies, strategies and goals.



SENIOR STAFF FORUM



MS. WINNIE HO, JP
Director of Architectural Services



MR. EDWARD TSE, JP
Deputy Director of Architectural Services



MS. ALICE YEUNG, JP
Assistant Director (Architectural)



MR. P.C. CHAN
Assistant Director (Building Services)



MR. ALAN SIN
Assistant Director (Property Services)



MR. K.M. LEUNG, JP
Assistant Director (Quantity Surveying)



MR. K.L. TSE, JP
Assistant Director (Structural Engineering)



MS. WINNIE CHONG
Departmental Secretary



MR. FRANK WONG, JP
Project Director/1



MR. MICHAEL LI
Project Director/2

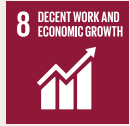


MR. VICTOR TAI
Project Director/3



MR. ALLEN LEUNG
Project Director/4

SUPPORTING THE UNSDGS



We promote inclusiveness and value diversity in our workforce. And we provide equal opportunities in employment

To improve efficiency, service quality and long-term environmental and social performance, we offer substantial training for all people working for or on behalf of ArchSD

We maintain strong corporate governance, to uphold high ethical standards and professional integrity. We have zero tolerance for corruption

INTRODUCING OUR VISION, MISSION AND VALUES

VISION

Serve and care for our community by enriching the living environment through high quality professional services

MISSION

Ensure the quality, cost effectiveness and sustainable development of community facilities

Ensure the quality and cost effectiveness in the upkeep of community facilities

Provide quality professional advisory services on community facilities and related matters

Promote best practices in the building industry

VALUES

Professionalism

Commitment

Accountability

Integrity

Versatility

Continuous Improvement

Team Spirit

Partnering Spirit

Caring Attitude

ESTABLISHING POLICIES AND GUIDELINES

To demonstrate ArchSD's commitment to long-term sustainability in our operations, we have put in place a Departmental Quality, Environmental, Health, and Safety Policy. We adhere to the following guidelines for all services and operations:

- Fulfil the agreed requirements of our clients to the highest professional standards
- Deliver our services in an environmentally responsible manner by conserving energy, preventing pollution and reducing the consumption of natural resources
- Eliminate hazards and reduce our health and safety risks to ensure a safe and healthy environment for our staff, our contractors and people who may be affected by our work
- Involve and, where appropriate, consult our staff, our contractors and people who may be affected by our work – and their representatives – to enhance our health and safety
- Fully comply with applicable legislation and requirements, and – wherever practical – achieve standards beyond those that are legally required

- Provide adequate resources and training to all staff and provide appropriate training to persons working for or on behalf of ArchSD, to continually improve our quality, performance, efficiency and environmental, health and safety management
- Promote ArchSD's principles of quality, environmental sustainability, health and safety to our partners in work, the construction industry and the general public; and

Guarantee our services and operations align with international standards. ArchSD holds ISO 9001 Quality Management Standard, ISO 14001 Environmental Management Standard and ISO 45001 Occupational Health and Safety Management System certifications. Together, these constitute our Integrated Management System (IMS). Our APB Centre in Hung Hom has held ISO 50001 Energy Management certification since 2014. We also refer to ISO 26000 for guidance on socially responsible behaviours. To foster continual improvement, the SSF will keep up to monitor and review the performance of our IMS at least once a year.

MANAGING RISK

To minimise potential hazards and harms to our operations, we actively identify and monitor emerging risks and thereby implement various mitigation plans. Through a comprehensive risk assessment exercise, we identify, assess, mitigate and monitor potential risks within our operational control and report details of the assessment to the Department for considerations in any decision-making process.

Our project risk assessments strictly follow guidelines published by the Development Bureau, such as the Technical Circular (Works) No. 6/2005: Implementation of Systematic Risk Management in Public Works Projects. We manage and control potential risks throughout the entire lifecycle of our projects. Project teams would organise integrated risk assessment workshops to identify risks and formulate precautionary control measures for effective monitoring.

MAINTAINING ETHICS AND PROFESSIONALISM

ArchSD upholds a high level of integrity and ethics. We require all staff to comply with the regulations stated in the Prevention of Bribery Ordinance. Any suspicions of bribery or corruption must be immediately reported to the SSF and the Independent Commission Against Corruption for further investigation. We are also committed to fulfilling all compliance obligations including applicable legislations and other requirements including but not limited to anti-corruption and anti-competitive activities. During the reporting period, no such cases were reported.

We spare no effort to secure employment rights and enhance the capabilities and technical proficiency of our staff. We strictly comply with the Employment Ordinance and provide staff with diverse benefits and training opportunities.

We strictly uphold safety at our construction sites, adhering to – or even surpassing – statutory requirements and DEVB guidelines. For large-scale projects, we appoint Labour Relations Officers at an early stage to resolve any disputes between contractors and workers. We also act an active role in organising and participating in events such as ArchSD's Site Safety Model Workers Award Scheme, Considerate Contractors Site Award Scheme co-organised by DEVB and the CIC and trials of new site safety initiatives to encourage proactive safety management practices.

Apart from employment practices, ArchSD also focuses on the quality of service we delivered. We conduct annual customer satisfaction survey to review our performance and service quality. We have established a dedicated team to handle clients' feedback and opinions to drive continuous improvement.

WAY FORWARD

With the aim to bring the construction industry to a higher level in an innovating manner, ArchSD will keep persisting to expand its adoption and promotion of innovative design, procurement and construction technologies. We will keep exploring and implementing advanced technologies and digital infrastructure that will improve quality while simultaneously improving construction efficiency and cost control, such as BIM, smart asset management and artificial intelligence (AI) etc. We have been building CO-i in recent years for digital transformation with our partners, consultants, and contractors. To improve the business efficiency, we are in the way to develop and implement digital works supervision, material submission and statutory plan submission for better mobility and productivity in project delivery.

Encouraging collaboration between both local and international stakeholders always place a pivotal position in our plan. We have been promoting cooperation & networking with local industry stakeholders for generating and exchanging new ideas & knowledge, as well as bringing in such external expertise to enrich our operation and build a healthier eco-system for all.

Corporate communications go a long way towards keeping our staff and outside stakeholders engaged with the broad picture of ArchSD. One of our measures is by developing publicity plan to enhance corporate image. We will continue to put more efforts on reaching out to share knowledge and promote best practices on quality and sustainable built environment through different platforms and channels, for example website, social media, newsletter, etc. While year 2021 marks the 35th anniversary of ArchSD, various events will be organised to celebrate ArchSD's journey in setting high standards for the architectural industry, pursuing excellent services in its professional field for the evolving needs of the city.

On nurturing of talents, we will devote more resources in trainings and activities to enrich staffs with various kind of exposures and experiences in designated topics. We will continue to cultivate and enhance our staff's sprit and awareness in adopting new technologies in their work, nurture talents by providing diverse working and training opportunities for their career development. To equip talents with the capacity of handling emerging environmental and social crisis and adverse situations, leadership is the key and relevant programmes will be established.

PURSuing CONTINUAL IMPROVEMENT

ArchSD would not be satisfied with our achievements and takes initiative to pursue continual improvement. To this end, we formulate Departmental Annual Plan (DAP) every year which encompasses our targets and objectives. At the same time, cross-functional review

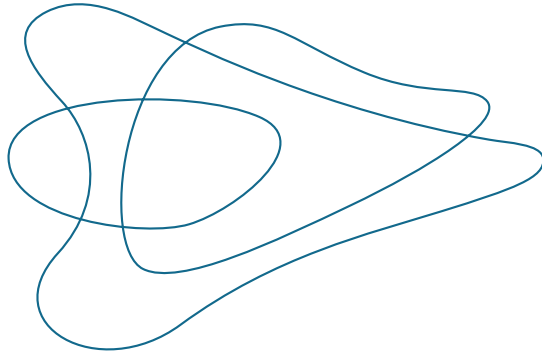
meetings are held regularly to review the progress towards the targets.

The 2020-21 DAP outlines four key focus areas and the followings are our achievement highlights during the year:

FOCUS AREA	ACHIEVEMENT HIGHLIGHTS (AS AT 31 MARCH 2021)
Enrich the Collaborative Development of CO-i, Innovation & Technologies (I&T) and Knowledge Management (KM)	<ul style="list-style-type: none"> • Uploaded 107 knowledge papers and After Action Reports to our Knowledge Bank and Hubs • Hosted 22 knowledge-sharing or collaboration events with external stakeholders in calendar year 2020 • Completed 11 CO-i projects in this year • Formed a new cross discipline CO-i taskforce, focusing on the system development of the Integrated Project Management Portal • Completed a six-month trial of the Pilot Works Order Management Module for COT of Shun Lee DSQ
Enhance Innovative Construction, Inclusive Design, Buildability and Cost Control	<ul style="list-style-type: none"> • Established InnoBank: a one-stop online platform for sharing information on innovative construction technology. This will keep track of innovative construction technologies adopted in ArchSD projects • Used AI and drones to carry out three aerial inspections of external walls • Used AI and drones to inspect Chinese tiled roofs at five venues • Installed water leakage detectors at 14 venues. These use Internet of Things technology to facilitate early detection of water leaks and prevent damages due to flooding • Adopted design for manufacturing and assembly application (DfMA) in three public toilet makeovers • Incorporated Robotic Application under Innovation and Creativity Proposal of the Marking Scheme into Maintenance Term Contracts 2021 (Hong Kong and New Territories) • Enhanced the Buildability Evaluation System assessment and scoring to rationalise project designs and facilitate asset maintenance
Enhance Public Safety and Building Resilience	<ul style="list-style-type: none"> • Incorporated inspection of fire safety and drainage system for buildings (≤ 3 storeys and ≥ 26 years old), and trial application of unmanned aircraft, in Maintenance Term Contracts 2020 (Kowloon) and Maintenance Term Contracts 2021 (Hong Kong and New Territories) • Established Design for Resilience Sub-group team to review ongoing and new designs to combat vandalism, wind, flooding and epidemics, and to formulate relevant guidelines • Launched Design for Resilience Community: an interactive platform for colleagues to find relevant materials, share good practice, exchange opinions and discuss designs for resilience. <i>Draft Guidelines on Building Resilience: Part 1 (Vandalism/Graffiti)</i> were uploaded to the Community in December 2020
Enhance Staff Training and Development	<ul style="list-style-type: none"> • Arranged 104 courses on innovation, social inclusion and public engagement and 52 on CO-i and knowledge transfer

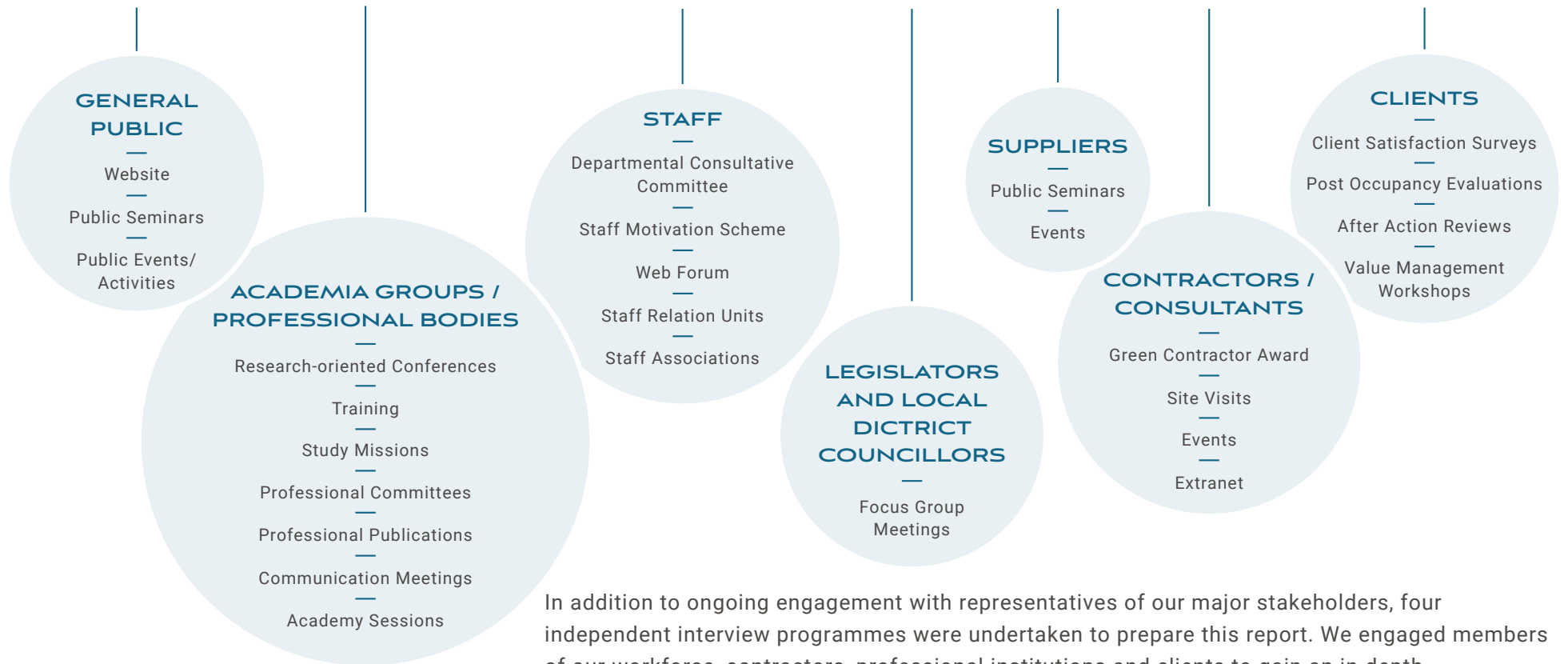
ENGAGING STAKEHOLDERS

GRI102-40, GRI102-43, GRI102-44



Understanding the perspectives, goals and values of our valued stakeholders from all backgrounds is essential. To respond to their needs and to foster long-term trust, we maintain two-way communication via these channels:

STAKEHOLDER GROUP



In addition to ongoing engagement with representatives of our major stakeholders, four independent interview programmes were undertaken to prepare this report. We engaged members of our workforce, contractors, professional institutions and clients to gain an in-depth understanding of their expectations and gather feedback for our continuous improvement on long-term sustainability and overall performance.

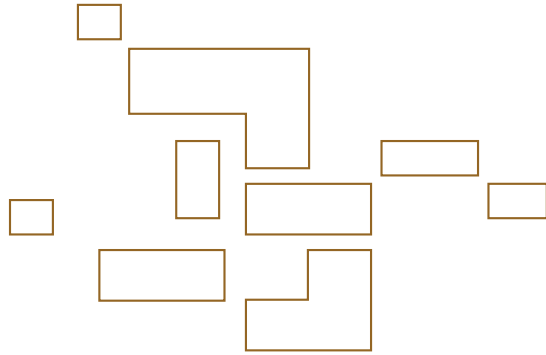
SUPPORTING EXTERNAL ASSOCIATIONS AND COMMITTEES

To bolster our external engagement, ArchSD representatives provide recommendations to and share knowledge with professional bodies and external committees, such as:

- **Steering Committee on Climate Change and Carbon Neutrality**, to steer long-term strategy in combating climate change and achieving carbon neutrality in Hong Kong;
- **DEVB Building Information Modelling (BIM) Working Group** to formulate strategies for promoting the adoption of BIM and digital technology in the construction industry;
- **Joint Working Group on Modular Integrated Construction (MiC)**, to identify suitable technology and practice of modular integrated construction in Hong Kong; and
- **Steering Committee on the Promotion of Green Building and Renewable Energy**, to formulate strategies to promote green buildings and renewable energy and make recommendations on relevant measures.

ESTABLISHING OUR MAIN FOCUS AREAS AND MATERIALITY

GRI102-42, GRI102-44, GRI102-46, GRI102-47



By integrating the feedback of stakeholders via our engagement channels and independent interviews, we identified the sustainability areas that accord to their interests and to the existing or potential impact on our operations, services and connections. We also align with global initiatives - the UNSDGs. In the reporting year, we have updated the list of sustainability issues as material to our operations. We also reviewed the mapping with the UNSDGs which are of the highest relevancy and subject to impacts created by ArchSD's operations. This exercise has helped us focus on the formulation of policies and measures to improve particular sustainability performance.

This report focuses on those areas, with our strategies and practices showcased in the relevant chapters.

ECONOMIC

Procurement Practices
Anti-corruption

SOCIAL

Employment
Occupational Health and Safety

Training and Education
Non-discrimination
Community investment

ENVIRONMENTAL

Energy
Emissions
Effluents and Waste

Supplier Environmental Assessment
Green Building