

Ascendas Reit

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# Integrated Sustainability Report 2021



A Member of  
CapitaLand Investment

Our cover page features the letters "C" and "O" intersecting to form an interlocked design, where the "C" stands for CapitaLand and the "O" stands for ONE. Together, they represent the ONE CapitaLand ecosystem, and symbolise how the respective REITs, business trusts and businesses that are part of our CapitaLand Investment Group benefit from cross-platform synergies and complementary strengths; and are united and committed to the same shared purpose of Enriching Lives, Building Communities and Growing Sustainably.

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At Ascendas Reit, we place sustainability at the core of everything we do. We are committed to growing in a responsible manner, delivering long-term economic value, and contributing to the environmental and social well-being of our communities.



## About this Report

Ascendas Real Estate Investment Trust (Ascendas Reit or the Trust) is Singapore's first and largest listed business space and industrial Real Estate Investment Trust (REIT), and has presence in Singapore, Australia, the United Kingdom (UK) / Europe and the United States of America (USA). As at 31 December 2021, Ascendas Reit had a customer base of around 1,570 local and international companies across a wide range of industries.

Between 2013 and 2017, Ascendas Reit published five sustainability reports. In 2018, it improved its report by incorporating elements of the Integrated Reporting (IR) Framework of the International Integrated Reporting Council and renamed its report as 'Integrated Sustainability Report'. This is Ascendas Reit's fifth Integrated Sustainability Report. The report provides updates on its Environmental, Social, and Governance (ESG) performance.

### INTERNATIONAL STANDARDS AND GUIDELINES

This report has been prepared in accordance with the Singapore Exchange Securities Trading Limited's (SGX-ST) Listing Manual Rules 711A and 711B, Global Reporting Initiative (GRI) Standards: Core option, and GRI's Construction & Real Estate Sector Supplement (CRESS). The GRI Standards have been selected as it is an internationally recognised reporting framework that covers a comprehensive range of sustainability disclosures that is relevant to Ascendas Reit's business. This report has also incorporated elements of the Integrated Reporting (IR) Framework of the International Integrated Reporting Council, and Sustainable Development Goals (SDGs) of the United Nations. This year, Ascendas Reit has begun taking steps to integrate the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in its reporting.

### REPORTING SCOPE AND PERIOD

Ascendas Reit, a CapitaLand Investment (CLI)-sponsored REIT, is managed by wholly owned subsidiaries of CapitaLand Investment Limited

(the Sponsor), which include Ascendas Funds Management (S) Limited (the Manager) and Asset & Property Managers who are responsible for the Trust and oversee its daily property operations. The Sponsor is a leading global real estate investment manager with a strong Asia foothold and is the listed investment management business arm of the CapitaLand Group (CapitaLand).

Ascendas Reit does not have employees. References to employees in this report refer to employees of the Manager.

This report covers Ascendas Reit's portfolio for the financial period from 1 January 2021 to 31 December 2021, unless otherwise indicated. As at 31 December 2021, Ascendas Reit's portfolio comprises 220 properties (96 in Singapore, 34 in Australia, 49 in the UK / Europe and 41 in USA).

Taking guidance from the operational control approach<sup>1</sup> as defined by the Greenhouse Gas (GHG) Protocol Corporate Standard, environmental performance of 94 properties under operational control have been covered in this report. As at 31 December 2021, about 43% of Ascendas Reit's portfolio was directly under the operational control of the Asset & Property Managers, in terms of Gross Floor Area (GFA).

The multi-segmented portfolio comprised 68% and 32% of multi-tenant and single-tenant properties by asset value respectively. Please refer to pages 62 to 107 of the Annual Report 2021 for the full list of Ascendas Reit's properties.

The Manager has not sought external independent assurance on this report specifically but its Sponsor seeks external assurance on its report, which includes Ascendas Reit's data.

The Manager welcomes all feedback as it enables continual improvement in the sustainability policies, processes, performance and reporting. Please direct your questions and feedback to [a-reit@capitaland.com](mailto:a-reit@capitaland.com).



<sup>1</sup> Ascendas Reit's Manager and its Asset & Property Managers did not have operational control of 126 properties in its portfolio as at 31 December 2021 (this includes three properties (25 Ubi Road 4, 27 Ubi Road 4 and iQuest@IBP) which are under development); hence emissions associated with fuel combustion and purchased electricity are Scope 3. Five properties were divested within 2021, of which two were under the Manager and Asset & Property Manager's operational control up to the point of divestment.



## Sustainability Highlights

### Three key pillars driving Ascendas Reit's sustainability efforts



**BUILD**  
Portfolio Resilience and Resources Efficiency



**ENABLE**  
Thriving and Future-Adaptive Communities



**ACCELERATE**  
Sustainability, Innovation and Collaboration



Anchored by strong Governance & sustainable financial performance

#### GENERATING VALUE IN SIX CAPITALS

Manufactured Capital  
Environmental Capital

Social and Relationship Capital  
Human Capital

Financial Capital  
Organisational Capital

Measured by Return on Sustainability & global benchmarks

### Commitment to the Environment



#### RENEWABLE ENERGY

Largest number of public Electric Vehicle (EV) charging points in Singapore by a Singapore REIT (S-REIT): **76** (FY2021: +36) across 16 properties

**100% powered by renewable energy**  
Achieved for common facilities electricity usage of 4 properties in Singapore (FY2021: + 3 properties), Neuros & Immunos, Nexus @one-north, LogisTech and Galaxis



Solar panels at 37A Tampines Street 92, Singapore

**Completed installation of solar panels at 37A Tampines Street 92, Singapore**, projected to generate approximately 0.24 GWh per annum in addition to the existing 11.2 GWh



#### GREEN FINANCING

Secured an additional S\$811.4 million in green USD and AUD bank loans and entered into an inaugural S\$203.0 million green interest rate swap in FY2021. Green financing accounted for approximately **20%** of Ascendas Reit's total borrowings



#### GREEN BUILDINGS

Largest number of BCA Green Mark certified properties amongst S-REITs – **40<sup>^</sup>** (Since 18 March 2021: +6)

Total portfolio comprises **49<sup>^</sup>** (Since 18 March 2021: +10) green-certified properties

<sup>^</sup> Includes non-Ascendas Reit managed properties.

# Sustainability Highlights

## Premium Quality Products and Services



### DEVELOPED GREEN- CERTIFIED PROPERTIES

**Grab Headquarters and UBIX** both achieved BCA Green Mark Gold<sup>PLUS</sup> certifications. The use of environmentally friendly building materials, energy-efficient lighting and thermal insulating glass are some of the key green features

## Notable ESG Achievements



### AWARD HIGHLIGHTS

**A** rating and **ranked 1<sup>st</sup>** amongst S-REIT peers for GRESB\* Public Disclosure 2021

Ranked **3<sup>rd</sup>** on Singapore Governance and Transparency Index 2021 (REITs and Business Trust Category)

\* GRESB is an investor-led organisation providing standardised and validated ESG data

## Nurturing Community



### COMMUNITY INITIATIVE

Over **480** volunteer hours clocked by the Manager's employees for volunteering events, including CapitaLand's #GivingAsOne and #LoveOurSeniors food packing and distribution events, and Temasek Foundation's #StayMasked national mask distribution initiative. Ascendas Reit sponsored the event venue at Aperia Mall for mask collection and assembling of care packs.



Assembling of care packs at Aperia, Singapore

## Board Statement & Board Message

### BOARD STATEMENT

At Ascendas Reit, sustainability is at the core of everything we do. We are committed to growing in a responsible manner, delivering long term economic value, and contributing to the environmental and social well-being of our communities. The environmental, social and governance (ESG) factors that are material to our business have been identified and reflected in the CapitaLand 2030 Sustainability Master Plan (2030 SMP), which was launched in 2020, and will be reviewed every two years.

The CapitaLand 2030 Sustainability Master Plan guides our efforts to build a resilient and resource efficient real estate portfolio, which enables thriving and future-adaptive communities, and accelerates sustainability innovation and collaboration. Ambitious ESG targets have been set, which include carbon emissions reduction targets validated by the Science Based Targets initiative (SBTi).

The Board of the Manager of Ascendas Reit (the Board) is responsible for overseeing Ascendas Reit's sustainability efforts, determining the material ESG factors and taking them into consideration in determining Ascendas Reit's strategic direction and priorities. The Board also oversees the management and monitoring of the material ESG factors and approves the executive compensation framework based on the principle of linking pay to performance. The Manager's business plans are translated to both quantitative and qualitative performance targets, including sustainable corporate practices.

Ascendas Reit's sustainability performance is ranked by globally recognised indices, including Solactive CarbonCare Asia Pacific Green REIT Index, the iEdge SG ESG Leaders and iEdge ESG Transparency Indexes. As an industry leader, Ascendas Reit will continue to raise our ambitions in adopting meaningful ESG practices and enhancing sustainability in the industrial real estate sector.

### BOARD MESSAGE

#### Creating Sustainable Value

The COVID-19 pandemic has posed unprecedented challenges to businesses and communities worldwide over the past two years. The introduction of COVID-19 vaccines has helped many nations in

their fight against the disease and we have started to see economies recover and borders reopen to international travel.

Ascendas Reit's business remained resilient despite the challenges of the pandemic. We concentrate on the acquisition of good quality and accretive properties while managing capital prudently to create value for all Unitholders. We maintain a well-diversified portfolio in developed markets across different geographic locations and asset classes. Our portfolio of over 1,570 customers across more than 20 industries also reduces customer concentration risk and exposure to any one industry.

Sustainability is central to Ascendas Reit's business strategy. With the introduction of the 2030 SMP, a series of long-term targets have been established across the areas of energy and water usage, carbon emissions, and waste generation. To align with CapitaLand's objective, Ascendas Reit introduced a new long-term target this year – to achieve a minimum green rating for all its existing (owned and managed) properties worldwide by 2030. Green certifications for new acquisitions and developments<sup>2</sup> would also have to meet the minimum green rating of Green Mark Gold<sup>PLUS</sup> in Singapore, while overseas properties would need to obtain certification by a green rating system administered by a national government ministry/agency or a Green Building Council recognised by the World Green Building Council (WGBC)<sup>3</sup>.

#### Commitment towards reducing environmental footprint

Building upon the success of the solar installations at six properties in Singapore, additional solar panels were installed at 37A Tampines Street 92, Singapore, in March 2021. This added a further 0.24 GWh of annual solar energy capacity to the existing 11.2 GWh. Ascendas Reit will commence the second phase of solar panel installations in Singapore in 2022.

Ascendas Reit continues to hold the largest number of Building and Construction Authority (BCA) Green Mark building certifications among S-REITs. Our global portfolio includes 49 green-certified properties. Of note, Ascendas Reit completed the development of Grab's Headquarters in Singapore in July 2021, and the property achieved a BCA Green Mark Gold<sup>PLUS</sup> certification.

2 Refers to Ascendas Reit's owned and managed properties. If this is not achievable immediately, capital expenditure will be set aside to enhance the properties to attain green certificates in the future

3 Includes certifications for new building construction, core & shell, design and as-built etc.

## Board Statement & Board Message

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Aside from minimising emissions from its properties, Ascendas Reit also encourages our community to reduce their carbon footprint. In 2021, 36 additional EV charging points were installed in Singapore, bringing the total to 76 charging points across 16 properties. Across our global portfolio, there were 227 EV charging points as at 31 December 2021 (31 December 2020: 138).

On the sustainable finance front, we continue to leverage on our Green Finance Framework to improve financial flexibility and resilience. In 2021, Ascendas Reit secured an additional S\$811.4 million in green USD and AUD bank loans and entered into an inaugural S\$203.0 million (US\$150.0 million) green interest rate swap. As at 31 December 2021, Ascendas Reit has approximately S\$1.2 billion (~20% of its total borrowings) worth of green financing instruments comprising green bond, green perpetual securities and green loans.

### Customer engagement and community involvement

Ascendas Reit strives to foster a sense of community among employees, customers as well as the wider community. Digital outreach events organised by CapitaLand continues to be the main channel of customer engagement. An example is Tabao Thursday Series which features a series of online webinars and workshops covering a wide range of topics on health, wellness, interest groups and festivities. Campaigns were also held via your Workspace Community (yWC) which serves as platform to enable, promote and communicate with customers to build a more vibrant, tight-knit CapitaLand community.

Customers and their staff are provided with opportunities to volunteer alongside the Manager in signature events such as the #GivingAsOne campaign

which aims to uplift lives of vulnerable groups through virtual workshops, as well as #LoveOurSeniors which involves packing and delivery of care packs, meals and bread to seniors. The Manager's employees also participated in Temasek Foundation's nationwide mask distribution initiative while the Manager made available Aperia Mall to be one of the venues for mask collection.

### Upholding best practices in corporate governance

Good corporate governance is the cornerstone of every business. At Ascendas Reit, we seek to adopt best practices so as to maintain effective leadership, structure and overall culture within the organisation. In October 2021, the Board established a Nominating and Remuneration Committee and also constituted a fully independent Audit and Risk committee.

We were heartened to receive the Special Edition Corporate Excellence and Resilience Award (in the category of companies with market capitalisation of S\$1 billion or more) at the Singapore Corporate Awards 2021. Ascendas Reit was also runner-up for the Singapore Corporate Governance Award at the Securities Investors Association (Singapore) (SIAS) Investors' Choice Awards 2021 under the REITs and Business Trusts Category.

For two consecutive years, GRESB rated Ascendas Reit an A and ranked us 1<sup>st</sup> amongst Singapore industrial REIT peers for Public Disclosure. This year, Ascendas Reit also moved up five spots from 8<sup>th</sup> position to be ranked 3<sup>rd</sup> on the Singapore Governance and Transparency Index 2021 (REITs and Business Trust Category). Our commitment towards transparency, disclosure and communications is reflected by our leading positions in these listings.

# Sustainability during COVID-19

## NAVIGATING COVID-19 WITH STAKEHOLDERS

Ascendas Reit is committed to upholding social responsibility and managing social risks and opportunities among its key stakeholder groups. The safety and well-being of its stakeholders is a key priority. Hence, immediate response and support were taken to address emerging issues through a series of precautionary measures that are summarised in the table below:

### EMPLOYEES

Various precautionary measures were implemented to safeguard the safety and total well-being of the employees.



Where possible, employees continue to work from home with the support of telecommuting technologies. To ensure the well-being of its employees, CapitaLand has implemented the following employee engagement channels and resources:

- Online platforms including pulse surveys
- Virtual townhalls and online activities such as online learning, competitions, etc.
- Regular emails on financial assistance channels, other employee assistance programmes and healthcare hotlines



With the gradual reopening of workplaces in Singapore, the Manager has stayed vigilant and maintained its enhanced safety measures which were introduced to provide employees with a peace of mind as they returned to the premises.

### CUSTOMERS

A tailored approach was adopted to support customers and alleviate the financial impact for customers across its four operating markets.



In accordance with the government mandates, Ascendas Reit provided rental rebates to support Small & Medium Enterprise (SME) customers that were affected by the Phase 2 Heightened Alert (P2HA) COVID-19 measures. Ascendas Reit also implemented extended carpark grace period to 30 minutes at Aperia Mall during P2HA periods in support of its F&B tenants.

Going above and beyond local regulations, Ascendas Reit voluntarily provided assistance to customers in Australia, UK / Europe and USA.

In FY2021, a total of S\$1.8 million worth of rent rebates were provided to customers across Ascendas Reit's portfolio.



#### Australia

- Complied with the New South Wales (NSW) Government's restriction of lease termination if qualifying SME tenants do not pay rent, outgoings or trade
- Provided rental rebates to Food & Beverages (F&B) operators impacted by COVID-19 measures



#### UK / Europe

- Complied with the extension of protection against landlord's eviction of tenants due to non-payment of rent until 25 March 2022



#### USA

- Complied with California and Oregon's protections against landlord evictions for non-payment of rent.
- Provided rent rebates to tenants impacted by COVID-19 measures



## Sustainability during COVID-19

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### SUPPLIERS

There were no significant disruptions to Ascendas Reit's supply chain during the COVID-19 situation in FY2021.



Despite various lockdowns and heightened alert phases in Singapore during FY2021, tender calling, awarding of contracts, and projects continued to be executed with the implementation of Zycus (an online and paperless Procure-to-Pay supplier management platform).



Ascendas Reit continued to work closely with its contractors and respective agencies to ensure continuity in business operations and to mitigate the impact of the social distancing measures implemented during the Phase 2 Heightened Alert in FY2021.

### COMMUNITY

CapitaLand and its philanthropic arm CapitaLand Hope Foundation (CHF) have donated more than S\$9 million globally since January 2020, to support communities affected by COVID-19.



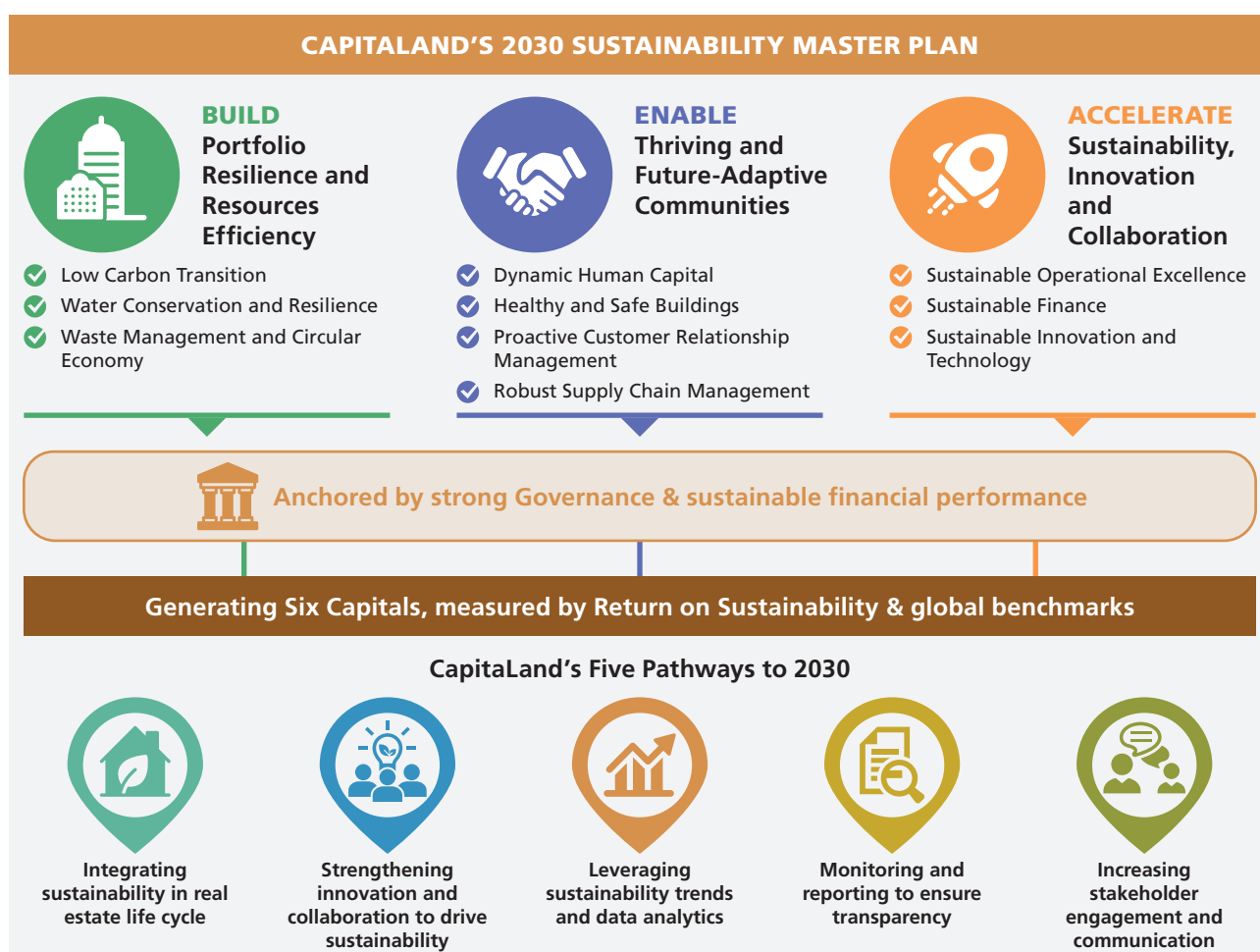
The Manager continues to encourage its employees to engage in volunteerism and contributes back to the community to stand in solidarity through the challenging times. The Manager saw employee participation rate of over 82% in CapitaLand's volunteer activities, such as #LoveOurSeniors, #GivingAsOne and Temasek Foundation's #StayMasked, where its employees distributed meals, essential care packs and masks to various stakeholders in the community. For more information, please refer to COVID-19 Health and Safety Measures on page 44.

# Sustainability Commitment

## MANAGING SUSTAINABILITY AS A GROUP

In 2020, CapitaLand unveiled its 2030 Sustainability Master Plan (2030 SMP) to elevate its commitment towards global sustainability in the built environment. The 2030 SMP comprises three key pillars – Build portfolio resilience and resource efficiency, Enable thriving and future-adaptive communities, and Accelerate sustainability innovation and collaboration. CapitaLand drives sustainability efforts in the ESG pillars, enabling it to create a larger positive impact for the environment and society.

As a CLI-sponsored REIT, Ascendas Reit aligns its sustainability objectives and strategies with the Sponsor. It is committed to improving the economic and social well-being of its stakeholders through management of human capital, asset, portfolio operations and project development. Ascendas Reit also considers innovation as a key driver towards ensuring commercial viability without compromising the environment for future generations. The Manager works closely with the Asset & Property Managers in carrying out these strategies and relevant activities across its portfolio where possible.



CapitaLand has identified five pathways to achieve its sustainability objectives. Ascendas Reit is aligned with these objectives and will continually adapt its strategies as technologies evolve and new scientific data become available:

### 1. Integrate sustainability in CapitaLand's real estate life cycle

From the earliest stage of investment process, to design, procurement, construction, operations and redevelopment or divestment, sustainability targets will be embedded in policies, processes, best practices, and key performance indicators of its business operations.

### 2. Strengthen innovation and collaboration to drive sustainability

CapitaLand will continue to source globally for new ideas and technologies to meet its sustainability ambitions and work with like-minded partners to create shared values.

### 3. Leverage sustainability trends and data analytics

This allows CapitaLand to track critical performance and progress in water usage, waste management, energy consumption, carbon emission, and health and safety. These measurements along with social indicators are

# Sustainability Commitment

key to driving performance improvement across its operating properties and development projects.

#### 4. Monitor and report progress to ensure transparency

As CapitaLand tracks its sustainability progress, it will continue to validate its sustainability performance by external assurance and align its Global Sustainability Report to international standards.

#### 5. Increase engagement and communication with key stakeholders

It is key to build awareness among its employees, investors, customers and communities, and collectively affect transformational change to achieve CapitaLand's 2030 SMP targets.

#### Push Boundaries of Change

To push the boundaries of change, CapitaLand will transit to a low-carbon business that is aligned with climate science. In November 2020, it had its carbon emissions reduction targets approved by the SBTi for a 'well-below 2°C' scenario. The targets are in line with the goals of the Paris Agreement to keep global temperature rise well below 2°C in this century. CapitaLand is also developing a new metric, Return on Sustainability, in addition to the regular financial return to measure its ESG impact.

CapitaLand launched the inaugural CapitaLand Sustainability X Challenge (CSXC), the first sustainability focused innovation challenge by a Singapore headquartered real estate company that sources globally for emerging sustainability technologies and solutions in the built environment. The CSXC covers seven challenge statements that reflects the key themes and goals in CapitaLand's 2030 SMP.

CapitaLand aims to be a leader in sustainable finance and targets to secure \$6 billion through sustainable finance by 2030. Proceeds and interest rate savings from its efforts in sustainable finance can also be used to drive more sustainability initiatives and innovations within the CapitaLand.

As a testament to its sustainability commitment, Ascendas Reit has continued to increase its exposure to green-certified assets with the acquisition of the remaining 75% interest in Galaxis in Singapore and 1-5 Thomas Holt Drive in Australia, as well as the development of the Grab Headquarters in Singapore.

The solar installation at 37A Tampines Street 92 was completed in FY2021, increasing the renewable energy capacity of Ascendas Reit's combined solar farm. Further solar installations are being planned for. In addition, the common area facilities of four properties in Singapore and four co-location data centres in the UK / Europe are fully powered by renewable energy. This is part of Ascendas Reit's efforts to increase its usage of renewable energy and contribute towards a low carbon economy.

With regards to sustainable finance, Ascendas Reit has approximately S\$1.2 billion worth of green financing instruments comprising green bond, green loans and green perpetual securities as of 31 December 2021.

#### Measured against global benchmarks

CapitaLand was one of the first companies in Singapore to voluntarily publish an annual Global Sustainability Report (GSR) and externally assure the entire report. Benchmarking against an international standard and framework that is externally validated helps CapitaLand to overcome the challenges in sustainability reporting that may arise from its portfolio of diverse asset types and geographical presence globally.

CapitaLand is also a signatory to the United Nations (UN) Global Compact and its Global Sustainability Report serves its Communication on Progress, which will be made available at [www.unglobalcompact.org](http://www.unglobalcompact.org) when published.

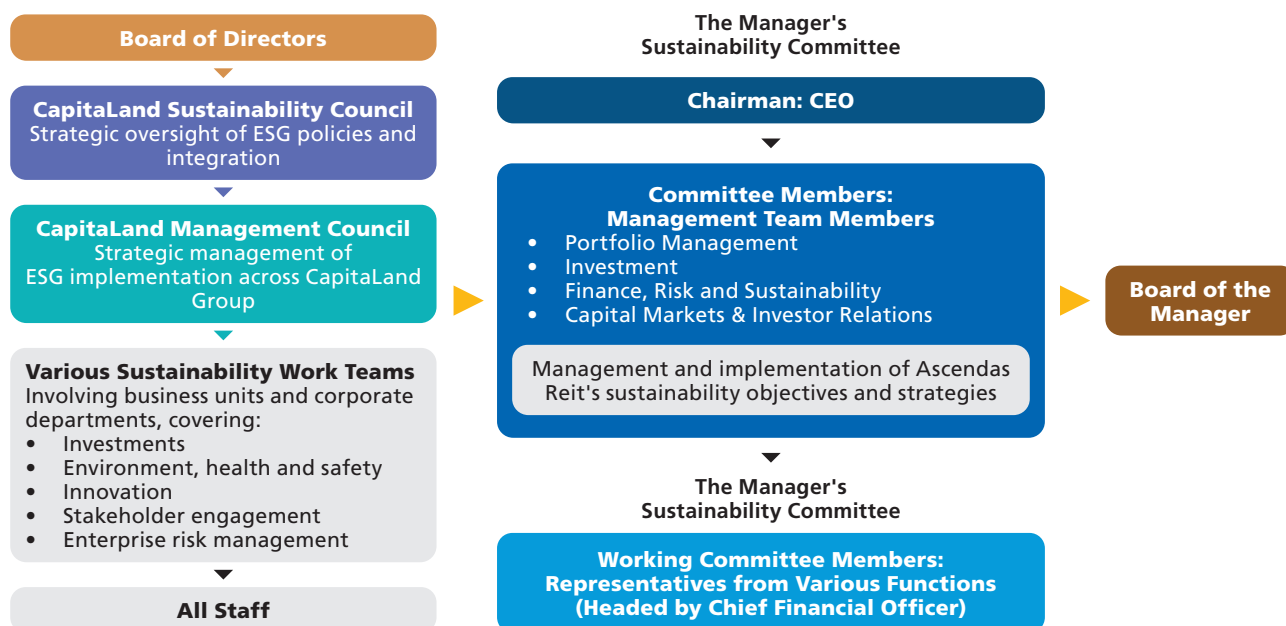
For its efforts, CLI is listed in the Global 100 Most Sustainable Corporations Index, Dow Jones Sustainability World Index and Asia-Pacific Index, Global Real Estate Sustainability Benchmark (Global Sector Leader, Diversified- Listed), FTSE4Good Index Series, MSCI Global Sustainability Indexes and The Sustainability Yearbook. CLI Global Sustainability Report 2021 will be published by 31 May 2022.

It will continue to be prepared in accordance with the Global Reporting Initiative Standards: Core option. CapitaLand will continue to apply the Guiding Principles of the International Integrated Reporting Framework and ISO 26000:2010 Guidance on Social Responsibility, and reference the UN Sustainable Development Goals (UN SDGs), and the Sustainability Accounting Standards Board (SASB). CapitaLand also plans to enhance its climate-related disclosure and implementation in line with the Taskforce for Climate-related Financial Disclosure (TCFD). It will continue to be externally assured to AA1000 Assurance Standard. The GSR will cover CapitaLand's global portfolio and staff, including its listed real estate investment trusts (REITs) and business trusts - CapitaLand Integrated Commercial Trust, Ascendas Real Estate Investment Trust, Ascott Residence Trust, CapitaLand China Trust, Ascendas India Trust and CapitaLand Malaysia Trust.

Ascendas Reit strives to emulate CapitaLand's achievements and leadership position in sustainability and will continue to pursue opportunities where it can make a positive and meaningful impact. Ascendas Reit is a constituent of several sustainability indices including the MSCI EAFE Choice ESG Screened Index, the Solactive ISS ESG Screened Paris Aligned Global Markets Index NTR, and the iEdge SG ESG Leaders Index. In FY2021, for the second year in a row, Ascendas Reit scored an 'A' for public disclosure in theGRESB survey, a global real estate sustainability benchmark.

# Board, Top Management Support and Employee Involvement

## STRATEGIC SUSTAINABILITY MANAGEMENT STRUCTURE



CapitaLand's sustainability management comes under the purview of its Sustainability Council.

The Sustainability Council comprises selected CLI Board's independent directors and members of the CapitaLand's senior management. It is supported by the CLI Sustainability Office and various work teams to drive continued progress and improvement in sustainability. The work teams comprise representatives from CapitaLand business units and corporate functions.

Each business unit has its own Environmental, Health and Safety (EHS) Committee to drive initiatives in

countries where CapitaLand operates, with support from various departments. The CEO of the Manager is accountable for Ascendas Reit's EHS performance. The Board of the Manager is updated regularly on Ascendas Reit's sustainability matters.

Within the Manager, there is also a sustainability committee which comprises senior management team members led by the CEO to oversee sustainability directly at the Business Unit level. The Manager works closely with the Asset & Property Managers in carrying out strategies and relevant activities, abiding by CapitaLand's sustainability framework and policies.

## CORE VALUES

WINNING MINDSET | ENTERPRISING | RESPECT | INTEGRITY

### COMMITMENT TO OUR STAKEHOLDERS

We create great customer value and experiences through high-quality products and services



**FOR OUR CUSTOMERS**  
Tenants and Visitors

We deliver sustainable shareholder returns and build a strong global network of capital partners



**FOR OUR INVESTORS**  
including Business Partners

We develop high-performing people and teams through rewarding opportunities



**FOR OUR PEOPLE**  
Employees

We care for and contribute to the economic, environmental and social development of communities



**FOR OUR COMMUNITIES**  
Government agencies, NGOs, general public, the environment, suppliers / contractors

## Materiality

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Ascendas Reit is guided by CLI's materiality assessment process, which considers issues identified and assessed from the various engagement with stakeholders through a myriad of programmes and channels made available. The Risk and Control Self-Assessment exercise is a critical component through which the manager identifies, assesses and documents material risks and corresponding internal controls. These material risks include fraud and corruption, environmental (e.g. climate change), health and safety, and human capital risks which are ESG-relevant.

Guided by the 2030 SMP, CapitaLand elevated its commitment to global sustainability in the built environment. It has identified and reviewed material issues that were most relevant and significant

to CapitaLand and its stakeholders. With the restructuring of CapitaLand into CLI and CapitaLand Development (CLD), the ESG material issues were prioritised based on the likelihood and potential impact of issues affecting business continuity of CLI. For external stakeholders, priority is given to issues important to the society and applicable to CLI.

The Manager has reviewed and adopted CLI's mapping of the material ESG issues under the 2030 SMP Sustainability pillars as shown below as they were deemed to be relevant to Ascendas Reit's business and operating context. For more information on stakeholder engagement, please refer to the Environmental and Manufactured Capital, Human Capital, and Social and Relationship Capital chapters of this report.

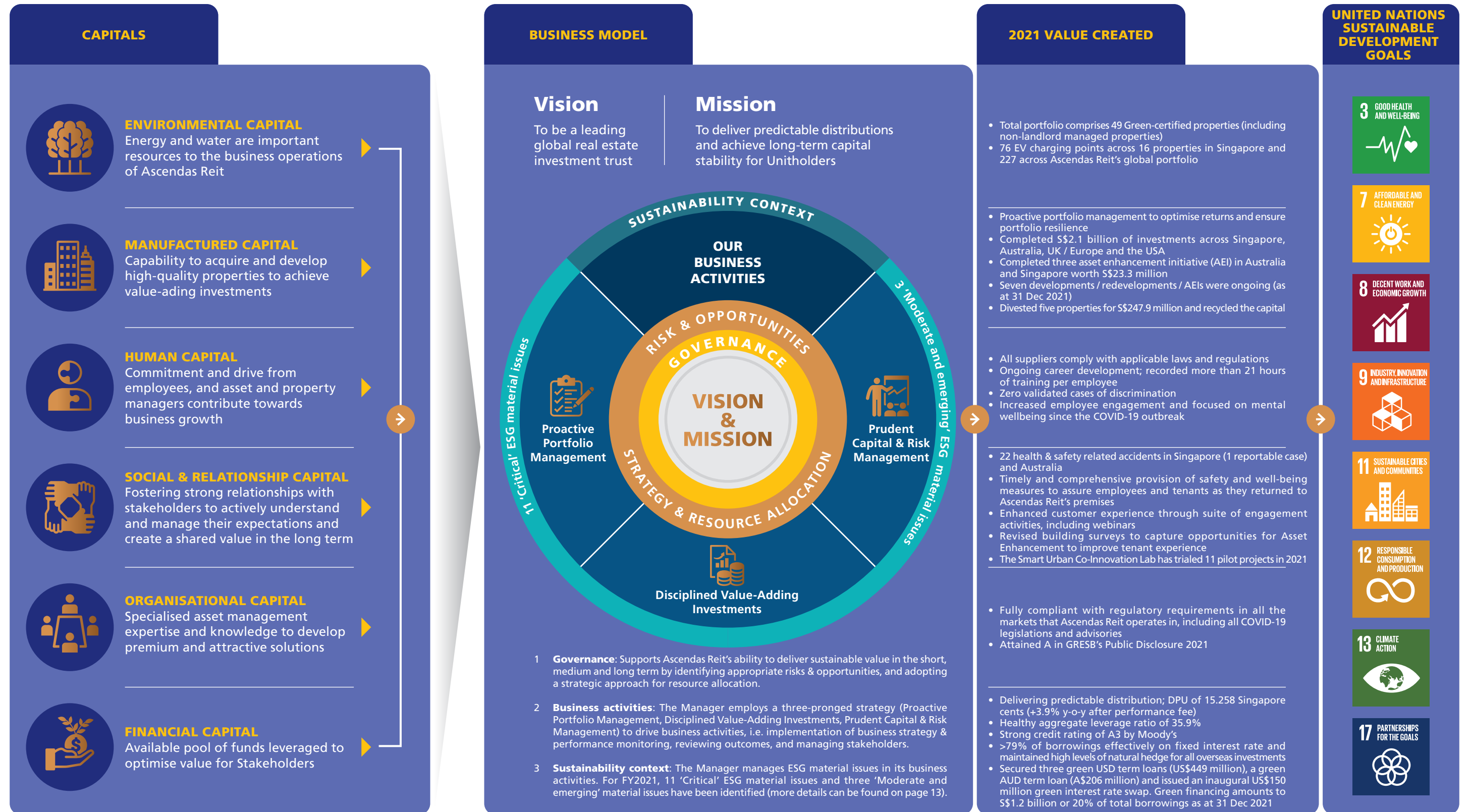
### PRIORITISATION OF ESG MATERIAL ISSUES

2030 SMP – Sustainability Pillars	Material ESG Factors / Indicators	
	Critical	Moderate and Emerging
<b>BUILD</b> Portfolio Resilience and Resource Efficiency	<ul style="list-style-type: none"> <li>Climate change and carbon reduction</li> <li>Energy efficiency</li> <li>Water management</li> </ul>	<ul style="list-style-type: none"> <li>Waste management</li> <li>Biodiversity</li> </ul>
<b>ENABLE</b> Thriving and Future- Adaptive Communities	<ul style="list-style-type: none"> <li>Occupational Health &amp; Safety</li> <li>Human Capital</li> <li>Stakeholder engagement</li> <li>Supply Chain Management</li> <li>Diversity (board and employees)</li> </ul>	<ul style="list-style-type: none"> <li>Human rights</li> </ul>
<b>ACCELERATE</b> Sustainability Innovation and Collaboration	<ul style="list-style-type: none"> <li>Product and services (incl. customer health and safety)</li> </ul>	
↓		
<b>ANCHORED BY STRONG</b> Governance & sustainable financial performance	<ul style="list-style-type: none"> <li>Compliance</li> <li>Business ethics</li> </ul>	

# Value Creation and Alignment to United Nations Sustainable Development Goals (UN SDGs)

Ascendas Reit remains committed to creating long-term and sustainable value for its stakeholders. It continues to leverage on the Six Capitals, aligned with that of CapitaLand's – Environmental, Manufactured, Human, Social and Relationship, Organisational and Financial. ESG material issues are grouped into these Six Capitals and mapped against eight UN SDGs that are most aligned with the CapitaLand Sustainability Master Plan 2030 targets, and where it can achieve the greatest positive impact.

## ASCENDAS REIT'S VALUE-CREATING BUSINESS MODEL

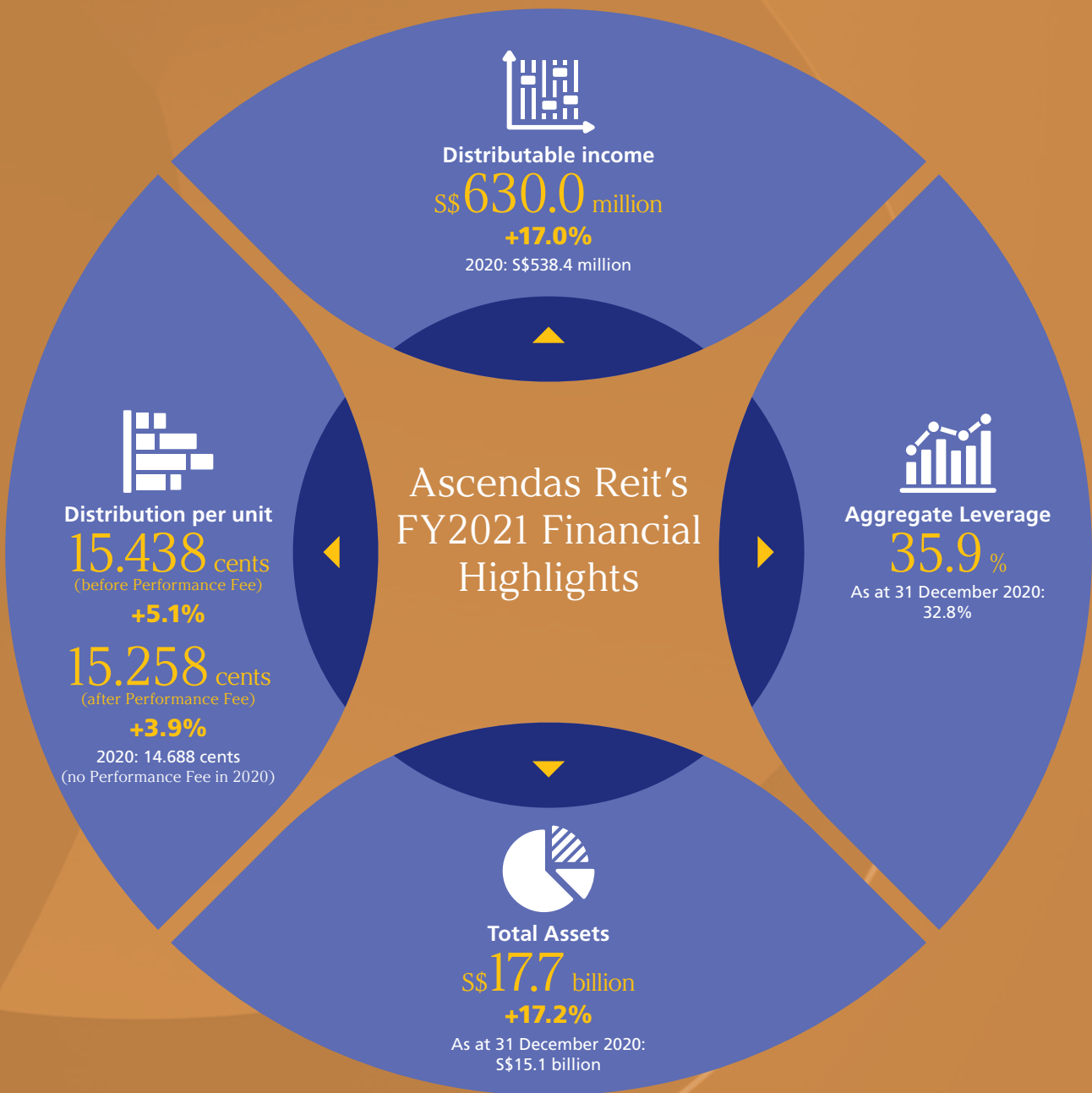




**FINANCIAL CAPITAL**

Ascendas Reit draws on its available pool of funds to invest in properties, carry out asset enhancements and redevelop properties to optimise value for its Unitholders. In FY2021, it delivered a Distribution Per Unit (DPU) of 15.258 Singapore cents, 3.9% higher (15.438 cents before Performance Fee, 5.1% higher), than in FY2020.

**Figure 1: Ascendas Reit’s FY2021 Financial Highlights**



For a more details on Ascendas Reit’s financial performance and management of financial capital, please refer to pages 33 to 57 of the Annual Report 2021.

## Financial

### Case Study: Greening Ascendas Reit's Finances

Ascendas Reit continues to explore new ways to improve its financial flexibility and resilience. The Green Finance Framework (the Framework) was established to secure funding from like-minded sustainability-centric investors. The Framework is publicly available on Ascendas Reit's website at <https://www.ascendas-reit.com/en/sustainability/green-financing.html> and is prepared in line with the Green Bond Principles (2018) as well as the Green Loan Principles (2020) (the Principles).

The Framework outlines the criteria and guidelines for Ascendas Reit and its subsidiaries to allocate and manage the proceeds raised from green bonds or green loans. Proceeds from the green bonds or green loans will be used to fund Green Projects covering the areas of green buildings, renewable energy, energy efficiency, waste management, sustainable water management and clean transportation. With these Green Projects, Ascendas Reit strives to continuously contribute towards the UN SDGs. In FY2020, the Manager engaged Ernst & Young LLP (EY) to perform an independent limited assurance report to confirm that the Framework has been prepared in accordance with the Principles.

In FY2020, Ascendas Reit issued its maiden S\$100 million green bond as well as secured S\$300 million via green perpetual securities (the first real estate green perpetual securities in Asia). EY's independent limited assurance reports on the pre- and post-issuance processes of its maiden green bond can be found on Ascendas Reit's corporate website (<https://www.ascendas-reit.com/en/sustainability/green-financing.html>).

In FY2021, Ascendas Reit increased its commitment to green financing with (i) three inaugural green USD bank loans totalling US\$449 million, (ii) a green A\$206 million bank loan and (iii) an inaugural US\$150 million green interest rate swap (more information can be found in the table "Details of Green Financing Instruments and Use of Proceeds" below).

As of 31 December 2021, Ascendas Reit has approximately S\$1.2 billion worth of green financing instruments comprising green bond, green loans and green perpetual securities.

All proceeds from the green bond, green loans and green perpetual securities have been fully allocated to partially refinance eligible properties that have been selected based on the Eligibility Criteria set out in the Framework.

Property	Country	Asset Class	Green Certification	Valuation S\$ million (as at 31 December 2021)
1 Aperia	Singapore	Integrated Development, Amenities & Retail	BCA Green Mark Platinum	580.0
2 Corporation Place	Singapore	High-Specifications Industrial	BCA Green Mark Platinum	124.5
3 LogisTech	Singapore	Logistics & Distribution Centre	BCA Green Mark Platinum	63.1
4 Nexus @one-north	Singapore	Business & Science Park	BCA Green Mark Platinum	202.8
5 The Galen	Singapore	Business & Science Park	BCA Green Mark Platinum	150.0
6 Galaxis	Singapore	Business & Science Park	BCA Green Mark Platinum	733.6
7 Cintech I	Singapore	Business & Science Park	BCA Green Mark Gold <sup>PLUS</sup>	58.6
8 Cintech II	Singapore	Business & Science Park	BCA Green Mark Gold <sup>PLUS</sup>	49.0

## Financial

Property	Country	Asset Class	Green Certification	Valuation S\$ million (as at 31 December 2021)	
9	Cintech III & IV	Singapore	Business & Science Park	BCA Green Mark Gold <sup>PLUS</sup> (Cintech III) BCA Green Mark Gold <sup>PLUS</sup> (Cintech IV)	125.0
10	Nordic European Centre	Singapore	Business & Science Park	BCA Green Mark Gold <sup>PLUS</sup>	121.1
11	Nucleos	Singapore	Business & Science Park	BCA Green Mark Gold <sup>PLUS</sup>	346.1
12	ONE@Changi City	Singapore	Business & Science Park	BCA Green Mark Gold <sup>PLUS</sup>	502.4
13	Siemens Centre	Singapore	High-Specifications Industrial	BCA Green Mark Gold <sup>PLUS</sup>	108.7
14	Techlink	Singapore	High-Specifications Industrial	BCA Green Mark Gold <sup>PLUS</sup>	127.0
15	Techpoint	Singapore	High-Specifications Industrial	BCA Green Mark Gold <sup>PLUS</sup>	150.5
16	Techview	Singapore	High-Specifications Industrial	BCA Green Mark Gold <sup>PLUS</sup>	166.9
17	The Alpha	Singapore	Business & Science Park	BCA Green Mark Gold <sup>PLUS</sup>	90.0
18	The Capricorn	Singapore	Business & Science Park	BCA Green Mark Gold <sup>PLUS</sup>	123.0
19	1 Thomas Holt Drive	Australia	Suburban Office	5.5 Star NABERS Energy Rating & 5 Green Star Office Design rating	126.3
20	108 Wickham Street	Australia	Suburban Office	5.5 Star NABERS Energy Rating	99.9
21	197-201 Coward Street	Australia	Suburban Office	5.0 Star NABERS Energy Rating	179.0
22	254 Wellington Road	Australia	Suburban Office	5 Star Green Star Design & As-Built Rating	113.8
23	Unit 2, Wellesbourne Distribution Park	UK	Logistics & Distribution Centre	BREEAM New Construction Excellent <sup>4</sup>	31.2
24	Unit 4, Wellesbourne Distribution Park	UK	Logistics & Distribution Centre	BREEAM New Construction Excellent <sup>4</sup>	12.0
25	505 Brannan Street	USA	Office	LEED Platinum (BD+C) <sup>5</sup>	272.6
26	510 Townsend Street	USA	Office	LEED Platinum (BD+C) <sup>5</sup>	510.5
<b>Total Valuation</b>				<b>5,167.5</b>	

4 BREEAM, which stands for Building Research Environmental Assessment Method, is a widely used sustainability assessment method for buildings in areas of sustainable construction, operation, and design. BREEAM scores are categorised across six ratings: Unclassified; Pass; Good; Very Good; Excellent and Outstanding.

5 BD+C: Building Design & Construction

## Financial

### Details of Green Financing Instruments and Use of Proceeds

Green Financing Instrument	Maturity Date	Amount of Proceeds	Amount Allocated	Project Category	Description of Project	% of Green Building portfolio refinanced
S\$100m 2.65% Fixed Rate 10-Year Senior Notes due 2030	26 Aug 2030	S\$100 million	S\$100 million	Green Buildings	Refinancing of Singapore Green building portfolio	1.93%
S\$300m 3.00% Fixed Rate Subordinated Green Perpetual Securities	Perpetual	S\$300 million	S\$300 million	Green Building	Refinancing of Singapore Green building portfolio	5.81%
Green Loan	30 Jan 27	A\$205.5 Million (\$204.3 million)	A\$205.5 million (\$204.3 million)	Green Building	Refinancing of Australia Green building portfolio	3.95%
Green Loan	26 Mar 26	US\$148.6 million (\$201.1 million)	US\$148.6 million (\$201.1 million)	Green Building	Refinancing of USA Green building portfolio	3.89%
Green Loan	26 Mar 26	US\$150.0 million (\$203.0 million)	US\$150.0 million (\$203.0 million)	Green Building	Refinancing of USA Green building portfolio	3.93%
Green Loan	26 Mar 27	US\$150.0 million (\$203.0 million)	US\$150.0 million (\$203.0 million)	Green Building	Refinancing of USA Green building portfolio	3.93%
<b>Total</b>		<b>S\$1,211.4 million</b>	<b>S\$1,211.4 million</b>			<b>23.44%</b>

### Sustainability Highlights of Green Building Portfolio

- 9 properties were added to the Green Project Register in FY2021 with a total valuation of S\$2.08 billion. These properties were:
  - Galaxis, Singapore
  - 1 Thomas Holt Drive, Sydney, Australia
  - 197-201 Coward Street, Sydney, Australia
  - 254 Wellington Road, Melbourne, Australia
  - 108 Wickham Street, Brisbane, Australia
  - Unit 2, Wellesbourne Distribution Park, UK
  - Unit 4, Wellesbourne Distribution Park, UK
  - 505 Brannan Street, San Francisco, USA
  - 510 Townsend Street, San Francisco, USA
- To encourage the use of electric vehicles, Ascendas Reit has installed additional 16 EV charging points in Singapore, across the following buildings in the Green Project Register:
  - Galaxis
  - The Alpha
  - Techview
  - Aperia
- 21 additional EV charging points were installed in 254 Wellington Road, Melbourne, Australia

# Environmental

## Environmental and Manufactured Capital

### MATERIAL ESG FACTORS



**CLIMATE CHANGE AND CARBON REDUCTION**



**ENERGY EFFICIENCY**



**WATER MANAGEMENT**



**WASTE MANAGEMENT**



**BIODIVERSITY**

<b>Policy</b>	<ul style="list-style-type: none"> <li>• Environmental Health and Safety Policy</li> <li>• Occupational Health and Safety</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• CEO of the Manager is accountable</li> <li>• Setting performance targets linked to remuneration for Management and employees; and monitoring energy and water usage, waste generation and carbon emissions performance through the Environmental Tracking System (ETS)<sup>6</sup></li> <li>• Use of the ISO 14001-certified Environmental Management System (EMS) ensures accountability of all employees</li> </ul>
<b>Approach and Implementation</b>	<ul style="list-style-type: none"> <li>• Compliance with local environmental laws and regulations</li> <li>• Identify significant environmental aspects and manage impact</li> <li>• Implementation of Sustainable Building Guidelines (SBG), an in-house guide that ensures holistic incorporation of environmental considerations throughout all stages of our properties' life cycles</li> <li>• Appointment of ISO 14001-certified service providers or conduct EMS legal compliance on site in Singapore</li> </ul>

<sup>6</sup> Currently, only environmental performance of Singapore properties is tracked through the ETS.

# Environmental

## ENVIRONMENTAL AND MANUFACTURED CAPITAL

Ascendas Reit is aligned with CapitalLand’s commitment to minimise the environmental impact and contribute towards achieving the desired positive outcomes that will benefit its stakeholders and future generations.

The Manager strives to incorporate environment sustainability throughout all stages of any AEI, developments and redevelopments. Environmental-friendly features are implemented where appropriate across the properties to improve overall energy efficiency. Monitoring environmental impact is integral to its business operations, as the efficient use and management of environmental resources such as energy, water and waste contributes to the operational efficiency and long-term sustainability of Ascendas Reit.

### TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

CLI had started to align its climate related disclosures with TCFD recommendations in the four key areas of governance, strategy, risk management and metric and targets since FY2017 and further declared its support for TCFD and its recommendations in FY2019.

Ascendas Reit has started taking steps to integrate the recommendations of the TCFD and will continue enhancing its implementation of TCFD recommendations and reporting.

Key Area	Ascendas Reit’s Approach
<b>i. Governing Climate-Related Risks and Strategy</b>	<p>The Board considers sustainability issues as part of its strategic formulation, determines the material ESG factors and oversees the management and monitoring of the material ESG factors.</p> <p>The Board also sets the Trust’s risk appetite, which determines the nature and extent of material risks that Ascendas Reit is willing to take to achieve their strategic and business objective. Climate change has been highlighted as one of the material risk issues. The Board regularly reviews climate change risks as part of the CLI Enterprise Risk Management (ERM) Framework.</p> <p>The Board is actively involved in discussions on environment-related initiatives, which include climate-related initiatives. The Board is updated on relevant performance metrics, e.g. carbon emissions performance, progress on the reduction targets, renewable energy usage, green building certification, as well as stakeholders’ expectations and regulatory requirements on climate change during the annual Board strategy, business plan meetings and other scheduled Board meetings. The Board is also kept aware of any environmental incidents, which may include climate-related damages or disruptions.</p> <p>Within the Manager of Ascendas Reit, there is a Sustainability Committee, chaired by the CEO. The Sustainability Committee comprises members of the Management team and is tasked to develop, oversee and implement Ascendas Reit’s sustainability objectives and strategies directly at the Trust level. The Sustainability Committee periodically reviews the progress and effectiveness of these objectives and strategies.</p> <p>In alignment with CLI, the CEO of the Manager is responsible for Ascendas Reit’s climate change-related targets. A key objective of Ascendas Reit is to transit to a low-carbon business that is aligned with climate science and build a resilient and resource efficient portfolio. As part of these efforts, training programmes on sustainability-related topics are organised by the CapitalLand Institute of Management &amp; Business (CLIMB) periodically to further build capacity with respect to climate-related risk and opportunity management.</p> <p>In 2021, CapitalLand’s sustainability management comes under the purview of CapitalLand Sustainability Council which comprises two Independent Board members and senior management members that report to the CLI Board. It was chaired by one of CLI Board’s independent directors. CapitalLand’s Management Council consisting of CLI Group Chief Executive Officer, all Presidents and/or CEOs of business units and key management officers of the Corporate Office provide strategic management of ESG implementation across CLI. It is supported by CLI Sustainability Office and various work teams to drive continued progress and improvement in the areas of ESG. The work teams comprise representatives from CLI business units and corporate functions. This governance is cascaded from the CLI to the Trust level.</p>







# Environmental

Key Area	Ascendas Reit's Approach
ii. Strategy	<p>As a CLI-sponsored REIT, CLI's identified ESG issues have been deemed to be material and applicable to Ascendas Reit's business and operations. The selection of these issues is guided by CLI's regular review, assessment and feedback process in relation to ESG topics. The Manager, with the support of the CLI Sustainability Office and various work teams, will also be driving its climate change research moving forward.</p> <p>Climate change and emissions reduction is one of the key ESG material issues identified as relevant and critical for CLI and Ascendas Reit. Climate change risk has been identified as a key risk as part of the ERM Framework and includes both physical and transitional risks. Physical risks include consideration of rising sea levels, violent storms, long intense heat waves, flash floods and freshwater depletion. Transitional risks include potentially more stringent regulations and increased expectations from customers and stakeholders.</p> <p>In line with CLI, the Trust's strategy to identify and address climate-related risks and opportunities spans across all areas of its real estate life cycle, from the earliest stage of the investment process, to design, procurement, construction, operations and redevelopment or divestment.</p> <ul style="list-style-type: none"> <li>• All new investments into operational assets and development projects undergo the EHS Impact Assessment during due diligence to identify any environmental (including climate change) risks and opportunities related to the asset/project site and its surroundings. The assessment covers performance metrics such as energy efficiency, as well as transitional and physical risk and opportunity considerations. Significant findings from the assessment would be incorporated in the investment paper submitted to the Board for approval.</li> <li>• The implementation of the CapitaLand Sustainable Building Guidelines (SBG) aims to identify and address the risks and opportunities of climate change right from the design stage. The local context of each project will be studied in detail, and appropriate measures will be taken into consideration with regards to adaptation of climate change. SBG also sets guidelines for buildings to be more energy efficient, e.g., setting green rating targets, specifying minimum equipment efficiency, and requiring the use of onsite renewable energy whenever possible. For more information, please refer to the section on CapitaLand Sustainable Building Guidelines below.</li> <li>• At the operational asset level, the CapitaLand's Environment, Health and Safety Management System (EHSMS), which is audited by a third-party accredited certification body to ISO 14001 standard, serves to monitor transition risks relating to climate regulations via EHS legal registers updates and regular stakeholder engagement. Operational issues pertaining to climate change, energy and water are also identified and managed through the EHSMS to strengthen the climate resilience of its portfolio. Currently, Ascendas Reit is aligning its ISO 14001 EMS with that of CapitaLand and full alignment is targeted by FY2022.</li> <li>• CapitaLand's 2030 Sustainability Master Plan further outlines the targets and pathways for transition to a low-carbon business that is aligned with climate science. Energy use and carbon reduction targets, as well as green certification targets are set for its operational assets. Initiatives are put in place to improve the environmental performance, resilience and durability of its assets through equipment upgrades and optimisation, effective maintenance and changes to user behaviour. The continued achievement of high green building ratings as well as energy and water efficiency measures put in place to achieve the reduction targets would help to mitigate the impact of changing weather conditions.</li> <li>• As part of an annual review of its portfolio, Ascendas Reit strives to actively identify assets that are suitable for redevelopment and/or AEI, in order to deliver end-to-end premium quality real estate solutions for its customers. Where feasible, AEIs may be conducted for existing properties to promote sustainability features to improve customers' work experience and create live-work-learn-play environments. Notably, part of the AEI planning process will comprise the identification and evaluation of opportunities for climate-related risk mitigation and/or adaptation measures that includes seeking to obtain a green certification for existing properties and have the building's environmental impact and performance evaluated.</li> </ul>

# Environmental

Key Area	Ascendas Reit's Approach				
<b>ii. Strategy (continued)</b>	<ul style="list-style-type: none"> <li>Other related initiatives and plans that Ascendas Reit has implemented includes investing in more green-certified assets, and developments that are earmarked for green certification. In addition, tenants are encouraged to adopt sustainable business practices as well.</li> </ul> <p>As part of the CapitaLand's 2030 Sustainability Master Plan implementation, the Trust generally considers medium term time frames to be until 2030, and long term beyond 2030 in relation to the identification of climate-related risks and opportunities.</p> <p>CLI piloted various physical risk platforms with sample global assets to prepare for its scenario analysis study. CLI aims to conduct climate scenario analysis in 2022 for its global portfolio, including Ascendas Reit's assets. This analysis would consider scenarios based on the latest global and scientific developments, and likely cover a spectrum of scenarios from 1.5°C to 4°C scenarios for current to long-term time frames, to draw conclusions on the financially material physical and transition risks, and validate its current strategy. CLI and its REITs will then review the mitigation and adaptation plans, and identify opportunities in alignment with CapitaLand's 2030 Sustainability Master Plan, which is designed to build resilience throughout its operations and future-proof its real estate portfolio to guard against climate change risks and to avoid premature obsolescence and adopt available opportunities.</p>				
<b>iii. Risk Management</b>	<p>The Manager conducts an annual Risk and Control Self-Assessment (RCSA) exercise to identify, assess and document material risks which includes ESG relevant risks, along with their key controls and mitigating measures. Material risks and their associated controls are consolidated and reviewed by Management before they are presented to the Audit and Risk Committee (ARC) and the Board. This exercise is conducted based on CLI's annual RCSA exercise, review of the Risk Appetite Statement and Key Risk Indicator on Climate Change and Environmental Risk. Such climate-related risks and opportunities are identified and mitigated through CLI's Enterprise Risk Management (ERM) framework that the Manager also adopts, and its externally certified ISO 14001 EMS.</p> <p>Ascendas Reit's risk management process to address its key risks and uncertainties, including climate change, is discussed further in its Annual Report, Enterprise Risk Management on page 146.</p> <p>Upon completion of the scenario assessment study, targeted in 2022, CLI and the Manager will review and update, if appropriate, the processes associated with risk management in order to account for environmental and climate-related risks.</p> <p>Climate-related risks and opportunities are identified and mitigated through CLI's ERM Framework. Ascendas Reit prioritises material ESG issues based on the likelihood and potential impact of the issues affecting business continuity and development. Ascendas Reit is cognisant of the risk posed by existing and emerging regulatory requirements with relation to climate change risk. Some of these transitional risks include:</p> <p><b>Transition Risks</b></p> <table border="1" data-bbox="341 1547 1439 1995"> <thead> <tr> <th data-bbox="341 1547 619 1579">Countries/Region</th> <th data-bbox="619 1547 1439 1579">Elaboration of Risk</th> </tr> </thead> <tbody> <tr> <td data-bbox="341 1579 619 1995">  <b>Singapore</b> </td> <td data-bbox="619 1579 1439 1995"> <p>The Singapore government submitted its enhanced Nationally Determined Contribution (NDC) under the Paris Agreement, aspiring to halve its peak emissions by 2050. Singapore's carbon tax, which currently sits at S\$5 per tonne of CO<sub>2</sub> for taxable facilities, is set to increase to S\$25 per tonne by 2024, \$45 per tonne by 2026, and S\$80 per tonne by 2030. Under Singapore's Green Plan 2030, one of the targets set are for 80% of new buildings to achieve a 'Super Low Energy' green rating by 2030.</p> <p>Mandates have also been issued by the Monetary Authority of Singapore (MAS), requiring environmental risks to be incorporated within Enterprise Risk Management for all asset managers. Likewise, Singapore Stock Exchange (SGX) has introduced Climate-related Financial Disclosures on a 'comply-or-explain' basis for all listed companies, which will be mandatory for the financial services industry from FY2023 and building industry from FY2024 onwards.</p> </td> </tr> </tbody> </table>	Countries/Region	Elaboration of Risk	 <b>Singapore</b>	<p>The Singapore government submitted its enhanced Nationally Determined Contribution (NDC) under the Paris Agreement, aspiring to halve its peak emissions by 2050. Singapore's carbon tax, which currently sits at S\$5 per tonne of CO<sub>2</sub> for taxable facilities, is set to increase to S\$25 per tonne by 2024, \$45 per tonne by 2026, and S\$80 per tonne by 2030. Under Singapore's Green Plan 2030, one of the targets set are for 80% of new buildings to achieve a 'Super Low Energy' green rating by 2030.</p> <p>Mandates have also been issued by the Monetary Authority of Singapore (MAS), requiring environmental risks to be incorporated within Enterprise Risk Management for all asset managers. Likewise, Singapore Stock Exchange (SGX) has introduced Climate-related Financial Disclosures on a 'comply-or-explain' basis for all listed companies, which will be mandatory for the financial services industry from FY2023 and building industry from FY2024 onwards.</p>
Countries/Region	Elaboration of Risk				
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## Environmental

Key Area	Ascendas Reit's Approach	
iii. Risk Management (continued)	Countries/Region	Elaboration of Risk
	 <b>Australia</b>	In 2019, Australia introduced a national plan "The Trajectory" that aims to achieve zero energy and carbon-ready commercial (including offices and industrial premises) and residential buildings. This is also a key initiative to address Australia's 40% energy productivity improvement target by 2030 under the National Energy Productivity Plan. Australia has also committed to achieve net zero emissions by 2050.
	 <b>The United Kingdom</b>	Europe has set its plan to reduce GHG by at least 55% by 2030 and achieve climate neutrality by 2050. Targets are currently being drafted to revise and expand the EU Emission Trading System, adapting the Effort Sharing Regulation and the framework for land use emissions, reinforcing energy efficiency and renewable energy policies.
	 <b>Europe</b>	
	 <b>The United States of America</b>	In the United Kingdom, a Net Zero Strategy sets out policies and proposals for decarbonising all sectors the UK economy to meet net zero target by 2050.
		In March 2021, the United States introduced the CLEAN Future Act <sup>7</sup> with an aim to achieve net zero emissions by 2050 with an interim target of at least 50% reduction by 2030 from 2005. There is also a push for stronger building energy codes that aim for all new buildings built by 2029 to use 50% less energy as compared to existing buildings built under current codes. The new energy codes will ensure that all new buildings built in and after 2030 should be "zero energy ready". This means that they are highly efficient and can meet their energy needs onsite or from nearby zero-emission energy sources.
<p><b>Physical Risks</b></p> <p>Physical risks are observed through the regular monitoring of flood cases across the portfolio. In 2020, CLI had conducted a global portfolio baseline study (including Ascendas Reit's properties) to better understand its portfolio's physical climate risk in relation to floods. This included insights into whether the properties were located in low lying plains, encountered flooding in previous years, had equipment located in the basement, etc. Globally, most of Ascendas Reit's properties already have flood control features/measures in place, such as flood barriers, sensors, water level pumps and flood emergency response plans.</p> <p>In addition, through CLI's ERM Framework and the implementation of the Environmental Health Safety Impact Assessment (EHSIA) for all new investments, Ascendas Reit identifies and prioritises certain physical risks, e.g. floods are highlighted in the due diligence reports and plans to integrate climate change resilience and adaptation considerations into the design, development and management of its properties are identified.</p>		

<sup>7</sup> The CLEAN Future Act was introduced in House in March 2021. It sets a national climate target of net-zero GHG emissions by 2050 and creates requirements and incentives to reduce greenhouse gases through provisions impacting various sectors of the economy such as power, buildings, automotive, ports, manufacturing, oil and gas extraction, waste management and recycling.

# Environmental

Key Area	Ascendas Reit's Approach
iv. Metrics and Targets	<p>CLI has tracked and reduced the carbon emissions of its managed and owned operational properties, including those of Ascendas Reit, via its cloud-based Environmental Tracking System. All related metrics have been regularly disclosed in its annual Global Sustainability Report. Since 2010, CapitaLand has been disclosing scope 1, 2 and 3 GHG emissions of its global portfolio and the data has been externally assured.</p> <p>Furthermore, in 2020, CapitaLand had their carbon emissions reduction targets approved by the SBTi for a 'Well-below 2°C' scenario. This target is in line with the goals of the Paris Agreement to keep global temperature rise well below 2°C in this century. In 2022, CLI would be evaluating the targets and the progress towards them and explore options for any long-term targets of decarbonisation. Please refer to the <a href="#">CapitaLand Investment Global Sustainability Report 2021</a> which will be published by May 2022.</p> <p>At the Trust level, for FY2021, Direct Scope 1 carbon emissions amounted to 770 tCO<sub>2</sub>e. Indirect Scope 2 carbon emissions amounted to 48,764 tCO<sub>2</sub>e for FY2021. It has increased the proportion of renewable energy usage for its portfolio in Singapore to 8.22%, contributing towards CLI's carbon emissions reduction targets. To calculate its carbon emissions, Ascendas Reit takes guidance from the operational control approach as defined by the GHG Protocol Corporate Standard, in line with CLI. For more information, please refer to Appendix A on page 69.</p> <p>Aligned with CLI, the sustainability and climate related performance metrics and targets of Ascendas Reit are linked to the remuneration policies for Management, such as the Balanced Scorecard (BSC) framework for 2021 which comprises both quantitative and qualitative targets relating to climate change.</p> <p>CLI also implemented a shadow internal carbon price in 2021 to quantify climate-related risk and opportunities for its new investments. It is also developing a new metric, Return on Sustainability, in addition to the regular financial return to measure its ESG impact. CLI will continue to explore new metrics to measure climate-related risks and opportunities which Ascendas Reit will access and adopt where possible.</p>

## MANAGING ASCENDAS REIT'S ENVIRONMENTAL FOOTPRINT

CapitaLand's EMS is a key tool in managing its environmental footprint across its entire portfolio. In Singapore, the Property Manager's EMS is expected to be fully integrated with CapitaLand's EMS by the end of FY2022, to form CapitaLand's EHSMS that is certified to the requirements of ISO 14001 and ISO 45001. Across the portfolio, the Property Managers have also adopted Singapore standards such as bizSAFE Partner, bizSAFE Star and other management systems such as SafeWork Australia National Standards and Model Codes of Practices in Australia. More information on safety-related management systems and practices are discussed under the Human Capital chapter.

### Risk Management of Environmental Aspects and Impact

The EMS provides a systematic approach to manage Ascendas Reit's environmental impact and to continuously improve its environmental performance. A key element of the EMS is to identify and manage significant environmental aspects of its business operations that can potentially have a negative impact on the environment. The

significance of each environmental aspect and its impact is assessed based on factors such as the likelihood of the occurrence, severity of the impact and control measures implemented.

Ascendas Reit strives to minimise negative impacts such as resource depletion, carbon emissions and waste generation. This is done by setting environmental targets that are linked to the remuneration for employee and the top management and implementing various measures to achieve them. The targets include green building certifications, carbon emissions reduction, renewable energy usage, and green financing.

### CapitaLand Sustainable Building Guidelines

In accordance to CapitaLand's Sustainable Building Guidelines (SBG), Ascendas Reit has incorporated environmental considerations throughout all stages of its properties' life cycles. The SBG emphasises four main goals (reducing carbon footprint and energy consumption, enhancing water management, minimising waste generation, and promoting biodiversity) and offers a structured process where respective persons-in-charge are accountable. The SBG is regularly reviewed to ensure continuous improvement.

# Environmental

A key component of the SBG is the mandatory EHSIA which will be carried out before any acquisition or development. The EHSIA focuses on identifying any environmental threats or opportunities related to the project site and its surroundings, covering areas such as floods, biodiversity, air quality, noise, connectivity, heritage, and resources. During the feasibility study and due diligence stage, significant findings of the EHSIA and their cost implications (if any) are incorporated in the investment paper submitted for approval. There are no properties in Ascendas Reit's portfolio located within protected areas and no material biodiversity risk has been identified to date.

Wherever possible, Ascendas Reit strives to preserve the biodiversity of its sites and their surrounding areas. This is done by addressing any distinctive ecological features of the site, taking into consideration nature reserves on or near the site, protecting plant and animal species on the site and removing invasive plant species on or near the site. External consultants will be engaged to provide advice where appropriate.

Biodiversity initiatives are being implemented across Ascendas Reit's properties located in the UK and the USA. In Raleigh (USA), for instance, landscapers monitor and address the presence of invasive species. Landscaping work in Portland and San Diego (USA) primarily focuses on providing drought-resistant hardy plantings that are either naturally occurring or ecologically compatible. A biodiversity project will commence in Wellesbourne Distribution Park (UK) in March 2022; the results of the project will be disclosed in future reports.



Drought-resistant hardy plantings in at Perimeter 4, Raleigh, USA

## Training and Awareness Programmes

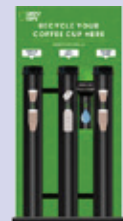
To facilitate effective implementation of EHSMS, the Asset & Property Manager team is required to attend training and awareness programmes. In FY2021, the Property Manager team and contractors in Singapore achieved a 94% participation rate on EHS-related training. It is also mandatory for all new employees from the Asset & Property Manager team to go through the EHS policy and EHSMS.

Ascendas Reit's efforts in addressing environmental issues extends to its stakeholders and the wider community. To drive greater awareness on sustainability, the Manager and Asset & Property Managers engage with customers, service providers and the authorities as partners to foster a strong culture of sustainability. CapitaLand organised its annual Earth Hour Campaign on 27 March 2021 which saw an 85% participation rate across the Singapore properties. At 1-5 Thomas Holt Drive, Australia, a Building Management Sustainability Committee has been established comprising key members from the third-party Property Manager and representatives from eight tenants within the property. This committee meets on a quarterly basis to discuss on the current sustainability initiatives.

The Building Management Sustainability Committee at 1-5 Thomas Holt Drive has rolled out a series of initiatives in FY2021 shown below.

### Simply Cups coffee recycling solution

Facilitates separation of takeaway cups from other waste streams. Collected cups will be upcycled after processing



### E-waste bins for recycling of electronics

Set up e-waste bins for tenants to recycle their old electronics equipment

### EV charging stations for Electric Vehicles





## Environmental

### Internal and External Audits

Ascendas Reit has in place an internal audit system to ensure the conformance and effective implementation of its EMS and Occupational Health & Safety (OHS) to ISO 14001 and ISO 45001 international standards respectively. Periodically, for Singapore properties, internal audits are conducted by CLI, while external audits are conducted by a third-party accredited certification body. All major non-conformities that were identified from the internal audit have been closed.

### Green Building Rating and Benchmarks

Green building ratings and certifications help assure and demonstrate the quality of Ascendas Reit's portfolio. These ratings serve as an external validation that key environmental aspects have been considered in Ascendas Reit's development and operations. To date, Ascendas Reit has the largest number of BCA Green Mark Properties amongst Singapore REITs at 40 properties and its portfolio comprises 49 green certified properties in total<sup>8</sup>.

Ascendas Reit targets to achieve green building certifications for all its existing owned and managed properties by 2030 with each property achieving a minimum certification level by a green rating system administered by a national government ministry/agency or a WGBC recognised Green Building Council. To date, 46.6% or 30.0% of Ascendas Reit's respective managed and total properties by GFA is green certified.

In Australia, 197-201 Coward Street and 108 Wickham Street have maintained their 5.0 Star and 5.5 Stars NABERS Energy Ratings<sup>9</sup> respectively. On 13 January 2021, Ascendas Reit acquired a property, 1-5 Thomas Holt Drive, in Sydney, Australia which has attained the 5.5 Star (1 Thomas Holt Drive) and 4.5 Star (3 Thomas Holt Drive) NABERS Energy Rating respectively. 500 Green Road, a newly completed logistics property (practical completion achieved on 11 February 2022) located in Brisbane is expected to achieve a 5-Star Green Star Design & As Built rating and MQX4, a suburban office located in Sydney is targeted to achieve a 6 Star Green Star Design & As Built rating and 5.5 Stars NABERS Energy Rating when it is completed in 2022.

In light of the stricter regulations to raise the minimum energy efficiency standard in the UK, the Property Managers are taking steps to comply with the Energy Performance Certificate (EPC) rating requirements by 2030. Two buildings at Wellesbourne Distribution Park have attained BREEAM New Construction Excellent<sup>4</sup> rating. Ascendas Reit's four co-location data centres in the UK and Europe presently hold ISO 50001 energy management accreditation.

In USA, properties in Portland and San Diego undergo an annual benchmark based on their ENERGY STAR Score<sup>10</sup>. In FY2021, five buildings across the portfolio have attained an Energy Star Rating, which means that they have attained a score of 75 or higher. In San Diego, 15445 Innovation Drive obtained a LEED Gold (Building Operations & Maintenance) certification.

No.	Property Name	Name of Certification	Certification Level	GFA	City/Region/Country	Asset Class
1	Aperia	BCA Green Mark Award	BCA Green Mark Platinum	86,696	Singapore	Integrated Development, Amenities & Retail
2	Corporation Place	BCA Green Mark Award	BCA Green Mark Platinum	76,185	Singapore	High-Specifications Industrial
3	DBS Asia Hub <sup>11</sup>	BCA Green Mark Award	BCA Green Mark Platinum	45,857	Singapore	Business & Science Park
4	LogisTech	BCA Green Mark Award	BCA Green Mark Platinum	39,078	Singapore	Logistics & Distribution Centre
5	Nexus @one-north	BCA Green Mark Award	BCA Green Mark Platinum	25,511	Singapore	Business & Science Park
6	Schneider Electric Building <sup>11</sup>	BCA Green Mark Award	BCA Green Mark Platinum	18,970	Singapore	High-Specifications Industrial
7	The Galen	BCA Green Mark Award	BCA Green Mark Platinum	30,632	Singapore	Business & Science Park
8	Galaxis	BCA Green Mark Award	BCA Green Mark Platinum	68,835	Singapore	Business & Science Park

<sup>8</sup> This includes non-Ascendas Reit managed properties.

<sup>9</sup> The NABERS (National Australian Built Environment Rating System) Energy Rating is a rating system which measures building performance against similar buildings. NABERS rating are measures on a scale of zero to six stars.

<sup>10</sup> The ENERGY STAR score is used to assess and benchmark building's energy performance against similar buildings in the USA on a scale of 0-100. A score of 75 or higher would mean the building is ENERGY STAR certified.

<sup>11</sup> Non-Ascendas Reit managed property.



## Environmental

No.	Property Name	Name of Certification	Certification Level	GFA	City/Region/ Country	Asset Class
9	12, 14 & 16 Science Park Drive <sup>11</sup>	BCA Green Mark Award	BCA Green Mark Platinum (16 Science Park Drive only)	9,855	Singapore	Business & Science Park
10	Infineon Building <sup>11</sup>	BCA Green Mark Award	BCA Green Mark Platinum	27,278	Singapore	High-Specifications Industrial
11	38A Kim Chuan Road <sup>11</sup>	BCA Green Mark Award	BCA Green Mark Platinum	33,745	Singapore	High-Specifications Industrial
12	Cintech I	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	14,943	Singapore	Business & Science Park
13	Cintech II	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	13,436	Singapore	Business & Science Park
14	Cintech III & IV	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup> (Cintech III)	13,385	Singapore	Business & Science Park
		BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup> (Cintech IV)	12,237	Singapore	Business & Science Park
15	Nordic European Centre	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	28,378	Singapore	Business & Science Park
16	Nucleos	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	46,174	Singapore	Business & Science Park
17	ONE@Changi City	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	71,158	Singapore	Business & Science Park
18	Siemens Centre	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	36,529	Singapore	High-Specifications Industrial
19	Techlink	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	49,837	Singapore	High-Specifications Industrial
20	Techpoint	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	56,107	Singapore	High-Specifications Industrial
21	Techview	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	50,985	Singapore	High-Specifications Industrial
22	The Alpha	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	29,126	Singapore	Business & Science Park
23	The Capricorn	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	28,601	Singapore	Business & Science Park
24	Grab Headquarters <sup>11</sup>	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	42,290	Singapore	Business & Science Park
25	UBIX <sup>12</sup>	BCA Green Mark Award	BCA Green Mark Gold <sup>PLUS</sup>	17,097	Singapore	Business & Science Park
26	1 & 5 <sup>11</sup> Changi Business Park Crescent	BCA Green Mark Award	BCA Green Mark Gold (No. 1 Changi Business Park Crescent)	32,504	Singapore	Business & Science Park
		BCA Green Mark Award	BCA Green Mark Gold (No. 5 Changi Business Park Crescent)	20,988	Singapore	Business & Science Park
27	80 Bendemeer Road	BCA Green Mark Award	BCA Green Mark Gold	43,435	Singapore	High-Specifications Industrial
28	3 Changi Business Park Vista	BCA Green Mark Award	BCA Green Mark Gold	19,225	Singapore	Business & Science Park
29	FoodAxis@Senoko	BCA Green Mark Award	BCA Green Mark Gold	43,362	Singapore	Light Industrial
30	Neuros & Immunos	BCA Green Mark Award	BCA Green Mark Gold	36,931	Singapore	Business & Science Park

<sup>12</sup> Temporary Occupation Permit (TOP) on 7 January 2022.

## Environmental

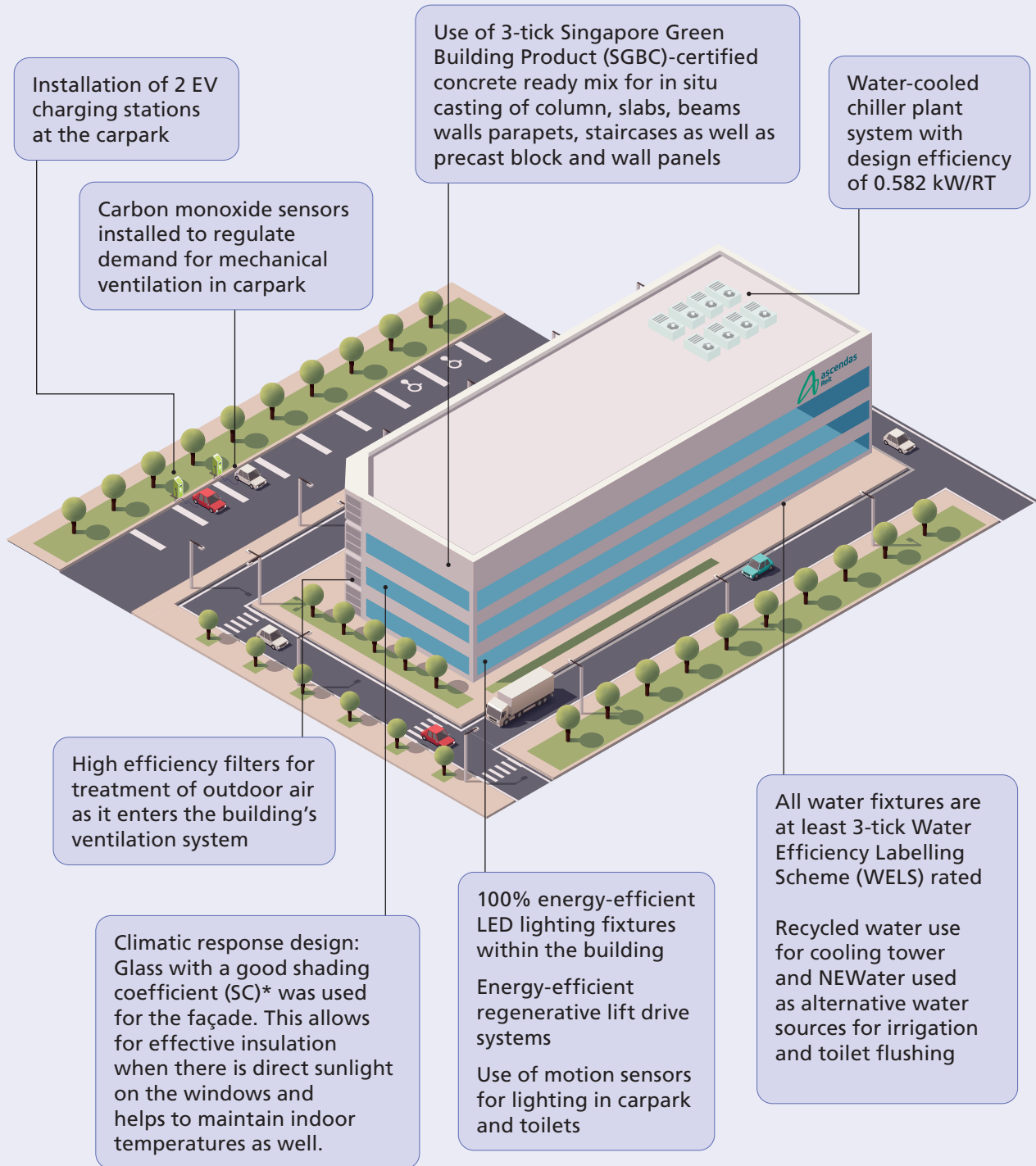
No.	Property Name	Name of Certification	Certification Level	GFA	City/Region/ Country	Asset Class
31	1 Changi Business Park Avenue 1	BCA Green Mark Award	BCA Green Mark Certified	11,555	Singapore	Business & Science Park
32	1 Jalan Kilang	BCA Green Mark Award	BCA Green Mark Certified	7,158	Singapore	High-Specifications Industrial
33	Hansapoint	BCA Green Mark Award	BCA Green Mark Certified	19,448	Singapore	Business & Science Park
34	17 Changi Business Park Central 1	BCA Green Mark Award	BCA Green Mark Certified	18,123	Singapore	Business & Science Park
35	KA Centre	BCA Green Mark Award	BCA Green Mark Certified	19,638	Singapore	High-Specifications Industrial
36	KA Place	BCA Green Mark Award	BCA Green Mark Certified	10,163	Singapore	High-Specifications Industrial
37	Pacific Tech Centre	BCA Green Mark Award	BCA Green Mark Certified	25,718	Singapore	High-Specifications Industrial
38	The Aries, Sparkle & Gemini	BCA Green Mark Award	BCA Green Mark Certified (The Aries)	14,695	Singapore	Business & Science Park
		BCA Green Mark Award	BCA Green Mark Certified (The Gemini)	33,013	Singapore	Business & Science Park
39	The Kendall	BCA Green Mark Award	BCA Green Mark Certified	20,190	Singapore	Business & Science Park
40	The Rutherford & Oasis	BCA Green Mark Award	BCA Green Mark Certified	27,217	Singapore	Business & Science Park
41	1 – 5 Thomas Holt Drive	NABERS	5.5 Star NABERS Energy Rating (No. 1 Thomas Holt Drive)	13,375	Sydney, Australia	Suburban Office
		NABERS	4.5 Star NABERS Energy Rating (No. 3 Thomas Holt Drive)	13,476	Sydney, Australia	Suburban Office
42	197-201 Coward Street	NABERS	5.0 Star NABERS Energy Rating	22,534	Sydney, Australia	Suburban Office
43	108 Wickham Street	NABERS	5.5 Star NABERS Energy Rating	11,854	Brisbane, Australia	Suburban Office
44	254 Wellington Road	Green Star	5 Star Green Star Design & As-Built Rating	17,648	Melbourne, Australia	Suburban Office
45	Unit 2, Wellesbourne Distribution Park <sup>11</sup>	BREEAM	BREEAM Excellent <sup>4</sup>	12,282	West Midlands, UK	Logistics & Distribution Centre
46	Unit 4, Wellesbourne Distribution Park <sup>11</sup>	BREEAM	BREEAM Excellent <sup>4</sup>	4,774	West Midlands, UK	Logistics & Distribution Centre
47	510 Townsend Street <sup>11</sup>	LEED	LEED Platinum (BD+C) <sup>5</sup>	27,437	San Francisco, USA	Office
48	505 Brannan Street <sup>11</sup>	LEED	LEED Platinum (BD+C) <sup>5</sup>	13,935	San Francisco, USA	Office
49	15435 & 15445 <sup>11</sup> Innovation Drive	LEED	LEED Gold (O+M) <sup>13</sup> (15445 Innovation Drive only)	4,785	San Diego, USA	Business & Science Park

13 O+M: Operations and Maintenance

# Environmental

## Case Study: Sustainability Features at UBIX, Singapore

UBIX is a brand new five-storey premium high specification industrial building located in the Ubi industrial hub. It was completed in January 2022 and obtained a BCA Green Mark Gold<sup>PLUS</sup> certification. During the design stage, the Manager was guided by the BCA Green Mark Gold<sup>PLUS</sup> criteria in five key areas: climatic response design, building energy performance, resource stewardship, smart & healthy buildings and advanced green efforts. Some of the notable green features are showcased in the infographic below.



\* Shading coefficient (SC) measure of thermal performance of glass

# Environmental

## Green Leases

Beyond providing environmentally sustainable properties and operating according to best practices, Ascendas Reit understands the important role that end-users of its buildings play. Therefore, the Manager seeks to collaborate with tenants to influence and support their sustainability goals. Ascendas Reit has started to implement green leases for its portfolio in Singapore. Green leases have been adopted by certain tenants in 51 (about 78.5%) of the properties under the Manager's operational control. Reviews are undertaken regularly to ascertain the suitability of green leases for the remaining buildings, with a long-term plan to implement it to more tenants across all buildings in the global portfolio.

## ENVIRONMENTAL PERFORMANCE

The building sector has been identified as a major contributor to global energy use and carbon emissions. Ascendas Reit aims to reduce its environmental impact through monitoring of its carbon emissions,




improving energy efficiency of its properties as well as deploying renewable energy and low-carbon intensive energy where possible.

With the successful transition to CapitaLand's cloud-based Environmental Tracking System (ETS), Ascendas Reit is now able to monitor energy and water consumption, carbon emissions and waste generation across Singapore properties via one main platform. The data would allow Property Managers to conduct analysis against set targets and past trends to better understand consumption patterns and identify potential areas to enhance efficiency of its properties.

While the COVID-19 situation remained uncertain during the year, higher occupancy rate and footfall have been observed as compared to FY2020. In Singapore, Australia and USA, borders are reopening for travellers, and tenants have begun to gradually return to offices as the countries eased their COVID-19 restrictions. Ascendas Reit will continue to monitor its usage closely and reassess its performance in following years for suitable comparison.

## Energy

With the improvement of the COVID-19 situation coupled with the easing of restrictions, Ascendas Reit was able to implement several energy conservation initiatives across its portfolio during the year.

Focus Areas	
<h3>Energy Efficiency</h3>	
<p><b>21 Changi South Avenue, Singapore</b></p> <ul style="list-style-type: none"> <li>Upgrade of energy efficient central aircon system for warehouse spaces</li> <li>New cargo lift equipped with variable voltage variable frequency and sleep mode / dual speed technology</li> </ul>	 
<p><b>Winner of inaugural CapitaLand Sustainability X Challenge, INOVUES, demonstrates solution at Creekside 5, Portland, USA</b></p> <ul style="list-style-type: none"> <li>Creekside 5 is the first property in USA selected to demonstrate INOVUES's patented insulating glass retrofit technology</li> <li>The demonstration involves installing INOVUES non-invasive insulating glass retrofits to transform existing windows into high-performing triple-glazed windows in Q2 2022, with performance monitored for up to 12 months.</li> </ul>	 <p>Efficient lighting such as LED (light-emitting diode) have been installed at common areas of various properties in Australia and USA (San Diego).</p> <p>In San Diego the target is to use <b>100%</b> LED lighting for all common areas within multi-tenant buildings by FY2023.</p>
<p>INOVUES, one of two winners, was awarded the High Impact award at the inaugural CapitaLand Sustainability X Challenge (CSXC). CSXC was launched in 2020 to globally source for promising solutions or technologies to accelerate CapitaLand's process to meet the CapitaLand 2030 Sustainability Master Plan targets. The inaugural CSXC received over 270 entries from over 30 countries. For more information, please refer to <a href="#">CSXC 2021   CapitaLand</a></p>	

# Environmental

## Focus Areas

### Renewable Energy

In Singapore, one of the renewable energy targets introduced in FY2020 was for the common facilities of three properties at one-north to be **100%** powered by solar energy by FY2022. Two properties (Nexus @ one-north, Neuros and Immunos) have achieved the target, and Nucleos is on track to achieve this by end 2022.

As a testament to Ascendas Reit's commitment to increase the usage of renewable energy in its operations, the common facilities of Galaxis (property located in one-north acquired in 2021), and Logistech (Super Low Energy building) has also achieved 100% renewable energy usage in FY2021. A projected total of **2,995 tonnes** of greenhouse gas emissions are expected to be avoided each year. This is equivalent to the avoidance of greenhouse gas emissions from the electricity consumption of about **1,700** four-room HDB (Singapore public housing) flats in a year.

In Europe, the four data centres (Reynolds House, Paul van Vlissingenstraat (PVV), Cressex Business Park, Croydon) which are under Ascendas Reit's operational control, are 100% powered by electricity from renewable sources. In FY2021, the total electricity consumed<sup>14</sup> across the four data centres was at 869 MWh, which is equivalent to **185** tonnes of GHG emissions avoided.

## Case Study: Ascendas Reit's Journey Towards Clean Energy

### Increasing Solar Power Generation

Ascendas Reit continues to reduce its carbon footprint through the use of renewable energy. In FY2021, the installation of solar panels at its light industrial building, 37A Tampines Street 92, in Singapore, was completed. The system began operations on 3 March 2021 and will generate an additional 0.24 GWh annually, adding to the existing 11.2 GWh. Ascendas Reit is also on track to complete another installation at Changi Logistics Centre by 1H FY2022.

By the end of 1H FY2022, a total of eight buildings will be equipped with solar panels installations in Singapore. A further 11 buildings have also been earmarked for solar panels installation in the second half of FY2022. These new additions are expected to boost the solar generation capacity of the combined solar farm on Ascendas Reit's properties by approximately 2.8 MWp, increasing the amount of solar power generated by approximately 24% upon completion. This effort comes in line with the Singapore Green Plan 2030 where solar energy deployment is set to increase by five-fold to at least 2 GWp.

In FY2021, there was also installation of solar panels at some of its overseas properties. Solar panels were installed on the rooftop of 254 Wellington Road (Melbourne, Australia). Photovoltaic (PV) panels were also introduced as part of a refurbishment project at Wellsbourne Distribution Park (UK). In San Diego, USA, a tenant at 15445 Innovation Drive has installed solar panels on the roof and built carports with solar panel roofs.



37A Tampines Street 92, Singapore

#### Completed Sites in Singapore as at Dec 2021 (generating 11.45 GWh/yr):

1. 40 Penjuru Lane
2. 2 Senoko South Road
3. LogisTech
4. 9 Changi South Street 3
5. 1 Changi Business Park
6. Techpoint
7. 37A Tampines Street 92

<sup>14</sup> The data centre portfolio was only acquired in March 2021 and thus the data disclosed is from March to December 2021. Full year data will be included in subsequent reports.



# Environmental

## Case Study: Ascendas Reit's Journey Towards Clean Energy



Solar panels on the roofs of carports at 15445 Innovation Drive, San Diego, USA

### Charging ahead with Electric Vehicles

As of 31 December 2021, Ascendas Reit had added 36 EV charging stations at its properties, bringing the total number of charging points to 76 across 16 properties in Singapore. This initiative is in line with the Singapore Green Plan 2030 to ramp up efforts for EV adoption.

In Australia, 21 EV chargers were installed at 254 Wellington Road. Two additional EV chargers will be installed at 1-5 Thomas Holt Drive in FY2022. In the UK, there were four EV charging stations as at 31 December 2021. In the USA, a total of 111 EV charging stations are available across Portland, San Francisco and San Diego.

Looking forward, Ascendas Reit will continue to explore the deployment of clean energy initiatives as it leverages on the grants and subsidies made available by the local authorities.



254 Wellington Road, Melbourne, Australia

### Singapore<sup>15</sup>

The total energy consumption in the Singapore operations rose slightly from 86.29 million kWh in the comparative period a year ago to 89.31 million kWh<sup>16</sup> in FY2021. This difference is mainly due to the inclusion of consumption data from Galaxis<sup>17</sup> since the completion of the acquisition of the remaining 75% interest in the property on 30 June 2021.

However, energy intensity in the Singapore portfolio improved from 46.43 kWh/sq m to 46.11 kWh/sq m in FY2021. Total carbon emissions (Scope 1 and 2) reduced by 3.38% to 33.44 kilotonnes CO<sub>2</sub>e while carbon emissions intensity decreased by 7.30% to 17.26 kg CO<sub>2</sub>e/sq m respectively.

The introduction of Singapore's Phase 2 heightened alert measures in FY2021, as well as general safe-distancing measures, resulted in lowered footfall across all Ascendas Reit's properties compared to pre-COVID-19 periods. This led to a drop in energy use due to reduced level of activities within the properties. As such, FY2021 performance would not be representative nor comparable against a normal operating year. Moving forward, Ascendas Reit will re-assess its performance and introduce like-for-like comparisons when the situation has stabilised.

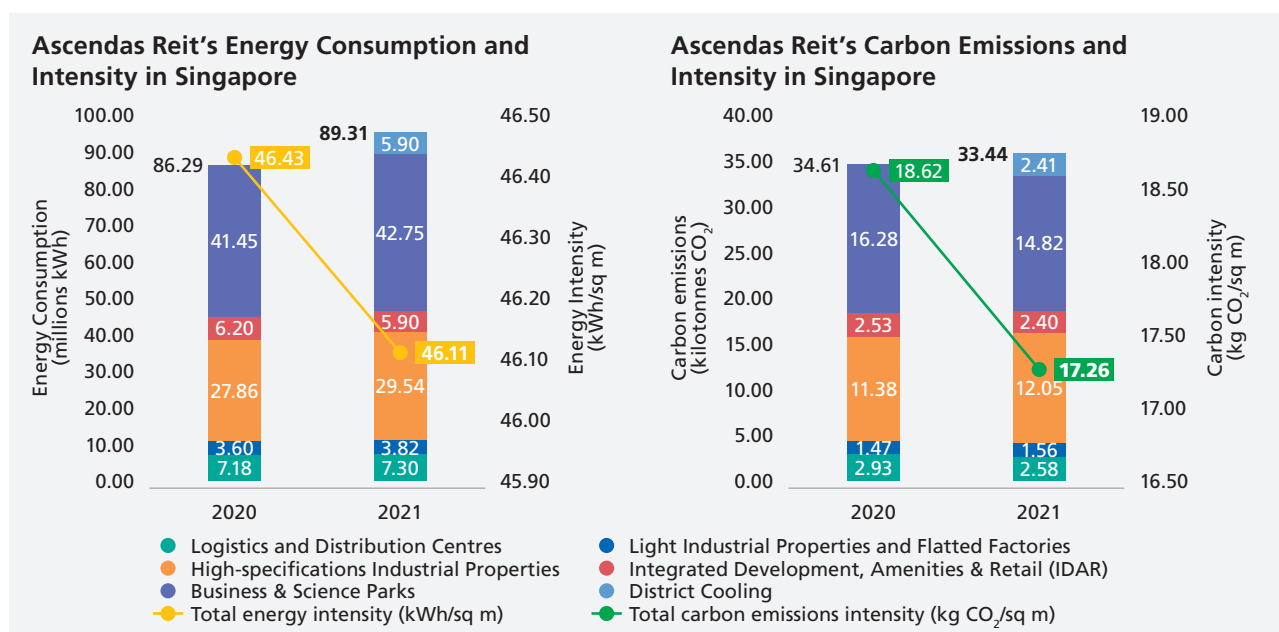
About 8.22% (7.34 million kWh) of Ascendas Reit's total electricity use in Singapore was from renewable energy sources, which helped to mitigate about 2,995 tonnes of carbon emissions in the year.

15 2020 data published in ISR2020 was based on estimates whereas 2020 data in this report has been revised to reflect the actual consumption.

16 This includes 5.90 million kWh of district cooling. District cooling has been an energy source for seven of Ascendas Reit's Business and Science Park properties since FY2019, but was not previously included in the energy consumption. From FY2021 onwards, energy consumption and carbon emissions due to district cooling will be represented in the year-on-year energy and emissions graphs, as well as considered in the calculation of the intensities.

17 Data from Galaxis is from July to December 2021 after the acquisition of the remaining 75% interest.

## Environmental



### Australia<sup>15</sup>

Energy consumption (which includes electricity, diesel and gas usage) in the Australian operations rose from 9.09 million kWh in FY2020 to 11.14 million kWh in FY2021. This is attributable to the addition of 1-5 Thomas Holt Drive (acquired in January 2021) and data availability at 254 Wellington Road in FY2021. In FY2021, there was an improvement in energy intensity 204.08 kWh/sq m to 114.35 kWh/sq m, contributed by the acquisition of more energy efficient properties. 1 and 3 Thomas Holt Drive have attained a 5.5 Star and 4.5 Star NABERS Energy Rating respectively while 254 Wellington Road has a 5-Star Green Star Design & As-Built rating.

Total carbon emissions (Scope 1 and 2) increased from 7,121 tonnes in the comparative period a year ago to 8,252 tonnes CO<sub>2</sub>e in FY2021. However, carbon emissions intensity reduced from 159.92 kg CO<sub>2</sub>e/sq m to 84.69 kg CO<sub>2</sub>e/sq m in FY2021.

### United Kingdom / Europe

A portfolio of 11 data centres in the UK / Europe were newly acquired in March 2021, of which four properties (three in UK and one in Amsterdam) are under Ascendas Reit's operational control.

All the energy consumed was from renewable sources. A total of 1.46<sup>18</sup> million kWh was used in FY2021, with an energy intensity of 47.80 kWh/sq m. Total carbon emissions (Scope 1 and 2) were at 158 tonnes CO<sub>2</sub>e and a corresponding carbon emission intensity at 5.17 kg CO<sub>2</sub>e/sq m. A total of 185 tonnes CO<sub>2</sub>e were avoided in FY2021 as 100% of the premises is powered by renewable energy.

### United States<sup>15</sup>

The number of properties across the portfolio in USA which were under operational control remained fairly stable across FY2020 and FY2021. However, energy consumption (which includes diesel and natural gas) was 25.46 million kWh in FY2021, a 5.13% decrease from FY2020. Energy intensity was recorded at 116.83 kWh/sq m, a 1.33% improvement from 118.41 kWh/sq m in FY2020. The drop in energy consumption is mainly attributed to the lower footfall resulting in lower usage of EV charging stations in San Diego, installation of LED lights and optimisation of building operations across the portfolio which resulted in energy savings. Total carbon emissions (Scope 1 and 2) were at 7,688 tonnes CO<sub>2</sub>e and the corresponding carbon emission intensity was 35.28 kg CO<sub>2</sub>e/sq m, a 4.07% drop from the prior year.

<sup>18</sup> 100% renewable energy used for daily operations (with the exception of Croydon where natural gas is used to heat up common areas) and non-renewable energy (natural gas and diesel) is used for maintenance purposes and to power emergency back-up generators only. The fuel used has been incorporated into energy, GHG emissions and its respective intensities for completeness.

# Environmental

## Water


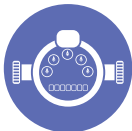

Most of Ascendas Reit’s properties are located in water-stressed areas where growing pressures of climate change continue to pose greater threats to society. As such, Ascendas Reit adopts a strategic approach to water management and quality so as to enhance the efficiency, resilience and long-term value of its portfolio. The Manager is committed to reducing total water consumption, reusing and recycling water where possible as well as preventing water pollution. Over the years, numerous water-saving initiatives have been introduced to reduce overall water intensity with an aim to achieve cost savings as well.

All of Ascendas Reit’s properties’ water consumption is derived from municipal supplies and majority

of its water usage goes to cooling towers, toilets, washing activities and landscaping. All wastewater is responsibly disposed of via municipal facilities.

The Asset & Property Managers conduct regular checks of water features and monitor water usage closely so that any fluctuations or anomalies can be identified and acted upon promptly. Across the portfolio in Australia and USA, the third-party facilities managers continue to actively engage with customers to raise awareness about water conservation and encourage implementation of water saving initiatives within their premises.

The table below summarises some of the initiatives implemented within Ascendas Reit’s properties to ensure efficient operations and minimise water wastage.

Efforts	Features
<b>Consumption Reduction</b> 	<ul style="list-style-type: none"> <li>• Across the entire portfolio: Use of flow regulators; self-closing delayed action faucets/motion-activated faucets; dual flush/low flush toilets</li> <li>• Singapore: At least 2-tick Water Efficiency Labelling (WELS) certified water fittings are used across all its properties</li> <li>• Across the USA: Use of drought-resistant landscaping, irrigation controllers and high efficiency irrigation systems</li> <li>• Portland, USA: Upgraded sprinkler heads with more efficient delivery system and installed touchless faucets, soap dispensers in every common area restroom across the Portland portfolio</li> </ul>
<b>Control, Metering and Monitoring</b> 	<ul style="list-style-type: none"> <li>• Across the entire portfolio: Water audit (only in Singapore); sub-metering to track consumption and early leak detection</li> <li>• Portland, USA: Local Property Managers are working with the city of Beaverton on a plan to install water sensors across the portfolio</li> </ul>
<b>Recycling and reducing reliance on portable water</b> 	<ul style="list-style-type: none"> <li>• Greywater recycling at 254 Wellington Road, Australia, as well as at 505 Brannan Street and 510 Townsend Street in USA; recycled water use for cooling tower at UBIX, Singapore</li> <li>• Rainwater harvesting system installed at Aperia, Nexus @one-north and Nucleos in Singapore and 254 Wellington Road in Australia</li> <li>• Stormwater system available in properties located in San Francisco and Raleigh, USA, to filter stormwater runoff before it is released to the watershed or stormwater systems</li> </ul>

## Environmental

### Case Study: Supporting Tenants to Reduce Water Consumption

#### Real-time tracking with smart water meters

In Singapore, there are 11 buildings with smart water meters installed. Each meter is equipped with multiple sensors which enables it to track the water consumption of the equipment in a building.

When an upsurge or an anomaly is detected, an automated alert will be sent to the team, prompting for immediate action to be taken. Each month, a report will be generated which compares current usage with that of historical data. From here, the team as well as the tenants within this program would be able to identify potential opportunities to save water in its operations.



Smart water meter installed at Aperia, Singapore

#### Collective action on water conservation

Properties in Singapore with an annual usage of more than 60,000m<sup>3</sup> are required to make an annual submission of their Water Efficiency Management Plan (WEMP) to Public Utilities Board (PUB). Over the years, Ascendas Reit has constantly implemented water saving initiatives and organised awareness campaigns, with the aim to lower overall water consumption in common areas and support tenants on their water conservation efforts.

Reaping the benefits of the water-saving initiatives, at least 6 buildings (The Galen, Corporation Place, Techview, Techlink, Techpoint and LogisTech) have managed to reduce their consumption to less than 60,000m<sup>3</sup> of water for three consecutive years. Annual submission of their WEMP is no longer mandatory.

Note: A building has to consume less than 60,000m<sup>3</sup> of water for three consecutive years for their annual WEMP submission to be waived.

#### Singapore

A slight increase in water consumption in Singapore operations was recorded from 923 thousand m<sup>3</sup> in FY2020 to 929 thousand m<sup>3</sup> in FY2021. However, the water intensity has decreased from 0.51 m<sup>3</sup>/sq m to 0.48 m<sup>3</sup>/sq m mainly due to the larger GFA considered during the year with the completion of the acquisition of the remaining 75% interest in Galaxis on 30 June 2021.

#### Australia

Water consumption was recorded from 51.1 thousand m<sup>3</sup> in FY2020 to 65.51 thousand m<sup>3</sup> in FY2021. This is largely due to the inclusion of newly acquired asset 1-5 Thomas Holt Drive and data availability at 254 Wellington Road with tenants returning to their offices during the start of the year. Water intensity was recorded at 0.67 m<sup>3</sup>/sq m

as compared to 1.15 m<sup>3</sup>/sq m in FY2020. This is attributable to the larger GFA considered in the calculation of the intensity as compared to FY2020.

#### United Kingdom / Europe

Water consumption was recorded 6.38 thousand m<sup>3</sup> and water intensity at 0.21 m<sup>3</sup>/sq m.

#### United States<sup>19</sup>

Water consumption was recorded at 156 thousand m<sup>3</sup> which was 1.37% decrease from FY2020. This is due to lower occupancy as most staff were still working remotely. Additionally, the use of drought resistant plants at San Diego helped to reduce watering frequency and upgrades were made to increase efficiency of irrigation system at Portland. Water intensity was recorded at 0.71 m<sup>3</sup>/sq m, compared to 0.70 m<sup>3</sup>/sq m in the previous year.

<sup>19</sup> Water data for 15051 Ave of Science in San Diego is an estimate from previous years.



## Environmental

### Waste

Ascendas Reit aims to play its part by managing waste at its properties responsibly. As waste generated at its operational properties comes mostly from its customers, guests and the general public, Ascendas Reit engages its stakeholders through various means to reduce and recycle waste. Recycling bins are made available at its properties for its customers.

In Singapore, waste is sent to waste-to-energy incineration plants and to recycling facilities. In Australia, waste is disposed via three methods – recycling, composting and sent to landfills. Across the portfolio in the USA<sup>20</sup> – with the exception of San Francisco, which also has a broad composting program – most of the waste is sent to landfills as well as recycling facilities while yard waste collected is recycled and sent to farms. Similarly in UK / Europe, waste is sent to landfills and recyclables are sent to facilities to be recycled or processed for further uses. Tenants in Europe’s data centres manage their e-waste through licensed third-party waste disposal companies.

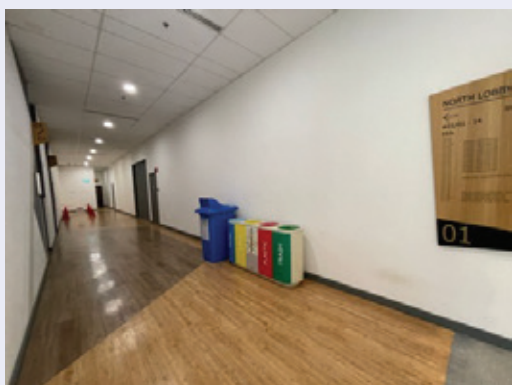
In collaboration with National Environment Agency (NEA), the “Say Yes to Waste Less” campaign on waste management was held for a third run in FY2021. From 27 September to 7 November 2021, a total of 70 Ascendas Reit properties participated where posters encouraging food waste reduction and to use less disposables were displayed across e-directories and notice boards.



In FY2021, a total of 14,638 tonnes of non-hazardous waste was collected across Singapore<sup>21</sup>, UK / Europe and USA, of which 4% was recyclable waste comprising of paper, plastic metals and other materials.

In Singapore, Ascendas Reit works with a waste disposal term contractor who operate a Materials Recovery Facility. They manage the usual recyclable products such as paper, plastics and metal. Landscape waste from buildings are sent for recycling by the landscape maintenance contractors for reuse as mulch. These waste materials will be treated before being sold off to manufacturers as recycled input materials. Ascendas Reit continues to explore pilot projects of food waste digestors and paper recycling stations to showcase sustainability efforts of the Group. More details of these initiatives will be shared in subsequent reports.

### Case Study: Ascendas Reit’s Recycling Programs



Recycle bins at Nordic European Centre, Singapore

E-waste recycling drives have been held across five buildings in Singapore (Corporation place, Techpoint, Techlink, Galaxis and Techview) since 2019.

Ascendas Reit is currently working with its waste disposal term contractor to place more e-waste bins across its properties. Through the program, a total of 2,133 kg of e-waste has been collected from July 2019 to June 2021.

<sup>20</sup> Waste data from the USA is estimated based on the size and quantity of the waste bins and the frequency of pickup.

<sup>21</sup> This excludes waste data from 18 Woodlands Loop, 35 Tampines Street 92, and Cintech II as they are managed by the customers.



# Environmental

## Case Study: Ascendas Reit's Recycling Programs



The Aries, Entrance, Singapore Science Park 2

A continuation of another successful initiative was the recycling programme at the Singapore Science Park, held in collaboration with The Salvation Army. Donation houses are situated at The Aries (Ascendas Reit's property at Singapore Science Park 2) to encourage the community to donate their pre-loved and clean clothing, bags, digital devices, shoes and toys. A total of 10,380 kg recyclables were collected in FY2021. With work-from-home measures announced during the Heightened Alert, the recycling programme has since been extended to 30 March 2022, allowing tenants more time to donate these items as they begin returning to offices.

Through this recycling programme, Ascendas Reit seeks to reduce waste, while inculcating the spirit of giving among the community and contribute towards a good cause.

### Paper Consumption Management in CapitaLand's Corporate Office

Since 2020, all corporate offices under CapitaLand have embarked on the following activities to reduce paper waste: implementing e-signatures, setting of paperless targets for corporate functions, digitalisation of documents, and deploying recycling bins (including secured bins) at the corporate office to encourage staff to recycle used paper.

Separately, the Manager actively promotes environmentally friendly practices such as: returning used photocopier toner cartridges to the vendor for recycling and using FSC certified paper (i.e., from sustainably managed forests, recycled and controlled sources) in its corporate offices. There is no printing of Ascendas Reit's Integrated Sustainability Report, which is available on its website at [https://ir.ascendas-reit.com/sustainability\\_reports.html](https://ir.ascendas-reit.com/sustainability_reports.html).



#### TARGET FOR FY2022

Power the common facilities' electricity usage at three properties located at one-north (Neuros & Immunos, Nexus @one-north and Nucleos) with renewable energy



#### PERFORMANCE

Achieved for Neuros & Immunos, Nexus @one-north, Galaxis and LogisTech in FY2021



#### TARGET FOR FY2030

All existing properties to achieve a minimum green rating<sup>22</sup>



#### PERFORMANCE

In progress



#### LONG TERM TARGET

Green certification for new acquisitions/developments to meet a minimum green rating target set<sup>22</sup>

- Singapore – BCA Green Mark Gold<sup>PLUS</sup> award
- Overseas – certification by a green rating system administered by a national government ministry/ agency or a World Green Building Council (WGBC) recognised Green Building Council<sup>3</sup>

22 Refers to Ascendas Reit's owned and managed properties.

# Social

Human Capital  
Social and Relationship Capital

## MATERIAL ESG FACTORS



**OCCUPATIONAL  
HEALTH AND SAFETY**



**PRODUCT AND SERVICES  
(INCL. CUSTOMER  
HEALTH AND SAFETY)**



**STAKEHOLDER  
ENGAGEMENT**



**HUMAN  
CAPITAL**



**SUPPLY CHAIN  
MANAGEMENT**



**DIVERSITY  
(BOARD AND EMPLOYEE)**



**HUMAN  
RIGHTS**

<p><b>Policy</b></p>	<ul style="list-style-type: none"> <li>EHS Policy (available to all employees, customers, suppliers, service providers and partners)</li> <li>ISO 14001 (environmental management) and the ISO 45001 Occupational Health and Safety (OHS) as part of CapitalLand's EHSMS – integration is still underway and expected to complete by FY2022</li> </ul>
<p><b>Accountability</b></p>	<ul style="list-style-type: none"> <li>CEO of the Manager is accountable</li> <li>ISO 45001 certified OHS Management System ensures accountability of all CapitalLand staff</li> <li>Key performance indicators (KPIs) are linked to remuneration of all CapitalLand staff, including top management</li> </ul>
<p><b>Approach and Implementation</b></p>	<p>The OHS Management System is internally and externally audited periodically and sets out to achieve the following:</p> <ul style="list-style-type: none"> <li>Provides assurance to top management and external investors about its legal compliance and alignment with the firm's best practices</li> <li>Covers various business functions such as property management, property development, operations and corporate management</li> <li>Employs Hazards Identification and Risk Assessments (HIRA) to identify OHS hazards and secure the administration, development and operational functions of CapitalLand's businesses</li> <li>Adopts various standard operating procedures (SOPs) to minimise the occurrence of hazards identified such as poor ergonomics, falling from height, falling objectives and working in an enclosed space</li> <li>Adheres to CapitalLand's Sustainable Building Guidelines – Design for Safety (DfS) to manage health and safety risks throughout the early stages of its buildings' life cycles; thus, improving safety for the buildings' contractors, maintenance teams, occupants and demolition workers. Health and safety risks are also evaluated under the EHSIA during the feasibility study and due diligence stage for new acquisitions. Any significant findings and their cost implications are incorporated in the investment paper submitted for approval</li> <li>Involves training and awareness programmes for employees to facilitate effective implementation and partnerships with stakeholders to create a safe work environment; staff are also briefed on how to respond to OHS incidents at the workplace</li> </ul>

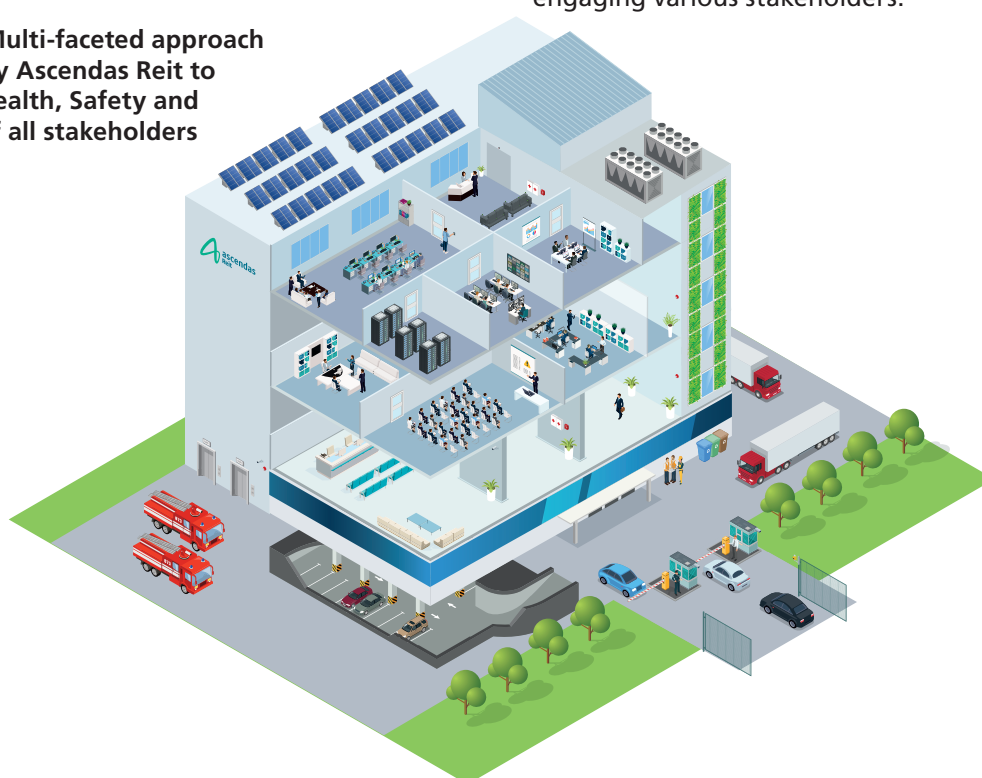
## HUMAN CAPITAL

### HEALTH, SAFETY AND SECURITY PROTECTION

Safeguarding the health and safety of employees, asset and property managers, customers, contractors, suppliers and the communities within Ascendas Reit's properties remains a top priority. The Manager believes that the management of OHS is a key part of risk management and has the potential to enhance staff productivity, morale and overall well-being.

Ascendas Reit seeks to ensure the individual and collective well-being of its stakeholders by implementing all necessary measures on health, hygiene, safety and security at its properties. The approach to health and safety is guided by its OHSMS which is accredited to ISO 45001. It sets out a rigorous process of identifying and reviewing OHS hazards, assessing their risks, setting policies, ensuring accountability, developing action plans and engaging various stakeholders.

**Figure 4: Multi-faceted approach adopted by Ascendas Reit to manage Health, Safety and Security of all stakeholders**



#### Health, Hygiene and Safety

- Emergency preparedness
- Public health management (Common Areas)
- Safety training and awareness campaigns
- Safety risk assessments
- Incident reporting and investigation
- Safety performance monitoring
- First aid and personal protective equipment

#### Property Security

- Security of external areas and building perimeter is secured with gantry systems, guard patrol and security officer
- Centralised security command covering Ascendas Reit properties
- CCTV systems installed at buildings. CCTVs come with the ability to detect unattended objects and alerts will be sent to the attending security guard as part of the Intelligent Building Platform (IBP) Within Science Park I & II, live security camera feeds are monitored 24/7 by security vendors Any breach of security will trigger an alert to the Centralised Security Command NEW in FY2021
- Electronic keypress system which restricts withdrawal of keys to authorised personnel only; allows traceability of the keys and triggers a notification when keys are not returned within the specified window NEW in FY2021
- Switched to self-registration kiosk from manual forms to facilitate contactless registration during COVID-19
- Critical Emergency Response Team to handle emergency situations
- Fire and evacuation drills, terrorism simulation exercises held annually (done via table-top exercises due to COVID-19 restrictions)

## Social

### Case Study: Collaboration with SMARTLab – Drones for Façade and Site Inspection

Facades of buildings are subjected to weathering as the buildings age and there is risk of façade elements breaking and falling. To improve public safety, the Periodic Façade Inspection (PFI) regime was introduced during FY2020 in Singapore. The regime helps to detect potential issues, including deteriorating facade, cracks in tiles and connections, etc. To date, drones have been used in such inspections across Ascendas Reit's properties that were subjected to BCA's PFI in Singapore.

Pre-pandemic, inspections will typically involve multiple meetings to plan and execute key activities such as project milestones definition, stakeholders and inspection team coordination, etc. Due to COVID-19, most of these activities have been reduced or performed remotely, resulting in significant delays in the inspection process.

Through a collaboration with SMARTLab, the Property Managers can further enhance their use of drones in the façade inspection process, leveraging on Artificial Intelligence (AI) to conduct internal inspections of corridors, walkways and other covered areas. The drones speed up the building façade inspections, which are a crucial element of building maintenance, while also eliminating the safety risk incurred when human inspectors have to scale heights to carry out the inspections. In FY2021, the four buildings in Singapore that were involved in this trial are Plaza 8, 17 Changi Business Park Central 1, 40 Penjuru Lane, and Techpoint.



#### Top Management Commitment and Staff Involvement

CapitaLand champions OHS with commitment from the top management and staff participation through the OHSMS and stakeholder engagement activities. All staff assume personal responsibility towards OHS and are encouraged to raise any instances of OHS-related incidents which can include non-compliances and non-conformities to the respective Business Units (BUs). This incidents listing is available and updated within the CapitaLand intranet. The CEO of the Manager is accountable for the overall OHS performance.

Additionally, the Property Manager's Integrated Management System (IMS) includes provisions for the consultation and participation of workers, such as determining the mechanisms for worker involvement and providing time, training and resources. The IMS provides staff with an additional channel for reporting of OHS-related incidents.

#### Key Performance Indicators (KPIs) Tied to Remuneration

The Manager incorporates OHS KPIs which are linked to the remuneration of all its employees.

#### Internal and External audits

To ensure that the IMS is effectively implemented and maintained, internal and external audits are conducted periodically, and reviewed by CapitaLand's top management. Results of the analysis and evaluation will be considered as part of continual improvement.

#### Workplace Safety and Health (WSH) Initiatives

The Manager puts in place several WSH initiatives to promote the right safety culture aimed at preventing or mitigating health and safety impacts. This year, Ascendas Reit completed the installation of fall prevention measures on unprotected edges for water tanks. For more details of other WSH initiatives in FY2021, please refer to Spotlight: WSH Initiatives in FY2021 on page 42.

#### Staff Wellness

CapitaLand seeks to provide a safe work environment conducive to staff well-being. Occupational health services promoting physical and mental health are available to employees; these include health screenings and talks, wellness programmes, as well as physical fitness classes. Please refer to the Employee Engagement section on pages 49 to 51 for more details on wellness-related activities.



## Social

### Stakeholder Engagement

CapitaLand contributes actively to the national efforts of fostering workplace health and safety, and is a member of the Workplace Safety and Health (Construction) committee in Singapore. The latter is responsible for workplace health and safety issues. Employees, customers and suppliers (e.g. security personnel, cleaning contractors) receive training on emergency response, while customers undergo

periodic briefings and emergency evacuation drills to keep abreast of the response plan.

CapitaLand's EHS Policy and House Rules are shared with supply chain vendors to familiarise them with the safety requirements to adhere to while working in Ascendas Reit's properties. Should an activity contain OHS hazards that may affect any employee, customer or visitor to the buildings, a risk assessment will be submitted. Control measures will have to be implemented prior to commencement of the activity to minimise the risk or hazards.



### Spotlight: WSH Initiatives in FY2021



#### Certifications

- Obtained renewal of the IMS Certification and bizSAFE Star Certification; both will be valid till March 2024
- Maintained certifications to local standard S5506 Part-1 and other management systems in Australia such as SafeWork Australia National Standards and Model Codes of Practice
- Ensure contractors have at least bizSAFE Level 3 and ISO 14001



#### On-site Audits and Inspections

- Conduct risk assessment and check all control measures are implemented prior to initiation of any work activity



#### Stakeholder Meetings

- Kick-off meeting with team contractors on WSH requirements
- Joint safety briefings with term contractors on specific topics
- Toolbox meetings (that focus on job-specific safety topics)



#### Training/Awareness

- Safety-related and awareness training to employees
- Promotional poster, visual aids and campaign programmes
- Safety induction course for new joiners
- Engineering team of third-party Property Managers overseeing the USA portfolio completed their annual Occupational Safety and Health Administration (OSHA) training course

To minimise contact in line with COVID-19 safety measures, most trainings, briefings and meetings were moved online and new digital ways of stakeholders engagement were developed such as using animations and videos.

**Achieved 94% participation rate (by Singapore Property Manager team and contractors) on EHS briefings in FY2021.**

### Measures to mitigate risks of rising threats

Ascendas Reit stands prepared to face rising threats such as terrorism, fire incidents, cyber risks and pandemic flu outbreaks by putting in place appropriate measures and crisis management plans. These plans outline the prevention, detection, response and business recovery and resumption

measures to minimise the impact of adverse business interruptions or unforeseen events on Ascendas Reit's operations. In FY2021, more than 17.8% of employees attended at least one OHS related training which covers workplace safety, emergency preparedness and response. All employees were also briefed on how to respond to OHS incidents at the workplace.

## Social

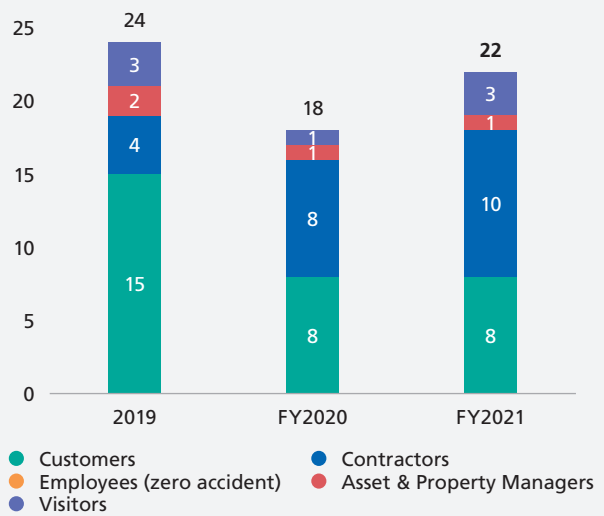
Amid changes in the pandemic outbreak, the Manager ensured regular review of its pandemic-related SOPs to maintain its relevance and applicability to Ascendas Reit's operations. This is done by closely aligning the SOPs with the latest regulations rolled out by the local health authority and respective agencies. Across the other countries, the third-party Property Managers have also followed suit and introduced relevant SOPs on pandemic management to handle situations such as when a COVID-positive case has been detected within its premises and ensuring regular disinfection onsite. With international borders opening towards the end of FY2021, CapitaLand's Human Resource (HR) department had also disseminated medical and travel advisories to all staff. Information on pandemic planning is also made readily available for all staff on the intranet.

### FY2021 Occupational Health and Safety Targets and Performance

In FY2021, there were zero work-related fatalities, high-consequence injuries<sup>23</sup> and occupational diseases recorded. However, there was one accident<sup>24</sup>, involving a staff from the Property Manager who suffered a sprained knee. This accident was reportable to the Singapore Ministry of Manpower (MOM). Thorough investigation was conducted to prevent recurrence and all necessary follow-up actions have been undertaken in line with the Manager's incident reporting and investigation

guidelines and procedures. During the year, there were also seven near-miss events recorded where glass panels / doors were discovered to be shattered. Fortunately, there were no injuries. Since then, the Property Manager has barricaded the affected areas and rectifications have been made. In FY2021, the recordable work injury rate was at 8.0<sup>25</sup>.

Number of Accidents<sup>26</sup> in 2019\*, FY2020 and FY2021



\* 2019 refers to 1 January 2019 to 31 December 2019



#### TARGET FOR FY2021

To achieve zero validated cases of physical security breaches at properties



#### PERFORMANCE

✓ Achieved



#### PERPETUAL TARGETS

Zero incident resulting in staff permanent disability or fatality



#### PERFORMANCE

✓ Achieved

- 23 A high-consequence injury is a work-related injury that results in a fatality or an injury from which the worker cannot, or does not, or is not expected to recover fully to pre-injury health status within 6 months.
- 24 Accidents refer to all incidents, including those resulting in injuries and non-injury cases. Only one accident was required to be reported to the local authorities.
- 25 Recordable work-related injury rate is calculated by number of recordable work-related injuries over the number of hours worked, per million man-hours worked.
- 26 Includes accidents in Singapore and overseas properties.



### COVID-19 Health and Safety Measures

With the emergence of the new variants and the resurgence of COVID-19 cases in FY2021, Ascendas Reit remained vigilant and maintained all the necessary health and safety measures within the properties to safeguard the well-being of the community. These include the hygiene measures and technological initiatives leveraged last year:

- Thorough disinfection of common areas
- Antimicrobial coating of high contact points
- Compliance with precautionary measures in accordance with the authorities' guidelines, e.g. temperature screening for all customers and visitors<sup>27</sup>, travel/health declaration, sanitisers, intensify cleaning and disinfection
- In several AEs throughout the USA, touchless faucets and soap dispensers were installed in common area bathrooms within multi-tenanted buildings in San Diego, Portland and Raleigh, to minimise contact with surfaces

Throughout FY2021, Ascendas Reit maintained close engagement with customers—regularly updating them on the latest safety, hygiene, and maintenance steps undertaken by the property managers via email. This provides the customers with peace of mind, reassuring them that common areas of the properties are safe and ready for them as they gradually return to their offices.

### SUPPLY CHAIN MANAGEMENT

#### Screening for Sustainability Criteria

CapitaLand works closely with its contractors and suppliers who are committed to high quality environmental, health and safety standards. Contractors are only appointed upon meeting CapitaLand's stringent selection criteria.

The Manager adopts CapitaLand's Sustainable Supply Chain Code of Conduct to influence its supply chain to operate responsibly in the areas of anti-corruption, human rights, health and safety, as well as environmental management.

A copy of CapitaLand's EHS policy will be sent to all vendors which requires them to comply with local government and other legal requirements where applicable to the scope of services provided. The onus lies on vendors to ensure that their employees

have received sufficient training or are briefed on EHS measures. In cases where activities rendered may affect the occupational health and safety of CapitaLand staff or visitors, vendors are required to submit a copy of their risk assessments. For contractors that carry out construction works, they are expected to adhere to requirements such as deploying personal protective equipment, reporting of safety incidents and proper disposal of debris and toxic waste.

Depending on the nature of their services, Property Management suppliers in Singapore are required to meet sustainability standards – e.g. ISO 9001, ISO 14001, bizSAFE Level 3 or the National Environment Agency Clean Mark Silver (for cleaning service providers), attain a minimum B grade licence issued by the Police Licensing and Regulatory Department (for security guards services), be registered with the NParks Centre for Urban Greenery and Ecology (for landscapers), and adopt Progressive Wage Model (for cleaning, security, landscaping and lift maintenance services).

Since the deployment of Zycus (an online Procure-to-Pay platform) in Ascendas Reit's Singapore operations, procurement activities are digitalised, allowing documents to be submitted virtually and approvals to be sought online. Apart from Zycus, the Manager also uses Yardi in its Singapore operations. Yardi is an end-to-end property management software platform combining financial and property management information in a single, centralised database. The Manager leverages on Yardi to monitor and track performance of suppliers, retrieve evaluation results of past, present and new suppliers, while at the same time, it provides suppliers with information on how they can improve on their services. In Singapore, surprise night inspections for security guards also allow the Manager to monitor suppliers' performance, which is subsequently reflected in the suppliers' performance rating.

In FY2021, all new suppliers that were appointed for Ascendas Reit's Singapore property management services were screened using social and environmental criteria via Zycus. During vendor registration, financial checks are performed based on general financial criteria for all suppliers. Tenders valued above S\$200,000 will be shortlisted to undergo CapitaLand's Comprehensive Financial Check to ensure fiscal sustainability.

27 Implemented up till 21 August 2021 when the Government announced that this measure is no longer mandatory.

## Social

### Case Study: The Extra Mile and a Golden Touch

CapitaLand and Ascendas Reit recognise the important contributions made by service staff in maintaining the quality of our properties.

#### Appreciation Treats

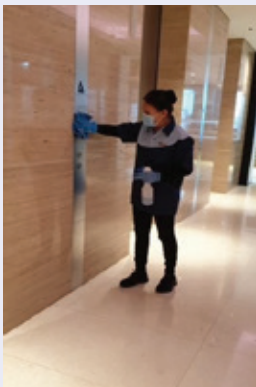
In FY2021, CapitaLand and Ascendas Reit gifted S\$10 CapitaLand vouchers to 580 staff from its service partners.

#### HOST Awards

CapitaLand presents the Star HOST Awards twice a year to recognise excellence in service standards by staff from its partner companies such as suppliers, contractors and vendors. These awards shine a spotlight on those who have gone above and beyond their responsibilities, especially during the COVID-19 outbreak in Singapore.



A total of 365 Star HOST Awards, each consisting of a Certificate of Appreciation and gift vouchers, were given out in FY2021. To engender recognition and appreciation of their efforts from the entire organisation, interviews were conducted with several winners for an article published on the CapitaLand website. The featured winners are briefly mentioned below:



#### Madeline

- Cleaner with ISS Facility Services
- "Good service to me is when tenants are happy with my work, and all the amenities inside the restrooms are in tip-top condition."
- Recognised by colleagues and managers and tenants for her exemplary work attitude
- Award encourages her to do better



#### Vasanth

- Technician at The Rutherford & Oasis, Singapore
- Awarded the Star HOST award within six months of assuming his role
- "Some of the most heart-warming things the tenants and my supervisors have said to me were "well done" and "good job"."
- Strives to improve his skills and customer service



#### PERPETUAL TARGETS

To ensure that at least 92% of vendors<sup>28</sup> attain a Level 3 in bizSAFE and above



#### PERFORMANCE

✓ Achieved  
98.6% of vendors were certified bizSAFE Level 3 and above

28 Refers to vendors appointed by the procurement team for Ascendas Reit's Singapore property management services.

### MANAGEMENT OF HUMAN CAPITAL

CapitaLand has an integrated human capital strategy to recruit, mould and motivate its workforce and the Manager is aligned with CapitaLand's approach and policies. Key performance indicators (KPI), both for the business and people development, ensure that performance goals are aligned with CapitaLand's business objectives. CapitaLand's staff, which includes employees of the Manager, are provided with appropriate development opportunities to help them flourish in their jobs and unlock their full potential.

#### Anti-Child Labour and Anti-Forced Labour

CapitaLand is committed to be a workplace of choice for its staff. It is a signatory of the United Nations Global Compact and is committed to the 10 principles in the areas of human rights, labour, environment and anti-corruption. It stands firmly against any form of coerced labour and discrimination, and adheres to international human rights principles including the Universal Declaration of Human Rights and the International Labour Organisation (ILO) Conventions.

Ascendas Reit is also aligned with CapitaLand and does not condone any form of coerced labour and discrimination in the workplace. In FY2021, there was no reported incident relating to discrimination, child labour or forced labour in Ascendas Reit, and the Manager had no employees below the age of 16.

#### Fairness and Diversity

CapitaLand embraces diversity and inclusivity regardless of gender, race, nationality and family status. The Manager also believes that all employees can make significant contributions based on their diverse talent, expertise and experience. CapitaLand upholds this commitment and is committed to the five key principles of fair employment as a signatory of the Employers Pledge with the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).

The Manager identifies talent internally and externally to build bench strength as well as talent pipeline for leadership succession planning. It recruits talent through a network of local and

overseas universities, and attracts young talent at an early stage through its graduate development programme. Apart from fresh graduates, the Manager also employs experienced and mid-career professionals and industry veterans.

In FY2021, 14 new hires<sup>29</sup> joined the Manager (31%) while 11 employees left<sup>30</sup> the Manager (24%).

#### Re-employment Opportunities

CapitaLand has a re-employment policy of extending employment to staff who have reached the mandatory retirement age but are still able and intend to continue contributing. There are programmes in place to facilitate the continued employability of employees such as pre-retirement planning for intended retirees, re-training for those intending to continue working after retiring, severance pay, job placement services, as well as training and counselling on transitioning to a non-working life. The Manager is also aligned with the policy and will support such programmes for employees who become eligible.

#### Respect for Freedom of Association

CapitaLand respects its staff's right to freedom of association and being members of trade unions. In Singapore, it is guided by the Industrial Relations Act that allows employees to be represented by trade unions for collective bargaining. This allows an avenue for employees to seek redress in cases of industrial disputes.

#### Fair Remuneration

All employees of the Manager sign employment contracts with clearly stated employment terms and conditions for employees to understand. Key employment terms specified within the employment contract include job title and description, duration of employment, working hours, salary and allowances, statutory contributions/deductions, leave entitlements, probation and notice periods, and insurance and medical benefits etc.

To ensure that the Manager remains competitive and able to attract and retain talent, external consultants are engaged to benchmark compensation packages against the relevant talent markets. Salaries are

29 The 14 new hires comprised ten females (71%) and four males (29%). 43% of the new hires are below 30 years old and 57% between 30-50 years old. There were no new hires above 50 years old.

30 The 11 turnovers comprised seven males (64%) and 4 females (36%). 9% of the turnovers are below 30 years old and 91% between 30-50 years old. There were no turnovers above 50 years old.

## Social

reviewed against the benchmarks, and the specific job scope and responsibilities of each employee are taken into consideration. Beyond base salaries, other components of the compensation packages encompass short-term cash bonuses and long-term equity-based reward plans. All regular full-time employees undergo an annual performance review where there is an open discussion on performance, areas for improvement, developmental needs and career plans.

The Manager rewards and motivates employees with a comprehensive and competitive compensation package and benefit programmes. Employees at managerial levels are also eligible to receive performance-based long-term share awards. The share awards will vest over three years subject to the achievement of pre-determined targets. The performance and remuneration of key management executives are based on both quantitative and qualitative targets within the balanced scorecard framework, including their efforts in building management bench strength and talent.

More than 55% of employees have been with the Manager for five years or longer. Exit interviews are also conducted with resigning staff as part of continuing efforts to improve retention policies and initiatives.

### Positive Work Environment

CapitaLand recognises that a positive work environment is essential to attract, motivate and retain talent. Its total well-being programme promotes personal development, health and work-life harmony. Initiatives include a flexible medical and benefits plan, flexible work arrangements, staff engagement initiatives and subsidised rates for staff

staying at Ascott's serviced residences and hotels. Part-time staff are entitled to the same benefits on a pro-rata basis. CapitaLand advocates a pay-for-performance philosophy to drive ownership of collective goals, leading to a high-performance culture which creates long-term value for Unitholders. Its robust performance management system ensures that all staff receive regular performance and career development reviews.

The Manager supports such programmes and initiatives to foster employee well-being and promote individual ownership and accountability. Through the flexible work arrangement policy, employees may apply for flexible work hours, work from home or part-time work arrangements depending on their needs.

Employees are also entitled to parental leave. In FY2021, one employee went on maternity leave and one on paternity leave.

### Job Security

CapitaLand is committed to providing meaningful jobs for its staff, including employees of the Manager. This is in line with the revised Tripartite Guidelines on Managing Excess Manpower and Responsible Retrenchment issued by the Singapore MOM together with its tripartite partners, Singapore National Employers Federation (SNEF) and the National Trades Union Congress (NTUC).

Employment contracts with clearly-stated terms and conditions are signed with all confirmed employees. In the event of termination or employee resignation, a minimum notice period of one month must be fulfilled, depending on the employee's job grade.



### PERPETUAL TARGETS

To achieve zero cases of validated discrimination



### PERFORMANCE

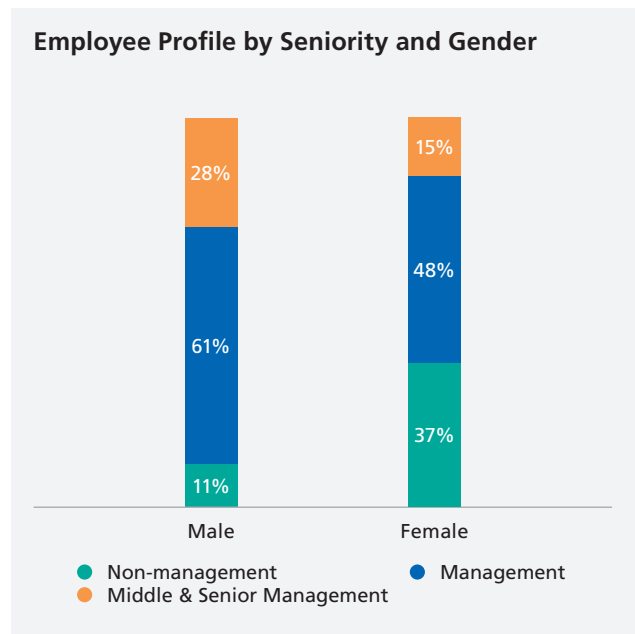
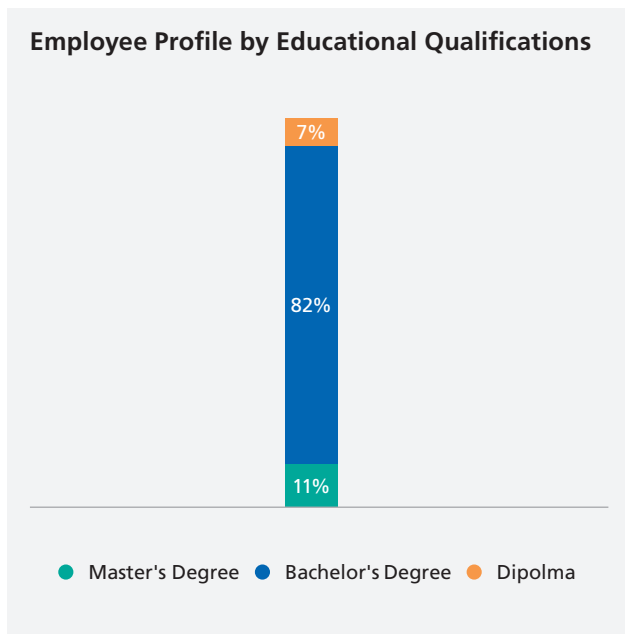
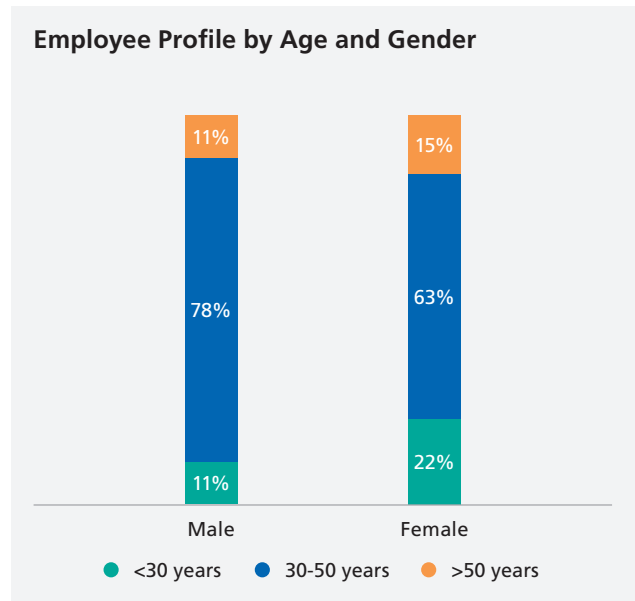
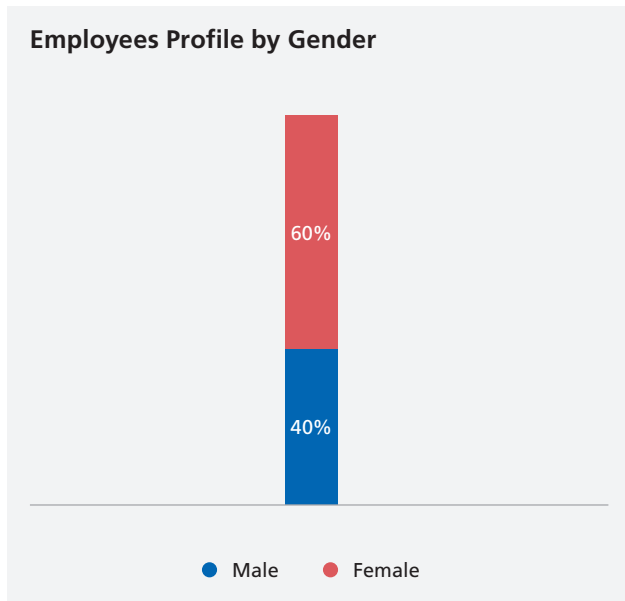
✓ Achieved

# Social

## Profile of Employees

As at 31 December 2021, the Manager had a total employee strength of 45 full-time permanent employees in Singapore, comprising 18 males and 27 females.

### Employee Charts for FY2021<sup>31</sup>



31 51.5% of the employees who are manager level and above are women.



## Social

### Employee Well-being

CapitaLand aims to provide a work environment that is safe and contributes to the well-being of its staff, including employees of the Manager. Since FY2020, CapitaLand has organised more online programmes to support staff to better manage stress. More than 40 programmes were organised in FY2021 with over 1,500 participants attending these virtual workout sessions and talks. Employees of the Manager were also invited to take part in these programmes.

### Employee Engagement

The Manager recognises the importance of a highly engaged workforce in contributing to positive business outcomes and organisational excellence. Employee engagement is carried out through regular CapitaLand Staff Communication Sessions, townhalls organised by the Manager, and the CapitaLand intranet, which updates employees on the latest development, employment policies, benefits, corporate governance and ethics.

Recognition and performance activities such as branding slogan contest and long-service awards serve to recognise employee contribution and service. Under CapitaLand's robust performance management system, which the Manager also adopts, performance and career development reviews are conducted annually for all full-time employees, involving open discussions on the employee's performance, developmental needs, career plans and areas for improvement.

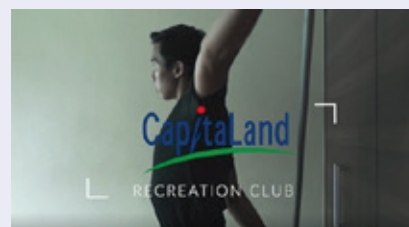
The Manager practises an open-door policy, allowing all employees to obtain a fair review and a prompt response to problems or concerns relating to any aspect of their employment. This includes harassment, grievance handling and whistle-blowing policies that are applicable to all employees. Employees can also raise their concerns to a higher level of management or to the HR department.

The Manager recognises that employee engagement is even more important as employees shift to remote ways of working. The following table provides the key highlights of employee engagement activities in FY2021.

### Caring for Employees

#### Wellness Wednesday

A myriad of activities spanning from health & nutrition, financial wellness, mindfulness, virtual workouts to e-bazaars were held online. CapitaLand staff, including employees of the Manager, could sign up individually for these wellness activities held on Wednesdays from 5pm onwards. CapitaLand continued to offer these activities in FY2021 to help employees improve their wellness and work-life integration.



#### Bingo Challenge

To better engage staff, the #StayHome #StayFun BINGO Challenge was organised from 1 - 30 June 2021 whereby all CapitaLand staff were invited to perform some tasks on the BINGO card and to submit photographs and videos.

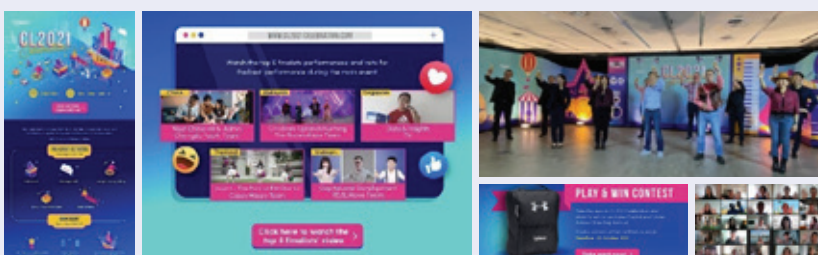


#### CL 2021 Celebration

To commemorate the key milestone of the restructuring of CapitaLand into CLI and CLD, a virtual celebration was held on 5 November 2021. The virtual celebration event was attended by over 2,000 staff worldwide, including employees of the Manager.

Leading up to the event, some pre-event activities were organised. About 300 CapitaLand staff participated in the Play & Win contest where they answered short quiz on the virtual event.

All CapitaLand staff were invited to participate in the Intercountry Challenge where they showcased their talents through song and dance.



## Social

### Communicating and Listening

#### 2021 Employee Pulse Survey

CapitaLand was restructured into CLI and CLD to sharpen the business focus for future growth in FY2021, amidst changes to working arrangements due to the resurgence of COVID-19 cases during some parts of the year.

To solicit feedback following the successful completion of restructuring, a pulse survey was conducted at the end of 2021 to gauge the well-being of employees. Employees of the Manager were also invited to participate in the survey to provide their views.

#### 2021 Sustainability Fireside Chat

Introduced in FY2020, CapitaLand organised its first virtual fireside chat for the launch of its 2030 Sustainability Master Plan. Through the fireside chat, attendees learnt about the 2030 Sustainability Master Plan targets and the strategic importance of sustainability to CapitaLand. Staff were also encouraged to play their part in helping to realise CapitaLand's sustainability commitments and targets. This year, the fireside chat "The Race to CapitaLand's 2030 Sustainability Targets" featured Mr Jonathan Yap (CEO, Fund Management), Mr Kevin Goh (CEO, Lodging) and Ms Lynette Leong (Chief Sustainability Officer) from CLI. The panel discussed what CapitaLand is doing to reach CapitaLand's 2030 Sustainability Master Plan targets and how everyone can do their part.

### Inspiring Employees through Award Recognition



#### Core Values Ambassador Awards

In FY2021, the CapitaLand Core Values Ambassador Awards were presented to nine individual winners and seven team winners who have exhibited behaviours of the four core values "WE ARE ONE" during CapitaLand's 21st Anniversary virtual celebration. CapitaLand commends these individuals and teams who have made exceptional contributions to improve company culture, working relationships and/or business results.

### Learning and Development

Appropriate training is provided to employees to improve their knowledge and expertise to contribute meaningfully and effectively to Ascendas Reit's performance. CapitaLand has an in-house training hub, CapitaLand Institute of Management and Business (CLIMB), which supports the training and development needs of staff, including employees of the Manager. Besides on-the-job exposure, there are many opportunities for job rotation, mentoring and coaching to allow employees to reach their full potential. These programmes include CapitaLand Onboarding

Programme, Data Protection Training, Managing Fraud, Bribery and Corruption, among others.

In compliance with Monetary Authority of Singapore (MAS) regulations, Capital Markets Services (CMS) license holders also attend REIT Management courses on an ongoing basis organised by REIT Association of Singapore (REITAS), contributing to Continuing Professional Development (CPD) training hours. In FY2021, 98% of the Manager's employees attended at least one learning event, and the average number of training hours completed by each employee for the year was 22 hours.



### Case Study: Upskilling the Workforce for the Future

CapitaLand recognises the impact of technology in the workplace. In August 2019, CLIMB implemented the 'Building Capabilities Framework' (BCF) to build a future-ready workforce with a digital mindset, competencies and capabilities to remain competitive in the future real estate landscape. Since FY2020, the Framework has been rolled out globally. Employee competencies were categorised under Core, Functional, Adaptive, Digital skills, and three levels of master (Aware, Apply and Ace) were identified.

#### Future Economy Skills (FES)

The FES was developed by SkillsFuture Singapore. It refers to a set of skills (Thinking Critically, Interacting with Others and Staying Relevant) required by employees to keep up with the future economy. It places an increased emphasis on soft skills as an essential part of the future of work in the digital era.

A suite of courses was curated to help employees develop these skills and stay relevant to evolving work and living trends. The training topics range from Adaptability, to Digital Fluency, Global Perspective, Learning Agility and Self-Management. To reinforce the importance of a future-ready work culture, employees are encouraged to be trained in at least one FES each year.



#### Fund Management Programme

Launched in 2021, the Fund Management Programme offers employees a holistic view of the key aspects of real estate fund management and associated operations. The programme featured three topics:

- 1) Fund Creation
- 2) How to Run a Fund Successfully
- 3) Capital Financial Management

Ms Koo Lee Sze, Chief Financial Officer of the Manager, was one of the speakers who covered the topic on Capital Financial Management.



#### Knowledge Exchange Programme

The Knowledge Exchange programme is a quarterly networking and information sharing session inaugurated in September 2020 to explore topics relating to CLI's business. It aims to enhance internal communication, knowledge sharing,

and promote better and collaboration across teams. It also allows employees to share their project initiatives and best practices. In addition, internal and external speakers are regularly invited to share experiences during the sessions. The topics for Knowledge Exchange 2021 included Expanding REITs Overseas, Data Centre Experience, Fund Management Competency Framework, In-Conversation with Our Leaders on Career Management, and Culture Matters - Co-creating a Thriving Workplace. Ms Yeow Kit Peng, Head of Capital Markets & Investor Relations of the Manager, was a panellist and shared experience on the importance and how the Manager facilitates the building of a positive culture in the workplace.



#### Learning CAREnival

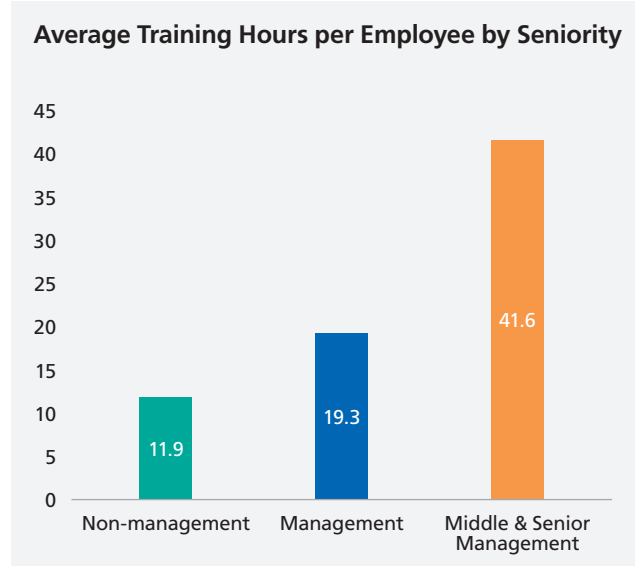
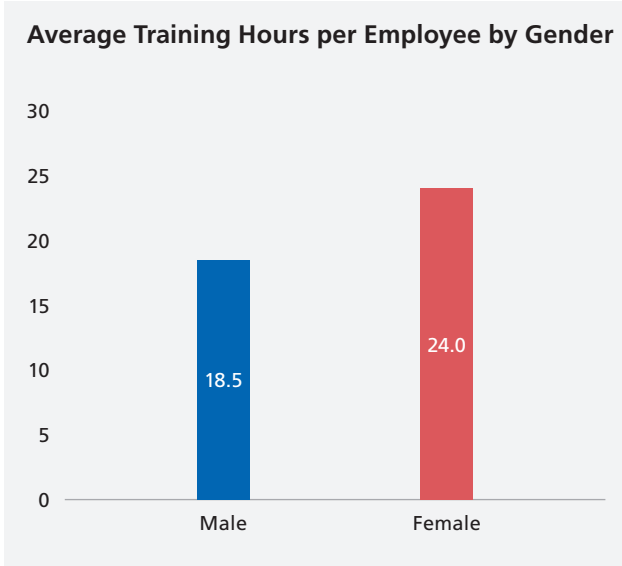
To engage with employees during the pandemic, a Learning CAREnival was conducted virtually from 14 September to 8 October 2021. The programme featured a mix of internal and external speakers, who were invited to deliver talks on four main themes:

- 1) Power Skills for Future Economy
- 2) Find Your Inner Awesomeness
- 3) Sustainability, and
- 4) Digital Fluency



## Social

### Average Training Hours per Employee by Gender and by Seniority



## SOCIAL AND RELATIONSHIP CAPITAL



### STAKEHOLDER ENGAGEMENT

The Manager and Asset & Property Managers engage with stakeholders all year round to understand their needs. Stakeholders are groups that Ascendas Reit significantly impacts and those with a vested interest in Ascendas Reit's operations. Key stakeholders include employees, regulators, existing and potential customers, suppliers and contractors, the investment community and the local community. The Manager and Asset & Property Managers use various engagement channels to gather, understand and respond effectively to these stakeholders' views and concerns.

## Social

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### Investment Community

Ascendas Reit believes that corporate transparency and two-way communication inspire stakeholder confidence. Its investor relations (IR) policy, available on Ascendas Reit's website [ir.ascendas-reit.com/ir\\_policy.html](http://ir.ascendas-reit.com/ir_policy.html), provides the framework to perform these practices effectively.

Its key objectives are firstly, to ensure stakeholders are equipped with accurate and timely information to make sound judgements about Ascendas Reit and secondly, to cultivate trust and confidence, through regular and clear communication with its stakeholders.

All material information is announced in a timely manner on SGXNet and on Ascendas Reit's corporate website, often with accompanying news releases, to ensure that management's perspectives and Ascendas Reit's corporate actions are easily understood. It keeps stakeholders abreast of the Ascendas Reit's news through print, broadcast and digital media, as well as email alerts to those who registered to be on the mailing list via its website. Ascendas Reit organises various investor engagement events, and participates in conferences throughout the year, with opportunities for the investment community and the media to interact with its senior management team and learn more about Ascendas Reit's business. More details can be found on the Investor Relations section on page 58 of the Annual Report 2021.

### Employees

CapitaLand actively engages its staff (that comprises employees of the Manager) through various avenues, including regular staff communication sessions held by senior management, for the effective flow of information and to ensure an alignment of business

goals and objectives across all levels of the workforce. Refer to the Human Capital section for further details on employee engagement activities in FY2021.

### Existing and Potential Customers

Ascendas Reit conducts regular satisfaction surveys such as after-event surveys, transactional surveys pertaining to leases as well as the Voice of Customer survey. This year, an online survey has been rolled out to gather feedback from tenants at Singapore Science Park 2. Based on the feedback received and the effectiveness of this survey, this survey mode may be rolled out across selected properties in Singapore. All feedback gathered will be reviewed to improve service levels to customers continually.

### Suppliers and Contractors

Ascendas Reit works closely with its contractors and suppliers who are committed to high quality EHS standards. All of Ascendas Reit's vendors are required to acknowledge and adhere to CapitaLand's Supply Chain Code of Conduct. For more information, please refer to the Supply Chain Management segment in the Human Capital chapter.






### Wider Community (Government, local communities)

Ascendas Reit is committed to regulatory compliance. Procedures are in place to ensure that its activities and operations comply with existing regulatory requirements through regular monitoring, evaluation and auditing of the CapitaLand EHS management systems. Ascendas Reit also participates in stakeholder consultations organised by key government agencies to furnish feedback on proposed regulatory changes that may impact its business.



## Social

The table below showcases the key stakeholder group, their concerns as well as the response, engagement methods and frequency taken by Ascendas Reit.

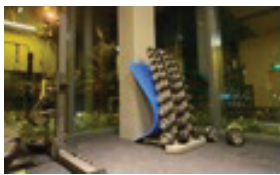
Key Stakeholder Groups	 <b>Investment Community</b> Deliver sustainable distributions and achieve capital stability	 <b>Employees</b> Create a great work environment	 <b>Existing and Potential Customers</b> Deepen relationship through engagement and networking events and programmes	 <b>Suppliers and Contractors</b> Develop good partnerships	 <b>Community</b> Establish strong relationships to collectively build a sustainable business environment and be a responsible corporate citizen
Key Concerns/ Interests	<ul style="list-style-type: none"> <li>• Growth strategy, occupancy and rental outlook, risk management</li> <li>• Impact of COVID-19 on operations and business</li> </ul>	<ul style="list-style-type: none"> <li>• Career development and progression, business and organisational updates, health and well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Property management and service related gaps, safe working environment, customer experience</li> </ul>	<ul style="list-style-type: none"> <li>• Fair competition and compliance to procurement policy</li> <li>• Adherence to safety requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with laws and regulations</li> <li>• Best practice adoption</li> <li>• Contribution to community</li> <li>• Environmental issues</li> </ul>
Engagement Methods and Frequency	<ul style="list-style-type: none"> <li>• Annual General Meeting, investor conferences, one-on-one meetings and teleconferences</li> <li>• Results / acquisitions / business update media and analysts' briefings</li> <li>• Timely media releases, print publications and online platforms</li> <li>• Property tours (pre-COVID-19)</li> <li>• Ascendas Reit's website and email alerts</li> <li>• Ongoing consultations through feedback channels</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Engagement / Pulse Surveys and employee awards</li> <li>• Ongoing consultations and conferences through various feedback channels, annual performance assessments for employees to track performance and identify training and development goals</li> <li>• Engagement through one-on-one meetings and networking events</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement surveys</li> <li>• Engagement programmes/activities and post event feedback</li> <li>• Social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing of CapitaLand's EHS policy, contractor management guidelines and house rules and SOPs</li> <li>• Annual HOST awards</li> <li>• Feedback channels throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>• Media releases / announcements throughout the year to update on key initiatives</li> <li>• One-on-one meetings and dialogues with government, national agencies and non-governmental organisations as necessary</li> </ul>
Ascendas Reit's Response	<ul style="list-style-type: none"> <li>• Proactive communications, timely and transparent disclosures</li> <li>• Proactive portfolio and asset management</li> <li>• Proactive capital management</li> <li>• Disciplined approach to acquisitions and divestments for value creation</li> </ul>	<ul style="list-style-type: none"> <li>• Stepping up of internal communications with staff (e.g., virtual staff communications sessions, remote work pulse surveys)</li> <li>• Learning and Development programmes including digital initiatives</li> <li>• Wellness Wednesdays introduces workplace wellness to create healthy working environment</li> </ul>	<ul style="list-style-type: none"> <li>• Use data analytics to identify and rectify issues promptly</li> <li>• Train employees on issue resolutions and provide recognition for good service</li> <li>• Active portfolio management and commitment to maintain / increase green building certifications</li> </ul>	<ul style="list-style-type: none"> <li>• Price quality method evaluation criteria</li> <li>• Performance feedback</li> <li>• Supplier performance evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance monitoring</li> <li>• Policies and practices review</li> <li>• Public communications</li> <li>• Three days of VSL for each employee per annum</li> <li>• Employee participation in community engagement events</li> <li>• Monitoring of environmental performance and commitment to maintain / increase green building certifications</li> </ul>

# Social

## CUSTOMER EXPERIENCE

The Manager is committed to delivering an exceptional customer experience while enriching lives and the communities it operates in. Ascendas Reit remains guided by its customer experience vision, which seeks to create value and experiences in response to its customers' evolving needs. It leverages its approach at activating its spaces, delivering service excellence and engaging with stakeholders through digital means where possible, which has become increasingly crucial as COVID-19 ushers in new work trends.

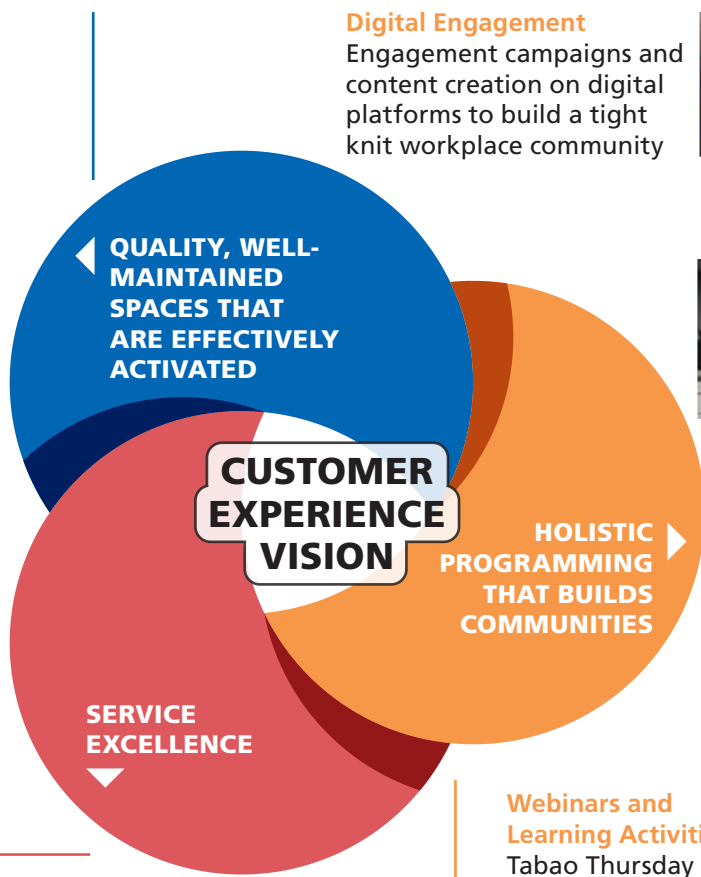
Ascendas Reit understands how social cohesion is more important than ever before. During the year, a series of community-building programmes and initiatives were developed and carried out in accordance with prevailing COVID-19 regulations.



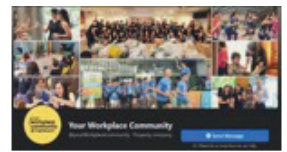
**New Gym Pods on Bendemeer Road**  
Addition of gym pods to enhance tenants' mental and physical well-being



**Asset Enhancement Initiatives**  
Revamped common areas in green spaces in several properties across the portfolio



**Digital Engagement**  
Engagement campaigns and content creation on digital platforms to build a tight knit workplace community



**Healthy Workplace Ecosystem**  
This programme focuses on three pillars of a healthy lifestyle: healthy eating, living and exercising



**Staff communications**  
Bi-weekly newsletters, eDMs, digital screens, respective Facebook and Instagram pages, CapitaStar@Work app



**Building Review**  
Targeted survey to identify AEI opportunities for specific properties

**Webinars and Learning Activities**  
Tabao Thursday webinars and Brown Bag Virtual sessions



**Social Media Campaigns**  
Implemented 15 digital contests to drive follower acquisitions and engage with current followers

**Tenants' Treats**  
Distributed 4,000 treats across Workspace properties

## Social

### Service Excellence

In FY2021, Ascendas Reit revamped its Building Experience Review and launched a pilot online survey to tenants in The Galen and The Kendall within Singapore Science Park 2. The survey aimed to identify gaps in customer experience on amenities, convenience and customer touchpoints. Special F&B deals within Singapore Science Park 2 were presented to survey participants as a token of appreciation, which also helped drive business for these F&B tenants.

Results from the survey showed that tenants were satisfied with the common areas, such as the lobbies and restrooms. Areas identified for improvement included increasing tenants' awareness of customer engagement channels available (website and dedicated customer hotline) and introducing fitness classes after office hours. As the next steps, Ascendas Reit will work with respective departments to address the feedback received.



The Galen and The Kendall

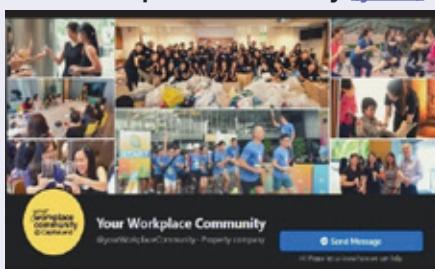
### Digital Engagement

Ascendas Reit places great importance on forging and maintaining strong bonds with its tenant community. In FY2021, Ascendas Reit continued its digital outreach to tenants. One such outreach initiative is the Tabao Thursday Webinar Series:

- CapitaLand's Workspace Community Engagement team launched a series of online webinars/workshops for our customers and their employees
- Some examples of the workshops were "Let's Talk about the COVID-19 Vaccine" — in collaboration with Raffles Medical Group, "Parenting for Well-Being in a Digital Age", and "Why Visual is King" photography webinar — in collaboration with Canon, Ascendas Reit's tenant
- The response to these workshops was overwhelmingly positive, with more than 220 tenants participating in the programme

Many of these initiatives in FY2021 took on a virtual format in view of the pandemic situation, or a hybrid format while adhering to prevailing COVID-19 precautionary measures. Apart from the bimonthly eDMs, Ascendas Reit extends its reach through digital channels such as yWC Facebook, yWC Instagram and Singapore Science Park (SSP) Facebook. Examples of stories and collaborations featuring Ascendas Reit tenants on social media are shown below:

#### Your Workplace Community (yWC)



Another mode of engagement with the tenants is the yWC page, which serves as a platform to enable, promote, and communicate with tenants to build a more vibrant, tight-knit CapitaLand community. Besides posting updates for upcoming events and happenings, the yWC page also features regular articles on tenants to highlight their stories and build awareness of their brands.

In FY2021, over 776 stories and posts were curated, with 215 of those articles covering 37 Ascendas Reit tenants. Notable examples include:

#### Canon ([Why Visual is King](#))

yWC featured an article by Canon, one of the tenants at Galaxis, on the do's and don'ts of beginner photography. The article included a section with the interviewee, a Canon instructor, providing feedback on pictures submitted by members of yWC's Facebook community.

#### All In The Family: ([Fong Yit Kaya](#))

Fong Yit Kaya, a tenant at FoodAxis @ Senoko shares the story of how the father-son duo have helmed the family business, which has been around for more than 70 years.

#### NSG Bio Labs ([So You Want To Be An Entrepreneur](#))

Another of yWC's articles featured Daphne Teo, the founder and CEO of NSG BioLabs, located at Nucleos, Singapore. The article sought Daphne's story, and listed her tips for finding success as an entrepreneur in Singapore.

### Digital Engagement

#### SSP Website Redesign

In FY2021, the SSP website (<https://www.sciencepark.com.sg>) was revamped to create a more informative and interactive website. Besides showcasing inspiring and new developments happening in the park and the community, the website aims to highlight the vibrancy in the park through the curated activities.

Additionally, to build community awareness of the new SSP page, CapitaLand's Workspace Community Engagement team held a one-month long campaign from July to August 2021, titled "Where's Evan Going?". "Evan", a digital character, was hidden on various pages in the new website to lead visitors on a scavenger hunt, encouraging them to answer SSP-related questions in order to win prizes. Further details can be found under Spotlight: Developing Community Initiatives on pages 63 to 64.

Like the yWC pages, the new SSP website regularly features tenant stories to draw attention to their journeys and product offerings. Examples include:

#### Acumen Diagnostics ([Women Power! Bridging The Gender Gap in Innovation](#))

An article featuring three women in Research and Development roles. The article seeks to explore the different contributions women can bring to the table in the innovation sector, and to inspire fellow women within the Science, Technology, Engineering, and Mathematics (STEM) field.

#### Denso ([5Gs' Future In STEM](#))

SSP collaborated with DENSO to publish this article, which introduces the future of 5G technology (e.g., remote surgery, flying taxis) in the STEM industries.

These articles are also featured on SSP's Facebook page.

**Social Media Campaigns across our digital channels** – [your Workplace Community Facebook](#), [Instagram](#) and [Singapore Science Park Facebook](#).

To engage followers across its social media channels, CapitaLand's Workspace Community Engagement team put together 15 digital contests to drive follower acquisitions and engage with current followers. In FY2021, more than 2,280 participants were engaged in these contests. The top three most popular contests (based on number of participants) were A Jolly Giveaway, Spot The Difference and Where's The Pineapple Tart. A Jolly Giveaway achieved close to 1,900 participants through three rounds of contests held from 30 November to 20 December 2021.

**PROVIDING QUALITY END-TO-END REAL ESTATE SOLUTIONS TO MEET THE NEEDS OF CUSTOMERS**



Ascendas Reit adopts a multi-pronged approach to deliver value to its customers. The approach includes value-adding investments through acquisitions, developments and asset enhancement initiatives (AEIs), as well as delivering quality spaces and good customer services.

Asset enhancements and redevelopments are continuously undertaken to deliver end-to-end premium quality real estate solutions for Ascendas Reit's customers. These projects include providing community spaces as public gathering points, ensuring accessibility in the built environment to those of different age groups and varying mobility, promoting sustainability features to improve customers' work experience and creating live-work-learn-play environments.



**RECENT COMMUNITY DEVELOPMENT INVESTMENT AND VALUE**

**Advocating Staff and Tenant Volunteerism**

CapitaLand provides each employee with three days of Volunteer Service Leave (VSL) to encourage them to contribute back to the community. 82% of the Manager's employees volunteered in FY2021 and more than 480 hours were dedicated to community service, through the following initiatives.

Community Involvement Initiatives	Outcome
<p><b>CapitaLand #GivingAsOne</b> #GivingAsOne is CapitaLand's platform for staff, business partners and customers to do good together by uplifting the lives of vulnerable groups and supporting the environment in communities where CapitaLand operates.</p> <p>In Singapore, a series of programmes – from virtual and in-person volunteering, to curated workshops led by the beneficiaries – were organised to rally Workspace tenants to do good as one community. Tenants were invited to partner us to do good together with their colleagues, and bond over volunteering, and learn new skills through various workshops.</p> <ul style="list-style-type: none"> <li> <b>Virtual Volunteering Sessions</b> Approximately 35 volunteers from CapitaLand and the tenant community came together to conduct a virtual storytelling and craft activity for students from Rainbow Centre Margaret Drive and Metta Preschool@Punggol. The volunteers narrated "At the S.E.A. Aquarium" by children's author David Seow, before showing their audience how to make their own mini aquarium in a bottle.                 </li> </ul>	<ul style="list-style-type: none"> <li>CHF pledged to donate S\$20 for every volunteer hour and message penned for beneficiaries during the campaign.</li> </ul>  <ul style="list-style-type: none"> <li> <b>Virtual Volunteering Sessions</b> Close to 60 students from both schools participated in this virtual volunteering session via Zoom.                 </li> </ul>
<p><b>Tenant volunteer: Cognizant</b></p> <p>                       This session has given me the chance to work with children with special needs, and the warm feeling after successfully completing the session is indescribable. Thank you for this wonderful opportunity to give back to society in such a wholesome way. Please continue to plan such events in the future.                      </p> <p>                     —  <b>Joel Wong</b>                      Cognizant                      Tenant at Plaza 8, Singapore                 </p>	
<ul style="list-style-type: none"> <li> <b>Virtual Workshops</b> CapitaLand partnered with Rainbow Centre Yishun Park School and Metta Café to run three workshops for the tenant community. Led by students and apprentices from both beneficiaries, tenants had fun learning how to make their own eco-enzyme detergent, tote bag from a t-shirt and how to decorate cupcakes.                 </li> </ul>	<ul style="list-style-type: none"> <li> <b>Virtual Workshops</b> Close to 40 tenants participated in the workshops via zoom                 </li> </ul>

## Social

Community Involvement Initiatives	Outcome
<ul style="list-style-type: none"> <li> <b>CapitaLand #LoveOurSeniors</b>            A community initiative by CHF to improve the quality of life of seniors in need by providing them with better nutrition, enhanced well-being, and improved living conditions.         </li> </ul> <p><u>Essential Care Pack Delivery</u>            In November 2021, tenant volunteers including FedEx and Audi, worked with CapitaLand staff and employees of the Manager to pack and deliver care packs such as food items and daily essentials. The packing venue, Aperia, was sponsored by Ascendas Reit.</p>	<ul style="list-style-type: none"> <li> <b>CapitaLand #LoveOurSeniors</b>            380 CapitaLand staff and 57 tenant companies, along with community volunteers, came together to improve the lives of seniors in the community         </li> <li> <b>Essential Care Pack Delivery</b>            Close to 2,900 #LoveOurSeniors Essential Care Packs comprising food and daily essentials were prepared and distributed to vulnerable seniors from 7 charities across Singapore         </li> </ul>

### Tenant volunteer: FedEx



Mr William Tay, the CEO of the Manager, and Mr Tan Seng Chai, Executive Director of CHF and Chief Corporate & People Officer of CapitaLand Investment, together with representatives from one of the tenant volunteers, FedEx, who sponsored the delivery.

### Tenant volunteer: Audi



Daniel Watts, General Manager at Audi distributing the #LoveOurSeniors essential care packs to the homes of the elderly.



We learnt about the exercise and understand how difficult it can be to find volunteers with vehicles. As a car company, we could meet this need. A quick email to the team, "Who's in?" resulted in everyone throwing their hands up to get involved. We are not new to volunteering at Audi, and encourage the teams to support our surrounding communities.



**Daniel Watts**  
 General Manager, Audi  
 Tenant at Aperia, Singapore

## Social

Community Involvement Initiatives	Outcome
<p><b>Meal Delivery</b> CHF worked with community partners to provide specially curated meals to vulnerable seniors reliant on meal deliveries. Staff volunteers supported in the meal delivery including the CEO of the Manager (pictured).</p>  <p><b>Bread Delivery</b> Organised by the CHF, over 30 tenant volunteers and staff delivered loaves of bread to vulnerable seniors. Wholemeal loaves were chosen for their high nutritional value.</p>	<ul style="list-style-type: none"><li>• <b>Meal Delivery</b> 6,319 meals were packed and delivered to seniors by volunteers, which included 15 employees of the Manager</li><li>• <b>Bread Delivery</b> 33 tenants from various companies were rallied to be part of this bread delivery exercise. Under this #LoveOurSeniors initiative, a total of 9,769 loaves of bread were delivered altogether</li></ul>
<p><b>Tenant volunteer: Moog Singapore</b></p> <p>Moog Singapore may not be a big organisation, but we have a big heart for the community. As a tenant of Ascendas Reit, it has been a great experience to come together and do good as one, and we are proud to be part of this great cause.</p> <p>— <b>Jeremy Lee</b> Moog Singapore Tenant at Cintech I, Singapore</p>	
<p><b>Temasek Foundation's #StayMasked</b> Employees of the Manager participated in Temasek Foundation's nationwide mask distribution initiative. Ascendas Reit sponsored the venue at Aperia Mall as a mask collection point.</p>	<ul style="list-style-type: none"><li>• In August/September 2021, Temasek Foundation distributed over 75 million masks to the community to prevent the spread of COVID-19 in Singapore</li></ul>



## Spotlight: Developing Community Initiatives

Ascendas Reit aims to develop meaningful stakeholder relationships with customers' employees while promoting community engagement. These outreach initiatives aim to promote positive relationships between its tenants and the society, collaboration amongst Ascendas Reit's business community and rally the community to care for the environment.

Here are some highlights from yWC in FY2021:

Established over **190** collaborations with Ascendas Reit tenants

Curated over **776** activities/stories and posts

Engaged more than **6,655** people (non-unique)

Generated more than **2.6 million** content views (overall)

For more info on yWC, please refer to the case study on Digital Engagement under Customer Satisfaction.

### Let's Get Down To Earth

Organised in conjunction with Earth Hour and Earth Day, Let's Get Down To Earth was a new initiative that aimed to rally CapitalLand's Workspace community to make the change and incorporate green habits in their daily routine. The fully-digital campaign ran from 10 March to 22 April 2021 (six weeks), comprising the following activities:

- **The Green Idea Bank**  
Call for Green idea Submission – to encourage the community to contribute to green idea bank and adopt green habits in daily routines. A total of 88 submissions were received.
- **Lights off with us**  
Earth hour+ lunch hour switch-off – 68 buildings supported the Earth hour switch-off on 27 March 2021 and 6 buildings in one-north participated in the lunch hour switch-off on 26 March 2021
- **Green activity:**  
To round up the campaign, a virtual DIY Beeswax Wrap Workshop was organised in partnership with BambooStrawGirl and Oh Honey!Japan, to share the importance of low waste and reusable household items for an eco-friendlier lifestyle. The workshop recorded a total of 24 participants.



Sustainability tips and ideas were shared on CapitalLand workspace's social media platforms through interactive formats (i.e., quizzes, bingo, polls, etc.) to encourage the wider community to think and go green. The team shared 102 posts throughout the campaign, reaching over 71,500 people and generating over 4,900 engagements.



## Spotlight: Developing Community Initiatives

### Explore 'Singapore Science Park' Trail on GameOn Nila! Play On, Play Together Edition.



In partnership with SportSG, Ascendas Reit curated the 'Explore Singapore Science Park Trail' for GameOnNila!, which was made available on the ActiveSG mobile application.

The initiative encouraged participants to explore Art & Innovation at Singapore Science Park (SSP), while drawing their attention to Ascendas Reit's properties and promoting the Food & Beverage offerings within the vicinity.

A total of 16 locations were tagged with unique QR code each at the park. Participants would need to visit the SSP trail to clock their steps and scan the QR code located on the trail markers using Active SG app, to level up and gain points to ballot and win F&B vouchers from the SSP retail community. The campaign saw over 1,000 QR code scans and over 870 ballots for \$800 worth of prizes.

### Where's Evan Going?



Guided by four main pillars—Engage the Community; Explore the park; Experience the connection; and Discover the amenities—the SSP website underwent a site refresh and relaunched in July 2021. It offers site visitors a new perspective of SSP by informing them about inspirational developments, showcasing the amenities and vibrancy within and beyond the park, and highlighting Science & Innovation aspects of SSP's community members.

A campaign, "Where's Evan Going?", ran from July to August 2021, to drive site traffic and encourage new sign-ups for both the SSP Facebook page and your Workplace Community e-newsletter. A series of three contests were held: site visitors explored the site to spot Evan, 'the new employee', as he learned more about SSP, and obtain hints to the contest questions. The campaign received over 785 entries in total.



# Governance

Organisational Capital

## MATERIAL ESG FACTORS



**COMPLIANCE**



**BUSINESS ETHICS**

<b>Policy</b>	<ul style="list-style-type: none"><li>• Fraud, Bribery and Corruption (FBC) Risk Management Policy</li><li>• Anti-Money Laundering and Countering the Financing of Terrorism Policy</li><li>• Ethics and Code of Business Conduct Policies</li><li>• Whistle-blowing Policy and other procedures</li></ul>
<b>Accountability</b>	<ul style="list-style-type: none"><li>• CEO of the Manager is accountable</li><li>• Responsibility of all employees and supply chain / partners not to engage in FBC practices</li></ul>
<b>Approach and Implementation</b>	<p><b>Employees</b></p> <ul style="list-style-type: none"><li>• FBC guides made available to all employees via CapitaLand's intranet</li><li>• Annual declaration through the 'CapitaLand Pledge', to uphold CLI's core values, and not to engage in any corrupt practices</li><li>• Relevant training</li><li>• Enterprise Risk Management framework and relevant risk policies reviewed annually</li><li>• Whistle-blowing reporting channels</li></ul> <p><b>Supply chain / Partners</b></p> <ul style="list-style-type: none"><li>• FBC risk management policy</li><li>• CapitaLand Supply Chain Code of Conduct and anti-corruption clause in key contracts</li></ul>

# Governance

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## ORGANISATIONAL CAPITAL

The Manager is committed to executing policies and processes at the highest level of corporate governance and transparency, which is vital to the management and operational protocols of Ascendas Reit. This is founded on the belief that good governance is critical for building trust and confidence with stakeholders, which ultimately determines the success of the business. Ascendas Reit understands that good governance begins with the Board of Directors. The current Board comprises 62.5% independent directors. The current Board has one female member (12.5%). Guided by CLI's Core Values, Ascendas Reit builds and maintains a robust organisational culture that guides employees in making the right business decisions.

### Fraud, Bribery and Corruption (FBC) Risk Management Framework

In line with its core values, the Manager is committed to doing business with integrity. This is reflected in its longstanding zero tolerance stance against fraud, bribery and corruption. Consistent with this commitment, various policies and guidelines are in place to guide all employees of the Manager to maintain the highest standards of integrity in their work and business dealings.



The Manager's employees adhere to CLI's Fraud, Bribery and Corruption Risk Management Policy (FBC Risk Management Policy). The FBC Risk Management Policy reiterates the strong stance against fraud, bribery and corruption, and sets the overarching approach and standards in managing fraud, bribery and corruption risks in an integrated, systematic and consistent manner. The Manager's zero tolerance policy on bribery and corruption extends to its business dealings with third parties. Pursuant to this policy, the Manager requires that certain agreements incorporate anti-bribery and anti-corruption provisions.

# Governance

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Staff	Supply Chain / Partners
<b>Communication / Signing of Code of Conduct</b>	
<ul style="list-style-type: none"> <li>FBC Risk Management Policy</li> <li>Annual declaration through the 'CapitaLand Pledge' to uphold CapitaLand's core values, and not to engage in any corrupt Practices</li> <li>Relevant training</li> </ul>	<ul style="list-style-type: none"> <li>FBC Risk Management Policy</li> <li>CapitaLand Supply Chain Code of Conduct, and anti-corruption clause in key contracts</li> </ul>
<b>Feedback Channels</b>	
<ul style="list-style-type: none"> <li>Whistle-blowing reporting</li> </ul>	<ul style="list-style-type: none"> <li>Whistle-blowing reporting</li> </ul>

A [whistle-blowing policy](#) and other procedures are in place to provide the employees of the Manager and external parties who have dealings with the Group, with a well-defined, accessible and trusted channels to report suspected fraud, corruption, dishonest practices or other improprieties in the workplace, and for the independent investigation of any reported incidents and appropriate follow up action. The objective of the whistle-blowing policy is to encourage the reporting of such so that employees or external parties making any reports in good faith will be able to do so with the confidence that they will be treated fairly and, to the extent possible, be protected from reprisal.

Substantiated cases are reported quarterly to the Audit & Risk Committee. Actions taken can include the termination of staff's contract, and/or reporting to the appropriate external authorities. In FY2021, there were zero substantiated cases. The Manager is pleased to have achieved its perpetual targets (set in the table below) this year.

<b>PERPETUAL TARGETS</b>	<b>PERFORMANCE</b>
To achieve zero lapses in corporate governance, corruption / employee misconduct	✔ Achieved
Train all licensed employees on compliance with relevant governance policies	✔ Achieved
Achieve full compliance with Personal Data Protection Act (PDPA) requirements	✔ Achieved; No incidents of PDPA breaches detected

More details on Ascendas Reit's practices can be found from pages 110 to 145 of the Corporate Governance Report in the Annual Report 2021.

## Governance

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### Training

The Manager believes that strong risk culture, as well as people with the right attitude, values and knowledge, is critical for its long-term success. CapitaLand has several initiatives to ensure that all staff, including employees of the Manager, are well-informed about the core values and principles that shape the way the Group works and functions. New staff learn these core values and principles by attending the online New Staff Orientation and CapitaLand Immersion Programme (CIP). Existing staff learn about CapitaLand's mission and vision via e-learning where specific examples and applications of CapitaLand's core values in the workplace are shared. During the year, a new FBC e-learning was launched and rolled out to all staff, and 30 employees of the Manager (67%) participated in the training. More employees are expected to progressively complete the training in 2022.

### Risk Management and Internal Controls

The Manager maintains an adequate and effective system of risk management and internal controls (including financial, operational, compliance and information technology (IT) controls) and adopts an Enterprise Risk Management (ERM) Framework which sets out the required environmental and organisational components for managing risks in an integrated and structured manner. The Board has overall responsibility for the governance of risk, including determining the risk strategy, risk appetite and risk limits, as well as the risk policies. The ARC assists the Board in carrying out the Board's responsibility of overseeing Ascendas Reit's risk management framework and policies for Ascendas Reit and ensuring that the Manager maintains a sound system of risk management and internal controls.

Annually, the Manager undertakes and performs a Risk and Control Self-Assessment (RCSA) exercise to identify, assess and document material risks which include ESG-relevant risks; along with their key controls and mitigating measures. Material risks and their associated controls are consolidated and reviewed by the Manager before they are presented to the ARC and the Board.

The Manager has implemented a Business Continuity Management (BCM) programme that puts in place the prevention, detection, response and, business recovery and resumption measures to minimise the impact of adverse business interruptions or unforeseen events on the Group's operations and also has in place a Business Continuity Plan (BCP). As part of the BCP, periodic desktop exercises and drills, simulating different scenarios, are carried out to stress-test the effectiveness of processes, procedures and escalation protocols. This holistic approach under the BCP serves to ensure organisational and staff preparedness and readiness to deal with adverse business disruptions such as acts of terrorism, cyber-attacks, data breaches and epidemics. This approach aims to minimise financial loss to Ascendas Reit, allow the Manager to continue to function as the manager of Ascendas Reit and mitigate any negative effects that the disruptions could have on the Manager's reputation, operations and ability to remain in compliance with relevant laws and regulations.

The Manager regularly assesses its operations, such as procurement of goods and services and engagement with managing agents for risks related to corruption in all the countries where it operates in. Increasing levels of business digitalisation also exposes the Group to information technology (IT)-related threats. The outsourced IT team from CLI executes its cyber security strategy which set out the requirements in the management of IT risks through ongoing review against existing/evolving threat landscapes and institutes measures to minimise vulnerability exposure and manage threat vectors. Appropriate measures taken include implementing data protection measures, updating CLI IT Security Policy and Data Protection Framework to ensure relevancy, raising employees' IT security awareness through ongoing mandatory training to counter human intervention in the information security chain, and conducting annual IT disaster recovery exercise to ensure timely recoverability of business-critical IT systems.

In FY2021, there were no cases of material non-compliance with applicable laws and regulations in the countries where Ascendas Reit operates in, a performance that the Manager aims to upkeep. For further details on the risk management process, please refer to pages 146 to 153 of the Enterprise Risk Management Report in the Annual Report 2021.

## Appendix A: Environmental Data Quantification Methodology

This section explains the calculation boundaries, methodologies and assumptions used in the computation of Ascendas Reit's energy, greenhouse gas (GHG) emissions, water and waste.

### Reporting Scope and Period

Ascendas Reit adopts the Operational Control Approach, as outlined in the GHG Protocol Corporate Standard, is used to determine organisational boundaries. This attributes accountability for 100% of the GHG emissions from operations over which the organisation has control. As at 31 December 2021, there were 65 properties within the Singapore portfolio, five properties within the Australia portfolio, four within the United Kingdom (UK)/Europe portfolio, and 20 properties within the United States of America (USA) portfolio under Ascendas Reit's operational control.

Data for energy and GHG emissions consumption from the following reporting periods have been included in the Integrated Sustainability Report 2021:

- 2021: 1 January 2021 to 31 December 2021
- 2020: 1 January 2020 to 31 December 2020

For new properties that were acquired in FY2021, consumption data was only included from the completion of its acquisition during the year. This includes Galaxis, Singapore, from July 2021 and UK/Europe data centre portfolio from March 2021. Logistics properties in Kansas City, USA, are not part of the reporting scope as Ascendas Reit does not have operational control over the portfolio.

For two Singapore properties which were divested during the reporting period, consumption data has only been included for the period during which the Ascendas Reit had operational control over those buildings. These Singapore properties are 11 Changi North Way and 1 Science Park Drive.

### Energy Consumption within the organisation

Energy consumption is consumed from purchased and renewable electricity, as well as diesel and natural gas in Singapore, Australia, UK/Europe and USA. The total energy consumption is expressed in million kilowatt hours (kWh).

### Energy and Carbon Intensity

Energy consumption and carbon emissions is calculated for the common areas (chillers, corridors, perimeter lightings and centralised building facilities under Ascendas Reit's direct control). Intensity metrics are calculated relative to effective Gross Floor Area (GFA), expressed as kWh/sq m. Effective GFA is calculated considering total GFA and occupancy rate. Effective GFA has been selected as the metric for intensity ratios as a large proportion of energy consumed is attributed to shared services such as the building's chiller system.

### GHG emissions

Scope 1 emissions are calculated from the consumption of natural gas and diesel expressed in tonnes of CO<sub>2</sub>e.

Scope 2 emissions are calculated from the consumption of grid electricity in Singapore, Australia and USA expressed in tonnes of CO<sub>2</sub>e. There are no scope 2 emissions in UK/Europe as the four properties are 100% powered by renewable electricity.

### Emission Factors

Scope 1: Emission factors for direct energy consumption in Singapore were taken from the Intergovernmental Panel on Climate Change (IPCC) emission factor database (i.e. 74.1 tCO<sub>2</sub>e/TJ for diesel and 56.1 tCO<sub>2</sub>e/TJ for natural gas). Emission factors for Australia were published in the National Greenhouse Accounts Factors 2020 (51.4 kg CO<sub>2</sub>e/GJ for natural gas). Emission factors for Australia were published in the National Greenhouse Accounts Factors 2021 (51.4 kg CO<sub>2</sub>e/GJ for natural gas). 2021 Emission factors for the UK were published by the UK government's department of Business, Energy and Industrial Strategy, in January 2022. (2.02135 kg CO<sub>2</sub>e/m<sup>3</sup>) for natural gas and 2.70553 kg CO<sub>2</sub>/litre for diesel). Emission factors in the USA for natural gas (116.65 lbCO<sub>2</sub>e/BTU) for 2021 were published by the Energy Information Administration.

Scope 2: Emission factors for the calculation of electricity consumption were taken from the Singapore Energy Statistics 2021 published by the Energy Market Authority in Singapore (0.408 kg CO<sub>2</sub>e/kWh), the National Greenhouse Accounts Factors 2021 for New South Wales (0.79 kg CO<sub>2</sub>e/kWh), Victoria (0.96 kg CO<sub>2</sub>e/kWh) and Queensland (0.80 kg CO<sub>2</sub>e/kWh), the Emission Factors for calculation of electricity consumption in the UK is taken from the Greenhouse Gas Reporting: Conversion Factors 2021 published by the UK Government (0.212 kg CO<sub>2</sub>e/kWh), the Emission Factors for calculation of electricity consumption in the Amsterdam is taken from Efficiency and CO<sub>2</sub> emissions from electricity production in the Netherlands, update 2020, published by the Statistics Netherlands (0.49 kg CO<sub>2</sub>e/kWh), the Emission Factors for Greenhouse Gas Inventories published by the USA Environmental Protection Agency (EPA) in March 2021 for Raleigh and San Diego (675.4 lb CO<sub>2</sub>e/MWh) and Portland (715.2 lb CO<sub>2</sub>e/MWh).

### Water consumption

Sources of water withdrawn by Ascendas Reit properties include municipal water utilities across Singapore, Australia, UK/Europe and USA. In Singapore, NEWater, which is high-grade reclaimed water from treated used water supplied by Singapore's national water agency is also used across selected properties. Any wastewater is also discharged responsibly through municipal water utilities across all countries.

### Water intensity

Water intensity ratio is calculated by the total volume of water consumed, relative to effective GFA, expressed as m<sup>3</sup>/sq m.

### Waste management

Only non-hazardous waste is disposed by Ascendas Reit. Third-party certified waste contractors are engaged across Singapore, Australia and USA. In Singapore, recyclables are sent to a recycling facility where Ascendas Reit has a term contract with. In Australia, waste is disposed via recycling, composting (for grease traps) and sent to landfills. In UK/Europe and USA, waste is disposed via recycling and sent to landfills.



## Appendix B: Environmental Data Breakdown by Region<sup>32</sup>

Indicator	Unit of Measure		Singapore		Australia		Europe DC <sup>14,18</sup>	United States	
			2020	2021	2020	2021	2021	2020 <sup>15</sup>	2021
Coverage Area <sup>33</sup>	sq m		1,858,521	1,937,171	44,530	97,437	30,528	226,642	217,912
Energy Consumption	kWh	Landlord <sup>34</sup>	86,291,100	89,314,816	9,087,883	11,141,885	1,459,196	26,836,478	25,458,712
Energy Intensity	kWh	Landlord	46.43	46.11	204.08	114.35	47.80	118.41	116.83
Renewable Energy	kWh	Landlord	1,555,558	7,341,455	No renewable energy used	302,850	868,926	No renewable energy used	
Water Consumption	m <sup>3</sup>	Landlord	923,470	928,936	51,124	65,510	6,375	157,678	155,522
Water Intensity	m <sup>3</sup> /sq m	Landlord	0.51	0.48	1.15	0.67	0.21	0.70	0.71
Carbon Emissions	tonnes CO <sub>2</sub>	Scope 1	14	16	80	134	158	380	462
		Scope 2	34,593	33,420	7,042	8,118	0	7,956	7,226
		Scope 1 & 2	34,607	33,437	7,121	8,252	158	8,335	7,688
Carbon Emissions Intensity	kg CO <sub>2</sub> /sq m	Scope 1 & 2	18.62	17.26	159.92	84.69	5.17	36.78	35.28
Waste	tonnes	Landlord	Not available	12,670	50	205	35	1,765	1,729
Recycled Waste	tonnes	Landlord	Not available	158	20	57	8	265	385

<sup>32</sup> Regarding GRI 303-3: Water withdrawal data coverage as a percentage of (a) total Manager controlled gross floor area and (b) floor area in regions with High or Extremely High Baseline Water Stress, by property.

None of the regions Ascendas Reit operates in have been identified as High or Extremely high Baseline Water Stress currently. All water is provided through mains water supplies, none is directly withdrawn from water sources on site.

<sup>33</sup> Coverage area refers to Effective GFA, which takes into consideration total GFA and occupancy rate.

<sup>34</sup> Landlord area consumption is limited to Singapore only.

## Appendix C: GRI Content Index

	GRI Standard Disclosure Reference	Disclosure Title	Section of Report	Page Reference
<b>Organisational profile</b>				
<b>GRI 102: General Disclosures 2016</b>	<b>102-1</b>	Name of the organisation	About this report	Page 3
	<b>102-2</b>	Activities, brands, products, and services	About this report	Page 3
	<b>102-3</b>	Location of headquarters	About this report	Page 3
	<b>102-4</b>	Location of operations	About this report	Page 3
	<b>102-5</b>	Ownership and legal form	About this report	Page 3
	<b>102-6</b>	Markets served	About this report	Page 3
	<b>102-7</b>	Scale of the organisation	Highlights of FY2021 and the Manager's Review of FY2021 in the Annual Report 2021	Annual Report 2021 Pages 6, 33 to 57
			Management of Human Capital – Profile of Employees	Page 48
	<b>102-8</b>	Information on employees and other workers	Management of Human Capital – Profile of Employees	Page 48
	<b>102-9</b>	Supply chain	Supply Chain Management	Page 44
	<b>102-10</b>	Significant changes to the organisation and its supply chain	Please refer to Chairman's Message and the Manager's Review of FY2021 in the Annual Report 2021	Annual Report 2021 Pages 11 to 12, 33 to 57
	<b>102-11</b>	Precautionary Principle or approach	Please refer to the Corporate Governance report in the Annual Report 2021	Annual Report 2021 Pages 110 to 145
	<b>102-12</b>	External initiatives	Tripartite Alliance for Fair and Progressive Employment Practices	Page 46
<b>102-13</b>	Membership of associations	Institute of Policy Studies, REITAS (REIT Association of Singapore)		
<b>Strategy</b>				
	<b>102-14</b>	Statement from senior decision-maker	Board Message	Pages 6 to 7
			Financial Capital;	Pages 16 to 17
			Environmental and Manufactured Capital;	Pages 21 to 25
			Human Capital;	Pages 41 to 50
			Social and Relationship Capital;	Pages 52 to 62
			Organisational Capital	Pages 66 to 68
<b>Ethics and integrity</b>				
	<b>102-16</b>	Values, principles, standards, and norms of behaviour	Sustainability Commitment	Pages 10 to 12

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GRI 102: General Disclosures 2016	<b>Governance</b>			
	<b>102-18</b>	Governance structure	Board, Top Management Support and Employee Involvement; Corporate Governance report in Annual Report 2021	Annual Report 2021 Pages 110 to 145
	<b>102-20</b>	Executive-level responsibility for economic, environmental, and social topics	Board, Top Management Support and Employee Involvement	Page 12
	<b>102-21</b>	Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement	Pages 54 to 55
	<b>102-22</b>	Composition of the highest governance body and its committees	Please refer to Ascendas Reit's Corporate Governance report	Annual Report 2021 Pages 110 to 145
	<b>102-24</b>	Nominating and selecting the highest governance body	Please refer to Ascendas Reit's Corporate Governance report	Annual Report 2021 Pages 110 to 145
	<b>102-25</b>	Conflicts of interest	Please refer to Ascendas Reit's Corporate Governance report	Annual Report 2021 Pages 110 to 145
	<b>102-29</b>	Identifying and managing economic, environmental, and social impacts	Materiality	Page 13
	<b>102-31</b>	Review of economic, environmental, and social topics	Materiality	Page 13
	<b>102-32</b>	Highest governance body's role in sustainability reporting	Materiality	Page 13
	<b>102-35</b>	Remuneration policies	Please refer to Ascendas Reit's Corporate Governance report	Annual Report 2021 Pages 110 to 145
	<b>102-36</b>	Process for determining remuneration	Please refer to Ascendas Reit's Corporate Governance report	Annual Report 2021 Pages 110 to 145
	<b>Stakeholder engagement</b>			
	<b>102-40</b>	List of stakeholder groups	Stakeholder Engagement	Pages 54 to 55
	<b>102-41</b>	Collective bargaining agreements	Human Capital	Page 46
	<b>102-42</b>	Identifying and selecting stakeholders	Stakeholder Engagement	Pages 54 to 55
	<b>102-43</b>	Approach to stakeholder engagement	Stakeholder Engagement	Pages 54 to 55
	<b>102-44</b>	Key topics and concerns raised	Stakeholder Engagement	Pages 54 to 55

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	102-46	Defining report content and topic Boundaries	About this Report	Page 3
	102-47	List of material topics	Materiality	Page 13
	102-48	Restatements of information	Environmental and Manufactured Capital	Page 33
	102-49	Changes in reporting	N.A.	-
	102-50	Reporting period	About this Report	Page 3
	102-51	Date of most recent report	FY2020	-
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	103-2	The management approach and its components	Financial Capital	Pages 16 to 19
	103-3	Evaluation of the management approach	Financial Capital	Pages 16 to 19
<b>GRI 201: Economic Performance 2016</b>	201-1	Direct economic value generated and distributed	Financial Review Financial Statements	Annual Report 2021 Pages 11 to 12, 160 to 257
	203-1	Infrastructure investments and services supported	Environmental and Manufactured Capital	Pages 57 to 58
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	103-2	The management approach and its components	Environmental and Manufactured Capital	Pages 21 to 38
	103-3	Evaluation of the management approach	Environmental and Manufactured Capital	Pages 21 to 38

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	305-2	Energy indirect (Scope 2) GHG Emissions	Environmental and Manufactured Capital; Appendix B	Pages 33 to 34 Pages 70 to 71
	305-4	GHG Emissions Intensity	Environmental and Manufactured Capital; Appendix B	Pages 33 to 34 Pages 70 to 71
<b>GRI G4 Sector Disclosures: Construction and Real Estate</b>	CRE-8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment	Environmental and Manufactured Capital	Pages 27 to 29
<b>Energy Efficiency</b>				
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<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organisation	Environmental and Manufactured Capital; Appendix B	Pages 33 to 34 Pages 70 to 71
	302-3	Energy intensity	Environmental and Manufactured Capital; Appendix B	Pages 33 to 34 Pages 70 to 71
<b>Water Management</b>				
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<b>GRI 303: Water and Effluents 2018</b>	303-1	Management Approach: Interactions with water as a shared resource	Environmental and Manufactured Capital	Pages 35 to 36
	303-2	Management Approach: Management of water discharge-related impacts	Environmental and Manufactured Capital	Pages 35 to 36
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	103-3	Evaluation of the management approach	Human Capital	Pages 40 to 43
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Management Approach: Occupational health and safety management system	Human Capital	Pages 40 to 43
	403-2	Management Approach: Hazard identification, risk assessment, and incident investigation	Human Capital	Pages 40 to 43
<b>GRI 403: Occupational Health and Safety 2018</b>	403-3	Management Approach: Occupational health services	Human Capital	Pages 41 to 43
	403-4	Management Approach: Worker participation, consultation, and communication on occupational health and safety	Human Capital	Pages 41 to 43
	403-5	Management Approach: Worker training on occupational health and safety	Human Capital	Pages 41 to 43
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	404-1	Average hours of training per year per employee	Human Capital	Page 52
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<b>Stakeholder Engagement</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Social and Relationship Capital	Page 13
	103-2	The management approach and its components	Social and Relationship Capital	Pages 52 to 55
	103-3	Evaluation of the management approach	Social and Relationship Capital	Pages 52 to 55
<b>GRI 413: Local Communities</b>	413-1	Operations with local community engagement, impact assessments and development programmes	Social and Relationship Capital	Pages 56 to 64
<b>Supply Chain Management</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Human Capital	Page 13
	103-2	The management approach and its components	Human Capital	Page 44
	103-3	Evaluation of the management approach	Human Capital	Page 44
<b>GRI 308: GRI Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	Human Capital	Page 44
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria	Human Capital	Page 44
<b>Diversity</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Human Capital	Page 13
	103-2	The management approach and its components	Human Capital	Page 46
	103-3	Evaluation of the management approach	Human Capital	Page 46
<b>GRI 406: Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective action taken	Human Capital	Page 47

## Appendix C: GRI Content Index

	GRI Standard Disclosure Reference	Disclosure Title	Section of Report	Page Reference
<b>Human Rights</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Human Capital	Page 13
	103-2	The management approach and its components	Human Capital	Page 46
	103-3	Evaluation of the management approach	Human Capital	Page 46
<b>GRI 408: Child Labour 2016</b>	408-1	Operations and suppliers at significant risk for incidents of child labour and measures taken to the effective abolition of child labour	Human Capital	Page 46
<b>GRI 409: Child or Compulsory Labour 2016</b>	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour, and measures taken to eliminate it	Human Capital	Page 46
<b>GRI 412: Human Rights Assessment</b>	412-1	Operations subjected to human rights reviews	Human Capital	Page 46
<b>Products and Services</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Human Capital	Page 13
	103-2	The management approach and its components	Human Capital	Pages 25 to 27
	103-3	Evaluation of the management approach	Human Capital	Pages 25 to 27
<b>GRI G4 Sector Disclosures: Construction and Real Estate</b>	CRE-8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment	Environmental and Manufactured Capital	Pages 27 to 29
<b>GRI 416: Customer Health and Safety 2016</b>	416-1	Assessment of the health and safety impacts of product and service categories	Human Capital	Pages 39 to 44
	416-2	Non-compliance regarding health and safety of products and services	Human Capital	Pages 39 to 44
<b>Compliance</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Organisational Capital	Page 13
	103-2	The management approach and its components	Organisational Capital	Pages 65 to 68
	103-3	Evaluation of the management approach	Organisational Capital	Pages 65 to 68

## Appendix C: GRI Content Index

	GRI Standard Disclosure Reference	Disclosure Title	Section of Report	Page Reference
<b>GRI 307: Environmental Compliance 2016</b>	307-1	Non-compliance with environmental laws and regulations	Organisational Capital	Page 67
<b>GRI 418: Customer Privacy 2019</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning breaches of customer privacy and losses of customer data.	
<b>GRI 419: Socioeconomic Compliance</b>	419-1	Non-compliance with laws and regulations in the social and economic area	Organisational Capital	Page 67
<b>Business Ethics</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Organisational Capital	Page 13
	103-2	The management approach and its components	Organisational Capital	Pages 65 to 68
	103-3	Evaluation of the management approach	Organisational Capital	Pages 65 to 68
<b>GRI 205: Anti-corruption 2016</b>	205-1	Operations assessed for risks related to corruption	Organisational Capital	Page 67
	205-2	Confirmed incidents of corruption and actions taken	Organisational Capital	Page 67
	205-3	Communication and training about anti-corruption policies and procedures	Organisational Capital	Page 68
<b>Waste Management</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Environmental and Manufactured Capital	Page 13
	103-2	The management approach and its components	Environmental and Manufactured Capital	Pages 21 to 38
	103-3	Evaluation of the management approach	Environmental and Manufactured Capital	Pages 21 to 38
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	Environmental and Manufactured Capital	Page 37
	306-2	Management of significant waste-related impacts	Environmental and Manufactured Capital	Page 37
	306-3	Waste generated	Environmental and Manufactured Capital	Page 37
<b>Biodiversity</b>				
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its boundary	Environmental and Manufactured Capital	Page 13
	103-2	The management approach and its components	Environmental and Manufactured Capital	Page 26
	103-3	Evaluation of the management approach	Environmental and Manufactured Capital	Page 26
<b>GRI 304: Biodiversity 2016</b>	304-1	Operational sites in or adjacent to protected areas or areas of high biodiversity value	None during the reporting period	None during the reporting period.

## Appendix D: United Nations Global Compact

### 10 PRINCIPLES OF THE UN GLOBAL COMPACT

Principles		Page Reference
<b>Human Rights</b>		
<b>Principle 1</b>	Businesses should support and respect the protection of internationally proclaimed human rights	Human Capital Page 46
<b>Principle 2</b>	Make sure that they are not complicit in human rights abuses	Human Capital Pages 46 to 47
<b>Labour</b>		
<b>Principle 3</b>	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Capital Pages 46 to 47
<b>Principle 4</b>	The elimination of all forms of forced and compulsory labour	Human Capital Page 46
<b>Principle 5</b>	The effective abolition of child labour	Human Capital Page 46
<b>Principle 6</b>	The elimination of discrimination in respect of employment and occupation	Human Capital Pages 46 to 47
<b>Environment</b>		
<b>Principle 7</b>	Businesses should support a precautionary approach to environmental challenges	Environment and Manufactured Capital Pages 20 to 38
<b>Principle 8</b>	Undertake initiatives to promote greater environmental responsibility	Environment and Manufactured Capital Pages 20 to 38
<b>Principle 9</b>	Encourage the development and diffusion of environmentally friendly technologies	Environment and Manufactured Capital Pages 20 to 38
<b>Anti-corruption</b>		
<b>Principle 10</b>	Businesses should work against corruption in all its forms, including extortion and bribery	Organisational Capital Pages 66 to 68  Annual Report 2021 Pages 146 to 153



## Appendix E: SGX List of Core ESG Metrics

Topic	Metric	Unit	Remarks
<b>Environmental</b>			
<b>Greenhouse Gas Emissions ("GHG")</b>	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	kg CO <sub>2</sub> e	Environmental Capital – Pages 33 to 34  Appendix B – Pages 70 to 71  Carbon emissions are computed referencing operational control approach as defined by the GHG Protocol Corporate Standard, in line with the CapitaLand Group.
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	kg CO <sub>2</sub> e/sq m	Environmental Capital – Pages 33 to 34  Appendix B – Pages 70 to 71
<b>Energy Consumption</b>	Total energy consumption	kWh	Environmental Capital – Pages 33 to 34  Appendix B – Pages 70 to 71
	Energy consumption intensity	kWh/sq m	Environmental Capital – Pages 33 to 34  Appendix B – Pages 70 to 71
<b>Water Consumption</b>	Total water consumption	m <sup>3</sup>	Environmental Capital – Pages 35 to 36  Appendix B – Pages 70 to 71
	Water consumption intensity	m <sup>3</sup> /sq m	Environmental Capital – Pages 35 to 36  Appendix B – Pages 70 to 71
<b>Waste Generation</b>	Total waste generated	kg or tonnes	Environmental Capital – Pages 37 to 38  Appendix B – Pages 70 to 71
<b>Social</b>			
<b>Gender Diversity</b>	New hires and turnover by gender	Percentage (%)	Human Capital – Page 46
	Current employees by gender	Percentage (%)	Human Capital – Page 48
<b>Age-Based</b>	New hires and turnover by age groups	Percentage (%)	Human Capital – Page 46
	Current employees by age groups	Percentage (%)	Human Capital – Page 48
<b>Employment</b>	Total turnover	Percentage (%)	Human Capital – Page 46
	Total number of employees	Number	Human Capital – Page 48
<b>Development &amp; Training</b>	Average training hours per employee	Hours/ employee	Human Capital – Page 50
	Average training hours per employee by gender	Hours/ employee	Human Capital – Page 52

## Appendix E: SGX List of Core ESG Metrics

Topic	Metric	Unit	Remarks
<b>Occupational Health &amp; Safety</b>	Fatalities	Number of cases	Human Capital – Page 43
	High-consequence injuries	Number of cases	
	Recordable injuries	Number of cases	
	Recordable work-related ill health cases	Number of cases	
<b>Governance</b>			
<b>Board Composition</b>	Board independence	Percentage (%)	Organisational Capital – Page 66
	Women on the board	Percentage (%)	Organisational Capital – Page 66
<b>Management Diversity</b>	Women in the management team	Percentage (%)	Human Capital – Page 48
<b>Ethical Behaviour</b>	Anti-corruption disclosures	Discussion and number of standards	Organisational Capital – Pages 65 to 68
	Anti-corruption training for employees	Number and Percentage (%)	Organisational Capital – Pages 65 to 68
<b>Certifications</b>	List of relevant certifications	List	ISO 14000 and ISO 45000 certification as well as green building certifications. Environmental and Manufactured Capital – Pages 6, 27 to 29 Human Capital – Page 39
<b>Alignment with Frameworks</b>	Alignment with frameworks and disclosure practices	GRI/ TCFD/ SASB/ SDGs/ others	Page 3
<b>Assurance</b>	Assurance of sustainability report	Internal/ External/ None	CapitaLand engaged an independent third party to provide independent assurance on their report. The assurance engagement was conducted in accordance with the AA1000 Assurance Standards, and the scope of the assurance covered Ascendas Reit's portfolio.



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