



**BECAUSE
TOMORROW
MATTERS**

INTEGRATED
SUSTAINABILITY REPORT

**20
20**

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For more information, visit our website www.ascendas-reit.com



Accessibility of Reports

As part of its environmental conservation efforts, Ascendas Reit does not print its Integrated Sustainability Report. PDF versions of its Integrated Sustainability Report, as well as Annual Report and Independent Market Study Report are available for download from the corporate website: ir.ascendas-reit.com/ar.html.



Feedback

The Manager strives to continuously improve its business and sustainability practices. Stakeholders are encouraged to share their views, suggestions or feedback, which may be directed to a-reit@capitaland.com.

Any discrepancies in the table and charts between the listed figures and total thereof are due to rounding. Where applicable, figures and percentages are rounded to one or two decimal places.



Underpinning the breadth of CapitaLand's activities is our continuous dialogue with our stakeholders which helps to shape our business as we aim to build sustainable communities. We place significance on our conversations and share our story with care and consideration for all involved. This annual report is part of that process and the motif we have chosen for this year's report reflects our focus on maintaining communication with our stakeholders with transparency and clarity.

“

OUR LONG-STANDING STRATEGY OF
MAINTAINING A DIVERSIFIED
PORTFOLIO ACROSS MULTIPLE
COUNTRIES, ASSET TYPES AND
CUSTOMER INDUSTRIES, RESULTED IN
A STABLE CASH FLOW FOR THE REIT.

DR BEH SWAN GIN
CHAIRMAN

”

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ABOUT THIS REPORT

Ascendas Reit 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) and the United States (US). As at 31 December 2020, Ascendas Reit had a customer base of around 1,450 international and local companies across a wide range of industries.

This is Ascendas Reit's fourth Integrated Sustainability Report. The report provides updates on its Environmental, Social, and Governance (ESG) performance. Between 2013 and 2017, Ascendas Reit published five sustainability reports.

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.

REPORTING SCOPE AND PERIOD

Ascendas Reit, a CapitaLand-sponsored REIT, is managed by wholly owned subsidiaries of CapitaLand, which include Ascendas Funds Management (S) Limited (the Manager) and

Asset & Property Managers who oversee daily property operations. The Trust does not have employees. The Manager and Asset & Property Managers are responsible for the Trust, and its property and portfolio operations. 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 2020 to 31 December 2020 (FY2020), unless otherwise indicated. As at 31 December 2020, Ascendas Reit's portfolio comprises 96 properties in Singapore, 36 properties in Australia, 38 properties in the UK and 30 properties in the US.

Taking guidance from the operational control approach¹ as defined by the Greenhouse Gas (GHG) Protocol Corporate Standard, environmental performance of 88² properties under operational control have been covered in this report. As at 31 December 2020, about 53% of Ascendas Reit's portfolio was directly under the operational control of the Asset & Property Managers, in terms of Gross Floor Area.

The multi-segmented portfolio comprised 68% and 32% of multi-tenant and single-tenant properties respectively. Please refer to pages 66 to 107 of the Annual Report 2020 for the full list of Ascendas Reit's properties.

The Manager has not sought external independent assurance on this report specifically but the Sponsor, CapitaLand, seeks external assurance on its report and the data is shared between the two entities.

¹ Ascendas Reit's Manager and its Asset & Property Managers did not have operational control of 112 investment properties in its portfolio during FY2020 (this includes three properties (25 Ubi Road 4, 27 Ubi Road 4 and iQuest@IBP) which are underdevelopment); hence emissions associated with fuel combustion and purchased electricity are scope 3. Three properties were divested within 1Q FY2020, of which two were under the Manager and Asset & Property Manager's operational control (202 Kallang Bahru and 25 Changi South Street 1). However, as energy, water and waste consumption figures during the year were minimal prior to their divestments, the Manager did not include them in this report. Details can be found on page 4 of the GHG Protocol Corporate Standard (Appendix F: Categorising GHG emissions associated from leased assets): www.ghgprotocol.org/corporate-standard.

² Excludes 25 Changi South Street 1 (divested in March 2020) and 202 Kallang Bahru (divested in February 2020).

SUSTAINABILITY HIGHLIGHTS



COMMITMENT TO THE ENVIRONMENT



RENEWABLE ENERGY

Largest no. of public Electric Vehicle (EV) charging points in Singapore by a Singapore REIT (S-REIT): **40**

8.1 megawatt-peak (MWp)
10,385 MWh of power generated in 2020
 Largest combined solar installation in Singapore for a real estate company which also contributed to Singapore's 350MWp solar deployment target in 2020



Solar installation at 40 Penjuru Lane, Singapore



GREEN FINANCING

Established Green Finance Framework

Issued maiden S\$100 million Green Bond and S\$300 million Green Perpetual Securities (first green perpetual securities in Asia)



GREEN BUILDINGS

Largest number of BCA Green Mark properties amongst S-REITs: **34[^]**

Total portfolio comprises **39** Green certified properties

LogisTech is the **first industrial building** in Singapore awarded Green Mark Platinum Super Low Energy (SLE) status

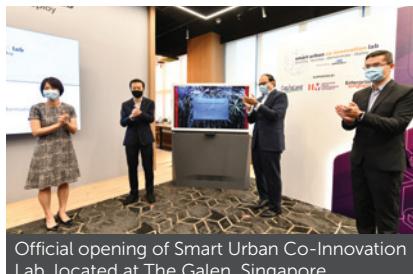


PREMIUM QUALITY PRODUCTS AND SERVICES



EMBRACING INNOVATION AND TECHNOLOGY

Smart Urban Co-Innovation Lab located at The Galen was officially launched as **Southeast Asia's first industry-led lab** for smart cities solutions development



Official opening of Smart Urban Co-Innovation Lab, located at The Galen, Singapore



APPRECIATION FOR FRONTLINERS

Fortnightly treats comprising fresh-cut fruits, pastries, energy drinks and Vitamin C tablets presented to over **1,100** frontline staff and outsourced partners in recognition of their hard work and dedication during the Circuit Breaker Period in Singapore



AWARD HIGHLIGHTS

Asia Pacific Property Awards 2020-21 Best Public Service Interior – Singapore: ONE@Changi City



ONE@ChangiCity, Singapore



NURTURING COMMUNITY



COVID-19 SUPPORT MEASURES

Customers: Supported affected customers with **S\$17.8 million** in rent rebates

Employees: Implemented precautionary measures to safeguard the safety and total well-being of employees including work-from-home, online engagements and activities such as e-learning

Suppliers: Provided temporary lodging (with approval provided under the Singapore Ministry of Manpower's Temporary Occupation License for Factory/Office Space) at Ascendas Reit's properties for about **80** technicians to ensure business continuity and to mitigate the impact of dormitory lockdowns operations



COMMUNITY INITIATIVE

Over **269** volunteer hours clocked for volunteering events, including Temasek Foundation's #BYOBclean initiative where employees distributed free hand sanitisers to the public



Distribution of hand sanitisers at The Star Vista, Singapore

Ascendas Reit sponsored the venues at Aperia and 31 International Business Park (Singapore) to facilitate the packing of festive essential care packs which were distributed to **>1,600 vulnerable seniors**



GRESB* PUBLIC DISCLOSURE

Achieved **A** rating and **ranked 1st** amongst industrial S-REIT peers

[^] Includes three single-tenant properties.

* GRESB is an investor-led organisation providing standardised and validated Environmental, Social and Governance (ESG) data.

BOARD STATEMENT & BOARD MESSAGE

BOARD STATEMENT

Ascendas Real Estate Investment Trust (Ascendas Reit or the Group) places sustainability at the core of what we do. As a responsible real estate trust, Ascendas Reit seeks to contribute to the environmental and social well-being of the communities where we operate in, even as we deliver long-term economic value to our stakeholders.

The Board of the Manager of Ascendas Reit (Board) sets the Group's risk appetite, which determines the nature and extent of material risks that the Group is willing to take to achieve our strategic and business objectives. The risk appetite incorporates environment, social and governance (ESG) factors such as fraud, corruption and bribery, environment, health and safety.

The Board also approves the executive compensation framework based on the principle of linking pay to performance. The Group's business plans are translated to both quantitative and qualitative performance targets, including sustainable corporate practices and are cascaded throughout the organisation.

BOARD MESSAGE

Managing impact to the business and looking beyond COVID-19

The COVID-19 pandemic was unprecedented and had far-reaching impact around the world. Many countries imposed various forms of lockdowns and restrictions, which forced organisations globally to re-think how businesses should be run so as to ensure continuity. Since the early days of the pandemic, the Board has been actively involved and providing strategic input to the management in tackling both the short- and long-term impact brought about by COVID-19.

Ascendas Reit's diversification strategy has enabled the organisation to tide through the pandemic. Its portfolio is diversified across geographic locations and across asset classes. With more than 1,450 customers across over 20 industries, this reduces exposure to any one industry and lowers customer concentration risk. Proactive asset management has further minimised the impact of COVID-19 on Ascendas Reit's operations thus far.

Ascendas Reit has the right mix of properties to remain resilient and deliver sustainable returns. For example, its business and science park properties enable Ascendas Reit to ride along with Singapore's growth in the digital economy; its logistics properties in Australia and the UK benefit from e-commerce growth; while its business park/office properties in the US tap on increasing demand from the technology and healthcare sectors. Moving forward, Ascendas Reit will continue to assess the changing circumstances and respond as appropriate. We will remain disciplined and selective in our acquisitions, while maintaining a prudent capital management strategy. We are committed to working alongside and supporting all our stakeholders, as the economy gradually recovers and businesses return to normalcy.

With the complete integration of CapitaLand and Ascendas-Singbridge, a materiality reassessment was also conducted this year, reviewing CapitaLand's ESG issues with that of Ascendas Reit's existing nine material issues. It took into consideration the COVID-19 pandemic, changes in the business environment and our strategy. All material issues of CapitaLand were deemed to be applicable and relevant to the operating context of Ascendas Reit.

Committed to reduce environmental footprint

Sustainability remains key to the business strategy of Ascendas Reit. Building on the momentum to reduce our carbon footprint through the use of renewables, Ascendas Reit contributed to Singapore's 2020 national solar deployment target of 350MWp through rooftop solar installations at 40 Penjuru Lane. Ascendas Reit also has the most number of BCA Green Mark building certifications³ in its portfolio among Singapore REITs. In 2020, LogisTech became the first industrial building in Singapore to receive the BCA Green Mark Platinum Super Low Energy Award. These efforts helped contribute to CapitaLand's accolade as top winner at the BCA Green Mark Awards 2020, clinching the Green Mark Platinum Champion Award, which recognises organisations that have achieved a substantial number of BCA Green Mark buildings at Gold level and higher.

FY2020 was marked by lockdowns and a rapid shift towards digitalisation with many businesses forced to

³ Includes three single-tenant properties. BCA (Building and Construction Authority) Green Mark is a green building rating system to evaluate a building for its environmental impact and performance in Singapore.

shut and employees worked from home. Consequently, the total energy and water consumption across our assets in all markets decreased compared to 2019. For our Singapore properties, which form the majority of our overall portfolio, energy intensity declined by about 8% while water intensity declined by close to 20%. We have also started tracking and reporting on our waste data in this report and will continue to implement measures aimed at waste reduction.

In FY2020, Ascendas Reit launched its Green Finance Framework, a natural extension to our sustainability and capital management strategies. The framework sets out the overarching guidelines for our issuances of green bonds and green loans. Ascendas Reit raised S\$100 million through our first green bond and another S\$300 million through green perpetual securities issued during the year. The latter was the first real estate perpetual securities in Asia and was awarded the "Best Singapore Bond" at the IFR Asia Awards 2020 and the "Best Subordinated Perpetual Bond & Most Innovative Deal of the Year" at the 14th Annual Alpha Southeast Asia Best Deal & Solution Awards 2020.

In the recent Singapore Budget 2021, the Singapore Government unveiled the Singapore Green Plan 2030, that encourages electric vehicle (EV) adoption as one of its key focuses. Ascendas Reit has been an early adopter of this and is the Singapore Reit with the largest number of public EV charging stations, providing 40 EV charging lots across our properties in Singapore and over 90 lots in the United States. These efforts, together with our wider sustainability agenda, will help support Singapore's sustainable development objectives.

Social responsibility particularly important during COVID-19

The crisis has both intensified and laid bare the importance of managing the 'S' in ESG, from the health and safety of stakeholders to employee well-being as well as making positive impact on local communities. Right from the onset of the pandemic, Ascendas Reit stepped up the frequency of thorough disinfection and sanitation measures of our properties, and strictly followed all precautionary measures in accordance with the guidelines in all the markets we operate in. At times going beyond local advisories, to safeguard

health and safety. Digital platforms and technology innovations, such as contactless technology and mobile applications were also leveraged to support the workplace community at our business parks and offices. To ensure business continuity in building operations and mitigate the impact of the dormitory lockdown in Singapore, temporary lodging was provided for about 80 technicians at Ascendas Reit's properties in Singapore, with approval provided under Ministry of Manpower (MOM)'s Temporary Occupation License for Factory/Office Space.

As our own employees shifted to remote ways of working, we leveraged on CapitaLand's programmes and took extra care to keep employees engaged and enhance their mental well-being. These included a multitude of activities such as virtual Wellness Wednesday programmes, workout sessions, #stayhome #stay fun contests and quizzes as well as "check-in" surveys to better understand employees' needs and challenges in new ways of working.

To support vulnerable seniors who were most affected by COVID-19, more than 150 CapitaLand staff volunteers packed and distributed festive essential care packs to over 1,600 vulnerable seniors under North East Community Development Council's CARE Team programme and South West Community Development Council's Love-in-a-Bento @ South West programme. Ascendas Reit supported the initiatives by sponsoring the venues at Aperia and 31 International Business Park in Singapore for the packing. In early 2020, employees of the Manager also volunteered in Temasek Foundation's #BYOBclean initiative to distribute free hand sanitisers to the community at various CapitaLand malls in Singapore.

The pandemic has underscored our conviction and strengthened our commitment to sustainability more than ever. Ascendas Reit is heartened to have the strong and continued support from its suppliers and service providers, especially those working on the frontlines. We thank our stakeholders for their continued trust and support for Ascendas Reit as we work together to advance sustainability goals across the business and create long-term value.

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. Among these, the safety and well-being of its stakeholders is a key priority. Immediate actions were taken across Ascendas Reit's portfolio, addressing emerging issues through a series of precautionary measures to safeguard health and safety. The following table provides a summary of Ascendas Reit's response and support towards employees, customers, suppliers and the community.

EMPLOYEES

Ascendas Reit implemented various precautionary measures to safeguard the safety and total well-being of its employees.



Where possible, employees would work from home with the support of telecommuting technologies. To ensure the well-being of its employees, CapitaLand has been engaging them via online platforms including pulse surveys, virtual townhalls and online activities such as online learning, competitions, etc. Resources such as financial assistance channels, other employee assistance programmes and healthcare hotlines were also circulated regularly via emails.



Since the start of Phase 2 reopening in Singapore, enhanced safety measures were introduced to provide employees and customers with a peace of mind as they returned to the premises. For more information, please refer to Spotlight: COVID-19 Health and Safety Measures on pages 30 to 31.



Job security was also an emerging concern from the pandemic. There were no restructuring or employee layoffs from the Manager during the year.

CUSTOMERS

Ascendas Reit took a tailored approach towards supporting customers across its four operating countries depending on developments in the COVID-19 situation.



In **Singapore**, the Manager passed through all property tax rebates and cash grants from the Singapore government to qualifying customers. In addition, Ascendas Reit also provided S\$17.2 million of rent waivers in 2020, which included rebates that were over and above the statutory requirements to qualifying customers as well as others whose businesses were affected by the pandemic:

- › Qualifying retail/F&B/amenities small and medium-sized enterprise (SME) customers received four months of base rent waiver, inclusive of the Singapore Government's property tax rebate and cash grant
- › Qualifying industrial SME customers received two months of base rent waiver, inclusive of the Singapore Government's property tax rebate and cash grant
- › Retail customers received additional 0.5 months of rent waiver for both months in August and September 2020
- › A total of S\$17.2 million in rent waivers were provided to customers in Singapore

Going above and beyond local regulations, Ascendas Reit voluntarily provided support to customers who required assistance in Australia, the United Kingdom and the United States.



Australia

- › Suspended rent collection from F&B customers since April 2020
- › Rental rebates (S\$0.6 million), waivers, deferment and lease restructuring offered to some customers
- › Pro-active discussions with customers



United Kingdom

- › Allowed some customers to change rental payment frequency from quarterly to monthly
- › Allowed rent deferrals
- › Deferred value-added tax (VAT) payment by one year to March 2021
- › Offered available spaces for short-term leases



United States

- › Rental rebate provided for small café operator in Portland
- › Offered rent deferment to an SME customer
- › Restructured lease for customer whose supply chain was disrupted by COVID-19 and provided rental relief
- › Total rent rebates amounted to S\$70,000

SUPPLIERS

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



With the rollout of Zucus in 2019, an online Procure-to-Pay supplier management platform, tender calling and awarding of contracts for Property Management services were conducted without the need of paperwork. This allowed various projects to continue in 2020 despite the Circuit Breaker lockdown measures in Singapore.



Ascendas Reit also worked closely with its contractors and respective agencies to ensure business continuity in building operations and to mitigate the impact of the dormitory lockdown. Temporary lodging was provided for about 80 technicians at Ascendas Reit's properties in Singapore, with approval provided under MOM's Temporary Occupation License for Factory/Office Space.

COMMUNITY

CapitaLand Group has donated more than S\$6 million globally to support communities affected by COVID-19.



The communities include healthcare workers, workers affected by border closures or city lockdowns, migrant workers and children of affected workers. Besides financial relief, funds also went towards the procurement of medical supplies, protective clothing and equipment, groceries and the provision of accommodation.



Staff volunteerism has also always been greatly encouraged, reminding all to give back through their means and stand in solidarity through challenging times. Over 269 volunteer hours were clocked by the Manager's employees at volunteering events including Temasek Foundation's #BYOBclean initiative where they distributed free hand sanitisers across CapitaLand malls in Singapore.

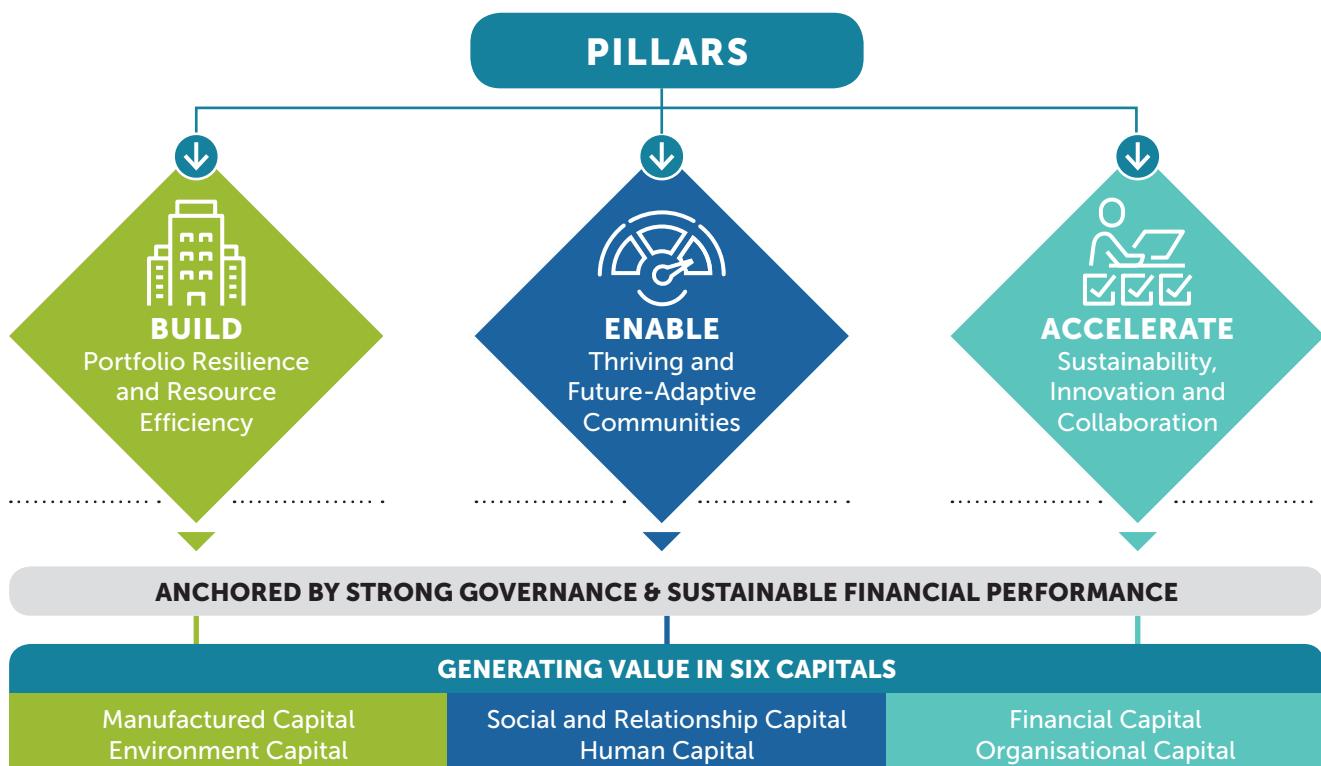
SUSTAINABILITY COMMITMENT

MANAGING SUSTAINABILITY

With the launch of CapitaLand's 2030 Sustainability Master Plan, CapitaLand elevates its commitment towards global sustainability. Articulated through a series of sustainability strategies, plans and targets, the Master Plan focuses on three key pillars to drive sustainability efforts in the ESG pillars, enabling CapitaLand to create a larger positive impact for the environment and society.

As a CapitaLand-sponsored REIT, Ascendas Reit has aligned its sustainability objectives and strategies with CapitaLand. 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.

CORE VALUES			
			
COMMITMENT TO OUR STAKEHOLDERS			
 <p>We create great customer value and experiences through high-quality products and services.</p> <p>For our Customers (Tenants & Visitors)</p>	 <p>We deliver sustainable unitholder returns and build a strong global network of capital partners.</p> <p>For our Investors (Investors & Business Partners)</p>	 <p>We develop high-performing people and teams through rewarding opportunities.</p> <p>For our People (Employees)</p>	 <p>We care for and contribute to the economic, environmental and social development of communities.</p> <p>For our Communities (Government agencies, NGOs, public, environment, suppliers)</p>



CapitaLand has identified five pathways to achieve the sustainability targets and will adapt its strategies as technologies evolve and when new scientific data becomes available.

1. Integrate Sustainability in CapitaLand's Real Estate Life Cycle

From the earliest stage of its 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 & safety. These measurements along with social indicators are key to driving performance improvement across its operating properties and development projects.

4. Monitor and Report to Ensure Transparency

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

5. Increase Engagement and Communication with Key Stakeholder

It is key to build awareness among CapitaLand's employees, investors, customers and communities, and collectively effect transformational change to achieve CapitaLand's 2030 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 Science Based Targets initiative (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 the Group's ESG impact.

CapitaLand has also launched the inaugural CapitaLand Sustainability X Challenge (CSXC), an innovation challenge to enable CapitaLand to accelerate its sustainability efforts and meet its 2030 targets. The CSXC covers seven challenge statements and reflect the key themes and goals in CapitaLand's 2030 Sustainability Master Plan.

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

As a testament to its sustainability commitment, Ascendas Reit has been a constituent of several sustainability indices including iEdge SG ESG Transparency Index and iEdge SG ESG Leaders Index. Ascendas Reit scored an 'A' for public disclosure in the GRESB survey, a global real estate sustainability benchmark, in 2020.

BOARD, TOP MANAGEMENT SUPPORT AND EMPLOYEE INVOLVEMENT

CAPITALAND'S SUSTAINABILITY MANAGEMENT STRUCTURE



Capitaland's sustainability management comes under the purview of its Sustainability Council. The Capitaland Sustainability Council is chaired by an independent Capitaland board member and supported by the Sustainability Department as secretariat as well as various work teams to ensure continued progress and improvement in sustainability. The work teams comprise representatives from all business units.

Each Business Unit (BU) has its own environmental, health and safety (EHS) Committee to drive initiatives in countries where they operate with support from

various departments. Ascendas Reit's CEO is the EHS champion and is accountable for Ascendas Reit's EHS performance. Ascendas Reit's Board is updated regularly on its sustainability matters.

Within the Manager, there is also a sustainability committee led by the CEO which comprises senior management team members to oversee sustainability directly at the BU 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.

MATERIALITY

With the full integration of CapitaLand and Ascendas-Singbridge, the material ESG issues of Ascendas Reit were reviewed for its alignment with those identified by CapitaLand. As a CapitaLand-sponsored REIT, CapitaLand's list of ESG material issues have been deemed to be material and applicable to Ascendas Reit's business and operations. These areas are prioritised based on the likelihood and potential impact of issues affecting business continuity and development. For external stakeholders, priority is given to issues important to the society and applicable to Ascendas Reit. The review also considered the material ESG issues in the context of the COVID-19 pandemic.

Moving forward, Ascendas Reit will be guided by CapitaLand's materiality assessment process which considers issues identified and assessed from engaging stakeholders through various programmes and channels. Key to this is the Group-wide Risk and Control Self-Assessment exercise, through which the Manager identifies, reviews material issues that are most relevant and significant to Ascendas Reit and its stakeholders. These are prioritised based on the likelihood and potential impact of issues affecting business continuity and development. For external stakeholders, priority is given to issues important to the society and applicable to Ascendas Reit. For more information on stakeholder engagement, please refer to the Social and Relationship Capital, Human Capital and Environmental Capital chapters of this report.

PRIORITISATION OF ESG MATERIAL ISSUES

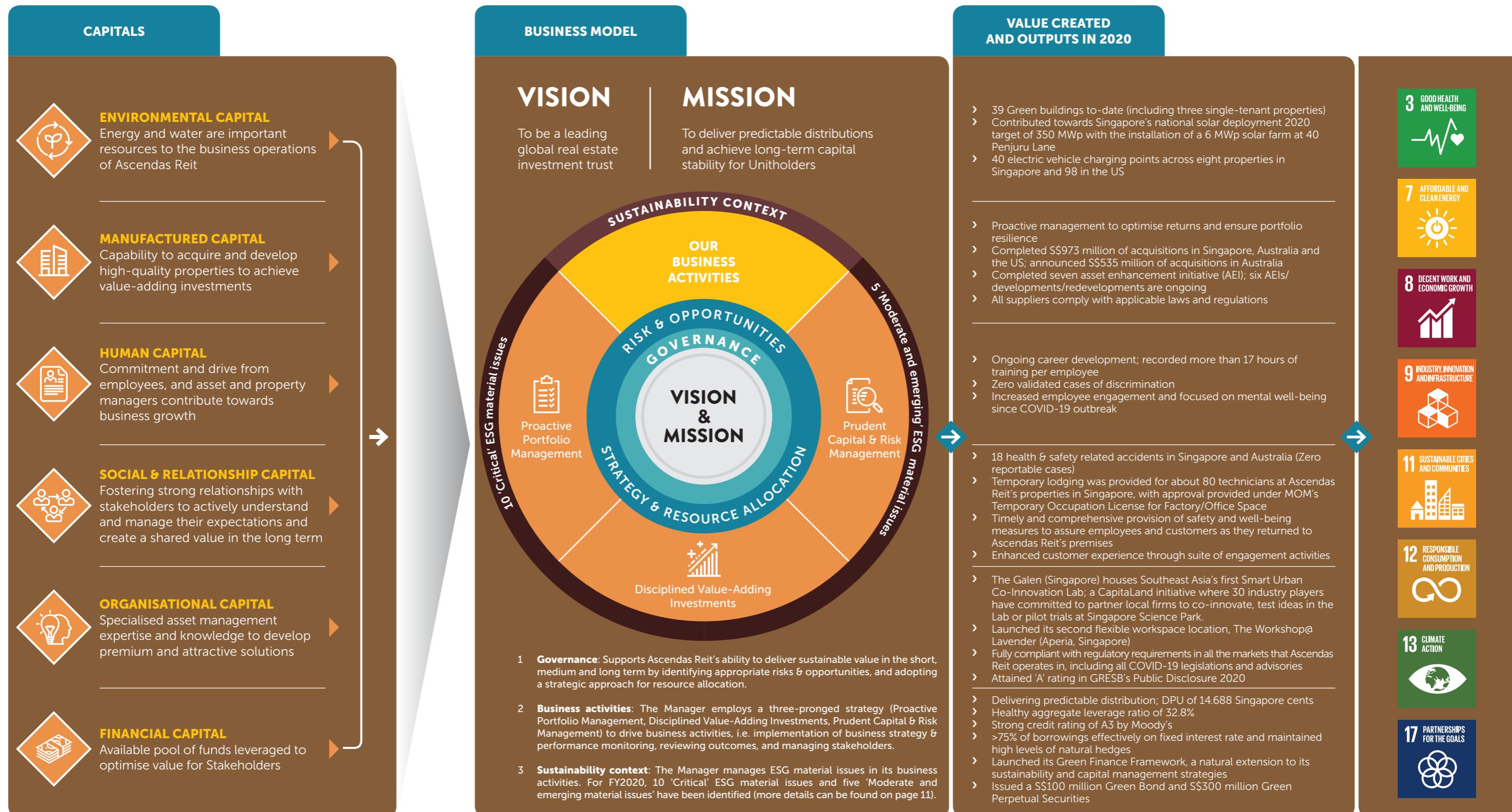
Environment	Social/Labour Practices	Governance
Critical		
<ul style="list-style-type: none"> › Energy efficiency › Climate change and emissions reduction › Water management 	<ul style="list-style-type: none"> › Occupational health and safety › Employment › Stakeholder engagement › Supply chain management 	<ul style="list-style-type: none"> › Compliance › Business ethics › Products and services*
Moderate and emerging		
<ul style="list-style-type: none"> › Building materials › Construction and operational waste › Biodiversity 	<ul style="list-style-type: none"> › Diversity › Human rights 	

* This includes customer health and safety.

VALUE CREATION AND ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

Ascendas Reit strives to create long-term and sustainable value for its stakeholders. It continues to leverage on the six Capitals, aligned with that of CapitaLand's – Environmental (formerly Natural), Manufactured, Human, Social and Relationship, Organisational (formerly Intellectual), 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

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 FY2020, it delivered a Distribution per Unit of 14.688 Singapore cents, 6.1% lower than in 2019⁴, partially due to the impact of COVID-19.

Figure 1: Ascendas Reit's FY2020 Performance Highlights



⁴ Variance against 12 months ended 31 December 2019.

For more details on Ascendas Reit's financial performance and management of financial capital, please refer to page 36 to 41 of the Annual Report FY2020.

Case Study: Greening Ascendas Reit's Finances

The Manager continues to explore new ways to improve its financial flexibility and resilience. Ascendas Reit established a Green Finance Framework (the Framework) which allows the Manager to secure funding from like-minded sustainability-centric investors. The Framework is publicly available on Ascendas Reit's website at 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 select eligible projects, allocate and manage the proceeds raised from its 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.

Under the Framework, Ascendas Reit made its first foray into green financing by securing a S\$100 million, ten-year Green Bond (S\$100m 2.65% Fixed Rate 10-Year Senior Notes due 2030) in August 2020.

The Manager engaged Ernst & Young LLP (EY) to perform an independent pre-issuance limited assurance to confirm that the Framework has been prepared in accordance with the Principles.

EY has also provided limited assurance on the pre- and post-issuance of its First Green Bond and the report can be found on Ascendas Reit's corporate website at www.ascendas-reit.com/en/sustainability/green-financing.html.

Subsequently in September 2020, another S\$300 million was secured via Green Perpetual Securities (S\$300m 3.00% Fixed Rate Subordinated Green Perpetual Securities). This was also the first real estate green perpetual securities in Asia.

Both issuances were well-received and were oversubscribed.

All proceeds from the Green Bond and Green Perpetual Securities have been fully allocated to partially refinance properties that have been selected based on the Eligibility Criteria set out in the Framework. These properties have achieved a minimum green rating of BCA Green Mark Gold^{Plus} certification.

	Property	Country	Asset Class	Certification Level	Valuation S\$ million (as at 31 December 2020)
1	Aperia	Singapore	Integrated Development, Amenities & Retail	BCA Green Mark Platinum	584.0
2	Corporation Place	Singapore	High-Specifications Industrial	BCA Green Mark Platinum	120.0
3	LogisTech	Singapore	Logistics & Distribution Centre	BCA Green Mark Platinum	57.0
4	Nexus@one-north	Singapore	Business & Science Park	BCA Green Mark Platinum	197.0
5	The Galen	Singapore	Business & Science Park	BCA Green Mark Platinum	150.0
6	Cintech I	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}	58.6
7	Cintech II	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}	49.0
8	Cintech III & IV	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}	125.0
9	Nordic European Centre	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}	120.7

FINANCIAL

	Property	Country	Asset Class	Certification Level	Valuation S\$ million (as at 31 December 2020)
10	Nucleos	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}	318.0
11	ONE@Changi City	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}	502.0
12	Siemens Centre	Singapore	High-Specifications Industrial	BCA Green Mark Gold ^{Plus}	108.7
13	Techlink	Singapore	High-Specifications Industrial	BCA Green Mark Gold ^{Plus}	127.0
14	Techpoint	Singapore	High-Specifications Industrial	BCA Green Mark Gold ^{Plus}	150.2
15	Techview	Singapore	High-Specifications Industrial	BCA Green Mark Gold ^{Plus}	159.8
16	The Alpha	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}	102.0
17	The Capricorn	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}	123.0
					3,052.0

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 Singapore 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	3.3%
S\$300m 3.00% Fixed Rate Subordinated Green Perpetual Securities	Perpetual	S\$300 million	S\$300 million	Green Buildings	Refinancing of Singapore Green Building Portfolio	9.8%
Total % of Singapore Green Building Portfolio that has been refinanced by Green Financing Instruments						13.1%

Sustainability Highlights of Singapore Green Building Portfolio

- LogisTech (more details can be found on page 19)
 - First industrial super low energy BCA Green Mark Platinum property in Singapore
 - Solar panels (1,666 kWp capacity) were installed on the roof
- Techpoint
 - Solar panels (319 kWp capacity) were installed on the roof

ENVIRONMENTAL

MATERIAL ISSUES



**CLIMATE CHANGE
AND ENERGY**



WATER



WASTE



BIODIVERSITY

Policy	<ul style="list-style-type: none">› Environmental Health and Safety Policy› Occupational Health and Safety
Accountability	<ul style="list-style-type: none">› The CEO is the EHS champion at Ascendas Reit and is accountable for its EHS performance› Setting performance targets linked to remuneration for employees, and monitoring energy and water usage, waste generation and carbon emissions performance through the Environmental Tracking System (ETS)⁵› Use of the ISO 14001-certified Environmental Management System (EMS) ensures accountability of relevant managers and all employees
Approach and Implementation	<ul style="list-style-type: none">› Compliance with local environmental laws and regulations› Identify significant environmental aspects and manage impact› Implementation of Sustainable Building Guidelines (SBG), an in-house guide that ensures holistic incorporation of environmental considerations throughout all stages of Ascendas Reit properties' life cycles› Appointment of ISO 14001-certified main contractors or conduct EMS legal compliance on site

5 Currently only environmental performance of Singapore properties is tracked through the ETS.

ENVIRONMENTAL

ENVIRONMENTAL (NATURAL) AND MANUFACTURED CAPITAL

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

The Manager strives to develop and implement environmentally friendly features in its properties and improve overall energy efficiency. It also considers environmental sustainability throughout all stages of any asset enhancement initiative (AEI), developments and redevelopments. 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's portfolio.

MANAGING ASCENDAS REIT'S ENVIRONMENTAL FOOTPRINT

CapitaLand's EMS System is a key tool in managing its environmental footprint across its entire portfolio. The EMS is integrated with the CapitaLand's Occupational Health and Safety Management System (OHSMS) to form CapitaLand's Environmental Health and Safety Management Systems (EHSMS) that is certified to the requirements of ISO 14001 and ISO 45001. The Property Managers have also adopted local 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 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 such as green building rating targets; energy targets; and implementing various measures to achieve them. The targets are linked to the remuneration for staff including the top management.

CapitaLand Sustainable Building Guideline

Ascendas Reit refers to CapitaLand's Sustainable Building Guidelines, for guidance on incorporating environmental considerations throughout all stages of its properties' life cycles. Specifically, the Guidelines emphasize four main goals – reducing carbon footprint and energy consumption, enhancing water management, minimising waste generation and promoting biodiversity – and offer a structured process where respective persons-in-charge are accountable.

A key component of the SBG is the mandatory Environmental Health Safety Impact Assessment (EHSIA). Prior to any acquisition or development, an EHSIA will be carried out 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.

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. There are no properties in Ascendas Reit's portfolio located within protected areas and no material biodiversity risk has been identified.



Spotlight: Preservation of Biodiversity

Ascendas Reit is committed to preserving the biodiversity of its sites as well as the wider area wherever possible. 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.

In Raleigh, external vendors such as landscapers monitor for and address invasive species.

In both Portland and San Diego, landscaping is primarily focused on providing drought resistant hardy plantings that are either naturally occurring or ecologically compatible.

Training and Awareness Programmes

As part of the EMS, employees are required to attend training and awareness programmes to facilitate effective implementation. In FY2020, the Property Manager team and contractors in Singapore achieved a 96.6% participation rate on EHS-related training. It is also mandatory for all new employees from the Asset & Property Manager team in Singapore 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. During the year, Ascendas Reit organised a waste recycling campaign across its Singapore portfolio. For its overseas portfolio, third-party Property Managers also hold talks to encourage use of EVs, implement e-waste recycling drives and commemorate Earth Day across the San Diego portfolio.

Internal and External Audits

Ascendas Reit has in place an internal audit system to ensure the conformance and effective implementation of its EMS to ISO 14001 international standards. Internal audits are conducted at least once a year for Singapore properties. External audits are conducted annually 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 34⁶ properties. It is now targeting to achieve Green Mark Certifications for some of the logistics and light industrial buildings in its portfolio.

In Australia, 197-201 Coward Street and 108 Wickham Street have maintained their 5.0 Star and 5.5 Stars NABERS Energy Ratings⁷ respectively. On 13 January 2021, Ascendas Reit acquired a property (1 & 3 Thomas Holt Drive) which has attained the 5.0 Star NABERS Energy Rating.

In the US, properties in Portland and San Diego undergo an annual benchmark based on their ENERGY STAR Score⁸. In FY2020, five properties across the US portfolio have attained an Energy Star Rating, which means that they have attained a score above 75. Plans are in the pipeline for LEED⁹ certification in San Diego, starting with its first building in 2021. In November 2020, Ascendas Reit successfully acquired two office properties in San Francisco which were both LEED Platinum-certified Class A office properties as well.



Spotlight: Commitment to Green Buildings

Ascendas Reit's logistics property, LogisTech, is the first industrial building in Singapore to receive the BCA Green Mark Platinum Super Low Energy Award. This is one of the highest accolades for energy efficiency in the BCA Green Mark Award scheme. The development underwent a major upgrade to achieve best-in-class energy efficiency standard, including installation of solar panels at its rooftop to generate clean energy to power the building.

Ascendas Reit's 34⁶ BCA Green Mark properties contributed to CapitaLand's accolade of over 130 Green Mark Awards to date in Singapore and overseas. This year, CapitaLand emerged top winner at the BCA Green Mark Awards 2020 and won the Green Mark Platinum Champion Award, which recognises organisations that achieved a substantial number of BCA Green Mark buildings at Gold level and higher.



⁶ Includes three single-tenant properties.

⁷ 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.

⁸ The ENERGY STAR score is used to assess and benchmark building's energy performance against similar buildings in the US on a scale of 0-100. A score of 75 or higher would mean the building is ENERGY STAR certified.

⁹ LEED is a globally recognised green building certification developed by the US Green Building Council. It provides building owners and operators a framework for identifying and implementing a practical and measurable green building design, construction and maintenance solutions. There are eight LEED certification categories depending on the type of development, with four levels of certification – Platinum, Gold, Silver and Certified.

ENVIRONMENTAL

Property	City/Country	Asset Class	Certification Level
Aperia	Singapore	Integrated Development, Amenities & Retail	BCA Green Mark Platinum
Corporation Place	Singapore	High-Specifications Industrial	BCA Green Mark Platinum
DBS Asia Hub ¹⁰	Singapore	Business & Science Park	BCA Green Mark Platinum
LogisTech	Singapore	Logistics & Distribution Centre	BCA Green Mark Platinum
Nexus@one-north	Singapore	Business & Science Park	BCA Green Mark Platinum
Schneider Electric Building ¹⁰	Singapore	High-Specifications Industrial	BCA Green Mark Platinum
The Galen	Singapore	Business & Science Park	BCA Green Mark Platinum
Cintech I	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}
Cintech II	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}
Cintech III & IV	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}
Nordic European Centre	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}
Nucleos	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}
ONE@Changi City	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}
Siemens Centre	Singapore	High-Specifications Industrial	BCA Green Mark Gold ^{Plus}
Techlink	Singapore	High-Specifications Industrial	BCA Green Mark Gold ^{Plus}
Techpoint	Singapore	High-Specifications Industrial	BCA Green Mark Gold ^{Plus}
Techview	Singapore	High-Specifications Industrial	BCA Green Mark Gold ^{Plus}
The Alpha	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}
The Capricorn	Singapore	Business & Science Park	BCA Green Mark Gold ^{Plus}
1 Changi Business Park Crescent (Plaza 8)	Singapore	Business & Science Park	BCA Green Mark Gold
80 Bendemeer Road	Singapore	High-Specifications Industrial	BCA Green Mark Gold
AkzoNobel House	Singapore	Business & Science Park	BCA Green Mark Gold
FM Global Centre ¹⁰	Singapore	Business & Science Park	BCA Green Mark Gold
FoodAxis@Senoko	Singapore	Light Industrial	BCA Green Mark Gold
Neuros & Immunos	Singapore	Business & Science Park	BCA Green Mark Gold
1 Changi Business Park Avenue 1	Singapore	Business & Science Park	BCA Green Mark Certified
1 Jalan Kilang	Singapore	High-Specifications Industrial	BCA Green Mark Certified
Hansapoint	Singapore	Business & Science Park	BCA Green Mark Certified
Honeywell Building	Singapore	Business & Science Park	BCA Green Mark Certified
KA Centre	Singapore	High-Specifications Industrial	BCA Green Mark Certified
KA Place	Singapore	High-Specifications Industrial	BCA Green Mark Certified
Pacific Tech Centre	Singapore	High-Specifications Industrial	BCA Green Mark Certified
The Aries, Sparkle & Gemini	Singapore	Business & Science Park	BCA Green Mark Certified
The Rutherford & Oasis	Singapore	Business & Science Park	BCA Green Mark Certified
510 Townsend Street	San Francisco, United States	Office	LEED Platinum (BD+C) ¹¹
505 Brannan Street	San Francisco, United States	Office	LEED Platinum (BD+C) ¹¹
1 & 3 Thomas Holt Drive	Sydney, Australia	Suburban Office	5.0 Star NABERS Energy Rating
108 Wickham Street	Brisbane, Australia	Suburban Office	5.5 Star NABERS Energy Rating
197-201 Coward Street	Sydney, Australia	Suburban Office	5.0 Star NABERS Energy Rating

¹⁰ Single-tenant properties

¹¹ BD+C: Building Design & Construction

ENVIRONMENTAL PERFORMANCE

The building sector has been identified as a major contributor to global energy use and carbon emissions. Ascendas Reit aims to minimise environmental impact through monitoring of its carbon, improving energy efficiency as well as deploying renewable energy and low-carbon intensive energy where possible.

On 1 June 2020, Ascendas Reit completed its transition to CapitaLand's cloud-based ETS for its Singapore portfolio. The ETS acts as a central point of data to facilitate the monitoring of energy and water consumption, carbon emissions and waste generation across the properties. Upon complete deployment of ETS across Ascendas Reit's portfolio, Property Managers

will be able to conduct analysis against set targets and past trends to better understand consumption patterns and identify potential areas for eco-efficiency improvement.

Due to various lockdown measures from COVID-19 implemented across Ascendas Reit's countries of operation, majority of its employees and those of customers began working from home. Lower occupancy rates and footfall resulted in a significant drop across environmental performance during the year. Hence, environmental performance in FY2020 may not be comparable with previous financial periods. Ascendas Reit will continue to monitor its usage closely and reassess ITS performance in following years for suitable comparison.

Energy

Notwithstanding COVID-19 and its associated lockdowns, Ascendas Reit continued to implement energy conservation initiatives in FY2020.

Focus Areas
Energy Efficiency
Chiller plant upgrade at ➤ LogisTech achieved annual saving of 1.1 million MWh or S\$150,000  <ul style="list-style-type: none"> LogisTech's chiller plant efficiency is further improved through machine learning and Artificial Intelligence algorithm
➤ Infineon Building (Singapore) is projected to achieve annual savings of 1.3 million kWh or S\$159,000  <ul style="list-style-type: none"> Efficient lighting such as LED (light-emitting diode) installed as Asset Enhancement Initiatives across various properties in Singapore, Sydney (Australia) and San Diego (US)
Renewable Energy

Common facilities' electricity usage of three buildings at one-north to be **100%** powered by solar energy, beginning with Neuros and Immunos in FY2020, Nexus@one-north by 2021 and Nucleos by end 2022.

After 2022, a projected total of **2,400 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 **1,300** four-room HDB flats in a year.

ENVIRONMENTAL

Case Study: Ascendas Reit's Journey Towards Clean Energy

Contributing towards Singapore's solar deployment target of 350 MWp

Ascendas Reit is pleased to celebrate this milestone with Singapore on its achievement of solar deployment in the first quarter of 2020. Singapore crossed this mark upon the completion of the 6 MWp rooftop solar installation at 40 Penjuru Lane.

Installed and operated by Sembcorp Industries, the solar installation will help the facility reduce its carbon footprint and allow for excess electricity generated to be sold on the wholesale electricity market.

Moving forward, Ascendas Reit is exploring the feasibility of solar panel installation for additional buildings in its Singapore Portfolio.



40 Penjuru Lane, Singapore



80 Bendemeer Road, Singapore



EV Charging at 15333 Avenue of Science, San Diego, US

Supporting low carbon transportation

As of end 2020, Ascendas Reit has 40 public EV charging stations in Singapore and 98 EV charging stations across its properties in the US.

Ascendas Reit is exploring the deployment of clean energy initiatives in the US including the installation of EV chargers. In line with California's goals to improve air quality and combat climate change, the San Diego Gas & Electric introduced an incentive program to subsidise installation cost of EV charging infrastructure. Leveraging these subsidies, the Property Manager in San Diego will continue to roll out EV charging facilities across its portfolio.

Singapore¹²

The total energy consumption in the Singapore operations declined from 95.76 million kWh in the comparative period a year ago to 87.05 million kWh in FY2020. Energy intensity also improved from 51.64 kWh/sq m to 47.24 kWh/sq m in FY2020. Correspondingly, carbon emissions and carbon emissions intensity improved by 9.10% and 8.51% respectively.

The introduction of Singapore's Circuit Breaker from 7 April 2020 to 1 June 2020, as well as the lower footfall across all properties in the second half of 2020 due to safe-distancing measures, resulted in a large drop in energy use due to reduced level of activities within the properties. As such, FY2020 performance would not be representative nor comparable against a normal operating year. Ascendas Reit will reassess its performance and introduce like-for-like comparison of its portfolio when the situation has stabilised.

FIGURE 2: ASCENDAS REIT'S ENERGY CONSUMPTION AND INTENSITY IN SINGAPORE

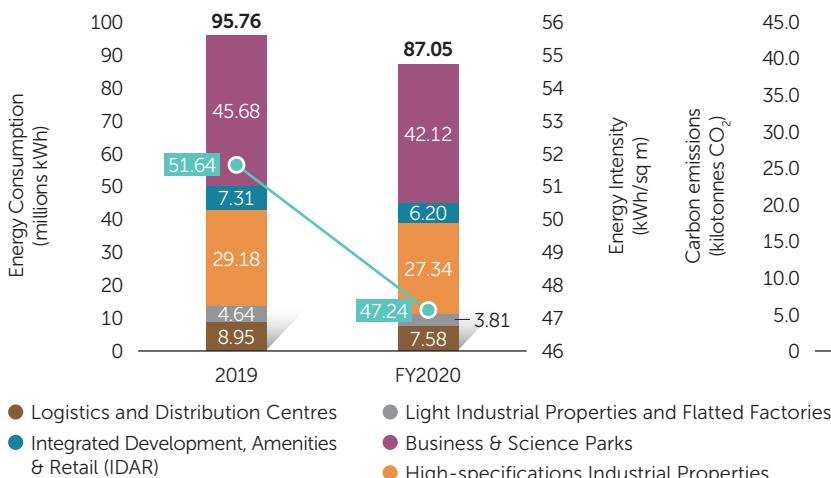
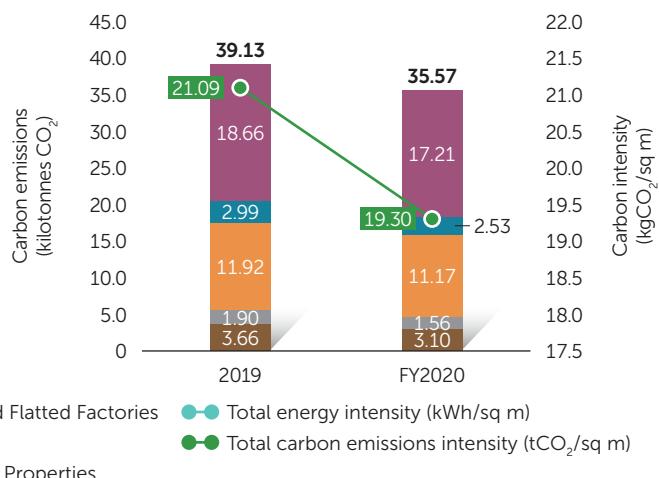


FIGURE 3: ASCENDAS REIT'S CARBON EMISSIONS AND INTENSITY IN SINGAPORE



¹² 2019 data published in ISR2019 was based on estimates whereas 2019 data in this report has been revised to reflect the actual consumption.

Australia¹³

Likewise, various states in Australia also implemented lockdowns during FY2020 which resulted in a drop in energy use due to reduced level of activities within the properties. Energy consumption (which includes electricity, diesel and gas usage) in the Australian operations fell from 9.74 million kWh for the period January 2019 to December 2019 to 9.35 million kWh for the period January 2020 to December 2020. Correspondingly, energy intensity improved from 221.27 kWh/sq m to 210.05 kWh/sq m.

Total carbon emissions (Scope 1 and 2) decreased from 3,944 tonnes for the period January 2019 to December 2019 to 3,589 tonnes CO₂ for the period January 2020 to December 2020, and carbon emissions intensity improved from 89.62 kgCO₂/sq m to 80.60 kgCO₂/sq m in FY2020.

United States

Properties in the US were newly acquired in December 2019. During the year, lockdowns imposed across the respective states have resulted in lowered energy use due to reduced level of activities as well. Energy consumption (which includes diesel and natural gas) in the US operations were at 26.97 million kWh in FY2020. Energy intensity was recorded at 119.01 kWh/sq m. Total carbon emissions (Scope 1 and 2) were at 8,375.80 tonnes CO₂ and a corresponding carbon emission intensity at 36.96 kgCO₂/sq m.

Water

Ascendas Reit is committed to reducing total water consumption and overall water intensity across its portfolio. Most of its properties are located in water-stressed areas where growing pressures of climate change continue to pose greater threats to the society. 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.

Across all properties, Asset & Property Managers conduct regular checks across water features and monitor water usage closely such that any fluctuations or anomalies can be identified and acted upon promptly. In the US, California has been facing its worst drought in history, with an increasing probability of entering a multi-year drought. Across the San Diego portfolio, the third-party Property Manager actively engage with customers to raise awareness on droughts and encourage water conservation measures to mitigate potential impacts to its properties.

The table below showcases some of the features in place within Ascendas Reit's properties to ensure efficient operations and minimise water wastage.

Efforts	Features
Consumption Reduction	<ul style="list-style-type: none"> ➤ Use of flow regulators; self-closing delayed action faucets/motion-activated faucets; dual flush/low flush toilets ➤ Drought-resistant landscaping; use of irrigation controllers and high efficiency irrigation systems across the US portfolio
Control, Metering and Monitoring	<ul style="list-style-type: none"> ➤ Water audit; sub-metering to track consumption and early leak detection
Recycling	<ul style="list-style-type: none"> ➤ Aperia, Plaza 8, Nexus@one-north and Nucleos in Singapore have rainwater harvesting systems installed. ➤ Stormwater system to filter stormwater runoff before it is released to the watershed or stormwater systems in Raleigh

Singapore

Due to COVID-19, the Manager recorded a decrease in water consumption in Singapore operations from 1,719 thousand m³ in 2019 to 945 thousand m³ in FY2020 and a decrease in water intensity from 0.64 m³/sq m to 0.51 m³/sq m.

As with the trend on energy performance, the lower water consumption was attributed to the Circuit Breaker measures implemented resulting in majority of customers and their employees switching to work-from-home arrangements. Ascendas Reit will reassess its performance and introduce like-for-like comparison of its portfolio when the situation has stabilised.

Australia¹³

As with the trend observed in Singapore, the Manager recorded a drop in water consumption from 65.5 thousand m³ in 2019 to 49.1 thousand m³ in FY2020 and water intensity improved from 1.49 m³/sq m to 1.10 m³/sq m across the Australian portfolio.

United States

Water consumption of 1,087 thousand m³ and water intensity of 4.80 m³/sq m were recorded.

¹³ 2019 data published in Ascendas Reit Integrated Sustainability Report FY2019 was based on estimates whereas 2019 data in this report has been revised to reflect the actual consumption

ENVIRONMENTAL

Waste

Ascendas Reit aims to manage 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 US portfolio, most of the waste is sent to landfills as well as recycling facilities while yard waste collected is recycled and sent to farms.

To raise awareness on waste management, Ascendas Reit collaborated with the National Environment Agency (NEA) on a campaign – “Say Yes to Waste Less 2020”. Posters encouraging food waste reduction and to use less disposables were displayed across over 60 Ascendas Reit properties in Singapore. Where e-directories were available, e-posters were displayed

in place of hard copy posters so as to reduce waste. The three-month campaign helped to raise awareness on waste reduction, especially across buildings which are subjected to NEA’s mandatory waste reporting.

In FY2020, a total of 9,526 tonnes of non-hazardous waste was collected across Singapore¹⁴, Australia and US. Of which 4% were recyclable waste comprising of paper, plastic metals and other materials.

In Singapore, Ascendas Reit works with a waste disposal term contractor who operates a Materials Recovery Facility. They manage the usual recyclable products such as paper, plastics, glass, wood and metal. Landscape waste from buildings are sent for recycling by the landscape maintenance term contractors for reuse as mulch. These waste materials will be treated before being sold off to manufacturers as recycled input materials. Ascendas Reit is also exploring pilot projects of food waste digestors across two of its logistics buildings in 2021. Details of this initiative will be shared in subsequent reports.

Case Study: Ascendas Reit’s Recycling Programs

CapitaLand launched its e-waste recycling initiative at its office buildings and malls in Singapore in 2016, targeted at its customers and shoppers. It ensured proper disposal and recycling through the appointment of certified e-waste vendors. Across Ascendas Reit’s properties, e-waste recycling drives have been held across four buildings in Singapore (Corporation place, Techpoint, Techlink and Techview) since 2019.

In FY2020, a total of 317.20 kg of e-waste was collected. This initiative will be expanded to include more properties under its portfolio in the years to come.

In collaboration with community partner, The Salvation Army, a recycling programme was introduced at the Singapore Science Park.

From 4 November 2020 to 31 September 2021, donation houses will be available at Ascent (CapitaLand’s property at Singapore Science Park 1) and 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 1,800 kg of recyclables were collected across November and December 2020.

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.



Starhub RENEW Bins located at Galaxis (Left) and Techview (Right)



Ascent, Management Office Entrance, Singapore Science Park 1

¹⁴ Although Ascendas Reit is responsible for common area energy and water consumption for 18 Woodlands Loop, waste data has been excluded as it is managed by the customers.

Paper Consumption Management in CapitaLand's Corporate Offices

Paper accounts for most of the waste generated from CapitaLand's corporate offices. As of 2020, all offices under CapitaLand have gone paperless with the implementation of e-signatures, setting of paperless targets for corporate functions and the digitalisation of documents. Recycling bins (including secured bins) are conveniently located at corporate office to encourage staff to recycle used paper.

The Manager actively promotes the use of environmentally friendly practices such as returning used photocopier toner cartridges 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.



Target for FY2020

3% reduction of energy intensity for Singapore buildings managed by the Property Manager over five years from FY16/17*



Performance

In Progress: due to disruptions brought about by COVID-19, energy intensity recorded in FY2020 would not be an accurate comparison against the baseline.



Target for FY2021

Common facilities electricity usage at Neuros & Immunos and Nexus@one-north to be 100% powered by renewable energy by FY2021

SOCIAL

MATERIAL ISSUES



OCCUPATIONAL HEALTH AND SAFETY



SAFETY AND SECURITY OF PROPERTIES FOR STAKEHOLDERS INCLUDING CUSTOMERS, CONTRACTORS, EMPLOYEES, ASSET & PROPERTY MANAGERS AND VISITORS



SUPPLY CHAIN MANAGEMENT



EMPLOYMENT

Policy	<ul style="list-style-type: none">› EHS Policy (available to all employees, customers, suppliers, service providers and partners)› ISO 14001 (environmental management) and the newly implemented ISO 45001 Occupational health and safety (OHS) as part of CapitaLand's EHMS
Accountability	<ul style="list-style-type: none">› CEO is accountable› ISO45001 certified OHS Management System ensures accountability of relevant managers and all CapitaLand staff› Key performance indicators (KPIs) are linked to remuneration of all CapitaLand staff, including top management
Approach and Implementation	<p>The OHS Management System is internally and externally audited once a year and sets out to achieve the following:</p> <ul style="list-style-type: none">› Provides assurance to top management and external investors about its legal compliance and alignment with the firm's best practices› Covers various business functions such as property management, property development, operations and corporate management› Employs Hazards Identification and Risk Assessments (HIRA) to identify OHS hazards and secure the administration, development and operational functions of CapitaLand's businesses› Adheres to CapitaLand'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› 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 (Please refer to the Human Capital section for details on staff well-being activities)

SOCIAL

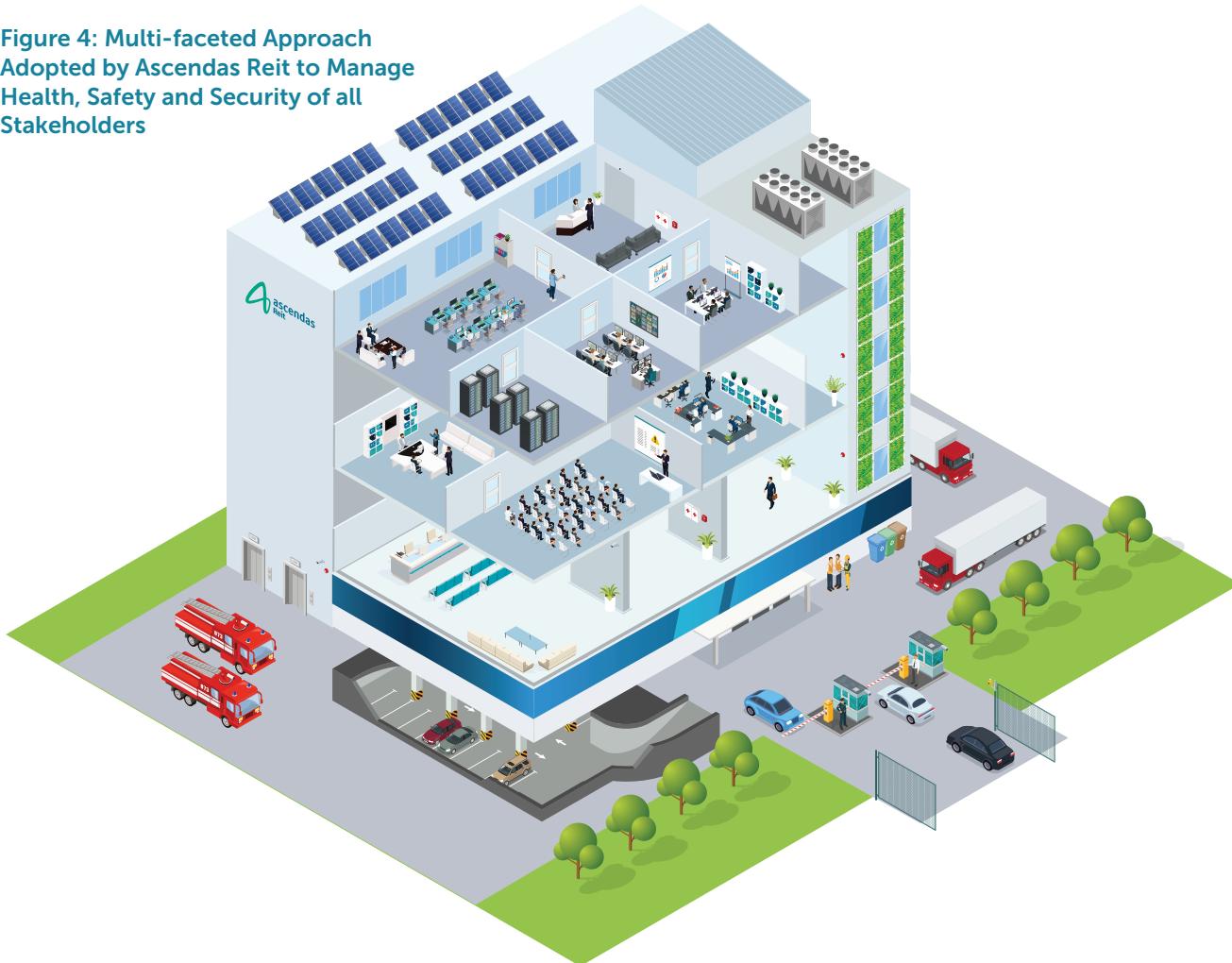
HUMAN CAPITAL

HEALTH, SAFETY AND SECURITY PROTECTION

Occupational health and safety (OHS) of Ascendas Reit's employees, asset & property managers, customers, contractors, suppliers and the communities who use its properties is of utmost importance. Effective OHS management is part of risk management and has the potential to enhance staff productivity, morale and overall well-being.

Ascendas Reit always 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. Its approach to health and safety is guided by its Occupational Health and Safety Management System (OHSMS) accredited to ISO 45001. This involves identifying and reviewing OHS hazards, assessing their risks, setting policies, ensuring accountability, developing action plans and engaging 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 all Ascendas Reit properties
- › CCTV systems installed at all buildings. CCTVs come equipped 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)
- › Security Access System installed by individual customers which can feed information back to the IBP
- › Critical Emergency Response Team to handle emergency situations
- › Fire and evacuation drills, terrorism simulation exercises held annually
- › Community safety and policing programmes in collaboration with the Singapore Police Force

SOCIAL

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. The CEO of Ascendas Reit is accountable for overall OHS performance and all staff are encouraged to take ownership of OHS issues and be proactive in reporting all OHS-related incidents, including non-compliances and non-conformities. This list is updated in the CapitaLand intranet.

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

Internal and External Audits

To ensure that the IMS is effectively implemented and maintained, internal audits are conducted at least once a year, together with top management review. 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 initiative to promote the right safety culture aimed at preventing or mitigating health and safety impacts.



Spotlight: 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.

Certifications



- › Maintained ISO 45001 certification, local standard bizSAFE Partner, bizSAFE Star 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

Staff Wellness

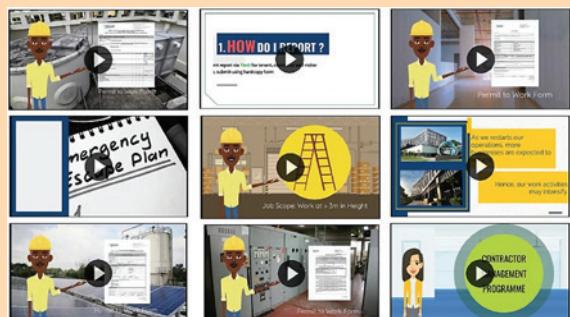
CapitaLand aims to provide a work environment that is safe and contributes to the well-being of its staff. Occupational health services aimed at addressing the physical and mental health risks are provided to employees. These include wellness programmes, health screenings and talks as well as physical fitness classes. Please refer to the Employee Engagement section of this chapter for more details on wellness related activities.

Stakeholder Engagement

CapitaLand participates actively in national efforts towards workplace health and safety. In Singapore, CapitaLand is a member of the Workplace Safety and Health (Construction and Landscape) committee, which is responsible for workplace safety and health issues. Employees, as well as customers and suppliers (e.g. security, cleaning contractors) also receive training on emergency response. Periodic briefings and emergency evacuation drills are conducted to ensure that customers are familiar with the response plan.

CapitaLand's EHS Policy and House Rules are shared with supply chain vendors to familiarise them with the safety requirements while working in Ascendas Reit properties. Risk assessments are to be submitted if activities contain OHS hazards that may affect any employee, customer or visitor to the buildings.

9 in-house safety e-learning videos developed in 2020





Spotlight: WSH Initiatives

Stakeholder meetings



- › Kick-off meeting with term 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

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

96.6% participation rate (by Singapore Property Manager team and contractors) on EHS briefings



Measures to Mitigate Risks of Rising Threats

The Manager ensures it stands prepared to face rising threats such as terrorism, fire incidents, cyber risks and pandemic flu outbreaks by implementing appropriate emergency preparedness and crisis management plans, even before the onset of COVID-19. 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.

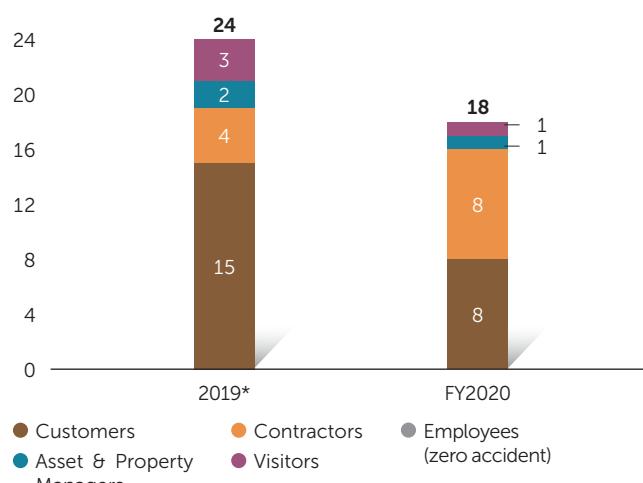
In particular, in the situation of a pandemic flu outbreak such as COVID-19, the Manager has instituted a series of Standard Operating Procedures to respond to an outbreak. The pandemic flu business continuity plan takes reference from the local health authority's guidelines and covers operations and customers in Singapore and its overseas markets. It also serves as a guideline for operations in other countries. When necessary, CapitaLand's human resource department disseminates medical and travel advisories to all staff. Information on pandemic planning is also made readily available for all staff on the CapitaLand intranet.

FY2020 Occupational Health and Safety Targets and Performance

In FY2020, there were zero work-related fatalities, high-consequence injuries¹⁵ and occupational diseases recorded. However, 18 accidents¹⁶ (all in Singapore and Australia) across both common areas and occupied

areas were recorded. For accidents that resulted in injuries, these were not deemed to be severe. Thorough investigations were 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. Recordable work injury rate is not applicable as there were no recordable injuries this year¹⁷.

FIGURE 5: NUMBER OF ACCIDENTS¹⁸ IN 2019* AND FY2020



* 2019 refers to 1 January 2019 to 31 December 2019

¹⁵ 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.

¹⁶ Accidents refer to all incidents, including those resulting in injuries and non-injury cases. All 18 accidents were not required to be reported to the local authorities.

¹⁷ 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.

¹⁸ Includes accidents in Singapore and overseas properties.

SOCIAL**Target for FY2020**

To achieve below the national average for Accident Fatality Rate, Accident Frequency Rate and Accident Severity Rate¹⁹

To achieve zero validated cases of physical security breaches at properties

**Performance**

Achieved

Achieved

**Perpetual Targets**

Zero incident resulting in staff permanent disability or fatality

Achieved

**Spotlight: COVID-19 Health and Safety Measures for Customers**

All COVID-19 related measures are monitored closely by CapitaLand's Business Continuity Plan Committee, which comprises CapitaLand's top management including the Chief People Officer and respective Heads of Departments. The Manager also works collaboratively with its ecosystem partners to safeguard the workspace community at its business parks and offices against COVID-19. It is leveraging digital platforms from CapitaLand such as CapitaStar@Work and Capita3Eats, and harnessing technology innovations such as contactless technologies, to help customers adapt to the post-COVID-19 new normal.

**Singapore****Digital platforms**

Through the Capita3Eats mobile app, working professionals in the business park can leverage the food ordering platform to choose between dine-in food orders, takeaways or food deliveries to protect their health and safety.

Circulars

Circulars were sent to customers post circuit-breaker to keep them informed of Safe Management Measures (SMM) at the workplace, in line with regulations set out by MOM to allow employees to return to the workplace safely.

Office re-opening

Provided value-added office re-opening service pack and digital solutions to customers for better seamlessness and economies of scale than if customers were to do it on their own, e.g. monitor and manage office indoor air quality, along with office sanitisation, effective contact tracing and capacity monitoring through the CapitaStar@Work app with real-time data retrieval and analysis. Informed customers of measures taken to ensure the workplace is safe, e.g. improved air quality, purging and flushing of water tanks and pipes to ensure good water quality.

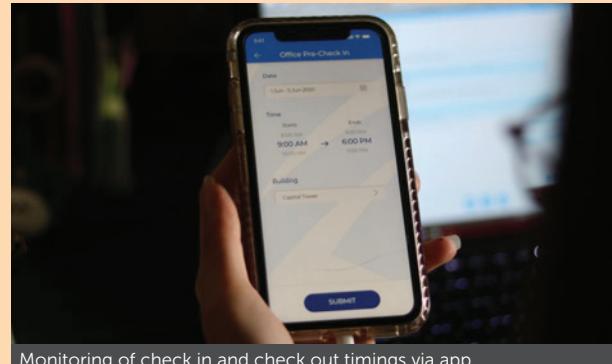
Reassuring customers

Informed customers of measures taken to ensure the workplace is safe, e.g. improved air quality, purging and flushing of water tanks and pipes to ensure good water quality.

¹⁹ This target is only applicable to Singapore properties. The rates are defined by the Ministry of Manpower (MOM), calculated per million man-hours worked. The targets were benchmarked against the latest available national statistics at the start of the financial year. From 2020, MOM has stopped tracking the national Accident Fatality Rate, Accident Frequency Rate and Accident Severity Rate.



Cleaner disinfecting gantries at Galaxis, Singapore



Monitoring of check in and check out timings via app

Example of Initiatives	<ol style="list-style-type: none"> 1 Thorough cleaning and disinfection of all common areas at increased frequency 2 Provision of hand sanitisers using handsfree dispensers at the building main lobby 3 Display of visuals at appropriate areas to promote best practices of hygiene and safety distancing guidelines 4 Prompt notification of confirmed cases to customers 5 Application of antimicrobial coating on high contact points (e.g. lift buttons, door handles) in the building 6 Continue to follow all precautionary measures in accordance with the authorities' guidelines, e.g. temperature screening for all customers and visitors, travel/health declaration, sanitisers, intensify cleaning and disinfection, have all cleaners wear masks and gloves when cleaning the property 7 Facial recognition or QR activated turnstiles to facilitate seamless and secure access 8 Protective acrylic screens installed at concierge
Harnessing Innovative Technologies	<ol style="list-style-type: none"> 9 Trial automated ultra UV handrail disinfection device <div style="display: flex; align-items: center; margin-top: 10px;">  <div style="margin-left: 10px;"> Automated disinfection device at Galaxis, Singapore </div> </div> 10 Pilot UV lamp systems fittings into Air Handling Units to eliminate microorganisms 11 Pilot air decontamination system in lift cars to eliminate air-borne and surface micro-organisms 12 Studying new innovation initiatives, e.g. contactless lifts, new design parameters to make buildings more pandemic-proof such as increased use of turnstiles, better flow of people, reduced touchpoints



Overseas Markets (Australia, United States and United Kingdom)

COVID-19 Response Plan



Followed closely the guidelines by local authorities. Responses include setting up precautionary COVID-19 signages, providing hand sanitisers at common areas, sending guidance notes to customers and informing them of reporting procedures for any positive COVID-19 cases they have, cleaning and disinfecting frequently touched objects etc.

SOCIAL

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 for its projects upon meeting the Group'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.

All vendors are sent a copy of CapitaLand's EHS policy and required to comply with local government and other legal requirements. They have to ensure that their staff are sufficiently trained or briefed on EHS measures and are also required to submit a copy of their risk assessments in cases where their activities may affect the occupational health and safety of CapitaLand staff or visitors. For contractors, house rules stipulate requirements such as deploying personal protective equipment, reporting of accidents and proper disposal of debris and toxic waste.

Depending on the nature of their services, Property Management suppliers under Contracts & Procurement, Business Park Operations in Singapore are also 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), attaining a minimum B grade licence issued by the Police Licensing and Regulatory Department (for security guards services); and adopting Progressive Wage Model (for cleaning, security and lift maintenance services).

To manage its suppliers, Ascendas Reit employs Zycus, an online Procure-to-Pay platform that can be accessed by its suppliers. Zycus allows the Manager to monitor the track record and sustainability performance of suppliers, access the 'scores' of past, present and new suppliers, while at the same time, provides suppliers with information on how they can improve on their services. Surprise night inspections on security guards also allow the Manager to monitor suppliers' performance, which is subsequently reflected in the suppliers' performance rating.

In FY2020, all new Property Management suppliers, appointed for Ascendas Reit's Singapore property management services, were screened using social and environmental criteria under Zycus. Suppliers' finances are also checked in accordance to CapitaLand's Contractor Financial Check to ensure fiscal sustainability.

Close Engagement with Stakeholders

Close relationships and key lines of communication were maintained with Property Management contractors and suppliers throughout the COVID-19 situation in FY2020 and especially during the Circuit Breaker period in Singapore. For example, chat groups were created with term contractors for more efficient communications and mutual agreements were reached with the contractors for non-payments as a result of any non-performance (i.e. services that could not be rendered due to the Circuit Breaker measures where workers were disallowed from leaving their dormitories). The Property Manager also proactively submitted appeals for permits with the local authorities on behalf of contractors that allowed essential services term contractors to work during this period.

Supporting Vendors and Service Providers with Temporary Lodging

With an extensive portfolio of business park properties across major hubs in Singapore, Ascendas Reit was uniquely placed to support the contractors during the Circuit Breaker period. To ensure business continuity in building operations and to mitigate the impact of the dormitory lockdown, temporary lodging was provided for about 80 technicians at Ascendas Reit's properties, with approval provided under MOM's Temporary Occupation License for Factory/Office Space. Positive feedback was received from the contractors as this helped ensure that they could continue their operations despite the restrictions.

Case Study: COVID-19 Highlights

The Manager is committed to overcoming the difficult times with its stakeholders. Their safety and well-being are of utmost importance and various measures have been taken to ensure that essential services continue to be provided through the Circuit Breaker period. Ascendas Reit is heartened to have the strong and continued support from its partners, especially with the majority of them working on the frontlines.

Frontliners Treat

More than 1,100 frontline staff and outsourced partners including cleaners, security guards and technicians from over 86 CapitaLand Singapore Business Park & Commercial properties were treated to fortnightly treats consisting of fresh-cut fruits, blended fruit juice, pastries, biscuits, energy drinks and Vitamin C tablets as a token of appreciation of their hard work and dedication during the Circuit Breaker period (April to June).



Appreciation packs presented to frontliners every fortnight

HOST Awards

In FY2020, a total of 262 Star HOST Awards and tokens of appreciation were presented to express appreciation for the efforts of partner companies – suppliers, contractors and vendors. The awards continue to serve as a platform recognising those who have delivered exceptional service during the year, particularly during the COVID-19 outbreak in Singapore.



Target for FY2020

To ensure that more than 90% of vendors (appointed by the procurement team for Ascendas Reit's Singapore property management services) attain a Level 3 in bizSAFE and above



Performance

Achieved 100% compliance



Target for FY2021

To ensure that at least 92% of vendors attain a Level 3 in bizSAFE and above

SOCIAL

MANAGEMENT OF HUMAN CAPITAL

CapitaLand has an integrated human capital strategy to recruit, develop and motivate employees. Key performance indicators (KPI), both for the business as well as for people development, are in place to ensure that employee performance goals are aligned with the Group's business objectives. Employees are provided with appropriate development opportunities to perform well in their job.

Anti-Child Labour and Anti-Forced Labour

CapitaLand is a signatory of the United Nations (UN) Global Compact and is committed to the 10 principles in the areas of human rights, labour, environment and anti-corruption. It is 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.

In FY2020, there was no reported incident relating to discrimination, child labour or forced labour in Ascendas Reit, and the company 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 believes that all employees can make strong contributions based on their diverse talent, expertise and experience. Ascendas Reit, as a CapitaLand-sponsored Reit, upholds this commitment and complies with 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).

Ascendas Reit 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, Ascendas Reit also employs experienced and mid-career professionals and industry veterans.

In FY2020, four new hires²⁰ joined the Manager (11%) while five employees left the Manager (14%).

Re-employment Opportunities

Programmes are also 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.

Respect for Freedom of Association

CapitaLand abides 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 sign employment contracts with clearly stated employment terms and conditions for employees to understand. This includes employment terms on salary and allowances, (statutory) contributions/ deductions, leave entitlements, insurance and medical benefits etc.

To ensure that CapitaLand remains competitive and able to attract and retain talent, it engages external consultants to benchmark the Trusts' compensation packages it owns against relevant talent markets. Beyond base salaries, other components of the compensation packages encompass short-term cash bonuses and long-term equity-based reward plans.

In Singapore, the Central Provident Fund (CPF) enables all working Singaporeans and Permanent Residents to secure salaried workers' retirement. As part of the CPF scheme, CapitaLand and its employees make monthly contributions to the employees' CPF account in accordance with the prevailing regulations.

All regular full-time employees undergo an annual performance review where there is an open discussion on the staff's performance, areas for improvement, developmental needs and career plans.

CapitaLand 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 Group profitability and shareholder return targets.

More than 58% of staff have been with the Manager for five years or longer. The company also interviews resigning staff as part of its continuing efforts to improve its 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 shareholder value. Its robust performance management system ensures

²⁰ The four new hires comprised one female and two males less than 30 years old and one female between 30-50 years old.

that all staff receive regular performance and career development reviews.

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 entitled to parental leave. In FY2020, three employees went on maternity and paternity leave with all returning to work in the same period.

Job Security

CapitaLand is committed to providing meaningful jobs for its staff. This is in line with the revised Tripartite Guidelines on Managing Excess Manpower and Responsible Retrenchment issued by the Singapore Ministry of Manpower 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.

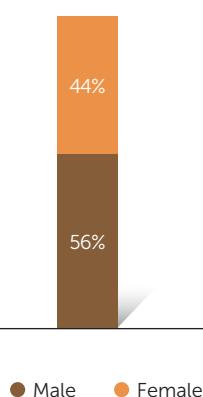


Profile of Employees

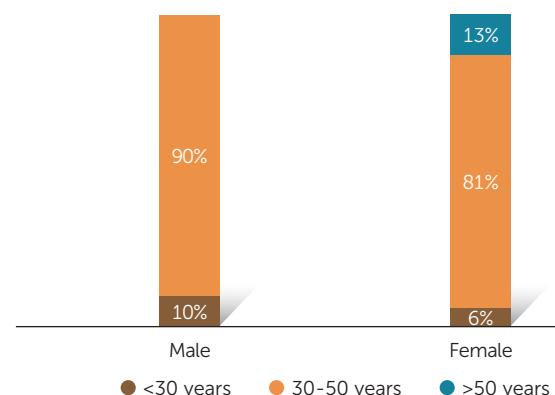
As at 31 December 2020, the Manager had a total employee strength of 36 full-time permanent employees in Singapore, comprising 20 males and 16 females.

Figure 6: Employee Charts for FY2020

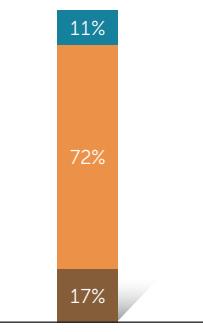
EMPLOYEES BY GENDER



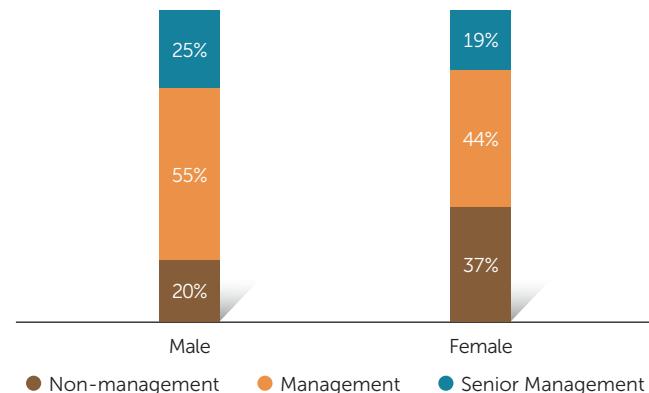
EMPLOYEE PROFILE BY AGE AND GENDER



EMPLOYEE PROFILE BY EDUCATIONAL QUALIFICATIONS



EMPLOYEE PROFILE BY SENIORITY AND GENDER



SOCIAL

EMPLOYEE WELL-BEING

The Essential On-Premise Personnel were rostered on staggered hours as per authority guideline. Such measures to safeguard health and well-being were introduced prior to Government's regulations.

Through the flexible work arrangement policy, employees are able to enjoy flexible work hours, working from home or part-time work arrangements depending on their needs.

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 Group Employees Communication Sessions and the CapitaLand intranet, which updates employees on the Group's 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 to the company. Under CapitaLand's robust performance management system, 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.

CapitaLand practises an open-door policy, allowing all staff to obtain a fair review and a prompt response to problems or concerns relating to any aspect of their employment with the Group. This includes harassment, grievance handling and whistle-blowing policies applicable to all staff. Staff can also raise their concerns to a higher level of management or to the Human Resource (HR) department.

The Manager recognises that employee engagement is all the more important as employees shift to remote ways of working.

Caring for Employees

Wellness Wednesday

Employees are given the flexibility to participate in group activities, or independently take part in their own wellness activities every Wednesday from 5pm. During the Circuit Breaker period, many online programmes were conducted to support employees to achieve work-life integration and to better manage stress. These weekly virtual workout sessions were continued post Circuit Breaker.



CapitaLand Cares Quiz

CapitaLand Cares Quiz was run for all Singapore-based employees. The purpose of this quiz was to reinforce their knowledge about COVID-19 and, to have some fun during this trying period. About 300 employees participated in the quiz and CapitaLand Care Hampers were couriered to the homes of all winners.



CapitaLand Sing & Win National Day Contest

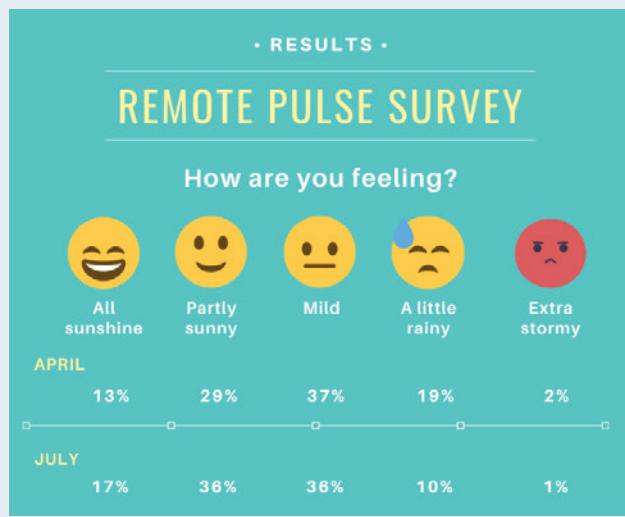
Employees took video selfies individually or with their colleagues or friends and sung their favourite National Day songs.



Communicating and Listening

Remote Work Pulse Survey

CapitaLand conducted two pulse surveys in April and July 2020 to "check-in" on employees. Through the two surveys, CapitaLand found out how staff was doing and better understood their needs and challenges faced.



CL Group Staff Communication Session

Communication is a critical part of engaging employees and the Group has organised four staff communication sessions on the Group level from February to August 2020. On average, over 2,000 employees globally joined each virtual staff communication session. This platform provides an interactive element to promote two-way conversation between the management and employees.



Inspiring employees through award recognition

Core Values Ambassador Awards



The CapitaLand Core Values Ambassador Awards are given out annually to individuals and teams who have exhibited behaviours of the 4 core values "WE ARE ONE". Individuals and teams who have made exceptional contributions to improve company culture, working relationships and/ or business results were recognised during the CapitaLand's 20th Anniversary virtual celebration.

Enterprise Awards

The inaugural CL Enterprise Awards was launched on 15 October 2020 to encourage and promote an innovation culture and to recognise individuals or teams for seeking creative solutions to challenging problems, innovating processes to achieve better productivity or embracing technology to transform their businesses.

SOCIAL

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. Besides on-the-job exposure, there are many opportunities for job rotation, mentoring and coaching to allow staff 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.

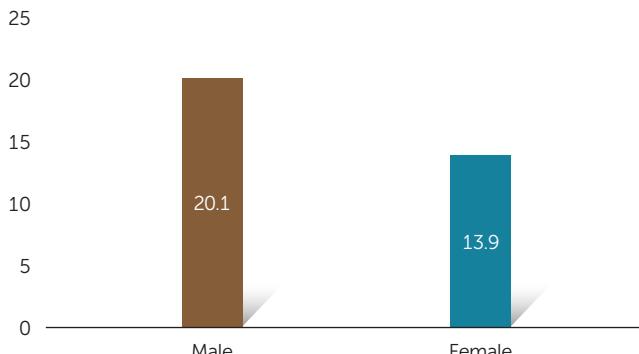
In FY2020, 97% of the Manager's employees attended at least one learning event, and the average number of training hours completed by each employee for the year was more than 17 hours. Due to restrictions from COVID-19, employees were unable to attend courses in-person. With training providers cancelling most of the physical classroom courses, there was also a delay in the conversion of these courses to virtual learning. As a result, employees attended fewer courses, resulting in the drop in the training hours achieved.

Upskilling the Workforce for the Future

In anticipation of technological changes and its impact on the skillsets of its staff, CapitaLand has a series of programmes to upskill its staff to ensure they remain relevant and contribute to the company. CapitaLand organised a series of sessions where industry experts were invited to share insights on topics and trends related to its business.

Figure 7: Average Training Hours by Gender and by Employee Category

AVERAGE LEARNING HOURS BY GENDER



CLM: EMPOWERMENT DURING UNCERTAIN TIMES VIRTUAL CLASSROOM SERIES

Empowerment During Uncertain Times is a specially curated training series which is mapped to our CapitaLand Leadership Model (CLM).

Leading Virtual Team
Module 1: The Virtual Leader @ CapitaLand
Module 2: Virtual Team Strategies

Module 1: 15 May (2pm to 4pm)
Module 2: 20 May (2pm to 4pm)
Coaching: 28 May (2pm to 4pm)

Challenge Your Thinking: Enabling Performance Remotely
Module 1: Challenging Assumptions
Module 2: Enhancing Personal Effectiveness

Module 1: 14 May (2pm to 4pm)
Module 2: 21 May (2pm to 4pm)
Coaching: 28 May (2pm to 4pm)

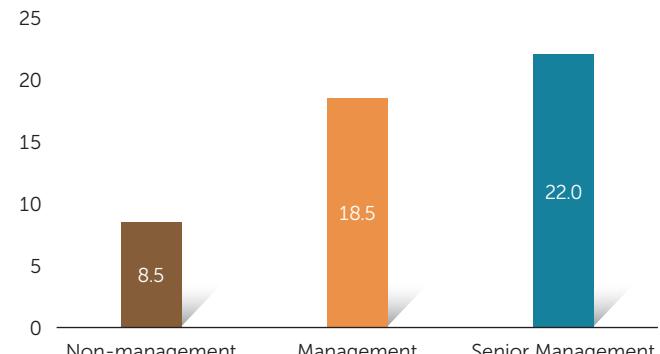
Delivering Despite Challenges
Module 1: Leveraging Remote Working
Module 2: Managing Performance Virtually

Module 1: 19 May (9:30am to 11:30am)
Module 2: 20 May (9:30am to 11:30am)
Coaching: 28 May (9:30am to 11:30am)

Participants need to attend all the sessions for an holistic learning experience.
Please click on "Registration" for more details and to register your seat.

Virtual classroom on 'Empowerment During Uncertain Times'
– specially curated training series under CapitaLand Leadership Model

AVERAGE LEARNING HOURS BY SENIORITY



SOCIAL AND RELATIONSHIP CAPITAL



**STAKEHOLDER
ENGAGEMENT**



**PRODUCTS AND SERVICES
(INCLUDES CUSTOMER
HEALTH AND SAFETY)**

STAKEHOLDER ENGAGEMENT

The Manager and Asset & Property Managers engage with stakeholders regularly throughout the year to understand their needs. Stakeholders are groups that Ascendas Reit has a significant impact on 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. Through various engagement channels, the Manager and Asset & Property Managers seek to understand their views and respond effectively to their concerns.

Investment Community

Ascendas Reit believes that corporate transparency and two-way communication will engender stakeholder confidence. Its investor relations (IR) policy, which is available on Ascendas Reit's website ir.ascendas-reit.com/ir_policy.html, provides the framework to do these things effectively.

Its key objectives are firstly, to ensure stakeholders are equipped with accurate and timely information to make sound judgements about the company; 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 company's news through print, broadcast and digital media, as well as email alerts to those who registered to be on the mailing list via the company's website. Ascendas Reit organises various 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 in the Investor Relations section on page 62 of the Annual Report 2020.

Employees

CapitaLand actively engages its staff 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 FY2020.

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, which will resume in 2021. All feedback gathered will be reviewed to continually improve service levels to customers.

Suppliers and Contractors

Ascendas Reit works closely with its contractors and suppliers who are committed to high quality EHS standards. For more information, please refer to the Supply Chain Management segment in the Human Capital chapter.

Wider Community (Government, local community)

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

SOCIAL

CUSTOMER SATISFACTION

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 important as a result of new ways of working due to COVID-19.

Ascendas Reit understands the need to build solidarity among the community is more important than ever before. During the year, a series of community-building programmes and initiatives were developed and carried out safely in accordance with the prevailing COVID-19 regulations. While various events and engagement had to be put on hold or revised due to the situation, Ascendas Reit continues to provide high-quality programmes and well-maintained spaces where possible, ensuring safe management measures were implemented. Various COVID-19 related initiatives introduced help ensure the physical and mental well-being of customers, employees and customers were also taken care of.

Customer Experience Enhancement Initiatives in Singapore





Activating Spaces

Ascendas Reit leases auxiliary spaces to enhance the overall customer experience. Ascendas Reit works with vendors to extend services to address the lifestyle needs of the tenant community e.g. snacks/beverages vending machines, pop stations (ID photobooths, parcel collection points, gym pods) and digital display across its properties in Singapore. Ascendas Reit continues to explore and bring in new repertoire of services for its customers.



ShareLah Umbrella (left), Photo ID (middle) and Singpost Pop Stations (right) at Plaza 8, Singapore



Snacks machine at The Capricorn, Singapore



ShareLah umbrella kiosk at The Capricorn, Singapore

ShareLah SG provides an economical umbrella-sharing service to users. In November 2020, ShareLah umbrella kiosks were installed across eight new sites, bringing the total to 11 sites.



The Gym Pod at Techplace I, Singapore

The Gym Pods serve as a fitness facility for customers to exercise and get fit. Each session accommodates up to two users, which promotes safe use during the COVID-19. After each booking, users are encouraged to use the hand sanitizers provided to wipe down and disinfect the equipment. On top of these, auto air-disinfectant is sprayed after every booking and anti-microbial coating is reapplied every two weeks. The Gym Pods are also cleaned and disinfected by cleaners on a daily basis. Gym Pods are currently located at International Business Park and Techplace I.



Service Excellence

In FY2020, 77 properties underwent a Building Experience Review. The review was jointly conducted by employees across various departments together with the respective building's Property Executive. This year, a new element on COVID-19 safety measures was added into the existing checklist.

This comprehensive checklist ranges from appearance and maintenance of external façade, public spaces (carparks, public washrooms, lift lobbies) to the performance of vendors onsite such as cleaning, security and technicians. Findings would then be incorporated to improve existing infrastructure of the building or recommend them for selected asset enhancement works.

SOCIAL**Digital Engagement**

While most of Ascendas Reit's signature events were cancelled or put on hold, customer engagement continued via digital means. A series of online events ranging from fitness and wellness sessions, cocktail masterclasses, webinars and photo challenges were designed to promote knowledge sharing and improve vibrancy of the work from home environment. Customers continued to be informed and updated through 'your Workplace Community', CapitaLand's bi-weekly newsletter as well.

**Break the (WFH) Circuit
Challenge #1**

**WHAT'S YOUR
FAVOURITE
MOMENT
AT HOME?**

Break the (WFH) Circuit – Photo Challenges

Break the (WFH) Circuit - Challenge #2

**HOW IS YOUR PET KEEPING YOU
COMPANY WHILE YOU WFH?**

CapitaLand

**GET BEHIND THE BAR
MASTERCLASS**

with

AH SAM COLD DRINK STALL & **BACARDÍ**

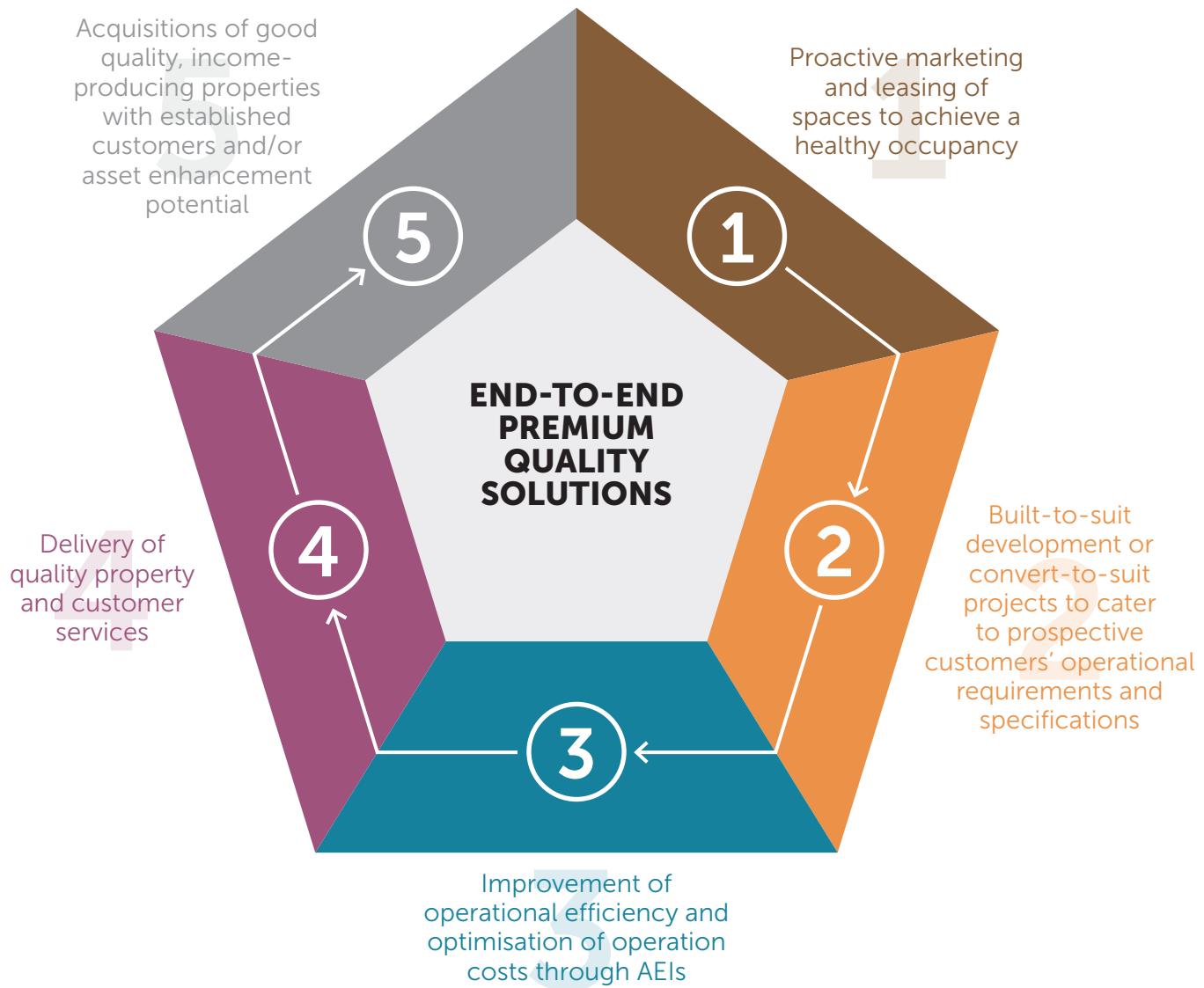
16 AUGUST 2020 (SUNDAY)
8.00PM TO 9.00PM

SIM SZE WEI
BAR MANAGER & PARTNER, AH SAM COLD DRINK STALL

MIKE CHEONG
TRADE AMBASSADOR, BACARDÍ MARTINI SINGAPORE

Get Behind the Bar – Cocktail Masterclass held in May and August 2020

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



The Manager adopts a multi-pronged approach to deliver value to its customers. This includes value-adding investments through acquisitions, developments and 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.

SOCIAL**Recent AEI projects include:****The Galen and The Capricorn, Singapore**

- › Enhancement works to building entrance and lift lobbies, common corridors to create a premium look and feel
- › Creation of new collaborative spaces and meeting rooms at the main lobby/ground floor for customers' use as a conscious effort to promote collaboration and enhance overflow of creative mindset among common areas



The Galen, Singapore



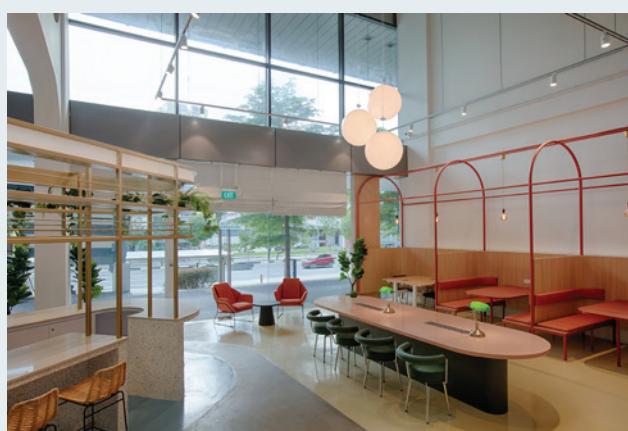
The Capricorn, Singapore

197-201 Coward Street, Sydney, Australia

- › Improvement to existing building amenities which included new end-of-trip facilities for cyclists, landscaping of external gardens and construction of an outdoor seating area

**The Workshop@Lavender, Singapore**

- › Launched in January 2020, The Workshop@Lavender is an extension to The Workshop@AMK. It is a community-based collaborative workplace for modern professionals located at Ascendas Reit's property, Aperia. Customers can choose from flexi desks, fully fitted offices space, meeting and event spaces

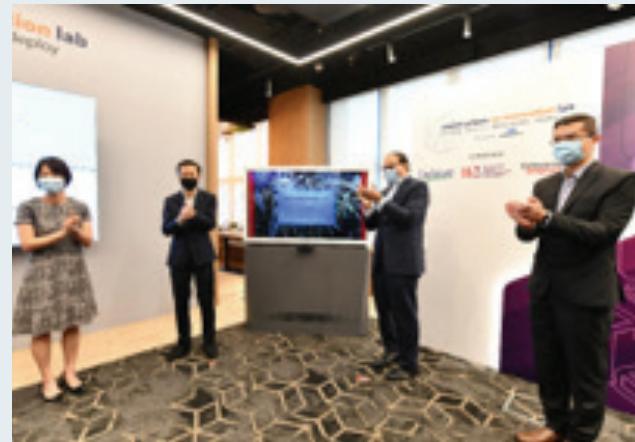


More information on the on-going asset enhancement projects undertaken by the Manager can be found on page 50 to 52 of Ascendas Reit's Annual Report FY2020.

Case Study: Smart Urban Co-Innovation Lab

The Smart Urban Co-Innovation Lab is Southeast Asia's first industry-led lab for smart cities solutions development, supported by the Infocomm Media Development Authority (IMDA) and Enterprise Singapore. Officially opened on 28 October 2020, it will bring together leaders to co-create and test innovations with local built environment and technology enterprises in a live environment within Ascendas Reit's 5G-enabled Singapore Science Park.

The Lab, powered by the latest technologies and 5G connectivity, is envisioned to be a key nexus of business partnerships and opportunities and benefit some 200 companies in Singapore over the next three years. Currently, the Lab has secured 30 industry players such as Amazon Web Services, Cisco Systems, Johnson Controls, Microsoft, MooVita, NavInfo DataTech, Schneider Electric, SPTel, TPG Telecom and Vizzio.AI, to commit to partnering local firms to co-innovate, test ideas in the Lab or pilot trials at the 55-hectare Singapore Science Park, the largest site in Singapore for trials of smart cities solutions.



This is in line with the Group's innovation approach and future-ready mindset, to remain at the forefront of technology developments so as to bring innovative and sustainable real estate solutions to customers as well as enhance sustainability.



SOCIAL

COMMUNITY DEVELOPMENT INVESTMENT AND VALUE

Advocating Staff Volunteerism

In recognition of staff's social contribution as volunteers, CapitaLand Hope Foundation (CHF) donates S\$500²¹ to an approved Institution of a Public Character (IPC) in Singapore or an International Non-Profit Organisation, or RMB1,000 to a China-based children's charity of the staff's choice when he/she has taken all three days of VSL within the year. 69% of employees volunteered in FY2020 and more than 269 hours were dedicated to community service.

Community Involvement

CapitaLand Cares @ CDC Initiative

As part of CapitaLand's commitment to improve the quality of life for vulnerable seniors, more than 140 CapitaLand staff volunteers packed and distributed festive essential care packs to over 1,600 beneficiaries under North East Community Development Council's (CDC) CARE Team programme and South West Community Development Council's Love-in-a-Bento @ South West programme. Funded by CapitaLand's philanthropic arm, CapitaLand Hope Foundation, these are initiatives under CapitaLand Cares @ CDC in partnership with the CDCs in Singapore. These programmes aimed to care and provide social support to vulnerable and isolated seniors, especially during COVID-19.

Ascendas Reit contributed to the Group's giving initiatives through the sponsorship of venues for the packing. Some examples include:



Aperia Care Pack Initiative

Initiative	Outcomes
Love-in-a-Bento @ South West by South West CDC	Over 70 CapitaLand staff volunteers packed and delivered care packs and special meals for over 400 vulnerable seniors in the South West region, using the space in the International Business Park, Singapore as the packing and collection points for the deliveries.
Festive Packs for North East CDC	More than 1,200 festive packs were packed and delivered to vulnerable seniors in the North East region by over 70 CapitaLand staff volunteers at Aperia, Singapore.

21 The donation must be used to support programmes that align with CHF's objective of helping underprivileged children aged 21 years and below in the areas of education, healthcare and shelter or vulnerable seniors in the areas of healthcare, deeper social integration and better living conditions in communities where CapitaLand operates.

CapitaLand #MealOnMe

More than 38,000 meals and 6,000 food bundles²² were provided to the elderly and other vulnerable elderly, underprivileged children and community care staff, with S\$350,000 donation from CHF and CapitaStar members via their STAR\$.®



CapitaLand's #CareKitWithLove

In support of President's Challenge 2020, volunteers including CapitaLand staff sewed over 9,000 mask pouches for children and youth with special needs as well as frontline staff from special education schools in Singapore. CHF donated S\$20 to President's Challenge 2020 for every mask pouch sewn or sold, capped at a total of S\$200,000.

Temasek Foundation's #BYOBclean Initiative

In early 2020, CapitaLand's staff participated in Temasek Foundation's #BYOBclean @SG initiative, where 1.5m households in Singapore were able to collect complimentary 500ml hand sanitizers at over 100 distribution centres island-wide including 16 CapitaLand malls.



Distribution of hand sanitisers at The Star Vista, Singapore
(Photos taken before Singapore Government implemented mandatory use of masks)



Spotlight: Promoting community engagement digitally

The Manager aims to develop meaningful stakeholder relationships with customers' employees while promoting community engagement. Through digital campaigns, customers and their employees participated in programmes aimed at community building and strengthening ties.

Innovation Made Real @ Singapore Science Park

- › The Manager worked closely with community partners – NUS Enterprise, CoSpace Park and Bridge+, to showcase Singapore Science Park at the annual innovation conference led by Enterprise SG from 7 – 11 Dec 2020
- › Digital showcase of company presentations and panel discussions on developments in areas such as MedTech, AgriTech, FoodTech, Cyber Security, Smart City, Sustainability and FinTech
- › Celebrates the inventiveness of the Singapore Science Park community and showcase it as the key destination for the innovation community in Singapore

SOCIAL INTEGRATION OF ASCENDAS REIT PROPERTIES

The Manager is committed to building safe, accessible, vibrant and quality real estate developments to enhance the lives of its customers and members of the community. Its social integration criteria include:

- › Ensuring accessibility in the built environment to people of different age groups and varying abilities;
- › Enhancing connectivity to public transport, roads, amenities and between buildings; and
- › Providing community spaces as public gathering points.

Universal Design (UD) considerations ensure that public spaces in Ascendas Reit's projects are accessible to users of different age groups and varying abilities. These include:

- › Seamless connectivity to the external surroundings, e.g. bus stops, adjacent buildings, streets and sidewalks;
- › Barrier-free access from accessible (handicapped) parking lots and family lots to lift lobbies;
- › Sheltered and barrier-free drop-off areas;
- › Accessible (handicapped) parking lots and family lots;
- › Designated pedestrian lanes in carparks; and
- › Amenities such as accessible (handicapped) toilets, lifts and nursing rooms.

INNOVATION MADE REAL SINGAPORE SCIENCE PARK

Importance of Building Communities in the Ecosystem
Thu, 10 Dec 2020 | 11:30am - 12:30pm SGT | WEBINAR

Moderator: Marion Lee, Head of Strategy Workshop and Community Experience, CoSpace Park
Panelist: Amritika De Groot, Head of Corporate Social Responsibility, Skills & Future Innovation Arm, AIA
Panelist: Benjamin Lee, Head of Business Development, Singapore Centre for International Enterprises Innovation Hub
Panelist: Ng Ming, Co-founder and Managing Partner, Tribe Accelerator
Panelist: Praveen Sim, Head, Group Chemistry & Engineering, United Overseas Bank, Head, The FinTech

Panel discussion on the importance of building communities in the Ecosystem

INNOVATION MADE REAL SINGAPORE SCIENCE PARK

MedTech in a COVID-19 World
Wed, 9 Dec 2020 | 3:00pm - 4:15pm SGT | WEBINAR

Moderator: Dr Mayson Goh, Assistant Director of Industry & Economic Development, STFC, National Research Foundation
Panelist: Peter Novak, Head of Business Development of Asia Pacific, Johnson & Johnson
Panelist: Dr. Jit Thuman, Chief Executive Officer, Biogen
Panelist: Prof. Lee Tan-Chem, CEO of the Laboratory Medicine, College of Medical and Dental Sciences, Singapore
Panelist: Tali Wong Boon, Chief Executive Officer, DigiPen Institute of Technology

Panel discussion on Medtech in a COVID-19 world

SOCIAL

National Day Together

- › This year, CapitaLand hosted a National Digital campaign to commemorate Singapore's 55th birthday
- › The campaign was held across Singapore Science Park's Facebook page, a dedicated microsite 'Community Connections' as well as through the 'you Workplace Community' newsletter
- › A series of events ranging from employee nomination contests, quizzes, fun facts and trivia, how-to videos and lucky draws were hosted on Facebook
- › Appreciation notes to customers and service partners as well as nominees of the Community Ambassador were shared regularly showcasing their contribution during the COVID-19 pandemic



This digital campaign received overwhelming response from customers, members of the public and community members of Ascendas Reit.

Singapore Science Park's Facebook Page

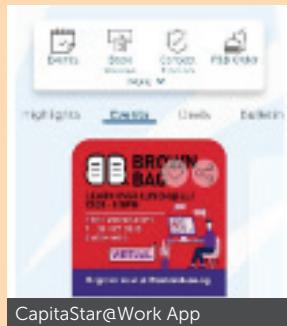
	No. of page likes increased by 510%
	662,760 users reached
	916,596 impressions made
	113,787 interactions with the posts

Community Connections Microsite

	8888+ page views
	143 wishes from members of the public and
	49 wishes from community members

Live It Up!

- › First introduced in 2019, the annual digital wellness and sustainability series Live It Up! was held from November to December 2020 to encourage and empower the CapitaLand's Workspace community to take charge and work towards a healthier and greener lifestyle – anytime and anywhere
- › The 12-day digital initiative featured engagement pieces on insightful tips and facts with contests and giveaways to encourage participation.
- › #WaysITakeCharge social media contest where participants were encouraged to share any wellness or sustainability-related actions taken during Live It Up!
- › Water The Community Plant, a seven-day challenge where participants learnt how to positively impact the environment and their well-being through actionable steps
- › The campaign was held across a myriad of platforms including the official website, eDMS, respective Facebook pages as well as the CapitaStar@Work app



CapitaStar@Work App



Water The Community Plant Challenge

GOVERNANCE

MATERIAL ISSUES



COMPLIANCE



BUSINESS ETHICS

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

GOVERNANCE

ORGANISATIONAL CAPITAL

The Manager is committed to the highest level of corporate governance and transparency in the execution of policies and processes as this is fundamental to the management and operational protocols of Ascendas Reit. This is founded on the belief that good governance is essential in building trust and confidence with stakeholders which ultimately determines the success of the business. To guide employees in making the right business decisions, Ascendas Reit builds and maintains a strong organisational culture, guided by CapitaLand's Core Values.

FRAUD, BRIBERY AND CORRUPTION (FBC) RISK MANAGEMENT FRAMEWORK

CapitaLand adopts a strict zero-tolerance stance against any FBC in the conduct of its business activities and expects all employees to be committed to the highest standards of integrity and professionalism in their work and business dealings.

The FBC Risk Management Framework has been set in place to manage FBC risks in an integrated, systematic and consistent manner.

FBC Risk Management Framework		
Board Oversight & Senior Management Involvement		
FBC Risk Management Strategy		
Prevention	Detection & Monitoring	Response
<ul style="list-style-type: none"> ➢ Process-specific Controls ➢ Risk Assessment ➢ Know & Manage Third Party ➢ Managing Conflicts of Interest ➢ Hiring 	<ul style="list-style-type: none"> ➢ Detection of Irregularities ➢ Monitoring of Fraud Risk Profile ➢ Independent Review & Audit ➢ Report Fraud Incident 	<ul style="list-style-type: none"> ➢ Investigation ➢ Insurance & Recovery ➢ Protocol to observe when contacted by Authorities ➢ Disclosure to Authorities & Media ➢ Disciplinary Actions ➢ Review of Controls
Risk-Aware Culture		

Together with various CapitaLand's policies and procedures, the FBC Risk Management Policy is published on the CapitaLand's intranet and accessible by staff. The policies CapitaLand has implemented aim to detect and prevent FBC by:

- offering staff fair compensation packages, based on practices of pay-for-performance and promotion based on merit; and providing various healthcare subsidies and financial assistance schemes to alleviate common financial pressures faced by its staff
- documenting policies and work procedures which incorporate internal controls to ensure that adequate checks and balances are in place. Periodic audits are also conducted to evaluate the efficacy of these internal controls
- building and maintaining the right organisational culture through its core values, educating its staff on business conduct and ethical values

CapitaLand's zero-tolerance policy on FBC extends to its business dealings with third parties (including joint venture partners, suppliers/vendors, contractors, subcontractors, agents, advisors, consultants and others performing work or services for or on behalf of CapitaLand). Pursuant to this policy, it requires that certain agreements of the Group incorporate anti-corruption provisions.

A whistle-blowing policy (www.ascendas-reit.com/en-the-manager/corporate-governance/whistleblowing-policy.html) and other procedures are in place to provide employees and external parties who have dealings with the Group, with a well-defined, accessible and trusted channel to report suspected malpractice or impropriety in the workplace. It also allows for the independent investigation of any reported incidents and appropriate actions for follow up. The objective of the whistleblowing policy is to encourage the reporting of such matters – staff or external parties making any report in good faith will be able to do so with confidence, treated fairly, and to the furthest extent possible, be protected from reprisal if any.

	Perpetual Targets		Performance
	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 143 of the Corporate Governance Report in the Annual Report 2020.

TRAINING

The Manager believes that having the right risk culture and people with the right attitude, values and knowledge are fundamental to its success. CapitaLand has implemented initiatives to ensure that all staff understand CapitaLand core values and principles that shape the way it works and functions. This is a module in the CapitaLand Immersion Programme (CIP) for new staff from various countries. For existing staff, there are training courses in Singapore such as "CapitaDNA: Strengthening Core Values", where specific examples and applications of the company's core values in the workplace are shared. CapitaLand has a dedicated training module for new staff orientation which has since been converted to an e-learning module and launched in 4Q FY2020.

RISK MANAGEMENT AND INTERNAL CONTROLS

The Manager maintains an adequate and effective system of risk management and internal controls that enables the Manager to manage risks in an integrated and structured manner. The Board is responsible for the governance of risks across the Group. The role of the Board includes determining the Group's risk appetite; overseeing Group's Enterprise Risk Management (ERM) Framework; regularly reviewing the Group's risk profile, material risks and mitigation strategies; and ensuring the adequacy and effectiveness of the risk management framework and policies. It is assisted by the Audit & Risk Committee (ARC) which provides dedicated oversight of risk management at the Board level.

Annually, the Manager coordinates Risk and Control Self-Assessment (RCSA) exercise that requires business units and corporate functions 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 Ascendas Reit 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. Awareness and preparedness for potential risks affecting its business continuity helps the Group minimise the impact of disruption to its business operations. CapitaLand has a Business Continuity Management Policy to guide the business units in the implementation of business continuity plans. Periodic exercises have been conducted with its results recorded for continual improvements to be made.

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 CapitaLand 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 institute measures to minimise vulnerability exposure and manage threat vectors. Appropriate measures taken include implementing data protection measures, updating CapitaLand IT Security Policy and Data Protection Framework to ensure relevancy, raising employees' IT security awareness through training and knowledge of remediation protocols, conducting annual IT disaster recovery exercise to ensure business recovery objectives are met and engaging independent security service providers to conduct vulnerability assessment to further strengthen the IT systems.

There were no cases of material non-compliance with laws and regulations in the financial year, a record the Manager endeavours to uphold. For further details on the risk management process, please refer to pages 144 to 149 of the Enterprise Risk Management Report in the Annual Report 2020.

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. There were 4 properties within the Australia portfolio and 25 properties within the United States portfolio under Ascendas Reit's operational control.

Data for energy and GHG emissions from the following reporting periods have been included in the Integrated Sustainability Report 2020:

- 2020: 1 January 2020 to 31 December 2020
- 2019: 1 January 2019 to 31 December 2019

Energy Consumption within the organisation

Energy consumption is consumed from purchased electricity in Singapore, Australia and United States, as well as diesel and natural gas in Australia and United States. 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, natural gas and diesel in Australia and United States, expressed in tonnes of CO₂. There are negligible Scope 1 emissions for Ascendas Reit's properties in Singapore.

Scope 2 emissions are calculated from the consumption of grid electricity in Singapore, Australia and United States expressed in tonnes of CO₂.

Emission Factors

Scope 1: Emission factors for direct energy consumption are taken from the Intergovernmental Panel on Climate Change (IPCC) emission factor database (i.e. 74.1 tCO₂/TJ for diesel and 56.1 tCO₂/TJ for natural gas)

Scope 2: Emission factors for the calculation of electricity consumption are taken from the Singapore Energy Statistics 2020 published by the Energy Market Authority in Singapore (0.4085 kg CO₂/kWh), the National Greenhouse Accounts Factors 2020 for New South Wales and Australian Capital Territory (0.81 kg CO₂-e/kWh), the Emission Factors for Greenhouse Gas Inventories published by the US Environmental Protection Agency (EPA) in March 2020 for Raleigh and San Diego (743.3 lb CO₂/MWh) and Portland (639 lb CO₂/MWh).

Emission factors were not used in the calculation for properties in Queensland as actual data was provided by the local utility provider.

Water Consumption

Sources of water withdrawn by Ascendas Reit properties include municipal water utilities across Singapore, Australia and United States. 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 three countries.

Waste Management

Only non-hazardous waste is disposed by Ascendas Reit. Third-party certified waste contractors are engaged across Singapore, Australia and the United States. 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 United States, waste is disposed via recycling and sent to landfills.

Water Intensity

Water intensity ratio is calculated by the total volume of water consumed, relative to effective GFA, expressed as m³/sq m.

APPENDIX B: GRI CONTENT INDEX

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
GRI 102: General Disclosures 2016			
Organisational profile			
102-1	Name of the organisation	About this Report	Page 2
102-2	Activities, brands, products, and services	About this Report	Page 2
102-3	Location of headquarters	About this Report	Page 2
102-4	Location of operations	About this Report	Page 2
102-5	Ownership and legal form	About this Report	Page 2
102-6	Markets served	About this Report	Page 2
102-7	Scale of the organisation	Operating Context Management of Human Capital - Profile of Employees	Page 35
102-8	Information on employees and other workers	Management of Human Capital – Profile of Employees	Page 35
102-9	Supply chain	Supply Chain Management	Pages 32 to 33
102-10	Significant changes to the organisation and its supply chain	Please refer to Chairman's Message and the Manager's Review of FY2020 in the Annual Report FY2020	Annual Report FY2020 pages 14 to 18
102-11	Precautionary Principle or approach	Please refer to the Corporate Governance report in the Annual Report FY2020	Annual Report FY2020 pages 110 to 143
102-12	External initiatives	Tripartite Alliance for Fair and Progressive Employment Practices	
102-13	Membership of associations	Institute of Policy Studies, REITAS (Reit Association of Singapore)	
Strategy			
102-14	Statement from senior decision-maker	Board Message	Pages 4 to 5
102-15	Key impacts, risks and opportunities	Financial Capital; Environmental and Manufactured Capital; Human Capital; Social and Relationship Capital; Organisational Capital; Enterprise Risk Management in Annual Report FY2020	Page 14 Page 18 Pages 28 to 29 Pages 39 to 41 Pages 51 to 53 Annual Report FY2020 pages 144 to 149
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	Sustainability Commitment	Pages 8 to 9
Governance			
102-18	Governance structure	Board, Top Management Support and Employee Involvement; Corporate Governance report in Annual Report FY2020	Annual Report FY2020 pages 110 to 143
102-20	Executive-level responsibility for economic, environmental, and social topics	Board, Top Management Support and Employee Involvement	Page 10
102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement	Pages 39 to 41
102-22	Composition of the highest governance body and its committees	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2020 pages 110 to 143
102-24	Nominating and selecting the highest governance body	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2020 pages 110 to 143

APPENDIX B: GRI CONTENT INDEX

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
102-25	Conflicts of interest	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2020 pages 110 to 143
102-29	Identifying and managing economic, environmental, and social impacts	Materiality	Page 11
102-31	Review of economic, environmental, and social topics	Materiality	Page 11
102-32	Highest governance body's role in sustainability reporting	Materiality	Page 11
102-35	Remuneration policies	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2020 pages 110 to 143
102-36	Process for determining remuneration	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2020 pages 110 to 143
Stakeholder engagement			
102-40	List of stakeholder groups	Stakeholder Engagement	Pages 39 to 41
102-41	Collective bargaining agreements	Human Capital	Page 34
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	Pages 39 to 41
102-43	Approach to stakeholder engagement	Stakeholder Engagement	Pages 39 to 41
102-44	Key topics and concerns raised	Stakeholder Engagement	Pages 39 to 41
Reporting practice			
102-45	Entities included in the consolidated financial statements	About this Report	Page 2
102-46	Defining report content and topic Boundaries	About this Report	Page 2
102-47	List of material topics	Materiality	Page 11
102-48	Restatements of information	Environmental and Manufactured Capital	Pages 22 to 23
102-49	Changes in reporting	N.A.	—
102-50	Reporting period	About this Report	Page 2
102-51	Date of most recent report	FY2019	—
102-52	Reporting cycle	Annual	—
102-53	Contact point for questions regarding the report	About this Report	Page 2
102-54	Claims of reporting in accordance with the GRI Standards	About this Report	Page 2
102-55	GRI content index	GRI Content Index	Pages 55 to 58
102-56	External assurance	No external assurance. The Manager relies on the external assurance of CapitaLand's Sustainability Report. Ascendas Reit's portfolio and employees are part of CapitaLand's reporting.	—
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Materiality	Page 11
103-2	The management approach and its components	Financial Capital; Environmental and Manufactured Capital; Human Capital; Social and Relationship Capital; Organisational Capital	Pages 14 to 16 Pages 17 to 25 Pages 26 to 38 Pages 39 to 50 Pages 51 to 53
103-3	Evaluation of the management approach	Financial Capital; Environmental and Manufactured Capital; Human Capital; Social and Relationship Capital; Organisational Capital	Pages 14 to 16 Pages 17 to 25 Pages 26 to 38 Pages 39 to 50 Pages 51 to 53

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
Topic-Specific Disclosures			
Economic Benefit			
201-1	Direct economic value generated and distributed	Financial Review Financial Statements	Annual Report FY2020 pages 12, 150 to 256
203-1	Infrastructure investments and services supported	Social and Relationship Capital	Pages 46 to 47
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	Organisational Capital	Page 53
205-2	Communication and training about anti-corruption policies and procedures	Organisational Capital	Pages 52 to 53
205-3	Confirmed incidents of corruption and actions taken	Organisational Capital	Page 53
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Environmental and Manufactured Capital	Pages 22 to 23
302-3	Energy intensity	Environmental and Manufactured Capital	Pages 22 to 23
GRI 303: Water and Effluents 2018			
303-1	Management Approach: Interactions with water as a shared resource	Environmental and Manufactured Capital	Page 23
303-2	Management Approach: Management of water discharge-related impacts	Environmental and Manufactured Capital	Page 23
303-3	Water withdrawal	Environmental and Manufactured Capital	Page 23
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG Emissions	Environmental and Manufactured Capital	Pages 22 to 23
305-2	Energy indirect (Scope 2) GHG Emissions	Environmental and Manufactured Capital	Pages 22 to 23
305-4	GHG Emissions Intensity	Environmental and Manufactured Capital	Pages 22 to 23
GRI 306: Effluents and Waste 2016			
306-2	Waste management	Environmental and Manufactured Capital	Page 24
GRI 307: Environmental Compliance 2016			
307-1	Non-compliance with environmental laws and regulations	Organisational Capital	Page 53
GRI 308: Supplier Environmental Assessment 2016			
308-1	New suppliers that were screened using environmental criteria	Human Capital	Page 32
GRI 401: Employment 2016			
401-1	New hires and employee turnover	Human Capital	Page 34
401-3	Parental leave	Human Capital	Page 35
GRI 402: Labor/Management Relations 2016			
402-1	Notice period regarding operational changes	Human Capital	Pages 34 to 35
GRI 403: Occupational Health and Safety 2018			
403-1	Management Approach: Occupational health and safety management system	Human Capital	Page 26 to 31
403-2	Management Approach: Hazard identification, risk assessment, and incident investigation	Human Capital	Pages 26 to 27
403-3	Management Approach: Occupational health services	Human Capital	Pages 26 to 31
403-4	Management Approach: Worker participation, consultation, and communication on occupational health and safety	Human Capital	Pages 26 to 29

APPENDIX B: GRI CONTENT INDEX

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
403-5	Management Approach: Worker training on occupational health and safety	Human Capital	Pages 26 to 29
403-6	Management Approach: Promotion of worker health	Human Capital	Pages 26 to 31
403-7	Management Approach: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital	Pages 26 to 31
403-9	Work-related injuries	Human Capital	Page 29
403-10	Work-related ill health	Human Capital	Page 29
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Human Capital	Page 38
404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital	Page 38
404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital	Page 34
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective action taken	Human Capital	Pages 34 to 35
GRI 408: Child Labor 2016			
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	Pages 34 to 35
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour, and measures taken to eliminate it	Human Capital	Pages 34 to 35
GRI 412: Human Rights Assessment 2016			
412-1	Operations subjected to human rights reviews	Human Capital	Pages 34 to 35
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments and development programmes	Social and Relationship Capital	Pages 48 to 50
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	Human Capital	Page 32
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	Human Capital	Pages 26 to 31
416-2	Non-compliance regarding health and safety of products and services	Human Capital	Pages 26 to 31
GRI 418: Customer Privacy 2016			
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.	
GRI 419: Socioeconomic Compliance 2016			
419-1	Non-compliance with laws and regulations in the social and economic area	Organisational Capital	Page 52
GRI G4 Sector Disclosures: Construction and Real Estate			
CRE-8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment	Environmental and Manufactured Capital	Pages 19 to 20

APPENDIX C: UNITED NATIONS GLOBAL COMPACT

10 PRINCIPLES OF THE UN GLOBAL COMPACT

Principles	Page Reference
Human Rights	
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights
Principle 2	Make sure that they are not complicit in human rights abuse
Labour	
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
Principle 4	Elimination of all forms of forced and compulsory labour
Principle 5	Effective abolition of child labour
Principle 6	Elimination of discrimination in respect of employment and occupation
Environment	
Principle 7	Businesses should support a precautionary approach to environmental challenges
Principle 8	Undertake initiatives to promote greater environmental responsibility
Principle 9	Encourage the development and diffusion of environmentally friendly technologies
Anti-corruption	
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery



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