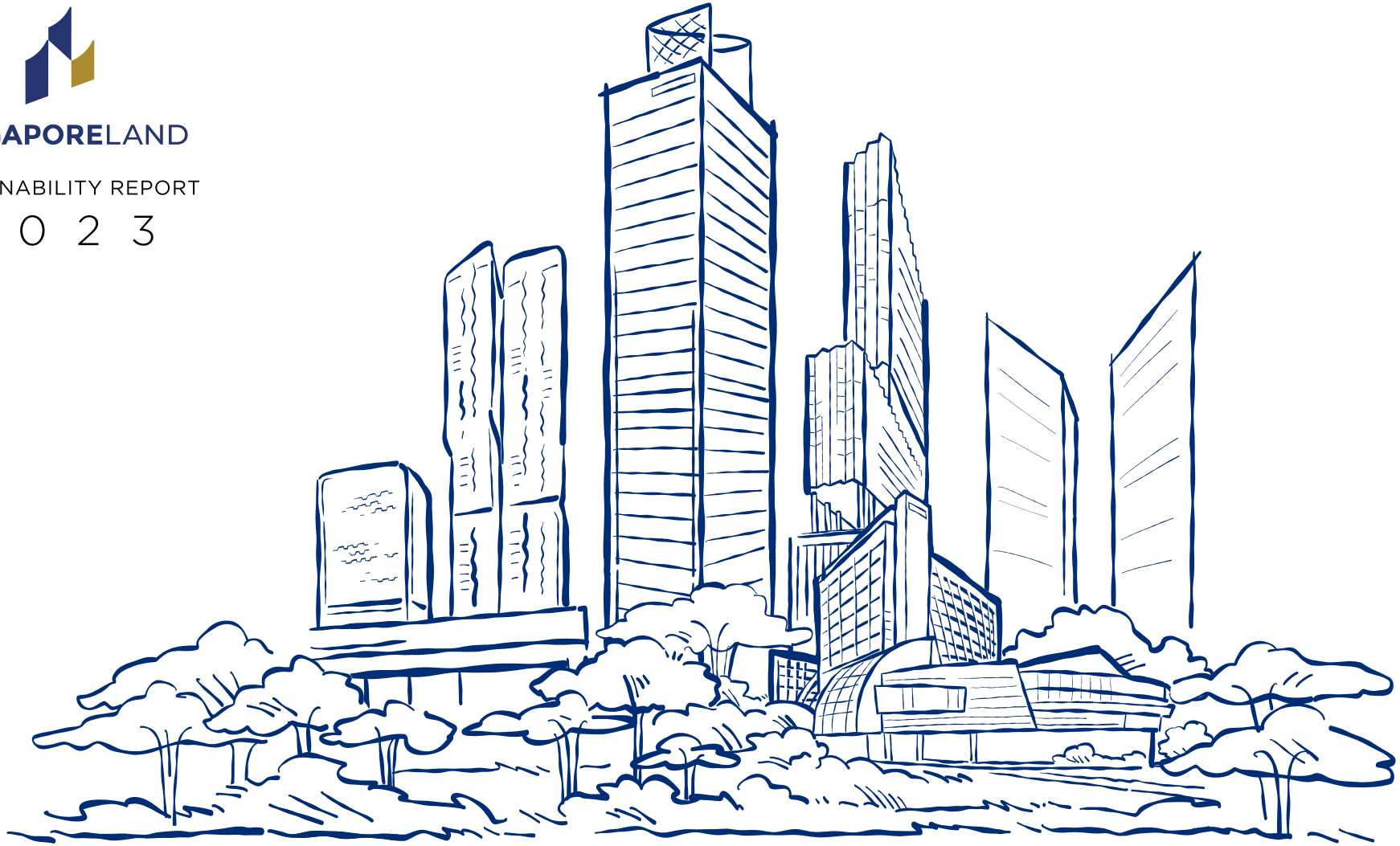




SINGAPORELAND

SUSTAINABILITY REPORT

2 0 2 3



GLOSSARY OF KEY ABBREVIATIONS

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

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ABOUT THIS REPORT

CORPORATE PROFILE

Singapore Land Group Limited ("SingLand" or the "Company", together with its 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. Our commercial assets in Singapore currently include 2.7 million square feet of office space and 1 million square feet of retail space. SingLand also owns investment assets abroad in China and the United Kingdom. For further insights into the Group's business endeavors, please refer to SingLand's Annual Report 2023 ("AR 2023") or visit our corporate website at www.singaporeland.com.

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

The Group is a subsidiary of UOL Group Limited ("UOL"). Together, we leverage each other's strengths to drive sustainable growth for the collective benefit of 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 highest potential.

OUR MISSION

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

We are intentional about our decisions and actions, including our sustainability practices, how we treat and enable our employees, and the way we prioritise the needs of our stakeholders and the community at large.

OUR VALUES

PEOPLE 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

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

ABOUT THIS REPORT

SCOPE OF THE REPORT

This is the 7th annual sustainability report released by the Group. Unless explicitly mentioned otherwise, the information presented in this report pertains to the financial year spanning from 1st January to 31st December 2023.

The report focuses on our commitments, governance, policies, and performance in managing the Group's Environmental, Social and Governance ("ESG") impact in 2023.

The entities covered in this report are¹:

- SingLand's corporate office.
- The Group's commercial and retail portfolio comprising Singapore Land Tower, Stamford Court, Tampines Plaza 1, Tampines Plaza 2, The Gateway, UIC Building, Clifford Centre², Marina Square³ and West Mall, over which we have direct operational control. Additionally, we report on the Group's share of SGX Centre.
- UIC Technologies ("UICT"), our information technology subsidiary.

Starting 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 China and the United Kingdom and our hospitality business and residential development projects. For detailed insights into the Group's residential development projects, please refer to the sustainability report of the Group's joint venture partner, UOL.

REPORTING STANDARDS AND FRAMEWORKS

The 2023 Sustainability Report ("SR 2023") has been prepared in alignment 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 reporting.

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. Our greenhouse gas ("GHG") emissions inventory has been prepared following the GHG Protocol Corporate Accounting and Reporting Standard.

Remaining steadfast in our commitment to global sustainability, we contribute to the United Nations ("UN") Sustainable Development Goals ("SDGs"). Our report highlights our endeavors and achievements in supporting the SDGs.

RESTATEMENTS

This year, we have disclosed corrections to the data reported in SR 2022. SingLand's Corporate Office is now classified under Buildings as it is under the landlord's operational control. Figures for Buildings for 2021 and 2022 have been correspondingly restated to reflect this change. Footnotes have been added to the sections where restatements have been made. Additionally within the Highlights section, there was an error in the total amount of waste recycled in 2022. Please also refer to page 71 for information about the restatements.

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 2023 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 management to secure external assurance for key sustainability reporting metrics and performance against targets.

Deloitte & Touche 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 79.

LINK TO OTHER RELEVANT REPORTS

Our AR 2023, which should be read in conjunction with our SR 2023 for a comprehensive overview of our ESG performance based on GRI Standards 2021, is available on our website, 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 easily accessible on the same website.

FEEDBACK

For feedback and suggestions, please write to sustainability@singaporeland.com.

¹ The subsidiaries reported in SR 2023 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 PrimeRealty Pte Ltd, S.L. Properties Limited, SingLand Management Services Pte. Ltd, SingLand Properties Limited, UIC Asian Computer Services Pte Ltd, UIC Technologies Pte Ltd, UIC Investments (Properties) Pte Ltd and UIC Land Pte Ltd.

² Clifford Centre closed for redevelopment in January 2023, with demolition starting in April 2023

³ Marina Square Shopping Mall only

MESSAGE FROM THE TOP

Dear Stakeholders,

This year started off on a note of deep reflection with the passing of our Chairman Emeritus and Honorary Adviser Dr Wee Cho Yaw on 3 February 2024. Not only was Dr Wee a visionary leader and pioneering entrepreneur, he was also a dedicated philanthropist who was invested in the good of society.

Through the years, our business has been built on values that were key to Dr Wee's legacy – honour, integrity and unity. As the call for swift climate action and transformative change gets louder, the values held by the late Dr Wee continue to propel us towards making positive contributions to the environment and our social compact.

Admittedly, the road to a sustainable and equitable future is not an easy one. Globally, there is an urgent need for deep, rapid and sustained emissions reductions if we are to keep within the Paris Agreement¹ 1.5°C warming limit. In December 2023, the 28th Conference of the Parties ("COP28") signalled the "beginning of the end" of the fossil fuel era with nearly 200 countries agreeing to reduce the consumption of fossil fuels². While the magnitude of the task ahead cannot be overstated, a net-positive future is still within reach with concerted effort at every level – governments, corporates and individuals.

Aligning ourselves with both global and national agendas, SingLand is committed to implementing impactful strategies that will accelerate our transition towards becoming a low-carbon business.

CHARTING THE PATH TO DECARBONISATION

In 2023, SingLand took firm steps towards advancing our decarbonisation agenda and providing greater transparency on our climate disclosures. We have identified Scope 3 categories that are pertinent to our business operations and have disclosed in this year's report four of the identified Scope 3 categories alongside our Scope 1 and 2 emissions. This is a significant move towards our goal of publishing a comprehensive greenhouse gas ("GHG") inventory to manage our climate-related risks effectively and identify reduction opportunities.

In line with our commitment to the Singapore Built Environment Embodied Carbon Pledge³, we embarked on an embodied carbon study for our flagship Singapore Land Tower. The study revealed an embodied carbon value that outperforms industry benchmarks and reinforces the benefits of undertaking an Asset Enhancement Initiative (AEI) for the building over a demolish-and-rebuild approach. An operational carbon assessment for Singapore Land Tower will also be conducted upon completion of the AEI for a holistic view of the building's total carbon impact.

A systematic approach towards decarbonisation across the spectrum of our business operations is imperative for significant and sustained impact. To this end, we are progressing the development of our medium- and long-term GHG reduction targets and charting a robust roadmap that will provide clear pathways to achieving our decarbonisation goals.

BUILDING TOWARDS A GREEN FUTURE

SingLand crossed a major milestone in 2023 with 100% of the commercial buildings in our portfolio achieving the Building and Construction Authority's Green Mark certification, with six out of nine⁴ of the buildings attaining platinum-level or higher ratings. This is ahead of our target to have all our commercial buildings Green Mark certified by 2030 and feeds into the Singapore Green Plan 2030 goal of greening 80% of existing buildings by the same year⁵.

Furthering the green agenda in the built environment sector often requires a whole-ecosystem approach towards optimised energy efficiency. In this vein, SingLand signed an agreement for Marina Square and our Clifford Centre redevelopment project to be part of SP Group's Marina Bay District Cooling Network⁶, which will allow buildings within the network to benefit from a shared cooling load. We recognise that such strategic partnerships can go a long way in providing effective long-term solutions that are mutually beneficial.

The journey to make our portfolio more sustainable is a continuous one and we are consistently driving efforts to create buildings that are environmentally resilient. One of the ways we do this is by ensuring resource efficiency through refurbishments or AEIs:

- Singapore Land Tower's AEI saw the completion of a new low-emissivity, double-glazed curtain wall system and energy-efficient lifts, both of which play critical roles in improving the building's environmental performance.
- SGX Centre 1 & 2 was the first runner-up under the Energy Efficient Building (Retrofitted) category at the ASEAN Energy Awards 2023. This followed on the heels of the building's retrofitting works that led to marked improvements in its energy and water efficiency.

¹ The Paris Agreement

² COP28: What Was Achieved and What Happens Next?

³ Accelerating Decarbonisation in the Built Environment

⁴ Excludes Clifford Centre, which is undergoing redevelopment.

⁵ Singapore Green Building Masterplan, 26 July 2022

⁶ SP Group Expands Marina Bay District Cooling Network with More Developments and New Satellite Plans, 26 May 2023

MESSAGE FROM THE TOP

DRIVING POSITIVE SOCIAL CHANGE

Much like our commitment to steward the environment well, our support for those in the community remains steadfast. We acknowledge the pivotal role we play as a corporate citizen and are deeply committed to uplifting those in our society who need it the most. Under SingLand Elevates, our corporate initiative that is focused on helping the underprivileged, our employees are empowered to give back through volunteering opportunities. In 2023, we partnered with various charities and non-profits such as Big Love Child Protection Specialist Centre, HealthServe and Central Singapore Community Development Centre to serve the community.

Advancing the diversity, equity and inclusion (“DEI”) agenda under SingLand Empowers, we launched Women Inspired to Thrive, a programme that champions the growth and development of our female employees and provides a support network for them within the company. Our DEI efforts also extend to the built environment sector with a contribution to National University of Singapore College of Design and Engineering in support of its endeavours to nurture the next generation of women leaders in the fields of design, architecture and engineering.

In total, we gave over \$2.8 million in FY 2023 to various causes including the support of migrant workers, low-income families as well as underprivileged children and seniors.

CREATING A SUSTAINABLE FUTURE FOR ALL

SingLand is fully invested in future-proofing our business while ensuring an equitable and sustainable future for everyone. However, the journey towards sustainability is not one that we can take alone, and a key part of our commitment includes engaging with stakeholders across our value chain. As we continue to seek opportunities to build resilience, we endeavour to do so alongside the communities we operate in.

On behalf of the Board of Directors and the management team, I would like to thank all our stakeholders for their unwavering support as we advance our ESG efforts. At SingLand, we believe that we can engender positive change and create value for all as we fulfil our purpose to Elevate Communities, Inspire the Future.

Jonathan Eu

Chief Executive Officer

May 2024

SUSTAINABILITY HIGHLIGHTS

ENVIRONMENT



COMMENCED REPORTING ON FOUR SCOPE 3 CATEGORIES



SINGAPORE LAND TOWER EMBODIED CARBON STUDY

The study revealed an embodied carbon value that outperforms industry benchmarks.



ALL SINGLAND BUILDINGS¹ NOW GREEN MARK CERTIFIED

Certifications received in 2023:

- ✓ Tampines Plaza 1 (Platinum)
- ✓ Tampines Plaza 2 (Platinum)
- ✓ Marina Square (Gold)



SOCIAL



>1,000 volunteer hours &
>\$2.8M contributed to the community



50% of SingLand's senior management were women



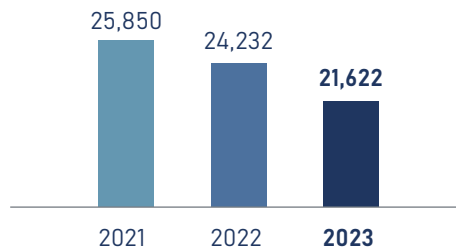
29 training hours on average per employee at SingLand

¹ Excludes Clifford Centre, which is undergoing redevelopment.

YEAR IN REVIEW

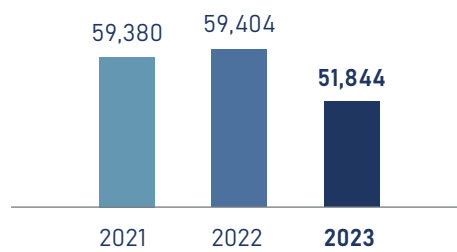
GREENHOUSE GAS EMISSIONS¹ (Tonnes CO₂e)

COMMERCIAL OFFICE &
RETAIL BUILDINGS SCOPE 1 & 2



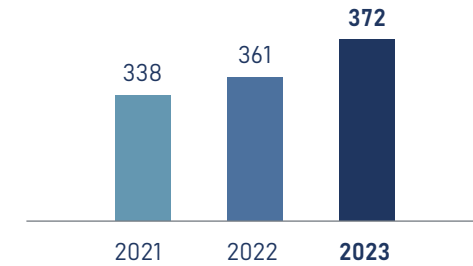
ELECTRICITY CONSUMPTION¹ (MWh)

COMMERCIAL OFFICE &
RETAIL BUILDINGS



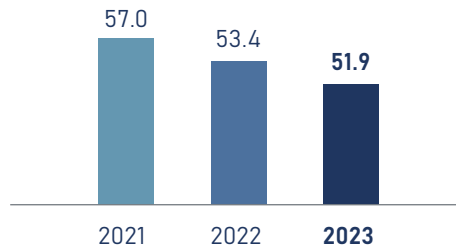
WATER CONSUMPTION (Megalitres)

COMMERCIAL OFFICE &
RETAIL BUILDINGS



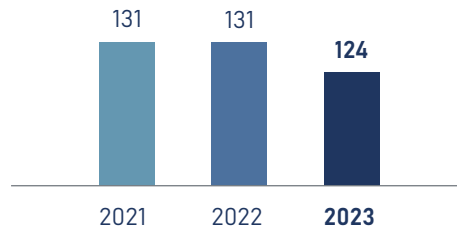
GREENHOUSE GAS INTENSITY¹ (kgCO₂e/m²)

COMMERCIAL OFFICE &
RETAIL BUILDINGS SCOPE 1 & 2



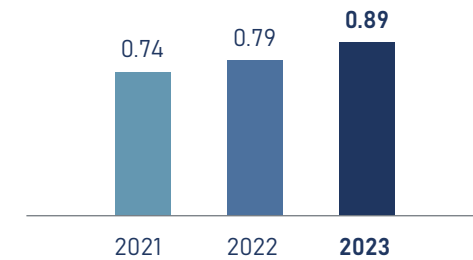
ELECTRICITY CONSUMPTION INTENSITY (kWh/m²)

COMMERCIAL OFFICE &
RETAIL BUILDINGS



WATER CONSUMPTION INTENSITY (m³/m²)

COMMERCIAL OFFICE &
RETAIL BUILDINGS

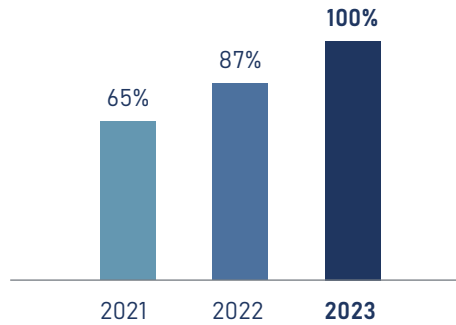


¹ SingLand's Corporate Office is now classified under Buildings as it is under the landlord's operational control. Figures for Buildings for 2021 and 2022 have been correspondingly restated to reflect this change.

YEAR IN REVIEW

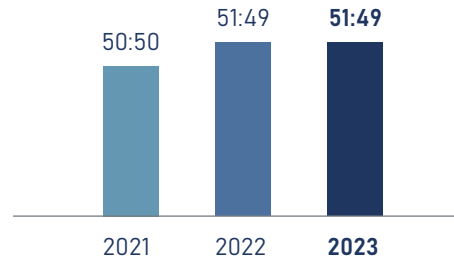
GREEN MARK CERTIFICATIONS

REPORTED GFA



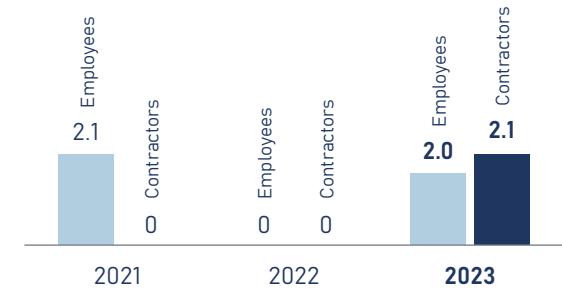
EMPLOYEES' GENDER RATIO²

(Male:Female)



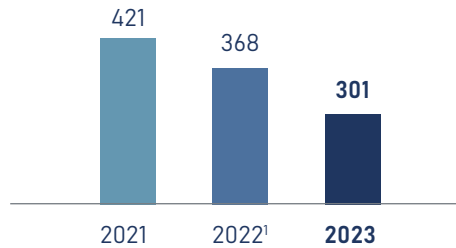
WORKPLACE SAFETY³ (Rate)

RECORDABLE WORK-RELATED INJURIES

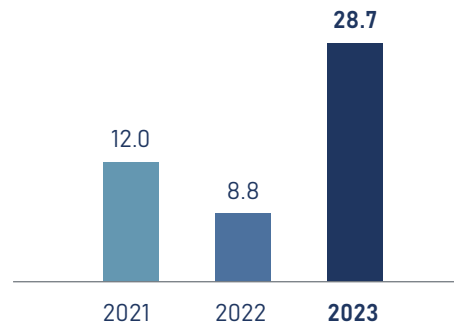


RECYCLED WASTE (Tonnes)

PAPER, GLASS, METAL,
E-WASTE, FOOD WASTE

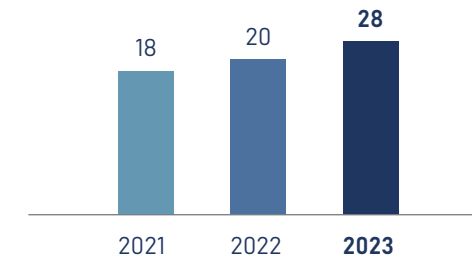


TRAINING HOURS PER EMPLOYEE² (Average)



RE-EMPLOYMENT OF RETIRING EMPLOYEES²

(Number)



¹ Recycled waste for 2022 has been restated due to typographical error.

² Employees' data reported in this section are for SingLand. Refer to the *Information Technology Business* section for UICT's employees' data.

³ Comprises work-related injuries of SingLand employees and property management contractors. None of these incidents resulted in fatalities or permanent disabilities.

OUR SUSTAINABILITY GOVERNANCE

BOARD STATEMENT ON SUSTAINABILITY

The SingLand Board is firmly committed to advancing the Group's legacy as a premier real estate developer, elevating communities and inspiring future generations. This commitment underscores SingLand's dedication not only to effective ESG management but also to the enduring impact of our real estate developments on communities and the broader society.

In collaboration with the Sustainability Steering Committee ("SSC"), the Board assumes a central role in overseeing the management and monitoring of SingLand's sustainability-related matters. Regular reviews of SingLand's ESG performance indicators are conducted, with consideration given to ESG issues as integral components of SingLand's strategic business plans. Additionally, the Board reviews and grants approval for the Group's annual sustainability reports.

The Sustainability Working Group ("SWG") established in 2022 and consisting of selected Board members, the SSC, and designated management representatives, conducted a comprehensive review of the Group's material ESG factors, which were approved by the Board.

The Board remains committed to collaborating with management and all stakeholders to cultivate a sustainable business that positively impacts our environment and society.

Since 2017, SingLand has established an integrated governance structure that fosters a collective commitment towards Environmental, Social, and Governance ("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 & Risk Committee ("ARC") oversees the Group's ESG risk management and performance at the Board level. SingLand's Board holds ultimate responsibility for addressing the Group's sustainability matters, encompassing climate-related risks and opportunities. All the 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.

The Board considers sustainability issues, recognising their critical role in shaping SingLand's overarching business policies and strategies. This encompasses the effective management of climate-related risks and opportunities, environmental and social impacts, as well as governance processes that influence enterprise risk management.

Throughout 2023, four sustainability update meetings were convened with the ARC. Topics discussed include:

Sustainability Strategy:

- Sustainability Working Group ("SWG") and Sustainability Steering Committee ("SSC") composition.
- SingLand's sustainability blueprint, including climate scenario analysis, GHG inventory development, asset level decarbonisation.
- Inter-group alignment on ESG-related scope and disclosures.

Sustainability Reporting:

- SingLand's sustainability reporting standards and framework.
- Introduction to International Sustainability Standards Board ("ISSB").
- Material topics applicable to 2023 reporting.
- Review of metrics and targets including for Energy and GHG Emissions, Water and Waste.
- Board Statement on Sustainability
- Review of scope for external limited assurance for SR 2023.

OUR SUSTAINABILITY GOVERNANCE

The ARC oversees and monitors measures to address the Group's key ESG risks and managing 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.

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 Sustainability Working Group ("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 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 tenants 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, and additional details can be found in our AR 2023 Corporate Governance report.



STAKEHOLDER ENGAGEMENT

Engaging with our stakeholders gives us a comprehensive understanding of the diverse interests and concerns within our broader ecosystem. We define our stakeholders as those who have a significant impact on and vested interest in our business operations. The dialogue and feedback we receive from various stakeholders provide invaluable insight and inform our strategy for creating long-term value.

Stakeholders	Purpose of Engagement	SingLand's Engagement and Response
Customers (Tenants, home buyers and shoppers) <i>Our customers are our most important stakeholder group and we are committed to delivering the highest-quality products and services and fostering lasting business relationships.</i>	Tenants <ul style="list-style-type: none"> Expectation for environmentally friendly buildings, operations and green certifications Sustainability initiatives Management of tenant energy and carbon footprint 	<ul style="list-style-type: none"> 100% Green Mark certification of our buildings and regular asset enhancements and upgrading for commercial office and retail portfolio under management Signatory to Singapore Built Environment Embodied Carbon Pledge Embarked on detailed study of SingLand's carbon footprint starting with an embodied carbon study for Singapore Land Tower. Progressive roll-out of Green Fit-out Guide to tenants Provision of food waste digester at Marina Square and West Mall and regular information-sharing sessions to encourage its use.
	<ul style="list-style-type: none"> Concerns over retrofitting and asset enhancement works 	<ul style="list-style-type: none"> Regular engagement with tenants by Building Management Service personnel and leasing teams during renovation works
	<ul style="list-style-type: none"> Uphold high service standards to ensure customer satisfaction amidst evolving customer expectations 	<ul style="list-style-type: none"> Regular engagement by Commercial Leasing team and Building Management Service representatives to foster trusted business relationships and address all landlord-related concerns Launch of SingLand App at Singapore Land Tower to facilitate building access, dissemination of information and feedback sharing. Networking sessions, email circulars and phone communications as necessary
	<ul style="list-style-type: none"> Provide updates on strategic development plans of the Group 	<ul style="list-style-type: none"> Annual report and sustainability report Town halls (where required)
	Homebuyers¹ <ul style="list-style-type: none"> Quality and workmanship Sustainable living spaces Integration of innovative features Timely updates on construction progress Prompt defects rectification Ethical marketing practices 	<ul style="list-style-type: none"> Functional layouts with modern design features Active and purposeful use of greenery in landscapes and common areas Utilisation of environmentally friendly building materials Adoption of innovative construction methods such as pre-fabricated, pre-finished, volumetric construction (PPVC) Integration of smart home features Dedicated customer service teams and email enquiry and feedback channel

1 For detailed insights into the Group's residential development projects, please refer to the sustainability report of the Group's joint venture partner, UOL.

STAKEHOLDER ENGAGEMENT

Stakeholders	Purpose of Engagement	SingLand's Engagement and Response
Customers (Cont'd)	Shoppers <ul style="list-style-type: none"> Family-friendly facilities Accessibility for persons with disabilities Shopper loyalty and engagement Attractiveness of mall offerings Facilities safety and cleanliness Raise awareness of sustainability-related issues 	<ul style="list-style-type: none"> AEIs and periodic refurbishment of mall amenities Provision of nursing/ family rooms Improvements to shopper app and loyalty programmes tied to customer rewards Customer service counters manned full-time during mall operating hours Physical and email feedback channels for customers to highlight areas for improvement Regular atrium events, fairs and exhibitions in collaboration with tenants as well as external organisations
Employees (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"> Provide updates on strategic growth and development plans of the Company Ensure ethical business policies and fair employment practices for a workplace free from discrimination Safe and healthy workplaces Personal growth and career development Remuneration and benefits Job security Employee safety and well-being Mental health Work-life balance 	<ul style="list-style-type: none"> Town halls fronted by CEO and Key Management Personnel Monthly management meetings Whistle Blowing Policy and channel communicated to all staff during onboarding and available on the Singapore Land Group corporate website Responsible business policies and practices available on SingLand's intranet portal, CAMPUS Department meetings with CEO for departments to provide key operational updates Opportunities for company-sponsored trainings and workshops Increased project-based collaboration across departments SingLand Empowers – Women Inspired to Thrive Annual performance reviews Employee Assistance Programme, an external independent counselling service Twice-yearly department team-bonding lunches/activities Monthly cross-department lunches hosted by the CEO Health and wellness talks, exercise sessions and health screenings Interest-based workshops and talks Company-wide social events

STAKEHOLDER ENGAGEMENT

Stakeholders	Purpose of Engagement	SingLand's Engagement and Response
<p>Employees (Cont'd) (Office-based and building management staff)</p> <p><i>Human capital is our most valuable intangible asset and fundamental to continued business growth</i></p>	<ul style="list-style-type: none"> Innovative and more efficient business processes Enhance product and service quality standards for customers 	<ul style="list-style-type: none"> Ongoing digital transformation of existing processes and procedures with training provided on roll-out Monthly meetings between building management, leasing, and other relevant departments to review and monitor building operation, maintenance, safety and other tenant issues of SingLand's commercial office and retail portfolio
<p>Contract Staff (Cleaners and security guards working at SingLand buildings)</p> <p><i>As our extended human capital serving our customers within our premises, our contract staff are important stakeholders in our daily operations.</i></p>	<ul style="list-style-type: none"> Safety and health Enhance product and service quality standards for customers 	<ul style="list-style-type: none"> Weekly meetings between building management office and contract staff representatives to discuss building operational issues Direct feedback channel to building management office in case of grievances Regular safety updates
<p>Contractors and Suppliers (E.g., architects, building contractors, material, and equipment suppliers)</p> <p><i>Collaboration and open channels of communication with business partners to ensure win-win outcomes for all.</i></p>	<ul style="list-style-type: none"> Fair dealing Legal compliance and timely payments Quality of delivered products and services 	<ul style="list-style-type: none"> Robust tender process with transparent tender evaluation criteria Appropriate technical specifications and guidance incorporated within tender scope or procurement equipment and material specifications Progressive roll-out of green procurement policy Adoption of Collaborative Contracting Practices for the redevelopment of Clifford Centre Regular check-ins and meetings with contractors
	<ul style="list-style-type: none"> Workers' safety and health Human rights 	<ul style="list-style-type: none"> Weekly/daily site visits Reporting and investigation of workplace incidents to address lessons learnt

STAKEHOLDER ENGAGEMENT

Stakeholders	Purpose of Engagement	SingLand's Engagement and Response
Regulators <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"> Contribution towards advancing the nation's climate change and ESG agenda Compliance with relevant regulations and standards, such as environmental, health and workplace safety standards, building safety standards, including reporting standards Business and construction productivity, quality and innovation 	<ul style="list-style-type: none"> Publication of annual report and sustainability report Tracking and reporting of GHG emissions with clear targets to reduce electricity, emissions and water consumption Engagement and discussions with public agencies and statutory bodies as required Regular review of new or revised regulatory requirements as part of the Group's risk management policies – Changes to internal risk ratings updated to the Risk Management Committee quarterly, and to the ARC half-yearly Briefings and site inspections Adoption of new technologies such as use of PPVC method of construction
Investors <i>We are committed to maintaining strong relationships with our investors</i>	<ul style="list-style-type: none"> Strategic growth and development plans of the Group Return on investments Risk management Good corporate governance and transparency Focus on ESG issues 	<ul style="list-style-type: none"> Annual General Meeting, annual reports and sustainability reports Half-yearly release of financial results and publication of additional material updates on SGX website Media releases LinkedIn channel Risk management policies and strong financial controls
Community <i>We aspire to create and contribute to inclusive urban spaces that elevate communities and inspire the future</i>	<ul style="list-style-type: none"> Social responsibility and support for community causes Public safety 	<ul style="list-style-type: none"> Corporate Social Responsibility ("CSR") outreach and support for social enterprises and charities through employee volunteerism, monetary contributions, and other in-kind sponsorships under SingLand Elevates Collaboration with government community agencies to understand areas for Group involvement and contribution Active member of Marina Central pilot Business Improvement District ("BID"), as well as Raffles Place Alliance as part of Raffles Place BID to contribute to community and placemaking efforts Feedback channels via email and LinkedIn Compliance with all environmental, health and workplace safety standards

OUR SUSTAINABILITY COMMITMENTS AND APPROACH

SingLand's commitment to integrating sustainability across various aspects of our business activities is key to our strategy to create long-term value. To do this meaningfully, we have built a robust Sustainability Framework that works in tandem with our identified material topics, allowing us to effectively manage the impacts most pertinent to our business. We also actively contribute to 12 United Nations Sustainable Development Goals¹ ("SDGs") and align the Company's initiatives with the broader objectives outlined in the SDGs. This approach ensures systematic and purposeful ESG integration in our business.

SUSTAINABILITY FRAMEWORK

SingLand has developed a comprehensive Sustainability Framework to guide our approach to key areas of operation – *Corporate*, *Development*, and *Assets & Investments*. Together with our material topics, the framework ensures a holistic and integrated approach to sustainability across different aspects of our operations.

Theme	Corporate - Our headquarters and staff	Development - Projects that we design and deliver	Assets and Investments - Properties we own and/ or manage
 ENVIRONMENT	<ul style="list-style-type: none"> Energy use and GHG emissions Waste management Water use Responsible procurement 	<ul style="list-style-type: none"> Operational energy consumption GHG emissions Water use Waste management Sustainability certification Responsible procurement Biodiversity impact 	<ul style="list-style-type: none"> Energy consumption GHG emissions Water use Waste management Portfolio improvement targets Biodiversity impact
 SOCIAL	<ul style="list-style-type: none"> Employees safety and health Employee learning and development Corporate philanthropy and volunteering initiatives Diversity, inclusion and employee well-being 	<ul style="list-style-type: none"> Worker safety and health Worker welfare and well-being Community outreach, education and support Social value in design, construction and operation 	<ul style="list-style-type: none"> Tenant engagement programmes Tenant satisfaction survey Health and well-being of tenants Community engagement Social risk assessment
 GOVERNANCE	<ul style="list-style-type: none"> Stakeholder rights Risk management Polices and processes Disclosure and reporting 	<ul style="list-style-type: none"> Safety and health policies Due diligence and ESG policies Procurement and construction policies 	<ul style="list-style-type: none"> ESG-specific requirements in lease contracts Building certifications

¹ 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

MATERIAL TOPICS

SingLand takes a multi-prong approach towards identifying our material topics, which reflect the most significant impacts our business has on the economy, environment, and people, including human rights impact. The identified topics are a result of an updated materiality assessment process, in line with GRI Standards 2021. Peer benchmarking, measurement against SASB's Real Estate Accounting Standards, and a review of existing and emerging ESG issues affecting Singapore's built environment sector have been integral to this process.



We also engaged with internal stakeholders such as our employees and department heads and broadened our interactions to include external stakeholders such as tenants, suppliers and subject matter experts. These interactions are crucial for validating the identified material impacts.

The steps of our materiality assessment process are:





OUR SUSTAINABILITY COMMITMENTS AND APPROACH

While Economic Performance is not a material topic, we recognise that the Group's financial performance remains critical to our employees and shareholders. Please refer to our AR 2023 for SingLand's financial performance and our management measures to ensure the business's financial sustainability. The table below details the Group's material topics for 2023.

ESG Dimension	Material Topics	Positive and/or Negative Key Impacts Summary	Management Approach
 ENVIRONMENT	Energy and GHG emissions	GHG emissions arising from electricity, fuel, and refrigerant use in SingLand and UIC Technologies ("UICT") offices, buildings and building renewal and construction.	Adoption of energy efficient measures in buildings and development projects to minimise and mitigate.
	Waste	GHG emissions and release of pollutants from waste disposal activities, and education on the same resulting from recycling and waste reduction measures.	Implementation of waste reduction, recycling and reuse initiatives.
	Water	GHG emissions and environmental and social impacts stemming from water usage in SingLand and UICT offices, buildings and building renewal and construction.	Implementation of water-efficient measures in buildings and construction practices.
	Product design and lifecycle management	Environmental impact of energy consumption, water utilisation, and waste production by office and retail tenants.	Close monitoring of electricity and water usage, and waste disposal.
 SOCIAL	Product and service quality	Creation of employment opportunities, contribution to economic development, provision of 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, inclusion, and employee well-being	Enhanced employee well-being and freedom from discrimination.	Fostering a caring and inclusive culture, while offering opportunities for individual development.













OUR SUSTAINABILITY COMMITMENTS AND APPROACH

ESG Dimension	Material Topics	Positive and/or Negative Key Impacts Summary	Management Approach	
 <p>SOCIAL</p>	Safety and health	Mitigate risk of injuries and fatalities to employees, contractors, tenants, and shoppers.	Ensuring adherence to health and safety regulations and protocols.	
	Anti-corruption and ethical business practice	Promotes sustainable financial growth, upholds product and service quality, and mitigates the risk of non-compliance with laws and regulations.	Upholding a policy of zero tolerance for fraud and unethical conduct, while ensuring adherence to relevant socio-economic and environmental regulations.	
	 <p>GOVERNANCE</p>	Cybersecurity and data privacy	Mitigates the risk of both business and personal data loss, minimising potential financial and reputational losses and associated stress.	Adherence to rules and regulations outlined in the Personal Data Protection Act ("PDPA").
		Sustainable supply chain	Impacts environmental effects during the extraction and production of raw materials and equipment. Also influences social impacts through the provision of services for the Group.	Collaborating with and involving suppliers to minimise the environmental and social impacts within our value chain.
	Responsible investment	Reduction in energy consumption, water usage, and waste linked to SingLand's portfolio.	Incorporating ESG considerations into our major capital expenditure decision-making process.	

OUR SUSTAINABILITY COMMITMENTS AND APPROACH

OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

SingLand has aligned our sustainability efforts with 12 SDGs that are most pertinent to our business operations. The table below outlines SingLand's material topics and respective targets in relation to the SDGs and provides an overview of our efforts towards supporting the identified targets.

Material ESG Factors	SDGs	Our Targets	SingLand's 2023 Initiatives
ENVIRONMENT <i>Energy and GHG emissions</i> <i>Water</i> <i>Waste</i> <i>Product design and lifecycle management</i>	    	<p>Reducing the energy and water intensities of our office and retail buildings.</p> <p>46% reduction in Scope 1 and 2 GHG emissions by 2030, against a 2019 baseline¹.</p> <p>Achieve Green Mark certifications for all existing buildings by 2030</p> <p>Report breakdown of recycled waste by type for SR 2023</p>	<ul style="list-style-type: none"> SingLand achieved our targets for energy, water, and greenhouse gas ("GHG") intensities in our office and retail buildings through measures like LED lighting, and water-efficient fixtures. We also engaged stakeholders to promote sustainability awareness and behavioural change. SingLand signed an agreement for the Clifford Centre redevelopment project and Marina Square to be part of the Marina Bay District Cooling Network to reduce emissions related to the buildings' cooling load. SingLand implemented sustainable practices and invested in energy-efficient technologies across our properties. With Tampines Plaza 1 and 2 attaining Green Mark Platinum certification in 2023, all buildings under SingLand are now Green Mark certified. SingLand has categorised and broken down its recycled waste by paper, glass, metal, plastic, carton boxes, food waste, and e-waste. For more details, please refer to the tables under the <i>Environment–Waste</i> section.
PEOPLE <i>Product and service quality</i> <i>Diversity, inclusion and employee well-being</i> <i>Safety and health</i>	   	<p>Maintain zero workplace incidents resulting in fatalities or permanent disabilities</p> <p>Maintain no discrimination incidents</p> <p>Achieve an average of 10 training hours per employee</p>	<ul style="list-style-type: none"> Zero workplace incidents resulting in fatalities or permanent disabilities through rigorous safety protocols and continuous training programmes. A Workplace Safety and Health (WSH) Committee was set up in 2023 to ensure relevance and calibration of WSH measures to the company. There were no discrimination incidents reported, reflecting SingLand's commitment to fostering an inclusive work environment. SingLand achieved an average of 29 training hours per employee, ensuring ongoing skill development and knowledge enhancement across the organisation. Regular employee health and wellness initiatives that included talks, group exercise classes and health screenings. SingLand organised CSR activities to benefit disadvantaged children, migrant workers, and underprivileged seniors, and made donations to support the community in need.
RESPONSIBLE AND ETHICAL BUSINESS <i>Anti-corruption and ethical business practice</i> <i>Cybersecurity and data privacy</i> <i>Responsible investment</i> <i>Sustainable supply chain</i>	  	<p>Maintain zero incidences of non-compliance with fraud, corruption, and unethical actions</p>	<ul style="list-style-type: none"> SingLand 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.

¹ 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.

ENVIRONMENT

As Singapore pursues its net-zero targets outlined in the Singapore Green Plan 2030, SingLand recognises its pivotal role in meeting sector targets for 2025 and 2030, and has measures in place to regulate our emissions, water usage and waste management, and enhance our product design and lifecycle management. By improving our resource management efficiency, we aim to enhance resilience against climate change while also setting compelling examples for sustainable practices.

We adopt four overarching strategies to green SingLand's buildings. These are aligned with our key environmental priorities.

In 2023, Tampines Plaza 1 and 2 achieved the Building and Construction Authority's ("BCA") Green Mark Platinum certification while Marina Square achieved Green Mark Gold certification. With this, all SingLand's properties are now Green Mark certified, ahead of our target for 100% Green Mark certification by 2030, and with six out of nine¹ properties achieving a platinum-level or higher rating.

Beyond initiatives aimed at reducing the adverse impacts of our buildings on the environment, we also take steps to climate-proof our buildings. More details about SingLand's efforts to assess and mitigate the impact of climate change risks on our building operations can be found in the *Responsible and Ethical Business—Managing Our Climate Risks* section.



Tampines Plaza 1 and 2 both attained Green Mark Platinum ratings in 2023.

1 Excludes Clifford Centre, which is closed for redevelopment.



ENERGY AND GHG EMISSIONS:

Embrace energy efficient operations



WATER:

Actively promote water conservation and efficient water use



WASTE:

Encourage adoption of reduce, recycle and reuse principles



PRODUCT DESIGN & LIFECYCLE MANAGEMENT:

Monitoring of tenants' resource consumption

ENVIRONMENT

ENERGY

SingLand’s efforts towards curbing our GHG emissions centres around increasing our portfolio’s energy efficiency. This is done through design optimisation, system upgrades and energy conservation efforts.

SingLand’s path to sustainability is evident in both our immediate actions and long-term considerations. At various properties in our portfolio, initiatives towards reducing our carbon footprint have been taken, including the upgrading of lighting systems to energy-efficient LED lights, the adoption of technology for more efficient cooling systems and the installation of Electrical Vehicle (EV) charging points and dedicated parking lots for hybrid/EV vehicles to promote sustainable transportation options. In 2023, all our buildings also switched off non-essential lights to mark Earth Hour and as a signal of our commitment towards good environmental stewardship.

Electricity makes up the majority of SingLand’s energy usage, comprising 99.9% of our total energy consumption.

Through cost-effective energy management, SingLand’s electricity consumption has decreased across our portfolio. At our commercial office buildings, the electricity intensity decreased to 104.2 kWh/m² in 2023, a 32% decline from our 2015 baseline. There was a 13% decrease in the overall electricity consumption for our portfolio totaling 51,844 MWh compared to 2022. At our Corporate Office, electricity usage was 66.3 MWh, a 58% decrease in relation to the preceding year. SingLand is working with the Group’s parent company UOL to set short-term, medium-term, and long-term targets for the environment, in accordance with the GHG Protocol, to guide efforts in achieving reduced emissions.

SingLand will continue monitoring and promoting energy efficiency and reduction measures by establishing targets and tracking performance for our development projects.

ELECTRICITY INTENSITY (Commercial Office Buildings)		
2023		2024
Reduction Target	Performance	Reduction Target
145 kWh/m ²	104 kWh/m ² (Target achieved)	142.5 kWh/m ²

OUR THREE-PRONGED ENERGY REDUCTION STRATEGY INCLUDES:



DESIGN

Adopting passive and low-energy design.



UPGRADE

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



REDUCE

Optimising and reducing operational hours for utilities.

ENVIRONMENT

ADOPTING GREEN COOLING SOLUTIONS FOR SINGLAND'S BUILDINGS

In 2023, SingLand advanced our journey towards becoming a low-carbon enterprise by entering an agreement with utilities group SP Group for the Clifford Centre redevelopment project and Marina Square, integrating them into the Marina Bay District Cooling Network¹.

In Singapore, buildings contribute to over 20% of the country's total emissions, with a significant portion of energy consumption allocated to cooling systems. To address this, the government initiated the Marina Bay District Cooling Network in 2016, the world's largest underground cooling system.

Through the centralised cooling service, buildings within the Marina Bay district collectively share the cooling load, leading to reduced electricity usage and GHG emissions. This system is particularly effective in mixed-use districts like Marina Bay, where cooling demand from various building types is distributed throughout the day, resulting in lower electrical peaks and improved energy efficiency.

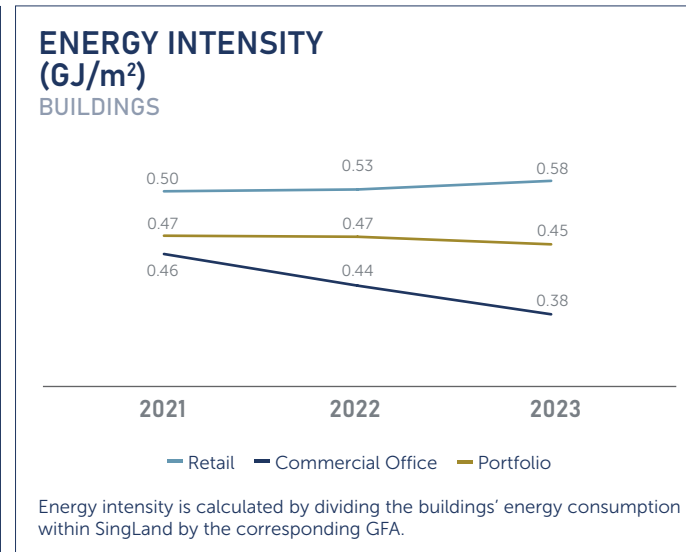
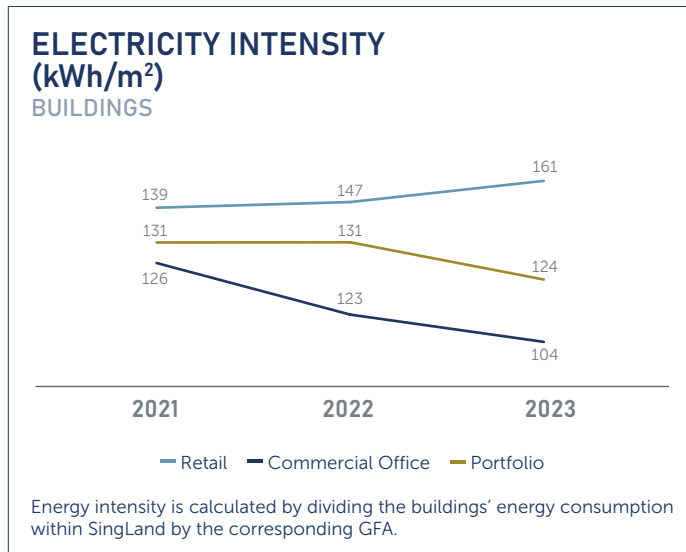
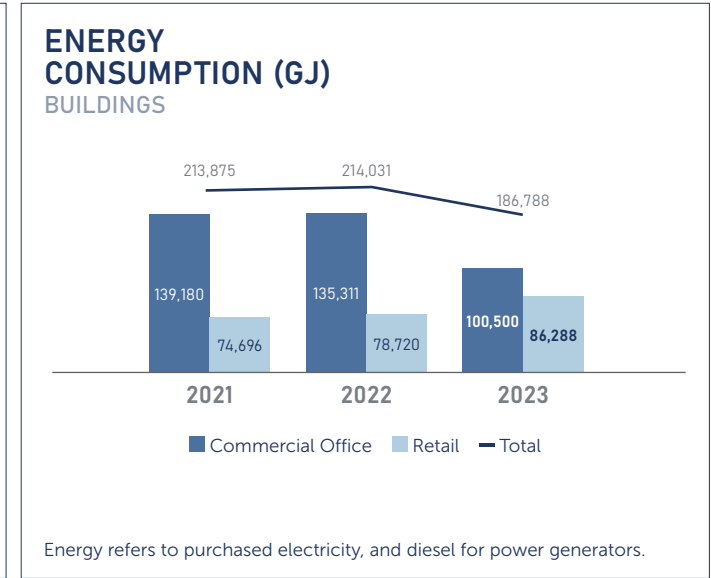
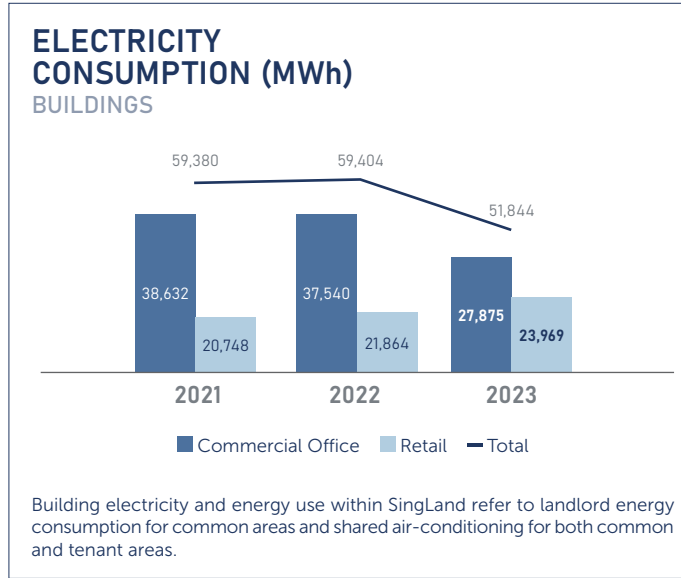
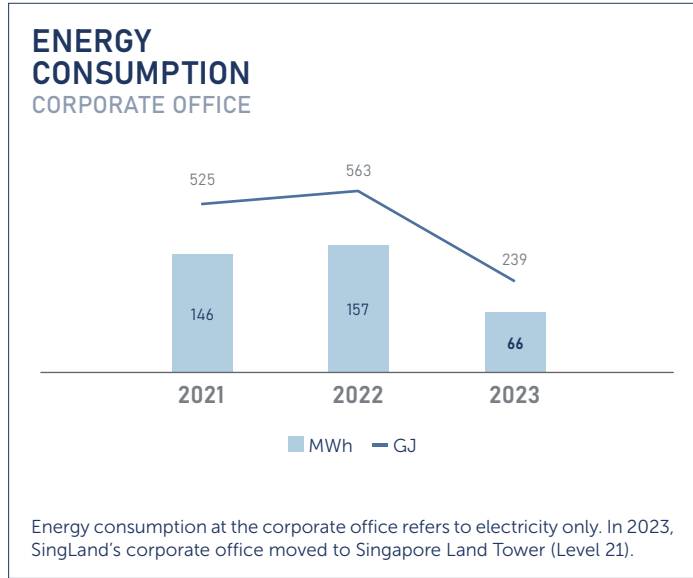
As SingLand aligns itself with a greener future, we acknowledge the positive impact this solution has on enhancing our buildings' energy performance and optimising space utilisation.



Our CEO, Jonathan Eu (centre), receiving a token of recognition for SingLand's involvement in the Marina Bay District Cooling Network.

1 SP Group Expands Marina Bay District Cooling Network with More Developments and New Satellite Plans, 26 May 2023.

ENVIRONMENT



ENVIRONMENT

EMISSIONS

Through our efforts to reduce energy consumption, SingLand’s buildings achieved a reduction of 2,610 tonnes of CO₂ equivalent in our overall Scope 1 and Scope 2 emission for 2023. We aim to reduce 46% of Scope 1 and 2 GHG emissions from commercial office and retail buildings by 2030, against a 2019 baseline. 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.

SingLand initiated the development of our Scope 3 inventory in accordance with the GHG protocol. We have reported the following categories, considering our materiality, significance to the sector, data availability, and the company’s ability to influence them:

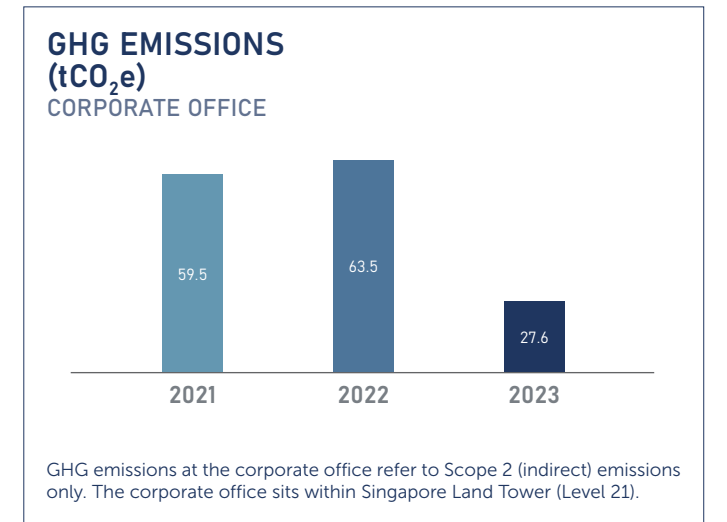
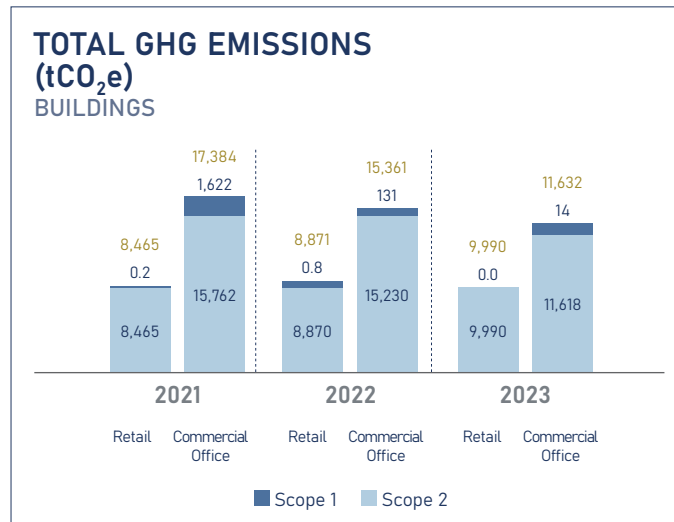
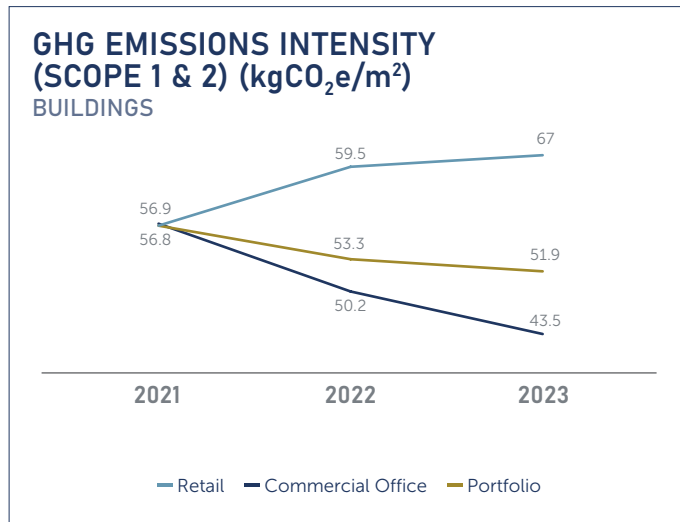
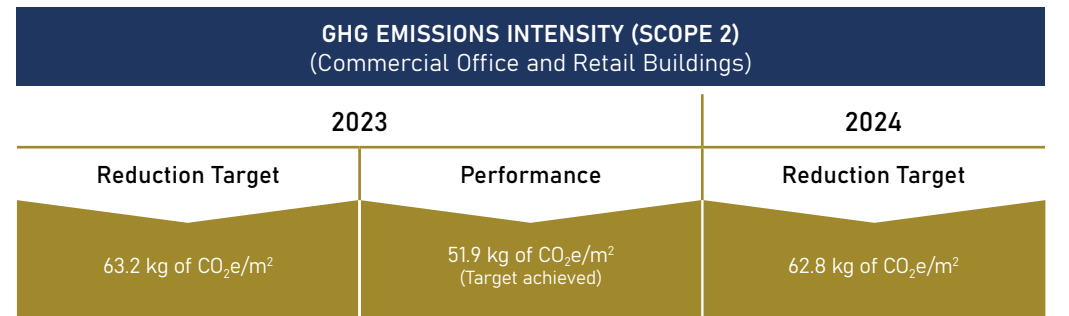
- Fuel- and energy-related activities
- Waste generated in operations
- Business travel
- Downstream leased assets

SingLand is committed to continually improving our GHG inventory and reviewing our Scope 3 disclosures.

In 2023, SingLand achieved a GHG emission intensity performance at 51.9 kg of CO₂e/m² for our buildings, which is lower than the expected Scope 2 reduction target of 63.2 kg of CO₂e/m².

Notably, the GHG emissions for our Corporate Office decreased by 56% from 63.5 tCO₂e in 2022 to 27.6 tCO₂e in 2023. The decrease in our Corporate Office’s emissions is a result of a more energy-efficient fit-out as well as proactive efforts to encourage electricity saving habits amongst staff.

SingLand recognises that our tenants play a significant role in the overall energy consumption of our portfolio. As a result, we initiated the collection of data on our tenants’ electricity usage in 2022 to provide a comprehensive overview of energy consumption levels both within and outside the organisation. Refer to the *Environment–Product Design and Lifecycle Management* section for more details.



ENVIRONMENT

SINGAPORE LAND TOWER: OUR COMMITMENT TO BUILDING SUSTAINABLY

In October 2023, Singapore Land Tower marked a significant milestone in its asset enhancement initiative ("AEI") with the completion of its new glazed façade. With sustainability ranking high on the agenda, the enhancement to the building envelope is one of many strategies employed in the refurbishment of the building to minimise its environmental impact. This resulted in the adoption of a low-emissivity double-glazing for its curtain wall system which helps to reduce heat transfer and subsequently improve energy savings.

In the same year, the Company commissioned an embodied carbon study for Singapore Land Tower, assessing the carbon emissions of the original base build, the new materials added during the AEI, and the projected emissions if the building had undergone complete redevelopment. The study revealed that the tower's base build had an embodied carbon value that outperforms industry benchmarks, indicating that the 40-year-old tower had an efficient building design to start with when it was completed in the 1980s. With the AEI, the existing building's foundation and superstructure were retained, allowing the amount of embodied carbon emissions to be lower by more than 50% as compared to the demolish-and-rebuild alternative.

To comprehensively assess the building's environmental impact, it is critical to consider our building's operational carbon emissions. The AEI includes upgrading works that improve the building's mechanical and engineering specifications and are expected to have a positive impact on the building's operational carbon emissions. Plans are underway to calculate the building's operational carbon emissions once the AEI works are completed in the second half of 2024.

Ongoing efforts focus on further reducing operational carbon emissions through improved energy and water efficiency and enhanced waste management. These actions align with SingLand's commitment to decarbonisation and contribute to realising Singapore's net-zero vision by 2050.



A low-emissivity double glazing curtain wall system is a key feature in Singapore Land Tower's AEI and helps to reduce heat transfer.

ENVIRONMENT

WASTE

Given the nature of SingLand's business, waste generation is a significant aspect of the Company's operations. To address waste and sustainability concerns, SingLand has been implementing efficient waste treatment and encouraging recycling practices among our tenants and employees.

Recognising the evolving landscape of regulations, consumer behaviour, and corporate practices, SingLand anticipates an acceleration in our adoption of greener water and waste practices in the short to medium term.

At SingLand's commercial and retail properties, proactive measures have been implemented to encourage recycling among shoppers and tenants. Recycling bins and facilities are readily available to promote the recycling of paper, plastic, and metal materials. SingLand provides e-waste recycling bins at four of our commercial office and retail buildings. The disposal and recycling of all waste collected within SingLand's buildings are handled by waste management and recycling companies licensed by NEA, ensuring compliance with local regulations.

In addition to installing recycling facilities, we actively engage with our tenants and shoppers by prominently displaying clear recycling posters and holding educational workshops to raise awareness around recycling and waste reduction.

SingLand also takes active steps to promote environmentally friendly practices in the workplace. The new SingLand corporate office provides recycling and e-waste bins at convenient locations within the office. Educational resources on proper recycling habits have also been shared with employees.

Both our malls, Marina Square and West Mall, have a food waste digester to transform food waste generated by F&B outlets into treated effluent safe for discharge. To maintain smooth and efficient operations of the machines, regular briefings are conducted to educate tenants on the appropriate items for disposal into the food digester.

SingLand is also focused on minimising construction waste generated during building redevelopment or large-scale asset enhancement works undertaken by the Group. Engaging with our value chain partners who directly contribute to most of our building waste is a crucial aspect of the company's waste reduction strategy. Recognising the significance of addressing the substantial volume of waste generated during building redevelopment and AEI, SingLand aims to collaborate with its contractors to promote more efficient construction methods. Additionally, SingLand plans to incorporate construction waste reduction as a key element of its design criteria, aligning with the company's responsible investment philosophy.

Apart from e-waste, the waste generated at our buildings and redevelopment sites is generally non-hazardous, and SingLand has been actively managing our waste generation. In 2023, SingLand's total waste generated decreased by 12 tonnes.

Waste Amounts (tonnes)	2021	2022	2023
Waste directed to disposal (incineration)	2,229	3,136	3,192
Waste collected for recycling			
Paper			276
Glass			1.2
Metal	317	323	2.9
Plastic			3.9
Carton boxes			3.8
E-waste	5.8	9.4	10.1
Food waste (West Mall and Marina Square)	99.3	35.9	2.7
Total waste generated	2,651	3,505	3,493
Percentage of waste collected that is diverted from disposal	16%	11%	9%

Notes:

- Waste figures are reported based on information stated in the vendor reports and/or bills. We have commenced reporting on the breakdown of our recycled waste composition for SR 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.

ENVIRONMENT

WATER

With water usage being a significant part of our business operations, we understand the importance of conserving water and utilising it wisely to address water stress.

All SingLand’s water requirements are currently fulfilled by the Public Utilities Board (“PUB”). In the Company’s day-to-day operations, water is used in commercial offices and retail buildings for general maintenance, cooling the building through HVAC systems and cooling towers, and for sanitation and cleaning purposes.

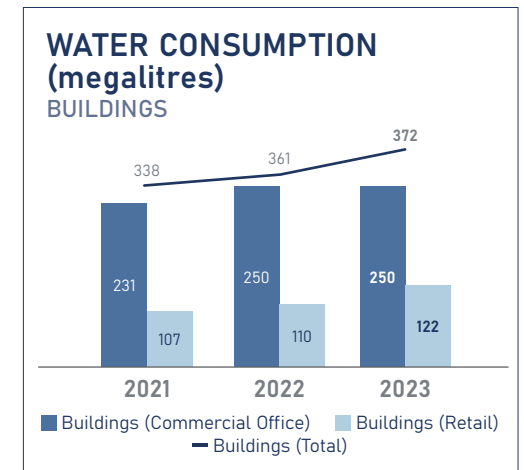
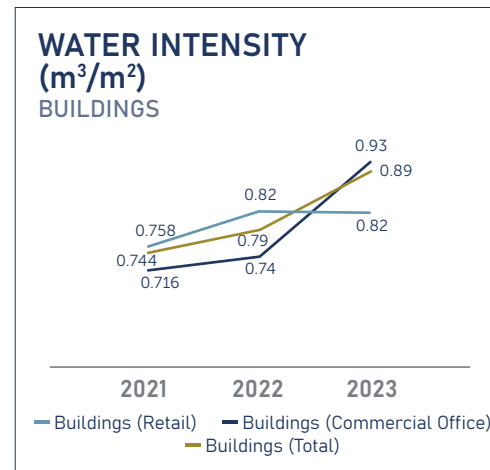
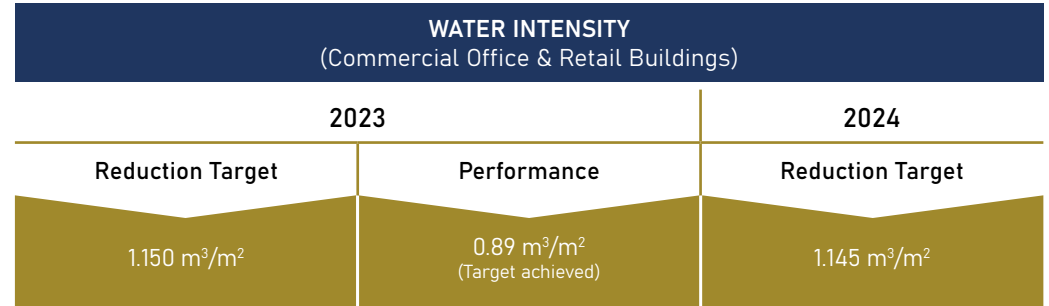
To reduce water wastage, SingLand has progressively upgraded sanitary fittings within our commercial properties, introducing water-efficient taps, automatic sensors, and flush valves in toilets. Where viable, SingLand explores the substitution of potable water for air-conditioning chillers with Singapore’s high-grade reclaimed water, NEWater.

As part of SingLand’s supply chain management, building contractors are incentivised to identify measures for efficient water use in renovation and redevelopment projects. Contractors also manage and monitor construction wastewater quality and ensure proper wastewater treatment before discharge into drainage systems.

Regular checks on water systems are performed by our buildings’ maintenance teams to prevent wastage from leaks. Marina Square and The Gateway have also adopted the use of digital water meters that quickly detect leaks and identify high consumption areas. This allows for prompt and targeted intervention and solutioning. The use of water intensity as a metric allows us to track the progress in our water conservation efforts, and is supported by an existing water intensity target.

In 2023, SingLand achieved our reduction target with a water intensity of 0.89 m³/m².

Looking ahead to 2024, SingLand’s portfolio water consumption target is 1.145m³/m².



Notes:

- i) An increase in our water use was observed in 2023 with the post-pandemic return of shoppers and office workers.
- ii) Our corporate office water use at Level 21 of Singapore Land Tower is included within *Buildings (Commercial Office)*.
- iii) UIC Building and the adjacent residential tower, V on Shenton share the same water meter. As such, *Buildings (Commercial Office)* includes common area water usage of V on Shenton.
- iv) Figures may not add up due to rounding.

ENVIRONMENT

PRODUCT DESIGN AND LIFECYCLE MANAGEMENT

With tenants playing a notable role in shaping the environmental impact of our commercial office and retail buildings, SingLand took a significant step towards even more transparent data disclosures last year by initiating the collection of electricity consumption data from our tenants to enhance our understanding of tenants' energy usage patterns. This excludes air-conditioning within their spaces, which is accounted for under SingLand's energy use. In 2023, SingLand, as the landlord, continues to be responsible for more than half of each building's total energy consumption, with tenants contributing 37% of a building's electricity use.

Active engagement with our tenants is key to minimise the impact of their operations on energy and water consumption, as well as waste generation within our portfolio. At our commercial office buildings, our tenants' water usage and waste are accounted for together with the landlord's reporting. At our retail buildings, tenants' waste is similarly tracked under the landlord's reporting. While we are unable to track our retail tenants' water consumption, we encourage more efficient water usage and actively promote the adoption of WELS-certified water fittings where feasible. We also share about recycling practices with our tenants and have made recycling facilities easily accessible at our buildings. Refer to the *Environment–Waste* section for additional details on the company's initiatives to minimise waste and promote recycling.

By fostering a collaborative relationship with our tenants, we have collectively prevented any significant increase in electricity consumption. In 2023, tenants' electricity consumption remained at a similar level with an electricity intensity of 0.25 GJ/m² compared to last year.

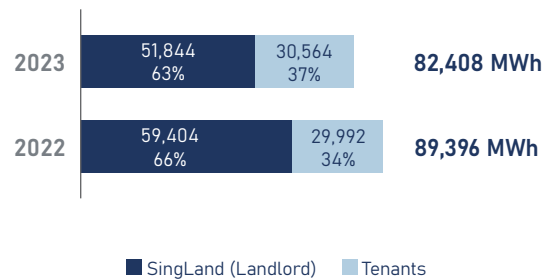
Electricity Consumption (Tenants)	2022 (GJ)	2023 (GJ)
Retail Buildings	64,600	67,013
Commercial Office Buildings	43,370	43,017
TOTAL	107,970	110,030

Electricity Consumption Intensity (Tenants)	2022 (GJ/m ²)	2023 (GJ/m ²)
Retail Buildings	0.43	0.45
Commercial Office Buildings	0.14	0.16
TOTAL	0.24	0.26

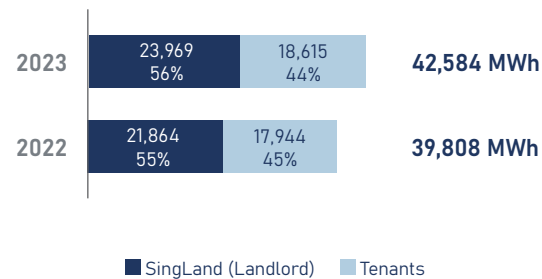
Notes:

- Tenant electricity consumption values are obtained from their respective electricity account records.
- For West Mall, approximately 98% of tenant's electricity consumption is captured under the *Tenants* category. Electricity use for the remaining tenants are captured within the landlord's electricity consumption.

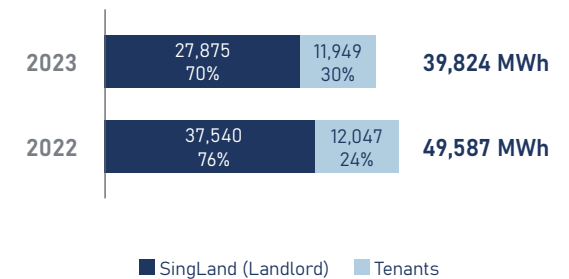
BREAKDOWN OF PORTFOLIO ELECTRICITY CONSUMPTION (MWh)



BUILDINGS (RETAIL) ELECTRICITY CONSUMPTION (MWh)



BUILDINGS (COMMERCIAL OFFICE) ELECTRICITY CONSUMPTION (MWh)



PEOPLE

Our business is centred around the creation of urban environments where people and businesses can thrive. This approach prioritises not only our customers, but also extends to our employees and the communities in our value chain. For this reason, we are intentional in implementing initiatives that address areas of product and service quality, diversity, inclusion and employee well-being as well as workplace safety and health.

As we invest in the well-being of our various communities, we believe that the long-term returns go far beyond financial profit and translate into positive social impact for customers and our broader community.

PRODUCT AND SERVICE QUALITY

Delivering high-quality products and services is fundamental to serving our customers well and staying competitive. We strive to offer office and retail spaces of the highest standards by focusing on aspects such as accessibility, cleanliness, safety and health. Our journey to provide the best service possible is a dynamic one as we look to innovate and improve to meet the changing needs of our customers.

In 2023, West Mall started an asset enhancement initiative (“AEI”) to offer more community-centric retail experiences. The refurbished mall will feature a new public sheltered space at the mall’s level one plaza, new F&B offerings at basement one and the expansion of the existing Bukit Batok Public Library. The AEI is targeted for completion in 2025.



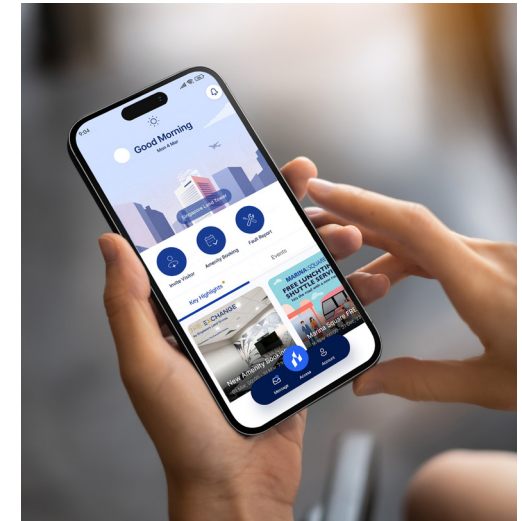
West Mall is undergoing an AEI to offer more community-centric retail experiences.

With the constantly evolving nature of work and business needs, it is important for the company to stay ahead of the curve and offer solutions that are relevant and compelling. To this end, Singapore Land Tower saw the launch of The Exchange, our tenant amenity that provides flexible workplace solutions, as well as a comprehensive end-of-trip facility that caters to the active lifestyles of our tenants. We also introduced the SingLand App at Singapore Land Tower to facilitate access into the building and further our engagement efforts with tenants.

We support Singapore’s car-lite vision and are invested in improving access to public transport from our buildings. Our buildings are located near public transportation networks with all our office properties within 300 metres of a bus stop or MRT station. Notably, our tenants at UIC Building and SGX Centre 2 benefited from the opening of the Shenton Way MRT station in November 2022. We enhanced the arrival experience at UIC Building in 2023 with a refreshed lift lobby that connects to Shenton Way MRT station. Plans are underway to improve the sheltered walkway in front of SGX Centre 2 for seamless connectivity to Shenton Way MRT station in the second half of 2024.

SingLand has been actively retrofitting our buildings with electric vehicle (“EV”) charging points. Currently, seven out of nine of our buildings are equipped with EV charging points. This initiative is aligned with Singapore’s efforts to transition to cleaner-energy vehicles, contributing to a greener and more sustainable environment.

We also consider aspects of accessibility, thermal comfort and indoor air quality when evaluating designs and features to be incorporated as part of each building’s renewal cycle. Proposed measures are benchmarked against the Building and Construction Authority’s (“BCA”) Green Mark certification standards to ensure evaluation is conducted in a comprehensive manner. In response to the post-pandemic emphasis on healthier workplaces, the company continues to enhance indoor air quality and end-user comfort through asset enhancement and retrofitting works.



The SingLand App was launched at Singapore Land Tower to offer tenants greater convenience.

PEOPLE

MEANINGFUL EXPERIENCES AT OUR MALLS

In addition to offering exciting shopping options, our malls continually look to augment the retail experience via specially curated events, exhibitions, workshops and more. Through considered programming, we cater to a wide range of interests and offer experiences that are fresh and engaging.

Marina Square partnered with Singapore Polytechnic to install large ocean animal sculptures made from eco-friendly cardboard at its central atrium to commemorate World Oceans Day and World Environment Day. These sculptures, made from recycled paper fibres, highlight the impact of ocean pollution on marine creatures. The mall also organised upcycling workshops where shoppers could learn useful tips such as transforming common waste products like paper cartons into useful materials.

To commemorate National Day, West Mall collaborated with the Singapore Discovery Centre to organise a series of basic military training-inspired activities at the mall's atrium. Through engaging and informative programmes, the event was aimed at reinforcing the importance of defending Singapore. Children from Club Rainbow, a charity supporting chronically ill children and their families, were also invited to participate in the day's activities. To promote a more inclusive and equitable society, SingLand also made a \$20,000 donation to Club Rainbow in support of its service users.

We recognise the role our malls play in supporting the local community and continue to be intentional in our efforts to create meaningful experiences for them.



Marina Square collaborated with Singapore Polytechnic to highlight the impact of ocean pollution through fun cardboard sculptures.

PEOPLE

EMPLOYEES

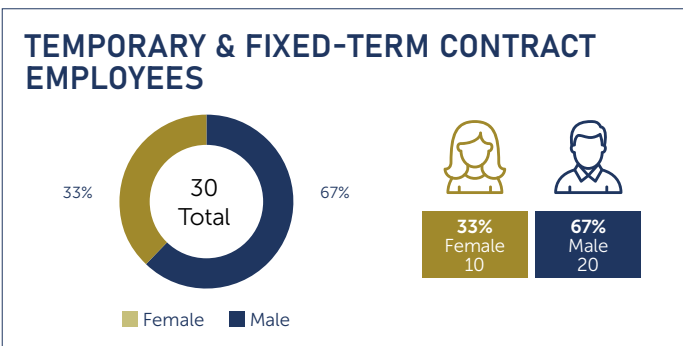
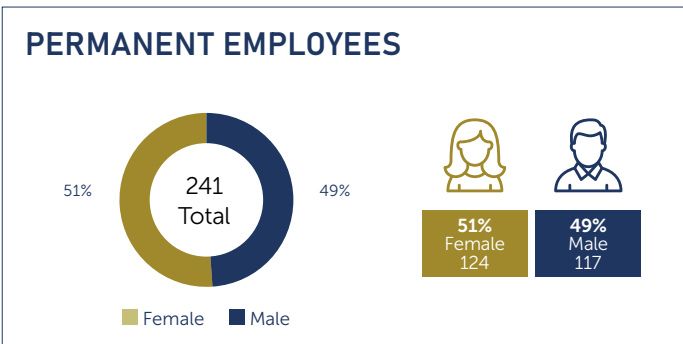
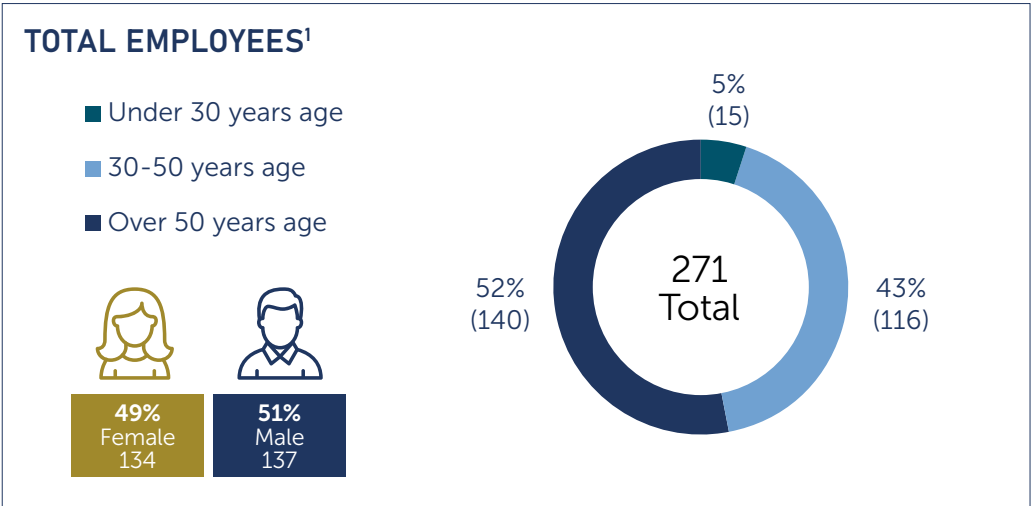
Our employees are our most valuable asset and we are invested in creating a culture that supports their growth and well-being, and recognises and values their contributions. We believe that taking care of our employees has a positive impact on productivity, drives high performance and supports talent retention, all of which are integral to the success of our business.

SingLand's commitment to our employees reflects a holistic approach to human resources, emphasising not only professional development but also the well-being and satisfaction of our workforce.

As of 31 December 2023, SingLand employed a total of 271 persons, all of whom were full-time employees.

SingLand has established policies and practices that underscore our commitment to safeguard the rights of our employees.

- The Company prohibits child labour, forced labour, and workplace discrimination. SingLand's policies encompass the protection of employees' rights, including the right to privacy, fair compensation, and a healthy and safe working environment.
- Expectations extend to employee interactions with stakeholders such as tenants, shoppers, and business partners. SingLand requires employees to maintain high ethical standards in all professional interactions.
- SingLand is a signatory to the Tripartite Alliance for Fair Employment Practices ("TAFEP"). This commitment reflects the Company's dedication to fair, merit-based, and non-discriminatory employment practices.
- The Company respects our employees' right to join lawful labour unions. As of December 31, 2023, 29% of the Company's employees were represented by Collective Bargaining Agreements ("CBA") with the Singapore Industrial and Services Employees' Union ("SISEU") and the Union of Security Employees ("USE").



¹ We did not have part-time employees for 2023.

PEOPLE

PROMOTING DIVERSITY AND INCLUSION

SingLand's approach to diversity is underpinned by a conviction that having employees of varied age groups, experiences and backgrounds not only broadens our talent pool, but also leads to tangible business gains. We value the breadth of skills and perspectives that having a diverse workforce brings and believe that it leads to increased innovation and richer employee experiences.

The company actively fosters diversity and inclusion at all levels of our workforce. In 2023, women constituted 49% of full-time employees, with 50% representation in senior management. SingLand has adopted a Board Diversity Policy¹ since 2021.

Providing fair and equal opportunities to all our employees is key to our role as a responsible and ethical employer. We have set in place policies that strictly prohibit discrimination throughout the various aspects of our business operations. These include job advertisements, hiring, pay, promotions and growth opportunities. SingLand operates on a system of meritocracy where employees are rewarded based on performance, allowing everyone a fair chance to grow and succeed. Continuous learning is encouraged, and we support our employees in their professional development through training, mentorship and opportunities to advance in their career.

Our stand against discrimination also applies to contractor workers and other stakeholders. SingLand has established a whistle-blowing channel that allows individuals to report any incidents of discrimination. Persons experiencing discrimination involving SingLand employees or contractor workers at our managed properties may also report directly to the Tripartite Alliance for Fair Employment Practices ("TAFEP").

The company is pleased to report that no incidents of discrimination were reported through its channels or TAFEP during the reporting period. SingLand aims to maintain this positive record as an ongoing target in the coming years.

¹ Please refer to www.singaporeland.com for the Group's Board Diversity Policy.

Diversity (Gender)

By Gender	Male	Female
Board of Directors	78%	22%
Senior management	50%	50%
Executives	37%	63%
Non-Executives	70%	30%

Note: As of 31 December 2023

Diversity (Age Group)

By Age Group	<30 years	30-50 years	> 50 years
Board of Directors	0%	22%	78%
Senior management	0%	59%	41%
Executives	7%	56%	37%
Non-Executives	5%	21%	75%

Note: Based on employee count as of 31 December 2023

PEOPLE

SUPPORTING WOMEN IN THE WORKPLACE

In fostering an inclusive workplace culture, SingLand embarked on various wellness and development programmes focused on supporting and engaging our female employees as we drive diversity, equity and inclusion ("DEI") in the workplace. The initiatives undertaken during the year include:

- Launch of SingLand Empowers, a corporate initiative that promotes DEI in SingLand and the wider industry. Under this initiative, Women Inspired to Thrive (WIT) was introduced and takes the form of closed-door sharing sessions that champion the growth and development of our female employees.
- Personal Branding Workshop for Female Emerging Leaders in April 2023.
- International Women's Day DEI lunch talks in March 2023, where staff learned about leadership challenges faced by women under the theme "Embrace Equity".
- SingLand's celebration of International Women's Day emphasised recognising and appreciating the diverse backgrounds and experiences of its female employees.
- A Dress Code Policy, which included *tudong* (traditional headscarf for Muslim women) wearing, was implemented in April 2023, reflecting SingLand's commitment to fostering an inclusive and supportive workplace environment.
- Breast Cancer Awareness talk and booking of the Mammobus to encourage mammogram screening.

Our support for female employees was recognised at the HR Excellence Awards 2023 where SingLand was a finalist in the *Excellence in Women Empowerment Strategy* category.



Women Inspired to Thrive was introduced under the umbrella of SingLand Empowers and seeks to champion the growth and development of our female employees.

PEOPLE

TALENT ATTRACTION AND RETENTION

A supportive work environment, equitable and competitive remuneration and professional development opportunities are key to SingLand's strategy in attracting and retaining talent. We adopt a merit-based approach to career progression and ensure fair compensation and rewards for our employees.

SingLand has a comprehensive performance management system designed to develop and retain key talent across the organisation. This allows all full-time employees and managers to actively participate in goal setting, feedback sharing and career development planning. This is guided by annual performance reviews¹ for all employees except for those who joined the Company after the performance review cycle ended for 2023. These measures also support succession planning and the building of talent bench strength, which is crucial for the sustained growth of the company.

In terms of employee benefits, all SingLand employees in Singapore² receive life insurance, health care, disability, and invalidity coverage³. They are also entitled to parental leave in accordance with Singapore's Ministry of Manpower regulations. Singapore Citizens and Permanent Residents further benefit from retirement provisions under Singapore's Central Provident Fund (CPF) scheme⁴.

SingLand promotes the rehiring of retiring employees beyond the statutory retirement age of 63 years. The Company offers re-employment contracts on an annual renewal basis to eligible employees, leveraging their skills and expertise to keep them productive in the workforce. In 2023, SingLand re-employed 28 retiring employees.

1 Of our employees, 99% (male) and 97% (female) participated in our annual performance review as of 31 December 2023. Breakdown by employee category as follows: 100% (senior management), 96% (middle management), 97% (entry level), and 99% (others).

2 Our significant location of operation is Singapore since all employees of the entities covered in this report are based in Singapore.

3 Benefits are applicable to all SingLand's permanent and fixed-term employees hired directly under the company's payroll with minimum employment period of at least six months.

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

HEARING FROM OUR EMPLOYEES

An employment engagement survey was conducted among SingLand employees in 2023, yielding a 76% participation rate for the quantitative survey. It revealed that most employees perceive SingLand's culture to be collaborative and family-oriented, and that the work environment motivates them. The survey also revealed key insights, including data on employees' responses to the following:

**RECOMMEND
SINGLAND AS
AN EXEMPLARY
WORKPLACE:
4 OUT OF 5**



**AGREE THAT
PROFESSIONAL AND
PERSONAL GROWTH IS
ENCOURAGED:
2 OUT OF 3**



**ACKNOWLEDGE
POSITIVE WORK-LIFE
BALANCE:
7 OUT OF 10**



**ACKNOWLEDGE
EQUAL
OPPORTUNITIES
FOR SUCCESS:
4 OUT OF 5**



**AGREE THAT
MANAGEMENT
DECISIONS ALIGN WITH
COMPANY VALUES:
2 OUT OF 3**



In response to the survey findings, SingLand is actively formulating a comprehensive plan aimed at enhancing engagement with its workforce. The plan will involve the implementation of a series of targeted touchpoints and activities to reinforce connections with employees. At the same time, SingLand is committed to refining its outreach and engagement initiatives to foster an environment where employees can flourish both professionally and personally.

PEOPLE

DEVELOPING OUR EMPLOYEES

Opportunities to develop professionally, upskill or reskill are crucial to maintaining an agile workforce while also attracting top talent. For this reason, SingLand prioritises continuous learning and has training and development programmes in place to equip our employees with skills and competencies to navigate constantly evolving business and technological landscapes. Specific programmes tailored to build leadership and management skills for existing and potential leaders have also been rolled out. These initiatives not only improve employee performance, but also support each individual's career growth.

In fostering a strong culture of learning, we leverage various learning platforms apart from traditional instructor-led trainings for our employees. Online resources, educational platforms and self-paced trainings all offer alternatives to suit the needs of each employee.

With cybersecurity becoming a critical aspect of safeguarding sensitive information and ensuring data privacy in an increasingly interconnected world, the Digital & Technology department and Data Privacy team initiated mandatory quarterly trainings and quizzes. These ensure that all employees are updated on the latest developments in cybersecurity and data privacy.

SingLand has dedicated staff within the Human Resources ("HR") team responsible for assessing and planning training programs based on employee and manager feedback. The HR team is also actively involved in curating suitable training programmes for staff members. The company regularly engages third-party training providers to deliver high-quality courses. Course evaluations are actively sought from participants to gather feedback on course content and trainer effectiveness. SingLand also takes advantage of training subsidies and grants provided by the government, including SkillsFuture Enterprise Credit and Singapore Workforce Skills Qualifications ("WSQ") Funding, to support its training initiatives.

SingLand's 2023 Training Topics Included:

- Business management
- Compliance and ethics
- Cybersecurity
- Data protection
- Safety and health
- Industry forums and knowledge sharing
- Leadership development program and executive coaching for SingLand leadership team
- Leadership Acceleration Programme ("LeAP") for emerging leaders
- Organisational culture
- Personal growth and soft skills
- Risk assessment and management
- Sales
- Sustainability
- Technical, technology and digital upskilling

PEOPLE

In 2023, SingLand recorded an average of 28.7 hours of training per employee. The Company continues to implement initiatives that encourage employees to actively pursue relevant learning opportunities, ensuring they possess the necessary skills for evolving roles and responsibilities.

TRAINING TARGET (Training Hours)

2023		2024
Target ¹	Performance	Target
Average of 10 training hours per employee	28.7 hours (Target achieved)	Average of 33 training hours per employee

Average Training Hours per Employee² (Gender)

Year	2021	2022	2023
Male	14	10	27
Female	10	8	30
Total	12	9	29

Average Training Hours per Employee² (Category)

Year	2021	2022	2023
Senior Management	27	15	77
Executives	15	13	33
Non-Executives	6	2	13

TURNOVER

In 2023, the overall turnover rate³ for SingLand encompassing both voluntary and involuntary turnover decreased from 22% in 2022 to 15% in 2023. The decrease is attributed to SingLand's efforts in encouraging a positive and respectful working environment.

New Hiring and Turnover Rate⁴ (%)

Year	2021	2022	2023
New hiring rate	20%	21%	19%
Turnover rate	19%	22%	15%

New Hire and Turnover⁴ (Gender)

2023	Male	Female	Total
Number of new hire	24	27	51
New hire rate	18%	20%	19%
Number of turnover	20	21	41
Turnover rate	15%	16%	15%

New Hire and Turnover⁴ (Age group)

2023	<30 years	30-50 years	>50 years	Total
Number of new hire	6	38	7	51
New hire rate	40%	33%	5%	19%
Number of turnover	3	21	17	41
Turnover rate	20%	18%	12%	15%

¹ Target for training hours established in 2022 was combined for SingLand and UICT. In SR 2023, they are reported separately. Refer to the *Information Technology Business* section for UICT's target.

² Training hours reported in this section are for SingLand and figures have been rounded off. Refer to the *Information Technology Business* section for UICT's training hours.

³ The new hire and turnover rates in 2023 have been reported based on the total number of employees for that category as of 31 December 2023.

⁴ New hire and turnover data reported in this section are for SingLand. Refer to the *Information Technology Business* section for UICT's new hire and turnover data.

PEOPLE

PRIORITISING EMPLOYEE ENGAGEMENT AND WELL-BEING

Providing conducive work environment where our employees can thrive is key to our approach in ensuring the well-being of our workforce. In 2023, SingLand moved into our new corporate office located at Singapore Land Tower. Comfort and ergonomics were key considerations in the design of the space. It features an open concept with plenty of natural light and ample space for collaboration and interaction.

SingLand's Employee Engagement Programme centres around the **WISE** framework which is founded on four pillars: **W-Wellness, I-Inspire, S-Socialize, E-Energize**. Each year, we design an employee survey aligned with the WISE framework to gather suggestions and feedback on the company's employee engagement initiatives. An employee engagement calendar is curated annually by SingLand's HR team based on survey feedback. In 2023, activities planned for employees included wellness, lifestyle, and food appreciation workshops.

Talks covering topics ranging from ergonomics and mental health to financial literacy were also organised to equip our staff on a broad spectrum of wellness issues.

September was declared the Health & Wellness Month where activities such as health screenings were made available to staff. To encourage employees to lead an active lifestyle, group exercise classes were also organised during the year.

Since 2021, the SingLand Employee Assistance Programme offers free access to professional counselling with the assurance of confidentiality for employees who are facing personal or work-related challenges. Department heads and people managers have also undergone training to provide mental wellness support to team members when necessary.

The "Call-a-Counsel" initiative which was launched in 2023 provides employees with free guidance on personal legal matters, empowering them with useful pointers and redirecting them to appropriate channels for advice when needed.

SingLand's support of our employee's overall well-being also takes into consideration personal aspects of their lives. We adopt a hybrid work arrangement where employees can work from home one day a week and have implemented a flexible dress code that gives employees the leeway to dress in professional or casual attire to best suit their day's work. These measures present employees with the autonomy to augment their work experience, fostering a supportive work environment where they can thrive.



SingLand's new corporate office at Singapore Land Tower prioritises the well-being of employees.



Various types of health screening were made available to employees during SingLand's Health & Wellness Month in September.

PEOPLE

BUILDING TEAM COHESION

The Company prioritises creating a sense of belonging and team cohesion through activities aimed at fostering trust, collaboration, and synergy among employees. To support strong team dynamics, an annual budget is allocated for department lunches and team bonding activities.

We organised our inaugural Bring Your Kids to Work Day where all employees were invited to bring their children to the company's headquarters for a day of fun-filled activities such as games, a Lego workshop, a magic show and treats. Employees without children also joined in as helpers for the day, making it a memorable and inclusive event for the entire SingLand family.

The CEO initiated and hosted a series of monthly small group lunches that was open to all employees. These lunches promote cross-department and cross-level interactions and reinforced the company's open workplace culture. Other interest-based activities were also organised throughout the year and provided avenues for like-minded individuals to interact.

As we celebrated SingLand's 60th anniversary in 2023, a series of events were planned for employees to mark the milestone year together. This included SingLand Moves, an organisation-wide exercise event, that saw 200 employees come together to walk, jog or cycle along routes featuring stops at SingLand's various properties, and a tree-planting event where our staff planted 60 trees under Garden City Fund's Plant-a-Tree initiative. We also celebrated our 60th anniversary with a special dinner for all staff. The event provided an opportunity to honour the company's legacy and appreciate our employees for contributing to SingLand's success.



SingLand celebrated the company's 60th anniversary with a special dinner for all staff.



Employees and their kids enjoyed a day of fun activities at SingLand's inaugural Bring Your Kids to Work Day.

PEOPLE

SAFETY AND HEALTH

SingLand places a strong emphasis on cultivating a robust culture of safety and health across all our operations. This commitment extends to all stakeholders, including employees, tenants, contractors, vendors, customers, guests, and visitors to the buildings under SingLand's management.

SAFETY AND HEALTH OF TENANTS AND SHOPPERS

Ensuring we safeguard the safety and health of our tenants and shoppers, we engaged over 300 security and cleaning personnel who work alongside property management and concierge staff at our properties as of December 2023. Our ongoing target is to minimise the risk of accidents attributable to poor building security and maintenance.

In 2023, there were 0 reportable incidents related to safety and health involving tenants or the public¹ within our buildings.

SingLand takes a comprehensive approach to maintain safe, healthy, and inclusive buildings, with the implementation of various measures:

- Regular meetings between the property management team and representatives from security and cleaning contractors to ensure ongoing communication and prompt resolution of critical safety and health issues.
- Dedicated maintenance contractors for each building conducting regular maintenance to prevent potential issues.
- Progressive upgrading and retrofitting of buildings with barrier-free accessibility features and universal design concepts, including ramps and handicapped toilets, to ensure safer access for diverse groups, including the elderly, families with children, and persons with disabilities.
- Adoption of technology to enhance cleanliness maintenance, including the use of cleaning robots and Ultraviolet Germicidal Irradiation ("UVGI") lamps in air handling units ("AHU").
- Implementation of a "Rate Our Service" feature in retail mall toilets to gather timely feedback on washroom cleanliness, promoting continuous improvement.

SingLand's approach to development projects underscores a commitment to providing high quality products to our customers while adhering to safe and sustainable practices. Key initiatives for our projects include:

- ✓ BCA Green Mark Certifications:
 - Meeting required BCA Green Mark certifications through refurbishments, AEs and the redevelopment of buildings to enhance environmental sustainability and promote the health and well-being of future building occupants.
- ✓ CONQUAS (Construction Quality Assessment System):
 - Adhering to BCA's Construction Quality Assessment System ("CONQUAS"), a score-based rating system serving as a national standard for assessing the quality of structural, architectural, mechanical and electrical works in new-build projects.
- ✓ Workplace Safety and Health ("WSH") Management:
 - Implementing comprehensive policies and procedures under WSH management systems. In-house project teams closely collaborate with the contractor's safety and health officer to ensure compliance. SingLand requires all main contractors engaged in development projects to be ISO 14001-certified or equivalent, ensuring they have an accredited WSH management system.
- ✓ Environmental Compliance:
 - Monitoring compliance with relevant environmental regulations to control pollution from construction sites, such as waste disposal and wastewater discharge.
- ✓ Innovative Construction Methodologies:
 - Partnering with main contractors to adopt innovative construction methodologies aimed at improving productivity.
- ✓ Collaborative Contracting Practices:
 - Adopting contracts that include cost-sharing and time-sharing clauses based on the Public Sector Standard Conditions of Contract ("PSSCOC") module, aimed at ensuring fair risk distribution and to provide clarity on project costs while allowing for extension of time due to unforeseen issues.

¹ SingLand adheres to GRI 403 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.

PEOPLE

BUILDINGS AND WORKSITES SAFETY AND HEALTH MANAGEMENT

SingLand implements a comprehensive safety and health management system across all managed buildings and worksites, ensuring the well-being of occupants. Key measures taken include:

Standard Operating Procedures	Emergency Response Teams	Safety Equipment	Fire Drills and Training	Prevention Measures	Safety and Health Certifications	Regulatory Compliance for Construction Sites
<ul style="list-style-type: none"> Standard operating procedures guide emergency response actions, including fire safety measures. Designated managers and control equipment are assigned in every building. 	<ul style="list-style-type: none"> Company Emergency Response Teams (CERT) have been established in all buildings, comprising trained in-house first responders. CERT teams work to mitigate and control safety or health emergencies before the Singapore Civil Defence Force arrives. 	<ul style="list-style-type: none"> First-aid kits and defibrillators are available in all buildings. 	<ul style="list-style-type: none"> Regular fire drills, awareness campaigns, and training sessions are conducted for building management employees and occupants to ensure orderly evacuations. 	<ul style="list-style-type: none"> Measures are in place to prevent slips and falls during cleaning operations. Contractors undergo risk assessments and adhere to mitigation measures for potentially hazardous tasks. 	<ul style="list-style-type: none"> Marina Square, the retail mall, maintains a bizSAFE Level 3 certification. The property management services provider for UIC Building has achieved the highest bizSAFE certification, Level Star. 	<ul style="list-style-type: none"> Mandatory safety and health management system is implemented for asset enhancement or building redevelopment worksites per Ministry of Manpower ("MOM") regulations. Main contractors overseeing construction are responsible for designing and implementing the system, ensuring compliance with local regulations under Singapore's Workplace Safety and Health Act. Worksites undergo six-monthly audits in accordance with MOM regulatory requirements.

PEOPLE

WORKPLACE SAFETY AND HEALTH MANAGEMENT

The safety and health of employees and contractors within our offices and buildings is of paramount importance. SingLand's senior management conducts regular reviews of health and safety policies, practices, and performance, ensuring alignment with established WSH targets across our businesses.

External validation is integral to SingLand's commitment to WSH excellence. Every three years, an accredited WSH consultant conducts a thorough review to assess and update the company's WSH risks. The most recent external review occurred in 2021. The key components of our WSH management system are as follows:

Risk Assessment and Hazard Identification	Incident Reporting	Incident Investigation Process	Communication and Training
<p>Employees</p> <ul style="list-style-type: none"> SingLand employees are not considered to be engaging in high-risk workplace activities due to the nature of their work. <p>Contractors</p> <ul style="list-style-type: none"> 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 safety and health manager or a trained employee. 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. 	<ul style="list-style-type: none"> Any safety and health incidents at our buildings are to be reported to the respective property's building managers. Incidents at worksites are to be reported to the site's WSH manager. They may then report the incident to MOM if necessary. 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. 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. 	<ul style="list-style-type: none"> SingLand requires that each work-related accident be investigated systematically to identify associated hazards so that corrective measures can be taken to prevent similar incidents from occurring. In the event of any reportable incidents at our properties/ worksites, the building manager/ WSH manager will conduct an investigation and report the incident to SingLand's corporate insurer. The corporate insurer will subsequently launch a thorough investigation process to identify the root cause of the incident. The findings are used to improve SingLand's WSH processes, including enhancing risk assessment procedures, reviewing personal protective equipment requirements, and additional controls and safety training for employees and contractors. 	<p>Employees</p> <ul style="list-style-type: none"> SingLand's staff perform office-based activities that are generally classified as low-risk. As such, most of our employees' WSH issues revolve around poor sitting posture which may lead to physical strain and injury. To address the issue, our HR department has proactively organised talks on ergonomics to encourage staff to practice better posture. Detailed safety and health training is also provided to specific employees on a needs basis based on their work scope. For example, staff dealing with contractors who perform works from heights. <p>Contractors</p> <ul style="list-style-type: none"> When a new contractor company is engaged, our building management teams ensure that the contractor's supervisory staff are informed of our buildings' safety and health requirements. The supervisors are, in turn, responsible for briefing their teams on safety and health protocols prior to starting work at our buildings. Contractors' representatives are updated on any changes to our procedures as well as lessons learnt, as necessary. Our contractors' supervisors attend regular meetings with SingLand's building management to ensure smooth coordination and effective communication. Critical WSH issues are promptly addressed and resolved.

PEOPLE

To fulfil SingLand's obligations under the Workplace Safety and Health ("WSH") Act 2006 and ensure the relevance and calibration of WSH measures to the company, a WSH Committee was established in 2023. This committee was tasked with assisting the Audit & Risk Committee ("ARC") in overseeing key areas, encompassing the following four principles:

1. Ensuring the integration of WSH into business decisions and clarifying the roles and responsibilities of individual members of the Board of Directors, Chief Executive Officer, and key management personnel in leading WSH initiatives.
2. Continuously fostering a strong WSH culture, setting the tone, and demonstrating visible leadership in embodying and communicating effective WSH standards.
3. Ensuring the high effectiveness of WSH management systems through regular reviews and enhancements to maintain safety and health standards.
4. Empowering staff and workers to actively engage in WSH initiatives, providing the necessary resources, training, and support to contribute to a safe and healthy work environment.

The WSH Committee facilitated three sessions of WSH Legal Training, organised by the Legal department. Additionally, a series of WSH trainings were organised for employees in the Building Management Services (BMS) and Project Management (PM) departments as a refresher to ensure that employees are equipped with the relevant knowledge and skills to work safely on the job.

SAFETY AND HEALTH PERFORMANCE

In 2023, SingLand achieved our target of zero incidents leading to fatalities or permanent disabilities among Company employees and property management contractors.

We had one reportable minor incident (trip and fall) involving a SingLand employee, resulting in five lost days. At West Mall, one of our contractors experienced a major injury involving a cut, while a contractor had a minor slip-and-fall incident at The Gateway. Both incidents resulted in seven lost days.

At the West Mall and Singapore Land Tower AEI worksites, seven reportable minor incidents involving main contractor and subcontractor workers occurred, resulting in a total of 24 lost days. There were no reportable major incidents.

Immediate actions were taken in response to these incidents, including the identification of root causes and the implementation of corrective measures.

The lessons learned from these incidents are important for enhancing safety protocols at worksites. These include improvements in processes, reinforcement of risk assessment procedures, the introduction of additional controls and safety training for site staff, and a review of personal protective equipment requirements. None of these incidents resulted in fines, penalties, or warnings from authorities for SingLand.

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

WORKPLACE SAFETY AND HEALTH TARGET – BUILDINGS	
Ongoing	2023
Target	Performance
Achieve zero workplace incidents resulting in fatalities or permanent disabilities for Company Employees and Contractors (Property Management)	0 (Target achieved)

RESPONSIBLE AND ETHICAL BUSINESS

SingLand and the Board recognise that strong internal controls are essential for organisational success. As such, SingLand conducts regular ethical training programmes to familiarise incoming and present Directors and employees with its management practices, business operations, and corporate governance principles, ensuring that they are equipped with necessary knowledge and 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, underpinned by strong governance, are crucial to SingLand in combating corruption, mitigating compliance risks, and ensuring the consistent delivery of high-quality products and services to our customers. Through these practices, we simultaneously contribute to the financial sustainability of our company and 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 who represent our company or are our suppliers, contractors and business partners.

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

Recognising the importance of maintaining transparency and integrity in all 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.

The Code of Conduct*	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.
Whistle Blowing Policy and Procedure**	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 employees found guilty of unethical acts which are non-compliant with regulatory requirements or internal policies will be dealt with swiftly and reported to authorities if appropriate.
Anti-Bribery and Corruption ("ABC") Policy	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.
Investor Relations Policy	SingLand provides existing and potential shareholders with access to timely, full, and accurate disclosure per SGX listing rules.
Personal Data Protection Policy***	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.
Anti-Competition Policy	SingLand will promote fair competition, in accordance with Singapore's Competition Act and prohibit anti-competitive conduct.
Ethical marketing practices	SingLand adheres to the Singapore Code of Advertising Practice to provide legal, decent, honest, and truthful advertisements, and expect our employees to abide by ethical marketing principles when interacting with potential customers.

* Including Anti-Bribery and Corruption Policy.

** Examples of issues covered by our Whistle Blowing procedure include fraud, theft, corruption, workplace safety lapses, regulatory non-compliance, abuse of authority, workplace bullying and discrimination. For more details, please refer to www.singaporeland.com.

*** For more details, please refer to the sections on *Cybersecurity* and *Data Privacy* under *Responsible and Ethical Business*.

RESPONSIBLE AND ETHICAL BUSINESS

The Code of Conduct, along with the policies and procedures on Page 45, forms an integral part of SingLand's new employee orientation program. Additional training is provided as needed to employees based on their job responsibilities to ensure compliance with laws and regulations. All Board members receive a copy of all SingLand's policies and are briefed on the policies and practices during their inductions. Additionally, SingLand is obligated under SingLand's Contracts Policy to include SingLand's Anti-Bribery and Anti-Corruption clause in all contracts with business partners. The Company has established mechanisms to stay abreast of the latest regulatory developments in Singapore.

The Audit & Risk Committee ("ARC") has oversight of SingLand's risk management¹, including the implementation of policies to mitigate risks pertaining to compliance, workplace safety and health, fraud and corruption. The Risk Management Committee ("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 consider the latest regulatory development and employee feedback to determine any risk register update and corresponding policies or procedure changes required. The ARC also maintains oversight of SingLand's whistle blowing channel² and receives reports on all cases raised.

SingLand is pleased to report no significant instances of non-compliance with laws and regulations³ in 2023. In 2024, SingLand aims to maintain zero incidences of non-compliance related to fraud, corruption, unethical actions, and marketing practices.

NON-COMPLIANCE WITH LAWS AND REGULATIONS				
Ongoing				2023
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)

¹ For more details on SingLand's risk management process, see AR 2023 pages 55 to 58. For more details on SingLand's sustainability governance, see chapter *Our Sustainability Governance*.

² SingLand's whistle blowing channel stipulated within our Whistle Blowing Policy is publicly available on www.singaporeland.com.

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

RESPONSIBLE AND ETHICAL BUSINESS

CYBERSECURITY

SingLand recognises the importance of safeguarding our critical network infrastructure and system from external threats. To mitigate these risks, SingLand conducts quarterly cybersecurity risk assessments where various departments, serving as risk owners and sub-risk owners, provide updates on their respective risk reports to the Risk Management Committee.

SingLand performs annual vulnerability assessments and penetration tests (VAPT) conducted by external vendors. These comprehensive security tests identify potential vulnerabilities in computer systems, networks, and applications, ensuring a higher level of security and resilience against cyber threats.

IT audits are conducted regularly to evaluate cybersecurity processes, systems, and controls. Since 2021, SingLand's Internal Audit department had performed periodic reviews to assess the design and effectiveness of SingLand's cybersecurity measures, and on a need-to basis had engaged external consultants/auditors to enhance the reviews.

SingLand continues to roll out compulsory quarterly staff training sessions aimed at improving user vigilance and skills in critical areas such as ransomware attacks and phishing. Phishing assessments are also conducted regularly to evaluate employees' vigilance against malicious attacks. These measures help to ensure that our employees are equipped to identify and mitigate potential vulnerabilities.

In addition to the aforementioned practices, SingLand conducts periodic cybersecurity risk assessments to evaluate the effectiveness of controls over technology and cybersecurity measures. These assessments are aimed at enhancing the company's resilience against evolving cyber threats.

DATA PRIVACY

SingLand complies with Singapore's PDPA and guidelines issued by the PDPC to manage and protect personal information relating to our customers, shareholders, prospects, employees, and business partners. We take reasonable steps to protect Personal Data collected against unauthorised disclosure and ensure that it is used and disclosed only for the purposes consented to or permitted under applicable laws and regulations.

Our Personal Data Protection Policy¹ requires employees to ensure personal data is only collected, used, stored, and disposed of according to the PDPA and relevant data privacy laws and guidelines.

By providing clear guidance, continuous education, and transparent communication, SingLand is vigilant in our approach towards data protection. We are committed to preserving the privacy and security of personal data entrusted to us, thereby maintaining the trust and confidence of our stakeholders.

In 2023, SingLand had zero incidents of non-compliance with Singapore's PDPA, and SingLand aims to maintain zero incidents of data privacy breaches and loss of customer data in 2024.

DATA PRIVACY	
Ongoing	2023
Target	Performance
Zero data privacy breaches and losses of customer data	0 (Target achieved)

1 The Company's Personal Data Protection Policy is available on www.singaporeland.com

RESPONSIBLE AND ETHICAL BUSINESS

We recognise the risks associated with inaccurate, insufficient, and/or out-of-date data, unauthorised use/disclosure/retention/access to confidential data/personal information, data loss, and data security breaches. To address these risks, we have implemented various measures:

- Establishment of a PDPA Advisory Committee to review and oversee the implementation of PDPA policies and measures.
- Regular reviews and updates of data privacy policies and standard operating procedures by the Group's DPO Team and Departmental Data Protection Managers.
- Appointment of a Data Protection Officer (DPO) responsible for directing and coordinating data protection activities.
- Self-audits by Departmental Data Protection Managers and onsite audits by DPO Team to ensure compliance with data protection practices outlined in departmental policies and/or SOPs.
- Online onboarding since 2022, leveraging the PDPC online PDPA training portal.
- Compulsory quarterly data privacy education and quizzes for employees to promote awareness and prevent data breaches.
- Quarterly external trainer-led refresher training sessions as timely reminders to the employees regarding best practices under Singapore's PDPA.
- Periodic reviews performed by SingLand's Internal Audit department to assess the design and effectiveness of controls implemented for compliance with PDPA.

RESPONSIBLE INVESTMENT

SingLand takes a comprehensive approach to decision-making, taking into account environmental, social and governance ("ESG") factors alongside financial considerations for the long-term benefit of our stakeholders, the community, the environment and our business.

The Company has taken steps to retrofit our Singapore building portfolio in accordance with the Building and Construction Authority's ("BCA") Green Mark standards. In 2023, SingLand reached a significant milestone with 100% of our commercial properties in Singapore securing BCA's Green Mark certification, ahead of our 2030 target. Moreover, six out of nine¹ of the buildings achieved a platinum-level or higher rating.

BCA GREEN MARK AWARDS		
Property	Category	Year
Tampines Plaza 1	Green Mark Platinum	Awarded in 2023
Tampines Plaza 2	Green Mark Platinum	Awarded in 2023
Marina Square	Green Mark Gold	Awarded in 2023
Stamford Court	Green Mark Platinum Super Low Energy	Awarded in 2022
Singapore Land Tower	Green Mark Platinum	Awarded in 2022
The Gateway	Green Mark Platinum	Awarded in 2022
West Mall	Green Mark Gold ^{PLUS}	Awarded in 2022
SGX Centre	Green Mark Platinum	Awarded in 2021
UIC Building	Green Mark Gold ^{PLUS}	Re-certified in 2019

As part of our commitment towards reducing our carbon emissions, SingLand signed the Singapore Built Environment Embodied Carbon Pledge² under the Singapore Green Building Council in 2021. In actively committing to the pledge, SingLand embarked on an embodied carbon study for Singapore Land Tower in 2023.

To ensure alignment with the Group's environmental and social objectives, SingLand's internal team conducts reviews throughout the design and construction process of our properties.

Creating vibrant spaces for the communities we serve is integral to our endeavour to make positive social impact. In addition to a variety of placemaking efforts at our properties, we are also active partners in URA's Business Improvement District ("BID") programme, which encourages stakeholders from the private sector to participate in transforming public spaces into lively community spaces.

¹ Excludes Clifford Centre, which is undergoing redevelopment.

² The Singapore Built Environment Embodied Carbon Pledge was initiated by the Singapore Green Building Council in 2021. SingLand is part of a pioneer group of nine building developers and owners who committed to this pledge.

RESPONSIBLE AND ETHICAL BUSINESS

MANAGING OUR CLIMATE RISKS – TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

SingLand is committed to enhancing the resilience of our business and buildings in response to climate change. SingLand aligns with the TCFD framework to understand and manage climate impacts, employing scenario analysis and detailed reporting to inform our strategies and investments in adaptation measures.

To strengthen the capacity of our Board, Management and employees to identify climate risks, opportunities and contribute to our sustainability efforts, SingLand engaged an external consultant to conduct training sessions to deepen our understanding of ESG issues.

In response to the Singapore Exchange Regulation (SGX RegCo) mandate for climate reporting on a 'comply or explain' basis starting from 2022, and the specific requirement for TCFD-based climate reporting for the building sector from 2024, SingLand has proactively enhanced our disclosure levels. This initiative is further supported by the International Sustainability Standards Board's ("ISSB") use of TCFD in developing the International Financial Reporting Standards ("IFRS") for climate-related scenario analysis.

Since 2021, SingLand has supported the TCFD's four recommendations across Governance, Strategy, Risk Management, and Metrics & Targets, aiming to effectively manage climate-related risks and opportunities.

TCFD Pillar	Recommended Disclosures	SingLand's Approach
Governance	a) Describe the Board's oversight of climate-related risks and opportunities	<p>The SingLand Board is dedicated to ensuring 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"> i. Maintaining overall accountability for risk governance, risk policies, and the adequacy and effectiveness of risk management and internal controls throughout SingLand. ii. Overseeing and setting the tone for risk culture. iii. Appointing, empowering, or delegating ERM oversight responsibilities to the Audit & Risk Committee ("ARC"); and 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.
	b) 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 semi-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>Our Sustainability Governance</i>.</p>

RESPONSIBLE AND ETHICAL BUSINESS

TCFD Pillar	Recommended Disclosures	SingLand's Approach
Risk Management	a) Describe the organisation's processes for identifying, assessing, and managing climate-related risks	Climate-related risks are systematically identified and evaluated within SingLand's Enterprise Risk Management ("ERM") framework. These risks, along with other organisational risks, are incorporated into the RMC risk registers. The ERM function maintains the Company's ERM framework, collaborating with the RMC and other relevant SingLand stakeholders on risk management issues. The RMC assesses the anticipated business and financial impacts of material risks, tracks the progress of implemented mitigation measures, and evaluates any need for updated measures.
	b) Describe how processes for identifying assessing, and managing climate-related risks are integrated into the organisation's overall risk management	<p>SingLand has designated climate change as a Tier One (most critical) risk, reflecting the organisation's low to zero risk tolerance for this issue. The RMC regularly monitors all Tier One risks, including climate change, assessing changes in risk ratings, the status of control activities, and assurance measures. Quarterly reports on Tier One risks are submitted to the RMC, and half-yearly updates are provided to the ARC.</p> <p>SingLand has conducted an exercise to prioritise climate change risks and opportunities, considering emerging regulations, market trends, and feedback from employees and management. SingLand will also regularly review its climate risks and opportunities to ensure the Company's risks registers remain updated.</p> <p>Further details on SingLand's risk management processes and internal controls can be found in the Corporate Governance Report in AR 2023 (pages 55 to 58).</p>
Strategy	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	<p>SingLand has conducted a climate change scenario analysis to evaluate exposure to physical and transition risks, along with identifying potential climate opportunities. In line with market developments, SingLand is refreshing its climate scenario analysis and will be using the year 2050 horizon to represent a medium-term time horizon. In our climate assessment that spans two timeframes – Year 2030 for the near-term and Year 2050 for the medium-term, our analysis reveals that the primary risks for the Company are rising global temperatures, increased carbon prices, and heightened building sustainability requirements for both 2030 and 2050.</p> <p>Physical risk:</p> <ul style="list-style-type: none"> • Rising mean temperatures and risk of heatwaves, resulting in increased cooling costs • Risk of flash floods damaging buildings and disrupting operations • Property insurance premiums rising due to increased risks of extreme weather events <p>Based on current assessments, SingLand identifies the expected rise in global temperatures as the dominant physical risk. In response, SingLand has implemented Green Mark upgrading works across our portfolio and progressively enhanced our buildings' chiller plant systems. These measures aim to mitigate the impact of cooling cost increases associated with rising temperatures. All chillers for SingLand's commercial properties covered in this report have completed or will soon complete upgrades to higher efficiency models by 2030.</p> <p>SingLand is aligning with the Group's parent company UOL to conduct a climate scenario analysis across our Singapore assets, utilising two different temperature scenarios (1.5°C and 4°C) and time horizons representing short (2030), medium (2050) and long-term (2100).</p>

RESPONSIBLE AND ETHICAL BUSINESS

TCFD Pillar	Recommended Disclosures	SingLand's Approach
Strategy <i>(cont'd)</i>	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. <i>(cont'd)</i>	<p>To address the risk of flash floods damaging our properties, SingLand is committed to regularly monitoring our portfolio's locations against available flood-prone area information from Public Utilities Board ("PUB") and assessing the feasibility of incorporating flood adaptation measures as part of routine building retrofits.</p> <p>Transition risk:</p> <ul style="list-style-type: none"> Increased business costs due to higher carbon taxes Building sustainability requirements growing in tandem with increased tenant expectations for green offices, leading to additional green construction and retrofit premium Enhanced sustainability reporting obligations <p>The carbon tax hikes in Singapore, particularly in a 1.5°C global warming trajectory, are anticipated to have a significant impact on SingLand. Securing Green Mark certifications for all our properties is crucial in mitigating the financial implications of this impending tax increase. This not only positions SingLand favourably for future enhanced building sustainability requirements but also aligns with Singapore's goals to green 80% of our building stock (by gross floor area) by 2030 and achieve net-zero emissions by 2050.</p> <p>As Green Mark standards are raised in the future, there is a risk of not attaining the same certification levels under more stringent requirements. SingLand will actively assess re-certification risks of our portfolio against new Green Mark standards and carefully consider the impact of any additional near-term investments.</p>
	b) Describe the impacts of climate-related risks and opportunities on the organisation's business strategy, and financial planning	<p>SingLand remains steadfast in our commitment to enhance the energy performance of our buildings over the long term. This is important for the ongoing success of our business. Investing in energy-efficient technologies is not only a significant climate opportunity but also an essential element of SingLand's decarbonisation strategy. Moving forward, SingLand is actively developing our decarbonisation strategy and will incorporate it into future resilience measures and scenario analyses.</p>
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<p>As part of SingLand's climate scenario analysis, SingLand has chosen two temperature alignments:</p> <ul style="list-style-type: none"> A lower temperature rise (1.5°C) scenario; and A higher temperature rise (<3°C) scenario to test SingLand's current business resiliency. <p>Expectedly, physical risk impacts will be more significant under the higher temperature rise (<3°C) scenario, particularly for year 2050.</p>

RESPONSIBLE AND ETHICAL BUSINESS

TCFD Pillar	Recommended Disclosures	SingLand's Approach
Metrics & Targets	<p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with our strategy and risk management process.</p>	<p>SingLand employs metrics that align with industry standards and TCFD recommendations to assess and address climate-related risks related to energy, water, and waste management. This report includes historical data covering up to three years for trend analysis.</p> <p>In accordance with our Sustainability Framework, SingLand evaluates the following metrics for our asset classes, including Completed Buildings of Commercial and Hospitality Properties and Development Projects:</p> <p>SingLand has been tracking our Scope 1 and 2 GHG emissions across commercial buildings, retail buildings, corporate office, and Asset Enhancement Initiative (AEI) works.</p> <p>SingLand has an existing water intensity reduction target for our commercial office properties and a 46% reduction target of Scope 1 and 2 GHG emissions for commercial office and retail properties by 2030, against a 2019 baseline.</p> <p>SingLand is also currently working to develop its Scope 3 emissions inventory in alignment with the GHG Protocol.</p> <p>Reporting on energy consumption, emissions, water, waste management, and product design and lifecycle, SingLand's sustainability report is in accordance with Global Reporting Initiatives (GRI) and Sustainability Accounting Standards Board (SASB).</p> <p>In the Energy section, SingLand measures our fuel, electricity, and refrigerant using the following metrics:</p> <ul style="list-style-type: none"> • Energy consumption separately recorded by landlord and tenant. • Electricity consumption within the organisation in MWh. • Energy consumption within the organisation in gigajoules. • Electricity consumption outside the organisation in MWh. • Energy consumption outside the organisation in gigajoules. • Electricity intensity of corporate office and buildings by GFA (kWh/m²).

RESPONSIBLE AND ETHICAL BUSINESS

TCFD Pillar	Recommended Disclosures	SingLand's Approach
Metrics & Targets (cont'd)	a) Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with our strategy and risk management process. (cont'd)	<p>Emissions section:</p> <ul style="list-style-type: none"> • Direct (Scope 1) GHG emissions (tonnes CO₂e) • Indirect (Scope 2) GHG emissions (tonnes CO₂e) • Other indirect (Scope 3) GHG emissions (tonnes CO₂e). <ul style="list-style-type: none"> - Fuel- and energy-related activities. - Waste generated in operations. - Business travel. - Downstream leased assets. • GHG emissions intensity by GFA (kg CO₂e/m²). <p>Water section:</p> <ul style="list-style-type: none"> • Water consumption of potable and non-potable water in m³. • Water consumption intensity in m³/m². <p>Waste section:</p> <ul style="list-style-type: none"> • Waste generated in tonnes. • Waste diverted from disposal in tonnes (including E-waste). • Waste directed to disposal in tonnes. <p>To ensure the accuracy and reliability of reports, SingLand performs an internal review to examine the data and report.</p>
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	SingLand has implemented a robust approach to GHG emissions reporting, adhering to the GHG Protocol Corporate Accounting and Reporting Standard. Since 2020, SingLand has disclosed Scope 1 and 2 emissions. Beginning in 2023, SingLand has expanded our reporting to include reporting on four selected Scope 3 GHG emission categories for our core operations. We aim to disclose all relevant Scope 3 GHG emissions categories in the future.
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	SingLand is currently assessing the feasibility of adopting additional carbon reduction targets. For detailed information on our existing GHG emissions inventory and progress against current goals, please refer to the <i>Environment–Energy and GHG Emissions</i> section.

RESPONSIBLE AND ETHICAL BUSINESS

SUSTAINABLE SUPPLY CHAIN

Part of SingLand's environmental and social impacts comes through our engagement with various suppliers for building maintenance and operations as well as redevelopment and refurbishment works. To mitigate the indirect impacts we have as a result of our business relationships and supply chain activities, we have implemented a comprehensive management framework to ensure responsible practices.

This framework includes certification requirements for contractors, such as ISO 45001 and bizSAFE Level Star certification for workplace safety and health. Safety and health metrics are collected to monitor performance, and six-monthly audits are conducted to ensure compliance with regulatory requirements.

To address environmental impacts, main contractors are ISO 14001-certified, and performance data on energy use, water consumption, waste generation, and waste recycling is collected for major projects in SingLand's annual sustainability reporting.

SingLand is developing a Supply Chain Code of Conduct, which will outline minimum expectations in areas like business ethics, labour rights, and environmental management. This code is crucial for supplier assessments and improvements, and will be fully integrated into SingLand's procurement processes, incorporating environmental and social criteria for supplier evaluation.

When implemented, it will also require major suppliers to perform self-assessments against this code to align with our sustainability goals. This approach, coupled with extensive data collection, establishes a strong system for monitoring and improving the sustainability performance of our supply chain.

COMMUNITY INITIATIVES

In our pursuit of a sustainable future, SingLand's commitment to making a positive impact includes embracing purpose beyond profit. This is expressed through key corporate initiatives that focus on engaging and helping the community in meaningful ways.

SingLand Elevates is our corporate initiative that focuses on helping the underprivileged and underserved, and empowers our employees to be active participants in strengthening Singapore's social fabric. Another initiative, SingLand Inspires, harnesses art, design and programming to create enriching experiences for those who use our buildings.

In 2023, we launched SingLand Empowers, the vehicle through which we champion diversity, equity and inclusion, not just within SingLand but also in the real estate industry.

DOING GOOD AND GIVING BACK

Through continued corporate philanthropy and active volunteerism, we seek to uplift communities towards greater inclusion and equity. In 2023, SingLand employees contributed over 1,000 volunteer hours towards various causes.

For our signature SingLand Volunteers event that takes place annually in August, approximately 80 employees, together with volunteers from one of our tenants at Singapore Land Tower, helped



Our staff gathered to clean and paint the homes of underprivileged seniors for our signature SingLand Volunteers event.



Our volunteers partnered with HealthServe and hosted migrant workers for grocery shopping and lunch at West Mall.

to transform the homes of elderly residents. Organised in partnership with Central Singapore Community Development Council, the event saw volunteers cleaning and painting the homes and interacting with the seniors.

We continued our efforts with Montfort Care's Big Love Child Protection Specialist Centre ("Big Love") with an art workshop for the children during the June holidays. Our volunteers worked with the children to create vibrant works of art, fostering self-expression and confidence. We capped the event with lunch and goodie bags for all the children. Additionally, Marina Square supported Big Love's 10th anniversary celebrations as a pit stop for a scavenger hunt aimed at raising awareness about child protection.

Recognising the important role migrant workers play in our society, we initiated a three-year partnership with HealthServe, a charity that provides medical and mental health care, and social assistance to migrant workers in Singapore. In addition to an annual donation of \$50,000, we also hosted 40 migrant workers for grocery shopping and lunch at West Mall in November. Each worker was paired with a SingLand volunteer who assisted with the migrant worker's grocery purchases budgeted at \$70 each, allowing them to stock up on daily essentials. The event was a way for us to appreciate the workers for their contributions to Singapore.

COMMUNITY INITIATIVES

SingLand's volunteering efforts include activities that encourage our employees to be responsible stewards of the environment. We worked with social enterprise Ocean Purpose Project to organise a beach cleanup at Pasir Ris Park in March. Our volunteers spent a morning collecting a total of 168kg of marine litter, of which suitable plastic waste was then converted into clean hydrogen fuel. Collected seaweed was also re-used as biofertiliser.

To commemorate SingLand's 60th anniversary in 2023, our volunteers came together to plant 60 young trees along the Rail Corridor. The activity is part of SingLand's donation of \$18,000 to the National Parks Board's Garden City Fund as part of the Plant-A-Tree Programme. Each tree planted contributes to the OneMillionTrees movement, aimed at doubling Singapore's efforts to enhance urban greenery by planting a million more trees across the island by 2030.



An art workshop was organised for the children from Big Love Child Protection Specialist Centre.



SingLand donated \$2.5m to the Lee Kuan Yew Centennial Fund in support of the development of youths to become future leaders.



To commemorate SingLand's 60th anniversary, we planted 60 trees under the Garden City Fund's Plant-a-Tree Initiative.



Suitable plastic waste collected from our beach clean-up activity was converted into hydrogen fuel.

SingLand also supported the community through targeted donations totalling \$2,868,000, including:

SINGLAND ELEVATES

- **Lee Kuan Yew Centennial Fund | \$2,500,000**
Supporting the development of Singapore youths to be future leaders.
- **Community Chest | \$100,000**
Benefitting vulnerable seniors, children, migrant workers, and low-income families.
- **Straits Times School Pocket Money Fund | \$60,000**
To provide pocket money to financially needy school-going children.
- **HealthServe | \$50,000**
To provide the low-wage migrant community in Singapore with medical and mental health care, and social assistance.
- **Club Rainbow | \$20,000**
To support daily operations, therapy intervention and educational support for children with lifelong chronic illnesses.
- **Garden City Fund | \$18,000**
To fund the planting of 60 young trees as part of the Plant-a-Tree programme.

SINGLAND EMPO'WERS

- **National University of Singapore College of Design and Engineering | \$120,000**
To support female students studying in design, architecture, and engineering fields.

COMMUNITY INITIATIVES

ACTIVATING SPACES TO ENGAGE THE COMMUNITY

SingLand Inspires, our corporate initiative dedicated to enriching lives through meaningful space activation, focused on creating engaging programmes at our properties.

We continued our collaboration with Foreword Coffee in 2023, serving complimentary barista-standard beverages at Singapore Land Tower (SLT) in support of Foreword Coffee's social mission to provide employment opportunities to persons with disabilities, special needs, and mental health conditions.

Taking place at The Exchange, our new tenant amenity at SLT offering flexible work solutions, architectural photographer Darren Soh gave a talk and brought tenants on a journey through the building's rich 40-year history. It also provided an opportunity for tenants to mingle and connect over light refreshments after the talk.

Tenants were invited to participate in complimentary spin classes held at UIC Building's open atrium over two days in May. Our indoor cycling partner CRNK led the four sessions, with tenants also learning more about safer spin cycling practices.

Placemaking and programming are integral to how we create value in our buildings, both for our tenants and the wider community. We continue to seek out ways to activate the spaces in our buildings thoughtfully and meaningfully.



We encouraged having an active lifestyle with complimentary spin classes at UIC Building.



We sponsored complimentary beverages from Foreword Coffee at Singapore Land Tower to promote inclusion for persons with disabilities.

AWARDS AND MEMBERSHIPS

AWARDS AND ACCOLADES

CORPORATE

Award Name	Award Category
HR Excellence Awards 2023	Finalist – Excellence in Women Empowerment Strategy
CFI.co	Best Commercial Real Estate Developer Singapore 2023
Brands and Business Magazine	Best Commercial Developer Singapore 2023
IR Magazine Awards – Southeast Asia 2023	Finalist Best Annual Report (Mid-cap)

PRODUCT DESIGN AND ARCHITECTURAL EXCELLENCE

Project Name	Award Name	Award Category
SGX Centre 1 & 2	ASEAN Energy Awards 2023	<ul style="list-style-type: none"> • First runner-up - Energy Efficient Building (Retrofitted)
AMO Residence	EdgeProp Excellence Awards 2023	<ul style="list-style-type: none"> • Top Development, Residential (Uncompleted) • Design Excellence, Residential (Uncompleted) Non-Central • Landscape Excellence, Residential (Uncompleted) Non-Central • Sustainability Excellence, Residential (Uncompleted) Non-Central • Innovation Excellence, Residential (Uncompleted) Non-Central
AMO Residence	International Property Awards 2023	<ul style="list-style-type: none"> • Best Apartment / Condominium Development Singapore
Pinetree Hill	International Property Awards 2023	<ul style="list-style-type: none"> • Best Residential High Rise Development Singapore • Best Residential High Rise Architecture Singapore
Watten House	PropertyGuru Asia Property Awards Singapore 2023	<ul style="list-style-type: none"> • Best Luxury Condo Development • Best Luxury Condo Architectural Design • Best Luxury Condo Landscape Design
Pinetree Hill	PropertyGuru Asia Property Awards Singapore 2023	<ul style="list-style-type: none"> • Best Premium Condo Landscape Design • Best Premium Condo Development – Highly Commended • Best Premium Condo Architectural Design – Highly Commended

MEMBERSHIPS AND ASSOCIATIONS

SingLand's CEO is an active participant in various associations, holding significant roles¹ including the following:

- Member of the council for Board Diversity, established by Ministry of Social and Family Development
- Management committee member of the Real Estate Developer's Association of Singapore ("REDAS")
- Full membership in the Urban Land Institute

SingLand's Head of Legal and Company Secretary is on the steering committee of the Women's Leadership Initiative by the Urban Land Institute.

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.

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

INFORMATION TECHNOLOGY BUSINESS



SingLand's dedication to a sustainable future extends to our subsidiary, UIC Technologies ("UICT"). The IT business solutions company offers services in the area of cloud computing, IT infrastructure, end-user computing and software licensing. UICT works across various industries including the banking sector, education, oil and gas and shipping, and seeks to incorporate sustainability principles and practices in its business operations.

ENVIRONMENT

Recognising the importance of effective energy management, UICT has implemented a series of initiatives aimed at championing circular consumption, promoting environmental responsibility, and optimising fuel use to reduce the company's carbon footprint.

Given the characteristics of UICT's operations, the main contributors to electricity usage include office equipment such as computers, servers, copiers, and lighting. To enhance efficiency, UICT has taken steps to reduce electricity consumption, including the use of cloud storage, software upgrades and adopting renewable electricity.

For a start, UICT has transitioned to cloud storage, reducing reliance on on-premises servers and subsequently decreasing the need for additional air-conditioning for server cooling. This shift to cloud-based solutions not only reduces energy consumption but also streamlines operations and enhances data accessibility.

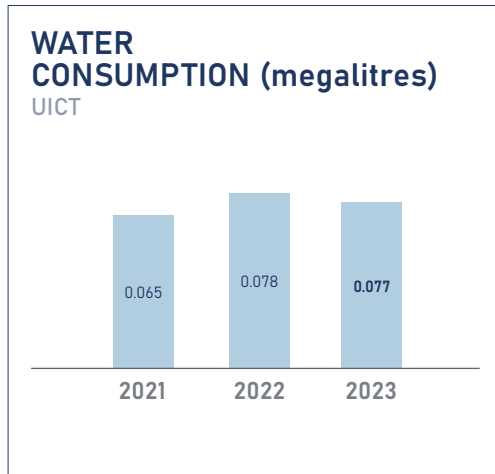
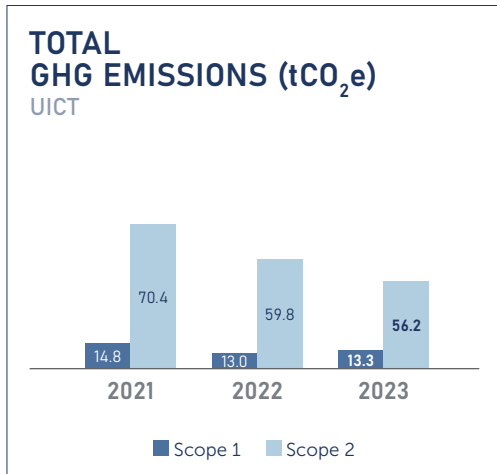
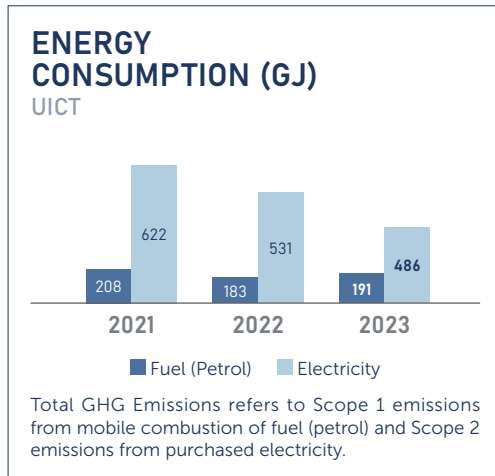
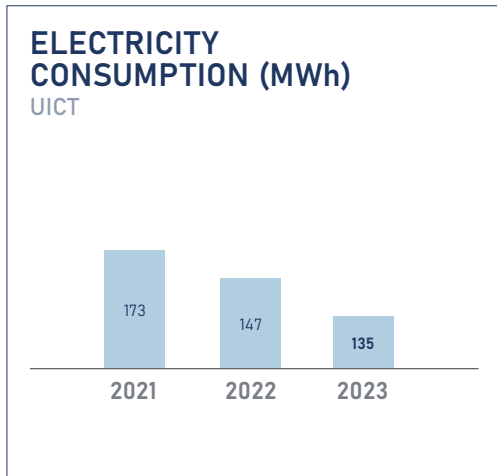
Furthermore, regular software upgrades are implemented to optimise power management, prompting devices to switch to lower power modes when not in use. This proactive approach ensures that energy is used more efficiently across UICT's operations.

Equipment	Operations	Water Consumption
<ul style="list-style-type: none"> • Refurbishment and Resale: Used devices are refurbished to extend their lifespan, and end-of-lease equipment is sold to third-party buyers instead of returning to the lessor. This practice reduces e-waste and contributes to the company's financial performance • Engagement with OEM Recycling Programs: UICT actively engages with original equipment manufacturers (OEMs) to participate in their recycling programs. Components from used equipment are collected and sent back to relevant OEMs for recycling, further reducing e-waste. • Reuse of Packing Material: Used packing materials like pallets and cartons are returned to UICT for reuse, effectively reducing waste and the overall consumption of materials 	<ul style="list-style-type: none"> • Optimised Transportation and Delivery Logistics: UICT collaborates with its freight forwarder to consolidate multiple shipments to similar delivery areas into a single lorry load, optimising transportation and reducing environmental impact • Digitisation of Paper-Based Workflows: Various paper-based workflows within the office have been digitised to minimise paper use. Collaborating with vendors to consolidate multiple shipment documents into a single delivery note is another effort to reduce paper consumption and contribute to eco-friendly practices 	<ul style="list-style-type: none"> • UICT uses water primarily for domestic purposes such as drinking and cleaning of their premises. UICT's water consumption in 2023 has remained consistent with that of 2022.

INFORMATION TECHNOLOGY BUSINESS

UICT's electricity consumption decreased by 8% to 135 MWh. This has led to a 6% decrease in Scope 2 emissions of CO₂ equivalent.

In 2023, UICT maintained water consumption at a consistent level at 0.077 megalitres.



SOCIAL

WORKPLACE SAFETY AND HEALTH

UICT is BizSAFE Level 3-certified and is dedicated to fostering a safer and healthier environment for staff, contractors, and individuals in the communities.

It has implemented robust Workplace Safety and Health (WSH) policies to safeguard UICT's stakeholders.

UICT maintains a Company Emergency Response Team (CERT) to address any safety or health emergencies. Additionally, stringent standard operating procedures, such as fire safety protocols, are in place to guide employees and contractors in their daily tasks.

In 2023, there were zero incidents resulting in fatalities and work-related injuries across UICT's workplaces.

WORKPLACE SAFETY AND HEALTH TARGET - UICT	
Ongoing	2023
Target	Performance
Achieve zero workplace incidents resulting in fatalities or permanent disabilities for Employees and Contractors (Property Management)	0 (Target achieved)

Workplace Safety and Health - UICT		
	Employees	Contractors
Number of work-related fatalities	0	0
Number of recordable work-related injuries	0	0
Number of lost days	0	0

INFORMATION TECHNOLOGY BUSINESS

DIVERSITY, INCLUSION, AND EMPLOYMENT WELL-BEING

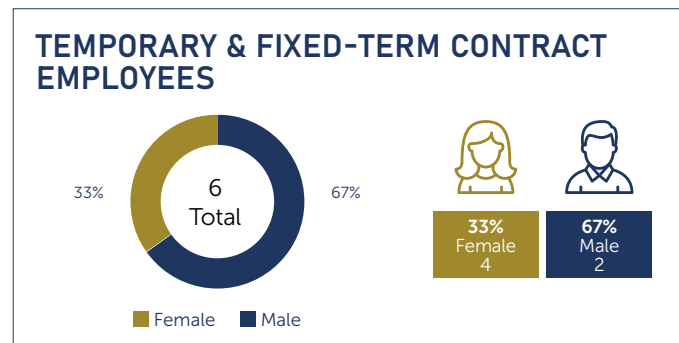
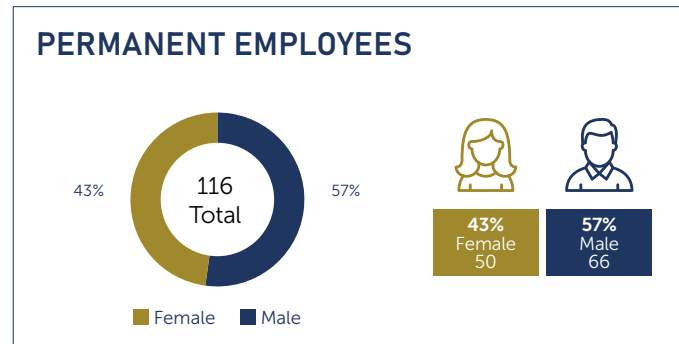
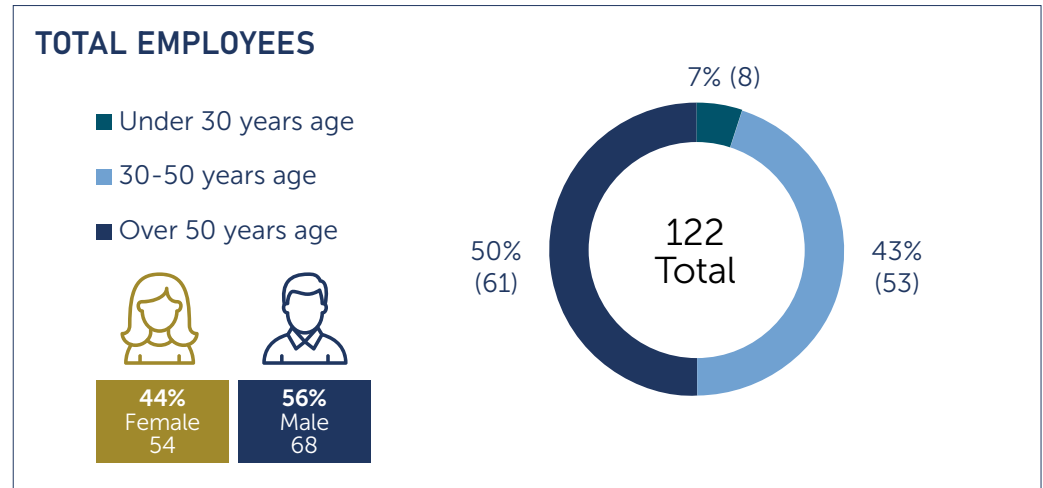
In 2023, UICT employed 122 full-time employees as of 31 December 2023. Its employees come from different age groups, diverse backgrounds, and bring varied skills and experiences to the organisation.

UICT offers equal opportunities to its employees with policies that foster diversity and inclusion in its workforce. In 2023, women accounted for 44% of its workforce.

Diversity (Age Group)			
By Gender	<30 years	30-50 years	>50years
Senior Management	0%	0%	100%
Executives	7%	45%	48%
Non-Executives	0%	0%	100%

Diversity (Gender)		
By Gender	Male	Female
Senior Management	67%	33%
Executives	56%	44%
Non-Executives	0%	100%

*All employees were under full-time employment



INFORMATION TECHNOLOGY BUSINESS

TALENT ATTRACTION AND RETENTION

UICT places a strong emphasis on providing comprehensive employee benefits to ensure the well-being and security of its workforce.

Throughout the year, a series of initiatives were organised to engage its employees and encourage a sense of belonging. Team bonding sessions, a bowling tournament and themed dressing for National Day are some of the fun activities that took place. In addition, Fruits Wellness Day was a way for UICT to promote healthy eating habits among its staff.

All UICT employees based in Singapore enjoy a range of benefits, including life insurance, healthcare coverage, disability, and invalidity protection. Additionally, they enjoy parental leave entitlements in compliance with regulations set forth by Singapore's Ministry of Manpower. Singaporean Citizens and Permanent Residents employed by UICT benefit from retirement provisions offered through Singapore's Central Provident Fund ("CPF") scheme.

UICT also actively promotes the rehiring of retiring employees, recognising the value of their experience and expertise. Beyond the statutory retirement age of 63 years, eligible employees are offered re-employment contracts on an annual renewal basis. In 2023, UICT successfully re-employed 6 retiring employees with 2 male and 4 females.



UICT organised activities for its employees to commemorate National Day together.



Fun activities such as a bowling tournament were organised to encourage team bonding among employees.

INFORMATION TECHNOLOGY BUSINESS

TRAINING

In 2023, UICT offered a diverse range of training topics spanning various domains, and had an average of 7.5 training hours per employee.

UICT's 2023 Training Topics included:

- Business management
- Compliance and ethics
- Cybersecurity
- Data protection
- Safety and health
- Sustainability
- Industry forums and knowledge sharing
- Orientation for new employees
- Personal growth and soft skills
- Risk assessment and management
- Sales
- Technical, technology and digital upskilling

TRAINING TARGET

2023		2024
Target ¹	Performance	Target
Average of 10 training hours per employee	7.5 hours (Target not achieved)	Average of 10 training hours per employee

Average Training Hours per Employee² (Gender)

Year	2022	2023
Male	9	7
Female	5	8
Total	7	8

Average Training Hours per Employee² (Category)

Year	2022	2023
Senior Management	8	12
Executives	7	7
Non-Executives	1	0

¹ Target for training hours established in 2022 was combined for SingLand and UICT. In SR 2023, they are reported separately.

² Training hours reported in this section are for UICT and figures have been rounded off. Refer to the *People* section for SingLand's training hours.

INFORMATION TECHNOLOGY BUSINESS

TURNOVER

In 2023, UICT had an overall turnover rate of 14%, with 17 individuals choosing to depart voluntarily and none experiencing involuntary separation. Looking ahead, UICT is focused on maintaining a healthy retention rate by implementing employee engagement programmes, providing ample learning and development opportunities, and cultivating a positive work environment.

New Hiring and Turnover Rate¹ (%)

Year	2022	2023
New hiring rate	21%	16%
Turnover Rate	22%	14%

New Hire and Turnover¹ (Gender)

By Gender	Male	Female	Total
Number of new hires	15	4	19
New hire rate	22%	7%	16%
Turnover numbers	12	5	17
Turnover rate	18%	9%	14%

New Hire and Turnover¹ (Age Group)

2023	<30 years	30-50 years	>50years	Total
Number of new hires	4	12	3	19
New hire rate	50%	23%	5%	16%
Turnover numbers	1	11	5	17
Turnover Rate	13%	21%	8%	14%

¹ New hire and turnover data reported in this section are for UICT. Refer to the *People* section for SingLand's new hire and turnover data.

INFORMATION TECHNOLOGY BUSINESS

GOVERNANCE

ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES

Recognising the importance of integrity control and governance, UICT adopts a zero-tolerance stance on bribery and corruption. By implementing ethical business practices with strong governance, it contributes to the financial sustainability of the Group and upholds the trust of our stakeholders. More details of its policies can be found in SingLand's Anti-Corruption and Ethical Business Practice section.

Policies	Employees
Code of Conduct*	
Whistle Blowing Policy and Procedure**	UICT adopts SingLand's corresponding policies*.
Anti-Bribery and Corruption ("ABC") Policy	
Personal Data Protection Policy	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.
Anti-Competition Policy	UICT will promote fair competition, in accordance to Singapore's Competition Act and prohibit anti-competitive conduct.
Ethical Marketing Practices	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

Sound governance and responsible business practices form the bedrock of UICT's business. In 2023, UICT achieved its target of zero confirmed incidents of corruption.

NON-COMPLIANCE WITH LAWS AND REGULATIONS				2023
Ongoing			Performance	
Target				
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

CYBERSECURITY AND DATA PRIVACY

UICT is committed to addressing and mitigating risks associated with data security. SingLand's PDPA Advisory Committee, comprising selected senior management staff, including UICT's Managing Director, reviews and oversees the implementation of UICT's PDPA policies and measures. UICT's Data Protection Officer ("DPO") Team is responsible for reviewing and updating UICT's data privacy policies and standard operating procedures at least once a year in collaboration with the HR team.

Robust measures have been implemented to safeguard sensitive information, including quarterly cybersecurity risk assessments, annual vulnerability assessments, and penetration tests conducted by external vendors. Regular internal audits are also performed to ensure compliance and identify areas for improvement.

In addition to these proactive measures, UICT prioritises employee training on cybersecurity and data protection, aligning with the Personal Data Protection Act (PDPA). Through regular training programmes, both current and new employees are equipped with the knowledge and skills necessary to bolster UICT's resilience against potential risks.

In 2023, there were zero incidents of non-compliance with Singapore's PDPA. UICT aims to maintain zero incidents of data privacy breaches and customer data losses.

DATA PRIVACY BREACHES

Ongoing	2023
Target	Performance
Zero data privacy breaches and losses of customer data	0 (Target achieved)

SUPPLY CHAIN MANAGEMENT

UICT acknowledges its influential role in supply chain activities involving IT service providers. Recognising the indirect environmental and social impacts stemming from these relationships, UICT is actively improving its management of these impacts.

UICT adheres to SingLand's established systems and procedures for managing contractors' safety and health. It ensures that primary providers possess ISO 14001, ISO 45001, and bizSAFE Level Start certifications, operate under high ethical standards and display robust green environmental engagement.

For more comprehensive insights into UICT's sustainable supply chain efforts, stakeholders are encouraged to refer to the *Responsible and Ethical Business - Sustainable Supply Chain* section in this report. Through a proactive approach and alignment with SingLand's framework, UICT is dedicated to contributing to a more sustainable and responsible supply chain management.

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 worksite at Singapore Land Tower and West Mall and redevelopment worksite at Clifford Centre.

ESG INDICATORS	MEASUREMENT UNIT	2021	2022	2023
ENVIRONMENTAL				
PURCHASED ELECTRICITY				
CORPORATE OFFICE, BUILDINGS LANDLORD CONSUMPTION, AND UIC¹				
Total Electricity Consumption	MWh	59,553¹	59,551¹	51,979
Buildings	MWh	59,380 ¹	59,404 ¹	51,844
UIC Technologies	MWh	173	147	135
TENANT, AEI AND REDEVELOPMENT CONSUMPTION				
Total Electricity Consumption	MWh	Not available	30,168	30,812
Buildings	MWh	Not available	29,992	30,564
AEI and Redevelopment	MWh	65.2	176	248
FUEL				
CORPORATE OFFICE, BUILDINGS LANDLORD CONSUMPTION, AND UIC¹				
Total Fuel Consumption	GJ	315	360	340
Buildings (Diesel)	GJ	107	177	149
UIC Technologies (Petrol)	GJ	208	183	191
AEI AND REDEVELOPMENT CONSUMPTION				
AEI and Redevelopment	GJ	Not available	145	7,718
ENERGY (ELECTRICITY AND FUEL)				
CORPORATE OFFICE, BUILDINGS LANDLORD CONSUMPTION, AND UIC¹				
Total Energy Consumption	GJ	214,704¹	214,745¹	187,465
Buildings	GJ	213,875 ¹	214,031 ¹	186,788
UIC Technologies	GJ	829	714	677
TENANT, AEI AND REDEVELOPMENT				
Total Energy Consumption	GJ	Not available	108,749	118,639
Buildings	GJ	Not available	107,970	110,030
AEI and Redevelopment	GJ	Not available	779	8,609

1 SingLand's Corporate Office is now classified under Buildings as it is under the landlord's operational control. Figures for Buildings for 2021 and 2022 have been correspondingly restated to reflect this change.

APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2021	2022	2023
GHG EMISSIONS				
Total Scope 1 (Direct) Emissions	tonnes CO₂e	1,638	145	27
Building	tonnes CO ₂ e	1,623	132	13.7
UIC Technologies	tonnes CO ₂ e	14.8	13.0	13.3
Total Scope 2 (Indirect) Emissions (location-based)	tonnes CO₂e	24,298	24,160	21,665
Buildings	tonnes CO ₂ e	24,228 ¹	24,101 ¹	21,609
UIC Technologies	tonnes CO ₂ e	70.4	59.8	56.2
Total Scope 1+ 2 Emissions (location-based)	tonnes CO₂e	25,935	24,305	21,692
Buildings	tonnes CO ₂ e	25,850 ¹	24,232 ¹	21,622
UIC Technologies	tonnes CO ₂ e	85.3	72.8	69.5
Total Scope 2 (Indirect) Emissions (market-based)	tonnes CO₂e	Not applicable	Not applicable	19,544
Buildings	tonnes CO ₂ e	Not applicable	Not applicable	19,488
UIC Technologies	tonnes CO ₂ e	Not applicable	Not applicable	56.2
Total Scope 1 + 2 (Indirect Emissions (market-based))	tonnes CO₂e	Not applicable	Not applicable	19,572
Buildings	tonnes CO ₂ e	Not applicable	Not applicable	19,502
UIC Technologies	tonnes CO ₂ e	Not applicable	Not applicable	69.5
Total Scope 3 (Other Indirect) Emissions (location-based) by categories	tonnes CO₂e	Not applicable	Not applicable	16,356
Category 3: Fuels- and Energy related activities	tonnes CO ₂ e	Not applicable	Not applicable	3,369
Category 5: waste generated in operations	tonnes CO ₂ e	Not applicable	Not applicable	162
Category 6: business travel	tonnes CO ₂ e	Not applicable	Not applicable	86
Category 13: downstream leased assets	tonnes CO ₂ e	Not applicable	Not applicable	12,739
WATER				
CORPORATE OFFICE, BUILDINGS LANDLORD CONSUMPTION, AND UIC T				
Total Water Consumption	megalitres	338	361	372
Buildings (landlord)	megalitres	338	361	372
UIC Technologies	megalitres	0.0654	0.0778	0.0771
AEI AND REDEVELOPMENT				
AEI and Redevelopment	megalitres	0.84	4.29	15.3
WASTE				
BUILDINGS				
Total Waste Generated	metric tons	2,651	3,505	3,493
Waste directed to disposal	metric tons	2,229	3,136	3,192
Waste collected for recycling (excluding e-waste)	metric tons	317	323	288
E-waste collected for recycling or reuse	metric tons	5.8	9.4	10.1
Food waste collected (West Mall and Marina Square)	metric tons	99.3	35.9	2.7
AEI AND REDEVELOPMENT				
Total waste generated	metric tons	486	2,074	6,304
Waste directed to disposal	metric tons	353	574	1,230
Waste collected for recycling (excluding e-waste)	metric tons	133	1,500	5,055
E-waste collected for recycling or reuse	metric tons	Not applicable	Not applicable	18.8

1 SingLand's Corporate Office is now classified under Buildings as it is under the landlord's operational control. Figures for Buildings for 2021 and 2022 have been correspondingly restated to reflect this change.

APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2021	2022	2023
INTENSITY				
ENERGY AND GHGs - BUILDINGS LANDLORD CONSUMPTION AND EMISSIONS				
Energy Intensity - Buildings	GJ/m ²	0.47	0.47	0.45
Electricity Intensity - Buildings	kWh/m ²	131	131	124
GHG Emissions Intensity - Buildings (Scope 1 and 2 – location based)	kgCO ₂ e/m ²	56.8	53.3	51.9
GHG Emissions Intensity - Buildings (Scope 2 – location based)	kgCO ₂ e/m ²	53.3	53.0	51.9
GHG Emissions Intensity - Buildings (Scope 1 and 2 - market based)	kgCO ₂ e/m ²	Not applicable	Not applicable	46.8
GHG Emissions Intensity - Buildings (Scope 2 - market based)	kgCO ₂ e/m ²	Not applicable	Not applicable	46.8
ENERGY – TENANT, AEI AND REDEVELOPMENT CONSUMPTION				
Energy Intensity	GJ/m ²	Not available	0.24	0.26
WATER – BUILDINGS LANDLORD				
Water Intensity	m ³ /m ²	0.74	0.79	0.89
SOCIAL				
WORKPLACE SAFETY AND HEALTH				
FATALITIES				
Property Management - Employees	Number, Rate	0,0	0,0	0,0
Property Management - Contractors	Number, Rate	0,0	0,0	0,0
UIC Technologies - Employees	Number, Rate	0,0	0,0	0,0
UIC Technologies - Contractors	Number, Rate	0,0	0,0	0,0
AEI and Redevelopment - Contractors	Number, Rate	0,0	0,0	0,0
HIGH-CONSEQUENCE WORK-RELATED INJURIES				
Property Management - Employees	Number, Rate	0,0	0,0	0,0
Property Management - Contractors	Number, Rate	0,0	0,0	1, 1.0
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	3, 3.4	0,0
RECORDABLE WORK-RELATED INJURY				
Property Management - Employees	Number, Rate	0, 2.1	0,0	1, 2.0
Property Management - Contractors	Number, Rate	0,0	0,0	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	1, 4.3	5, 5.7	7, 4.7
OCCUPATIONAL DISEASES				
Property Management - Employees	Number	0	0	0
Property Management - Contractors	Number	0	0	0
UIC Technologies - Employees	Number	0	0	0
UIC Technologies - Contractors	Number	0	0	0
AEI and Redevelopment - Contractors	Number	0	0	0
NO. OF LOST DAYS				
Property Management - Employees	Number	41	0	5
Property Management - Contractors	Number	0	0	7
UIC Technologies - Employees	Number	0	0	0
UIC Technologies - Contractors	Number	0	0	0
AEI and Redevelopment - Contractors	Number	2	70	24

APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2021	2022	2023
NUMBER OF MAN HOURS WORKED				
Property Management - Employees	Number	480,576	496,044	492,848
Property Management - Contractors	Number	1,120,570	1,042,807	959,557
UIC Technologies - Employees	Number	229,368	216,360	233,779
UIC Technologies - Contractors	Number	0	0	992
AEI and Redevelopment - Contractors	Number	234,900	871,400	1,502,850
INCIDENTS INVOLVING PUBLIC, TENANTS, AND VISITORS' SAFETY				
Property Management	Number	11	4	0 ¹
UIC Technologies	Number	0	0	0
EMPLOYEES				
Full-time employees	Number	384	383	393
Full-time employees - Property	Number	264	264	271
Full-time employees - UIC Technologies	Number	120	119	122
Part-time employees	Number	2	3	0
Part-time employees - Property	Number	2	3	0
Part-time employees - UIC Technologies	Number	0	0	0
Permanent employees	Number	348	344	357
Permanent employees - Property	Number	233	230	241
Permanent employees - UIC Technologies	Number	115	114	116
Temporary employees	Number	0	0	0
Temporary employees - Property	Number	0	0	0
Temporary employees - UIC Technologies	Number	0	0	0
Fixed-term contract employees	Number	38	42	36
Fixed-term contract employees - Property	Number	33	37	30
Fixed-term contract employees - UIC Technologies	Number	5	5	6
EMPLOYMENT AND DIVERSITY				
Rate of new hires - property management	%	20%	21%	19%
Rate of new hires - UIC Technologies	%	8%	21%	16%
Rate of voluntary & non-voluntary turnover - property management	%	19%	22%	15%
Rate of voluntary & non-voluntary turnover - UIC Technologies	%	12%	22%	14%
Female employees – property management	%	50%	49%	49%
Female employees – UIC Technologies	%	43%	46%	44%
Female managers – property management	%	61%	60%	60%
Female managers – UIC Technologies	%	67%	67%	67%
Female Head of Department – property management	%	38%	40%	33%
Female Head of Department – UIC Technologies	%	60%	56%	56%
TRAINING AND DEVELOPMENT				
Average training hours per employee – property management	Average hours per employee	12.0	8.8	28.7
Average training hours per employee – UIC Technologies	Average hours per employee	16.5	7.0	7.5
WORKERS WHO ARE NOT EMPLOYEES				
Property management	Numbers	Not available	359	292
UIC Technologies	Numbers	Not available	10	1
AEIs and Redevelopment	Numbers	109	356	410

1 SingLand adheres to GRI 403 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

Restatements

This year, we have disclosed corrections to the data reported in SR 2022. SingLand's Corporate Office is now classified under Buildings as it is under the landlord's operational control. Figures for Buildings for 2021 and 2022 have been correspondingly restated to reflect this change.

Footnotes have been added to the sections where restatements have been made. Additionally within the *Highlights* section, there was an error in the total amount of waste recycled in 2022.

Notes – General:

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

Notes – Environmental Data:

1. Our Corporate Office was situated at Singapore Land Tower (Level 21) in 2023. Electricity consumption at the Corporate Office is reported separately. GHG emissions at our Corporate Office comprise Scope 2 emissions only. SingLand's Corporate Office is now classified under Buildings as it is under the landlord's operational control. Figures for Buildings for 2021 and 2022 have been correspondingly restated to reflect this change.
2. In 2023, our Buildings refer to two (2) retail buildings: Marina Square Mall (excluding Marina Square Hotels) 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).
3. Energy in Corporate Office, Buildings and UIC Technologies ("UICT") refers to purchased electricity and fuel data and represents energy consumption within SingLand. Lower heating value ("LHV") from the IPCC 2006 Guidelines for National Greenhouse Gas Inventories were used to compute the energy values for fuels. Our Corporate Office has no fuel consumption. Fuel consumption for tenants is currently not available.
4. 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.
5. AEI and Redevelopment includes 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, diesel used for excavator, and refrigerants for chiller. Clifford Centre redevelopment consumption consists of diesel used for generator and excavators.
6. GHG emissions calculations are based on the Greenhouse Gas ("GHG") Protocol Corporate Accounting and Reporting Standard, with operational control as the basis. Scope 1 (Direct) GHG emissions include emissions from fuels and refrigerants. Scope 2 (Indirect) GHG emissions refer to purchased electricity. Gases computed include CO₂, CH₄, N₂O and HFCs. Emission factors from the GHG Protocol and GWP values from 2014 IPCC Fifth Assessment Report and National Environment Agency (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.
7. Emission factors used for Scope 3 emissions calculations reference Energy Market Authority (EMA) and DEFRA, a third-party database recognised by the Greenhouse Gas Protocol.
8. Water used at all our properties is from municipal sources. The water supply from PUB, the national water agency, comprises water from local catchment, imported water (from neighbouring country's water catchment), reclaimed water (known as NEWater) and desalinated water. Water data for Buildings accounts for all water usage in common toilets and pantries. Water data for Corporate Office is unavailable, as water is not separately metered.
9. Waste data reported correspond to waste collected for disposal or recycling at our Buildings, and includes waste generated from our Corporate Office as well as waste generated by our tenants, shoppers, and other building visitors.

10. Intensity is computed using Gross Floor Area ("GFA") as the denominator. We adopt BCA's definition for GFA. All covered floor areas of a building, except otherwise exempted, and uncovered areas for commercial uses, are deemed the GFA of the building. Generally, car parks are excluded from GFA computation. The GFA used for SGX has been adjusted to reflect SingLand's 48.6% ownership share of the property.
11. 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 joint venture partner (UOL)'s sustainability report instead for more details.

Notes – Safety and Health Data:

1. Workplace safety and health data reported under 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. In 2023, workplace safety and health data reported under AEI and Redevelopment Contractors category includes contractors for Singapore Land Tower AEI, West Mall AEI, and Clifford Centre redevelopment. There were seven reportable incidents across the Singapore Land Tower and West Mall worksites. These comprised cuts, blunt trauma, slip and fall incidents and a total of 24 lost man-days.
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 Ministry of Manpower's definition of a major injury. Work-related hazards that may pose a risk from high-consequence injury from our risk assessment include fall from height, slip, trips and falls, machinery and vehicular accidents, and falling objects. No restatements are required for 2023.

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. The computation of the annual total compensation ratio in 2023 excludes mid-joiners and the long-term incentives from 8 employees.
2. Average training hours per employee in 2021, 2022 and 2023 = Total training hours for the year / Total number of employees as of 31 December.
3. Annual employee turnover rate in 2021, 2022 and 2023 = Total voluntary and non-voluntary turnover / Number of employees as of 31 December of the year.
4. SingLand does not have any employees with non-guaranteed hours in 2023. There are no significant fluctuations in the number of employees during 2022 and 2023.

This is the second year that SingLand is reporting data on the number of workers who are not employees and whose work is controlled by the organisation. For 2023, we have reported our security and cleaning contractors, Singapore Land Tower AEI contractors, West Mall AEI contractors, Clifford Centre redevelopment contractors, outsourced property management staff for UIC Building. Numbers reported correspond to headcount as of 31 December 2023, except for AEI and redevelopment contractors numbers which are reported as the average number for the month. There are no significant fluctuations in the number of workers during the reporting period.

APPENDICES

GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Omission	
General disclosures				
GRI 2: General Disclosures 2021	2-1	Organizational details	SR 2023 page 5	-
	2-2	Entities included in the organisation's sustainability reporting	SR 2023 page 5	-
	2-3	Reporting period, frequency, and contact point	SR 2023 page 5	-
				Publication date: 28 May 2024
	2-4	Restatements of information	SR 2023 pages 5 and 71	-
	2-5	External assurance	SR 2023 pages 5 and 79	-
	2-6	Activities, value chain and other business relationships	SR 2023 pages 4, 5, 13, and 54	-
				There are no significant changes in activities, value chain and other relevant business relationships compared to FY 2022.
	2-7	Employees	SR 2023 pages 33, 61, 69 and 70	-
	2-8	Workers who are not employees	SR 2023 pages 34, 54, 61, 69 and 70	-
	2-9	Governance structure and composition	SR 2023 page 11; AR 2023 pages 20-22, 35, 40, 72 and 165-176	-
	2-10	Nomination and selection of the highest governance body	AR 2023 pages 44, 47 and 48	-
	2-11	Chair of the highest governance body	AR 2023 pages 20 and 24. The Board Chairman is not a senior executive in SingLand.	-
	2-12	Role of the highest governance body in overseeing the management of impacts	SR 2023 page 11; AR 2023 page 40	-
	2-13	Delegation of responsibility for managing impacts	SR 2023 page 11	-
	2-14	Role of highest governance body in sustainability reporting	SR 2023 page 11; AR 2023 pages 40	-
	2-15	Conflicts of interest	AR 2023 pages 40, 46, 49, 64-67, 161 and 172-176	-
	2-16	Communication of critical concerns	SR 2023 pages 45, 46 and 65; AR 2023 page 60	-
	2-17	Collective knowledge of the highest governance body	SR 2023 page 49; AR 2023 pages 40 and 41	-
	2-18	Evaluation of the performance of the highest governance body	AR 2023 pages 49 and 50	-
2-19	Remuneration policies	AR 2023 pages 50-53 We have in place a balanced scorecard with pre-set Key Performance Indicators ("KPI") established at the beginning of each financial year. Focused on four areas of Run, Grow, Transform and Enabler, these financial and non-financial performance measures include rolling out ESG-related initiatives and meeting sustainability targets. These KPIs are cascaded down from key management personnel to employees, creating a line of sight for employees to understand how they contribute to each area of the scorecard, and therefore to the Company's overall strategic goals.	-	
2-20	Process to determine remuneration	AR 2023 pages 50-53 In FY 2022, SingLand engaged Willis Towers Watson Management (Singapore) Pte Limited, an external independent consultant, to assist in a detailed strategic review of SingLand's existing remuneration framework and policies. The revised remuneration framework was implemented in FY 2023. Results of shareholders' vote on Directors' fees during Annual General Meetings (AGMs) are available on as part of the AGM meeting minutes available on SingLand's corporate website (https://singaporeland.com/investor-relations/annual-general-meeting/)	-	

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GRI Standard	Disclosure	Location	Omission
	2-21 Annual total compensation ratio	Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual): • SingLand: 19.44 • UICT: 6.5 Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual): • SingLand: 2.24 • UICT: 0.49	Omitted on confidentiality constraints in view of commercial sensitivity surrounding remuneration matters that may also place the Company at an undue disadvantage in talent retention and recruitment given the competitive labour market in Singapore.
	2-22 Statement on sustainable development strategy	SR 2023 page 6	-
	2-23 Policy commitments	SR 2023 pages 34, 35, 45-46 and 54	-
	2-24 Embedding policy commitments	SR 2023 pages 45-47 and 53	-
	2-25 Processes to remediate negative impacts	SR 2023 pages 13-16, 22, 31, 34, 45 and 46	-
	2-26 Mechanisms for seeking advice and raising concerns	SR 2023 pages 13-16	-
	2-27 Compliance with laws and regulations	SR 2023 page 46	-
	2-28 Membership associations	SR 2023 page 58	-
	2-29 Approach to stakeholder engagement	SR 2023 pages 13-16	-
	2-30 Collective bargaining agreements	SR 2023 page 33	-
Material topics			
GRI 3: Material topics 2021	3-1 Process to determine material topics	SR 2023 page 18	-
	3-2 List of material topics	SR 2023 pages 19-20	-
Energy and GHG emissions			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 13, 19, 22, 23-27 and 59	-
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	SR 2023 pages 25, 60, 67 and 71	-
	302-3 Energy intensity	SR 2023 pages 25, 67 and 71	-
	302-4 Reduction of energy consumption	SR 2023 page 23	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR 2023 pages 26, 60, 68 and 71	-
	305-2 Energy indirect (Scope 2) GHG emissions	SR 2023 pages 26, 60, 68 and 71	-
	305-3 Other indirect (Scope 3) GHG emissions	SR 2023 pages 26, 68 and 71	-
	305-4 GHG emissions intensity	SR 2023 pages 6, 68 and 71	-
	305-5 Reduction of GHG emissions	SR 2023 pages 26 and 27	-
	305-6 Emissions of ozone-depleting substances	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
Waste			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 19, 22 and 28	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	SR 2023 pages 28 and 68	-
	306-2 Management of significant waste-related impacts	SR 2023 pages 28 and 68	-
	306-3 Waste generated	SR 2023 pages 28 and 68	-
	306-4 Waste diverted from disposal	SR 2023 pages 28 and 68	-
	306-5 Waste directed to disposal	SR 2023 pages 28 and 68	-

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GRI Standard	Disclosure	Location	Omission
Water			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 19, 22 and 29	
GRI 303: Water and effluents 2018	303-1 Interaction with water as a shared resource	SR 2023 pages 29, 60 and 68	
	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 2023 pages 29, 60, 68 and 71	
	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 2023 pages 29, 60 and 68	
Product design and lifecycle management			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 19, 22 and 30	-
GRI 302: Energy 2016	302-2 Energy consumption outside of the organisation	SR 2023 pages 30, 67 and 71	
Product and service quality			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 13 to 15, 19, 31 and 70	-
Diversity, inclusion and employment			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 14, 19, 33-40, 61-64 and 71	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR 2023 pages 38, 64, 70 and 71	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR 2023 pages 36 and 37	-
	401-3 Parental leave	SR 2023 pages 36 and 62	-
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	SR 2023 pages 38, 63, 70 and 71	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Information unavailable.	We do not track programs for upgrading employee skills and transition assistance programs.
	404-3 Percentage of employees receiving regular performance and career development reviews	SR 2023 page 37	-
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	SR 2023 pages 34 and 61	-
	405-2 Ratio of basic salary and remuneration of women to men	Information unavailable.	We do not disclose the ratio of basic salary and remuneration of - women to men due to confidentiality constraints
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	SR 2023 page 34	-

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GRI Standard	Disclosure	Location	Omission
Safety and health			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 14, 15, 19, 41-44, 60, 69 and 71	-
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	SR 2023 pages 41-44 and 60	-
	403-2 Hazard identification, risk assessment, and incident investigation	SR 2023 page 43	-
	403-3 Occupational health services	SR 2023 page 43	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR 2023 pages 14, 15 and 41-43	-
	403-5 Worker training on occupational health and safety	SR 2023 page 43	-
	403-6 Promotion of worker health	SR 2023 pages 14, 15, 36, 39 and 54	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR 2023 page 53	-
	403-8 Workers covered by an occupational health and safety management system	SR 2023 page 43	-
	403-9 Work-related injuries	SR 2023 pages 41, 44, 60, 69 and 71	-
	403-10 Work-related ill health	SR 2023 pages 43, 69 and 71	-
Anti-corruption and ethical business			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 14, 15, 20, 45, 46 and 65	-
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	SR 2023 pages 46 and 65	-
	205-2 Communication and training about anti-corruption policies and procedures	SR 2023 pages 45, 46, and 54 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 2023 pages 46 and 65	-
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	SR 2023 pages 46 and 65	-
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	SR 2023 pages 46 and 65	-
Cybersecurity and data privacy			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 20, 47 and 66	-
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR 2023 pages 47 and 66	-
Responsible investment			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 13, 18 and 48	-
Sustainable supply chain			
GRI 3: Material topics 2021	3-3 Management of material topics	SR 2023 pages 20 and 54	-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	SR 2023 page 54	-
	308-2 Negative environmental impacts in the supply chain and actions taken	SR 2023 page 54	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	SR 2023 page 54	-
	414-2 Negative social impacts in the supply chain and actions taken	SR 2023 page 54	-

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SASB INDEX

TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS.

Topic	SASB Code	Accounting Metric	Property Subsector	2021	2022	2023
Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector (%)	Office (N742)	See Note #1(a)	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.
			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.
	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) 138,655 GJ (landlord consumption only) (2) 100% (3) 0%	(1) 134,748 GJ (landlord consumption only); 178,118 GJ (total landlord and tenant consumption) (2) 100% (3) See Note #1	(1) 100,351 GJ (landlord consumption only); 143,129 GJ (total landlord and tenant consumption) (2) 100% (3) 15%
Shopping Centres (N761)			(1) 74,696 GJ (2) 100% (3) 0%	(1) 78,720 GJ (landlord consumption only), 143,320 GJ (total landlord and tenant consumption) (2) 100% (3) See Note #1	(1) 86,288 GJ (landlord consumption only); 153,301 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	94%	97%	75%
Office (N742) Tenant			See Note #1(a)	See Note #4	97%	
Shopping Centres (N761) Landlord			97%	105%	110%	
Shopping Centres (N761) Tenant			See Note #1(a)	See Note #4	104%	
	IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector (See Note #5)	Office (N742)	(1) 48% (2) Not applicable to Singapore	(1) 81% (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 Note #1(a)	See SR 2022 pages 21-24, 28, and 48	See SR 2023 pages 22-27, 30, and 48
Shopping Centres (N761)						

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Topic	SASB Code	Accounting Metric	Property Subsector	2021	2022	2023
Water Management	IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	Office (N742)	(1) 100% (2) 0% (See Note #6)	(1) 100% (2) 0% (See Note #6)	(1) 100% (2) 0% (See Note #6)
			Shopping Centres (N761)	(1) See Note #1(b) (2) 0% (See Note #6)	(1) See Note #1(b) (2) 0% (See Note #6)	(1) See Note #1(b) (2) 0% (See Note #6)
	IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Office (N742)	(1) 231 thousand m ³ (2) 0% (See Note #6)	(1) 250 thousand m ³ (2) 0% (See Note #6)	(1) 250 thousand m ³ (2) 0% (See Note #6)
			Shopping Centres (N761)	(1) 107 thousand m ³ (2) 0% (See Note #6)	(1) 110 thousand m ³ (2) 0% (See Note #6)	(1) 122 thousand m ³ (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)	85%	108%	100%
			Shopping Centres (N761)	117%	103%	111%
Management of Tenant Sustainability Impacts	IF-RE-410a.1	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency related capital improvements and (2) associated leased floor area, by property subsector	Office (N742)	See Note #1(a)	See Note #1(a)	See Note #1(a)
			Shopping Centres (N761)			
	IF-RE-410a.2	Percentage of tenants that are separately metered or sub-metered for (1) grid electricity consumption and (2) water withdrawals, by property subsector	Office (N742)	See Note #1(a)	(1) See Note #2 (2) See Note #1(b)	(1) See Note #3 (2) See Note #1(b)
			Shopping Centres (N761)	See Note #1(a)	(1) See Note #2 (2) See Note #1(b)	(1) See Note #3 (2) See Note #1(b)
	IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	Office (N742)	Pg 25-35 of SR 2021	SR 2022 pages 11, 28, 29 and 31	SR 2023 pages 13, 30 and 31
			Shopping Centres (N761)	Pg 25-35 of SR 2022	SR 2022 pages 11, 28, 29 and 32	SR 2023 pages 13, 30 and 32
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)	See Note #1(a)	SR 2022 pages 49-52	SR 2023 pages 49-53
			Shopping Centres (N761)	See Note #1(a)	SR 2022 pages 49-53	SR 2023 pages 49-54

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 2022 include tenant electricity consumption (except for Clifford Centre) in addition to landlord electricity and fuel consumption. For West Mall, we have captured approx. 95% of tenants' electricity consumption, and for the rest of the buildings, 100% of tenants' electricity consumption. Electricity is the dominant energy consumed (99.8%). Tenant fuel consumption data is not available.

Note #3: Data for 2023 include tenant electricity consumption in addition to landlord electricity and fuel consumption, except Clifford Centre which was closed for redevelopment. Electricity is the dominant energy consumed (99.9%). 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	2021	2022	2023
IF-RE-000.A	Number of assets, by property subsector	Office (N742)	8	8	7
		Shopping Centres (N761)	2	2	2
IF-RE-000.B	Leasable floor area, by property subsector	Office (N742)	227,730 sq m* (2,451,263 sq ft)	227,730 sq m* (2,451,263 sq ft)	202,260 sq m* (2,177,106 sq ft)
		Shopping Centres (N761)	91,398 sq m (983,799 sq ft)	91,191 sq m (981,570 sq ft)	91,431 sq m (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 2021 pg 22-29.	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
		Shopping Centres (N761)			

* Refers to Approximate Net Floor Area as reported in the Property Summary of the Group's AR 2021, AR 2022 and AR 2023.

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SGX CORE ESG METRICS INDEX

Topic	Metric	Unit	Framework alignment	Page number
Environmental				
Greenhouse Gas Emissions ("GHG")	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3	tCO ₂ e	GRI 305-1, GRI 305-2, GRI 305-3, TCFD, SASB 110, WEF core metrics	SR 2023 pages 26, 68 and 71
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3	tCO ₂ e/organisation specific metrics	GRI 305-4, TCFD, SASB 110	SR 2023 pages 26, 69 and 71
Energy Consumption	Total energy consumption	MWhs or GJ	GRI 302-1, TCFD, SASB 130	SR 2023 pages 25, 60, 67 and 71
	Energy consumption intensity	MWhs or GJ/organisation specific metrics	GRI 302-3, TCFD	SR 2023 pages 25, 60, 67 and 71
Water Consumption	Total water consumption	ML or m ³	GRI 303-5, SASB 140, TCFD, WEF core metrics	We report total water withdrawal per GRI 303-3 in SR 2023 pages 29, 60 and 69
	Water consumption intensity	ML or m ³ /organisation specific metrics	TCFD, SASB IF-RE-140a.1	SR 2023 pages 29, 60, 68 and 71
Waste Generation	Total waste generated	tonnes	GRI 306-3, SASB 150, TCFD, WEF expanded metrics	SR 2023 pages 28, 68 and 71
Social				
Gender Diversity	Current employees by gender	Percentage (%)	GRI 405-1, SASB 330, WEF core metrics	SR 2023 pages 34, 61 and 70
	New hires and turnover by gender	Percentage (%)	GRI 401-1, WEF core metrics	SR 2023 pages 38, 64, 70 and 71
Age-Based Diversity	Current employees by age groups	Percentage (%)	GRI 405-1, WEF core metrics	SR 2023 pages 33 and 61
	New hires and turnover by age groups	Percentage (%)	GRI 401-1, WEF core metrics	SR 2023 pages 38, 64, 70 and 71
Employment	Total turnover	Number and Percentage (%)	GRI 401-1, SASB 310, WEF core metrics	SR 2023 pages 38, 64, 70 and 71
	Total number of employees	Number	Commonly reported metric by SGX issuers	SR 2023 pages 33, 61, 70 and 71
Development & Training	Average training hours per employee	Hours/No. of employees	GRI 404-1, WEF core metrics	SR 2023 pages 38, 63, 70 and 71
	Average training hours per employee by gender	Hours/No. of employees	GRI 404-1, WEF core metrics	SR 2023 pages 38 and 63
Occupational Health & Safety	Fatalities	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	SR 2023 pages 44, 60, 69 and 71
	High-consequence injuries	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore)	SR 2023 pages 44, 69 and 71
	Recordable injuries	Number of cases	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	SR 2023 pages 44, 60, 69 and 71
	Recordable work-related ill health cases	Number of cases	GRI 403-10, WEF expanded metrics, MOM (Singapore)	SR 2023 pages 43, 69 and 71
Governance				
Board Composition	Board independence	Percentage (%)	GRI 102-22, WEF core metrics	AR 2023 page 46
	Women on the board	Percentage (%)	GRI 102-22, GRI 405-1, WEF core metrics	SR 2023 page 34
Management Diversity	Women in the management team	Percentage (%)	GRI 102-22, GRI 405-1, WEF core metrics, SASB 330	SR 2023 pages 34 and 61
Ethical Behaviour	Anti-corruption disclosures	Discussion and number of standards	GRI 205-1, GRI 205-2 and GRI 205-3	SR 2023 pages 45 and 46
	Anti-corruption training for employees	Number and Percentage (%)	GRI 205-2, WEF core metrics	SR 2023 pages 45 and 46
Certifications	List of relevant certifications	List	Commonly reported metric by SGX issuers	SR 2023 pages 22 and 48
Alignment with Frameworks	Alignment with frameworks and disclosure practices	GRI/ TCFD/ SASB/ SDGs/ others	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	SR 2023 page 5
Assurance	Assurance of sustainability report	Internal/External/None	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	SR 2023 pages 5 and 79

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INDEPENDENT LIMITED ASSURANCE REPORT IN CONNECTION WITH SINGAPORE LAND GROUP LIMITED (“SINGLAND” OR “GROUP”) SUSTAINABILITY REPORT 2023 FOR THE YEAR ENDED 31 DECEMBER 2023

We have performed a limited assurance engagement on Singapore Land Group Limited (“SingLand” or “Group”)’s Sustainability Report for the year ended 31 December 2023 (“Sustainability Report 2023”) and selected Global Reporting Initiative (“GRI”) Universal Standards 2021 disclosures (“Disclosures”) as identified below (collectively, the “Sustainability Information”).

Our assurance engagement does not extend to information in respect of earlier periods included in or linked to from the Sustainability Report 2023 or from SingLand’s Annual Report 2023, including any images, audio files or embedded videos.

LIMITED ASSURANCE CONCLUSION

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

- (a) the Sustainability Report 2023 has not described, in all material respects, the sustainability practices on a comply-or-explain basis with reference to the following components as listed under the Rule 711B of the Singapore Exchange’s (SGX) Listing Manual:
- Material environmental, social and governance factors;
 - Climate-related disclosures consistent with the recommendations of the Task Force on Climate-related Financial Disclosures;
 - Policies, practices and performance;
 - Targets;
 - Sustainability reporting framework; and
 - Board statement and associated governance structure for sustainability practices.
- (b) the selected GRI Disclosures as identified in the table below, are not calculated, in all material respects, in accordance with the relevant topic-specific disclosures requirements in the GRI Universal Standards 2021.

MATERIAL TOPIC	GRI STANDARDS - TOPIC-SPECIFIC DISCLOSURE REQUIREMENTS	SELECTED GRI DISCLOSURES
Energy	GRI 302-1 (2016)	Energy consumption within the organisation Corporate Office: 239 Gigajoules (GJ) Buildings (Retail and Commercial): 186,788 GJ UIC Technologies Pte Ltd (UICT): 677 GJ
	GRI 302-3 (2016) GRI CRE 1	Building energy intensity Buildings (Retail and Commercial): 0.45 gigajoules per square metre (GJ/m ²)
Water	GRI 303-3 (2018)	Water withdrawal Buildings (Retail and Commercial): 372 megalitres UICT: 0.077 megalitres
	GRI CRE 2	Building water intensity Buildings (Retail and Commercial): 0.89 m ³ /m ²
Emissions	GRI 305-1 (2016)	Direct (Scope 1) greenhouse gas (GHG) emissions Corporate Office: zero tonnes of carbon dioxide emissions equivalent (tCO ₂ e) Buildings (Retail and Commercial): 14 tCO ₂ e UICT: 13 tCO ₂ e
	GRI 305-2 (2016)	Energy indirect (Scope 2) greenhouse gas (GHG) emissions
		Scope 2 (indirect) GHG emissions (location-based): Corporate Office: 28 tCO ₂ e Buildings (Retail and Commercial): 21,609 tCO ₂ e UICT: 56.2 tCO ₂ e
	GRI 305-4 (2016) GRI CRE 3	GHG emissions intensity from buildings
Scope 2 (indirect) GHG emissions (market-based): Corporate Office: 28 tCO ₂ e Buildings (Retail and Commercial): 19,488 tCO ₂ e UICT: 56.2 tCO ₂ e		
Effluents and waste	GRI 306-4 (2020) GRI 306-5 (2020)	Waste diverted from disposal Waste diverted from disposal: 301 tonnes
		Waste directed to disposal Waste directed to disposal: 3,192 tonnes

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MATERIAL TOPIC	GRI STANDARDS - TOPIC-SPECIFIC DISCLOSURE REQUIREMENTS	SELECTED GRI DISCLOSURES					
Employment	GRI 401-1 (2016) New employee hires and employee turnover	By age group					
		SingLand	<30 years old	30-50 years old	>50 years old		
		Number of new hires	6	38	7		
		Rate of new hires*	40%	33%	5%		
		Number of voluntary and non-voluntary turnover	3	21	17		
		Rate of employee voluntary and non-voluntary turnover	20%	18%	12%		
		UICT	<30 years old	30-50 years old	>50 years old		
		Number of new hires	4	12	3		
		Rate of new hires*	50%	23%	5%		
		Number of voluntary and non-voluntary turnover	1	11	5		
		Rate of employee voluntary and non-voluntary turnover	13%	21%	8%		
		By gender					
		SingLand	Male	Female			
		Number of new hires	24	27			
		Rate of new hires*	18%	20%			
Number of voluntary and non-voluntary turnover	20	21					
Rate of employee voluntary and non-voluntary turnover	15%	16%					
UICT	Male	Female					
Number of new hires	15	4					
Rate of new hires*	22%	7%					
Number of voluntary and non-voluntary turnover	12	5					
Rate of employee voluntary and non-voluntary turnover	18%	9%					
	*Denominator: number of employees in age group / gender category						
Training and education	GRI 404-1 (2016)	Average hours of training per year per employee SingLand : 28.7 hours per year per employee UICT : 7.5 hours per year per employee					
Data security and privacy	GRI 418-1 (2016)	Substantiated complaints concerning breaches of customer privacy and losses of customer data Zero incident of substantiated complaints concerning breaches of customer privacy and losses of customer data					
Occupational health and safety	GRI 403-9 (2018)	Work-related injuries					
				Property Management	UICT		
				Employees	Contractors	Employees	Contractors
			Number of work-related fatalities	0	0	0	0
			Number of recordable work-related injuries	1	2	0	0
Number of lost days	5	7	0	0			
Rate of recordable work-related injuries	2.03	2.08	0	0			

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MATERIAL TOPIC	GRI STANDARDS - TOPIC-SPECIFIC DISCLOSURE REQUIREMENTS	SELECTED GRI DISCLOSURES																																																															
Diversity and equal opportunity	GRI 405-1 (2016) Diversity of governance bodies and employees	<p>By age group</p> <table border="1"> <thead> <tr> <th>SingLand</th> <th><30 years old</th> <th>30-50 years old</th> <th>>50 years old</th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td>0%</td> <td>22%</td> <td>78%</td> </tr> <tr> <td>Senior Management</td> <td>0%</td> <td>59%</td> <td>41%</td> </tr> <tr> <td>Executive</td> <td>7%</td> <td>56%</td> <td>37%</td> </tr> <tr> <td>Non-Executive</td> <td>5%</td> <td>21%</td> <td>75%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>UICT</th> <th><30 years old</th> <th>30-50 years old</th> <th>>50 years old</th> </tr> </thead> <tbody> <tr> <td>Senior Management</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Executive</td> <td>7%</td> <td>45%</td> <td>48%</td> </tr> <tr> <td>Non-Executive</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table> <p>By gender</p> <table border="1"> <thead> <tr> <th>SingLand</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td>78%</td> <td>22%</td> </tr> <tr> <td>Senior Management</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Executive</td> <td>37%</td> <td>63%</td> </tr> <tr> <td>Non-Executive</td> <td>70%</td> <td>30%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>UICT</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Senior Management</td> <td>67%</td> <td>33%</td> </tr> <tr> <td>Executive</td> <td>56%</td> <td>44%</td> </tr> <tr> <td>Non-Executive</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table>	SingLand	<30 years old	30-50 years old	>50 years old	Board of Directors	0%	22%	78%	Senior Management	0%	59%	41%	Executive	7%	56%	37%	Non-Executive	5%	21%	75%	UICT	<30 years old	30-50 years old	>50 years old	Senior Management	0%	0%	100%	Executive	7%	45%	48%	Non-Executive	0%	0%	100%	SingLand	Male	Female	Board of Directors	78%	22%	Senior Management	50%	50%	Executive	37%	63%	Non-Executive	70%	30%	UICT	Male	Female	Senior Management	67%	33%	Executive	56%	44%	Non-Executive	0%	100%
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SINGLAND'S RESPONSIBILITY

Management of SingLand is responsible for:

- Selecting or establishing suitable criteria for preparing the Sustainability Information;
- Preparing the Sustainability Report 2023 and selected GRI Disclosures in accordance with the Rule 711B of the SGX Listing Manual and Global Reporting Initiative (GRI) Universal Standards 2021 respectively (collectively known as "Reporting Criteria"); and
- Designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

UNDERSTANDING HOW SINGLAND HAS PREPARED THE SUSTAINABILITY INFORMATION

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

Consequently, the Sustainability Information needs to be read and understood together with the Reporting Criteria and the basis of preparation set out in the Introduction section under *About This Report* of the Sustainability Report 2023, which SingLand has used to prepare the Sustainability Information.

OUR RESPONSIBILITIES

We are responsible for:

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

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

PROFESSIONAL STANDARDS APPLIED

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

PRACTITIONER'S INDEPENDENCE AND QUALITY MANAGEMENT

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

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

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

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

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

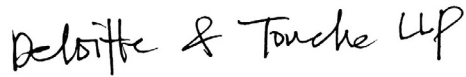
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The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially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

PURPOSE AND RESTRICTION ON DISTRIBUTION AND USE

This report is made solely to the Board of Directors and management of Singapore Land Group Limited in accordance with our engagement letter dated 28 November 2023 for the purpose of providing a limited assurance conclusion on the Sustainability Information. As a result, the report may not be suitable for another purpose.

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



Public Accountants and
Chartered Accountant
Singapore

10 May 2024



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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