

## Our Vision

To become a pioneer of premium sustainable urban communities



To achieve this vision, we have crafted the 2030 5C SD Strategy, by which our strategic priorities, known as the "the 5Cs": Clean, Community, Culture, Care and Corporate Governance will point the way for the Group's sustainable future toward 2030 and beyond.



### Clean

#### Ambition

Transition towards carbon neutrality, leading with climate change mitigation and adaptation practices and by increasing our capabilities to manage and reduce emissions across our entire portfolio

#### 2030 Targets

- Transition towards carbon neutrality across our operations and developments
  - Reduction targets for GHG emissions and energy usage intensity per the SBT initiatives are under assessment<sup>1</sup>
- Develop and adopt a company climate change policy to mitigate and adapt to potential risks
- Increase the proportion of total electricity consumption from renewable sources to 15%<sup>2</sup>
- Be known for human-centric building designs that meet or exceed local and international sustainability and health standards
  - 100% new building achieve dual health and sustainability certifications

#### Priorities and Signature Initiatives

- Transition towards carbon neutrality
  -  **Signature initiative:** Adopt **Science Based targets** and commit to setting emissions reduction target in line with limiting global warming to well below 2°C. Further pursue efforts to sign onto the Business Ambition for 1.5°C campaign in the future
- Build green and healthy communities
  -  **Signature initiative<sup>3</sup>:** 1) Pursue **dual sustainability and health certifications** (WELL+ LEED and/or Chinese equivalent) for our controlled operating commercial assets; 2) Pursue LEED ND certificate for all our master plan communities
- Reduce waste in our portfolio



### Community

#### Ambition

For all our communities to encourage and enable healthy, sustainable living and to make our community sustainability practices among the best in China

#### 2030 Targets

- 100% of the indoor air quality in the common areas of our buildings to fulfil or exceed the IAQ mainland China standard
- Design and curate programmes for inclusive, human scale public spaces that improve the vibrancy and liveability of our communities
- 100% adoption of Green Pledge by all tenants by 2025 to enable a healthy and sustainable community. Contents of the pledge to include the elimination of single use plastics as well as the reduction of water and electricity consumption
- Promote and/ or incubate over 100 start-ups or local creative business within our community

#### Priorities and Signature Initiatives

- Embed health and sustainability into our online-merge-offline community experience
- Enhance partnerships and engagement for thriving sustainable communities:
  -  **Signature initiative:** Engage tenants to sign **Green Pledge** to adopt sustainable practices during fit out and throughout tenancy including reduction of waste, electricity and water consumption.
  -  **Signature initiative:** Encourage and enable consumers to make healthy and sustainable choices and to take on a **"green Monday-plant based diet"** initiative by engaging all F&B tenants to provide a vegetarian "green" menu
- Strengthen an innovative and entrepreneurial ecosystem



### Culture

#### Ambition

Enhance the vibrancy and authenticity of our communities through urban regeneration, architectural heritage conservation, promotion of local creative talents and international cultural exchange

#### 2030 Targets

- Be a pioneer in preservation and adaptive reuse of historical buildings and its urban fabric
- Enhance the vibrancy of the communities that we develop through the programming of cultural content and the design and management of city streetscapes
- Promote and celebrate local creative talent

#### Priorities and Signature Initiatives

- Rejuvenate urban, cultural heritage sites
  -  **Signature initiative:** Become a **thought leader in the urban planning and real estate sector on urban regeneration** through preservation and adaptive reuse of historic buildings and districts
- Engage, connect, and promote local creativity with future business opportunities
  -  **Signature initiative:** **Created in China** (featuring the **'Creators 100'** programme which promotes and spotlights local creators)
- Promote international cultural diversity and exchange
  -  **Signature initiative:** Enhance global cultural exchange in China through developing and operating **signature IP events** across our portfolio



### Care

#### Ambition

Provide all employees with equal opportunities for holistic career development, while maintaining the highest health and safety standards in the workplace and ensuring openness to diversity of thought and innovation - enabling them to be accountable members of society

#### 2030 Targets

- Develop a holistic training programme and individual career development plan for all employees of every level across all business units
  - Average training hours per employee per year: 40
- Provide a safe, healthy, and inclusive office environment for all staff
  - Maintain zero workplace fatalities for all employees and contracted partners in the supply chain
  - Achieve gender equality and diversity across the company and gender remuneration ration 1:1 between female and male
- Encourage all employees to be socially responsible
  - Average volunteer service hours per employee per year: 8

#### Priorities and Signature Initiatives

- Provide equal opportunities in training & development
  -  **Signature initiative:** Develop **SOL Talent Development program** and enhance our **employer branding** for talent attraction and retention
- Create a diverse and inclusive workplace
  -  **Signature initiative:** Target to be included in the **Bloomberg Gender-Equality Index (GEI)** as an **industry leader** in promoting gender equality;
- Ensure health and safety for all
- Improve employee wellbeing



### Corporate Governance

#### Ambition

Become a trusted partner for all stakeholders by nurturing a corporate culture of integrity, transparency, and accountability

#### 2030 Targets

- Adhere to global best practices for corporate governance and ESG reporting
- Achieve a minimum of 50% of bond and loan facilities from sustainable financing
- Maintain 100% implementation of the employee Code of Conduct across all business units

**Note:** 1: The Company has committed to setting emissions reduction targets in line with limiting global warming to well below 2°C and will further pursue efforts to sign the Business Ambition for 1.5°C campaign in the future 2: This includes the electricity we would purchase from those certified renewable sources by the government 3: All items marked with the company logo seagull refer to the signature initiatives that we plan to roll out in future across our managed portfolio. These signature initiatives will evolve overtime, supporting us to achieve 2030 Targets.