



SINGAPORE LAND  
GROUP LIMITED





# CONTENTS

2	<b>Glossary</b>	24	<b>Health and Safety</b>
3	<b>Corporate Profile</b>		<i>Buildings</i>
4	<b>About This Report</b>		<i>Corporate Office COVID-19 Measures</i>
5	<b>Our Sustainability Commitment</b>		<i>OHS Performance</i>
	<i>Board Statement</i>		<i>Development Projects</i>
	<i>Sustainability Governance Structure</i>		<i>Regulatory Compliance</i>
	<i>Corporate Governance</i>	26	<b>Product And Service Quality</b>
8	<b>Our Contribution to the Sustainable Development Goals</b>		<i>Awards, Recognitions And Achievements</i>
9	<b>COO's Statement</b>		<i>Customer Health And Safety</i>
10	<b>Sustainability Highlights</b>	28	<b>People</b>
12	<b>Stakeholder Engagement</b>		<i>Employment</i>
14	<b>Materiality</b>		<i>Diversity And Inclusion</i>
	<i>Material Topics, Boundaries and Management Approach</i>		<i>Employee Engagement</i>
15	<b>Economic Performance</b>		<i>Talent Management</i>
16	<b>Environment</b>		<i>Performance Management</i>
	<i>Environment Management System</i>		<i>Training</i>
	<i>Climate-Related Risks And Opportunities</i>		<i>Turnover</i>
	<i>GHG Emissions</i>		<i>Re-Employment</i>
	<i>Energy Efficiency</i>		<i>Social Security</i>
	<i>Water Efficiency</i>		<i>Human Rights</i>
	<i>Waste Management</i>	32	<b>Community</b>
	<i>Information Technology Business</i>		<i>Our CSR Initiatives</i>
	<i>Development Projects</i>	34	<b>Sustainability Performance Data</b>
	<i>Environmental Compliance</i>	39	<b>GRI Content Index</b>
		47	<b>SASB Index</b>
		48	<b>TCFD Disclosures</b>
		49	<b>Independent Limited Assurance Report</b>

# GLOSSARY

<b>ABC</b>	-	Anti-Bribery and Anti-Corruption
<b>AC</b>	-	Audit Committee
<b>AHU</b>	-	Air Handling Unit
<b>AR</b>	-	Annual Report
<b>BCA</b>	-	Building and Construction Authority
<b>CONQUAS</b>	-	Construction Quality Assessment System
<b>CEO</b>	-	Chief Executive Officer
<b>COO</b>	-	Chief Operating Officer
<b>CPF</b>	-	Central Provident Fund
<b>CSR</b>	-	Corporate Social Responsibility
<b>DORSCON</b>	-	Disease Outbreak Response System Condition
<b>e-waste</b>	-	Electronic waste
<b>EMS</b>	-	Environmental Management System
<b>ESG</b>	-	Environmental, Social and Governance
<b>GHG</b>	-	Greenhouse gas
<b>GRI</b>	-	Global Reporting Initiative
<b>LED</b>	-	Light emitting diode
<b>NEA</b>	-	National Environment Agency
<b>OHS</b>	-	Occupational Health and Safety
<b>PDPA</b>	-	Personal Data Protection Act
<b>PDPC</b>	-	Personal Data Protection Commission
<b>RMC</b>	-	Risk Management Committee
<b>SASB</b>	-	Sustainability Accounting Standards Board
<b>SDGs</b>	-	United Nations Sustainable Development Goals
<b>SGX-ST</b>	-	Singapore Exchange Securities Trading Limited
<b>SISEU</b>	-	Singapore Industrial and Services Employees' Union
<b>SOP</b>	-	Standard Operating Procedures
<b>SSC</b>	-	Sustainability Steering Committee
<b>SWC</b>	-	Sustainability Working Committee
<b>TAFEP</b>	-	Tripartite Alliance for Fair Employment Practices
<b>TCFD</b>	-	Task Force on Climate-Related Financial Disclosures
<b>UIC</b>	-	United Industrial Corporation
<b>UICT</b>	-	UIC Technologies Pte Ltd
<b>USE</b>	-	Union of Security Employees
<b>UVC</b>	-	Ultra Violet-C
<b>PUB</b>	-	Public Utilities Board
<b>WEB</b>	-	Water Efficient Building



# CORPORATE PROFILE

As part of a group-wide rebranding, United Industrial Corporation (“**UIC**”) Limited was renamed Singapore Land Group Limited (“**Singland**” or the “**Company**”, and together with its group of companies, the “**Group**”) in April 2021. Singland is one of the leading public-listed real estate companies in Singapore. As a 50% owned subsidiary of UOL Group Limited (“**UOL**”), Singland is committed to leveraging its strength to drive sustainable growth and create value for our shareholders and stakeholders.

Singland’s diversified portfolio comprises commercial investment properties, residential development properties, hotels and IT services. Singland’s portfolio of prime commercial assets currently includes 2.5 million square feet of office space and 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 Pte Ltd (“**UICT**”) offers solutions in systems integrations, general information technology services, payroll software and human resource outsourcing services. UICT is an accredited Microsoft Cloud Platform (Azure) Gold partner, Microsoft Cloud Productivity (Office 365) Gold partner, HP Enterprise Platinum partner, and DELL Platinum partner. UICT is also ISO9001 certified.

For detailed information about Singapore Land Group’s business activities, please refer to UIC’s Annual Report 2020. Also, you can visit the Group’s corporate website <http://www.uic.com.sg/> for more details about what we do.



Marina Square

# ABOUT THIS REPORT

This is the 4th sustainability report published by Singapore Land Group Limited ("**Singland**" or the "**Company**", and together with its group of companies, the "**Group**"). This report provides an overview of how we manage our material Environmental, Social and Governance ("**ESG**") issues.

The Singapore Land Group Limited Sustainability Report 2020 ("**SR2020**") covers ESG performance data from our core business operations in Singapore, including commercial offices, retail properties, development projects, information technology business and head office in Singapore for the financial year ending 31 December 2020. This report excludes overseas investments in China and the United Kingdom, and our hospitality business and development projects where we do not have direct operational control.

## REPORTING STANDARDS AND FRAMEWORKS

The SR2020 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.

From this report, Singland has started aligning the disclosures with the Sustainability Accounting Standards Board ("**SASB**") Real Estate Sustainability Accounting Standard and the Task Force on Climate-Related Financial Disclosures ("**TCFD**") Recommendations. The report continues to be aligned with the UN Sustainable Development Goals ("**SDGs**"). We have used the GHG Protocol Corporate Accounting and Reporting Standard to prepare our greenhouse gas ("**GHG**") emissions inventory.

### RESTATEMENTS

Please refer to page 38 for information about the restatements.

### EXTERNAL ASSURANCE

We have continued to seek external assurance for our sustainability reporting. KPMG LLP has provided independent assurance on specific sustainability data contained in this report. For more details, see the Independent Limited Assurance Report on page 49.

### REPORT AVAILABILITY

SR2020 and past sustainability reports are available on our website [www.uic.com.sg](http://www.uic.com.sg) in PDF form for browsing or downloading. In line with our environmental conservation policy, we will not print hard copies of this report.

### CONTACT

For feedback and suggestions, please contact us by writing to [sustainability@uic.com.sg](mailto:sustainability@uic.com.sg)

# 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 sustainability 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 Group's annual sustainability reports.

## SUSTAINABILITY GOVERNANCE STRUCTURE

Singland's Board has overall responsibility for managing the Group's sustainability issues, including sustainability reporting. It has oversight of the identification, management and implementation of material ESG factors through the Sustainability Steering Committee ("**SSC**"). The SSC is supported by the Sustainability Working Committee ("**SWC**"), which helps define and prioritise sustainability topics and establish performance targets. The SSC, chaired by the CEO, is responsible for implementing Singland's sustainability strategy and programmes. With the retirement of the CEO in September 2020, the SSC is now chaired by the COO. The Board has direct oversight over the SSC through the Audit Committee ("**AC**"). The SWC works with various business units and functions to collect and validate performance data for reporting.



## THE BOARD DIVERSITY

The Board's Nomination Committee seeks to ensure that the Board is composed of an appropriate balance and diversity of age, race, skills, experience, and gender. Singland welcomed a new female director to Singland's 10-member Board in 2020.

## RISK MANAGEMENT

The Board has the responsibility to ensure Management maintains and reviews the effectiveness of the Group's risk management and internal controls systems. Our group-level risk management system also covers sustainability risks, including environmental risk, climate change risk and compliance risk.

This risk management system is steered by the Risk Management Committee ("**RMC**"), which comprises the President/CEO, COO and the respective Heads of Department of the Group. With the retirement of the CEO in September 2020, the RMC is now chaired by the COO.

We apply the precautionary principle in risk management and proactively take measures to mitigate our business operations' potentially adverse environmental impacts. As part of our Occupational Health and Safety ("**OHS**") management system, we maintain a risk register that describes the potential OHS risks present within the organisational activities. Our approach is to promote a risk-aware culture to reduce workplace incidents.

As we advance our sustainability strategy, we are committed to evaluating and understanding climate change's financial risks using the TCFD framework.

## CLIMATE-RELATED RISKS

Our plans include assessing climate-related risks and opportunities and establishing goals and targets for addressing climate-related issues. 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 for addressing climate-related issues.

The SSC is responsible for setting ESG targets, including greenhouse gas emission reduction targets.

We already disclose our greenhouse gas emissions and energy consumption against targets each year in our sustainability report.

As we advance our sustainability strategy, we are committed to evaluating and understanding climate change's financial risks using the TCFD framework.



# OUR SUSTAINABILITY COMMITMENT

## CORPORATE GOVERNANCE

Singland reports its corporate governance structure, policies and practices in detail in its Annual Report following the Code of Corporate Governance 2018 (“**2018 Code**”) and accompanying Practice Guidance issued by the Monetary Authority of Singapore (“**MAS**”). For more information on Singland’s corporate governance, please refer to UIC’s Annual Report 2020 at <http://uic.com.sg/investor-relations/annual-report/>.

## REGULATORY COMPLIANCE

Non-compliance with laws and regulations can adversely affect Singland’s business operations, financial performance, and reputation. Singland’s policy is to conduct its business with integrity and comply with applicable laws.

We have put in place mechanisms to stay abreast of the latest regulatory developments and provide the necessary training to relevant employees. To promote a culture of compliance and accountability, we have adopted a group-wide Code of Conduct, Whistle-Blowing Policy, Anti-Bribery and Anti-Corruption Policy and Conflict of Interest and Insider Trading Policy.

In 2020, 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 prohibits bribery and corruption in all forms. Included in the Company’s Code of Conduct, the ABC policy requires all employees to adhere to the highest ethical conduct standards. Besides employees, we communicate the ABC policy to our suppliers, contractors, and business partners. Employees are also required to declare any conflict of interest during their employment with Singland.

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 2020, 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 reported period.

## WHISTLE-BLOWING POLICY

Our Whistle-blowing Policy provides a safe and confidential channel for our employees and business partners to raise their concerns to senior management. All whistle-blowing reports are handled with confidentiality, and the policy protects the whistleblowers from retaliation. All whistle-blowing cases received through designated channels are referred to the Audit Committee for follow up action.

The “Whistle-blowing Policy” is publicly available on the company’s corporate website at [www.uic.com.sg/whistle-blowing-policy](http://www.uic.com.sg/whistle-blowing-policy).

## 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.

Singland adheres to the Singapore Code of Advertising Practice and relevant applicable rules and regulations to support high ethical standards in advertising. We require our employees to abide by the principles of ethical marketing in selling and leasing activities.

In 2020, there were no incidents of non-compliance concerning our marketing practices.



### EMPLOYEE TRAINING

All new employees undergo an orientation programme which 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.

### 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. 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.

In 2019, the company received four complaints from the PDPC, two of which submitted by visitors to one of our commercial buildings concerned the handling of personal data by outsourced security personnel, following the PDPC's implementation of the new advisory guidelines in respect of NRIC and other national identification numbers on 1 September 2019. The company explained to PDPC the lapses and remedial actions taken by its outsourced security and no further queries were received from PDPC. The remaining two cases involving handling of personal data by our staff have been officially closed following the company's confirmation that all necessary measures have been taken to ensure compliance with PDPA and PDPC guidelines.

Consequently, the company had stepped up its efforts to comply with the PDPA and PDPC guidelines through various initiatives by December 2019, including:

- a) Comprehensive PDPA training of the Group's Data Protection Officers (DPOs) and related data protection representatives of relevant business units;
- b) Raising awareness of nine PDPA principles and guidelines among company's employees through internal campaigns;
- c) Reviewing and establishment of internal workflows and procedures concerning the collection, usage, storage and disposal of personal data, to comply with the PDPA and PDPC guidelines.





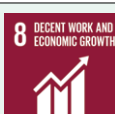



In 2020, there were no incidents of non-compliance with Singapore's PDPA.

The Company's "Personal Data Protection Policy" is available on our corporate website at [www.uic.com.sg/disclaimer-privacy-policy](http://www.uic.com.sg/disclaimer-privacy-policy).

# 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. At Singland, we are playing our role to support sustainable development. Out of the 17 SDGs, we have identified 7 Goals where we can make the most significant contribution.

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

Material ESG Factors	GRI Standards	Our Targets	UN SDGs
<b>ENVIRONMENT</b> <ul style="list-style-type: none"> <li>Energy</li> <li>GHG Emissions</li> <li>Water</li> </ul>	GRI 302: Energy 2016 CRE1: Building Energy Intensity	Achieve Green Mark certifications for all existing buildings by 2030	
	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 2016 CRE2: Building Water Intensity CRE8: Type and Number of Sustainability Certification, Rating and Labeling Schemes for New Construction, Management, Occupation and Redevelopment		
<b>SOCIAL</b> <ul style="list-style-type: none"> <li>Health and Safety</li> <li>Employee Training</li> <li>Product and Service Quality</li> </ul>	GRI 403: Occupational Health and Safety 2016	Achieve zero accident at workplace and project sites	
	GRI 416: Customer Health and Safety 2016 GRI 404: Training and Education 2016	Achieve at least 10 training hours per employee	
<b>GOVERNANCE</b> <ul style="list-style-type: none"> <li>Anti-Corruption</li> <li>Data Privacy</li> <li>Regulatory Compliance</li> </ul>	GRI 205: Anti-corruption 2016	No incident of corruption	
	GRI 307: Environmental Compliance 2016	Maintain zero incident of data privacy breaches	
	GRI 418: Customer Privacy		
	GRI 419: Socioeconomic Compliance 2016	Maintain no breach or violation of existing socio-economic and environmental laws and regulations	
<b>ECONOMIC</b> <ul style="list-style-type: none"> <li>Economic Performance</li> </ul>	GRI 201: Economic Performance	Create long-term value for stakeholders	

# COO'S STATEMENT

DEAR STAKEHOLDERS,

In a year like no other, we embarked on a transformational journey.

The Government unveiled the Singapore Green Plan 2030 to advance Singapore's national agenda on sustainable development over the next 10 years. This plan demonstrates the determination, ambition and resilience of our nation state.

As part of a group-wide rebranding, United Industrial Corporation Limited was renamed Singapore Land Group Limited in April 2021. This initiative stems from acknowledging the history and brand equity associated with the name and seeks to align both internal and external stakeholders to a common purpose and brand identity. In line with this brand refresh, we are also striving towards becoming a more responsible business, and place greater emphasis on key ESG factors that will positively impact our stakeholders.

For this Sustainability Report 2020, we have started aligning the disclosures with the SASB Real Estate Sustainability Accounting Standard and the TCFD recommendations. This is in addition to the integration of the United Nations SDGs in our materiality review.

We secured our first green and sustainability-linked loans totaling \$300 million in March 2021. As a major developer and manager of real estate, we strongly believe that the adoption of green financing represents an important step towards integrating sustainability into our future business strategy and operations. Proceeds from this green loan go towards a major upgrading of Singapore Land Tower which achieved the Building and Construction Authority ("BCA")'s Green Mark GoldPlus certification in 2020.

I am pleased to share that we are still on target to have all our commercial properties achieve BCA's Green Mark certification by 2030, through the adoption of environmentally friendly features and upgrading of the buildings' infrastructure. This is aligned with the Singapore Green Plan 2030, to green 80% of all buildings in Singapore.

**"WHEN IT COMES TO  
PROGRESSING OUR ESG GOALS,  
WE MUST ACT FAST AND AIM FAR."**

## ENGAGING STAKEHOLDERS

There is an old saying that if you want to go fast, go alone. If you want to go far, go together. However, when it comes to progressing our ESG goals, we must act fast and aim far.

We are very proud of the long-standing relationships that we have cultivated with many of our tenants, and we are prepared to listen, engage and collaborate with them to fulfil our ESG goals. In 2020, we launched a campaign to raise awareness of saving water and electricity in the workplace and encouraged participation from them.

As we emerge from the disruptions caused by the pandemic, such efforts to promote sustainable practices are essential. We have plans to ramp up such stakeholder engagement initiatives in the coming years.

We also remain committed to helping those who are less fortunate and those who may be severely impacted by the pandemic through various Corporate Social Responsibility ("CSR") programs. We channeled our resources towards social enterprises like Project Dignity and SDI Academy, who were able to multiply our contribution towards their projects and programs to help many others.

The development and well-being of our employees cannot be overstated. As we adopted extensive use of technology in our daily work, our employee engagement programs also had to adapt to new normal. We will continue to utilize these platforms to foster strong team spirit and enhance knowledge sharing opportunities particularly in the area of environmental and social sustainability.

## A COMMON PURPOSE

We are cognisant that climate change and social impact are long-standing issues that cannot be solved through the efforts of a single company but we hope to do our part. We will continue to set goals to strive for and reaffirm our commitment to doing the right thing by people and the planet.

On behalf of the Board of Directors and the management team, I would like to thank all our stakeholders and investors for their support and contribution to our progress to push this agenda forward.

**JONATHAN EU**  
**Chief Operating Officer**  
May 2021

# SUSTAINABILITY HIGHLIGHTS 2020

SINGAPORE LAND TOWER AND MARINA SQUARE AWARDED **BCA'S GREEN MARK GOLD PLUS** AND **GREEN MARK CERTIFICATION** RESPECTIVELY



**ENHANCED BOARD DIVERSITY** BY WELCOMING A NEW FEMALE BOARD MEMBER



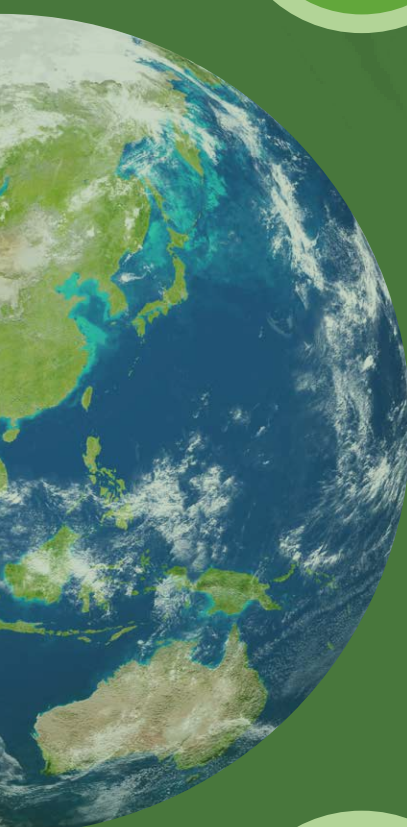
PROVIDED **OVER \$32 MILLION IN PROPERTY TAX AND RENTAL REBATES** FOR RETAIL AND OFFICE TENANTS TO TIDE OVER CHALLENGES BROUGHT ABOUT BY THE **COVID-19** PANDEMIC



GROUP REVENUE OF **\$671 MILLION**







**SGX BUILDING** AWARDED THE **WATER EFFICIENT BUILDING (WEB) CERTIFICATION** BY PUB WITH INSTALLATION OF MULTIPLE WATER SAVING FEATURES



**CLIFFORD CENTRE** INSTALLED PERMANENT **ULTRA VIOLET-C EMITTERS** IN BUILDING AIR-CONDITIONING TO ENHANCE VENTILATION HYGIENE



PROGRESSING **TOWARDS BETTER WASTE MANAGEMENT** WITH COMMISSIONING OF ON-SITE **FOOD WASTE DIGESTER** IN WEST MALL



**ELECTRICITY AND WATER SAVING CAMPAIGN** ROLLED OUT TO OUR PORTFOLIO OF RETAIL AND COMMERCIAL PROPERTIES

# STAKEHOLDER ENGAGEMENT

Stakeholders are groups or individuals who are affected by our operations or have the potential to influence our business. Singland's key stakeholders include business partners, customers, tenants, employees, regulators, investors and local communities. Nurturing trusted relationships with these stakeholders is an integral part of our business approach. Regular engagement with our stakeholders allows us to respond to their concerns and expectations. In 2020, we engaged internal stakeholders to seek their views on material topics for reporting.

A summary of our continuing stakeholder engagement is presented below:

Stakeholders	Engagement Channel and Frequency	Key Topics and Concerns
Customers	Tenants: <ul style="list-style-type: none"> <li>• Building management service visits,</li> <li>• Networking sessions,</li> <li>• Email and phone communications</li> </ul>	<ul style="list-style-type: none"> <li>• Building management services</li> <li>• Building's security and cleanliness issues</li> <li>• Car Parking</li> </ul>
	<i>Frequency: Ad hoc</i>	
	Homebuyers: <ul style="list-style-type: none"> <li>• Dedicated customer service teams</li> <li>• Email and phone communications</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and workmanship</li> <li>• Timely completion</li> <li>• Prompt resolution of complaints</li> <li>• Project updates</li> </ul>
	<i>Frequency: Ad hoc</i>	
	Shoppers <ul style="list-style-type: none"> <li>• Customer service counter</li> <li>• Loyalty programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Family-friendly facilities</li> <li>• Cleanliness</li> <li>• Accessibility for Persons with Disabilities</li> <li>• Access to public transport</li> </ul>
<i>Frequency: Ongoing</i>		
General public	<ul style="list-style-type: none"> <li>• Corporate website</li> <li>• Email and phone communications</li> </ul>	<ul style="list-style-type: none"> <li>• General feedback and enquiries on products and services offered, sustainability and PDPA issues</li> </ul>
	<i>Frequency: Ad hoc</i>	
	<i>Frequency: Ongoing</i>	
Contractors and Suppliers	<ul style="list-style-type: none"> <li>• Regular meetings with contractors</li> <li>• Regular site visits</li> <li>• Email and phone communications</li> </ul>	<ul style="list-style-type: none"> <li>• Fair selection</li> <li>• Technical specifications and guidance</li> <li>• Sharing of best practices</li> <li>• Timely payments</li> </ul>
	<i>Frequency: Ongoing</i>	
Investors	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Announcements released on SGX website</li> <li>• Annual Report</li> <li>• Corporate website</li> <li>• Press releases</li> </ul>	<ul style="list-style-type: none"> <li>• Return on investments</li> <li>• Good governance</li> <li>• Business growth</li> <li>• Risk management</li> </ul>
	<i>Frequency: Ongoing</i>	

Stakeholders	Engagement Channel and Frequency	Key Topics and Concerns
Employees	<ul style="list-style-type: none"> <li>• Regular department meetings</li> <li>• Periodic management meetings</li> <li>• Training and workshops</li> <li>• Annual performance reviews</li> <li>• Company-wide virtual events and get-togethers such as staff luncheon</li> <li>• Regular email communication</li> </ul> <p><i>Frequency: Ongoing</i></p>	<ul style="list-style-type: none"> <li>• Personal development and career growth</li> <li>• Work-life balance</li> <li>• Teamwork</li> <li>• Company-wide organization updates</li> <li>• Changes in Company and HR policies</li> <li>• Engagement activities</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>• Briefings</li> <li>• Site inspections</li> <li>• Application for permits</li> <li>• Renewal of government approvals</li> <li>• Consultations with statutory bodies</li> </ul> <p><i>Frequency: Ongoing</i></p>	<ul style="list-style-type: none"> <li>• Compliance with environmental, health and safety regulations</li> <li>• Green buildings</li> <li>• Productivity and quality</li> <li>• Innovation</li> <li>• Public safety</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Ad hoc meetings</li> <li>• Feedback channel</li> <li>• Employee volunteering</li> <li>• Donations</li> <li>• Media releases</li> <li>• Communication material (Flyers / Posters / Banners)</li> </ul> <p><i>Frequency: Ad hoc</i></p>	<ul style="list-style-type: none"> <li>• Support for community causes</li> <li>• Protection from noise and dust from construction</li> <li>• Public safety</li> </ul>

## MEMBERSHIPS

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

- Chartered Institute of Management Accountants
- Fire Safety Managers' Association
- Institute of Singapore Chartered Accountants
- Real Estate Developers' Association of Singapore
- Real Estate Information System
- Singapore Academy of Law
- Singapore Business Federation
- Singapore Chinese Chamber of Commerce & Industry
- Singapore Corporate Counsel Association Ltd
- Singapore International Chamber of Commerce
- Singapore Green Building Council
- Singapore National Employers Federation
- The Institute of Internal Auditors
- The Singapore Institute of Directors

# MATERIALITY

We remain focused on managing our most important sustainability topics identified through periodic materiality assessment. 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. Starting from this report, we have also adopted SASB's Real Estate Accounting Standard to have a sharper focus on financially material ESG issues to serve investors' information needs.

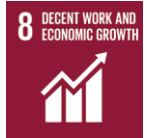
We have continued to build on the first materiality assessment conducted in 2017 through annual reviews. In 2020, the review process comprised an internal stakeholder engagement survey to seek employees' views on prioritising our material topics and benchmarking peer reports. Based on the latest insight, except for employee turnover, we have determined that the material factors reported in our SR2019 remain valid. Though not considered material, we have continued to disclose employee turnover.

## 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	Direct / Through contractor relationships	Adopt energy efficiency measures in buildings and development projects
GHG Emissions	Buildings and Development projects	Direct / Through contractor relationships	Minimise and mitigate greenhouse gas emissions from buildings and during construction
Water	Buildings and Development projects	Direct / Through contractor relationships	Adopt water efficiency measures in buildings and construction
Health and Safety	Buildings and Development projects	Direct / Through contractor relationships	Ensure compliance with workplace safety and health regulations and procedures
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



# ECONOMIC PERFORMANCE



Singland remains committed to creating sustainable economic value for our shareholders and stakeholders. Sustainably conducting business and generating stable recurring revenue streams have been the company's core business directives since its inception.

We provide detailed information outlining the Group's financial performance, management reviews, corporate governance and risk management systems in our Annual Reports.

For more information on Singland's business activities and performance, please refer to UIC's Annual Report 2020 at <http://uic.com.sg/investor-relations/annual-report/>.

## INDIRECT ECONOMIC PERFORMANCE

Singland contributes to Singapore's economy by building high-quality homes, providing office and retail spaces, creating jobs, and paying taxes. We contribute to the local economy indirectly through our supply chain. We engage local contractors and suppliers for our property development and building management, which indirectly generate jobs and incomes.



Singapore Land Tower

# ENVIRONMENT

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. We aspire to steer our business towards net zero-emissions by making our buildings and projects efficient and resilient.

The buildings and construction sector has a complex environmental footprint, including materials, greenhouse gas emissions and water. Our approach is to integrate sustainability in the design and construction to the operation and maintenance of our buildings and development projects. Our policies aim to minimise the impact of our operations on the environment.

We have recognised energy consumption, carbon dioxide emissions and water use as our material environmental impacts. Our efforts focus on exploring ways to enhance the energy and water efficiencies of our buildings. We have established targets to measure and report our progress.

This report presents Singland's environmental performance relating to our corporate office, retail and commercial office buildings, development projects, and information technology business.

## ENVIRONMENT MANAGEMENT SYSTEM

We have adopted a robust Environmental Management System ("EMS") to continuously improve our buildings' performance. We are also making progress toward adopting international environmental management system standards such as ISO 14001. West Mall has already received ISO 14001:2015 (Property and Facility Management for Shopping Mall) certification for its EMS.

## CLIMATE-RELATED RISKS AND OPPORTUNITIES

Carbon Dioxide (CO<sub>2</sub>) emissions from buildings' operation account for an estimated 28% of total global energy-related CO<sub>2</sub> emissions. The buildings sector specifically faces physical risks from climate change, such as direct damage to assets and financial implications from water stress, extreme weather and an increase in global temperatures. Decarbonising existing and future global building stock is crucial to mitigating climate change risks.

In general terms, our potential climate-related risks include transition risks emerging from a range of issues, including but not limited to lost business opportunity, regulatory exposure, more stringent building design rules, carbon pricing and taxes, water stress, the physical risk to our assets, employee health and safety, and reputation risk. Simultaneously, there are opportunities to meet the growing demand for green office and retail spaces by sustainability-conscious tenants, reduced operating cost resulting from energy-efficient and water-conserving buildings and enhanced access to green finance.

Our target of transitioning all the buildings we own to a BCA Green Mark Certification by 2030 and our commitment to meet at least the BCA Green Mark Gold for each new development will help us mitigate some short-term and long-term climate-related risks.

Our plans include an in-depth study of climate-related risks and opportunities for our business, including a climate-related scenario analysis within two years. 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. The assessment will help us develop a process for managing climate-related risks and set a science-based target for reducing greenhouse gas emissions.

In 2021, the government unveiled the Singapore Green Plan 2030, of which one key focus is combating climate change through sustainable living. Earlier in 2018, Singland made the 'Singapore Climate Action Pledge' to support the Year of Climate Action declared by the then Singapore's Ministry of the Environment and Water Resources. As part of our climate action pledge, six out of nine buildings have completed at least 50% replacement of LED luminaires at common areas. The replacement of LED luminaires contributes to achieving Green Mark certification for all our buildings by 2030, and helps the Company play its part in supporting the Singapore Green Plan 2030.

As part of Singland's efforts to raise awareness about climate change, a number of our buildings including Clifford Centre, Singapore Land Tower and Marina Square switched off their façade and non-essential lights during Earth Hour 2020.



## GHG EMISSIONS

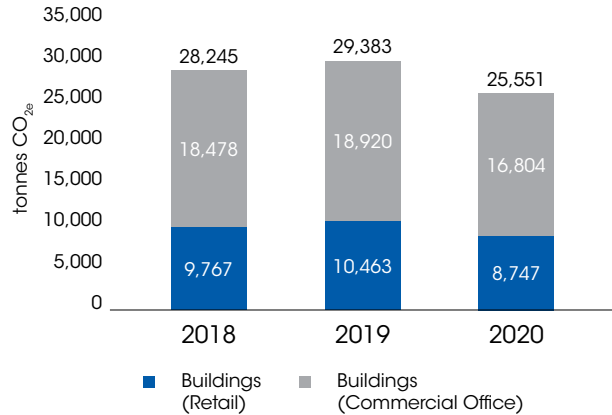
At the operational level, driving energy efficiency during construction and building management remains our core priority to limit our business's carbon dioxide emissions. We track and report Scope-1 and Scope-2 CO<sub>2</sub> emissions. Our Scope 1 emissions result from diesel consumed at our development project sites, petrol consumption in vehicles, and diesel and refrigerants used in buildings. Our Scope 2 emissions are from electricity use across our corporate office, buildings (retail and commercial office), development projects and information technology business.

In 2020, the total GHG emissions for commercial office and retail buildings were 25,551 tonnes of CO<sub>2</sub> with a GHG emissions intensity of 56.4kg CO<sub>2e</sub>/m<sup>2</sup>.

For buildings, Scope 2 emissions account 99.7% of total GHG emissions.

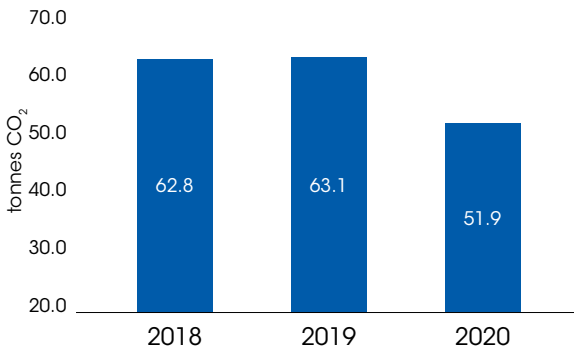
The Scope 2 GHG emissions intensity for our commercial office and retail buildings in 2020 was 56.2kg CO<sub>2e</sub>/m<sup>2</sup>.

## TOTAL GHG EMISSIONS (ABSOLUTE) - BUILDINGS



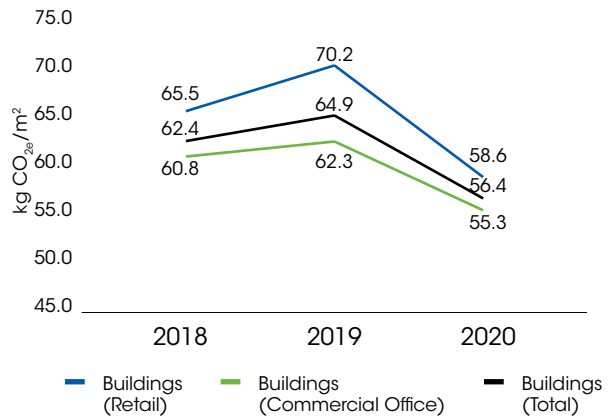
Note: Total GHG Emissions include Scope 2 emissions from purchased electricity, and in 2020, Scope 1 emissions from refrigerants and diesel was added.

## GHG EMISSIONS - CORPORATE OFFICE



- \* Our corporate office sits within Clifford Centre (Level 22 and 24) and forms a subset of the building energy and GHG emissions reported.
- \* Above data of 62.8 tonnes CO<sub>2</sub> emissions in 2018 was an approximated figure based on the actual 74.9 MWh energy use recorded from 20 Jul - 31 Dec 2018.

## TOTAL GHG EMISSIONS (INTENSITY) - BUILDINGS



Note: Total GHG Emissions include Scope 2 emissions from purchased electricity, and in 2020, Scope 1 emissions from refrigerants and diesel was added.

# ENVIRONMENT

## ENERGY EFFICIENCY

The buildings and construction sector accounted for 38% of total global energy-related CO<sub>2</sub> emissions in 2019, according to the 2020 Global Status Report for Buildings and Construction. Electricity continues to be the primary source of energy consumed by buildings representing nearly 55% of global electricity consumption.

Our approach is to pursue energy efficiency measures such as passive and low-energy designs to minimise energy intensity from the commercial office and retail properties we manage. Our BCA Green Mark certified buildings in Singapore promote energy efficiency through sustainable design and operational practices. In 2020, West Mall completed the replacement of 35 air handling units (“AHUs”) with new AHUs fitted with electronically commutated (“EC”) fans. The replacement has improved West Mall’s indoor air quality, minimized air conditioning system downtime and optimised energy usage for the mall.

The total energy (electricity) consumed in both retail and commercial office buildings was 62,335MWh, with a building energy intensity of 138kWh/m<sup>2</sup>.

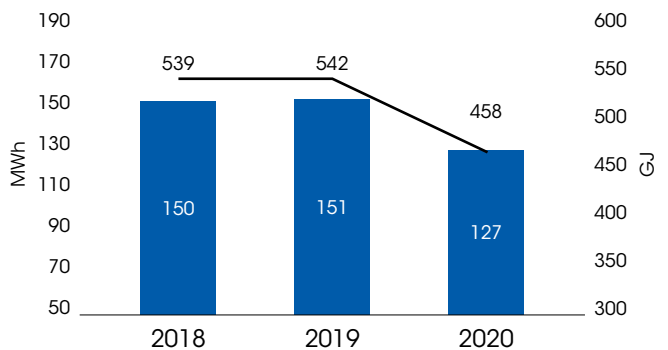
Our target is to reduce our commercial office buildings’ electricity intensity by 8% by 2025, using 2015 as the base year. We target to maintain the electricity intensity of our commercial office buildings at 149 kWh/m<sup>2</sup> in 2021.

Energy consumption across our portfolio decreased in 2020 due to a decline in shoppers, tenants and visitors to our malls and commercial offices during the COVID-19 Circuit Breaker and beyond.

## ELECTRICITY SAVING CAMPAIGN

As part of Singland’s sustainability efforts, electricity-saving decals were printed for distribution to all tenants’ office premises. All building managers from the SWC assisted with the decal distribution to tenants. These decals were applied near light switches to remind users to switch off lights when not in use.

## ELECTRICITY CONSUMPTION - CORPORATE OFFICE



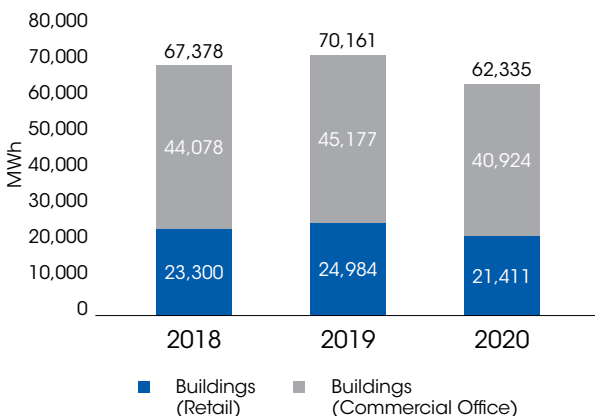
Note: Energy refers to purchased electricity only.

\* Our corporate office sits within Clifford Centre (Level 22 and 24) and forms a subset of the building energy and GHG emissions reported.

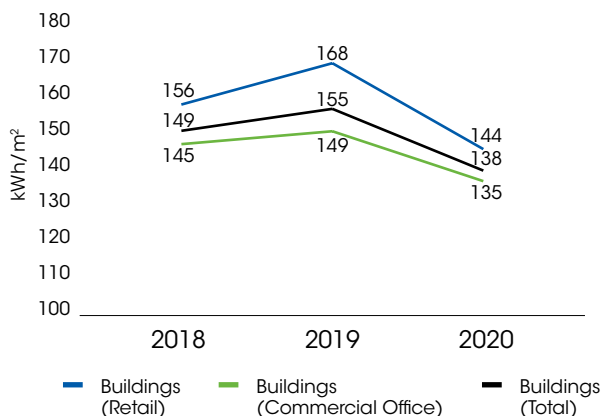
\* Above data of 150 MWh energy use in 2018 was an approximated figure based on the actual 74.9 MWh energy use recorded from 20 Jul - 31 Dec 2018.

ENERGY INTENSITY (Commercial Office Buildings)		
2020 Target	2020 Performance	2021 Target
149 kWh/m <sup>2</sup>	135 kWh/m <sup>2</sup>	149 kWh/m <sup>2</sup>

## ELECTRICITY CONSUMPTION (ABSOLUTE) - BUILDINGS

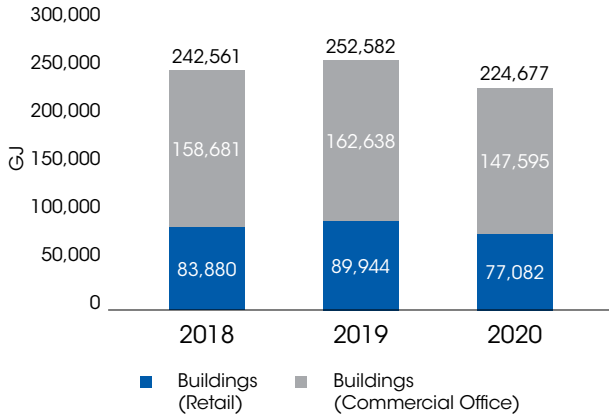


## ELECTRICITY CONSUMPTION (INTENSITY) - BUILDINGS

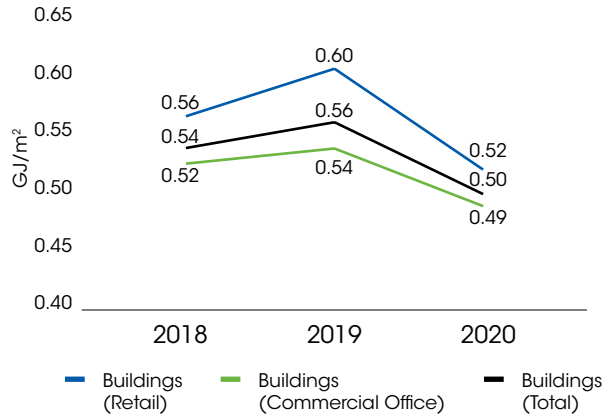




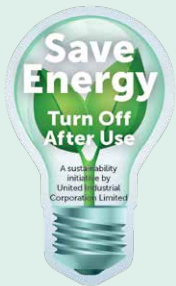
### ENERGY CONSUMPTION (ABSOLUTE) - BUILDINGS



### ENERGY CONSUMPTION (INTENSITY) - BUILDINGS



Note:  
Energy refers to purchased electricity, and in 2020, fuel (diesel) was added.



2020, Singland embarked on a campaign to encourage all tenants, visitors and shoppers in our buildings to conserve water and electricity.

Electricity- and water-saving decals were printed for tenants' premises, and our Sustainability Working Committee's (SWC) building managers took charge of the distribution.

Water-saving decals were also applied in common pantries and in restrooms to remind users to practice water-saving habits.

# ENVIRONMENT

## WATER EFFICIENCY

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

In our commercial office and retail buildings, water use includes building maintenance, toilet flushing, sanitary faucets, washing and cleaning floors, cooling towers, and HVAC systems. In our development projects, water is used for building construction. Our entire water supply in Singapore is from the public utility.

We are committed to reducing water use intensity in our buildings and construction. In 2020, SGX Centre conducted renovations for the building's restrooms and upgraded sanitary fittings like basin taps, bib taps and urinal flush valves to the 3-ticks water saving label, and was awarded the Water Efficient Building ("WEB") Certification by the Public Utilities Board ("PUB"). Across Singland's portfolio, installation of water-efficient taps and auto sensors and flush valves also contributes to our efforts to promote water-efficiency. Our buildings' maintenance teams perform regular checks of the water systems to prevent wastage due to water leakage.

In 2020, the total water consumption in retail and commercial office buildings was 364 megalitres, with a building water intensity of 0.80 m<sup>3</sup>/m<sup>2</sup>. The total water consumption included 7.99 megalitres of NEWater, Singapore's high-grade reclaimed water. Supplied by the public utility PUB, NEWater is being used in UIC Building mainly for air-conditioning chillers.

Water consumption intensity across our portfolio decreased in 2020 due to a decline in shoppers, tenants and visitors to our malls and commercial offices during the COVID-19 Circuit Breaker and beyond. While cleaning of common areas was stepped up, we have still achieved a reduced water intensity across our portfolio in 2020 compared to 2019.

Our target is to achieve a water intensity of 1.14 m<sup>3</sup>/m<sup>2</sup> for all our commercial office and retail buildings by 2025. In line with this, we have a water intensity target of 1.165 m<sup>3</sup>/m<sup>2</sup> for 2021.

## WATER SAVING CAMPAIGN

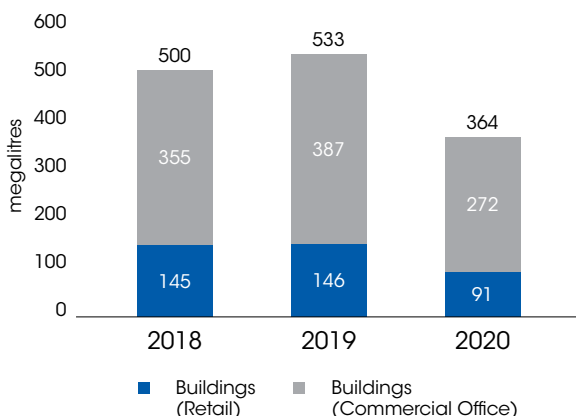
Singland also embarked on a Save Water Campaign in 2020, printing water saving decals for our commercial office and retail buildings' restrooms to remind users to save water. All building managers from the SWC assisted in the decal distribution. The decals were applied in all toilets and at common pantries.

## WASTEWATER

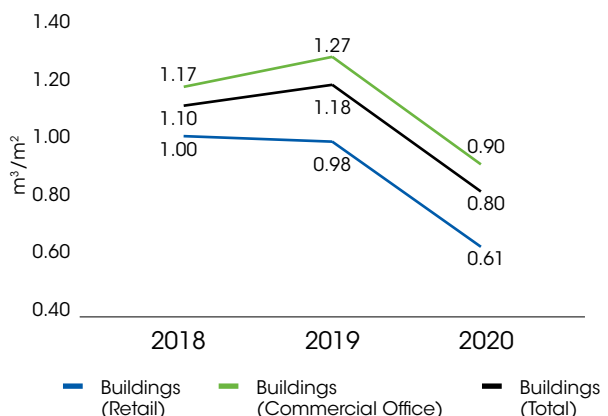
Wastewater produced in our buildings is discharged into the municipal drainage system for centralised sewage treatment. At our development sites, we work closely with our contractors to manage and monitor construction wastewater quality and the required treatment before discharge into the drainage system.

WATER INTENSITY (Commercial Office & Retail Buildings)		
2020 Target	2020 Performance	2021 Target
Not exceeding 1.180 m <sup>3</sup> /m <sup>2</sup>	0.803 m <sup>3</sup> /m <sup>2</sup>	1.165 m <sup>3</sup> /m <sup>2</sup>

## WATER CONSUMPTION (ABSOLUTE) - BUILDINGS



## WATER CONSUMPTION (INTENSITY) - BUILDINGS



## WASTE MANAGEMENT

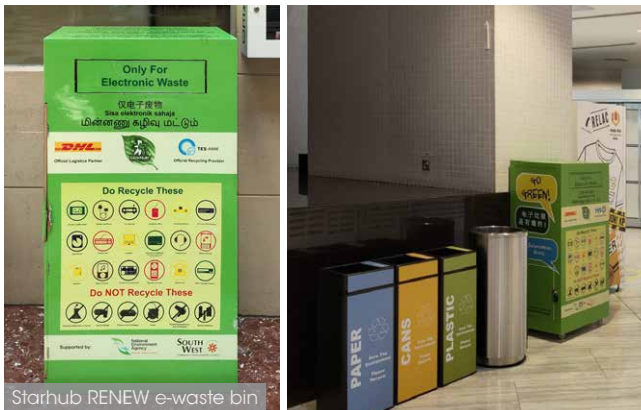
We are committed to minimising waste in our operations. Waste is primarily produced in our value chain involving tenants, visitors and contractors. Almost all of the waste generated at our buildings and development projects is non-hazardous. We ensure all waste is disposed of by licensed waste management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

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

In our development projects, waste is generated by contractors, which primarily includes construction and demolition waste. We require all main contractors to have an ISO 14001 certified environmental management system covering waste management measures.

While we currently do not report waste management data, we are on track to establishing a general waste management reporting system. With more accurate reporting, we strive to engage our retail and office tenants in active waste reduction and recycling.

Singland's commercial office and retail properties participated in Starhub's RENEW e-waste collection programme in 2020. In total, 2,609kg of e-waste was collected for recycling in 2020. Singland continues to support national e-waste collection programmes in Singapore.



Starhub RENEW e-waste bin

In line with the National Environment Agency ("NEA")'s push towards a zero waste nation, West Mall completed the commissioning of an on-site food waste digester in October 2020 to enable tenants to segregate and treat food waste on-site. A total of 48.9 tonnes of food waste was processed in 2020.



West Mall Food Waste Digester

## ENVIRONMENTAL COMPLIANCE

We take regulatory compliance seriously. Compliance with the applicable environmental health and safety regulations throughout our operations is crucial for our reputation and uninterrupted business operation. In development projects, we require our contractors to comply with the relevant rules and regulations relating to environmental issues such as noise, vector control and wastewater discharge.

In 2020, there were no reportable incidents of significant non-compliance with environmental laws.

# ENVIRONMENT

## INFORMATION TECHNOLOGY BUSINESS

Our subsidiary UIC Technologies Pte Ltd (“**UICT**”) aims to minimise its operational impact on the environment. UICT closely monitors energy consumption, carbon dioxide emissions and water use to identify opportunities for reducing its environmental footprint.

### WATER

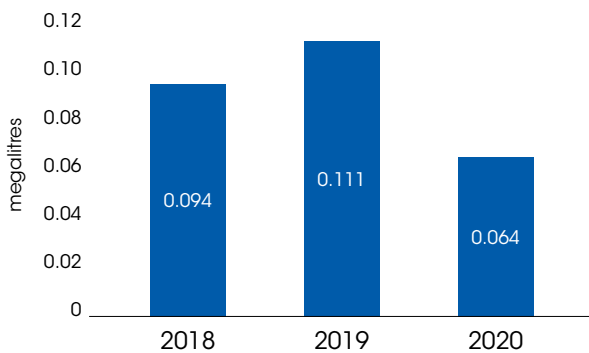
UICT’s water consumption is mainly for domestic purposes such as drinking and cleaning.

## ENERGY EFFICIENCY AND GHG EMISSIONS

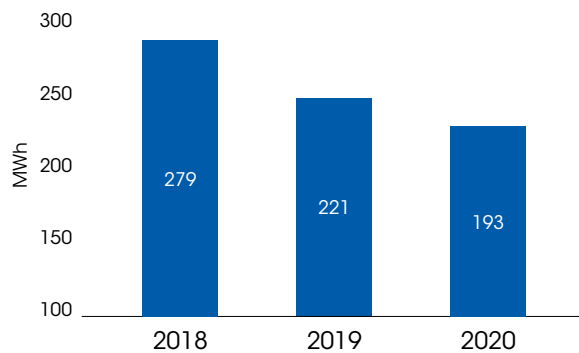
UICT uses electricity for office lightings, air-conditioning system, and computers, servers, copiers and office equipment. UICT has been progressively switching existing office lightings to more sustainable energy-saving LED lights, and the exercise is scheduled to complete in May 2021.

In 2020, we have started reporting fuel consumption from a UICT-owned vehicle.

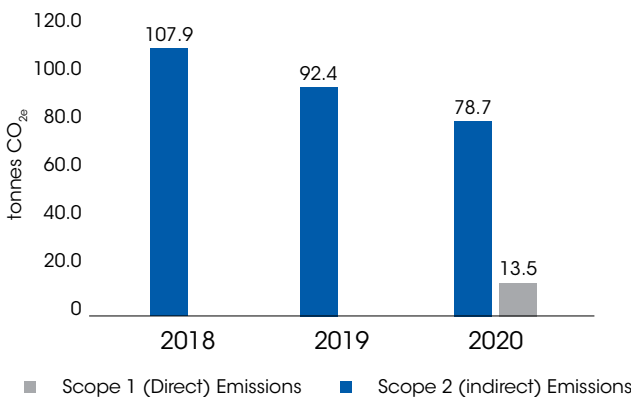
### WATER CONSUMPTION - UIC TECHNOLOGIES



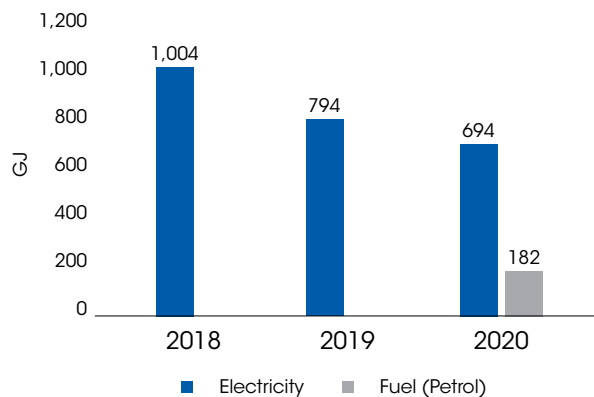
### ELECTRICITY CONSUMPTION - UIC TECHNOLOGIES



### TOTAL GHG EMISSIONS - UIC TECHNOLOGIES



### ENERGY CONSUMPTION - UIC TECHNOLOGIES



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

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

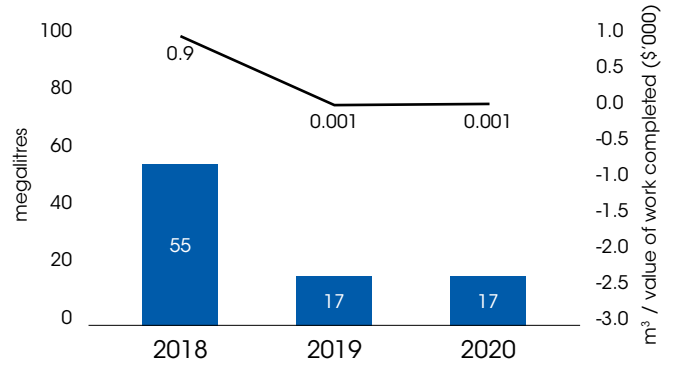
In 2020, overall energy and water usage in UICT decreased due to the work-from-home measures instituted during Singapore’s COVID-19 Circuit Breaker period.

## DEVELOPMENT PROJECTS

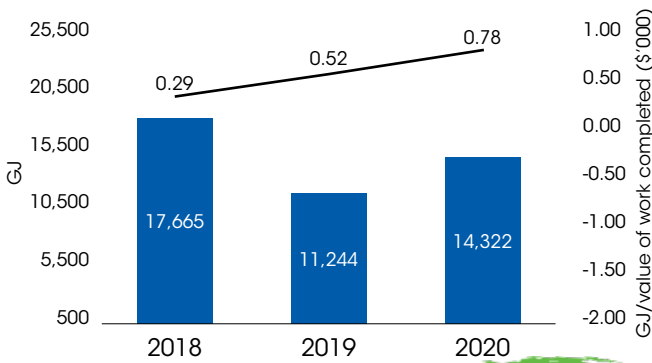
We require all main contractors to maintain the ISO 14001 or an equivalent certification to ensure a robust environmental management system.

For this report, we include one development project for 2020 which is identical to the one in 2019, The Tre Ver. Singland owns a 50% interest in The Tre Ver in a joint venture with UOL.

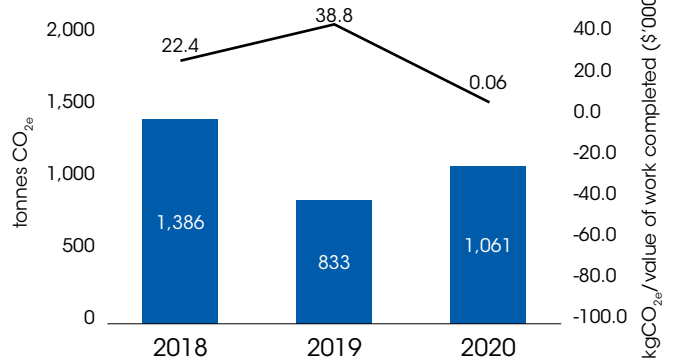
## WATER CONSUMPTION (ABSOLUTE & INTENSITY) - DEVELOPMENT PROJECTS



## ENERGY CONSUMPTION (ABSOLUTE & INTENSITY) - DEVELOPMENT PROJECTS



## GHG EMISSIONS (ABSOLUTE & INTENSITY) - DEVELOPMENT PROJECTS



Artist's impression of The Tre Ver



# HEALTH AND SAFETY

Ensuring our people’s health and safety in our buildings and project sites is an integral part of our corporate responsibility. We also recognise that unfortunate mishaps within our properties and development projects can affect business continuity and corporate reputation. Our target is to have a zero-accident workplace. To this end, we are committed to promoting a culture of workplace safety and health throughout our business operations.

We have implemented OHS policies and management systems to protect our employees, tenants, contractors, vendors, customers, guests, visitors to our buildings, and workers at our development sites. 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 on our properties to ensure compliance with legal requirements.

We have established OHS targets and track and report performance against these targets.

In Singapore, we follow bizSAFE, a five-step national programme to help companies build up capabilities in addressing workplace safety, health and security. Marina Square and UIC Technologies have obtained the bizSAFE Level 3 certification, and West Mall’s bizSAFE certification is currently in progress. For UIC Building, our facility management services provider has attained bizSAFE Level Star, the highest level achievable for certification by bizSAFE.

## BUILDINGS

The health and safety of the tenants and visitors to the buildings we manage are our top priorities. With the onset of the COVID-19 pandemic and raising of Singapore’s Disease Outbreak Response System Condition (DORSCON) level to Orange, Singland’s Building Management Services and retail operations teams activated the Company’s Pandemic Response Plan comprising:

1. Implementation of thermal imaging cameras for temperature screening of tenants and shoppers/visitors
2. Limiting of access points into all buildings for effective crowd control
3. Safe Entry registration and Health Declaration prior to entry into Singland’s office buildings and retail malls
4. Placement of safe distancing markers at lobby receptions, within lift carriages and other appropriate areas
5. Application of antimicrobial coating at high human touch points, e.g. lift buttons and lift lobbies
6. Provision of hand sanitisers at high human traffic stoppage points, e.g. main lobbies of office buildings, concierge areas, central atrium of retail malls
7. Stepped-up cleaning of common areas

Clifford Centre also installed permanent Ultra Violet-C (UVC) emitters within the building’s air-conditioning system for disinfection of any accumulated mould, virus and bacteria growth to enhance ventilation hygiene levels for tenants and visitors.

In addition to the above, we have implemented a comprehensive set of measures, guidelines, systems and procedures to keep people safe in our buildings. Also, we have set-up Emergency Response Teams to deal with any safety or health emergencies.

Our fire safety measures include modern fire control equipment, regular fire drills, awareness campaigns, standard operating procedures and training for our building management employees and occupants to ensure an orderly response to fire emergencies. We have implemented a rigorous regime of preventive maintenance and regular inspections of our buildings’ lifts and escalators for safe operation.

### OHS TARGETS - BUILDINGS

2020 Targets	2020 Performance	2021 Target
Achieve zero accident at workplace and project sites (from SR2019)	Zero fatality Zero occupational disease Two non-fatal workplace injury (employees) + One non-fatal injury (contractor)	Achieve zero workplace incidents resulting in fatalities or permanent disabilities for employees and contractors

## CORPORATE OFFICE COVID-19 MEASURES

With the emergence of the COVID-19 pandemic, ensuring the health and wellbeing of our employees and maintaining the highest cleanliness and hygiene levels in the buildings has become ever more critical. A Safe Management System and appropriate standard operating procedures (“SOP”) were set up to ensure Singland’s workplaces remain safe as employees were allowed to return to the office.

As part of Safe Management System SOPs, a Safe Management Taskforce comprising key management staff of the Company was established. Their responsibilities are to:

- Set the direction for safe management measures within Singland in line with government advisories
- Take decisions on Company guidelines with regard the COVID-19 pandemic situation
- Review any non-compliance and corrective action plans highlighted by the Safe Management Committee.

As part of Safe Management System SOPs, a Safe Management Committee comprising employees from Singland’s various office locations was formed. Their responsibilities are to:

- Identify potential safe management risks and implement safe management measures in the workplace
- Communicate potential risks to employees
- Escalate cases of non-compliance with Safe Management System SOPs to the Safe Management Taskforce
- Take corrective action to remedy non-compliance.

## OHS PERFORMANCE

We regularly monitor the safety performance of our buildings. In 2020, there were no fatalities and no cases of occupational diseases. There were two non-fatal injuries among the employees, and a contractor reported one incident. There were five cases of injuries involving the public, tenants and visitors at the buildings.

Please refer to Sustainability Performance Data on page 34 for more details.

## DEVELOPMENT PROJECTS

Accidents and mishaps are recognised safety hazards in the building construction sector globally. We work closely with our contractors to ensure stringent health and safety measures at our development project sites. We have developed comprehensive policies and procedures to ensure health and safety at our development projects under construction.

We require all main contractors to hold the OHSAS 18001 or equivalent certification to ensure a robust occupational health and safety management system. We engage our contractors through weekly meetings where safety reports, safety challenges and preventive actions are reviewed and discussed.

We engage our contractors and sub-contractors by reviewing and simplifying the work processes to reduce or eliminate all safety issues on site.

Our development sites undergo external safety audits twice yearly, and the auditor’s reports are reviewed and submitted to the Ministry of Manpower.

We had only one active development project in 2020. There were no fatal injuries during the year. However, there was one non-fatal injury at the project site that resulted in 118 lost man days. The total number of hours worked in the year was 725,832. The work-related injury rate or formerly reported as Accident Frequency Rate (AFR) was 1.4.

## REGULATORY COMPLIANCE

In 2020, 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 on page 34 for more details.

# PRODUCT AND SERVICE QUALITY

Singland is a diversified real estate company with a business model that focuses on developing high-quality, efficient and resilient retail, commercial office and residential properties. We take a life-cycle approach to embed quality and safety through all stages of our buildings and development projects.

Quality standards and sustainability guidelines are carefully incorporated, starting from the planning and design stage to construction and building operation and management. High standards of architectural design and workmanship on structural, electrical and

mechanical works remain central to our buildings and projects. Our buildings and projects are designed to provide comfort and convenience to residents, tenants, shoppers and visitors.

We are focused on providing best in class customer service to our tenants in the operation and management of our retail and commercial office buildings. We are committed to delivering high levels of customer service and addressing complaints satisfactorily. We constantly seek feedback from our tenants to understand their needs and expectations.

## AWARDS, RECOGNITIONS AND ACHIEVEMENTS

### DEVELOPMENT PROJECTS

Our residential development projects below were conferred the respective awards:

Project Name	Award Name	Award Category
Clavon	PropertyGuru Asia Property Awards Grand Final (Regional)	<ul style="list-style-type: none"> <li>Country Winner – Best High-Rise Condo Architectural Design (Asia)</li> </ul>
	PropertyGuru Asia Property Awards (Singapore)	<ul style="list-style-type: none"> <li>Winner – Best Private Condo Architectural Design</li> <li>Highly Commended – Best Private Condo Landscape Architectural Design</li> </ul>
Avenue South Residence, Singapore	PropertyGuru Asia Property Awards Grand Final (Regional)	<ul style="list-style-type: none"> <li>Country Winner - Best High Rise Condo Architectural Design (Asia)</li> </ul>
	PropertyGuru Asia Property Awards (Singapore)	<ul style="list-style-type: none"> <li>Winner – Best Mega-scale Condo Development</li> <li>Winner – Best Mega-scale Condo Architectural Design</li> <li>Highly-Commended – Best Sales Gallery Architectural Design</li> </ul>
	International Property Awards (Asia Pacific)	<ul style="list-style-type: none"> <li>Winner - Residential High-rise Architecture Singapore</li> </ul>
	EdgeProp Singapore Excellence Awards	<ul style="list-style-type: none"> <li>People’s Choice Award</li> </ul>
The Clement Canopy	EdgeProp Singapore Excellence Awards	<ul style="list-style-type: none"> <li>Design Excellence – Residential (Completed), Non-Central</li> </ul>

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 building projects.



## BUILDINGS

Singland has committed to achieving Singapore’s BCA Green Mark for all existing retail and commercial office buildings by 2030. Our target for all new development projects is to achieve a minimum Green Mark Gold certification.

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



In addition to the above, Clifford Centre completed upgrading works for two of the building’s passenger lifts and three sets of escalators in 2020 to improve tenants’ and visitors’ experience in the building.

The following list details the BCA Green Mark certified buildings under the Singland group:

BCA GREEN MARK AWARDS		
Property	Category	Year
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

In addition, tenants are one of the Company’s key stakeholders, and we are focused on journeying with all our retail and commercial office tenants to tide over the challenges brought about by the COVID-19 pandemic. In 2020, Singland provided over S\$32 million in rental relief to tenants, which included passing on of property tax rebates and cash grant from the Singapore government. We also worked closely with tenants and offered flexibility in rental payments and lease restructuring for tenants who faced severe operational and cash flow issues.

## CUSTOMER HEALTH AND SAFETY

We are equally mindful of the safety and health of our home buyers, tenants and their employees, and visitors and shoppers. Our buildings’ and projects’ designs carefully consider the safety and health of all occupants and users.

We also support community programmes and initiatives. Marina Square and West Mall, in partnership with the Health Promotion Board, host complimentary workout sessions to promote healthier living. Marina Square hosted weekly Healthy Workplace Ecosystem sessions, and West Mall hosted fortnightly Zumba sessions. The

workouts were suspended with the raising of Singapore’s DORSCON level to Orange in February 2020. In February 2021, West Mall has been able to resume their fortnightly Zumba workouts, and Marina Square with weekly Fight Do sessions.

To strengthen the nation’s fight against the COVID-19 pandemic, Singapore’s Smart Nation and Digital Government Office conducted regular TraceTogether education roadshows. Between October 2020 and January 2021, Marina Square and West Mall were identified as venues for the roadshows and supported these efforts by hosting TraceTogether education booths.

## INFORMATION TECHNOLOGY BUSINESS

Our subsidiary UICT focuses on three main IT offerings: systems integration, IT services and payroll software and human resource outsourcing services. UICT was conferred the HP Top Commercial PC Growth Partner, DELL Data Centre Compute & Solutions Partner of the Year and DELL Platinum Partner awards in 2020.

In 2020, there were no incidents of health and safety non-compliance resulting from the use of our buildings.

# PEOPLE

We are committed to nurturing an inclusive workplace where all employees are valued, trusted and empowered. Our policies provide a safe workplace, promote diversity, shun discrimination, develop people, and offer equal growth opportunities. We believe open communication, engagement, mutual respect, teamwork and collaborative work culture are fundamental to creating productive and high performing organisations.

Our objective is to be an employer of choice and to hire, retain and develop the right talent to support our business goals and ambitions.

## EMPLOYMENT

The Group employed 349 full-time employees as at 31 December 2020. Our property business accounted for 65% of the total headcount with the remainder employed in our information technology business. During the year, Singland hired 29 new employees, of which 14, or 48%, were women.

## DIVERSITY AND INCLUSION

Singland is an equal opportunity employer. Our policies foster diversity and inclusion in our workforce. Our people come from different age groups, with diverse backgrounds and bring varied skills and experiences to our workplace. In 2020, women accounted for 50% of our workforce.

## EMPLOYEE ENGAGEMENT

With the onset of the COVID-19 pandemic, the HR department's Employee Engagement Team organized virtual events such as mental health and mindfulness talks, mid-week trivias, Virtual Zumba, an online terrarium workshop, an essential oils workshop, and lunchtime webinars during Singapore's Circuit Breaker and beyond to help employees stay connected and socially engaged whilst working from home.

Keeping with Singland's annual durian party tradition, boxes of freshly deshelled durian and longans were also delivered to Singland and MCH employees in July, which was warmly received.

## TALENT MANAGEMENT

Our talent management focuses on constantly evaluating the skills needed to deliver business results and filling the gaps through training and hiring. Succession planning and ensuring a talent pipeline for key leadership positions remain essential in managing our human capital.

### Percentage of Employees per Employment Category by Gender

	Male	Female
Senior Management	57%	43%
Executives	47%	53%
Non-executives	59%	41%

## MEASURES IN RESPONSE TO COVID-19

To facilitate the return of staff to the office post-Circuit Breaker, an online system was created to enable employees to easily submit their travel and health declarations and temperature readings online. Staff were also issued with care packages containing masks, hand sanitizers and a thermometer. Staggered reporting and lunch hours have been implemented as Singland seeks to do its part to ease the morning and mealtime crowd. Within the office, cleaning of common spaces and high-touch surfaces has been stepped up.

HR Department's employee engagement team also organized webinars for employees during the Circuit Breaker to promote employee health and mental well-being whilst national work-from-home arrangements were being implemented. More information on this can be found in the "People" chapter within this Sustainability Report.



## PERFORMANCE MANAGEMENT

In line with our HR strategy of hiring, developing and retaining diverse talent, we have put in place a comprehensive performance management system. Our organisation-wide performance appraisal process enables 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. Performance appraisals are conducted annually and cover all full-time employees.

## TRAINING

We provide opportunities for personal and professional growth to our employees. Our training and development programmes enable our employees to update their skills and competencies to support career growth and performance.

Last year, we set a target of at least 10 hours of average training per employee in 2020. Due to the impact of COVID-19, training schedules were disrupted in the first half of 2020. With the Company's effort to digitize and streamline work processes, there will be more related training opportunities for employees in 2021.

To enhance Singland's organisational capabilities and the personal growth of our employees, we sponsor curriculums that build leadership and management skills besides the usual technical and functional training.

We aim to maximise the value of learning and development investments through conducting training needs analysis, effective engagement with training providers, establishing a structured process to evaluate training effectiveness, capitalising on training subsidies and grants provided by the government, and leveraging

on online resources and educational platforms to deliver learning solutions designed to optimise business and customer outcomes.

## SUSTAINABILITY TRAINING

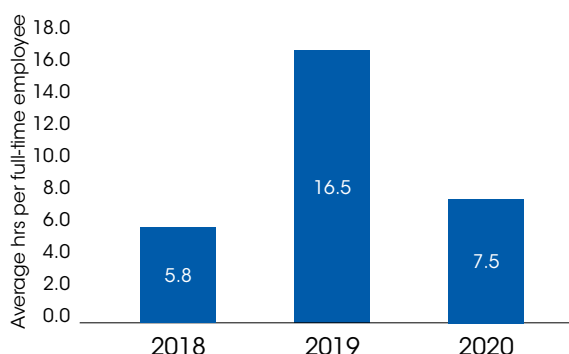
As we pursue ambitious ESG goals, we are taking steps to boost our organizational knowledge and capability.

In 2020, the members of our SWC and senior executives from various departments attended an ESG data management workshop to learn skills for improving data quality and reliability.

17 colleagues from the SSC and SWC completed the GRI Standards Certified Training Course in 2020 to learn sustainability reporting skills.

TRAINING TARGET		
2020 Target	2020 Performance	2021 Target
At least 10 training hours per employee	7.5 hours	At least 10 training hours per employee

## AVERAGE TRAINING HOURS PER EMPLOYEE



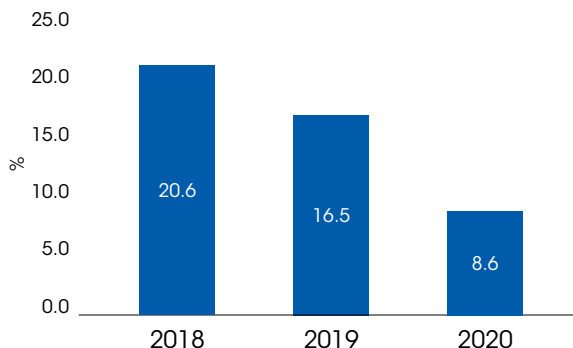
Employee Training Hours						
Management Level	2018		2019		2020	
	Male	Female	Male	Female	Male	Female
<b>Overall</b>	<b>6.0</b>	<b>5.5</b>	<b>16.6</b>	<b>16.4</b>	<b>9.0</b>	<b>5.9</b>
1 Senior Management	15.4	13.9	37.7	26.8	17.1	20.6
2 Executives	6.7	7.1	20.9	17.2	12.0	6.4
3 Non-executives	3.3	0	3.8	11.4	1.0	0.2

## PEOPLE

### TURNOVER

In 2020, the national industry turnover rate for the Real Estate Services sector was 18%. Singland's voluntary turnover rate for the property business was 11.1%, which was well below national industry average for real estate services. Overall, Singapore Land Group's employee turnover for the year was 8.6%, inclusive of both voluntary and involuntary turnover.

### EMPLOYEE TURNOVER RATE



2020	Male	Female	Total
<b>No. of New Hire</b>	15	14	29
<b>New Hire Rate</b>	9%	8%	8%
<b>No. of Turnover (voluntary &amp; involuntary)</b>	14	13	27
<b>Turnover Rate</b>	8%	7%	8%

\* The rates are reported based on total number of employee for that category, as at 31 Dec 2020

2020	Under 30 years	30-50 years	Over 50 years	Total
<b>No. of New Hire</b>	5	18	5	29
<b>New Hire Rate</b>	23%	11%	3%	8%
<b>No. of Turnover (voluntary &amp; involuntary)</b>	2	12	13	27
<b>Turnover Rate</b>	9%	8%	8%	8%

\* The rates are reported based on total number of employee for that category, as at 31 Dec 2020

### RE-EMPLOYMENT

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 who continue to utilise their skills and expertise, enabling them to stay productive in the workforce. In 2020, we re-employed 24 retiring 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 to fund their retirement, healthcare, homeownership, family protection and asset enhancement.

## HUMAN RIGHTS

The Company is committed to upholding nationally and internationally recognised human rights. Our policies prohibit child labour, forced labour and discrimination across our business and value chains. We respect our employees' right to join a lawful labour union.

Our human resource policies promote a diverse and inclusive workplace culture based on merit and performance. 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 bar discrimination in job advertisements, hiring, pay, promotions and growth opportunities.

As of 31 December 2020, 20% of our employees were represented by Singapore Industrial and Services Employees' Union (SISEU) and Union of Security Employees (USE), and the respective Collective Bargaining Agreements covered them.

We have assessed child labour and forced labour risks to be extremely low in our operations in Singapore.

In 2020, there were no incidents of child labour, forced labour and discrimination in our operations.



# COMMUNITY

## OUR CSR INITIATIVES

Singland is committed to being a positive force in the communities where it operates. Our CSR initiatives include monetary assistance and employee volunteerism to help local communities. The company focused its CSR activities in 2020 around a central objective of lifting poverty through training and employment. In line with this theme, Singland dedicated a large part of its CSR efforts in 2020 to social enterprises such as SDI Academy and Project Dignity.

### SDI ACADEMY

SDI Academy is a social enterprise that aims to deliver language, vocational and computer skills through ed-tech to migrant workers and refugees to upskill and allow for better integration with society. In a show of support for Singapore's migrant workers who were confined to their dormitories for extended periods during and beyond the nation's COVID-19 circuit breaker, four cohorts of Singland volunteers took time to support and connect with migrant workers in weekly 'Speak English Sessions' on SDI Academy's virtual platform. Singland also sponsored the sign-up fees of 4,500 migrant workers on SDI Academy's Linger App, which facilitates and assists migrant workers' learning of the English language.

### REINVENT SOLUTIONS (RVS)

ReinVend Solutions is a vending machine solutions provider. In 2020, Singland partnered with RVS in their charity GiftBack! program and provided complimentary space at West Mall, Marina Square and Singapore Land Tower for placement of their GiftBack! vending machines. The GiftBack! vending machines provided an additional sales channel at no cost to seven disadvantaged beneficiaries like Rainbow Centre, Lion Befrienders, The Art Faculty and Bishan Home for the Intellectually Disabled to sell their handicraft products.



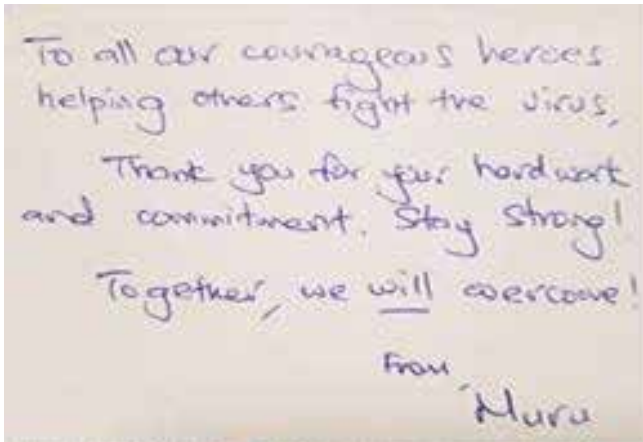


**PROJECT DIGNITY**

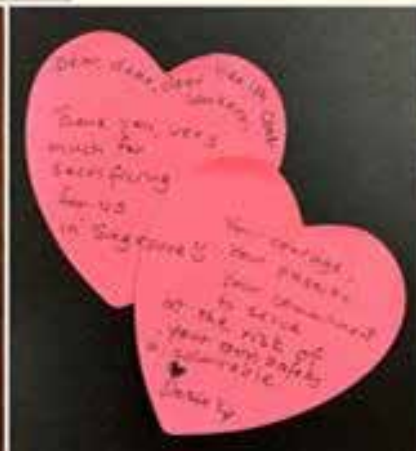
Project Dignity is a social enterprise with a mission to restore dignity to the differently-abled and disadvantaged by providing training to adults with disabilities and special needs and placing them in gainful employment. As part of Singland’s contribution during the COVID-19 pandemic, the company sponsored 3,000 bento boxes from the social enterprise Dignity Kitchen for healthcare personnel at Changi General Hospital (CGH) and Singapore General Hospital (SGH). Singland employees also banded together to pen “Love Notes” comprising words of encouragement to our healthcare personnel, to express the company’s appreciation of our healthcare workers.



Food packers at Project Dignity



Encouraging “Love Notes” from Singland staff





# SUSTAINABILITY PERFORMANCE DATA

MATERIAL ESG FACTORS	MEASUREMENT UNIT	2018	2019	2020
<b>ENVIRONMENTAL</b>				
<b>ELECTRICITY CONSUMPTION</b>				
Corporate Office	MWh	150	151	127
Buildings (Retail)	MWh	23,300	24,984	21,411
Buildings (Commercial)	MWh	44,078	45,177	40,924
Buildings (Total)	MWh	67,378	70,161	62,335
Development Projects	MWh	501	0	0
UIC Technologies	MWh	279	221	193
<b>FUEL CONSUMPTION</b>				
Buildings (Total) (Diesel)	L	-	-	7,508
Development Projects (Diesel)	L	439,136	311,300	396,500
UIC Technologies (Petrol)	L	-	-	5,560
<b>ENERGY CONSUMPTION</b>				
Corporate Office	GJ	539	542	458
Buildings (Retail)	GJ	83,880	89,944	77,082
Buildings (Commercial)	GJ	158,681	162,638	147,595
Buildings (Total)	GJ	242,561	252,582	224,677
Development Projects	GJ	17,665	11,244	14,322
UIC Technologies	GJ	1,004	794	876
<b>ELECTRICITY CONSUMPTION INTENSITY</b>				
Buildings (Retail)	kWh/m <sup>2</sup>	156	168	144
Building (Retail)	m <sup>2</sup>	149,131	149,131	149,131
Buildings (Commercial)	kWh/m <sup>2</sup>	145	149	135
Buildings (Commercial)	m <sup>2</sup>	303,760	303,760	303,760
Buildings (Total)	kWh/m <sup>2</sup>	149	155	138
<b>ENERGY CONSUMPTION INTENSITY</b>				
Buildings (Retail)	GJ/m <sup>2</sup>	0.56	0.60	0.52
Buildings (Commercial)	GJ/m <sup>2</sup>	0.52	0.54	0.49
Buildings (Total)	GJ/m <sup>2</sup>	0.54	0.56	0.50
Development Projects	GJ/value of work completed (\$'000)	0.29	0.52	0.78
Development Projects	Value of work completed (\$'000)	61,981	21,491	18,379
<b>GHG EMISSIONS</b>				
<b>Scope 1 (Direct) Emissions</b>				
Buildings (Retail)	tonnes CO <sub>2e</sub>	-	-	0.225
Buildings (Commercial)	tonnes CO <sub>2e</sub>	-	-	86.9
Buildings (Total)	tonnes CO <sub>2e</sub>	-	-	87.1
Development Projects	tonnes CO <sub>2e</sub>	1,176	833	1,061
UIC Technologies	tonnes CO <sub>2e</sub>	-	-	13.5

MATERIAL ESG FACTORS	MEASUREMENT UNIT	2018	2019	2020
<b>Scope 2 (Indirect) Emissions</b>				
Corporate Office	tonnes CO <sub>2e</sub>	62.8	63.1	51.9
Buildings (Retail)	tonnes CO <sub>2e</sub>	9,767	10,463	8,746
Buildings (Commercial)	tonnes CO <sub>2e</sub>	18,478	18,920	16,718
Buildings (Total)	tonnes CO <sub>2e</sub>	28,245	29,383	25,464
Development Projects	tonnes CO <sub>2e</sub>	210	0	0
UIC Technologies	tonnes CO <sub>2e</sub>	107.9	92.4	78.7
<b>Total GHG Emissions</b>				
Corporate Office	tonnes CO <sub>2e</sub>	62.8	63.1	51.9
Buildings (Retail)	tonnes CO <sub>2e</sub>	9,767	10,463	8,747
Buildings (Commercial)	tonnes CO <sub>2e</sub>	18,478	18,920	16,804
Buildings (Total)	tonnes CO <sub>2e</sub>	28,245	29,383	25,551
Development Projects	tonnes CO <sub>2e</sub>	1,386	833	1,061
UIC Technologies	tonnes CO <sub>2e</sub>	107.9	92.4	92.3
<b>GHG EMISSIONS INTENSITY</b>				
Buildings (Retail)	kg CO <sub>2</sub> /m <sup>2</sup>	65.5	70.2	58.6
Buildings (Commercial)	kg CO <sub>2</sub> /m <sup>2</sup>	60.8	62.3	55.3
Buildings (Total)	kg CO <sub>2</sub> /m <sup>2</sup>	62.4	64.9	56.4
Development Projects	kg CO <sub>2e</sub> by value of work completed (\$'000)	22.4	38.8	0.06
<b>WATER CONSUMPTION</b>				
Buildings (Retail)	megalitres	145	146	91
Buildings (Commercial)	megalitres	355	387	272
Buildings (Total)	megalitres	500	533	364
Development Projects	megalitres	55	17	17
UIC Technologies	megalitres	0.094	0.111	0.064
<b>WATER CONSUMPTION INTENSITY</b>				
Buildings (Retail)	m <sup>3</sup> /m <sup>2</sup>	1.00	0.98	0.63
Buildings (Commercial)	m <sup>3</sup> /m <sup>2</sup>	1.17	1.27	0.88
Buildings (Total)	m <sup>3</sup> /m <sup>2</sup>	1.10	1.18	0.80
Development Projects	m <sup>3</sup> by value of work completed (\$'000)	0.9	0.001	0.001
<b>SOCIAL</b>				
<b>WORKPLACE SAFETY AND HEALTH</b>				
<b>FATALITY RATE</b>				
Property Management - Employees	(No. of fatalities as a result of work-related injury/ No. of hours worked) x 1,000,000	-	-	0
Property Management - Contractors		-	-	0
Development Projects - Contractors		0	0	0
UIC Technologies - Employees		-	-	0
UIC Technologies - Contractors		-	-	0

## SUSTAINABILITY PERFORMANCE DATA

MATERIAL ESG FACTORS	MEASUREMENT UNIT	2018	2019	2020
<b>WORK-RELATED INJURY RATE</b>				
Property Management - Employees	(No. of recordable work-related Injuries / No. of hours worked) x 1,000,000	-	-	4.8
Property Management - Contractors		-	-	0
Development Projects - Contractors		1.5	1.7	1.4
UIC Technologies - Employees		-	-	0
UIC Technologies - Contractors		-	-	0
<b>WORKPLACE INJURY RATE (WIR)</b>				
Property Management - Employees	Number of fatal and non-fatal workplace injuries per 100,000 workers	-	-	895
Property Management - Contractors		-	-	0
UIC Technologies - Employees		-	-	0
UIC Technologies - Contractors		-	-	0
<b>FATALITIES</b>				
Property Management - Employees	Number	1	0	0
Property Management - Contractors	Number	0	0	0
Development Projects - Main-contractors	Number	0	0	0
Development Projects - Sub-contractors	Number	0	0	0
UIC Technologies - Employees	Number	-	0	0
UIC Technologies - Contractors	Number	-	-	0
<b>NO. OF NON-FATAL WORKPLACE INJURIES</b>				
Property Management - Employees	Number	4	0	2
Property Management - Contractors	Number see Note 2	0	0	0
Development Projects - Main-contractors	Number	2	0	1
Development Projects - Sub-contractors	Number	1	1	0
UIC Technologies - Employees	Number	-	0	0
UIC Technologies - Contractors	Number	-	-	0
<b>OCCUPATIONAL DISEASES</b>				
Property Management - Employees	Number	0	0	0
Property Management - Contractors	Number	0	0	0
Development Projects - Main-contractors	Number	0	0	0
Development Projects - Sub-contractors	Number	0	0	0
UIC Technologies - Employees	Number	-	0	0
UIC Technologies - Contractors	Number	-	-	0

MATERIAL ESG FACTORS	MEASUREMENT UNIT	2018	2019	2020
<b>NO. OF LOST DAYS</b>				
Property Management - Employees	Number	6,074	10	6
Property Management - Contractors	Number	0	0	0
Development Projects - Main-contractors	Number	35	0	118
Development Projects - Sub-contractors	Number	15	42	0
UIC Technologies - Employees	Number	-	0	0
UIC Technologies - Contractors	Number	-	-	0
<b>NUMBER OF MAN HOURS WORKED</b>				
Property Management - Employees	Number	-	-	417,296
Property Management - Contractors	Number	-	-	1,208,837
Development Projects - Main-contractors	Number	1,187,131	188,364	167,700
Development Projects - Sub-contractors	Number	869,996	387,540	558,132
UIC Technologies - Employees	Number	-	-	234,389
UIC Technologies - Contractors	Number	-	-	2,191
<b>NUMBER OF WORKERS</b>				
Property Management - Employees	Number	-	-	224
Property Management - Contractors	Number	-	-	429
UIC Technologies - Employees	Number	-	-	124
UIC Technologies - Contractors	Number	-	-	17
<b>PUBLIC, TENANTS AND VISITORS' SAFETY</b>				
Property Management	Number	5	0	5
Development Projects	Number	-	0	0
UIC Technologies	Number	-	0	0
<b>EMPLOYEES</b>				
Full-time employees	Number	356	344	349
Full-time employees - Property	Number	225	216	226
Full-time employees - UICT	Number	131	128	123
Part-time employees	Number	0	1	1
Part-time employees - Property	Number	0	1	1
Part-time employees - UICT	Number	0	0	0
Permanent employees	Number	335	324	312
Permanent employees - Property	Number	219	206	204
Permanent employees - UICT	Number	116	118	108
Temporary employees	Number	21	0	0
Temporary employees - Property	Number	6	0	0
Temporary employees - UICT	Number	15	0	0
Fixed-term contract employees	Number	-	21	38

## SUSTAINABILITY PERFORMANCE DATA

MATERIAL ESG FACTORS	MEASUREMENT UNIT	2018	2019	2020
Fixed-term contract employees - Property	Number	-	11	23
Fixed-term contract employees - UIC	Number	-	10	15
New hires	Number	43	45	29
Female employees	%	49	49	50
Female managers	%	-	56	57
Female HODs	%	-	48	38
Average training hours per employee	Average hours per full-time employee	5.8	16.5	7.5
Annual employee turnover rate	%	20.6	16.5	8.6

### Notes – Environmental Data:

- Building (Retail) refers to Marina Square Mall (excluding Marina Square Hotels) and West Mall.
- Building (Commercial) refers to Clifford Centre, Singapore Land Tower, SGX Centre, The Gateway, Stamford Court, Abacus Plaza, Tampines Plaza and UIC Building (since 2018).
- There was one (1) development project in 2020 and 2019 respectively and seven (7) in 2018. The development project in 2020 and 2019 refers to The Tre Ver, which Singland owns 50% in a joint venture with UOL Group.
- Energy in Corporate Office, Buildings and UIC Technologies refers to purchased electricity, and in 2020, fuel data was added to Buildings and UIC Technologies. For Development Projects, energy refers to both purchased electricity and fuel in all reporting years.
- Our corporate office sits within Clifford Centre (Level 22 and 24) and forms a subset of the building energy and GHG emissions reported. Energy consumption and GHG emissions data for the Corporate Office in 2018 was estimated based on the measured consumption during the period of 20 Jul 2018 - 31 Dec 2018.
- Scope 1 (Direct) GHG emissions include emissions from fuel and refrigerants. Scope 2 (Indirect) GHG emissions refer to purchased electricity.
- GHG emissions calculations are based on the Greenhouse Gas (GHG) Protocol. Scope 1 emissions refer to CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. Greenhouse Gas Protocol Emission Factors from Cross Sector Tools, March 2017 was used to derive CO<sub>2e</sub> emissions. Scope 2 emissions refer to CO<sub>2</sub>; Singapore electricity grid emission factor was used to derive CO<sub>2e</sub> emissions.
- Water used at all our properties is from municipal sources.
- Water data for Corporate Office is unavailable, as water is not separately metered.
- Environmental data for all Buildings includes general water consumption of common toilets and pantries, as well as central air-conditioning systems, except for individual tenant's office equipment electricity usage. Environment data for SGX Centre represents Singapore Land Group's 48.6% ownership share of the property.
- Intensity calculations for all Buildings use Gross Floor Area (GFA) as the denominator. We adopt BCA's definition for Gross Floor Area (GFA). All covered floor areas of a building, except otherwise exempted, uncovered areas for commercial uses, are deemed the gross floor area of the building. Generally, car parks are excluded from GFA computation.
- For development projects, 100% of the environmental data were reported. Intensity calculations use value of work completed as the denominator.

### Notes – Health & Safety Data:

- Workplace safety and health data in 2018 & 2019 covered employees and contractors working in buildings only. From 2020 onwards, all personnel working in the corporate office and buildings are covered and reported under the Property Management category.
- Contractor data for Property Management covers cleaning and security contractors only. In 2020, there was one injury involving a landscape contractor.
- Work-related Injury Rate or formerly reported as Accident Frequency Rate (AFR) for development projects includes main contractors' and subcontractors' hours.
- Number of lost days reported for Property Management for the year 2018 and 2019 exclude employees and contractors working at the Corporate Office.

### Notes – Employee Data:

- Average training hours per employee = Total training hours for the year / Number of employees as at 31 December.
- For employee data in 2018, temporary and fixed-term employees were reported under one category.



# GRI CONTENT INDEX

## GRI CONTENT INDEX

'In accordance' - Core

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
<b>GRI 101: FOUNDATION 2016</b> (GRI 101 does not include any standards)		
<b>GRI 102: GENERAL DISCLOSURES 2016</b>		
<b>Organisational Profile</b>		
GRI 102-1	Name of the organisation	Corporate Profile, pg 3
GRI 102-2	Activities, brands, products, and services	Corporate Profile, pg 3
GRI 102-3	Location of headquarters	Corporate Profile, pg 3
GRI 102-4	Location of operations	Corporate Profile, pg 3
GRI 102-5	Ownership and legal form	Corporate Profile, pg 3
GRI 102-6	Markets served	AR, pg 16-33
GRI 102-7	Scale of the organisation	People, pg 28 AR, pg 32-33, 68-69
GRI 102-8	Information on employees and other workers	People, pg 28, 37-38
GRI 102-9	Supply chain	Stakeholder engagement, pg 12 Economic Performance, pg 15
GRI 102-10	Significant changes to the organisation and its supply chain	Corporate Profile, pg 3
GRI 102-11	Precautionary Principle or approach	Our Sustainability Commitment, pg 5 Environment, pg 16
GRI 102-12	External initiatives	Corporate Profile, pg 3 Our Contribution to the Sustainable Development Goals, pg 8 Environment, pg 16
GRI 102-13	Membership of associations	Stakeholder engagement, pg 13
<b>Strategy</b>		
GRI 102-14	Statement from senior decision-maker	COO's Statement, pg 9
GRI 102-15	Key impacts, risks, and opportunities	Our Sustainability Commitment, pg 5 Materiality, pg 14
<b>Ethics and Integrity</b>		
GRI 102-16	Values, principles, standards, and norms of behaviour	Our Sustainability Commitment, pg 5-6 Our Contribution to the Sustainable Development Goals, pg 8
GRI 102-17	Mechanisms for advice and concerns about ethics	Our Sustainability Commitment, pg 6
<b>Governance</b>		
GRI 102-18	Governance structure	Our Sustainability Commitment, pg 5 AR, pg 6-15, 40-41
GRI 102-19	Delegating authority	Our Sustainability Commitment, pg 5
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	Our Sustainability Commitment, pg 5
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement, pg 12-13

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 102-22	Composition of the highest governance body and its committees	AR, pg 6-15, 40-41
GRI 102-23	Chair of the highest governance body	AR, pg 40-41
GRI 102-24	Nominating and selecting the highest governance body	AR, pg 41-43
GRI 102-25	Conflicts of interest	AR, pg 37, 177
GRI 102-26	Role of highest governance body in setting purpose, values, and strategy	AR, pg 37
GRI 102-27	Collective knowledge of highest governance body	People, pg 29 AR, pg 39
GRI 102-28	Evaluating the highest governance body's performance	AR, pg 42-43
GRI 102-29	Identifying and managing economic, environmental, and social impacts	Our Sustainability Commitment, pg 5
GRI 102-30	Effectiveness of risk management processes	Our Sustainability Commitment, pg 5
GRI 102-31	Review of economic, environmental, and social topics	Our Sustainability Commitment, pg 5
GRI 102-32	Highest governance body's role in sustainability reporting	Our Sustainability Commitment, pg 5
GRI 102-33	Communicating critical concerns	Our Sustainability Commitment, pg 6
GRI 102-35	Remuneration policies	AR, pg 44-46
GRI 102-36	Process for determining remuneration	AR, pg 44-46
<b>Stakeholder Engagement</b>		
GRI 102-40	List of stakeholder groups	Stakeholder Engagement, pg 12-13
GRI 102-41	Collective bargaining agreements	People, pg 31
GRI 102-42	Identifying and selecting stakeholders	Stakeholder Engagement, pg 12-13
GRI 102-43	Approach to stakeholder engagement	Stakeholder Engagement, pg 12-13
GRI 102-44	Key topics and concerns raised	Materiality, pg 14
<b>Reporting Practice</b>		
GRI 102-45	Entities included in the consolidated financial statements	AR, pg 164-167
GRI 102-46	Defining report content and topic Boundaries	Stakeholder Engagement, pg 12-13 Materiality, pg 14
GRI 102-47	List of material topics	Materiality, pg 14
GRI 102-48	Restatement of information	Sustainability Performance Data, Pg 38
GRI 102-49	Changes in reporting	Materiality, pg 4
GRI 102-50	Reporting period	About this Report, pg 4
GRI 102-51	Date of most recent report	Published on May 2020
GRI 102-52	Reporting cycle	About this Report, pg 4
GRI 102-53	Contact point for questions regarding the report	About this Report, pg 4
GRI 102-54	Claims of reporting in accordance with the GRI Standards	About this Report, pg 4
GRI 102-55	GRI content index	GRI Content Index, pg 39-44

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 102-56	External assurance	Independent Limited Assurance Report, pg 49
<b>ECONOMIC TOPICS</b>		
<b>Economic Performance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8 Economic Performance, pg 15
	103-3 Evaluation of the management approach	Economic Performance, pg 15
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	AR, pg 68-73
<b>Anti-Corruption</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8 Our Sustainability Commitment, pg 6
	103-3 Evaluation of the management approach	Our Sustainability Commitment, pg 6
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Our Sustainability Commitment, pg 6
	205-3 Confirmed incidents of corruption and actions taken	Our Sustainability Commitment, pg 6
<b>Anti-Competitive Behaviour</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Our Sustainability Commitment, pg 6
	103-2 The management approach and its components	Our Sustainability Commitment, pg 6
	103-3 Evaluation of the management approach	Our Sustainability Commitment, pg 6
GRI 206: Anti-Competitive Behaviour	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Our Sustainability Commitment, pg 6
<b>ENVIRONMENTAL TOPICS</b>		
<b>Energy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8 Environment, pg 18
	103-3 Evaluation of the management approach	Environment, pg 18

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Environment, pg 18-19 Sustainability Performance Data, pg 34
	302-3 Energy intensity	Sustainability Performance Data, pg 34
GRI Construction and Real Estate Sector Disclosures	CRE1 Building energy intensity	Sustainability Performance Data, pg 34
<b>Water</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8 Environment, pg 20
	103-3 Evaluation of the management approach	Environment, pg 20
Management Approach Disclosures 2018	303-1 Interactions with water as a shared resource	Environment, pg 20
	303-2 Management of water discharge-related impacts	Environment, pg 20
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Environment, pg 20, Sustainability Performance Data, pg 35
GRI Construction and Real Estate Sector Disclosures	CRE2 Building Water intensity	Performance Data, pg 35
<b>Emissions</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8
	103-3 Evaluation of the management approach	Environment, pg 17
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Performance Data, pg 35
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Performance Data, pg 36
	305-4 GHG emission intensity	Sustainability Performance Data, pg 36
<b>Waste</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Environment, pg 21
	103-2 The management approach and its components	Environment, pg 21
	103-3 Evaluation of the management approach	Environment, pg 21
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal methods	Environment, pg 21

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
Management Approach Disclosures 2020	306-1 Waste generation and significant waste-related impacts	Environment, pg 21
	306-2 Management of significant waste-related impacts	Environment, pg 21
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Environment, pg 21
<b>Environmental Compliance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8 Environment, pg 21
	103-3 Evaluation of the management approach	Environment, pg 21
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Environment, pg 21
<b>Supplier Environmental Assessment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Environment, pg 21, 23
	103-2 The management approach and its components	Environment, pg 21, 23
	103-3 Evaluation of the management approach	Environment, pg 21, 23
GRI 308-1 Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	Environment, pg 21, 23
<b>Product Quality</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Product and Service Quality, pg 26-27
	103-2 The management approach and its components	Our Contribution to the Sustainable Development Goals, pg 8 Product and Service Quality, pg 26-27
	103-3 Evaluation of the management approach	Product and Service Quality, pg 26-27
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	Product and Service Quality, pg 27
<b>SOCIAL TOPICS</b>		
<b>Employment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	People, pg 28-30
	103-2 The management approach and its components	People, pg 28-30
	103-3 Evaluation of the management approach	People, pg 28-30



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 401: Employment 2016	401-1 New Employee hires and employee turnover	People, pg 30 Sustainability Performance Data, pg 38
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	People, pg 29
<b>Occupational Health and Safety</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8 Health and Safety, pg 24-25
	103-3 Evaluation of the management approach	Health and Safety, pg 24-25
Management Approach Disclosures 2018	403-1 Occupational health and safety management system	Health and Safety, pg 24-25
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety, pg 24-25
	403-3 Occupational health services	Health and Safety, pg 24-25
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety, pg 25
	403-5 Worker training on occupational health and safety	Health and Safety, pg 24
	403-6 Promotion of worker health	Health and Safety, pg 24-25
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety, pg 24-25
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Health and Safety, pg 24-25 Sustainability Performance Data, pg 35-36
<b>Training and Education</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8 Our Sustainability Commitment, pg 7 People, pg 28-29
	103-3 Evaluation of the management approach	Our Sustainability Commitment, pg 7 People, pg 28-29
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	People, pg 29 Sustainability Performance Data, pg 38
	404-3 Percentage of employees receiving regular performance and career development reviews	People, pg 29

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
<b>Diversity and Equal Opportunities</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Our Sustainability Commitment, pg 5 People, pg 28
	103-2 The management approach and its components	Our Sustainability Commitment, pg 5 People, pg 28
	103-3 Evaluation of the management approach	Our Sustainability Commitment, pg 5 People, pg 28
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our Sustainability Commitment, pg 5 People, pg 28
<b>Non-Discrimination</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	People, pg 28, 31
	103-2 The management approach and its components	People, pg 28, 31
	103-3 Evaluation of the management approach	People, pg 28, 31
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	People, pg 31
<b>Local Communities</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Community, pg 32-33
	103-2 The management approach and its components	Community, pg 32-33
	103-3 Evaluation of the management approach	Community, pg 32-33
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community, pg 32-33
<b>Supplier Social Assessment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Health and Safety, pg 25
	103-2 The management approach and its components	Health and Safety, pg 25
	103-3 Evaluation of the management approach	Health and Safety, pg 25
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Health and Safety, pg 25
<b>Customer Health and Safety</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Health and Safety, pg 24-25
	103-2 The management approach and its components	Health and Safety, pg 24-25
	103-3 Evaluation of the management approach	Health and Safety, pg 24-25

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Health and Safety, pg 25
<b>Marketing and Labelling</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Our Sustainability Commitment, pg 6
	103-2 The management approach and its components	Our Sustainability Commitment, pg 6
	103-3 Evaluation of the management approach	Our Sustainability Commitment, pg 6
GRI 417: Marketing and Labelling 2016	417-3 Incidents of non-compliance concerning marketing communications	Our Sustainability Commitment, pg 6
<b>Customer Privacy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality, pg 14
	103-2 The management approach and its components	Our Sustainability Commitment, pg 7 Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8
	103-3 Evaluation of the management approach	Our Sustainability Commitment, pg 7
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our Sustainability Commitment, pg 7
<b>Socio-Economic Compliance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Materiality, pg 14
	103-2 The management approach and its components	Materiality, pg 14 Our Contribution to the Sustainable Development Goals, pg 8
	103-3 Evaluation of the management approach	Our Sustainability Commitment, pg 6 Health and Safety, pg 25
GRI 419: Socio-economic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Our Sustainability Commitment, pg 6 Health and Safety, pg 25

# SASB INDEX

## REAL ESTATE SUSTAINABILITY ACCOUNTING STANDARD

TOPIC	SASB CODE	ACCOUNTING METRIC	PAGE REFERENCE
Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector	18-19, 34
	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	18-19, 34
	IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	18-19, 34
	IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector	27
	IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Not reported
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	20, 35
	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	20, 35
	IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	20, 35
	IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	20
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	Not reported
	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	Not reported
	IF-RE-410a.3	Discussion of approach to measuring, incentivising, and improving sustainability impacts of tenants	18-19, 20, 21
Climate Change Adaptation	IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Not reported
	IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Not reported

ACTIVITY METRIC	SASB CODE	PROPERTY SUBSECTOR	2020
Number of assets, by property subsector	IF-RE-000.A	Commercial Office	8
		Retail	2
Leasable floor area, by property subsector (m <sup>2</sup> )	IF-RE-000.B	Commercial Office	227,730*
		Retail	91,343*
Percentage of indirectly managed assets, by property subsector	IF-RE-000.C	Commercial Office	0%
		Retail	0%
Average occupancy rate, by property subsector	IF-RE-000.D	Commercial Office	We report the committed occupancy rates of our properties in UIC's Annual Report 2020 pg 17-23.
		Retail	

\* Refers to Approximate Net Floor Area as reported in the Property Summary of United Industrial Corporation's Annual Report 2020

# 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	2020 DISCLOSURES (PAGE NO.)
<b>GOVERNANCE</b>		
TCFD 1(a)	Describe the board's oversight of climate-related risks and opportunities.	5
TCFD 1(b)	Describe management's role in assessing and managing climate-related risks and opportunities.	5
<b>STRATEGY</b>		
TCFD 2(a)	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	5, 16
TCFD 2(b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	5, 16
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.	16
<b>RISK MANAGEMENT</b>		
TCFD 3(a)	Describe the organisation's processes for identifying and assessing climate-related risks.	5, 16
TCFD 3(b)	Describe the organisation's processes for managing climate-related risks.	5, 16
TCFD 3(c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	5, 16
<b>METRICS AND TARGETS</b>		
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.	17, 34-35
TCFD 4(b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	17, 34-35
TCFD 4(c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	17, 34-35



# INDEPENDENT LIMITED ASSURANCE REPORT

TO THE DIRECTORS OF SINGAPORE LAND GROUP LIMITED  
(FORMERLY KNOWN AS UNITED INDUSTRIAL CORPORATION LIMITED)

## CONCLUSION

We were engaged by the Board of Directors of Singapore Land Group Limited (“**Singland**”, or the “**Company**”, and together with its group of companies, the “**Group**”) to provide limited assurance on the accompanying Singland Sustainability Report 2020 for the year ended 31 December 2020 (“**the Report**”) and the selected Global Reporting Initiative Sustainability Reporting Standards disclosures (Selected GRI Disclosures) as identified below.

Based on the evidence we obtained from the procedures performed as described in the *Auditors’ Responsibilities* section of our report, nothing has come to our attention that causes us to believe that:

- (a) the Report has not described the sustainability practices on a comply-or-explain basis with reference to the following components as listed under 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	SELECTED GRI DISCLOSURES			
Energy	GRI 302-1	Energy consumption within the organisation* Buildings (Total – Retail and Commercial): 62,335 MWh UIC: 193 MWh			
	GRI 302-3	Energy intensity* Buildings (Total – Retail and Commercial): 138 kWh/m <sup>2</sup>			
Water	GRI 303-8	Water withdrawal by source Buildings (Total – Retail and Commercial): 364 megalitres UIC: 0.064 megalitres			
	GRI CRE 2	Water Intensity Buildings (Total – Retail and Commercial): 0.80 m <sup>3</sup> /m <sup>2</sup>			
Emissions	GRI 305-2	Energy Indirect (Scope 2) GHG emissions Buildings (Total – Retail and Commercial): 25,464 tonnes CO <sub>2</sub> UIC: 78.7 tonnes CO <sub>2</sub>			
	GRI 305-4	GHG emissions intensity** Buildings (Total – Retail and Commercial): 56.2 kgCO <sub>2</sub> /m <sup>2</sup>			
Training and education	GRI 404-1	Average hours of training per year per employee	<b>Group</b>	<b>Male</b>	<b>Female</b>
			Senior Management	17.1	20.6
			Executive	12.0	6.4
			Non-executive	1.0	0.2
			Overall	9.0	5.9
Workplace Health and Safety	GRI 403-2	Work-related injuries and fatalities	<b>Buildings</b> (Total – Retail and Commercial, excluding contractors)		
			Number of Work-related Fatalities	0	
			Number of Non-fatal Work-related Injuries	2	
			Number of Lost Days	6	
			Rate of recordable work-related injuries	4.8	

\* Where energy consumption and energy intensity only refer to purchased electricity.

\*\* Where GHG emissions intensity only refers to Scope 2 emissions from purchased electricity.

# INDEPENDENT LIMITED ASSURANCE REPORT

## BASIS FOR CONCLUSION

We conducted our limited assurance engagement in accordance with Singapore Standard on Assurance Engagement 3000 *Assurance Engagements other than Audits or Reviews of Historical Financial Information* (SSAE 3000). Our responsibilities are further described in the *Auditors' Responsibilities* section of our report.

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.

## RESPONSIBILITIES OF MANAGEMENT

Management is responsible for:

- preparing and presenting the Report in accordance with the GRI Standards and Rule 711B of the SGX Listing Manual, and the information and assertions contained within it;
- determining Singland's objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues;
- establishing and maintaining appropriate internal control systems that enable the preparation and presentation of the Report and the selected GRI disclosures that are free from material misstatement, whether due to fraud or error;
- preventing and detecting fraud and for identifying and ensuring that the Group complies with laws and regulations applicable to its activities; and
- ensuring that staff involved with the preparation and presentation of the Report are properly trained, information systems are properly updated and that any changes in reporting encompass all significant reporting units.

The directors' responsibilities include overseeing the Group's sustainability reporting process.

## AUDITORS' RESPONSIBILITIES

Our responsibility is to carry out a limited assurance engagement in accordance with SSAE 3000 and to express a conclusion based on the work performed. SSAE 3000 requires that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement. The extent of our work performed depends on our professional judgement and our assessment of the engagement risk.

A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- inquiries of management to gain an understanding of Singland's processes for determining the material issues for Singland's key stakeholder groups;
- interviews with senior management and relevant staff at group level and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- interviews with relevant staff at the corporate and business unit level responsible for providing the information in the Report;
- visits to offices and data centres operating in Singapore selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria;
- inquiries of the design and implementation of the systems and methods used to collect and report on the GRI Disclosures, including the aggregation of the reported information;
- comparison of the GRI Disclosures presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been appropriately included in the GRI Disclosures; and
- reading of the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Group.

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.

Due to the inherent limitations of any internal control structure it is possible that errors or irregularities in the information presented in the Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

#### **RESTRICTION ON USE**

This report has been prepared for the Directors of Singland for the purpose of providing an assurance conclusion on the Report and Selected GRI Disclosures and 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 Directors of Singland, or for any other purpose than that for which it was prepared.

**KPMG LLP**  
**Public Accountants and**  
**Chartered Accountants**

**SINGAPORE**  
14 May 2021





Company Registration No. 196300181E  
Incorporated in Singapore

24 Raffles Place #22-01/06,  
Clifford Centre,  
Singapore 048621

Tel: (65) 6220 1352 | Fax: (65) 6224 0278

[www.uic.com.sg](http://www.uic.com.sg)

---