

Our People

Developing Leadership Capability and Embedding a High-Performance Culture

At Hongkong Land, our people are central to delivering the Group's long-term strategy. As we continue to strengthen our business for the future, we are building a high-performance, values-driven culture that empowers colleagues to excel, lead and innovate.

In 2025, we accelerated our organisational transformation by embedding our refreshed company values, strengthening leadership capability, redesigning incentive structures and deepening employee engagement across the Group. These collective efforts ensure our workforce is motivated, empowered and moving in the same direction to deliver sustainable value for our shareholders and stakeholders.

Embedding Our Values Across the Organisation

Following the launch of the Group's refreshed Strategy and Values in late 2024, our efforts in 2025 focused on helping colleagues understand and consistently integrate these principles into their daily work.

Our values, **'Always Forward'**, **'Think in Generations'**, and **'Be a Bridge'**, form the foundation of how we make decisions, collaborate and deliver values to our stakeholders.

Led by senior management, the Values in Action campaign was launched with a series of initiatives designed to raise awareness, deepen understanding and support the practical application of our three values into real business situations.

Strengthening a High-Performance Organisation

In 2025, we completed a comprehensive redesign of our performance management system to create a clearer and stronger connection between individual contribution and Group's strategic direction, focusing on aligning company goals among all staff members, enhancing transparency on recognising outstanding staff by systematic calibration, and embedding our values more deeply into day-to-day performance expectations.

This modernised approach has strengthened accountability, sharpened execution focus and reinforced a culture where sustained high performance and continuous improvement are integral to how we work.

Enhancing Leadership Capability

To power our strategy and cultivate our desired culture, we introduced a new Leadership Competency Framework. Rooted in our values, it provides a clear blueprint for the mindsets and capabilities we expect from our leaders. We will integrate this framework across the entire employee lifecycle — guiding how we hire, evaluate, develop, and promote. This ensures that leadership at every level is aligned and empowered to steer our ongoing transformation.



Performance and Reward Aligned with Long-Term Strategy

The Group continued to refine its performance and reward structures to reinforce accountability and align the workforce with long-term value creation.

The **revised Short-Term Incentive Plan (STIP)** incorporates a transparent and balanced formula measuring business financial performance, individual performance and Health and Safety adjustments. This ensures employees are rewarded fairly for both results and behaviours aligned with our values.

2025 marked the commencement of the **first share-based performance driven Long-Term Incentive Plan (LTIP)**. The plan is designed to drive executive alignment with shareholder outcomes and support leadership retention. The LTIP measures 85% financial KPIs in Absolute Total Shareholders' Return and Relative Total Shareholders' Return and 15% non-financial KPI on Sustainability.

Developing Talent for the Future

Through a comprehensive, career-long development strategy, we offer a blend of assessment, training courses, collaborative sharing sessions, industry conferences, and mentorship. Development is then tailored to individual potential and business needs, where leaders engage in targeted competency programmes, while high-potential talent is accelerated through strategic rotations and expanded roles. This integrated approach ensures we build essential capabilities across our workforce, empowering every employee to contribute to and grow with our future.

Employee Engagement and Organisational Cohesion

Staff engagement remains a key priority of the Company, underpinned by regular communications and structured feedback mechanisms. A wide range of initiatives helped strengthen connections among staff, from the Leadership Offsite Meetings and the all-staff Townhall, to culture-building activities that brought colleagues together across departments.

In 2025, there was also an expansion of the Employee Recognition Awards and Staff Appreciation Week activities that provided a chance for the Company to recognise the hard work and commitment of staff and encouraged peer appreciation to reinforce a culture of gratitude. Complemented by staff-centric events such as the Annual Party, themed bazaars, volunteering activities and wellness activities, these initiatives collectively fostered a strong sense of staff belonging, pride and shared purpose across the Group.

Summary

In 2025, Hongkong Land made notable progress in developing a values-led, high-performance organisation. Through strengthened leadership expectations, disciplined performance and reward structures, and targeted talent development, the Group is building a capable, aligned and future-ready workforce positioned to support long-term sustainable value creation.

