

FEATURE STORY



Growing Together With Our People

At Kerry Properties, 2025 marked an exciting chapter with the introduction of our new Vision, Mission, Values (“VMV”) under the theme “Grow. Together.”. This initiative represents our ongoing commitment to building a workplace where every employee is empowered to flourish professionally and personally.



KPL VMV Journey



Awareness

Share and explain VMV to KPL staff

- ◆ **VMV Launch** – CEO to share VMV through townhall meetings.
- ◆ **Activation Lab** – Immersive, lab-style workshops to let participants explore how VMV can be put into practice.



Internalisation

Show and tell through roleplay and other exercises to explore how the VMV can be put into practice

- ◆ **Early Adopters Recruitment and Enablement** – selected staff volunteered to serve as trainers and help other KPL staff internalise and practice our VMV.
- ◆ **Growth Seekers (all staff) Enablement** – through an experiential learning programme to understand, internalise, and practice our VMV.



Integration

Embed VMV into our daily routines and activities to sustain adoption

- ◆ **Integration of VMV** – bring VMV into all aspects of our business from decision-making to daily operations to employee touchpoints.

01

2025 Q1 to Q3

Approximately
200
Colleagues Joined
Activation Labs

02

2025 Q4 to 2026 Q1

7 Created
and
160+
Behavioural Expectations
Behavioural Indicators

03

2026 onwards

450+
Participants Attended
Townhall Meeting

Townhall Meetings

Four townhall meetings were conducted to engage employees across the organisation and strengthen two-way communication. Our first townhall was held at our corporate headquarters in Hong Kong, where our CEO personally announced the Company’s VMV, setting a clear direction and shared purpose for the organisation.

Three additional townhall meetings were led by our CEO in Shanghai, Shenzhen and Beijing, providing valuable platforms for open dialogue, strengthening leadership visibility and alignment, and fostering greater cross-regional engagement.



◆ Townhall Meeting @Shenzhen

Activation Labs

Delivered as immersive, full-day workshops in Hong Kong, Beijing, Shanghai and Shenzhen, these activation labs were designed to be highly interactive and collaborative.

Through facilitated discussions and hands-on activities, participants worked together to co-create the Behavioural Expectations and Behavioural Indicators that bring our VMV to life. The Activation Labs played a critical role in translating the VMV from aspiration into practical, observable behaviours, fostering shared ownership and alignment across functions and locations.



“ The workshop enabled employees to co-create the BE and BI, deepening understanding of our VMV and embedding it into our daily work. ”



“ I deeply feel the Company’s strong commitment to VMV. I look forward to contributing to its effective implementation while living out VMV in my daily work. ”



“ VMV provides clear direction across both business and support functions and guides practical decision-making. In the long term, bringing VMV to life will have a positive impact. ”



“ The Activation Lab deepened our understanding of the VMV and strengthened our practical capabilities in day-to-day work and broader matters. ”