

Sustainability Framework 2030

Aspire to become a leader in sustainability by building on our heritage and creating long-term value for our stakeholders

Climate & Economic Resilience

- > Adopt environmental best practices and exceed regulatory requirements
- > Research and adopt leading sustainability technologies
- > Mitigate the impacts of climate change across our properties



Align with science-based targets:

- **Absolute Scope 1 & 2** GHG emissions – Down **46%↓** by 2030 from 2019

- **Scope 3** GHG emissions – Down **22%↓** in carbon intensity

50% of electricity consumption from renewables, including identifying opportunities for onsite generation

Continue retrofitting existing assets to mitigate environmental impact

Embed climate risk considerations into our ERM system and investment assessment process



90% of leasing portfolio achieve the second highest or above ratings for green building certification

100% of wholly-owned leasing portfolio achieve the highest ratings for green building certification



Invest in and deploy emerging PropTech solutions in our properties

Engage with sector peers on sourcing of technologies globally



Maintain a strong balance sheet to fund growth in shareholder value and long-term sustainable development goals



Achieve **50%** of debt facilities from sustainable financing

Support the further development of emerging sustainable financial products



30% of materials and services, by value, for wholly-owned leasing portfolio are sustainable

Conduct carbon footprint assessment for new developments, focusing on concrete, rebar and structural steel, and reduce embodied carbon intensity by **22%**

Improve commercial and construction waste diversion rate to **50%** and **60%**, by weight, respectively^{1&2}

Inspirational Connections

- > Create sustainable urban ecosystems that connect tenants, customers and business partners
- > Embrace flexible working and holistic wellness practices throughout our portfolio



Undertake homebuyer satisfaction surveys for development projects



100% of supply chain required to operate in line with Sustainable Procurement Policy and Supplier Code of Conduct¹

Develop ESG criteria in supplier screening and assessment¹

100% of main contractors and Tier-1 vendors are certified to recognised EHS standards¹

Establish sustainability engagement programme with supply chain¹



Conduct regular audits on adherence to the Group's relevant policies



Enhance tenant amenities and services available

Conduct annual tenant satisfaction surveys

Formalise tenant engagement programmes to jointly improve ESG performance

Achieve **100%** WELL certification standards or equivalent for existing leasing portfolios¹

Operational Excellence

- > Encourage an inclusive, high-performance work culture that caters to the expectations of our people
- > Prioritise the health, safety and wellbeing of all our staff
- > Maintain robust corporate governance and risk management practices



Establish a framework to drive diversity and inclusion, focused on gender diversity and Gen Z participation:

- Achieve **50:50** gender balance in management positions
- Achieve **30%** of female board representation³
- Achieve gender pay ratio at **1:1**



Achieve **90%** of employee engagement participation rate and conduct engagement surveys bi-annually

Improve employee Net Promoter Score by **10%**

Maintain key talent retention rate at **90%**



Develop an employee wellness assessment framework and programmes in line with OHS policy



Undertake learning and development programmes to build capabilities, leadership skills and mental resilience

Achieve and maintain **20** training hours per employee per year



Maintain **Zero** work-related fatalities for employees and contractors

Maintain work-related injury rate below **2.0** for direct employees and onsite contractors

Vibrant Communities & Cities

- > Build desirable, engaging and best-in-class properties to bring lasting value to cities across Asia
- > Prioritise sustainable urban planning to meet the needs of the present and future
- > Leverage our resources and experience to contribute to and support local communities



Strategically invest in or organise **10** long-term community programmes per year via HOME FUND to deliver long-lasting social impacts



More collaborations and partnerships with NGOs and social enterprises

Create a culture of community service by increasing the staff participation rate to achieve **1,000** volunteer hours annually



Improve connectivity and accessibility in and around our properties



Continue our robust support of the arts



Integrate cultural, social and heritage impact considerations into our project planning activities

Notes:
 1. Applicable to operations and/or projects held by subsidiaries
 2. Except for the Chinese mainland for which the target is applicable as the waste recycling rate
 3. The Group aims to achieve this target by 2025