

Management and Engagement

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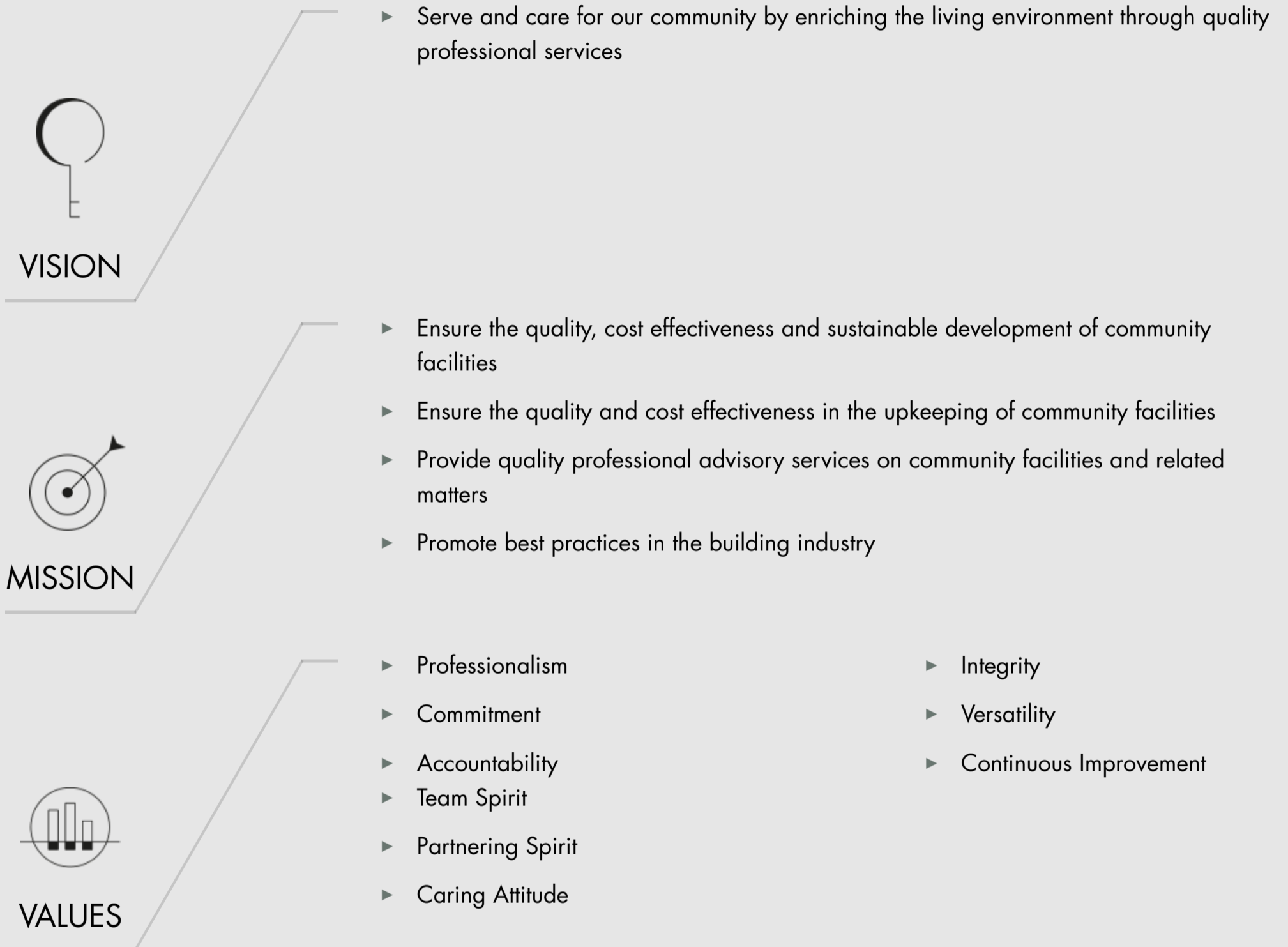
UNSDGs

- We promote great inclusiveness and value diversity in the workforce by providing equal opportunity in recruitment
- We provide appropriate training to all staff and persons working for or on behalf of ArchSD, to continually improve our quality, environmental, health and safety management system to enhance performance and effectiveness
- We are committed to maintaining a strong corporate governance free of corruption and bribery and with high level of ethical standards and professional integrity

Strategy and Management

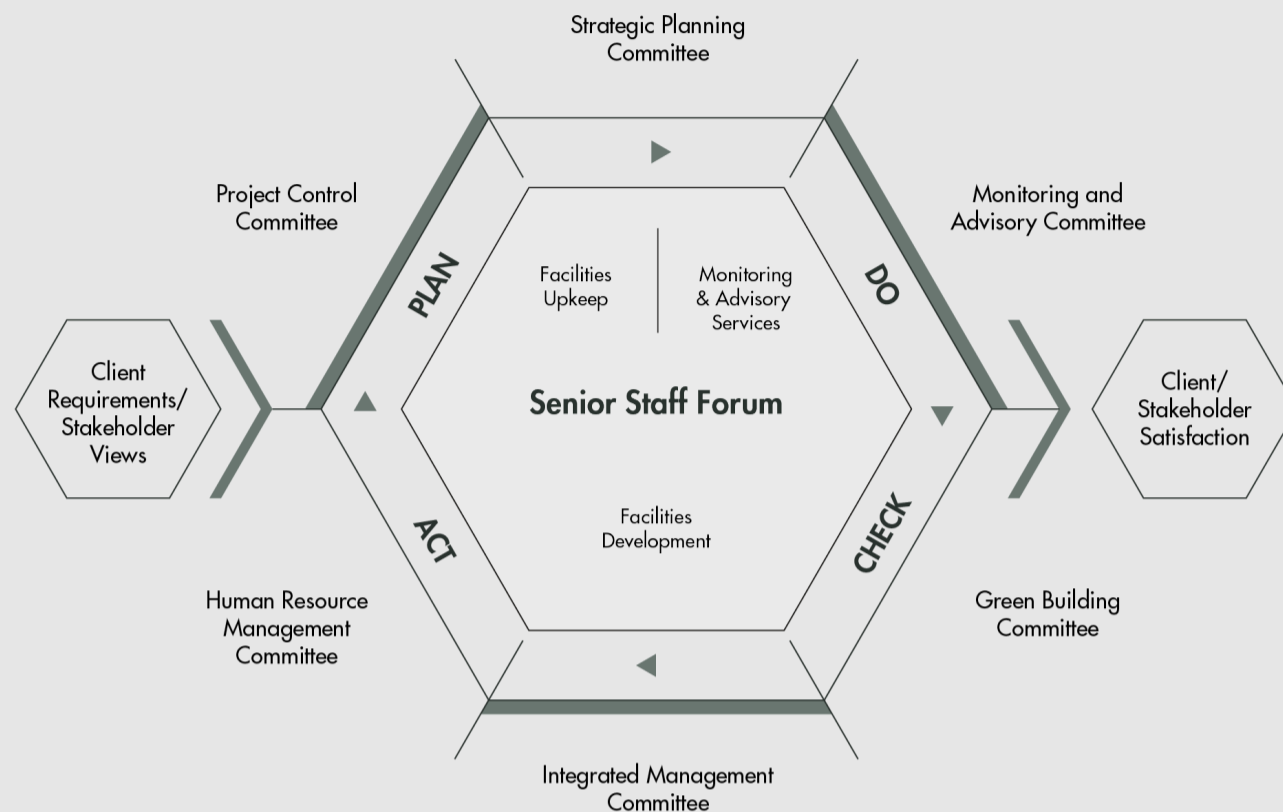
ArchSD believes that responsible and ethical governance is the foundation to ensuring sustainability of the department. With our senior management overseeing and directing the overall sustainability strategies and policies of ArchSD, we continue to strive in attaining and upholding a high standard of ethics and professionalism in the interest of all stakeholders.

Our Vision, Mission and Values



Governance Structure

ArchSD adheres to the highest level of governance, policies and practices set out by the Civil Service Bureau. Our Senior Staff Forum (SSF), chaired by the Director, has in place a management framework to oversee internal operational and sustainability agenda. The SSF develops and regularly reviews Departmental policies, strategies and goals. In addition, we have also established a number of steering committees to monitor different areas of operation of ArchSD.



Policy and Guidelines

We have in place a Departmental Quality, Environmental, Health and Safety Policy to provide a favorable working environment and to ensure the long-term sustainable development in our operations.

ArchSD strives to adhere to the below guidelines for all our services and operations:

- ▶ Fulfil the agreed requirements of our clients to the highest professional standards;
- ▶ Deliver our services in an environmentally responsible manner by implementing conservation of energy, preventing pollution and reducing the consumption of natural resources to protect the environment;
- ▶ Manage our health and safety risks to ensure a safe and healthy environment for our staff, our contractors and other people who may be affected by our work;
- ▶ Fulfil all compliance obligations including applicable legislations and other requirements, and wherever practicable, to 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, environmental, health and safety management system to enhance performance and effectiveness; and
- ▶ Promote ArchSD's principles of quality, environmental sustainability, health and safety to our partners in work, the construction industry and the general public.

To ensure our services are on par with international standards and industry best practices, ArchSD has achieved ISO 9001 Quality Management Standard, ISO 14001 Environmental Management Standard and OHSAS 18001 Occupational Health and Safety Management Standard. Our APB Centre in Hung Hom has achieved ISO 50001 Energy Management since 2014. With the aim to drive for continuous improvement, the performance of our integrated management system is monitored and reviewed by the SSF at least once per year.

Risk Management

We proactively monitor and identify emerging risks and seize the opportunity to minimise our negative impacts as far as practicable through mitigation plans. Our risk management approach is to identify, evaluate, mitigate and monitor the potential risks that affects our operations through a comprehensive risk assessments exercise and report to the Department.

For our projects, our risk management assessment exercise strictly follows the guidelines published by the Development Bureau (DEVB), for instance, Technical Circular (Works) No. 6/2005 on 'Implementation of Systematic Risk Management in Public Works Projects'. We take into account the entire lifecycle to manage and control potential risks that will affect our projects. Project teams would carry out integrated risk assessment workshops to identify, evaluate and design effective precautionary control measures to monitor the risks.

Ethics and Professionalism

ArchSD upholds high standards of integrity and ethics. All staff are required to follow the regulations stated in the Prevention of Bribery Ordinance. Any cases of suspected bribery or corruption shall immediately be brought to the attention of the SSF and the Independent Commission against Corruption for further investigation. During the reporting period, no relevant cases were reported.

We put great emphasis in protecting the employment rights and building the capability of our staff. We fully comply with the Employment Ordinance, and offer our staff with welfare and training opportunities. ArchSD strictly adheres to the safety guidelines published by the DEVB to ensure that provisions such as site safety training, and Pay for Safety Scheme. We have also properly addressed ArchSD Site Safety Model Workers Award Scheme in our works contracts. Labour Relations Officers would be appointed for large-scale construction projects for resolving disputes between contractors and workers in early stage.

Quality of service is also one of our focuses. Every year, we conduct the client satisfactory survey to review on our performance and work quality. We have a dedicated team in handling feedbacks and comments from our clients to drive continuous improvements.

Way Forward

One of our goals in the coming years is to promote the adoption of innovative construction methods such as BIM, MiC and prefabrication to drive for better efficiency in design, production and operation in the construction industry. In addition to implementing these methods, we will continue to put into practice the 'No Frills' principle in design and contractual requirements, the '3S' (Standardisation, Simplification and Single Integrated Element) and other relevant measures to enhance buildability and strengthen cost control.

ArchSD will also continue to incorporate inclusive design in order to improve accessibility and public safety in government buildings. Further studies on advanced building materials and measures to enhance building resilience will also be conducted for operation and sustainability improvement.

Another strategic focus of ArchSD is to drive and enhance knowledge management across Branches and Divisions within ArchSD and promote knowledge sharing amongst relevant stakeholders. We will continue to arrange corresponding training programs on topics including innovative construction and Building Information Modelling (BIM).

We are developing 'Corporate Intelligence (CO-i)' to drive digital transformation. The core of CO-i development is an electronic business platform with linkage to various application systems to promote 'architectural intelligence', including digital site supervision, digital collaboration platform for BIM, electronic submissions and building data analytics, etc. We will also enhance operational efficiency by applying innovations and technologies (I&Ts) in the work process, such as mobile application system, unmanned aerial vehicle, chatbot, artificial intelligence and cloud computing, etc.

Departmental Annual Plan

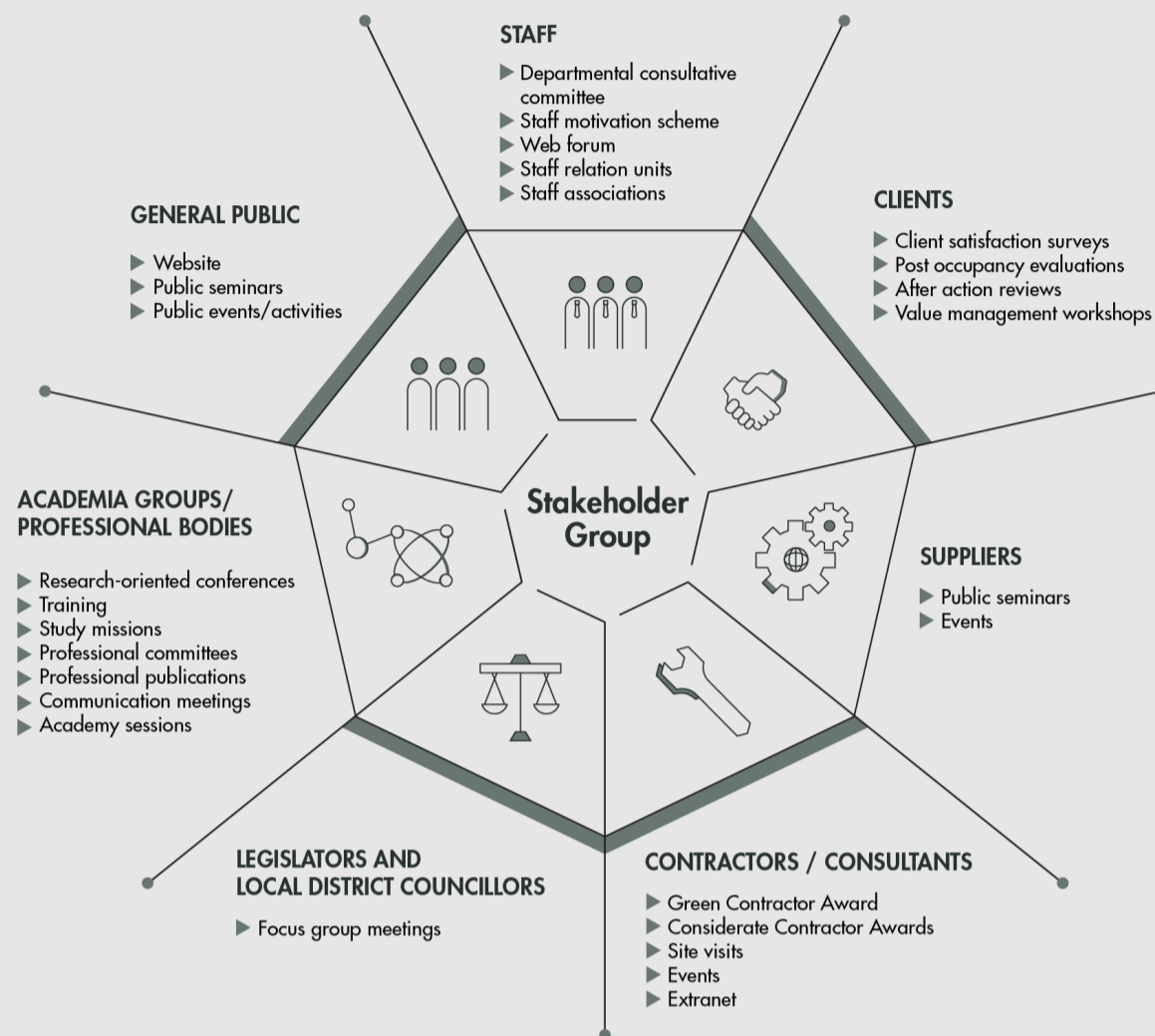
ArchSD remains resolute in improving departmental performance. A Departmental Annual Plan (DAP) that encompasses our objectives and targets is prepared annually. In addition, cross-functional review meetings were conducted on a regular basis to review the progress for each objective. Four focus areas were outlined in our DAP 2018/19 and we have marked the highlights of our major achievements as below:

Focus Area in Annual Plan 2018/19	Achievement Highlights
<p>Enhance design optimisation, innovative construction and cost control</p>	<ul style="list-style-type: none"> ▶ Established the InnoC Focus Group to support project teams in exploring innovative construction opportunities ▶ Explored innovative construction ideas within the industry by organising symposium, sharing sessions and factory visits ▶ Adopted Modular Integrated Construction (MiC) in the Disciplined Services Quarters at Pak Shing Kok as a pilot public works project ▶ Established a cost analysis framework for innovative construction methods, e.g. '3S' (Standardisation, Simplification and Single Integrated Element) and MiC ▶ Conducted a symposium on innovation as a knowledge sharing platform for professionals and academics in the construction industry
<p>Enhance public safety and building resilience</p>	<ul style="list-style-type: none"> ▶ Conducted detailed structural surveys for around 2,920 government buildings (as at 31 March 2019) ▶ Promoted best practices by launching the Community of Practice (CoP) for Curtain Wall & Façade Cladding Design and conducting academy session on Quality Control on Design & Installation of External Façade Stone Cladding ▶ Explored building resilience enhancement measures through studies on threats of critical building services (BS) system breakdown under extreme weather and corresponding BS design measures
<p>Enhance Corporate Intelligence and Knowledge Management (KM) development</p>	<ul style="list-style-type: none"> ▶ Established the CO-i Steering Committee (CO-iSC) and CoP on BIM and InnoC, and Advanced Technologies ▶ Commenced Information System Study (ISS) and established a dedicated IT team for the CO-i development ▶ Enhanced efficiency and capabilities through the implementation of BIM ▶ Collaborated with Buildings Department to organise 14 Academy talks and BD's sharing sessions for exchange of knowledge ▶ Developed or revised particular specification for BIM, BIM Clause for Lead Consultancy and BIM guide for different branches respectively
<p>Enhance staff training and development programme</p>	<ul style="list-style-type: none"> ▶ Organised a study tour to Shenzhen and Huizhou as one of the staff's career development activities with a total of 33 professional, site supervisory and technical grade staff participated ▶ Conducted 56 Academy talks and participated a total of 33 training programmes on InnoC and BIM

Engagement Approach

ArchSD has established an ongoing stakeholder engagement mechanism to gain a deeper understanding on the opinions, priorities and values of our broad range of stakeholders. We strive to maintain a two-way communication channel to address the needs and build long-term loyalty among our stakeholders. Our engagement channels are summarised as below:

GRI102- 40
GRI102- 43
GRI102- 44



In preparation of this Report, a total of five independent interviews were undertaken in addition to our ongoing engagement practice with delegates of our key stakeholder groups. Representatives from staff, contractor, professional institution and client were engaged to better understand their concerns and obtain feedback for the continuous improvement in relation to ArchSD's sustainability initiatives and performance.

Involvement in External Associations and Committees

As a part of our external engagement channel, ArchSD also has designated representatives to provide our recommendations and experience-sharing in professional bodies and external committees including but not limited to:

- ▶ **Construction Industry Council Committee on Building Information Modelling** to formulate strategies for market transformation promote the use and facilitate the application of BIM, digital its related technologies in construction industry;
- ▶ **Hong Kong Green Building Council Green Labelling Committee** to define and steer the strategic development, policies, processes, advocacy and promotion of BEAM Plus and Green Building Labelling;
- ▶ **DEVB-CIC Joint Working Group for Consultancy Study on Improving the Environmental Performance on the Hong Kong Construction Industry** to monitor the consultancy study on following up the recommendations of promoting a greener built environment in CIC's Report on 'The Development Strategy for the Hong Kong Construction Industry' published in January 2016, and studying strategies to reduce carbon emission of the construction industry;
- ▶ **Steering Committee on the Promotion of Green Building and Renewable** to formulate strategies to further promote green buildings and make recommendations on relevant measures; and
- ▶ **Advisory Committee on Barrier Free Access** to consider application for Exemption for Disabled Access.

Main Focus Areas and Materiality

Through our ongoing stakeholder engagement channels and independent interviews with our key stakeholder groups, we confirmed our prioritised sustainability issues remained unchanged as previous year based on our stakeholder groups' interests in and influence on ArchSD's operation and sustainable development as well as the impacts or potential impacts on them as a result of our operation, services and relationships.

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

At ArchSD, we aspire to support the United Nations' Sustainable Development Goals (UNSDGs) to contribute to the global sustainability strategy. In this reporting year, we have mapped our sustainability practices to the UNSDGs that we identified as the most relevant with our operations and in which we have the most significant impact on. The boundaries of our Report are set with the following material topics and details of our strategies and practices can be found in the reference chapters.

