

## SUSTAINABILITY REPORT

The Manager is committed to the sustainable development of its business, the environment and the well-being of its stakeholders and the communities in which it operates, and is guided by the Sponsor's corporate social responsibility framework – the "Mapletree Sharing & Sharing" programme.

### ENVIRONMENTAL SUSTAINABILITY

#### Greener Buildings

During the year, the Manager continued to take steps towards building a sustainable environment and promoting green initiatives. Initiatives to improve energy efficiencies and consumptions were actively implemented at all our properties.

In recognition of the Manager's commitment towards environmental sustainability, Mapletree Anson and PSAB & ARC continued to be certified Green Mark Platinum and Green Mark GoldPlus respectively by BCA, while both VivoCity and Merrill Lynch HarbourFront continued to be certified Green Mark Gold.

Some of the features of Green Mark buildings include:

- Higher efficiency of the air-conditioning system;
- Improved monitoring and control systems to optimise use of water and electricity;
- Use of energy efficient lighting fixtures to reduce electricity consumption; and
- Use of water efficient features to reduce water consumption.

#### Supporting Green Initiatives

In collaboration with the Sponsor, VivoCity and ARC jointly launched a campaign "We Support Earth Day" from 17 – 22 April 2015 to create greater awareness for Earth Day and sustainability concerns of the environment.

The temperatures of the air-conditioning in malls were increased by 1 degree Celsius and all water features were switched off to reduce energy consumption on Earth Day. Participating tenants also reduced the amount of lighting used within their stores.

PSAB and Mapletree Anson also participated by raising the temperatures of air-conditioning for level 1 common areas by 1 degree Celsius, turning off water features for the day and all external façade lights and non-essential lighting for the night.

As part of the Manager's efforts to raise environmental awareness, an "Act of Green" Photo contest was also held by the retail properties where members of the public could submit photos to show how they do their part to preserve the environment. Winning participants were rewarded with Mapletree Vouchers.

To further demonstrate the Manager's commitment towards environmental sustainability, the Manager has opted to use environmentally friendly paper for the production of this Annual Report. Printed copies of the annual report will be made available only upon request.

### COMMUNITY ENGAGEMENT

#### Engaging Tenants

The Manager works closely with tenants to achieve high levels of service quality.

Since July 2010, VivoCity has been conducting monthly Service Excellence Workshops as an in-house induction programme for new employees at the mall from both tenants and VivoCity Centre Management Office. The programme focuses on VivoCity's Service Culture, tips on building customer loyalty, managing customer complaints and service delivery Do's and Don'ts. It also includes a VivoCity tour that highlights key amenities, facilities and unique features of the mall. Each participant of the workshop is given a Service Excellence handbook which provides practical tips and real-life examples of handling customers.

Regular networking sessions are also conducted with MCT's tenants for the Manager to better understand their needs, and to receive valuable feedback on the management of the properties.

In an environment of rising costs, the Manager strived to help tenants where possible. During the year, the Manager continued to devote resources to identify and organise activities that will more directly and effectively drive tenant sales.

## SUSTAINABILITY REPORT

### Contributing to a Better Society

MCT's retail malls, with healthy shopper traffic, are ideal platforms to increase the visibility and impact of philanthropic, social and environmental causes. Some of the meaningful causes that MCT has supported in FY15/16 include:

#### PaTH Market

##### February to October 2015

VivoCity has been supporting the PaTH (Pop and Talent Hub) Market, a social initiative by Social Innovation Park Ltd, since 2007. PaTH Market is Singapore's first social enterprise talent development platform that exposes budding entrepreneurs from marginalised groups to mentors, networks and commercial sales platforms. While nurturing creative talents, PaTH gives individuals the opportunity to create sustainable business ventures. At the same time, PaTH Market promotes a mindset change in the community by showcasing how different individuals can contribute positively to society.

#### AWWA Volunteer Appreciation Day Event

##### 23 May 2015

One of the main highlights was the attempt to break "The Largest Logo Made of Positionable Notes" on the Singapore Book of Records. With "Vanda Miss Joaquim" chosen as a symbol of volunteers' resilience, the logo was made with post-it notes with personalised messages written by AWWA volunteers, conveying their wish for Singapore and their commitment to volunteer. These post-it notes were then distributed to members of the public in various locations around Singapore to encourage volunteering.

#### Sing50 POP-UP Concert and Charity Ticket Drive

##### 6 & 7, 13 & 14, 20 & 21 and 27 & 28 June 2015

As a lead-up to the Sing50 Concert at the Singapore Sports Hub on 7 August 2015, the event organiser staged a series of pop-up concerts at VivoCity to drum up awareness and to support a charity ticket donation drive.

The Sponsor was allocated 10,000 tickets as the corporate sponsor for the Sing50 Concert and 5,000 tickets were distributed to the public at VivoCity through a donation drive. All proceeds went in aid of The Straits Times School Pocket Money Fund and The Business Times Budding Artists Fund.

#### Rafusicul 2015

##### 13 June 2015

Rafusicul is a youth-for-youth event that was started in 2010 by a group of youth advocates under the mentorship of

OnePeople.sg. Made up of the words 'Racial', 'Fusion' and 'Culture'. Rafusicul aims to create a platform for multi-racial youths to interact and bond over the arts to express their hopes for racial harmony in Singapore.

#### Hair for Hope 2015

##### 25 – 26 July 2015

Hair for Hope, an annual event organised by Children Cancer Foundation (CCF), invites members of the public to shave their heads onsite in support of children with cancer. It is the only head-shaving event in Singapore that serves to raise funds and awareness of childhood cancer.

The event also provides a platform for the public to show their support by means of monetary pledging. Funds raised contribute to the annual running costs for critical programmes and services to the children and their families.

VivoCity has been supporting this event as a venue sponsor/partner since 2010.

#### Wheels for Good Race Pack Collection

##### 1 & 2 August 2016

Organised by the Methodist Welfare Services (MWS), the GOOD Programme commemorated Singapore's Golden Jubilee and 130<sup>th</sup> anniversary of the Methodist Church in Singapore. Through the GOOD Programme, MWS partnered the Methodist family to bless needy families in the community by helping them clear chronic debts to give them a fresh start in lives.

#### Spring Singapore SG50 "Hands That Built Our Nation" Exhibition

##### 11 – 19 August 2016

This was an interactive exhibition that aimed to encourage the public to reflect on the Singapore's past and envision the future through four themes:

- Singapore's Economic Miracle
- Hands That Built Our Nation
- 50 Brands Which Made a Difference
- The Next 50 Years

#### Purple Parade

##### 25 October 2015

The Purple Parade is a movement that supports the inclusion of persons with special needs. This is done through raising the public's awareness of their abilities to contribute meaningfully to the community.

### **Nanyang Technological University (NTU) Dementia Awareness Event**

**26 – 28 February 2016**

This campaign was organised by NTU to increase public awareness of dementia and the benefits of early detection.

### **Singapore Red Cross (SRC) 5th Anniversary of Great East Japan Earthquake and Tsunami Photo Exhibition**

**8 – 13 Mar 2016**

This event showcased SRC's rebuilding projects in Japan, as well as stories of survivors who benefited from contributions made by Singaporeans. The exhibition also included interactive multimedia content, sharing sessions by volunteers, and fringe activities such as origami demonstration and tea appreciation ceremony.

### **Empowering Individuals, Enriching Communities**

Through the Sponsor's "Shaping and Sharing" programme, the Manager actively participated in group-wide initiatives that focus on two broad objectives of empowering individuals and enriching communities, seeking to build long-term partnerships with stakeholders and beneficiaries and to deliver positive social and environmental impacts.

### **Education**

In FY15/16, the Sponsor contributed S\$500,000 to SIM University (UniSIM)'s endowment fund to support students pursuing practice-oriented education. To date, the Sponsor has contributed S\$3 million to the endowment funds of six universities in Singapore, benefitting over 90 university students annually.

In addition, the Mapletree Academic Achievement Programme (MAAP) was launched to recognise academic excellence. Its maiden initiative is the five-year sponsorship of select diploma graduation book prizes across all five local polytechnics. The MAAP has also committed to sponsoring graduation prizes for the diploma programmes of SIM Global Education which will fund 30 prizes annually for five years from Academic Year 2016/2017.

### **Active Involvement in the Community**

The Sponsor piloted the Mapletree Youth Resilience Programme (MYRP) which aims to provide long-term financial aid to youths with the potential and drive to pursue an education despite their disadvantaged backgrounds. Under the MYRP pilot, five youths from Boys' Town Home and its affiliate, YouthReach, have been identified to receive a one-year sponsorship for schooling-related costs, with support to be extended for another year if they show academic commitment.

### **Blood Donation Drive**

The Manager continued to hold its annual Blood Donation Drive in December 2015 for the fifth year running at Mapletree Business City (MBC). This two-day drive saw over 153 bags of blood collected.

### **Arts in the City**

The Sponsor continued to host regular complimentary lunchtime arts performances at its Singapore flagship development, MBC, throughout the year. A joint collaboration between Mapletree and National Arts Council (NAC), the 'Arts in the City' (AITC) series offers opportunities for the working community in Alexandra Precinct to engage with the arts, while providing a platform for local arts groups to showcase their talents.

### **EMPLOYEE ENGAGEMENT**

The Manager believes in investing in its people and is committed to creating a diverse, inclusive and collaborative workplace. It does so through the Sponsor's integrated human capital strategies and initiatives which give opportunities to all employees to realise their potential and contribute to our collective success.

### **Attracting Talents**

In FY15/16, the Sponsor continued to grow its pool of talents, both locally and overseas.

Besides participating in career fairs and industry networking events, the Sponsor has been hosting students at our flagship developments, where walking tours allow them to witness first-hand the success of precinct rejuvenation undertaken by the Group. The students also get to experience how art and sustainable green features are integrated with functional business spaces to create vibrant commercial hubs.

To offer job seekers fresh out of school a glimpse into life as a Mapletree employee, the Sponsor invites staff to share their working experiences in publications targeted at graduates.

Separately, the Sponsor has structured initiatives such as the Mapletree Internship Programme and Work Placement Programme, which offer attachment opportunities at Mapletree Group to promising students for them to gain hands-on working experience. These programmes complement each other to help Mapletree attract and hire suitable staff with potentials. Apart from sourcing for new hires, Mapletree also strives to retain and groom existing staff.

## SUSTAINABILITY REPORT

### Rewarding Performance

To cultivate a high-performing and motivated workforce within the organisation, Mapletree uses the pay-for-performance philosophy to guide its remuneration framework, with rewards directly linked to performances of the company and individuals. Employees are incentivised through annual bonus plans that are tied to financial and non-financial performance targets.

### Developing People

The Manager believes that having engaged and able staff is a vital asset. To that end, the Group invests in learning and development programmes and initiatives to build a strong, capable and motivated team equipped with the relevant competencies and skillsets.

As part of the learning and development strategy to bring learning to our employees and encourage them to take an active approach to learning, Mapletree's Learning Fiesta was held for the fourth consecutive year. Staff signed up enthusiastically for bite-sized seminars covering topics like building strong interpersonal relationships at work, cross-cultural communication and positive psychology.

### Engaging Employees

The Sponsor and the Manager continued to work on feedback provided in the Employee Engagement Survey conducted in 2014. Results from the survey have been rigorously analysed to guide and formulate action plans. The Manager is on track to implement changes in the areas identified for further improvement, such as in operating efficiency, and training and development.

To promote greater engagement with management, lunch sessions with staff are organised to encourage interaction in informal settings. Small group tea sessions with senior management are a new initiative introduced this year to provide more opportunities for senior management and employees to get to know each other better in a more casual environment. During these interactive sessions, employees are encouraged to share their views candidly on various issues and topics. These sessions have been well-received, with management also gaining a better understanding on employee perspectives. Such sessions have been key to the launch of initiatives driven by staff, helping to build a sense of empowerment and strengthening employees' sense of belonging.

### A Positive Work Environment

The Mapletree Recreation Club (Rec Club) continues to organise activities to promote staff interaction, and create a positive and engaging working environment. In FY15/16, the Rec Club organised its first Durian Fest.

The Rec Club continued to hold activities that promote family cohesiveness such as movie screenings and the Safari Zoo Run 2016. In line with national initiatives like "Eat with Your Family Day", employees were encouraged to leave the office earlier to dine with their families.

Together with the Health Promotion Board, the Sponsor continues to organise the Workplace Health Promotion series, which included activities such as health screening sessions, a blood donation drive, lunch talks on lifestyle topics, and monthly specially choreographed dance fitness programmes.