Social

SP3: Diversity, Equity and Inclusion (DEI)

Diversity,equityand inclusionareintegralto buildingahigh-performing, future-ready organisation. By fostering an inclusive culture and embracing diverse perspectives, we strengthen talent, drive innovation and create lasting value for our stakeholders.

Focus area	Alignment with material issues	FY 2026	Progress	FY 2030 targets
Recruit diverse talent	Talent Recruitment and Retention	**28%** female representation in the total workforce	**28%** female representation in the total workforce	**30%** female representation in the total workforce
		2% representation of Persons with Disabilities (PwDs) in the total workforce	**2%** representation of Persons with Disabilities (PwDs)	Maintain **2%** representation of Persons with Disabilities (PwDs)
		2% representation of ex-servicemen and their kin	**2%** representation of ex-servicemen and their kin	Maintain **2%** representation of ex-servicemen and their kin
Employee engagement and retention	Diversity, Inclusion and Non-discrimination	**2** hours of average volunteering per employee per year	**2** hours of average volunteering per employee per year	Maintain **2** hours of average volunteering per employee per year
	Employee Health, Safety and Wellbeing	Maintain zero reportable accidents at workplace	**1** minor accident reported at workplace	Maintain zero reportable accidents at the workplace
	Human Rights and Labour Relations	Conduct human rights assessments at all malls	**100%** human rights assessment conducted	Conduct human rights assessments at all malls
Career development	Training & Development	Achieve **26** hours of average training per on-roll employee per year	Achieved an average of **27** hours training per on-roll employee per year	Defining mandatory training on ESG, Ethics and Compliance

SP4: Stakeholder Engagement

We engage proactively with investors, tenants, customers, employees and communities through transparent and inclusive dialogue, ensuring alignment with stakeholder expectations and strengthening collaboration. Stakeholders are prioritised based on relevance, influence and dependence.

Focus area	Alignment with material issues	FY 2026 targets	Progress
Investors, tenants & customers (guests), employees and communities	Talent Relationships and Customer Satisfaction	Maintain **100%** engagement with relevant stakeholders	**97 / 100** Overall Happyness Index
			97 / 100 CSI (Customer Satisfaction Index)
		Happyness scores >= **90**	**96 / 100** RSI (Retailer Satisfaction Index)
			100 / 100 Community Index
			93 / 100 Employee Satisfaction Index