



A Member of CapitaLand

M A K I N G — A N — I M P A C T

ASCENDAS REIT
INTEGRATED SUSTAINABILITY REPORT
FY2019

MAKING AN IMPACT

Ascendas Real Estate Investment Trust (Ascendas Reit) continues to stay at the forefront of the real estate investment trust sector as Singapore's first and largest business space and industrial REIT, building on a solid portfolio of 200 quality investments in business and industrial properties in four markets globally.

The radial patterns found in this report are symbolic of our well-diversified portfolio and aim to expand our footprint across selected developed markets.

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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.

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.

SUSTAINABILITY HIGHLIGHTS FY2019

COMMITMENT TO THE ENVIRONMENT

Total **electricity consumption** and corresponding **carbon emissions** fell in FY2019. Achieved target of 3% **reduction of energy intensity for buildings** managed by the Singapore Property Manager from FY16/17.



NURTURING COMMUNITIES

In the spirit of giving back to the community, employees under the Manager volunteered their time and efforts at the Foundation of Slum Orphanage in Bangkok, Thailand, interacting with the young children and donating groceries to the beneficiaries.



6 properties were installed with **rooftop solar panels** and can collectively generate an estimated 10,000 megawatt hours of energy, helping to remove **over 4.3 million kilogrammes of carbon dioxide emissions** annually.



16 **Electric Vehicle (EV) charging lots** added in FY2019, bringing the total to **40 lots across 8 properties**.

AWARDS HIGHLIGHT



Singapore Corporate Award
Best Annual Report – Silver award (REITs & Business Trusts category)

SIAS Investors' Choice Awards
Sustainability Award – Runner Up (REITs & Business Trusts category)

Alpha Southeast Asia Corporate Institutional Investor Awards

Best CFO in Singapore, Most Consistent Dividend Policy and Best Strategic Corporate Social Responsibility

DELIGHTING OUR CUSTOMERS

- ▶ **QUALITY ACTIVATED SPACES**
- ▶ **HOLISTIC PROGRAMMES**
- ▶ **SERVICE EXCELLENCE**



The Manager held the **CapitaLand Partners Appreciation & Star HOST Awards Evening** in November 2019 to show appreciation to its service partners including vendors and contractors.

BOARD STATEMENT & BOARD MESSAGE

BOARD STATEMENT

Ascendas Real Estate Investment Trust (Ascendas Reit or the Group) is committed to sustainability and incorporates the key principles of environment, social and governance factors in setting out its business strategies and operations.

The Board considers Economic, Environment, Social and Governance (EESG) issues such as fraud, corruption and bribery, environment, health and safety, when determining the nature and extent of material risks that Ascendas Reit is willing to take to achieve its strategic and business objectives.

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

BOARD MESSAGE

In this report, we elaborate on our EESG performance for FY2019, as we continue the journey of delivering long-term value to our stakeholders.

On 1 July 2019, Ascendas-Singbridge was officially integrated with CapitaLand Limited (CapitaLand). With this milestone, Ascendas Reit's Manager¹ and Asset/

Property Managers² are now wholly-owned subsidiaries of CapitaLand. As a CapitaLand-sponsored REIT, Ascendas Reit will be progressively implementing policies and strategies of CapitaLand on EESG issues.

The Board has incorporated EESG issues in its strategic formulation, having reviewed the nine key issues identified in the previous year and determined their continued relevance to Ascendas Reit. We will manage and monitor all EESG issues and conduct a reassessment of key issues in the coming financial year, taking into consideration the business environment and strategy.

In FY2019, Ascendas Reit completed over S\$1.7 billion of acquisitions. This included its maiden entry into the United States (US), which further diversifies its portfolio geographically and strengthens its customer base. Overseas assets made up 28% of Ascendas Reit's portfolio compared to 21% as at our last report. Overall, our portfolio has more freehold land (29.3% as at 31 December 2019 from 22.1% as at 31 March 2019) and its top 10 tenant concentration risk has been reduced (17.9% as at 31 December 2019 from 20.2% as at 31 March 2019).

Other investments during the year included a suburban office (254 Wellington Road) in Melbourne, Australia, which is expected to achieve NABERS Energy Rating of Five Star and Green Star Design rating of Five Star upon its completion in 3Q 2020, as well as the redevelopment of iQuest@IBP in Singapore, which is designed to the highest BCA Green Mark accolade of Platinum.

¹ Ascendas Funds Management (S) Limited

² Refers to Ascendas Services Pte Ltd, Ascendas Funds Management (Australia) Pty Ltd, CL International Management (UK) Ltd and CapitaLand International (USA) LLC.

To create better efficiencies within the enlarged CapitaLand Group, some functions within the Manager were consolidated under CapitaLand, resulting in a drop in the number of employees within the Manager in FY2019. Multiple integration workshops were conducted to ensure a smooth transition for the employees of the two entities. Various workstreams came together to collaborate, harmonise and transition into new processes and systems. A celebration event and annual dinner was also held in October 2019, attended by over 2,300 CapitaLand employees.

Apart from orientation programmes to help onboard the Manager's employees, CapitaLand has committed S\$5 million towards its 'Building Capability Framework' to improve the digital skills of its employees over the next two years to prepare them for the future economy. The framework was launched in Singapore in August 2019 with the target for all employees to attend at least one digital training course by 2020.

To promote employees' health and wellbeing, wellness initiatives such as weekly group physical exercise sessions, health talks and bazaar have been organised throughout the year.

In FY2019, Ascendas Reit was recognised for its sustainability reporting efforts, clinching the runner-up Award for Sustainability (REITs and Business Trusts category) by the Securities Investors Association (Singapore) (SIAS) at the Investors' Choice Award 2019. We are encouraged by this result and will continue to enhance our disclosures to our stakeholders.

We stepped up our efforts to reduce Ascendas Reit's environmental footprint. On a like-for-like basis for the Singapore portfolio, our energy intensity improved for the reporting period by 4.3% while water intensity increased by 2.2% over the same comparable time period in the previous financial year. To increase our commitment towards sustainability, we partnered with Sembcorp Industries to install more than 21,000 rooftop solar panels atop six Ascendas Reit properties in Singapore. These panels can generate more than 10,000 megawatt hours of energy annually, which is equivalent to powering about 2,300 four-room Housing & Development (HDB) flats each year. We are exploring more opportunities to generate and deploy more clean energy from our properties.

In August 2019, the employees of the Manager, together with its Chief Executive Officer, visited the Foundation of Slum orphanage (FSCC) in Bangkok, Thailand, which provides care and education for children aged from four months to five years old. In the spirit of giving back to the community, the Manager donated groceries and spent time interacting with the children in the orphanage.

We would like to express our gratitude to our stakeholders for their continued trust in and support for Ascendas Reit. We remain committed to working closely with all our stakeholders to grow our business in a responsible and sustainable manner.

ABOUT THIS REPORT

This is Ascendas Reit's third Integrated Sustainability Report. The report provides updates on its EESG performance. Between 2013 and 2017, Ascendas Reit has published five sustainability reports.

This report has been prepared in accordance with the SGX-ST Listing Manual Rule 711(B), 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.

The report focuses on the sustainability performance of Ascendas Reit's core activity as a business space and industrial Real Estate Investment Trust (REIT). Its scope covers Ascendas Reit's business operations and properties in Singapore and Australia from 1 April 2019 to 31 December 2019³ (FY2019), in alignment with the change to its Financial Year⁴.

As at 31 December 2019, Ascendas Reit's portfolio comprised 200 properties across Singapore, Australia, the United Kingdom (UK) and the US, up from 171 properties the year before. There are 70 logistics properties in Australia and the UK that are not managed by the Manager, and therefore excluded from this report. The 28 business park properties in the US as well as two properties in Singapore that were only acquired on 11 December 2019 are also excluded from this report given the short holding period. One Singapore property was divested during the financial year.

Taking into account the above exclusions and taking guidance from the operational control approach⁵ as defined by the Greenhouse Gas Protocol Corporate Standard, environmental performance of 72 properties (including one property divested during the financial year) under operational control have been covered in this report. As at 31 December 2019, about 48% of Ascendas Reit's portfolio was directly under the operational control of the Asset/Property Managers, in terms of Gross Floor Area.

The multi-segmented⁶ portfolio comprised 71% and 29% of multi-tenant and single-tenant properties respectively. Please refer to pages 58 to 99 of the Annual Report FY2019 for the full list of Ascendas Reit's properties.

The Manager has not sought external independent assurance for this reporting period. Feedback on the report can be directed to a-reit@capitaland.com.

³ Data for the period of 1 January 2019 to 31 March 2019 is covered in Ascendas Reit's Integrated Sustainability Report FY18/19.

⁴ In July 2019, Ascendas Reit announced that it changed its financial year end from 31 March to 31 December. Therefore, FY2019 is a nine-month period from 1 April 2019 to 31 December 2019.

⁵ Ascendas Reit's Manager and its Asset/Property Managers did not have operational control of 129 properties in its portfolio during FY2019; hence emissions associated with fuel combustion and purchased electricity are scope 3. 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

⁶ Ascendas Reit owns properties across the following segments – Business & Science Parks/Suburban Offices, Integrated Development, Amenities & Retail (IDAR) Properties, High-Specifications Industrial Properties and Data Centres, Light Industrial Properties and Flatted Factories, and Logistics & Distribution Centres.

DELIVERING SUSTAINABLE VALUE

OPERATING CONTEXT

Ascendas Reit is Singapore's first and largest listed business space and industrial REIT, and has presence in Singapore, Australia, the UK and most recently, the US. The REIT is managed by Ascendas Funds Management (S) Limited (the Manager), a wholly-owned subsidiary of CapitaLand. Please refer to page 17 of the Annual Report FY2019 for more details on Ascendas Reit's Structure.

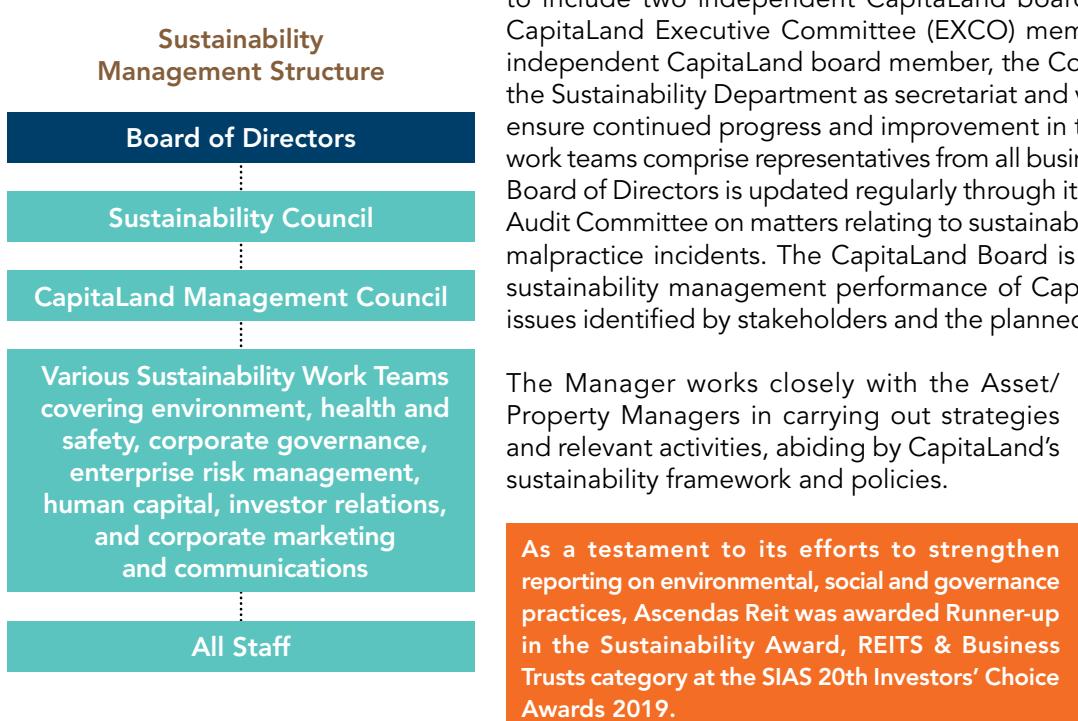
As at 31 December 2019, Ascendas Reit had a tenant base of around 1,490 international and local companies across a wide range of industries.

Figure 1. Ascendas Reit's Portfolio in Singapore, Australia, the UK and the US (as at 31 December 2019)



SUSTAINABILITY COMMITMENT

Figure 2. CapitaLand's Sustainability Management Structure



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

In 2019, the CapitaLand Sustainability Council was re-constituted to include two independent CapitaLand board members and four CapitaLand Executive Committee (EXCO) members. Chaired by an independent CapitaLand board member, the Council is supported by the Sustainability Department as secretariat and various work teams to ensure continued progress and improvement in the areas of ESG. The work teams comprise representatives from all business units. CapitaLand Board of Directors is updated regularly through its Risk Committee and Audit Committee on matters relating to sustainability risks and business malpractice incidents. The CapitaLand Board is also updated on the sustainability management performance of CapitaLand, key material issues identified by stakeholders and the planned follow-up measures.

The Manager works closely with the Asset/Property Managers in carrying out strategies and relevant activities, abiding by CapitaLand's sustainability framework and policies.

As a testament to its efforts to strengthen reporting on environmental, social and governance practices, Ascendas Reit was awarded Runner-up in the Sustainability Award, REITS & Business Trusts category at the SIAS 20th Investors' Choice Awards 2019.



DELIVERING SUSTAINABLE VALUE

CREATING VALUE

Ascendas Reit leverages on six Capitals whilst considering its operating context and enhance these capitals to generate value. Material EESG issues are grouped into these six Capitals and mapped against Ascendas Reit's efforts in creating and delivering value, together with the relevant United Nations Sustainable Development Goals (UN SDGs) supported.

Figure 3. Ascendas Reit's Value-Creating Business Model



FY2019 OUTPUTS

OUTCOMES



- > Total amount available for distribution of S\$375.4 million, DPU of 11.490 Singapore cents in FY2019
- > Healthy aggregate leverage ratio of 35.1%
- > Well-spread debt maturity profile
- > Successfully raised S\$1.3 billion via Rights Issue, which was 1.36 times oversubscribed
- > High level of natural hedges
- > >75% of borrowings effectively on fixed interest rate

- > Delivering predictable distributions
- > Achieving long term capital stability
- > Strong credit rating of A3 by Moody's
- > Sound financial metrics allow good access to various sources of funds at competitive rates
- > Well-mitigated against foreign exchange risks
- > Well-managed interest rate risks



- > Expansion of flexible workspace, The Workshop at Techplace II, Singapore
- > Developing and enhancing platforms/applications/Business Intelligence Systems
- > Fully compliant with regulatory requirements in all the markets that Ascendas Reit operates in
- > Runner up for Sustainability Award (REITs & Business Trust) at SIAS Investors' Choice Awards 2019
- > Silver Award for Best Annual Report (REITs & Business Trust) at Singapore Corporate Awards 2019

- > Wider business and industrial space options for customers
- > Improve operations management using technology
- > Effective controls and processes
- > Adaptable to opportunities and uncertainties



- > Stable portfolio occupancy (90.9%) and positive rental reversions (+6.0%)
- > Weighted average lease to expiry (3.9 years)
- > More freehold land due to acquisitions in the US and Australia
- > Acquired 28 business park properties in the US, two business park properties in Singapore and one suburban office in Australia
- > Capital recycling (divested one Singapore property)
- > Completed one asset enhancement initiative (AEI); eight AEIs/ developments/redevelopments are ongoing
- > >90% of Singapore property management suppliers/contractors attained level 3 bizSAFE or higher

- > Resilient portfolio
- > Proactive portfolio management to optimise returns
- > More geographically diversified
- > More reputable customers from diverse industries and geographies
- > All suppliers comply with applicable laws and regulations



- > 29.4 hours of training per employee
- > 100% of employees received regular performance and career development review
- > Zero cases of validated discrimination
- > Board Diversity Policy

- > Ongoing career development
- > Core values: Winning Mindset, Integrity, Respect, Enterprising
- > Gender Diversity (Board and Manager team)



- > Met targets for transactional survey and call centre satisfaction score
- > 15 health & safety related accidents in Singapore and Australia (0 reportable accidents)
- > Regular customer and supplier engagement activities, multiple employee wellness activities on a regular basis

- > Enhancing customer experiences
- > Continue to promote workplace safety and implement necessary measures to minimise accidents
- > Ascendas Reit has been ranked Singapore Top 100 Brands since 2012
- > Collaborative stakeholder (suppliers, employees, customers) relationships



- > Energy intensity of 38.91 kWh/sq m (Singapore portfolio)
- > Water intensity of 0.49 m³/sq m (Singapore portfolio)
- > 35 BCA Green Mark buildings to-date
- > Solar panels installed at six Singapore properties
- > 40 electric vehicle charging points across eight properties

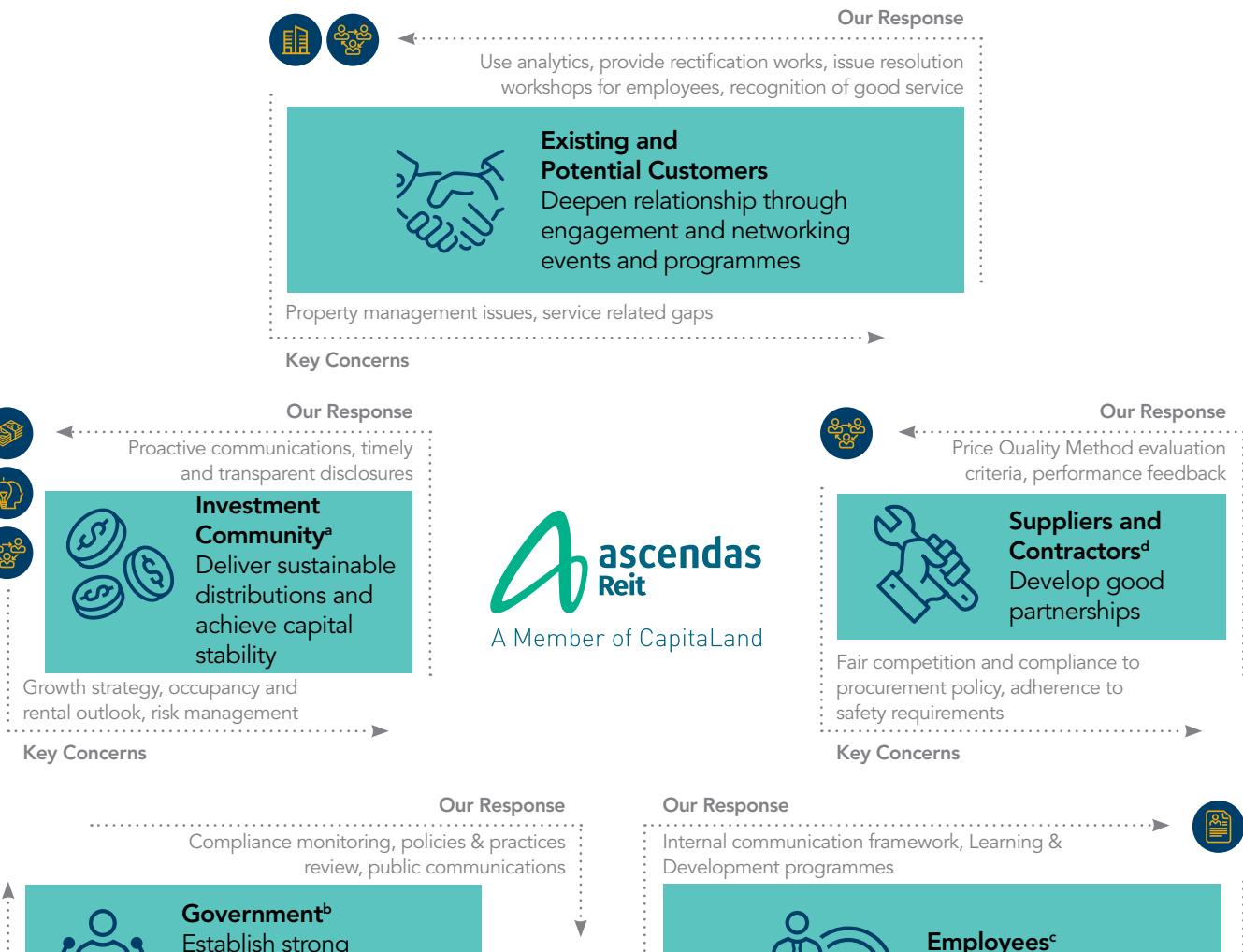
- > Lower operating costs from lower energy and water intensity
- > Inclusion in sustainability indices e.g. iEdge SG ESG Leaders Index, iEdge SG ESG Transparency Index
- > Contribute towards Singapore's 2030 solar target to deploy at least 2 Gigawatt peak of solar energy
- > Contribute towards Singapore's vision to phase out internal combustion engine vehicles and have vehicles run on cleaner energy by 2040

DELIVERING SUSTAINABLE VALUE

STAKEHOLDER ENGAGEMENT

To facilitate continuous improvement, the Manager and Asset/Property Managers engage with stakeholders regularly throughout the year to understand their needs. These stakeholders have been identified to have long-term relationships with, and high level of influence and interest in Ascendas Reit. Ascendas Reit seeks to address their concerns through various engagement channels.

Figure 4. Stakeholder Engagement



Legend

- | | | | |
|--|----------------------|--|-------------------------------|
| | Financial Capital | | Social & Relationship Capital |
| | Intellectual Capital | | Human Capital |
| | Manufactured Capital | | Natural Capital |

- a Refers to institutional and retail investors, analysts and the media
- b Refers to regulators and lawmakers
- c Employees consist of Board of Directors, Management team and employees
- d These refer to Singapore suppliers relating to property management services only

Table 1. Engagement Channels and Modes with Key Stakeholders

Frequency	Stakeholder Approach	Investment Community	Government	Customers	Employees	Suppliers & Contractors
Annually	Annual General Meeting	●				
	Engagement surveys	●	●	●	●	
	Awards	●			●	●
Quarterly	Post results luncheons	●				
Biannually	Media & analyst briefings	●				
Throughout the year	Conferences/Consultations	●	●	●	●	●
	Media releases, announcements	●	●		●	
	Feedback channels	●	●	●	●	●
	Email alerts	●			●	
As necessary	Workshops		●		●	●
	Engagement and networking events	●		●	●	●
	One-on-one Meetings	●	●	●	●	●
	Dialogues		●		●	
	Festival celebrations			●	●	●
	Career planning				●	

DELIVERING SUSTAINABLE VALUE

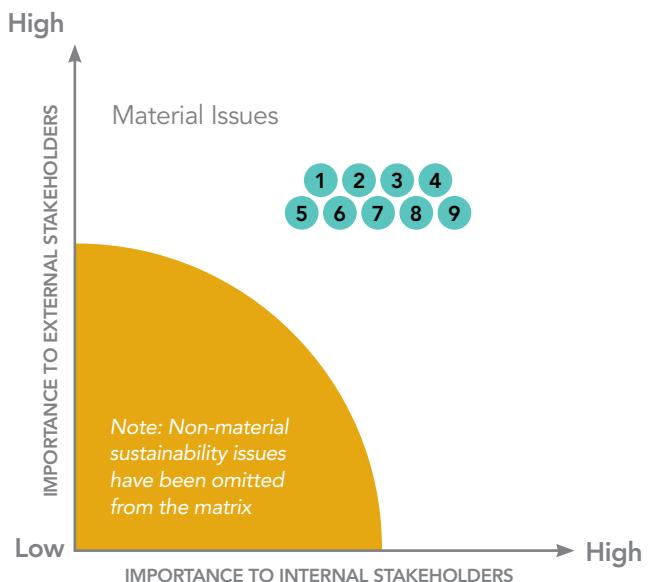
MATERIALITY ASSESSMENT: MANAGING RISKS AND OPPORTUNITIES

Ascendas Reit has identified and assessed material issues with the most significant impact to business operations and stakeholders. Following the last materiality assessment in FY17/18, the Manager and Asset /Property Managers conducted a review for the reporting year 2019 and determined that all nine issues remain relevant to Ascendas Reit. Following the integration of Ascendas-Singbridge and CapitaLand, these issues will be reassessed in the next reporting period. The assessment process and materiality matrix are as follows:

Figure 5. Materiality Assessment Process and Matrix



No.	Material Issues
1	High Standards of Corporate Governance
2	Providing End-to-End Real Estate Solutions to Meet the Needs of Customers
3	Responsible Supply Chain Management
4	Health, Safety and Security Protection
5	Security of Information
6	Adaptability to Market Changes in the Countries that Ascendas Reit operates in
7	Embracing Innovation and Technology
8	Management of Human Capital
9	Responsible Energy Consumption and Carbon Emissions

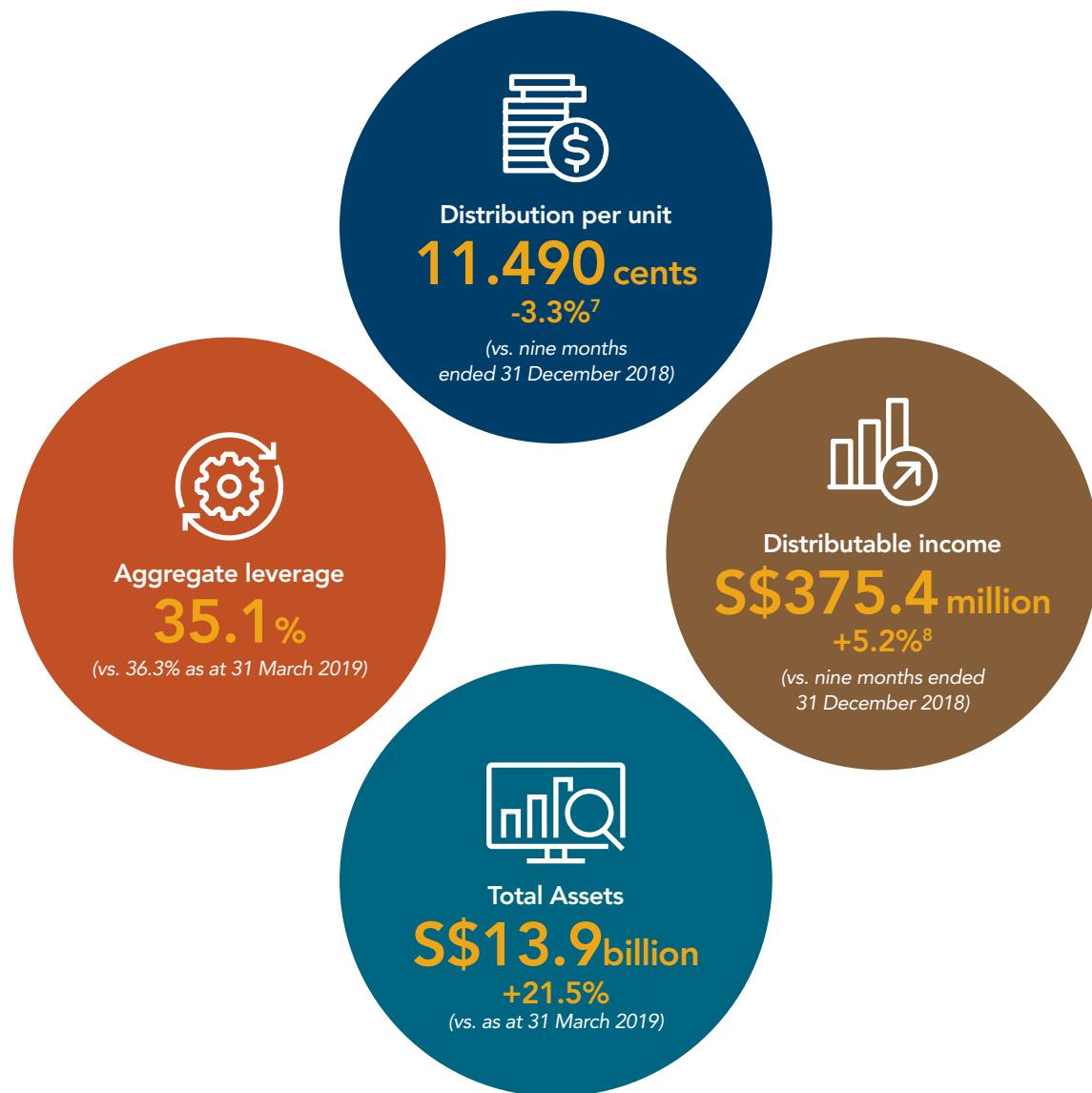


FINANCIAL CAPITAL

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 FY2019 (nine months ended 31 December 2019), it delivered a Distribution per Unit of 11.490 Singapore cents. This was 3.3% lower than the comparative period a year ago due to an enlarged number of applicable units in issue as a result of Ascendas Reit's Rights Issue in December 2019.

For a detailed breakdown on Ascendas Reit's financial performance and management of financial capital, please refer to page 33 to 46 of the Annual Report FY2019.

Figure 6. Ascendas Reit's FY2019 Performance Highlights



⁷ Due to the mismatch in timing between the contributions from the newly acquired business parks in the US and Singapore (i.e. 11 December 2019 to 31 December 2019) and the additional number of Units issued which were entitled to the full distributions for the final quarter of FY2019 (1 October 2019 to 31 December 2019).

⁸ Mainly attributable to newly acquired properties in the UK, the US and Singapore.



GOVERNANCE AND CULTURE

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.

MATERIAL ISSUE

- High Standards of Corporate Governance

KEY RISKS

- Regulatory Compliance Risks
- Operational Risks

OUR APPROACH

Manage business and commercial strategy guided by an adequate and effective system of internal controls and risk management practices



SDG supported

Ascendas Reit upholds effective governance and ensures that its business operations are in full compliance to all applicable laws and regulatory requirements.

GOVERNANCE AND CULTURE

HIGH STANDARDS OF CORPORATE GOVERNANCE

Business Ethics and Employee Conduct

All employees are expected to adhere to a comprehensive suite of policies and guidelines relating to business ethics and work discipline, some of which are described in Table 2. These policies apply to all Ascendas Reit's operations in Singapore and overseas, and are communicated to all new and existing employees. Where applicable, training is organised for employees to familiarise themselves with the relevant policies.

The Group adopts a strict zero-tolerance stance towards Fraud, Bribery and Corruption (FBC). The FBC Risk Management Policy, together with the Ethics and Code

of Business Conduct policies, provide standards for the ethical conduct of business and apply to all employees. To help employees comply, an FBC guide is made available via CapitaLand's intranet and all employees are required to undertake an e-learning programme on Managing FBC Risks.

In addition to employees, contractors and suppliers are also kept apprised of the Group's strict FBC stance. FBC clauses are included in service contracts and agreements with suppliers and partners.

Table 2. Policies and Practices Relating to Governance at Ascendas Reit

Fraud, Bribery and Corruption Risk Management Policy	Anti-Money Laundering and Countering Terrorism Financing Policy
Provides anti-bribery and anti-corruption compliance requirements to better manage FBC risks	Provides guidance on Know-Your Customer (KYC) and due diligence processes, to detect, deter and deal with incidents of money laundering, financing of terrorism and other suspicious activities
Ethics and Code of Business Conduct Policies	Whistleblowing
A series of HR policies that spell out conduct and work discipline expected of all employees. One of the key policies include guidance on Corporate Gift and Concessionary Offers	Allows employees and external parties to highlight any misdeeds or improprieties committed by employees to the Audit and Risk Committee

Perpetual target	Performance for FY2019
To achieve zero lapses in corporate governance, corruption/ employee misconduct	Achieved
Train all employees in Singapore and overseas 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 102 to 139 of the Corporate Governance Report in the Annual Report FY2019, which takes reference from the Code of Corporate Governance 2018.

GOVERNANCE AND CULTURE

Culture and Enablers

Guided by CapitaLand's Core Values, the Manager and Asset/Property Managers are committed to high standards of governance. Employees are encouraged to adopt good business conduct and ethical values in line with CapitaLand's Core Values.

Figure 7. CapitaLand's Core Values



Risk Management and 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. Their role includes overseeing the Group's Enterprise Risk Management (ERM) Framework; determining the Group's risk appetite; 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 and Risk Committee (ARC), which provides dedicated oversight of risk management at the Board level. Material EESG findings are reported on a quarterly basis or as necessary, and recommendations are made to manage or mitigate such risks. Since FY12/13, the Manager has taken active steps in disclosing the EESG performance of Ascendas Reit by publishing an annual Sustainability Report.

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.

The risk management process consists of the following steps:

- Establishing corporate goals and context
- Identifying risks
- Analysing risks
- Evaluating risks
- Treating risks
- Monitoring and reviewing risks

For further details on the risk management process, please refer to pages 140 to 145 of the Enterprise Risk Management Report in the Annual Report FY2019. There were no cases of material non-compliance with laws and regulations in the financial year, a record the Manager endeavours to uphold.



END-TO-END PREMIUM QUALITY SOLUTIONS

Ascendas Reit offers customer-centric end-to-end premium quality solutions with value-added real estate solutions.

At a time where customer expectations are ever growing. Ascendas Reit strives to cater to customers' different needs and expectations, and constantly look for ways to improve the quality of experience for its customers and visitors.

MATERIAL ISSUES

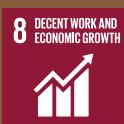
- Providing End-to-End Real Estate Solutions to Meet the Needs of Customers
- Customer Satisfaction

KEY RISKS

- Operational Risks
- Sustainability Risks

OUR APPROACH

Provide end-to-end real estate solutions, such as space solutions, planning and development, property management, integrating business, lifestyle and rental spaces to create human-centric work-live-play environments to meet the needs of customers and increase customer satisfaction



SDGs supported

Ascendas Reit provides high-quality business spaces and undertakes value-adding investments, catalysing economic growth as an effective real estate partner.

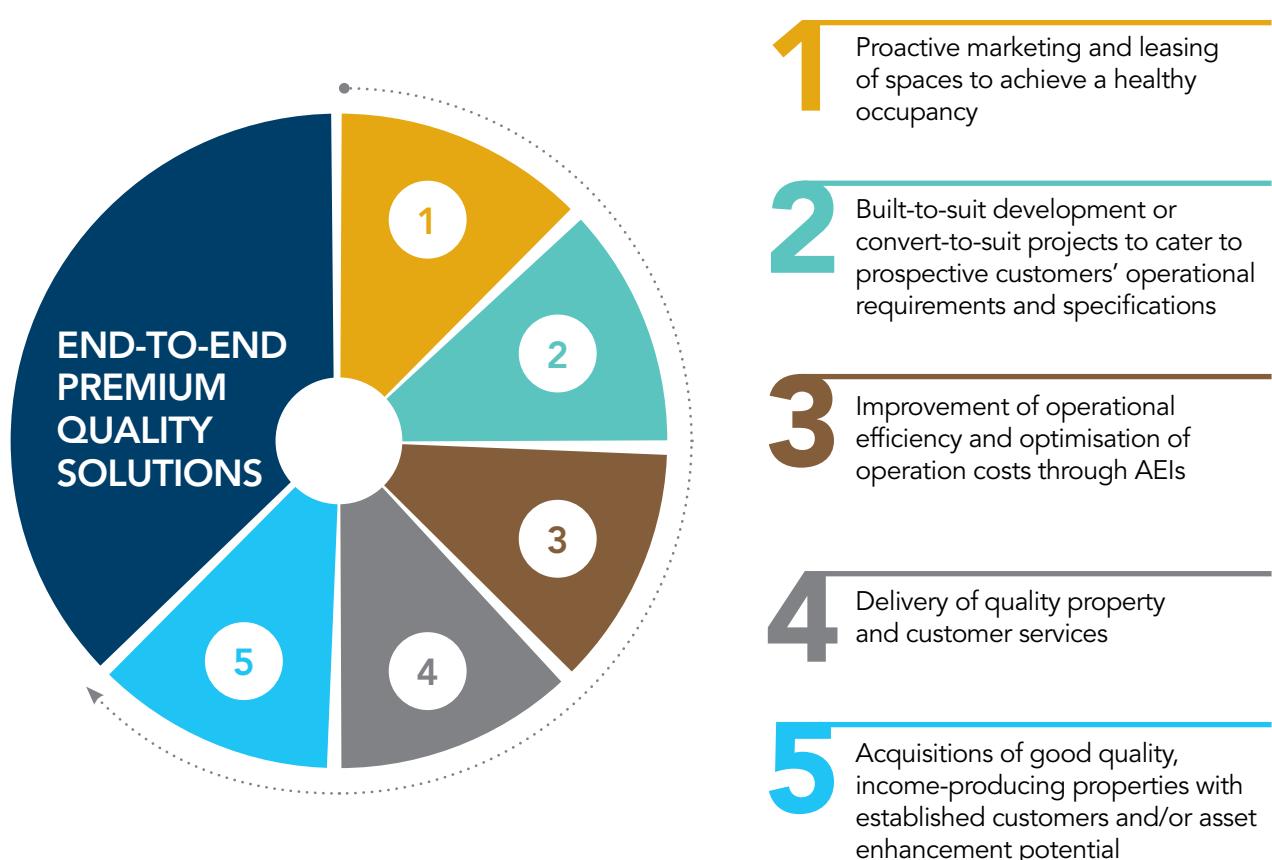
END-TO-END PREMIUM QUALITY SOLUTIONS

PROVIDING 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 (Figure 8). This includes value-adding investments through acquisitions, developments and asset enhancement initiatives (AEIs), as well as delivering quality spaces and good customer services.

Further details on acquisitions and developments can be found on pages 36 to 41 of Ascendas Reit's Annual Report FY2019.

Figure 8. Ascendas Reit's Strategy Towards End-to-End Premium Quality Solutions



AEIs 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 for different age groups and varying mobility, promoting sustainability features to improve customers' work experience and creating live-work-learn-play environments.

Recent projects include:



< **Nordic European Centre, Singapore**

Enhancement work was carried out to create collaboration spaces (e.g. main lobby, open plaza) and provide new end-of-trip facilities (e.g. secured bicycle parking and shower areas) as well as fitness facilities.

> **ONE@Changi City, Singapore**

Enhancement work was carried out to create a new lounge and discussion area at the main lobby. To improve traffic movement, the general driveway was widened and a digital feature wall was added to enhance the passenger pick-up/drop-off experience.



< **Plaza 8 (part of 1, 3 & 5 Changi Business Park Crescent), Singapore**

Futsal courts and end-of-trip facilities were added to generate vibrancy and encourage sustainable mobility within the Changi Business Park community.

More information on the on-going asset enhancement projects undertaken by the Manager can be found on page 42 to 43 of Ascendas Reit's Annual Report FY2019.

As a commitment to its stakeholders, 31 properties within Ascendas Reit's Singapore portfolio have achieved the BCA⁹ Green Mark certifications (6 Platinum, 11 Gold^{PLUS}, 6 Gold awards and 8 certified as at 31 December 2019).

To-date, an additional four properties have achieved Green Mark certifications (2 Platinum, 1 Gold^{PLUS} and 1 certified), including LogisTech which received the Platinum award for Super Low Energy¹⁰, for being a best-in-class energy efficient building. The Manager will continue to work towards obtaining Green Mark certifications for its other Singapore properties.

9 Building and Construction Authority, Singapore

10 BCA Green Mark for Super Low Energy was newly introduced on 5 September 2018

END-TO-END PREMIUM QUALITY SOLUTIONS

CUSTOMER SATISFACTION

The Manager does not stop at meeting customers' immediate needs and strives to always deliver an exceptional customer experience that also enriches lives and communities. It has in place a customer experience vision that seeks to deliver excellent service as well as provide high-quality and well-maintained spaces. It also helps to build communities through holistic programmes,

events and activities (i.e. festive, health and fitness, mass community events) across Ascendas Reit's properties, which were well-attended by tenants, visitors and employees alike in FY2019. To improve vibrancy and create a conducive work-live-play environment, the Manager also implements customer care programmes.

Figure 9. Ascendas Reit's Customer Experience Vision



Perpetual target	Performance for FY2019
Transactional surveys: to achieve satisfaction score by 80% of respondents scoring Ascendas Reit in the top 3 box (Singapore portfolio)	Achieved
To achieve call centre customer satisfaction score of a minimum of 3 on a scale of 1 (Poor) to 5 (Excellent) (Singapore portfolio)	Achieved



Futsal Company Challenge:

"There's definitely a sense of community because we don't know which companies are working around Changi Business Park"

- Event attendee of futsal tournament held at The Ark @ Plaza 8, Singapore

“

"I've been here since 2013, and so far our office corridor and toilets are all very clean. We have no complaints and are very happy with the service of the cleaners here."

- Customer at Techplace II, Singapore

"I find that the cleaner team is very committed to their work and they take their job very seriously... We are very satisfied with the cleaner team here."

- Customer at Techplace II, Singapore



“

"The technicians here are good. There was an incident here with a power trip. They were really responsive and helpful."

- Customer at Corporation Place, Singapore

"Service that we get from the maintenance team here has been really fast. We've had quite a few examples where we had some issues and it was resolved in 10-15 minutes."

- Customer at Corporation Place, Singapore



“

"The management and the company are always encouraging and supporting me, as well as the tenants. They are very good, and we have been working together with no complaints."

- Security (Contractor)

"That has helped, in terms of running a good business here."

- Customer at Hansapoint, Singapore





HEALTH, SAFETY AND SECURITY PROTECTION OF STAKEHOLDERS

The Manager works closely with its stakeholders to understand their key concerns and develop long-term, lasting relationships built on a foundation of trust. These stakeholders are those affected by Ascendas Reit's operations and business activities, and include employees, contractors, customers, and visitors.

In caring for the well-being of its stakeholders, Ascendas Reit has in place stringent measures to provide a healthy, safe and secure environment in its high-quality spaces. This includes ensuring that investors' and customers' information and data privacy are always protected.

MATERIAL ISSUES

- Health, Safety and Security Protection
- Security of Information

KEY RISKS

- Operational Risks
- Information Technology (IT) / Cyber Security Risks

OUR APPROACH

Minimise safety risks, secure properties from threats of criminal activity and terrorism and uphold information security, safeguarding against cyber threats.



SDGs supported

Ascendas Reit continues to work towards the goals of SDG 3 by providing a healthy, safe and secure environment for its stakeholders, as well as to SDG 16 by actively taking measures to prevent unlawful behaviour at its properties.

HEALTH, SAFETY AND SECURITY PROTECTION OF STAKEHOLDERS

HEALTH, SAFETY AND SECURITY PROTECTION

Besides providing high-quality spaces, Ascendas Reit is committed to ensuring the individual and collective well-being of its stakeholders – by implementing all necessary measures on health, hygiene, safety and security at its properties. Figure 10 provides an overview of the health, safety and security management practices at Ascendas Reit.

Figure 10. Overview of Health, Safety and Security Management Practices at Ascendas Reit



Property Security

- 1 Security of external areas and building perimeter is secured with gantry systems, guard patrol and security officers.
- 2 CCTV systems are installed at buildings. Some CCTVs are equipped with video analytics with the ability to detect unattended objects, loitering and indiscriminate parking. Alerts will be sent to the attending security guard.
- 3 Security Access System installed by individual customers
- 4 Critical Emergency Response Team to handle emergency situations
- 5 Fire and evacuation drills

Health, Hygiene and Safety

- 6 Emergency preparedness
- 7 Public health management (Common Areas)
- 8 Safety training and awareness campaigns
- 9 Safety risk assessments
- 10 Incident reporting and investigation
- 11 Safety performance monitoring
- 12 First aid and personal protective equipment

HEALTH, SAFETY AND SECURITY PROTECTION OF STAKEHOLDERS

Operating in an environment with rising threats of terrorism, fire incidents and pandemic flu outbreaks, the Manager ensures that appropriate emergency preparedness and crisis management plans are in place. The Manager has a Business Continuity Plan (BCP) 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 Ascendas Reit's operations.

Employees, as well as tenants and suppliers (e.g. security, cleaning contractors) receive training on emergency response. One example was a simulated terrorism exercise conducted at Aperia by one of Ascendas Reit's security contractors in November 2019.

In the situation of a pandemic flu outbreak such as Coronavirus Disease 2019 (COVID-19), additional measures taken by the Manager include:

- Controlled building access to enable temperature screening for all persons entering the building.
- Set up of isolation areas near or within the building for persons with high temperature or have flu-like symptoms to facilitate transfer to the hospital.
- Targeted and increased frequency of disinfecting the premises.
- Employees will be segregated into teams and will work from separate areas to minimise contact.

The Property Manager has in place an Integrated Management System (IMS) certified to the requirements of ISO 9001 (quality management), ISO 14001 (environmental management) and the newly implemented ISO 45001 (occupational health and safety). This is governed by an IMS policy and accompanying IMS manual that is

communicated to all employees. The manual includes provisions for the consultation and participation of workers, such as determining the mechanisms, providing time, training and resources, as well as prescribes processes for aspects/hazards identification, assessments of impacts, risks and opportunities and procedures relating to incident investigation, nonconformity and corrective action. Examples of hazards include poor ergonomics, fall from height, falling objects and working in an enclosed space. The detailed manual prescribes actions to minimise the occurrence of such hazards. There are also detailed control procedures relating to site specific fall protection and risk assessment in place.

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. In addition, the Property Manager is a member of the Workplace Safety and Health (WSH) Council Facilities Management (FM) Committee, which is responsible for WSH issues and concerns of the FM industry.

Occupational health services such as employee wellness programmes, health screenings and talks as well as physical fitness classes are provided to employees aimed at addressing physical and mental health risks among workers and ensuring their overall health and well-being. More details on the suite of employee engagement activities can be found in the Management of Human Capital section of this report.

Through a comprehensive suite of Workplace Safety and Health (WSH) initiatives, the Property Manager promotes the right safety culture to prevent or mitigate health and safety impacts (Figure 11).

Figure 11. Workplace Safety and Health (WSH) Initiatives



Certifications

- Transitioned to ISO 45001 standard, local standard SS506 Part-1 and adopted other management systems including bizSAFE Star and SafeWork Australia National Standards and Model Codes of Practice in Australia
- Ensure contractors have at least bizSAFE Level 3 and ISO 14001



Stakeholder Meetings

- Kick-off meeting with term contractors on the requirement of WSH
- WSH Briefing: Joint safety briefing with term contractors on specific topics e.g. work at height and entry into confined space etc.
- Conduct tool box meetings (safety meetings that focus on job-specific safety topics)



On-Site Audits and Inspections

- Conduct risk assessment and check all control measures are implemented prior to initiation of any work activity
- Conduct on-site inspection with contractors on the requirements of WSH
- Conduct Internal Audits on-site on the conformity of Workplace Safety and Health



Training/Awareness Sessions

- Safety-related and awareness training for employees
- Promotional poster, visual aids and campaign programmes
- Conduct safety induction course for new joiners
- Cluster Safety Briefing for employees on a cloud-based workplace training platform providing over 80 safety videos online. Online quizzes are available to improve knowledge retention and promote continuous learning. Surveys are conducted with participants after each session to seek feedback and improvement.



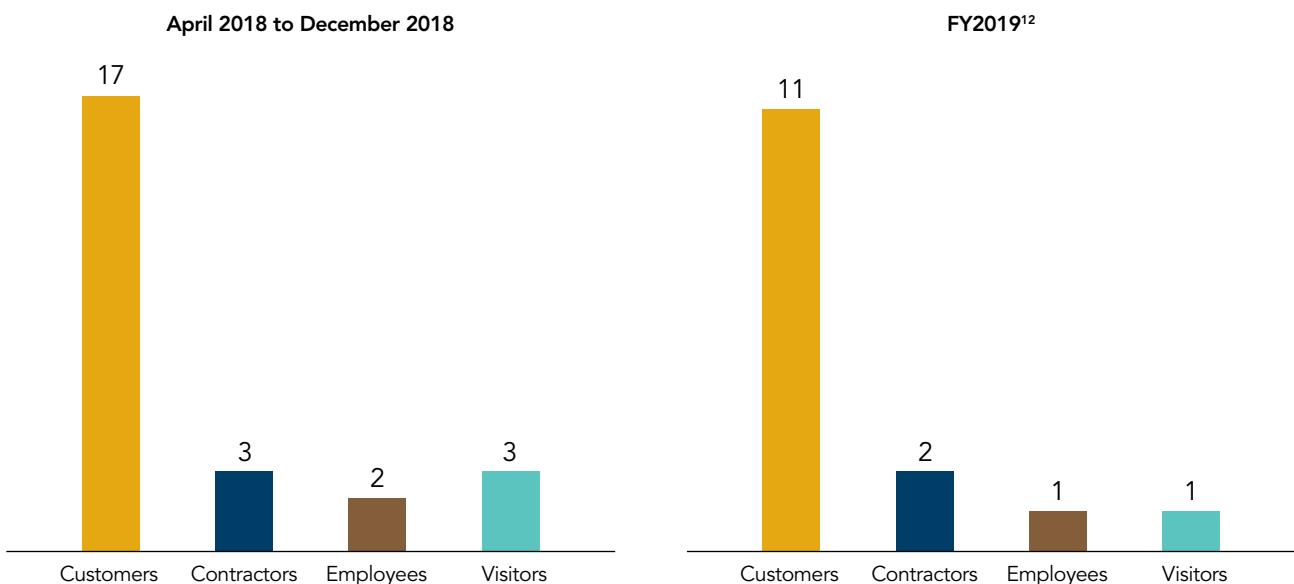
The Singapore Property Manager won the inaugural EHS Building Owner Excellence Award of the Year 2019 at the Singapore Facility Management Awards 2019, organised by the International Facility Management Association (Singapore Chapter). The award recognises the efforts made in the area of EHS applied to the management of CapitaLand's properties.

HEALTH, SAFETY AND SECURITY PROTECTION OF STAKEHOLDERS

Performance Figures

In FY2019 there were zero work-related fatalities, high-consequence injuries¹¹ and occupational diseases recorded. However, 15 accidents¹² (14 in Singapore and one in Australia) across both common areas and tenanted areas were recorded. For accidents that resulted in injuries, these were not deemed to be severe. Formal Incident Reporting and Investigation guidelines and procedures put in place by the Manager stipulate that all incidents are recorded and thorough investigation carried out to prevent recurrence, along with the necessary follow up activities.

Figure 12. Number of Accidents



In FY2019, Ascendas Reit's safety statistics in Singapore remained well below the national industry averages¹³. The rate of recordable work-related injuries was 1.03¹⁴.

Perpetual target	Performance for FY2019
To achieve below the national average for Accident Fatality Rate, Accident Frequency Rate and Accident Severity Rate ¹⁵	Achieved
To achieve zero validated cases of physical security breaches at properties	Achieved

¹¹ 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 six months.

¹² Accidents refer to all incidents, including those resulting in injuries and non-injury cases. All 15 accidents were not required to be reported to the local authorities.

¹³ According to Singapore's Ministry of Manpower Workplace Safety and Health Report 2018 for accident severity rate of 66 and accident frequency rate of 1.6, calculated per million manhours worked. These statistics only refer to employee injuries. The rate of recordable work-related injuries is calculated by the number of work-related injuries divided by number of man-hours worked, per million manhours worked. Employees here include those of the Manager and Property/Asset Manager.

¹⁴ The rate of recordable work-related injuries is calculated by the number of work-related injuries for employees divided by number of man-hours worked, per million manhours worked. Employees here include those of the Manager and Property/Asset Manager.

¹⁵ This target is only applicable to Singapore properties. The rates are defined by the Ministry of Manpower, calculated per million man-hours worked. The targets were benchmarked against the latest available national statistics at the start of the financial year.

SECURITY OF INFORMATION

Securing of information asset is a top priority for the Manager with the increased integration of digital capabilities into its business.

CapitaLand has Group-wide IT Security Policies which set out the requirements in the management of Information Technology (IT) risks, including cyber risks. The focus on attaining cyber resilience is sharpened with the increase in efforts to strengthen the Cyber Security Strategy.

Appropriate measures are in place to ensure the confidentiality, integrity, and availability of CapitaLand's IT assets, including those of the Manager. This includes imposing access controls, implementing data protection measures, raising employees' IT security awareness through activities such as anti-phishing campaigns, e-learning programmes, and conducting an annual IT disaster recovery exercise to ensure business recovery objectives are met.

Target for FY2019	Performance for FY2019
To achieve zero incidents of hacking, website defacement or loss of data that resulted in significant negative impact on the corporation in terms of financial loss or reputational loss	Achieved
To achieve target times on data recovery test result: • Recovery Time Objectives (RTO): Actual VS Target times • Recovery Point Objectives (RPO): Actual VS Target times	N.A. ¹⁶
New Target for FY2020	
Raise employees' IT security awareness and conduct annual Data Recovery exercise.	

With these measures in place, there were zero cases of substantiated complaints from outside parties or regulatory bodies as well as zero cases of identified leaks, thefts and losses of customer and investors' data.

¹⁶ Performance on this target is omitted as the data recovery test has not been conducted due to the change in financial year.



SUPPLY CHAIN MANAGEMENT

Ascendas Reit works closely with its contractors and suppliers to adhere to high quality, environmental, health and safety standards.

It is important to the Manager that it conducts its business in a responsible manner, but also to influence its supply chain to operate responsibly, with high standards of good governance and business integrity.

MATERIAL ISSUE

- Responsible Supply Chain Management

KEY RISKS

- Operational Risks

OUR APPROACH

Encourage sustainable procurement, and manage contractors and service providers for responsible business conduct in areas of human rights, labour, anti-corruption, health and safety and the environment.



SDG supported

Ascendas Reit influences its supply chain to operate responsibly to uphold accountability and transparency at all levels within institutions.

SUPPLY CHAIN MANAGEMENT

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

The Manager adopts CapitaLand's Supply Chain Code of Conduct, which incorporates principles from the United Nations Global Compact (UNGC). This ensures the suppliers or service providers are in compliance with local regulations and only appointed upon meeting a set of criteria, including quality management, financial standing and sustainability policies and certifications.

Depending on the nature of their services, suppliers appointed by the procurement team for Ascendas Reit's Singapore property management services are required to meet sustainability standards which include ISO 9001 and ISO 14001, minimum 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).

Zycus, an online Procure-to-Pay supplier management platform, allows the Manager to monitor the track record and sustainability performance of suppliers. The platform also allows employees to access the 'scores' of past, present and new suppliers, while providing suppliers with information on how they could improve on their services. Surprise site inspections also allow the Manager to monitor suppliers' performance, which is subsequently reflected in the suppliers' performance rating.

In FY2019, all new Property Management suppliers, appointed for Ascendas Reit's Singapore property management services, were screened using social and environmental criteria under Zycus.

The rollout of Zycus and expansion of property management software has been fully implemented and aligned with other systems such as Property Management, Lease Operations, Asset Management, Customer Relationship Management and ERP Finance system. This integrated end-to-end system provides operational efficiencies and seamless tracking across different functions.

To tighten standards and controls in screening contractors and suppliers, new clauses were introduced in tender calling and acceptance letters from last quarter of 2019. Vendors who are awarded contracts are required to acknowledge and comply with the CapitaLand Supply Chain Code of Conduct and ensure adherence to the PDPA. An Anti-Corruption clause was also included in the Conditions of Contract.

In view of the tightened controls, a series of training programmes were organised for relevant employees. For example, the team attended a training on data analytics to help identify abnormalities in purchasing behaviour to reduce non-compliance issues as well as Data Protection Training by CapitaLand's Data Protection & Compliance Department.

Perpetual target	Performance for FY2019
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	Achieved 100% compliance

SUPPLY CHAIN MANAGEMENT



The Partners Appreciation and Star HOST Awards Evening was held on 2 November 2019 to express appreciation for the efforts of partner companies – suppliers, contractors and vendors, as well as to recognise employees who have demonstrated exemplary service for the year.

Service providers such as cleaners and security guards receive H.O.S.T¹⁷ training to drive greater consistency in service delivery.



COMMUNITY INITIATIVES

CapitaLand is a strong advocate of volunteerism. To encourage and inculcate a stronger sense of social responsibility within its corporate culture, employees are eligible for up to three working days of Volunteer Service Leave. This includes activities related to the needy and underprivileged in Singapore and overseas, as well as for green volunteerism related to resource conservation, waste minimisation and recycling, pollution control and nature conservation.

In August 2019, employees of the Manager, including the CEO, visited the Foundation of Slum Child Care in Bangkok, Thailand, which supports the physical and mental development of slum children. Employees interacted with the children there and also supplied the centre with groceries. Donations were also made to the "Hmong Tribe" refugee camp, which housed almost 100 refugees.



¹⁷ H.O.S.T represents service values – Hassle-free, Operational Excellence, Serve with Passion, Trustworthy.



ADAPTABILITY TO CHANGING MARKETS AND OPERATING CONDITIONS

Intellectual capital, or the value of knowledge created, acquired and repositioned for application, is integral to the Manager's strategy formulation.

It provides Ascendas Reit with a competitive edge to achieve success in a competitive marketplace.

MATERIAL ISSUES

- Adaptability to Market Changes in the Countries that Ascendas Reit Operates In
- Embracing Innovation and Technology

KEY RISKS

- Strategic Risks
- External Risks
- Operational Risks
- Financial Risks
- IT/Cyber Security Risks
- Sustainability Risks
- Investment and Development Risks
- Regulatory Compliance Risks

OUR APPROACH

Demonstrate resilience and adaptability to uncertainties or opportunities that may arise in Singapore, Australia, the UK and the US, which may be related to geopolitics, regional and global developments.

Embrace and leverage technology (including digital) to enhance performance and competitive advantage, and safeguard against potential disruption to the business.



SDGs supported

Ascendas Reit seeks to leverage technology to develop quality, sustainable and resilient infrastructure and support research and innovation.

ADAPTABILITY TO CHANGING MARKETS AND OPERATING CONDITIONS

ADAPTABILITY TO MARKET CHANGES IN THE COUNTRIES THAT ASCENDAS REIT OPERATES IN

Remaining resilient and adaptable to changes in the markets that Ascendas Reit operates in ensures it always remains competitive. This involves assessing all relevant risks, and adopting a proactive approach towards managing these risks.

Overseen by the Board (specifically the Audit and Risk Committee), the Management designs and formulates its risk management policies and processes to ensure that all key risks to Ascendas Reit are identified and evaluated, and that the necessary controls are in place to mitigate those risks. Controls include periodic macro market studies, monitoring of industrial and office vacancy, capital value movement, leading economic indicators (such as gross domestic product, consumer price indices, non-oil domestic

exports), monitoring of political and social development and conducting independent studies on the markets that it operates in (refer to the Independent Market Study Report FY2019 available online at ir.ascendas-reit.com/ar.html). More information on the Risk Management process and key risks identified can be found in pages 140 to 145 in the Enterprise Risk Management section of the Annual Report FY2019.

Regulatory Compliance has been identified as a key risk for Ascendas Reit. It is crucial that the Manager complies with all applicable laws and regulations in the countries it operates in, as well as stay abreast of regulatory updates. In FY2019, there were no breaches identified during Ascendas Reit's periodic internal and external compliance audits.

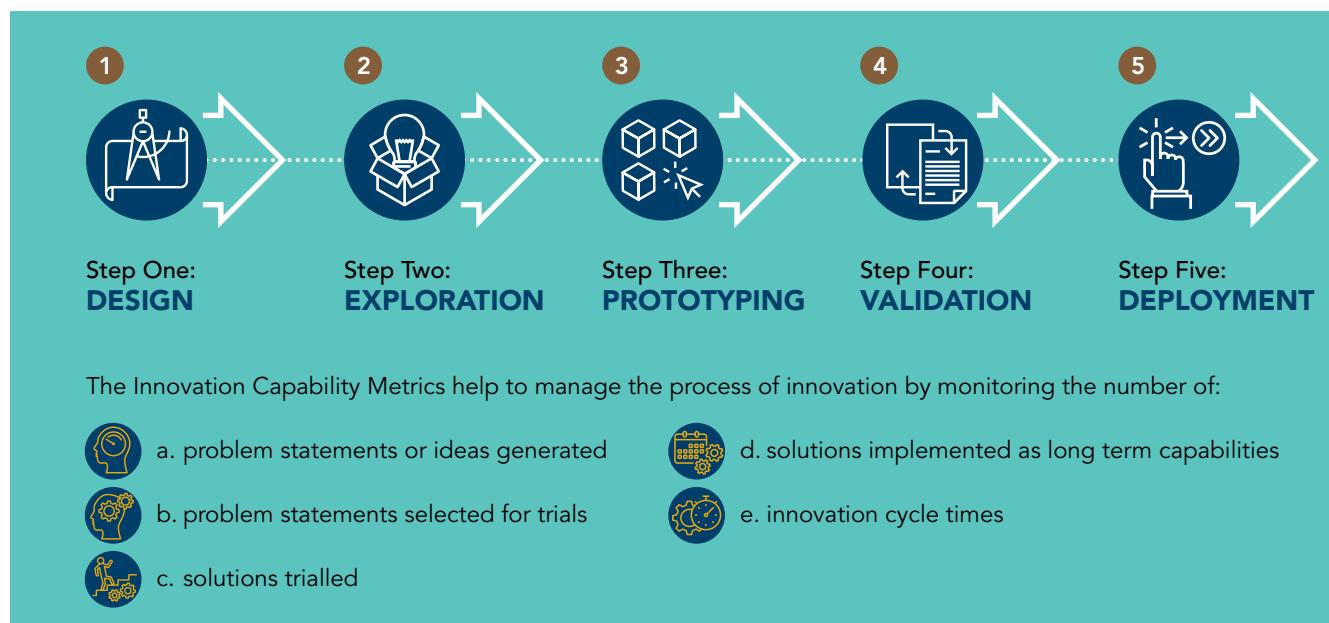
Perpetual target	Performance for FY2019
To be in compliance with all regulatory requirements in the countries that Ascendas Reit operates in	Achieved

EMBRACING INNOVATION AND TECHNOLOGY

In anticipation of future challenges, the Manager embraces innovation in managing its environmental performance and differentiating Ascendas Reit from its competitors, while staying responsive to the needs of its stakeholders. To this end, the Manager's approach focuses on leveraging technology to deliver premium quality real estate solutions and lowering the environmental footprint of its buildings.

In building a culture of innovation, Ascendas Reit continues to be guided by its Innovation Framework, which comprises five phases, and its complementary Innovation Capability Metrics as shown below in Figure 13.

Figure 13. Ascendas Reit's Innovation Framework and Innovation Capability Metrics



Some of the innovative initiatives that were piloted in FY2019 include:

Initiative 1: Smart Urban Co-Innovation Lab

Supported by the Infocomm Media Development Authority (IMDA) and Enterprise Singapore, the Smart Urban Co-Innovation Lab was announced in May 2019 to catalyse co-innovation of smart urban solutions in Singapore. This is the first such developer-led initiative in Southeast Asia, strategically located in Singapore Science Park for technology providers to have easy access to relevant infrastructure and resources.

With a focus on key areas of intelligent estates, smart mobility, digital wellness and agritech, the platform aims to develop the capabilities of technology providers and produce innovative proof-of-concepts and prototypes for smart urban technologies. This is in line with the Group's innovation approach and future-ready mindset, in promoting technology to enhance customer experience, drive operational excellence and achieve environmental sustainability.

Initiative 2: Largest 5G trial at Singapore Science Park

As part of the commitment to leverage technologies and test new ideas to bring innovative real estate products and services to customers in Singapore, CapitaLand has

partnered with NavInfo DataTech and TPG Telecom to set up Singapore's largest 5G smart estate trial at the Singapore Science Park.

5G enabled Cellular Vehicle-to-Everything (C-V2X) technologies will be developed and tested, for smart mobility assets like autonomous vehicles, smart mobility infrastructure technologies and in-car experience solutions. Industry players and Singapore Science Park customers can also leverage on the 5G infrastructure to develop and trial innovative solutions such as drones and augmented reality/virtual reality applications.

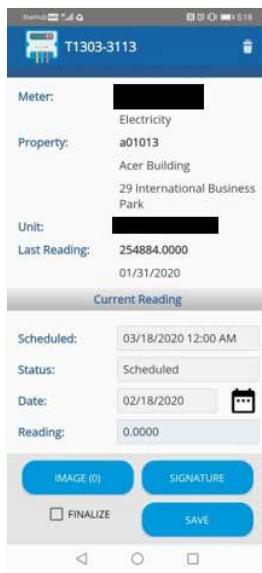
Initiative 3: Chiller Plant Analytics and Optimisation

A pilot project to study chiller plant usage was carried out at the Ascendas Operations Centre to identify potential energy saving points. Using data exploratory analytics, millions of records were analysed through visualisation and machine learning to track the occurrence of chiller switching throughout the day, over one year. This would help determine optimal chiller switching as well as the correlation of equipment within the chiller system to reduce energy use as a significant source of an entire building's electricity consumption.

The learnings from this study will be valuable when it is progressively rolled out at Ascendas Reit's properties that are being monitored by the Ascendas Operations Centre.



ADAPTABILITY TO CHANGING MARKETS AND OPERATING CONDITIONS



Initiative 4: Mobile Inspection of Utilities

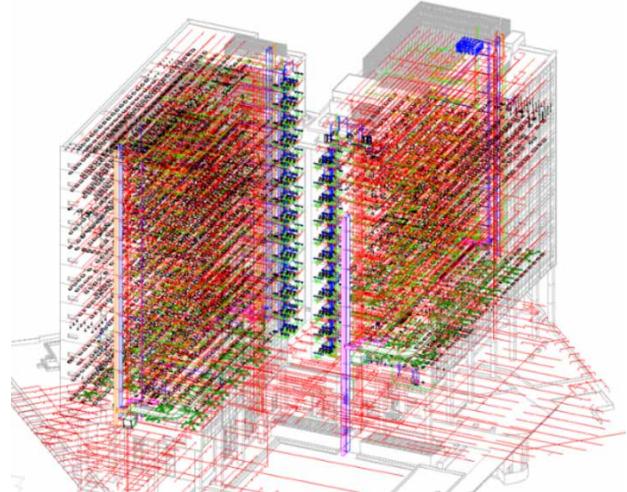
A “Utility Management Module” was added to a mobile application for property executives and technicians to record meter readings, access meter lists and track the status of pending readings for the month. Tenants are also required to sign off on the meter reading. Before the mobile utility application, ground employees were using paper forms to record readings manually. With the new application, the process of meter readings is now more efficient and enables better tracking.

Initiative 5: Implementation of Building Information Modelling (BIM)

In partnership with the Singapore Institute of Technology (SIT), Building Information Modelling (BIM) was developed for Aperia, an integrated development in Singapore, to explore ways to enhance the facility management process and delivery at Ascendas Reit’s buildings. As a digital representation of physical and functional characteristics of a facility, the high-quality BIM data and information gathered enable Facilities Management professionals to plan smartly for building systems that require preventive maintenance and meet building standards and sustainable design. Complemented with a human behaviour survey on energy consumption, BIM will be valuable to improve building sustainability across its lifecycle.



BIM: Developed Architecture model of Aperia



BIM: Developed Mechanical, Electrical and Plumbing model of Aperia

Target for FY19/20	Performance for FY2019	Target for FY2020
To pilot five innovation initiatives that would enable effective asset management, reduce cost of operations, or create delightful customer experiences	Achieved	To pilot three innovation initiatives that would enable effective asset management, reduce cost of operations, and/or create delightful customer experiences



MANAGEMENT OF HUMAN CAPITAL

Employees of the Manager and Asset/Property Managers are vital to contributing to the sustainable growth of Ascendas Reit.

The quality of its people help differentiate Ascendas Reit from its competitors. There is a concerted effort to invest in staff engagement and development as well as provide a conducive environment to allow them to reach their fullest potential.

MATERIAL ISSUE

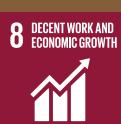
- Management of Human Capital

KEY RISKS

- Operational Risks

OUR APPROACH

Provide equal opportunities, fair remuneration and treatment, and regular engagement with all members of the Board, employees and contractors, regardless of gender, age, race, religion etc.



SDGs supported

Ascendas Reit seeks to always uphold labour rights and provide learning and development opportunities to all employees while contributing to their health and well-being.

MANAGEMENT OF HUMAN CAPITAL

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 employees' 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 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 FY2019, there was no reported incident relating to discrimination, child labour or forced labour in the Manager and Asset/Property Managers, and there were 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).

In FY2019, 2 new hires¹⁸ joined the Manager while 7 employees left the Manager.

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 its compensation packages 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) is a comprehensive social security savings plan introduced by the Singapore Government to enforce savings by salaried workers for a more secure retirement. As part of the CPF scheme, CapitaLand and its employees make monthly contributions to the employee's CPF account in accordance with the prevailing regulations.

Positive Work Environment

Compensation and benefits programmes are in place to promote a positive work environment, including group medical insurance, personal accident insurance, health screenings, employee engagement initiatives, flexible work arrangements, flexible medical plan and subsidised rates for employees staying at Ascott's serviced residences.

All employees are entitled to parental leave. In FY2019, three male employees went on paternity leave with all returning to work in the same period.

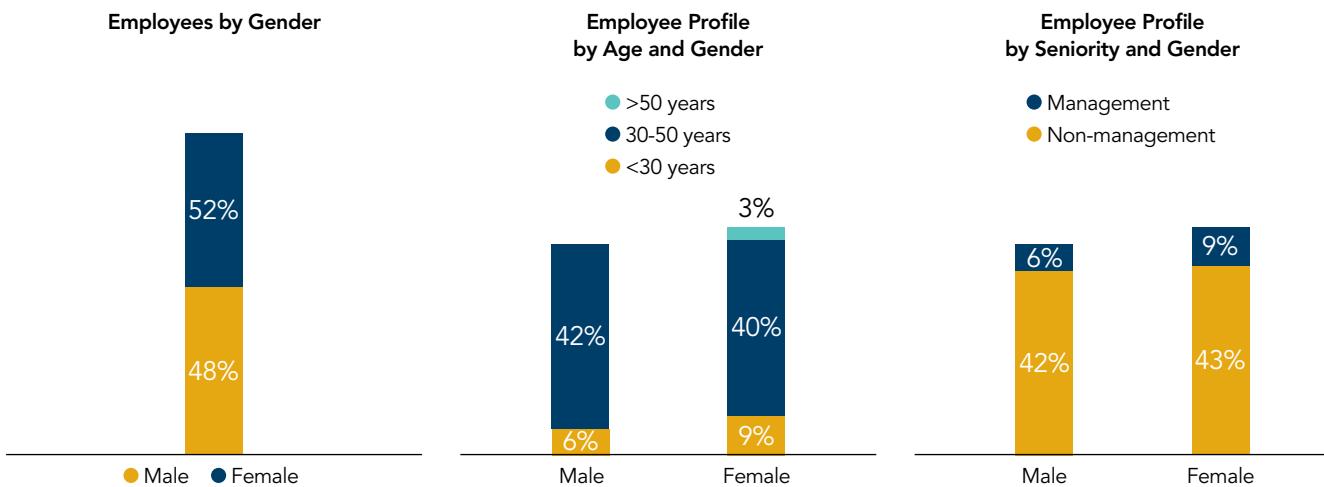
Perpetual target	Performance for FY2019
To achieve zero cases of validated discrimination cases	Achieved

¹⁸ The two new hires comprised one male less than 30 years old and one female between 30-50 years old. Rates of new hires and turnover have not been calculated due to the employee movement arising from the organisational restructure.

Profile of Employees

As at 31 December 2019, the Manager had a total employee strength of 33 full-time permanent employees in Singapore, comprising 16 male and 17 female. This was a drop from 65 employees in Singapore as at 31 March 2019 due to organisational restructuring and internal transfers following the integration of Ascendas-Singbridge and CapitaLand. The employees from the asset management function for Ascendas Reit's Singapore and Australia portfolios have been transferred to CapitaLand as at 1 July 2019.

Figure 14. Employee Charts for FY2019



Employee Well-being

CapitaLand seeks to provide not only a safe working environment, but one that contributes to the general well-being of its employees. In Singapore, this is carried out through a Total Well-being Programme. Wellness Day is held every Wednesday on an ongoing basis to promote physical and mental well-being. Employees of the Manager are also encouraged to participate in weekly group wellness activities such as group runs, pilates, cross-fit classes, health talks and bazaars and monthly corporate social responsibility events.

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.

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. With the integration of CapitaLand and Ascendas-Singbridge, a Celebration Event & Annual Dinner was held on 25 October 2019 at Marina Bay Sands for over 2,300 employees which was well received.

The CapitaLand Family Night was held on 6 September 2019 at Universal Studios Singapore with a sustainability theme. More than just a family day, green initiatives were incorporated into the event, which was also held in conjunction with Mid-Autumn Festival celebrations. In the lead-up to the event, employees and their family members were invited to participate in an eco-friendly lantern making contest, while a fair was held during ticket collection with sustainable products for sale and tips for employees on ways to lead a sustainable lifestyle.

Recognition and performance activities such as a 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.

In FY2019, an employee engagement survey was conducted Group-wide and achieved a participation rate of more than 90%. The Manager will be identifying key areas for enhancement and build a conducive workplace for employee development and well-being.

MANAGEMENT OF HUMAN CAPITAL

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 employees. Besides on-the-job exposure, there are many opportunities for job rotation, mentoring and coaching to allow employees to reach their full potential.

Employees attended an average of 29.4 hours of training during FY2019. This was a decrease from 47 hours from the previous reporting period (12-month period) due to the shorter time period for reporting (nine-month period). These programmes include CapitaLand Onboarding Programme, Data Protection Training, Managing Fraud, Bribery and Corruption, CapitalLand-Ascendas-Singbridge Integration: Investment Process & Investment Risk Management Workshop, among others.

H.O.S.T Alive!	Corporate Athlete Programme
<p>The "H.O.S.T Alive!" programme (an Ascendas-Singbridge programme to inculcate H.O.S.T service values and behavioural attributes) was expanded in 2019 to include teams that may not have direct engagements with customers.</p> <p>It aims to establish H.O.S.T values as a customer-centric DNA and mindset across all Ascendas Reit employees so that all corporate policies, processes and interactions are always designed with the end-customer in mind.</p>	<p>Designed for senior management, this programme considers the 4 key dimensions of human performance (physical, mental, emotional and spiritual) to maximise high energy and performance, while improving overall well-being.</p>

In compliance with Monetary Authority of Singapore (MAS) regulations, Capital Markets Services (CMS) license holders also attend REIT Management courses organised by REITAS on an ongoing basis, contributing to Continuing Professional Development (CPD) training hours.

CASE STUDY

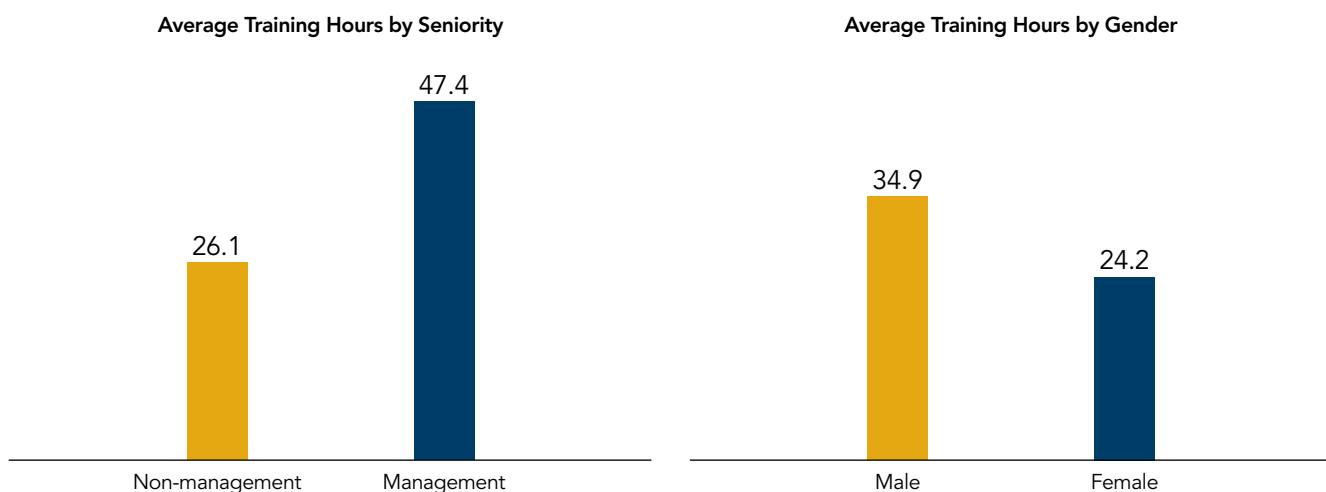
CapitaLand's new 'Building Capability Framework' to upskill employees

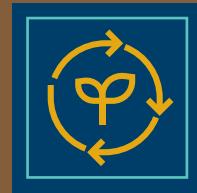
Recognising the impact of a rapidly evolving digital landscape in the workplace and the larger real estate sector, CapitaLand implemented a new 'Building Capability Framework' to equip employees with the necessary competencies for digitalisation and develop a talented, future-ready workforce. Within the framework is a series of courses called 'DigiCamp' curated to help all employees (including office and operational employees in its properties) gain awareness on the future digital and adaptive knowledge in topics such as data analytics, cloud computing, artificial intelligence, blockchain and cyber security.

Through the framework, CapitaLand will invest S\$5 million to enhance the digital skills and competencies of its employees in Singapore over two years, with all employees in Singapore attending at least 1 digital training course by 2020. As employees progress in their training, rewards in the form of training allowance of up to \$500 will be provided. Employees are also entitled to a one-day training leave to attend digital-related training programmes outside of courses organised by the Group.

An agreement was also signed with the Singapore Industrial and Services Employees' Union set up by the National Trade Union Congress (NTUC) to establish a company training committee to design and provide training programmes for its employees in Singapore.

Figure 15. Average Training Hours by Employee Category and by Gender





PROTECTING NATURAL CAPITAL

Natural Capital refers to Ascendas Reit's access to natural resources such as energy and water, which are required for its business operations.

The Manager strives to develop and implement environmentally-friendly features in its properties and improve overall energy efficiency. It believes that the efficient use of resources such as energy and water reduces operational costs, mitigates regulatory and physical risks, and creates value for its stakeholders.

MATERIAL ISSUE

- Responsible Energy Consumption and Carbon Emissions

KEY RISKS

- Regulatory Compliance Risks
- Sustainability Risks

OUR APPROACH

Efficient use and management of energy to minimise carbon emissions, through the design, construction and operation of the properties.



SDGs supported

Ascendas Reit seeks to contribute by adopting increased use of renewable energy; promoting and encouraging the efficient management and use of natural resources and integrating climate change into its policies, strategies and planning.

PROTECTING NATURAL CAPITAL

RESPONSIBLE ENERGY CONSUMPTION AND CARBON EMISSIONS

Given that the building sector is a major contributor to global energy use and carbon emissions, improving energy efficiency and exploring the use of renewable energy are key ways to mitigate carbon emissions and align with national and global agendas.

While waste and material use has not been identified as a material issue for Ascendas Reit, the Group remains committed to minimising its environmental impact. This year, CapitaLand embarked on an initiative for its offices to go 'paperless', that is, removing any need for printed documents and digitising all documents by end 2020. Representatives from various departments were required to identify opportunities and track paper usage reduction, with timely updates to the working committee.

Target for FY19/20 and FY2020	Performance for FY2019
3% reduction of energy intensity for Singapore buildings managed by the Property Manager over 5 years from FY16/17	Achieved

Singapore

The total energy consumption in the Singapore operations declined from 73.06 million kWh in the comparative period a year ago (April 2018 to December 2018) to 71.07 million kWh in FY2019. Energy intensity also improved from 40.14 kWh/sq m to 38.59 kWh/sq m in FY2019¹⁹. Correspondingly, carbon emissions and carbon emissions intensity improved by 2.72% and 3.86% respectively.

When comparing like-for-like energy performance of its portfolio (i.e. using the same set of properties), electricity consumption in the Singapore operation fell from 72.83 million kWh in the comparative period a year ago (April 2018 to December 2018) to 70.89 million kWh in FY2019. Energy intensity similarly improved from 40.67 kWh/sq m to 38.91 kWh/sq m in FY2019. Correspondingly, carbon emissions and carbon emissions intensity improved by 2.67% and 4.34% respectively.

Figure 16. Ascendas Reit's Like-for-Like Energy Consumption and Intensity in Singapore

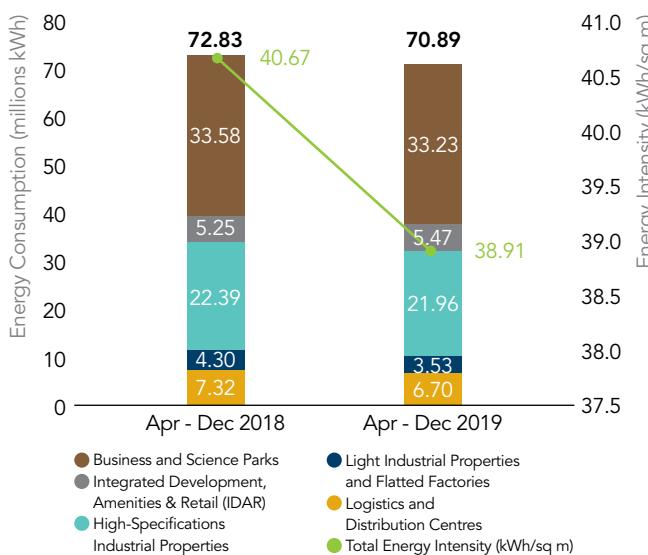
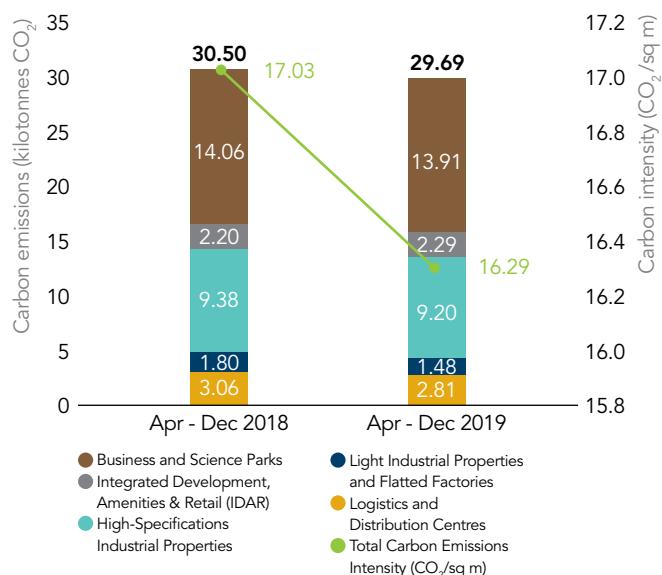


Figure 17. Ascendas Reit's Like-for-Like Carbon Emissions and Intensity in Singapore



¹⁹ On a 12-month basis, total energy consumption in the Singapore operations fell from 95.56 million kWh for the period January 2018 to December 2018 to 94.42 million kWh for the period January 2019 to December 2019. Energy intensity improved from 52.14 kWh/sq m to 51.31 kWh/sq m respectively.

PROTECTING NATURAL CAPITAL



Solar panel installations at LogisTech and 40 Penjuru Lane in Singapore.

CASE STUDY

Reducing Carbon Footprint through Solar Farms Atop Six Ascendas Reit Properties

As at end January 2020, more than 21,000 solar panels have been installed across six of Ascendas Reit's properties. They can collectively generate over 10,000 megawatt hours of renewable energy annually. This is enough to power about 2,300 four-room Housing & Development Board (HDB) flats in Singapore for a year²⁰. The properties are 1 Changi Business Park Avenue 1, 9 Changi South Street 3, 2 Senoko South Road, 40 Penjuru Lane, Techpoint and LogisTech.

As part of the partnership with Sembcorp Industries, Sembcorp installed and will operate the rooftop solar farms. The system is expected to lower CapitaLand and Ascendas Reit's carbon footprint, helping to remove over 4.3 million kilogrammes²¹ of carbon dioxide emissions a year, equivalent to taking around 937 cars off the road or planting over 52,000 trees.

Australia

Energy consumption (which includes electricity, diesel and gas usage) in the Australian operations fell substantially from 12.03 million kWh in the comparative period a year ago (April 2018 to December 2018) to 9.04 million kWh in FY2019. Energy intensity improved from 259.31 kWh/sq m to 194.39 kWh/sq m²². At 197-201 Coward Street in Sydney, there was reduced diesel usage from a shorter time period for routine annual testing. At 100 and 108 Wickham Street in Brisbane, a change in operating hours of the tenants resulted in reduced demand for energy.

Total carbon emissions (Scope 1 and 2) decreased from 8,365 tonnes in the comparative period a year ago (April 2018 to December 2018) to 5,777 tonnes in FY2019, and carbon emissions intensity improved from 180.24 CO₂/sq m to 124.28 CO₂/sq m in FY2019.

20 Average annual consumption of a four-room HDB household is based on Singapore's Energy Market Authority's (EMA) 2018 Singapore Energy Statistics, Page 34
https://www.ema.gov.sg/cmsmedia/Publications_and_Statistics/Publications/SES18/Publication_Singapore_Energy_Statistics_2018.pdf

21 CO₂ emissions avoided is calculated based on EMA's grid emission factor.

22 On a 12-month basis, total energy consumption in Australia fell from 17.18 million kWh for the period January 2018 to December 2018 to 12.61 million kWh for the period January 2019 to December 2019. Energy intensity improved from 370.09 kWh/sq m to 271.28 kWh/sq m respectively.

RESPONSIBLE WATER CONSUMPTION

The reduction of total water consumption and overall water intensity are also key sustainability goals of the Manager. This is especially pertinent for water-stressed areas like Singapore and Australia, where growing pressures of climate change will continue to pose greater threats.

While water consumption was not identified as a material issue, the Manager actively monitors its water consumption and water intensity.

Singapore

The Manager recorded an increase in water consumption in Singapore operations from 869 thousand m³ (April 2018 to December 2018) to 896 thousand m³ in FY2019 and an increase in water intensity from 0.48 m³/sq m to 0.49 m³/sq m²³. This was mainly attributable to the re-opening of Aperia Mall in 2019. The Manager will continue to work towards the efficient consumption of water at its properties.

When comparing like-for-like water performance of its Singapore portfolio (i.e. using the same set of properties), water consumption increased from 860 thousand m³ to 894 thousand m³. Like-for-like water intensity also increased by 2.2% from 0.48 m³/sq m to 0.49 m³/sq m.

Australia

In Australia, the Manager recorded an increase in water consumption from 42.5 thousand m³ (April 2018 to December 2018) to 44.9 thousand m³ in FY2019 and water intensity from 0.91 m³/sq m to 0.97 m³/sq m²⁴.

²³ On a 12-month basis, water consumption in Singapore operations increased from 1,152 thousand m³ (January 2018 to December 2018) to 1,190 thousand m³ (January 2019 to December 2019). Water intensity increased slightly from 0.63 m³/sq m to 0.65 m³/sq m.

²⁴ On a 12-month basis, water consumption in Australia increased from 59.07 thousand m³ (January 2018 to December 2018) to 64.10 thousand m³ (January 2019 to December 2019). Water intensity increased from 1.27 m³/sq m to 1.38 m³/sq m.

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 and water.

Reporting Scope and Period

Ascendas Reit adopts the Operational Control Approach, as outlined in the GHG Protocol Corporate Standard, to determine organisational boundaries. This attributes accountability for 100% of the GHG emissions from operations over which the organisation has control. There were three properties within the Australia portfolio under Ascendas Reit's operational control.

Data for environmental indicators (energy, GHG emissions and water consumption) from the following reporting periods have been included in the Sustainability Report FY2019:

- FY2019: 1 April 2019 to 31 December 2019
- Corresponding FY2019 period in 2018 for comparability: 1 April 2018 to 31 December 2018

Energy consumption and energy intensities for Australian operations in 2019 are based on estimates.

Energy Consumption Within the Organisation

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

Energy and Carbon Intensity

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

GHG Emissions

Scope 1 emissions are calculated from the consumption of natural gas and diesel in Australia, expressed in tonnes of CO₂. There is negligible Scope 1 emissions for Ascendas Reit's properties in Singapore.

Scope 2 emissions are calculated from the consumption of grid electricity in Singapore and Australia, 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 2019 published by the Energy Market Authority in Singapore (0.4188kg CO₂/kWh), as well as the National Greenhouse Accounts Factors published in August 2019 for New South Wales and Australian Capital Territory (0.81 kg CO₂-e/kWh), and Queensland (0.81kg CO₂-e/kWh).

Water Consumption

Sources of water withdrawn by Ascendas Reit properties include municipal water utilities and NEWater, which is high-grade reclaimed water from treated used water supplied by Singapore's national water agency. Any wastewater is also discharged responsibly through municipal water utilities.

Water Intensity

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

Like-for-Like

The like-for-like portfolio includes properties for which comparable consumption data is available for April 2018 to 31 December 2018 and 1 April 2019 to 31 December 2019 (FY2019), i.e. it does not include any assets that were acquired or disposed during these reporting periods.

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 4
102-2	Activities, brands, products, and services	About this report	Page 4
102-3	Location of headquarters	About this report	Page 4
102-4	Location of operations	About this report	Page 4
102-5	Ownership and legal form	Operating Context	Page 5
102-6	Markets served	About this report	Page 4
102-7	Scale of the organisation	Operating Context Management of Human Capital - Profile of Employees	Page 5 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 26 - 28
102-10	Significant changes to the organisation and its supply chain	Please refer to Chairman's Message and the Manager's Review of FY2019 in the Annual Report FY2019	Annual Report FY2019 pages 12-14 and 33-53
102-11	Precautionary Principle or approach	Please refer to the Corporate Governance report in the Annual Report FY2019	Annual Report FY2019 pages 102-139
102-12	External initiatives	Tripartite Alliance for Fair and Progressive Employment Practices	N.A.
102-13	Membership of associations	REITAS (Reit Association of Singapore)	N.A.
Strategy			
102-14	Statement from senior decision-maker	Board Statement	Page 2
102-15	Key impacts, risks and opportunities	Governance and Culture End-to-End Premium Quality Solutions Health, Safety and Security Protection of Stakeholders Supply Chain Management Adaptability to Changing Markets and Operating Conditions Management of Human Capital Protecting Natural Capital	Page 11 Page 15 Page 20 Page 26 Page 29 Page 33 Page 38
Ethics and Integrity			
102-16	Values, principles, standards, and norms of behaviour	Governance and Culture	Pages 11 - 13

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GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
Governance			
102-18	Governance structure	Governance and Culture and Corporate Governance report in Annual Report FY18/19	Pages 11-13; Annual Report FY2019 pages 102 to 139
102-20	Executive-level responsibility for economic, environmental, and social topics	Operating Context	Page 5
102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement	Page 8
102-22	Composition of the highest governance body and its committees	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2019 pages 102-139
102-24	Nominating and selecting the highest governance body	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2019 pages 102-139
102-25	Conflicts of interest	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2019 pages 102-139
102-29	Identifying and managing economic, environmental, and social impacts	Materiality Assessment: Managing Risks and Opportunities	Page 10
102-31	Review of economic, environmental, and social topics	Materiality Assessment: Managing Risks and Opportunities	Page 10
102-32	Highest governance body's role in sustainability reporting	Materiality Assessment: Managing Risks and Opportunities	Page 10
102-35	Remuneration policies	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2019 pages 102-139
102-36	Process for determining remuneration	Please refer to Ascendas Reit's Corporate Governance report	Annual Report FY2019 pages 102-139
Stakeholder Engagement			
102-40	List of stakeholder groups	Stakeholder Engagement	Page 8
102-41	Collective bargaining agreements	Management of Human Capital-Respect for Freedom of Association	Page 34
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	Page 8
102-43	Approach to stakeholder engagement	Stakeholder Engagement	Page 8
102-44	Key topics and concerns raised	Stakeholder Engagement	Page 8
Reporting Practice			
102-45	Entities included in the consolidated financial statements	About this Report	Page 4

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
102-46	Defining report content and topic Boundaries	About this Report	Page 4
102-47	List of material topics	Materiality Assessment	Page 10
102-48	Restatements of information	N.A.	N.A.
102-49	Changes in reporting	About this Report	Page 4
102-50	Reporting period	About this Report	Page 4
102-51	Date of most recent report	FY18/19	-
102-52	Reporting cycle	Annual	-
102-53	Contact point for questions regarding the report	About this Report	Page 4
102-54	Claims of reporting in accordance with the GRI Standards	About this Report	Page 4
102-55	GRI content index	GRI content index	Pages 43-48
102-56	External assurance	About this Report	Page 4
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment	Page 10
103-2	The management approach and its components	Governance and Culture End-to-End Premium Quality Solutions Health, Safety and Security Protection of Stakeholders Supply Chain Management Adaptability to changing markets and operating conditions Management of Human Capital Protecting Natural Capital	Page 11 Page 15 Page 20 Page 26 Page 29 Page 33 Page 38
103-3	Evaluation of the management approach	Governance and Culture End-to-End Premium Quality Solutions Health, Safety and Security Protection of Stakeholders Supply Chain Management Adaptability to changing markets and operating conditions Management of Human Capital Protecting Natural Capital	Page 11 Page 15 Page 20 Page 26 Page 29 Page 33 Page 38
Topic-Specific Disclosures GRI 2016			
Economic Benefit			
201-1	Direct economic value generated and distributed	Financial Highlights Financial Statements	Annual Report FY2019 pages 10, 146-253

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GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
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205-1	Operations assessed for risks related to corruption	Governance and Culture – Risk Management and Controls	Page 13
205-2	Communication and training about anti-corruption policies and procedures	Governance and Culture – Business Ethics and Employee Conduct	Page 12
205-3	Confirmed incidents of corruption and actions taken	Governance and Culture	Pages 12-14
Energy and Carbon Emissions			
302-1	Energy consumption within the organisation	Protecting Natural Capital	Pages 38-41
302-3	Energy intensity	Protecting Natural Capital	Pages 38-41
305-1	Direct (Scope 1) GHG Emissions	Protecting Natural Capital	Pages 38-41
305-2	Energy indirect (Scope 2) GHG Emissions	Protecting Natural Capital	Pages 38-41
305-4	GHG Emissions Intensity	Protecting Natural Capital	Pages 38-41
Water and Effluents 2018			
303-1	Management Approach: Interactions with water as a shared resource	Protecting Natural Capital	Pages 38-41
303-2	Management Approach: Management of water discharge-related impacts	Protecting Natural Capital	Pages 38-41
303-3	Water withdrawal	Protecting Natural Capital	Pages 38-41
Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	Governance and Culture – Risk Management and Controls	Page 13
Supplier Environmental Assessment			
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management	Pages 26-28
Occupational Health and Safety 2018			
403-1	Management Approach: Occupational health and safety management system	Health, Safety and Security Protection of Stakeholders	Pages 20-25
403-2	Management Approach: Hazard identification, risk assessment, and incident investigation	Health, Safety and Security Protection of Stakeholders	Pages 20-25
403-3	Management Approach: Occupational health services	Health, Safety and Security Protection of Stakeholders	Pages 20-25

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
403-4	Management Approach: Worker participation, consultation, and communication on occupational health and safety	Health, Safety and Security Protection of Stakeholders	Pages 20-25
403-5	Management Approach: Worker training on occupational health and safety	Health, Safety and Security Protection of Stakeholders	Pages 20-25
403-6	Management Approach: Promotion of worker health	Health, Safety and Security Protection of Stakeholders	Pages 20-25
403-7	Management Approach: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety and Security Protection of Stakeholders	Pages 20-25
403-9	Work-related injuries	Health, Safety and Security Protection of Stakeholders	Pages 20-25
403-10	Work-related ill health	Health, Safety and Security Protection of Stakeholders	Pages 20-25
Employment			
401-1	New hires and employee turnover	Management of Human Capital	Pages 33-37
401-3	Parental leave	Management of Human Capital	Retention rates omitted as the reporting period does not cover a full 12-month period.
402-1	Notice period regarding operational changes	Management of Human Capital	Pages 33-37
Diversity and Human Rights			
406-1	Incidents of discrimination and corrective action taken	Management of Human Capital	Pages 33-37
408-1	Operations and suppliers at significant risk for incidents of child labour and measures taken to the effective abolition of child labour	Management of Human Capital	Pages 33-37
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour, and measures taken to eliminate it	Management of Human Capital	Pages 33-37
412-1	Operations subjected to human rights reviews	Management of Human Capital	Pages 33-37
Training and Education			
404-1	Average hours of training per year per employee	Management of Human Capital	Pages 33-37

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GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
404-2	Programs for upgrading employee skills and transition assistance programs	Management of Human Capital	Pages 33-37
404-3	Percentage of employees receiving regular performance and career development reviews	Management of Human Capital	Pages 33-37
Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria	Supply Chain Management	Pages 26-28
Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	Health, Safety and Security Protection of Stakeholders	Pages 20-25
416-2	Non-compliance regarding health and safety of products and services	Health, Safety and Security Protection of Stakeholders	Pages 20-25
Customer Privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Health, Safety and Security Protection of Stakeholders	Pages 20-25
Social and Economic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	Governance and Culture – Risk Management and Controls	Page 13
Local Communities			
413-1	Operations with local community engagement, impact assessments and development programmes	Community Initiatives	Page 28
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	End-to-End Premium Quality Solutions Health, Safety, and Security Protection of Stakeholders	Pages 15-19 Pages 20-25



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