



**SINGAPORELAND**

**SUSTAINABILITY REPORT 2024**



# GLOSSARY

<b>ABC</b>	- Anti-Bribery and Corruption	<b>GFA</b>	- Gross Floor Area	<b>SCOC</b>	- Supplier Code of Conduct
<b>ACRA</b>	- Accounting and Corporate Regulation Authority	<b>GHG</b>	- Greenhouse Gas	<b>SDGs</b>	- Sustainable Development Goals
<b>AEI</b>	- Asset Enhancement Initiative	<b>GRI</b>	- Global Reporting Initiative	<b>SGBC</b>	- Singapore Green Building Council
<b>AHU</b>	- Air Handling Units	<b>HR</b>	- Human Resources	<b>SGX</b>	- Singapore Exchange
<b>AI</b>	- Artificial Intelligence	<b>IFRS</b>	- International Financial Reporting Standards	<b>SGX-ST</b>	- Singapore Exchange Securities Trading Limited
<b>AR</b>	- Annual Report	<b>ISSB</b>	- International Sustainability Standards Board	<b>SGXRegCo</b>	- Singapore Exchange Regulation
<b>ARC</b>	- Audit and Risk Committee	<b>HVAC</b>	- Heating, Ventilation, and Air Conditioning	<b>SISEU</b>	- Singapore Industrial and Services Employees' Union
<b>BCA</b>	- Building and Construction Authority	<b>LeAP</b>	- Leadership Acceleration Programme	<b>SLT</b>	- Singapore Land Tower
<b>BID</b>	- Business Improvement District	<b>LED</b>	- Light-emitting Diode	<b>SOP</b>	- Standard Operating Procedures
<b>BMS</b>	- Building Management Services	<b>LHV</b>	- Lower Heating Value	<b>SR</b>	- Sustainability Report
<b>CBA</b>	- Collective Bargaining Agreements	<b>LPA</b>	- Lasting Power of Attorney	<b>SSC</b>	- Sustainability Steering Committee
<b>CDC</b>	- Central Singapore Community Development Council	<b>MOM</b>	- Ministry of Manpower	<b>SWC</b>	- Sustainability Working Committee
<b>CONQUAS</b>	- Construction Quality Assessment System	<b>NEA</b>	- National Environment Agency	<b>SWG</b>	- Sustainability Working Group
<b>COP29</b>	- 2024 UN Climate Change Conference	<b>NVPC</b>	- National Volunteer and Philanthropy Centre	<b>TAFEP</b>	- Tripartite Alliance for Fair Employment Practices
<b>CEO</b>	- Chief Executive Officer	<b>ODS</b>	- Ozone Depleting Substances	<b>TCFD</b>	- Task Force on Climate-related Financial Disclosures
<b>CERT</b>	- Company Emergency Response Teams	<b>OHS</b>	- Occupational Health and Safety	<b>UIC</b>	- United Industrial Corporation
<b>CPAS</b>	- Cerebral Palsy Alliance Singapore	<b>OHSMS</b>	- Occupational Health and Safety Management Systems	<b>UICT</b>	- UIC Technologies Pte Ltd
<b>CPF</b>	- Central Provident Fund	<b>PDPA</b>	- Personal Data Protection Act	<b>UN</b>	- United Nations
<b>CSA</b>	- Cyber Security Agency	<b>PDPC</b>	- Personal Data Protection Commission	<b>URA</b>	- Urban Redevelopment Authority
<b>CSR</b>	- Corporate Social Responsibility	<b>PPE</b>	- Personal Protective Equipment	<b>USE</b>	- Union of Security Employees
<b>DEI</b>	- Diversity, Equity and Inclusion	<b>PPVC</b>	- Prefabricated Prefinished Volumetric Construction	<b>UVGI</b>	- Ultra-Violet Germicidal Irradiation
<b>DPO</b>	- Data Protection Officer	<b>PSSCOC</b>	- Public Sector Standard Conditions of Contract	<b>VAPT</b>	- Vulnerability Assessments and Penetration Tests
<b>e-waste</b>	- Electronic Waste	<b>PUB</b>	- Public Utilities Board	<b>WSH</b>	- Workplace Safety and Health
<b>EMA</b>	- Energy Market Authority	<b>RMC</b>	- Risk Management Committee	<b>WSQ</b>	- Workforce Skills Qualifications
<b>EMS</b>	- Environmental Management System	<b>REDAS</b>	- Real Estate Developers' Association of Singapore		
<b>EUI</b>	- Energy Use Intensity	<b>SASB</b>	- Sustainability Accounting Standards Board		
<b>ERM</b>	- Enterprise Risk Management				
<b>ESG</b>	- Environmental, Social and Governance				
<b>EV</b>	- Electric Vehicle				

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# ABOUT THIS REPORT

## CORPORATE PROFILE

Singapore Land Group Limited ("SingLand" or the "Company", together with our information technology subsidiary, 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. Through an extensive portfolio of prime commercial assets in Singapore and investment properties in Australia, China and the United Kingdom, SingLand owns 3.9 million square feet of office space and 1.2 million square feet of retail space. For further insights into the Group's business endeavours, please refer to SingLand's Annual Report 2024 ("AR 2024") or visit our corporate website at [www.singaporeland.com](http://www.singaporeland.com).

We are distinguished by our ambition to create inclusive and sustainable environments, 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.



## OUR CORPORATE PURPOSE

### ELEVATE COMMUNITIES, INSPIRE THE FUTURE

We aspire to be a force for good by stewarding our planet responsibly and creating lasting positive impact for future generations through the spaces we create.

### OUR VISION

A leading creator of inclusive urban spaces that empower people, businesses and communities to reach their potential.

### OUR MISSION

Driving sustainable social, economic and environmental change to create urban environments that build strong communities.

## OUR VALUES



### PEOPLE AND PLANET

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



### WE, NOT I

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



### ADAPT TO THRIVE

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



### ALWAYS BE LEARNING

We value the professional and personal development of every employee and champion a culture where inquisitive minds and a future-forward mindset are celebrated.



# ABOUT THIS REPORT

## SCOPE OF THE REPORT

This is the 8<sup>th</sup> annual sustainability report released by the Group. Unless explicitly mentioned otherwise, the information presented in this report pertains to the financial year spanning from 1 January to 31 December 2024 ("FY 2024").

The report focuses on our commitments, governance, policies, and performance in managing the Group's Environmental, Social and Governance ("ESG") impact in 2024.

The entities covered in this report are<sup>1</sup>:

- SingLand's corporate office.
- The Group's commercial and retail portfolio, comprising Singapore Land Tower, Stamford Court<sup>2</sup>, Tampines Plaza 1, Tampines Plaza 2, The Gateway, UIC Building, Clifford Centre<sup>3</sup>, Marina Square<sup>4</sup> and West Mall, over which we have direct operational control. Additionally, we report on the Group's share of the Singapore Exchange ("SGX") Centre.
- UIC Technologies ("UICT"), our information technology subsidiary.

Since 2023, the report for UICT has been separated from the property business report for clarity. Please refer to the *Information Technology Business* section for further details. For UIC Building, the data reported pertains exclusively to the office building and office common areas, unless specified otherwise.

This report excludes other subsidiaries, associates, and joint ventures where direct operational control is not exercised. This comprises our overseas investments in Australia, China and the United Kingdom, as well as our hospitality business and residential development projects. For detailed insights into the Group's residential development projects, please refer to the sustainability report by our parent company, UOL.

## REPORTING STANDARDS AND FRAMEWORKS

The 2024 Sustainability Report ("SR 2024") has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards 2021, a universally recognised and widely adopted reporting standard. In the absence of a GRI 2021 sector standard tailored specifically for real estate, we have referred to the GRI G4 Construction and Real Estate Sector Disclosures as a guide, ensuring a thorough and comprehensive approach to sustainability disclosures.

Our commitment to transparency extends to compliance with the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules (711A and 711B) – Sustainability Reporting. This includes fulfilling climate-related disclosure requirements as outlined by the Task Force on Climate-related Financial Disclosures ("TCFD").

We continue to align our report disclosures with the Sustainability Accounting Standards Board ("SASB") Real Estate Sustainability Accounting Standard. This supports our reporting on sustainability topics that hold financial materiality in the real estate sector and prepares us for the upcoming requirements for listed companies in Singapore to report climate-related disclosures aligned with the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards. Our greenhouse gas ("GHG") emissions inventory has been prepared following the GHG Protocol Corporate Accounting and Reporting Standard.

In keeping with our commitment to global sustainability, we actively align our sustainability strategies and initiatives with the United Nations ("UN") Sustainable Development Goals ("SDGs"). Our report highlights our endeavours and achievements in incorporating the SDGs within our operations.

## RESTATEMENT

This year, we have disclosed corrections to the e-waste data reported in SR 2023. Please refer to page 74 for information about the restatement.

## REPORT REVIEW AND ASSURANCE

In accordance with the listing rules set forth by the Singapore Exchange ("SGX"), the Group has conducted an internal review of the key aspects of the SR 2024 to ensure the adequacy and effectiveness of SingLand's internal controls over sustainability reporting processes.

SingLand remains committed to enhancing the credibility of our sustainability reporting by seeking external assurance. The Board, employing a risk-based approach, has directed SingLand's management to secure external assurance for key sustainability reporting metrics and performance against targets.

PricewaterhouseCoopers LLP has provided independent assurance for the specific sustainability data incorporated in this report. For a comprehensive understanding of the detailed sustainability data, kindly refer to the *Independent Limited Assurance Report* available on page 84.

## LINK TO OTHER RELEVANT REPORTS

Our Annual Report 2024 ("AR 2024"), which should be read in conjunction with the SR 2024 for a comprehensive overview of our ESG performance, is available on our website, [www.singaporeland.com](http://www.singaporeland.com). We encourage stakeholders to explore both reports to gain a holistic understanding of our commitment to sustainability.

Our past sustainability reports are also accessible on the same website.

## FEEDBACK

For feedback and suggestions, please write to [sustainability@singaporeland.com](mailto:sustainability@singaporeland.com).

<sup>1</sup> The subsidiaries reported in 2024 Sustainability Report ("SR 2024") are Alprop 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.

<sup>2</sup> Stamford Court was divested in Q4 2024. Hence, only data for the first three quarters are included in this report.

<sup>3</sup> Clifford Centre closed for redevelopment since January 2023, with demolition starting in April 2023.

<sup>4</sup> Marina Square Shopping Mall only. This report excludes SingLand's share of MCST 2190.

# CEO'S STATEMENT

## Dear Stakeholders,

The quest for a sustainable future is vital. 2024 was the warmest year on record, capping an extraordinary 10-year streak of record-breaking temperatures<sup>1</sup>. We saw the increased occurrence of extreme weather events across the globe with millions experiencing the negative impacts of climate-related calamities.

At the 2024 UN Climate Change Conference ("COP29"), the focus on funding and effective carbon market mechanisms highlighted the urgency of collective action. Inspired by these advancements, SingLand remains deeply committed to becoming a sustainable, low-carbon business.

Guided by our sustainability framework, we continue to integrate ESG considerations into every aspect of our organisation, aligning with both global and national climate ambitions. We recognise that embedding sustainability into our business is not just a responsible decision. It is a strategic imperative that will yield positive results for our stakeholders and build towards a sustainable future.

## DRIVING CLIMATE ACTION AND DECARBONISATION

Since 2023, 100% of the buildings in our portfolio have attained Green Mark certification from the Building Construction Authority ("BCA"), exceeding our target to have all our buildings certified by 2030. This provides a strong foundation upon which we continue to advance our transition to a low carbon future.

Pushing the performance of our buildings for optimum resource efficiency is crucial for reducing the environmental impact of assets in use. Following energy optimisation works, UIC Building attained a higher Green Mark certification of Platinum. With this, we crossed a major milestone with all six<sup>2</sup> of our commercial office buildings having a Platinum or higher Green Mark rating.

We were also honoured to be recognised at the SGBC-BCA Leadership in Sustainability Awards in the Carbon Performance category for our efforts to transform and futureproof Singapore Land Tower through an extensive asset enhancement initiative. This achievement highlights not only our unwavering pursuit of excellence in sustainable building practices but also our leadership in driving the green transformation of the built environment.

For SingLand, a key aspect of charting a credible reduction pathway is knowing where we stand. In 2024, we completed our first quantitative climate scenario analysis that assessed the implications of climate-related risks and opportunities. The analysis provided important insights to guide our decision-making processes and was a significant step in enhancing the resilience of our portfolio.

We continued our efforts to take stock of our carbon emissions by conducting whole life carbon assessments of Singapore Land Tower and The Gateway. These studies provide deep insights into our properties' carbon footprint and go a long way in helping us understand the challenges and opportunities for future initiatives.

## COLLABORATING FOR THE GREATER GOOD

Achieving ambitious sustainability goals requires collective action and strong partnerships. For us, collaboration among multiple stakeholders plays a pivotal role in driving meaningful and lasting change.

In line with Singapore's push for an alliance approach to construction projects, we adopted collaborative contracting practices for the redevelopment of Clifford Centre, incorporating clauses that foster transparency, equitable risk-sharing, and enhanced collaboration among stakeholders. A Partnering Workshop co-organised by SingLand and the project's main contractor, Woh Hup (Private) Limited, was key for setting the foundation for mutually beneficial partnerships and aligned outcomes.

In 2024, we developed a Supplier Code of Conduct ("SCOC") to set clear expectations and engage our suppliers in ethical and sustainable practices. This framework ensures alignment with SingLand's sustainability standards while encouraging our partners to adopt responsible practices across the supply chain.

<sup>1</sup> WMO confirms 2024 as warmest year on record at about 1.55°C above pre-industrial levels.

<sup>2</sup> This excludes Stamford Court, which was divested in Q4 2024, and Clifford Centre, which is closed for redevelopment.



# CEO'S STATEMENT

## PUTTING PEOPLE FIRST

At SingLand, we believe that our success is intrinsically connected to the well-being of the communities we operate in. As a real estate company, this means ensuring the health and safety of all who work in our buildings. In 2024, SingLand obtained the ISO 45001 Occupational Health and Safety Management System ("OHSMS") certification, reinforcing our commitment to global safety standards.

Internally, hearing from those we work with is key to understanding how we can build a thriving workforce. Acting on this belief, we conducted an extensive employee survey and are rolling out a multi-prong action plan to further enhance our support for employees based on the feedback. I am pleased to share that our efforts to create a vibrant workplace were recognised at the 17<sup>th</sup> Singapore HR Awards with SingLand receiving the Best-in-Class Workforce Transformation Award for HR.

## ADVANCING SOCIAL IMPACT

We continue to drive positive change under the umbrella of SingLand Elevates, our corporate initiative that focuses on giving back to society. In addition to giving over \$440,000 to various causes in FY 2024, we centred our volunteering efforts on four underserved groups – persons with disabilities, underprivileged seniors, migrant workers and youth-at-risk. Our employees were empowered to make a difference through volunteering activities with charities such as Cerebral Palsy Alliance Singapore, Montfort Care, HealthServe and Community Chest.

One of the highlights under SingLand Elevates in 2024 was our partnership with Central Singapore CDC to launch DOTS Academy @ Central, a pilot programme that offers youth-at-risk opportunities they otherwise would not have access to. We are glad that our donation of \$250,000, which was matched dollar-for-dollar by the government, provides a springboard into fresh, new experiences for up to 1,000 youths.

It was also an honour for SingLand to be recognised as a Champion of Good by the National Volunteer and Philanthropy Centre ("NVPC"). The accolade is an encouragement for us to continue in our efforts to make a tangible difference in the community.

## BUILDING A RESILIENT AND SUSTAINABLE FUTURE TOGETHER

We recognise that sustainability is a complex amalgamation of issues that are admittedly challenging to navigate. Nonetheless, we believe that it is not insurmountable. Rather, we are hopeful that we can build a future that benefits both people and the planet through firm action taken together with stakeholders across our value chain.

On behalf of the Board of Directors and the management team, I extend our deepest appreciation to all our stakeholders for your continued support and partnership in advancing our ESG goals. Your trust and collaboration propel us to fulfil our purpose to Elevate Communities, Inspire the Future. I believe that together, we can make a positive impact that endures for generations.

**Jonathan Eu**

*Chief Executive Officer*  
April 2025

# SUSTAINABILITY HIGHLIGHTS

## ENVIRONMENTAL



### RECOGNITION FOR GREEN EFFORTS



All office buildings certified Green Mark Platinum or higher

- Green Mark Platinum certification for UIC Building and Corporate Office
- 100% Green Mark certification for all buildings since 2023



Singapore Land Tower recognised at SGBC-BCA Leadership in Sustainability Awards in the Carbon Performance category.

### EMBEDDING SUSTAINABILITY IN OUR BUSINESS



Whole life carbon assessments conducted for Singapore Land Tower and The Gateway.



First quantitative climate scenario analysis conducted to understand potential financial and business impacts of climate risks

## SOCIAL



### SUPPORTING OUR WORKFORCE



Received Workforce Transformation Award for HR, Best-in-Class at the 17<sup>th</sup> Singapore HR Awards



Obtained ISO 45001 Occupational Health and Safety Management Systems certification



**52%**  
of senior management were women



**54 hours**  
of training on average per SingLand employee

### MAKING AN IMPACT IN THE COMMUNITY



Recognised as a Champion of Good by the National Volunteer and Philanthropy Centre



**1,000**  
volunteering hours contributed

## GOVERNANCE



### ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES



Awarded the Most Transparent Company Award (Real Estate) at the Securities Investors Association (Singapore) Investors' Choice Awards 2024



Obtained ISO 27001:2022 Information Security Management Systems certification

### RESPONSIBLE SOURCING AND SUPPLY CHAIN



Developed a Supplier Code of Conduct

- Designed to facilitate ethical and sustainable business practices across the supply chain



Adopted collaborative contracting practices for the redevelopment of Clifford Centre

- Aimed at ensuring fair risk distribution and schedule flexibility while providing clarity on project costs

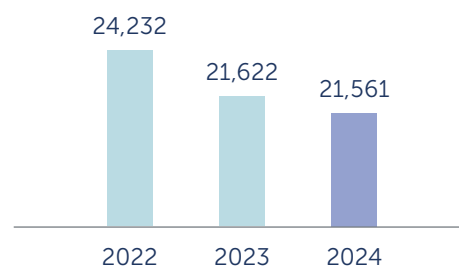


# YEAR IN REVIEW



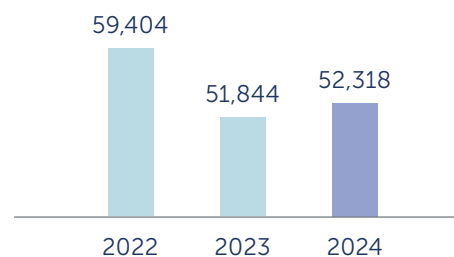
## GREENHOUSE GAS EMISSIONS (Tonnes CO<sub>2</sub>e)

Commercial Office & Retail Buildings Scope 1 & 2



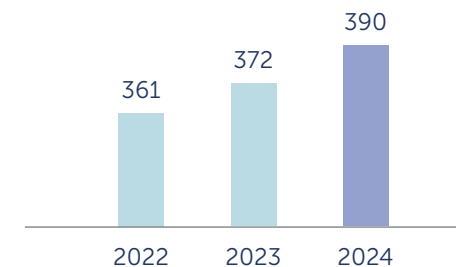
## ELECTRICITY CONSUMPTION (MWh)

Commercial Office & Retail Buildings



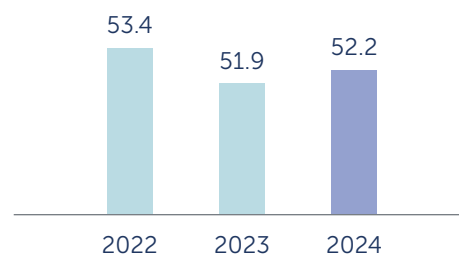
## WATER CONSUMPTION (megalitres)

Commercial Office & Retail Buildings



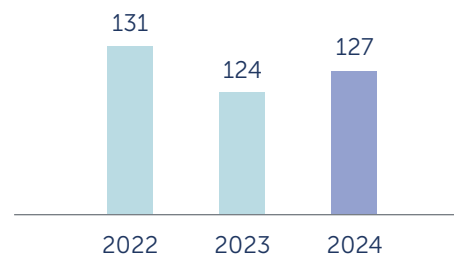
## GREENHOUSE GAS INTENSITY (kgCO<sub>2</sub>e/m<sup>2</sup>)

Commercial Office & Retail Buildings Scope 1 & 2



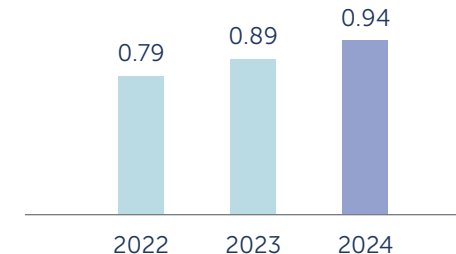
## ELECTRICITY CONSUMPTION INTENSITY (kWh/m<sup>2</sup>)

Commercial Office & Retail Buildings



## WATER CONSUMPTION INTENSITY (m<sup>3</sup>/m<sup>2</sup>)

Commercial Office & Retail Buildings



# SUSTAINABILITY GOVERNANCE

## BOARD STATEMENT ON SUSTAINABILITY

At SingLand, sustainability matters are integral to our strategic business plans. The SingLand Board is committed to advancing the Group's legacy as a premier real estate developer that uplifts communities and inspires future generations. This commitment underscores SingLand's dedication not only to effective sustainability performance management but also to the enduring impact of our real estate business on communities and the broader society.

In collaboration with the Sustainability Steering Committee ("SSC"), the Board provides strategic oversight and ensures the effective management and monitoring of SingLand's sustainability-related matters. This includes conducting regular reviews of SingLand's environmental, social and governance ("ESG") performance, alongside reviewing and approving the Group's annual sustainability report.

The Sustainability Working Group ("SWG"), established in 2022, comprises selected Board members, the SSC, and designated management representatives. The SWG has reviewed the Group's material ESG factors in 2024, which the Board approved. This review was carried out to ensure that the Group's material ESG factors remain relevant and impactful.

The Board remains steadfast in its dedication to fostering collaboration with management and all stakeholders to cultivate a sustainable business that positively impacts our environment and society.

SingLand adopts an integrated governance structure that fosters a collective commitment to ESG factors. The Group's sustainability governance structure permeates functions and seniority, ensuring that sustainability is integrated at both strategic and operational levels.

The Audit and Risk Committee ("ARC") oversees the Group's ESG risk management and performance at the Board level. It monitors the measures implemented to address the Group's key ESG risks and manage ESG impacts related to our material topics. Additionally, the ARC oversees the identification and management of the Group's ESG metrics and performance against targets.

SingLand's Board holds ultimate responsibility for addressing the Group's sustainability matters, encompassing climate-related risks and opportunities. All our directors participated in training on sustainability matters, as prescribed by SGX.

The Board collaborates closely with SingLand's management to:

- Formulate the Group's ESG strategy and ensure integration into decision-making processes.
- Identify the Group's material ESG issues related to SingLand's impacts on the environment, economy, and people.
- Establish and oversee the setting of pertinent ESG goals and targets.
- Monitor and assess the Group's ESG progress and performance.

## SUSTAINABILITY GOVERNANCE STRUCTURE





# SUSTAINABILITY GOVERNANCE

Sustainability issues play a critical role in how SingLand's business strategies and policies are shaped. As such, the Board takes into consideration the effective management of climate-related risks and opportunities, environmental and social impacts, as well as governance processes that influence enterprise risk management ("ERM"). Four sustainability update meetings were convened with the ARC in 2024. Topics discussed include:

## Sustainability Strategy:

- Results of SingLand's quantitative climate scenario analysis
- ERM review to incorporate climate-related risks
- Supplier Code of Conduct
- Inter-group alignment on ESG-related scope and disclosures

## Sustainability Reporting:

- SingLand's sustainability reporting standards and framework
- International Sustainability Standards Board ("ISSB") readiness roadmap
- Review of metrics and targets including for Energy, GHG Emissions, Water and Waste

To ensure the ARC remains informed about relevant sustainability matters, the SSC, chaired by SingLand's CEO and comprising representatives of SingLand's senior management from corporate and business functions, provides quarterly updates to the ARC.

When necessary, the ARC chair will convene the SWG to facilitate more in-depth discussions on ESG matters. The SWG comprises the SSC and selected representatives from SingLand's Board and management as required based on the specific topic.

Supporting the SSC is the Sustainability Working Committee ("SWC"), consisting of representatives from various business units and functions. The SWC contributes to and validates ESG performance data for reporting and provides feedback from stakeholders such as employees, customers and the public. This input helps management define, refine, and prioritise sustainability topics and initiatives. SingLand's sustainability governance is integrated within our broader corporate governance framework. Additional details can be found in the *Corporate Governance Report* in AR 2024.

# STAKEHOLDER ENGAGEMENT

We recognise that a comprehensive understanding of our stakeholders' diverse interests and concerns is crucial for informing how we create long-term value. We define our stakeholders as those who have significant impact on and vested interest in our business operations. The inputs we receive from engaging our stakeholders are carefully considered when determining the Group's strategies and policies.

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>Expectations 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>100% Green Mark certification of our buildings and regular asset enhancements and upgrading for commercial office and retail portfolio under management</li> <li>Signatory to Singapore Built Environment Embodied Carbon Pledge</li> <li>Progressing a detailed study of SingLand's carbon footprint, including whole life carbon assessments for Singapore Land Tower and The Gateway</li> <li>Progressive roll-out of Green Fit-out Guide to tenants</li> <li>Provision of recycling facilities at all properties and food waste digesters at SingLand's malls</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 Commercial Leasing team and Building Management Service representatives to foster trusted business relationships and address all landlord-related concerns</li> <li>Harnessing digital tools such as the SingLand App at Singapore Land Tower to facilitate building access, dissemination of information and feedback sharing</li> <li>Organising of tenant engagement activities to add value and foster a sense of community</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>Annual report and sustainability report</li> <li>Town halls (where required)</li> </ul>
	<b>Homebuyers<sup>1</sup></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 and efficient construction methods such as prefabricated, 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>

<sup>1</sup> For detailed insights into the Group's residential development projects, please refer to the sustainability report of our parent company, UOL.



# STAKEHOLDER ENGAGEMENT

STAKEHOLDERS	PURPOSE OF ENGAGEMENT	SINGLAND'S ENGAGEMENT AND RESPONSE
<b>Customers</b> <i>(Cont'd)</i>	<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>AEIs and periodic refurbishment of mall amenities</li> <li>Provision of nursing/ family rooms</li> <li>Continual improvements to 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 organisers</li> <li>Wheelchair accessible malls to accommodate persons with disabilities</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 Company</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>Ensure ethical business policies and fair employment practices for a workplace free from discrimination</li> <li>Safe and healthy workplaces</li> </ul>	<ul style="list-style-type: none"> <li>Whistle Blowing Policy and channel communicated to all staff during onboarding and available on the Company's corporate website</li> <li>Responsible business policies and practices available on SingLand's intranet portal, CAMPUS</li> <li>Department meetings with CEO for departments to provide key operational updates</li> </ul>
	<ul style="list-style-type: none"> <li>Personal growth and career development</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for company-sponsored trainings and workshops</li> <li>Introduction of Leadership Acceleration Programme to develop leadership within the Company</li> <li>Increased project-based collaboration across departments</li> <li>SingLand Empowers – Supporting and growing female employees through women's initiative Women Inspired to Thrive</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>Annual performance reviews</li> </ul>

# STAKEHOLDER ENGAGEMENT

STAKEHOLDERS	PURPOSE OF ENGAGEMENT	SINGLAND'S ENGAGEMENT AND RESPONSE
<b>Employees</b> <i>(Cont'd)</i>	<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>Enhanced flexible work arrangement policy to offer greater flexibility in support of better work-life balance</li> <li>Health and wellness talks and health screenings</li> <li>Interest-based workshops and talks</li> <li>Twice-yearly department team-bonding activities</li> <li>Company-wide social events</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> </ul>
<b>Contract Staff</b> (E.g., Cleaners and security guards working at SingLand buildings)  <i>As our extended human capital serving our customers within our premises, our contract staff are important stakeholders in our daily operations.</i>	<ul style="list-style-type: none"> <li>Health and Safety</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 with the building management office for open discussions</li> <li>Regular safety updates</li> </ul>
<b>Contractors and Suppliers</b> (E.g., architects, building contractors, material, and equipment suppliers)  <i>Collaboration and open channels of communication with business partners to ensure win-win outcomes for all.</i>	<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>Appropriate technical specifications and guidance incorporated within tender scope or procurement equipment and material specifications</li> <li>Adoption of collaborative contracting practices for the redevelopment of Clifford Centre</li> <li>Regular check-ins and meetings with contractors</li> </ul>
	<ul style="list-style-type: none"> <li>Workers' safety and health</li> <li>Human rights</li> </ul>	<ul style="list-style-type: none"> <li>Weekly site visits</li> <li>Reporting and investigation of workplace incidents to address lessons learnt</li> <li>Monthly management site inspections</li> <li>Bi-annual safety time-outs</li> <li>Cross-site sharing sessions on workplace safety and health ("WSH") observations</li> </ul>

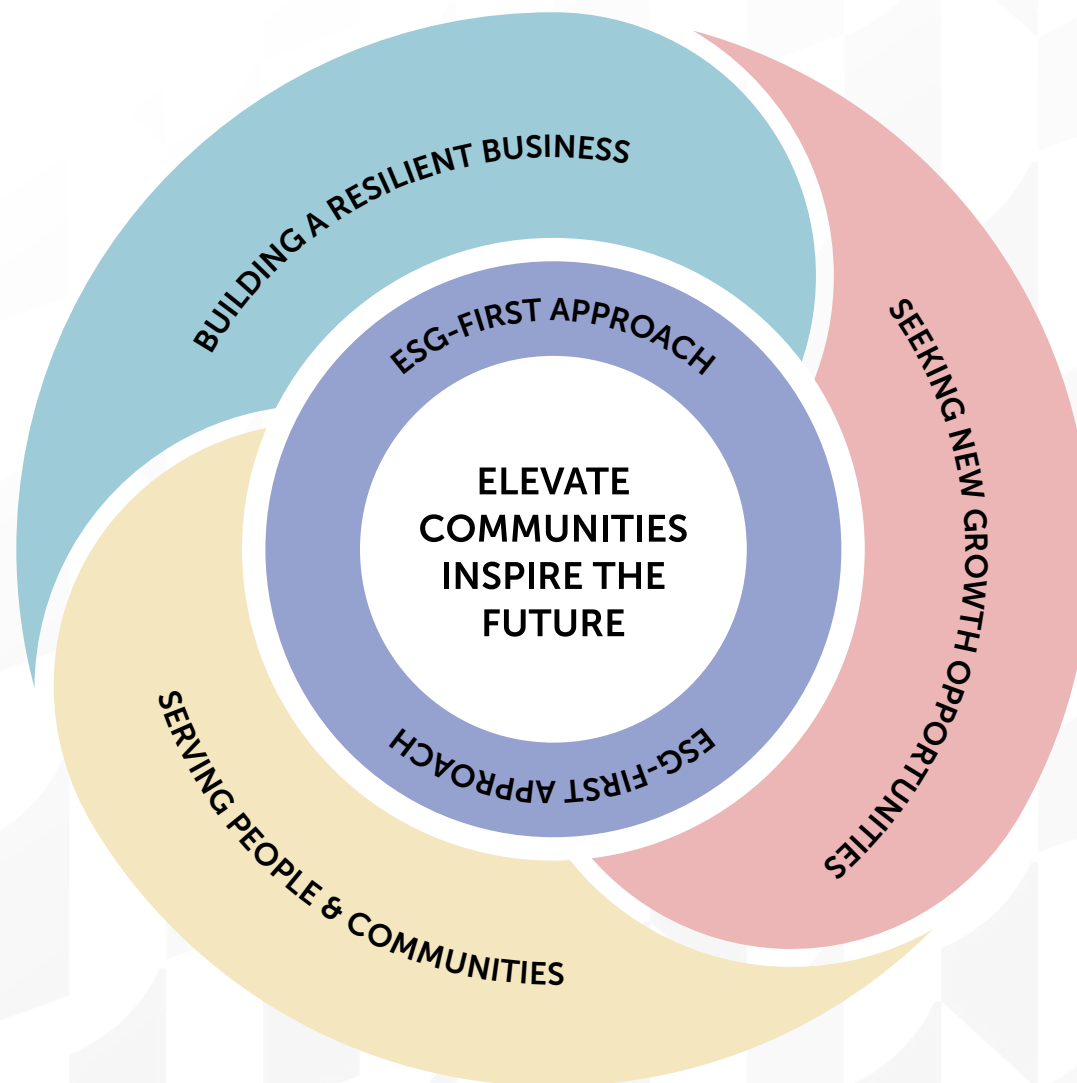
# STAKEHOLDER ENGAGEMENT

STAKEHOLDERS	PURPOSE OF ENGAGEMENT	SINGLAND'S ENGAGEMENT AND RESPONSE
<b>Regulators</b>  <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>	<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>Publication of annual report and sustainability report</li> <li>Tracking and reporting of GHG emissions with clear targets to reduce electricity, emissions 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 ("RMC") quarterly, and to the ARC half-yearly</li> <li>Briefings and site inspections</li> <li>Adoption of new technologies such as use of PPVC method of construction</li> </ul>
<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>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> <li>Public safety</li> </ul>	<ul style="list-style-type: none"> <li>CSR outreach and support for social enterprises and charities through employee volunteerism, corporate philanthropy, and other in-kind sponsorships under SingLand Elevates</li> <li>Collaboration with government community agencies to understand areas for Group involvement and contribution</li> <li>Involvement of tenants for volunteering and charitable initiatives where appropriate</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>Feedback channels via email and LinkedIn</li> <li>Compliance with all environmental, health and workplace safety standards</li> </ul>

# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

Embedding sustainability throughout our business is essential for building long-term strategic advantage and we adopt an ESG-first approach at both strategic and operational levels. This is core to creating value for the Group and vital for enhancing resilience and future-proofing the business.

Facilitating this is a robust Sustainability Framework that works in tandem with our identified material topics, allowing us to effectively manage the most significant impacts on our business. Additionally, SingLand adopts 12 United Nations Sustainable Development Goals<sup>1</sup> ("SDGs"), implementing our sustainability initiatives with a view of the broader objectives outlined in the SDGs.



<sup>1</sup> Please refer to UN SDG website at <https://sdgs.un.org/goals> for more information of the SDG targets under each SDG.



# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

## SUSTAINABILITY FRAMEWORK

SingLand's Sustainability Framework, together with our material topics, guides and ensures a comprehensive and integrated approach to sustainability across key aspects of our operations – *Corporate, Development, and Assets and Investments*.

### ENVIRONMENTAL



#### Corporate

##### *Our headquarters and staff*

- Energy use
- GHG emissions
- Waste management
- Water use
- Responsible procurement

#### Development

##### *Projects that we design and deliver*

- Operational energy consumption
- GHG emissions
- Water use
- Waste management
- Sustainability certification
- Responsible procurement
- Biodiversity impact

#### Assets and Investments

##### *Properties we own and/or manage*

- Energy consumption
- GHG emissions
- Water use
- Waste management
- Portfolio improvement targets
- Biodiversity impact

### SOCIAL



#### Corporate

##### *Our headquarters and staff*

- Employee health and safety
- Employee learning and development
- Corporate philanthropy and volunteering initiatives
- Diversity, equity and inclusion
- Employee well-being

#### Development

##### *Projects that we design and deliver*

- Worker health and safety
- Worker welfare and well-being
- Community outreach, education and support
- Social value in design, construction and operation

#### Assets and Investments

##### *Properties we own and/or manage*

- Tenant engagement programmes
- Tenant satisfaction survey
- Health and well-being of tenants
- Community engagement
- Social risk assessment

### GOVERNANCE



#### Corporate

##### *Our headquarters and staff*

- Stakeholder rights
- Risk management
- Policies and processes
- Disclosure and reporting

#### Development

##### *Projects that we design and deliver*

- Health and safety policies
- Due diligence and ESG policies
- Procurement and construction policies

#### Assets and Investments

##### *Properties we own and/or manage*

- ESG-specific requirements in lease contracts
- Building certifications

# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

## MATERIAL TOPICS

SingLand's materiality assessment comprises a five-step approach towards identifying our material topics. The material topics reflect the most significant impacts our business has on the economy, environment, and people. SingLand also takes into consideration peer benchmarking, measurement against SASB's Real Estate Accounting Standard and a review of existing and emerging ESG issues affecting Singapore's built environment sector. Our materiality assessment process was refreshed in 2022, in line with the GRI Standards 2021.


The steps of our materiality assessment process are:





# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

In 2024, our material topics were reviewed and updated to better reflect the Group's priorities. Based on this review, the previous material topics of *Responsible Investment and Sustainable Supply Chain* have been subsumed under the material topic *Responsible Sourcing and Supply Chain*. We have also expanded the topic of *Diversity, Inclusion and Employee Well-being* into two new topics – *Employee Development and Well-being* and *Diversity, Equity and Inclusion*. While *Economic Performance* was not categorised as a material topic in 2023, we have classified it as material this year.

Our updated material topics also reflect our alignment with the Group's parent company, UOL. The table below details the Group's material topics for 2024.

DIMENSION	MATERIAL TOPICS	POSITIVE AND/OR NEGATIVE KEY IMPACTS SUMMARY	MANAGEMENT APPROACH
 <b>ENVIRONMENTAL</b>	<b>Climate Change</b>	Climate-related risks and opportunities and its impact on climate change	Conducting quantitative scenario analysis to enhance understanding for better risk management and harnessing of opportunities.
	• Energy and GHG Emissions	GHG emissions arising from electricity, fuel, and refrigerant use in SingLand and UICT offices, buildings and building renewal and construction.	Implementing energy-efficient measures in buildings and development projects.
	• Water	GHG emissions and environmental and social impacts from water use in SingLand and UICT offices, buildings and building renewal and construction.	Implementing water-efficient measures in buildings and construction practices.
	• Waste	GHG emissions and release of pollutants from waste disposal activities.	Implementing waste reduction, recycling and reuse initiatives.

# OUR SUSTAINABILITY COMMITMENTS AND APPROACH






DIMENSION	MATERIAL TOPICS	POSITIVE AND/OR NEGATIVE KEY IMPACTS SUMMARY	MANAGEMENT APPROACH
 SOCIAL	Health and Safety	Mitigate the risk of injuries and fatalities to employees, contractors, tenants, and shoppers.	Assessing health and safety issues and complying with health and safety regulations and protocols.
	Product and Service Quality	Contribute to economic development, provide healthy, safe, and clean work and retail environments and community access to amenities associated with SingLand's office and retail spaces.	Adhering to the highest standards of building maintenance and cleanliness in accordance with industry best practices and regulations.
	Diversity, Equity and Inclusion	Enhance workforce diversity.	Implementing policies and initiatives to promote a culture of diversity, equity and inclusion.
	Employee Development and Well-being	Enhance productivity by investing in employee development and well-being.	Providing opportunities for continuous learning and individual development.
	Local Communities	Make positive impact through SingLand's commitment to give back to the community.	Implementing CSR-focused corporate initiative to engage and help the community.
 GOVERNANCE	Anti-Corruption and Ethical Business Practices	Promote sustainable financial growth, uphold product and service quality, and mitigate the risk of non-compliance with laws and regulations.	Upholding a policy of zero tolerance for fraud and corruption, while ensuring adherence to relevant socio-economic and environmental regulations.
	Cybersecurity and Data Privacy	Mitigate the risk of both business and personal data loss, minimising potential financial and reputational losses and associated stress.	Complying to the Personal Data Protection Act ("PDPA").
	Responsible Sourcing and Supply Chain	Promote sustainable practices and mitigate environmental and social impacts throughout the Group, including consideration for the provision of goods and services for the Group.	Developing SingLand's Supplier Code of Conduct and complying with regulatory requirements.
	Economic Performance	Ensure a pathway to enhanced long-term financial performance while driving environmental and social impact.	Embedding sustainability considerations into financial decisions.



# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

## CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS








SingLand embraces 12 UN SDGs that are most pertinent to our business operations and long-term objectives. The table below provides an overview of our strategic priorities and ongoing efforts to contribute meaningfully to the identified SDG targets. This integration supports our efforts to embed sustainability throughout our business functions and reflects our broader ambition to drive positive impact across our operations.

DIMENSION	SDG	OUR TARGETS	SINGLAND'S 2024 INITIATIVES
<b>ENVIRONMENTAL</b> <ul style="list-style-type: none"> <li>Climate Change               <ul style="list-style-type: none"> <li>Energy &amp; GHG Emissions</li> <li>Water</li> <li>Waste</li> </ul> </li> </ul>	     <b>SDG target(s):</b> <b>6.4, 7.2, 7.3, 11.6, 12.5, 13.1</b>	<p>46% reduction in Scope 1 and 2 GHG emissions by 2030, against a 2019 baseline<sup>1</sup>.</p> <p>Reducing the energy and water intensities of our office and retail buildings.</p> <p>Maintain Green Mark certifications for all existing buildings</p> <p>Provide recycling bins in all buildings</p>	<ul style="list-style-type: none"> <li>SingLand continued to achieve our targets for energy, greenhouse gas ("GHG") and water intensities in our office and retail buildings through measures like installing light emitting diode ("LED") lighting, and water-efficient fixtures. A smart carpark lighting system was also installed at The Gateway.</li> <li>Upgrading of air handling units, chillers and building management systems at our buildings, including Singapore Land Tower, UIC Building, Tampines Plaza 1 and 2.</li> <li>Attained Green Mark certification for all buildings since 2023, ahead of our 2030 target. UIC Building attained a higher Green Mark certification of Platinum in 2024, resulting in all six<sup>2</sup> office buildings attaining Green Mark Platinum or higher certifications.</li> <li>Conducted whole life carbon assessments for Singapore Land Tower and The Gateway as part of the Group's commitment to take stock of our carbon footprint.</li> <li>SingLand has categorised and broken down its recycled waste by paper, glass, metal, plastic, carton boxes, food waste and e-waste since 2023. For more details, please refer to the tables under the <i>Environmental – Waste</i> section.</li> <li>Partnership with tenants to adopt proper disposal practices such as utilising food waste digesters at our malls and the e-waste collection services at selected office buildings.</li> </ul>

<sup>1</sup> The target will be achieved through multifaceted approaches: energy efficiency measures; renewable energy through onsite solar panels; procurement of renewable energy; other sustainability initiatives; and balancing the residual emissions that cannot be removed with carbon credits and offsets. The achievement of the 2030 target is dependent on various external factors, including the maturity and readiness of the renewable energy market.

<sup>2</sup> This excludes Stamford Court, which was divested in Q4 2024, and Clifford Centre, which is closed for redevelopment.

# OUR SUSTAINABILITY COMMITMENTS AND APPROACH

DIMENSION	SDG	OUR TARGETS	SINGLAND'S 2024 INITIATIVES
<b>SOCIAL</b> <ul style="list-style-type: none"> <li>Health and Safety</li> <li>Product and Service Quality</li> <li>Diversity, Equity and Inclusion</li> <li>Employee Development and Well-being</li> <li>Local Communities</li> </ul>	    <b>SDG target(s): 3.4, 5.5, 8.8, 10.2</b>	<p>Maintain zero workplace incidents resulting in fatalities or permanent disabilities</p> <p>Nurturing a diverse workforce and building an inclusive culture to provide equal opportunities to all current and prospective employees</p> <p>Maintain no discrimination incidents</p> <p>Achieve an average of 33 training hours per employee</p> <p>Embrace a culture of innovation and continuous improvement to cater to the evolving needs of our customers</p> <p>Majority of senior management positions to be filled by locals</p>	<ul style="list-style-type: none"> <li>Maintained zero workplace incidents resulting in fatalities or permanent disabilities through rigorous safety protocols and continuous training programmes.</li> <li>Maintained zero discrimination incidents reported, reflecting SingLand's commitment to fostering an inclusive work environment.</li> <li>Achieved an average of 54 training hours per employee, ensuring ongoing skills development and knowledge enhancement across the organisation through the implementation of relevant and targeted in-house training.</li> <li>Organised regular employee health and wellness initiatives that included talks, wellness fairs and health screenings.</li> <li>Organised activities and initiatives for tenant engagement.</li> <li>Organised CSR activities to benefit underserved communities including disadvantaged seniors, migrant workers, persons with disabilities, and youth-at-risk, and made donations to support the community in need.</li> </ul>
<b>GOVERNANCE</b> <ul style="list-style-type: none"> <li>Anti-corruption and ethical business practices</li> <li>Cybersecurity and Data Privacy</li> <li>Responsible Sourcing and Supply Chain</li> <li>Economic Performance</li> </ul>	   <b>SDG target(s): 9.4, 16.5, 17.7</b>	<p>Maintain zero incidences of non-compliance with fraud, corruption, and unethical actions</p> <p>Develop Supplier Code of Conduct</p> <p>Sustain profitable growth</p>	<ul style="list-style-type: none"> <li>Maintained zero incidences of non-compliance with fraud, corruption, and unethical actions through robust internal controls, regular audits, and strict adherence to ethical standards and legal requirements.</li> <li>Supplier Code of Conduct was developed.</li> </ul>

# ENVIRONMENTAL

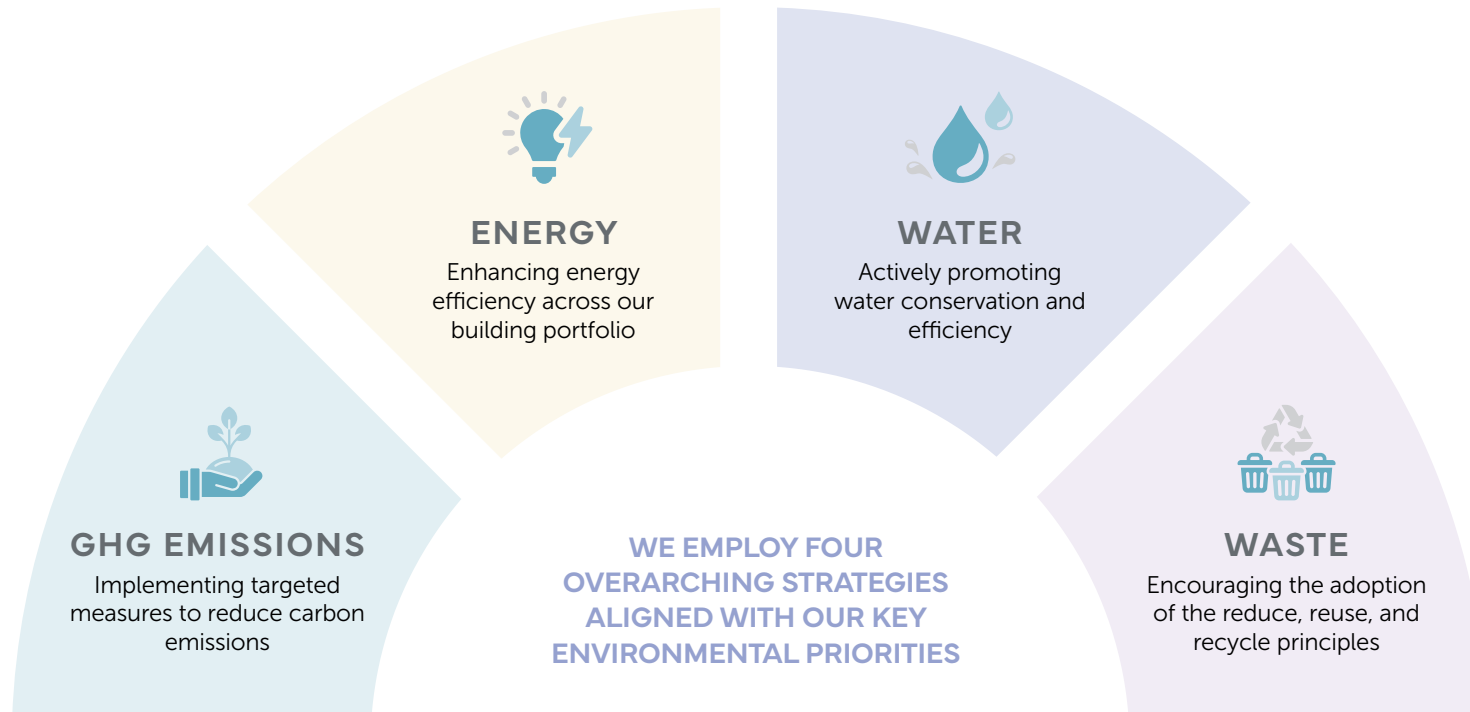
## CLIMATE CHANGE

As a leading real estate company in Singapore, SingLand recognises our vital role in addressing climate change and contributing to the net-zero targets outlined in Singapore Green Plan 2030. To support the meeting of sectoral targets for 2025 and 2030, we are committed to reducing GHG emissions, optimising energy consumption, conserving water, and managing waste effectively. By adopting proactive measures to mitigate and adapt to the impacts of climate change, we aim to enhance our resilience to its effects while exemplifying leadership in sustainable practices and climate action.

In 2024, our material topics were reviewed, resulting in an updated set of priorities that aligns more closely with the company's strategic goals. Climate change was identified as a core

material topic, supported by key sub-categories: Energy, GHG Emissions, Water, and Waste. This framework underpins our unwavering commitment to integrating sustainability across our operations.

Since 2023, SingLand has achieved BCA Green Mark certification for all our properties, surpassing our original target of full Green Mark certification by 2030. In 2024, UIC Building attained a higher certification of Green Mark Platinum after energy optimisation works were completed, which included air handling unit upgrades. With this, all six<sup>1</sup> of our commercial office buildings have attained Green Mark Platinum certification. Our corporate headquarters at Singapore Land Tower also received the BCA-HPB Green Mark Platinum rating for Healthier Workplace.



<sup>1</sup> This excludes Stamford Court, which was divested in Q4 2024, and Clifford Centre, which is closed for redevelopment.

# ENVIRONMENTAL

## BUILDING CLIMATE RESILIENCE AND RISK MANAGEMENT

### CLIMATE SCENARIO ANALYSIS

In 2024, SingLand conducted our first quantitative climate scenario analysis of our portfolio in Singapore. Steered by an independent third-party consultant, the exercise helped us better understand the implications of climate-related risks and opportunities on our business activities and provided guidance on enhancing our climate resilience across different time horizons. This assessment considers recent advancements in technology and literature to identify and quantify the potential impact of these risks and opportunities. The table below outlines the key parameters of the climate scenario analysis.

PARAMETERS	
Climate scenarios	4°C (RCP 8.5) and Below 2°C (RCP 2.6)
Time horizons	Short term (2030), Medium term (2050) and Long term (2100)
Types of climate risks	Physical and Transition risks
Coverage scope	Nine <sup>1</sup> commercial office and retail properties with 100% SingLand shareholding with direct operational control in Singapore
Property types	Commercial office properties and retail properties
Baseline year	2023

<sup>1</sup> This excludes Stamford Court, which was divested in Q4 2024, but includes Clifford Centre, which is currently closed for redevelopment.



# ENVIRONMENTAL

The qualitative assessment identified a comprehensive list of risks and opportunities that could affect SingLand's business operations. Following this, the quantitative impact of key physical and transition risks, as well as opportunities, on our operations were evaluated.

The key risks and opportunities, along with their potential implications, are presented in the tables below.

CLIMATE-RELATED RISKS			
Risk Type	Risk Description	Potential Business and Financial Implications	Resilience Measures
Physical risk	Rising mean temperature and heatwaves	<ul style="list-style-type: none"> <li>Increased cooling demand may lead to higher energy costs.</li> <li>Elevated temperatures could result in reduced working hours and lower productivity.</li> </ul>	<ul style="list-style-type: none"> <li>Introduced energy efficiency initiatives across properties, such as adoption of passive and low-energy designs, cyclical replacement of lights, chillers and air-conditioners to more energy-efficient models and reduction of operational hours for utilities.</li> </ul>
Transition risk	<b>Policy and Regulation</b> <ul style="list-style-type: none"> <li>Rising Carbon Tax</li> <li>Green Certifications</li> </ul>	<ul style="list-style-type: none"> <li>Rising operational costs due to carbon taxes and the need to comply with green building certification requirements.</li> </ul>	<ul style="list-style-type: none"> <li>All properties in Singapore, except for the Clifford Centre redevelopment project, have attained at least Green Mark Gold certification. For Clifford Centre, we plan to pursue both global and national sustainable certifications after redevelopment.</li> <li>Ongoing evaluation of re-certification risks across the property portfolio against updated Green Mark standards, with a focus on short-term investment decisions and necessary upgrades to meet the latest certification criteria.</li> <li>Asset Enhancement Initiative ("AEI") works significantly reduce carbon emissions. At Singapore Land Tower, the AEI resulted in over 50% lower embodied carbon compared to the demolish-and-rebuild alternative.</li> <li>Conducted whole life carbon assessments for Singapore Land Tower and The Gateway to assess embodied and operational carbon emission levels and compare the option of retrofit with rebuilding.</li> <li>Targeted reductions in Scope 1 and 2 GHG emissions for commercial office and retail properties.</li> <li>Active efforts to enhance energy efficiency across properties through improvement initiatives wherever possible.</li> </ul>
	<b>Technology</b> <ul style="list-style-type: none"> <li>Cost of reducing emissions</li> </ul>	<ul style="list-style-type: none"> <li>The accelerated pace and scale of technological innovation for emissions reduction may lead to higher costs.</li> </ul>	
	<b>Market</b> <ul style="list-style-type: none"> <li>Electricity price</li> </ul>	<ul style="list-style-type: none"> <li>Transitioning to a greener economy may result in increased electricity costs for decarbonising energy sources.</li> </ul>	

# ENVIRONMENTAL

## CLIMATE-RELATED OPPORTUNITIES

Opportunities	Potential business and financial implication	Resilience activities
<b>Adoption of innovative technologies for resource optimisation and to manage GHG emissions</b>	<ul style="list-style-type: none"> <li>Reduce exposure to regulations and reduce exposure to increases in carbon taxes, electricity prices and water prices.</li> </ul>	<ul style="list-style-type: none"> <li>Introduced energy efficiency initiatives across properties such as adopting passive and low-energy designs, cyclical replacement of lights, chillers and air-conditioners to more energy-efficient models and optimising and reducing operational hours for utilities.</li> <li>Implemented water efficiency retrofitting measures across our properties.</li> </ul>
<b>Introduction of green premiums</b>	<ul style="list-style-type: none"> <li>Enhance reputation and brand recognition as a green property group.</li> <li>Increase business profitability by introducing green premiums in our properties by leveraging on green building certification.</li> </ul>	<ul style="list-style-type: none"> <li>All properties in Singapore, except for the Clifford Centre redevelopment project, have attained at least Green Mark Gold certification.</li> <li>For Clifford Centre, we plan to pursue both national and global sustainable certifications after redevelopment.</li> </ul>
<b>Sustainable financing</b>	<ul style="list-style-type: none"> <li>Enhanced access to capital through ESG-aligned financing with potential cost-savings on lower interest rates.</li> <li>Stronger relationships with environmentally conscious investors and improved capital access.</li> </ul>	<ul style="list-style-type: none"> <li>We secured \$400 million of sustainability-linked loans with an interest rate discount, committing to specific sustainability performance targets on carbon emissions reduction and water conservation.</li> </ul>

## DISCLAIMER

The climate scenario analysis includes forward-looking statements regarding SingLand's expectations, forecasts, strategies, and potential outcomes related to climate risks and opportunities. These statements, based on information available at the time of reporting, are subject to known and unknown uncertainties that may cause actual results to differ materially from those anticipated.

While prepared in good faith, these statements have inherent limitations due to the predictive nature of the analysis and its underlying assumptions. Changes in policies, market dynamics, technology, or unforeseen events could affect the outcomes.

SingLand is not obligated to update or revise these forward-looking statements unless required by law. Users are advised to exercise caution and avoid relying solely on these statements.

Non-financial metrics referenced in the report, such as GHG emissions and energy use, may involve measurement uncertainties and are subject to revision. SingLand reserves the right to amend or restate this data as necessary.

For a comprehensive understanding of the potential impacts of climate-related risks and opportunities on SingLand's business activities, the climate scenario analysis can be read in tandem with Task Force on Climate-related Financial Disclosures ("TCFD") within this report.

# ENVIRONMENTAL

## ADVANCING OUR CLIMATE DISCLOSURES

### TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

In line with the Singapore Exchange Regulation's ("SGX RegCo") 'comply or explain' mandate for climate reporting since 2022, and the integration of the International Sustainability Standards Board ("ISSB") requirements for climate-related disclosures starting in 2025, SingLand has proactively enhanced our disclosure levels.

In 2024, we completed our first quantitative climate scenario analysis, identifying key climate-related risks and opportunities that could impact our business operations in Singapore. This analysis has enhanced our climate-related disclosures in line with the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations, covering governance, strategy, risk management, and metrics and targets, as outlined in the table below. These enhancements also contribute to greater alignment with ISSB's International Financial Reporting Standards ("IFRS") S2 requirements.

TCFD PILLAR	RECOMMENDED DISCLOSURE	SINGLAND'S APPROACH
Governance	Describe the board's oversight of climate-related risks and opportunities	<p>The Board ensures effective oversight of sustainability risks and impacts, including climate change risks and opportunities. As the principal governor of SingLand's Enterprise Risk Management ("ERM") framework, the Board carries out the following responsibilities:</p> <ul style="list-style-type: none"> <li>i. Maintaining overall accountability for risk governance, risk policies, and the adequacy and effectiveness of risk management and internal controls throughout SingLand.</li> <li>ii. Overseeing and setting the tone for risk culture.</li> <li>iii. Appointing, empowering, or delegating ERM oversight responsibilities to the Audit &amp; Risk Committee ("ARC"); and</li> <li>iv. Providing comments on assurance received from the ARC and Risk Owners regarding the adequate and effective execution of risk management systems and internal controls.</li> </ul>
	Describe management's role in assessing and managing climate-related risks and opportunities	<p>The Board fulfils its responsibility to assess and manage climate-related risks and opportunities through the ARC and Risk Management Committee ("RMC"), supported by the Sustainability Steering Committee ("SSC") for decarbonisation initiative implementation.</p> <p>The RMC, chaired by the CEO, includes heads of department from SingLand. The RMC meets quarterly to review risk registers for business and operational units. Completed risk registers and reports are approved by the CEO during RMC meetings, with results submitted bi-annually to the ARC, updating the Board on significant changes in the Group's risk profile.</p> <p>The SSC manages SingLand's decarbonisation efforts, reducing exposure to transition risks while minimising environmental impact. It oversees climate opportunities such as energy efficiency, renewable energy, and building greening. SSC members, also part of the RMC, facilitate information sharing and recommend strategies and initiatives related to climate risks.</p> <p>For additional details on the SSC's role in sustainability governance, including our reporting line to the Board, please refer to the section on <i>Sustainability Governance</i>.</p>

# ENVIRONMENTAL

TCFD PILLAR	RECOMMENDED DISCLOSURE	SINGLAND'S APPROACH
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	<p>In 2024, SingLand conducted a climate scenario analysis to assess exposure to climate-related physical and transition risks and identify potential climate-related opportunities across our Singapore portfolio. This analysis, carried out with the support of a third-party consultant, evaluated the impact of these risks and opportunities on our operations costs, and strategic goals. The approach aligns with the scenario analysis undertaken by our parent company, UOL.</p> <p>For detailed disclosures on our key climate-related risks and opportunities across the short term (2030), medium term (2050), and long term (2100), please refer to the <i>Environmental – Climate Scenario Analysis</i> section.</p>
	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	Please refer to the <i>Environmental – Climate Scenario Analysis</i> section for disclosures on the potential impact of key climate-related risks and opportunities on SingLand's business operations.
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<p>SingLand recognises the need for a strong action plan to improve climate resilience. We regularly review our climate-related goals and GHG emissions targets to ensure alignment with global and national benchmarks, as well as industry best practices.</p> <p>With the support of a third-party consultant, we conducted a climate scenario analysis covering nine<sup>1</sup> assets across three time horizons: 2030 (short term), 2050 (medium term), and 2100 (long term). The analysis used two scenario pathways—4°C (RCP 8.5) and Below 2°C (RCP 2.6)—in line with TCFD recommendations and focused on our commercial office and retail properties in Singapore.</p> <p>Further details about the identified climate-related risks and opportunities, as well as the measures undertaken, can be found in the <i>Environmental – Climate Scenario Analysis</i> section. We will continue to update our stakeholders on the progress of our mitigation and adaptation efforts in our annual sustainability reports.</p> <p>For our commercial office and retail properties, we have committed to reducing Scope 1 and 2 emissions by 46% by 2030, using 2019 as the baseline year. To achieve these targets and enhance energy efficiency, we have implemented various initiatives, including passive and low-energy building designs, periodic upgrades to energy-efficient lighting, chillers, air-conditioners, and optimising the operational hours of utilities.</p> <p>SingLand is also aligning with ISSB requirements by reviewing our Scope 3 emissions inventory, enhancing climate-related disclosures, and managing carbon efficiency across our entire value chain.</p> <p>Through the integration of ISSB requirements and the climate scenario analysis, SingLand aims to deepen its understanding of climate-related risks and opportunities, ultimately strengthening our resilience to climate challenges.</p>

<sup>1</sup> This excludes Stamford Court, which was divested in Q4 2024, but includes Clifford Centre, which is currently closed for redevelopment.



# ENVIRONMENTAL

TCFD PILLAR	RECOMMENDED DISCLOSURE	SINGLAND'S APPROACH
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks	<p>SingLand manages climate-related risks through a comprehensive and robust risk management process. This involves three key steps:</p> <ul style="list-style-type: none"> <li>• <b>Identify the risks:</b> Identification of the location of our assets, relevant climate hazards (e.g., chronic increase in mean air temperature, heatwave, etc.) specific to each asset type and location across different time horizons and scenarios to understand potential impacts on various assets.</li> <li>• <b>Determine materiality:</b> Establishment of thresholds for each climate indicator and associated risks by considering three factors: the impact (size of exposure based on geographical location), the time horizon — short term (2030), medium term (2050), and long term (2100) — and the likelihood of the risk occurring.</li> <li>• <b>Assess the impacts:</b> Development of a risk assessment model to analyse climate-related physical and transition risks relevant to SingLand's assets and estimate financial impact.</li> </ul> <p>This structured approach enables SingLand to effectively manage and address climate-related risks across our portfolio.</p> <p>SingLand also has an ERM Framework, which aims to increase confidence in the Group's strategies, businesses, and operations through assurance that key risks are systematically and efficiently addressed.</p> <p>Further details on SingLand's risk management processes and internal controls can be found in the <i>Corporate Governance Report</i> in AR 2024.</p>
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	<p>SingLand integrates climate-related risks into its broader ERM framework, addressing them alongside other key organisational risks. Within this framework, climate risks are systematically identified, assessed, and recorded in the RMC risk registers, with a focus on their potential impact on business operations and financial performance. This process ensures that climate considerations remain central to the company's risk management strategy.</p> <p>The ERM team works closely with the RMC and other stakeholders to assess the impact of significant climate-related risks. This includes reviewing the effectiveness of current mitigation measures and identifying when updates are needed. Climate change is classified as a Tier One risk, reflecting SingLand's low to zero tolerance for disruptions in this critical area.</p> <p>To maintain effective oversight, the RMC regularly monitors Tier One risks, including climate change. This involves reviewing changes in risk ratings, control measures, and assurance activities. The RMC receives quarterly reports, while half-yearly updates are provided to the ARC, ensuring a consistent review process.</p> <p>Further details on SingLand's risk management processes and internal controls can be found in the <i>Corporate Governance Report</i> in AR 2024.</p>

# ENVIRONMENTAL

TCFD PILLAR	RECOMMENDED DISCLOSURE	SINGLAND'S APPROACH
<b>Metrics and Targets</b>	<p>Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p>	<p>SingLand monitors and manages climate-related risks associated with GHG emissions, energy, water, and waste. This report includes up to three years of historical data for trend analysis, with previous years' data available in past sustainability reports.</p> <p>Aligned with our Sustainability Framework, SingLand evaluates the following metrics across our asset classes, including commercial office and retail properties, AEs, and ongoing re-development projects.</p> <p><b>Key environmental metrics:</b></p> <p><b>Energy:</b></p> <ul style="list-style-type: none"> <li>Electricity consumption within the organisation in MWh</li> <li>Energy consumption within the organisation in GJ</li> <li>Electricity consumption outside the organisation in MWh</li> <li>Energy consumption outside the organisation in GJ</li> <li>Electricity intensity of corporate office and buildings by GFA (kWh/m<sup>2</sup>)</li> </ul> <p><b>GHG Emissions (aligned with GHG Protocol):</b></p> <ul style="list-style-type: none"> <li>Direct GHG emissions (Scope 1) (tonnes CO<sub>2</sub>e)</li> <li>Indirect GHG emissions (Scope 2) (tonnes CO<sub>2</sub>e)</li> <li>GHG emissions (Scope 1 and Scope 2) intensity of GFA (kgCO<sub>2</sub>e/m<sup>2</sup>)</li> <li>Other indirect GHG emissions (Scope 3) (tCO<sub>2</sub>e) <ul style="list-style-type: none"> <li>Fuel-and-energy related activities</li> <li>Waste generated in operations</li> <li>Business travel</li> <li>Downstream-leased assets</li> </ul> </li> </ul> <p><b>Water:</b></p> <ul style="list-style-type: none"> <li>Water consumption potable and non-potable water (megalitres)</li> <li>Water consumption intensity by GFA occupied (m<sup>3</sup>/m<sup>2</sup>)</li> </ul> <p><b>Waste:</b></p> <ul style="list-style-type: none"> <li>Waste generated (tonnes)</li> <li>Breakdown of waste diverted from disposal (in tonnes) by category: paper, glass, metal, plastic, carton boxes, electronic waste ("e-waste"), and food waste.</li> <li>Waste directed to disposal (tonnes)</li> </ul> <p>For SingLand's environmental performance metrics, please refer to <i>Appendices – Sustainability Performance Data</i> of this report.</p>

# ENVIRONMENTAL

TCFD PILLAR	RECOMMENDED DISCLOSURE	SINGLAND'S APPROACH
<b>Metrics and Targets</b> (Cont'd)	Disclose Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas emissions and the related risks	<p>SingLand has been disclosing Scope 1 and 2 emissions for all Singapore-based commercial office properties, retail properties and redevelopment projects, in line with the GHG Protocol.</p> <p>SingLand has reported the following Scope 3 categories since our FY 2023 Sustainability Report:</p> <ul style="list-style-type: none"> <li>• Fuel- and energy-related activities</li> <li>• Waste generated in operations</li> <li>• Business travel</li> <li>• Downstream-leased assets</li> </ul> <p>Recognising the importance of embodied carbon in building decarbonisation, we are working towards collecting, reviewing and evaluating the feasibility of estimating emissions resulting from embodied carbon in our development projects.</p> <p>We will continue to develop our Scope 3 inventory and work towards including these additional categories in future reports.</p> <p>For SingLand's performance, please refer to <i>Appendices – Sustainability Performance Data</i> in this report.</p>
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	<p>SingLand has developed short-term and long-term targets to manage climate-related risks.</p> <p><b>Energy:</b> Reduction target (Commercial Office Buildings) for 2025: 140 kWh/m<sup>2</sup></p> <p><b>2030 GHG targets:</b> 46% reduction in Scope 1 and 2 GHG emissions for commercial office and retail properties by 2030 (base year: 2019)</p> <p><b>Annual GHG target:</b> Reduction target for Scope 2 GHG emissions (Commercial Office and Retail Buildings) for 2025: 62.4 kg of CO<sub>2</sub>e/m<sup>2</sup></p> <p><b>Water:</b> Reduction in water intensity target (Commercial Office and Retail Buildings) for 2025: 1.14 m<sup>3</sup>/m<sup>2</sup></p> <p><b>Waste:</b> Provide recycling bins in all buildings</p>

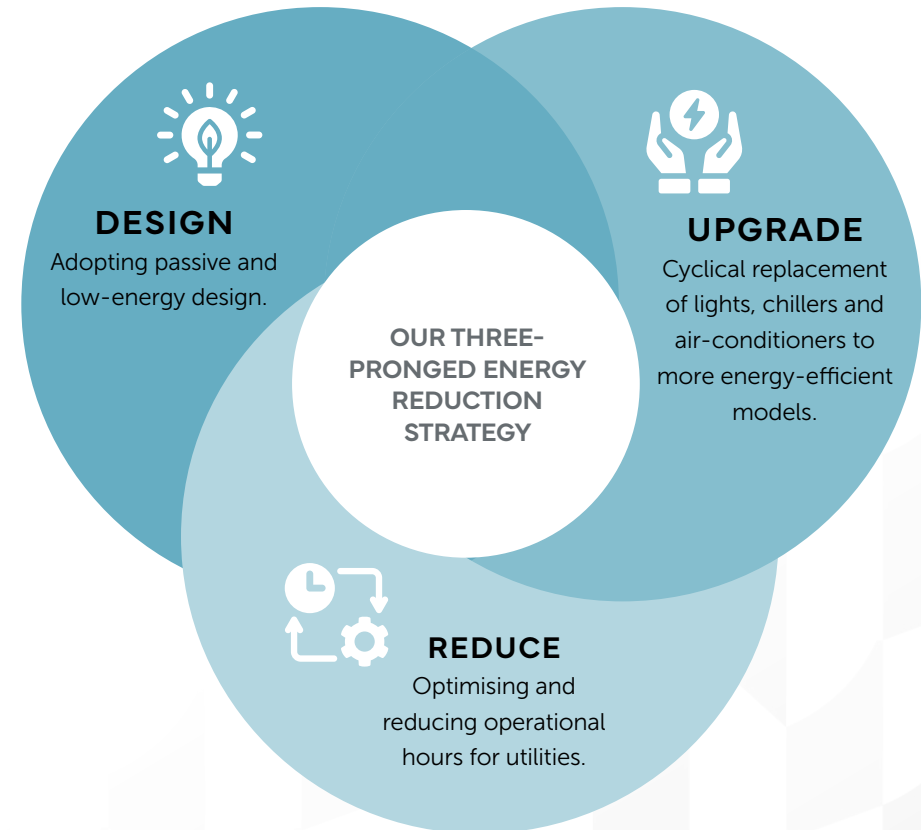
# ENVIRONMENTAL<sup>1</sup>

## ENERGY AND GHG EMISSIONS

SingLand has set a target of reducing 46% of Scope 1 and 2 GHG emissions from commercial office and retail buildings by 2030, against a 2019 baseline. This target is in line with national and global commitments to reduce emissions and will be achieved through a holistic approach that can include energy efficiency measures, onsite renewable energy generation via solar panels, procurement of renewable energy, implementation of sustainability initiatives, and balancing residual emissions through carbon credits and offsets. However, progress toward this target is subject to external factors, including the maturity and availability of the renewable energy market.

To gain insights into the Group's carbon footprint, we commissioned assessments of the impact of extensive retrofitting works on lifecycle carbon emissions at Singapore Land Tower and The Gateway. Completed in 2024, the study's findings detailed differences in carbon impact from operational and aesthetic improvements, highlighting this as an important consideration when determining the best approach for asset enhancements and achieving optimal building performance.

The reduction of GHG emissions at SingLand is closely tied to the optimisation of energy efficiency. With electricity accounting for 99.9% of SingLand's total energy consumption, cost-efficient practices to lower electricity usage have been integral in helping us achieve reductions in energy consumption across our portfolio. We continue to implement various initiatives including the use of energy-efficient LED lights and adopting technologies for more efficient cooling systems.



<sup>1</sup> This chapter does not include quantitative environmental information of SingLand's AEI and Redevelopment projects.

# ENVIRONMENTAL

In 2024, our commercial properties consumed 27,376 MWh of electricity, while our retail properties used 24,942 MWh. The electricity intensity for commercial properties was 103.5 kWh/m<sup>2</sup>, and for retail properties, it was 167.2 kWh/m<sup>2</sup>. At our Corporate Office, electricity usage totalled 73.4 MWh, with an intensity of 55.0 kWh/m<sup>2</sup>. We continue to work with the Group's parent company, UOL, to establish short-, medium-, and long-term environmental targets aligned with the GHG Protocol. These targets will serve as a framework for reducing emissions across our operations.

SingLand's buildings achieved a reduction of 61 tonnes of CO<sub>2</sub> equivalent in overall Scope 1 and Scope 2 emissions. We also achieved a GHG emission intensity of 52.2 kg CO<sub>2</sub>e/m<sup>2</sup>, exceeding the expected Scope 2 reduction target of 62.8 kg CO<sub>2</sub>e/m<sup>2</sup>. This was achieved through key initiatives including the upgrading of lighting systems to LED light and adopting technologies to improve cooling system efficiencies.

SingLand has been disclosing our Scope 3 emissions based on the following categories since 2023:

- Fuel- and energy-related activities
- Waste generated in operations
- Business travel
- Downstream leased assets

These categories were selected based on materiality, significance to the sector, data availability, and the Company's ability to influence them.

In 2024, SingLand became a member of LowCarbonSG, a capability-building programme administered by the decarbonisation arm of the UN Global Compact Network Singapore, in recognition of our efforts towards a low-carbon future.

## ELECTRICITY INTENSITY (Commercial Office Buildings)

2024		2025
Reduction Target	Performance	Reduction Target
142.5 kWh/m <sup>2</sup>	103.5 kWh/m <sup>2</sup> (Target achieved)	140.0 kWh/m <sup>2</sup>

## GHG EMISSIONS INTENSITY (SCOPE 2) (Commercial Office and Retail Buildings)

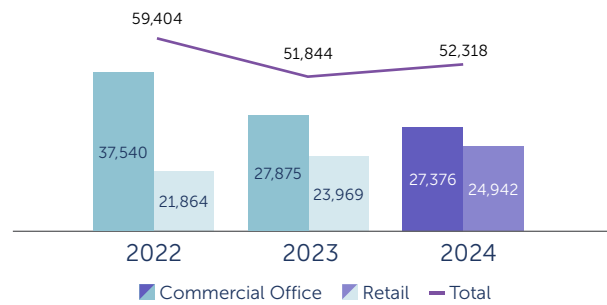
2024		2025
Reduction Target	Performance	Reduction Target
62.8 kg of CO <sub>2</sub> e/m <sup>2</sup>	52.2 kg of CO <sub>2</sub> e/m <sup>2</sup> (Target achieved)	62.4 kg of CO <sub>2</sub> e/m <sup>2</sup>



# ENVIRONMENTAL

## ELECTRICITY CONSUMPTION (MWh)

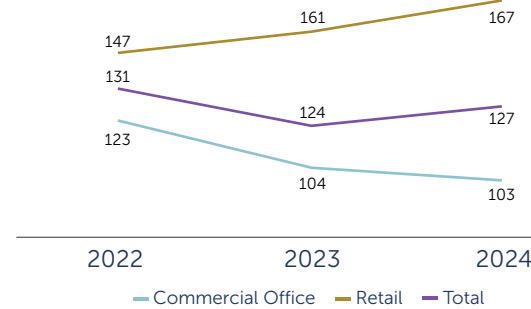
### Buildings



Building electricity and energy use within SingLand refer to landlord energy consumption for common areas and shared air-conditioning for both common and tenant areas.

## ELECTRICITY INTENSITY (kWh/m<sup>2</sup>)

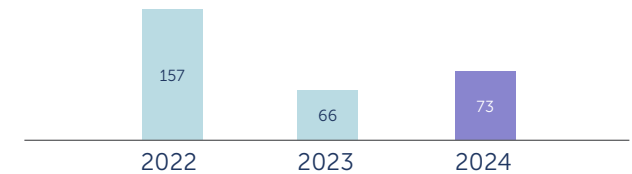
### Buildings



Energy intensity is calculated by dividing the buildings' energy consumption within SingLand by the corresponding GFA.

## ELECTRICITY CONSUMPTION (MWh)

### Corporate office



Energy consumption at the corporate office refers to electricity only. The corporate office sits within Singapore Land Tower (Level 21) and forms a subset of the building energy reported.

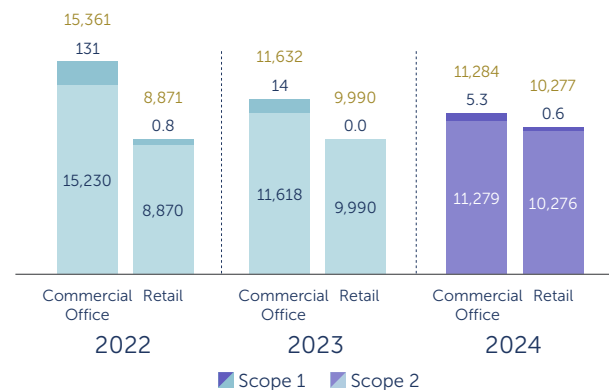
## SCOPE 1 & 2 GHG EMISSIONS INTENSITY (kg CO<sub>2</sub>e/m<sup>2</sup>)

### Commercial Offices



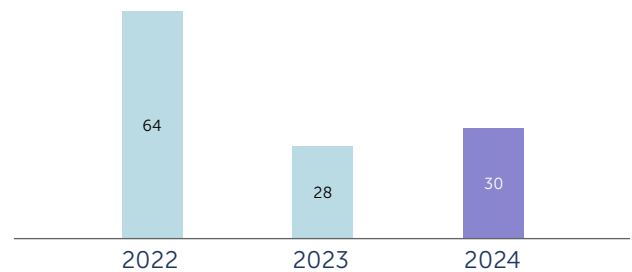
## TOTAL GHG EMISSIONS (tCO<sub>2</sub>e)

### Buildings



## SCOPE 2 GHG EMISSIONS (tCO<sub>2</sub>e)

### Corporate Office



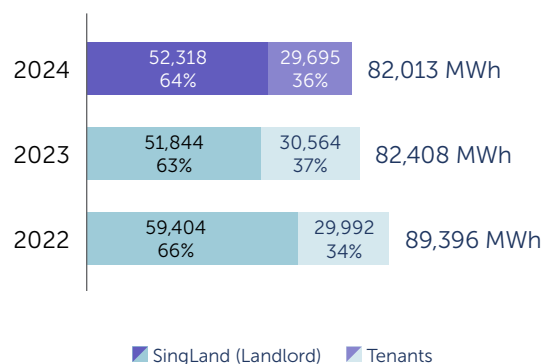
The corporate office sits within Singapore Land Tower (Level 21) and forms a subset of the building GHG emissions reported.

# ENVIRONMENTAL

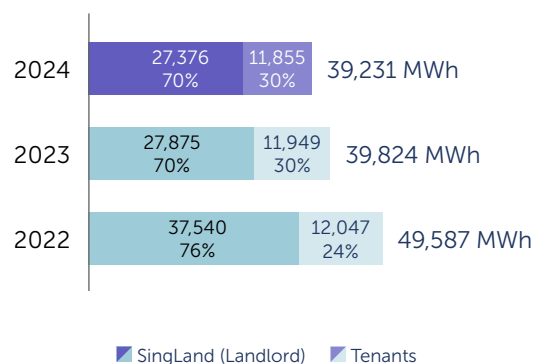
For a more holistic understanding of our energy consumption and greater data transparency, SingLand initiated the collection of tenant electricity usage data in 2022, excluding air-conditioning, which is accounted for under SingLand's energy use. By 2024, tenant electricity consumption accounted for 36% of the building's total electricity use, while the landlord's operations constituted over half. Despite this, collective efforts, including data monitoring and engagement, have prevented significant increases in tenant electricity consumption, with electricity intensity remaining at 71 kWh/m<sup>2</sup>.

Tenants' Electricity Consumption Intensity (kWh/m <sup>2</sup> )	2022	2023	2024
Commercial Office Buildings	40	45	44
Retail Buildings	120	125	120
TOTAL	66	73	71

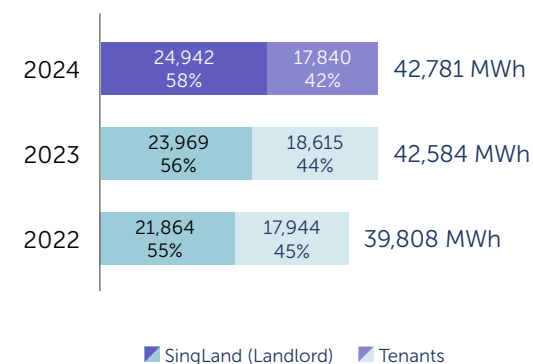
## PORTFOLIO ELECTRICITY CONSUMPTION (MWh)



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



## BUILDINGS (RETAIL) ELECTRICITY CONSUMPTION (MWh)



# ENVIRONMENTAL

## WATER

Ensuring the effective management of water is crucial because of the water-intensive nature of our core activities. In the Company's day-to-day operations, water is used in commercial offices and retail buildings for general maintenance, cooling the building through heating, ventilation, and air conditioning ("HVAC") systems and cooling towers, and for sanitation and cleaning purposes. Accordingly, we prioritise initiatives that enhance efficiency and reduce wastage and comply with all water requirements set by the Public Utilities Board ("PUB"), which fulfils SingLand's water requirements.

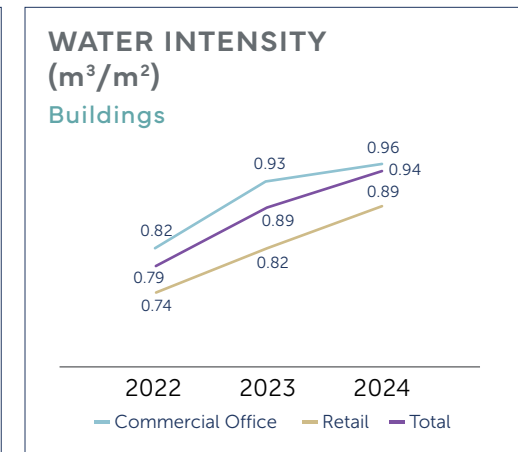
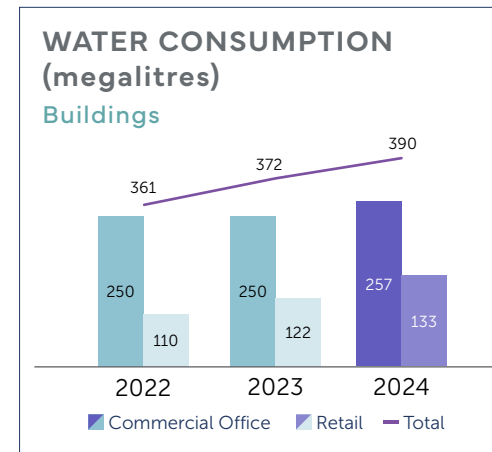
To optimise our water usage, we have been progressively upgrading sanitary fittings across all our commercial properties by implementing water-efficient taps, automatic sensors, and flush valves in restrooms, which have been designed to minimise water wastage. At UIC Building and Marina Square, we have also incorporated the use of Singapore's high-grade reclaimed water, NEWater, for the cooling towers, significantly reducing the reliance on potable water.

Beyond operational improvements, we continue to work with our building contractors to reduce water usage during renovation and redevelopment projects as part of our supply chain management. Contractors are also responsible for managing and monitoring the quality of construction wastewater and ensuring its proper treatment prior to discharge into drainage systems.

We conduct regular inspections of water systems to promptly address any leaks and have adopted the use of digital water meters at Marina Square and The Gateway since 2023. The use of digital water meters has enhanced our ability to detect leaks quickly and identify areas of high consumption, enabling swift and effective interventions.

SingLand continues to meet our water intensity reduction target, achieving a water intensity of 0.94 m<sup>3</sup>/m<sup>2</sup> in 2024. By using water intensity as a key performance metric, we are able to better monitor our progress and set measurable targets to guide our conservation efforts. Building on this success, we have set a target to achieve 1.140 m<sup>3</sup>/m<sup>2</sup> of water intensity in 2025. In 2024, SingLand also began tracking our water consumption in the Corporate Office.

WATER INTENSITY (Commercial Office & Retail Buildings)		
2024		2025
Reduction Target	Performance	Reduction Target
1.145 m <sup>3</sup> /m <sup>2</sup>	0.94 m <sup>3</sup> /m <sup>2</sup> (Target achieved)	1.140 m <sup>3</sup> /m <sup>2</sup>



Notes:

- Our Corporate Office water use at Level 21 of Singapore Land Tower is included within Commercial Office.
- UIC Building and the adjacent tower, V on Shenton, share the same water meter. As such, Commercial Office includes common area water usage of V on Shenton.
- Figures may not add up due to rounding.

# ENVIRONMENTAL

## WASTE

SingLand is committed to managing waste at our properties responsibly. Our approach includes implementing effective waste treatment practices and proactively encouraging recycling practices among our tenants, shoppers and employees.

At our commercial and retail properties, SingLand continues to implement a suite of measures to promote recycling among tenants and shoppers. Recycling bins for paper, plastic and metal are strategically placed across all our properties. E-waste recycling bins and/or programmes have been provided at four of our commercial buildings to address electronic waste. At Marina Square and West Mall, food waste digesters have been installed to convert food waste from F&B outlets into treated effluent safe for discharge. Tenants receive briefings on proper disposal practices to support the effective operation of these systems.

All waste collected is handled by National Environment Agency ("NEA")-licensed waste management and recycling companies, ensuring compliance with local regulations.

In the area of construction and redevelopment, SingLand actively works to minimise waste generated through waste management plans that extend to large-scale asset enhancement and redevelopment projects. By collaborating closely with value chain partners, we seek out efficient construction methods and incorporate waste reduction in our design criteria where possible. These initiatives align with our responsible investment philosophy and commitment to sustainable development.

Apart from e-waste, the majority of waste generated at our properties and redevelopment sites is non-hazardous.

Waste Amounts (tonnes)	2022	2023	2024
<b>Waste directed to disposal (incineration)</b>	<b>3,136</b>	<b>3,192</b>	<b>2,855</b>
<b>Total recycled waste</b>	<b>368</b>	<b>301</b>	<b>340</b>
Paper		276	270
Glass		1.2	0.4
Metal	323	2.9	7.5
Plastic		3.9	2.7
Carton boxes		3.8	3.6
E-waste	9.4	10.1	6.3
Food waste (West Mall and Marina Square)	35.9	2.7	49.7
<b>Total waste generated</b>	<b>3,505</b>	<b>3,493</b>	<b>3,194</b>
<b>Percentage of waste collected that is diverted from disposal</b>	<b>11%</b>	<b>9%</b>	<b>11%</b>

### Notes:

- Waste figures are reported based on information stated in the vendor reports and/or bills. We commenced reporting on the breakdown of our recycled waste composition in 2023.
- 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 shares the same waste collection point and vendor.
- Food waste collected at West Mall and Marina Square is treated and disposed as effluent safe for discharge.

# ENVIRONMENTAL

## SPOTLIGHT

### OUR SUSTAINABILITY JOURNEY WITH TENANTS

The road to greater sustainability is not one that we can take alone. Our tenants also play a pivotal role in shaping the environmental impact of our commercial office and retail buildings. A series of proactive measures fostering collaboration and promoting sustainable practices have been rolled out across our various properties.

#### ENGAGEMENT ON RESOURCE CONSUMPTION

We actively engage tenants to minimise their operational impacts on energy, water, and waste. Recycling bins for paper, plastic, and metal are strategically placed at all properties, and e-waste recycling bins and/or e-waste recycling programmes are available at four buildings. At Tampines Plaza 1 and 2, a quarterly door-to-door e-waste collection service provides tenants with a convenient solution for proper disposal, supported by awareness campaigns detailing recyclable e-waste types.

#### GREEN FIT-OUT PRACTICES

We have rolled out a Green Fit-Out Guide to encourage new tenants to adopt environmentally friendly features and sustainable operational practices during fit-out works. The guide focuses on energy and water conservation, waste management, indoor environmental quality, and green purchasing. Tenants are encouraged to install energy-efficient lighting, adopt WELS-certified water fittings, and use eco-friendly materials certified by recognised green certification bodies. These requirements align with BCA Green Mark certification standards, and support the landlord-tenant partnership in improving the overall sustainability of our properties.

Through close collaboration with tenants, we have achieved meaningful results, including stabilised energy consumption. Looking ahead, we aim to expand our sustainability initiatives by leveraging insights from tenant resource consumption, fostering deeper engagement, and integrating further enhancements into tenant fit-outs where possible. These efforts underscore SingLand's commitment to advancing environmental stewardship together with our tenants.



Door-to-door e-waste collection services are provided at Tampines Plaza 1 and 2.

# SOCIAL

SingLand's mission to drive sustainable social, economic and environmental change to better serve our communities is one that requires a holistic approach. This entails considering and engaging stakeholders across our entire value chain, including our tenants, partners, employees and the communities that our properties serve.

We actively implement initiatives that ensure workplace safety and health ("WSH"), prioritise employee development and well-being, promote diversity and inclusion, and enhance product and service quality. This commitment to the greater good of our broader ecosystem is grounded in the belief that beyond financial gains, the flourishing of our communities is integral to SingLand's success.

## HEALTH AND SAFETY

### WORKPLACE SAFETY AND HEALTH MANAGEMENT

SingLand maintains a robust Workplace Safety and Health ("WSH") management system to ensure the safety and well-being of employees and contractors. SingLand continues to strengthen our WSH management through the efforts of the WSH Committee to fulfil the Company's obligations under the Workplace Safety and Health Act (2006). Our WSH Committee was established in 2023, and the Committee has been instrumental in assisting the ARC in overseeing WSH matters, ensuring alignment with organisational goals and regulatory requirements.

The WSH Committee is guided by four key principles:

- **Integrating WSH into Business Decisions:** Ensuring WSH considerations are embedded into business decisions, with clearly defined roles and responsibilities for members of the Board of Directors, Chief Executive Officer, and Key Management Personnel in driving WSH initiatives.
- **Fostering a Strong WSH Culture:** Setting the tone for a strong WSH culture and providing visible leadership to communicate and uphold effective WSH standards across the organisation.
- **Enhancing WSH Management Systems:** Conducting regular reviews and driving continuous improvements to ensure the effectiveness and relevance of WSH systems in maintaining high safety and health standards.
- **Empowering Employee Engagement:** Actively engaging staff and workers in WSH initiatives by providing the necessary resources and training.

To ensure continuous improvement and WSH excellence, SingLand conducts risk assessments every three years. In 2024, a safety audit was conducted across all operational properties. While no major findings were identified, additional measures were implemented to enhance accessibility and maintenance standards.

SingLand has obtained the ISO 45001:2018 Occupational Health and Safety Management Systems (OHSMS) certification in 2024, certifying the occupational health and safety processes across 100% of our Singapore operations. External validation is integral to SingLand's commitment to Occupational Health and Safety ("OHS") excellence. Every three years, an accreditation body conducts a thorough review and audit to assess the company's ISO 45001 compliance.

In efforts to reinforce our commitment to global safety standards, we conducted a series of ISO 45001 training sessions throughout the year, with key OHS topics embedded in the training programme. Members of our leadership team and staff also participated in specialised programmes to gain deeper insights into advanced safety practices and WSH requirements.



# SOCIAL

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

RISK ASSESSMENT AND HAZARD IDENTIFICATION	INCIDENT REPORTING	INCIDENT INVESTIGATION PROCESS	COMMUNICATION AND TRAINING
<p><b>Employees</b></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><b>Contractors</b></p> <ul style="list-style-type: none"> <li>All contractors are required 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 the 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 and safety incidents at our buildings are to be reported to the respective property's building managers.</li> <li>In the event of any reportable incidents at our properties, the building manager will investigate and report the incident to SingLand's corporate insurer where relevant. For reportable incidents at our worksites, the site WSH manager will report to SingLand following an investigation.</li> <li>Both staff and contractor workers are encouraged to share feedback, near-misses and other issues related to safety and health 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 highlight any unsafe conditions at our buildings or worksites.</li> <li>All staff, contractors and public can 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 determine the root cause of the incident.</li> <li>In the event of any reportable incidents at our properties, the building manager will investigate and report the incident to SingLand's corporate insurer where relevant. For reportable incidents at our worksites, the site WSH manager will report to SingLand following an investigation.</li> <li>The findings are used to improve SingLand's WSH processes, including enhancing risk assessment procedures, reviewing PPE requirements, and additional controls and safety training for employees and contractors.</li> </ul>	<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>SingLand's staff perform office-based activities that are generally classified as low-risk.</li> <li>Detailed safety and health training is provided to specific employees on a needs basis depending on their work scope. For example, staff dealing with contractors who perform works from heights.</li> </ul> <p><b>Contractors</b></p> <ul style="list-style-type: none"> <li>When a contractor company is engaged for works in our buildings or at worksites, our building management teams and project management team will respectively ensure that the contractor's supervisory staff are informed of SingLand's health and safety requirements. The supervisors are in turn responsible for briefing their teams on health and safety protocols prior to starting work at our buildings.</li> <li>Contractor representatives are updated on any changes to our procedures and lessons learnt, as necessary.</li> <li>Our contractors' supervisors attend regular meetings with SingLand's building management and project management teams to ensure smooth coordination and effective communication. Critical WSH issues are promptly addressed and resolved.</li> </ul>

# SOCIAL

## ASSET ENHANCEMENT AND BUILDING REDEVELOPMENT WORKSITES

For asset enhancement or building redevelopment worksites, health and safety are prioritised and managed in accordance with Ministry of Manpower ("MOM") regulations. During the construction period, the main contractor assumes responsibility for designing and implementing the system, ensuring compliance with all applicable local regulations under Singapore's Workplace Safety and Health Act. These worksites are subject to six-monthly audits mandated by MOM to ensure adherence to safety standards.

### MEASURES TO ENHANCE WORKPLACE SAFETY

- **Weekly Site Safety Walks:** Regular inspections are conducted at active worksites to identify hazards and ensure adherence to safety protocols.
- **Monthly Management Site Inspections:** Management-level inspections are carried out monthly to oversee compliance and address any observed safety gaps.
- **Bi-annual Safety Time-Outs:** Sessions are used to review safety practices, discuss ongoing challenges, and address specific safety concerns raised by site teams.
- **Cross-site Sharing of WSH Observations:** Project managers visit other sites, providing independent observations and sharing findings to improve WSH practices.
- **Harnessing Technology:** Technology is utilised to improve safety monitoring and reporting where applicable, supporting more effective risk management.
- **Adherence to CONQUAS Standards:** The BCA's Construction Quality Assessment System ("CONQUAS") is applied to assess the quality of structural, architectural, and mechanical works in new projects.
- **Adoption of Modular Offsite Construction:** Modular construction methods are employed in collaboration with contractors where possible, reducing on-site risks while improving construction efficiency and safety.

## OPERATIONAL OFFICE AND RETAIL PROPERTIES

The health and safety of our tenants and shoppers is of paramount importance. We maintain effective communication through regular meetings between property management teams and contractors. Dedicated maintenance contractors perform routine checks to address potential risks, while upgrades incorporating barrier-free features such as ramps and handicapped toilets improve accessibility for all building users.

We continue to adopt technology to enhance maintenance and cleanliness such as employing cleaning robots and installing ultraviolet germicidal irradiation ("UVGI") lamps in AHUs to improve air quality. This year, more than 50% of our properties deployed operational robots. For example, robots can perform scheduled cleaning autonomously to help maintain a clean environment.



A robot at Singapore Land Tower performs scheduled cleaning on a daily basis.

# SOCIAL

## EFFECTIVE INCIDENT AND EMERGENCY MANAGEMENT

SingLand has implemented a comprehensive safety and health management system across all managed buildings to ensure the safety and well-being of all occupants. Key measures taken include:

<b>Standard Operating Procedures</b>	<ul style="list-style-type: none"> <li>Standard operating procedures ("SOPs") guide emergency response actions, including fire safety measures.</li> <li>Designated managers and control equipment are assigned in every building.</li> </ul>
<b>Emergency Response Teams</b>	<ul style="list-style-type: none"> <li>Company Emergency Response Teams ("CERT") have been established in all buildings, comprising trained in-house first responders.</li> <li>CERTs work to mitigate and control safety or health emergencies before the Singapore Civil Defence Force arrives.</li> </ul>
<b>Safety Equipment</b>	<ul style="list-style-type: none"> <li>First-aid kits and defibrillators are available in all buildings.</li> </ul>
<b>Fire Drills and Training</b>	<ul style="list-style-type: none"> <li>Regular fire drills, awareness campaigns, and training sessions are conducted for building management employees and occupants to ensure orderly evacuations and preparedness for emergencies.</li> </ul>
<b>Prevention Measures</b>	<ul style="list-style-type: none"> <li>Measures are in place to prevent slips and falls during cleaning operations.</li> <li>Contractors undergo risk assessments and adhere to mitigation measures for potentially hazardous tasks.</li> </ul>
<b>Building Management System Policy</b>	<ul style="list-style-type: none"> <li>Established in 2024, the policy guides incident reporting by defining roles, responsibilities, and escalation protocols to ensure timely and effective response to incidents of varying severity.</li> <li>The system for logging incident reports supports the documentation of lessons learned and enables continuous refinement of the incident management process.</li> </ul>

## HEALTH AND SAFETY PERFORMANCE

In 2024, SingLand achieved our target of zero incidents resulting in fatalities or permanent disabilities among Company employees and property management contractors.

We recorded four work-related incidents: four minor accidents resulting in a total of 15 lost days. The incidents involved two SingLand employee, one contractor at West Mall and one contractor at The Gateway. The incidents involving SingLand employees resulted in a total of five lost days while the incident at The Gateway and West Mall resulted in seven lost days and three lost days respectively.

We had one reportable minor incident involving a cut at Singapore Land Tower AEI worksite. No lost days were involved in the incident.

All incidents were thoroughly investigated following SingLand's WSH management system procedures. Investigation findings were used to implement targeted measures addressing root causes and enhancing safety practices. None of these incidents resulted in fines, penalties, or warnings from authorities, reflecting our compliance with workplace safety and health regulations.

SingLand remains committed to continually improving safety performance by systematically capturing lessons learned and integrating them into future contractor management processes. Further details on safety performance data can be found in the *Appendices – Sustainability Performance Data* section.

WORKPLACE SAFETY AND HEALTH TARGET - BUILDINGS	
Ongoing	2024
Target	Performance
Achieve zero workplace incidents resulting in fatalities or permanent disabilities for Company Employees and Contractors (Property Management)	0 (Target achieved)



# SOCIAL

## PRODUCT AND SERVICE QUALITY

We are dedicated to ensuring the satisfaction of all who use our buildings. To do this effectively, we embrace a culture of innovation and continual improvement to sustain our competitive edge and meet the evolving needs of our customers.

The AEI at West Mall continued in 2024 and will be completed in 2025. With the AEI, the mall will feature a newly designed public plaza, expanded F&B options in the basement, and an upgraded Bukit Batok Public Library, transforming the mall into a vibrant hub for community-focused experiences.

In 2024, Singapore Land Tower secured the WiredScore Platinum certification, reflecting SingLand's commitment to keeping our buildings up-to-date with the highest standards of digital connectivity to meet our tenants' current and future technological needs. The Exchange, SingLand's tenant amenity offering flexible work solutions at Singapore Land Tower, will also include a state-of-the-art facility for meetings and events on level four that is scheduled for completion in 2025. This will work in tandem with the existing offering of co-working and enterprise solutions for tenants at level five, maximising flexibility and convenience for them.

We remain committed to enhancing accessibility to public transportation from our buildings, aligning with Singapore's car-lite vision. In 2024, we completed upgrades to the sheltered walkway in front of SGX Centre 2, providing seamless connectivity to Shenton Way MRT station. At UIC Building, a refreshed lift lobby directly linked to Shenton Way MRT station has further improved the arrival experience. Additionally, all our office buildings are strategically located within 300 meters of a bus stop or MRT station, ensuring convenient access for both tenants and visitors.



A state-of-the-art tenant facility for meetings and events at Singapore Land Tower will be completed in 2025.

We have been proactively installing EV charging points across all<sup>1</sup> our properties, with a total of eight new charging points installed at Singapore Land Tower and West Mall in 2024. This aligns with Singapore's push towards cleaner-energy vehicles, supporting the nation's drive for a greener and more sustainable future.

To enhance tenant comfort and health, we integrate thermal comfort, indoor air quality, and accessibility into our building renewal cycles. Upgrades are benchmarked against BCA Green Mark certification standards to ensure a thorough and rigorous evaluation process. We continue to improve indoor air quality and end-user comfort through targeted retrofitting and asset enhancement initiatives.

<sup>1</sup> This excludes Stamford Court, which was divested in Q4 2024, and Clifford Centre, which is closed for redevelopment.

# SOCIAL

## SPOTLIGHT

### MEANINGFUL ENGAGEMENTS WITH OUR TENANTS

At SingLand, service quality goes beyond providing quality facilities. It is also about fostering a sense of community for our tenants through meaningful and memorable programmes.

Marking our nation's 59<sup>th</sup> birthday, SingLand organised a festive lunchtime event for our tenants at Singapore Land Tower. Taking the form of a vibrant carnival, the event featured live stations serving iconic Singaporean delights amidst a celebratory atmosphere of classic National Day songs and heritage-themed décor. Apart from celebrating our nation's birthday, it was also an opportunity for us to appreciate our tenants for their support through Singapore Land Tower's asset enhancement initiative.

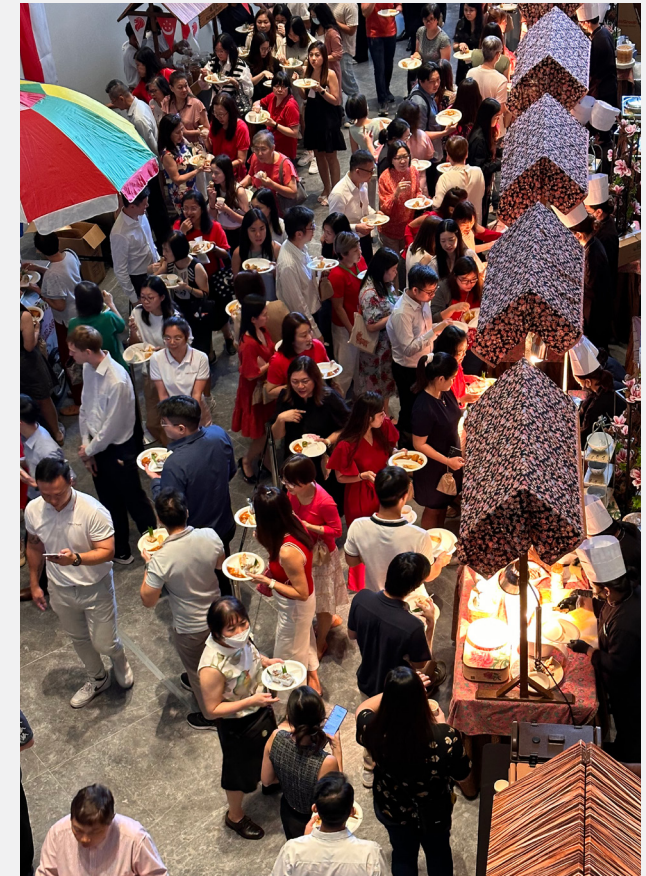
Additionally, from May to July this year, we continued our collaboration with Foreword Coffee, a social enterprise employing persons with disabilities, to deliver freshly brewed coffee to our tenants at The Gateway. The initiative encouraged tenants to bring their own cups or tumblers, putting a sustainable spin to their morning coffee. In April, a similar initiative at Singapore Land Tower provided complimentary coffee to tenants who brought their own reusable cups when redeeming beverages from the building's F&B outlets. These initiatives diverted over 1,200 single-use cups from the landfill.

Part of our engagement with tenants includes partnering with them to be a force for good. We supported the Food from the Heart Toy Buffet 2024 by setting up a toy donation booth at Singapore Land Tower to benefit underprivileged children. Our tenants generously donated to the cause and we were able to contribute 670 toys in total.

Through such programmes, we aim to provide positive experiences for our tenants and create vibrant workplace communities.



We organised a toy donation drive to benefit Food from the Heart's Toy Buffet event for underprivileged children.



A special lunchtime event was organised for our tenants at Singapore Land Tower to mark our nation's 59<sup>th</sup> birthday.



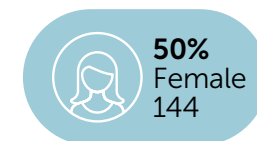
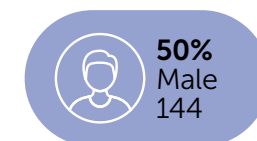
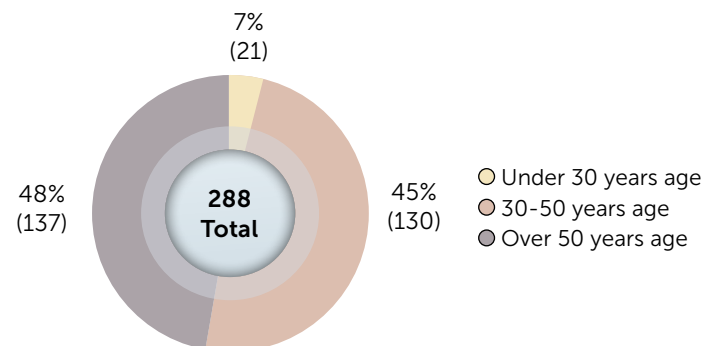
# SOCIAL

## DIVERSITY, EQUITY AND INCLUSION

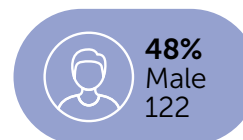
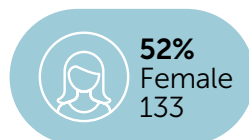
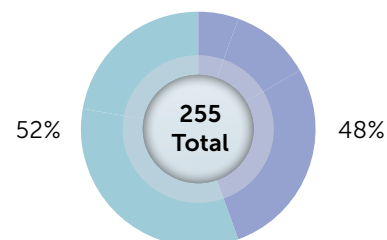
SingLand's commitment to diversity and inclusion is rooted in the belief that a diverse workforce enhances both our talent pool and business outcomes. At SingLand, diversity spans gender, culture, experience and skillset – all of which fosters greater innovation and enriches the overall employee experience.

Guided by policies that promote fairness and respect, we actively foster diversity and inclusion at all levels of our workforce. SingLand has adopted a Board Diversity Policy<sup>1</sup> since 2021, committing to maintaining at least 20% of female presentation. As of 2024, women constituted 50% of our full-time workforce, with 52% representation in senior management. This gender diversity reflects our ongoing efforts to build a balanced and inclusive workforce across all levels of the organisation. 100% of SingLand's senior management was hired from the local community. Our workforce comprises 288 full-time employees as of 31 December 2024.

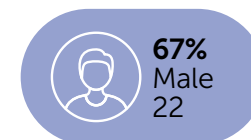
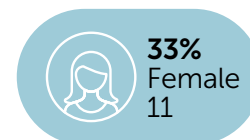
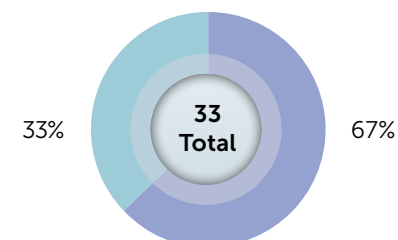
## TOTAL EMPLOYEES



## PERMANENT EMPLOYEES



## TEMPORARY & FIXED-TERM CONTRACT EMPLOYEES



<sup>1</sup> Please refer to [www.singaporeland.com](http://www.singaporeland.com) for the Group's Board Diversity Policy.



# SOCIAL

SingLand fosters a diverse and inclusive workplace that promotes equal opportunities. Our commitment extends beyond employees to contractor workers and other stakeholders, underscoring a holistic approach to fair treatment. We maintain a whistleblowing channel for reporting incidents of discrimination and are a signatory to the Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP"), allowing individuals to report cases involving SingLand directly to TAFEP. During the reporting period, no incidents of discrimination were reported through these channels, a record we are committed to maintaining.

In 2023, we launched SingLand Empowers, a corporate initiative to advance DEI within SingLand and the wider real estate industry. Under this initiative, the Women Inspired to Thrive ("WIT") programme was introduced to support female employees through bi-monthly closed-door sharing sessions. These sessions continue to provide a platform for women to discuss issues unique to their professional journeys.

Our commitment to DEI extends beyond the workplace. For International Women's Day, we collaborated with Aurecon Singapore, one of our tenants at The Gateway, to organise a bake sale in partnership with Her Rise Above, a volunteer initiative supporting women from low-income backgrounds in building home-based businesses. Proceeds from the sale were channelled into training programmes to equip the budding female entrepreneurs with essential business skills.

We also celebrate cultural diversity through employee events like our Hari Raya Puasa celebrations, fostering cross-cultural understanding and appreciation among employees. At the event, Muslim colleagues shared the significance of Ramadan and Hari Raya Puasa alongside festive activities.

These efforts aim to shift mindsets by encouraging open conversations around gender equality, unconscious bias and cultural cohesion, creating a workplace culture where diversity is celebrated and valued. Through these initiatives, SingLand continues to build a supportive, inclusive and dynamic environment, empowering employees and stakeholders to thrive while contributing to broader societal progress.

## Diversity (Gender)

By Gender	Male	Female
Board of Directors	78%	22%
Senior management	48%	52%
Executives	38%	62%
Non-Executives	69%	31%

Note: As of 31 December 2024

## Diversity (Age Group)

By Age Group	<30 years	30-50 years	> 50 years
Board of Directors	0%	22%	78%
Senior management	0%	57%	43%
Executives	6%	61%	33%
Non-Executives	10%	20%	69%

Note: As of 31 December 2024



Cultural diversity is celebrated through initiatives such as our Raya Fiesta employee event marking Hari Raya Puasa.

# SOCIAL

## EMPLOYEE DEVELOPMENT AND WELL-BEING

At SingLand, we recognise our employees as our most valuable asset and are dedicated to creating a culture that nurtures their growth, well-being, and contributions. Our commitment to employee development is reflected in comprehensive training programmes that focus on personal and professional growth. By investing in our people, we aim to enhance productivity, drive high performance, and support talent retention—key factors in our business success.

We also prioritise fair employment practices and strive to maintain a safe, inclusive, and respectful work environment. SingLand's holistic approach to human resources ensures not only professional advancement but also the overall well-being and satisfaction of our workforce.

- SingLand is committed to protecting the principles of human rights, including those pertaining to child labour, forced labour and human trafficking.
- We strive to maintain an inclusive workplace free from harassment and discrimination. Our policies also ensure the protection of employee rights, including the right to privacy, fair compensation, and a safe and healthy working environment.
- These standards also apply to employee interactions with stakeholders, such as tenants, shoppers, and business partners. SingLand requires employees to uphold high ethical standards in all professional dealings.
- As a signatory to TAFEP, SingLand reaffirms its dedication to fair, merit-based, and non-discriminatory employment practices.
- Respect for employees' rights is a cornerstone of our practices, including the freedom to join lawful labour unions. Currently, 35% of SingLand employees are represented by Collective Bargaining Agreements with the Singapore Industrial and Services Employees Union ("SISEU") and the Union of Security Employees ("USE"). This marks an increase from 29% the previous year.

In 2024, SingLand was proud to receive the Workplace Transformation Award, Best-in-Class, at the Singapore HR Awards and the Best Workplace Culture and Engagement Award at the HR Fest Awards. These awards recognise our efforts to champion forward-looking HR and people management practices. More information on other awards received for our commitment towards our workforce can be found in the *Awards and Memberships* section.

## NURTURING AND GROWING OUR EMPLOYEES

We believe that fostering employee growth and development is essential for long-term success. We offer targeted training programmes and engagement initiatives to build a skilled and resilient workforce aligned with our goals.

In 2024, we introduced the Manager Essential Series for people managers and the Personal Growth Series for all employees, ensuring role-specific training that addresses their responsibilities effectively. We also launched a company-wide sustainability training course, in partnership with Ngee Ann Polytechnic, to enhance our employees' understanding of sustainability and its relevance to our operations.

Dedicated staff within the Human Resources team continue to assess, plan and curate training programmes based on employee and manager feedback. We engage with third-party providers to deliver high-quality training sessions and consider different learning modes. These include instructor-led sessions, online platforms, and self-paced training to provide flexibility and accessibility in training sessions. We also utilise training subsidies and government grants such as the SkillsFuture Enterprise Credit and Singapore Workforce Skills Qualifications ("WSQ") Funding.

Some of our continued programmes include the Leadership Acceleration Programme ("LeAP") designed to strengthen the skills of current and future leaders. Mandatory quarterly trainings on cybersecurity and data privacy for all employees is also conducted by the Digital & Technology and Data Privacy departments respectively.

### SINGLAND'S 2024 TRAINING TOPICS

- |   |  |
|---|--|
| • Leadership and Management                   | • Corporate Governance and Compliance  |
| • Technical and Professional Skills           | • Industry-Specific Knowledge          |
| • Sustainability and Environmental Management | • Soft Skills and Personal Development |
| • Workplace Safety and Health                 |  |

# SOCIAL

In 2024, SingLand recorded an average of 54 training hours per employee, up from 28.7 hours in the previous year. We continue to nurture a culture of continuous learning to ensure our workforce is equipped with relevant skills amidst a constantly evolving business landscape.

TRAINING TARGET (Training Hours)		
2024		2025
Target	Performance	Target
Average of 33 training hours per employee	54 hours (Target achieved)	Average of 33 training hours per employee

Average Training Hours per Employee (Gender)			
Year	2022	2023	2024
Male	10	27	50
Female	8	30	58
Total	9	29	54

Average Training Hours per Employee (Category)			
Year	2022	2023	2024
Senior Management	15	77	57
Executives	13	33	64
Non-Executives	2	13	38



A suite of training programmes have been curated to support the development of our employees.



# SOCIAL

## PRIORITISING EMPLOYEE ENGAGEMENT AND WELL-BEING

We believe in creating a work culture where our employees' diverse needs are supported and work-life harmony is promoted. Our employee engagement initiatives are guided by the WISE framework: Wellness, Inspire, Socialise, Energise, reflecting a holistic approach to creating a vibrant and inclusive workplace.

In 2024, we organised various initiatives under the WISE framework:

- **Your Voice Employee Survey:** We conducted our first extensive employee survey through a third-party consultant and had a high 95% participation rate. Taking into consideration the survey results, a targeted multi-prong action plan was developed to address various aspects of employee engagement and well-being. A suite of new initiatives were shared with all employees and are currently being rolled out.
- **Enhanced Flexible Work Arrangement Policy:** To support our employees as they manage their personal and professional commitments, we updated our Flexible Work Arrangement Policy, further enhancing options such as flexi-time, telecommuting, and part-time work.
- **Family and Wellness Themed Months:** June was introduced as Family Month, complementing our existing Health and Wellness Month in September. Activities during Family Month included a Cook & Bake with the Family session and a pickleball session where employees could participate with their children. Health and Wellness Month featured health screenings and talks, and on-site support for Lasting Power of Attorney certification.
- **MiNDFI Wellness Platform:** To support the mental and emotional well-being of our employees, we introduced the MiNDFI wellness platform in 2024, which provides a range of self-help resources. The platform also provides easy access to professional counsellors, available for virtual or in-person consultations.
- **Corporate Privilege Club:** Employees were given access to a corporate privilege club, which offers exclusive discounts for dining, wellness services, travel, entertainment and more. This initiative supports our employees' lifestyle needs and promotes well-being beyond the workplace.
- **Team-building Activities:** Company-wide social events organised throughout the year help build a sense of belonging and camaraderie among our employees. These include fun activities such as our annual Durian Extravaganza and year-end party. To further encourage positive team dynamics, each department also organises special team-bonding activities bi-annually.



A Cook & Bake with the Family activity provided an opportunity for employees to include their families in the fun.



A Wellness Day for employees was a key feature of the company's Health and Wellness month in September.

# SOCIAL

## TALENT ATTRACTION AND RETENTION

Our talent attraction and retention strategy centres on providing equitable and competitive remuneration, professional growth opportunities and a work culture that is inclusive and supportive. We adopt a merit-based approach to career progression and ensure that our employees are rewarded fairly.

SingLand provides comprehensive benefits, including life insurance, healthcare coverage, disability and invalidity support, and parental leave in accordance with Singapore's Ministry of Manpower ("MOM") regulations for all our employees. Singapore citizens and permanent residents further benefit from retirement provisions under the Central Provident Fund ("CPF") scheme<sup>1</sup>.

A robust performance management framework has been designed to develop and retain talent across the organisation. Full-time employees are actively involved in goal setting and career development planning together with their managers. Annual performance reviews are conducted for all employees, except those who joined after the review cycle ended in 2024<sup>2</sup>. These reviews play a key role in identifying development opportunities and fostering growth across the organisation.

We value the contributions of experienced employees and actively support the re-employment of retiring staff beyond the statutory retirement age of 63. Eligible employees are offered annual renewal contracts to leverage their expertise and maintain their engagement in the workforce. In 2024, we re-employed 28 retiring employees.

The overall turnover rate<sup>3</sup> for the year encompassing both voluntary and involuntary departures is 10%, a decrease from the 15% turnover rate in 2023.

New Hire and Turnover Rate (%)			
Year	2022	2023	2024
<b>New hire rate</b>	21%	19%	15%
<b>Turnover rate</b>	22%	15%	10%

New Hire and Turnover (Gender)			
2024	Male	Female	Total
<b>Number of new hire</b>	19	23	42
<b>New hire rate</b>	13%	16%	15%
<b>Number of turnover</b>	15	14	29
<b>Turnover rate</b>	10%	10%	10%

New Hire and Turnover (Age group)				
2024	<30 years	30-50 years	>50 years	Total
<b>Number of new hire</b>	12	26	4	42
<b>New hire rate</b>	57%	20%	3%	15%
<b>Number of turnover</b>	2	9	18	29
<b>Turnover rate</b>	10%	7%	13%	10%

1 The 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.

2 Of our employees, 97% (male) and 97% (female) participated in our annual performance review as of 31 December 2024. Breakdown by employee category as follows: 100% (senior management), 98% (middle management), 94% (entry level), and 99% (others).

3 The new hire and turnover rates in 2024 have been reported based on the total number of employees for that category as of 31 December 2024.



# SOCIAL

## LOCAL COMMUNITIES

SingLand's commitment to a sustainable future is driven by a purpose that goes beyond profit. This dedication is reflected in our key corporate initiatives aimed at creating meaningful connections and making a positive difference in and for the community.

SingLand Elevates is our corporate initiative dedicated to supporting underprivileged and underserved communities while empowering our employees to contribute to society through volunteerism. Meanwhile, SingLand Inspires leverages art, design, and programming to deliver meaningful and enriching experiences for users of our buildings. SingLand Empowers, launched in 2023, promotes diversity, equity, and inclusion both within SingLand and across the real estate industry.

### SERVING THE UNDERSERVED

Under SingLand Elevates, we continued our efforts to uplift communities through corporate philanthropy and volunteering opportunities. In 2024, we identified four key underserved communities to support. These include persons with disabilities, underprivileged seniors, migrant workers and disadvantaged youths. Apart from donations, SingLand employees collectively contributed more than 1,000 volunteer hours to support these communities.

For SingLand Volunteers, our annual signature community impact activity, we partnered with the Cerebral Palsy Alliance Singapore ("CPAS"). Over 70 SingLand volunteers accompanied nearly 80 individuals with cerebral palsy on outings to Gardens by the Bay and Bird Paradise. Additionally, we sponsored the purchase of assistive eating and drinking devices, enhancing meal-time independence for the clients that CPAS supports.

Recognising the importance of dignity and community for seniors, we collaborated with Montfort Care's Goodlife! Makan community kitchen to organise two days of engagement for underprivileged seniors living in rental flats. The seniors conducted cooking, baking and coffee-making lessons for our employees, fostering a sense of fulfillment and pride. Separately, SingLand volunteers and their families participated in the Community Chest Fu Dai initiative during the Chinese New Year period, packing and delivering goodie bags to underprivileged seniors to share festive cheer with them.

We continued our partnership with HealthServe, a charity supporting migrant workers in Singapore with medical care, mental health services, and social assistance. Our volunteers accompanied 70 migrant workers on outings to West Mall for grocery shopping and lunch, with each worker receiving a grocery budget of \$80. In addition, our annual donation of \$50,000 to HealthServe for the past three years has benefited over 3,000 migrant workers by providing access to essential medical and mental health support, and social assistance.



We partnered with Cerebral Palsy Alliance Singapore to bring nearly 80 individuals with cerebral palsy to popular Singapore attractions.



Our volunteers accompanied migrant workers on outings to West Mall for grocery shopping and lunch.



## SOCIAL

In partnership with Central Singapore CDC, we launched DOTS Academy @ Central, a pilot programme designed to provide up to 1,000 youth-at-risk with access to learning opportunities and experiences otherwise beyond their reach. SingLand's \$250,000 donation, matched dollar-for-dollar by the government, helped bring this initiative to fruition.

We also hosted the inaugural Sustainable Kids Market at Marina Square in May 2024 in collaboration with Peace of Art, a non-profit organisation dedicated to helping children through art. The event raised funds for the Singapore Red Cross Society's Young Hearts programme, which supports the education of children living in public rental housing. The market featured booths by KidsforKids-preneurs, where children sold items ranging from baked goods to second-hand toys, promoting creativity and community engagement. Additionally, 30 children from non-profit Care Corner Singapore were invited to experience larger-than-life balloon sculptures at Marina Square's annual Balloon Extravaganza. The children participated in fun activities, shopped for school bags, and enjoyed lunch with our volunteers.



Lending a hand to conserve the environment, our volunteers collaborated with the Waterways Watch Society, a non-profit organisation dedicated to preserving Singapore's waterways, to clean up the Marina Reservoir. Using pedal and power boats, our volunteers removed over 200kg of rubbish. This activity not only contributed to environmental conservation but also increased awareness about the importance of protecting Singapore's natural waterways.

In 2024, SingLand supported the community through targeted donations totalling over \$440,000, including:

### SINGLAND ELEVATES

- **DOTS Academy@Central | \$250,000**  
Providing learning opportunities and experiences for youth-at-risk.
- **Community Chest | \$100,000**  
Benefitting vulnerable seniors, children, migrant workers, and low-income families.
- **HealthServe | \$50,000**  
Supporting the low-wage migrant community in Singapore with medical and mental health care, and social assistance.
- **Cerebral Palsy Alliance Singapore | \$15,200**  
Sponsorship of assistive eating and drinking devices to help the centre's clients feed independently.
- **Singapore Red Cross | \$15,000**  
Providing children and youths living in public rental housing with access to out-of-reach opportunities.
- **President's Challenge | \$10,000**  
Providing support for disadvantaged children and families, the elderly in need of care and persons with disabilities.

# SOCIAL

## ENRICHING SPACES THROUGH ART

Creating dynamic spaces for our communities through art, design and placemaking is core to SingLand Inspires. In 2024, we unveiled *White*, a striking large-scale artwork by multidisciplinary artist Dawn Ng, in the lobby of Singapore Land Tower. We believe in the ability of art to enrich spaces, and by merging artistic creativity with architectural design, *White* enhances the lobby as a welcoming space where tenants, visitors, and the community can pause, connect and feel inspired.

Beyond how the work enriches the space, the commissioning of *White* reflects our commitment to supporting and celebrating the rich pool of artistic talent found in Singapore and across the region. By collaborating with artists like Ng, we aim to provide a platform for creative expression while contributing to the unique cultural vibrancy of our urban spaces.



A large scale artwork by multidisciplinary artist Dawn Ng further enhances the triple-volume lobby at Singapore Land Tower.

# GOVERNANCE

Strong governance and robust risk management are integral to building a business that is both resilient and responsible. To this end, SingLand conducts regular ethical training programmes to equip incoming and present directors and employees with the necessary knowledge of our management practices, business operations, and corporate governance principles, ensuring that they understand their responsibilities and duties.

Our policies and governance procedures cover a wide extent of our business operations and ensure ethical business practices, robust cybersecurity and data privacy measures, responsible investment strategies and sustainable supply chain management.

## ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES

Ethical business practices grounded on strong governance principles are integral to SingLand's efforts to combat corruption, mitigate compliance risks, and ensure the consistent delivery of high-quality products and services to our customers. These practices not only contribute to the Company's financial sustainability but also uphold the trust of our stakeholders.

As articulated in our Anti-Bribery and Corruption Policy, SingLand adopts a zero-tolerance approach against all forms of bribery and corruption. This policy applies to all SingLand employees, directors, and third parties acting on behalf of SingLand, including suppliers, contractors, and business partners.

SingLand adheres to the principle of conducting business with integrity and in compliance with all applicable local laws. Risk management follows the precautionary principle, which is embedded in our policies and procedures. All policies undergo thorough review and are approved by SingLand's Management and/or the Board.

Acknowledging the importance of transparency and integrity in communications with shareholders and the investment community, SingLand provides timely, accurate, and relevant information through various channels, including shareholders' meetings, financial announcements, annual reports, and the company's corporate website.

<b>The Code of Conduct*</b>	SingLand expects all employees to adhere to the highest ethical standards in their conduct at work and during interaction with all stakeholders. It is also mandatory for SingLand's employees to declare any conflict of interest during their employment with SingLand.
<b>Whistle Blowing Policy and Procedure**</b>	SingLand is committed to providing 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 employee 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>	SingLand takes a zero-tolerance position against all forms of corruption, including bribery, extortion, fraud, and money laundering. SingLand requires employees, suppliers, contractors, and business partners to adhere to this standard.
<b>Investor Relations Policy</b>	SingLand provides 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>Anti-Competition Policy</b>	SingLand will promote fair competition, in accordance with Singapore's Competition Act and prohibit anti-competitive conduct.
<b>Ethical marketing practices</b>	SingLand adheres to the Singapore Code of Advertising Practice and expects 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 [www.singaporeland.com](http://www.singaporeland.com).

\*\*\* For more details, please refer to the *Governance - Cybersecurity and Data Privacy* section.

# GOVERNANCE

The Code of Conduct and the policies and procedures on page 53 form an essential component of SingLand's employee orientation programme. Additional training is provided to employees as needed, based on their job responsibilities, to ensure compliance with applicable laws and regulations. Board members have access to all SingLand policies and receive briefings on the policies and practices during their inductions. Furthermore, under SingLand's Contracts Policy, the inclusion of an Anti-Bribery and Anti-Corruption clause in all contracts with business partners is mandatory. The Company has also established mechanisms to stay abreast of the latest regulatory developments in Singapore.

The ARC oversees SingLand's risk management<sup>1</sup>, including the implementation of policies to mitigate risks pertaining to compliance, workplace safety and health, fraud and corruption. The RMC supports the ARC by managing the execution of practices and processes associated with SingLand's policies. The RMC conducts annual assessments and quarterly risk register and controls reviews to ensure compliance with SingLand's policies and procedures. These reviews consider the latest regulatory development and employee feedback to determine any risk register updates and corresponding policy or procedure changes required. The ARC

also maintains oversight of SingLand's whistle blowing channel<sup>2</sup> and receives reports on all cases raised.

SingLand is pleased to report no significant instances of non-compliance with laws and regulations<sup>3</sup> in 2024. Additionally, we were awarded the Most Transparent Company Award at the Securities Investors Association (Singapore) Investors Awards, recognising our commitment to maintaining the highest standards of corporate governance. This achievement follows our improved ranking in the Singapore Governance and Transparency Index, where we advanced from 50<sup>th</sup> to 28<sup>th</sup> place. This progress reflects our enhanced alignment of our remuneration framework with ESG priorities.

Looking ahead to 2025, we remain committed to upholding the highest standards of corporate governance and aim to maintain zero incidences of non-compliance in areas such as fraud, corruption, unethical practices, and marketing conduct.

NON-COMPLIANCE WITH LAWS AND REGULATIONS				
Ongoing				2024
Target				Performance
Zero confirmed incidents of corruption	Zero regulatory non-compliance with socioeconomic 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)

<sup>1</sup> For more details on SingLand's risk management process, see AR 2024 pages 50 to 54. For more details on SingLand's sustainability governance, see section on *Sustainability Governance*.

<sup>2</sup> SingLand's whistle blowing channel stipulated within our Whistle Blowing Policy is publicly available on [www.singaporeland.com](http://www.singaporeland.com).

<sup>3</sup> SingLand determines significant instances of non-compliance as those resulting in a monetary fine or warning letter from relevant authorities.

# GOVERNANCE

## CYBERSECURITY AND DATA PRIVACY

### CYBERSECURITY

In today's digital landscape, cybersecurity is vital to ensuring the continuity and resilience of SingLand's business operations. To address cybersecurity risks, we have implemented a comprehensive set of measures to protect our network infrastructure and information assets.

In 2024, SingLand obtained the Cyber Essentials and Cyber Trust Mark Tier 4 Performer certifications from Cyber Security Agency, along with the ISO 27001:2022 Information Security Management Systems ("ISMS") certification. These achievements reflect SingLand's adherence to key cybersecurity standards and global benchmarks and underscore our proactive approach to managing cybersecurity risks, safeguarding data, and ensuring regulatory compliance.

SingLand conducts quarterly cybersecurity risk assessments where its risk owner provides updates to the Risk Management Committee. These assessments enable the timely identification and mitigation of potential risks. Additionally, annual vulnerability assessments and penetration tests ("VAPT") are performed by external vendors. In 2024, we introduced Ridgebot, an Artificial Intelligence application, to enhance our VAPT process by identifying and mitigating vulnerabilities in our systems, networks, and applications.

To further strengthen our cybersecurity framework, we utilise a suite of tools to provide real-time monitoring, effective asset management, and advanced threat detection, improving the security and resilience of our digital environment.

Regular IT audits are conducted to evaluate our cybersecurity processes, systems, and controls. SingLand's Internal Audit department performs periodic reviews to assess the design and effectiveness of our measures. In 2024, we also engaged external auditors to supplement these efforts and provide additional assurance on our cybersecurity practices. It was concluded that the Company's IT practices are compliant with industry regulations.

Staff training is an integral component of SingLand's cybersecurity strategy. Quarterly mandatory training sessions aim to improve employee awareness and skills in identifying threats such as phishing and ransomware attacks. Regular phishing tests are also conducted to assess employee vigilance.

### DATA PRIVACY

SingLand complies with Singapore's Personal Data Protection Act ("PDPA"), and the guidelines issued by the Personal Data Protection Commission ("PDPC") to manage and safeguard personal information relating to our customers, shareholders, prospects, employees, and business partners. We have implemented robust procedures and taken appropriate measures to protect personal data from unauthorised access, use or disclosure ensuring its use and disclosure align strictly with the purposes consented to or permitted under applicable laws and regulations.

Our Personal Data Protection Policy requires employees to handle personal data in compliance with the PDPA and other applicable regulations. Employees are required to complete quarterly data privacy training and assessments to enhance their awareness and mitigate the risk of data breaches. Furthermore, our onboarding programme incorporates the PDPC's PDPA training portal, equipping new employees with essential knowledge of data protection practices.



# GOVERNANCE

We recognise the risks associated with inaccurate, insufficient, or outdated data, as well as the unauthorised access, use, disclosure and retention of confidential data and personal information, data loss, and security breaches. To address these risks, we have:

- **SingLand's PDPA Advisory Committee:** Established to oversee and review the implementation of PDPA policies and measures.
- **Policy and Procedure Updates:** Regular reviews and updates of data privacy policies and SOPs by the Group's Data Protection Officer ("DPO") Team and Departmental Data Protection Managers ("DDPM").
- **The Group's DPOs:** Appointed to lead and drive all data protection activities, supported by DDPMs.
- **Audits and Compliance Checks:** Onsite audits conducted by DDPMs with the DPO Team to ensure compliance with departmental policies and SOPs.
- **Internal Audits:** Periodic reviews conducted by the Internal Audit department to assess the effectiveness of controls.
- **Online Onboarding:** Leveraging on the PDPC's online PDPA training portal to equip new employees with essential data protection knowledge since its introduction in 2022.
- **Quarterly Data Privacy Training:** Mandatory training and quizzes for employees to enhance awareness and minimise the risk of data breaches.
- **Data Protection Impact Assessments:** Carried out to identify risks arising from the processing of personal data and to minimise these risks as far and as early as possible.
- **Annual SOP Reviews:** Conducted to strengthen data management processes, ensuring alignment with regulatory requirements and best practices.

In 2024, our internal audit team conducted an audit of the SOPs for business units managing personal data. No audit findings were identified, and the team concluded that the existing internal controls are adequate and effective in mitigating risks related to personal data breaches.

For FY 2024, SingLand reported zero near misses or reportable data breaches. Our objective is to sustain this performance in 2025 by maintaining zero incidents of data privacy breaches or loss of customer data.

DATA PRIVACY	
Ongoing	2024
Target	Performance
Zero data privacy breaches and losses of customer data	0 (Target achieved)

# GOVERNANCE

## RESPONSIBLE SOURCING AND SUPPLY CHAIN

At SingLand, we recognise the importance of managing environmental and social impacts associated with our suppliers involved in building maintenance, operations, redevelopment, and refurbishment activities. To address these indirect impacts, we have implemented a management framework that promotes responsible procurement and ethical practices throughout the supply chain.

Following the requirements of our management framework, 100% of our main contractors for AEI and redevelopment works are ISO 45001 Occupational Health and Safety Management Systems and bizSAFE Level Star certified. We monitor contractors' health and safety performance by collecting key relevant metrics and conducting biannual audits to ensure compliance with regulatory requirements.

To better understand the environmental impacts of our contractors, we collect and track performance data such as energy and water consumption, as well as waste generation and recycling across major projects. All our main contractors are required to hold ISO 14001 Environmental Management Systems ("EMS") certification.

In 2024, SingLand developed a Supplier Code of Conduct ("SCOC") in alignment with our parent company UOL. The SCOC establishes guiding principles for ethical and sustainable practices among SingLand's and our subsidiaries' suppliers, service providers, and main contractors (collectively referred to as suppliers). It aims to foster mutually beneficial relationships with supply chain partners while formalising SingLand's expectations in areas such as business ethics and integrity, respect for human rights, environmental management, data protection and privacy, and compliance with applicable laws and regulations.

A desktop review of internal procurement practices was completed as the foundation for developing the SCOC. SingLand will fully incorporate this SCOC into our procurement process and communicate it to all current and prospective suppliers. Together with existing supply chain management practices, the SCOC supports the establishment of comprehensive environmental and social criteria for supplier evaluation.

Our SCOC covers the following key areas:

- Business Ethics and Integrity
- Human Rights
- Health and Safety
- Environmental Management
- Data Privacy and Protection

View our Supplier Code of Conduct on [www.singaporeland.com](http://www.singaporeland.com).

We target to have the majority of our suppliers sign the Supplier Code of Conduct.

We have also adopted collaborative contracting practices for the redevelopment of Clifford Centre, incorporating cost-sharing and time-sharing clauses based on the Public Sector Standard Conditions of Contract ("PSSCOC") module. These clauses promote fair risk distribution, provide transparent cost structures, and allow for time extensions in unforeseen circumstances, fostering resilient partnerships and ensuring project continuity.

Through these initiatives, SingLand reinforces our commitment to building a sustainable and resilient supply chain. By integrating certification standards, performance monitoring, ethical frameworks, and innovative contracting practices, we aim to create meaningful environmental and social value while supporting the success of our business and stakeholders.



# GOVERNANCE

## SPOTLIGHT

### BUILDING ON STRONG PARTNERSHIPS

As part of the redevelopment project at Clifford Centre, we partnered with the Building and Construction Authority to adopt customised collaborative contracting clauses to foster transparency, equitable risk-sharing, and enhanced collaboration among stakeholders.

#### Key Features of the Collaborative Contracting Approach:

- **Cost-Sharing Mechanism:** To manage fluctuations in raw material prices. This approach enables contractors to provide more accurate cost estimates by basing their pricing on baseline costs without additional markups.
- **Time-Sharing for Ground Condition Risks:** To address uncertainties related to actual ground conditions. Contractors are allowed reasonable extensions of time if unforeseen issues arise during the project's commencement phase.

### COLLABORATIVE ENGAGEMENT WITH PARTNERS

In alignment with our responsible sourcing framework, SingLand co-organised a Partnering Workshop with the project's main contractor, Woh Hup (Private) Limited, for the entire project team, including consultants and sub-contractors. This workshop facilitated meaningful discussions to establish shared objectives, expectations, and procedures, ensuring all parties are aligned in delivering sustainable outcomes. The workshop outcomes strengthened collaboration, laying a clear path for achieving project milestones while adhering to SingLand's sustainability and operational standards.



A Partnering Workshop was organised to promote collaboration among the project team for the redevelopment of Clifford Centre.



The entire project team, including consultants and sub-contractors were involved in the workshop.

# GOVERNANCE

## ECONOMIC PERFORMANCE

Ensuring a pathway to long-term financial performance is critical to SingLand's sustainability goals. Maintaining a strong economic position provides a robust foundation for us to drive positive social and environmental impact. The table below details our payments to suppliers, employees, governments, and providers of capital. For more information on our business performance and plans, please refer to our AR 2024.

	2022 \$'000	2023 \$'000	2024 \$'000
Sales of goods and services	610,053	683,698	731,668
Purchase of materials and services	(253,067)	(264,995)	(283,423)
Gross value added	356,986	418,703	448,245
Share of profit/(loss) of associated companies	79,950	26,494	32,212
Share of (loss)/profit of joint venture companies	571	(25,161)	(15,975)
Income from investments and interest	22,733	30,117	32,596
Other gains/(losses)	-	-	21,623
Fair value gains on investment properties	233,046	109,356	65,754
Currency exchange differences, net	428	(3,045)	(206)
<b>Total Value Added</b>	<b>693,714</b>	<b>556,464</b>	<b>584,249</b>
<b>Distribution of Value Added:</b>			
<b>To Employees and Directors</b>			
Employees' salaries, wages, and benefits	93,333	113,032	111,992
Directors' remuneration	1,834	1,784	1,925
	95,167	114,816	113,917
<b>To Government</b>			
Corporate and property taxes	67,151	71,440	79,169
<b>To Providers of Capital</b>			
Interest expense	13,472	17,519	21,259
Dividends attributable to non-controlling interests	17,656	35,893	40,647
Dividend attributable to equity holders of the Company	50,143	50,143	57,307
	81,271	103,555	119,213
<b>Total Value Added Distributed</b>	<b>243,589</b>	<b>289,811</b>	<b>312,299</b>

# GOVERNANCE

Five-Year Financial Highlights for the Group	2020	2021	2022	2023	2024
Revenue (\$m)	560	505	611	685	732
Net profit before fair value and other gains/(losses)	216	191	228	189	210
Other gains/(losses)	–	35	–	–	22
Net fair value gain/(loss) on subsidiaries' investment properties	(104)	104	232	108	65
Share of net fair value gain/(loss) on associates and joint ventures' investment properties	(22)	1	(5)	(26)	(13)
Net attributable profit	90	331	455	271	284
Total assets	8,947	9,173	9,451	9,731	9,815
Shareholders' equity	7,339	7,600	7,980	8,189	8,406

For a detailed breakdown of our 2024 financial results, please refer to the following sections in our AR 2024:

Five-Year Financial Summary, page 8

Segmental Performance Analysis, pages 83 to 88

# INFORMATION TECHNOLOGY BUSINESS (UICT)

UIC Technologies ("UICT"), a subsidiary of SingLand, actively aligns itself with the Group's sustainability commitments and continuously seeks out opportunities to integrate sustainability principles into its operations. As an IT business solutions provider, UICT delivers services in cloud computing, IT infrastructure, end-user computing, and software licensing across various industries such as banking, education, oil and gas, and manufacturing.

## ENVIRONMENTAL

### CLIMATE CHANGE

UICT actively manages its environmental impact through resource optimisation and operational enhancements. UICT's electricity consumption stems mainly from office equipment, including computers, servers, copiers, and lighting.

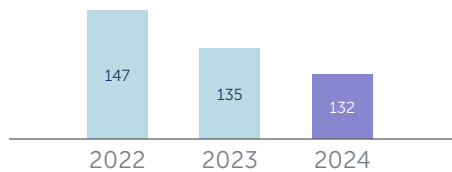
UICT has transitioned to cloud storage since 2023, eliminating reliance on on-premises servers and reducing the use of cooling-related energy. This shift not only reduced energy consumption but also streamlined UICT's operations and enhanced data accessibility. UICT also continues to prioritise the regular upgrading of software to optimise power management and enhance energy efficiency.

In 2024, UICT recorded 71.8 tCO<sub>2</sub>e of Scope 1 and Scope 2 emissions and 132 MWh of electricity consumption, reflecting a 3% increase in emissions and a 2% reduction in electricity usage compared to the previous year.

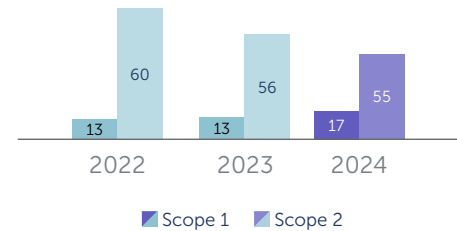
EQUIPMENT	OPERATIONS	WATER CONSUMPTION
<ul style="list-style-type: none"> <li>• <b>Refurbishment and Resale:</b> Pre-owned devices are refurbished to extend their usability, while end-of-lease equipment is sold to third-party buyers instead of being returned to the lessor. This approach not only minimises e-waste but also positively impacts the company's financial performance.</li> <li>• <b>Participation in OEM Recycling Programmes:</b> UICT collaborates with original equipment manufacturers (OEMs) by participating in their recycling programmes. Components from used equipment are collected and sent back to OEMs for recycling, further contributing to e-waste reduction efforts.</li> <li>• <b>Reuse of Packing Material:</b> Used packing materials like pallets and cartons are returned to UICT for reuse, effectively reducing waste and overall material consumption.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Optimised Transportation and Delivery Logistics:</b> UICT works closely with its freight forwarder to consolidate multiple shipments destined for similar delivery areas into a single lorry load. This approach enhances transportation efficiency and reduces environmental impact.</li> <li>• <b>Digitisation of Paper-Based Workflows:</b> Office workflows previously reliant on paper have been digitised to minimise paper usage. Additionally, UICT collaborates with vendors to combine multiple shipment documents into a single delivery note, further reducing paper consumption and supporting eco-friendly practices.</li> </ul>	<ul style="list-style-type: none"> <li>• UICT primarily utilises water for domestic purposes such as drinking and cleaning their premises. In 2024, UICT recorded a slight increase in water consumption compared to the previous years.</li> </ul>

# INFORMATION TECHNOLOGY BUSINESS (UICT)

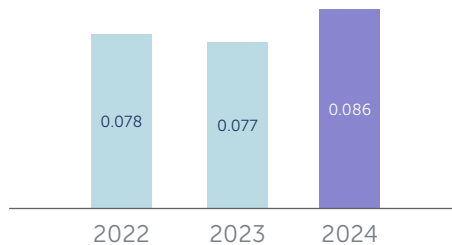
## ELECTRICITY CONSUMPTION (MWh) UICT



## TOTAL GHG EMISSIONS (tCO<sub>2</sub>e) UICT



## WATER CONSUMPTION (megalitres) UICT



Total GHG Emissions refers to Scope 1 emissions from mobile combustion of fuel (petrol) and Scope 2 emissions from purchased electricity.

## SOCIAL

### HEALTH AND SAFETY

UICT holds a BizSAFE Level 3 certification and remains committed to ensuring a safe and healthy environment for its employees, contractors, and surrounding communities. The company has established comprehensive WSH policies to protect all stakeholders.

UICT maintains a Company Emergency Response Team ("CERT") to handle safety and health emergencies promptly. In addition, strict SOPs, including fire safety protocols, guide employees and contractors in carrying out their daily tasks safely. In 2024, UICT reported zero incidents resulting in fatalities or work-related injuries across its workplaces.

WORKPLACE HEALTH AND SAFETY TARGET - UICT	
Ongoing	2024
Target	Performance
Achieve zero workplace incidents resulting in fatalities or permanent disabilities for Company Employees and Contractors (Property Management)	0 (Target achieved)

# INFORMATION TECHNOLOGY BUSINESS (UICT)

## DIVERSITY, EQUITY, AND INCLUSION

UICT is committed to fostering a diverse, equitable, and inclusive workplace where employees from different backgrounds, age groups, and experiences contribute to a vibrant and dynamic work environment. As of 31 December 2024, UICT employed 123 full-time employees, with women representing 46% of the workforce. In addition, 100% of UICT's senior management was hired from the local community.

Diversity (Gender)		
By Gender	Male	Female
Senior Management	75%	25%
Executives	54%	46%
Non-Executives	0%	100%

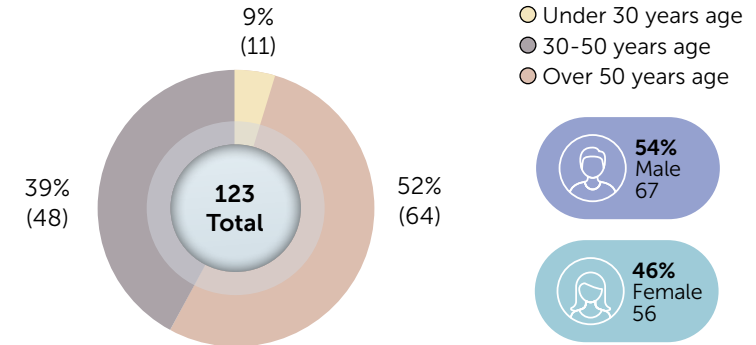
Note: As of 31 December 2024

Diversity (Age Group)			
By Age Group	<30 years	30-50 years	>50years
Senior Management	0%	0%	100%
Executives	9%	41%	50%
Non-Executives	0%	0%	100%

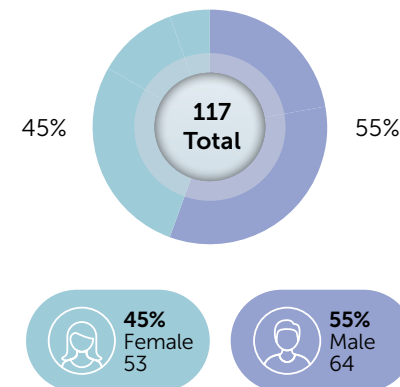
Note: As of 31 December 2024

\*All employees were under full-time employment

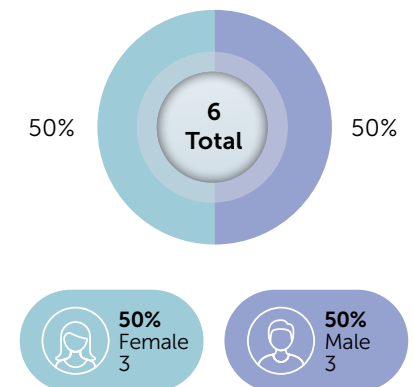
## TOTAL EMPLOYEES



## PERMANENT EMPLOYEES



## TEMPORARY & FIXED-TERM CONTRACT EMPLOYEES





# INFORMATION TECHNOLOGY BUSINESS (UICT)

## EMPLOYEE DEVELOPMENT AND WELL-BEING

In 2024, UICT employees completed an average of 8.4 training hours, reflecting an increase from the previous year. The training covered a diverse range of topics:

### UICT'S 2024 TRAINING TOPICS

- Leadership and Management
- Technical and Professional Skills
- Workplace Safety and Health
- Corporate Governance and Compliance
- Operational and Workflow Efficiency
- Emerging Technologies and Artificial Intelligence

### TRAINING TARGET (Training Hours)

2024		2025
Target	Performance	Target
Average of 10 training hours per employee	8 training hours (Target not achieved)	Average of 8 training hours per employee

### Average Training Hours per Employee (Gender)

Year	2022	2023	2024
<b>Male</b>	9	7	6
<b>Female</b>	5	8	11
<b>Total</b>	7	8	8

### Average Training Hours per Employee (Category)

Year	2022	2023	2024
<b>Senior Management</b>	8	12	5
<b>Executives</b>	7	7	9
<b>Non-Executives</b>	1	0	2

# INFORMATION TECHNOLOGY BUSINESS (UICT)

## TALENT ATTRACTION AND RETENTION

UICT is committed to creating a dynamic and inclusive workplace by offering comprehensive benefits and fostering a culture of engagement and collaboration.

Throughout the year, a range of activities was organised to engage with employees and strengthen connections. This included quarterly lunch and learn sessions covering diverse topics such as generative AI, investing and will writing, encouraging both professional and personal growth. Events to promote team cohesion and celebrate cultural diversity were all part of UICT's employee engagement programme for the year. It also continued its annual partnership with HP to support and volunteer with the Food Bank in 2024.

UICT provides employee benefits for its Singapore-based workforce, including life insurance, healthcare coverage, and staff purchase programmes for buying IT equipment. Employees are entitled to parental leave in accordance with Singapore's MOM regulations, and Singaporean citizens and permanent residents benefit from retirement provisions through the CPF scheme.



Employees were encouraged to dress up to celebrate Deepavali together.

Recognising the value of experienced employees, UICT actively rehires retiring staff beyond the statutory retirement age of 63 through annual re-employment contracts. In 2024, UICT re-employed 9 retiring employees (4 male and 5 female), up from 6 in 2023.

In 2024, the overall turnover rate was 10%, down from 14% in the previous year, with 92% of departures being voluntary.

New Hire and Turnover Rate (%)			
Year	2022	2023	2024
<b>New hire rate</b>	21%	16%	11%
<b>Turnover rate</b>	22%	14%	10%

New Hire and Turnover (Gender)			
2024	Male	Female	Total
<b>Number of new hires</b>	10	4	14
<b>New hire rate</b>	15%	7%	11%
<b>Number of turnovers</b>	10	2	12
<b>Turnover rate</b>	15%	4%	10%

New Hire and Turnover (Age group)				
2024	<30 years	30-50 years	>50 years	Total
<b>Number of new hires</b>	5	4	5	14
<b>New hire rate</b>	45%	8%	8%	11%
<b>Number of turnovers</b>	1	7	4	12
<b>Turnover rate</b>	9%	15%	6%	10%

# INFORMATION TECHNOLOGY BUSINESS (UICT)

## GOVERNANCE

### ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES

UICT upholds the highest standards of integrity and ethical conduct, maintaining a zero-tolerance approach to bribery and corruption while ensuring full compliance with all applicable laws and regulations. Sound governance and responsible business practices form the foundation of UICT's operations, reinforcing stakeholder trust and supporting the Group's financial sustainability. Further details of its governance policies can be found in SingLand's *Governance – Anti-corruption and Ethical Business Practices* section of this report.

POLICIES	
<b>Code of Conduct</b>	UICT adopts SingLand's corresponding policies*.
<b>Whistle Blowing Policy and Procedure</b>	
<b>Anti-Bribery and Corruption ("ABC") Policy</b>	
<b>Personal Data Protection Policy</b>	UICT 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>Anti-Competition Policy</b>	UICT will promote fair competition, in accordance to Singapore's Competition Act and prohibit anti-competitive conduct.
<b>Ethical Marketing Practices</b>	UICT adheres to the Singapore Code of Advertising Practice to provide legal, decent, honest and truthful advertisements, and expect employees to abide by ethical marketing principles when interacting with potential customers.

\*SingLand's corporate policies can be found on [www.singaporeland.com](http://www.singaporeland.com)

In 2024, UICT achieved its target of zero confirmed incidents of corruption and non-compliance with laws and regulations..

NON-COMPLIANCE WITH LAWS AND REGULATIONS				
Ongoing				2024
Target				Performance
Zero confirmed incidents of corruption	Zero regulatory non-compliance with socioeconomic 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)

# INFORMATION TECHNOLOGY BUSINESS (UICT)

## CYBERSECURITY AND DATA PRIVACY

UICT prioritises the safeguarding of sensitive information and compliance with Singapore's PDPA. This is anchored by strong governance, with oversight provided by SingLand's PDPA Advisory Committee, which includes UICT's Managing Director. The Committee reviews and oversees the implementation of UICT's PDPA policies and measures to ensure they are aligned with regulatory requirements and organisational priorities.

At the operational level, UICT's DPO team works closely with the HR team to review and update data privacy policies and SOPs annually. These reviews ensure that policies remain current and responsive to evolving cybersecurity risks and compliance obligations.

To further strengthen its cybersecurity framework, UICT implements rigorous measures, including quarterly cybersecurity risk assessments, annual vulnerability assessments, and penetration tests conducted by external vendors. Regular internal audits are also performed to monitor compliance and identify areas for further improvement.

Employee awareness also plays a critical role in UICT's cybersecurity approach. To enhance staff's understanding and ensure they are equipped to address potential risks, UICT conducts regular training programmes for all employees on cybersecurity and data protection, aligning with PDPA.

Through these comprehensive efforts, UICT recorded zero incidents of non-compliance with Singapore's PDPA in 2024, with no breaches of data privacy or customer data losses.

DATA PRIVACY BREACHES	
Ongoing	2024
Target	Performance
Zero data privacy breaches and losses of customer data	0 (Target achieved)

## RESPONSIBLE SOURCING AND SUPPLY CHAIN

UICT is committed to promoting sustainability across its supply chain, particularly within its network of IT service providers. To mitigate environmental and social impacts, UICT actively improves its management processes, ensuring responsible and ethical practices are upheld.

In alignment with SingLand's systems and processes for contractor safety and health management, UICT requires primary providers to maintain recognised certifications such as ISO 14001, ISO 45001, and bizSAFE Level Star. They are expected to operate under high ethical standards and demonstrate environmental responsibility. By taking a proactive approach, UICT continues to foster a more sustainable and responsible supply chain.

# AWARDS AND MEMBERSHIPS

## AWARDS AND ACCOLADES

### CORPORATE AWARDS

AWARD	CATEGORY
Investors' Choice Awards Securities Investors Association (Singapore)	<ul style="list-style-type: none"> <li>Most Transparent Company</li> </ul>
Company of Good National Volunteer Philanthropy Centre	<ul style="list-style-type: none"> <li>Champion of Good</li> </ul>
17 <sup>th</sup> Singapore HR Awards Singapore Human Resources Institute (SHRI)	<ul style="list-style-type: none"> <li>Workforce Transformation Award – Best-in-class</li> <li>Excellence in Workplace Culture and Engagement – Gold</li> <li>Excellence in Talent Management &amp; Acquisition – Silver</li> <li>Excellence in Employee Experience and Well-being – Bronze</li> <li>Excellence in Learning &amp; Development, Coaching and Mentoring – Bronze</li> </ul>
Employee Experience Awards	<ul style="list-style-type: none"> <li>Most Innovative and Sustainable Office Design – Gold</li> <li>Best Work-Life Harmony Strategy – Silver</li> </ul>
HR Excellence Award	<ul style="list-style-type: none"> <li>Best HR Team (SME)</li> </ul>
HR Fest Awards 2024	<ul style="list-style-type: none"> <li>Best Workplace Culture &amp; Engagement (&lt;500 employees)</li> <li>HR Team of the Year</li> </ul>
Influential Brands 2024	<ul style="list-style-type: none"> <li>Top Employer (Real Estate)</li> </ul>

### PROJECT AWARDS

PROJECT NAME	AWARD	CATEGORY
Singapore Land Tower	SGBC-BCA Leadership in Sustainability Awards	Building Project Leadership in Sustainability – Carbon Performance
SingLand App and Building Management System	Singapore Good Design	Digital Design

## MEMBERSHIPS AND ASSOCIATIONS

SingLand's CEO is an active participant in various associations, holding significant roles<sup>1</sup> including the following:

- Executive Committee Vice Chair of the Urban Land Institute Singapore ("ULI")
- Member of the Council for Board Diversity, established by Ministry of Social and Family Development

SingLand's Head of Investment & Portfolio Management is a committee member of the Real Estate Developers' Association of Singapore, while our Head of Legal and Company Secretary is on the steering committee of the Women's Leadership initiative by ULI.

These affiliations underscore SingLand's commitment to contributing to industry initiatives, promoting diversity, and staying connected with key organisations in the real estate and development sector.

<sup>1</sup> We have identified membership associations in which we play significant roles, according to GRI 2-28 (GRI 2021) guidance.

# 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 safety and health data from our ongoing Asset Enhancement Initiative worksites at Singapore Land Tower and West Mall and redevelopment worksite at Clifford Centre.

ESG INDICATORS	MEASUREMENT UNIT	2022	2023	2024
ENVIRONMENTAL				
ENERGY				
PURCHASED ELECTRICITY - CORPORATE OFFICE, BUILDINGS LANDLORD CONSUMPTION, AND UIC				
Total Electricity Consumption	MWh	59,551	51,979	52,450
Buildings	MWh	59,404	51,844	52,318
UIC Technologies	MWh	147	135	132
PURCHASED ELECTRICITY - TENANT, AEI AND REDEVELOPMENT CONSUMPTION				
Total Electricity Consumption	MWh	30,168	30,812	29,902
Tenants	MWh	29,992	30,564	29,695
AEI and Redevelopment	MWh	176	248	207
FUEL - CORPORATE OFFICE, BUILDINGS LANDLORD CONSUMPTION, AND UIC				
Total Fuel Consumption	GJ	360	340	321
Buildings (Diesel)	GJ	177	149	79
UIC Technologies (Diesel and Petrol)	GJ	183	191	242
Total Fuel Consumption	MWh	100	94	89
Buildings (Diesel)	MWh	49	41	22
UIC Technologies (Diesel and Petrol)	MWh	51	53	67
FUEL - AEI AND REDEVELOPMENT CONSUMPTION				
AEI and Redevelopment	GJ	145	7,718	1,863
AEI and Redevelopment	MWh	40	2,144	518
ENERGY (ELECTRICITY AND FUEL) - CORPORATE OFFICE, BUILDINGS LANDLORD CONSUMPTION, AND UIC				
Total Energy Consumption	GJ	214,745	187,465	189,141
Buildings	GJ	214,031	186,788	188,423
UIC Technologies	GJ	714	677	719
Total Energy Consumption	MWh	59,652	52,074	52,539
Buildings	MWh	59,453	51,886	52,340
UIC Technologies	MWh	198	188	200



# APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2022	2023	2024
<b>ENERGY (ELECTRICITY AND FUEL) - TENANT, AEI AND REDEVELOPMENT CONSUMPTION</b>				
<b>Total Energy Consumption</b>	<b>GJ</b>	<b>108,749</b>	<b>118,639</b>	<b>109,510</b>
Tenants	GJ	107,970	110,030	106,901
AEI and Redevelopment	GJ	779	8,609	2,609
<b>Total Energy Consumption</b>	<b>MWh</b>	<b>30,208</b>	<b>32,955</b>	<b>30,420</b>
Tenants	MWh	29,992	30,564	29,695
AEI and Redevelopment	MWh	216	2,392	725
<b>GHG EMISSIONS</b>				
<b>Total Scope 1 (Direct) Emissions</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>145</b>	<b>27</b>	<b>23</b>
Buildings	tonnes CO <sub>2</sub> e	132	13.7	5.9
UIC Technologies	tonnes CO <sub>2</sub> e	13.0	13.3	17.2
<b>Total Scope 2 (Indirect) Emissions (location-based)</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>24,160</b>	<b>21,665</b>	<b>21,609</b>
Buildings	tonnes CO <sub>2</sub> e	24,101	21,609	21,555
UIC Technologies	tonnes CO <sub>2</sub> e	59.8	56.2	54.5
<b>Total Scope 1 + 2 Emissions (location-based)</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>24,305</b>	<b>21,692</b>	<b>21,633</b>
Buildings	tonnes CO <sub>2</sub> e	24,232	21,622	21,561
UIC Technologies	tonnes CO <sub>2</sub> e	72.8	69.5	71.8
<b>Total Scope 2 (Indirect) Emissions (market-based)</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>Not applicable</b>	<b>19,544</b>	<b>21,609</b>
Buildings	tonnes CO <sub>2</sub> e	Not applicable	19,488	21,555
UIC Technologies	tonnes CO <sub>2</sub> e	Not applicable	56.2	54.5
<b>Total Scope 1 + 2 (Indirect Emissions (market-based)</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>Not applicable</b>	<b>19,572</b>	<b>21,633</b>
Buildings	tonnes CO <sub>2</sub> e	Not applicable	19,502	21,561
UIC Technologies	tonnes CO <sub>2</sub> e	Not applicable	69.5	71.8
<b>Total Scope 3 (Other Indirect) Emissions (location-based) by categories</b>	<b>tonnes CO<sub>2</sub>e</b>	<b>Not applicable</b>	<b>16,356</b>	<b>15,420</b>
Category 3: Fuels- and Energy related activities	tonnes CO <sub>2</sub> e	Not applicable	3,369	3,034
Category 5: Waste generated in operations	tonnes CO <sub>2</sub> e	Not applicable	162	41
Category 6: Business travel	tonnes CO <sub>2</sub> e	Not applicable	86	111
Category 13: Downstream leased assets	tonnes CO <sub>2</sub> e	Not applicable	12,739	12,234
<b>WATER</b>				
<b>CORPORATE OFFICE, BUILDINGS LANDLORD CONSUMPTION, AND UIC</b>				
<b>Total Water Consumption</b>	<b>megalitres</b>	<b>361</b>	<b>372</b>	<b>390</b>
Buildings (Landlord)	megalitres	361	372	390
UIC Technologies	megalitres	0.0778	0.0771	0.0864
<b>AEI AND REDEVELOPMENT</b>				
AEI and Redevelopment	megalitres	4.29	15.3	19.2
<b>WASTE</b>				
<b>BUILDINGS</b>				
<b>Total Waste Generated</b>	<b>metric tons</b>	<b>3,505</b>	<b>3,493</b>	<b>3,194</b>
Waste directed to disposal	metric tons	3,136	3,192	2,855
Waste collected for recycling (excluding e-waste)	metric tons	323	288	284
E-waste collected for recycling or reuse - Buildings	metric tons	9.4	10.1	6.3
E-waste collected for recycling or reuse - UIC Technologies	metric tons	Not Applicable	Not Applicable	0.3
Food waste collected (West Mall and Marina Square)	metric tons	35.9	2.7	49.7

# APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2022	2023	2024
<b>AEI AND REDEVELOPMENT</b>				
<b>Total waste generated</b>	<b>metric tons</b>	<b>2,074</b>	<b>6,285<sup>1</sup></b>	<b>17,736</b>
Waste directed to disposal	metric tons	574	1,230	512
Waste collected for recycling (excluding e-waste)	metric tons	1,500	5,055	17,224
<b>INTENSITY</b>				
<b>ENERGY AND GHGS – BUILDINGS LANDLORD CONSUMPTION</b>				
Energy Intensity - Buildings	kWh/m <sup>2</sup>	-	-	127 <sup>2</sup>
Electricity Intensity - Buildings	kWh/m <sup>2</sup>	131	124	127
<b>GHG INTENSITY – BUILDINGS LANDLORD EMISSIONS</b>				
GHG Emissions Intensity - Buildings (Scope 1 and 2 - location based)	kgCO <sub>2</sub> e/m <sup>2</sup>	53.3	51.9	52.2
GHG Emissions Intensity - Buildings (Scope 2 - location based)	kgCO <sub>2</sub> e/m <sup>2</sup>	53.0	51.9	52.2
GHG Emissions Intensity - Buildings (Scope 1 and 2 - market based)	kgCO <sub>2</sub> e/m <sup>2</sup>	Not applicable	46.8	52.2
GHG Emissions Intensity - Buildings (Scope 2 - market based)	kgCO <sub>2</sub> e/m <sup>2</sup>	Not applicable	46.8	52.2
<b>ENERGY INTENSITY – TENANT, AEI AND REDEVELOPMENT CONSUMPTION</b>				
Energy Intensity	GJ/m <sup>2</sup>	0.24	0.26	0.24
Energy Intensity	kWh/m <sup>2</sup>	66.6	72.6	67.0
<b>WATER INTENSITY – BUILDINGS LANDLORD</b>				
Water Intensity	m <sup>3</sup> /m <sup>2</sup>	0.79	0.89	0.94
<b>SOCIAL</b>				
<b>HEALTH AND SAFETY</b>				
<b>WORK-RELATED 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 Technologies - Employees	Number, Rate	0,0	0,0	0,0
UIC Technologies - Contractors	Number, Rate	0,0	0,0	0,0
AEI and Redevelopment - Contractors	Number, Rate	0,0	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	1, 1.0	0,0
UIC Technologies - Employees	Number, Rate	0,0	0,0	0,0
UIC Technologies - Contractors	Number, Rate	0,0	0,0	0,0
AEI and Redevelopment - Contractors	Number, Rate	3, 3.4	0,0	0,0
<b>RECORDABLE WORK-RELATED INJURIES</b>				
Property Management - Employees	Number, Rate	0,0	1, 2.0	2, 3.4
Property Management - Contractors	Number, Rate	0,0	2, 2.1	2, 2.1
UIC Technologies - Employees	Number, Rate	0,0	0,0	0,0
UIC Technologies - Contractors	Number, Rate	0,0	0,0	0,0
AEI and Redevelopment - Contractors	Number, Rate	5, 5.7	7, 4.7	1,1

<sup>1</sup> Total waste generated for 2023 under AEI and redevelopment has been restated due to typographical error. There is no e-waste generated under AEI and Redevelopment in 2023.

<sup>2</sup> This year, we have started disclosing Energy intensity for our Buildings in kWh/m<sup>2</sup>.

# APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2022	2023	2024
<b>OCCUPATIONAL DISEASES</b>				
Property Management - Employees	Number	0	0	0
Property Management - Contractors	Number	0	0	0
UIC Technologies - Employees	Number	0	0	0
UIC Technologies - Contractors	Number	0	0	0
AEI and Redevelopment - Contractors	Number	0	0	0
<b>NUMBER OF LOST DAYS</b>				
Property Management - Employees	Number	0	5	5
Property Management - Contractors	Number	0	7	10
UIC Technologies - Employees	Number	0	0	0
UIC Technologies - Contractors	Number	0	0	0
AEI and Redevelopment - Contractors	Number	70	24	0
<b>NUMBER OF MAN-HOURS WORKED</b>				
Property Management - Employees	Number	496,044	492,848	583,884
Property Management - Contractors	Number	1,042,807	959,557	940,890
UIC Technologies - Employees	Number	216,360	233,779	242,159
UIC Technologies - Contractors	Number	0	992	1,004
AEI and Redevelopment - Contractors	Number	871,400	1,502,850	1,552,168
<b>INCIDENTS INVOLVING PUBLIC, TENANTS, AND VISITORS' SAFETY</b>				
Property Management	Number	4	0	0 <sup>1</sup>
UIC Technologies	Number	0	0	0
<b>EMPLOYEE DEVELOPMENT AND WELL-BEING</b>				
<b>EMPLOYEES</b>				
<b>Full-time employees</b>	<b>Number</b>	<b>383</b>	<b>393</b>	<b>411</b>
Full-time employees - Property	Number	264	271	288
Full-time employees - UIC Technologies	Number	119	122	123
<b>Part-time employees</b>	<b>Number</b>	<b>3</b>	<b>0</b>	<b>0</b>
Part-time employees - Property	Number	3	0	0
Part-time employees - UIC Technologies	Number	0	0	0
<b>Permanent employees</b>	<b>Number</b>	<b>344</b>	<b>357</b>	<b>372</b>
Permanent employees - Property	Number	230	241	255
Permanent employees - UIC Technologies	Number	114	116	117
<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>42</b>	<b>36</b>	<b>39</b>
Fixed-term contract employees - Property	Number	37	30	33
Fixed-term contract employees - UIC Technologies	Number	5	6	6

1 SingLand adheres to GRI 403-9 and MOM guidelines for the documentation of workplace incidents. We commit to disclosing all reportable incidents that occur involving: (i) our direct employees, (ii) members of the public and workers who are not our employees but are under SingLand's operational and workplace control, and (iii) hold material significance for our operations and the interests of our stakeholders.

# APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2022	2023	2024
<b>NEW HIRES AND TURNOVER</b>				
Rate of new hires - Property Management	%	21%	19%	15%
Rate of new hires - UIC Technologies	%	21%	16%	11%
Rate of voluntary & non-voluntary turnover - Property management	%	22%	15%	10%
Rate of voluntary & non-voluntary turnover - UIC Technologies	%	22%	14%	10%
<b>EMPLOYMENT AND DIVERSITY</b>				
Female employees - Property management	%	49%	49%	50%
Female employees - UIC Technologies	%	46%	44%	46%
Female managers - Property management	%	60%	60%	59%
Female managers - UIC Technologies	%	67%	67%	67%
Female Head of Department - Property management	%	40%	33%	36%
Female Head of Department - UIC Technologies	%	56%	56%	40%
<b>TRAINING AND DEVELOPMENT</b>				
Average training hours per employee - Property management	Average hours per employee	8.8	28.7	54.0
Average training hours per employee - UIC Technologies	Average hours per employee	7.0	7.5	8.4
<b>WORKERS WHO ARE NOT EMPLOYEES</b>				
Property management	Numbers	359	292	299
UIC Technologies	Numbers	10	1	1
AEIs and Redevelopment	Numbers	356	410	429

# APPENDICES

## Restatements

This year, we have disclosed corrections to the e-waste data reported in SR 2023 due to typographical error.

There is no e-waste generated under AEI and Redevelopment in 2023. Accordingly, the line for 'e-waste' under AEI and Redevelopment within the *Appendices - Sustainability Performance Data* has been removed.

## Notes – General:

- Discrepancies between individual figures and aggregates, or derived values, in the charts and tables of this report are due to rounding.

## Notes – Environmental Data:

- SingLand's Corporate Office has been situated at Singapore Land Tower (Level 21) since 2023; The energy consumption and GHG emissions data for the corporate office are accounted for under Buildings Landlord Consumption as it is under the landlord's operational control. GHG emissions at our Corporate Office comprise Scope 2 emissions only.
- In 2024, our Buildings refer to two (2) retail buildings: Marina Square Mall (excluding Marina Square Hotels and SingLand's share of MCST 2190) and West Mall, and seven (7) Commercial buildings: Singapore Land Tower, SGX Centre, The Gateway, Stamford Court, Tampines Plaza 1, Tampines Plaza 2 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). Environment data for Stamford Court is only included up till its divestment in October 2024.
- Energy in Corporate Office, Buildings and UICT refers to purchased electricity and fuel data and represents energy consumption within SingLand. Lower heating value ("LHV") from the GHG Protocol and IPCC 2021 Guidelines for National Greenhouse Gas Inventories (AR6) were used to compute the energy values for fuels. Our Corporate Office has no fuel consumption. 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.
- AEI and Redevelopment include Singapore Land Tower AEI, West Mall AEI and Clifford Centre redevelopment. Singapore Land Tower AEI energy consumption consists of purchased electricity and petrol use for vehicles. West Mall AEI energy consumption consists of purchased electricity, and diesel used for excavators. Clifford Centre redevelopment consumption consists of diesel used for generators and excavators. We do not disclose the GHG emissions of SingLand's AEI and redevelopment projects.
- GHG emissions calculations are based on the 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 computed include CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs. Emission factors from the GHG Protocol and GWP values from the IPCC 2021 Guidelines for National Greenhouse Gas Inventories (AR6) and NEA 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.
- Emission factors used for Scope 3 emissions calculations reference EMA and the UK Government GHG Conversion Factors for Company Reporting, commonly known as DEFRA, a third-party database recognised by the GHG Protocol.

- 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.

- Waste data reported corresponds to waste collected for disposal or recycling at our buildings, and includes waste generated from our Corporate Office, tenants, shoppers and other building visitors. Waste data for our Corporate Office is included under Buildings' waste and is not tracked separately. The waste and recyclables are collected by licensed waste/recyclable collectors in Singapore and transported to designated waste/recycle treatment plants. Waste for disposal is sent to one of Singapore's four incineration plants and the resulting incinerated ash is transported to Singapore's Semakau landfill. Waste figures reported are based on information stated in vendor reports and/or bills.

We have started to report e-waste collected from UICT's corporate office this year. The e-waste is collected by licensed recyclers in Singapore and figures reported are based on information stated in vendor reports and/or bills for 2024.

Food waste reported comprises food waste generated by F&B tenants at West Mall and Marina Square. Tenants dispose food waste at the food digesters installed at West Mall and Marina Square. The reported weight of food waste is based on measurements by the food digesters.

At our AEI and redevelopment worksites, waste and recyclables are collected by licensed waste/recyclable collectors in Singapore and transported to designated waste/recycle treatment plants. Waste figures reported are based on information stated in vendor reports and/or bills. Where vendor reports or bills are unavailable, assumptions have been made by the contractor on the volume of each refuse bin multiplied by the number of disposal trips.

Apart from e-waste, the majority of waste generated at our properties and redevelopment sites is non-hazardous.

- Intensity is computed using Gross Floor Area ("GFA") as the denominator. We adopt URA's definition of 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. Stamford Court's consumption and GFA have been excluded from the intensity calculation, per GRESB guidance: 'Assets with less than 100% Data Coverage (Area/Time) or where data does not cover the full reporting year should be removed from intensity calculations'.
- Sustainability performance data for the ongoing asset enhancement initiative at Singapore Land Tower, West Mall and redevelopment of Clifford Centre have 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 parent company UOL's sustainability report instead for more details.
- There were no purchased renewable energy certificates in 2024.



# APPENDICES

## Notes – Health and Safety Data:

1. Workplace safety and health data reported under the Property Management category includes all personnel working in the corporate office and buildings.
2. Contractor data for Property Management comprises cleaning and security contractors only.
3. Health and safety data for Stamford Court is only included up till its divestment in October 2024.

4. 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 MOM'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 2024.

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

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

Rate of recordable work-related injuries = (Number of recordable work-related injuries/ Number of hours worked) x 1,000,000.

## Notes – Data of Employees and Workers Who Are Not Employees:

1. Average training hours per employee in 2024 = Total training hours for the year / Total average number of employees for the year.
2. Annual employee turnover rate in 2024 = Total voluntary and non-voluntary turnover / Number of employees as of 31 December.
3. SingLand did not have any employees with non-guaranteed hours in 2024. There were no significant fluctuations in the number of employees during 2023 and 2024.

For 2024, workers who are not employees refer to our security and cleaning contractors, Singapore Land Tower AEI contractors, West Mall AEI contractors, Clifford Centre redevelopment contractors, and outsourced property management staff for UIC Building. Numbers reported correspond to headcount as of 31 December 2024, except for AEI and redevelopment contractors' numbers which are reported as the average number for the month. There were no significant fluctuations in the number of workers during the reporting period.

4. The definition of Senior Management is 'Assistant General Manager and above' for SingLand; 'General Manager and above' for UIC Technologies.
5. The definition of Locals is Singapore Residents.
6. SingLand's significant location of operations is in Singapore.

# APPENDICES

## GRI CONTENT INDEX

GRI Standard	Disclosure		Location	Omission
General disclosures				
GRI 2: General Disclosures 2021	2-1	Organizational details	SR 2024 page 4	-
	2-2	Entities included in the organisation’s sustainability reporting	SR 2024 page 4	-
	2-3	Reporting period, frequency, and contact point	SR 2024 page 4 Publication date: 29 April 2025	-
	2-4	Restatements of information	SR 2024 pages 4 and 74	-
	2-5	External assurance	SR 2024 pages 4 and 84	-
	2-6	Activities, value chain and other business relationships	SR 2024 pages 3, 4, 11, and 57	-
	2-7	Employees	SR 2024 pages 44, 63, 71, and 72	-
	2-8	Workers who are not employees	SR 2024 pages 44, 45, 57, and 71 to 73	-
	2-9	Governance structure and composition	AR 2024 pages 14 to 19, 29, 34, 36, 37, 39, and 40-42; SR 2024 pages 9 to 10	-
	2-10	Nomination and selection of the highest governance body	AR 2024 page 57	-
	2-11	Chair of the highest governance body	AR 2024 pages 14, 42, and 171. The Board Chairman is not a senior executive in SingLand.	-
	2-12	Role of the highest governance body in overseeing the management of impacts	AR 2024 page 34; and SR 2024 pages 9 to 10	-
	2-13	Delegation of responsibility for managing impacts	SR 2024 pages 9 to 10	-
	2-14	Role of highest governance body in sustainability reporting	AR 2024 pages 29 and 35; SR 2024 pages 9 to 10	-
	2-15	Conflicts of interest	AR 2024 pages 35, 61 to 64, 171 to 175, and 185	-
	2-16	Communication of critical concerns	AR 2024 pages 56 to 60; and SR 2024 pages 53 to 54, and 66	-
	2-17	Collective knowledge of the highest governance body	AR 2024 pages 34 to 35; and SR 2024 pages 9, 19, and 26	-
	2-18	Evaluation of the performance of the highest governance body	AR 2024 pages 43 to 45	-
	2-19	Remuneration policies	AR 2024 pages 46 to 49	-
	2-20	Process to determine remuneration	AR 2024 pages 46 to 49	-
	2-21	Annual total compensation ratio	Not disclosed. However, the compensation for our key management personnel and employees are reported in our financial statements.	Confidentiality constraints.
	2-22	Statement on sustainable development strategy	SR 2024 page 5	-
	2-23	Policy commitments	SR 2024 pages 38 and 53 to 57	-
	2-24	Embedding policy commitments	SR 2024 pages 53 to 57	-
	2-25	Processes to remediate negative impacts	SR 2024 pages 11 to 14, 28, 31, 42, and 53 to 57	-
	2-26	Mechanisms for seeking advice and raising concerns	SR 2024 pages 11 to 14	-
	2-27	Compliance with laws and regulations	SR 2024 page 54	-
	2-28	Membership associations	SR 2024 page 68	-
	2-29	Approach to stakeholder engagement	SR 2024 pages 11 to 14	-
	2-30	Collective bargaining agreements	SR 2024 page 46	-

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GRI Standard	Disclosure		Location	Omission
Material topics				
GRI 3 (2021): Material topics	3-1	Process to determine material topics	SR 2024 page 17	-
	3-2	List of material topics	SR 2024 pages 18 to 19	-
GHG Emissions				
GRI 3 (2021): Material topics	3-3	Management of material topics	SR 2024 pages 11, 18, 22 to 29, and 61	-
GRI 305 (2016): Emissions	305-1	Direct (Scope 1) GHG emissions	SR 2024 pages 32 to 33, 61 to 62, and 70	-
	305-2	Energy indirect (Scope 2) GHG emissions	SR 2024 pages 32 to 33, 61 to 62, and 70	-
	305-3	Other indirect (Scope 3) GHG emissions	SR 2024 pages 32 and 70	-
	305-4	GHG emissions intensity	SR 2024 pages 32 to 33 and 71	-
	305-5	Reduction of GHG emissions	SR 2024 pages 32	-
	305-6	Emissions of ozone-depleting substances (ODS)	Not applicable	We do not emit NOx and SOx in our operations
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable	We do not emit NOx and SOx in our operations
Energy				
GRI 3 (2021): Material topics	3-3	Management of material topics	SR 2024 pages 11, 18, 22 to 29, and 61	-
GRI 302 (2016): Energy	302-1	Energy consumption within the organisation	SR 2024 pages 32 to 34, 61 to 62, and 69	-
	302-3	Energy intensity	SR 2024 pages 32 to 34, and 71	-
	302-4	Reduction of energy consumption	SR 2024 page 32	-
Water				
GRI 3 (2021): Material topics	3-3	Management of material topics	SR 2024 pages 18, 22, and 35	-
GRI 303: Water and effluents 2018	303-1	Interaction with water as a shared resource	SR 2024 pages 22, 35, 61, and 70	-
	303-2	Management of water discharge-related impacts	Information unavailable.	We do not measure water discharged. Any water discharged from our projects complies with local regulations.
	303-3	Water withdrawal	SR 2024 pages 36, 61, and 70	-
	303-4	Water discharge	Information unavailable.	We do not measure water discharged. Any water discharged from our projects complies with local regulations.
	303-5	Water consumption	SR 2024 pages 36, 61, and 70	-
Waste				
GRI 3 (2021): Material topics	3-3	Management of material topics	SR 2024 pages 18, 22, and 36	-
GRI 306 (2020): Waste	306-1	Waste generation and significant waste-related impacts	SR 2024 pages 36 and 70	-
	306-2	Management of waste-related impacts	SR 2024 pages 36 and 70	-
	306-3	Waste generated	SR 2024 pages 36 and 70	-
	306-4	Waste diverted from disposal	SR 2024 pages 36 and 70	-
	306-5	Waste diverted to disposal	SR 2024 pages 36 and 70	-

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GRI Standard	Disclosure		Location	Omission
Health and Safety				
GRI 3 (2021): Material topics	3-3	Management of material topics	SR 2024 pages 13, 19, 38 to 41, 62, and 71	-
GRI 403 (2018): Occupational Health and Safety	403-1	Occupational health and safety management system	SR 2024 pages 38 to 41 and 62	-
	403-2	Hazard identification, risk assessment, and incident investigation	SR 2024 page 39	-
	403-3	Occupational health services	SR 2024 page 39	-
	403-4	Worker participation, consultation, and communication on occupational health and safety	SR 2024 pages 12, 13, and 39 to 41	-
	403-5	Worker training on occupational health and safety	SR 2024 pages 39 and 41	-
	403-6	Promotion of worker health	SR 2024 pages 13, 14, 35, 38, and 53	-
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR 2024 pages 39 and 41	-
	403-8	Workers covered by an occupational health and safety management system	SR 2024 page 39	-
	403-9	Work-related injuries	SR 2024 pages 39, 41, 61, and 71	-
	403-10	Work-related ill health	SR 2024 pages 41, and 71	-
GRI G4 Construction and Real Estate Sector Disclosure	CRE 6	Percentage of the organization operating in verified compliance with an interntionally recognized health and safety management system	SR 2024 pages 38 to 41	-
Employee Development and Well-being				
GRI 3 (2021): Material topics	3-3	Management of material topics	SR 2024 pages 12, 13, 19, 38 to 49, 63 to 65, 72, and 73	-
GRI 401 (2016): Employment	401-1	New employee hires and employee turnover	SR 2024 pages 49, 64, and 73	-
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR 2024 pages 12, 49 and 65	-
	401-3	Parental leave	SR 2024 pages 49 and 65	-
GRI 404 (2016): Training and Education	404-1	Average hours of training per year per employee	SR 2024 pages 47, 64, and 73	-
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Information unavailable.	We do not track programmes for upgrading employee skills and transition assistance programs.
	404-3	Percentage of employees receiving regular performance and career development reviews	SR 2024 page 49	-
Diversity, Equity and Inclusion				
GRI 3 (2021): Material Topics	3-3	Management of material topics	SR 2024 pages 12, 13, 19, 44, 45, 47, 63 to 65, 72, and 73	-
GRI 405 (2016): Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	SR 2024 pages 44 to 45, 64, 72, and 73	-
	405-2	Ratio of basic salary and remuneration of women to men	The compensation for our key management personnel and employees are reported in our financial statements. We do not disclose the ratio of basic salary and remuneration of women to men.	Confidentiality constraints
GRI 406 (2016): Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	SR 2024 page 45	-
Product and Service Quality				
GRI 3 (2021): Material Topics	3-3	Management of material topics	SR 2024 pages 11 to 14, 19, 42	-

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GRI Standard	Disclosure		Location	Omission
Local Communities				
GRI 3 (2021): Material Topics	3-3	Management of material topics	SR 2024 pages 14, 19, 21, and 51	-
GRI 202 (2016): Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not disclosed. There is no local minimum wage according to Singapore laws. However, we ensure fair and equitable compensation based on merits and skills.	Not applicable.
	202-2	Proportion of senior management hired from the local community	SR 2024 page 44, 63	-
GRI 413 (2016): Local Communities	413-1	Operations with local community engagement, impact assessments, and development programmes	SR 2024 pages 14, 19, and 51 to 52	-
	413-2	Operations with significant actual and potential negative impacts on local communities	SR 2024 pages 14, 19, 38, and 51 to 52	-
Anti-corruption and Ethical Business Practices				
GRI 3 (2021): Material Topics	3-3	Management of material topics	SR 2024 pages 14, 19, 53, and 66	-
GRI 205 (2016): Anti-corruption	205-1	Operations assessed for risks related to corruption	SR 2024 pages 53 and 66	-
	205-2	Communication and training about anti-corruption policies and procedures	SR 2024 pages 53, 54, and 57 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 2024 pages 55 and 66	-
GRI 206: Anti-competitive behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practice	SR 2024 pages 53 and 66	-
GRI 417: Marketing and Labeling 2016	417-3	Incidents of non-compliance concerning marketing communications	SR 2024 pages 53 and 66	-
Cybersecurity and data privacy				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2024 pages 19 and 55 to 57	-
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR 2024 pages 55, 56, and 67	-
Responsible Sourcing and Supply Chain				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2024 pages 19 and 57	-
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	SR 2024 page 57	-
	308-2	Negative environmental impacts in the supply chain and actions taken	SR 2024 page 57	-
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	SR 2024 page 57	-
	414-2	Negative social impacts in the supply chain and actions taken	SR 2024 page 57	-
Economic Performance				
GRI 3: Material topics 2021	3-3	Management of material topics	SR 2024 pages 19 to 21 and 59	-
GRI 201 (2016): Economic performance	201-1	Direct economic value generated and distributed	SR 2024 page 59	-
	201-2	Financial implications and other risks and opportunities due to climate change	SR 2024 pages 24 and 25	-
	201-3	Defined benefit plan obligations and other retirement plans	AR 2024 page 108	-
	201-4	Financial assistance received from government	Information unavailable.	We are unable to disclose this data due to confidentiality constraints as this specific information is considered commercially sensitive to maintain a competitive advantage.



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## SASB INDEX

Topic	SASB Code	Accounting Metric	Property Subsector	2022	2023	2024
Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector (%)	Office (N742)	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.	Landlord energy data is reported for 100% of SingLand's commercial office properties under reporting scope. 100% of the properties have both landlord and tenant energy data reported.	Landlord energy data is reported for 100% of SingLand's commercial office properties under reporting scope. 100% of the properties have both landlord and tenant energy data reported.
			Shopping Centres (N761)	Landlord energy data is reported for 100% of SingLand's retail properties under reporting scope.	Landlord energy data is reported for 100% of SingLand's retail properties under reporting scope.	Landlord energy data is reported for 100% of SingLand's retail properties under reporting scope.
				Tenant electricity consumption is also reported for 100% of the properties but tenant fuel use is not available.	Tenant electricity consumption is also reported for 100% of the properties but tenant fuel use is not available.	Tenant electricity consumption is also reported for 100% of the properties but tenant fuel use is not available.
	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) 134,748 / 135,311 (including Corporate Office) GJ (landlord consumption only); 178,118 / 178,328 GJ (total landlord and tenant consumption) (2) 100% (3) See Note #1	(1) 100,351/100,500 (including Corporate Office) GJ (landlord consumption only); 143,129 / 143,517 GJ (total landlord and tenant consumption) (2) 100% (3) 15%	(1) 98,624 GJ <sup>1</sup> (landlord consumption only); 141,303 GJ (total landlord and tenant consumption) (2) 100% (3) 0%
			Shopping Centres (N761)	(1) 78,720 GJ (landlord consumption only), 143,320 GJ (total landlord and tenant consumption) (2) 100% (3) See Note #1	(1) 86,288 GJ (landlord consumption only); 153,301 GJ (total landlord and tenant consumption) (2) 100% (3) 0%	(1) 89,798 GJ (landlord consumption only); 154,021 GJ (total landlord and tenant consumption) (2) 100% (3) 0%
	IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage (%), by property subsector	Office (N742) Landlord	-3%	-26% <sup>2</sup>	-2%
			Office (N742) Tenant	(See Note #4)	-3%	-1%
			Shopping Centres (N761) Landlord	5% (See Note #4)	10%	4%
	IF-RE-130a.4	Percentage of eligible portfolio that: (1) has an energy rating (2) is certified to ENERGY STAR, by property subsector	Shopping Centres (N761) Landlord		4%	4%
			Shopping Centres (N761) Tenant			
	IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Office (N742)	(1) 81% (2) Not applicable to Singapore	(1) 100% (2) Not applicable to Singapore	(1) 100% (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)	See SR 2022 pages 21-24, 28, and 48	See SR 2023 pages 22-27, 30, and 48	See SR 2024 pages 32 to 35
			Shopping Centres (N761)			

1 Stamford Court was divested in Q4 2024. Hence, only data for the first three quarters are included in this report.

2 Clifford Centre closed for redevelopment in January 2023.

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Topic	SASB Code	Accounting Metric	Property Subsector	2022	2023	2024
Water Management	IF-RE-140a.1	Water withdrawal data coverage as a percentage of: (1) total floor area (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 #2 (2) 0% (See Note #6)	(1) See Note #2 (2) 0% (See Note #6)
	IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage (2) percentage in regions with High or Extremely High Baseline ater Stress, by property subsector	Office (N742)	(1) 250 thousand m <sup>3</sup> (2) 0% (See Note #6)	(1) 250 thousand m <sup>3</sup> (2) 0% (See Note #6)	(1) 257 thousand m <sup>3</sup> (2) 0% (See Note #6)
			Shopping Centres (N761)	(1) 110 thousand m <sup>3</sup> (2) 0% (See Note #6)	(1) 122 thousand m <sup>3</sup> (2) 0% (See Note #6)	(1) 133 thousand m <sup>3</sup> (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)	8%	0%	3%
	IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Shopping Centres (N761)	3%	11%	9%
			Office (N742)	SR 2022 pages 27 and 29	SR 2023 pages 29 and 30	SR 2024 pages 36
			Shopping Centres (N761)			
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 (2) associated leased floor area, by property subsector	Office (N742)	See Note #1	See Note #1(a)	See Note #1(a)
			Shopping Centres (N761)	See Note #1	See Note #1(a)	See Note #1(a)
	IF-RE-410a.2	Percentage of tenants that are separately metered or submetered for: (1) grid electricity consumption (2) water withdrawals, by property subsector	Office (N742)	(1) See Note #2 (2) See Note #1	(1) See Note #2 (2) See Note #1(b)	(1) See Note #2 (2) See Note #1(b)
			Shopping Centres (N761)	(1) See Note #2 (2) See Note #1	(1) See Note #2 (2) See Note #1(b)	(1) See Note #2 (2) See Note #1(b)
	IF-RE-410a.3	Discussion of approach to measuring, incentivising, and improving sustainability impacts of tenants	Office (N742)	SR 2022 pages 11, 28, 29 and 32	SR 2023 pages 13, 30 and 32	SR 2024 pages 12, 36, and 38
			Shopping Centres (N761)	SR 2022 pages 11, 28, 29 and 32	SR 2023 pages 13, 30, and 32	SR 2024 pages 12, 36, and 38
Climate Change Adaptation	IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Office (N742)	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
			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)	SR 2022 pages 49-52	SR 2023 pages 49-53	SR 2024 pages 23 to 31
			Shopping Centres (N761)	SR 2022 pages 49-53	SR 2023 pages 49-54	SR 2024 pages 23 to 31

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

Note #1(b): 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 2024 include tenant electricity consumption (except for Clifford Centre) in addition to landlord electricity and fuel consumption. Electricity is the dominant energy consumed (99.9%).

Note #3: Data for 2024 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.

# APPENDICES

TABLE 2. ACTIVITY METRICS

SASB Code	Activity Metric	Property Subsector	2022	2023	2024
IF-RE-000.A	Number of assets, by property subsector	Office (N742)	8	7	6 <sup>2</sup>
		Shopping Centres (N761)	2	2	2
IF-RE-000.B	Leasable floor area, by property subsector	Office (N742)	227,730 sq m <sup>1</sup> (2,451,263 sq ft)	202,260 sq m <sup>1</sup> (2,177,106 sq ft)	196,270 sq m <sup>1, 2</sup> (2,112,630 sq ft)
		Shopping Centres (N761)	91,191 sq m (981,570 sq ft)	91,431 sq m (984,154 sq ft)	91,431 sq m <sup>1</sup> (984,154 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)	We report the committed occupancy rates of our properties in SingLand's Annual Report 2022 pg 66 and 67.	We report the committed occupancy rates of our properties in SingLand's Annual Report 2023 pages 70 and 71	We report the committed occupancy rates of our properties in SingLand's Annual Report 2024 pages 66 and 67
		Shopping Centres (N761)			

<sup>1</sup> Refers to Approximate Net Floor Area as reported in the Property Summary of the Group's AR 2022, AR 2023, and AR 2024.

<sup>2</sup> The number of assets and leasable floor area is based on the Group's properties as at end-2024 and does not include Stamford Court which was divested in Q4 2024.

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## SGX CORE ESG METRICS INDEX

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	tCO <sub>2</sub> e	GRI 305-1, GRI 305-2, GRI 305-3, TCFD, SASB 110, WEF core metrics	SR 2024 pages 32, 33, 61, 62, and 70
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3	tCO <sub>2</sub> e/organisation specific metrics	GRI 305-4, TCFD, SASB 110	SR 2024 pages 32, 33, and 71
Energy Consumption	Total energy consumption	MWhs or GJ	GRI 302-1, TCFD, SASB 130	SR 2024 pages 32, 33, 61, 62, and 69
	Energy consumption intensity	MWhs or GJ/organisation specific metrics	GRI 302-3, TCFD	SR 2024 pages 32, 33, and 71
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 2024 pages 35, 62, and 70
	Water consumption intensity	ML or m <sup>3</sup> /organisation specific metrics	TCFD, SASB IF-RE-140a.1	SR 2024 pages 35 and 71
Waste Generation	Total waste generated	tonnes	GRI 306-3, SASB 150, TCFD, WEF expanded metrics	SR 2024 pages 36 and 70
<b>Social</b>				
Gender Diversity	Current employees by gender	Percentage (%)	GRI 405-1, SASB 330, WEF core metrics	SR 2024 pages 44, 45, 63, 72, and 73
	New hires and turnover by gender	Percentage (%)	GRI 401-1, WEF core metrics	SR 2024 pages 49, 65, and 73
Age-Based Diversity	Current employees by age groups	Percentage (%)	GRI 405-1, WEF core metrics	SR 2024 pages 44, 45, and 63
	New hires and turnover by age groups	Percentage (%)	GRI 401-1, WEF core metrics	SR 2024 pages 49 and 65
Employment	Total turnover	Number and Percentage (%)	GRI 401-1, SASB 310, WEF core metrics	SR 2024 pages 49, 65, and 73
	Total number of employees	Number	Commonly reported metric by SGX issuers	SR 2024 pages 44, 45, 63, and 72
Development & Training	Average training hours per employee	Hours/No. of employees	GRI 404-1, WEF core metrics	SR 2024 pages 47, 64, and 73
	Average training hours per employee by gender	Hours/No. of employees	GRI 404-1, WEF core metrics	SR 2024 pages 47, 64, and 73
Occupational Health & Safety	Fatalities	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	SR 2024 pages 41, 62, and 71
	High-consequence injuries	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore)	SR 2024 pages 41, 62, and 71
	Recordable injuries	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	SR 2024 pages 41, 62, and 71
	Recordable work-related ill health cases	Number of cases	GRI 403-10, WEF expanded metrics, MOM (Singapore)	SR 2024 pages 41 and 71
<b>Governance</b>				
Board Composition	Board independence	Percentage (%)	GRI 102-22, WEF core metrics	AR 2024 page 41
	Women on the board	Percentage (%)	GRI 102-22, GRI 405-1, WEF core metrics	SR 2024 page 45
Management Diversity	Women in the management team	Percentage (%)	GRI 102-22, GRI 405-1, WEF core metrics, SASB 330	SR 2024 pages 45, 63, and 73
Ethical Behaviour	Anti-corruption disclosures	Discussion and number of standards	GRI 205-1, GRI 205-2 and GRI 205-3	SR 2024 pages 53 and 54
	Anti-corruption training for employees	Number and Percentage (%)	GRI 205-2, WEF core metrics	SR 2024 pages 53 and 54
Certifications	List of relevant certifications	List	Commonly reported metric by SGX issuers	SR 2024 pages 22, 38, 42, 45, and 62
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 2024 page 4
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 2024 pages 4 and 84

# APPENDICES

## INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON SINGAPORE LAND GROUP LIMITED'S IDENTIFIED SUSTAINABILITY INFORMATION

### LIMITED ASSURANCE CONCLUSION

We have conducted a limited assurance engagement on the selected sustainability information, including the greenhouse gas emissions, of Singapore Land Group Limited ("SingLand") included in the SingLand's Sustainability Report (the "Identified Sustainability Information"), as at 31 December 2024 and for the year then ended ("SingLand 2024 Sustainability Report").

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information is not prepared in all material respects, in accordance with the Global Reporting Initiative ("GRI") Sustainability Reporting Standards 2021 (the "Reporting Criteria").

### Identified Sustainability Information

The respective Identified Sustainability Information as at 31 December 2024 and for the year then ended is set out below:

GRI STANDARDS DISCLOSURE NUMBER AND TITLE		SPECIFIC DISCLOSURE
1	GRI 202-2: Proportion of senior management hired from the local community	SingLand (excluding UIC Technologies): 100% UIC Technologies (UICT): 100%
2	GRI 302-1: Energy consumption within the organization	<p><b>Purchased electricity - Corporate office, Buildings landlord consumption and UIC Technologies</b> Buildings: 52,318 megawatt hour (MWh) UIC Technologies: 132 MWh</p> <p><b>Fuel - Corporate office, Buildings landlord consumption and UIC Technologies</b> Buildings (Diesel): 79 gigajoules (GJ) UIC Technologies (Diesel and Petrol): 242 GJ Buildings (Diesel): 22 MWh UIC Technologies (Diesel and Petrol): 67 MWh</p> <p><b>Energy (Electricity and Fuel) - Corporate office, Buildings landlord consumption and UIC Technologies</b> Buildings: 188,423 GJ UIC Technologies: 719 GJ Buildings: 52,340 MWh UIC Technologies: 200 MWh</p>
3	GRI 302-3: Energy intensity	Buildings: 127 kWh/m <sup>2</sup>
4	CRE 1: Building energy intensity	
5	GRI 303-3: Water withdrawal	Buildings (Landlord): 390 megalitres UIC Technologies: 0.0864 megalitres AEI and Redevelopment: 19.2 megalitres
6	CRE 2: Building water intensity	Water intensity – Buildings Landlord: 0.94m <sup>3</sup> /m <sup>2</sup>
7	GRI 305-1: Direct (Scope 1) GHG emissions	<p><b>Total Scope 1 (direct) Emissions</b> Buildings: 5.9 tonnes CO<sub>2</sub>e UIC Technologies: 17.2 tonnes CO<sub>2</sub>e</p>

# APPENDICES

GRI STANDARDS DISCLOSURE NUMBER AND TITLE		SPECIFIC DISCLOSURE
8	GRI 305-2: Energy indirect (Scope 2) GHG emissions	<b>Total Scope 2 (indirect) GHG emissions (location-based):</b> Buildings: 21,555 tonnes CO <sub>2</sub> e UIC Technologies: 54.5 tonnes CO <sub>2</sub> e  <b>Total Scope 2 (indirect) GHG emissions (market-based):</b> Buildings: 21,555 tonnes CO <sub>2</sub> e UIC Technologies: 54.5 tonnes CO <sub>2</sub> e
9	GRI 305-4: GHG emissions intensity	<b>GHG Intensity – Buildings landlord emissions</b>
10	CRI 3: Greenhouse gas emissions intensity from buildings	Buildings (Scope 1 and 2 – location-based): 52.2 kgCO <sub>2</sub> e/m <sup>2</sup>  Buildings (Scope 1 and 2 – market-based): 52.2 kgCO <sub>2</sub> e/m <sup>2</sup>
11	GRI 306-4: Waste diverted from disposal	<b>Buildings</b> Waste collected for recycling (excluding e-waste): 284 tonnes E-waste collected for recycling or reuse - Buildings: 6.3 tonnes E-waste collected for recycling or reuse - UIC Technologies: 0.3 tonnes Food waste collected (West Mall and Marina Square): 49.7 tonnes  <b>AEI and Redevelopment</b> Waste collected for recycling (excluding e-waste): 17,224 tonnes
12	GRI 306-5: Waste directed to disposal	<b>Buildings</b> Waste directed to disposal (Buildings): 2,855 tonnes  <b>AEI and Redevelopment</b> Waste directed to disposal: 512 tonnes



GRI STANDARDS DISCLOSURE NUMBER AND TITLE		SPECIFIC DISCLOSURE																																																																																													
13	GRI 401-1: New employee hires and employee turnover	<b>SingLand (excluding UIC Technologies) – Property Management</b> <b>New Hires and Turnover (Gender)</b> <table><tr><th></th><th>Male</th><th>Female</th><th>Total</th></tr><tr><td>Number of new hires</td><td>19</td><td>23</td><td>42</td></tr><tr><td>Rate of new hires</td><td>13%</td><td>16%</td><td>15%</td></tr><tr><td>Number of turnover</td><td>15</td><td>14</td><td>29</td></tr><tr><td>Turnover rate</td><td>10%</td><td>10%</td><td>10%</td></tr></table> <b>New Hires and Turnover (Age Group)</b> <table><tr><th></th><th>&lt;30 years old</th><th>30-50 years old</th><th>&gt;50 years old</th><th>Total</th></tr><tr><td>Number of new hires</td><td>12</td><td>26</td><td>4</td><td>42</td></tr><tr><td>Rate of new hires</td><td>57%</td><td>20%</td><td>3%</td><td>15%</td></tr><tr><td>Number of turnover</td><td>2</td><td>9</td><td>18</td><td>29</td></tr><tr><td>Turnover rate</td><td>10%</td><td>7%</td><td>13%</td><td>10%</td></tr></table> <b>UIC Technologies</b> <b>New Hires and Turnover (Gender)</b> <table><tr><th></th><th>Male</th><th>Female</th><th>Total</th></tr><tr><td>Number of new hires</td><td>10</td><td>4</td><td>14</td></tr><tr><td>Rate of new hires</td><td>15%</td><td>7%</td><td>11%</td></tr><tr><td>Number of turnover</td><td>10</td><td>2</td><td>12</td></tr><tr><td>Turnover rate</td><td>15%</td><td>4%</td><td>10%</td></tr></table> <b>New Hires and Turnover (Age Group)</b> <table><tr><th></th><th>&lt;30 years old</th><th>30-50 years old</th><th>&gt;50 years old</th><th>Total</th></tr><tr><td>Number of new hires</td><td>5</td><td>4</td><td>5</td><td>14</td></tr><tr><td>Rate of new hires</td><td>45%</td><td>8%</td><td>8%</td><td>11%</td></tr><tr><td>Number of turnover</td><td>1</td><td>7</td><td>4</td><td>12</td></tr><tr><td>Turnover rate</td><td>9%</td><td>15%</td><td>6%</td><td>10%</td></tr></table>					Male	Female	Total	Number of new hires	19	23	42	Rate of new hires	13%	16%	15%	Number of turnover	15	14	29	Turnover rate	10%	10%	10%		<30 years old	30-50 years old	>50 years old	Total	Number of new hires	12	26	4	42	Rate of new hires	57%	20%	3%	15%	Number of turnover	2	9	18	29	Turnover rate	10%	7%	13%	10%		Male	Female	Total	Number of new hires	10	4	14	Rate of new hires	15%	7%	11%	Number of turnover	10	2	12	Turnover rate	15%	4%	10%		<30 years old	30-50 years old	>50 years old	Total	Number of new hires	5	4	5	14	Rate of new hires	45%	8%	8%	11%	Number of turnover	1	7	4	12	Turnover rate	9%	15%	6%	10%
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14	GRI 404-1: Average hours of training per year per employee	SingLand (excluding UIC Technologies) - Property management: 54.0 hours per year per employee UIC Technologies: 8.4 hours per year per employee																																																																																													
15	GRI 403-9: Work-related injuries	<table><tr><th></th><th colspan="2">SingLand (excluding UIC Technologies) – Property management</th><th colspan="2">UIC Technologies</th><th>AEI and Redevelopment</th></tr><tr><th></th><th>Employees</th><th>Contractors</th><th>Employees</th><th>Contractors</th><th>Contractors</th></tr><tr><td>Work-related fatalities (Number, Rate)</td><td>0,0</td><td>0,0</td><td>0,0</td><td>0,0</td><td>0,0</td></tr><tr><td>High-consequence work-related injuries (Number, Rate)</td><td>0,0</td><td>0,0</td><td>0,0</td><td>0,0</td><td>0,0</td></tr><tr><td>Recordable work-related injuries (Number, Rate)</td><td>2, 3.4</td><td>2, 2.1</td><td>0,0</td><td>0,0</td><td>1, 1</td></tr><tr><td>Number of lost days</td><td>5</td><td>10</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Number of man-hours worked</td><td>583,884</td><td>940,890</td><td>242,159</td><td>1,004</td><td>1,552,168</td></tr></table>					SingLand (excluding UIC Technologies) – Property management		UIC Technologies		AEI and Redevelopment		Employees	Contractors	Employees	Contractors	Contractors	Work-related fatalities (Number, Rate)	0,0	0,0	0,0	0,0	0,0	High-consequence work-related injuries (Number, Rate)	0,0	0,0	0,0	0,0	0,0	Recordable work-related injuries (Number, Rate)	2, 3.4	2, 2.1	0,0	0,0	1, 1	Number of lost days	5	10	0	0	0	Number of man-hours worked	583,884	940,890	242,159	1,004	1,552,168																																																
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16	CRE 6: Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system	ISO 45001 for SingLand: 100% ISO 45001 for AEI and Redevelopment main contractors: 100%																																																																										
17	GRI 405-1: Diversity of governance bodies and employees	<div><b>SingLand (excluding UIC Technologies) – Property Management</b></div> <div><b>Diversity (Gender)</b></div> <table><tr><th></th><th>Male</th><th colspan="2">Female</th></tr><tr><td>Board of Directors</td><td>78%</td><td colspan="2">22%</td></tr><tr><td>Senior Management</td><td>48%</td><td colspan="2">52%</td></tr><tr><td>Executives</td><td>38%</td><td colspan="2">62%</td></tr><tr><td>Non-Executives</td><td>69%</td><td colspan="2">31%</td></tr></table> <div><b>Diversity (Age Group)</b></div> <table><tr><th></th><th>&lt;30 years old</th><th>30-50 years old</th><th>&gt;50 years old</th></tr><tr><td>Board of Directors</td><td>0%</td><td>22%</td><td>78%</td></tr><tr><td>Senior Management</td><td>0%</td><td>57%</td><td>43%</td></tr><tr><td>Executives</td><td>6%</td><td>61%</td><td>33%</td></tr><tr><td>Non-Executives</td><td>10%</td><td>20%</td><td>69%</td></tr></table> <div><b>UIC Technologies</b></div> <div><b>Diversity (Gender)</b></div> <table><tr><th></th><th>Male</th><th colspan="2">Female</th></tr><tr><td>Senior Management</td><td>75%</td><td colspan="2">25%</td></tr><tr><td>Executives</td><td>54%</td><td colspan="2">46%</td></tr><tr><td>Non-Executives</td><td>0%</td><td colspan="2">100%</td></tr></table> <div><b>Diversity (Age Group)</b></div> <table><tr><th></th><th>&lt;30 years old</th><th>30-50 years old</th><th>&gt;50 years old</th></tr><tr><td>Senior Management</td><td>0%</td><td>0%</td><td>100%</td></tr><tr><td>Executives</td><td>9%</td><td>41%</td><td>50%</td></tr><tr><td>Non-Executives</td><td>0%</td><td>0%</td><td>100%</td></tr></table>				Male	Female		Board of Directors	78%	22%		Senior Management	48%	52%		Executives	38%	62%		Non-Executives	69%	31%			<30 years old	30-50 years old	>50 years old	Board of Directors	0%	22%	78%	Senior Management	0%	57%	43%	Executives	6%	61%	33%	Non-Executives	10%	20%	69%		Male	Female		Senior Management	75%	25%		Executives	54%	46%		Non-Executives	0%	100%			<30 years old	30-50 years old	>50 years old	Senior Management	0%	0%	100%	Executives	9%	41%	50%	Non-Executives	0%	0%	100%
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18	GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero incident of data privacy breaches or loss of customer data.																																																																										

Our assurance engagement was with respect to the year ended 31 December 2024. We have not performed any procedures with respect to (i) earlier periods and (ii) any other elements included in SingLand 2024 Sustainability Report, and in the Annual Report, website and other publications, and therefore do not express any conclusion thereon.

# APPENDICES

## BASIS FOR CONCLUSION

We conducted our limited assurance engagement in accordance with Singapore Standard on Assurance Engagements 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ("SSAE 3000 (Revised)"), and, in respect of the greenhouse gas emissions, Singapore Standard on Assurance Engagements 3410, *Assurance engagements on greenhouse gas statements* ("SSAE 3410").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner's responsibilities section of our report.

### Our 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.

## RESPONSIBILITIES FOR THE IDENTIFIED SUSTAINABILITY INFORMATION

Management of SingLand is responsible for:

- The preparation of the Identified Sustainability Information in accordance with the Reporting Criteria, applied as explained in the "About this report" section in SingLand 2024 Sustainability Report;
- Designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Identified Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing SingLand's sustainability reporting process.

## Inherent limitations in preparing the Identified Sustainability Information

Greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

## PRACTITIONER'S RESPONSIBILITIES

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Identified Sustainability Information.

As part of a limited assurance engagement in accordance with SSAE 3000 (Revised) and SSAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of the SingLand's use of the Reporting Criteria as the basis for the preparation of the Identified Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of SingLand's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

# APPENDICES

## SUMMARY OF THE WORK PERFORMED

A limited assurance engagement involves performing procedures to obtain evidence about the Identified Sustainability Information. The procedures 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.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Identified Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of SingLand's reporting processes relevant to the preparation of its Identified Sustainability Information by inquiring with management and relevant personnel on the gathering, collation and aggregation of the Identified Sustainability Information;
- Evaluated whether all information identified by the process to identify the information reported in the Identified Sustainability Information is included in the Identified Sustainability Information;
- Performed inquiries of relevant personnel and analytical procedures on selected information in the Identified Sustainability Information;
- Performed substantive assurance procedures on selected information in the Identified Sustainability Information;
- Evaluated the appropriateness of quantification methods and reporting policies;
- Evaluated the methods, assumptions and data for developing estimates; and
- Assessed the disclosure and presentation of the Identified Sustainability Information.

## PURPOSE AND RESTRICTION ON DISTRIBUTION AND USE

We draw attention to the fact that the Identified Sustainability Information was prepared for the purpose of assisting SingLand in reporting the Identified Sustainability Information in SingLand 2024 Sustainability Report in accordance with the Reporting Criteria. As a result, the Identified Sustainability Information may not be suitable for another purpose.

This report, including our conclusion, has been prepared solely for SingLand in accordance with the letter of engagement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than SingLand for our work or this report.

Yours faithfully



PricewaterhouseCoopers LLP  
Public Accountants and Chartered Accountants  
Singapore

10 April 2025



**SINGAPORE LAND GROUP LIMITED**

Company Registration No. 196300181E

Incorporated in Singapore

50 Raffles Place #21-01/06

Singapore Land Tower

Singapore 048623

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