

SUSTAINABILITY REPORT

We are pleased to present our inaugural sustainability report within the annual report this year. It marks the start of our journey towards a structured approach of reporting the key material aspects of sustainability and how they impact on environmental, social, economic and governance factors, which are of interest to both our internal and external stakeholders.

Sustainability is an important aspect of FCL's business. Environmental and social considerations are crucial to the way we design, build and operate our properties

and to how we manage our business. We constantly seek ways to improve our sustainability practices and we are taking steps to be more strategic in our planning. Given our focus on sustainability, it is logical for us to communicate our commitment and performance through an annual sustainability report.

Our approach to sustainability has been guided by the company's core values of responsiveness, reliability, ownership, commitment, innovativeness, integrity, teamwork and trust.

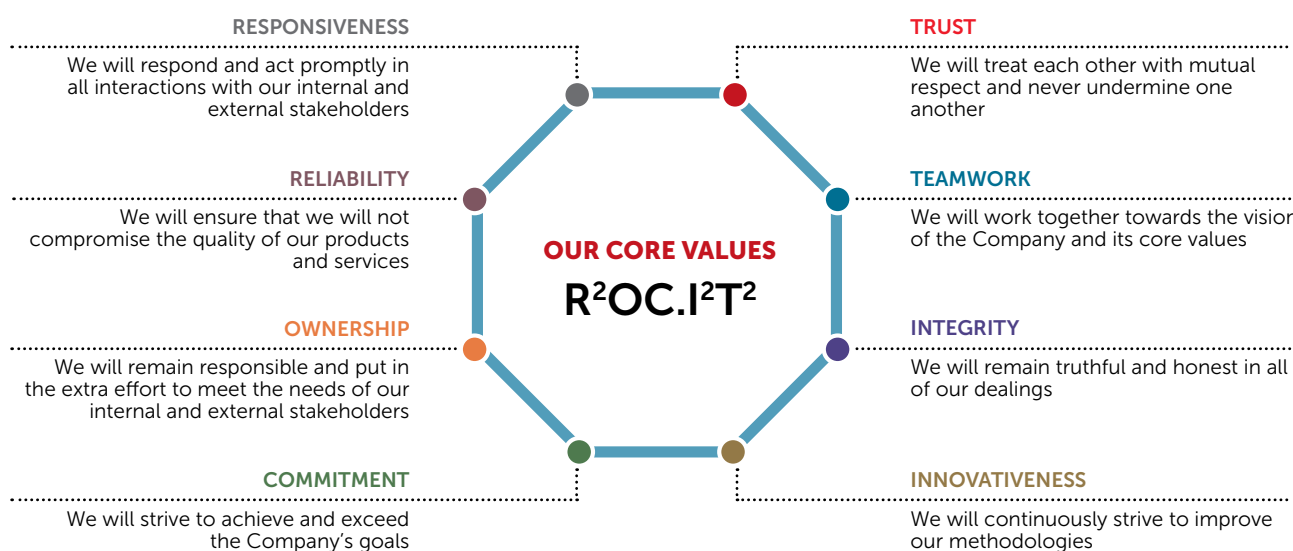


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FCL Bursary Award Ceremony 2015

SCOPE OF THIS REPORT [G4-17]

This sustainability report covers the period from 1 October 2014 to 30 September 2015 (FY2014/15). The report is prepared based on the guidelines laid out by the Global Reporting Initiative (GRI), an international standard for sustainability reporting. The report meets the GRI's G4 Core requirements and accounts for the Construction and Real Estate Sector disclosures. We intend to seek external assurance on our sustainability report in the future.

The report scope covers all our business divisions¹ and our significant locations of operation, namely Singapore, Australia and China. Data disclosed covers this scope for all of FCL Group's entities as well as three listed Real Estate Investment Trusts (REITs)², unless otherwise stated. The data only covers assets that we own and/or manage, which we have operational control. We have included health and safety data of our principal contractors' employees working in our Singapore development sites, as we see this as a significant area where we have material influence. For data on our workforce, we have extended the coverage to our global operations.

¹ Development & Property, Frasers Centrepoint Commercial, Frasers Hospitality Group, Frasers Property Australia, Frasers Property China, Frasers Centrepoint Asset Management Ltd, Frasers Centrepoint Asset Management (Commercial) Ltd, Frasers Hospitality Asset Management Pte. Ltd.

² Frasers Centrepoint Trust (FCT), Frasers Commercial Trust (FCOT), Frasers Hospitality Trust (FHT)



WE WOULD LIKE TO HEAR FROM YOU

We welcome feedback and suggestions for improvements in our sustainability practices.

Please write to Dr Pang Chin Hong, Assistant General Manager (Corporate Planning), Chairman of the Sustainability Working Committee, at sustainability@fraserscentrepoint.com.

We seek to continuously improve our sustainability performance and your feedback is vital to us in achieving our aims.

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KEY HIGHLIGHTS FOR FY2014/15



GOVERNANCE

Runner-Up for "Internal Audit Excellence" & "Most Transparent Company (Real Estate)" at the Securities Investors Association Singapore 16th Investors' Choice Awards 2015



ENVIRONMENT

- BCA Top 10 Buildings for Energy Efficiency 2015
 - Retail Mall Category – Causeway Point
 - Private Office Category – Alexandra Point
 - Hotel Category – Capri By Fraser, Changi City
- 24 BCA Green Mark developments and commercial buildings to date



HEALTH & SAFETY

- ZERO workplace fatality for FY2014/15
- All our main contractors in Singapore are OHSAS 18001 certified



HUMAN CAPITAL

- 26 hours of training for FCL staff globally
- Diverse mix of workforce with 55% : 45% between male and female employees
- Over 20 nationalities among our 4,062 employees globally
- Hiring rate of 31% exceeding the turnover rate of 26% for our global workforce



COMMUNITY/STAKEHOLDERS

- 500 days of community services by our staff
- Over \$400,000 cash and in kind community support
- 78% satisfaction scoring by our homebuyers on their home collection experience
- 76% satisfaction scoring by our homebuyers within one year after move-in
- 70% of our office and industrial buildings' tenants were satisfied to very satisfied with our service

"Being an international real estate company with diverse exposure across residential, commercial, hospitality and industrial segments, FCL believes that we have the responsibility to influence and shape the way communities live, work, shop and play within the four walls and beyond."

Lim Ee Seng,

Group CEO & Chairman of FCL Sustainability Steering Committee

OUR APPROACH TO SUSTAINABILITY

We constantly explore ways in which the space we provide can enhance wellbeing, productivity and enjoyment. Our aim is to develop built environments that are resource-efficient, contribute to thriving local economies and provide stimulating workplaces that encourage staff to perform their best.

In order to conserve the environment, we seek to reduce energy and water consumption and minimise the waste created. Beyond that, our sustainability approach reflects FCL's vision to be our stakeholders' real estate company of choice, and our mission of creating value through space for today and tomorrow. What this translates to is a corporate mindset that is focused on building a sustainable business – one that will be delivering value to our stakeholders not only today, but for many tomorrows to come.

This mindset can be seen in FCL's business strategy of growing overseas and recurring income to achieve a more sustainable income profile; in the innovative design of our buildings as reflected in projects such as Watertown and Northpoint City in Singapore and Central Park in Sydney; in the operation of our buildings, of which the majority of our commercial and industrial properties in Singapore and Australia are certified Green Mark Gold and above or NABERS, respectively; and in the management of our business, from the focus on corporate governance for which FCL has been recognised with awards, to the focus on people – employees, customers and the community.

Deciding On What Matters Most

For the purposes of reporting, our SSC undertook a materiality assessment to define what really matters to the Group and our stakeholders. We based the assessment on the international standards for materiality, GRI and AA1000, and applied sector specific guidance from the Global Real Estate Sustainability Benchmark (GRESB) and the GRI G4 Construction and Real Estate Sector Disclosures. The process was guided by an external sustainability consultant. [G4-18]

From the materiality assessment, we identified our top 10 material issues for this report. Our material issues are grouped under four key focus areas: Economic Performance, Governance, Environment and People.

Where do these impacts occur? All the 10 identified material issues impact both inside and outside the organisation, with the exception of Labour-management relations and Staff retention and development, which are internally focused. [G4-20; G4-21] Health and safety are of particular importance to construction activities, and as such, we focus on influencing safer operations related to FCL developments, through our construction contractors.





SENIOR MANAGEMENT ENGAGEMENT

FCL's sustainability is driven by our Sustainability Steering Committee (SSC), which is chaired by the Group CEO, Mr Lim Ee Seng. The committee is made up of members from our senior management, comprising our CFO, Company Secretary, Chief Human Resources Officer and the CEOs of all our business units. The role of the SSC is to guide strategic matters and approve action plans to improve the Group's Sustainability practices.

The SSC meets quarterly to review performance against each of our key material issues. The day-to-day tasks of sustainability governance are coordinated by a Sustainability Working Committee (SWC), which reports to the SSC. The SWC is made up of members of the middle management from various business units and departments such as Finance, Human Resource, Legal, Risk and Group Communications. The SWC focuses on sustainability implementation plan, data management and performance review.

In addition, each business unit has its own sustainability governance structures, which drive operational improvement. For example, our Hospitality Division has an Environmental Committee at every property, whilst FPA has a centralised sustainability team which manages the environmental, health and safety performance of our Australian asset portfolio.

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FCL's Top Ten Material Issues [G4-19]			
			
Economic Performance	Governance	Environment	People
<ol style="list-style-type: none"> 1. Economic and financial contribution to the business and our stakeholders (Refer to Financial Highlights on page 9, Group CEO's Business Review on pages 28 – 55 and Financial Statements on pages 120 – 235) 	<ol style="list-style-type: none"> 2. Anti-corruption 3. Ethical marketing communications 	<ol style="list-style-type: none"> 4. Energy use/climate change 5. Environmental compliance 6. Water use/conservation 	<ol style="list-style-type: none"> 7. Health and safety 8. Labour/management relations 9. Staff retention and development 10. Local communities

Being Accountable To Our Stakeholders [G4-24; G4-25; G4-26; G4-27]

Our stakeholders are critical to our long term success. We seek to understand stakeholders' concerns through a range of communication platforms.

Engaging our contractors

One of our most meaningful contractor engagements is with our builders on health, safety and environmental (HSE) performance. This is an area where we can have significant impact. We view the HSE performance of our builders as part of our wider corporate responsibility, and all our builders must have environmental, quality and safety management systems certified. Our builders conduct daily safety briefings at our development projects, and on a monthly basis, we hold a joint safety committee meeting with all of our main builders. On a quarterly basis, our senior management carry out safety inspection tours at all our development sites.

Customer feedback is vital to us

Our wide customer base ranges from buyers of our residential projects, shoppers at our malls, guests at our serviced residences and hotels, to tenants at our office and industrial buildings. We engage our customers in a variety of ways, including regular satisfaction surveys with our tenants, homeowners and shoppers; at touch points such as customer service counters and front desks; and via collaterals such as posters, websites and magazines. We engage our customers on a wide range of topics, including sustainability issues such as energy and water use, and safety.

Engaging the wider industry

We regularly engage with industry bodies on a range of topics, including sustainability. We are members of the

Real Estate Developers' Association of Singapore, the REIT Association of Singapore, the International Council of Shopping Centers, Singapore Green Building Council, the Green Building Council of Australia, the Property Council of Australia, the Urban Development Institute of Australia, Better Buildings Partnership and CitySwitch Program in Australia. FPA also engages and participates in the Global Real Estate Sustainability Benchmark annually.

Engaging the investment community

We have a dedicated Investor Relations team tasked with and focused on facilitating communications between the Company and its Shareholders, as well as with the investment community. Our engagement with investors is covered in detail on pages 56 – 57 under the Investor Relations section of this Annual Report.

Engaging with our employees

When an employee first joins the company, he/she attends a full-day orientation programme to understand the company's vision, mission, corporate culture and organisation structure. Our Group CEO or a member of the senior management will personally attend the programme. There are also briefings by Heads of Departments and Human Resource (HR). We have constant dialogues with our colleagues to share new ideas and feedback on improvement. Outside work, various wellness and team building events are organised to balance work with healthier lifestyle and enhance inter- and intra-department cohesiveness. In addition to our usual traditional mode of communication, we also have *Frasers Frontiers*, FCL's global intranet platform for sharing information and ideas. One feature of our intranet is the Innovation Centre, where our colleagues can submit innovative ideas any time. For more details on our employee engagement, please refer to page 80.

We regularly engage with our key stakeholders in various ways, and on a range of sustainability-related topics. All of these engagements occur throughout the year.

Key stakeholders	Form of engagement	Key topics
Contractors	<ul style="list-style-type: none"> • Bilateral communication with sales agents, landscaping contractors and cleaning contractors • Safety briefings, site visits, safety declarations (construction contractors) 	<ul style="list-style-type: none"> • Quality of services and products • Performance • Safety
Customers	<ul style="list-style-type: none"> • Bilateral communication • Customer service counters and centre management offices • Events • Surveys and feedback forms 	<ul style="list-style-type: none"> • Quality of services and facilities • Customer satisfaction • Staff performance
Employees (For details, refer to People, p. 76 – 86)	<ul style="list-style-type: none"> • Performance appraisals on annual basis • Training, including orientation programme for new staff • Team building activities • Intranet (in Australia and Singapore) • Annual Dinner & Dance • Family Day 	<ul style="list-style-type: none"> • Performance and skills • Corporate policies • Occupational health • Staff bonding
Investment Community (For details, refer to Investor Relations, p. 56 – 57)	<ul style="list-style-type: none"> • Results briefings and earnings calls on quarterly basis • Annual General Meeting, Extraordinary General Meeting • Local and overseas investor conferences • Bilateral communication, one-on-one meetings and site visits 	<ul style="list-style-type: none"> • Financial results • Business operations and performance • Business strategy and outlook
Regulators	<ul style="list-style-type: none"> • Briefings and consultations • Participation in NGOs (e.g. REDAS, REITAS) • Participation in surveys and focus groups 	<ul style="list-style-type: none"> • Regulatory and industry trends
JV & Other Business Partners	<ul style="list-style-type: none"> • Bilateral communication, regular project meetings and site visits 	<ul style="list-style-type: none"> • Project planning and progress update • Marketing and sales strategy

Sustainability Across Our Supply Chain

We recognise that as an integrated real estate company, our wide business scope means a greater responsibility to influence our supply chain on sustainability processes where feasible. At various stages along our value chain from development, investment to sales and transactions, we identify and consider, where practical, any sustainability opportunities and risks that may arise. At the early stage of design development, we consider the level of green and environmental features to be incorporated. When it comes to construction, we are stringent in selecting the principal contractors, who

must be certified with environmental, quality and safety management systems, such as ISO14001, ISO9001 and OHSAS18001. In managing our commercial and hospitality properties, we engage our staff, suppliers, tenants, guests and the community as much as possible in various aspects of sustainability. While there is no substantiated evidence of major health and safety risk at our premises, we take necessary precautions to ensure contractors who carry out maintenance and fitting-out works are in compliance with statutory requirement, and the Workplace Safety and Health Approved Codes of Practice by the Singaporean WSH Council.

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GOVERNANCE

FCL maintains high standards of integrity, accountability and responsible governance and adheres to the Code of Corporate Governance 2012 and other applicable laws, rules and regulations. As a signatory to the 2015 Corporate Governance Statement of Support organised by Securities Investors Association Singapore (SIAS), FCL has pledged its commitment to uphold high standards in corporate governance. Our commitment towards the highest level of governance is evidenced by FCL clinching the Runner-Up for *Internal Audit Excellence* and *Most Transparent Company (Real Estate)* at the SIAS 16th Investors' Choice Awards 2015. FCL has established a wide range of corporate policies, covering areas such as business conduct, insider dealing, risk management and fraud. We also have corporate policies, programmes and standard operating procedures (SOPs) in place to guide the Management in proper governance. Our management approach is risk-based, and underpinned by our internal audit framework. For more details on Corporate Governance, please refer to pages 101 - 119.

Preventing Corruption And Fraud

FCL has a zero-tolerance approach towards corruption and fraud, with corporate policies and SOPs in place to guide conduct.

1. Our Code of Business Conduct describes the company's values and provides clear guidelines on ethics and conduct to safeguard the reputation and interests of the Company and its stakeholders. It covers a range of practices, from compliance monitoring, record keeping, confidentiality of information, conflicts of interest, insider trading, and relations with key stakeholders. The Code governs the conduct of every employee in the company. Where applicable and appropriate, the Code is also made available to our agents, suppliers, contractors, business affiliates/associates/alliances who perform services for us.
2. Our Whistle-Blowing Policy is in place to encourage and provide a channel to employees and any other persons who are not employees, to report in good faith and in confidence, concerns about possible improprieties in financial reporting, professional misconduct, irregularities or non-compliance with laws or any other matters that may adversely affect shareholders' interests and the company's reputation. The policy is publicly available on our website (fraserscentrepoint.com/html/ir_gov.php) and enables independent feedback from stakeholders. All reported cases are raised to the Audit Committee, which ensures that independent investigations and appropriate follow-up actions are carried out. In FY2014/15, no substantiated and/or confirmed cases were raised.



Most Transparent Company, Runner Up, Real Estate category

3. Our Anti-Bribery Policy sets out the procedures put in place to prevent the occurrence of bribery and corruption, provide guidance on how to recognise and deal with bribery and corruption and guide third parties in the conduct of their dealings with FCL. Risks could include acceptance of expensive gifts, luxurious entertainment or hospitality, direct and indirect benefit from third parties, and expensive gifts given to third parties. In FY2014/15, no confirmed cases were reported.
4. Our Policy for Disclosure and Approval of Purchase of Property Projects developed by FCL Group spells out the declaration and approval requirements for any interested persons, directors and employees of FCL, purchasing property developed by FCL. This is to ensure that the terms of sales are fair and reasonable and are not prejudicial to the interests of FCL and/or its minority shareholders, and are on the same terms as are available to third party purchasers.
5. We run independent internal audits designed to improve the effectiveness of risk management, control and governance processes. The Internal Audit Department reports directly to the Chairman of the Audit Committee. With commitment to integrity and accountability, internal auditing provides value to the senior management as a source of independent advice. The outcome of the audits with recommendations is briefed to them. For further details on our internal audit approach, please refer to pages 101 - 119 on Corporate Governance Section.

Managing Fair Competition And Data Confidentiality

Other than the prevention of corruption and bribery, FCL has also put in place various policies, such as the Competition Act Compliance Manual and Personal Data Protection Act Policy, to maintain the highest level of adherence to rules and regulations.

1. Our Competition Act Compliance Manual, as the name suggests, ensures that employees and others acting on behalf of FCL comply with the Competition Act. FCL fully supports the fundamental public policy goals to protect and promote healthy competitive markets in Singapore.
2. To comply with the Personal Data Protection (PDP) Act 2012, FCL has established its own PDP Policy to guide our employees on handling and processing personal data. It also sets out the complaint handling procedure and the channel for employees, customers, suppliers or other contact persons of FCL to report any concern that the policy may have been breached (www.fraserscentrepoint.com/html/protection.php).

Ethical Marketing

FCL supports ethical marketing of our products and services, whether in the marketing of our residential projects, commercial leasing or serviced apartment/hotel rooms sales. As such, we adhere to the Singapore Code of Advertising Practice and any other rules and regulations that apply. In Australia, our wholly-owned subsidiary, FPA has established an internal policy for Communication and Market Disclosure to guide our employees on ethical marketing.

FCL ensures that timely and accurate information is disseminated in the markets that we serve. This is particularly important in our residential developments where marketing collaterals and 'show flats' presentation are done as accurately as possible to avoid misleading potential homebuyers. We adhere to the Urban Redevelopment Authority's housing developers rules. Retail mall marketing activities, such as advertisements and promotions (A&P), are generally guided by external A&P consultants. In FY2014/15, there were no incidents of non-compliance with regulations and voluntary codes concerning marketing communications.

Communicating To Employees

We seek to ensure that our employees are made aware of, and kept up-to-date on our policies. During the orientation programme, new employees are briefed on our key company policies, which are also made available on the intranet. From time to time, employees are kept informed of any updates. Training is provided on new key policies. For example, executive staff from various departments in Singapore received training in 2015 on the Competition Act Compliance Manual.

ENVIRONMENT

In line with Singapore's mission toward green building development as defined in *Sustainability Singapore Blueprint* 2009 and 2015, FCL has been driving towards achieving a sustainable environment through green development and enhancement. FCL supports the national plan to reduce its greenhouse gas emissions by up to 16% below business-as-usual levels, and increase the proportion of buildings in Singapore that achieve Building & Construction Authority (BCA) Green Mark Certified rating to 80% by 2030.

The built environment accounts for a significant proportion of global energy use and Greenhouse Gas (GHG) emissions. Energy wasted in buildings is an unnecessary cost to business and society. Building design can significantly influence the energy requirements of buildings. As a real estate company,

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we can make a difference by building and designing properties that are energy efficient over their life-cycle. As such, we continuously seek to go beyond compliance and meet widely respected building certifications such as BCA Green Mark in Singapore and Green Building Council of Australia's Green Star in Australia. These certifications require green building design to be in place, such that energy efficiency is built in at the design stage.

- All of our Singapore office and industrial properties have achieved BCA Green Mark Gold or higher
- Approximately 80% of our investment properties in Australia are Green Star Performance certified and 20% are NABERS certified
- About half of our Singapore retail properties are BCA Green Mark Gold or above

- All new office, retail and industrial developments in Australia must achieve a minimum 5-star Green Star Design & As Built rating, representing excellence in sustainable design in Australia
- To-date, FCL has received a total of 24 BCA Green Mark Awards in Singapore, out of which 2 were Platinum, 4 Gold^{PLUS}, 15 Gold, and 3 Certified.

In Australia, the 2015 Global Real Estate Sustainability Benchmark (GRESB) results placed our industrial/office trust first in its peer group, largely due to improvements in management practices and policies, and our industry-first decision to seek a Green Star Performance portfolio rating for the entire industrial portfolio.

CAUSEWAY POINT – BCA TOP TEN ENERGY EFFICIENT RETAIL MALL IN SINGAPORE

The Building & Construction Authority (BCA) of Singapore awarded Causeway Point with the highest Green Mark Platinum Award in 2011, after Asset Enhancement Initiative (AEI) works on the building significantly improved its environmental features. This is further affirmed with BCA ranking Causeway Point as one of the Top 10 most energy efficient retail malls in 2015.

Energy Efficient Features: Energy consumption was reduced by about 22% and water consumption by 6% after the AEI. Savings in energy consumption were mainly achieved by retrofitting the chiller plants for more efficient cooling, saving 3.4 million kWh per year. Installing CO and CO₂ sensors further reduced energy consumption by half a million kWh annually, since the system modulates the fresh air intake depending on need at the highest efficiency level, including in the car park. Furthermore, the building now minimises solar heat gains through the Low-E glass façade. The façade is lit by LED to reduce energy usage for lighting.

Water Efficient Features: Water consumption has been reduced by using alternative water sources as well as installing dual flushing low capacity/ water efficient flushing systems. The recycling of condensate from air-conditioning system for flushing of toilets and irrigation is an innovative way to further reduce potable water consumption. In addition, we have improved our ability to monitor water usage. We have enabled our tenants to follow their water consumption more closely by providing private water meters while a leak detection system allows

for better monitoring and control at major water usage areas, including the cooling tower, wet play features, and landscape irrigation.



Water management is another crucial task for us. As a socially-responsible corporation, we are deeply concerned about the global issue of water scarcity. We recognise that we have a significant role to play in designing and managing water efficient buildings, and conserving water where possible. Our various buildings are fitted with water-saving technologies such as tap flow restrictors/regulators, dual-flush water system, waterless urinal system and the Public Utilities Board (PUB)'s Water Efficiency Labelling Scheme (WELS) approved fittings; and recycled water sources such as NEWater and Air Handling Unit (AHU) condensate. In Singapore, we work extensively with the wider community, including public utilities providers, to play our part in achieving greater water-efficiency. In

Australia, rainwater is collected on most development projects and connected to irrigation and toilet flushing systems for reuse.

Making A Difference: Building Environmentally Sustainable Properties

Our efforts to sustain buildings' energy performances have received recognition on a national level with our buildings ranked by BCA as the Top 10 commercial buildings in Singapore in the retail building, private office and hotel categories out of 884 buildings surveyed nationwide. For more details of the result of the energy benchmarking exercise, please refer to *the BCA Building Energy Benchmarking Report 2015*.

ALEXANDRA POINT – BCA TOP TEN ENERGY EFFICIENT PRIVATE OFFICE IN SINGAPORE

Alexandra Point is one of the Top 10 performing private office buildings in Singapore's BCA Energy Benchmarking 2015. Although it is not a new building, it managed to clinch the BCA Green Mark Platinum certification, with a 33% reduction in Energy use (from 2013 to 2014) through the upgrading of the chilled water system (i.e. chillers, condenser pumps, chilled water pumps, cooling Towers) and air handling units (AHUs).

Energy Efficient Features: By tracking and establishing the building cooling load, we replaced of the three existing chiller units with two new chiller units. With the retrofit, the overall chiller plant efficiency improved from the existing of 0.88kW/RT to 0.6kW/RT, which translated into energy reduction of 2,318,195 kWh per annum.

Installation of CO & CO₂ sensors at the AHUs and variable speed drives (VSD) to chilled and condenser water pumps and AHUs further reduced our consumption by 176,231 kWh per annum. Variable speed drives work by decreasing power to pumps to reduce flow rates to match decreased loads. Motion Sensors and time-based lighting are also strategically located at common areas and staircases to minimise unnecessary energy usage.

The passive design of high ceiling and low-E double glazed façade allows more natural lighting to flow into the Level 1 lift lobby.

Water Efficient Features: Waterless urinals and water efficient fittings labelled under WELS are

installed in all our toilets, resulting in reduction of water use by $\geq 30,000\text{m}^3$ / year. The use of NEWater was also adopted for cooling towers and irrigation including fire fighting equipment.

The cycle of concentration for our cooling tower had increased from the original seven to 12 due to measures introduced by our Energy Services Company (ESCO).



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CAPRI BY FRASER, CHANGI CITY – BCA TOP TEN ENERGY EFFICIENT HOTEL IN SINGAPORE

Capri by Fraser, Changi City is part of the mixed office-retail mall-hotel development located at Changi Business Park in Singapore. Awarded Green Mark Gold^{PLUS} since 2011, Capri by Fraser, Changi City has also won the Singapore Green Hotel Award in 2013 and 2015. In 2015, BCA ranked Capri by Fraser, Changi City, as one of the Top 10 energy efficient hotels in Singapore, which further affirmed our environmental sustainability practice. Some of the key features in the hotel include:

Design To Allow Natural Lighting: The design of the hotel has played a big role in driving energy efficiency. It is built to allow a good flow of natural daylight streaming into the lobby, individual guest rooms and in all its Spin & Play rooms. The stream of natural daylight into rooms is aided by large ceiling-to-floor windows giving each room ample lighting to work with during the day, without the use of electricity.

LED Lightings: The installation of LED lights in guest rooms, corridors of guest floors and the lift lobby, have also enabled a great reduction in energy usage.

Motion Sensors And Time-Based Lightings: Motion sensors are strategically located in areas such as common rest rooms, staff locker rooms and emergency staircases, to minimise unnecessary energy usage.

Trained In-House Engineering Team To Monitor Flowrates And Temperatures: The hotel adopts a systematic approach in the monitoring and tracking of the usage of various equipment within the hotel. With chillers being known as one of the largest energy users, permanent instrumentation installed to allow our in-house engineers to monitor and measure flowrates, temperatures and power usage.

Apart from that, efficiency testing through chilled water pipes and flow meters is done on a regular basis.

Balanced Energy Audits By

Third Party: To maximise energy efficiency, the Building Management System (now known as the Building Automation System) is one of the critical components that has been put in place to help manage energy demand within the hotel. A third party has been engaged to carry out balanced energy audits to ensure data collected is accurate and reliable.

Unified Approach And Culture For Sustainability:

The hotel promotes a unified approach to implementation of sustainability practices by engaging and training its staff. The hotel's guests are also encouraged to join the hotel in its endeavours. For example, guests are urged to support the changing of towels and linens once every two days rather than daily by prominently placing an eye-catching Green Card on every guest bed.



Awareness Through Outreach Programme And Cultivating Right Mindset

In both the built environment and the development phase, FCL continuously seeks improvements in energy efficiency, water efficiency, recycled content and waste reduction. While we have achieved positive results, we recognise that there is still plenty of work required. Our project and property management teams have been continuously driving to achieve demonstrable

efficiencies. Since 2010, FCL has established its own *Green Sustainable Business Guide* to provide direction and guidance to our commercial property management team in driving reductions in energy usage, carbon emission, water usage and waste production at each of our assets as well as at those we manage on behalf of our clients. Further, our experienced property managers are trained and certified Green Mark Facilities Manager.

Hands on Green Sustainability Guidance

The Guide focuses on eight sustainability goals:

			
Improve resource efficiency (electricity and water)	Improve environment quality (waste minimisation, recycling and waste management; use of sustainable materials; clean public toilets; use of alternative water source)	Maximise the useful service life cycle of building systems	Encourage stakeholders on community ownership and participation in sustainability activities
			
Build knowledge	Improve indoor environmental quality	Enhance exterior site managements	Explore various green measures

We also distribute *Green Guide* to tenants in our office buildings to promote the importance of environmental protection and water/energy conservation.

In addition, there are environmental policies and committees in place at local asset level to drive green initiatives in over 50 of our serviced residences. A *Go Green* programme has been implemented in all of our serviced apartments and includes awareness campaigns such as limiting the use of laundry services to save water and energy, reduction of waste through the removal of wrapping of toiletries and amenity products by suppliers.

As with past years, all our commercial properties in Singapore participated in *Earth Hour 2015*, an annual international energy conservation event that encourages all non-essential lighting to be turned off as part of a drive to mobilise people to take action on climate change and to deliver positive climate change outcomes around the world. All 54 of our serviced residences around the globe also participated by switching off the lights for an hour. In conjunction with *Earth Hour*, Frasers Hospitality has designated March as Frasers Environment Month, during which our staff plan a series of initiatives and campaigns to promote environmental responsibility. This year, our staff in Paris, Kuala Lumpur and Hanoi took time off work to green up their neighbourhood. In Malaysia, for example, our staff managed to plant 35 trees in Shah Alam, within two hours. At Fraser Suites New Delhi, our team cleaned the roads and pavements surrounding our serviced residences, while our Fraser Place Manila's managers and associates worked together to spruce up an entire city block, sweeping the

roadsides and clearing the drains. Our guests were also encouraged to join us in our efforts.

Frasers Property Australia's environment-related activities this year focussed on two key national events. Our *Clean Up Australia Day* efforts, saw 101 employees from Sydney, Melbourne, Brisbane and Perth participate in clean-up activities at local public spaces. Averaging two hours of volunteer service per person, we successfully removed 89 bags of rubbish nationally from public community spaces including beaches and parks.



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While *Clean Up Australia Day* focused on removing rubbish from the community, our *Schools Tree Day* activities continued to focus on giving back and adding to the community. Around 110 staff, averaging three hours of volunteer service each, planted trees and rejuvenated spaces within local schools by upgrading outdoor facilities such as playground seating and outdoor garden spaces nationwide.

Energy Use And Greenhouse Gas Emissions³

We seek to develop a property portfolio that is energy efficient. Overall, the energy intensity of our various asset classes has reduced in FY2014/15, notably for our Australia commercial and Singapore retail assets. Due to the ramp-up of new opening of hospitality assets under management, together with higher overall occupancy rate, our total energy consumption has increased from 221.8 million kWh in FY2013/14 to 224.0 million kWh in FY2014/15. Our carbon footprint increased in tandem from 128.9 to 129.7 million tonnes of CO₂ equivalents. We are progressively installing energy saving features across our properties especially during Asset Enhancement Initiative (AEI) works. For example, we installed new chillers and upgraded cooling towers in two of our commercial buildings, ie. Alexandra Point and Causeway Point – in the past two years to increase the energy efficiency of our air conditioning systems. Motion-sensing lighting is standard for all our fire escape staircases to save energy. At our construction projects, energy is now being saved through the use of pre-cast bathrooms instead of building on site.

In Singapore, all our BCA Green Mark certified buildings have energy efficiency measures built into their design. As mandated by BCA, these buildings go through energy audits every three years, which provide checks and balances throughout the life of a building. All our office and industrial buildings in Singapore have also been certified with Eco-Office labels by the Singapore Environment Council.

In Australia, the majority of our commercial office properties have a NABERS Energy rating and Building Energy Efficiency Certificate (BEEC). The average rating of these properties is 4.2 stars out of a possible 6 stars. We are routinely installing energy-saving innovations and taking initiatives across our properties. For example, we have installed a new chiller at one of our commercial buildings, Rhodes Building B to increase the energy efficiency of our air conditioning system. We have installed new Building Monitoring and Control Systems (BMCS) at Henry Deane, Gateway and Mulgrave Building A. We have recommissioned the BMCS control strategies at Rhodes Building B, D and Mascot Tower A and B. We have also engaged a consultant to review the mechanical systems of all our New South Wales commercial properties in order to identify additional energy saving opportunities. Smart metering has been installed in most properties and we are in the process of rolling out smart metering strategy to gas and water meters. Lighting upgrades have been conducted at Mascot Tower B and across all commercial properties' common areas such as lobbies and bathrooms. 93% of FPA's commercial portfolio has energy reduction initiatives in place.

	Building energy consumption (mil kWh)		Building energy intensity (kWh/m ²)		Building GHG emissions (mil tonnes of CO ₂ e)		Building GHG intensity (tonnes of CO ₂ e/m ²)	
	FY2013/14	FY2014/15	FY2013/14	FY2014/15	FY2013/14	FY2014/15	FY2013/14	FY2014/15
Singapore Office	33.3	33.2	127.4	127.1	14.4	14.4	55.1	54.9
Australia Office	17.3	16.6	84.6	80.9	17.3	16.6	84.3	80.7
Singapore Retail	56.4	55.6	214.9	212.0	24.4	24.0	92.9	91.6
Hospitality	114.8	118.6	110.5	111.8	72.8	74.7	70.1	70.3

Notes:

- ¹ Energy consumption is reported for landlord area for commercial properties and total area for serviced residences
- ² Energy and greenhouse gas data currently covers more than 70% of buildings that we own and/or manage with operational control, except those that we acquired and/or managed less than one year ago. Our data does not cover construction and development activities
- ³ Grid GHG emission factors are from Singapore Energy Statistics 2015, Australia National Greenhouse Gas Accounts, the Vietnam Department of Meteorology, Hydrology and Climate Change and the United Kingdom's Department for Environment, Food and Rural Affairs (DEFRA) for Singapore, Australia, Vietnam and all other countries respectively. UAE, Bahrain and Qatar emission factors were not available from DEFRA, so emission factors for Middle East region was used. Greenhouse gas emissions are reported in CO₂e for Singapore and UK, where data is available. All other countries are reported in CO₂

WATERTOWN – GREEN MARK GOLD^{PLUS}



Watertown is a mixed residential-commercial development, one of our numerous award-winning properties.

Located at Punggol Central/Punggol Walk, Waterway Point is the retail component of the mixed-use development, Watertown. Both the Green Mark and UD features were considered from the early design stage of the project and were well addressed at all required stages of the project. The following key green initiatives have helped the project to achieve the Green Mark Gold^{PLUS} Award:

Green Transportation: Seamlessly connected to various public transportation choices and to an excellent cycling infrastructure, electric charging stations as well as carpark guidance system for cars.

Green Design: Various energy saving design elements such as regenerative lifts, LED lights

and occupancy sensors; water fittings for high water efficiency, paints and adhesives with low Volatile Organic Compounds (VOCs) for the building interiors; recycled horticultural compost for landscaping, compost bins, siphonic rainwater discharge system.

Green Construction & Operation: Built using green construction strategies such as low Concrete Usage Index (CUI is an indicator of the amount of concrete used per unit floor area), environmental management plan, CONQUAS certification, and environmentally friendly building materials; featuring highly efficient home appliances such as air conditioners, refrigerators, washing machines and gas water heaters.

Overall, the project is able to reduce approximately 1,460 tonnes of CO₂ emissions and 21% savings on water per year.

VERTICAL GREENERY¹

One Central Park, Sydney – Another Accolade Of Our Sustainability Efforts

A green wall is a wall partially or completely covered with vegetation that comprises a growing medium, such as soil, and an irrigation system, that is incorporated into building surfaces or facades to help:

- Mitigate the urban heat island effect and cool the immediate surroundings;
- Offer shade;
- Improve air quality (exchange of carbon dioxide for oxygen);
- Enhance a sense of well-being by bringing nature to the occupants;
- Provide additional social spaces for the community; and
- Promote consciousness and sensitivity to the environment;

Our development project One Central Park in Sydney, Australia pride itself in having the largest green façade ever undertaken on a residential tower in Australia. The building comprises over 1,000 square metres of vertical gardens, with two panels reaching 116 metres above ground level. Altogether, the project has 21 panels of vertical greenery made up of 35,200 plants from over 380 species.

The vertical gardens were designed to withstand seasonal conditions; plants that thrive with large exposure to the sun and sunlight, such as Acacias and Poa, are selected for the top of the wall, while more delicate plants such as Goodenia and Viola, which require more hydration, are chosen for the bottom. One standout feature of the vertical greenery is the hydroponics technology that allows plants to grow all around the periphery of the building at all levels. The systems make it possible to grow a soil-less vertical veil of vegetation in planters and on walls all the way to the tower tops, which in turn makes it possible for the green facades to do their work of providing shade, reducing ambient temperature and supplying fresh air. There is a sky garden at level 29, housed on the architect Jean Nouvel's signature cantilever, which extends 42 metres from the west side of One Central Park's East tower at approximately 100 metres above the ground.

Additionally, the cantilever supports a light-reflecting heliostat system made up of 320 reflectors and 40 sun-tracking heliostats –

the first of its kind to be used in a residential context and the largest of its kind in the world used in an urban environment. The heliostats track sunlight and redirect it deep down into the mass of the building and onto overshadowed parklands; they bring solar energy to places that direct sunlight cannot reach. Sunlight falling onto the West tower reflector panels is bounced upward to the East tower reflector panels, then redirected into the retail atrium and landscaped plaza.

As a result of these two technologies, the project has also been declared the Best Tall Building worldwide by the Council on Tall Buildings and Urban Habitat. One Central Park has achieved a five star Green Star Design Rating (Green Building Council of Australia rating system).

The use of such a large-scale application of vertical greening is a demonstration of how the built environment can be changed for enhanced social and environmental sustainability. Besides, One Central Park apartments and retail centre receive all non-potable water from the precinct's own one-megalitre-capacity water recycling facility. The treated recycled water is used for hydroponics, landscape, toilet flushing and laundries. Another noteworthy sustainable feature within the larger Central Park development is the construction of a central thermal and tri-generation electrical plant that will use low-emission natural gas engines to produce thermal and electrical energy, efficiently harnessing the bi-products of energy generation (hot and cold water) to provide centrally reticulated heating and cooling for air and water, for utilisation throughout the precinct.

¹ Adapted from Vertical Greenery, FuturArc, Volume 39, Nov-Dec 2014





The heliostat system at One Central Park, Sydney, Australia brings solar energy to places that direct sunlight cannot reach

Water Savings

Overall, we have reduced our total water consumption and water intensity across our commercial and hospitality portfolio in FY2014/15. The reductions have come primarily from lower water intensity at our Singapore office buildings which are all installed with the PUB's Water Efficient Labelling Scheme (WELS) certified fittings and adopted water efficient flow rates/flush volumes. In our retail malls, consumption has also decreased slightly. Three of our retail malls, namely Bedok Point, Anchorpoint and YewTee Point, have attained the PUB's Water Efficient Building (Basic) certification. The remaining malls are being upgraded progressively from FY2015/16.

We support awareness campaigns and partner the PUB in its *Friends of Water* programme. We also took advantage of the 50% subsidy given for installation of extra private water meters and leak detection systems for better monitoring and control of water consumption at major water usage areas, such as cooling tower, water features, irrigation, pools, in our office buildings.

Nearly 100% of our water comes from public utilities. We have been increasing our use of recycled water for non-potable applications, such as irrigation, washing, water features, cooling tower. For recycled water, we collect condensate from our air handling units for reuse and also use the PUB's NEWater, which is recycled water. In our cooling towers, we use water treatment systems that can achieve at least seven cycles of concentration (COC).

	Building water consumption (mil m ³)		Building water intensity (m ³ /m ²)	
	FY2013/14	FY2014/15	FY2013/14	FY2014/15
Singapore Office	0.33	0.31	1.25	1.19
Australia Office	0.12	0.13	0.55	0.60
Singapore Retail	0.73	0.71	2.77	2.71
Hospitality	1.54	1.56	1.48	1.44

Notes:

¹ Water consumption is based on landlord area for commercial properties, and total building area for serviced residences

² Data covers more than 70% of buildings that we own and/or manage with operational control, except those that we acquired and/or managed less than one year ago. Our data does not cover construction and development activities

SUSTAINABILITY REPORT

WATER SUSTAINABILITY

One Central Park, Sydney:

The apartments and retail centre at the development receive all non-potable water from the precinct's own one-megalitre-capacity water recycling facility. Treated recycled water is used for hydroponics, landscape, toilet flushing and laundries.



Alexandra Point, Singapore:

Recycled public water (NEWater) is used for the cooling tower and irrigation. The replacement of 100% environmentally rated fittings saved >30,000m³/year in total.



Causeway Point, Singapore:

Over 90% of the water used in the mall's landlord area came from NEWater, our national recycled water source. The recycled water is used for toilet flushing, irrigation and cooling tower.



Compliance With Rules And Regulations

Despite relentless effort to ensure that we comply with all rules and regulations, seven of our development projects in Singapore have been fined a total amount of less than S\$100,000 in FY2014/15. The fines were imposed on our main contractors due to incidences such as noise levels exceeded, mosquito breeding and safety breach. Together with our contractors, we have since taken extra measures to prevent further incidences.

PEOPLE

[G4-26; G4-27]

We create and manage spaces where thousands of people live, work and play in each day, and their safety is our key priority. With over 4,000 employees worldwide, safety at the workplace is of utmost importance to FCL. When it comes to human capital management, we strive to attract and retain talents, and nurture future leaders, who are fundamental to our long term success. FCL has a clear commitment to fair employment practices, and each employee receives training and career development opportunities as appropriate. As a responsible corporate citizen, we are also committed to playing a role in improving the communities within which we operate.

Safety Is A Key Priority

We are committed to develop buildings and environments that are safe to live, work and play in, and this commitment extends to safety at our construction sites.

We apply safety criteria throughout the life-cycle of our buildings. At the design stage of our development projects, we do a risk assessment using a *Design for Safety* procedure. For all design risks identified, appropriate control measures are taken. This risk assessment covers design, structure, mechanical and electrical function and landscape. We seek to influence the building construction process, even though this is usually not within our direct control. We also consider the relevant certifications of our contractors in the appointment process. The majority of our builders are certified with Occupational Health and Safety Management System (OHSAS) 18001 standard or its equivalent in Singapore and Australia.

As an integral part of the construction process, we conduct a joint monthly safety committee meeting with our main construction contractors, where health and safety issues are discussed. Apart from that, we carry out a safety inspection on our sites on a quarterly basis. Our focus is on safety of our workers and the public. Specific attention is paid to personal protective equipment (PPE), hazards relating to temporary structures on site, materials handling and equipment safety.

Our construction sites in Singapore have recorded zero fatality in FY2014/15. Out of the nine projects under construction, the lost-time injury rate was 1.2 cases per million man-hours worked. The severity rate was 8.7 lost-days per million man-hours worked.

We are also proud of our Australian operations, which have achieved significant improvements in safety over the past eight years. During this time, the lost time injury

rate has been reduced by over 90% to what is now an industry leading level. This has been achieved through developing a safety culture focused on engaging staff and subcontractors about the importance of adopting safe working methods under all circumstances. Regular communication and reporting, both to the Board and Management, have reinforced the importance of safety at FPA.

Completed buildings					
FY2014/15	Corporate Office	Singapore	China	Australia	Hospitality
Number of fatalities	0	0	0	0	0
Number of lost-time injuries	2	1	1	0	36
Number of lost-days	93	7	33	0	723
Lost-time injury rate (per million man hours)	1.0	0.4	4.2	0	4.4
Severity rate (per million man hours)	46.8	3.0	137.7	0	88.9

¹ Our health and safety data is in line with Singapore's MOM requirements with the definition of lost time injury being more than 3 days' medical leave due to injury

For the completed properties that we manage, we have also put in place a workplace safety policy, and strive to create a safe working environment for our colleagues. Our properties have a procedure in place for incident management, and FCL complies with all relevant rules and regulations. We had no major incidents of safety-related non-compliance, except several fines imposed on our main contractors in Singapore, during the reporting period FY2014/15. We are proud that the management of all of our office and industrial buildings in Singapore has been accredited with OHSAS 18001 (Occupational Health & Safety Management), SS506 Part 1 certification and awarded bizSafe Star by Workplace Safety & Health Council and Ministry of Manpower.

We take safety at workplace seriously. We note the majority of the incidences reported at our Hospitality unit revolved around staff injuring themselves when they tried to lift certain items or they slipped and fell. We continuously strive to minimise the injury rates and improve our safety processes through training across all departments.

We are refining our Group level policies to complement and unify our safety culture across the business divisions. Our SSC is taking the lead on this – assessing how individual business divisions deploy health and safety management on site and at properties, and sharing best practices.

Despite incidences, we are well below the Singapore industry average for our lost-time injury rate at our construction sites.

Our Employees, Our Capital

Our employees are the foundation of FCL's success and core to our continued success. We adopt fair employment practices, and put significant efforts into the development and holistic wellness of our employees.

Developing Our Staff, Fostering Their Loyalty

Strong future leadership built on solid functional excellence is the foundation of FCL's approach towards talent development. We have a dedicated training team within our HR department in Singapore to take care of the training needs of employees. Each year, a learning directory is published and sent to all department managers to feed into the training assessment discussions at the annual performance appraisals of all staff. Learning highlights are also sent monthly to all staff via email. Training courses range from general skills (e.g. communication, computer skills, leadership, personal effectiveness) and stress management, to specific job skills (e.g. customer care, safety and security). Similar policies and practices are implemented for FPA. On top of the training organised by our dedicated training team, an employee may raise a request for training to their HR department or their supervisor.

In FY2014/15, we introduced the new *Leadership Excellence And Development Programme (L.E.A.D.)*. Over a course of six months, some 20 middle managers went through a series of customised leadership modules which helped sharpen their mindset and strengthen their commitment to the Group. Besides enhancing

SUSTAINABILITY REPORT

the management skills of participants, it also provided participants with a platform to interact with fellow managers, exchange ideas, and learn from each other.

In FY2014/15, employees across our global operations have clocked in a total of 64,670 training hours. Approximately 60% of the training hours went to our non-executive employees, and the rest to our executives. On average, each employee received 26 hours of training per year. Moving forward, we target to achieve 40 training hours per employee per year. The Group

has allocated 2% of our payroll for training and learning purposes.

Our training efforts have proven to be productive as we saw a 10% increase in the number of our employees who received the *Excellent Service Award (EXSA)* by Spring Singapore. The award is given in recognition of individuals who have delivered quality service nationally. In total, there were 119 award recipients from FCL in 2015 as compared to 108 recipients a year ago.



Training Session – Driving Business Results

**Tripartite
Alliance for
Fair & Progressive
Employment
Practices**

FAIR EMPLOYMENT PRACTICES

Sharing the vision for Singapore to be one of the best places in the world to work, FCL is a signatory to the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) in Singapore. FCL is committed to adopting the five key principles of fair employment practices:

1. 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.
2. Treat employees fairly and with respect and implement progressive human resource management systems.

3. 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.
4. Reward employees fairly based on their ability, performance, contribution and experience.
5. Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

Our recruitment and remuneration policies at Frasers Property Australia also embrace fair, responsible and progressive employment practices.

Good labour-management relations contribute to business success, staff wellbeing and, ultimately, to community cohesion. We ensure staff are given sufficient notice to adjust to any operational changes and an 'open door' practice is encouraged.

Developing A Healthy Workforce

We believe our staff wellbeing reflects the Company's wellbeing. A year-round wellness programme for our staff was organised by our Corporate Wellness Committee, which is made up of members from various business units and departments. Our programme is

planned around team building, personal development and health according to our motto "Make Wellness Part of Your Life: Regular Exercise. Eating Right. Staying Positive". FCL is proud to be a recipient of Singapore HEALTH Award (Gold) in recognition of our good practices in driving employee wellness.



FCL L.E.A.D. Programme Graduation

Employers' Pledge of Fair Employment Practices

Our shared vision is for Singapore to be one of the best places in the world to work; a place where every worker is given an equal opportunity for employment, rewarded according to his or her merit, treated fairly and with respect, and given the opportunity to optimise his or her unique talents; a place where businesses are able to attract, develop and retain valued employees, and create a harmonious and inclusive work environment, where employees are highly motivated and contribute their fullest to their organisations and the economy.

With a view to achieving this vision, the Tripartite partners - the Ministry of Manpower, the National Trades Union Congress and the Singapore National Employers Federation - have unanimously endorsed the 5 key principles of fair employment practices for implementation:

- Recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), and 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;
- Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

Fraser's Centrepont Limited

shares the 5 key principles of fair employment practices and is committed to adopting these principles in the management of our human resources. We believe that the effective implementation of fair employment practices will bring about a more harmonious and progressive work environment within our organisation, and contribute towards making Singapore a great place to work.

Signature
Mr Lim Ee Seng
Group Chief Executive Officer

An Initiative by the Tripartite Alliance for Fair and Progressive Employment Practices



Tripartite
Alliance for
Fair & Progressive
Employment
Practices



FCL Award Recipients at the EXSA Presentation by SRA

SUSTAINABILITY REPORT

Here are some of the staff activities and programme in FY2014/15:

Social Events & Assistance

- Annual Dinner & Dance
- Family Day
- Eat with Family Day
- Health Screening
- Mental Health and Wellness Talks
- Healthy Cooking Classes
- Counselling Hotline
- Employee Assistance Champion
- Stress Management workshop

Fitness Programme

- Kpop X Fitness
- Zumba
- Bokwa
- Weight Management
- Ergo Stretch
- Kickboxing
- Yoga
- Marathon subsidies

Sports Events

- SGX Bull Charge Charity Run (Official Sponsor)
- Futsal Tournament
- Captain's Ball Tournament
- Badminton Tournament
- Bowling Tournament
- Dragon Boat
- Walk/Jog sessions

To forge closer ties with our sister companies, Fraser & Neave Group of Companies, including Times Publishing and F&N Foods, and InterBev, a joint Staff Dinner & Dance was held at Suntec Convention Centre in November 2015. The event saw a total of 837 attendees from FCL. The theme for the night was "TV Showtime" and staff came as costumed TV characters.

In China, FCL staff from offices across Shanghai, Chengdu and Suzhou would gather every year for their 3-day company trip to various parts of China. In 2015, our colleagues have chosen Lushan, Sanqingshan and Xiamen as their destinations.

In Australia, employee and well-being are a continued focus in areas such as skin cancer checks, Family Day activities, Employee Assistance Program / Counselling, Mindful Employer Training, subsidies for team fees for marathons, triathlon and other sporting activities, Business Unit team building and planning activities. We also expanded our partnership with Medibank Private for discounts in private health insurance and the establishment of an online health portal.

Strengthening Family Ties

We are advocates of strong family bonds and this is the main driver of our work-life friendly initiatives. In conjunction with the Chinese New Year festival, and to bring cheers and well wishes, every staff was personally presented with a goodie bag. In June 2015, the FCL Family Day took more than 1,800 staff and their family members to The Singapore Zoo and River Safari. As an ongoing initiative, admission tickets to the S.E.A. Aquarium and Trick Eye Museum Singapore at Resorts World Sentosa are given to staff and their family members as staff benefits.

Providing A Fair And Equal Workplace

As of 30 September 2015, we have 4,062 employees globally, of which 26 are located in Singapore, 14% in Australia and the rest overseas. We have a growing workforce, with the hiring rate of 31% exceeding the turnover rate of 26%. For our Singapore operations, our hiring rate and turnover rate were lower at 21% and

14% respectively. The jump in workforce from 2,230 employees a year ago was mainly due to the successful acquisition of the MHDV group of boutique lifestyle hotels in the UK.

Our support for diversity as laid out in the Code of Business Conduct, documents FCL's commitment to equal opportunity based on meritocracy and the elimination of discrimination.

Guidance on fair employment practices, including diversity, comes via our membership of the Singapore National Employer Federation (SNEF), and equivalent organisations in other markets.

In addition to the basic salaries, FCL provides a number of benefits to its employees. Across all of our significant locations of operation, we provide our employees with retirement plans (where applicable), parental leave and medical insurance. To maintain our competitiveness, we benchmark our employees' remunerations to the market by engaging an external consultant.

We also offer post retirement employment, supporting older employees e.g. in Singapore in accordance with the Tripartite Guidelines on the re-employment of older employees.



WHO ARE OUR EMPLOYEES?

We are proud to employ people of more than 20 nationalities. Our workforce statistics show an almost equal gender balance. The majority of our employees are in the core group of 30-49 years old, while younger and older staff make up about 35% and 14% respectively. Temporary or part-time employees are not a significant proportion of FCL's staff. The proportion of Executive to Non-executive staff varies across the countries that we operate, depending on the local structure.



Dinner & Dance 2015



FCL Family Day at Singapore Zoo



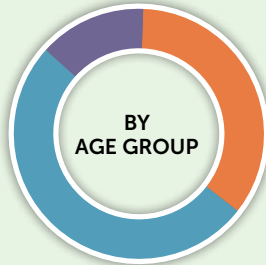
Futsal Tournament Final Match



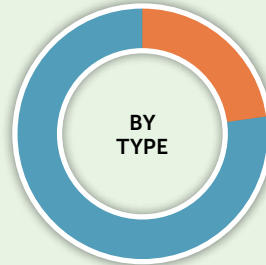
Long Service Award Recipients

SUSTAINABILITY REPORT

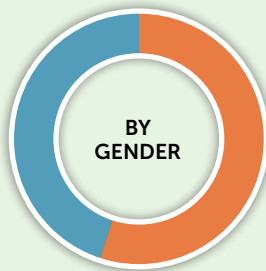
EMPLOYEE PROFILE AS AT 30 SEPTEMBER 2015 (4,062 EMPLOYEES)



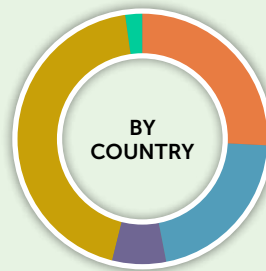
<30 YRS OLD 35%
30-49 YRS OLD 51%
>50 YRS OLD 14%



EXECUTIVE 23%
NON EXECUTIVE 77%



MALE 55%
FEMALE 45%



SINGAPORE 26%
AUSTRALIA 21%
CHINA 7%
UK 44%
OTHERS 2%

Note: Data included employees of fully owned Malmaison Hotel du Vin group

Developing Our Employer Brand

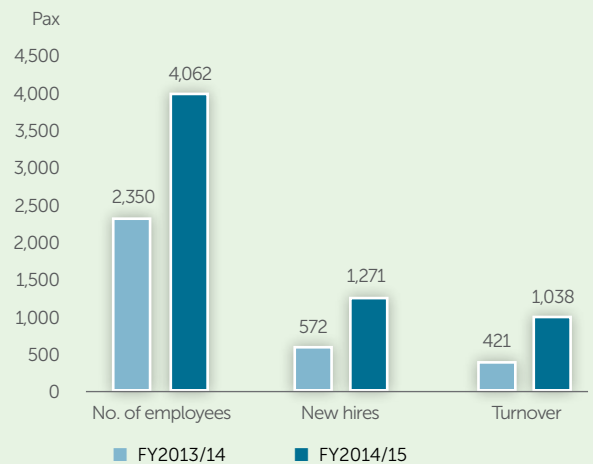
As part of the development of our Employer Brand, we deepen our engagement efforts with student internships from various educational institutions, including Singapore Polytechnic, Ngee Ann Polytechnic, Temasek Polytechnic, ITE College East and ITE College West. In FY2014/15, a total of 70 students completed their internships in both our local and overseas operations. This is an increase of 67% compared to the previous year. We are proud to have played a role in nurturing these future talents for the industry and look forward to welcoming more of them in the future.

Customer-Centric Approach

Enriching Lives With Our Creative Homes

In developing homes for the future, we believe in delivering values to our customers with implicit promises of trusted reputation and quality, trusted care, trusted innovation and trusted investment value. In FCL, we are committed to enriching lives with our creative homes and spaces that are designed around innovation. We always strive to deliver homes with distinctive quality and services and design excellence. Bringing innovative new products to the market has gained us leadership status. FCL prides itself as the first developer in Singapore to introduce the concept of dual-key apartment units when we launched Caspian, a condominium project

WORKFORCE MOVEMENT



located at Jurong West in 2008. Also known as *TRIO Intergeneration Home*, these apartment units are designed to comprise two attached units for families to stay with their parents, without compromising privacy, e.g. one-bedroom + studio, two-bedroom + studio. An additional benefit for dual-key apartments is that one unit can be rented out for additional cash flow.

Our dual-key concept has subsequently been proven to be popular and has been replicated in our other projects such as 8@Woodleigh and Esparina Executive Condominium.



To ensure customer satisfaction and identify areas for improvement, we carry out two surveys with our homebuyers. The “How was your home collection experience?” survey is conducted with 10% of the homeowners within 10 days of the home collection. The objective is to measure the overall first impression of the owners’ home collection experience, staff service level, quality of homes and the common facilities. We are proud to have scored 78% in FY2014/15. We also conduct the “How is everything?” survey on 20% of the homeowners quarterly over the first 12 months of their moving in to their new homes. This is to capture the homebuyers’ level of satisfaction on the quality and workmanship of their homes, customer service recovery and whether they would recommend Frasers Centrepoint homes to their friends and relatives. Based on the survey, in FY2014/15 most of our homeowners provided positive feedback, giving a commendable overall score of 76%. They indicated that they trust Frasers Centrepoint Homes’ promise to deliver excellent home quality and services. This perception is further reinforced with more than 90% of our homeowners confirming that they would recommend FCL Homes to their friends and relatives.

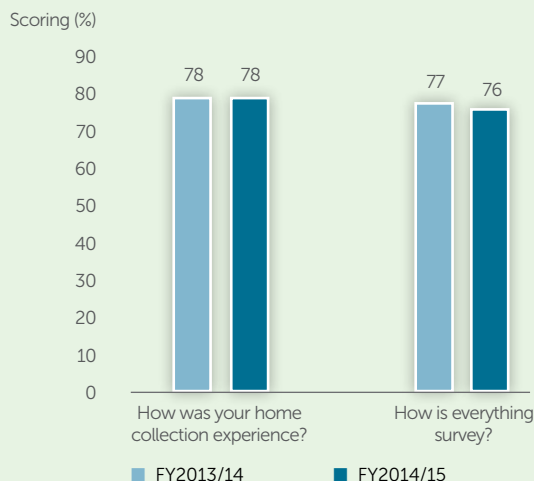
The FCL Customer CARE team conducts regular CARE service standards and service recovery training for all its front line staff including its Contractors’ and Managing Agents’ supervisors and workmen. All feedback received is discussed during a weekly meeting together with the project team, main contractor, architect and the managing agent. The CARE team will follow up with the homeowners and conduct immediate customer service recovery.

Thriving Environment And Space For Work, Shop And Play

As a commercial landlord, our aim is to provide thriving environments where people can work, shop and play to their highest fulfilment. We treat our tenants as our partners and believe it is important to engage and listen to them.

We carry out annual surveys with tenants in our office and industrial buildings in Singapore to better understand their level of satisfaction in various aspects. These would range from leasing management, operational/ maintenance response to the building environment such as amenities, carpark facilities, security and safety and access to public transportation. Through this sharing and learning process, we improve our understanding of our tenants’ needs and expectations as well as find out what we have done well, where we could have done better, and identify areas for improvement.

SURVEY ON HOMEBUYERS



SURVEYS ON OFFICE & INDUSTRIAL BUILDINGS' TENANTS



SUSTAINABILITY REPORT

Some of our asset enhancement works were initiated after receiving feedback from our tenants. For example, we introduced a café for Alexandra Point in response to feedback from tenants requesting for more F&B amenities in the building. To continually improve the facilities for our tenants, the office space at China Square Central and Valley Point have been upgraded. At Valley Point, we have rejuvenated the area with the upgrading of the retail podium with new and exciting retailers, much to the delight of our tenants, shoppers and residents in the surrounding vicinity.

Our FY2014/15 survey participated by approximately 40% of tenants within our Singapore office and industrial buildings shows that 94% of them were Neutral to Very Satisfied, with 70% Satisfied to Very Satisfied. The satisfaction levels have improved from 93% and 64% respectively in FY2013/14.

Little Things That Make The Difference In Hospitality

Intuitive service, innovation and consistency in product and service excellence have always been the core of our Hospitality business. We continually invest time and effort to stay tuned with what our guests need and seek, and what their evolving demands and expectations are. We gather feedback, evaluate our offerings and are always open to making the necessary adjustments to our service delivery and product innovation in order to stay relevant.

Consumers' trust in our brand is paramount and to maintain that consistency, we take pride in ensuring that our residents experience the same level of service, the similar thoughtful use of space, and the same efficiency and warmth of our staff at any of our properties around the world.

With the trend of shorter stays in mind, our newer properties have been configured with a larger number of one and two-bedroom apartments to cater to both business and leisure travellers. Each residence is thoughtfully designed to provide optimal personal space with defined living, dining and study areas. They are fully furnished for comfort and convenience and come complete with a well-equipped kitchen, modern conveniences, and comprehensive home entertainment systems. Complimentary high-speed Internet access helps guests stay connected at all times, across different time zones.

Developed through constant product innovation, our distinctive offerings include The Retreat, a dual-function meeting facility and relaxation haven where business executives go to recharge and get rejuvenated. To further enhance our guests' experience, the e-Concierge was implemented as a solution to provide easy access to updated destination information in place of conventional in-room compendiums.

This year we also revamped our Frasers Hospitality website. It was enhanced for optimum browsing with fast, responsive and seamless access across multiple devices. We also launched a new website specifically for the Chinese market to improve accessibility to information and ease of booking.

At Frasers Hospitality, we constantly find ways to promote lifestyle wellness for health-conscious guests. Over at Fraser Suites Perth and Capri by Fraser, Brisbane, we collaborated with celebrity chef, Pete Evans, to construct paleo inspired menus to allow our guests to enjoy a variety of delicious selections and tapas-style share plates, with an emphasis on high quality, seasonal and fresh local produce.

In addition to the business and lifestyle facilities offered, guest with families can take advantage of our family-friendly offerings which include well-equipped children's playrooms and wading pools, babysitting services, the Fraser Kids Club and social activities to make their stay enjoyable. There are also regular recreational activities that foster interaction among residents such as sightseeing tours to local attractions, movie screenings and storytelling sessions for children. Lifestyle facilities and value-added services such as a 24/7 gymnasium, swimming pool, steam and sauna also allow professionals to enjoy work-life balance without having to leave the premises.



Gear Up and Explore, a regular cycling expedition by Capri by Fraser, Changi City

Capri by Fraser, Changi City's cycling expedition *Gear up and Explore* has also been well-received by its in-house guests as it provides them with something more than the usual gym workout during their stay. These bicycles offered at the hotel residence are complimentary and allow guests to either ride on their own or join the bi-weekly cycling tour led by the General Manager and his team.



Outreach to residents of Geylang East Home for the Aged



Sharing our space – Children's Day outreach at Northpoint



Step Up for Multiple Sclerosis, Central Park, Perth, Australia



Guests at Fraser Place Kuala Lumpur joined in the Earth Hour celebration

SUSTAINABILITY REPORT

These unique services and offerings have allowed Frasers Hospitality to be a constant recipient of international awards and accolades, including various service excellence awards as well.

In April 2015, Frasers Hospitality launched the *Worldwide Innovation for Service Excellence (WISE)* platform on its intranet to generate innovative solutions at work for serviced residences. WISE ideas were categorised by People, Product, Service, Revenue Generating and Cost Savings. A total of 960 WISE ideas were generated by local and overseas staff. 233 WISE ideas were eventually shortlisted by the Corporate Innovation Committee for consideration. The WISE micro-site was launched in September 2015 to display a selection of the best WISE ideas.

COMMUNITY

Adding Value To Our Communities

Besides providing local employment, contributing to employee welfare and paying corporate taxes, the group adds value to the local communities through Corporate Social Responsibility (CSR) initiatives and investment. Our community investment is awarded with local context in mind. We organise community engagement in conjunction with our customers at about half of our properties. Office activities reach out to the neighbourhood depending on our tenants' profiles. Our malls and outdoor spaces are meeting places for the neighbourhood with their infrastructure offering shopping, service, food, education and leisure opportunities. The events that we organise capitalise on this, strengthening community ties by involving community clubs or special target groups such as senior citizens or disadvantaged children.

Providing Financial Assistance

During the year, we sponsored \$100,000 towards a number of fundraisers to aid various causes in the community. These included the *SGX Bull Run* in support of the Asian Women's Welfare Association, Autism Association of Singapore, Fei Yue Community Services and Shared Services for Charities; Scoot's SG50 project in support of the Singapore Children's Charity; and Nee Soon Central Community Club's building fund for its new premises at Northpoint City.

Frasers Property Australia donated over A\$65,000 to charities, including A\$7,500 worth of rescue and resuscitation equipment to the Coogee Beach Surf Life Saving Club along with free space to store the equipment and partnered with Jindowie Estate and the Department of Housing to provide residents in Yanchep, Western Australia with a rainwater tank for their community garden.

Sharing Our Space

In conjunction with Children's Day, Northpoint, together with the North West Community Development Council, hosted 60 children and their parents from low income families residing in Yishun and Woodlands to an ocean-themed balloon party. As part of Care and Share Community Outreach, YewTee Point partnered Comcare to distribute food items to needy families living in the Yew Tee community. In addition, Causeway Point joined with Beautex to hold the *Life's Beautiful* art competition to raise funds for ST Pocket Money Fund. At the event, a wall of tissue boxes was built that went down in the annals of the Singapore Book of Records as the largest stage backdrop made of tissue boxes. China Square Central supported the annual Brand's Charity Sale which raised \$22,000 for the Straits Times Pocket Money Fund which helps children from low-income families pay for their meals in school and education needs.

Central Park Perth in Western Australia hosted a number of iconic fund-raising events over the course of the year. *Australia's Biggest Morning Tea* saw Central Park's management and tenants coming together to donate cakes and coffee to raise funds for the Cancer Council Western Australia. It was also the venue for *Step Up for MS*, a vertical challenge to raise funds and awareness for the Multiple Sclerosis Society of Western Australia. Close to A\$155,000 was raised at the event while the Central Park Perth management donated A\$10,000. *Central Park Plunge*, Australia's tallest urban abseil event, raised A\$425,000 for the Ronald McDonald House, The Fiona Wood Foundation, Kids' Camp and Anglicare Western Australia.

Our spaces have also been venues for several exhibitions including the Ministry of Education's SG50 Traveling Exhibition, "Good Morning Cher: Our Schools, Our Teachers, Our Stories" and Very Special Arts' Annual Art Exhibition at Changi City Point and the Pioneer Generation Roadshow at Causeway Point.

Changi City Point also holds fortnightly kickboxing and K-pop fitness sessions run by the Health Promotion Board for the public.

Our properties in Australia organised a variety of activities for their local communities including barbeques and festive-themed family activities at Greenvale Gardens, Casiana Grove, the Range and Wallara Waters in Victoria, Putney Hill in New South Wales, and Cova and Coorparoo Square in Queensland.



BEAMS Arts Festival at Central Park, Sydney, Australia



MOE SG50 Travelling Exhibition



FPA gets down and dirty to support Business Clean Up Day



Big Love

SUSTAINABILITY REPORT

Connecting With Our Neighbours

We particularly value good community relationships at our construction sites. In common with many developers, we inform all neighbours about the plans for the development and noise, pollution or other expected adverse effects, including the name and details of a contact person on site.

Promoting The Arts

In support of the arts, Frasers Hospitality provided close to \$300,000 worth of accommodation for performing arts groups for a number of productions in Singapore, including KidsFest 2015; 15 Years of Dreams from the Red Chamber – City Chinese Orchestra; Public Enemy – Wild Rice Limited; and Tribes – Pangdemonium Theatre Company Limited. In recognition of our support, the National Arts Council of Singapore conferred Frasers Hospitality the Friend of the Arts award.

For the fourth year running, Frasers Property Australia was one of the key sponsors of *Beams Arts Festival*, a multi-disciplinary arts festival which showcases work from the whole spectrum of the arts. Central Park Sydney was also one of the precincts to host Vivid Sydney, an 18-day festival of light, music and ideas – the biggest of its kind in the Southern Hemisphere.

In Perth, several arts exhibitions were held at Central Park including the annual *Colours of Our Country* which showcased more than 250 paintings and artefacts from 40 of Western Australia's Pilbara-based Aboriginal artists; As We Are, which featured works of disabled artists in Perth; and the works of the late Brian McKay, celebrated as one of Western Australia's leading modernists, in particular photographs of the unique and individual artworks he had created for the 18 lifts in Central Park.

Involving Our People

During the financial year, we formed a new Committee for Corporate Social Responsibility for our hospitality business. It focuses on community engagement, including consultation with relevant groups, at

each property. Frasers Hospitality launched its first Environmental Month in March 2015. Our properties were encouraged to participate in environmental activities such as tree planting, environmental education and clean up drives throughout the month.

In Singapore, Frasers Hospitality initiated a fund raising project called *Big Love*, in collaboration with Montfort Care to help raise funds for children in need and their families.

Over the course of the year, staff from Frasers Hospitality and Capri by Fraser in Singapore, as well as the team from Frasers Hospitality Trust through Project Fresh Start, volunteered to spruce up the homes of these needy families, and donated essential household items with the aim of providing a better living environment for the children and their families. A donation box was placed at the front desk of Frasers Hospitality properties in Singapore to collect funds for the beneficiaries.

South of the equator, Frasers Property Australia sponsors meaningful community events through its Frasers Property Foundation as well as by participating in local community initiatives. The Foundation is supported by an ongoing funding strategy based on a percentage of company profits each year and a staff volunteering bank of 500 days per year.

An example is the Kids Under Cover programme where FPA participates in building studios in the backyard of homes for teenagers at risk of homelessness. Another is the *Clean Up Australia Day*, where staff clean up an area nearby to one of our development sites.

The Office and Industrial Properties team in Singapore hosted children from the Melrose Home at the Polliwogs indoor playground at Robertson Walk. The team also brought treats, and shared an afternoon of conversation and karaoke with residents of the Geylang East Home for the Aged.



Colours Of Our Country, Central Park, Perth, Australia

GRI CONTENT INDEX (G4 CORE)

The report is prepared in accordance to the guidelines laid out by the Global Reporting Initiative (GRI). The table below summarises our disclosure level with reference to GRI indicators.

● Fully met ● Partially met ○ Not covered

GENERAL STANDARD DISCLOSURES			
	Standard Disclosure Title	Reference/ Page	Disclosure Level
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	Chairman's Statement, p. 22 – 27 Sustainability Report p. 60 Our Approach to Sustainability, p. 63	●
ORGANISATIONAL PROFILE			
G4-3	Name of the organisation.	FCL Group At A Glance, p. 2 – 3	●
G4-4	Primary brands, products, and services.	FCL Group At A Glance, p. 2 – 3	●
G4-5	Location of the organisation's headquarters.	Corporate Information (Inside back cover)	●
G4-6	Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Global Presence, p.4 – 5	●
G4-7	Nature of ownership and legal form.	Notes to the Financial Statements, p. 138	●
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Global Presence, p. 4 – 5	●
G4-9	Scale of the organisation	FCL Group At A Glance, p. 2 Employee Profile for FY2014/15, p. 82 Financial Statements, p. 128 – 235	●
G4-10	<ul style="list-style-type: none"> a. total number of employees by employment contract and gender. b. total number of permanent employees by employment type and gender. c. total workforce by employees and supervised workers and by gender. d. total workforce by region and gender. e. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). 	Providing A Fair And Equal Workplace, p. 80 Who Are Our Employees?, p. 80 Workforce Movement, p. 82 Employee Profile For FY2014/15, p. 82 There are no significant variations in employment numbers.	●

SUSTAINABILITY REPORT

G4-11	Employees covered by collective bargaining agreements.	There are no collective bargaining agreements in place.	●
G4-12	The organisation's supply chain.	Sustainability Across Our Supply Chain, p. 65 – 66	●
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Not applicable - 1st sustainability report	n/a
G4-14	Whether and how the precautionary approach or principle is addressed by the organisation.	Our Approach to Sustainability, p. 63	●
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	Our Approach to Sustainability, p. 63 Governance, p. 66 – 67 Environment, p. 67 – 76 People, p. 76 – 86	●
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	Being Accountable To Our Stakeholders, p. 64 – 65 Governance, p. 66 – 67 Fair Employment Practices, p. 78 Providing A Fair And Equal Workplace, p. 80	●

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4-17	All entities included or not included in organisation's financial statements	Group Structure, p. 8 Scope of this Report, p. 61 Financial Statements, p. 139 – 235 Particulars of Group Properties, p. 236 – 255	●
G4-18	Process for defining Report Content	Our Approach to Sustainability, p. 63	●
G4-19	The material Aspects identified in the process for defining report content	FCL's Top Ten Material Issues, p. 64	●
G4-20	For each material Aspect, Aspect Boundary within the organisation	FCL's Top Ten Material Issues, p. 64	●
G4-21	Aspect Boundary outside the organisation	FCL's Top Ten Material Issues, p. 64	●
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Not applicable - 1st sustainability report	n/a
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Not applicable - 1st sustainability report	n/a

STAKEHOLDER ENGAGEMENT

G4-24	Stakeholder groups engaged by the organisation	Being Accountable To Our Stakeholders, p. 64 – 65	●
G4-25	Basis for identification and selection of stakeholders with whom to engage	Being Accountable To Our Stakeholders, p. 64 – 65	●
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Being Accountable To Our Stakeholders, p. 64 – 65	●
G4-27	Key topics and concerns raised through stakeholder engagement, and how the organisation has responded	Being Accountable To Our Stakeholders, p. 64 – 65	●

REPORT PROFILE			
G4-28	Reporting period for information provided	Scope of This Report, p. 61	●
G4-29	Date of most recent previous report	Not applicable - 1st sustainability report	n/a
G4-30	Reporting cycle	Sustainability Report, p. 60	●
G4-31	Contact point for questions regarding the report or its contents	We Would Like To Hear From You, p. 61	●
G4-32	Report on 'In accordance' option, GRI Content Index, reference to External Assurance	Scope of This Report, p. 61	●
G4-33	Policy and current practice with regard to seeking external assurance for the report	Scope of This Report, p. 61	●
GOVERNANCE			
G4-34	Governance structure of the organisation	Group Structure, p. 8 Group Management, p. 16 – 20 Senior Management Engagement, p.63 Governance, p. 66 – 67 Corporate Governance, p. 101 – 119	●
G4-58	Internal and external mechanisms for reporting concerns about ethical and lawful behavior, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	Governance, p. 66 – 67 Enterprise-wide Risk Management, p. 99 – 100 Corporate Governance, p. 101 – 119	●
SPECIFIC STANDARD DISCLOSURES			
CATEGORY: ECONOMIC			
ASPECT: ECONOMIC PERFORMANCE			
G4-DMA	Generic Disclosures on Management Approach	Group CEO's Business Review, p. 28 – 55	●
G4-EC1	Direct economic value generated and distributed	Financial Highlights, p. 9 Financial Statements, p. 128 – 235	●
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Providing A Fair And Equal Workplace, p. 80 Employees are covered by Singapore's, Australia's and UK's mandatory social security systems	●
CATEGORY: ENVIRONMENTAL			
ASPECT: ENERGY			
G4-DMA	Generic Disclosures on Management Approach	Environment, p. 67 – 76 Energy Use And Greenhouse Gas Emissions, p. 72	●
G4-EN3	Energy consumption within the organisation	Energy Use And Greenhouse Gas Emissions, p. 72	●
G4-EN5	Energy intensity	Energy Use And Greenhouse Gas Emissions, p. 72	●

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G4-EN6	Reduction of energy consumption	Energy Use And Greenhouse Gas Emissions, p. 72	●
G4-CRE1	Building energy intensity	Energy Use And Greenhouse Gas Emissions, p. 72	●
ASPECT: WATER			
G4-DMA	Generic Disclosures on Management Approach	Environment, p. 67 – 76 Water savings, p. 75 – 76	●
G4-EN8	Total water withdrawal by source	Environment, p. 69 Water savings, p. 75 – 76	●
G4-CRE2	Building water intensity	Water savings, p. 75	●
ASPECT: EMISSIONS			
G4-DMA	Generic Disclosures on Management Approach	Environment, p. 67 – 76	●
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Energy Use And Greenhouse Gas Emissions, p. 72	●
G4-EN18	Greenhouse gas (GHG) emissions intensity	Energy Use And Greenhouse Gas Emissions, p. 72	●
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Energy Use And Greenhouse Gas Emissions, p. 72	●
G4-CRE3	Greenhouse gas (GHG) emissions intensity from buildings	Energy Use And Greenhouse Gas Emissions, p. 72	●
ASPECT: COMPLIANCE			
G4-DMA	Generic Disclosures on Management Approach	Governance, p. 66 – 67 Environment, p. 67 – 68 Compliance With Rules And Regulations, p. 76	●
G4-EN29	Non-monetary sanctions for non-compliance with environmental laws and regulations	Compliance With Rules And Regulations, p. 76	●
CATEGORY: SOCIAL			
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK			
ASPECT: EMPLOYMENT			
G4-DMA	Generic Disclosures on Management Approach	People, p. 76 – 86	●
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Providing A Fair And Equal Workplace, p. 80 Workforce Movement, p. 82	●
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Who Are Our Employees?, p. 80	●

ASPECT: LABOR/MANAGEMENT RELATIONS			
G4-DMA	Generic Disclosures on Management Approach	People, p. 76 – 86	●
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Fair Employment Practices, p. 78 This is currently not covered in group-wide collective agreements. The notice period varies .	●
ASPECT: OCCUPATIONAL HEALTH AND SAFETY			
G4-DMA	Generic Disclosures on Management Approach	Safety Is A Key Priority, p. 76 – 77	●
G4-LA5	Workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Engaging Our Contractors, p. 64 Safety Is A Key Priority, p. 76 – 77 There is no Health and Safety Committee at the group level.	●
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Safety Is A Key Priority, p. 76 – 77	●
G4-CRE6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system.	Safety Is A Key Priority, p. 76 – 77 There is no data tracking about the percentage of employees working in verified compliance with an Internationally Recognised Health & Safety Management System.	●
ASPECT: TRAINING AND EDUCATION			
G4-DMA	Generic Disclosures on Management Approach	Developing Our Staff, Fostering Their Loyalty, p. 77 – 78	●
G4-LA9	Training per year per employee by gender, and by employee category	Developing Our Staff, Fostering Their Loyalty, p. 77 – 78	●
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Developing Our Staff, Fostering Their Loyalty, p. 77 – 78 Developing A Healthy Workforce, p. 78 – 80	●
G4-LA11	Employees receiving regular performance and career development reviews, by gender and by employee category	Developing Our Staff, Fostering Their Loyalty, p. 77 – 78	●
SUB-CATEGORY: SOCIETY			
ASPECT: LOCAL COMMUNITIES			
G4-DMA	Generic Disclosures on Management Approach	Community, p. 86 – 88	●
G4-SO1	Operations with implemented local community engagement, impact assessments, and development programs	Community, p. 86 – 88	●
G4-CRE7	Persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project	FCL only builds on land tendered or selected by the respective governments for this purpose. We rely on the relevant authorities to solve any potential issues of resettlement or displacement before we start our construction projects.	●

SUSTAINABILITY REPORT

ASPECT: ANTI-CORRUPTION

G4-DMA	Generic Disclosures on Management Approach	Preventing Corruption And Fraud, p. 66 – 67	●
G4-SO3	Operations assessed for risks related to corruption and the significant risks identified	Enterprise-wide Risk Management, p. 99 – 100 Preventing Corruption And Fraud, p. 66 – 67	●
G4-SO4	Communication and training on anti-corruption policies and procedures	Communicating To Employees, p. 67	●
G4-SO5	Confirmed incidents of corruption and actions taken	Preventing Corruption And Fraud, p. 66 – 67	●

SUB-CATEGORY: PRODUCT RESPONSIBILITY

ASPECT: CUSTOMER HEALTH AND SAFETY

G4-DMA	Generic Disclosures on Management Approach	Safety Is A Key Priority, p. 76 – 77	●
G4-PR2	Incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle	Compliance with Rules And Regulations, p. 76 Safety Is A Key Priority, p. 76 – 77	●

ASPECT: MARKETING COMMUNICATIONS

G4-DMA	Generic Disclosures on Management Approach	Ethical Marketing, p. 67	●
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	Ethical Marketing, p. 67	●