

Capitals	Material Issues	What we do	2019 Value Created
<p>Manufactured</p> <ul style="list-style-type: none"> Environmentally sustainable, healthy, safe and accessible quality buildings Innovative and sustainable construction methods and technologies <p>Human</p> <ul style="list-style-type: none"> Health and safety Job creation and security Learning and development Benefits and remuneration 	<ul style="list-style-type: none"> Occupational health & safety Supply chain management Employment Diversity Human rights 	<ul style="list-style-type: none"> CMT believes all employees can make a significant contribution based on their talent, expertise and experience, regardless of ethnicity, age or gender. We adopt consistent, equitable, and fair labour policies and practices in rewarding, as well as developing employees CapitaLand is a signatory to the UN Global Compact. As part of CapitaLand, CMT has implemented key efforts and programmes in relation to the key UN Sustainable Development Goals Provide a work environment that is safe and contributes to the general well-being of its employees CMT values the occupational health and safety of our stakeholders who access our properties. The stakeholders include employees, tenants, contractors, suppliers and the communities 	<ul style="list-style-type: none"> An almost equal proportion of males and females, at a ratio of 44:55 64.0% of CMT's workforce was aged between 30 and 50 About 65.3% of employees who are manager and above were women About 59.1% of senior management were women Over 22 training hours per employee. Zero employee fatality or permanent disability 100% of main contractors appointed for new development projects were both ISO 14001 and OHSAS 18001 certified
<p>SDG 3, 8, 10</p> <p>Social and Relationship</p> <ul style="list-style-type: none"> Stakeholder relations Social licence to operate Community development 	<ul style="list-style-type: none"> Stakeholder engagement Products and services (include customer health and safety) 	<ul style="list-style-type: none"> CMT is committed to activities that are aligned with its focus on community investment. We engage our stakeholders, raising awareness in the areas of philanthropy, environment, health and safety 	<ul style="list-style-type: none"> All CMT's properties participated in the WWF Earth Hour initiative CHF donated S\$300,000 towards six charities under President's Challenge and S\$3,450 towards Community Chest in support of Care Corner Singapore
<p>SDG 1, 2, 4</p>			

SUSTAINABILITY MANAGEMENT

MANUFACTURED CAPITAL

Social Integration

As satellite hubs, CMT's properties are strategic channels for community engagement. We are committed to building safe, accessible, vibrant and quality developments to enhance the lives of communities around our operations.

Our social integration criteria, which factor universal design considerations include:

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

These design considerations are integrated into CapitaLand's SBG to ensure that they are considered from the start of the project development process. Universal design considerations ensure that public spaces in our properties are accessible to users of different age groups and varying abilities. These include:

- Seamless connectivity to the external surroundings, such as bus-stops, adjacent buildings, streets and sidewalks
- Barrier-free access from accessible (handicapped) and family parking lots to lift lobbies
- Sheltered and barrier-free drop-off areas
- Accessible (handicapped) and family lots
- Designated pedestrian lanes in car parks
- Amenities such as accessible toilets, lifts and nursing rooms
- Atrium spaces, libraries and play areas for children

All our properties have at least one facility for disability access. These include accessible alighting and boarding bays, lifts, parking lots and public toilets. Our properties are also guide-dog friendly.

Supply Chain Management

We work closely with our contractors and suppliers who are committed to high quality, environmental, health and safety standards.

Contractors are only appointed upon meeting the group's stringent selection criteria, including environment, health and safety. All main contractors appointed have to be ISO 14001 and OHSAS 18001 certified. Majority of our contractors and service providers are minimum bizSAFE Level 3 certified.

In 2019, main contractors appointed for projects with gross floor area of more than 2,000 sq m were ISO 14001 and OHSAS 18001 certified.

We ensure our suppliers and service providers are in compliance with local regulations. We share CapitaLand's EHS policy with our suppliers and service providers to ensure that they are sufficiently trained or briefed in EHS measures. We also share with them CapitaLand's Supply Chain Code of Conduct to encourage our supply chain to operate responsibly in the areas of anti-corruption, human rights, health and safety, and environmental management.

HUMAN CAPITAL

Our People

As an externally managed REIT, CMT has no employee and is managed by the Manager and Property Managers, which are wholly owned subsidiaries of CapitaLand.

The teams behind the Manager and Property Managers, of more than 500 employees, are responsible for CMT's property and portfolio operations in Singapore. We recognise that people are our greatest asset contributing to the success of the business. Our workforce comprises mainly full-time and permanent employees who are based in Singapore.

Employment Fairness and Diversity

CapitaLand has in place an integrated human capital strategy designed to recruit, develop and motivate employees. As wholly owned subsidiaries of CapitaLand, the Manager and Property Managers are committed to developing a high-performance work culture that embraces diversity and collaboration.

CMT upholds CapitaLand's commitment to be a workplace of choice for employees and adheres to its policies on non-discriminatory employment practices and equal remuneration. We have adopted the five key principles of fair employment advocated by the Tripartite Alliance for Fair and Progressive Employment Practices. This is reflected in the Employers' Pledge for Fair Employment Practices signed by CapitaLand.

The five key principles of fair employment we adhere to include:

- Recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), regardless of age, race, gender, religion, marital status and family responsibilities, or disability
- Treat employees fairly and with respect and implement progressive human resource management systems
- Provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential
- Reward employees fairly based on their ability, performance, contribution and experience
- Comply with the labour laws and abide by the Tripartite Guidelines on Fair Employment Practices

We have a vibrant and competent team of employees in our workforce. New hires represented 10.5% of the total headcount in 2019. The workforce also comprises an almost equal ratio of male and female employees. Female employees are well represented in the middle and senior management levels. In 2019, close to 65.3% of the employees who are managers and above were female. Approximately 59.1% of the senior management, comprising those at Vice President level and above, were female.

To attract top talent, all job opportunities are advertised publicly via online job portals, with selections based wholly on individual merit. This is consistent with CapitaLand's non-discriminatory employment practices.

Human Rights

We support international human rights conventions, such as the Universal Declaration of Human Rights and the International Labour Organisation (ILO) Conventions, against coerced labour and discrimination in any form. Singapore has ratified 28 ILO Conventions covering four key areas of employment standards: child labour, forced labour, collective bargaining and equal remuneration.

We have no acts of discrimination or human rights violation reported in 2019.

Positive Work Environment

We are committed to providing a positive and vibrant workplace that promotes personal development, good health and wellbeing, as well as a fulfilling career. We continue to have initiatives such as flexible hours and work arrangements, comprehensive medical benefits, and employee engagement programmes were implemented to foster a culture of high performance and work-life harmony. Part-time employees were entitled to the same benefits as their full-time colleagues, on a pro-rated basis.

We advocate a pay-for-performance philosophy to drive ownership of collective goals. This encourages a high-performance work culture, which supports the creation of long-term Unitholder value. We also adopt CapitaLand's robust performance management system to ensure that all employees receive regular performance and career development reviews.

In 2019, CapitaLand conducted its Employee Engagement Survey and achieved a participation rate of more than 90%. The Group received feedback on areas of strength which have been impactful in its efforts to build a highly engaged workforce. It has also identified areas for enhancements to further build on from its employee engagement levels moving forward.

Talent Management

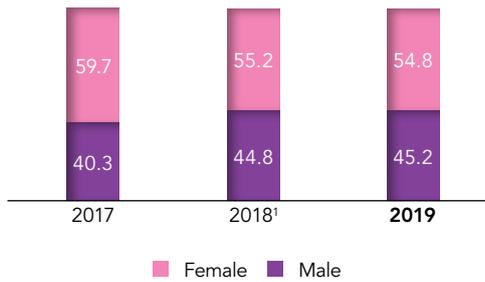
We actively seek innovative, dynamic and talented individuals, both internally and externally, with the right experience level to support our growth. This is managed through the recruitment of talent across different career stages, from entry-level graduates to mid-career professionals and industry veterans. All new hires are required to undergo an orientation programme that helps them assimilate to CapitaLand's business operations, strategy, core values and management philosophy. We constantly build our management bench strength by identifying and developing high-potential talent as part of the regular succession planning process.

Our talent management programme addresses the development of organisational core competencies as well as position-specific competencies. During the annual performance and career development review, all employees are highly encouraged to openly discuss their performance and aspirations with their supervisors, as well as to identify any training needs.

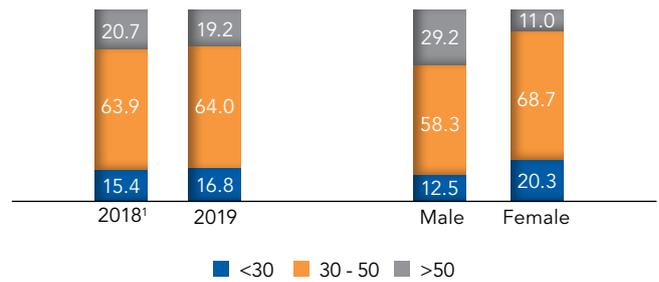
SUSTAINABILITY MANAGEMENT

HUMAN CAPITAL – EMPLOYEE PROFILE

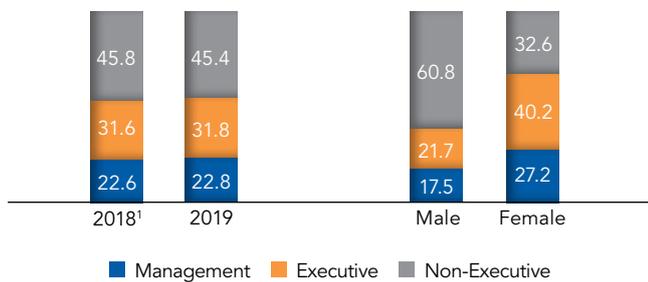
Employee Diversity by Gender (%)



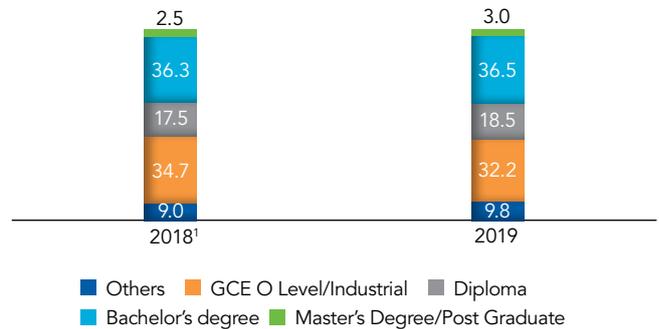
Employee Profile by Age and Gender (%)



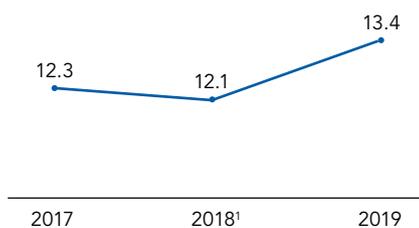
Employee Profile by Seniority and Gender (%)



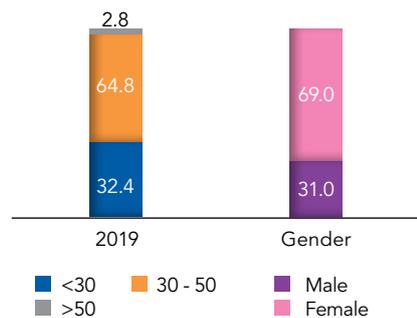
Employee Profile by Educational Qualifications (%)



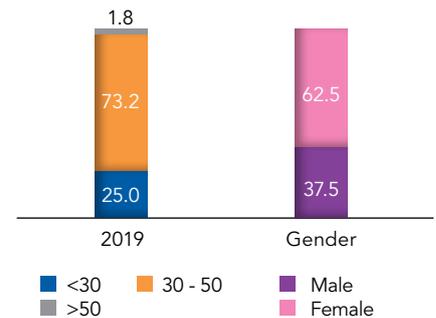
Employee Turnover Rate (%)



Voluntary Turnover by Gender and Age (%)



New Hire by Gender / Age (%)



¹ 2018 data has been restated.

Fair Remuneration

Our people are offered comprehensive and competitive remuneration packages. These include short-term cash bonus and long-term equity-based reward plans such as restricted share and performance share programmes. Such equity-based reward plans help to strengthen the link between reward and performance, as well as to retain talent.

All CapitaLand employees enjoy a flexible benefits plan, paid maternity/paternity leave, and time off for volunteer work. A flexible benefits plan enables the employees to complement their personal medical and insurance needs with those provided by the company. Employees can also customise their benefits for themselves and their families. To ensure that our remuneration packages are competitive, external human resource consultants are regularly engaged to benchmark our compensation and benefits packages against local industry peers. We also actively review our employee compensation strategies to ensure that they commensurate with market practice.

More than 58.0% of our employees have been with us for five years or longer. We conduct exit interviews with employees who have tendered their resignations as part of continuing efforts to improve retention policies and initiatives.

Learning and Development

CapitaLand encourages the cross fertilisation of talent and ideas and leverages on CapitaLand's Human Resource functions to develop our people. We are committed to talent development programmes that enable people to acquire the relevant knowledge and skills for business excellence and to reach their full potential.

CapitaLand allocates up to 3.0% of its annual wage bill towards learning and development programmes for employees. In line with its drive to upskill employees, CapitaLand conducts formal classroom training, and provides on-the-job exposure, mentoring and coaching, and opportunities for job rotation and overseas postings. Our employees have direct access to a year-long training calendar comprising a series of pre-evaluated training courses. CapitaLand has an in-house training hub, CapitaLand Institute of Management and Business (CLIMB), which supports the training and development needs of employees.

CapitaLand also has in place training roadmaps and a wide variety of courses to equip our teams with the skills and confidence to carry out their duties. In 2019,

approximately 97.2% of employees attended at least one training event, and the average number of training hours completed by each employee exceeded 22 hours. Employees pursuing relevant courses are eligible for paid examination leave of up to 10 days per calendar year.

Job Security

CapitaLand is committed to providing meaningful jobs for its employees. The efforts and initiatives are in line with the Tripartite Guidelines on Managing Excess Manpower, which covers the retraining and redeployment of workers, the implementation of flexible work arrangements and a flexible wage system to manage wage costs. The guideline was jointly established by the Singapore Ministry of Manpower together with its tripartite partners, Singapore National Employers Federation and the National Trades Union Congress.

In the event of termination or employee resignation, there is a minimum notice period of one month that needs to be fulfilled, depending on the employee's job grade.

Freedom of Association

CapitaLand maintains a harmonious relationship with the Singapore Industrial & Services Employees' Union. CapitaLand abides by the Industrial Relations Act that allows representation of employee by trade unions for collective bargaining, thus providing them with an avenue to seek redress for any industrial disputes. CapitaLand works closely with the trade unions to create a conducive and productive work environment for the mutual benefit of employees and the company.

Re-employment Opportunities

CapitaLand has a re-employment policy in place for employees who have reached the current statutory retirement age of 62, to enable them to continue to work up to 67 years old if they are still able and willing to continue contributing to CMT. In 2019, eight employees were above the age of 62.

Ethics and Integrity

CapitaLand adopts a strong stance against bribery and corruption. In addition to complying with clear guidelines and procedures regarding the giving and receipt of corporate gifts, all employees are required to pledge their commitment to CapitaLand's core values, which includes upholding the highest standards of integrity.

CapitaLand has established a whistle-blowing policy and other procedures to provide employees and business partners with well-defined, accessible and trusted channels for reporting suspected fraud, corruption

SUSTAINABILITY MANAGEMENT

dishonest practices or other workplace improprieties. The whistle-blowing policy and procedures also allow for the independent investigation of any reported incidents and appropriate follow-up action, while assuring whistle blowers of protection from reprisals.

CapitaLand upholds a strict policy on ethical business conduct, which deals with issues such as confidentiality, conduct and work discipline, corporate gifts and concessionary offers. Clear policies and guidelines on how to handle workplace harassment and grievances are also in place. CapitaLand's policies have helped to detect and prevent occupational fraud primarily in three ways:

First, we offer fair compensation packages, based on practices of pay-for-performance and promotion based on merit to our employees. We also provide various healthcare subsidies and financial assistance schemes to alleviate the common financial pressures our employees face.

Secondly, clearly documented policies and work procedures incorporate internal controls which ensure that adequate checks and balances are in place. Periodic audits are also conducted to evaluate the efficacy of these internal controls.

Finally, we seek to build and maintain the right organisational culture through CapitaLand's core values, educating our employees on good business conduct and ethical values.

To instill CapitaLand's core values and principles, new hires are encouraged to undergo the CapitaLand Immersion Programme which includes a mandatory module on anti-corruption policies and procedures. Employees are retrained on how the core values and principles can apply to their daily work.

Occupational Health and Safety (OHS)

CMT strives to achieve zero work-related injuries resulting in employee permanent disability or fatality by adopting stringent OHS practices. Employees are expected to take ownership of OHS issues, and proactively report all

OHS-related incidents alongside non-compliance and non-conformities. CMT regularly monitors the operations to control workplace safety risks and strives to eliminate or minimise them through various measures. Hazards Identification and Risk Assessments are reviewed annually or when appropriate. OHS hazards are identified for the administration, development and operational functions of the business and risks are assessed. Standard operating procedures are in place to minimise the occurrence of such hazards.

In 2019, we reported a staff absentee rate of 7.8 days and zero work-related fatality or permanent disability. There were three work-related injuries recorded during the year. The injured employees have since returned to work and safety measures and standard operating procedures have been reviewed and tightened.

Employee Well-Being

CapitaLand aims to provide a safe work environment that contributes to the general well-being of its employees.

In Singapore, this is carried out through a Total Well-Being Programme to promote health and well-being of all employee. CMT supports the programme by engaging its workforce through regular health and recreational activities, as well as brainstorming workshops. We also have a flexible work arrangement policy that permits flexible work hours, working from home or part-time work arrangements for our workforce.

In 2019, activities such as complimentary health screenings, free flu vaccinations and health-related activities were organised to encourage a well-balanced and healthy lifestyle among employees. Recreational activities included the CapitaLand Family Day, a durian feast and an annual dinner party. Yoga and Zumba classes were also organised to promote an active lifestyle. Tips on healthy living and effective exercise were published through CapitaLand's intranet. In May, CMT supported the annual national campaign, 'Eat with Your Family Day', by encouraging employees to leave their offices earlier to dine with their families.

	2017	2018	2019
Number of work-related injuries	2	3	3
Work-related fatalities/permanent disabilities	0	0	0
Absentee rate (Days per employee per year)	6.8	7.5	7.8
Severity rate	5.0	56.3	5.3
Lost day rate	10	169	16