

## Board Statement 2-14 2-22

### Dear Stakeholders,

As a real estate entity, our operations have environmental and social impact on the communities in which our properties are located. Energy use in the built environment contributes significantly to global emissions. Also, the strategic location, management and enhancement of our properties are inextricably linked to urban planning, accessibility and community development. Recognising this impact underscores MIT's responsibility to not only pursue environmental, social and governance ("ESG") excellence but also align its practices with international and local sustainable development goals.

Transparency and Trust are key to our corporate culture. This ethos has served us well in building strong long-term relationships with our stakeholders. These include our investors, employees and business partners. This report outlines our challenges, strategy and progress towards a more sustainable business.

The Board holds the ultimate responsibility for the management of sustainability-related risks and opportunities and considers them as part of our strategic formulation. ESG matters are monitored and discussed on an ongoing basis. In Financial Year 2023/2024 ("FY23/24"), we reviewed the material matters of the prior assessment and considered all of them relevant throughout the reporting period. These matters guided us in our sustainability strategy and target setting across different time horizons. We have aligned our sustainability strategies and practices with those of our Sponsor, Mapletree Investments Pte Ltd (the "Mapletree Group").

To effectively manage the myriad aspects of sustainability, we have enhanced our governance structure with different committees to execute our sustainability strategies across different geographies, functions and departments. More details about our governance structure can be found in the 'Sustainability Approach' section.

### Investment in Sustainable Buildings

FY23/24 marked a new milestone in our renewable energy journey with the initiation of Phase 3<sup>1</sup> in our solar panel installation project. We expanded our solar infrastructure to include 14 properties across 10 property clusters, enhancing our generating capacity with an additional 3,492 kilowatt peak ("kWp").

During the financial year, we progressively carried out various energy enhancement initiatives across our properties in the Singapore Portfolio, including the installation of motion sensors and energy-efficient lighting. These initiatives are estimated to yield total energy savings of 1.8 million kilowatt hours ("kWh") annually, sufficient to power the common areas of more than eight of our Flatted Factory Clusters.

In addition, we obtained the recertifications of BCA Green Mark Gold Awards for The Signature, K&S Corporate Headquarters, 18 Tai Seng and 978 & 988 Toa Payoh North. We have also set FY24/25 targets to achieve ISO 14001:2015 certification for our Environmental Management System ("EMS") and to obtain sustainable building certifications for two data centres in North America.

In FY23/24, we made our first foray into the Japanese market by acquiring a newly built data centre in Osaka. This acquisition offers a strategic opportunity for us to diversify our presence into one of the most developed data centre markets in Asia Pacific. The newly acquired data centre was built in accordance with industry-leading energy efficiency specifications thus aligned with our long-term strategy to invest in operationally sustainable buildings.

### Climate-related Disclosures

In FY21/22, the Mapletree Group announced its goal to achieve Net Zero by 2050 and published a roadmap to guide all business units to meet this target. An environmental data management system will be rolled out in the upcoming financial year to facilitate more comprehensive and precise reporting of our environmental performance, providing an accurate baseline for future target setting exercises.

### Tenant and Employee Engagement

Tenant engagement is important in advancing our sustainability ambitions. We held educational seminars and events for tenants on the importance of managing their environmental impact. We also demonstrated how they could leverage on technologies provided by MIT in selected properties through these seminars and events. During the reporting year, we engaged 24% of tenants (by Overall Portfolio's net lettable area ("NLA")) on ESG matters (including data sharing).

Our employees are crucial to the success of our business. The skills, capabilities and continued efforts of our workforce have enabled MIT to maintain its resilient financial performance. MIT carried out a group-wide Employee Engagement Survey in FY23/24. This survey included new components to assess employee satisfaction in areas like MIT's leadership and sustainability performance. The findings from the survey will be crucial in enabling us to execute our long-term sustainability plans.

### Sustainable Commitment

We will continue to actively engage our stakeholders through regular and transparent communication on our challenges, targets, and initiatives as we progress on our sustainability journey. We remain committed to adopting meaningful ESG practices, and we thank you for your continued support of MIT's efforts towards achieving sustainable value creation.

### Board of Mapletree Industrial Trust Management Ltd.

## About the Report

### Reporting scope 2-2 2-3

Unless otherwise stated, this report covers the sustainability performance of MIT and 76<sup>2</sup> properties in Singapore and five properties in North America, which Mapletree Industrial Trust Management Ltd. (the "Manager") has operational control for FY23/24 from 1 April 2023 to 31 March 2024. This report includes data from prior financial years for comparison, where available.

The performance data of employment and health and safety-related material matters pertained to employees of the Manager and employees of Mapletree Facilities Services Pte. Ltd., Mapletree US Management LLC and Mapletree Management Services Japan Kabushiki Kaisha, who are responsible for the management and operations of MIT's properties (collectively, the "Property Manager"). They are dedicated personnel responsible for the ongoing management and operations of MIT. The Sponsor continues to support the Manager in functions, such as Human Resource, Information Systems & Technology, Internal Audit, Legal and Risk Management and the provision of property management services for MIT's data centres in North America and Japan.

The Sustainability Report should be read in conjunction with the Annual Report 2023/2024 for a more comprehensive overview of MIT's business and performance.

### Reporting standards

This report has been prepared in accordance with the Global Reporting Initiative ("GRI") 2021 Standards, with additional guidance from the GRI-G4 Construction and Real Estate Sector Disclosures and GRI Reporting Principles for defining report content and quality. The GRI Standards is selected as it is the most widely adopted global reporting standard among businesses to disclose sustainability matters across comparable criteria. The GRI 2021 Standards disclosure references are indicated in the corresponding sections of the report. This report meets the requirements of the SGX-ST Listing Rules (711A and 711B), and the Sustainability Reporting Guide set out in Practice Note 7.6.

This report is also prepared in accordance with the Guidelines on Environmental Risk Management for Asset Managers issued by the Monetary Authority of Singapore ("MAS") and is guided by the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). More details can be found under the Environmental Pillar. The supplementary information on the methodology can be found on pages 35 to 36.

### Feedback 2-3

The Manager welcomes feedback on MIT's Sustainability Report and performance. Please send your comments or questions to Ms Melissa Tan, Director, Investor Relations and Sustainability at [ir\\_industrial@mapletree.com.sg](mailto:ir_industrial@mapletree.com.sg). This report was published on 18 June 2024.

<sup>1</sup> Phase 1 and 2 of the solar panel installation were completed in 11 properties across seven clusters.  
<sup>2</sup> Includes the Tanglin Halt Cluster, which was divested on 27 March 2024.



## FY23/24 Sustainability Highlights



### Safeguarding Against Impact of Climate Change

**22.6% and 26.1%** reduction in average building electricity intensity and Scope 2 greenhouse gases ("GHG") emissions intensity for Singapore properties from FY19/20



**4** initiatives on water conservation

**4** recertifications of BCA Green Mark Gold Awards



**3,492 kWp** total solar generating capacity installed across 10 property clusters

**1.8 million kWh** annual energy savings from LED lighting upgrades in 46 properties across 27 clusters in Singapore



### Enhancing Social Value in the Workplace and Community

Organised **7** tenant events



**S\$12,535** raised from MIT CSR initiative



Average training hours per employee **50.8 hours**



**98.3%** employees received professional training relating to ESG topics



**Employee Engagement Survey** with a response rate of **98%**

**Top 10 Companies** in Singapore for **Gender Equality** in 2024 by Equileap



Women held **68.8%** of management positions



### Upholding High Ethical Standards

GRESB Public Disclosure Level **'A'**



MSCI ESG Rating **BBB** (Upgraded from BB rating)

**64%** Independent Directors on Board



**Internal Review** of sustainability reporting process completed



**Zero** incidences of non-compliance with anti-corruption laws and regulations



Morningstar Sustainability ESG Risk Ratings **13.6 Low Risk**



**Zero** material incidences of non-compliance with relevant laws and regulations



## Sustainability Approach

Strong governance sets the foundation of MIT's sustainability strategy. To effectively oversee MIT's sustainability progress and initiatives, the Board undergoes training and professional development programmes, including director sustainability training courses prescribed by the SGX-ST for listed entities.

To assist the Board in overseeing its sustainability strategy, MIT's wider sustainability governance structure comprises several other committees and includes representatives from both the Manager and the Sponsor. The wide range of roles and functions incorporated into the Manager's sustainability governance structure ensures effective oversight of sustainability target setting and performance evaluation.

### Sustainability governance

#### Board of Directors of Mapletree Industrial Trust Management Ltd.

- Oversees sustainability strategy and sustainability reporting
- Approves and monitors progress of sustainability targets and performance
- Receives updates on critical ESG issues
- Determines risk strategy and governance, including those related to climate-related risks and opportunities

#### CEO of Mapletree Industrial Trust Management Ltd.

#### Mapletree Group's Sustainability Steering Committee ("SSC")

- Co-chaired by Deputy Group CEO and Group Chief Corporate Officer ("CCO") of Mapletree Group
- Spearheads the development of policies and initiatives that are aligned to Mapletree Group's sustainability strategy
- Sets targets and drives sustainability initiatives
- Evaluates management approach to assess the effectiveness and relevance of existing policies and measures

#### Sustainability Representatives

#### Mapletree Group's Sustainability Working Committee ("SWC")

- Comprises representatives from various business units and corporate functions
- Implements, executes, and monitors sustainability plans, policies and practices

#### Country ESG Committees

- Champions and supports sustainability initiatives in each country where MIT operates

MIT's sustainability approach is closely aligned with that of the Sponsor's, and its performance is benchmarked against the Sponsor's and industry peers. The Manager is committed to broadening its business focus beyond financial returns to incorporate ESG considerations. It strives to build strong relationships with its stakeholders through the following key activities:

**Mapletree ESG Framework** 2-23 2-24

**Building a Resilient Business**

**Creating Value and Delivering Sustainable Returns to Stakeholders while Contributing to Sustainable Development**

**Safeguarding against impact of climate change**

By supporting the transition to a low carbon economy through sustainable investment, development, and operations

**Enhancing social value in the workplace and community**

By ensuring the health and safety of employees and stakeholders, focusing on diversity and inclusion of its workforce and supporting the communities in which it operates

**Upholding high ethical standards**

By conducting its business in an ethical manner and in compliance with all applicable laws and regulations

As part of the continuous improvement of its sustainability strategy, MIT applies the precautionary principle<sup>3</sup> to identify and mitigate possible negative impact to the economy, the environment and the community. MIT embeds sustainability objectives in its ESG policies to provide a roadmap for day-to-day operations and decision-making. The Mapletree Group drives all policies relating to ESG matters. This is supplemented by specific policies that cater to the unique demand and nature of MIT's business. The policies are regularly reviewed and revised in accordance with the changing business environment. They are also communicated to all employees via email and are available on the organisation's intranet. More information on the policies can be found on pages 34 to 35.

The Mapletree Group supports the Paris Agreement and Singapore's net zero ambitions and aligns its sustainability matters with the United Nations' Sustainable Development Goals ("UN SDGs"). Mapletree Group's "Net Zero by 2050" roadmap, announced in FY21/22, serves as a guide for MIT to integrate sustainability principles into investment decisions, operations and development projects. MIT's progress along this roadmap can be found in the Net Zero Progress section on page 12.

**Integrating sustainability into remuneration**

As part of the Manager's commitment to sustainability, the performance target bonus amount for management and employees is tied to Key Performance Indicators ("KPIs") that are

evaluated to be critical to MIT and aligned with its sustainability strategy.

These KPIs include the improvement in capability development of the workforce, the achievement of the reduction in energy consumption and renewable energy targets.

For further information on remuneration matters, refer to pages 88 to 92 of the Annual Report.















**Materiality** 3-1

The Manager recognises that a meaningful sustainability approach involves understanding stakeholders' key concerns and identifying and prioritising the matters that are most material to its business and stakeholders. The Manager conducts an annual review of MIT's material matters to assess their continued relevance. Key internal stakeholders are consulted as part of the process and the scope and priority of each material topic is adjusted where necessary.

















In FY21/22, the Mapletree Group and REIT Managers conducted a re-assessment of MIT's material matters to address changing stakeholder expectations and emerging risks. As part of this exercise, surveys and interviews were conducted with internal and external stakeholders. The Board has reviewed and reaffirmed the continued relevance of the 11 material matters and an additional non-material matter in FY23/24, which have been grouped into four main pillars - Economic, Environmental, Social and Governance.

**Material matters, targets and performance** 3-2 3-3

The Manager mapped its material matters against the UN SDGs to identify areas where MIT could make the most significant contributions. The following table summarises MIT's material matters, targets and performance and how the goals contribute to the relevant UN SDGs.

Material matters	FY23/24		FY24/25 and beyond		Contribution to the UN SDGs
	Targets	Performance	Targets		
<b>Economic Pillar: Creating Value and Delivering Sustainable Returns to Stakeholders</b>					
 <b>Economic performance</b> Achieve sustainable economic growth to provide returns to our Unitholders	Deliver sustainable and growing returns to Unitholders in the long term	<span style="color: green;">●</span>	<b>Long-term target</b> Deliver sustainable and growing returns to Unitholders in the long term		
 <b>Strong partnerships</b> Strengthen our relationships with key stakeholders	Plan at least two events to strengthen relationships with key stakeholders	<span style="color: green;">●</span>	<b>Long-term target</b> Plan at least two events to strengthen relationships with key stakeholders		
<b>Environmental Pillar: Safeguarding Against Impact of Climate Change</b>					
 <b>Energy and climate change</b> Improve our energy performance and efficiency and manage the risks and opportunities arising from climate change	Reduce FY23/24 average building electricity intensity by 0.75% for MIT's properties in Singapore from the base year of FY22/23	<span style="color: green;">●</span>	Reduce FY24/25 average building electricity intensity by 18% for MIT's properties in Singapore from the base year of FY19/20 <sup>Revised</sup> Increase total solar energy generating capacity in FY24/25 by 4,000 kWp <sup>New</sup> Achieve ISO 14001:2015 certification for the Environmental Management System in FY24/25 <sup>New</sup> <b>Long-term targets: By FY29/30</b> Reduce average building electricity intensity by 15% for MIT's properties in Singapore from the base year of FY19/20 Reduce average building Scope 2 GHG emissions intensity by 17% for MIT's properties in Singapore from the base year of FY19/20 Increase total solar energy generating capacity across MIT's portfolio to 10,000 kWp <i>Align with MIPL's commitment to achieve net zero emissions by 2050</i>		  
 <b>Quality, sustainable products and services</b> Improve the quality and sustainability of our real estate assets	Introduce sustainability clauses for all new and renewal leases for the Singapore and North American Portfolios	<span style="color: green;">●</span>	Attain sustainable building certifications for 180 Peachtree Street NW, Atlanta and 250 Williams Street NW, Atlanta <sup>New</sup> Achieve 35% of leases with sustainability clauses in the Singapore Portfolio <sup>New</sup> <b>Long-term target</b> Engage with tenants to adopt sustainability clauses for all new and renewal leases across MIT's portfolio <sup>New</sup>		
 <b>Water management</b> Sustainably manage our water resources	Implement water conservation campaign through four initiatives for MIT tenants in Singapore	<span style="color: green;">●</span>	Implement water conservation campaigns through four initiatives for MIT tenants in Singapore <b>Long-term target</b> Engage with tenants on the importance of water conservation <sup>New</sup>		
 <b>Additional non-material matter Waste management</b> Reduce waste generation and promote recycling	Promote the utilisation of food digesters in the Kampong Ampat Cluster	<span style="color: green;">●</span>	Introduce recycling programme for wooden pallets at the Serangoon North Cluster <sup>New</sup>		

<sup>3</sup> The precautionary principle is set out in the Principle 15 of the UN Rio Declaration on Environment and Development. It states: 'Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation'.

Material matters	FY23/24		FY24/25 and beyond		Contribution to the UN SDGs
	Targets	Performance	Targets		
<b>Social Pillar: Enhancing Social Value in the Workplace and Community</b>					
 <b>Employee engagement and talent management</b> Provide a positive and engaging work environment for our employees	Hold employee town hall meetings at least once in a financial year	●	Hold employee town hall meetings at least once in a financial year		 
	70% of employees to complete at least one hour of ESG and one hour of digital-related training in a financial year	●	80% of employees to complete at least one hour of ESG and one hour of digital-related training in a financial year Complete average training hours per employee of 40 hours <sup>New</sup>		
	Maintain a diverse and relevant learning and professional development programme	●	<b>Long-term target</b> Maintain a diverse and relevant learning and professional development programme		
 <b>Diversity and equal opportunity</b> Maintain equity through fair and equal opportunities for all	Continue to commit to fair employment practices by ensuring that all individuals receive the same opportunities for hiring, advancement and benefits	●	<b>Long-term targets</b> Continue to commit to fair employment practices by ensuring that all individuals receive the same opportunities for hiring, advancement and benefits  Aspire to achieve at least 25% of female representation on the Board by 2025 and 30% by 2030		  
 <b>Health and safety</b> Maintain a safe environment for all stakeholders and care for the well-being of our employees	Achieve zero incidents resulting in employee permanent disability or workplace fatality	●	<b>Long-term target</b> Achieve zero incidents resulting in employee permanent disability or workplace fatality		
 <b>Community impact</b> Support initiatives and projects that have a positive impact on communities	Organise one MIT Corporate Social Responsibility ("CSR") initiative	●	<b>Long-term target</b> Organise one MIT CSR initiative		 
<b>Governance Pillar: Upholding High Ethical Standards</b>					
 <b>Ethical business conduct</b> Conduct our business with utmost integrity and accountability	Maintain zero incidents of non-compliance with anti-corruption laws and regulations	●	<b>Long-term target</b> Maintain zero incidents of non-compliance with anti-corruption laws and regulations		
 <b>Compliance with laws and regulations</b> Achieve full regulatory compliance in everything we do	Achieve no material incidents of non-compliance with relevant laws and regulations	●	<b>Long-term target</b> Achieve no material incidents of non-compliance with relevant laws and regulations		

**Performance Indicator**  
 ● Achieved ● On track ● Not on track

**Short-term sustainability challenges**

MIT's stable workforce and strong compliance with relevant laws and regulations demonstrate the Manager's commitment on the social and governance front. However, the Manager faces challenges in managing the environmental performance of MIT's data centres and multi-user factory space. These are attributed to the nature of the business, regulatory and operating landscape in different geographies. More time and extensive engagement with the tenants will be required to address these challenges.

**Data Centres**

With the rising demand for digital services, cloud computing and artificial intelligence ("AI"), data centres have become an integral part of the global infrastructure. Demand for data centres in the United States alone is predicted to rise by 10% annually till 2030<sup>4</sup>. While data centres are critical to the modern society, they also are highly energy intensive. A large amount of electricity is required to run and cool the servers. This also results in higher GHG emissions as compared to other asset classes. This presents a unique sustainability challenge for MIT, whose portfolio predominantly comprises data centre assets.

The Manager has operational control over five of the 61 data centres in MIT's portfolio. It has implemented measures to manage the environmental impact of data centres where possible. These include installing more efficient cooling systems and increasing renewable energy use. Where the Manager has limited or no operational control of the data centres, efforts to enhance the sustainability aspect of these assets are limited.

The second challenge is the visibility of environmental data. As most of the data centres are leased on a triple-net basis with the utility and property maintenance costs borne solely by the tenants, there is no visibility or control of the tenants' environmental

performance over energy, water and waste. The lack of visibility of environmental data is compounded by the increased emphasis on data privacy and the different ESG regulatory approaches and legislation across the United States.

**Multi-user Factory Space**

Flatted Factories and Stack-up/Ramp-up Buildings constituted about 21.4% of MIT's portfolio (by assets under management) as at 31 March 2024. The tenant base comprises predominantly small and medium-sized enterprises ("SMEs"). They may possess less resources and lower maturity in their sustainability efforts as compared to larger companies. Accordingly, it may be challenging for most tenants from Flatted Factories and Stack-up/Ramp-up Buildings to rapidly scale up their sustainability measures and this could impact MIT's environmental performance. Tenants who are at the early stages of growing their businesses and have limited resources may place a lower priority on investing in sustainability measures.

Nevertheless, the Manager continues to encourage a positive shift in user mindset and behaviour through regular engagement, education, monitoring and measurement to improve the environmental performance of MIT's properties.

Kindly refer to the Net Zero Progress section on page 12 for more information.

**SPOTLIGHT**

**Tackling Sustainability Challenges**

The Manager seeks to account for tenant emissions in its decarbonisation strategy and carbon reduction targets, even though MIT's tenants procure their own energy.

It is therefore paramount to have visibility of tenants' environmental data. This will allow the Manager to better identify opportunities to help the tenants carry out their operations more efficiently. In FY22/23, the Manager established the target on introducing sustainability clauses for new leases in Hi-Tech Buildings and Business Park Buildings. These clauses

aim to encourage tenants to share environmental data and to participate in relevant sustainability initiatives. The target was further expanded to all new and renewal leases of the Singapore and North American Portfolios in the subsequent year. The Manager has established a target on tracking the proportion of leases with sustainability clauses in the Singapore Portfolio for FY24/25 to drive progress.

The Manager will continue to engage tenants on ESG matters, including data sharing, through meetings and sustainability events.



Engaged **24%** of tenants (by Overall Portfolio's NLA) on ESG matters in FY23/24



To achieve **35%** of leases with sustainability clauses in Singapore Portfolio in FY24/25






To attain **2** new sustainable building certifications in FY24/25

<sup>4</sup> Source: Investing in the rising data centre economy, McKinsey & Company, 2023.

**Stakeholder engagement** 2-29

The Manager regularly engages with the key stakeholder groups that have significant influence on MIT's business or are considerably impacted by MIT. The Manager has outlined the key topics of interest for each stakeholder group in the table below and considered them in its responses.

Key stakeholders	Engagement methods	Key topics of interest	The Manager's response and key outcomes
 <p>Tenants</p>	<ul style="list-style-type: none"> <li>Marketing and Property Management hotlines</li> <li>Tenant Handbook and circulars</li> <li>On-site property management employees for multi-tenanted buildings</li> <li>Meetings with key existing and new tenants</li> <li>Tenant engagement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Well-managed industrial facilities</li> <li>Safe working environment</li> <li>Prompt response to feedback</li> <li>Environmentally sustainable buildings</li> <li>Responsible marketing communications</li> <li>Stronger landlord-tenant relationships</li> <li>Tenant engagement on ESG initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Managing tenant feedback effectively and maintaining professionalism in the interaction with tenants</li> <li>Providing feedback channels for all tenancy matters and projects</li> <li>Organising tenant engagement and knowledge sharing events including on ESG initiatives</li> <li>Incorporating ESG component into tenant satisfaction survey</li> </ul> <p><b>Organised 7 tenant events</b> ✓</p>
 <p>Investors, analysts and media</p>	<ul style="list-style-type: none"> <li>Announcements via SGXNET</li> <li>Regular meetings, events and teleconferences with investors and analysts</li> <li>Results briefings with "live" audio webcasts for half-year and full-year results</li> <li>Financial reporting</li> <li>Annual general meetings</li> <li>Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>Stable and sustainable distributions</li> <li>Viable long-term business strategy and outlook</li> <li>Timely and transparent reporting</li> <li>Good corporate governance</li> <li>ESG strategy, opportunities and performance</li> </ul>	<ul style="list-style-type: none"> <li>Email alerts to subscribers on announcements and updates</li> <li>Maintaining proactive and transparent disclosures in a timely manner</li> <li>Ensuring strong Board oversight</li> <li>Implementing sound risk management and internal control practices</li> </ul> <p><b>Participated in 8 investor conferences and events</b> ✓</p>
 <p>Employees</p>	<ul style="list-style-type: none"> <li>Mapletree Immersion Programme for new employees</li> <li>Annual Industrial Communications Forum by management</li> <li>Annual Staff Communication Session (organised by the Sponsor)</li> <li>Career development and performance appraisals</li> <li>Annual Town Hall</li> <li>Mapletree Group Employee Engagement Survey</li> <li>Employee grievance handling procedures</li> <li>Recreation Club activities and staff volunteering activities</li> </ul>	<ul style="list-style-type: none"> <li>Equitable reward and recognition</li> <li>Good communication of business strategies and corporate objectives</li> <li>Training and development opportunities</li> <li>Safe and healthy working environment</li> <li>Incorporation of ESG targets in employee remuneration</li> </ul>	<ul style="list-style-type: none"> <li>Employee Handbook, Company Intranet and email updates</li> <li>Ensuring fair and objective criteria for recruitment process</li> <li>Ensuring transparent and objective performance appraisals and performance-based remuneration system</li> <li>Providing regular training programmes, education sponsorships, and career progression opportunities</li> <li>Offering health and wellness benefits</li> <li>Maintaining workplace health and safety</li> </ul> <p><b>Held 120 wellness events in Singapore, United States and Japan</b> ✓</p>

Key stakeholders	Engagement methods	Key topics of interest	The Manager's response and key outcomes
 <p>Regulators and trustee</p>	<ul style="list-style-type: none"> <li>Meetings, briefings and reporting</li> <li>Participation in industry associations</li> <li>Responses to public consultations</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with rules and regulations</li> <li>Good corporate governance</li> <li>Advocacy of best practices</li> </ul>	<ul style="list-style-type: none"> <li>Implementing policies and procedures to ensure compliance with relevant laws and regulations</li> <li>Implementing sound risk management and internal control practices</li> </ul>
 <p>Third-party service providers</p>	<ul style="list-style-type: none"> <li>Meetings, inspections and networking events</li> <li>Regular operations meeting with service providers and the Property Manager</li> </ul>	<ul style="list-style-type: none"> <li>Safe working environment</li> <li>Fair and reasonable business practices</li> <li>Stronger relationships</li> </ul>	<ul style="list-style-type: none"> <li>Communicating policies and procedures to ensure compliance with the procurement process and execution</li> <li>Ensuring integrity in procurement decision-making process</li> <li>Adhering to terms of agreements</li> </ul>
 <p>Community</p>	<ul style="list-style-type: none"> <li>Collaborations with non-profit organisations</li> <li>Feedback channels for ongoing development projects</li> <li>Knowledge sharing events for tenants</li> </ul>	<ul style="list-style-type: none"> <li>Corporate philanthropy and engagement</li> <li>Impact of development projects on surrounding communities</li> </ul>	<ul style="list-style-type: none"> <li>Giving back to society through CSR programmes, which are in line with the Mapletree CSR Framework</li> <li>Encouraging employee volunteerism</li> <li>Providing feedback channels for ongoing development projects</li> <li>Supporting tenants' CSR initiatives</li> <li>Integrating ESG considerations into the risk assessment and investment processes</li> </ul> <p><b>Raised S\$12,535 from MIT CSR initiative</b> ✓</p>

