



SUSTAINABILITY REPORT

2022

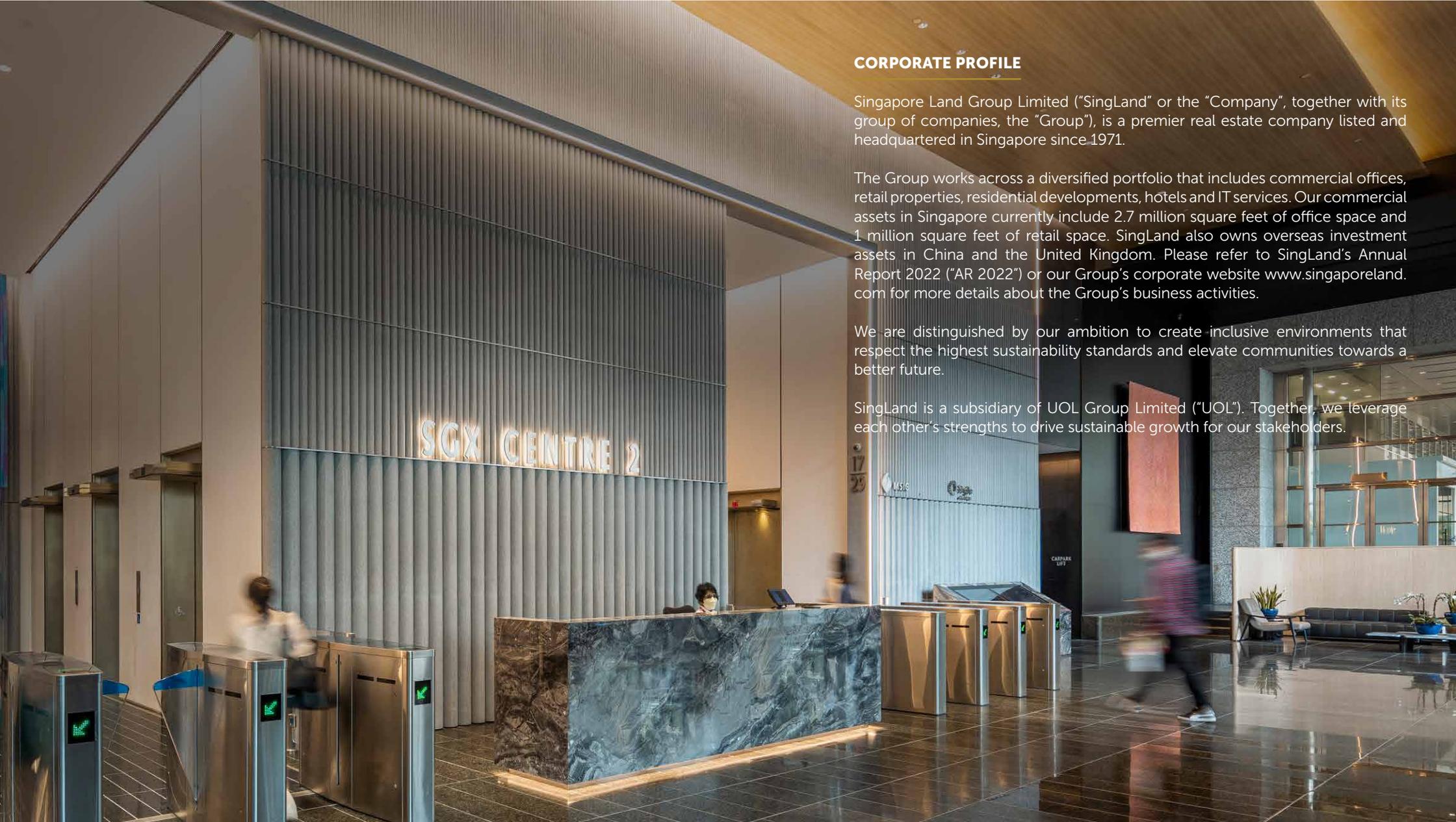
# GLOSSARY

<b>ABC</b>	–	Anti-Bribery and Anti-Corruption	<b>REC</b>	–	Renewable Energy Certificate
<b>AEI</b>	–	Asset Enhancement Initiative	<b>RLMC</b>	–	Risk Management Committee
<b>AHU</b>	–	Air Handling Unit	<b>SASB</b>	–	Sustainability Accounting Standards Board
<b>AR</b>	–	Annual Report	<b>SDGs</b>	–	United Nations Sustainable Development Goals
<b>ARC</b>	–	Audit & Risk Committee	<b>SGX</b>	–	Singapore Exchange
<b>BCA</b>	–	Building and Construction Authority	<b>SGX-ST</b>	–	Singapore Exchange Securities Trading Limited
<b>CONQUAS</b>	–	Construction Quality Assessment System	<b>SISEU</b>	–	Singapore Industrial and Services Employees' Union
<b>CEO</b>	–	Chief Executive Officer	<b>SOP</b>	–	Standard Operating Procedures
<b>CPF</b>	–	Central Provident Fund	<b>SR 2022</b>	–	Sustainability Report 2022
<b>CSR</b>	–	Corporate Social Responsibility	<b>SSC</b>	–	Sustainability Steering Committee
<b>e-waste</b>	–	Electronic waste	<b>SWC</b>	–	Sustainability Working Committee
<b>EMS</b>	–	Environmental Management System	<b>SWG</b>	–	Sustainability Working Group
<b>ERM</b>	–	Enterprise Risk Management	<b>TAFEP</b>	–	Tripartite Alliance for Fair Employment Practices
<b>ESG</b>	–	Environmental, Social and Governance	<b>TCFD</b>	–	Task Force on Climate-Related Financial Disclosures
<b>GHG</b>	–	Greenhouse gas	<b>UIC</b>	–	United Industrial Corporation
<b>GRESB</b>	–	Global Real Estate Sustainability Benchmark	<b>UICT</b>	–	UIC Technologies Pte Ltd
<b>GRI</b>	–	Global Reporting Initiative	<b>URA</b>	–	Urban Redevelopment Authority
<b>HVAC</b>	–	Heating, Ventilation, and Air Conditioning	<b>USE</b>	–	Union of Security Employees
<b>LED</b>	–	Light-emitting diode	<b>UVC</b>	–	Ultra Violet-C
<b>MOM</b>	–	Ministry of Manpower	<b>UVGI</b>	–	Ultra-Violet Germicidal Irradiation
<b>OHS</b>	–	Occupational Health and Safety	<b>PUB</b>	–	Public Utilities Board
<b>PDPA</b>	–	Personal Data Protection Act	<b>WEB</b>	–	Water Efficient Building
<b>PDPC</b>	–	Personal Data Protection Commission	<b>WSH</b>	–	Workplace, Safety and Health
<b>PPVC</b>	–	Prefabricated Prefinished Volumetric Construction			

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# ABOUT THIS REPORT



## CORPORATE PROFILE

Singapore Land Group Limited (“SingLand” or the “Company”, together with its group of companies, the “Group”), is a premier real estate company listed and headquartered in Singapore since 1971.

The Group works across a diversified portfolio that includes commercial offices, retail properties, residential developments, hotels and IT services. Our commercial assets in Singapore currently include 2.7 million square feet of office space and 1 million square feet of retail space. SingLand also owns overseas investment assets in China and the United Kingdom. Please refer to SingLand’s Annual Report 2022 (“AR 2022”) or our Group’s corporate website [www.singaporeland.com](http://www.singaporeland.com) for more details about the Group’s business activities.

We are distinguished by our ambition to create inclusive environments that respect the highest sustainability standards and elevate communities towards a better future.

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

# ABOUT THIS REPORT

## REPORT SCOPE

This is the 6th annual sustainability report published by the Group. Unless otherwise stated, information contained within this report covers the financial year from 1<sup>st</sup> January to 31<sup>st</sup> December 2022 (“FY 2022”).

This report covers the Environmental, Social and Governance (“ESG”) performance of SingLand’s core business operations in Singapore. This includes<sup>1</sup>:

- SingLand’s corporate office.
- The Group’s commercial and retail portfolio comprising Clifford Centre, Marina Square<sup>2</sup>, Singapore Land Tower, Stamford Court, Tampines Plaza 1, Tampines Plaza 2, The Gateway, UIC Building, and West Mall over which we have direct operational control. We also report the Group’s share of SGX Centre.
- UIC Technologies (“UIC”), our information technology subsidiary.

The reported energy, water and waste data for SGX Centre are adjusted to account for our share of ownership of the building. No other adjustments to the reported ESG data are made for other entities under the scope of this report, unless otherwise stated. For UIC building, the reported data corresponds only to the office building and office common areas unless otherwise stated.

This report excludes our other subsidiaries, associates and joint ventures over which we do not have direct operational control. These comprise our overseas investments in China and the United Kingdom, as well as our hospitality business and residential development projects. For more information on our residential development projects, please refer to the sustainability report of our joint venture partner, UOL.

## REPORTING STANDARDS AND FRAMEWORKS

The FY 2022 Sustainability Report (“SR 2022”) has been prepared in accordance with the Global Reporting Initiative (“GRI”) Standards 2021, an established and widely adopted reporting standard. In the absence of a GRI 2021 sector standard for real estate, we have also referred to GRI G4 Construction and Real Estate Sector Disclosures as a guide.

The SR 2022 complies with the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Rules (711A and 711B) – Sustainability Reporting, including climate-related disclosure requirement according to the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations.

We have also continued to take steps in aligning the report disclosures with the Sustainability Accounting Standards Board (“SASB”) Real Estate Sustainability Accounting Standard to help us report on sustainability topics considered financially material for the real estate sector. We have used the GHG Protocol Corporate Accounting and Reporting Standard to prepare our greenhouse gas (“GHG”) emissions inventory. We remain a supporter of the United Nations (“UN”) Sustainable Development Goals (“SDGs”) and have highlighted our contribution to the SDGs within this report.

## RESTATEMENTS

Please refer to page 60 for information about the restatements.

## REPORT REVIEW AND ASSURANCE

In line with Singapore Exchange’s (“SGX”) listing rules, the Group has undertaken an internal review on the key aspects of the SR 2022 to ensure that SingLand’s internal controls over sustainability reporting processes are adequate and effective.

SingLand continues to seek external assurance for our sustainability reporting. As the Board reviews sustainability reporting data with a risk-based approach, the Board has directed SingLand management to seek external assurance for key sustainability reporting metrics and performance against targets to enhance the credibility of the Group’s annual sustainability reports.

Deloitte & Touche LLP has provided independent assurance on specific sustainability data contained within this report. For more details on the specific sustainability data, see the Independent Limited Assurance Report on page 68.

## LINK TO OTHER RELEVANT REPORTS

Our AR 2022, which should be read in conjunction with our SR 2022 to form a complete picture of our ESG performance based on GRI Standards 2021, is available on our website [www.singaporeland.com](http://www.singaporeland.com). Our SR 2022 and past sustainability reports can also be accessed on our website above.

## FEEDBACK

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

1 The subsidiaries reported in SR 2022 are Alpro Pte Ltd, Gateway Land Limited, Marina Centre Holdings Private Limited, Marina Management Services Pte Ltd, S. L. Realty Pte. Ltd., S.L. Development Pte. Limited, S L Prime Properties Pte Ltd, S L Prime Realty Pte Ltd, S.L. Properties Limited, SingLand Management Services Pte. Ltd, SingLand Properties Limited, UIC Asian Computer Services Pte Ltd, UIC Technologies Pte Ltd, UIC Investments (Properties) Pte Ltd and UIC Land Pte Ltd.  
2 Marina Square Shopping Mall only.

# MESSAGE FROM THE TOP

Dear Stakeholders,

This year marks SingLand’s 60th anniversary and six decades of shaping Singapore’s skyline. As we celebrate key milestones in the company’s history, we are embarking on a robust sustainability blueprint to guide our business ethos for future global challenges such as climate change.

In March 2023, the Intergovernmental Panel on Climate Change (“IPCC”) released its 6th report, which highlighted the interconnectedness of the environment and society and how climate change has implications for other issues such as health, equity and poverty. It underscored the urgent need for governments, corporates, and individuals to take more ambitious and immediate action, while expressing hope that by addressing climate change and improving sustainable development, we can deliver a better future for everyone.

## PROGRESSING OUR CLIMATE REPORTING AND DECARBONISATION AGENDA

SingLand made significant strides in our climate-related disclosures for FY2022. This year marks our inaugural climate change scenario analysis to assess the business and financial impact of transition and physical risks to our business. We have included the key findings as part of our TCFD report in line with SGX’s climate reporting requirements. At the same time, we are developing our Scope 3 Greenhouse Gas (“GHG”) inventory with the aim of publishing a comprehensive Scope 1, 2 and 3 inventory for our Singapore real estate portfolio within the next two years.

In alignment with our support for Singapore’s goal to achieve net-zero by 2050<sup>1</sup>, we are working with external consultants to develop medium- and long-term GHG reduction targets. These targets will be accompanied with a decarbonisation roadmap to lay out the practical actions that we need to undertake in the coming years.

## GREENING OUR PORTFOLIO

This year we added a new material topic, Responsible Investment, to acknowledge and guide the impact of our investment decisions on our environmental, social and economic footprint. We aim to embed environmental, social and governance (ESG) considerations into our major capital expenditure decisions, boost our efforts towards meeting our goal to achieve Green Mark certification for all our commercial properties by 2030, and realise our commitment to the Singapore Built Environment Embodied Carbon Pledge<sup>2</sup>.

As a major real estate company in Singapore, greening our buildings remains a top priority for SingLand whether it is through refurbishment, asset enhancement initiatives (“AEI”) or redevelopment. In step with Singapore’s Green Building Masterplan<sup>3</sup> target to green 80% of existing buildings by gross floor area (“GFA”) by 2030, I am pleased to share that over 85% of SingLand’s current portfolio of properties by GFA have achieved Green Mark certification:

- Stamford Court was certified Green Mark Platinum (Super Low Energy) through the revamp of its air conditioning systems and the upgrading of its common area lighting and basement ventilation infrastructure.
- Singapore Land Tower, first completed in 1980, also attained Green Mark Platinum certification in 2022. The office tower is currently undergoing an AEI that includes the replacement of its façade with a low emissivity, double-glazed curtain wall system and the upgrading of lifts and light fittings, all of which will further enhance the building’s sustainability.
- We are also setting our sights to achieve higher sustainability standards with the redevelopment of Clifford Centre, which is now underway.

## STRENGTHENING OUR SOCIAL COMPACT

In addition to addressing our environmental sustainability impact, we launched three initiatives over the last 12 months – SingLand Elevates, SingLand Inspires and SingLand Empowers – to advance our social sustainability goals. This echoes the government’s call

to strengthen our social compact with the launch of the Forward Singapore<sup>4</sup> exercise in June 2022, which aims to explore the values, priorities and policies needed to achieve this. Corporates like ourselves have a pivotal role to play in making Singapore a fairer, more sustainable and more inclusive society:

- SingLand Elevates focusses on corporate philanthropy and volunteering efforts, to champion, serve and care for the marginalised and vulnerable segments of our community. In 2022, we partnered with charities and non-profits such as Community Chest, Willing Hearts, Big Love and HealthServe and social enterprises such as Foreword Coffee.
- SingLand Inspires aims to enhance and enrich our placemaking efforts through design, art and programming to create a more inclusive built environment for all to enjoy.
- SingLand Empowers centres around advancing diversity, equity and inclusion (“DEI”) issues for our employees and our industry at large. These initiatives will serve to reinforce SingLand’s corporate purpose and values.

## BUILDING A NET POSITIVE FUTURE TOGETHER

The next phase in our sustainability blueprint will involve various stakeholders in our value chain. It is only when we adopt a holistic approach to address ESG issues such as climate change, social issues, and a sustainable supply chain, that we can effect meaningful impact through championing a net positive mindset.

On behalf of the Board of Directors and the management team, I would like to thank all our stakeholders for their unwavering support as we continue along this journey. SingLand remains steadfast in our vision to Elevate Communities, Inspire the Future and create a net positive world where our people, planet and consequently, our business can thrive.

**Jonathan Eu**  
Chief Executive Officer  
May 2023

1 Singapore commits to achieve net zero emissions by 2050, 25 October 2022  
2 Accelerating decarbonisation in the built environment

3 Singapore Green Building Masterplan, 26 July 2022  
4 Launch of Forward Singapore, 28 June 2022

# SUSTAINABILITY HIGHLIGHTS



Embarked on  
**SCOPE 3 CARBON ACCOUNTING**  
 to develop carbon reduction goals for Scope 1, 2 and 3



**44%** of senior management were  
**WOMEN**



**500 HOURS** and **>\$180,000**  
**CONTRIBUTED**  
 to the community



**GREEN MARK GOLD**  
 awarded to Marina Square

**GREEN MARK GOLD<sup>PLUS</sup>**  
 awarded to West Mall

**GREEN MARK PLATINUM**  
 awarded to Singapore Land Tower and The Gateway

**GREEN MARK PLATINUM SUPER LOW ENERGY**  
 awarded to Stamford Court



**>3,000 TRAINING HOURS**  
 by the Group's employees

# YEAR IN REVIEW

## GREENHOUSE GAS EMISSIONS COMMERCIAL OFFICE & RETAIL BUILDINGS SCOPE 1\* & 2 (tonnes CO<sub>2</sub>e)



## ELECTRICITY CONSUMPTION COMMERCIAL OFFICE & RETAIL BUILDINGS (MWh)



## WATER CONSUMPTION COMMERCIAL OFFICE & RETAIL BUILDINGS (megalitres)



## GREENHOUSE GAS INTENSITY COMMERCIAL OFFICE & RETAIL BUILDINGS SCOPE 1\* & 2 (kgCO<sub>2</sub>e/m<sup>2</sup>)



## ELECTRICITY CONSUMPTION INTENSITY COMMERCIAL OFFICE & RETAIL BUILDINGS (kWh/m<sup>2</sup>)



## WATER CONSUMPTION INTENSITY COMMERCIAL OFFICE & RETAIL BUILDINGS (m<sup>3</sup>/m<sup>2</sup>)



\* The scope of assurance excludes any information relating to Scope 1 emissions.

# YEAR IN REVIEW

## GREEN MARK CERTIFICATIONS REPORTED GFA



## EMPLOYEES' GENDER RATIO (Male:Female)



## WORKPLACE SAFETY RECORDABLE WORK-RELATED INJURIES (Rate)



## RECYCLED WASTE PAPER, GLASS, METAL, E-WASTE, FOOD WASTE (tonnes)



## TRAINING HOURS PER EMPLOYEE (average)



## RE-EMPLOYMENT OF RETIRING EMPLOYEES (number)



\* including Singapore Land Tower Asset Enhancement Initiative contractors

# OUR SUSTAINABILITY GOVERNANCE

## BOARD STATEMENT ON SUSTAINABILITY

The SingLand Board is committed to building on the Group’s legacy as a leading real estate developer to continue elevating communities and inspiring future generations.

Together with the Sustainability Steering Committee (“SSC”), the Board oversees the management and monitoring of SingLand’s sustainability-related issues. The Board conducts regular reviews of SingLand’s ESG performance indicators and considers ESG issues as part of SingLand’s strategic business plans. The Board also reviews and approves the Group’s annual sustainability reports.

In 2023, a Sustainability Working Group comprising selected Board members, the SSC and selected management representatives was formed to conduct further discussions on selected sustainability matters. The working group, supported by an external third party, led the review of the Group’s material ESG factors and obtained the Board’s approval for SingLand’s refreshed set of material topics presented in this report.

The Board will continue to work together with management and all stakeholders to build a sustainable business that drives positive impacts in our environment and society.



SingLand’s Board has overall responsibility for the Group’s sustainability issues, including climate-related risks and opportunities. All our directors have attended training on sustainability matters in 2022, as prescribed by SGX. The Board works with SingLand’s management to:

- 1) Establish the Group’s ESG strategy and ensure integration into decision-making
- 2) Identify the Group’s material ESG issues pertaining to SingLand’s impacts on the environment, economy and people
- 3) Ensure that relevant ESG goals and targets are set
- 4) Monitor the Group’s ESG progress and performance

The Board carefully considers sustainability issues as they are critical in directing SingLand’s overall business policies and strategies. These include the management of climate risks and opportunities, environmental and social impacts as well as governance processes affecting enterprise risk management.

There were three sustainability update meetings convened with the Audit & Risk Committee (“ARC”) and/or Board from Q2 to Q4 2022. Topics discussed included:

- The Group’s sustainability performance
- Sustainability governance structure and revised Sustainability Steering Committee (“SSC”) composition
- SingLand’s sustainability framework
- Plans to undertake a climate scenario analysis in preparation for TCFD reporting requirements, as well as planning for a long-term sustainability roadmap involving building the Group’s carbon inventory and a decarbonisation blueprint
- Updated reporting requirements in line with the new GRI 2021 standards, as well as TCFD and SASB reporting requirements
- Refreshed material topics for 2022
- Progress status on SingLand’s sustainability initiatives

In 2023, the ARC will oversee the Group’s ESG risk management and performance at the Board level. This will include monitoring and overseeing measures to mitigate the Group’s key ESG risks and manage ESG impacts associated with our material topics. The ARC will also oversee the identification and management of the Group’s ESG metrics and performance against targets. To ensure that the ARC is kept up-to-date on relevant sustainability matters, the SSC will provide quarterly updates

to the committee. The SSC is chaired by SingLand’s CEO and comprises representatives of SingLand’s senior management from corporate and business functions. With effect 2023, the SSC will meet once every quarter.

Where necessary, the chair of the ARC will convene the Sustainability Working Group (“SWG”) to facilitate more robust discussions on ESG matters. The SWG will comprise the SSC as well as selected representatives from SingLand’s Board and management as necessary, based on the topic at hand.

The SSC is supported by the Sustainability Working Committee (“SWC”) comprising representatives from various business units and functions who contribute and validate ESG performance data for reporting. The SWC also provide ground-up feedback from stakeholders such as tenants and the public to help management define, refine and prioritise sustainability topics and initiatives. Our sustainability governance is also integrated within our larger corporate governance framework. Please refer to our AR 2022 Corporate Governance report for more details on our corporate governance.

# STAKEHOLDER ENGAGEMENT

SingLand seeks to engage with stakeholders at all levels of our business and across our value chain. Besides our employees, our stakeholders include our joint venture and business partners, suppliers (such as architects, building contractors, consultants, security and cleaning service providers), office and retail tenants, homebuyers, shoppers, regulators, investors and the local community we operate in. We aim to listen and learn from our stakeholders’ perspective and experiences, share progress and best practices, as well as obtain feedback and insights to refine our ESG management actions and disclosures.

A summary of SingLand’s continuing stakeholder engagement and responses is presented below.

Stakeholders	Purpose Of Engagement	SingLand’s Engagement And Response
<b>Customers</b> (tenants, home buyers and shoppers)  <i>Our customers are our most important stakeholder group and we are committed to delivering the highest-quality products and services and fostering lasting business relationships.</i>	<b>Tenants</b> <ul style="list-style-type: none"> <li>Expectation for environmentally friendly buildings, operations and green certifications</li> <li>Sustainability initiatives</li> <li>Management of tenant energy and carbon footprint</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing programme to achieve 100% Green Mark certifications, including regular asset enhancements and upgrading for commercial office and retail portfolio under management</li> <li>Signatory to Singapore Built Environment Embodied Carbon Pledge and a commitment to reduce embodied carbon for Clifford Centre’s redevelopment</li> <li>Installed food waste digester in Marina Square to provide on-site food waste treatment. With this, both our retail malls now have food waste treatment systems</li> <li>Contracted with green energy supplier at selected buildings to supply tenants with energy from renewable sources</li> <li>Progressive roll-out of Green Fit-out Guide to tenants</li> </ul>
	<ul style="list-style-type: none"> <li>Concerns over retrofitting and asset enhancement works</li> </ul>	<ul style="list-style-type: none"> <li>Regular engagement with tenants by Building Management Service personnel and leasing teams during renovation works</li> </ul>
	<ul style="list-style-type: none"> <li>Uphold high service standards to ensure customer satisfaction amidst evolving customer expectations</li> </ul>	<ul style="list-style-type: none"> <li>Regular engagement by Leasing team and Building Management Service representatives to foster trusted business relationships and address all landlord-related concerns</li> <li>Networking sessions, email circulars and phone communications as necessary</li> </ul>
	<ul style="list-style-type: none"> <li>Provide updates on strategic development plans of the Group</li> </ul>	<ul style="list-style-type: none"> <li>Town halls (where required)</li> <li>Annual report and sustainability report</li> </ul>
	<b>Homebuyers</b> <ul style="list-style-type: none"> <li>Quality and workmanship</li> <li>Sustainable living spaces</li> <li>Integration of innovative features</li> <li>Timely updates on construction progress</li> <li>Prompt defects rectification</li> <li>Ethical marketing practices</li> </ul>	<ul style="list-style-type: none"> <li>Functional layouts with modern design features</li> <li>Active and purposeful use of greenery in landscapes and common areas</li> <li>Utilisation of environmentally friendly building materials</li> <li>Adoption of innovative construction methods such as pre-fabricated, pre-finished, volumetric construction (PPVC)</li> <li>Integration of smart home features</li> <li>Dedicated customer service teams and email enquiry and feedback channel</li> </ul>

# STAKEHOLDER ENGAGEMENT

Stakeholders	Purpose Of Engagement	SingLand's Engagement And Response
<b>Customers</b> (Cont'd)	<b>Shoppers</b> <ul style="list-style-type: none"> <li>Family-friendly facilities</li> <li>Accessibility for persons with disabilities</li> <li>Shopper loyalty and engagement</li> <li>Attractiveness of mall offerings</li> <li>Facilities safety and cleanliness</li> <li>Raise awareness of sustainability related issues</li> </ul>	<ul style="list-style-type: none"> <li>Provision of nursing/ family rooms</li> <li>Periodic refurbishment of mall amenities</li> <li>Shopper app and loyalty programmes tied to customer rewards</li> <li>Customer service counters manned full-time during mall operating hours</li> <li>Physical and email feedback channels for customers to highlight areas for improvement</li> <li>Regular atrium events, fairs and exhibitions in collaboration with tenants as well as external organisations</li> </ul>
<b>Employees</b> (office-based and building management staff)  <i>Human capital is our most valuable intangible asset and fundamental to continued business growth</i>	<ul style="list-style-type: none"> <li>Provide updates on strategic growth and development plans of the Group</li> <li>Ensure ethical business policies and fair employment practices for a work place free from discrimination</li> <li>Safe and healthy workplaces</li> </ul>	<ul style="list-style-type: none"> <li>Town halls fronted by CEO and Key Management Personnel</li> <li>Monthly management meetings</li> </ul>
	<ul style="list-style-type: none"> <li>Personal growth and career development</li> </ul>	<ul style="list-style-type: none"> <li>Responsible business policies and practices available on SingLand's intranet portal, CAMPUS</li> <li>Whistle-blowing policy and channel communicated to all staff during onboarding and available on the Singapore Land Group corporate website</li> <li>Department meetings with CEO for departments to provide key operational updates</li> <li>Regular speaking engagements by Key Management Personnel at Urban Land Institute's Women's Leadership Initiative Singapore Champions of Change events to show support for gender equality and inclusion in the workplace</li> </ul>
	<ul style="list-style-type: none"> <li>Remuneration and benefits</li> <li>Job security</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for company-sponsored trainings and workshops</li> <li>Culture of 'Always Be Learning' along with increased project-based collaboration across departments</li> <li>SingLand Empowers - Women Inspired to Thrive</li> <li>Annual performance reviews</li> </ul>
	<ul style="list-style-type: none"> <li>Employee safety and well-being</li> <li>Mental health</li> <li>Work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>Employee Assistance Programme, an external independent counselling service</li> <li>Twice-yearly department team-bonding lunches</li> <li>Virtual health &amp; wellness talks as well as workout sessions</li> <li>In-person and virtual company events such as art &amp; craft and terrarium workshops and community engagement activities</li> </ul>
	<ul style="list-style-type: none"> <li>Innovative and more efficient business processes</li> <li>Enhance product and service quality standards for customers</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing digital transformation of existing processes and procedures with training provided on roll-out</li> <li>Monthly meetings between building management, leasing, and other relevant departments to review and monitor building operation, maintenance, safety and other tenant issues of SingLand's commercial office and retail portfolio</li> </ul>

# STAKEHOLDER ENGAGEMENT

Stakeholders	Purpose Of Engagement	SingLand’s Engagement And Response
<p><b>Contract staff</b> (cleaners and security guards working at SingLand buildings)</p> <p><i>As our extended human capital serving our customers within our premises, our contract staff are important stakeholders in our daily operations.</i></p>	<ul style="list-style-type: none"> <li>• Safety and health</li> <li>• Enhance product and service quality standards for customers</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly meetings between building management office and contract staff representatives to discuss building operational issues</li> <li>• Direct feedback channel to building management office in case of grievances</li> <li>• Regular safety updates</li> </ul>
<p><b>Contractors and Suppliers</b> (e.g. architects, building contractors, material and equipment suppliers)</p> <p><i>Collaboration and open channels of communication with business partners to ensure win-win outcomes for all.</i></p>	<ul style="list-style-type: none"> <li>• Fair dealing</li> <li>• Legal compliance and timely payments</li> <li>• Quality of delivered products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Robust tender process with transparent tender evaluation criteria</li> <li>• Regular check-ins and meetings with contractors</li> <li>• Appropriate technical specifications and guidance incorporated within tender scope or procurement equipment and material specifications</li> <li>• Progressive roll-out of green procurement policy</li> </ul>
<p><b>Regulators</b></p> <p><i>We partner closely with key government agencies to ensure our business dealings and practices are in accordance with our nation’s and society’s best interests</i></p>	<ul style="list-style-type: none"> <li>• Contribution towards advancing the nation’s climate change and ESG agenda</li> <li>• Compliance with relevant regulations and standards, such as environmental, health and workplace safety standards, building safety standards, including reporting standards</li> <li>• Business and construction productivity, quality and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly/daily site visits</li> <li>• Reporting and investigation of workplace incidents to address lessons learnt</li> <li>• Publication of annual report and sustainability report</li> <li>• Tracking and reporting of GHG emissions with clear targets to reduce emissions, electricity and water consumption</li> <li>• Engagement and discussions with public agencies and statutory bodies as required</li> <li>• Regular review of new or revised regulatory requirements as part of the Group’s risk management policies – Changes to internal risk ratings updated to the Risk Management Committee quarterly, and to the ARC half-yearly</li> <li>• Briefings and site inspections</li> <li>• Adoption of new technologies such as use of Prefabricated Prefinished Volumetric Construction (“PPVC”) method of construction</li> </ul>

# STAKEHOLDER ENGAGEMENT

Stakeholders	Purpose Of Engagement	SingLand’s Engagement And Response
<b>Investors</b>  <i>We are committed to maintaining strong relationships with our investors</i>	<ul style="list-style-type: none"> <li>Strategic growth and development plans of the Group</li> <li>Return on investments</li> <li>Risk management</li> <li>Good corporate governance and transparency</li> <li>Focus on ESG issues</li> </ul>	<ul style="list-style-type: none"> <li>Annual General Meeting, annual reports and sustainability reports</li> <li>Half-yearly release of financial results and publication of additional material updates on SGX website</li> <li>Revamped corporate website to highlight the Group’s Vision, Mission and Values, together with improved contact channels for public feedback</li> <li>Media releases</li> <li>LinkedIn channel</li> <li>Risk management policies and strong financial controls</li> </ul>
<b>Community</b>  <i>We aspire to create and contribute to inclusive urban spaces that elevate communities and inspire the future</i>	<ul style="list-style-type: none"> <li>Social responsibility and support for community causes</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Social Responsibility (“CSR”) outreach and support for social enterprises and charities through employee volunteerism, monetary contributions, and other in-kind sponsorships</li> <li>Collaboration with government community agencies to understand areas for Group involvement and contribution</li> <li>Active member of Marina Central pilot Business Improvement District (“BID”), as well as Raffles Place Alliance as part of Raffles Place BID to contribute to community and placemaking efforts</li> <li>Sponsorship of Archifest 2022 in support of creating a vibrant design culture in Singapore</li> </ul>
	<ul style="list-style-type: none"> <li>Public safety</li> </ul>	<ul style="list-style-type: none"> <li>Feedback channels via email and LinkedIn</li> <li>Compliance with all environmental, health and workplace safety standards</li> </ul>

## MEMBERSHIPS AND ASSOCIATIONS

Our CEO participates in several associations in a significant capacity<sup>1</sup>, namely as a member of the Council for Board Diversity established by the Ministry of Social and Family Development, as a management committee member of the Real Estate Developers’ Association of Singapore (“REDAS”), as well as a full member of the Urban Land Institute.



With the relaxation of COVID measures, we resumed our in-person Annual General Meeting in April 2023

1 We have identified membership associations in which we play significant role according to GRI 2-28 (GRI 2021) guidance.

# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

## SUSTAINABILITY FRAMEWORK

SingLand’s Sustainability Framework is structured to cover our key areas of operation – *Corporate, Development, and Assets & Investments* – across each ESG component. Together with our shortlisted material topics, this allows us to rationalise our approach across a diverse range of business activities.

Theme	Corporate - Our headquarters and staff	Development - Projects that we design and deliver	Assets & Investments - Properties we own and/ or manage
 <b>Environment</b>	<ul style="list-style-type: none"> <li>• Energy Use</li> <li>• Water Use</li> <li>• Waste Management</li> <li>• Responsible Procurement</li> <li>• Carbon Footprint - Scope 1,2 and 3 Emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Embodied Carbon</li> <li>• Operational Energy Consumption</li> <li>• Carbon Emissions</li> <li>• Water Use</li> <li>• Waste Management</li> <li>• Sustainability Certification</li> <li>• Responsible Procurement</li> <li>• Biodiversity Impact</li> </ul>	<ul style="list-style-type: none"> <li>• Energy Consumption</li> <li>• Carbon Emissions</li> <li>• Water Use</li> <li>• Waste Management</li> <li>• Portfolio Improvement Targets</li> <li>• Biodiversity Impact</li> </ul>
 <b>Social</b>	<ul style="list-style-type: none"> <li>• Employee Health and Safety</li> <li>• Employee Learning and Development</li> <li>• Corporate Philanthropy and Volunteering Initiatives</li> <li>• Diversity, Equity &amp; Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Worker Health and Safety</li> <li>• Worker Welfare and Well-being</li> <li>• Community Outreach, Education and Support</li> <li>• Social Value in Design, Construction and Operation</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant Engagement Programmes</li> <li>• Tenant Satisfaction Survey</li> <li>• Health and Well-being of Tenants</li> <li>• Community Engagement</li> <li>• Social Risk Assessments</li> </ul>
 <b>Governance</b>	<ul style="list-style-type: none"> <li>• Shareholders’ Rights</li> <li>• Risk Management</li> <li>• Policies &amp; Processes</li> <li>• Disclosure &amp; Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Safety Policies</li> <li>• Due Diligence and ESG Policies</li> <li>• Procurement and Construction Policies</li> </ul>	<ul style="list-style-type: none"> <li>• ESG-specific Requirements in Lease Contracts</li> <li>• Building Certifications</li> </ul>

# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

SingLand is committed to advancing meaningful change and finding sustainable solutions to pressing ESG challenges relevant to our business. We achieve our sustainability commitments through managing the impacts associated with our material topics, as well as through contributing our part to the SDGs. Our approach to sustainability is guided by a consideration of our material topics, which reflect our most pertinent ESG issues, and the Group’s alignment to the SDGs.

## MATERIAL TOPICS

SingLand identifies our most important sustainability topics through periodic materiality assessments guided by engagement with stakeholders. This year, in line with GRI standards 2021, we have updated our materiality assessment process to identify the topics that reflect the most

significant impact of our business activities and relationships on the economy, environment and people, including human rights impact. As part of the process, we have used peer benchmarking, SASB’s Real Estate Accounting Standards, as well as a review of existing and emerging ESG trends affecting the real estate sector in Singapore as a reference to inform our potential impacts.

We have continued to conduct internal stakeholder engagements with our employees and heads of departments as part of the materiality assessment process. For FY 2022, we also reached out to selected external stakeholders such as tenants, suppliers and external subject matter experts to validate our identified materiality impacts. The steps of our updated materiality assessment process are:



# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

While the previous material topic of Economic Performance has not been shortlisted for FY 2022 due to a focus on materiality based on SingLand’s impacts on the economy, environment and people, we recognise that SingLand’s financial performance remains critical to our employees and shareholders. Please refer to our AR 2022 for SingLand’s financial performance and our management measures to ensure the business’s financial sustainability.

The table below details SingLand’s material topics for FY 2022.

Sustainability Area: Theme	Material Topic	Positive and/or Negative Key Impacts Summary		Management Approach
 <b>Environment</b>	Energy and GHG emissions <sup>*1</sup>	GHG emissions resulting from electricity, fuel and refrigerant use in SingLand and UICT office, buildings and building renewal and construction.		Adoption of energy efficient measures in buildings and development projects to minimise and mitigate.
	Waste <sup>*2</sup>	GHG emissions and release of pollutants from waste disposal activities, and reduction of the same resulting from recycling and waste reduction measures.		Implementation of waste reduction, recycling and reuse initiatives.
	Water	GHG emissions, environmental and social externalities as a result of water use in SingLand and UICT office, buildings and building renewal and construction.		Adoption of water efficiency measures in buildings and construction practices.
	Product design & lifecycle management <sup>*3</sup>	Environmental impact of office and retail tenant energy use, water use and waste generation.		Contracting with electricity retailers that provide energy from renewable sources.
 <b>Social</b>  People	Product and service quality <sup>*</sup>	Job creation, contribution to economic growth, provision of healthy, safe and clean work and retail spaces and community access to amenities associated with SingLand’s office and retail spaces.	 	Upholding highest standards of building maintenance and cleanliness according to industry best practice and regulations.
	Diversity, inclusion and employee well-being <sup>*4</sup>	Improved employee well-being and freedom from discrimination.		Building a caring and inclusive culture, whilst providing opportunities for individual development.
	Health & safety	Reduced risk of injuries and fatalities to our employees, contractors, tenants and shoppers.	 	Ensuring compliance with health and safety regulations and procedures.

Legend:

\* new or revised material topics compared to SR 2021

 SingLand or UICT’s direct impact       SingLand or UICT’s indirect impact from value chain business relationships

1. *Energy and GHG emissions* have been combined into a single material topic this year instead of separate topics per SR 2021, as management of energy use is key for managing GHG emissions in the real estate industry.
2. *Waste* is a new material topic to capture the impacts of waste generated in SingLand’s commercial office and retail portfolio and building construction works.
3. *Product design and lifecycle management* is a new material topic related to management of the environmental impacts of SingLand’s tenant activities. This is also a SASB material topic for the real estate industry.
4. *Diversity, inclusion and employee well-being* is a new material topic addressing SingLand’s human resource policies and practices on providing just, unbiased and discrimination-free conditions at work. Training and development material topic from SR 2021 is subsumed into this larger topic on SingLand’s and UICT’s impacts on our employees.

# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

Sustainability Area: Theme	Material Topic	Positive and/or Negative Key Impacts Summary	Management Approach
 <p><b>Governance</b></p> <p>Responsible and ethical business</p>	Anti-corruption and ethical business practice <sup>*5</sup>	Facilitates healthy financial growth, maintains product and service quality and reduces risk of non-compliance with laws and regulations.	 Maintaining zero tolerance for fraud and unethical behaviour, whilst ensuring compliance with applicable socio-economic and environmental laws.
	Cybersecurity and data privacy <sup>*6</sup>	Reduces risk of business and personal data loss and accompanying potential financial losses and stress.	 Compliance with Personal Data Protection Act (“PDPA”) rules and regulations.
	Sustainable supply chain <sup>*7</sup>	Affects level of embodied carbon and other environmental impacts during raw material extraction and production of materials and equipment. Influences social impacts as a result of provision of services for the Group.	 Engaging and partnering suppliers to reduce our value chain’s environmental and social impacts.
	Responsible investment <sup>*8</sup>	Reduction in embodied carbon, energy use, water use and waste associated with SingLand’s portfolio.	 Including ESG considerations within our major capital expenditure decision-making process.

Legend:

\* new or revised material topics compared to SR 2021

-  SingLand or UIC T’s direct impact
-  SingLand or UIC T’s indirect impact from value chain business relationships

5. SR 2021 material topics *Anti-corruption* and *Regulatory Compliance* have been combined into the *Anti-corruption and Ethical Business Practice* material topic due to similarities and overlaps in their management approach.

6. SR 2021 *Data Privacy* material topic has been renamed *Cybersecurity and Data Privacy*, to highlight our commitment to protect our business and stakeholders from all forms of cyber threats.

7. *Sustainable Supply Chain* is a new material topic in acknowledgement of our indirect environmental and social impacts (e.g. sand extraction for building materials or potential conflict minerals risk for IT equipment) through our value chain for projects under SingLand’s direct operational control.

8. *Responsible Investment* is a new material topic dealing with the impacts of our investment decisions for major renovations of existing buildings and new building acquisition, on minimising the overall negative environmental impacts of our building portfolio.

# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

## OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

At SingLand, we recognise that every individual has a role to play to contribute to sustainable development. Since 2019, we have reported on our support for the UN SDGs<sup>1</sup>. This year, we have also reviewed our alignment to the SDGs with our revised material topics, and identified the specific SDG targets towards which we can make the greatest contribution. The table below provides an overview of how our actions are supporting the selected SDGs.

Material ESG Factors	SDGs <sup>2</sup>	Our Targets	Example FY 2022 Initiatives
<b>ENVIRONMENT</b> Energy and GHG emissions Water Waste Product design & lifecycle management	    SDG target(s): 6.4, 7.2, 7.3, 11.6, 12.5	Reducing the energy, water and GHG intensities of our office and retail buildings  To report breakdown of recycled waste by type for SR 2023	<ul style="list-style-type: none"> <li>Progressive upgrading of buildings to meet more rigorous Green Mark requirements</li> <li>Reduced air-conditioning running hours of vacant office floors</li> <li>Progressively replaced fluorescent lighting to LED in common areas and car parks</li> <li>Placement of recycling bins in 8 of 10 buildings to encourage recycling of paper, plastics, glass and metals</li> <li>Completed an assessment of possible climate physical risks affecting our buildings, including developing recommendations for mitigation and adaptation</li> </ul>
<b>PEOPLE</b> Product and service quality Diversity, inclusion and employee well-being Health & safety	    SDG target(s): 3.4, 5.5, 8.8, 10.2	Maintain zero workplace incidents resulting in fatalities or permanent disabilities  Maintain no discrimination incident  Achieve average training hours of 10 hours per employee	<ul style="list-style-type: none"> <li>Strive to maintain or increase current female representation on the Board at 20%</li> <li>Regular employee health &amp; wellness webinars, for example anger &amp; conflict management and workplace ergonomics</li> <li>Employee trainings such as time management, public speaking courses and personal branding workshops</li> <li>Installation of indoor air quality sensors in SingLand corporate office</li> <li>CSR outreach activities for disadvantaged children from Big Love Child Protection Specialist Centre and donations to charities serving migrant workers and the community in need.</li> </ul>
<b>RESPONSIBLE AND ETHICAL BUSINESS</b> Anti-corruption and ethical business practice Cybersecurity and data privacy Responsible investment Sustainable supply chain	    SDG target(s): 9.4, 13.1, 16.5, 17.7	Achieve Green Mark certifications for all existing buildings by 2030  Zero incidences of non-compliance to fraud, corruption and unethical actions	<ul style="list-style-type: none"> <li>Stamford Court achieved Green Mark Platinum Super Low Energy</li> <li>Singapore Land Tower and The Gateway achieved Green Mark Platinum</li> <li>West Mall achieved Green Mark Gold<sup>Plus</sup></li> <li>Marina Square achieved Green Mark Gold</li> <li>Clifford Centre to be redeveloped into state-of-the-art building featuring sustainable designs, progressive office typology, inclusive placemaking</li> <li>No corruption or compliance incidents in FY 2022</li> </ul>

1 Ratified by the United Nations General Assembly in September 2015, the UN SDGs continue to provide a roadmap for achieving peace and prosperity for societies while protecting the planet. The 17 goals aim to end global poverty, improve health and education, reduce inequality, and spur economic growth while tackling climate change and preserving our oceans and forests.  
 2 Please refer to UN SDG website at <https://sdgs.un.org/goals> for more information of the SDG targets under each SDG.

# ENVIRONMENT

SingLand endeavours to minimise our environmental footprint by transforming our buildings into sustainable work and retail spaces. We have identified four overarching strategies to green our buildings in line with our environmental material topics.

In addition to our efforts to reduce our buildings' adverse impacts on climate change, we also take active measures to climate-proof them. Further information about our efforts to evaluate and mitigate the impact of climate change risks on our building operations can be found in the section Managing Our Climate Risks.

 <p><b>ENERGY AND GHG EMISSIONS:</b></p> <p>Embracing energy efficiency and renewable energy</p>	 <p><b>WATER:</b></p> <p>Promoting water conservation and efficient water use</p>	 <p><b>WASTE:</b></p> <p>Encouraging adoption of reduce, recycle and reuse principles</p>	 <p><b>PRODUCT DESIGN &amp; LIFECYCLE MANAGEMENT:</b></p> <p>Contracting with electricity retailers that provide energy from renewable sources</p>
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# ENVIRONMENT

## ENERGY AND GHG EMISSIONS

SingLand prioritises our portfolio’s energy efficiency as a key strategy to limit our carbon emissions and contribute to Singapore’s net zero goals. Due to the nature of our operations, electricity comprises the largest component of energy consumption in our commercial office and retail buildings. Specifically, electricity accounted for 99.8% of our portfolio’s total energy consumption in 2022.

A small percentage <1% of energy usage within SingLand is attributed to diesel use for building back-up generators and petrol use for UICT-owned vehicles.

Aligned with the global movement towards climate change awareness and ecological sustainability, we are committed to providing our buildings’ tenants with greener spaces each year. SingLand has proactively stayed ahead of the curve by intensifying building upgrades to ensure all our Singapore properties attain Building and Construction Authority’s (“BCA”) Green Mark-certification, whilst also improving our buildings’ energy efficiency.

While our commercial office and retail portfolio witnessed a dip in energy use from 2020 to 2021 due to the Covid-19 pandemic, total energy use in the SingLand buildings portfolio has increased marginally in 2022 by 0.06% (117 GJ) as office and shopper activities gradually returned to pre-pandemic levels. Nevertheless, in 2022, we have reduced our commercial office and retail portfolio’s electricity consumption from 2015 levels by 19%, contributed in part by our efforts to green our buildings and implement energy conservation measures. Our goal is to mitigate the increase in energy consumption through the implementation of energy reduction and efficiency initiatives. This will enable us to lower our portfolio’s baseline energy consumption even as we return to a business-as-usual scenario.

We remain on-track to meet our electricity intensity target to reduce our commercial buildings’ electricity intensity by 8% by 2025, using 2015 as the base year.

### OUR THREE-PRONGED ENERGY REDUCTION STRATEGY INCLUDES:



#### DESIGN

Adopting passive and low-energy design.



#### UPGRADE

Cyclical replacement of lights, chillers and air-conditioners to more energy-efficient models.

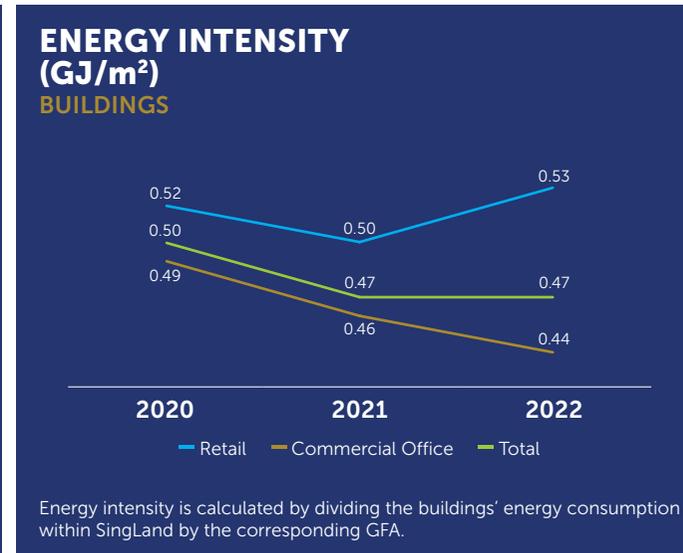
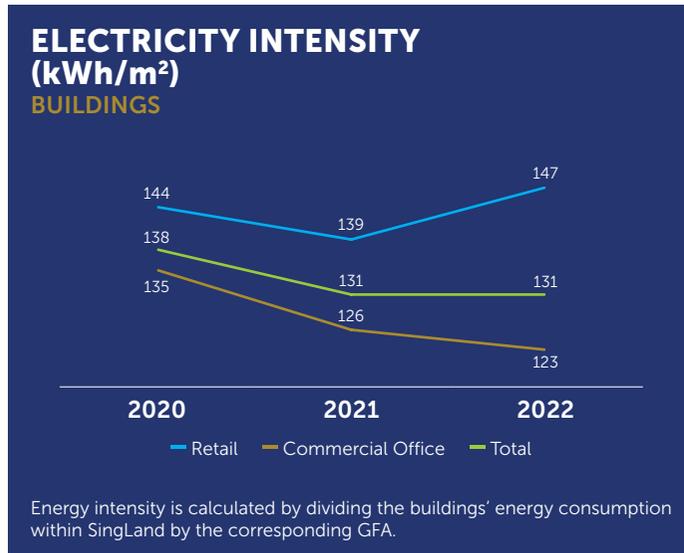
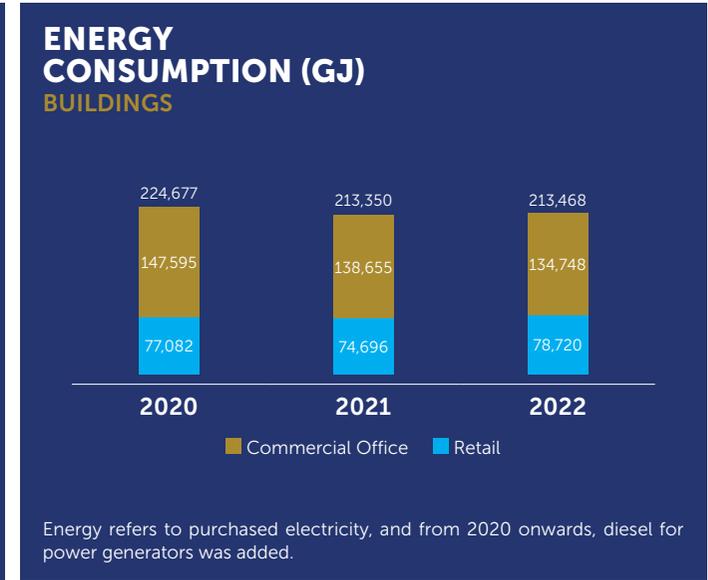
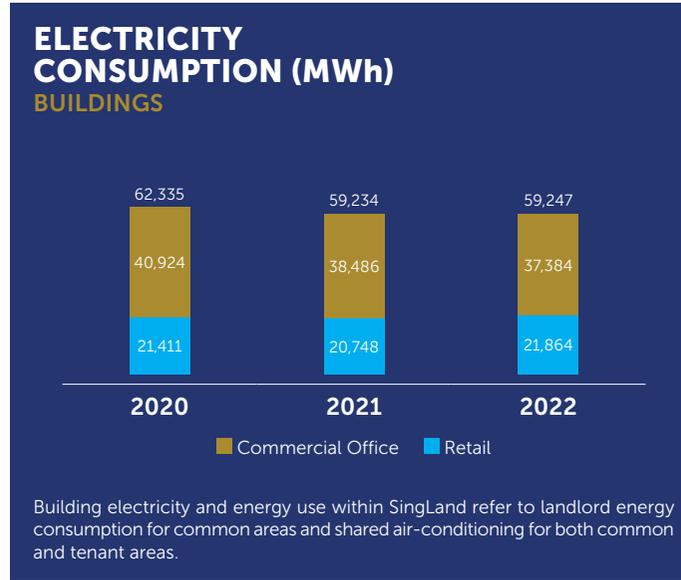
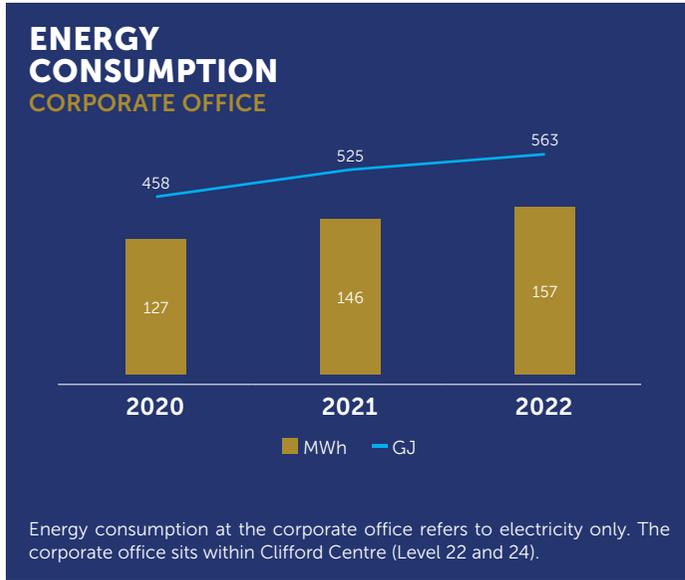


#### REDUCE

Reduce usage where possible, for example by lowering lighting and elevator capacity during non-peak periods, decreasing air-conditioning operational hours on vacant floors of buildings, and installing motion sensors at less frequently used areas such as carparks, restroom cubicles, emergency staircases, common corridors and walkways.

Electricity Intensity (Commercial Office Buildings)			
2022		2023	
Reduction Target	Performance	Reduction Target	Reduction Target
148 kWh/m <sup>2</sup>	123 kWh/m <sup>2</sup> (Target achieved)	145 kWh/m <sup>2</sup>	140 kWh/m <sup>2</sup> (8% reduction from 2015 baseline)

# ENVIRONMENT



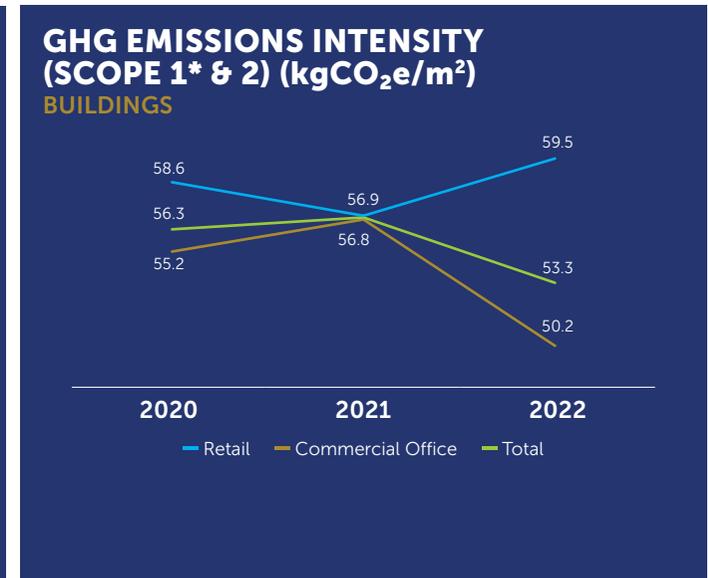
# ENVIRONMENT

In addition to electricity, energy use in our buildings includes diesel fuel.

Despite the slight increase in our buildings' energy use, our properties' total Scope 1\* and Scope 2 GHG emissions have decreased in 2022 vis-à-vis 2021. The decrease is mainly attributed to reduced refrigerant top-ups in SingLand's buildings in 2022. To complete our GHG inventory across our value chain activities, we are working on developing our Scope 3 GHG emissions inventories for reporting in the coming year.

In addition to refreshing our existing GHG intensity targets, we have also engaged an external consultant to help us set medium and long-term GHG reduction targets. At the same time, we will also establish a decarbonisation roadmap to outline our necessary actions to achieve the targets. We aim to complete our target-setting exercise by 2025.

GHG Emissions Intensity (Scope 2) (Commercial Office & Retail Buildings)		
2022		2023
Reduction Target	Performance	Reduction Target
63.7 kg of CO <sub>2</sub> e/m <sup>2</sup>	53.0 kg of CO <sub>2</sub> e/m <sup>2</sup> (Target achieved)	63.2 kg of CO <sub>2</sub> e/m <sup>2</sup>



\* The scope of assurance excludes any information relating to Scope 1 emissions.

# ENVIRONMENT

We are cognizant that our tenants contribute to a significant share of the total energy use in our portfolio. Consequently, we have also started collecting data on our tenants' electricity use in 2022 to present a more complete picture of energy consumption levels both within and outside SingLand. Please see section on Product Design and Lifecycle Management.



## TRANSFORMING THE GATEWAY INTO AN ENERGY EFFICIENT BUILDING

SingLand has undertaken retrofitting works at The Gateway to upgrade the existing twin office towers to be more resource-efficient. Key upgrading works focused on improving the energy efficiency of our 33-year old office building, as well as introducing a smart building management system to better manage the building's energy and water performance. For its environmentally friendly features, The Gateway received BCA's Green Mark Platinum certification in 4Q 2022.

Key changes included:

- Installation of high-efficiency chillers, pumps, cooling towers and air handling units. The air distribution system will also be equipped with high-efficiency filters and CO2 sensors to promote the well-being of building occupants
- Switching to LED and more energy-efficient light fittings at common areas
- Installation of motion sensors in restrooms, in addition to existing sensors at staircases
- Upgrading of electrical and water meters to digital meters connected to a centralised energy management system (EMS). This will allow the monitoring of building electricity and water consumption trends through dedicated portals within the EMS. The EMS also allows for intelligent control for the chiller and air distribution system, as well as remote water monitoring and leak detection.
- Development and implementation of energy and water management policies and improvement plans
- Installation of a new chiller system with a refrigerant leak detection system, and a more environmentally friendly refrigerant (global warming potential <10)
- Incorporation of a green fit-out guide within the Tenants' Handbook

To spread the environmental message among tenants and visitors, we created a Green Corner at the lobby that provides tips on how they can adopt eco-friendly practices in their everyday lives.

# ENVIRONMENT

## WASTE

Waste is generated from the operations of our commercial office and retail properties with a substantial proportion generated by our tenants and shoppers. In addition, a significant amount of construction waste is generated during any building redevelopment or large-scale asset enhancement works undertaken by the Group. Our employees also contribute directly to waste from the operations at the corporate and property management offices. It is important to note that aside from e-waste, the waste generated at our buildings and redevelopment sites is typically non-hazardous.

As Singapore’s Pulau Semakau landfill is projected to reach capacity by 2035, we are committed to reducing the ecological impact of waste generated by our offices and buildings by advocating waste reduction habits and promoting recycling practices. To achieve this objective, many of our buildings partner the National Environment Agency (“NEA”) to place recycling posters to encourage tenants and the public to reduce waste and recycle.

Engagement with our value chain partners who can play a direct role in reducing majority of our building wastes is an integral part of our waste reduction strategy. We enable our tenants and shoppers to recycle by providing them with access to recycling facilities within our buildings, and through engagement to raise awareness and spur action on their part. We are equally conscious of the imperative to address the large volume of waste generated from building redevelopment and asset enhancement initiative (“AEI”) works. We plan to do this by engaging our contractors to use more efficient construction methods as well as incorporating construction waste reduction as part of our design criteria, in line with our responsible investment philosophy.

Recycling bins are available at SingLand’s and UICT’s corporate office locations, as well as at almost all our commercial office and retail buildings. In addition, five of our eight<sup>1</sup> commercial office buildings have e-waste recycling bins accessible to all tenants. In support of NEA’s Extended Producer Responsibility Scheme, Marina Square’s tenant, Gain City, also hosts an e-waste recycling bin provided by ALBA, which is accessible to tenants and visitors. All waste collected for disposal and recycling within our buildings is managed by waste management and recycling companies licensed by NEA. All waste is disposed and recycled in compliance with local regulations.

Since 2020, SingLand has installed a food waste digester at West Mall which converts food waste from on-site restaurants and eateries into treated effluent safe for discharge. To ensure smooth and efficient operations of the machine, the West Mall team conducts regular briefings to educate tenants on items suitable for disposal into the food waste digester.

SingLand introduced waste data collection in our annual sustainability reporting processes in 2021 to help the Group assess and track the waste generated from our operations. The total amount of waste recorded from our buildings increased in 2022 partly due to a return of shoppers and office tenants to our buildings as Singapore progressively lifted Covid-19 restrictions. From 2023, we aim to improve the quality of waste data reported by sharing a breakdown of the waste we send for recycling.

Waste amounts (tonnes)	2020	2021	2022
Waste directed to disposal (incineration)	-	2,229	3,136
Waste collected for recycling (excluding e-waste)	-	317	323
E-waste collected for recycling	2.61	5.8	9.4
Food waste collected (West Mall)	48.9	99.3	35.9
<b>Total waste generated</b>	<b>-</b>	<b>2,651</b>	<b>3,505</b>
<b>Percent waste collected that is diverted from disposal</b>	<b>-</b>	<b>16%</b>	<b>11%</b>

Notes:

- i. Waste figures are reported based on information stated in vendor reports and/or bills. We will commence reporting on the breakdown of our recycled waste composition from SR 2023.
- ii. General waste amounts prior to 2021 are not tracked. Reported e-waste collected for year 2020 corresponds to e-waste collected as part of StarHub’s RENEW program.
- iii. Waste amounts from SingLand’s corporate office and property management offices are included within the waste collected from our managed properties and are not tracked separately. Waste amounts directed to disposal from UIC Building includes waste generated from adjacent residential tower V on Shenton, which share the same waste collection point and vendor.
- iv. Wastes generated by UICT are disposed and recycled as part of UICT’s landlord building waste management and are not tracked separately.
- v. Food waste collected at West Mall is treated and disposed as effluent safe for discharge.

1 With the closing of Clifford Centre for redevelopment from January 2023, four out of seven commercial office buildings have e-waste bins.

# ENVIRONMENT

SingLand is committed to promoting environmentally friendly practices in the workplace. Since 2020, we have progressively implemented a range of measures to reduce our environmental impact. These include investing in software which facilitate paper-free practices and promoting the use of electronic signatures in place of paper-based ones where feasible.

In the SingLand corporate office, we foster an environmentally conscious culture by encouraging our staff to minimise their printing needs. To promote the usage of digital documents, we have also reduced the number of printers by 50%. Recycling and e-waste bins have also been provided at convenient locations within the office, along with educational resources on proper recycling practices.

Overall, SingLand is committed to fostering a culture of sustainability and undertaking conscious measures to reduce our impact on the environment.



## RALLYING TO PROTECT OUR COASTAL ENVIRONMENT

Marine litter is a global environmental problem that has great impact on island city-states such as Singapore. Knowing that we can all do our part to mitigate the problem, SingLand partnered with social enterprise Ocean Purpose Project (OPP) and participated in a coastal clean-up of Pasir Ris Park.

In March 2023, over 30 staff volunteers picked up 168kg worth of marine litter including plastic bottles, fishing lines and styrofoam. The plastics collected, which formed the majority of the litter that was gathered, were to be converted into clean hydrogen fuel as part of OPP's Plastic to Fuel Project. Volunteers also collected seaweed which OPP re-uses as biofertiliser.

The clean-up was an educational and eye-opening experience as our volunteers learnt about the importance of managing our trash and adopting circular living practices as we all work together to safeguard the health of our coastal environment and protect the biodiversity of marine habitats and the ecosystems that rely on it.



Over 30 staff volunteers participated in the coastal clean-up at Paris Ris Park.



Our volunteers collected 168kg of marine litter, of which plastics formed the majority.

# ENVIRONMENT

## WATER

A precious resource, water is vital for all forms of life and the conduct of economic activities. Given Singapore’s limited access to natural freshwater resources, we recognise the crucial role we must play in preserving and utilising water prudently to mitigate water stress. All our water needs in Singapore are currently supplied from the Public Utilities Board (“PUB”).

As part of our operations, we use water in our commercial office and retail buildings for general building maintenance including the cleaning of façade and floors, for cooling towers and HVAC systems, and in the washrooms for toilet flushing, sanitary faucets and cleaning. To minimise water wastage, we have progressively retrofitted sanitary fittings within our commercial properties, such as installing water efficient taps and introducing auto sensors and flush valves in toilets. Where feasible, we also look into replacing potable water used for air-conditioning chillers with Singapore’s high-grade reclaimed water, NEWater.

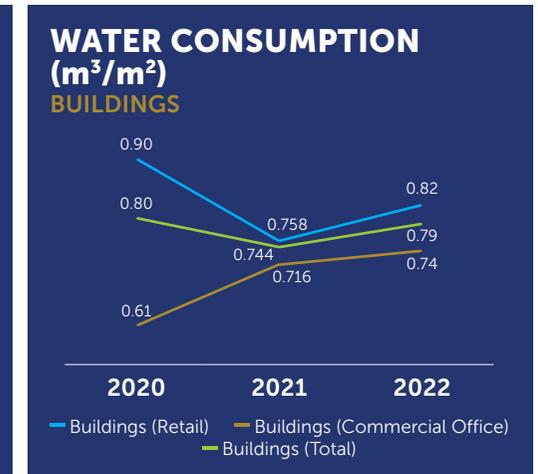
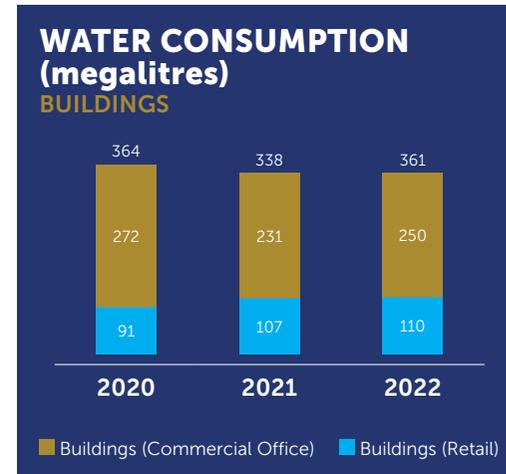
Water is also used during renovation and redevelopment projects. Building contractors are encouraged to identify measures to use water efficiently as part of our supply chain management efforts. Water consumption of building redevelopment and AEI works are closely monitored, and our main contractors are incentivised to minimise water wastage. Our contractors also closely manage and monitor construction wastewater quality and ensure requisite treatment is accorded before wastewater is discharged into drainage systems.

We are committed to reduce the water-use intensity of our portfolio. Our buildings’ maintenance teams perform regular checks of water systems to prevent wastage due to water leakage. SingLand also currently uses water intensity to track our water conservation efforts progress and has an existing water intensity target.

In 2022, our overall commercial and retail buildings water intensity increased by 7% compared to the year before due to the post-pandemic return of workers and shoppers to our office buildings and retail malls. The water intensity figures capture water use in the common areas and facilities of our buildings, as well as restrooms for tenants and mall visitors.

For 2022, we achieved a water usage performance of 0.79 m<sup>3</sup>/m<sup>2</sup>, well-below the Group’s water consumption target for the year. Nevertheless, we are cognizant that our portfolio’s water consumption may rise in the coming years in line with the expected post-pandemic return of shoppers and office workers. As such, our portfolio’s 2023 target for water consumption is 1.150 m<sup>3</sup>/m<sup>2</sup>.

Water Intensity (Commercial Office & Retail Buildings)			
2022		2023	2025
Reduction Target	Performance	Reduction Target	Reduction Target
1.160 m <sup>3</sup> /m <sup>2</sup>	0.79 m <sup>3</sup> /m <sup>2</sup> (Target achieved)	1.150 m <sup>3</sup> /m <sup>2</sup>	1.140 m <sup>3</sup> /m <sup>2</sup>



Notes:

- A significant decrease in our water use was observed in year 2020 and 2021 due to Covid-19 pandemic restrictions and effects on the mode of work.
- Our corporate office water use at Clifford Centre is included within Buildings (Commercial Office).
- UIC Building and the adjacent residential tower, V on Shenton, shares the same water meter. As such, Buildings (Commercial Office) includes common area water usage of V on Shenton.
- Figures may not add up due to rounding.

# ENVIRONMENT

## PRODUCT DESIGN AND LIFECYCLE MANAGEMENT

As tenants are the primary users of SingLand’s commercial office and retail buildings, their activities have a significant impact on the environmental footprint of our portfolio.

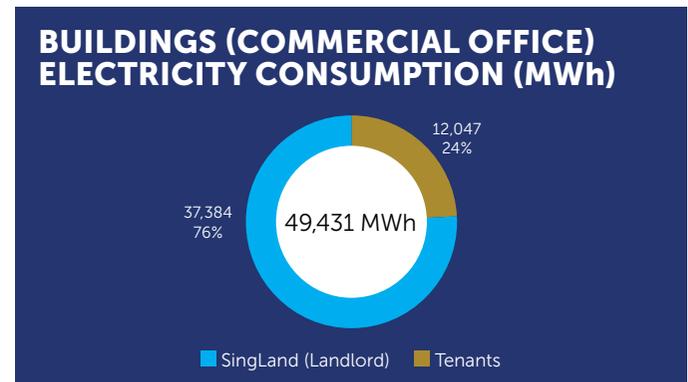
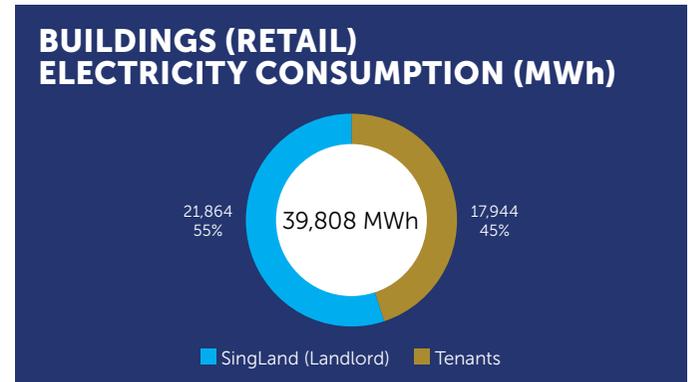
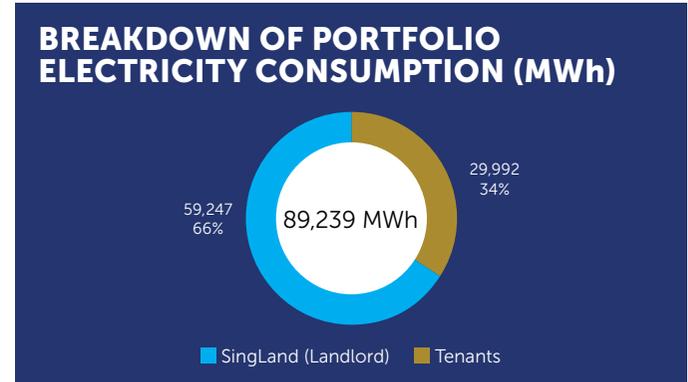
This year, we have collected the electricity consumption data collection from our tenants<sup>1</sup> for the first time. Tenant electricity consumption excludes usage for air-conditioning within tenant spaces as this is accounted for under SingLand’s energy use. As such, SingLand accounts for more than half of each building’s total energy consumption while our tenants contribute to 24% to 45% of a building’s electricity use. As a landlord, we recognise the vital role we play in engaging our tenants to minimise the impact of their operations on energy and water consumption, as well as waste generation, within our portfolio.

By fostering a collaborative relationship, we can reduce our collective environmental footprint and promote sustainable practices that benefit the planet and future generations. We commit to increase our tenant engagement efforts on sustainability topics in the coming year.

Electricity consumption (Tenants)	2022 (GJ)
Retail Buildings	64,600
Commercial Office Buildings	43,370
TOTAL	107,970
Electricity consumption intensity (Tenants)	2022 (GJ/m <sup>2</sup> )
Retail Buildings	0.43
Commercial Office Buildings	0.14
TOTAL	0.24

- Notes:
- i. Tenant electricity consumption values are obtained from their respective electricity account records.
  - ii. Tenant energy consumption data for Clifford Centre was not available.
  - iii. For West Mall, approximately 95% of tenants’ electricity consumption is captured under the ‘Tenants’ category. Electricity use for the remaining tenants are captured within the landlord’s electricity consumption.

1 Excluding Clifford Centre.



# ENVIRONMENT

While we do not track tenant water usage separately, most of our tenants do not carry out water-intensive activities within their premises<sup>2</sup>. However, some businesses such as food courts, restaurants, laundromats and gyms may require more water due to activities such as cooking, washing, and provision of shower facilities. To promote more efficient water usage, where feasible, we encourage our tenants to adopt WELS-certified water fittings in the spaces they lease from us.

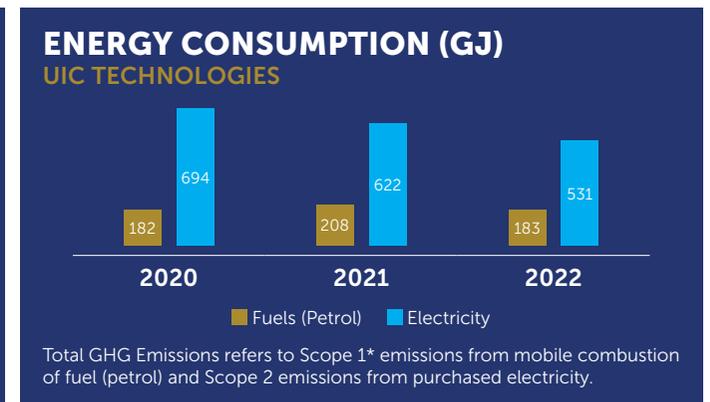
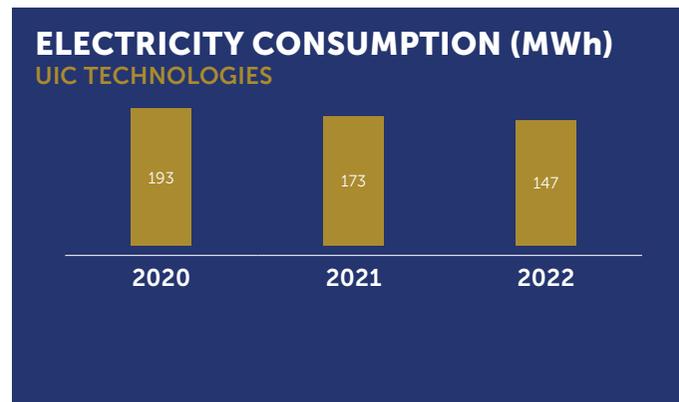
SingLand is committed to promoting recycling amongst our tenants and have implemented, or are implementing, recycling facilities at our buildings. As we progressively roll out recycling programs within our portfolio, we have made it convenient for tenants to participate by placing recycling bins at prominent locations in each building. By making recycling more accessible, we hope to encourage our tenants to take an active role in reducing waste. Please also see the section Waste for more information on our waste reduction and recycling promotion efforts.

In the coming year, we will also be assessing the contribution of tenant electricity use towards our Scope 3 emissions to inform our Scope 3 target setting exercise.

## INFORMATION TECHNOLOGY BUSINESS

Our subsidiary, UICT, is committed to doing its part to reduce its environmental impact by monitoring its premises' energy usage and water consumption closely. UICT's electricity usage is primarily from office equipment like computers, servers, copiers, as well as lighting. Within the office, cloud storage has been deployed to reduce reliance on on-premise servers, thus reducing the need for extra air-conditioning for server cooling. Regular software upgrades are also conducted for devices to optimise their power management and switch to lower power mode when not in use. In 2019, UICT also began transitioning its office lighting to energy-efficient LED lights which was fully implemented by end-2021.

UICT's additional energy use is from petrol consumption in UICT-owned vehicles. This year, UICT's energy use has improved from both lowered electricity usage in the office as well as a reduction in vehicular petrol consumption.



<sup>2</sup> SingLand's reported water usage in the Water section includes water consumption from our office and retail tenants who use the shared washrooms and pantries. Please see the Water section to learn more about SingLand's efforts to use water efficiently.

\* The scope of assurance excludes any information relating to Scope 1 emissions.

# ENVIRONMENT

## DOING OUR PART FOR THE ENVIRONMENT

UICT has also implemented several initiatives to promote circular consumption and environmental responsibility as well as optimise fuel use and ultimately reduce the company’s carbon footprint.

### Equipment:

- Used devices are refurbished to extend their lifespan, and end-of-lease equipment are sold to third-party buyers instead of returning to lessor. This benefits the environment by reducing e-waste and also contributes to the company’s bottom line.
- UICT also actively engages with original equipment manufacturers (OEM) to participate in their recycling programs. Components from used equipment are collected and sent back to relevant OEMs be recycled, reducing e-waste.
- Used packing material like pallets and cartons are also returned to UICT for reuse, reducing waste and overall consumption of materials.

### Operations:

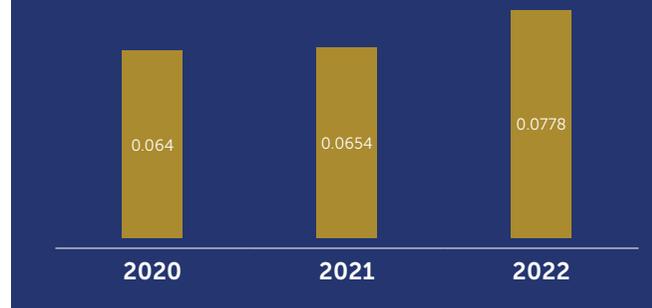
- Transportation and delivery logistics are optimised by working with our freight forwarder to consolidate multiple shipments to similar delivery areas into a single lorry load.
- Various paper-based workflows within the office have been digitised to minimise paper use. We also collaborate with vendors to consolidate multiple shipment documents into a single delivery note. This reduces paper required for shipping and contributes to our efforts to being an eco-friendlier organisation.



UICT sets aside wooden and hard foam pallets and other packaging material for recycling

UICT’s main use of water is for domestic purposes such as drinking and cleaning of their premises. As most employees returned to workplaces in 2022 following the lifting of Covid-19 restrictions in Singapore, there has been an increase in UICT’s water consumption vis-a-vis 2021, in line with our portfolio’s general water consumption trend.

## WATER CONSUMPTION (megalitres) UIC TECHNOLOGIES



# PEOPLE

At SingLand, we are committed to fostering inclusive urban spaces. We achieve this by creating healthy workplaces for the communities we serve. Through initiatives described in the Product and Service Quality and Health and Safety sections, we strive to maximise the social and economic benefits of our products and services for both our customers and the wider community.

We believe that caring for our workforce leads to better business outcomes as well as a more vibrant, engaged community. Hence, we also prioritise the well-being of our employees through talent management and inclusion efforts.

## PRODUCT AND SERVICE QUALITY

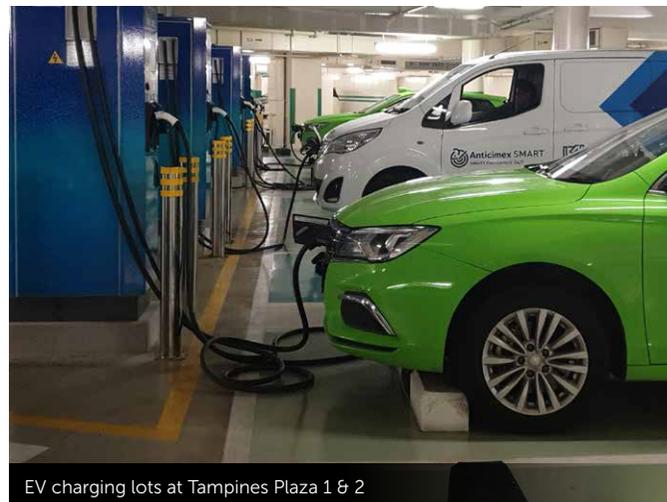
SingLand is committed to creating positive community impacts by providing high quality office and retail spaces. By ensuring these spaces are accessible, clean, safe, and healthy for users' well-being, we aim to deliver exceptional work and shopping experiences for the communities we serve. We believe that maintaining the highest standards of product and service quality is key to our commitment. With our portfolio of office and retail spaces, we are proud to contribute to the local economy and support job creation. Through our commitment to excellence, we are constantly striving to improve and innovate, ensuring that our spaces remain attractive and beneficial to all who use them.

Our buildings are well-connected to Singapore's public transportation network with all our office properties within 300 metres to a bus stop or MRT station. To improve the accessibility to Raffles Place MRT station, we are constructing a grand canopy with a sheltered walkway at Singapore Land Tower, increasing the comfort and convenience of our tenants' daily commute. Plans are also underway to improve the connectivity of West Mall to Bukit Batok MRT station.

As part of our efforts to encourage the adoption of more environmentally friendly modes of transport, we have also been retrofitting our buildings with electric vehicle ("EV") charging points. By supporting Singapore's efforts to transition to cleaner-energy vehicles, we hope to contribute to a greener and more sustainable environment for everyone.

To safeguard the health and safety of our tenants and shoppers, SingLand employs the help of contractors. As of December 2022, we had over 300 security and cleaning personnel working alongside our property management and concierge staff at our ten<sup>1</sup> buildings. We have an ongoing target to minimise the risk of accidents to our tenants and shoppers that may be attributable to poor building security and maintenance.

In 2022, there were four reported incidents of health and safety involving tenants or the public within our buildings, none of which resulted in any non-compliance, fine, penalty, or warning from the authorities. For each incident, we have completed investigations and taken follow-up actions where necessary.



EV charging lots at Tampines Plaza 1 & 2

## SAFE, HEALTHY AND INCLUSIVE BUILDINGS

We take the following approach and measures to keep our buildings clean, healthy, safe and inclusive:

- Regular meetings are held between our property management team and security and cleaning contractor representatives to ensure ongoing communication about operations. Any critical health and safety issues will be resolved immediately.
- Dedicated maintenance contractors for each building who perform regular maintenance to circumvent any potential issues.
- Progressive upgrading and retrofitting of our buildings with barrier-free accessibility features and universal design concepts such as ramps as well as provision of handicapped toilets to ensure safer access for the elderly, families with children as well as persons with disabilities.
- Progressive installation and upgrading of end-of-trip facilities including bicycle parking spaces, changing rooms and showers at a select commercial office buildings for tenants who wish to cycle to work.
- Adoption of technology to further improve effectiveness of cleanliness maintenance, such as cleaning robots, placement of UVGI lamps in air handling units ("AHU").
- "Rate Our Service" feature in retail malls' toilets for timely feedback on washroom cleanliness.

1 Clifford Centre was closed for redevelopment from 1 January 2023.

# PEOPLE

In line with our commitment to responsible investment, we additionally consider and evaluate the incorporation of designs and features to improve the accessibility as well as thermal comfort and indoor air quality as part of each building's renewal cycle. The BCA Green Mark certification standards serve as a benchmark for assessing proposed measures that promote building occupant health and well-being, providing comprehensive guidance in this regard.

SingLand also focuses on addressing shoppers and tenant concerns satisfactorily to ensure our shoppers and tenants receive the best-in-class customer experience. We prioritise the safety and convenience of our tenants and visitors. To ensure a comfortable and secure experience, all our buildings are equipped with either a fully staffed concierge, a customer service counter, or security service personnel during normal operating hours. We take pride in providing exceptional service to all who visit our buildings.

Our Commercial Leasing and Building Management Services teams also continually receive feedback from our tenants on their needs, pain points and expectations. Our dedicated staff work tirelessly to meet and exceed these expectations, even as consumer preferences and expectations rapidly evolve. SingLand is committed to delivering the highest levels of service possible and strive to continuously improve our offerings to better serve our tenants.

As we continue to prioritise our commitment to providing exceptional spaces, we are exploring digital tools and platforms that will enable us to track user satisfaction more efficiently and effectively.

## COMMUNITY ENGAGEMENT AT OUR MALLS

Shopping forms just one part of the overall retail experience at our malls, Marina Square and West Mall. Our malls' atrium spaces host curated events throughout the year that cater to a variety of interests and provide a platform for tenants to showcase their goods and services. This can range from cultural performances and art exhibitions to food festivals and charitable events.

Marina Square organised their signature balloon exhibition after a three-year break in March 2023. Showcasing the creativity of 46 skilled balloon artists from Singapore, China, Malaysia, Indonesia, Spain, Taiwan, and Vietnam, the event was a big hit with our shoppers and their families who relished the opportunity to explore the central atrium's picturesque Hawaiian-themed beachscape, adorned with spectacular balloon sculptures.

While we strive to curate unique retail experiences for shoppers and families, we remain mindful of our responsibility to serve the local community. As part of SingLand's community outreach efforts, 15 beneficiaries from The Straits Times School Pocket Money Fund ("STSPMF"), a charity which provides pocket money to financially needy school-going children, were treated to an afternoon activity at Marina Square. During the programme, the children learnt how make balloon sculptures with their final works of art completing the mall's balloon exhibition.

We hope to build a vibrant community and support local organisations with our activities. To bring joy and comfort to those in need, SingLand has donated \$60,000 to STSPMF under corporate initiative SingLand Elevates which supports meaningful social causes and is part of the Group's 60th anniversary celebrations for 2023. A portion of proceeds from the event's balloon sales was donated to STSPMF.



Marina Square organised the much-anticipated balloon exhibition after a three-year break



Fifteen beneficiaries from The Straits Times School Pocket Money Fund were treated to an afternoon of fun

# PEOPLE



Avenue South Residence (Artist's impression)

## OUR APPROACH TO RESIDENTIAL DEVELOPMENT PROJECTS

While SingLand does not exercise direct operational control over our residential development projects, we maintain an active stakeholder role in ensuring that these projects are constructed to the highest quality standards and adhere to safe and sustainable practices. The initiatives for these projects include:

- Designing to required BCA Green Mark certifications for government land sales (“GLS”) projects to enhance environmental sustainability as well as promote health and well-being of future building occupants.
- Adherence to BCA’s Construction Quality Assessment System (“CONQUAS”). A score-based rating system, CONQUAS serves as a national standard for assessing the structural, architectural, and mechanical and electrical works quality of new build projects.
- Comprehensive policies and procedures under Occupational Health and Safety (“OHS”) management systems, with our in-house project teams working closely alongside the contractor’s health and safety officer to ensure compliance. We require all our main contractors engaged for development projects to be ISO 14001-certified or equivalent, to ensure that they have an accredited OHS management system.
- Monitoring compliance to relevant environmental regulations to control pollution from construction sites, for example waste disposal and discharge of wastewater.
- Partnering our main contractors to adopt innovative construction methodologies that can improve productivity.

# PEOPLE

We received the following awards for our joint venture development projects in 2022:

Project Name	Award Name	Award Category
AMO Residence	PropertyGuru Asia Property Awards Grand Final 2022	Best Condo Architectural Design (Asia) (Country Winner)
		Best Condo Landscape Architectural Design (Asia) (Country Winner)
	PropertyGuru Asia Property Awards (Singapore) 2022	Best Premium Condo Architectural Design Best Premium Condo Landscape Architectural Design
The Watergardens at Canberra	EdgeProp Singapore Excellence Awards 2022	Innovation Excellence (Uncompleted – Non-Central)
		Landscape Excellence (Uncompleted – Non-Central)
		Sustainability Excellence (Uncompleted – Non-Central)
	PropertyGuru Asia Property Awards (Singapore) 2022	Best Nature-Integrated Development



AMO Residence (Artist's impression)



The Watergardens at Canberra (Artist's impression)

# PEOPLE

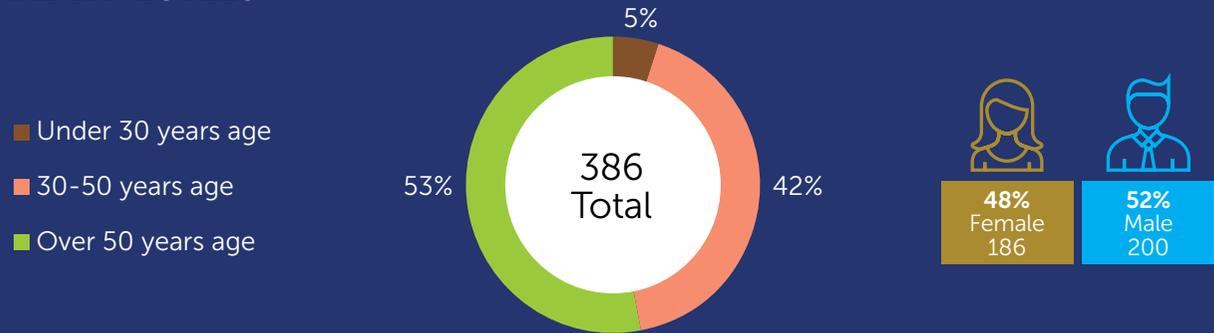
## DIVERSITY, INCLUSION AND EMPLOYEE WELL-BEING

SingLand recognises that our employees are our most valuable asset, and we remain dedicated to fostering a culture that values employee contributions and supports their growth and development while promoting a healthy-work life balance.

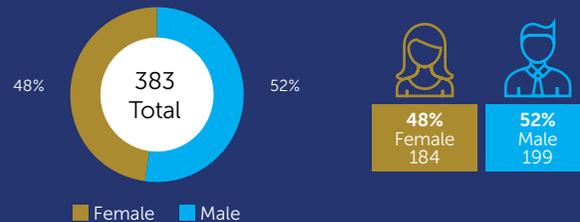
To this end, we are committed to creating an environment that centres on care and inclusivity, empowers individuals, and inspires staff to be motivated to make meaningful contributions to the Group. We prioritise open communication, engagement, mutual respect, teamwork and collaboration to ensure that our people management approach aligns with our organisational values.

The Group employed 386 employees as of 31 December 2022, of which 383 were full-time employees. Our property business accounted for 69% of the total headcount, with the remainder employed under our information technology business.

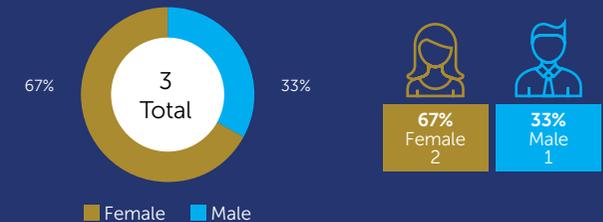
### TOTAL EMPLOYEES



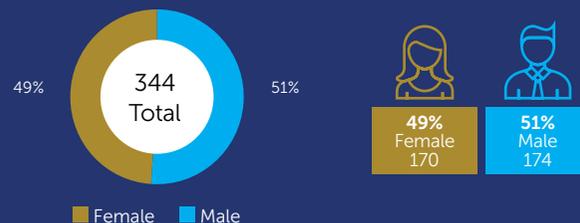
### FULL TIME EMPLOYEES



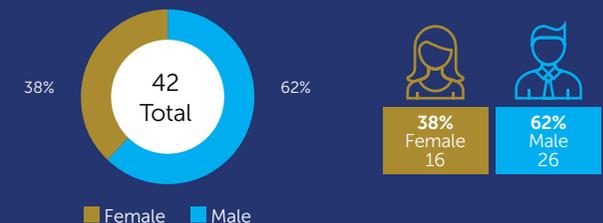
### PART TIME EMPLOYEES



### PERMANENT EMPLOYEES



### TEMPORARY & FIXED-TERM CONTRACT EMPLOYEES



# PEOPLE



## OUR COMMITMENT TO EMPLOYEES

The protection of the human rights of our employees is integral to the Group’s operations. Our policies prohibit child labour, forced labour and discrimination in the workplace, and protect our employees’ rights to privacy, fair compensation and a healthy and safe working environment. We expect our employees to do the same in their interactions with our stakeholders such as tenants, shoppers, and business partners.

SingLand is also a signatory to Tripartite Alliance for Fair Employment Practices (“TAFEP”) and has pledged to apply fair, merit-based and non-discriminatory employment practices.

We too respect our employees’ right to join a lawful labour union. As of 31 December 2022, 23% of the Group’s employees were represented by Collective Bargaining Agreements by Singapore Industrial and Services Employees’ Union (SISEU) and Union of Security Employees (USE).

# PEOPLE

## DIVERSITY AND INCLUSION

A diverse and inclusive workforce is important to the Group to build resiliency and innovation within our organisation, which in turn will be needed to solve our business, environmental, and social challenges. We welcome and value the varied skills and experience that employees from different age groups and diverse backgrounds bring to our workplace.

As a responsible and ethical employer, we are committed to providing fair and equal opportunities to all our employees. Our policies prohibit discrimination in job advertisements, hiring, pay, promotions and growth opportunities. SingLand rewards employees based on merit and performance, ensuring that everyone has an equal chance to grow and succeed. Additionally, we support our employees in their continued professional development, offering them training, mentorship and career advancement opportunities.

We endeavour to foster diversity and inclusion in our workforce at all levels. In 2022, women accounted for 48% of our full-time employees, and 44% of senior management. SingLand has also adopted a Board Diversity Policy<sup>1</sup> since 2021, and we appointed our second female member to the Board in January 2022.

We provide freedom from discrimination not only to our employees, but also to all our contractor workers and other stakeholders. SingLand’s whistle-blowing channel serves as a grievance mechanism for reporting any incidences of discrimination. Any individual who experiences discrimination involving SingLand employees or contractor worker at our managed buildings and premises may also choose to report directly to TAFEP.

We are pleased to share that no incidents of discrimination were reported to the Group through our own channels or TAFEP during the reporting period. We aim to maintain this as an ongoing target in the years to come.

Diversity (Gender)		
By gender	Male	Female
Board of Directors	80%	20%
Senior management	56%	44%
Executives	45%	55%
Non-Executives	68%	32%

Note: As of 31 December 2022

1 Please refer to <https://singaporeland.com/investor-relations/corporate-policies/> for the Group’s Board Diversity Policy.

## WOMEN INSPIRED TO THRIVE: A DIVERSITY, EQUITY AND INCLUSION INITIATIVE

As part of SingLand Empowers, our corporate initiative to drive efforts to build a more equitable, supportive and inclusive workplace, Women Inspired to Thrive (“WIT”) programme was launched in 2023 to foster connections among our female employees while strengthening and emboldening them to work and lead confidently.

The bi-monthly series of sharing sessions was introduced to a pilot group of over 40 female managers and examines the needs of today’s working woman and the multiple roles she plays – the professional; the caregiver; the mentor and the colleague. Topics range from tackling imposter syndrome and unconscious bias in the workplace to building one’s professional image, with guest speakers invited to share their expertise and insights on relevant topics.

Apart from serving as a support group for female employees, these closed-door sessions also provide a feedback channel on how the company can better support women at work.

Diversity (Age Group)			
By age group	<30 years	30-50 years	> 50 years
Board of Directors	0%	20%	80%
Senior management	0%	44%	56%
Executives	6%	53%	42%
Non-Executives	6%	16%	79%

Note: Based on employee count as of 31 December 2022

# PEOPLE

## ENGAGING, EMPOWERING, AND PROMOTING THE WELL-BEING OF OUR EMPLOYEES

SingLand aims to attract, retain, and nurture the best talent by actively engaging employees, offering career advancement and training opportunities, and prioritising their overall well-being.

### Attracting and retaining our talent

Succession planning and ensuring a talent pipeline for key leadership positions is essential in managing our workforce. SingLand has a comprehensive performance management system to nurture and retain key talent and high performers throughout our organisation. All full-time employees and managers can set goals, obtain feedback, and develop a career development plan as part of the process. We practise merit-based career progression and fair compensation and rewards for our employees. This year, all SingLand and UICT employees participated in an annual performance review process except for eight (8) employees<sup>1</sup> that joined the Group after our performance review cycle ended for 2022.

All SingLand and UICT employees in Singapore<sup>2</sup> are provided with life insurance, health care, disability and invalidity coverage<sup>3</sup>. They are also entitled to parental leave per Singapore’s Ministry of Manpower (“MOM”) regulations. All Singapore Citizens and Permanent Residents are also eligible to retirement provisions under Singapore’s Central Provident Fund (“CPF”) scheme<sup>4</sup>.

The Group also embraces rehiring of retiring employees beyond the statutory retirement age of 62 years. We offer re-employment contracts on an annual renewal basis to eligible employees and continue to utilise their skills and expertise, enabling them to stay productive in the workforce. In 2022, the Group re-employed 26 retiring employees.

### Training

SingLand recognises that the professional development of an employee is an important aspect of our talent management approach. Our training and development programmes are designed to enhance the skills and competencies of our employees to adapt to evolving technologies and business environments, thereby enhancing their performance and supporting their career growth. SingLand also has focused programmes designed to build leadership and management skills for existing managers and future leaders.

Our Human Resource (“HR”) team employs dedicated staff to assess and plan training programmes based on employee and manager feedback. SingLand regularly engages third party training providers to provide high-quality training courses. Course evaluations are sought from participants on a regular basis to provide feedback on course content as well as trainer effectiveness. We also utilise training subsidies and grants including SkillsFuture Enterprise Credit and Singapore Workforce Skills Qualifications (“WSQ”) Funding provided by the government to support our training programs where applicable.

In addition to instructor-led trainings, SingLand also leverages online resources, educational platforms and self-paced trainings to deliver learning solutions for our employees. Our Digital & Technology department and Data Privacy team roll out mandatory quarterly trainings and quizzes to all SingLand staff to ensure employees keep abreast of the latest cybersecurity and data privacy threats.

### SINGLAND AND UICT’S 2022 TRAINING TOPICS INCLUDED:

- Business Management
- Compliance & Ethics
- Cybersecurity
- Data Protection
- Health & Safety
- Sustainability
- Industry forums & knowledge sharing
- Orientation for new employees
- Personal growth & soft skills
- Risk Assessment & Management
- Sales
- Technical, Technology & Digital upskilling



Staff learnt how to start their own edible garden at an urban farm workshop at PARKROYAL COLLECTION Marina Bay

1 98% of employees (as of 31 December 2022) participated in our annual performance review this year. Breakdown by gender as follows: 98% (male) and 98% (female). Breakdown by employee category as follows: 100% (senior management), 98% (middle management), 97% (entry level), and 99% (others)  
 2 Our significant location of operation is Singapore since all employees of the entities covered in this report are based in Singapore.  
 3 Benefits are applicable to all of SingLand’s permanent (full-time and part-time) and fixed-term employees hired directly under the company’s payroll with minimum employment period of at least six months.  
 4 The Central Provident Fund (“CPF”) is a comprehensive social security savings plan managed by the CPF Board under the Ministry of Manpower for Singapore citizens and permanent residents. The CPF helps employees fund their retirement, healthcare, homeownership, family protection and asset enhancement.

# PEOPLE

SingLand’s average training hours decreased to 8.2 hours per employee in 2022. The decline can be attributed to decreased staff participation in webinar trainings as employees returned to the office with increased frequency as Covid-19 work-from-home requirements eased. Nevertheless, SingLand recognises the importance of upskilling, and measures have been put in place to encourage our employees to proactively seek out relevant learning opportunities whilst our HR team continues to recommend suitable trainings for staff.

Training Target		
2022		2023
Target	Performance	Target
Average of 10 training hours per employee	8.2 hours (Target not achieved)	Average of 10 training hours per employee

## TURNOVER

The Group’s overall turnover rate<sup>5</sup> for the property business and UICT, including both voluntary and involuntary turnover, was 22%. While the voluntary turnover rate for the property business has similarly increased from 2021 to 22%, this was still lower than the national industry average of 22.6% for real estate services<sup>6</sup>.

The increase in 2022’s turnover rate vis-à-vis 2021 can be attributed to Singapore’s robust job market during the year which is in tandem with the economic expansion seen as the world recovered from the Covid-19 pandemic.

Going forward, we continue to target to maintain a healthy retention rate through employee engagement programs, providing learning and development opportunities, as well as promoting a cohesive and collaborative work environment.



<sup>5</sup> The new hire and turnover rates in 2022 have been reported based on total number of employees for that category as of 31 December 2022.

<sup>6</sup> Manpower Research and Statistics Department, Ministry of Manpower Labour Market Report Fourth Quarter 2022. <https://stats.mom.gov.sg/Pages/Labour-Market-Report-4Q-2022.aspx>

# PEOPLE

New hire and turnover (Gender)			
2022	Male	Female	Total
Number of new hire	38	44	82
New hire rate	19%	24%	21%
Number of turnover	40	45	85
Turnover rate	20%	24%	22%

New hire and turnover (Age group)				
2022	<30 years	30-50 years	>50 years	Total
Number of new hire	17	51	14	82
New hire rate	85%	32%	7%	21%
Number of turnover	13	48	24	85
Turnover rate	65%	30%	12%	22%

## PROMOTING STAFF WELL-BEING

SingLand has established a strong support system in our workplace to promote and protect the well-being of our employees. Our heads of department and people managers have been trained to provide mental wellness support and assistance to team members who may require it. In 2021, we started offering the SingLand Employee Assistance Programme to help employees with personal, family or work-related challenges. The programme provides employees with free access to a professional counsellor with full assurance of confidentiality.

2022’s Employee Engagement Program focused on the four key pillars of the **WISE** framework – **W-Wellness, I-Inspire, S-Socialize, E-Energize**. The program for the year revolved around mental wellness, physical wellness, financial wellness and social wellness activities including regular distribution of fruits to encourage healthy eating, pandemic care packages to support employee health and safety, informative financial literacy talks, and engaging art and craft workshops.

As we exit the pandemic, SingLand’s Employee Engagement Program 2023 continues the success of the **WISE** framework and will focus on encouraging employees to sustain a healthy lifestyle on multiple fronts with a greater focus on face-to-face interaction and activities. Activities will be curated based on feedback and suggestions received in an employee survey

launched in November 2022. Some activities planned for the year include lunchtime/ evening lifestyle and wellness talks, group exercise activities, and interest group workshops. We hope these programs will encourage staff to keep a balanced lifestyle and maintain a positive and enthusiastic attitude!

In 2023, we also launched “Call-a-Counsel” – an initiative to provide SingLand’s employees with free guidance on their personal legal matters and issues. This ground-up initiative, run by SingLand’s team of legal counsels, empowers employees by providing them with useful pointers on how to handle personal legal issues they may face, and redirecting them to the appropriate channels for advice where applicable.

SingLand’s unwavering commitment to our employees is reflected in our investment in their growth, development and overall well-being – not only in the workplace but also in their personal lives. To provide employees with greater flexibility, we have a hybrid work arrangement that allows employees to work from home one day a week and a flexible dress code that gives employees the freedom to dress in professional or casual attire, as appropriate for the day’s work. We believe that by creating a positive and supportive work environment, we enable our employees to thrive both professionally and personally, and ultimately contribute to the success of our organisation.



Some of SingLand’s 2022 employee engagement events.

# PEOPLE

## COMMUNITY

We seek to engage and promote a sense of belonging amongst our employees through various activities and initiatives throughout the year.

In August, SingLand employees participated in our inaugural SingLand Day Out where staff spent a fun-filled afternoon at Sentosa’s picturesque Tanjong Beach engaging in a series of team bonding activities that were both exciting and challenging. These activities provided an opportunity for SingLand employees to get to know each other better, build trust, and learn to work together effectively. The event was a resounding success with new relationships forged and existing ones strengthened.

In December, we bid a fond farewell to both 2022 and to Clifford Centre by hosting a Back to the 80s Year-End Party in the building that had served as SingLand’s corporate headquarters for more than a decade. Employees gamely dressed up for an evening of merriment to the theme of the Retro 80’s. The event served as a poignant end to a chapter in Clifford Centre’s story. Nonetheless, we look ahead to its redevelopment with great anticipation.

We also actively encourage our employees to participate in our Corporate Social Responsibility (“CSR”) activities which provide participants an opportunity to bond whilst giving back to society. Please see the chapter on Community Initiatives for more details on SingLand Elevates, our corporate initiative to give back and enrich the lives of those in the community.



The inaugural SingLand Day Out took place at Sentosa’s Tanjong Beach



SingLand Day Out provided the opportunity for staff to bond over fun activities



Staff gamely dressed up for our 80s themed party



Our year-end party was held at Clifford Centre, which is slated for redevelopment

# PEOPLE

## HEALTH AND SAFETY

SingLand places the highest priority on safeguarding the health and safety of individuals within our buildings and project sites. We prioritise promoting a strong culture of health and safety in every aspect of our operations and for all our stakeholders, including our employees, tenants, contractors, vendors, customers, guests, and visitors to the buildings under our management.

### BUILDINGS AND WORKSITES HEALTH AND SAFETY MANAGEMENT

All of SingLand’s managed buildings have a health and safety management system, as well as procedures in place to safeguard all building occupants. Our retail mall Marina Square continues to be bizSAFE Level 3-certified, while our property management services provider for UIC Building has attained bizSAFE Level Star, the highest achievable certification by bizSAFE. Our subsidiary UICT is also bizSAFE Level 3-certified.

SingLand has set up Company Emergency Response Teams (“CERT”) in all our buildings to deal with any safety or health emergencies. CERT comprise trained in-house first responders from our building management and operations teams who serve to mitigate and control an emergency prior to the Singapore Civil Defence Force’s arrival. Our emergency response teams also ensure operational synergy between building management and authorities during any crises. All our buildings are also equipped with a first-aid kit and a defibrillator.

Standard operating procedures are also in place to guide response actions in case of an emergency. In the event of a fire, we have fire safety managers and adequate fire control equipment in every building. We also hold regular fire drills, awareness campaigns and trainings for our building management employees and occupants to ensure an orderly evacuation response. Measures are in place to prevent accidental slips and fall from wet floors during cleaning operations. Contractors are required to clear risk assessment and follow the stipulated mitigation measures before carrying out any potentially hazardous task, such as working at heights. For additional information on our measures to keep our tenants, shoppers, and building visitors safe, please see the section on Product and Service Quality.

A safety and health management system is also mandatory per MOM regulation for any asset enhancement or building redevelopment worksites on our properties with a contract sum of S\$30 million or more. Our main contractor who takes over the worksite during the construction period is responsible for the design and implementation of the safety and health management system, which shall be in compliance with all applicable local regulations per Singapore’s Workplace Safety and Health Act. These worksites are also subject to six-monthly audits conducted according to MOM regulatory requirements.



A fire drill exercise at Singapore Land Tower



The building’s fire systems are checked to ensure that they are in good working condition

# PEOPLE

## OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

SingLand’s Occupational Health and Safety (“OHS”) management system has established policies and procedures to ensure the health and safety of all our employees and contractors working at our offices and managed buildings. SingLand’s senior management performs periodic reviews of the company’s health and safety policies, practices and performance against established OHS targets across our businesses. Our OHS management system is also reviewed externally by an accredited OHS consultant every three years to evaluate and update the company’s OHS risks, with the last review performed in 2021.

The key components of our OHS management system are as follows:

Hazard Identification and Risk Assessment	Incident Reporting	Incident Investigation Process	Communication and Training
<p>SingLand’s prioritises the health and safety of all our employees and all contractor workers at our properties.</p> <p><u>Employees</u></p> <ul style="list-style-type: none"> <li>SingLand employees are not considered to be engaging in high-risk workplace activities due to the nature of their work.</li> </ul> <p><u>Contractors</u></p> <ul style="list-style-type: none"> <li>We require all contractors to perform and submit a risk assessment prior to commencement of work, regardless of the nature of work they will be performing. The risk assessment considers, in order of priority, elimination of risk, substitution of the hazard, and mitigation via control procedures before use of the appropriate personal protective equipment (“PPE”). The risk assessment shall also be carried out by qualified personnel such as the contractor’s health and safety manager or a trained employee.</li> <li>SingLand requires each contractor company’s qualified risk assessor to submit their risk assessments prior to start of any works on our premises and to update their risk registers, procedures, and policies as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Any health &amp; safety incidents at our buildings are to be reported to the individual property’s building managers.</li> <li>Incidents at worksites are to be reported to the site’s Workplace, Safety &amp; Health (“WSH”) manager. They may then report the incident to the Ministry of Manpower (“MOM”) if necessary.</li> <li>Both staff and contractor workers are encouraged to share feedback, near-misses and other issues related to health and safety with their supervisors, who can then escalate the feedback if necessary. They may also approach the individual property’s building manager or site WSH manager to flag out any unsafe conditions at our buildings or worksites.</li> <li>All staff, contractors, and public are able to report unsafe practices via the Group’s official whistleblowing channel. Our Whistle Blowing Policy protects all reporters from reprisal.</li> </ul>	<ul style="list-style-type: none"> <li>SingLand requires that each work-related accident be investigated systematically to identify associated hazards so that corrective measures can be taken to prevent similar incidents from occurring.</li> <li>In the event of any reportable incidents at our properties/ worksites, the building manager/ WSH manager will conduct an investigation and also report the incident to SingLand’s corporate insurer. The corporate insurer will follow up by launching a thorough investigation process to identify the root cause of the incident. The findings are used to improve SingLand’s OHS processes, including enhancing risk assessment procedures, reviewing personal protective equipment requirements, and additional controls and safety training for employees and contractors.</li> </ul>	<p><u>Employees</u></p> <ul style="list-style-type: none"> <li>SingLand’s staff perform office-based activities generally classified as low-risk. As such, most of our employees’ workplace health and safety issues revolve around poor sitting posture which may lead to physical strain and injury. To address the issue, our HR department has proactively organised ergonomics webinars to encourage staff to practice better posture.</li> <li>Detailed health and safety training is also provided to specific employees on a needs basis based on their work scope, for example staff dealing with contractors who perform works from heights.</li> </ul> <p><u>Contractors</u></p> <ul style="list-style-type: none"> <li>When a new contractor company is engaged, our building management teams ensure that the contractor’s supervisory staff are informed of our buildings’ health and safety requirements. These supervisors are, in turn, responsible for briefing their teams on health and safety protocols prior to starting work at our building.</li> <li>Contractors’ representatives are also kept updated on any changes on our procedures as well as lessons learnt, as necessary.</li> <li>Our contractors’ supervisors attend regular meetings with SingLand’s building management to ensure smooth coordination and effective communication. Should any critical OHS issues arise, they are promptly addressed and resolved.</li> </ul>

# PEOPLE

## WORKING ALONGSIDE OUR TENANTS FOR A POSITIVE ASSET ENHANCEMENT EXPERIENCE

SingLand embarked on a major AEI of Singapore Land Tower in 2021 to enhance and modernise our flagship office tower in the bustling heart of Singapore’s Raffles Place. Our efforts focused on several key areas, including cladding the building with a brand-new low-emissivity double-glazed curtain wall to improve energy efficiency and thermal comfort, upgrading the tower’s mechanical and electrical specifications, as well as transforming tenant amenities to promote the comfort and well-being of building users and future-proof Singapore Land Tower’s offerings amid rapidly-evolving workplace demands.

Despite the ongoing asset enhancement works, Singapore Land Tower remains a vibrant and well-occupied building with a thriving community. As tenant satisfaction is paramount, we have implemented a comprehensive set of measures to mitigate any potential disruptions caused by the AEI works.

### Tenant Communications & Provisions

- To keep tenants informed on the ongoing AEI works, we provide updates on timelines and milestones at least once every 6 months. For units which are directly impacted by ongoing works, we provide more frequent updates as needed.
- Should any works need to be conducted within tenanted premises, we communicate with affected tenants well in advance to allow for proper planning and co-ordination.
- Tenants are also provided with the direct line and email contact of SingLand’s in-house tenant liaison officer who can receive and address feedback regarding ongoing AEI works.
- For tenants that have 24/7 operations, we make special arrangements to accommodate their work schedules to minimize disruptions to their operations.
- Additionally, we strive to provide temporary, fully-fitted workspaces to tenants who need alternative workspaces while upgrading works are being carried out in their units.

### Site Management & Safety

- We prioritise tenants’ safety by erecting hoardings, and if necessary, dust barriers to clearly demarcate construction work zones.
- To ensure minimal disruption to our tenants’ operations, noisy and disruptive works are only carried out on weekends and public holidays, and between 8pm - 5am on workdays.
- To maintain a healthy, dust-free and pleasant environment, our main contractor has implemented strict and rigorous cleaning processes.
  - Work areas are kept well-contained so as to minimise spread of dust particles to other areas.
  - Air vents in areas being renovated are covered to keep dust and fumes from spreading.
  - Thorough vacuuming of floor areas and air spaces is done once works cease at 5am to clear dust from the building’s air.
- To ensure that no renovation residues are left behind, SingLand has also stepped up the frequency of cleaning for all other areas within the building.

## HEALTH AND SAFETY PERFORMANCE

In 2022, we have achieved our target of no fatalities and no accidents resulting in fatalities or permanent disabilities for Group Employees and property management contractors.

However, at our SLT AEI worksite, there were five reportable incidents involving our main contractor’s and sub contractors’ workers. Three of these were major injuries cases (fracture due to slip and fall, lacerations) and two were minor injury cases (cuts, slip and fall). These were addressed immediately and systematic actions taken to identify root causes and implement corrective measures. The findings were used to improve processes at our worksite, enhance risk assessment procedures, implement additional controls and safety training for site staff, and review personal protective equipment requirements. None of these incidents resulted in a fine, penalty or warning from authorities for SingLand.

Moving forward we seek to improve our safety performance by ensuring the lessons learnt from these incidents are captured within our OHS records and future contractor management processes. Please refer to our Sustainability Performance Data section for more detailed safety performance data.

Occupational Health and Safety Target – Buildings	
Ongoing	2022
Target	Performance
Achieve zero workplace incidents resulting in fatalities or permanent disabilities for Group Employees and Contractors (Property Management)	0 (Target achieved)

# RESPONSIBLE AND ETHICAL BUSINESS

SingLand is invested in ensuring sound governance and responsible business practices across our entire value chain. By instituting ethical business practices, robust cybersecurity and data privacy measures, responsible investment strategies as well as sustainable supply chain management, we seek to lay a solid foundation as we chart the next chapter of our sustainability journey.

## ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES

Ethical business practices underpinned by a strong governance is important to SingLand to combat corruption, mitigate compliance risk and ensure that we continue to deliver high quality products and services to our customers. In doing so, we correspondingly contribute to the financial sustainability of our company and return the trust of our stakeholders.

SingLand’s principle is to conduct our business with integrity and comply with all applicable local laws. We also apply the precautionary principle in risk management, which is reflected in our policies and procedures. All policies are reviewed and approved by SingLand’s Management and/or the Board.

Our policies and policy commitments for ensuring ethical and transparent business conduct are as follows:

<b>The Code of Conduct*</b>	We expect all our employees to adhere to the highest ethical standards in their conduct at work and during interaction with all our stakeholders. It is also mandatory for our employees to declare any conflict of interest during their employment with SingLand.
<b>Whistle Blowing Policy and procedure**</b>	SingLand is committed to provide a safe channel for employees, business partners and all stakeholders to raise concerns on impropriety without fear of reprisal. SingLand will evaluate all reports received in a confidential manner. Any employees found guilty of unethical acts which are non-compliant with regulatory requirements or internal policies will be dealt with swiftly and reported to authorities if appropriate.
<b>Anti-Bribery and Corruption (“ABC”) Policy</b>	We take a zero-tolerance position against all forms of corruption, including bribery, extortion, fraud, and money laundering. We require our employees, suppliers, contractors, and business partners to adhere to this standard.
<b>Anti-Competition Policy</b>	SingLand will promote fair competition, in accordance to Singapore’s Competition Act and prohibit anti-competitive conduct.
<b>Investor Relations Policy</b>	We provide existing and potential shareholders with access to timely, full and accurate disclosure per SGX listing rules.
<b>Personal Data Protection Policy***</b>	SingLand commits to protecting collected personal data from all our stakeholders according to Singapore’s PDPA and in line with the management measures set out in the policy.
<b>Ethical marketing practices</b>	We adhere to the Singapore Code of Advertising Practice to provide legal, decent, honest and truthful advertisements, and expect our employees to abide by ethical marketing principles when interacting with potential customers.

\* Including Anti-Bribery and Corruption Policy

\*\* Examples of issues covered by our Whistle Blowing procedure include fraud, theft, corruption, workplace safety lapses, regulatory non-compliance, abuse of authority, workplace bullying and discrimination. For more details, please refer to <https://singaporeland.com/investor-relations/corporate-policies/whistleblowing-policy>.

\*\*\* For more details, please refer to the section on Cybersecurity and Data Privacy

# RESPONSIBLE AND ETHICAL BUSINESS

The Code of Conduct together with the policies and procedures on Page 45 are included in our new employee orientation programme. Additional trainings are provided as needed to employees based on their job responsibilities to ensure compliance with laws and regulations. All Board members likewise receive a copy of all SingLand’s policies and are briefed on the policies and practices during their inductions. We are also required under SingLand’s Contracts Policy to include SingLand’s Anti-Bribery and Anti-Corruption clause in all contracts with business partners.

The Group has established mechanisms to stay abreast of the latest regulatory developments in Singapore.

At the Board level, the ARC has oversight of implementation of SingLand’s policies to mitigate risks on compliance, occupational health and safety, sustainability, fraud and corruption as part of its risk management responsibilities<sup>1</sup>. The ARC is supported by the Risk Management Committee (“RMC”) who manage the execution of practices and processes associated with SingLand’s policies. In addition to an annual assessment to monitor compliance with SingLand’s policies and procedures to mitigate the aforementioned risks, the RMC also conducts quarterly risk register and controls reviews. These consider the latest regulatory developments and employee feedback to determine any risk register update and corresponding polices or procedure changes required.

All our operations have undergone assessment and review by the RMC and no significant risks related to corruption have been identified. The ARC also maintains oversight of SingLand’s whistle blowing channel<sup>2</sup> and receives reports on all the cases raised.

We are pleased to report no significant instances of non-compliance with laws and regulations<sup>3</sup> in 2022. In 2023, we target to maintain zero incidences of non-compliance to fraud, corruption, unethical actions and marketing practices.

Ongoing				2022
Target				Performance
Zero confirmed incidents of corruption	Zero regulatory non-compliance with socio-economic or environmental regulations	Zero legal actions for anti-competitive behaviour, anti-trust and monopoly practices	Zero incidents of non-compliances concerning marketing practice	0 (Target achieved)

1 For more details on the SingLand’s risk management process, see AR2022 page 51-56. For more details on SingLand’s sustainability governance, see chapter *Our Sustainability Governance*.  
 2 SingLand’s whistle blowing channel stipulated within our whistle-blowing Policy is publicly available on the company’s corporate website at <https://singaporeland.com/investor-relations/corporate-policies/whistleblowing-policy/>.  
 3 SingLand determines significant instances of non-compliance as those resulting in a monetary fine or warning letter from relevant authorities.

# RESPONSIBLE AND ETHICAL BUSINESS

## CYBERSECURITY AND DATA PRIVACY

SingLand is deeply committed to ensuring the safety and security of our business data, employee personal data, and customer information through the maintenance of a robust and secure Information Technology (“IT”) system. Our Digital & Technology department has taken proactive measures to enhance the security of our IT infrastructure through compulsory quarterly staff training sessions facilitated by an award-winning cybersecurity training company.

These training sessions are designed to improve user vigilance and skills in critical areas such as social engineering, spear phishing, and ransomware attacks. By instituting regular training sessions, we ensure that our staff at all levels receive continuous cybersecurity training and awareness. This approach helps us to raise organisational awareness in identifying and mitigating potential vulnerabilities, malware, and cyberattacks. Phishing assessments are also conducted regularly to evaluate employees’ readiness and vigilance against such malicious attacks.

We believe that cybersecurity is a shared responsibility, and our commitment to maintaining a secure IT system extends beyond our own organisation. We work closely with our partners and stakeholders to ensure that our collective IT infrastructure is secure and protected from cyber threats. We continuously review and update our cybersecurity policies and procedures to ensure that we remain vigilant and responsive to emerging threats in the constantly evolving landscape of cyber threats.

We also 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<sup>4</sup> requires our employees to ensure personal data is only collected, used, stored, and disposed of according to the PDPA and relevant data privacy laws and guidelines.

SingLand’s Data Protection Officer (“DPO”) is the contact point for all internal and external matters relating to data protection. The DPO directs and coordinates the data protection activities of the Departmental Data Protection Managers (“DDPMs”), including the formulation, implementation and updating of data protection and related policies and practices. The DPO also ensures that every employee is aware of SingLand’s data protection policies and practices and is responsible for maintaining and updating the awareness materials (together with the DPO Team and the HR Department).

Data Privacy Breaches	
Ongoing	2022
Target	Performance
Zero data privacy breaches and losses of customer data	0 (Target achieved)

SingLand’s PDPA Advisory Committee, comprising selected senior management staff, review and oversee the implementation of PDPA policies and measures. The Group DPO Team and the DDPMs are responsible for reviewing and updating the Group’s data privacy policies and standard operating procedures at least once a year.

Employees handling personal data are required to undergo detailed data protection training to ensure they possess fundamental knowledge of Singapore’s Personal Data Protection Act. Our Data Privacy team takes active measures to promote Group-wide awareness on data privacy by conducting compulsory quarterly data privacy education and quizzes. These trainings serve as timely reminders to our employees on best practices under Singapore’s PDPA and equip them with the necessary knowledge to prevent data breaches.

In addition to the above, Group Internal Audit and its external partners/ consultants review the effectiveness of controls over technology and cybersecurity measures periodically. Compliance audits are also performed to ensure the Group’s personal data protection policies and standard operating procedures are adequate and effective to safeguard customer privacy and personal data.

In 2022, there were zero incidents of non-compliance with Singapore’s PDPA. We aim to maintain zero incidents of data privacy breaches and losses of customer data in 2023.

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

# RESPONSIBLE AND ETHICAL BUSINESS

## RESPONSIBLE INVESTMENT

Buildings are capital intensive assets with long lifespans. As a landlord, SingLand’s investment decisions for major redevelopment and renovation works will have long-lasting impacts on our portfolio’s environmental and social footprint. We therefore take a holistic approach which considers both ESG and financial aspects in our decision-making process. This allows us to achieve both financial sustainability as well as create sustainable, socially responsible developments that benefit our stakeholders and the community.

SingLand has been progressively retrofitting our Singapore building portfolio in accordance with BCA’s Green Mark standards, having committed to attain a minimum BCA Green Mark Certification<sup>1</sup> for all existing retail and commercial buildings within our portfolio by 2030. We are also dedicated to meeting the needs and preferences of our tenants, and we recognise that green building certifications play a significant role in fulfilling their requirements. As such, greening our portfolio is important for business continuity and also plays a critical role in executing the Group’s mission to consciously drive social and environmental change.

### TRACKING PROGRESS OF GREEN MARK CERTIFICATIONS

Seven of our nine<sup>2</sup> operational buildings in Singapore have now attained BCA’s Green Mark certification. Works are underway for the certification of Tampines Plaza 1 and Tampines Plaza 2.

BCA GREEN MARK AWARDS		
Property	Category	Year
Stamford Court	Green Mark Platinum Super Low Energy	Awarded in 2022
Singapore Land Tower	Green Mark Platinum	Awarded in 2022
The Gateway	Green Mark Platinum	Awarded in 2022
SGX Centre	Green Mark Platinum	Awarded in 2021
West Mall	Green Mark Gold <sup>PLUS</sup>	Awarded in 2022
UIC Building	Green Mark Gold <sup>PLUS</sup>	Re-certified in 2019
Marina Square	Green Mark Gold	Awarded in 2023

As part of our commitment to sustainable building practices, we take a comprehensive approach which carefully considers the environmental and social needs of each stakeholder when planning and designing asset enhancements and redevelopments for our portfolio. We strive for excellence across multiple fronts, including the physical and emotional well-being of building inhabitants, ensuring the safety of workers, maintaining community safety during construction, and incorporating placemaking efforts to create vibrant, inviting, and inclusive public spaces that reflect the unique character and identity of each community we operate in. SingLand’s internal teams conduct thorough and rigorous reviews at every stage of the design and construction process to ensure that our buildings meet the Group’s environmental and social requirements.

On top of our Green Mark certification ambitions, we have committed to the Singapore Built Environment Embodied Carbon Pledge<sup>3</sup>, which encourages stakeholders in the built environment sector to reduce embodied carbon emissions through use of lower embodied carbon building materials, minimise material use and waste, and improve construction energy efficiency.

The Group’s dedication to quality and positive community impact extends to the entire lifecycle of each property. We ensure our buildings continue to contribute to the community such as by participating in URA’s Business Improvement District (“BID”) programme. From design to construction to operation, we put in every effort to ensure that our properties are of the highest standards and drive positive impacts within society.

SingLand also leverages sustainable financing tools which allow us additional access to capital whilst providing an incentive to improve our sustainability performance. In 2021, the Group secured our first green loan and first two sustainability-linked loans amounting to a total of S\$500 million from UOB and DBS. This comprised a green loan of S\$100 million for greening Singapore Land Tower to achieve BCA’s Green Mark Platinum, and S\$400 million of sustainability-linked loans to refinance existing facilities and for general corporate purposes. To-date, we have met all interim milestones linked to our sustainability-linked loans. We will also consider the feasibility of including ESG criteria within future major investment decisions.

1 The minimum certification level for existing buildings in the Green Mark 2021 In-Operation standards is Gold.

2 Clifford Centre closed for redevelopment from 1 January 2023, bringing our current portfolio of operational buildings to nine.

3 The Singapore Built Environment Embodied Carbon Pledge is initiated by the Singapore Green Building Council in 2021. SingLand is part of a pioneer group of 9 building developers and owners who committed to this pledge.

# RESPONSIBLE AND ETHICAL BUSINESS

## MANAGING OUR CLIMATE RISKS TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

In addition to making responsible investment decisions to reduce our carbon footprint, SingLand is committed to increasing the resiliency of our business and buildings to climate change. We are pleased to report on our progress in understanding and managing the impacts of climate change in accordance with the TCFD framework. By conducting scenario analysis and reporting on our efforts, we have gained valuable insights that inform our strategies and enable us to invest in adaptation measures for the future.

As part of the ongoing capacity building efforts for our Board, management, and employees, we have engaged an external consultant to provide a series of trainings on climate risk and opportunities identification, assessment, and reporting, as well as other ESG topics.

We have included a summary of our responses to TCFD’s recommendations in the four key pillars of Governance, Strategy, Risk Management, and Metrics & Targets in this section. These responses will help us effectively address climate-related risks and opportunities and provide stakeholders with a clear understanding of our progress in this area.



### GOVERNANCE

#### TCFD Recommendation

*Describe the Board’s oversight of climate-related risks and opportunities.*

*Describe Management’s role in assessing and managing climate-related risks and opportunities.*



### RISK MANAGEMENT

#### TCFD Recommendation

*Describe the organisation’s processes for identifying, assessing, and managing climate-related risks.*

*Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.*



### STRATEGY

#### TCFD Recommendation

*Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.*

*Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.*

*Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.*



### METRICS & TARGETS

#### TCFD Recommendation

*Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process.*

*Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.*

*Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.*

# RESPONSIBLE AND ETHICAL BUSINESS

## GOVERNANCE

SingLand’s Board is committed to providing effective oversight of sustainability risks and impacts, including climate change risks and opportunities. The Board is the principal governor of SingLand’s Enterprise Risk Management (“ERM”) framework. The Board’s responsibilities include:

- i) Maintaining overall accountability for risk governance, risk policies, adequacy and effectiveness of risk management and internal controls across SingLand;
- ii) Overseeing and setting the tone with regards risk culture;
- iii) Appointing, empowering, or delegating ERM oversight responsibility to the ARC; and
- iv) Commenting on assurance received from the ARC and Risk Owners on whether risk management systems and internal controls have been adequately and effectively executed.

The Board administers its responsibility to assess and manage climate-related risks and opportunities through the ARC and Risk Management Committee (“RMC”), with the support of the SSC for decarbonisation initiative implementation.

The RMC is chaired by the CEO and comprises all heads of departments of SingLand, as well as relevant staff. The RMC meets quarterly to review risk registers of SingLand’s business and operational units. The completed risk registers and risk reports are reviewed and approved by the CEO during RMC meetings. The results of the risk management reviews are submitted to the ARC on a semi-annual basis, who in turn, update the Board on any significant changes in the Group’s risk profile.

The SSC is responsible for managing SingLand’s decarbonisation effort, and in doing so, reducing SingLand’s exposure to transition risks while minimising our impact to the environment. The SSC also oversees SingLand’s efforts to realise climate opportunities including but not limited to energy efficiency, renewable energy, and greening of our buildings.

All SSC members are part of the RMC to facilitate information sharing from the RMC to the SSC, as well as the recommendation of strategies and initiatives for the SSC to undertake with regards climate risks.

Please also refer to the chapter on Our Sustainability Governance for more details on the SSC’s role within our sustainability governance structure and the committee’s reporting line to the Board.



## RISK MANAGEMENT

Climate-related risks are identified and assessed as part of SingLand’s ERM framework and are included together with other organisational risks within the RMC’s risk registers. The ERM function maintains the Group’s ERM framework and facilitates risk management matters with the RMC and relevant SingLand stakeholders. The RMC will review the expected business and financial impact of risks which are material to the organisation, the progress of any mitigation measures implemented, and evaluate any need for updated measures.

SingLand has classified climate change as a Tier One (most critical) risk, which signifies the organization’s low to zero risk tolerance for the issue. The RMC monitors all Tier One risks for any changes in the material risk topics’ risk ratings, as well as the status of control activities and assurance of those risks. All Tier One risks are monitored regularly and reported quarterly to the RMC, and half-yearly to the ARC.

This year, we have also undertaken an exercise to prioritise the most relevant climate change risks and opportunities for the Group by considering emerging climate change regulations and market trends affecting our business, physical risks affecting Singapore, and feedback from our employees and management.

Please also refer to our Corporate Governance Report in AR 2022 (pages 51-56) for further details on SingLand’s risk management processes and internal controls.

# RESPONSIBLE AND ETHICAL BUSINESS

## STRATEGY

SingLand has assessed its exposure to physical and transition risks, as well as shortlisted potential climate opportunities as part of our first climate change scenario analysis this year. The risks have been assessed for two timeframes – Year 2030 for the near-term and Year 2050 for the long-term. Based on our climate scenario analysis results, the dominant risks to SingLand are rising global temperatures, increased carbon price and enhanced building sustainability requirements for both 2030 and 2050.

As part of our climate scenario analysis, we have chosen two temperature alignments:

- A lower temperature rise (1.5°C) scenario; and
- A higher temperature rise (<3°C) scenario to test our current business resiliency.

Expectedly, physical risks impacts will be more significant under the higher temperature rise (<3°C) scenario, particularly for year 2050.

### PRIORITISED PHYSICAL RISKS

-  Rising mean temperatures and risk of heatwaves, resulting in increased cooling costs
-  Risk of flash floods damaging buildings and disrupting operations
-  Property insurance premiums rising due to increased risks of extreme weather events

Based on current assessments, SingLand’s dominant physical risk will be the expected rise in global temperatures. To mitigate this risk, we have undertaken Green Mark upgrading works for our portfolio and progressively upgraded our buildings’ chiller plant systems over the past five years. This has enabled us to reduce the impact of cooling cost increases due to rising temperatures. All chillers for our 10 properties under the scope of this report have completed, or will be completing upgrades to higher efficiency models by 2030.

To address the risk of flash floods damaging our properties, we will regularly monitor our portfolio’s locations against available flood-prone area information from PUB and evaluate the feasibility of incorporating flood adaptation measures as part of regular building retrofits.

### PRIORITISED TRANSITION RISKS

-  Increased business costs due to higher carbon taxes
-  Building sustainability requirements growing in tandem with increased tenant expectations for green offices, leading to additional green construction and retrofit premium
-  Enhanced sustainability reporting obligations

Singapore’s upcoming carbon tax hikes are set to have a more substantial impact on the Group in a 1.5°C global warming trajectory. As such, our ongoing efforts to obtain Green Mark certifications for our properties will prove crucial in alleviating the financial repercussions of this impending tax increase. The upgrades will also place SingLand in a better position to meet future enhanced building sustainability requirements as Singapore strives to green 80% of its building stock (by gross floor area) by 2030 and reach net zero by 2050.

However, as half our portfolio under the scope of analysis has been certified under the Green Mark Non-Residential Building 2017 standard, there is a risk of not being able to meet the same certification level under the current more stringent Green Mark 2021 requirements. We are evaluating our existing buildings’ re-certification risks against the new Green Mark 2021 In-Operation standard and will consider the impact of any additional near-term investments required.

Legend:

-  Prioritised risks with relatively higher business and/or financial impacts to SingLand in the specified timeframe
-  Prioritised risks with relatively lower business and/or financial impact to SingLand in the specified timeframe

SingLand is committed to continually improve the energy performance of our buildings over the long term. We recognise that this is critical for our business’s continued success and our responsibility to contribute to a more sustainable future. In this regard, we recognise that investment in energy efficient technologies is a significant climate opportunity and also an essential pillar of our decarbonisation strategy. Looking ahead, we are on track to developing our decarbonisation strategy and will consider it as part of our future resilience measures and scenario analyses.

# RESPONSIBLE AND ETHICAL BUSINESS

## METRICS & TARGETS

The Group has been tracking our Scope 1 and 2 GHG emissions and is currently working to develop our Scope 3 emissions inventory in alignment with the GHG Protocol.

We have an existing Scope 2 GHG emissions target for our commercial office properties.

SingLand is also evaluating the feasibility of adopting additional carbon reduction targets. Please refer to the section on Energy and GHG emissions for more information on our existing GHG emissions inventory and progress against existing goals.

# RESPONSIBLE AND ETHICAL BUSINESS

## SUSTAINABLE SUPPLY CHAIN

As a real estate company, SingLand engages with a wide range of suppliers for various building maintenance and operations activities. In addition, our subsidiary UICT also has business relationships with IT service providers. SingLand is cognizant that we have indirect environmental and social impacts through these business relationships and supply chain activities, and the Group is taking proactive steps to improve our management of these impacts.

### THE GROUP'S KEY SUPPLIERS AND CONTRACTOR WORKERS

- Civil and M&E contractors for building renewal construction and AEI<sup>1</sup> works.
- Suppliers for building materials as well as building mechanical and electrical equipment.
- Agencies providing cleaning and security contractors for our building operations (Please refer to section on *Product and Service Quality* for our number of cleaning and security contractors).
- IT hardware and software providers

SingLand has a well-established system and procedures for managing health and safety impacts of all contractors working at our premises, which have been detailed earlier in the Health and safety section. At SingLand's commercial office and retail AEI worksites, all our main contractors are ISO 45001 and bizSAFE Level Star certified to ensure that the highest standards of workplace safety and health are adhered to. To monitor the health and safety performance of our AEI worksites, we collect relevant health and safety performance metrics. All our worksites undergo six-monthly audits conducted according to regulatory requirements to ensure compliance with health and safety requirements. We expect all our contractors to provide employment benefits including medical and life insurance in line with MOM's requirements.

Our main contractors are also ISO 14001-certified to ensure adherence to the highest standards of environmental management at SingLand's worksites. In addition to collecting health and safety metrics, we have also begun to collect environmental performance data such as energy use, water consumption, waste generated and waste recycled from our contractors for major projects for our annual sustainability reporting.

We are currently working to develop a supplier code of conduct, which will set out the minimum standards of practice we require from our vendors with regards business ethics, labour and human rights, health and safety, environment management, and data privacy and protection. Our supplier code of conduct will also aim to assess our major suppliers for their environmental and social impacts. We expect our suppliers, contractors and business partners to adhere to the same standards as those set out in our Anti-Bribery and Corruption policy.

We have set a goal to roll out our supplier code of conduct in the next two years, with a view to implement environmental and social screening criteria to inform our procurement decisions in the longer term. We will require major existing and new suppliers to complete a supplier self-assessment to declare adherence to the supplier code of conduct. With the supplier code of conduct complementing our existing efforts to collect sustainability performance data, we seek to have a more holistic understanding of our supply chain impacts and the key levers for change.

1 Asset enhancement initiatives refer to major addition and alteration works.

# COMMUNITY INITIATIVES

## COMMUNITY

Part of building a sustainable future includes creating a more inclusive and equitable society. SingLand furthered our commitment towards this in 2022 with the launch of two corporate initiatives – SingLand Elevates and SingLand Inspires. Each initiative seeks to give back to and enrich the lives of those in the community through different means.

### GIVING BACK AND BETTERING LIVES

SingLand Elevates seeks to support our communities through corporate philanthropy and by empowering our employees to champion, serve and care for the less fortunate. Contributing a total of more than 500 volunteer hours in 2022, SingLand employees rallied to support various programmes throughout the year.

One such programme was our inaugural SingLand Volunteers Week (18-22 July) where more than 90 employees took time off from their regular work schedules to help at local soup kitchen Willing Hearts. Over the course of five days, volunteers helped to prepare meals for the underprivileged and moved supplies and furniture at Willing Hearts’ new location at Telok Kurau.

We also worked with Big Love Child Protection Specialist Centre (“Big Love”) to create fun experiences for children from the centre. In June, we organised a drone-making workshop for 20 children, with our volunteers helping to facilitate as the children learnt about STEM (Science, Technology, Engineering, Mathematics) concepts while building and flying drones. In November, our volunteers planned a fun day out for 23 children that included three hours at Kiztopia in Marina Square, lunch and goodie bags. Through pre-event briefing sessions, our volunteers got to learn more about families with child-protection concerns and understand the impact that they were making through the outings.

SingLand also partnered with social enterprise Foreword Coffee, which provides an inclusive work environment for persons with disabilities, special needs and mental health conditions. From October, Foreword Coffee provided tenants at Singapore Land Tower with complimentary barista-standard coffee once every fortnight over eight weeks. It was an opportunity to raise awareness on inclusivity in our community and for SingLand to appreciate our tenants.

Under SingLand Elevates, we also made donations to social service agencies, including:

- Community chest (\$100,000)**  
 Benefitting the underprivileged, children with special needs, and low-income families among others.
- Willing Hearts (\$35,000)**  
 To support the soup kitchen’s operations which provide 11,000 daily meals year-round to beneficiaries including low-income families, the underprivileged elderly and the disabled.  
<https://willinghearts.org.sg/>
- HealthServe (\$50,000)**  
 To provide the low-wage migrant community in Singapore with medical and mental health care and social assistance.  
<https://www.healthserve.org.sg/>



More than 90 employees volunteered at Willing Hearts for our inaugural SingLand Volunteers Week



We organised a drone-making workshop for children from Big Love Child Protection Specialist Centre



SingLand partnered with Foreword Coffee to provide tenants with complimentary coffee and raise awareness on inclusivity

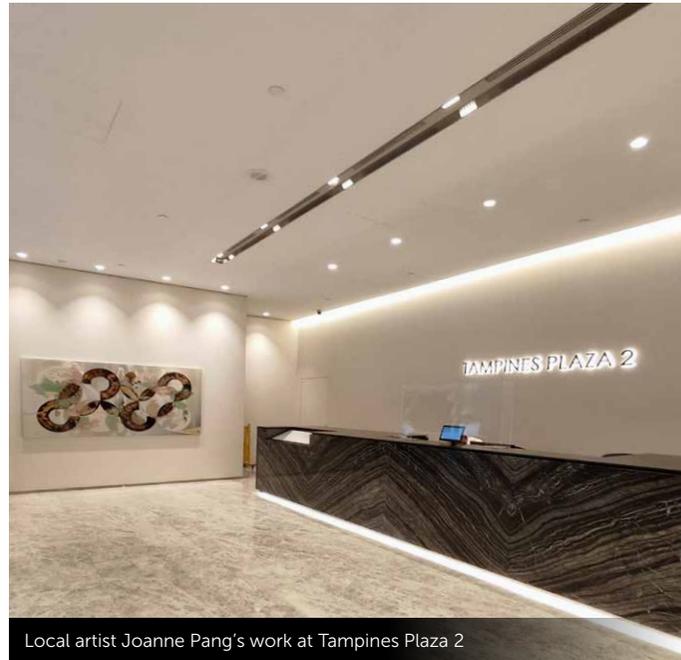
# COMMUNITY INITIATIVES

## ENRICHING LIVES THROUGH ART, DESIGN AND PLACEMAKING

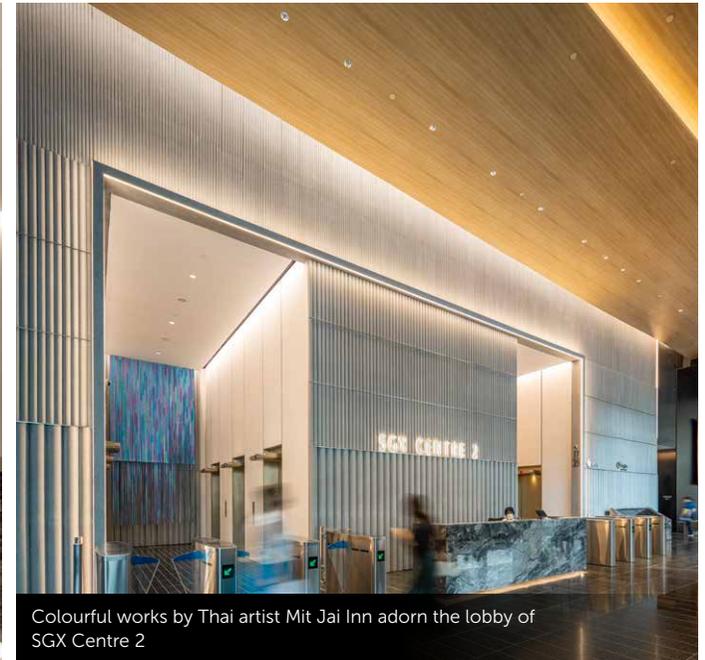
We believe that there is much opportunity for lives to be enriched when spaces are activated meaningfully. This was the catalyst for SingLand Inspires, an initiative that endeavours to create vibrant communities through art, design and placemaking.

We commissioned artworks by local UOB Painting of the Year winners Ivan David Ng and Joanne Pang for the lobbies of Tampines Plaza 1 & 2, with the pieces completed and installed in 2022. Three commissioned works by Thai artist Mit Jai Inn were also completed and displayed in the newly refurbished SGX Centre 2 lobby. In supporting local and regional artists and showcasing their works in our buildings, we are able to introduce their works to new audiences.

As with art, we believe that design and architecture are also powerful vehicles for vitalising communities. Together with UOL Group, we are proud to have been platinum sponsors for the month-long ArchiFest, organised by the Singapore Institute of Architects. A host of activities such as architectural tours, hands-on workshops and forum sessions took place during the month-long festival, all with the aim of cultivating a vibrant design culture in Singapore.



Local artist Joanne Pang's work at Tampines Plaza 2



Colourful works by Thai artist Mit Jai Inn adorn the lobby of SGX Centre 2

# APPENDICES

## SUSTAINABILITY PERFORMANCE DATA

Figures stated may not add up due to rounding.

In line with our efforts to improve our sustainability performance reporting, we have started to report tenant electricity consumption as well as environmental and more complete health and safety data from our ongoing Asset Enhancement Initiative worksite at Singapore Land Tower.

ESG INDICATORS	MEASUREMENT UNIT	2020	2021	2022
<b>ENVIRONMENTAL</b>				
<b>PURCHASED ELECTRICITY</b>				
<b>Corporate office, buildings landlord consumption, and UICT</b>				
<b>Total Electricity Consumption</b>	<b>MWh</b>	<b>62,655</b>	<b>59,124</b>	<b>59,551</b>
Corporate Office	MWh	127	146	157
Buildings	MWh	62,335	59,234	59,247
UIC Technology	MWh	193	173	147
<b>Total Electricity Consumption</b>	<b>GJ</b>	<b>225,558</b>	<b>212,846</b>	<b>214,745</b>
Corporate Office	GJ	457	526	563
Buildings	GJ	224,406	213,243	213,291
UIC Technology	GJ	694	622	531
<b>Tenant and SLT AEI consumption</b>				
<b>Total Electricity Consumption</b>	<b>MWh</b>	<b>Not available</b>	<b>Not available</b>	<b>30,168</b>
Buildings	MWh	Not available	Not available	29,992
SLT AEI	MWh	Not available	65.2	176
<b>Total Electricity Consumption</b>	<b>GJ</b>	<b>Not applicable</b>	<b>Not available</b>	<b>108,605</b>
Buildings	GJ	Not applicable	Not available	107,970
SLT AEI	GJ	Not applicable	235	635
<b>FUEL</b>				
<b>Corporate office, buildings landlord consumption, and UICT</b>				
<b>Total Fuel Consumption</b>	<b>GJ</b>	<b>453</b>	<b>315</b>	<b>360</b>
Corporate Office	GJ	0	0	0
Buildings (Diesel)	GJ	271	107	177
UIC Technology (Petrol)	GJ	182	208	183
<b>SLT AEI consumption</b>				
SLT AEI (Petrol)	GJ	Not applicable	Not available	145
<b>ENERGY (ELECTRICITY AND FUEL)</b>				
<b>Corporate office, buildings landlord consumption, and UICT</b>				
<b>Total Energy Consumption</b>	<b>GJ</b>	<b>226,011</b>	<b>214,704</b>	<b>214,745</b>
Corporate Office	GJ	458	525	563
Buildings	GJ	224,677	213,350	213,468
UIC Technology	GJ	876	829	714
<b>Tenant and SLT AEI consumption</b>				
<b>Total Energy Consumption</b>	<b>GJ</b>	<b>Not available</b>	<b>Not available</b>	<b>108,749</b>
Buildings	GJ	Not available	Not available	107,970
SLT AEI	GJ	Not applicable	Not available	779

# APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2020	2021	2022
<b>GHG EMISSIONS</b>				
<b>Total Scope 1 (Direct) Emissions</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>64.8</b>	<b>1,638</b>	<b>145</b>
Buildings	tonnes CO <sub>2</sub> e	51.3	1,623	132
UIC Technology	tonnes CO <sub>2</sub> e	13.5	14.8	13.0
<b>Total Scope 2 (indirect) Emissions (Location-based)</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>25,594</b>	<b>24,298</b>	<b>24,160</b>
Corporate Office	tonnes CO <sub>2</sub> e	51.9	59.5	63.5
Buildings	tonnes CO <sub>2</sub> e	25,464	24,168	24,037
UIC Technology	tonnes CO <sub>2</sub> e	78.7	70.4	59.8
<b>Total Scope 1 + 2 GHG Emissions (Location-based)</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>25,659</b>	<b>25,935</b>	<b>24,305</b>
Corporate Office	tonnes CO <sub>2</sub> e	51.9	59.5	63.5
Buildings	tonnes CO <sub>2</sub> e	25,515	25,790	24,168
UIC Technology	tonnes CO <sub>2</sub> e	92.3	85.3	72.8
<b>WATER</b>				
<b>Corporate office, buildings landlord consumption, and UIC T</b>				
<b>Total Water Consumption</b>	<b>megalitres</b>	<b>364</b>	<b>338</b>	<b>361</b>
Buildings (landlord)	megalitres	364	338	361
UIC Technology	megalitres	0.064	0.0654	0.0778
<b>SLT AEI</b>				
SLT AEI	megalitres	Not applicable	0.84	4.29
<b>WASTE</b>				
<b>Buildings</b>				
Total waste generated	metric tons	Not available	2,651	3,505
Waste directed to disposal	metric tons	Not available	2,229	3,136
Waste collected for recycling (excluding e-waste)	metric tons	Not available	317	323
E-waste collected for recycling or reuse	metric tons	2.61	5.8	9.4
Food waste collected (West Mall)	metric tons	48.9	99.3	35.9
<b>SLT AEI</b>				
<b>Total waste generated</b>	<b>metric tons</b>	<b>Not applicable</b>	<b>486</b>	<b>2,074</b>
Waste directed to disposal	metric tons	Not applicable	353	574
Waste collected for recycling	metric tons	Not applicable	133	1,500
<b>INTENSITY</b>				
<b>Energy and GHGs – Buildings landlord consumption and emissions</b>				
Energy Intensity - Buildings	GJ/m <sup>2</sup>	0.50	0.47	0.47
Electricity Intensity - Buildings	kWh/m <sup>2</sup>	138	131	131
GHG Emissions Intensity - Buildings (Scope 1 and 2 –location based)	kgCO <sub>2</sub> e/m <sup>2</sup>	56.3	56.8	53.3
GHG Emissions Intensity - Buildings (Scope 2 – location based)	kgCO <sub>2</sub> e/m <sup>2</sup>	56.2	53.3	53.0
<b>Energy – Tenant and SLT AEI consumption</b>				
Energy intensity	GJ/m <sup>2</sup>	Not available	Not available	0.24
<b>Water – buildings landlord</b>				
Water Intensity - Buildings	m <sup>3</sup> /m <sup>2</sup>	0.80	0.74	0.79

# APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2020	2021	2022
<b>SOCIAL</b>				
<b>WORKPLACE SAFETY &amp; HEALTH</b>				
<b>FATALITIES</b>				
Property Management - Employees	Number, Rate	0,0	0,0	0,0
Property Management - Contractors	Number, Rate	0,0	0,0	0,0
UIC Technology - Employees	Number, Rate	0,0	0,0	0,0
UIC Technology - Contractors	Number, Rate	0,0	0,0	0,0
SLT AEI - Contractors	Number, Rate	Not applicable	0,0	0,0
<b>HIGH-CONSEQUENCE WORK-RELATED INJURIES</b>				
Property Management - Employees	Number, Rate	0,0	0,0	0,0
Property Management - Contractors	Number, Rate	0,0	0,0	0,0
UIC Technology - Employees	Number, Rate	0,0	0,0	0,0
UIC Technology - Contractors	Number, Rate	0,0	0,0	0,0
SLT AEI - Contractors	Number, Rate	Not applicable	0,0	3, 3.4
<b>RECORDABLE WORK-RELATED INJURIES</b>				
Property Management - Employees	Number, Rate	2, 4.8	1, 2.1	0, 0
Property Management - Contractors	Number, Rate	0,0	0,0	0,0
UIC Technology - Employees	Number, Rate	0,0	0,0	0,0
UIC Technology - Contractors	Number, Rate	0,0	0,0	0,0
SLT AEI - Contractors	Number, Rate	Not applicable	1, 4.3	5, 5.7
<b>OCCUPATIONAL DISEASES</b>				
Property Management - Employees	Number	0	0	0
Property Management - Contractors	Number	0	0	0
UIC Technology - Employees	Number	0	0	0
UIC Technology - Contractors	Number	0	0	0
SLT AEI - Contractors	Number	Not applicable	0	0
<b>NO. OF LOST DAYS</b>				
Property Management - Employees	Number	6	41	0
Property Management - Contractors	Number	0	0	0
UIC Technology - Employees	Number	0	0	0
UIC Technology - Contractors	Number	0	0	0
SLT AEI - Contractors	Number	Not applicable	2	70
<b>NUMBER OF MAN HOURS WORKED</b>				
Property Management - Employees	Number	417,296	480,576	496,044
Property Management - Contractors	Number	1,208,837	1,120,570	1,042,807
UIC Technology - Employees	Number	234,389	229,368	216,360
UIC Technology - Contractors	Number	2,191	0	0
SLT AEI - Contractors	Number	Not applicable	234,900	871,400

# APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2020	2021	2022
<b>INCIDENTS INVOLVING PUBLIC, TENANTS AND VISITORS' SAFETY</b>				
Property Management	Number	5	11	4
UIC Technology	Number	0	0	0
<b>EMPLOYEES</b>				
<b>Full-time employees</b>	<b>Number</b>	<b>349</b>	<b>384</b>	<b>383</b>
Full-time employees - Property	Number	226	264	264
Full-time employees - UIC Technologies	Number	123	120	119
<b>Part-time employees</b>	<b>Number</b>	<b>1</b>	<b>2</b>	<b>3</b>
Part-time employees - Property	Number	1	2	3
Part-time employees - UIC Technologies	Number	0	0	0
<b>Permanent employees</b>	<b>Number</b>	<b>312</b>	<b>348</b>	<b>344</b>
Permanent employees - Property	Number	204	233	230
Permanent employees - UIC Technologies	Number	108	115	114
<b>Temporary employees</b>	<b>Number</b>	<b>0</b>	<b>0</b>	<b>0</b>
Temporary employees - Property	Number	0	0	0
Temporary employees - UIC Technologies	Number	0	0	0
<b>Fixed-term contract employees</b>	<b>Number</b>	<b>38</b>	<b>38</b>	<b>42</b>
Fixed-term contract employees - Property	Number	23	33	37
Fixed-term contract employees - UIC Technologies	Number	15	5	5
<b>New hires</b>	<b>Number</b>	<b>29</b>	<b>63</b>	<b>82</b>
<b>Female employees</b>	<b>%</b>	<b>50</b>	<b>47</b>	<b>48</b>
<b>Female managers</b>	<b>%</b>	<b>57</b>	<b>62</b>	<b>60</b>
<b>Female HODs</b>	<b>%</b>	<b>38</b>	<b>46</b>	<b>46</b>
<b>Average training hours per employee</b>	<b>Average hours per employee</b>	<b>7.5</b>	<b>13.4</b>	<b>8.22</b>
<b>Annual employee turnover rate</b>	<b>%</b>	<b>8.6</b>	<b>14.8</b>	<b>22</b>
<b>WORKERS WHO ARE NOT EMPLOYEES</b>				
Property management and others	Number	Not available	Not available	359
SLT AEI	Number	Not available	109	356
UICT	Number	Not available	Not available	10

# APPENDICES

## Restatements

There are no restatements for SR 2022.

## Notes – Environmental Data:

- Our Corporate Office was within Clifford Centre (Level 22 and 24) in 2022. Electricity consumption at the Corporate Office is reported separately. GHG emissions at our Corporate Office comprise Scope 2 emissions only.
- In 2022, our Buildings refer to two (2) retail buildings: Marina Square Mall (excluding Marina Square Hotels) and West Mall, and eight (8) Commercial buildings: Clifford Centre, Singapore Land Tower, SGX Centre, The Gateway, Stamford Court, Tampines Plaza 1 (formerly known as Abacus Plaza), Tampines Plaza 2 (formerly known as Tampines Plaza) and UIC Building. Environment data for SGX Centre represents the Group's 48.6% ownership share of the property. Environmental data for UIC building excludes V on Shenton except for waste data (includes V on Shenton) and water data (includes common area of V on Shenton).
- Energy in Corporate Office, Buildings and UIC Technologies refers to purchased electricity and fuel data and represents energy consumption within SingLand. Lower heating value ("LHV") from the IPCC 2006 Guidelines for National Greenhouse Gas Inventories were used to compute the energy values for fuels. Fuel consumption for Corporate Office is accounted for under Buildings. Fuel consumption for tenants is currently not available.
- Landlord electricity data for Buildings comprises electricity consumption at common areas and centralised air-conditioning (including tenant areas). Tenant energy use reported refers to purchased electricity for other uses other than air-conditioning. Tenant energy use data is not available for Clifford Centre.
- SLT AEI energy consumption consists of purchased electricity and petrol use for vehicles.
- GHG emissions calculations are based on The Greenhouse Gas ("GHG") Protocol Corporate Accounting and Reporting Standard, with operational control as the basis. Scope 1 (Direct) GHG emissions include emissions from fuels and refrigerants. Scope 2 (Indirect) GHG emissions refer to purchased electricity. Gases included in calculation include CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs. Emission factors from the GHG Protocol 2022 and GWP values from 2014 IPCC Fifth Assessment Report were used to compute Scope 1 emissions. The latest available grid electricity emission factors from the Singapore Energy Market Authority ("EMA") were used to compute Scope 2 emissions, based on the location-based method.
- Water used at all our properties is from municipal sources. The water supply from PUB, the national water agency, comprises water from local catchment, imported water (from neighbouring country's water catchment), reclaimed water (known as NEWater) and desalinated water. Water data for Buildings accounts for all water usage in common toilets and pantries. Water data for Corporate Office is unavailable, as water is not separately metered.

- Waste data reported correspond to waste collected for disposal or recycling at our Buildings, and includes waste generated from our Corporate Office as well as waste generated by our tenants, shoppers, and other building visitors.
- Intensity is computed using Gross Floor Area ("GFA") as the denominator. We adopt BCA's definition for GFA. All covered floor areas of a building, except otherwise exempted, and uncovered areas for commercial uses, are deemed the GFA of the building. Generally, car parks are excluded from GFA computation. The GFA used for SGX has been adjusted to reflect SingLand's 48.6% ownership share of the property.
- Sustainability performance data for the ongoing asset enhancement initiative at Singapore Land Tower has been reported separately. Sustainability performance data for development projects for which the Group did not have operational control of is not included in this report. Please refer to our joint venture partner (UOL)'s sustainability report instead for more details.

## Notes – Health & Safety Data:

- Workplace safety and health data reported under Property Management category includes all personnel working in the corporate office and buildings.
- Contractor data for Property Management comprises cleaning and security contractors only. In 2020, there was one injury involving a landscape contractor.
- We have started reporting more complete health and safety data for SLT AEI contractors this year. In 2021, there was one reportable incident involving an engineering contractor at our SLT worksite. The incident resulted in a cut and two (2) lost man-days.
- High-consequence work-related injury definition is revised to work-related injury that results in a fatality or non-fatal injuries which are more severe in nature, meeting Singapore Ministry of Manpower's definition of a major injury. Work-related hazards that may pose a risk from high-consequence injury from our risk assessment include fall from height, slip, trips and falls, machinery and vehicular accidents, and falling objects. No restatements are required for 2020 and 2021.  

$$\text{Rate of high-consequence work-related injuries} = (\text{Number of high consequence work-related injuries (excluding fatalities)} / (\text{Number of hours worked}) \times 1,000,000.$$

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

$$\text{Rate of recordable work-related injuries} = (\text{Number of recordable work-related injuries} / \text{Number of hours worked}) \times 1,000,000.$$

- In 2021, some contractors were reclassified as employees. As such, the number of employees' man-hours worked increased.

## Notes – Employee and Workers who are not employees Data:

- Average training hours per employee in 2021 and 2022 = Total training hours for the year / Total number of employees as at 31 December.  
 Average training hours per employee in 2020 = Total training hours for the year / Total number of full-time employees as at 31 December.
- Annual employee turnover rate in 2021 and 2022 = Total voluntary and non-voluntary turnover / Number of employees as of 31 December of the year.  
 Annual employee turnover rate in 2020 = Total voluntary and non-voluntary turnover / Average number of permanent employees in the year.
- SingLand does not have any employees with non-guaranteed hours in 2022. There are no significant fluctuations in the number of employees during 2022 and 2021.  
 This is the first year that SingLand is reporting data on the number of workers who are not employees and whose work is controlled by the organisation. For 2022, we have reported our security and cleaning contractors, SLT AEI contractors, outsourced property management staff for UIC Building and despatch staff. UIC workers reported correspond to interns. Numbers reported correspond to headcount as of 31 December 2022, except for SLT AEI contractor numbers which are reported as the average number for the month of December 2022. There are no significant fluctuations in the number of workers during the reporting period.  
 In 2020 and 2021, security and cleaning contractors, outsourced property management staff for UIC Building and despatch were reported under the category of property management contractors.

# APPENDICES

## GRI CONTENT INDEX

STATEMENT OF USE	SingLand has reported in accordance with the GRI Standards for the period 1 January 2022 to 31 December 2022.
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARD(S)	Note: GRI Sector Standard for the real estate industry is not yet available.

GRI Standard	Disclosure	Location	Omission	
<b>General disclosures</b>				
GRI 2: General Disclosures 2021	2-1	Organizational details	SR 2022 page 5	-
	2-2	Entities included in the organisation's sustainability reporting	SR 2022 page 5	-
	2-3	Reporting period, frequency, and contact point	SR 2022 page 5	-
	2-4	Restatements of information	Publication Date: 30 May 2023 SR 2022 pages 5 and 60	-
	2-5	External assurance	SR 2022 page 5	-
	2-6	Activities, value chain and other business relationships	SR 2022 pages 4, 5, 11 and 53	-
	2-7	Employees	There are no significant changes in activities, value chain and other relevant business relationships compared to FY 2021. SR 2022 page 35, 59 and 60	-
	2-8	Workers who are not employees	SR 2022 page 31, 53, 59 and 60	-
	2-9	Governance structure and composition	SR 2022 page 10, AR 2022 pages 16 to 19, 31, 36, 42, 72, 168 to 173	-
	2-10	Nomination and selection of the highest governance body	AR 2022 pages 41, 44 and 45	-
	2-11	Chair of the highest governance body	AR 2022 page 16, 20. The Board Chairman is not a senior executive in SingLand.	-
	2-12	Role of the highest governance body in overseeing the management of impacts	SR 2022 page 10, AR 2022 page 37	-
	2-13	Delegation of responsibility for managing impacts	SR 2022 page 10	-
	2-14	Role of highest governance body in sustainability reporting	SR 2022 page 10, AR 2022 page 37	-
	2-15	Conflicts of interest	AR page 2022 pages 37, 43, 45, 61 to 63, 158 to 159, and 168 to 175	-
	2-16	Communication of critical concerns	SR 2022 pages 45 to 46, AR 2022 page 56	-
	2-17	Collective knowledge of the highest governance body	SR 2022 page 50, AR 2022 pages 37 to 38	-
	2-18	Evaluation of the performance of the highest governance body	AR 2022 page 46 to 47	-
	2-19	Remuneration policies	AR 2022 pages 48 to 50	-
	2-20	Process to determine remuneration	Remuneration policies for the Board and senior executives are currently not tied to their objectives and performance in relation to management of SingLand's impacts on the economy, environment and people. We are in the process of reviewing our remuneration policies and framework and will include this for consideration. AR 2022 pages 48 to 49. In FY 2022, SingLand has engaged Willis Towers Watson Management (Singapore) Pte Limited, an external independent consultant, to assist in a detailed strategic review of the existing remuneration policy and framework, to be implemented in FY 2023. Results of shareholder's vote on Directors' fees during Annual General Meetings (AGMs) are available on as part of the AGM meeting minutes available on SingLand's corporate website ( <a href="https://singaporeland.com/investor-relations/annual-general-meeting/">https://singaporeland.com/investor-relations/annual-general-meeting/</a> )	-

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GRI Standard	Disclosure	Location	Omission	
GRI 2: General Disclosures 2021	2-21	Annual total compensation ratio	Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual): <ul style="list-style-type: none"> <li>• SingLand: 18.2</li> <li>• UICT: 6.7</li> </ul> Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual): <ul style="list-style-type: none"> <li>• SingLand: 4.4</li> <li>• UICT: 2.75</li> </ul>	Omitted on confidentiality constraints in view of commercial sensitivity surrounding remuneration matters that may also place the Company at an undue disadvantage in talent retention and recruitment given the competitive labour market in Singapore.
	2-22	Statement on sustainable development strategy	SR 2022 page 6	-
	2-23	Policy commitments	SR 2022 pages 36, 37, 45 to 46, 53	-
	2-24	Embedding policy commitments	SR 2022 pages 45 to 47, 53	-
	2-25	Processes to remediate negative impacts	SR 2022 pages 11 to 14, 31 to 32, 37, and 45 to 46	-
	2-26	Mechanisms for seeking advice and raising concerns	SR 2022 pages 12, 13, 45 to 46	-
	2-27	Compliance with laws and regulations	SR 2022 page 46	-
	2-28	Membership associations	SR 2022 page 14	-
	2-29	Approach to stakeholder engagement	SR 2022 pages 11 to 14	-
	2-30	Collective bargaining agreements	SR 2022 page 36	-
<b>Material topics</b>				
GRI 3: Material topics 2021	3-1	Process to determine material topics	SR 2022 page 16	-
	3-2	List of material topics	SR 2022 pages 17 to 18	-
<b>Energy and GHG emissions</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 pages 11, 17, 20, 21 to 24 and 30	-
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	SR 2022 pages 22, 30, 56 and 60	-
	302-3	Energy intensity	SR pages 22, 57 and 60	-
	302-4	Reduction of energy consumption	SR page 21	-
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	SR 2022 page 23, 30, 57 and 60	-
	305-2	Energy indirect (Scope 2) GHG emissions	SR 2022 page 23, 30, 57 and 60	-
	305-3	Other indirect (Scope 3) GHG emissions	-	Omitted due to information unavailable/incomplete. We are in the process of developing our Scope 3 emissions inventory for reporting next year (see SR 2022 page 23).
	305-4	GHG emissions intensity	SR 2022 page 23, 57 and 60	-
	305-5	Reduction of GHG emissions	SR 2022 pages 23 and 24	-
<b>Waste</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 pages 17, 20, 25 and 26	-

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GRI Standard	Disclosure	Location	Omission	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	SR 2022 page 25	-
	306-2	Management of significant waste-related impacts	SR 2022 pages 25 to 26	-
	306-3	Waste generated	SR 2022 page 25	-
	306-4	Waste diverted from disposal	SR 2022 page 25	-
	306-5	Waste directed to disposal	SR 2022 page 25	-
<b>Water</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 pages 17, 20, 27 and 30	
GRI 303: Water and effluents 2018	303-1	Interaction with water as a shared resource	SR page 17, 27, 29	
	303-3	Water withdrawal	SR page 27, 30, 57, 60	
	303-4	Water discharge	We do not measure water discharged. Any water discharged from our projects complies with local regulations.	Information unavailable.
	303-5	Water consumption	SR page 27	
<b>Product design and lifecycle management</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR pages 17, 20, 28 to 29	-
GRI 302: Energy 2016	302-2	Energy consumption outside of the organization	SR pages 28 to 29, 56 and 60.	-
<b>Product and service quality</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 pages 11, 12, 17, 31, 32, 59. Please also see page 44 for more information on additional measures to protect the health and safety of our building occupants under Buildings and Worksites Health and Safety Management.	-
<b>Diversity, inclusion and employment</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 pages 12, 17, 35 to 41, 59 and 60	-
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	SR 2022 pages 39, 40, 59 and 60	-
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR 2022 page 38	-
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	SR 2022 page 38 to 39, 59 and 60	-
	404-2	Programs for upgrading employee skills and transition assistance programs	We do not track programs for upgrading employee skills and transition assistance programs.	Information unavailable.
	404-3	Percentage of employees receiving regular performance and career development reviews	SR 2022 page 38	-
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	SR 2022 page 37	-
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	SR 2022 page 37	-
<b>Health and safety</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 pages 13, 17, 42 to 44, 53, 58 and 60	-

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GRI Standard	Disclosure	Location	Omission	
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	SR 2022 pages 42 and 44	-
	403-2	Hazard identification, risk assessment, and incident investigation	SR 2022 pages 42 to 43 TBD – 403-2c disclosure	-
	403-3	Occupational health services	SR 2022 pages 43 and 44	-
	403-4	Worker participation, consultation, and communication on occupational health and safety	SR 2022 pages 13, 42 to 44	-
	403-5	Worker training on occupational health and safety	SR 2022 pages 43 and 44	-
	403-6	Promotion of worker health	SR 2022 pages 12, 38, 40 and 53	-
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR 2022 page 53	-
	403-8	Workers covered by an occupational health and safety management system	SR 2022 page 42	-
	403-9	Work-related injuries	SR 2022 page 44, 58 and 60	-
	403-10	Work-related ill health	SR 2022 page 43, 58 and 60	-
<b>Anti-corruption and ethical business</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 page 13, 18, 45 to 46	-
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	SR 2022 page 46	-
	205-2	Communication and training about anti-corruption policies and procedures	SR 2022 page 45, 46 and 53 We do not track the total number and percentage of governance body members that have received training on anti-corruption.	-
	205-3	Confirmed incidents of corruption and actions taken	SR 2022 page 46	-
GRI 206: Anti-competitive behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	SR 2022 page 46	-
GRI 417: Marketing and Labeling 2016	417-3	Incidents of non-compliance concerning marketing communications	SR 2022 page 46	-
<b>Cybersecurity and data privacy</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 pages 18 and 47	-
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR 2022 page 47	-
<b>Responsible investment</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 pages 11, 18 and 48	-
<b>Sustainable supply chain</b>				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2022 page 18 and 53. Our measures to manage the environmental and health and safety impacts of our contractors can also be found in other sections such as pages 25, 27 and 42 to 44. Environmental and health and safety data for our SLT AEI worksite are reported in pages 56, 57, 58 and 60.	-
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	SingLand is working on rolling out our supplier code of conduct in the next two years, with a view to implement environmental screening criteria to inform our procurement decisions in the long term (see SR 2022 page 53)	-
	308-2	Negative environmental impacts in the supply chain and actions taken	SR 2022 page 53	-
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	SingLand is working on rolling out our supplier code of conduct in the next two years, with a view to implement social screening criteria to inform our procurement decisions in the long term (see SR 2022 page 53)	-
	414-2	Negative social impacts in the supply chain and actions taken	SR 2022 page 53	-

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## SASB INDEX

The SASB Real Estate Sustainability Accounting Standard metrics are presented below for the 10 buildings in the Group’s commercial and retail portfolio under this report’s scope.

**TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS.**

Topic	SASB Code	Accounting Metric	Property Subsector	2020	2021	2022
Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector (%)	Office (N742)	See Note #1	See Note #1	Landlord energy data is reported for 100% of SingLand’s commercial office properties under reporting scope. 88% of the properties have both landlord and tenant energy data reported.
			Shopping Centres (N761)			
	IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity (%), and (3) percentage renewable, by property subsector	Office (N742)	(1) 147,595 GJ (landlord consumption only) (2) 100% (3) 0%	(1) 138,655 GJ (landlord consumption only) (2) 100% (3) 0%	(1) 134,748 GJ (landlord consumption only); 178,118 GJ (total landlord and tenant consumption) (2) 100% (3) See Note #1
			Shopping Centres (N761)	(1) 77,082 GJ (2) 100% (3) 0%	(1) 74,696 GJ (2) 100% (3) 0%	(1) 78,720 GJ (landlord consumption only), 143,320 GJ (total landlord and tenant consumption) (2) 100% (3) See Note #1
	IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage (%), by property subsector	Office (N742)	91%	94%	97% (see Note #4)
Shopping Centres (N761)			86%	97%	105% (see Note #4)	
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector (See Note #5)	Office (N742)	(1) 37% (2) Not applicable to Singapore	(1) 48% (2) Not applicable to Singapore	(1) 81% (2) Not applicable to Singapore	
		Shopping Centres (N761)	(1) 100% (2) Not applicable to Singapore	(1) 100% (2) Not applicable to Singapore	(1) 100% (2) Not applicable to Singapore	
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1	See SR 2022 pages 21 to 24, 28 and page 48	
Water Management	IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	Office (N742)	(1) 100% (2) 0% (See Note #6)	(1) 100% (2) 0% (See Note #6)	(1) 100% (2) 0% (See Note #6)
			Shopping Centres (N761)	(1) See Note #1 (2) 0% (See Note #6)	(1) See Note #1 (2) 0% (See Note #6)	(1) See Note #1 (2) 0% (See Note #6)
	IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Office (N742)	(1) 272 thousand m3 (2) 0% (See Note #6)	(1) 231 thousand m3 (2) 0% (See Note #6)	(1) 250 thousand m3 (2) 0% (See Note #6)
			Shopping Centres (N761)	(1) 91 thousand m3 (2) 0% (See Note #6)	(1) 107 thousand m3 (2) 0% (See Note #6)	(1) 110 thousand m3 (2) 0% (See Note #6)
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Office (N742)	70%	85%	108%	
		Shopping Centres (N761)	62%	117%	103%	
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Office (N742) Shopping Centres (N761)	Pg 20 of SR2020	Pg 34-35 of SR 2021	SR 2022 page 27 and 29	

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Topic	SASB Code	Accounting Metric	Property Subsector	2020	2021	2022
Management of Tenant Sustainability Impacts	IF-RE-410a.1	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency related capital improvements and (2) associated leased floor area, by property subsector	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1	See Note #1
	IF-RE-410a.2	Percentage of tenants that are separately metered or sub-metered for (1) grid electricity consumption and (2) water withdrawals, by property subsector	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1	(1) See Note #2 (2) See Note #1
	IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	Office (N742) Shopping Centres (N761)	Pg 18-21 of SR 2020	Pg 25-35 of SR 2021	SR 2022 pages 11, 28, 29 and 31.
Climate Change Adaptation	IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Office (N742) Shopping Centres (N761)	There is no publicly available information on 100-year flood zone in Singapore.	There is no publicly available information on 100-year flood zone in Singapore.	There is no publicly available information on 100-year flood zone in Singapore.
	IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Office (N742) Shopping Centres (N761)	See Note #1	See Note #1	SR 2022 pages 49 to 52

- Note #1: Data was not available/ incomplete for the reporting year. For water withdrawal data, data coverage is 100% for data from landlord's water meters only. Water data was not available for tenants who have their own separate meters.
- Note #2: Data for 2022 include tenant electricity consumption (except for Clifford Centre) in addition to landlord electricity and fuel consumption. For West Mall, we have captured approx. 95% of tenants' electricity consumption, and for the rest of the buildings, 100% of tenants' electricity consumption. Electricity is the dominant energy consumed (99.8%).
- Note #3: Data for 2022 include tenant electricity consumption in addition to landlord electricity and fuel consumption. Tenant fuel consumption data is not available.
- Note #4: Like-for-like calculation is only performed for landlord energy consumption. Like-for-like calculation for total building energy consumption (including tenant data) will only be carried out from next year onwards since this is the first year that SingLand is reporting tenant energy consumption.
- Note #5: Energy rating scheme reported is BCA's Green Mark certification.
- Note #6: Using the Aqueduct Water Risk Atlas (v3.0), Singapore was not identified to be located in areas with high or extremely high baseline water stress; however, Singapore is projected to have extremely high water stress risk by 2030.

## TABLE 2. ACTIVITY METRICS

SASB Code	Activity Metric	Property Subsector	2020	2021	2022
IF-RE-000.A	Number of assets, by property subsector	Office (N742)	8	8	8
		Shopping Centres (N761)	2	2	2
IF-RE-000.B	Leasable floor area, by property subsector	Office (N742)	227,730 sq m * (2,451,263 sq ft)	227,730 sq m * (2,451,263 sq ft)	227,730 sq m * (2,451,263 sq ft)
		Shopping Centres (N761)	91,343 sq m * (983,207 sq ft)	91,398 sq m * (983,799 sq ft)	91,398 sq m * (983,799 sq ft)
IF-RE-000.C	Percentage of indirectly managed assets, by property subsector	Office (N742)	0%	0%	0%
		Shopping Centres (N761)	0%	0%	0%
IF-RE-000.D	Average occupancy rate, by property subsector	Office (N742) Shopping Centres (N761)	We report the committed occupancy rates of our properties in UIC's Annual Report 2020 pg 17-23.	We report the committed occupancy rates of our properties in SingLand's Annual Report 2021 pg 22-29.	We report the committed occupancy rates of our properties in SingLand's Annual Report 2022 pg 66 to 67.

\* Refers to Approximate Net Floor Area as reported in the Property Summary of The Group's AR 2020, AR 2021, and AR 2022

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## SGX CORE ESG METRICS INDEX

Our sustainability report alignment to SGX's 27 core ESG metrics is summarised below.

Topic	Metric	Unit	Framework alignment	Page number
<b>Environmental</b>				
Greenhouse Gas Emissions ("GHG")	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	tCO2e	GRI 305-1, GRI 305-2, GRI 305-3, TCFD, SASB 110, WEF core metrics	SR 2022 pages 23, 57 and 60
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3	tCO2e/organisation specific metrics	GRI 305-4, TCFD, SASB 110	SR 2022 pages 23, 57 and 60
Energy Consumption	Total energy consumption	MWhs or GJ	GRI 302-1, TCFD, SASB 130	SR 2022 pages 22, 30, 56 and 60
	Energy consumption intensity	MWhs or GJ/organisation specific metrics	GRI 302-3, TCFD	SR 2022 pages 22, 57 and 60
Water Consumption	Total water consumption	ML or m <sup>3</sup>	GRI 303-5, SASB 140, TCFD, WEF core metrics	We report total water withdrawal per GRI 303-3 in SR 2022 pages 27, 30
	Water consumption intensity	ML or m <sup>3</sup> /organisation specific metrics	TCFD, SASB IF-RE-140a.1	SR 2022 page 27, 57 and 60
Waste Generation	Total waste generated	tonnes	GRI 306-3, SASB 150, TCFD, WEF expanded metrics	SR 2022 pages 25, 57 and 60
<b>Social</b>				
Gender Diversity	Current employees by gender	Percentage (%)	GRI 405-1, SASB 330, WEF core metrics	SR 2022 pages 37, 59
	New hires and turnover by gender	Percentage (%)	GRI 401-1, WEF core metrics	SR 2022 pages 39, 40, 59 and 60
Age-Based Diversity	Current employees by age groups	Percentage (%)	GRI 405-1, WEF core metrics	SR 2022 page 37
	New hires and turnover by age groups	Percentage (%)	GRI 401-1, WEF core metrics	SR 2022 pages 39, 40, 59 and 60
Employment	Total turnover	Number and Percentage (%)	GRI 401-1, SASB 310, WEF core metrics	SR 2022 pages 39, 40, 59 and 60
	Total number of employees	Number	Commonly reported metric by SGX issuers	SR 2022 pages 35, 59 and 60
Development & Training	Average training hours per employee	Hours/No. of employees	GRI 404-1, WEF core metrics	SR 2022 pages 38, 39, 59 and 60
	Average training hours per employee by gender	Hours/No. of employees	GRI 404-1, WEF core metrics	SR 2022 pages 38 and 39
Occupational Health & Safety	Fatalities	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	SR 2022 pages 44, 58 and 60
	High-consequence injuries	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore)	SR 2022 pages 44, 58 and 60
	Recordable injuries	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	SR 2022 pages 44, 58 and 60
	Recordable work-related ill health cases	Number of cases	GRI 403-10, WEF expanded metrics, MOM (Singapore)	SR 2022 pages 58 and 60
<b>Governance</b>				
Board Composition	Board independence	Percentage (%)	GRI 102-22, WEF core metrics	AR 2022 page 42
	Women on the board	Percentage (%)	GRI 102-22, GRI 405-1, WEF core metrics	SR 2022 page 37
Management Diversity	Women in the management team	Percentage (%)	GRI 102-22, GRI 405-1, WEF core metrics, SASB 330	SR 2022 page 37 and 59
Ethical Behaviour	Anti-corruption disclosures	Discussion and number of standards	GRI 205-1, GRI 205-2 and GRI 205-3	SR 2022 pages 45 to 46
	Anti-corruption training for employees	Number and Percentage (%)	GRI 205-2, WEF core metrics	SR 2022 pages 45 to 46
Certifications	List of relevant certifications	List	Commonly reported metric by SGX issuers	SR 2022 pages 20 and 48
Alignment with Frameworks	Alignment with frameworks and disclosure practices	GRI/ TCFD/ SASB/ SDGs/ others	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	SR 2022 page 5
Assurance	Assurance of sustainability report	Internal/External/None	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	SR 2022 page 5

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## INDEPENDENT LIMITED ASSURANCE REPORT IN CONNECTION WITH SINGAPORE LAND GROUP LIMITED (“SINGLAND” OR “GROUP”) SUSTAINABILITY REPORT 2022 FOR THE YEAR ENDED 31 DECEMBER 2022

We have performed a limited assurance engagement on Singapore Land Group Limited (“SingLand” or “Group”)’s Sustainability Report (“Sustainability Report”) for the year ended 31 December 2022 and selected Global Reporting Initiative (“GRI”) Universal Standards 2021 disclosures (collectively, the “Sustainability Information”) as identified below.

Our assurance engagement does not extend to information in respect of earlier periods included in or linked to the Sustainability Report 2022 or from SingLand’s Annual Report 2022, including any images, audio files or embedded videos.

### LIMITED ASSURANCE CONCLUSION

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

(a) the Sustainability Report has not described the sustainability practices on a comply-or-explain basis with reference to the following components as listed under the Rule 711B of the Singapore Exchange’s (SGX) Listing Manual:

- Material environmental, social and governance factors;
- climate-related disclosures consistent with the recommendations of the Task Force on Climate-related Financial Disclosures;
- Policies, practices and performance;
- Targets;
- Sustainability reporting framework; and
- Board statement and associated governance structure for sustainability practices.

(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 Universal Standards 2021:

MATERIAL TOPIC	GRI STANDARDS - TOPIC-SPECIFIC DISCLOSURE REQUIREMENTS	SELECTED GRI DISCLOSURES
<b>Energy</b>	GRI 302-1	Energy consumption within the organisation Corporate Office: 563 Gigajoules (GJ) Buildings (Retail and Commercial): 213,468 GJ UIC Technologies Pte Ltd (UICT): 714 GJ
	GRI 302-3 GRI CRE 1	Energy intensity Buildings (Retail and Commercial): 0.47 gigajoules per square metre (GJ/m2)
<b>Water</b>	GRI 303-3	Water withdrawal Buildings (Retail and Commercial): 361 megalitres UICT: 0.0778 megalitres
	GRI CRE 2	Water intensity Buildings (Retail and Commercial): 0.79 m3/m2
<b>Emissions</b>	GRI 305-2	Energy indirect (Scope 2) greenhouse gas (GHG) emissions Corporate Office: 63.5 tonnes of carbon dioxide emissions (tCO2e) Buildings (Retail and Commercial): 24,037 tCO2e UICT: 59.8 tCO2e
	GRI 305-4 GRI CRE 3	GHG emissions intensity Buildings (Retail and Commercial) (Scope 2): 53 kg CO2e/m2

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MATERIAL TOPIC	GRI STANDARDS - TOPIC-SPECIFIC DISCLOSURE REQUIREMENTS	SELECTED GRI DISCLOSURES					
<b>Training and education</b>	GRI 404-1	Average hours of training per year per employee 8.2 hours per year per employee					
<b>Data security and privacy</b>	GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data Zero incident of substantiated complaints concerning breaches of customer privacy and losses of customer data					
<b>Occupational health and safety</b>	GRI 403-9	Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities	<b>Property Management</b>		<b>UIC</b>		
				<b>Employees</b>	<b>Contractors</b>	<b>Employees</b>	<b>Contractors</b>
			Number of work-related fatalities	0	0	0	0
			Number of recordable work-related injuries	0	0	0	0
			Number of lost days	0	0	0	0
		Rate of recordable work-related injuries	0	0	0	0	
<b>Diversity and equal opportunity</b>	GRI 405-1	Diversity of governance bodies and employees	<b>By age group</b>				
			<b>Group</b>	<b>&lt;30 years old</b>	<b>30-50 years old</b>	<b>&gt;50 years old</b>	
			Board of Directors	0%	20%	80%	
			Senior Management	0%	44%	56%	
			Executive	6%	53%	42%	
			Non-Executive	6%	16%	79%	
			<b>By gender</b>				
			<b>Group</b>	<b>Male</b>	<b>Female</b>		
			Board of Directors	80%	20%		
			Senior Management	56%	44%		
Executive	45%	55%					
Non-Executive	68%	32%					

We do not express an assurance conclusion on information in respect of earlier periods included in or linked to the Sustainability Report 2022 or from the Annual Report 2022, including any images, audio files or embedded videos.

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## MANAGEMENT'S RESPONSIBILITY

Management is responsible for:

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

## UNDERSTANDING HOW SINGLAND HAS PREPARED THE SUSTAINABILITY INFORMATION

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

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

## PRACTITIONER'S RESPONSIBILITY

We are responsible for:

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

As we are engaged to form an independent conclusion on the Sustainability Information as prepared by management, we are not permitted to be involved in the preparation of the Sustainability Information as doing so may compromise our independence. Our responsibility is to form a conclusion on the Group's preparation and presentation of the Report in accordance with the Standards, based on our work.

## PROFESSIONAL STANDARDS APPLIED

We performed our work in accordance with Singapore Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information ("Standard"). This Standard requires that we comply with ethical requirements and plan and perform our work to form the conclusion. The extent of the work performed depends on our professional judgement and our assessment of the engagement risk.

## PRACTITIONER'S INDEPENDENCE AND QUALITY MANAGEMENT

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 Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

# APPENDICES

## SUMMARY OF THE WORK WE PERFORMED AS THE BASIS OF OUR ASSURANCE CONCLUSION

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

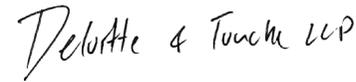
- Evaluate the suitability in the circumstances of Singland’s use of the Standard, as the basis for preparing the Sustainability Information used in the Report;
- Through inquiries, obtain an understanding of Singland’s control environment, processes and information systems relevant to the preparation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

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

## PURPOSE AND RESTRICTION ON DISTRIBUTION AND USE

This report is made solely to directors of Singapore Land Group Limited in accordance with our engagement letter dated 17 December 2022 for the purpose of providing an assurance conclusion on the Report and Selected GRI Disclosures. As a result, the report may not be suitable for another purpose.

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



**Public Accountants and Chartered Accountants Singapore**

**12 May 2023**



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