

# 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

### Climate Change

Align with science-based targets:

- **Absolute Scope 1 & 2 GHG emissions** –down **46.2%↓** 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

Reduce electricity intensity by **24.6%** from a 2019 baseline

Continue retrofitting existing assets to mitigate the impact of climate change and reduce carbon emissions

Embed climate risk considerations into our corporate risk management system and investment assessment process

### Green Buildings

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

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

### Smart Technologies

Invest in and deploy emerging PropTech solutions in our properties

Engage with sector peers on sourcing of technologies globally

### Financial Performance

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

### Sustainable Finance

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

Support the further development of emerging sustainable financial products

### Resource Management

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

Improve commercial and construction waste diversion rate to **50%** and **60%**, by weight, respectively<sup>1</sup>

Reduce water use intensity by **5%** from a 2019 baseline

## Inspirational Connections

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

### Customer Experience

Undertake homebuyer satisfaction surveys for development projects

### Supply Chain Management

**100%** of supply chain required to operate in line with the Groups' Sustainable Procurement Policy and Supplier Code of Conduct<sup>1</sup>

Develop ESG criteria for supplier screening and assessment<sup>1</sup>

**100%** of main contractors and Tier-1 vendors certified to recognised EHS standards<sup>1</sup>

Establish sustainability engagement programme with supply chain<sup>1</sup>

### Data Privacy and Cybersecurity

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

### Tenant Engagement

Enhance tenant amenities and services available

Conduct annual tenant satisfaction surveys

Formalise tenant engagement programmes to jointly improve ESG performance

Achieve **100%** WELL certification or equivalent for existing leasing portfolios<sup>1</sup>

## 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

### Inclusion, Equity and Diversity

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

Achieve a **50:50** gender balance in management positions

Achieve **30%** female board representation<sup>2</sup>

Achieve a gender pay ratio of **1:1**

### Employee Engagement

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

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

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

### Wellness

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

### Talent Attraction, Retention & Development

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

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

### Occupational Health & Safety

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

Maintain a 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

### Corporate Social Responsibility

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



Increase collaborations and partnerships with NGOs and social enterprises

Create a culture of community service by increasing the staff participation rate to achieve **10,000** volunteer hours annually



### Neighbourhood Connectivity

Improve connectivity and accessibility in and around our properties

### Arts and Culture

Continue our robust support of the arts

### Heritage Preservation

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

Notes:  
1. Applicable to operations and/or projects held by subsidiaries only  
2. The Group aims to achieve this target by 2030