



SINGAPORELAND



BUILDING A BETTER TOMORROW

SUSTAINABILITY REPORT 2021

GLOSSARY

ABC	–	Anti-Bribery and Anti-Corruption	PPVC	–	Prefabricated Prefinished Volumetric Construction
AC	–	Audit Committee	RMC	–	Risk Management Committee
AEI	–	Asset Enhancement Initiative	SASB	–	Sustainability Accounting Standards Board
AHU	–	Air Handling Unit	SDGs	–	United Nations Sustainable Development Goals
AR	–	Annual Report	SGX	–	Singapore Exchange
BCA	–	Building and Construction Authority	SGX-ST	–	Singapore Exchange Securities Trading Limited
CONQUAS	–	Construction Quality Assessment System	SISEU	–	Singapore Industrial and Services Employees' Union
CEO	–	Chief Executive Officer	SOP	–	Standard Operating Procedures
CPF	–	Central Provident Fund	SR 2021	–	Sustainability Report 2021
CSR	–	Corporate Social Responsibility	SSC	–	Sustainability Steering Committee
e-waste	–	Electronic waste	SWC	–	Sustainability Working Committee
EMS	–	Environmental Management System	TAFEP	–	Tripartite Alliance for Fair Employment Practices
ESG	–	Environmental, Social and Governance	TCFD	–	Task Force on Climate-Related Financial Disclosures
GHG	–	Greenhouse gas	UIC	–	United Industrial Corporation
GRESB	–	Global Real Estate Sustainability Benchmark	UICT	–	UIC Technologies Pte Ltd
GRI	–	Global Reporting Initiative	URA	–	Urban Redevelopment Authority
HVAC	–	Heating, Ventilation, and Air Conditioning	USE	–	Union of Security Employees
LED	–	Light-emitting diode	UVC	–	Ultra Violet-C
OHS	–	Occupational Health and Safety	UVGI	–	Ultra-Violet Germicidal Irradiation
PDPA	–	Personal Data Protection Act	PUB	–	Public Utilities Board
PDPC	–	Personal Data Protection Commission	WEB	–	Water Efficient Building

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CORPORATE PROFILE

Singapore Land Group Limited (“SingLand” or the “Company”, and together with its group of companies, the “Group”), formerly known as United Industrial Corporation Limited (“UIC”) prior to its renaming in 2021, is one of the leading public-listed real estate companies in Singapore.

Listed since 1971 on the Singapore Exchange (“SGX”), SingLand’s diverse portfolio comprises commercial investment properties, residential and retail properties, hotels and IT services. SingLand’s portfolio of prime commercial assets currently includes over 2.5 million square feet of office space and approximately 1 million square feet of retail space in Singapore. The company also owns several overseas investment assets in China and the United Kingdom.

Our subsidiary UIC Technologies Group (“UICT”) offers solutions in systems integrations, information technology services, payroll software and human resource outsourcing services. It is ISO9001:2015-certified for the sales of total IT solutions to organizations, and for software design and development for office automation.

SingLand is a subsidiary of UOL Group Limited (“UOL”). Together, the Groups leverage each other’s strengths to drive sustainable growth and create value for our stakeholders.

Please refer to SingLand’s Annual Report 2021 for detailed information about the Group’s business activities. The Group’s corporate website <https://singaporeland.com/> also has more details about our business.



OUR VISION

We aspire to create inclusive urban places that enable people, businesses and communities to reach their highest potential. As part of our ambition, we want to be a force for good by stewarding our planet responsibly and creating lasting positive impact for future generations.

OUR MISSION

In our endeavour to create environments that build strong communities, we will drive sustainable social, economic and environmental change consciously. To do this, we will be intentional about our decisions and actions, including our sustainability practices, how we treat and enable our employees, and the way we prioritise the needs of our stakeholders and the community at large.

OUR VALUES

People & Planet

Our business is built on trust and a strong sense of responsibility towards people and communities. We are committed to sustainable solutions that benefit the environment and, ultimately, people and how they work, play and live.

We, Not I

Even as we invest in building strong, longterm business relationships, we also prioritise a collaborative approach by working with a wide network of partners for a broader perspective.

Adapt To Thrive

Innovation and agility form the bedrock of all that we do. We thrive in the face of new challenges and are in constant pursuit of doing better and adapting to rapidly changing environments.

Always Be Learning

People are our most important asset. We value the professional and personal development of every member of the team as it is integral to the growth of the organisation. We champion a culture where inquisitive minds and a future-forward mindset are celebrated.



**ELEVATE
COMMUNITIES
INSPIRE
THE FUTURE**

ABOUT THIS REPORT

This is the 5th sustainability report published by the Group. The first three reports were published under the company's former name, United Industrial Corporation Limited.

SCOPE

The SingLand Sustainability Report 2021 ("SR 2021") provides an overview of how we manage our material Environmental, Social and Governance ("ESG") issues. The report covers ESG performance data from our core business operations in Singapore, including commercial offices, retail properties, information technology business and head office in Singapore, for the financial year ending 31 December 2021. This report excludes overseas investments in China and the United Kingdom, as well as our hospitality business and development projects where we do not have direct operational control.

Previous years' performance data for development projects refer to joint venture residential development projects where SingLand has held a minimum 50% equity ownership regardless of operational control, which comprised The Tre Ver in 2020. Sustainability performance data of The Tre Ver will continue to be reported by our joint venture partner, UOL, in their sustainability report.

REPORTING STANDARDS AND FRAMEWORKS

The SR 2021 has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core Option, and refers to GRI's Construction and Real Estate Sector Disclosures. The report complies with the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules (711A and 711B) - Sustainability Reporting.

SingLand has applied GRI's reporting principles of stakeholder inclusiveness, sustainability context, materiality, completeness, accuracy, balance, clarity, comparability, reliability and timeliness in preparing this report.

We have continued to take steps in aligning the report disclosures with the Sustainability Accounting Standards Board ("SASB") Real Estate Sustainability Accounting Standard and the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations. SASB standards help us report on sustainability topics considered financially material for the real estate sector. The TCFD framework guides us to assess and address climate-related risks and opportunities that have the potential to impact our financial performance. We have used the GHG Protocol Corporate Accounting and Reporting Standard to prepare our greenhouse gas ("GHG") emissions inventory. Throughout this report, we also demonstrate how we contribute to the UN Sustainable Development Goals ("SDGs").

RESTATEMENTS

Please refer to page 53 for information about the restatements.

EXTERNAL ASSURANCE

SingLand continues to seek external assurance for our sustainability reporting. Deloitte & Touche LLP has provided independent assurance on specific sustainability data contained within this report. For more details, see the Independent Limited Assurance Report on page 62.

REPORT AVAILABILITY

SR 2021 and past sustainability reports are available on our website <https://singaporeland.com/> in PDF form for reference. We will not be printing hard copies of this report in line with our environmental conservation efforts.

CONTACT

For feedback and suggestions, please contact us by writing to sustainability@singaporeland.com.

A wide-angle photograph of the Singapore skyline at dusk. In the foreground, two large, illuminated Supertrees with purple and red canopies stand prominently. Behind them, a dense forest of green trees is visible. In the mid-ground, a highway bridge spans across the scene. The background features a variety of modern skyscrapers, including the prominent, illuminated Marina Bay Sands tower. To the right, the Singapore Flyer, a massive Ferris wheel, is partially visible. The sky is a soft mix of orange and blue, indicating the time is either sunrise or sunset.

**SUSTAINABLE
ENVIRONMENTS
VIBRANT
COMMUNITIES**

SUSTAINABILITY HIGHLIGHTS

SingLand launched a fresh **VISION and MISSION** in 2021 to underscore the Group's ESG-first approach



SGX Centre awarded **BCA'S GREEN MARK PLATINUM** award



Stamford Court awarded 2nd Runner Up in **ENERGY EFFICIENT BUILDING (RETROFITTED BUILDING)** category of the ASEAN Energy Awards 2021



Embarked on **SINGAPORE LAND TOWER ASSET ENHANCEMENT INITIATIVE**



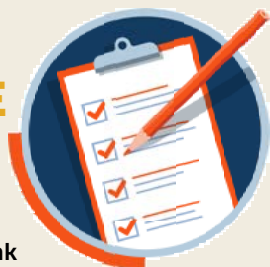
Secured **\$100M GREEN LOAN** for Singapore Land Tower Asset Enhancement Initiative



Secured a total of **\$400M OF SUSTAINABILITY-LINKED LOANS** in March and December 2021



Met sustainability performance targets and achieved **INTEREST RATE DISCOUNT** on inaugural \$200M sustainability-linked loan secured from UOB and DBS Bank



ULTRA-VIOLET GERMICIDAL IRRADIATION (UVGI) disinfection systems were installed in Singapore Land Tower's air conditioning to safeguard tenants' well-being



SingLand signed the **BUILT ENVIRONMENT EMBODIED CARBON PLEDGE** as part of our commitment to reduce our portfolio's embodied carbon emissions



CEO'S STATEMENT

Dear Stakeholders,

We at SingLand believe that Environmental, Social and Governance ("ESG") principles are integral to our operating and development philosophy.

Global response to climate change reached a significant milestone at the United Nations Climate Change Conference ("COP26") held in Glasgow in November 2021. The Glasgow Climate Pact represented a renewed commitment by nations to mitigate the impact of climate change and keep the 1.5°C target set out in the Paris Agreement. With 153 countries pledging new emission reduction targets, over 90% of world gross development product and around 90% of global emissions are now covered by net-zero commitments¹. Singapore too, announced that it would raise the country's climate ambition to achieve net-zero emissions by or around 2050².

The urgency for action on climate change as well as the need to prioritise social issues were key drivers as SingLand unveiled its brand refresh in 2021, which included the articulation of the company's vision, mission, and values. Embedded in the refreshed brand is a commitment to focus on sustainability, strong governance, and diversity, integrating them with our business goals. We recognise that it is our responsibility to steward the planet and its resources well, and that we can play a significant role in empowering our community.

“ We recognise that it is our responsibility to steward the planet and its resources well, and that we can play a significant role in empowering our community. ”

– Jonathan Eu, Chief Executive Officer

STRENGTHENING OUR SUSTAINABILITY AGENDA

We have consciously accelerated our ESG initiatives, both within the company and across our portfolio of properties. To demonstrate our commitment to greening the built environment, SingLand signed the Singapore Built Environment Embodied Carbon Pledge initiated by the Singapore Green Building Council ("SGBC") in August 2021.

In our previous sustainability reports, we shared SingLand's target of having all our commercial properties achieve Green Mark certification by 2030. In 2021, SGX Centre attained BCA's Green Mark Platinum certification, contributing to this goal. The asset enhancement initiative ("AEI") for Singapore Land Tower will further add to this, with its target of achieving Green Mark Platinum certification.

SingLand is also encouraging the adoption of greener modes of transport such as using electric vehicles ("EV") and cycling by deploying EV chargers and introducing end-of-trip amenities in our properties. Our efforts in improving the sustainability performance of our existing portfolio of properties were recognised at the ASEAN Energy Awards 2021 where Stamford Court received an award in the Energy Efficient Building (Retrofitted Building) category.

Apart from the strong sustainability credentials held by our properties, our ESG-first approach is also applied across the entire Group's business, including our financing. SingLand secured a total of \$400 million in sustainability-linked loans in March and December 2021 in addition to a \$100 million green loan for the Singapore Land Tower AEI. I am pleased to share that SingLand met the performance targets set out in the loan framework for the initial tranche of sustainability-linked loan.

¹ <https://ukcop26.org/wp-content/uploads/2021/11/COP26-Presidency-Outcomes-The-Climate-Pact.pdf>

² <https://www.nccs.gov.sg/media/press-release/singapore-will-raise-climate-ambition>

SUPPORTING OUR STAKEHOLDERS

The Covid-19 pandemic continued to be challenging for businesses in 2021, including that of many of our tenants who are key stakeholders in our ecosystem. We will continue to support both our commercial office and retail tenants as we enter the next phase of post-pandemic economic recovery.

Our employees form the backbone of our business and ensuring their health and well-being has been paramount. Last year, in addition to reviewing our Covid-19 protocols, adapting to safe management guidelines and transitioning to a hybrid pattern of working, we also placed mental wellness at the forefront through an array of initiatives and programmes aimed at bettering the emotional, psychological and social well-being of our staff. As Singapore eases restrictions and takes firm steps towards living with Covid-19, we look forward to further reinforcing our corporate culture as we transition towards more flexible working arrangements.

CONTRIBUTING TO OUR COMMUNITIES

The pandemic has served as a reminder for us to re-centre our corporate giving efforts and play a greater part in uplifting our communities. In 2021, we were able to support migrant workers through our continued collaboration with SDI Academy and new partnership with Covid-19 Migrant Support Coalition ("CMSC"). Given the symbiotic relationship we have with the migrant worker community in the building and construction sector, we continually seek opportunities to help them and show our appreciation for their contributions. Our support for social enterprises such as Project Dignity has also allowed us to help other marginalised segments of our society.

Plans are underway to broaden our support for charities and social enterprises and create more opportunities for employee volunteerism in the coming year.

BUILDING A BETTER FUTURE TOGETHER

On behalf of the Board of Directors and the management team, I would also like to thank all our stakeholders for their unwavering support. The solutions to many of our challenges – whether climate change, biodiversity loss, inequality and social division, among others – lie in empathy and compassion, in systems thinking and collective action. SingLand remains committed to improving the lives of those in our communities, reducing our environmental impact and being transparent in our approach. We believe that that by doing so, we can make a difference for the better.

Elevate Communities, Inspire the Future.



Jonathan Eu
Chief Executive Officer
May 2022

YEAR IN REVIEW

GREENHOUSE GAS EMISSIONS

COMMERCIAL OFFICE &
RETAIL BUILDINGS SCOPE 1 & 2
(tonnes CO₂e)

2021: 25,790
2020: 25,515
2019: 29,383



ELECTRICITY CONSUMPTION

COMMERCIAL OFFICE &
RETAIL BUILDINGS
(MWh)

2021: 59,234
2020: 62,335
2019: 70,161



WATER CONSUMPTION

COMMERCIAL OFFICE &
RETAIL BUILDINGS
(megalitres)

2021: 338
2020: 364
2019: 533



GREENHOUSE GAS INTENSITY

COMMERCIAL OFFICE &
RETAIL BUILDINGS SCOPE 1 & 2
(kgCO₂e/m²)

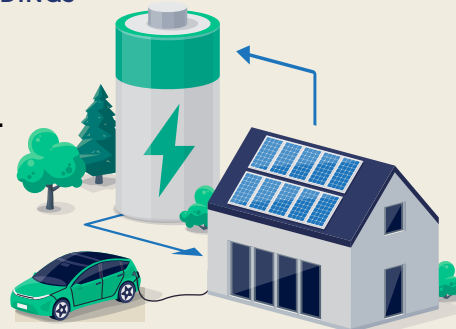
2021: 56.8
2020: 56.3
2019: 64.9



ELECTRICITY CONSUMPTION INTENSITY

COMMERCIAL OFFICE &
RETAIL BUILDINGS
(kWh/m²)

2021: 131
2020: 138
2019: 155



WATER CONSUMPTION INTENSITY

COMMERCIAL OFFICE &
RETAIL BUILDINGS
(m³/m²)

2021: 0.74
2020: 0.80
2019: 1.18



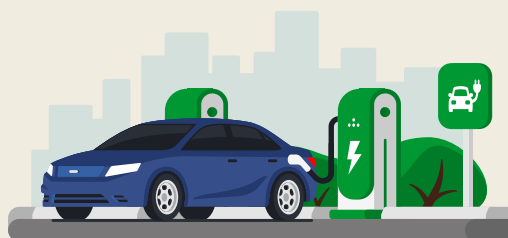
GREEN MARK CERTIFICATIONS

6 of 10 buildings



ELECTRIC VEHICLE LOTS

EV lots available in 6 of 10 buildings,
with more planned



WORKPLACE SAFETY

RECORDABLE
WORK-RELATED
INJURIES
(Rate)



2021
Employees 2.1
Contractors 0

2020
Employees 4.8
Contractors 0

EMPLOYEES' GENDER RATIO

(Male:Female)

2021: 53:47
2020: 50:50
2019: 51:49



TRAINING HOURS PER EMPLOYEE

(average)

2021: 13.4
2020: 7.5
2019: 16.5



RE-EMPLOYMENT OF RETIRING EMPLOYEES

(number)

2021: 25
2020: 24
2019: 16



OUR SUSTAINABILITY COMMITMENT

BOARD STATEMENT

SingLand's Board of Directors (the "Board") is committed to building a sustainable business that positively impacts the environment and society. The Board, supported by the Sustainability Steering Committee ("SSC"), considers ESG issues as part of its strategic business plans, determines the material ESG factors, and oversees the management and monitoring of material sustainability issues through regular reviews of performance indicators. The Board also approves the company's annual sustainability reports.

SUSTAINABILITY GOVERNANCE STRUCTURE

SingLand's Board has overall responsibility for sustainability issues, including climate-related risks and opportunities. It has oversight of the identification, management and implementation of material ESG factors through the SSC, via the Audit Committee. The SSC, chaired by SingLand's CEO, is responsible for implementing the company's sustainability strategy and programmes. The SSC is supported by the Sustainability Working Committee ("SWC"), which helps define and prioritise sustainability topics and establish performance targets. The SWC comprises representatives from various business units and functions who contribute and validate ESG performance data for reporting.



Board Diversity

The Board's Nomination Committee seeks to ensure that the Board comprises an appropriate balance and diversity of age, race, skills, experience, and gender. SingLand's Board has also adopted a Board Diversity Policy in recognition of the value that a variety of perspectives, skills, ages and genders bring to the Group's performance, sustainability, brand and reputation.

As at 31 December 2021, the SingLand Board was made up of nine members comprising one female and eight male directors^{1,2,3,4}. Collectively, the Board members bring a wealth of knowledge, expertise and experience and contribute valuable guidance and insights to the Group, drawing from their industry knowledge in accounting, architecture, banking, business, finance, legal, management, and real estate.

SingLand continues to improve the overall gender diversity of the Board, having appointed a second female member in January 2022⁵.

Read more about our Board Diversity Policy in our Annual Report 2021 on Page 51.

Risk Management

Effective risk management is vital for fostering sustainability at SingLand. The Board is responsible for maintaining and reviewing the Group's risk management and internal controls systems' effectiveness. Our group-level risk management system covers sustainability risks, including environmental risk, climate change risk, occupational health and safety risks, and compliance risk, among others.

This risk management system is steered by the Risk Management Committee ("RMC"), which comprises the CEO, Heads of Department of the Group, as well as relevant individuals. The RMC reports to the Audit Committee ("AC"). The RMC meets quarterly to review and evaluate the risk registers and risk report to ensure all material risks are properly identified and sufficient internal controls are in place to manage such risks. The RMC also assesses the impact of new regulations and changes within the business environment that might affect risk management procedures across the Group.

We apply the precautionary principle in risk management and proactively take measures to mitigate our business operations' potentially adverse ESG impacts.

Read more about our Risk Management in the Annual Report 2021 on Page 61.

1 Mr Antonio L. Go retired as Director and member of Nominating Committee and Remuneration Committee on 30 June 2021.
 2 Mr Yang Soo Suan retired as Director, Chairman of Audit Committee and member of Nominating Committee on 1 September 2021.
 3 Mr Hwang Soo Jin retired as Director, Chairman of Nominating Committee and member of Remuneration Committee on 31 December 2021.
 4 Mr Peter Sim Swee Yam was appointed as non-executive and independent director on 30 June 2021.
 5 Ms Ng Shin Ein was appointed as non-executive and independent director with effect 1 January 2022.

Climate-related Risks

As we advance our sustainability strategy, we are committed to evaluating and understanding climate change's financial risks. Our plans include undertaking a detailed analysis of climate-related risks and opportunities and establishing goals and targets for addressing climate-related issues, following the TCFD framework in accordance with SGX's proposal.

In line with its sustainability responsibilities, the Board will continue to have direct oversight of climate-related issues, including monitoring and overseeing progress against goals and targets in this regard. The SSC, chaired by the CEO, is responsible for setting ESG targets. The Board has oversight over the SSC through the AC. We disclose our greenhouse gas emissions and energy consumption against targets each year in our sustainability report, and will continue to monitor climate-related risks via our risk management framework in the coming year.

Occupational Health and Safety risks

To manage Occupational Health and Safety ("OHS") related risks, we maintain a risk register that describes the potential OHS risks present within the Group's operations. SingLand's senior management regularly reviews the health and safety policies, performance and practices across our businesses. Our OHS teams periodically review and evaluate our operations and health and safety systems and conduct annual audits for our properties to ensure compliance with regulatory legal requirements. Our approach is to promote a risk-aware culture to reduce workplace incidents.

CORPORATE GOVERNANCE

SingLand reports its corporate governance structure, policies and practices in detail in its Annual Report following the Code of Corporate Governance 2018 and accompanying Practice Guidance issued by the Monetary Authority of Singapore. SingLand's Annual Report 2021 is available on its corporate website at <https://singaporeland.com/investor-relations/annual-reports/>.

Regulatory Compliance

SingLand's policy is to conduct our business with integrity and comply with all applicable laws. Non-compliance with laws and regulations can adversely affect SingLand's business operations, financial performance, and reputation.

All new employees undergo an orientation programme that covers the Code of Conduct, Whistle-Blowing policy and procedures, the Anti Bribery and Corruption Policy, the Anti-Competition policy, data protection and ethical marketing practices. We also provide the necessary training to employees to ensure our operations comply with laws and regulations. The Group has established mechanisms to stay abreast of the latest regulatory developments in Singapore.

In 2021, there were no incidences of regulatory non-compliance with socio-economic or environmental regulations.

Anti-Bribery and Anti-Corruption

SingLand takes a zero-tolerance position against all forms of corruption, including bribery, extortion, fraud and money laundering. Our Anti-Bribery and anti-Corruption ("ABC") policy forms part of our Code of Conduct and requires all employees to adhere to the highest ethical conduct standards, strictly prohibiting any forms of bribery or corruption. Employees are also required to declare any conflict of interest during their employment with SingLand. We expect our suppliers, contractors and business partners to adhere to the same standards as those set out in our ABC policy.

The Company's RMC has oversight over fraud and corruption risk management. Adequate internal controls have been established at an operational level to reduce fraud and corruption risks.

In 2021, there were no confirmed legal cases of corruption brought against SingLand or its employees.

Anti-Competition

At SingLand we are committed to promoting fair competition. We comply with Singapore's Competition Act and prohibit anti-competitive conduct. There were no legal actions for anti-competitive behaviour, anti-trust, and monopoly practices against SingLand in the reporting period.

Ethical Marketing

As a responsible property developer, we strive to help our customers make informed decisions by providing them with all material information related to our products and services. We adhere to the Singapore Code of Advertising Practice which stipulates that all advertisements should be legal, decent, honest and truthful. We also comply with other relevant rules and regulations which support high ethical standards in advertising. We require all of our employees to abide by the principles of ethical marketing in selling and leasing activities.

In 2021, there were no incidents of non-compliance concerning our marketing practices.

Personal Data Protection

SingLand is committed to safeguarding customer privacy and personal data. We comply with Singapore's Personal Data Protection Act ("PDPA") and guidelines issued by the Personal Data Protection Commission ("PDPC") to manage and protect personal information relating to our customers, shareholders, prospects, employees and business partners. SingLand has a Data Protection Officer who acts as a contact point for all internal and external matters relating to data protection. SingLand's PDPA Working Committee and the PDPA Advisory Committee review and monitor the implementation of PDPA policies and measures. Our Personal Data Protection Policy requires our employees to ensure personal data is only collected, used, stored, and disposed of according to the PDPA and the relevant data privacy laws and guidelines. Employees handling personal data are required to undergo data protection training to ensure they possess the fundamental knowledge of Singapore's Personal Data Protection Act.

The Covid-19 pandemic created an increasing need for organisations to process personal data of employees, customers and suppliers in an online working environment, which poses new challenges for cyber security and data protection. In light of these potential risks, SingLand made updates to its Personal Data Protection Policy, various company-wide policies, and department-specific standard operating procedures for managing personal data to ensure that we continue to apply optimal safeguarding principles for customer data.

In 2021, there were no incidents of non-compliance with Singapore's PDPA.

The Company's "Personal Data Protection Policy" is available on our corporate website at <https://singaporeland.com/investor-relations/corporate-policies/personal-data-protection-policy/>.

Whistle-Blowing Policy

Our Whistle-blowing Policy provides a safe and confidential channel for our employees and business partners to raise their concerns on impropriety, including fraud, theft, corruption, workplace safety lapses and discrimination to senior management. All whistle-blowing reports are handled with confidentiality, and the policy protects the whistle-blowers from retaliation. All whistle-blowing cases received through designated channels are referred to the AC for investigative action.

The Whistle-blowing Policy is publicly available on the company's corporate website at <https://singaporeland.com/investor-relations/corporate-policies/whistleblowing-policy/>.

STAKEHOLDER ENGAGEMENT

SingLand engages with stakeholders as part of our commitment to advance meaningful change and find sustainable solutions to pressing challenges. At all levels of the business, we interact with a variety of stakeholders to listen and learn from others' perspective and experiences, share our progress, and promote best practices. Examples of stakeholder groups that we actively engage with include our employees, shareholders and investors, customers, suppliers, communities, and regulators.

We proactively engage with shareholders and other stakeholders to help us understand their perspectives on material issues ranging from company performance, corporate governance and ESG-related topics. We take feedback and insights from our engagement with all stakeholders into consideration as we review and enhance our operations and disclosures, sharing them with our Board as appropriate.

A summary of SingLand's continuing stakeholder engagement and responses are presented below:

Stakeholders	Key Topics and Concerns	SingLand's Engagement and Response
Customers (tenants, home buyers and shoppers) <i>Our customers are our most important stakeholder group and we are committed to delivering only the highest-quality products and services and fostering lasting business relationships.</i>	Tenants <ul style="list-style-type: none"> Environmentally-friendly buildings, operations and green certifications 	<ul style="list-style-type: none"> Ongoing programme to achieve 100% Green Mark certifications, including regular asset enhancements and upgrading for commercial office and retail portfolio under management Signatory to Singapore Built Environment Embodied Carbon Pledge Progressive roll-out of Green Fit-out Guide to tenants Participation in national recycling programmes
	<ul style="list-style-type: none"> Building cleanliness and maintenance 	<ul style="list-style-type: none"> Stepped-up cleaning and disinfection procedures Maintain high levels of security and safety
	<ul style="list-style-type: none"> Client centricity, satisfaction and service standards amidst evolving customer expectations 	<ul style="list-style-type: none"> Regular engagement by Leasing team and Building Management Service representatives to foster trusted business relationships Networking sessions, email circulars and phone communications
	<ul style="list-style-type: none"> Strategic development plans of the Group 	<ul style="list-style-type: none"> Town halls (where required) Annual report and sustainability report
	Homebuyers <ul style="list-style-type: none"> Quality and workmanship Sustainable living spaces Integration of innovative features 	<ul style="list-style-type: none"> Contemporary living designs, forward-looking unit layouts with modern features Active and purposeful use of greenery in landscapes and common areas Utilisation of environmentally-friendly building materials Adoption of PPVC method of construction Provisions for smart home integration
<ul style="list-style-type: none"> Timely updates on construction progress Prompt defects rectification Ethical marketing practices 	<ul style="list-style-type: none"> Dedicated customer service teams and email enquiry and feedback channel 	
<ul style="list-style-type: none"> Buyer health & safety 	<ul style="list-style-type: none"> 3D virtual showflat tours 	

Stakeholders	Key Topics and Concerns	SingLand's Engagement and Response
Customers (tenants, home buyers and shoppers) <i>Our customers are our most important stakeholder group and we are committed to delivering only the highest-quality products and services and fostering lasting business relationships.</i>	Shoppers <ul style="list-style-type: none"> Health and safety Customer rewards and shopper engagement Family-friendly facilities Accessibility for persons with disabilities Attractiveness of mall offerings 	<ul style="list-style-type: none"> Installation of automated SafeEntry gantries Stepped up cleaning and disinfection procedures Shopper app, loyalty programmes and customer service counters Regular atrium events, fairs and exhibitions (in compliance with existing Safe Management Measures) Provision of nursing/ family rooms Regular mall revamps Collaboration with tenants as well as external organisations (e.g. Singapore University of Technology and Design (SUTD)) for exhibitions and atrium events
Employees <i>Human capital is our most valuable intangible asset and fundamental to continued business growth.</i>	<ul style="list-style-type: none"> Strategic growth and development plans of the Group Business continuity Branding Personal growth and career development Remuneration and benefits Job security Smart and adaptable workplaces Innovation and future-ready workforce Inter-department collaboration and teamwork Anti-corruption Labour and human rights Safe and healthy work environment Fair employment practices, anti-discrimination, diversity, inclusivity, and equality Employee well-being Mental health Work-life balance 	<ul style="list-style-type: none"> Town halls featuring "Ask your CEO" and fronted by Key Management Personnel Brand refresh to Singapore Land Group in 2021 with fresh Vision, Mission and Corporate Values to mark a new chapter in the Group's journey CAMPUS by Singapore Land Group – SingLand's revamped intranet portal Opportunities for company-sponsored trainings and workshops Annual performance reviews Ongoing digital transformation of existing processes and procedures to ensure seamless business continuity amidst potential disruptions and transition to longer-term hybrid work environments Culture of 'Always Be Learning' along with increased collaboration Monthly management meetings Regular department meetings with CEO Whistle-blowing policy Supporter of Urban Land Institute's Women's Leadership Initiative Singapore <i>Champions of Change Pledge</i> to support and advance gender equality and inclusion in the workplace Revamp of employee outpatient and inpatient insurance programme Regular distribution of pandemic care-packs Employee Assistance Programme, an external independent counselling service Department team-bonding lunches Virtual workout sessions Guided virtual meditation sessions In-person and virtual company events such as essential oils workshops, art jamming and creative activities

Stakeholders	Key Topics and Concerns	SingLand's Engagement and Response
<p>Contractors and Suppliers</p> <p><i>Collaboration and open channels of communication with business partners ensure win-win outcomes for all.</i></p>	<ul style="list-style-type: none"> Fair dealing Legal compliance and timely payments Appropriate technical specifications and guidance Workers' safety and health Human rights 	<ul style="list-style-type: none"> Robust tender process with stringent financial, compliance and internal controls Progressive roll-out of green procurement policy Regular check-ins and meetings with contractors Weekly/daily site visits Reporting of workplace incidents
<p>Regulators</p> <p><i>We partner closely with key government agencies to ensure our business dealings and practices are in accordance with our nation's and society's best interests.</i></p>	<ul style="list-style-type: none"> Awareness of climate change and commitment to advancing the nation's ESG agenda Compliance with environmental, health and workplace safety standards Reporting standards Public safety Productivity and quality Innovation 	<ul style="list-style-type: none"> Publication of annual report and sustainability report Tracking and reporting of GHG emissions with clear targets to reduce emissions, electricity and water consumption Risk management policies Engagement and discussions with public agencies and statutory bodies Compliance with regulatory reporting requirements Briefings and site inspections Application for permits Timely renewal of government approvals Use of PPVC method of construction
<p>Investors</p> <p><i>We are committed to maintaining strong relationships with our investors.</i></p>	<ul style="list-style-type: none"> Strategic growth and development plans of the Group Return on investments Risk management Good corporate governance and transparency Focus on ESG issues 	<ul style="list-style-type: none"> Annual General Meeting, annual reports and sustainability reports Half-yearly release of financial results and publication of additional material updates on SGX website Risk management policies and strong financial controls Revamped corporate website Media releases Email and LinkedIn feedback channels

Stakeholders	Key Topics and Concerns	SingLand's Engagement and Response
Community <i>We aspire to create and contribute to inclusive urban spaces that elevate communities and inspire the future.</i>	<ul style="list-style-type: none"> Social responsibility and support for community causes 	<ul style="list-style-type: none"> Corporate Social Responsibility ("CSR") outreach and support for social enterprises and charities through employee volunteerism, monetary contributions, and other in-kind sponsorships Collaboration with government community agencies to understand areas for Group involvement and contribution Active member of Marina Central pilot Business Improvement District ("BID"), as well as Raffles Place Alliance as part of Raffles Place BID to contribute to community and placemaking efforts
	<ul style="list-style-type: none"> Environmental responsibility Action on climate change 	<ul style="list-style-type: none"> Tracking of GHG emissions with clear targets to reduce emissions, and electricity and water consumption Participation in national recycling programmes
	<ul style="list-style-type: none"> Public safety 	<ul style="list-style-type: none"> Compliance with all environmental, health and workplace safety standards Feedback channels via email and LinkedIn

Memberships

Some of the industry associations and trade bodies we support through memberships are as follows:

- Real Estate Developers' Association of Singapore
- SGTech
- Singapore Business Federation
- Singapore Chinese Chamber of Commerce & Industry
- Singapore Green Building Council
- Singapore National Employers Federation
- The Singapore Institute of Directors
- Urban Land Institute



SUSTAINABILITY TRAINING

In our pursuit of ambitious ESG goals, the Group continues to take steps to raise awareness and boost our collective organisational knowledge and understanding of various sustainability topics.

In 2021, members of our Sustainability Steering Committee, Sustainability Working Committee and representatives from various departments attended Singapore Land Group's Sustainability Workshop to learn about latest trends and emerging issues in sustainability.

The Workshop covered a range of topics that included materiality, sector-specific reporting practices, stakeholder engagement, new reporting rules issued by SGX, TCFD Recommendations, and the leading frameworks and standards such as GRI, SASB, GRESB, CDP, and Science-Based Targets.



MATERIALITY

We identify our most important sustainability topics through periodic materiality assessments guided by stakeholder engagement. These are issues which have the potential to substantively influence our business value and which are material to the market, our environment, and people. In assessing materiality, we consider our business operations' economic, environmental and social impact, our key stakeholders' views and the megatrends in sustainability relevant to our sector. We also refer to GRI's Construction and Real Estate Sector Disclosures to select the appropriate material disclosures. To serve additional investor needs, we are also progressively adopting SASB's Real Estate Accounting Standard to gain a sharper focus on financially material ESG issues.

Our first materiality assessment was conducted in 2017, and we have developed the process each year through annual reviews. In 2021, the review process included a sustainability workshop that comprised participants from SingLand and UICT. The workshop included seeking employees' views on prioritising our material topics and benchmarking peer reports. Throughout the year, we also engaged with external stakeholders on various issues that have informed our assessment of material ESG topics. Based on the latest insight, we have determined that the material factors reported in our 2020 sustainability report remain valid.

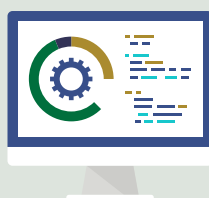
Our materiality assessment process is illustrated below.

MATERIALITY ASSESSMENT PROCESS



IDENTIFY POTENTIAL TOPICS

Identify significant environmental, social and governance (ESG) impacts of business operations and industry-specific issues



ASSESS

Assess the significance of ESG impacts based on severity and stakeholder expectations



PRIORITISE

Prioritise ESG topics for reporting based on significance of impact, benchmarking, and stakeholder views



ENGAGE AND APPROVE

Engage key stakeholders including SingLand's Board of Directors for review and approval of material topics for reporting

MATERIAL TOPICS, BOUNDARIES AND MANAGEMENT APPROACH

Material Topic	Where the Impact is Material	SingLand's Involvement	Management Approach
Economic Performance	The entire Group	Direct	Create long-term value for stakeholders
Anti-Corruption	The entire Group	Direct	Maintain zero tolerance for fraud and unethical behaviour
Energy	Buildings and Development projects ¹	Direct / Through contractor relationships	Adopt energy efficiency measures in buildings and development projects
GHG Emissions	Buildings and Development projects ¹	Direct / Through contractor relationships	Minimise and mitigate greenhouse gas emissions from buildings and during construction
Water	Buildings and Development projects ¹	Direct / Through contractor relationships	Adopt water efficiency measures in buildings and construction
Health and Safety	Buildings and Development projects ¹	Direct / Through contractor relationships	Ensure compliance with workplace safety and health regulations and procedures
Product and Service Quality	Buildings and Development projects ¹	Direct / Through contractor relationships	Ensure compliance with health and safety regulations
Employee Training	The entire Group	Direct	Provide opportunities for individual learning and development
Data Privacy	The entire Group	Direct	Compliance with Personal Data Protection Act (PDPA) rules and regulations
Regulatory Compliance	The entire Group	Direct / Through contractor relationships	Compliance with applicable socio-economic and environmental laws









1 In 2021, SingLand did not have development projects under our operational control.

OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

Ratified by the United Nations General Assembly in September 2015, the UN SDGs continue to provide a roadmap for achieving peace and prosperity for societies while protecting the planet. The 17 goals aim to end global poverty, improve health and education, reduce inequality, and spur economic growth while tackling climate change and preserving our oceans and forests.

At SingLand we recognise the role we can play in driving sustainable development and we have identified seven specific goals towards which we can make the greatest contribution.

The table below provides an overview of how our actions are supporting the selected SDGs.

Material ESG Factors	SDGs	GRI Standards	Our Targets
ECONOMIC Economic Performance		GRI 201 : Economic Performance	Create long-term value for stakeholders
ENVIRONMENT Energy GHG Emissions Water	    	GRI 302 : Energy 2016 CRE1 : Building Energy Intensity GRI 305 : Emissions 2016 Greenhouse Gas CRE3 : Emissions Intensity from Buildings CRE4 : Greenhouse Gas Emissions Intensity from New Construction and Redevelopment Activity GRI 303 : Water and Effluents 2018 CRE2 : Building Water Intensity CRE8 : Type and Number of Sustainability Certification, Rating and Labeling Schemes for New Construction, Management, Occupation and Redevelopment	Achieve Green Mark certifications for all existing buildings by 2030
SOCIAL Health and Safety Employee Training Product and Service Quality		GRI 403 : Occupational Health and Safety 2018 GRI 416 : Customer Health and Safety 2016 GRI 404 : Training and Education 2016	Achieve zero accident at workplace and project sites Achieve at least 10 training hours per employee per year
GOVERNANCE Anti-Corruption Data Privacy Regulatory Compliance		GRI 205 : Anti-corruption 2016 GRI 307 : Environmental Compliance 2016 GRI 418 : Customer Privacy GRI 419 : Socioeconomic Compliance 2016	Maintain zero incidents of corruption Maintain zero incidents of data privacy breaches Maintain no breach or violation of existing socio-economic and environmental laws and regulations

ECONOMIC PERFORMANCE



SingLand prides itself on conducting its business sustainably and generating stable recurring revenue streams since our inception in 1963. Creating sustainable economic value for our shareholders and stakeholders remains our core business directive.

Detailed information outlining the Group's financial performance, management reviews, corporate governance and risk management systems can be found in our Annual Reports: <https://singaporeland.com/investor-relations/annual-reports/>.

INDIRECT ECONOMIC PERFORMANCE

SingLand has played a key role in shaping Singapore's built environment and contributing to Singapore's economy through the development of high-quality homes, office and retail spaces, job creation, and fiscal contribution. We also contribute to the local economy through our supply chain. We engage local contractors and suppliers in the course of managing and operating our commercial office and retail buildings, as well as for property development, which indirectly generates jobs and incomes. We work to create inclusive environments that respect sustainability standards and elevate communities toward a better future.



Economic Performance

Ongoing Target

Maintain consistent financial performance and growth

2021 Performance

Please refer to Page 5 of SingLand's Annual Report 2021 for Group Financial Highlights 2021

ENVIRONMENT



The majority of the Group's operations are focused in Singapore, an island city with challenging land constraints and a direct threat of rising sea levels and rising air temperatures driven by climate change. Businesses operating in Singapore have immediate responsibility for incorporating environmental principles into their operations as part of efforts to curb climate change.

SingLand is committed to supporting the transition to a low-carbon economy as envisioned by the Paris Agreement, the UN SDGs, and the Singapore Green Plan 2030. Our mission at SingLand is to create places that empower people, businesses, and communities to thrive. Minimising our impact on the environment and steering our operations to align with Singapore's net-zero ambition is essential for achieving this.

This report presents SingLand's environmental risks, opportunities, performance, and future targets relating to our corporate office, commercial office and retail buildings, and information technology business. Previous years' sustainability reports included performance data for joint venture residential development projects with our parent company, UOL, which included The Tre Ver in 2020. As UOL has operational control of these residential development projects, SingLand will discontinue reporting of such projects from SR 2021.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Broad-based climate change risks to SingLand include transition risks linked to lost business opportunities, regulatory exposure, more stringent building design rules, carbon pricing and taxes, water stress, physical risk to our assets, employee health and safety, and reputational risk.

Opportunities arising from the changing business environment with regards climate change include a growing market for green office and retail spaces driven by ESG-conscious tenants; reduced operating costs resulting from energy-efficient and water-conserving buildings; and enhanced access to capital through green financing instruments.

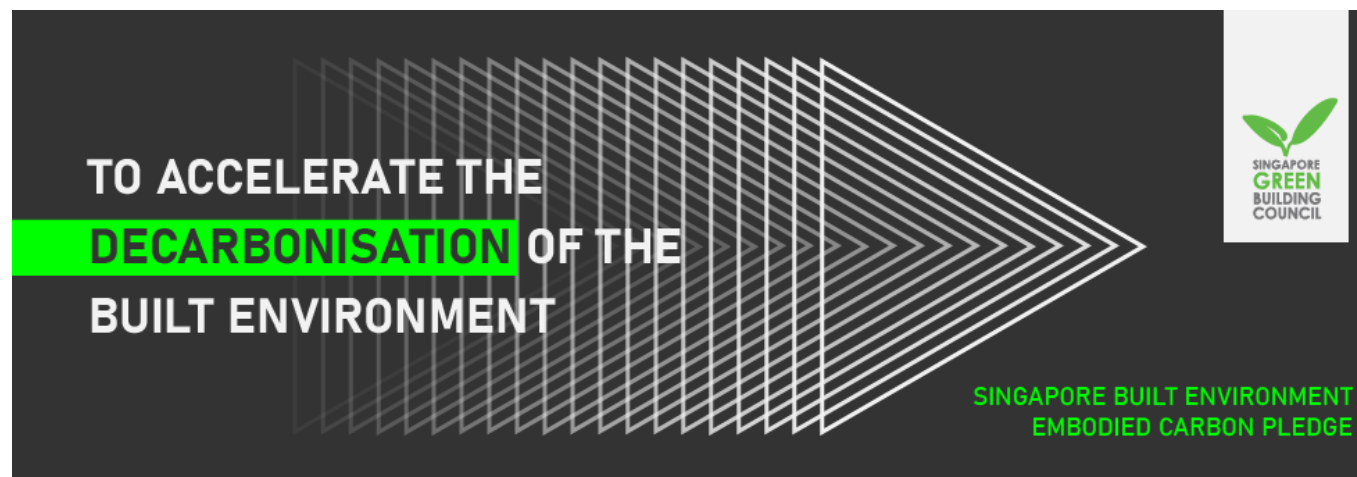
To further understand the risks and opportunities, we have plans to carry out an in-depth climate risk study including a climate-related scenario analysis. The insight gained from the climate risk assessment will help us align our governance, strategy, risk management and metrics and targets to support the Group's transition to lower-carbon operations. Consequently, the assessment will help us develop processes for managing climate-related risks and set future science-based targets for reducing greenhouse gas emissions.



Climate Change and the Building Sector

The buildings and construction sector has a complex environmental footprint, encompassing materials, greenhouse gas emissions and water use. Buildings generate 37% of global carbon dioxide (CO₂) emissions, with buildings' operations responsible for 27% of these, and embodied carbon (building materials and construction) accounting for a further 10%¹. Decarbonising existing and future global building stock is thus crucial to reducing the sector's environmental footprint.

Our approach at SingLand is to integrate sustainability into the design, construction, operation and maintenance of our buildings and development projects, while developing policies that seek to minimise the impact of our operations on the environment. We have identified energy consumption, carbon emissions and water usage as our material environmental impacts. Our efforts, therefore, focus on exploring methods to enhance the energy and water efficiencies of our buildings, and employing sustainable building materials as far as possible for our construction projects.



REDUCING EMBODIED CARBON EMISSIONS

In August 2021, SingLand, along with eight other developers, were part of a pioneer group of building developers and owners to commit to the Singapore Built Environment Embodied Carbon Pledge initiated by the Singapore Green Building Council. The pledge brings attention to our buildings' embodied carbon emissions, a critical but often overlooked issue that centres on materials and construction processes throughout the life cycle of a building.

The pledge has three key principles:

- Choosing building materials with lower embodied carbon
- Minimising materials usage and wastage through collaborative design and optimisation
- Transforming construction site processes to utilise electricity and renewable sources of energy

According to the World Green Building Council, embodied carbon comprises approximately 30% of a building's total carbon emissions. In Singapore, where the lifespan of buildings can be shorter due to the nation's urban renewal policies, our buildings' embodied carbon can be as high as 40%.

Embodied carbon emissions need to be addressed right at the outset, during a building project's design stage. As such, reducing our developments' embodied carbon requires conscious effort from the entire building's value chain, from building owners, to designers, manufacturers, suppliers, and builders.

The Singapore Built Environment Embodied Carbon Pledge is a significant step towards reducing emissions from buildings, and SingLand's commitment demonstrates the Group's dedication to building a greener, more sustainable future for generations to come.

1 2021 Global Status Report for Buildings and Construction by United Nations Environment Programme

In 2019, we commenced the replacement of LED luminaires for our corporate offices, which contributes to achieving Green Mark certification. Seven out of ten of our commercial office and retail buildings have completed at least 70% replacement of LED luminaires in common areas by end-2021.

SINGAPORE LAND TOWER: GREENING UNDERWAY

In January 2021, the Group commenced asset enhancement works at the 47-storey Singapore Land Tower, our flagship commercial office building in the heart of Raffles Place, Singapore's financial district.

As part of SingLand's commitment to create inclusive urban places that drive sustainable environmental change, the building's asset enhancement initiative (AEI) has been designed with sustainability in mind, beginning with the decision to refurbish instead of redevelop, thereby significantly reducing the carbon emissions generated from the project.

Post-AEI, Singapore Land Tower will also feature key environmental features such as a low emissivity double-glazed external curtain wall system to reduce excessive solar glare, heat gain and improve tenants' indoor thermal comfort, new energy-efficient lifts and lighting, as well as new lushly-landscaped areas including a 49th storey communal rooftop space and podium roof garden for users' enjoyment.

In line with Singapore's car-lite and sustainable mobility vision, modern end-of-trip facilities with changing rooms and showers are also in the pipeline, together with increased parking for electric hybrid cars. A grand canopy will also be created along with a covered walkway to link commuters and pedestrians to Raffles Place MRT station.

“...we are all working towards a common goal
— an outstanding office building that will benefit its users.”

— Vincent Tan, Head of Project Management

The design architect for the asset enhancement is the Pritzker Architecture Prize laureate, Mr Fumihiko Maki of Maki & Associates from Japan, with the AEI slated to complete at the end of 2023.

Singapore Land Tower aims to achieve the BCA Green Mark Platinum certification upon completion of the AEI.



The Group's target of transitioning all the buildings within our portfolio to attain a minimum BCA Green Mark Certification by 2030 (see page 39 for more details about the BCA Green Mark), and our commitment to achieve at least a BCA Green Mark Gold for each new development will help us mitigate some of the short-term and long-term climate-related risks while tapping into new business opportunities.



SGX CENTRE ACHIEVES BCA'S GREEN MARK PLATINUM AWARD

In 2021, SGX Centre achieved the Green Mark Platinum award, one of the highest achievable awards in BCA's Green Mark rating scheme for existing non-residential buildings. Some sustainability initiatives implemented by the building to reduce its environmental impact and increase its life-cycle quality include:

Climate

- Engineering upgrades to reduce the building's total energy consumption by **27%** or **more than 5,069,000 kWh** per year, enough electricity to power approximately 1,150 units of 4-room flats in Singapore annually.

This is also equivalent to a reduction of more than **2,000 tonnes of CO₂ emissions** every year, or the amount of CO₂ absorbed by **more than 103,500 trees** yearly.

Improvements made include:

- Installation of high-efficiency chillers, pumps, cooling towers and precision air handling units ("AHU") equipped with variable speed drives, as well as an intelligent smart control energy management system to bring about **more than 50% energy improvement** in the building's chiller plant system.
- Installation of energy-efficient lightings for common areas and selected tenant facilities to achieve **27% improvement** in lighting power budget.

- Adoption of Green Mark-certified low global warming potential refrigerant for the building's chillers.
- Provision of electric vehicle charging lots.

Resource Protection and Environmental Awareness

- Replacement of taps and sanitary fittings in washrooms and common pantries with water-efficient equivalents to bring about **water savings of more than 2,800 m³** per year. SGX Centre has also been certified by PUB as a water efficient building.
- Adoption of green procurement policy and use of certified environmentally friendly products, including sustainable toilet paper, hand soap, and cleaning agents.
- Tenant education on building's recycling program with recycling bins provided for paper, plastic, and metal.

Well-being

- Installation of high-efficiency air filters for all AHUs to improve indoor air quality for building occupants.
- Installation of CO₂ sensors for better indoor air quality control.
- Installation of carbon monoxide sensors to regulate basement carpark ventilation.

STAMFORD COURT RECOGNISED AT ASEAN ENERGY AWARDS 2021

Stamford Court, a BCA-certified Green Mark Platinum building, won the second runner-up prize at the ASEAN Energy Awards 2021 in the Energy Efficient Building (Retrofitted Building) category.

The awards, organised by the ASEAN Centre for Energy, recognises building projects in ASEAN that have achieved commendable levels of energy efficiency, conservation and management, and adoption of renewable energy.

The 25-year-old neo-classical Stamford Court had undergone a series of energy conservation initiatives over ten months from May 2019 to February 2020, resulting in an **overall energy savings of 44%**.

ENERGY-SAVING INITIATIVES

As part of Stamford Court's push for energy efficiency, the building overhauled its air-conditioning system from an air-cooled chiller system to a more energy-efficient water-cooled chiller system, resulting in **72% energy savings** over the air-conditioning system's baseline energy consumption.

Lighting in common areas such as corridors, lift lobbies and the car park were replaced with energy-saving LED lights. Tenants were also encouraged to participate in the building's energy conservation efforts, with some of them successfully switching out less energy-efficient light fittings to modern LED ones.

Carbon monoxide sensors were installed in the basement car park as another measure to optimise energy usage. With the sensors, the car park's mechanical ventilation is turned up only when the carbon monoxide level or temperature reading exceeds set thresholds. In this way, energy consumption is reduced without any compromise on indoor air quality.

The building's other green efforts included optimising the building's water footprint through replacement of water fittings with water-efficient ones, implementing a recyclable waste programme, tracking tonnage of general waste disposed, and introducing a green procurement policy.



ENVIRONMENT MANAGEMENT SYSTEM

We have adopted a robust Environmental Management System (“EMS”) to improve our buildings’ operations and performance. West Mall, our five-storey shopping mall in Bukit Batok Central Link achieved ISO14001:2015 (Property and Facility Management for Shopping Mall) certification for its EMS in 2019 and was also first awarded the BCA Green Mark Gold certification in 2013.

For our commercial office and retail AEI projects, all our main contractors are also ISO 14001-certified to ensure that the highest standards of environmental management are adhered to at SingLand’s worksites.

ENERGY MANAGEMENT STRATEGIES

In line with the Group’s identified material topics of energy consumption and GHG emissions, SingLand is committed to doing our part to reduce the effects of climate change by optimising energy consumption across our portfolio.

Measures undertaken include:

- Reduction of air-conditioning operational hours on vacant floors of buildings
- Air-conditioning chiller upgrading (ongoing)
- Installation of eco-sensors on building escalators to optimise speeds during periods of low utilisation
- Reduction of elevator operating capacity after 10pm, as well as on weekends
- Replacement of lighting in common areas to LED (ongoing)
- Switching off non-essential building lighting during non-peak periods
- Installation of motion detectors for lighting at carparks, emergency staircases, common corridors and walkways



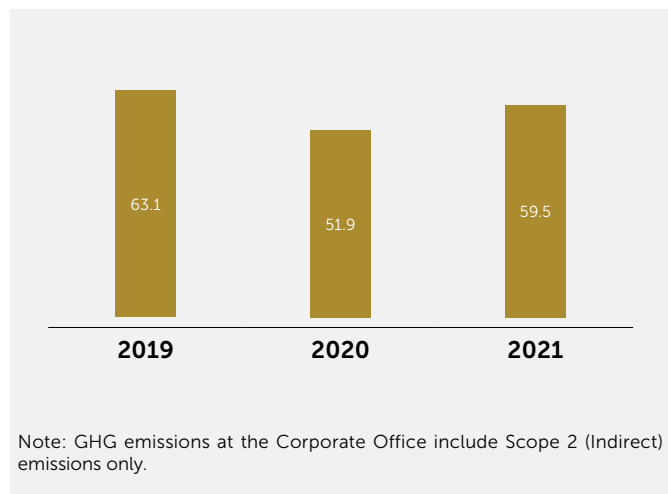
GHG EMISSIONS

Enhancing energy efficiency of our business operations at the building management level, as well as during any construction and AEI works, remains our priority to limit our carbon emissions. We track and report Scope 1 and Scope 2 emissions. Our Scope 1 emissions result from diesel and refrigerants used in building operations, as well as petrol consumption in our UICT-owned vehicle. Our Scope 2 emissions are from electricity use across our corporate office, buildings (commercial office and retail), and information technology business.

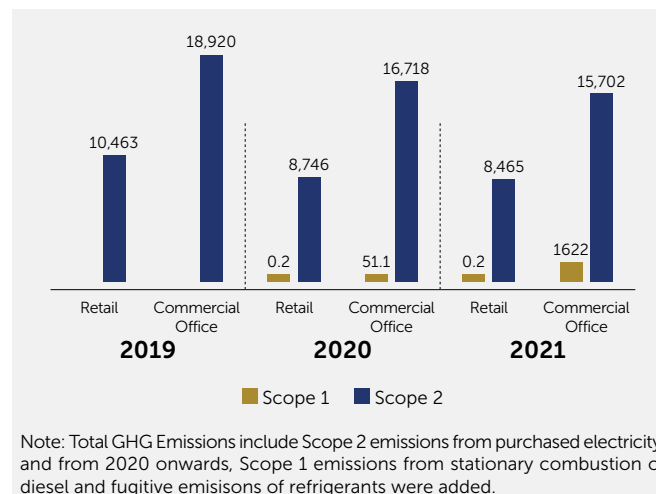
In 2021, the total GHG emissions for commercial office and retail buildings were 25,790 tonnes of CO₂ with a GHG emissions intensity of 56.8 kgCO₂e/m². Our Scope 2 emissions accounted for 93.7% of our total GHG emissions in 2021.

GHG EMISSIONS INTENSITY (SCOPE 2) (Commercial Office & Retail Buildings)		
2021		2022
Target	Performance	Target
Not stated	53.3 kg of CO ₂ e/m ²	63.7 kg of CO ₂ e/m ²

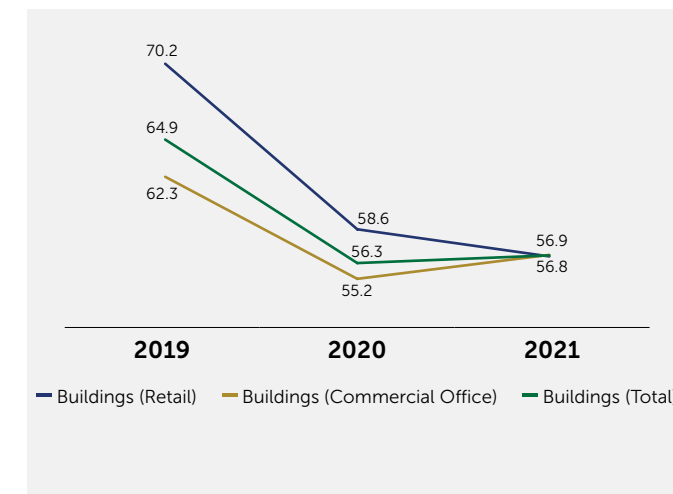
GHG Emissions (tCO₂e)
Corporate Office



Total GHG Emissions (tCO₂e)
Buildings



GHG Emissions Intensity (kgCO₂e/m²)
Buildings



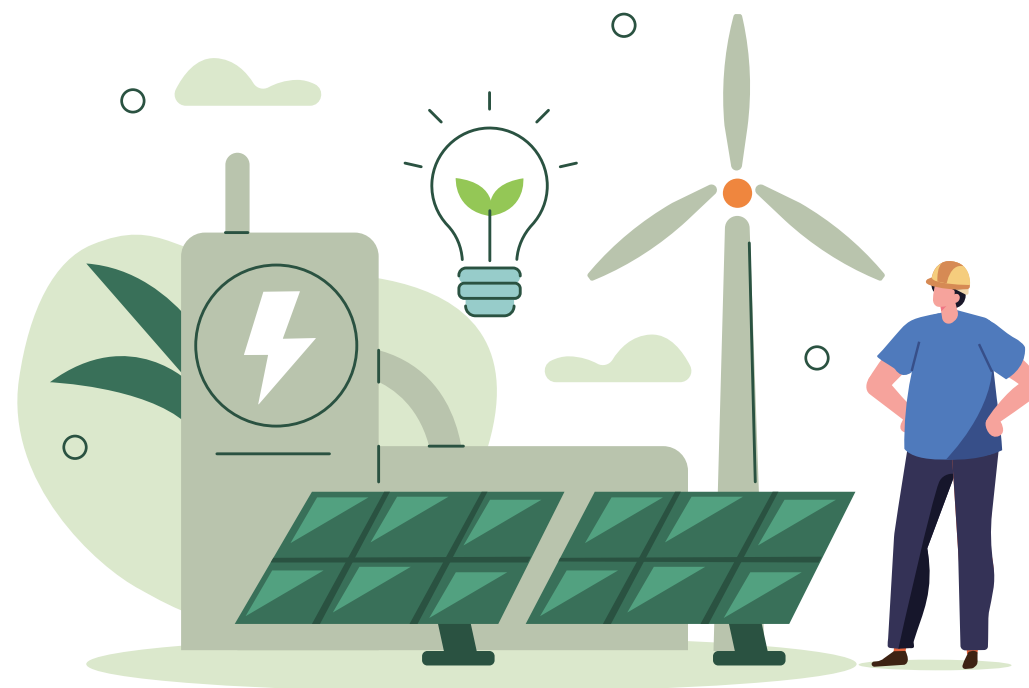
ENERGY EFFICIENCY

Improving energy efficiency within the building and construction sector is vital for making progress towards a carbon-neutral economy. In 2020, the sector accounted for 37%¹ of total global energy-related CO₂ emissions, and was responsible for 36%¹ of global energy consumption. Electricity continues to be the primary source of energy consumed by buildings, representing nearly 55%² of global electricity consumption.

Our target is to reduce our commercial buildings' electricity intensity by 8% by 2025, using 2015 as the base year. Our BCA Green Mark-certified buildings in Singapore promote energy efficiency through sustainable design and operational practices, and we use passive and low-energy designs to minimise energy intensity at the commercial office and retail properties we manage.

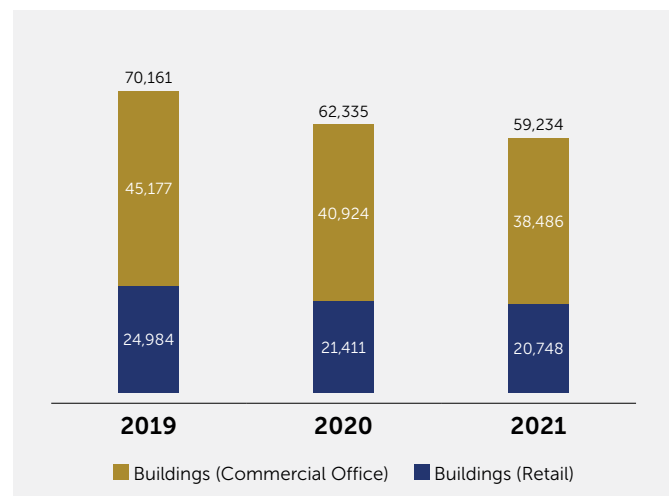
In 2021, we continued the switch to energy-saving lighting in our commercial office and retail buildings. Cooling towers and air-conditioning systems also continue to be upgraded progressively in our portfolio to promote efficient electricity consumption. The total energy (electricity) consumed in both commercial office and retail buildings was 59,234 MWh, with a building electricity intensity of 131 kWh/m² for the entire portfolio.

ELECTRICITY INTENSITY (Commercial Office Buildings)		
2021		2022
Target	Performance	Target
149 kWh/m ²	126.3 kWh/m ²	148 kWh/m ²

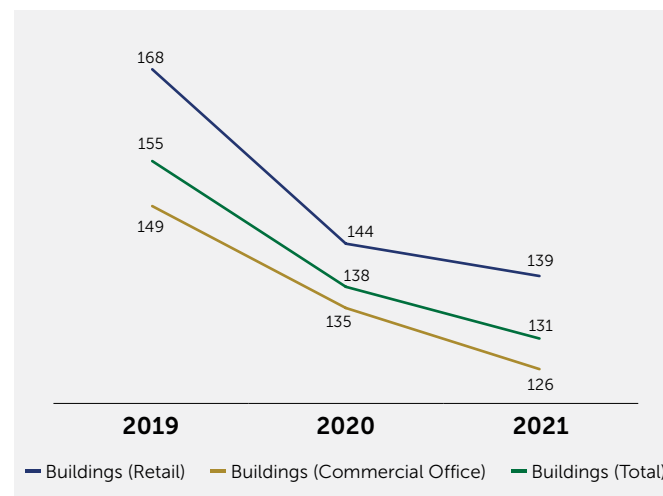


1 2021 Global Status Report for Buildings and Construction by United Nations Environment Programme
 2 2020 Global Status Report for Buildings and Construction by United Nations Environment Programme

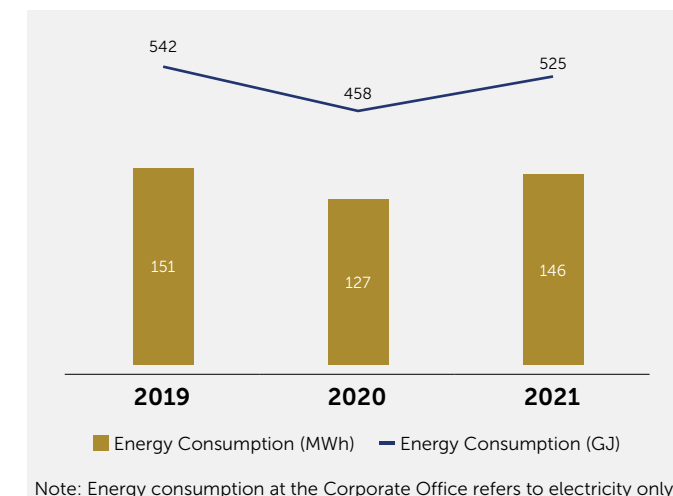
Electricity Consumption (MWh)
Buildings



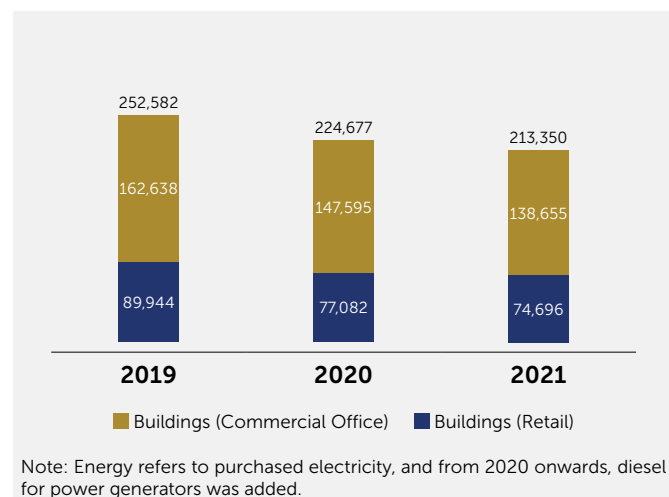
Electricity Intensity (kWh/m²)
Buildings



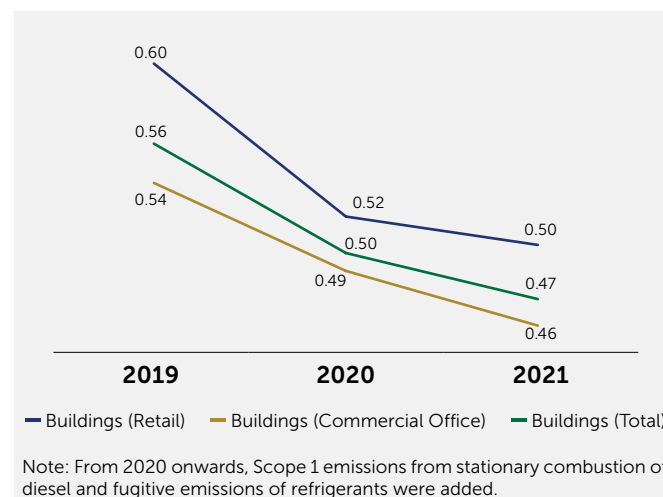
Energy Consumption
Corporate Office



Energy Consumption (GJ)
Buildings



Energy Intensity (GJ/m²)
Buildings



WATER

Water scarcity and water stress have become global concerns leading to calls for water efficiency, conservation, and stewardship. Singapore is particularly vulnerable to water stress due to its lack of natural freshwater resources.

Water is required for multiple functions in our commercial and retail buildings, including general building maintenance, toilet flushing, sanitary faucets, washing and cleaning floors, cooling towers, and HVAC systems. Water is also used for building construction in our development projects. All our water needs in Singapore are supplied from the Public Utilities Board ("PUB").

We are committed to reducing water use intensity in our buildings' operations and during construction. Our water-efficiency initiatives at our buildings include installing water-efficient taps and upgrading washroom sanitary fittings to modern-day amenities such as auto sensors and flush valves. Our buildings' maintenance teams perform regular checks of water systems to prevent wastage due to water leakage. We continue to improve the water efficiency measures for our commercial and retail buildings with an eye to achieve Green Mark certification for all our existing buildings by 2030.

As of end-2021, nine out of ten of our commercial office and retail buildings have had at least 70% of their common areas' washrooms installed with water-efficient fittings.

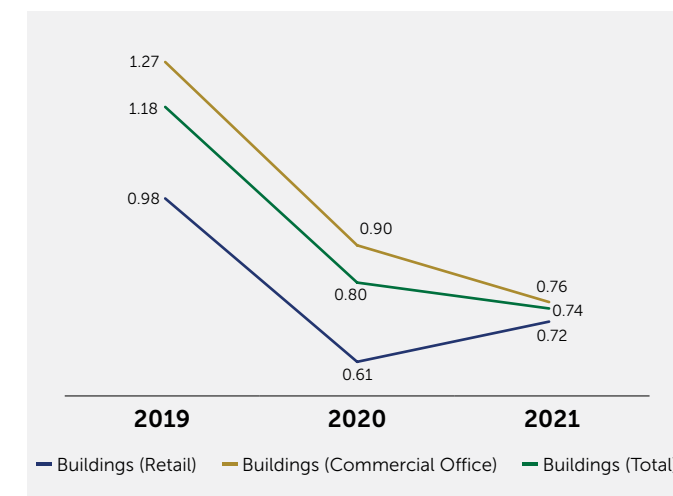
In 2021, as workers continued hybrid work arrangements amidst the Covid-19 pandemic, the total water consumption in our retail and commercial office buildings was 338 megalitres with a building water intensity of 0.74 m³/m². The total water consumption included about 4.3% or 14.5 thousand m³ NEWater, Singapore's high-grade reclaimed water. Supplied by PUB, NEWater is used in SingLand's buildings mainly for air-conditioning chillers.

WATER INTENSITY (Commercial Office & Retail Buildings)		
2021		2022
Target	Performance	Target
1.165 m ³ /m ²	0.74 m ³ /m ²	1.160 m ³ /m ²

Water Consumption (megalitres)
Buildings



Water Consumption Intensity (m³/m²)
Buildings



We have a target to achieve a water intensity of 1.14 m³/m² for all our commercial office and retail buildings by 2025. In line with this, we have a water intensity target of 1.160 m³/m² for 2022.

WASTEWATER

Wastewater produced in our buildings is discharged into the municipal drainage system for centralised sewage treatment. At our joint venture development sites, our contractors closely manage and monitor construction wastewater quality and ensure requisite treatment is accorded before wastewater is discharged into the drainage system.

WASTE MANAGEMENT

Waste is primarily produced in our value chain involving tenants, visitors and contractors. Almost all waste generated at our buildings and development projects is non-hazardous. We ensure all waste is disposed of by licensed waste management companies according to local regulations and we remain committed to minimising waste in our operations.

We have implemented waste management procedures at our commercial office and retail buildings to collect, store, recycle or dispose of waste. Our waste reduction efforts include recycling awareness campaigns and engagement with our tenants on recycling and reducing waste at our premises.

WASTE 2021 (Commercial & Retail Portfolio)	
Waste directed to disposal	2,229 metric tons
Waste collected for recycling (excluding e-waste)	317 metric tons (Approx. 12% of total waste generated)
E-waste collected	5.8 metric tons
Food waste collected (West Mall)	99.3 metric tons
Total waste generated	2,651 metric tons



INFORMATION TECHNOLOGY BUSINESS

Our subsidiary UICT aims to minimise its operational impact on the environment through close monitoring of their premises' energy consumption, carbon dioxide emissions and water use. This enables the team to identify opportunities for reducing the company's environmental footprint.

UICT mainly uses electricity for office lighting, computers, servers, copiers and office equipment. In 2019, UICT began to transition its office lighting to more sustainable, energy-saving LED lights. By the end of 2021, 100% of UICT's office lights had been changed to LED, contributing to an electricity consumption reduction of more than 20% compared to 2019 levels.

UICT's water consumption is mainly for domestic purposes such as drinking and cleaning, and is therefore minimal.

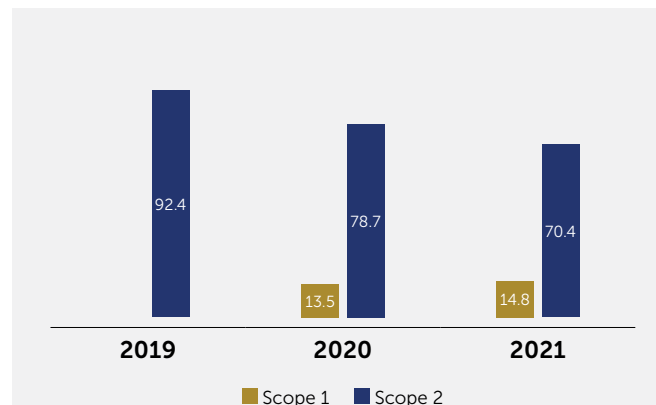
ENVIRONMENTAL COMPLIANCE

Ensuring compliance with applicable environmental health and safety regulations is crucial for our reputation and uninterrupted business operations. In our AEI and joint venture development projects, our contractors are required to comply with the relevant rules and regulations relating to environmental issues such as noise, vector control and wastewater discharge.

In 2021, there were no reportable incidents of significant non-compliance with environmental laws.

Total GHG Emissions (tCO₂e)

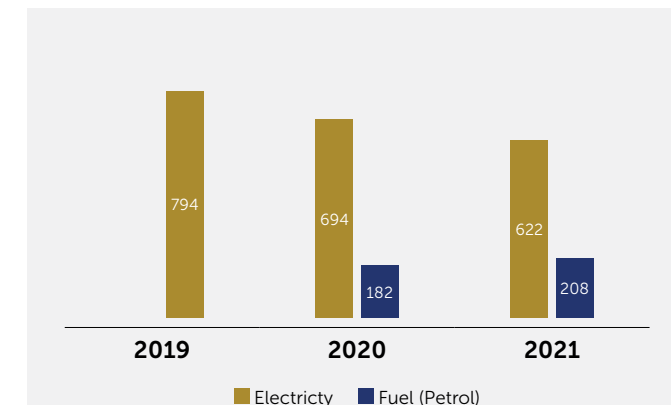
UIC Technologies



Note: Total GHG Emissions refers to Scope 2 emissions from purchased electricity, and from 2020 onwards, Scope 1 emissions from mobile combustion of fuel (petrol) was added.

Energy Consumption (GJ)

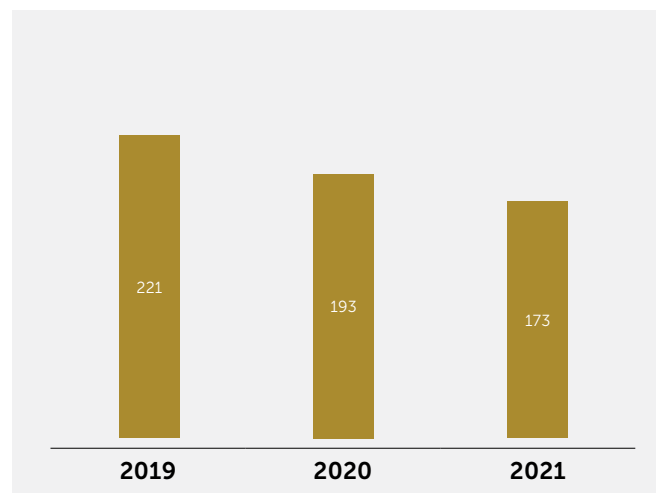
UIC Technologies



Note: Energy refers to purchased electricity, and from 2020 onwards, fuel (petrol) was added.

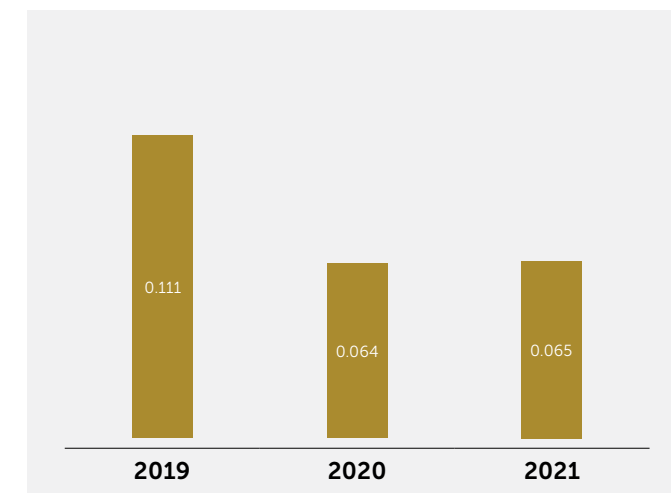
Electricity Consumption (MWh)

UIC Technologies



Water Consumption (megalitres)

UIC Technologies



HEALTH AND SAFETY



Ensuring people’s health and safety in our buildings and at our project sites is an integral part of SingLand’s corporate ethos. This accountability applies to our employees, tenants, contractors, vendors, customers, guests and visitors to the buildings under our management. Not only is this a vital part of our corporate responsibility, it also supports business performance. By upholding the highest safety standards, we ensure business continuity and maintain a strong brand reputation. Our target is to achieve zero accidents at the workplace, and to this end, we are committed to promoting a culture of workplace safety and health throughout all aspects of our business operations.

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE

The Group has implemented Occupational Health and Safety (“OHS”) policies and management systems to protect our stakeholders, and has established OHS targets to track and report performance against these targets. SingLand’s senior management periodically reviews health and safety policies, performance and practices across our businesses, and our building management and operations teams review and evaluate our operations and health and safety systems regularly. Six-monthly audits are conducted according to regulatory requirements at worksites on our properties to ensure compliance with safety and health requirements. Our retail mall Marina Square and subsidiary UICT continue to be bizSAFE Level 3-certified, while our facility management services provider for UIC Building has attained bizSAFE Level Star, the highest achievable certification by bizSAFE.

Buildings

The safety of our employees and contractors are of paramount importance to the Group. We have implemented a comprehensive set of measures, guidelines, systems and procedures to keep people safe in our buildings, including regular monitoring of safety performance.

SingLand has set up Company Emergency Response Teams (CERT) in all our buildings to deal with any safety or health emergencies. CERT comprise trained in-house first responders from our building management and operations teams who

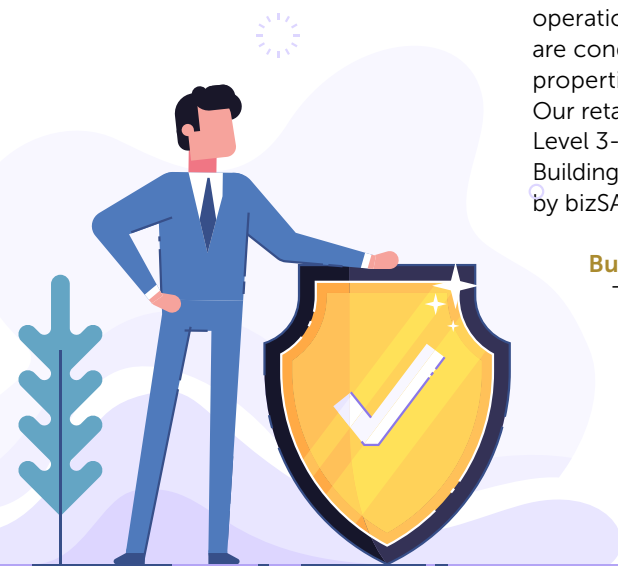
Occupational Health & Safety Target - Buildings

Ongoing Target	2021 Performance
Achieve zero workplace incidents resulting in fatalities or permanent disabilities for Group Employees and Contractors (Property Management).	0

serve to mitigate and control an emergency situation prior to the Singapore Civil Defence Force’s arrival. Our emergency response teams also ensure operational synergy between building management and authorities during any crises.

Standard operating procedures are also in place to guide employees in case of an emergency. In the event of a fire, we have fire safety managers and adequate fire control equipment in every building. We also hold regular fire drills, awareness campaigns and training for our building management employees and occupants to ensure an orderly evacuation response. Procedures are in place to prevent accidental slips and fall from wet floors during cleaning operations. Contractors are required to follow safety procedures before carrying out any potentially hazardous task, such as working at heights.

In 2021, there were no fatalities and no high-consequence work-related injuries at our workplaces. During the year, there was one (1) recordable non-fatal work-related injury among our Group Employees resulting in 41 lost man-days. SingLand requires that each work-related accident be investigated systematically to identify associated hazards to take corrective measures and prevent similar incidents from occurring. The findings are used to improve our processes, including enhancing risk assessment procedures, reviewing personal protective equipment requirements, and additional controls and safety training for employees. There were also 11 incidents reported by the public, tenants and visitors at our retail malls during



the year. None of these incidents resulted in a fine, penalty or warning from authorities. We have conducted thorough investigations to identify root causes of all reported incidents and have taken necessary follow-up actions.

Please refer to Sustainability Performance Data starting on page 50 for more detailed safety performance data.

Development Projects

Workplace accidents and mishaps are recognised safety hazards in the building construction sector globally. Operations at our commercial office AEI and development projects abide by comprehensive policies and procedures to maintain rigorous health and safety standards. Our teams also work closely with our contractors to ensure stringent health and safety measures are implemented.

We have reviewed our scope of reporting for SR 2021 to cover only projects where the Group has operational control. Previous years' sustainability reports also included performance data for The Tre Ver in 2020. Sustainability performance data of The Tre Ver will continue to be reported by our joint venture partner, UOL, in their sustainability report. SingLand had no residential development projects underway in 2021 where we had operational control.

At SingLand's commercial office AEI worksites, all our main contractors are ISO 45001 and bizSAFE Level Star certified to ensure that the highest standards of workplace safety and health are adhered to. Processes are in place to identify, manage, and control workplace risks and/or hazards in compliance with Singapore's Workplace Safety and Health Act and equivalent international standards.

REGULATORY COMPLIANCE

In 2021, SingLand had no incidents of non-compliance with laws, codes and regulations concerning health and safety at buildings and development projects.

Please refer to Sustainability Performance Data starting on page 50 for more details.

COVID-19 MEASURES

Within our buildings, our Building Management and Operations teams have put in place measures to reduce the spread of the Covid-19 virus. Clifford Centre had earlier in 2020 installed permanent Ultra Violet-C ("UVC") emitters in the building's air-conditioning to enhance building ventilation hygiene for our tenants and visitors. In 2021, Singapore Land Tower also installed Ultra-Violet Germicidal Irradiation ("UVGI") disinfection systems in the building's air conditioning system to kill viral, bacterial, and fungal organisms and increase sanitisation measures undertaken to safeguard our tenants from airborne spread of the Covid-19 virus.

Acrylic panels were installed at our reception and concierge counters to reduce airborne spread of the virus, antimicrobial self-disinfecting coatings are frequently applied to high-touch point surfaces, and disinfecting efforts are regularly carried out in our buildings as part of our building management teams' efforts to curb Covid-19 spread.

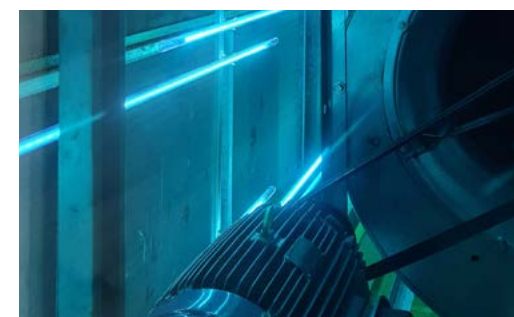
CUSTOMER HEALTH AND SAFETY

We are mindful of the health and safety of our home buyers, tenants and their employees and visitors and shoppers in all buildings designed, developed or managed by SingLand. We ensure that the design of our projects and operations and maintenance of our commercial and retail buildings fully consider the health and safety of all occupants and users.

In 2021, there were no incidents of health and safety non-compliance resulting from the use of our buildings.



Antimicrobial self-disinfecting coatings regularly applied on high-touch surfaces



UVGI disinfection system installed in Singapore Land Tower's air-conditioning system



Cleaning robot for higher sanitising efficiency

PRODUCT AND SERVICE QUALITY



SingLand's business model is based on developing and managing high-quality, efficient and resilient commercial office, retail, and residential properties, with our buildings and projects designed to provide comfort and convenience to tenants, shoppers, residents and visitors. Quality and safety are integral to our business and we take a life cycle approach to embed them throughout all stages of building and project development.

We adhere to applicable quality standards and follow sustainability guidelines from the planning and design stage of the building, to the construction, and finally operational stage of the asset. We prioritise architectural design and high standards of workmanship on structural, electrical and mechanical works. Our new development projects follow BCA's Construction Quality Assessment System ("CONQUAS"). A score-based rating system, CONQUAS serves as a national standard for assessing the quality of new build projects.

In the operation and management of our commercial office and retail buildings, we are focused on ensuring our tenants receive the best-in-class customer experience. We are committed to delivering the highest levels of customer service and addressing tenant concerns satisfactorily. Representatives from our Commercial Leasing and Building Management Services teams continually seek feedback from our tenants to understand their needs, pain points and expectations to ensure highest levels of service delivery amidst rapidly-evolving consumer expectations.

AWARDS AND RECOGNITIONS

Commercial Office and Retail Buildings

SingLand remains committed to achieving Singapore's Building and Construction Authority's ("BCA") Green Mark for all existing retail and commercial buildings by 2030. Additionally, we aim to achieve a minimum Green Mark Gold certification for all new developments.

The BCA Green Mark is a green building rating system established to evaluate a building on its environmental impact and performance. BCA Green Mark-certified properties include sustainability features such as efficient energy and water usage systems, sustainable construction materials, efficient waste management systems, climate-responsive designs, and good indoor air quality.

The following details the BCA Green Mark-certified buildings managed by the Group:

BCA GREEN MARK AWARDS		
Property	Category	Year
SGX Centre	BCA Green Mark Platinum	Awarded in 2021
Singapore Land Tower	BCA Green Mark Gold Plus	Awarded in 2020
Marina Square	BCA Green Mark-certified	Awarded in 2020
West Mall	BCA Green Mark Gold	Re-certified in 2019
UIC Building	BCA Green Mark Gold Plus	Re-certified in 2019
Stamford Court	BCA Green Mark Platinum	Awarded in 2019

Residential Development Projects

Our joint venture residential development projects were conferred the following awards in 2021:

Project Name	Award Name	Award Category
The Watergardens at Canberra	International Property Awards (Asia Pacific) 2021	<ul style="list-style-type: none"> Winner – Architecture Multiple Residence Singapore
Clavon	International Property Awards (Asia Pacific) 2021	<ul style="list-style-type: none"> Winner – Residential Interior Show Home Singapore Winner – Residential High-rise Architecture Singapore
	PropertyGuru Asia Property Awards Singapore 2021	<ul style="list-style-type: none"> Best Private Condo Development Best Private Condo Landscape Architectural Design
	EdgeProp Singapore Excellence Awards 2021	<ul style="list-style-type: none"> Innovation Excellence (Uncompleted – Non-Central)

The Watergardens at Canberra (Artist's Impression)



PEOPLE



Fostering a diverse and inclusive workforce and culture, nurturing a workplace where all employees feel valued, trusted, safe, and empowered, while promoting a healthy work-life balance are fundamental aims of our people management approach at SingLand. A working culture founded on open communication, engagement, mutual respect, teamwork and collaboration enables us to maintain high levels of productivity and high performance as an organisation.

Furthermore, we adhere to fair employment practices and provide our employees with equal employment opportunities, rewarding them based on merit and performance, and supporting them in their continued professional development.

EMPLOYMENT

The Group employed 386 employees as of 31 December 2021, of which 384 were full-time employees. Our property business accounted for 69% of the total headcount, with the remainder employed under our information technology business.



DIVERSITY AND INCLUSION

“It is crucial for us to cultivate an environment that encourages open conversations.”

– Welch Er, Head of Human Resources

SingLand is an equal opportunity employer. Our policies foster diversity and inclusion in our workforce. Our people come from different age groups, diverse backgrounds, and bring varied skills and experiences to our workplace. In 2021, women accounted for 47% of our workforce, and 54% of the new hires for the year were women.

DIVERSITY* (Gender)		
	Male	Female
Board of Directors	89%	11%
Management		
Senior Management	58%	42%
Executives	45%	55%
Non-Executives	67%	33%

DIVERSITY* (Age Group)			
	< 30 years	30-50 years	> 50 years
Board of Directors	0%	0%	100%
Management			
Senior Management	0%	50%	50%
Executives	5%	55%	40%
Non-Executives	6%	23%	71%

* As at 31 December 2021

TALENT MANAGEMENT

Our objective is to hire, retain and develop the right talent to support our business goals and ambitions. We focus on continuous evaluation of the skills needed to deliver sustainable business results. Any skills gap is filled by training existing employees or hiring additional workers. Succession planning and ensuring a talent pipeline for key leadership positions remain essential in managing our workforce.

EMPLOYEE ENGAGEMENT

At SingLand, we value the importance of collaboration, teamwork and staff appreciation to foster employee well-being and achieve business objectives.

In 2021, SingLand held its inaugural virtual Town Hall involving our CEO and fronted by Key Management Personnel to communicate management updates to staff. Topics covered included:

- Looking Forward to 2022
- Customer Centricity
- Innovation and Technology
- Putting People First

Long-serving SingLand employees were also recognised at a virtual award ceremony.

In recognition of the contributions and hard work of our employees during the year, all SingLand staff were given a SingLand Employee Appreciation Box containing a reusable tote bag, lunch box and travel tumbler, NETS Flashpay card with stored value, and work-from-home computer-related accessories. Departments were also encouraged to hold year-end team appreciation lunches (in line with prevailing Safe Management Measures).



SingLand Employee Appreciation Box



Panellists at our virtual Town Hall

STAFF WELL-BEING

In our efforts to foster and sustain a work culture that is empathetic and where employees feel safe and supported, our Human Resources employee engagement team prioritised the mental well-being of our employees in 2021. SingLand established a number of initiatives and programmes aimed at bettering the emotional, psychological and social well-being of our staff, including mindfulness workshops, virtual art jamming sessions and access to Headspace, a mental wellness digital platform that allows employees to practice mindfulness and meditation independently.

Having a strong support system in the workplace is also fundamental to employee well-being. In 2021, department supervisors underwent mental wellness training to be equipped with necessary skillsets to assist team members who need additional support. We also launched the SingLand Employee Assistance Programme to help employees with personal, family or work-related challenges. Through the programme, employees are given free access to a professional counsellor with full assurance of confidentiality.



Covid-19 staff care packs

“...we recognise that when [staff] are mentally healthy, a strong foundation is laid for them to be motivated and to reach their full potential.”

– Welch Er, Head of Human Resources

During the year, SingLand continued to partner with corporate wellness consultants to organise virtual exercise sessions for employees, and worked with an experienced meditation practitioner for guided mental health workshops to promote employee health and mental well-being even after Circuit Breaker restrictions were lifted. Staff were coached on best practices to stay healthy and cope with the myriad of novel challenges that have arisen amidst today's hybrid work environment, cultivating a 360° healthy workplace ecosystem.

As we navigate the ongoing Covid-19 pandemic, SingLand has continued to place our employees' health and well-being as our topmost priority. Work-from-home arrangements continued to remain in force for non-operational employees in order to prevent unnecessary spread of the Covid-19 virus, and we continued the use of our in-house digital platform for employees to submit their plans for returning to the office to prevent overcrowding at the workplace.

SingLand employees were also issued with 'Covid-19 care packs' containing Antigen Rapid Test ("ART") kits, boxes of masks, hand sanitiser, a thermometer, and Vitamin C, and were allowed the flexibility of staggered reporting times and lunch hours to avoid creating crowds in communal areas. In line with national efforts urging every person to practice social responsibility, employees were issued with a supply of ART kits to help with the monitoring of their health and well-being.



We continued with Covid-19 measures at the corporate office. Our cleaning teams have continued to maintain the highest standards of hygiene levels in our office to support the health and well-being of our employees. SingLand's Safe Management Taskforce and Safe Management Committee have remained active in their roles to mitigate the risks of Covid-19 transmission in the workplace and ensure we adhere to local regulations regarding Covid-19 worker health and safety.

TRAINING

Enabling our employees to develop professionally throughout their careers at SingLand is an important part of our talent management approach. Our training and development programmes allow our employees to update their skills and competencies to reflect changing technologies and business environments and help to enhance performance and support career growth.

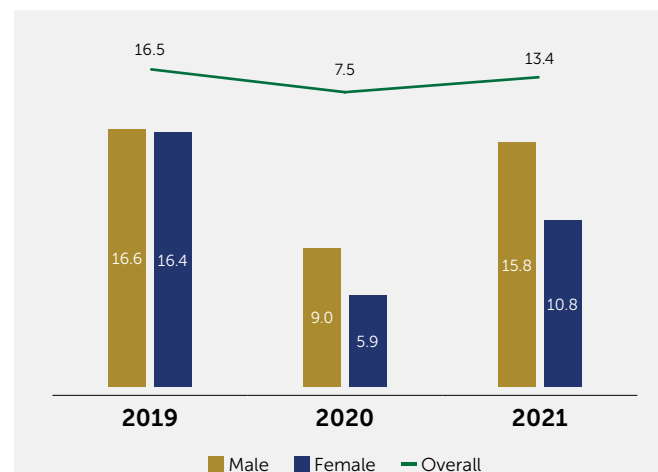
We conduct training needs analyses for the company and we engage with training providers and evaluate training effectiveness in a highly structured manner. We utilise training subsidies and grants provided by the government, and leverage online resources and educational platforms to deliver learning solutions designed to optimise business and customer outcomes.

Preparing our employees for leadership positions and supporting those already in managerial roles to develop their skills is another important aspect of our talent management approach. SingLand has established programmes that build leadership and management skills in order to achieve this objective.

Our target for 2021 was to achieve an average of at least 10 hours of training per employee, and we successfully achieved 13.4 training hours (including self-enrolled courses taken by staff in their own time) by the end of the year.

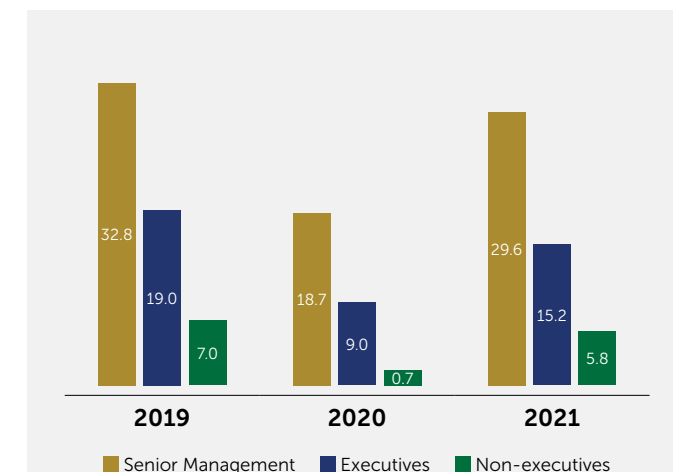
TRAINING TARGET		
2021 Target	2021 Performance	2022 Target
Average of 10 training hours per employee	13.4 hours	Average of 10 training hours per employee

Average Training Hours per Employee by Gender



Note: Average training hours per employee were computed based on number of employees as at 31 December. Training hours for 2021 include both full-time and part-time employees.

Average Training Hours per Employee by Category



TURNOVER

In 2021, the voluntary turnover rate for the property business was 10.9%¹, lower than the national industry average of 25.2% for real estate services². For the year, employee turnover for the Group, including the property business and UICT, was recorded as 14.8%¹, inclusive of both voluntary and involuntary turnover.

The Group targets to maintain a healthy retention rate through our employee engagement programs, learning and development opportunities, and a cohesive work environment.

NEW HIRE AND TURNOVER¹

(Gender)

2021	Male	Female	Total
No. of New Hire	29	34	63
New Hire Rate	14%	19%	16%
No. of Turnover	27	30	57
Turnover Rate	13%	16%	15%

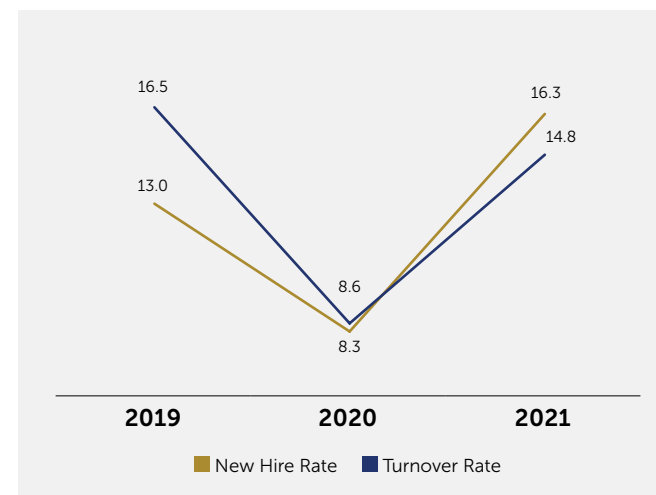
NEW HIRE AND TURNOVER¹

(Age Group)

2021	< 30 years	30-50 years	> 50 years	Total
No. of New Hire	13	38	12	63
New Hire Rate	65%	22%	6%	16%
No. of Turnover	7	26	24	57
Turnover Rate	35%	15%	12%	15%

New Hiring and Turnover Rate

%



¹ The new hire and turnover rates in 2021 have been reported based on total number of employees for that category as at 31 December.

² Manpower Research and Statistics Department, Ministry of Manpower Labour Market Report 2021.

PERFORMANCE MANAGEMENT

Our comprehensive performance management system helps us develop and retain key talent throughout our organisation. The annual performance appraisal process enables all full-time employees and their managers to set clear goals, establish training and coaching needs, share feedback and agree on key performance areas. The performance appraisal system also ensures fair compensation and rewards for employees.

SOCIAL SECURITY

In Singapore, we contribute to the Central Provident Fund ("CPF"), a comprehensive social security savings plan managed by the CPF Board under the Ministry of Manpower, for Singapore citizens and permanent residents. The CPF helps employees fund their retirement, healthcare, homeownership, family protection and asset enhancement.

RE-EMPLOYMENT

The Singapore Land Group supports the rehiring of retiring employees beyond the statutory retirement age of 62 years. We offer re-employment contracts on an annual renewal basis to eligible employees and continue to utilise their skills and expertise, enabling them to stay productive in the workforce. In 2021, we re-employed 25 retiring employees.

HUMAN RIGHTS

The protection of human rights is integral to SingLand's operations and the same strict enforcement is expected across our value chain. Our policies prohibit child labour, forced labour and discrimination and we respect our employees' right to join a lawful labour union.

As a signatory to the Tripartite Alliance for Fair Employment Practices (TAFEP) pledge, SingLand is committed to applying fair, responsible and progressive employment practices. Our policies prohibit discrimination in job advertisements, hiring, pay, promotions and growth opportunities.

As of 31 December 2021, 28% of the Group's employees were represented by Collective Bargaining Agreements by Singapore Industrial and Services Employees' Union (SISEU) and Union of Security Employees (USE).

We have assessed child labour and forced labour risks to be extremely low in our operations in Singapore, and in 2021, there were no incidents of child labour, forced labour and discrimination in our operations.

COMMUNITY

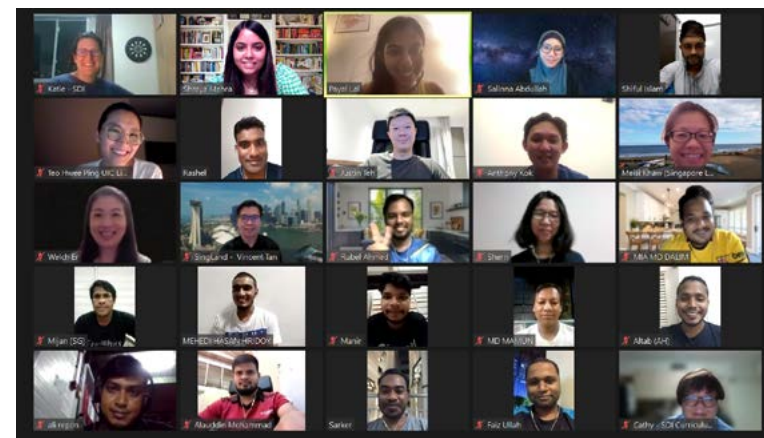


We believe in giving back to society through our CSR initiatives. One of the key themes of our CSR efforts is lifting poverty through training and employment. Through partnerships with social enterprises and charitable organisations, we have had the opportunity to help a wide range of beneficiaries including migrant workers, those with disabilities, and low-income families.

SingLand has supported SDI Academy, an ed-tech social enterprise, since 2020. SDI Academy aims to help migrant friends by delivering English language classes as well as vocational and computer skills to their students, to help them upskill and allow for better integration with society. In 2021, a fifth cohort of SingLand staff continued to volunteer to facilitate online sessions where migrant workers sign up to practice speaking English with a local to improve their language skills. These virtual sessions not only provided an opportunity for migrant workers to interact with locals, but also enabled SingLand staff to learn about our migrant brothers' cultures. Given the synergies between SingLand's real estate business and the migrant worker community which plays a key role in the success of our projects, we believe that helping improve English literacy among migrant workers is one way to equip and empower them with lifelong skills.

**...upskilling is the only way that they
can improve their career prospects and
provide a better life for their families.**

– Sazzad Hossain, Founder of SDI Academy



SingLand's fifth cohort of volunteers with SDI Academy

The Group also continued to support Project Dignity in 2021, a social enterprise with a mission to restore dignity to the differently-abled and disadvantaged. In 2021, the Group contributed towards a new central kitchen at 69 Boon Keng Road that is home to "Dignity Kitchen", a public food court run by Project Dignity. Here, people of different disabilities and who are socially disadvantaged are trained to cook over a 22-week programme and given a daily allowance during the training. To date, 2,000 people have undergone training at Dignity Kitchen, with the majority going on to be gainfully employed at establishments like cafes, hawker centres and hotels. SingLand believes that there is strength in diversity and that every single person, regardless of background, can bring a unique contribution to the table when presented with the right opportunities. We were glad to have the opportunity to help such a meaningful cause and will continue to champion efforts that encourage a more inclusive society.

The Group also supported Covid-19 Migrant Support Coalition's ("CMSC") August 2021 night bazaar, *Malam Majulah*, organised for migrant friends in conjunction with Singapore's 56th National Day. CMSC collaborates with migrant worker communities, dormitory operators, government authorities, and the wider public to tackle issues arising from the Covid-19 pandemic that have adversely impacted migrant workers' mental and physical well-being. *Malam Majulah* celebrated and shared Singapore's multi-racial and multi-cultural heritage with migrant friends through the sharing of Singaporean and migrant food cultures and origins through thematic booths and distribution of assorted packed food and gifts, mural co-creation workshops, as well as inter-cultural games and activities. *Malam Majulah* was an avenue for Singapore to show our appreciation to migrant friends as they continued to contribute to the nation's economy despite the numerous challenges faced during the Covid-19 pandemic.

The Group also continued for a second Christmas to support festive Giftback Giving Machines with ReinVEND Solutions. Marina Square sponsored space for the 2021 Giftback Giving Machines, which provided shoppers and the public an innovative opportunity to purchase gift cards whose value would go towards essential items such as meals, rehabilitation expenses, and even caregiver support for beneficiaries from 15 charities, including Aidha, Boys' Town, Care Corner, and Centre for Fathering. 2021's festive Giving Machine campaign was also sponsored by Endowus.

We hope to change the mindset of the public about them – to not look at their disabilities, but their abilities.

– Koh Seng Choon, Founder of Project Dignity



SingLand representatives with Project Dignity founder, Koh Seng Choon (far left), at Dignity Kitchen's new premises at 69 Boon Keng Road



2021 ReinVEND Solutions Giftback Giving Machine at Marina Square



SingLand supported CMSC's *Malam Majulah* bazaar in 2021 to bring cheer to migrant friends

BUSINESS IMPROVEMENT DISTRICTS

In line with SingLand's commitment to be an active contributor to our community, Marina Square, Singapore Land Tower and Clifford Centre have been keen participants in the Urban Redevelopment Authority's ("URA") pilot Business Improvement District ("BID") programs of Marina Central and Raffles Place. URA's BID programmes aim to drive placemaking efforts within key Singapore precincts for the benefit of all stakeholders in the area.

The Group looks forward to continuing our involvement as key stakeholders of the Marina Central and Raffles Place BID programmes.

ENCOUNTER ART AT MARINA CENTRAL DISTRICT

In May and June 2021, Marina Square was part of an art presentation series organised by the Marina Central BID, *Encounter Art at Marina Central District*. Marina Square hosted the event's welcome gallery, and visitors had opportunities to experience sitting on up-cycled rattan chairs created by Singapore-based artist Natalia Tan, and watch videos of past editions of Art Encounters.

Marina Square also hosted a Rubik's Cube Workshop in November and December 2021 where families had the opportunity to get creative and bond over creating Christmas-themed artwork with Rubik's Cubes.



Art Encounters at Marina Central District



Art Encounters at Marina Central District



Rubik's Cube Workshop at Marina Square



Art Encounters at Marina Central District

SUSTAINABILITY PERFORMANCE DATA

Figures stated may not add up due to rounding

MATERIAL ESG FACTORS	MEASUREMENT UNIT	2019	2020	2021
ENVIRONMENTAL				
PURCHASED ELECTRICITY				
Total Electricity Consumption	MWh	70,532	62,655	59,553
Corporate Office	MWh	151	127	146
Buildings	MWh	70,161	62,335	59,234
UIC Technologies	MWh	221	193	173
Total Electricity Consumption	GJ	253,919	225,557	214,389
Corporate Office	GJ	542	458	525
Buildings	GJ	252,582	224,406	213,243
UIC Technologies	GJ	794	694	622
FUEL				
Total Fuel Consumption	GJ	Not reported	453	315
Corporate Office	GJ	Not reported	0	0
Buildings (Diesel)	GJ	Not reported	271	107
UIC Technologies (Petrol)	GJ	Not reported	182	208
ENERGY				
Total Energy Consumption	GJ	253,919	226,011	214,704
Corporate Office	GJ	542	458	525
Buildings	GJ	252,582	224,677	213,350
UIC Technologies	GJ	794	876	829
GHG EMISSIONS				
Total Scope 1 (Direct) Emissions	tonnes CO₂e	Not reported	64.8	1,638
Buildings	tonnes CO ₂ e	Not reported	51.3	1,623
UIC Technologies	tonnes CO ₂ e	Not reported	13.5	14.8
Total Scope 2 (Indirect) Emissions	tonnes CO₂e	29,539	25,594	24,298
Corporate Office	tonnes CO ₂ e	63.1	51.9	59.5
Buildings	tonnes CO ₂ e	29,383	25,464	24,168
UIC Technologies	tonnes CO ₂ e	92.4	78.7	70.4
Total Scope 1+ 2 GHG Emissions	tonnes CO₂e	29,539	25,659	25,935
Corporate Office	tonnes CO ₂ e	63.1	51.9	59.5
Buildings	tonnes CO ₂ e	29,383	25,515	25,790
UIC Technologies	tonnes CO ₂ e	92.4	92.3	85.3
WATER				
Total Water Consumption	megalitres	533	364	338
Buildings	megalitres	533	364	338
UIC Technologies	megalitres	0.111	0.064	0.065

MATERIAL ESG FACTORS	MEASUREMENT UNIT	2019	2020	2021
INTENSITY				
Energy Intensity - Buildings	GJ/m ²	0.56	0.50	0.47
Electricity Intensity - Buildings	kWh/m ²	155	138	131
GHG Emissions Intensity - Buildings (Scope 1 and 2)	kgCO ₂ e/m ²	64.9 ¹	56.3	56.8
GHG Emissions Intensity - Buildings (Scope 2)	kgCO ₂ e/m ²	64.9	56.2	53.3
Water Intensity - Buildings	m ³ /m ²	1.18	0.80	0.74
SOCIAL				
WORKPLACE SAFETY AND HEALTH				
FATALITIES				
Property Management - Employees	Number, Rate	0,0	0,0	0,0
Property Management - Contractors	Number, Rate	0,0	0,0	0,0
UIC Technologies - Employees	Number, Rate	0,0	0,0	0,0
UIC Technologies - Contractors	Number, Rate	Not reported	0,0	0,0
HIGH-CONSEQUENCE WORK-RELATED INJURIES				
Property Management - Employees	Number, Rate	0,0	0,0	0,0
Property Management - Contractors	Number, Rate	0,0	0,0	0,0
UIC Technologies - Employees	Number, Rate	0,0	0,0	0,0
UIC Technologies - Contractors	Number, Rate	Not reported	0,0	0,0
RECORDABLE WORK-RELATED INJURIES				
Property Management - Employees	Number	0	2	1
	Rate	Not reported	4.8	2.1
Property Management - Contractors	Number	0	0	0
	Rate	Not reported	0.0	0.0
UIC Technologies - Employees	Number	0	0	0
	Rate	Not reported	0.0	0.0
UIC Technologies - Contractors	Number	Not reported	0	0
	Rate	Not reported	0.0	0.0
OCCUPATIONAL DISEASES				
Property Management - Employees	Number	0	0	0
Property Management - Contractors	Number	0	0	0
UIC Technologies - Employees	Number	0	0	0
UIC Technologies - Contractors	Number	Not reported	0	0

1 2019 GHG Emissions comprised Scope 2 Emissions only.

MATERIAL ESG FACTORS	MEASUREMENT UNIT	2019	2020	2021
NO. OF LOST DAYS				
Property Management - Employees	Number	10	6	41
Property Management - Contractors	Number	0	0	0
UIC Technologies - Employees	Number	0	0	0
UIC Technologies - Contractors	Number	Not reported	0	0
NUMBER OF MAN HOURS WORKED				
Property Management - Employees	Number	Not reported	417,296	480,576
Property Management - Contractors	Number	Not reported	1,208,837	1,120,570
UIC Technologies - Employees	Number	Not reported	234,389	229,368
UIC Technologies - Contractors	Number	Not reported	2,191	0
PUBLIC, TENANTS AND VISITORS SAFETY				
Property Management	Number	0	5	11
UIC Technologies	Number	0	0	0
EMPLOYEES				
Full-time employees	Number	344	349	384
Full-time employees - Property	Number	216	226	264
Full-time employees - UIC Technologies	Number	128	123	120
Part-time employees	Number	1	1	2
Part-time employees - Property	Number	1	1	2
Part-time employees - UIC Technologies	Number	0	0	0
Permanent employees	Number	324	312	348
Permanent employees - Property	Number	206	204	233
Permanent employees - UIC Technologies	Number	118	108	115
Temporary employees	Number	0	0	0
Temporary employees - Property	Number	0	0	0
Temporary employees - UIC Technologies	Number	0	0	0
Fixed-term contract employees	Number	21	38	38
Fixed-term contract employees - Property	Number	11	23	33
Fixed-term contract employees - UIC Technologies	Number	10	15	5
New hires	Number	45	29	63
Female employees	%	49	50	47
Female managers	%	56	57	62
Female HODs	%	48	38	46
Average training hours per employee	Average hours per employee	16.5 ¹	7.5 ¹	13.4 ¹
Annual employee turnover rate	%	16.5	8.6	14.8

1 Training hours reported for 2019 and 2020 comprised full-time employees only. From 2021, training hours reported include both full-time and part-time employees.

Notes – Environmental Data:

1. Our Corporate Office sits within Clifford Centre (Level 22 and 24). GHG emissions at our Corporate Office comprise Scope 2 emissions only.
2. Our Buildings refer to two (2) retail buildings: Marina Square Mall (excluding Marina Square Hotels) and West Mall, and eight (8) Commercial buildings: Clifford Centre, Singapore Land Tower, SGX Centre, The Gateway, Stamford Court, Tampines Plaza 1 (formerly known as Abacus Plaza), Tampines Plaza 2 (formerly known as Tampines Plaza) and UIC Building. Environment data for SGX Centre represents the Group's 48.6% ownership share of the property.
3. Energy in Corporate Office, Buildings and UIC Technologies refers to purchased electricity, and from 2020 onwards, fuel data was added to our reporting for Buildings and UIC Technologies. Lower heating value (LHV) from the IPCC 2006 Guidelines for National Greenhouse Gas Inventories were used to compute the energy values for fuels. Fuel consumption for Corporate Office is accounted for under Buildings. Electricity data for Buildings comprises electricity consumption at common areas only.
4. GHG emissions calculations are based on The Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard. Scope 1 (Direct) GHG emissions include emissions from fuels and refrigerants. Scope 2 (Indirect) GHG emissions refer to purchased electricity. Gases included in calculation include CO₂, CH₄, N₂O and HFCs. Emission factors from the UK Government GHG Conversion Factors for Company Reporting and GWP values from 2014 IPCC Fifth Assessment Report were used to compute Scope 1 emissions. Grid electricity emission factors from the Singapore Energy Market Authority (EMA) were used to compute Scope 2 emissions, based on the location-based method.
5. Water used at all our properties is from municipal sources. The water supply from PUB, the national water agency, comprises water from local catchment, imported water (from neighbouring country's water catchment), reclaimed water (known as NEWater) and desalinated water. Water data for Buildings accounts for all water usage in common toilets and pantries. Water data for Corporate Office is unavailable, as water is not separately metered.
6. Intensity is computed using Gross Floor Area (GFA) as the denominator. We adopt BCA's definition for GFA. All covered floor areas of a building, except otherwise exempted, uncovered areas for commercial uses, are deemed the GFA of the building. Generally, car parks are excluded from GFA computation.
7. Restatement: Scope 1 emissions and total GHG Emissions for buildings for the year 2020 have been restated to exclude HCFCs which are regulated and being phased out under the Montreal Protocol.
8. Between 2019 - 2021, the Group did not have operational control of any development projects.
9. Changes in reporting: Reporting on development projects where the Group does not have operational control has been discontinued.

Notes – Health & Safety Data:

1. Workplace safety and health data in 2019 accounted for employees and contractors working in buildings only. From 2020 onwards, all personnel working in the corporate office and buildings are accounted for and reported under the Property Management category.
2. Contractor data for Property Management comprises cleaning and security contractors only. In 2020, there was one injury involving a landscape contractor. In 2021, there was one injury involving an AEI contractor at the Singapore Land Tower AEI worksite.
3. High-consequence work-related injury is defined as a work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

Rate of high-consequence work-related injuries = (Number of high-consequence work-related injuries (excluding fatalities) / Number of hours worked) x 1,000,000.

Recordable work-related injury is defined as a work-related injury or ill health that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

Rate of recordable work-related injuries = (Number of recordable work-related injuries / Number of hours worked) x 1,000,000.
4. Number of lost days reported for Property Management for the year 2019 excluded employees and contractors working at the Corporate Office.
5. In 2021, some contractors were reclassified as employees. As such, the number of employees' man-hours worked increased.

Notes – Employee Data:

1. Average training hours per employee = Total training hours for the year / Number of employees as at 31 December.

Part-time employees were excluded from the computation of average training hours per employee for 2019 and 2020.
2. Annual employee turnover rate in 2021 = Total voluntary and non-voluntary turnover / Number of employees as at 31 December.

Annual employee turnover rate in 2020 and 2019 = Total voluntary and non-voluntary turnover / Average number of permanent employees in the year.

GRI CONTENT INDEX

GRI CONTENT INDEX 'IN ACCORDANCE' - CORE

GRI Standard	Disclosure	Page Number(s)
GRI 102: General Disclosures 2016		
Organisational Profile		
GRI 102-1	Name of the organisation	4
GRI 102-2	Activities, brands, products, and services	4
GRI 102-3	Location of headquarters	4
GRI 102-4	Location of operations	4
GRI 102-5	Ownership and legal form	4
GRI 102-6	Markets served	4, AR 2021 (22–41)
GRI 102-7	Scale of the organisation	4, 52, AR 2021 (5)
GRI 102-8	Information on employees and other workers	52
GRI 102-9	Supply chain	24
GRI 102-10	Significant changes to the organisation and its supply chain	-
GRI 102-11	Precautionary Principle or approach	22, 25–27
GRI 102-12	External initiatives	6, 23
GRI 102-13	Membership of associations	19
Strategy		
GRI 102-14	Statement from senior decision-maker	9–10
GRI 102-15	Key impacts, risks, and opportunities	13, 21–22, 23
Ethics and Integrity		
GRI 102-16	Values, principles, standards, and norms of behaviour	5
GRI 102-17	Mechanisms for advice and concerns about ethics	15, AR 2021 (64)
Governance		
GRI 102-18	Governance structure	13, 14, AR 2021 (46–71)
GRI 102-19	Delegating authority	13, AR 2021 (48)
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	13
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	16–19, AR 2021 (47 and 68)
GRI 102-22	Composition of the highest governance body and its committees	AR 2021 (46, 48, 51)
GRI 102-23	Chair of the highest governance body	AR 2021 (53)
GRI 102-24	Nominating and selecting the highest governance body	AR 2021 (54–55)
GRI 102-25	Conflicts of interest	AR 2021 (47, 68)
GRI 102-26	Role of highest governance body in setting purpose, values, and strategy	AR 2021 (46)
GRI 102-27	Collective knowledge of highest governance body	AR 2021 (51–52)
GRI 102-28	Evaluating the highest governance body's performance	AR 2021 (56–57)
GRI 102-29	Identifying and managing economic, environmental, and social impacts	13, 21–22, AR 2021 (47)
GRI 102-30	Effectiveness of risk management processes	13–14, AR 2021 (61–62)
GRI 102-31	Review of economic, environmental, and social topics	13, 21–22
GRI 102-32	Highest governance body's role in sustainability reporting	13, AR 2021 (47)

GRI CONTENT INDEX
‘IN ACCORDANCE’ - CORE

GRI Standard	Disclosure	Page Number(s)
GRI 102-33	Communicating critical concerns	15, AR 2021 (64)
GRI 102-35	Remuneration policies	AR 2021 (57–61)
GRI 102-36	Process for determining remuneration	AR 2021 (57–61)
Stakeholder Engagement		
GRI 102-40	List of stakeholder groups	16–19
GRI 102-41	Collective bargaining agreements	46
GRI 102-42	Identifying and selecting stakeholders	16–19
GRI 102-43	Approach to stakeholder engagement	16–19
GRI 102-44	Key topics and concerns raised	16–19
Reporting Practice		
GRI 102-45	Entities included in the consolidated financial statements	AR 2021 (160–163)
GRI 102-46	Defining report content and topic Boundaries	6, 21–22
GRI 102-47	List of material topics	21–22
GRI 102-48	Restatement of information	6, 53
GRI 102-49	Changes in reporting	6, 25
GRI 102-50	Reporting period	6
GRI 102-51	Date of most recent report	May 2021
GRI 102-52	Reporting cycle	6
GRI 102-53	Contact point for questions regarding the report	6
GRI 102-54	Claims of reporting in accordance with the GRI Standards	6
GRI 102-55	GRI content index	54–58
GRI 102-56	External assurance	6, 62
ECONOMIC TOPICS		
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 23
	103-2 The management approach and its components	22, 23, 24
	103-3 Evaluation of the management approach	22, 23, 24
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	24
Anti-Corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 23
	103-2 The management approach and its components	22, 23
	103-3 Evaluation of the management approach	22, 23
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	14

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GRI Standard	Disclosure	Page Number(s)
Anti-Competitive Behaviour		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	14, 22
	103-2 The management approach and its components	14, 22
	103-3 Evaluation of the management approach	14, 22
GRI 206: Anti-Competitive Behaviour	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	14
ENVIRONMENTAL TOPICS		
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 23
	103-2 The management approach and its components	22, 23, 30, 31
	103-3 Evaluation of the management approach	22, 23, 30, 31
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	31–32, 50
	302-3 Energy intensity	32–33, 50, 51
GRI Construction and Real Estate Sector Disclosures	CRE1 Building energy intensity	32–33, 50, 51
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 23
	103-2 The management approach and its components	22, 23
	103-3 Evaluation of the management approach	22, 23
Management Approach Disclosures 2018	303-1 Interactions with water as a shared resource	34
	303-2 Management of water discharge-related impacts	35
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	34, 50
GRI Construction and Real Estate Sector Disclosures	CRE2 Building Water intensity	34, 51
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 23, 31
	103-2 The management approach and its components	22, 23, 31
	103-3 Evaluation of the management approach	22, 23, 31
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	31, 36, 50
	305-2 Energy indirect (Scope 2) GHG emissions	31, 36, 50
	305-4 GHG emission intensity	31, 36, 51
	CRE3 Emissions Intensity from Buildings	31, 36, 51
Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 35
	103-2 The management approach and its components	22, 35
	103-3 Evaluation of the management approach	22, 35
Management Approach Disclosures 2020	306-1 Waste generation and significant waste-related impacts	35
	306-2 Management of significant waste-related impacts	35

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GRI Standard	Disclosure	Page Number(s)
GRI 306: Waste 2020	306-4 Waste diverted from disposal	35
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	14, 22, 23, 36
	103-2 The management approach and its components	14, 22, 23, 36
	103-3 Evaluation of the management approach	14, 22, 23, 36
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	14, 36
Product Quality		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 39
	103-2 The management approach and its components	22, 39
	103-3 Evaluation of the management approach	22, 39
GRI Construction and Real Estate Sector Disclosures	CRE8 Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment	39
SOCIAL TOPICS		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	41
	103-2 The management approach and its components	41–42, 45
	103-3 Evaluation of the management approach	41–42, 45
GRI 401: Employment 2016	401-1 New Employee hires and employee turnover	45, 52
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	46
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 23, 37–38
	103-2 The management approach and its components	22, 23, 37–38
	103-3 Evaluation of the management approach	22, 23, 37–38
Management Approach Disclosures 2018	403-1 Occupational health and safety management system	22, 23, 37–38
	403-2 Hazard identification, risk assessment, and incident investigation	37–38
	403-3 Occupational health services	37–38, 43
	403-4 Worker participation, consultation, and communication on occupational health and safety	37–38
	403-5 Worker training on occupational health and safety	37–38
	403-6 Promotion of worker health	18, 37–38, 43
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	37–38
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	37–38, 51–52
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 23, 44
	103-2 The management approach and its components	22, 23, 44
	103-3 Evaluation of the management approach	22, 23, 44

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GRI Standard	Disclosure	Page Number(s)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	44, 52
	404-3 Percentage of employees receiving regular performance and career development reviews	46
Diversity and Equal Opportunities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	41–42
	103-2 The management approach and its components	41–42
	103-3 Evaluation of the management approach	41–42
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	13, 41, 52, AR 2021 (51–52)
Non-Discrimination		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	46
	103-2 The management approach and its components	46
	103-3 Evaluation of the management approach	46
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	46
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	47–49
	103-2 The management approach and its components	47–49
	103-3 Evaluation of the management approach	47–49
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	19, 47–49
Customer Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	22, 23
	103-2 The management approach and its components	22, 23
	103-3 Evaluation of the management approach	22, 23
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	38
Marketing and Labelling		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	14, 15
	103-2 The management approach and its components	14, 15
	103-3 Evaluation of the management approach	14, 15
GRI 417: Marketing and Labelling 2016	417-3 Incidents of non-compliance concerning marketing communications	14, 15
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	15, 22, 23
	103-2 The management approach and its components	15, 22, 23
	103-3 Evaluation of the management approach	15, 22, 23
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	15
Socio-Economic Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	14, 22, 23
	103-2 The management approach and its components	14, 22, 23
	103-3 Evaluation of the management approach	14, 22, 23
GRI 419: Socio-economic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	14, 38

SASB INDEX

REAL ESTATE SUSTAINABILITY ACCOUNTING STANDARD

Topic	SASB Code	Accounting Metric	Property Subsector	2020	2021
Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector (%)	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1
	IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity (%), and (3) percentage renewable, by property subsector	Office (N742)	(1) 147,595 GJ (2) 100% (3) 0%	(1) 138,655 GJ (2) 100% (3) 0%
			Shopping Centres (N761)	(1) 77,082 GJ (2) 100% (3) 0%	(1) 74,696 GJ (2) 100% (3) 0%
	IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage (%), by property subsector	Office (N742) Shopping Centres (N761)	91% 86%	94% 97%
	IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector	Office (N742)	(1) 37% (2) Not applicable to Singapore	(1) 48% (2) Not applicable to Singapore
			Shopping Centres (N761)	(1) 100% (2) Not applicable to Singapore	(1) 100% (2) Not applicable to Singapore
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1	
Water Management	IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	Office (N742)	(1) 100% (2) 0% See Note #2	(1) 100% (2) 0% See Note #2
			Shopping Centres (N761)	(1) See Note #1 (2) 0%	(1) See Note #1 (2) 0%
	IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Office (N742)	(1) 272 thousand m ³ (2) 0%	(1) 231 thousand m ³ (2) 0%
			Shopping Centres (N761)	(1) 91 thousand m ³ (2) 0%	(1) 107 thousand m ³ (2) 0%
	IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Office (N742) Shopping Centres (N761)	70% 62%	85% 117%
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Office (N742) Shopping Centres (N761)	Pg 20 of SR2020	Pg 34-35 of SR 2021	
Management of Tenant Sustainability Impacts	IF-RE-410a.1	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property subsector	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1
	IF-RE-410a.2	Percentage of tenants that are separately metered or sub-metered for (1) grid electricity consumption and (2) water withdrawals, by property subsector	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1
	IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	Office (N742) Shopping Centres (N761)	Pg 18-21 of SR 2020	Pg 25-35 of SR 2021
Climate Change Adaptation	IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Office (N742) Shopping Centres (N761)	There is no publicly available information on 100-year flood zone in Singapore.	There is no publicly available information on 100-year flood zone in Singapore.
	IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1

Note #1: Data was not available/ incomplete for the reporting year.

Note #2: Using the Aqueduct Water Risk Atlas (v3.0), Singapore was not identified to be located in areas with high or extremely high baseline water stress; however, Singapore is projected to have extremely high water stress risk by 2030.

SASB Code	Activity Metric	Property Subsector	2020	2021
IF-RE-000.A	Number of assets, by property subsector	Office (N742)	8	8
		Shopping Centres (N761)	2	2
IF-RE-000.B	Leasable floor area, by property subsector	Office (N742)	227,730 sq m * (2,451,263 sq ft)	227,730 sq m * (2,451,263 sq ft)
		Shopping Centres (N761)	91,343 sq m * (983,207 sq ft)	91,398 sq m * (983,799 sq ft)
IF-RE-000.C	Percentage of indirectly managed assets, by property subsector	Office (N742)	0%	0%
		Shopping Centres (N761)	0%	0%
IF-RE-000.D	Average occupancy rate, by property subsector	Office (N742)	We report the committed occupancy rates of our properties in UIC's Annual Report 2020 pg 17-23.	We report the committed occupancy rates of our properties in SingLand's Annual Report 2021 pg 22-29.
		Shopping Centres (N761)		

* Refers to Approximate Net Floor Area as reported in the Property Summary of The Group's AR 2020 and AR 2021.

TCFD DISCLOSURES

From this report, we have started aligning our sustainability report with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. The following table indicates our progress toward TCFD recommended disclosures.

Code	TCFD Recommendations	Page Reference
GOVERNANCE		
TCDF 1(a)	Describe the board's oversight of climate-related risks and opportunities.	13
TCFD 1(b)	Describe management's role in assessing and managing climate-related risks and opportunities.	13
STRATEGY		
TCFD 2(a)	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	13-14, 25-26
TCFD 2(b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	13-14, 25-26
TCFD 2(c)	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	25-26
RISK MANAGEMENT		
TCFD 3(a)	Describe the organisation's processes for identifying and assessing climate-related risks.	13, 25-26
TCFD 3(b)	Describe the organisation's processes for managing climate-related risks.	25-26
TCFD 3(c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	13, 25-26
METRICS AND TARGETS		
TCFD 4(a)	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	31-32, 50, 51
TCFD 4(b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	31, 50, 51
TCFD 4(c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	31, 50, 51

INDEPENDENT LIMITED ASSURANCE REPORT

INDEPENDENT LIMITED ASSURANCE REPORT IN CONNECTION WITH SINGAPORE LAND GROUP LIMITED (“SINGLAND” OR “GROUP”) SUSTAINABILITY REPORT FOR THE YEAR ENDED 31 DECEMBER 2021

We have performed a limited assurance engagement on Singapore Land Group Limited (“SingLand” or “Group”)’s Sustainability Report for the year ended 31 December 2021 (“Sustainability Report 2021”) and selected Global Reporting Initiative (“GRI”) Sustainability Reporting Standards disclosures (“Disclosures”) as identified below (collectively, the “Sustainability Information”).

Our assurance engagement does not extend to information in respect of earlier periods included in or linked to the Sustainability Report 2021 or from SingLand’s Annual Report 2021, including any images, audio files or embedded videos.

Limited Assurance Conclusion

Based on the procedures we have performed as described under the “Summary of the work we performed as the basis of our assurance conclusion” and the evidence we have obtained, nothing has come to our attention that causes us to believe that:

- a) the Sustainability Report 2021 has not described, in all material respects, the sustainability practices on a comply-or-explain basis with reference to the following components as listed under the Rule 711B of the Singapore Exchange’s (SGX) Listing Manual:
 - Material environmental, social and governance factors;
 - Policies, practices and performance;
 - Targets;
 - Sustainability reporting framework; and
 - Board statement.

- b) the selected GRI Disclosures as identified in the table below, are not calculated, in all material respects, in accordance with the relevant topic-specific disclosures requirements in the *GRI Standards: Core Option*.

Material Topic	GRI Standards - Topic-Specific Disclosure Requirements	Selected GRI Disclosures
Energy	GRI 302-1	Energy consumption within the organisation
	GRI 302-3 GRI CRE 1	Energy intensity
Water	GRI 303-3	Water withdrawal
	GRI CRE 2	Water intensity
Emissions	GRI 305-2	Energy indirect (Scope 2) greenhouse gas (GHG) emissions
	GRI 305-4 GRI CRE 3	GHG emissions intensity
Training and education	GRI 404-1	Average hours of training per year per employee

Material Topic	GRI Standards - Topic-Specific Disclosure Requirements	Selected GRI Disclosures																													
Occupational health and safety	GRI 403-9 Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Property Management</th> <th colspan="2">UIC T</th> </tr> <tr> <th>Employees</th> <th>Contractors</th> <th>Employees</th> <th>Contractors</th> </tr> </thead> <tbody> <tr> <td>Number of work-related fatalities</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Number of recordable work-related injuries</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Number of lost days</td> <td>41</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Rate of recordable work-related injuries</td> <td>2.1</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Property Management		UIC T		Employees	Contractors	Employees	Contractors	Number of work-related fatalities	0	0	0	0	Number of recordable work-related injuries	1	0	0	0	Number of lost days	41	0	0	0	Rate of recordable work-related injuries	2.1	0	0	0
				Property Management		UIC T																									
			Employees	Contractors	Employees	Contractors																									
		Number of work-related fatalities	0	0	0	0																									
		Number of recordable work-related injuries	1	0	0	0																									
Number of lost days	41	0	0	0																											
Rate of recordable work-related injuries	2.1	0	0	0																											
Diversity and equal opportunity	GRI 405-1 Diversity of governance bodies and employees	<p>By age group</p> <table border="1"> <thead> <tr> <th>Group</th> <th><30 years old</th> <th>30-50 years old</th> <th>>50 years old</th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Senior Management</td> <td>0%</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Executive</td> <td>5%</td> <td>55%</td> <td>40%</td> </tr> <tr> <td>Non-Executive</td> <td>6%</td> <td>23%</td> <td>71%</td> </tr> </tbody> </table>	Group	<30 years old	30-50 years old	>50 years old	Board of Directors	0%	0%	100%	Senior Management	0%	50%	50%	Executive	5%	55%	40%	Non-Executive	6%	23%	71%									
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We do not express an assurance conclusion on information in respect of earlier periods included in, linked to, or from the Sustainability Report 2021 or the Annual Report 2021, including any images, audio files or embedded videos.

SingLand's Responsibilities

Management of SingLand is responsible for:

- Selecting or establishing suitable criteria for preparing the Sustainability Information;
- Preparing the Sustainability Report 2021 and selected GRI Disclosures in accordance with the Rule 711B of the SGX Listing Manual and GRI Standards: Core option respectively (collectively known as "Reporting Criteria"), and
- Designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

Understanding how SingLand has prepared the Sustainability Information

The Sustainability Information needs to be read and understood together with the Reporting Criteria and the Introduction section set out in the "About This Report" of the Sustainability Report 2021, which SingLand has used to prepare the Sustainability Information.

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure sustainability information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Our Responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- Reporting our conclusion to the Board of Directors and management of SingLand.

As we are engaged to form an independent conclusion on the Sustainability Information as prepared by management, we are not permitted to be involved in the preparation of the Sustainability Information as doing so may compromise our independence.

Professional Standards Applied

We performed a limited assurance engagement in accordance with Singapore Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information ("Standard").

Auditor's Independence and Quality Control

We have complied with the independence and other ethical requirements of the *Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code"), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Singapore Standard on Quality Control 1 and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Summary of the work we performed as the basis of our assurance conclusion

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Sustainability Information is likely to arise. The procedures we performed were based on our professional judgement. In carrying out our limited assurance engagement on the Sustainability Information, our procedures included the following:

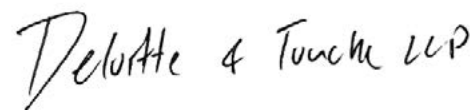
- Evaluated the suitability in the circumstances of SingLand's use of the Reporting Criteria, as the basis for preparing the Sustainability Information.
- Through inquiries, obtained an understanding of SingLand's control environment, processes and information systems relevant to the preparation of the Sustainability Information, but we did not evaluate the design of particular control activities, did not obtain evidence about their implementation and did not test their operating effectiveness;
- Evaluated whether SingLand's methods for developing estimates are appropriate and had been consistently applied, but our procedures did not include testing the data on which the estimates were based and we did not separately develop our own estimates against which to evaluate SingLand's estimates;
- Sample tested a number of items to or from supporting records, as appropriate;
- Performed analytical procedures by comparing the expected targets to actual emissions or consumption, and by comparing current period to prior period, and made inquiries of management to obtain explanations for any significant differences we identified;
- Considered the presentation and disclosure of the Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Purpose and Restriction on Distribution and Use

This report is made solely to the Board of Directors and management of Singapore Land Group Limited in accordance with our engagement letter dated 21 December 2021 for the purpose of providing a limited assurance conclusion on the Sustainability Information. As a result, this report may not be suitable for another purpose.

We disclaim any assumption of responsibility for any reliance on this report to any person other than the Board of Directors and management of Singapore Land Group Limited, or for any purpose other than that for which it was prepared.



Public Accountants and
Chartered Accountants
Singapore

17 May 2022



Singapore Land Group Limited

Company Registration No. 196300181E
Incorporated in Singapore

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