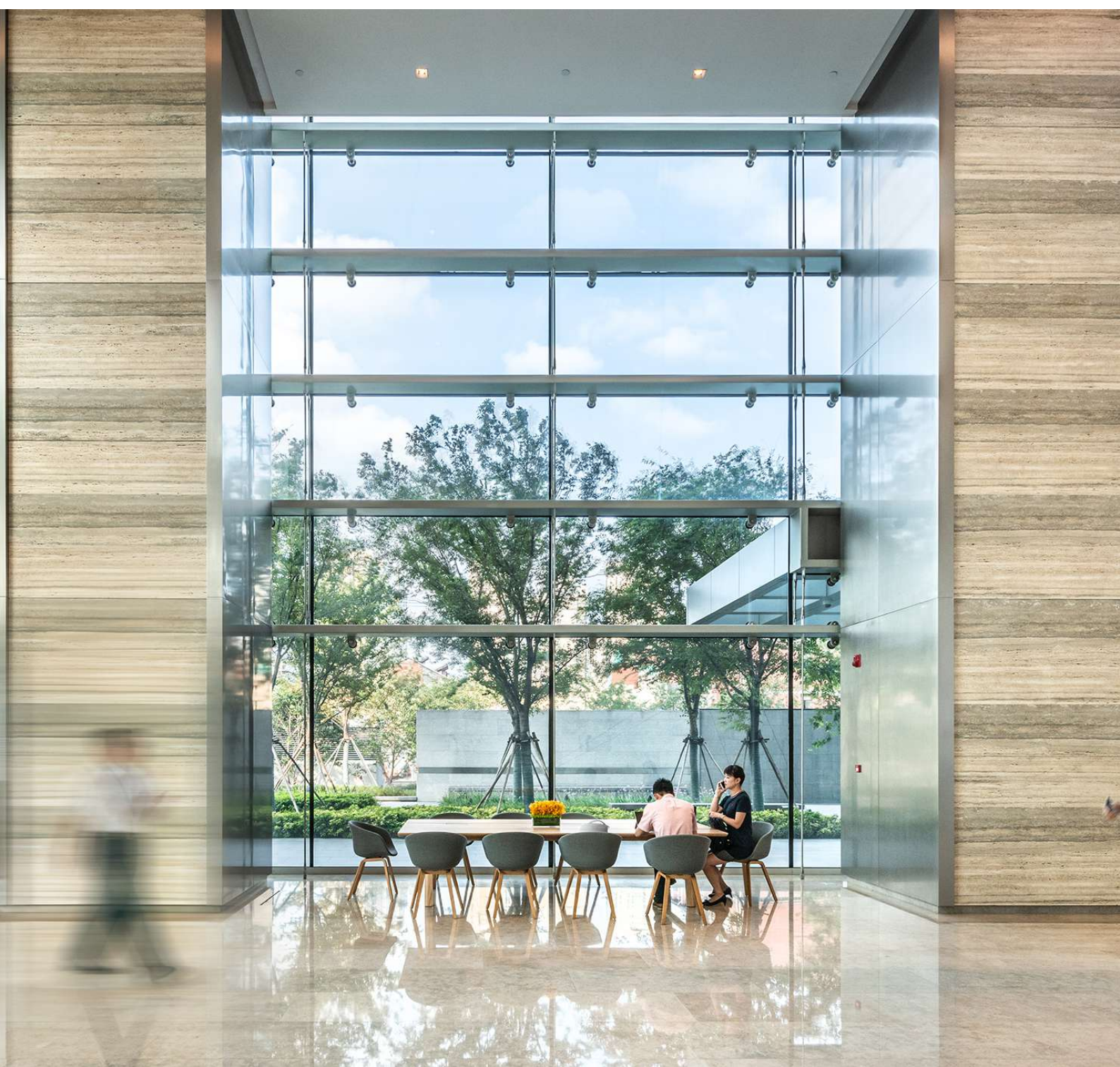


Hines



2020 ESG Report





About This Report

Hines One Museum Place is pleased to present its first sustainability report showing our ESG performance and achievements in the calendar year 2020. More specifically, this report contains our achievements in the last year towards more sustainable management and operations and moving forward our key targets to further improve our environmental, social and economic performance.

With this report, we are indorsing our commitment to the importance of a sustainable future and in keeping our stakeholders informed on an annual basis about how Hines One Museum Place is achieving this through step-by-step development of our business operations.

For more information, feedback, and suggestions to help us improve our sustainability performance and reporting, please contact:

James Morrison

Senior Managing Director, Hines

General Manager, One Museum Place / Shanghai China

james.morrison@hines.com

Report scope:

This report provides information on the activities carried out from January 1 to December 31, 2020 and covers One Museum Place, Hines' project located in Shanghai, China. It includes a summary of our project management approach, considering the nature of our business and the accomplishments and actions made during the reporting period, as well as intended plans for the upcoming years.

This report was revised and validated by the General Management of Hines One Museum Place in order to ensure the correctness of the information reported in this document. It does not have external verification.

Message from our Senior Managing Director



The year 2020 was an atypical year in which the world was affected by COVID-19, a global health emergency that not only instigated a new paradigm shift in the way businesses operate, but also changed the way we see the built environment. The astonishing impact of COVID-19 on the economy and public health served as a test to demonstrate our capability to remain resilient and prompted us to take further action and protect the lives of the communities with which we engage and safeguard society and the economy. Activities such as our “Prevention and Preparedness Procedures Program” developed during the emergency and the rapid adaptation and implementation of these measures in building operations and management helped our tenants and employees overcome the challenges of COVID-19 and strengthen the confidence that stakeholders have deposited in us.

This disruptive year highlighted the importance of having a sustainable, resilient and responsible investment framework to make our spaces meet the needs of the present while remaining resilient for the future. This report details our response to COVID-19 and provides a summary of our efforts in advancing towards a more sustainable and resilient future. It is also our first sustainable report, and so we hope that it helps facilitate the understanding of our work, with the challenges and successes we have faced so far, as Hines continues to work to become the best real estate investor, partner and manager in the world.

A handwritten signature in black ink that reads "James A. Morrison".

James Morrison

Senior Managing Director, Hines

General Manager, One Museum Place / Shanghai China

About Hines

Hines is a privately owned global real estate investment, development, and management firm. Founded in 1957, our firm has grown to an extent where we now have a presence in 240 cities across 27 countries around the globe. From the very beginning, Hines's Founder (Gerald D. Hines) instilled a culture of sustainability with an emphasis on creating long-term value for the people and communities we touch. Having pioneered that commitment to sustainability in the built environment has led us to become one of the largest and most respected real estate organizations in the world.



About One Museum Place



In China, Hines has developed 9 landmark properties across 4 major cities, including our featured project in Shanghai, One Museum Place. This project, also dubbed as “*The Pearl of Jing'an*”, is a 1.4 million-square-foot, 60-storey prime office tower with a six-storey retail podium in the heart of Shanghai. One Museum Place was driven by Hines' vision of a world-class premium grade A office building that delivers exceptional sustainable performance. The development naturally integrates into the Jing'an District, as the tower and its lifestyle podium connect directly to Metro line 13 (Shanghai Natural History Museum Station), a key line connecting major business and retail hubs all across Puxi and Pudong. One Museum Place also provides quick and easy access to Shanghai's North-South Elevated Road, Xinzha Road and Western Beijing Road.

The office tower is designed and built to the highest specifications of quality and sustainability. The lifestyle-oriented retail pavilion will meet the daily needs of the office tenants and also provide daytime and evening opportunities for fine dining and relaxation, with its spacious interiors, two restaurants & coffeehouses, and outdoor terraces overlooking the Sculpture Park and Natural History Museum. One Museum Place supports a vibrant commercial community and provides a world-class gathering place for business and pleasure.



One Museum Place at a glance



Address :

**669 Xinzha Road,
Shanghai, China**



Building Height :

250m



Total Project GFA :

183,336.2 m²



Tower Storeys :

60



Office Floors :

2-60



Total Tenant-controlled Area:

134,452 m²



Total Landlord-controlled Area:

48,884 m²



Total Parking Spaces :

773

Distinctions and Awards of the project



One Museum Place was awarded:

Best Green Development in 2019 at the MIPIM Asia Awards.

About the MIPIM

Founded in 2007, the annual MIPIM Asia Awards celebrate the most technically impressive and inventive property developments from across the APAC region, considering both finished developments and un-built projects in the planning stage.



One Museum Place won the “Artistic Lifestyle Landmark Award” in 2020 by being recognized for its ongoing world-class service for business and event gatherings while maintaining a focus on artistic lifestyle, bringing high-quality and immersive art experiences to every customer who comes to it.

Our Vision

“



Our vision is to be the best real estate investor, partner, and manager in the world. Integrating sustainability into everything we do will help us to get there.

We strive to improve the built environment for people and communities by creating, managing, and investing in buildings that meet the needs of the present and remain resilient in the future.

Our Guiding Principles

1

The Hines standard represents the global real estate benchmark for value creation, integrity, service, and quality for all clients.



2

All Hines products and services are of the highest standard as appropriate for the mission.



3

The Hines employee is the greatest example of the Hines standard and the company's most valuable asset.



4

Hines is committed to fostering an inclusive culture where diversity is respected and valued.



5

We will continually strive to be the industry leader in sustainability and the premier real estate company in the world.





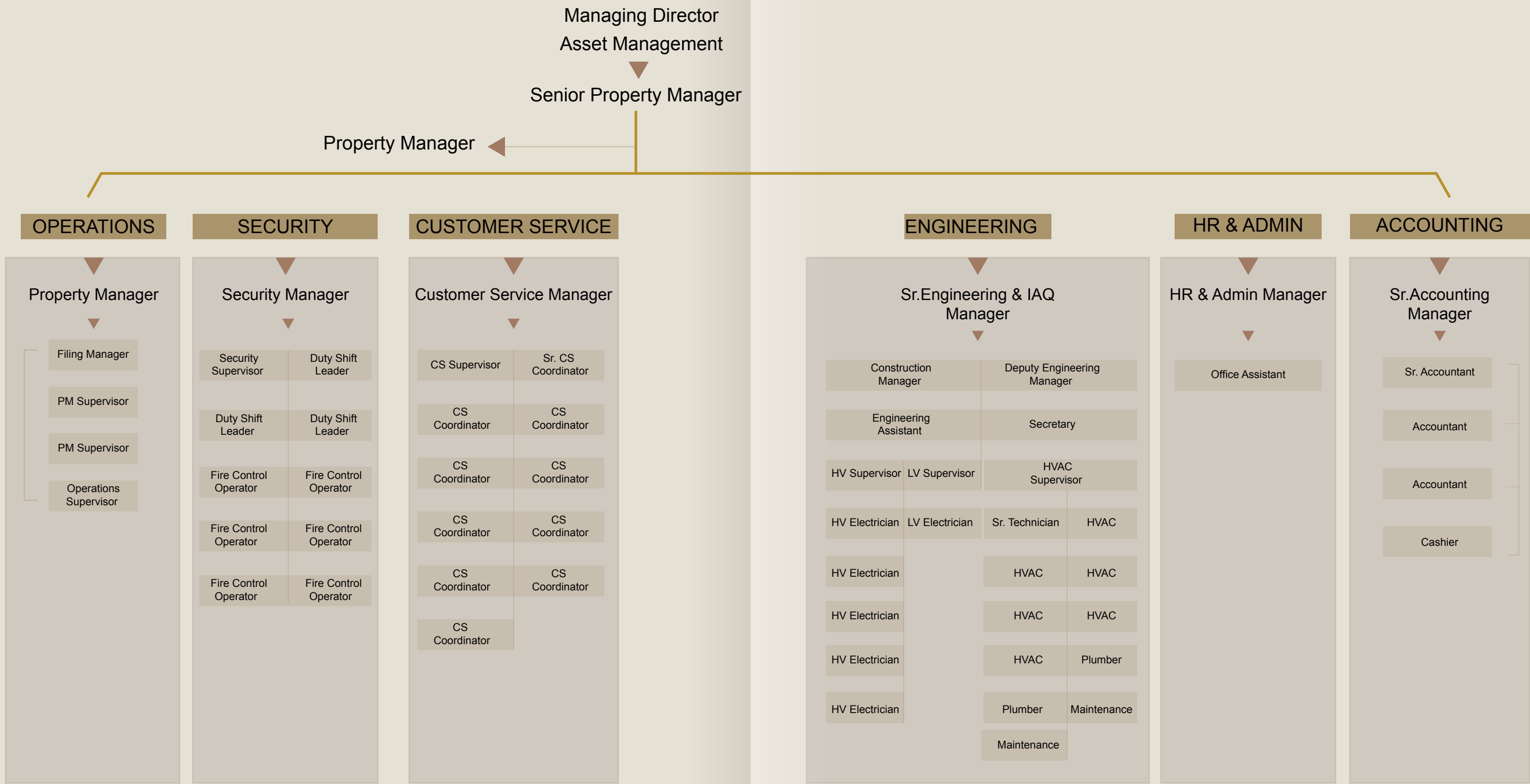
Sustainability and Business Integration

Sustainability has always been integral to the way we do business at Hines. Today, we prioritize social and environmental impacts and outcomes that deliver the most value to our stakeholders, our firm, and the planet, and we have formalized a sustainability policy to guide our work. This commitment drives us to make business decisions — big and small — with our employees, investors, industry partners, and tenants in mind. And it helps us bring benefit to communities while leaving the smallest environmental footprint possible.

We believe prioritizing environmental, social, and governance (ESG) factors differentiates our company, supports innovation and, most importantly, benefits people and the planet. For us, this means providing meaningful career and leadership opportunities for our employees, creating exceptional spaces and experiences for the people who live and work in our buildings, pursuing sustainable development and investment opportunities, and optimizing energy efficiency, reducing carbon emissions, minimizing waste and water impacts, and delivering value at every step.



Our Team Structure



Stakeholder Engagement

One Museum Place engages with internal and external stakeholders in a variety of ways:

Employee

- Annual employee survey
- Annual performance reviews with regular check-ins
- Ongoing intranet communications
- Monthly updates from senior management

Tenants

- Tenant satisfaction survey: Starting in 2021
- Our customer service department perform weekly visits to office and retail tenants to check in and collect if there's any opinion/feedback

Investors

- Investor survey: every three years carried out by Hines
- Monthly reporting to investors
- Bimonthly meeting with investors

Industry

- Ongoing promotion and participation of industry events

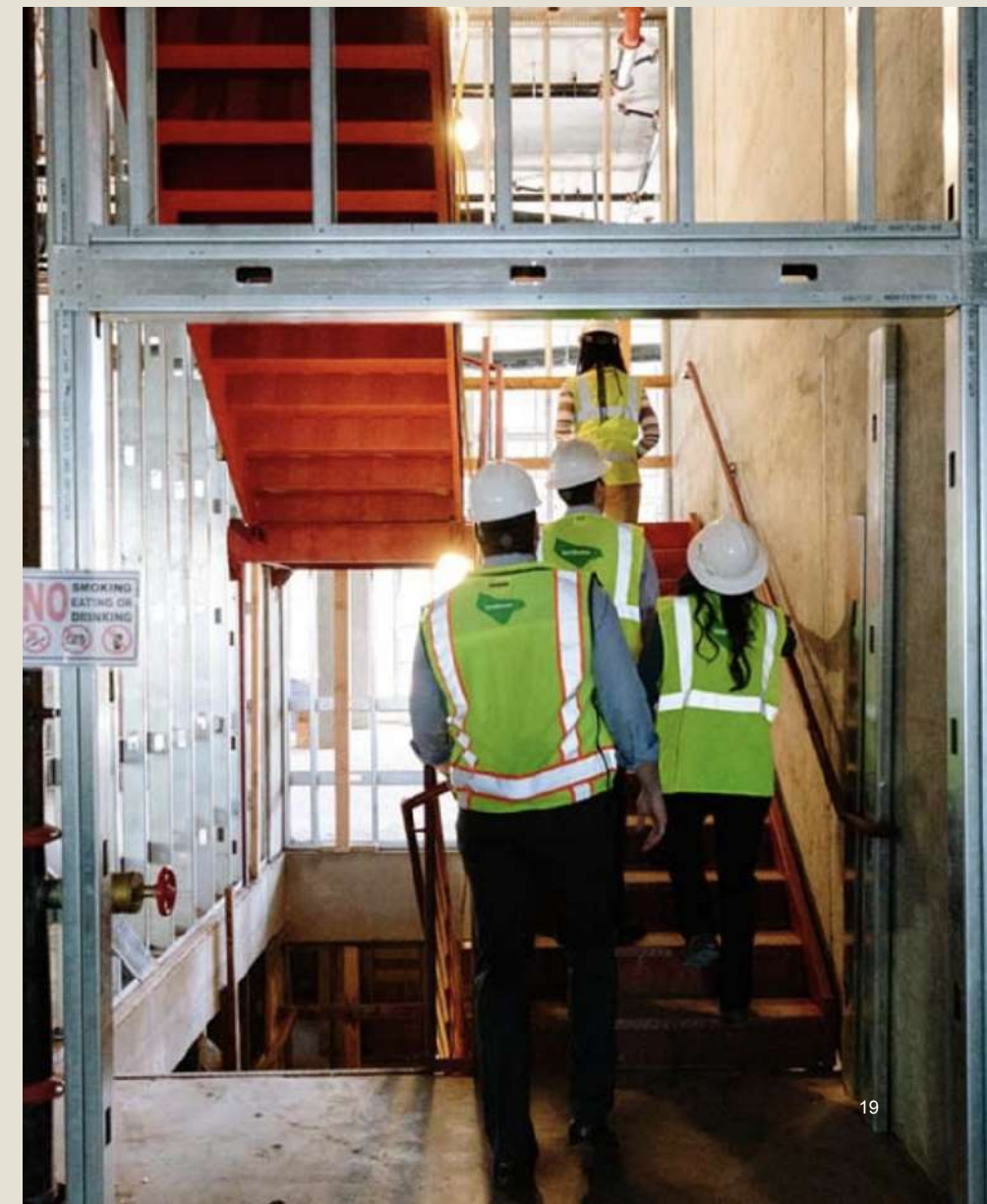


One Museum Place is a relatively new project. Our first tenant moved-in in 2018, and the building's occupancy rate has gradually increased to reach a rate of 65% as of 2020. Hines has established a robust tenant interaction scheme by having regular weekly catch-up meetings with our existing tenant representatives to get feedback and opinions on actions taken and on

planned actions when needed in a timely manner. To include the majority of the tenants occupying our spaces and with an increase in occupancy, a further tenant survey will be conducted at the beginning of 2021 to cover a wide range of opinions from the new to the long-term clients.

Global Code of Business Conduct and Ethics

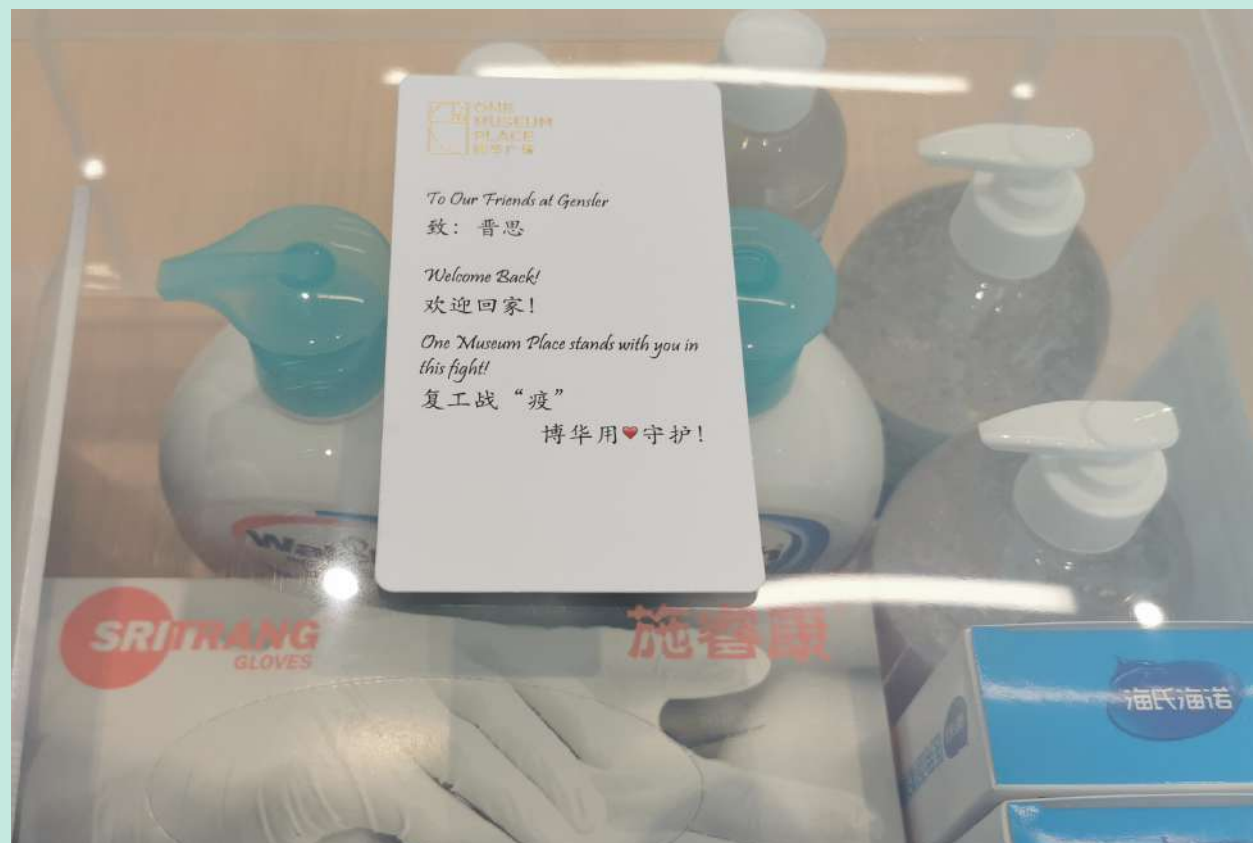
At One Museum Place, we are committed to conducting all our business activities consistently with the highest standards of integrity and ethical behavior. We adhere to the Hines Global Code of Business Conduct and Ethics that covers key topics such as safeguarding resources and reputation, avoiding conflicts of interest, respect in the workplace, health and safety, and topics associated to fair business practices such as preventing bribery and corruption, compliance with tax laws, among others.



Our Response to COVID-19

In early 2020, COVID-19 began to receive the most attention from around the world. Since One Museum Place is the business home for office and retail tenants and thousands of their employees, with a continuous presence of visitors and vendors, it was essential for Hines to provide immediate high-level, active prevention measures and maintain proactive communications with the entire community. For this, we developed the “Prevention & Preparedness Procedures Program” in order to enhance communication, improve coordination and reduce confusion during the pandemic emergency, thus supporting the health and well-being of our occupants.

During this period, we strictly inspected all personnel entering the building in accordance with relevant government requirements, increased the cleaning and disinfection of public areas and public facilities, and set up no-wash disinfectants in public areas. We also implemented touch reduction measures to reduce the chance of transmission risk by public touch points throughout the building. Moreover, we carried out several employee satisfaction surveys to all our employees in 2020 to not only understand their needs and concerns during the pandemic period, but also to gather their insights regarding our management approach and actions taken during this period.



Entry access and traffic flow control:

Several entrances and exits of the building were closed temporarily to control the access to the project and improve the screening procedure during this special period.

Enhanced disinfection and cleaning procedures:

We strengthen the disinfection of public and frequently touch surfaces on a regular basis, such as elevator halls, elevator buttons, public toilets, fire exits, elevator/escalator handrails, among others.

Provided educational materials:

Hines provided hygiene and wellness guidelines to all tenants and employees of our buildings to educate them and raise awareness in the community in order to minimize the spread of COVID-19.

Provided personal protective resources/supplies:

We worked closely with the community during the pandemic, and supported early distribution of emergency supplies such as facemasks, alcohol wipes to other tenants in order to assist them with epidemic prevention.

Hines Global COVID-19 Crisis Management Committee

Hines established the **Global COVID-19 Crisis Management Committee** to deal with the epidemic. Through this committee, we were able to show how the recommended best practices suggested by Hines central engineering experts coupled with outside research and health entities, were implemented in One Museum Place to curb the impact of COVID-19, serving as an example to other assets belonging to Hines around the world. Some supplementary actions taken by the Hines Property Management Office at One Museum Place (“PMO”) include but are not limited to:

Cancellation of public events:

Some public events organized by One Museum Place that were scheduled for 2020, such as the Lion Dance Performance in February and the "Go Red for Women" workshop, were canceled to avoid public gatherings.



Environmental Stewardship (Environmental)



“Sustainability inspires us to innovate, prioritize resilience, and build for the future”.

As a company that has long valued and pioneered sustainability, Hines knows that improving the built environment to minimize society’s environmental footprint and that contributing value to communities is critical to achieving our vision.

At One Museum Place, we are committed to planning and implementation on a variety of fronts including reducing energy waste, water waste, air pollution, solid waste, and the use and potential overflow of hazardous chemicals, to improve the built environment for the people and the planet. Following our company’s experience and sustainable implementation practices, we strive to lead the industry by creating sustainability benchmarks, setting and raising the bar, and thinking outside the box all in an effort to build for the future.



Solar Panels on retail roof top

Sustainability Leadership



U.S. Green Building Council and LEED

- In May 2019, One Museum Place was awarded LEED Platinum Certification for Core & Shell, making it one of the first office towers in Shanghai to achieve this prestigious recognition which places this project among the top 2% Core and Shell projects in Greater China and in the top 4% worldwide.
- At the same time, we are aware that the responsible operation and proper maintenance of the building not only allows our asset to function at its maximum capacity but is also a key factor in truly achieving our objectives and keeping our project sustainable. For this reason, as the next step in our sustainability journey, we plan to register One Museum Place under LEED O+M for existing buildings to measure our continued performance as we implement measures for further improvement.

“LEED is a transformative tool that ensures a building is designed and operated to achieve high performance, improve human health and protect the environment,” said Mahesh Ramanujam, president and CEO, USGBC. “By prioritizing sustainability, One Museum Place is leading the way in their industry and helping USGBC continue towards our goal of green buildings for everyone within this generation.”

RESET

- One Museum Place is the **first commercial project to receive RESET Air pre-certification** status making it one of the first office towers in the world to deploy both RESET Core & Shell (C&S) and Commercial Interior (CI) principles. Both the office tower and the Hines Shanghai Headquarters are already **RESET Certified (C&S and CI respectively)** and feature state-of-the-art monitoring and visual displays of real-time measures.



IWBI (International WELL Building Institute) and WELL

- Embedded in our third guiding principle, we understand that focusing on the health and well-being of our people and the community in which we have an impact is imperative to the success of our business. For this reason, by the end of 2020, One Museum Place was successfully registered for WELL Certification, award that we expect to receive by mid-2021 by IWBI upon rigorous testing and a final evaluation by Green Business Certification Inc. (GBCI), which is the third-party certification body for WELL, to ensure it meets all WELL performance requirements.

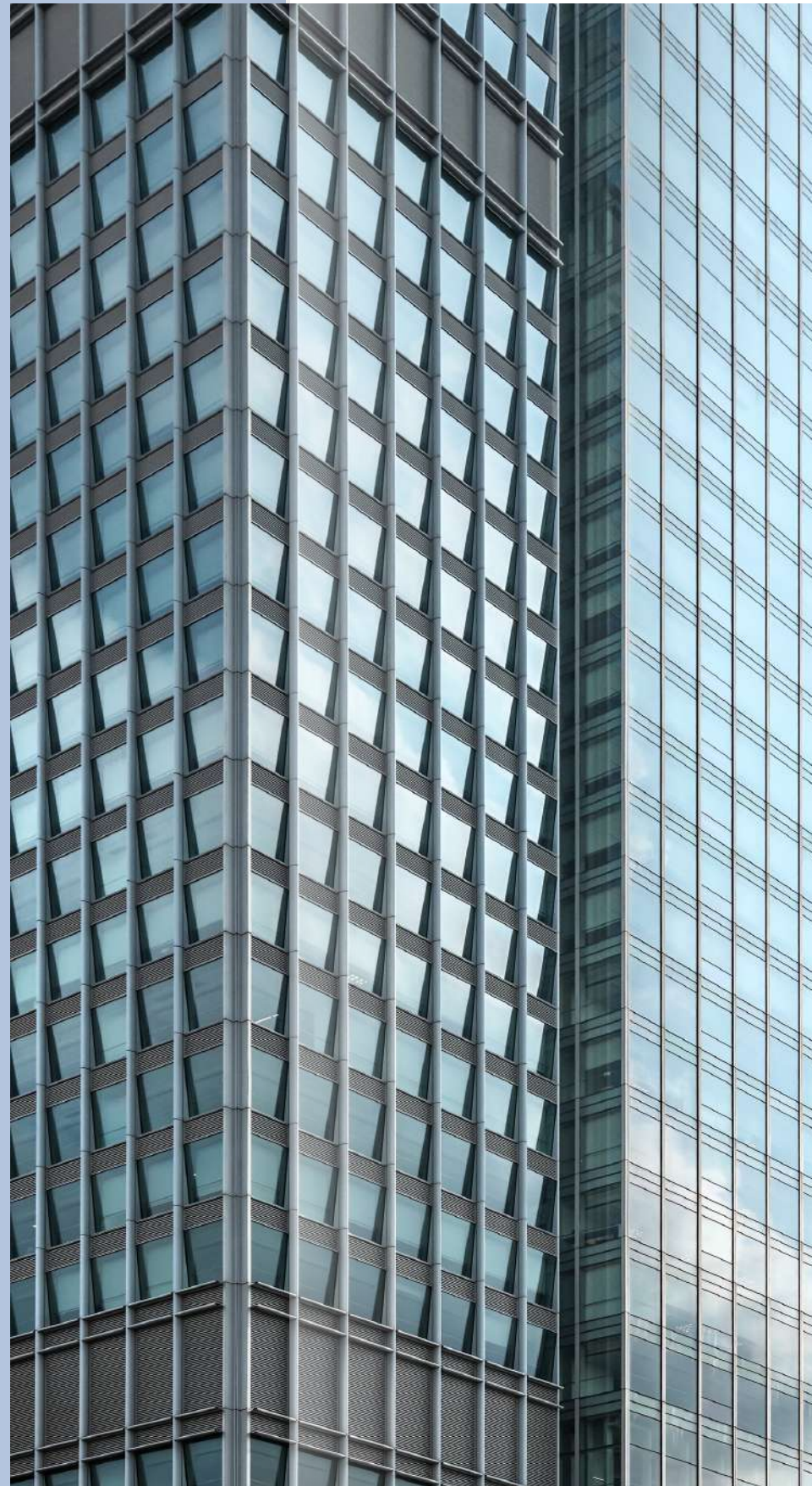
*Delivered by IWBI, WELL is a performance-based rating system for measuring, certifying, and monitoring features of our buildings that impact human health and wellness, through Air, Water, Nourishment, Light, Movement, Thermal Comfort, Sound, Materials, Mind and Community. WELL is grounded in a body of evidence-based research that explores the connection between the buildings where we spend approximately 90 percent of our time, and the health and wellness impacts on the people inside these buildings.



HinesGO

- Hines GREEN OFFICE™ (HinesGO) is a voluntary program launched in December 2008 to encourage sustainable practices at Hines-managed office buildings worldwide. At One Museum Place, we encourage our tenants to apply strategies included in the HinesGO guideline by awarding “Leaf Credits” to those who enhance energy efficiency, people & atmosphere, travel & commuting, reduce re-use and recycle, cleaning, remodeling and construction. In 2020, we encouraged our tenants to adopt sustainable practices by incorporating all the six dimensions covered by our program. By 2021, we expect to reward tenants with the HinesGO Special Award for being a GREEN OFFICE.

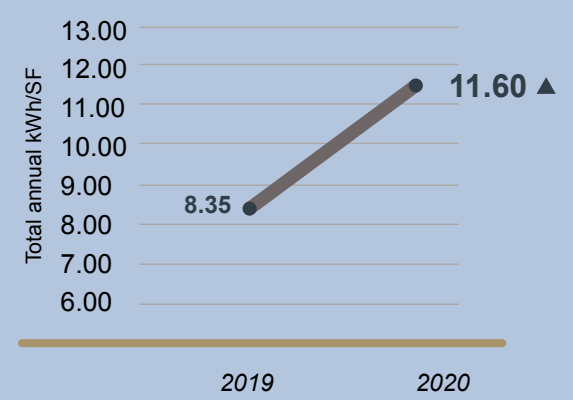
[“A forward-thinking program for tenants in Hines-managed buildings to positively impact the built environment with small changes to work spaces”](#)



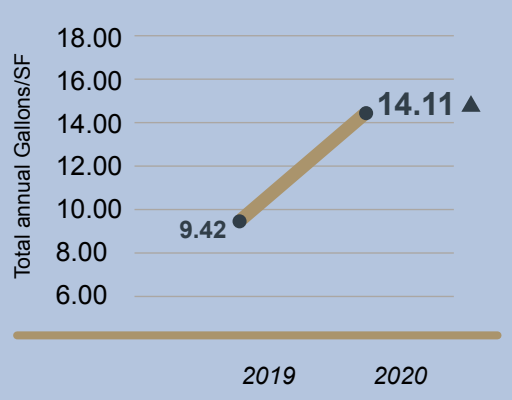
Environmental Performance 2020

From the start of operations of the building in the middle 2018, there have been sophisticated monitoring of the building’s performance. 2019 was the first year for a full year’s performance data with the following results.

Building Energy Intensity*



Water Building Intensity*



GHG Emissions Intensity*



Scope 1 emissions:
3.16 kgCO₂eq/sqm in 2019, 4.85 kgCO₂eq/sqm in 2020

Scope 2 emissions:
48.14 kgCO₂eq/sqm in 2019, 66.30 kgCO₂eq/sqm in 2020

Electricity (MWh)



Fuels (MWh)**



Water (m³)



Reused & Recycled Water (m³)



Recycled Waste*** (Kg)



GHG Emissions (MTCO₂e)



*The environmental performance values were calculated by dividing total consumption (Energy, Water and GHG) by the total square footage of One Museum Place. Much of the energy consumed at One Museum Place comes from electricity and natural gas. Electricity is used primarily for lighting and HVAC systems, while natural gas is mainly used for heating (radiant heating) and cooking (F&B Retail tenants).
**Natural gas consumed in tenant-controlled areas was not recorded in 2019 considering that the majority of tenants (i.e., F&B) began operating towards the end of that year. However, this information began to be collected in 2020 and we intend to continue collecting that information in the upcoming years as a good practice.
***One Museum Place started recording the amount of recycled waste in July 2019. Therefore, the data of 2019 only covers the latest 6 months of that year.



Building energy and water intensity increased by 34.8% and 49.9% respectively from 2019 to 2020. This is, the energy consumed per square footage increased from 8.35 kWh/SF to 11.6 kWh/SF while water consumption per square footage increased from 9.42 kWh/SF to 14.11 kWh/SF. This is mainly due to the fact that the average occupancy rate increased by 25% from 2019 to 2020, that is, from 40% to 65% respectively. Furthermore, of that 25% increase, the majority was due to the retail tenants who moved into their spaces in early 2020, where the F&B tenants significantly impacted the increase of water consumption compared to 2019 (when there were almost no retail tenants operating at One Museum Place).

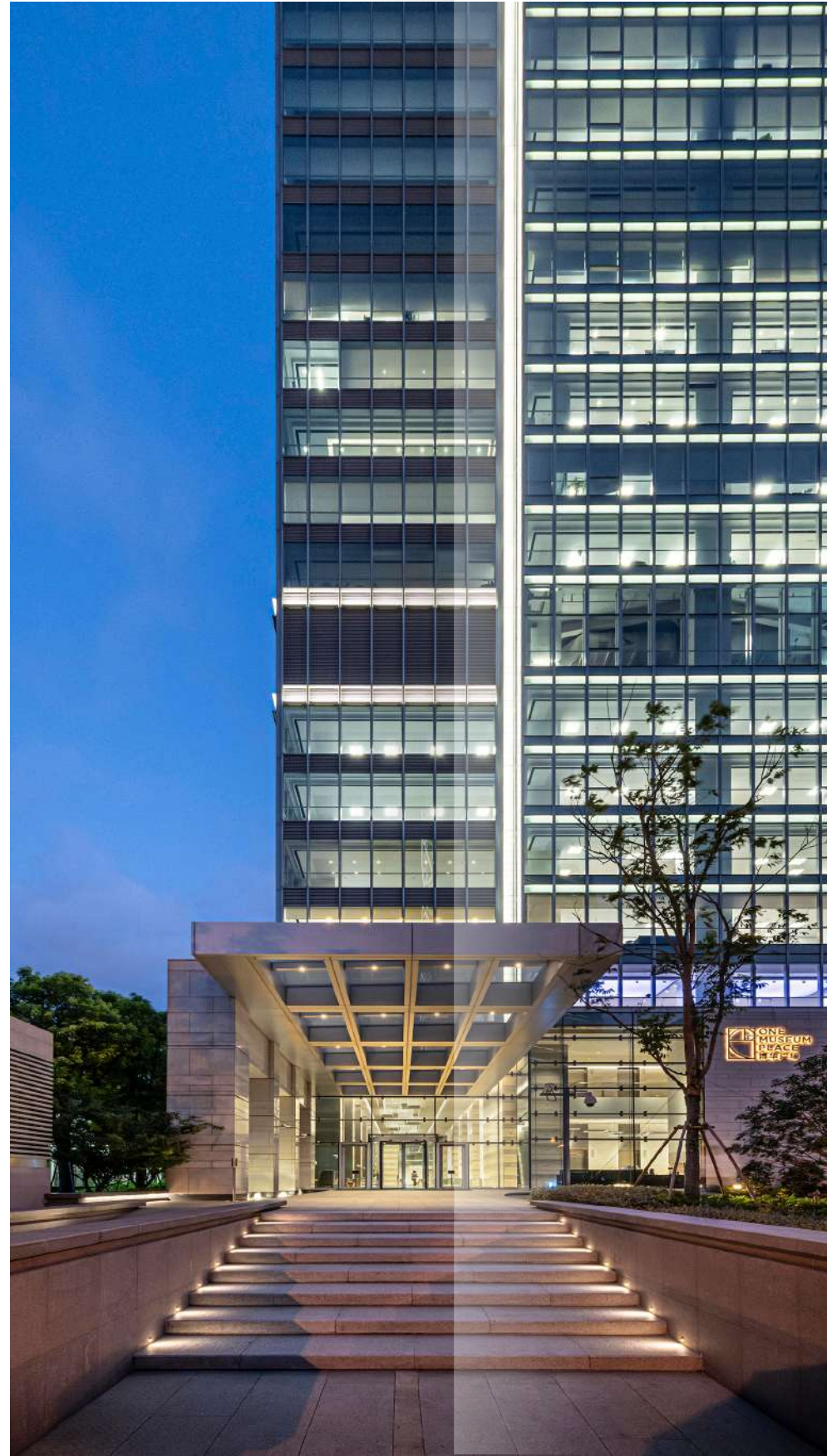
Currently, in terms of waste management, One Museum Place does not track the weight of waste generated by the project considering that it is under the local government management control. However, we expect to implement a waste management plan in 2021 to identify opportunities for waste diversion, costs savings and revenues while monitoring our performance in terms of waste management.



Property Management and Best Practices

At One Museum Place, we have an expert team of building engineers that strive to achieve optimal environmental performance by tracking and managing the project's energy, water and waste consumption to help us reach and surpass our sustainability goals. Pursuing certifications such as LEED, RESET and WELL and awards help us to demonstrate our commitment to sustainability as well as constantly pushing us to implement management and operational strategies to ensure our building remain resilient in the future.

- We enhance employee awareness of energy conservation through our regular meetings and trainings with them. These engagement mechanisms, enable employees to have an instinctive energy-saving culture to help us minimize the building's energy consumption while maintaining a comfortable and safe work environment at the same time.
- The Property Management's bulletin board updates energy consumption data every day using the data obtained from ongoing commissioning. By doing this, we can facilitate the timely detection of abnormal energy consumption fluctuations which at the same time, helps us recognize best practices and discover where things can further be improved.
- To optimize the use of energy at One Museum Place, we have three modes of HVAC supply and an automated mode adjusted for seasonal changes.
- 100% of our office spaces are lit by LED lamps and we expect to switch all existing non-LED lighting to LED by mid-2021 to ensure the best performance is achieved with the lowest power consumption.



- At One Museum Place, we use HUMMT, a utility management tool developed by Hines, to record, track, and analyze utility usage, allowing us to detect variance and conduct internal benchmarking with other projects.
- We understand the importance of using clean energy to reduce our carbon footprint and hence, reduce our impact on climate change. At One Museum Place we use solar energy to preheat domestic water via solar thermal panels installed on top of the project. However, we are exploring the possibility to install a submeter to quantify the actual power generated by our solar thermal system in order to carry out a feasibility analysis regarding the installation of additional photovoltaic panels at One Museum Place to generate electricity.
- We arrange the running time of the equipment through ongoing commissioning to achieve energy savings by considering the actual needs of One Museum Place, avoiding unnecessary excessive use of energy.
- To improve the efficiency of the HVAC system used in our project, we installed bypass filters in the central air-conditioning water system to remove impurities in the water and prevent them from adhering to the surface of the heat exchanger.
- To reduce the consumption of potable drinking water, we implemented rainwater harvesting to use rainwater for landscaping and floor washing, helping to avoid using high quality water for these purposes.
- A careful selection of plants was made prior to the construction of the project to further reduce the need for plant watering.
- To reduce the demand for products and services, we converted the emergency lighting system to a centralized battery system to reduce the demand for replacement of single batteries each year and hence, the amount of hazardous waste being produced.

Giving Back (Social)

“Hines has an enduring commitment to investing in our communities and our industry.”

Focusing and investing in our community has been an enduring commitment for Hines. By being one of the first major projects in Shanghai to be pre-certified LEED Platinum and one of the first office towers in the world to deploy both RESET Core & Shell (C&S) and Commercial Interior (CI) principles, this project aims to push other projects towards protecting the health and promoting wellness of its building occupants, especially after this new COVID-19 event which will re-shape how commercial buildings are being designed and operated.

Urban Land Institute China Mainland 中国大陆

Founded in 1936, the Urban Land Institute (ULI) is the oldest and largest network of cross-disciplinary real estate and land-use experts in the world. This nonprofit organization works to shape the future of the real estate industry and create thriving communities around the globe. Hines has been a longtime supporter of ULI globally. In China, we were one of the first members to support ULI Mainland China when they entered the market almost 9 years ago. Since then, Hines has been actively promoting and sponsoring annual events held by ULI that aim to enhance the real estate industry's

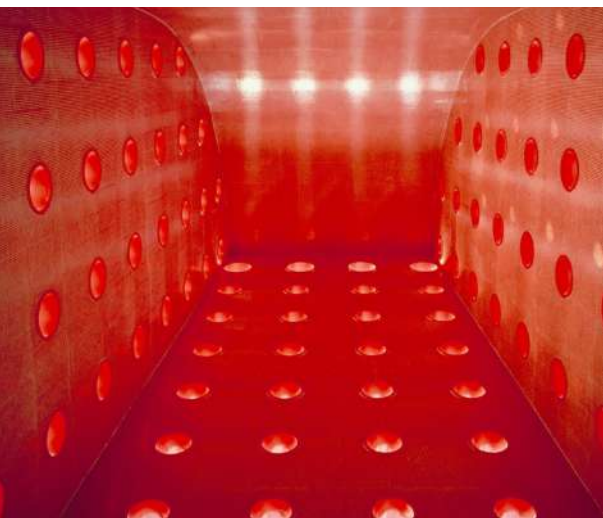
awareness of various aspects of sustainability, including but not limited to issues related to responsible land use and sustainable urban development. In addition, as part of this joint work with ULI, we share our experience and knowledge to drive the industry to adopt more sustainable actions and best practices to raise the bar while setting ourselves as an example and industry leader.



Hines Go Red Program

Hines joined with the American Heart Association's fight against heart disease by participating in Go Red for Women, a movement that harnesses the energy, passion and power women have to band together and collectively wipe out heart disease considering that one in every three women will die from heart disease, yet it is 80% preventable.

Typically, on the first Friday in February of each year, the operations team will light the building in red, inviting all tenants to join us dressed in red and participate in cardiovascular disease awareness activities. In 2020, we were unable to fully carry out this activity due to the pandemic. Nevertheless, we still light up our project to show our support for the program to the City of Shanghai.



Volunteering

The Shanghai Natural History Museum is a unique space in our community. Every year, Shanghai Natural History Museum (SNHM) will recruit volunteers from universities, social organizations and companies they cooperate with. At One Museum Place, we have many talented young people with a great enthusiasm for public service and social activities and as a neighbor of SNHM, we plan for 2021 to express our interest in establishing a Community Framework Agreement with them so that we can be involved in the recruitment of volunteers in the future.

“What it means to Go Red”

1. **G**et Your Numbers: Ask your doctor to check your blood pressure and cholesterol.
2. **O**wn Your Lifestyle: Stop smoking, lose weight, exercise and eat healthy.
3. **R**ealize Your Risk: We think it won't happen to us, but heart disease kills 1 in 3 women.
4. **E**ducate Your Family: Make healthy food choices for you and your family. Teach your kids the importance of staying active.
5. **D**on't be silent: Tell every woman you know that heart disease is our No. 1 killer.

International Women's Day

International Women's Day (IWD) is a global day celebrating the social, economic, cultural and political achievements of women. This year's campaign theme is #EachforEqual. An equal world is an enabled world. Individually, we are all responsible for our own thoughts and actions, but we can actively choose to challenge stereotypes, fight bias, broaden perceptions, improve situations and celebrate women's achievements. Collectively, each one of us can help create a gender equal world. On Women's Day, a surprise gift was given to every female employee – a book (Lean In) by Sheryl Sandberg which we hope can encourage women to gain their places at the table and demonstrate how they can achieve real positions of leadership. Not only in One Museum Place, but also in every Hines office around the world, employees took pictures with “EachforEqual pose” to celebrate the Day.



Art Program



Under the leadership of our company's founder, Mr. Gerald Hines, Hines continues to focus on improving the experiences in commercial buildings by being one of the first American companies that was influential and artistically rich in understanding how to achieve higher quality for public spaces. When Hines expanded the business to the global market, Hines foresaw the increasing emergence of talented local artists whose work is more strongly articulated with the sociological factors of each specific city. Therefore, One Museum Place began to commission local artists to create works to inherit our founder's legendary art concept.

By 2020 One Museum Place successfully installed the artwork from 4 Chinese artists which enable Hines to invite the local community, tenants and visitors to embark on an artistic journey at One Museum Place. To sum up our efforts supporting local artists while showcasing Hines collaboration with local authorities such as the Jing'an Government for sculpture display and appreciation, One Museum Place successfully hosted the Art and Architecture Forum in November 2020. In this event, different industries came together to have an in-depth discussion on the relationship between contemporary art, human life, public space and the identities of a city. Additionally, guests were invited to have an art tour at One Museum Place to experience what it feels like to be pampered by the harmony of art and nature.



Artificial Rock No.157
Zhan Wang



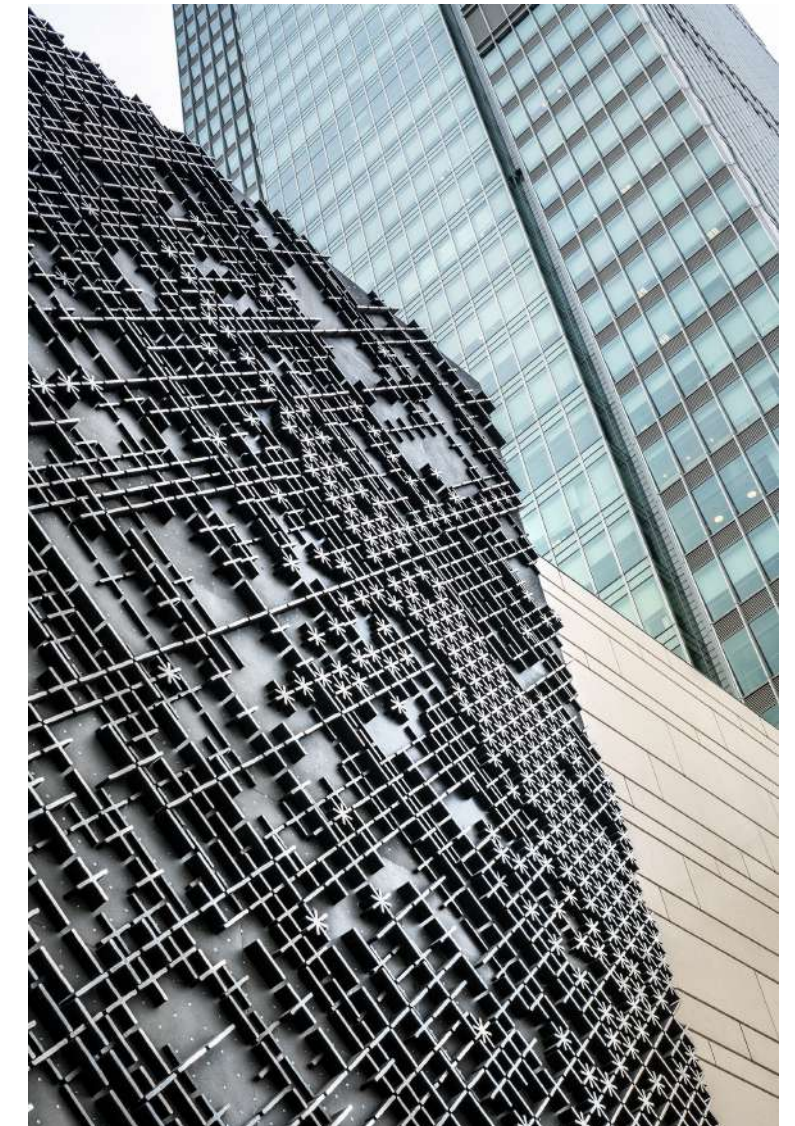
Folded Dimensions
Zheng Chongbin



Light Breeze At Dongting Lake - Brilliance, Daybreak, Dawn
Zheng Lu



Living in the High Life
Eddi Prabandono



Movement of Codes
Ding Yi

Our People (Governance)

“We believe in giving our employees a platform for doing well by doing good. Through the work we accomplish together every day, our team contributes to a sustainable built environment that supports a resilient planet and helps people live healthier, happier lives”.



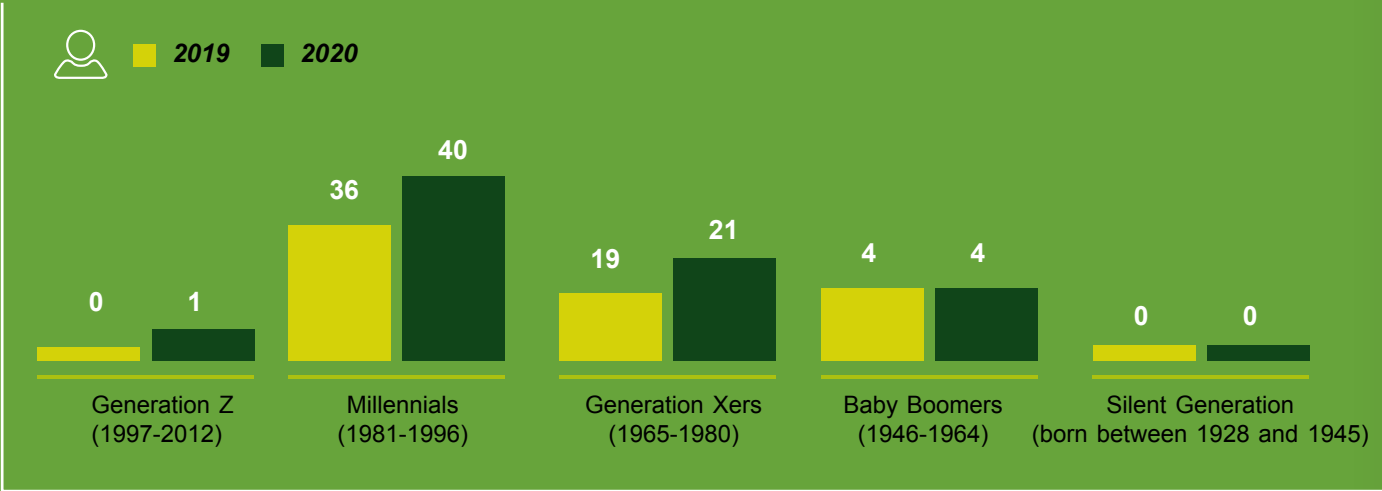
OUR WORKFORCE

Total number of employees in 2020:

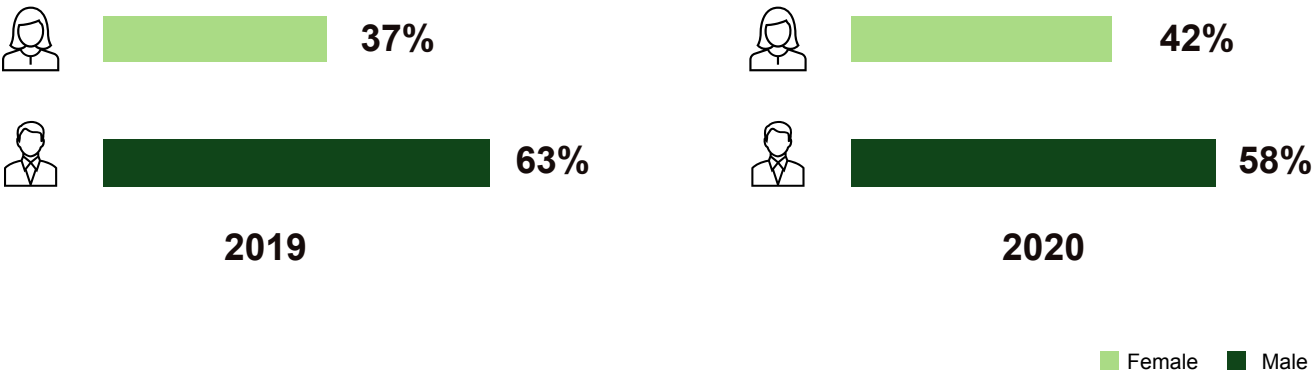
66

Employees with International background:

5



Gender Diversity



Diversity and Inclusion

A diverse workforce brings us diverse experiences, expertise and creativity to drive innovation across the company and our industry. At One Museum Place, we know that a wide range of skills, views and backgrounds make Hines a stronger and more competitive company, and as such, we are dedicated to attracting, developing and promoting a talented, diverse and multicultural workforce. As part of our strategy, in August 2020, One Museum Place was engaged in a training program called “Managing Self and Bias Awareness” to enhance our diversity and inclusion strategy within the company.

Health and Wellness in our Spaces

Focusing on our people is one of the main targets of One Museum Place considering they are our most valued asset. In 2020, we launched the EAP (Employee Assistant Program) to promote employee's physical and mental health. Through the EAP, practical information and counselling on a variety of topics will be available to employees and those close to them, such as a partner or family members. The information can be provided over the phone or via email and counselling is offered at the employees most convenient time and location. Likewise, to improve the health and well-being of our collaborators, we organize exercise plans led by qualified professionals every week in our Yoga Instruction Room, on the second floor of our project, where topics such as deep stretching (recovery of the fatigue), stress reduction, body stiffness, alleviating and improving blood circulation are covered for our employees.

MAP

The last year, Hines rolled out a new Management Acceleration Program (MAP) to equip Hines's managers with the training and resources they need to be effective supervisors. The program utilizes a blended learning format including traditional classroom, virtual classroom, and e-learning training sessions. This program helps managers build strong working relationships with employees through effective use of skills, provides opportunities for Hines's managers to network and share best practices with peers across the firm and gives the organisation a platform to recognize and celebrate exceptional managers who are making our culture and company thrive. In 2020, due to the COVID-19 situation, Hine's Core Learning and Development Team designed a virtual MAP, a training in which the managing director of One Museum Place was able to participate.

MPACT

MPACT (Managing Performance and Cultivating Talent) is our performance management program designed to drive employee performance, engagement, and personal development that is aligned with Hines' business goals. A primary focus of MPACT is to promote an open door policy, increasing the quality and frequency of conversations between the employee and manager.

Employee Benefits

All the direct staff and their dependents of Hines One Museum Place operation team are involved in China Healthcare security. The health benefit is available to all eligible employees and the benefit can also subsidize staff and their dependents, with the below coverage by at least 50%. The human resources staff will help staff understand the program and provide necessary support. This program includes benefits such as:

- Medical, dental, vision care, mental health, substance use and sexual and reproductive health services.
- Preventive screening and biometric assessments.
- Access to medication/prescription.
- Disease management for existing conditions (e.g.,diabetes).
- Essential immunizations based on the region.
- Tobacco cessation programs.

Responsible Investment



Hines is committed to performing its role as an owner and operator of real estate, and as an investment manager to our clients and partners, with the highest ethical standards. We strive to create value through real estate investments that improve the quality of the built environment and enhance the communities in which we operate. While doing so, we engage our tenants, partners, suppliers, and employees in sustainable practices to improve asset performance, conserve energy, and reduce greenhouse gas emissions.

Specifically, our ESG objectives are to:

- Operate with the highest level of ethical standards, with governance in place to ensure that these standards are followed.
- Work diligently to meet stakeholders' mutually agreed business objectives.
- Engage employees, clients, and partners to understand the needs of each and the contribution they make to Hines' business practices.
- Create a work environment that values a capable, diverse workforce, provides challenging opportunities for employees, rewards performance, and is respectful of work/life balance.
- Enhance and contribute to the communities in which we operate.
- Encourage respect for the environment, identify and implement ways to limit greenhouse gas emissions, reduce energy consumption, limit water use, and minimize waste.
- Encourage vendors and suppliers to engage in sustainable practices and consider those who do so when selecting contractors and vendors.

How Hines Adds Value

- Proven track record since 1957.
- Global business as an investment manager with a vertically integrated operating platform.
- Fourth largest real estate investment manager worldwide by assets under management.
- Unparalleled depth of local real estate teams and execution.
- Proprietary in-house research framework.
- Scalable organization designed to bring the best of Hines to every investment.
- Experienced and trustworthy leadership and consistent culture.
- Growth powered by performance and innovation.

Hines Sustainability, Resilience and Responsible Investment Framework

This proprietary framework helps our investment team identify ESG risks and opportunities and further enhance sustainability and resilience in potential acquisitions and developments.

Clients/Partners

- Does the prospective client or partner have publicly disclosed or privately expressed sustainability policies and goals? If so, are they being adequately addressed when considering the investment?

Investment

- Is the sustainability objective for this investment to acquire a building with strong environmental performance, or to acquire an environmentally underperforming asset with an emphasis on improvement?
- If improvement is the objective, what environmental goals have been set for the investment? Does the investment hold period provide the necessary time to meet these goals?

Regulatory Compliance

- What ESG regulations apply to this property that may require disclosure of environmental performance, audits, or commissioning, expedited permitting, or other ESG compliance?
- Are there environmental regulations coming that may affect the operation or value of the asset, or its place in the market?



Operations

- What are the operational risks due to environmental, social, and governance issues?

Environmental

- What are the opportunities to enhance the environmental performance of the property?
- Are there targets for performance or a specific green rating?
- Is this property a candidate for net zero (emissions, water, and waste)?
- Are there immediate environmental concerns, such as water scarcity or an unstable energy grid, which could impact the performance of this property?
- Is there environmental compliance set by the municipality, client, or a tenant that could impact the performance of this property?

Social

- Does Hines' client/partner have labor union policies that apply to this investment that could impact asset performance or affect other Hines investments?
- Does the local market necessitate the use of labor unions?
- How have tenants expressed interest in the sustainability performance of the property?
- Are there any public agency or neighborhood concerns that could affect the execution of the investment thesis on the building?
- How does this property currently impact the community?
- How will Hines' investment in or development of this project enhance the community?

Governance

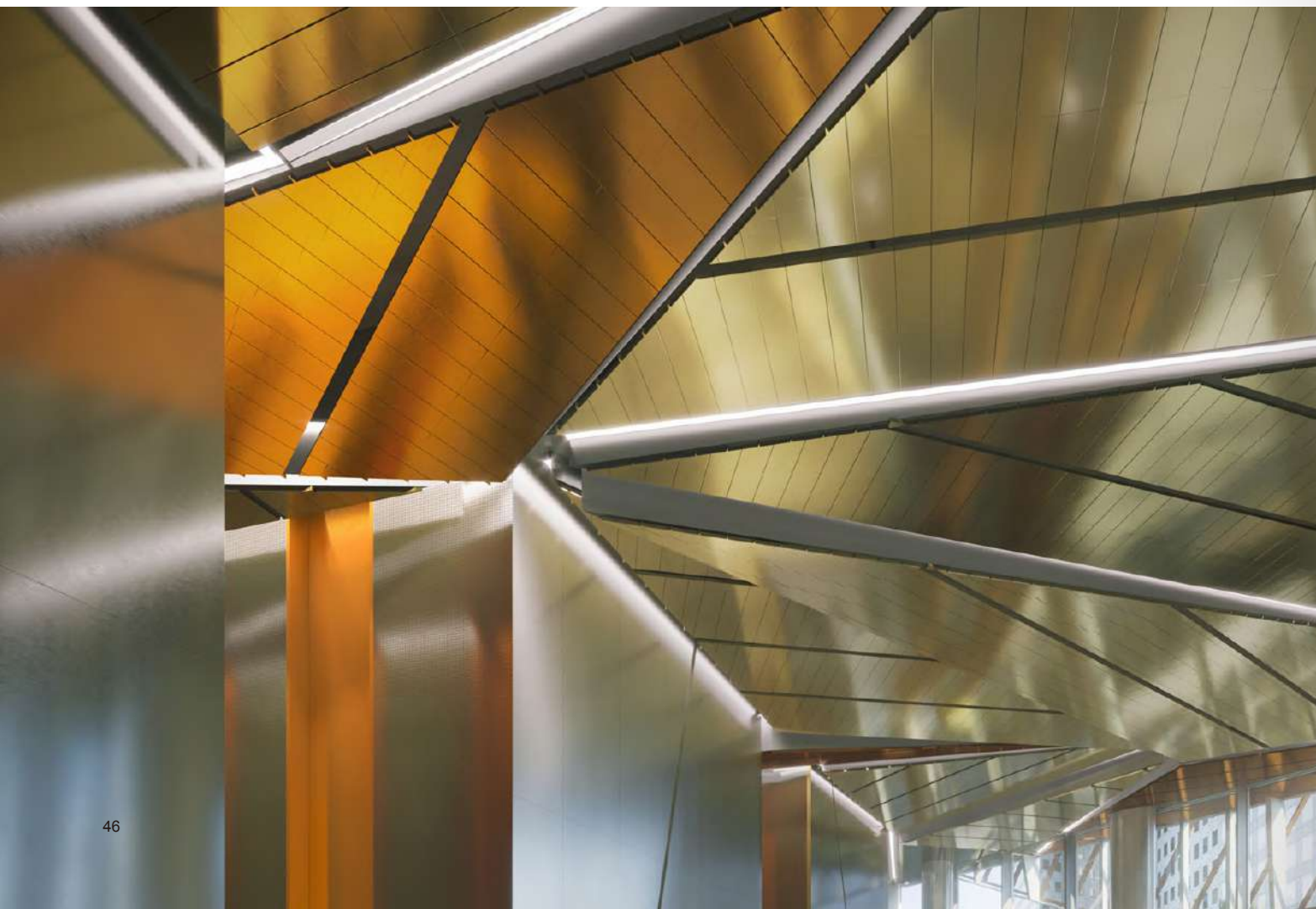
- What regulatory frameworks, such as environmental performance or mandatory performance disclosure would apply to this investment?
- What legislation may be instituted regarding sustainability that could affect this property?
- What subsidies and incentives for renewable energy or other technologies would apply to this investment?

Tenant(s)

- Has the evolving tenant profile and space use of the building been included in the underwriting? Examples include consolidation by FIRE tenants and smaller size requirements due to a mobile workforce.
- How is the building able to be repurposed to respond to evolving tenant use?
- Does the budget integrate strategies to potentially repurpose the building?
- If Hines is not the manager, does the third-party management firm have environmental policies in place that are at least as stringent as Hines' own policies and practices? Can Hines standards be incorporated into third-party contracts?

Resilience

- How resilient is the city and submarket of this investment?
- How vulnerable is the building to earthquakes, hurricanes/storm surge, river flood, tsunami, and wind?
- Is the investment subject to social unrest or unstable local or national governments?
- How prepared is the city to respond to the relevant natural events?
- How prepared is the property to respond to the relevant natural events?



GRESB

The Hines investment platform leverages our development expertise and emphasizes our strength as a vertically integrated real estate business. Our investment strategies are based on sound research and local market knowledge, so we can manage risk, build resilience, and generate sustainable returns. We believe environmental, social, and governance (ESG) factors are critical performance indicators, and we deliver value to our stakeholders and our company by optimizing ESG opportunities. In addition, we strongly believe that we cannot improve what we do not measure and for this reason, we plan to start benchmarking our ESG efforts in 2021 with GRESB (formerly known as Global Real Estate Sustainability Benchmark), the leading organization that assesses the ESG performance of real estate and infrastructure investments worldwide.

Moving forward, we will closely monitor ESG factors to help us:

- Improve data quality.
- Track data to identify opportunities for improvement, efficiency and cost savings.
- Identify early warning signals of emerging issues so that we are able to seize opportunities and be prepared ahead of time.
- Better understand our internal processes.
- Show our commitment to sustainable development.
- Enhance our trust with stakeholders and meet their requirements.
- Meet or exceed legislation, local policies, and community expectations.



Hines

