

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>			

SOCIAL AND RELATIONSHIP CAPITAL

Stakeholder Engagement

Our stakeholders are key to CMT's long-term success. The Manager and Property Managers engage stakeholders regularly to identify and review material issues which could have significant impact to CMT's business and operations. The interactions yield valuable information that facilitate our ongoing efforts to improve the portfolio performance.

Stakeholders are those who are most directly impacted by, or most directly impact our operations. Our stakeholders comprise shoppers, tenants, investors, employees, suppliers and communities.

We seek to maintain effective communications with our stakeholders and build lasting partnerships through multiple engagement channels outlined in the tables on page 91 and 92.

Stakeholder Engagement

 SHOPPERS	 TENANTS	 INVESTORS
<p>Description To understand our shoppers' needs and improve the appeal of our malls</p> <hr/> <p>Engagement methods</p> <ul style="list-style-type: none"> • Marketing and promotional events • Loyalty programmes • Online and mobile platforms • Social media • Shopper survey • Focus group study <hr/> <p>Key topics</p> <ul style="list-style-type: none"> • Omni-channel shopping • Experiential shopping • New retail concepts • Family-friendly facilities • Easy access to public transport 	<p>Description To understand our tenants' needs and concerns as well as help drive shopper traffic to our malls</p> <hr/> <p>Engagement methods</p> <ul style="list-style-type: none"> • Informal tenant gatherings • Tenant shop openings • Biz+ Series events • Joint promotions and strategic partnerships • Green leases • Value added initiatives by centralisation and leveraging technology • Tenant satisfaction survey <hr/> <p>Key topics</p> <ul style="list-style-type: none"> • Open new shops or malls • Learn from successful companies • Share knowledge and keep abreast of market trends • Enhance operational efficiency 	<p>Description To create an informed perception of CMT, manage investors' expectations and promote a positive investment environment</p> <hr/> <p>Engagement methods</p> <ul style="list-style-type: none"> • Annual general meetings • SGXNet announcements • Annual reports, webcasts, results briefings to analysts and media • Website updates • Roadshows, conferences and meetings • Tours of CMT's properties <hr/> <p>Key topics</p> <ul style="list-style-type: none"> • Business performance • Business expectations and strategies • Economic, social and environmental concerns

SUSTAINABILITY MANAGEMENT

Products and Services - Customer Health and Safety

Customer health and safety is prioritised at our properties to ensure pleasant shopping experiences for our customers. We constantly innovate and improve our operations by leveraging technology and collaborating with strategic partners.

In 2019, we implemented a robotic cleaning solution in four of our malls. Robotic cleaners are deployed after mall operating hours with pre-mapped routes to perform general floor cleaning. There is no disruption to shoppers and tenants and productivity improved with reduced reliance on manpower. We also embarked on Adroit, a 24/7 web based operations portal which

provides enhanced coordination and communication across our malls. The portal can be accessed by multiple mall users for various operations-related modules such as Vendor Assessment, Case Log, Tenant Survey, Operation Checklist, Vendor Work Management, Incident Reporting and Pandemic Flu Checklist. The integrated online platform ensures that summary reports and various standard operating procedures and checklists can be streamlined, referenced and extracted with ease. The annual Tenant Survey, for instance, tracks the satisfaction levels of tenants operating within the portfolio. It provides Property Managers valuable insights into areas where improvements can be introduced.

 EMPLOYEES	 SUPPLIERS	 COMMUNITIES
<p>Description To develop a high performance work culture that embraces diversity and teamwork</p> <p>Engagement methods</p> <ul style="list-style-type: none"> • Informal and formal staff communications • Recreational and team building activities • Employee engagement surveys • Performance appraisals • Training courses <p>Key topics</p> <ul style="list-style-type: none"> • Communicate business strategies and developments • Reward and recognition • Training and development • Employee wellness 	<p>Description To be a fair and reasonable buyer of goods and services and share industry best practices</p> <p>Engagement methods</p> <ul style="list-style-type: none"> • Term contractor / vendor evaluation system • Standard operating procedures, guidelines and house rules for compliance • Share CapitaLand's EHS policy with suppliers • Share CapitaLand Supply Chain Code of Conduct with suppliers • Collaborate with suppliers to manage EHS challenges <p>Key topics</p> <ul style="list-style-type: none"> • Fair and reasonable treatment • Ensure alignment with EHS objectives 	<p>Description To contribute to the communities in which we operate</p> <p>Engagement methods</p> <ul style="list-style-type: none"> • Employee volunteerism • Collaboration with CapitaLand Hope (CHF) Foundation to donate to non-profit organisations • Management of ESG issues • Corporate social responsibility programmes <p>Key topics</p> <ul style="list-style-type: none"> • Philanthropy • Environment

Our Community

During the year, we collaborated with non-profit and government organisations to promote healthy living, environmental sustainability and community causes through activities at our malls.

CapitaLand is a strong advocate of volunteerism and was one of the first companies to formalise three days of Volunteer Service Leave (VSL) for its employees. In recognition of our employee's social contribution, CapitaLand Hope Foundation (CHF), the philanthropic arm of CapitaLand, donates S\$500 to an approved Institution of a Public Character in Singapore or international non-profit organisation when the three days of VSL are utilised within the year.

Community Involvement

JWalkers

To promote healthy lifestyle through mall-walking to residents and patients living in the west, J-Walkers, the first mall-walking activity in Singapore was launched in partnership with Ng Teng Fong General Hospital. Over 300 participants brisk walked along a 2 km route via the J-Walk elevated pedestrian network along Westgate and IMM Building.

National Heritage Board Founders' Memorial Showcase

IMM Building hosted the launch of the Founder's Memorial Exhibition by National Heritage Board in November, before it travelled to various locations across Singapore. The Founders' Memorial, which honours Singapore's pioneer leaders, is slated to open in 2027 in the Marina Bay area. The exhibition showcased 3D models of the proposed designs, and invited Singaporeans to vote for their favourite design through an online portal.



Snow Fun House at Plaza Singapura

Snow Fun House

To celebrate the year-end holidays, Plaza Singapura presented PS Snow Fun House, a two-storey snow

chamber with sub-zero temperatures. Visitors were encouraged to snap photos and post them on Instagram with the hashtags #PSSnowHouse and #CapitaLandHopeFoundation, where S\$5 will be donated for every hashtag used. CapitaLand Hope Foundation, the philanthropic arm of CapitaLand, raised S\$3,450 in support of Care Corner Singapore.

SG Cares

'Celebrating Our Culture of Care' by MediaCorp SG Cares was officially launched at JCube. The event served to build a stronger community while encouraging all who live in Singapore to extend a helping hand to those in need. Shoppers engaged in fun craft activities, a special augmented reality experience and pledged their support towards building a more caring community through a mural made out of over 400 hand-painted sail boats.



Arts in the City: We Love Singapore in Raffles City Singapore

Arts in the City: We Love SINGAPORE

Raffles City Singapore, in collaboration with Singapore Kindness Movement, celebrated Singapore's 54th Birthday and commemorated the Singapore Bicentennial with 'Arts in the City: We Love SINGAPORE'. Fronted by the iconic Singa the Lion, the campaign featured a host of activities, including a public exhibition of 200 individually-decorated Singa the Lion figurines. President Halimah Yacob, Mr Lee Chee Koon, President & Group CEO of CapitaLand Group and Director for CHF, and Dr William Wan, General Secretary of the Singapore Kindness Movement, were present to launch the campaign. CHF donated S\$300,000 to benefit six charities under President's Challenge 2019 through this exhibition.

Clean & Green Singapore

Co-organised by the National Environment Agency and South West Community Development Council, Westgate hosted segments of the Clean & Green Singapore carnival including workshops and exhibits to inspire shoppers to care for the environment by incorporating clean, green and sustainable habits into their lifestyle to fight climate change.