

Course Code: PPOL6101C

Course Title: Driving Green Transition: Technology, Policy & Corporate Strategy

Instructor: Prof. Frederick MUTTO

Email: fredmutto@ust.hk

Course Credit: 3 credits

Course Grading: Letter Grade

COURSE OVERVIEW

This course examines the intersection of public policy, business strategy, and sustainability in the context of the global climate crisis. Students will explore how governments shape corporate behavior through regulation, incentives, and frameworks, and how businesses integrate sustainability into strategy, operations, and innovation. The course covers green technology, macro-sustainability frameworks, multi-stakeholder governance, and the private sector's role in driving systemic change. Through case studies, policy analysis, and strategic simulations, students will learn to design and evaluate sustainability-oriented policies and business strategies.

COURSE OBJECTIVES

- Understand the macro-level drivers of sustainability, including global agreements, national policies, and transnational governance.
- Analyze the role of the private sector in advancing sustainability and how policy shapes corporate strategy.
- Evaluate the impact of green technology and innovation on both policy and business models.
- Assess how regulatory frameworks, carbon pricing, ESG disclosure, and incentives influence corporate decision-making.
- Develop sustainability transition strategies that align business goals with policy frameworks.
- Understand multi-stakeholder approaches to sustainability, including public-private partnerships and cross-sector collaboration.
- Craft policy recommendations and business strategies that address climate risks while creating long-term value.

COURSE LEARNING OUTCOMES

- Analyze Green Technology Ecosystems
- Apply Policy Analysis Tools to Green Tech Challenges
- Formulate Corporate Green Tech Strategies
- Evaluate Ethical, Risk & Governance Dimensions
- Lead Cross-Sector Collaboration & Decision-Making
- Synthesize Regional & Global Policy Insights
- Communicate Professional Recommendations

INSTRUCTIONAL APPROACH:

This course employs an applied, interdisciplinary approach that bridges theory with real-world practice. Classes are built around three core pillars:

- Theoretical frameworks, strategic management lenses, and innovative ecosystems thinking.
- Harvard-style cases are used to examine real challenges and decisions faced by companies such as Siemens, Johnson Controls, Li & Fung, and Schneider Electric across sectors.
- Industry examples and guest speakers: frequent reference to the instructor's firsthand experience at Schneider Electric and other global leaders in green technology, energy management, and sustainable transformation.

COURSE OUTLINE

Session 1 – Introduction: Sustainability at the Macro Level

Global frameworks, climate agreements, and the role of states and markets.

- Overview of climate change science and its impacts
- Emergence of ESG Principles and Corporate Accountability
- ESG Related Theoretical Frameworks
- Sustainability as a "megatrend," a transformative change in the competitive landscape
- Key success factors of a sustainability strategy. Doing well by doing good!

Optional Reading:

Case:

- *Schneider Electric: Mapping the Long Road to Net-Zero (A)& (B)* by Atasu Atalay, Van Wassenhove Luk, Ioannis Kioufis, Marios, Williams Elin, HBR, May 15, 2025

Article(s) and Textbook:

- *Climate Change in 2020: Implications for Business* by Rebecca M. Henderson, Sophus A. Reinert, Mariana Oseguera, HBR, Jan 8, 2020
- *Lessons from Stakeholder Theory for U.S. Business Leaders* by Ronald W. Clement, HBR, May 15, 2005
- *The Sustainability Imperative* by David A. Lubin, Daniel C. Esty, HBR, May 1, 2010
- *Why Global Sustainability Efforts Will Continue Despite Trump* by John Mandyck, HBR, Dec 23, 2024
- *Are Companies Actually Scaling Back Their Climate Commitments?* by Neil Hawkins, Kelly Cooper, HBR, Sep 23, 2025
- Chapter 2, 3 of “*Implementing Environmental, Social, and Governance (ESG) Principles for Sustainable Businesses, A Practical Guide in Sustainability Management*” by Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe

Session 2 – Public Policy and Corporate Strategy

How do regulations, incentives, and disclosure requirements shape business decision-making? Gain insights into the significance and competitive advantages of integrating sustainability into the core business strategies for long-term business success. Unlearn what we know fast and accelerate the adoption of sustainability in the core strategy to save our planet. *How do you do it right if you want to do it well?*

- The role of government and the economic public policies on sustainability
- Political power of private business, Non-governmental Organization (NGO), and social enterprise
- External pressures through Stakeholder and Institution theories
- Creating a Shared Value (CSV) and Virtuous Cycle to integrate social issues into business strategies
- Fundamental tensions for firms to adopt ESG strategies and influence the broader system in the industry

Required Reading:

Case:

- *Sustainability at Siemens* by V. Kasturi Rangan, Amy C. Edmondson, Daniela Beyersdorfer, Emer Moloney, HBR, Aug 26, 2013
- *Unilever's New Global Strategy: Competing through Sustainability* by Christopher A. Bartlett, HBR, Nov 20, 15'

Article:

- *Creating Shared Value* by Michael E. Porter, Mark R. Kramer, HBR, Jan 1, 2011

Optional Reading(s):

Article(s) and Textbook:

- *Corporate "Green Gold": State Policy Implications for Wind and Solar Energy Buyers* by Beth Davis-Sramek, May 14, 2021
- *Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility* by Michael E. Porter, Mark R. Kramer, Dec 1, 2006

- *Sustainability as a Business-Model Transformation* by Ivanka Visnjic, Felipe Monteiro, Michael L. Tushman, May 1, 2025
- Chapter 4 of “*Implementing Environmental, Social, and Governance (ESG) Principles for Sustainable Businesses, A Practical Guide in Sustainability Management*” by Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe

Session 3 – Energy Transition Technologies, Green Technology Strategy, and Innovation Policy

Smart grids, renewables, storage, microgrids, and digital energy management. Government support for green tech, R&D funding, IP regimes, and scaling low-carbon solutions.

- The evolution of innovative, connected products is transforming not only industry competition but also forcing companies to fundamentally redesign their operations, organizational structures, and functional strategies.
- Sustainability as a catalyst for innovation, progressing through five stages—from compliance to business model transformation—to unlock new value and build a decisive competitive advantage.
- The challenges and opportunities of operating in the high-priority sector of renewable energy.
- Public-private partnerships, NGO engagement, and community-led sustainability initiatives.

Required Reading:

Case(s):

- *Northvolt: Making the World's Greenest Battery* by Jurgen Weiss, Emilie Billaud, Aug 9, 2021
- *Vestas Wind Systems: China and the Global Wind Turbine Market* by Christine Cote, Saul Estrin, Daniel Shapiro, Katherine Nunner, Oct 19, 2021

Article:

- *Green Rules to Drive Innovation* by Daniel C. Esty, Steve Charnovitz, Mar 1, 2012

Optional Reading:

Article(s):

- *Get Smart: Gathering and Using Environmental Data to Drive Performance and Sustainability* by Andrew Winston, HBR, Aug 17, 2009
- *Why Sustainability Is Now the Key Driver of Innovation* by Ram Nidumolu, Ram C K M R Nidumolu, Prahalad, and Rangaswami, C.K. Prahalad, M.R. Rangaswami, Sep 1, 2009
- *How Smart, Connected Products Are Transforming Companies* by Michael E. Porter, James Heppelmann, James E Heppelmann, Oct 1, 2015
- *Integrated Strategy: Market and Non-Market Components* by David P. Baron, Jan 1, 1995
- *Towards a Comprehensive Understanding of Public-Private Partnerships for Infrastructure Development* by Young Hoon Kwak, YingYi Chih, C. William Ibbs, Feb 1, 2009
- *The Ecosystem of Shared Value* by Mark R. Kramer, Marc Pfitzer, Marc W Pfitzer, Oct 1, 2016

Session 4 – Sustainable Business Strategy in a Policy-Driven World

Translate the sustainability strategy into action to achieve net zero by balancing financial and sustainability performance. Explore the key elements and roadblocks to becoming a sustainable organization through different business operations.

- The effectiveness of ESG policy harmonizes strategic alignment, cross-functional collaboration, and cultural change, with its multidimensional complexity requiring anchoring in core business operations.
- Corporate Strategy Analysis, Selection, and Implementation, adopting sustainability in the core strategy
- Internal factors through the Attention-Based View and Corporate Environmentalism
- A 3-step approach to manage GHG emissions: measurement, goal setting, and disclosure.
- Balancing Social and Financial Performance to build a sustainable competitive advantage

Required Reading:

Case(s):

- *SOGO Department Store, Hong Kong: Integrating Environmental Sustainability into a Retail Store's Operations* by Mary Ching-ching Ho, Joseph Santana Fernandez, HBR, Oct 8, 2018
- *Shein: Ultra-Fast Fashion's ESG Challenges* by Shuobing Chen, Yulin Fang, Ning Su, HBR, Feb 20, 2024

Optional Reading:

Article(s):

- *Rethinking Sustainability in Light of the EU's New Circular Economy Policy* by Atalay Atasu, Vishal Agrawal, Michael Rinaldi, Rob Herb, Sezer Ulku, Jul 3, 2018
- *Sustainability Lessons from the Front Lines* by C.B. Bhattacharya, Paul Polman, Jan 1, 2017
- *Overselling Sustainability Reporting* by Kenneth P Pucker, May 1, 2021

Textbook:

- Chapters 5, 6, 8, and 11 of “*Implementing Environmental, Social, and Governance (ESG) Principles for Sustainable Businesses, A Practical Guide in Sustainability Management*” by Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe

Session 5 – Green Technology and Sustainable Product Development & Lifecycle Policy

Discover how businesses can create a positive environmental and social impact through innovative design practices. How to manage disruptive innovations and evolutions of customer attitudes due to sustainability.

- Innovations contributing to tangible environmental and social benefits.
- New value proposition and market opportunities through sustainability innovations.
- Innovative in the development of sustainable, recyclable raw materials for manufacturing.
- Challenges and opportunities are associated with a disruptive business model of sustainability strategy.
- Sustainability impact from a holistic view of the product life cycle from introduction to end-of-life.

Required Readings:

Case(s):

- *AGL: An Electric Utility Dealing with Disruptive Innovation* by Tom Houghton, Philip Sugai, Aug 12, 2016
- *Allbirds: Decarbonizing Fashion* (A) by Michael W. Toffel, Ken Pucker (B), Michael W. Toffel, Ken Pucker, Stacy Straaberg, Aug 29, 2021

Optional Readings:

Articles:

- *Sustainable Product Platforms: Using Nature's Rules to Design a Platform That Will Maximize Your Returns from Sustainability* by Gregory C. Unruh, HBR, Apr 7, 2010
- *Innovation and Sustainable Business Models in the Fashion Industry: Entrepreneurial Drivers, Opportunities, and Challenges* by Bruna Villa Todeschini, Marcelo Nogueira Cortimiglia, Daniela Callegaro-de-Menezes, Antonio Ghezzi, HBR, Nov 1, 2017

Session 6 – Green Buildings and Cities: Technology, Policy, and Value Creation

Building energy management, district energy, and green real estate finance. Green Building Council and Green Building Standards (LEED, BEAM+).

- Decarbonizing the Building Sector throughout the whole building lifecycle.
- Financial benefits from green buildings derive from both the top (rent) and bottom line (productivity).
- Green renovations to lower overhead costs and improve productivity and sustainability.
- Tradeoffs between process standards through best practices and flexible performance standards.

Required Readings:

Case(s):

- *Towards a Net Zero Future: The Digital Transformation of Johnson Controls for Sustainability* by Siew Kien SIA, Alvin NG, Ronald HEE, Aug 14, 2022
- *New World Build for Good: Seeking Innovative Solutions for Affordable Housing in Hong Kong* by Veronique Lafon-Vinai, Minyi Huang, HBR, Aug 31, 2022

Optional Readings:

Article(s):

- *Building the Green Way* by Charles Lockwood, HBR, Jun 1, 2006
- *Decarbonising Hong Kong Buildings: Policy Recommendations and Next Steps* by Civic Exchange, HKGFA, GBAGFA, ARUP
- *Designing Buildings that Are Both Well-Ventilated and Green* by Joseph G Allen, HBR, Jan 9, 2023
- *Can the Construction Industry Be Disrupted?* by Mark Erlich, HBR, Jul 10, 2023

Session 7 – Decarbonization, Green Manufacturing, Sustainable Operations, and Policy Compliance.

Industry 4.0, IoT, AI, and circular production systems. How environmental regulations impact operations, energy use, waste, and emissions management.

- Reduce environmental impact through energy efficiency, renewable energy, waste reduction, & recycling.
- Study how digital transformation transforms a fragmented value chain into an extended enterprise.
- The importance of Industry 4.0 to focus on decarbonization and sustainability.
- Understand how different members in the value chain derive business benefits by deploying Industry 4.0.
- Robust evaluation of the effectiveness of sustainability programs and practices to prioritize.

REQUIRED READING:

- *Schneider Electric's India Smart Factory: Creating a Sustainable Value Chain (Abridged)* by Chandan Chowdhury, Mar 31, 2024
- *Schneider Electric's Green IT Program* by Jacqueline Pereira Mundkur, Aditya Kamat, Aryamaan Parida, Sep 17, 2024

OPTIONAL READING:

Article:

How Deep Tech Can Drive Sustainability and Profitability in Manufacturing by François Candelon, Daniel Küpper, Max Männig, John Paschkewitz, Vinit Patel, Sep 28, 2023

Session 8 – Electrification and Sustainable Mobility Ecosystems. Sustainable Supply Chains in a Global Policy Context.

EV infrastructure, charging networks, and urban mobility policy. Role of utilities, tech firms, and governments. Trade policies, cross-border regulations, and supply-chain due diligence laws. How to define and set the scope of and govern a sustainable supply chain.

- Sustainable sourcing and supplier sustainability management strategies.
- Economic enablers and barriers of the circular supply chain.
- Manage environmental and social issues in the supply chain by collaborating with buyers and suppliers.
- Tradeoffs between sustainable supply chain policies in a globally uniform or locally customized manner.
- Tradeoffs are associated with centrally or decentralized management of sustainable supply chain policies.
- Trade-offs between supportive (building capabilities) and policing (monitoring) approaches.
- Trade-offs between alternative and vertically integrating approaches to reduce environmental impact.

REQUIRED READING:

- *Alibaba Cainiao's Smart Green Logistics Strategy: Good for the Earth, Good for the Business* by Hao Liang, Sin Mei Cheah, Sep 6, 2021
- *Schneider Electric: Leading the Way in Sustainable Sourcing - Case (A)* by Haritha Saranga, Jun 11, 2025

OPTIONAL READING:

Article:

- *A More Sustainable Supply Chain* by Veronica H. Villena, Dennis A. Gioia, Mar 1, 2020
- *Circular Supply Chains Are More Sustainable. Why Are They So Rare?* by Khaled Soufani, Christoph Loch, Jun 15, 2021
- *Green supplier development: What's in it for you, the buyer?* By Anne Norheim-Hansen, Dec 31, 2022

Textbook:

- Chapter 15 of “*Implementing Environmental, Social, and Governance (ESG) Principles for Sustainable Businesses, A Practical Guide in Sustainability Management*” by Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe

Session 9 – Technology and Innovation on Sustainability

Technological innovations advance sustainable development by addressing environmental challenges.

- IoT sensors, machine learning, and blockchain technology to offer ESG performance transparency.
- Transparency enabled by technology influences a company’s risk profile and ethical accountability.
- Employment of AI and data science in demand forecasting and inventory management to reduce waste.

REQUIRED READING:

Case

- *Microsoft and AI: Advancing Sustainability in the Era of Data Center Dominance* by Stuart L. Hart, HBR, May 2025
- *Bext360 and the ESG Paradox: Leveraging AI, blockchain, and IoT for Supply-Chain-Level ESG Measurement* by William E Youngdahl; B. Tom Hunsaker, HBR, Dec 31, 2022

OPTIONAL READING:

- *Making Cryptocurrency More Environmentally Sustainable* by Marc Blinder, Nov 27, 2018
- *The Opportunities at the Intersection of AI, Sustainability, and Project Management* by Antonio Nieto Rodriguez, Ricardo Viana Vargas, Oct 27, 2023
- *Mitigating Climate Change with Machine Learning* by Michael W. Toffel, Kelsey Carter, Amy Chambers, Avery Park, Susan Pinckney, Aug 19, 2024

Session 10 – Sustainability Marketing and Consumer Policy

Green marketing regulations, anti-greenwashing laws, and consumer protection frameworks. Leverage consumer trends in sustainability on marketing strategies and brand architecture to reduce risk

- Transformative marketing strategy as a driver for ESG Implementation.
- Incorporate sustainability into the core product offering to *walk the talk*.
- Creating Shared Value (CSV) and Cause Related Marketing (CRM).
- Building a sustainable brand identity, green marketing, & eco-labeling.
- Marketing communications balancing between the value proposition of functionality and sustainability.
- Challenges and opportunities in building sustainable brands and how they fit into a firm’s strategy.
- Pressures on luxury brands are forcing them to address sustainability.

REQUIRED READING:

Case:

- *The Clorox Company: Leveraging Green for Growth* by Elie Ofek, Lauren Barley, Jul 27, 2011
- *How Oatly Tapped into the Chinese Market by Promoting Green Diets?* by Gao Wang, Yajin Wang, Ju Qiu, Lijin Lu, Aug 7, 2024

OPTIONAL READING:

Article:

- *Sustainability as a Marketing Tool: To Be or to Appear To Be?* by Fabrizio Baldassarre, Raffaele Campo, Jul 15, 2016
- *Research: How to Position a Luxury Brand as Sustainable* by Gwarlann de Kerviler, Elodie Gentina, Nico Heuvinck, Sep 10, 2021
- *Moving the Needle on Sustainability* by Goutam Challagalla, Frederic Dalsace, Frédéric Dalsace, Nov 1, 2022
- *To Prove Your Company Isn't Greenwashing, Endorse Smart Regulation* by Kristina Marusic, Nov 15, 2023
- *How to Market Sustainable Products* by Frédéric Dalsace, Goutam Challagalla, Mar 1, 2024

Textbook:

- Chapter 14 of “*Implementing Environmental, Social, and Governance (ESG) Principles for Sustainable Businesses, A Practical Guide in Sustainability Management*” by Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe

Session 11 – Financing the Transition: Policy and Investment

Green finance, carbon markets, sustainability-linked loans, and public investment vehicles.

- Innovation in sustainable financing and exploring ESG (environmental, social, governance) ratings.
- A sustainability-linked bond is a flexible green financing tool supporting its broader climate commitments, including net-zero targets validated by the Science Based Targets initiative.

Required Reading

Case:

- CLP Group: Environmental, Social and Governance Factors and Their Effects on Valuation (A) by Entela Benz, Ellen Orr, HBR, May 6, 2018
- *The TELUS Sustainability-Linked Bond: Raising Capital to Fight Climate Change* by Michael R King, HBR, Mar 24, 2025

Optional Readings

- *Climate Finance in 2020: Background Note* by Anthony Artuso, Ann Leamon, HBR, Jul 25, 2021
- Kattel, R., & Mazzucato, M. (2018). *Mission-oriented innovation policy and dynamic capabilities in the public sector*. *Industrial and corporate change*, 27(5), 787-801.
- Owen, R., Brennan, G., & Lyon, F. (2018). *Enabling investment for the transition to a low-carbon economy: Government policy to finance early-stage green innovation*. *Current opinion on environmental sustainability*, 31, 137-145.

Session 12 – Group presentations of the analysis, strategic transformations, and restructuring.

- Current state assessment of the assigned firm’s financial & sustainability performance (Base Line)
- Mapping of the social impact on the entire value chain (Deep Dive)
- Proposed Sustainable Strategy Recommendations
 - Current versus proposed Sustainable Mission Statement and Policies
 - Current versus proposed Sustainable Management Strategy
 - Current versus proposed Sustainable Product Innovation Strategy
 - Current versus proposed Sustainable Marketing Strategy
 - Current versus proposed Sustainable Operation and Supply Chain Strategy
- Future state of mapping of the social impact in the entire value chain (What does winning look like?)
- Proposed Financial and Sustainability Targets and Reporting (What does winning look like?)
- Executions of the proposed sustainable strategies (Change Management Strategy and Execution)

Session 13 – Course Synthesis and Future Trends

Emerging policy trends, geopolitical shifts, and the future of sustainable business.

GRADING / ASSESSMENT

- 20% Class participation and engagement
- 25% Assigned case discussion preparations and presentations
- 26% Group presentation: Integrated policy-business strategy
- 29% Final written report: Policy and business strategy proposal

Class participation (20%):

Students are expected to read and prepare for discussion of the required material before class and to come to class prepared for active discussion.

Grading Rubrics

- 8 points for participation in lectures by actively engaging in discussions to enhance everyone's learning experience.
- 8 points for those demonstrating that they have completed the assigned readings by asking or answering questions posted during article discussions and case analysis.
- 4 points for those who contribute to the learning experience by bringing external examples, further studies, and outside industry experiences to enhance everyone's learning.

Case Study Discussions Preparations (25%):

Students will form groups to analyze an assigned case and prepare for class presentations and discussions, thereby deepening their understanding of it. Students will be divided evenly into groups depending on the class size, and each group will present one case. Students may form their groups. Questions will be provided to students one week in advance for preparation. Each group must submit a PowerPoint presentation on Canvas one day before the lecture, covering the background, issues faced, strategies being implemented, and how effectively they drive financial and sustainability performance, using the given questions. What you learn from this course will depend on what you and your fellow students put into it.

Grading Rubrics

- 10 points to demonstrate a deep understanding of the case background and the challenges faced.
- 10 points to demonstrate the effectiveness of the solutions and the key learning objectives.
- 5 points for those who contribute to the learning experience by bringing external examples, further readings, and personal experiences, contributing to understanding the case.

Group Presentations of the Assigned Company's Analysis and Transformation Strategy (26%)

Learning by doing is an effective way to learn. Students will form groups assigned to a company and, through different roles, conduct research to identify ways to transform the company into a more sustainable one.

The assessment and proposed transformations should be presented in around 40 minutes. Each student in the group must contribute an equal portion of the analysis or recommendations.

Grading Rubrics

- 10 pts on the current state assessment of the company's current financial and sustainability performance (Base Line) and the mapping of the social impact in the entire value chain (Deep Dive)
- 11 pts on the Proposed Sustainable Strategy Recommendations and the future state of mapping the social impact in the entire value chain (What does winning look like?)
- 5 pts on the proposed Financial and Sustainability Targets and Reporting (What does winning look like?) and executions of the proposed sustainable strategies (Change Management and Execution)

Sustainability Transformation Strategy Proposal (29%):

Each student must write a sustainability transformation strategy proposal to the CEO of the selected company, addressing the topics discussed in this course. You are recommended to pick a "company" of your choice in an industry of your interest or the assigned company from the workshop. The final report must include a sustainability report. **The report should not exceed six pages in A4 double-spaced format in 12 font size, excluding appendices.** The report proposal is due one week after the last course.

Grading Rubrics

- 10 pts on the clarity of content and fluency of the writing
- 14 pts on the relevance of the content with "depth" and "breadth" of the Sustainability Transformations, applying the ideas being taught throughout the course
- 5 pts on addressing the potential unique challenges the selected company is facing

INSTRUCTOR'S BIO

Fred Mutto has 30 years of professional experience, including 20 years in global executive leadership, strategizing, leading, executing, and implementing business strategies for Schneider Electric, Emerson Electric, and Abbott Medical Devices. Fred has extensive experience in customer experience and sustainability leadership roles in designing and deploying customer-centric and sustainability strategies. Transform an organization into one of the most customer-centric and sustainable companies. Leadership and management experience in Silicon Valley and Los Angeles for 8 years, 10 years with Emerson Electric Asia Pacific, with 2 years as Country President of Indonesia, and 12 years as Global Vice President covering 160 countries for Schneider Electric. Academic qualifications include a DBA, an MBA, an MSEE, and a BSEE.

OTHER REMARKS:

Restrict the use of generative AI tools for assessment purposes.

You are allowed to use generative AI for the case discussion preparations, workshop presentation preparations, and the final paper on sustainability strategy proposal assessment for the following purposes: industry-specific potential sustainability risk, challenges, and technological innovations, but they must be appropriately acknowledged."

Potential Guest Speakers

Simon Ng, CEO, Hong Kong Business Environment Council
Jonathan Chiu, President, Schneider Electric Hong Kong
Steven Lee, Vice President, Global Marketing, Schneider Electric
Patrick Ho, Head of Sustainability Development at Swire Properties
Jessica Chan, Head of Sustainability at MTR Corporation Limited
Carmen Ng, Deputy General Manager, Sustainability, Hang Lung Properties