



**Policy**

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**Stakeholder Engagement**

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## A. Objective

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- Stakeholder Engagement Policy (“**This Policy**”) describes Link Asset Management Limited (“**Link**”)’s stance and approaches on stakeholder engagement.
- Link aims to be a responsible business by continuously building trust with stakeholders and community, building social capital, identifying key material issues, engendering Link as a community asset where it operates, as well as aligning engagement to Link’s corporate purpose and vision.

## B. Policy Scope

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- This Policy applies to individual Business Units (“**BUs**”) of Link and sets out overarching framework for implementation in assets across geographies where Link has operational control.
- Link’s identified stakeholder groups include staff, corporate management, investors and capital partners, regulators, customers, tenants, supply chain, business partners, doorstep communities, Non-Governmental Organisation(s) (“**NGO(s)**”) and industry bodies, media, and the broader community affected by our business operations.

## C. Policy Content

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### 1. Context

- Link believes aligning stakeholder engagement to Link’s corporate purpose and vision is critical to responding to stakeholder and wider community priorities (expectations, aspirations) as we develop and operate our assets in Hong Kong and internationally.
- We seek to ensure that our business evolves over time in line with changes in our stakeholders’ and communities’ demographic profiles, aspirations and needs.
- To support actualising our corporate purpose and vision in the long run, Link implements a future-fit management model called “Business-as-Mutual” (“**BAM**”).
- BAM positions Link and our stakeholders as an ecosystem, in which all stakeholders coordinate and align efforts to address common materiality issues instead of Link-centric topics alone. With the Business-as-Mutual ethos, we seek to connect deeper with our stakeholders to build a resilient ecosystem where more stakeholders can flourish, enhancing economic performance, environmental resilience and social inclusion
- To support the stakeholder engagement process, Link will:
  - Comply with all relevant laws and regulations regarding sustainability issues in particular those relevant to engagement of our stakeholders, including employment, supply chain, data privacy, etc. In the absence of legislation, Link will seek out and observe best international practices;
  - Review Link’s business to identify issues, set appropriate performance targets and record as well as report to build the internal knowledge base and improve performance;
  - Conduct stakeholder engagement programmes at the early stages of new projects and partnerships that are required by law and as prescribed in Link’s internal codes and relevant policies. Link will review outcomes and implement recommendations appropriately;

- Educate and train staff in stakeholder engagement policy and procedures and raise awareness of Environmental, Social and Governance (“ESG”) issues in relation to stakeholders;
- Train and collaborate with Link’s upstream and downstream supply chain to adopt best practices to achieve continuous improvement in ESG performance;
- Establish a committee tasked with the developing, implementing, continually monitoring and reporting the corporate wide management of stakeholder engagement.

## 2. Our Stakeholder Engagement Commitment

- With the Stakeholder Engagement Policy, Link is committed to:
  - Embed the BAM culture of the collaborative engagement;
  - Establish engagement as a cornerstone of organisational development/the business strategy;
  - Capture stakeholder trends across the business footprint and externally to inform current and future strategy;
  - Engage with stakeholders including tenants, customers, business partners and communities on social and environmental issues;
  - Understand the impacts Link has on stakeholders;
  - Provide feedback on Link’s performance and areas for improvement;
  - Foster best practices to improve Link’s ESG leadership;
  - Develop and guide the stakeholder engagement framework in practice;
  - Enhance individual employee’s experience and engagement by building best practices; and
  - Improve Link’s relationships with customers, suppliers, business partners and investors.

## 3. Principles

- Link will apply the following principles to guide ethical and responsible engagement to facilitate stakeholder connection and cohesion:
  - **Openness and Trust**—Link commits to maintaining open channels and transparency of dialogue for stakeholders to raise concerns or otherwise engage with the business;
  - **Empowerment**—Link recognises stakeholders are often the best source of information regarding how to improve service provision and manage business impacts. Link commits to involving its stakeholders in project/service design and delivery, while collaborating with them during implementation;
  - **Collaboration**—Link recognises the collaboration on issues has wide benefit to sustainability development. Link commits to the BAM approach when seeking solutions and decision making for future operational planning;
  - **Fairness**—Link seeks to balance stakeholder expectations within an established framework that provides voice to relevant stakeholders while seeking the fair and equitable solution to balancing their interests amongst themselves and in alignment with Link’s goals.

#### **4. Implementation**

- To achieve our policy commitments and aspirations, all management teams will identify who their stakeholders are and what they need. Specifically, Link will adopt programmes to:
  - Conduct regular communications, recording and reporting of engagement events to build the internal knowledge base of engagement activities and outcomes;
  - Develop meaningful partnerships with our stakeholders by collaborating with them in ways that create opportunities and inspire innovation to meet shared aspirations;
  - Conduct early prioritised engagement with stakeholders to help build a clear project/service vision and identify key milestones; and
  - Engage with stakeholders in manner that considers their capacity and ways they want to engage.

#### **5. Reporting and Review**

- As part of Link's annual reporting, Link will publicly disclose its stakeholder engagement activities that have an impact on Link's ESG performance. Additional details on Link's stakeholder engagement approach are also disclosed.
- This policy will be reviewed annually to confirm its effectiveness and include any updates.