



Environmental, Social and Governance Report 2019

ESR Cayman Limited

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 1821

Environmental, Social and Governance Report

LEADERSHIP MESSAGE

Welcome to ESR's first sustainability report in which we celebrate the opportunity to shine a light on what sets us apart as the leading developer and manager of modern, state-of-the-art, focused and integrated logistics real estate platforms in the Asia Pacific region.

2019 was a transformational year for ESR. In addition to completing our IPO, we have cemented our market leading position through expansion of our presence in six core markets: China, Japan, South Korea, Singapore, Australia and India. To achieve this success in spite of a generally challenging geopolitical environment is remarkable. We extend our heartfelt appreciation to all stakeholders—our capital partners, employees, customers, suppliers and the local communities in which we operate—for your ongoing support.

ESR's scale, business model, and regional expertise, position us well to capitalise on strong secular trends in the Asia Pacific region, including continued growth of e-commerce and a superior risk/reward proposition for the logistics sector. Over the past year, we have welcomed 216 new employees to our expanding pan-regional team. During this growth phase of our business, we are focused on building capacity by combining our skills and experiences from each market to apply best practices across our combined asset base.

UNITING BEHIND COMMON VALUES

It is of utmost importance that we provide clear and unambiguous communication to our workforce and business partners about our commitment to upholding ESR's ethical, legal and compliance standards. The value we place on honesty, transparency, integrity and fair treatment in all aspects of our operations and decision making is reflected in ESR's Code of Conduct and Ethics, Group Human Resources Policy and other Group policies.

We recognise and embrace the benefits of diversity, as reflected in the composition of our newly established team at Hong Kong Headquarters where women constitute 62% of employees. As part of our commitment to providing equal opportunities, we also adopted a Board Diversity Policy in November 2019.

In recent months, we have implemented a Group-wide risk management system and initiated a process for screening our supply chain and customer base taking into account Environmental, Social and Governance (ESG) risks. In response to local regulatory requirements, ESR Australia is leading the Group on development and implementation of a new Modern Slavery Policy, which seeks to eradicate the practice of all forms of modern slavery, including forced labour and child labour throughout our value chain.



Nanko Distribution Centre I, Osaka, Japan

RESPONDING TO LOCAL NEEDS

The driving force for continual innovation in our business stems from our highly-experienced teams in all markets, which are sensitive and adaptive to local needs.

In Japan, for example, we made an early push into renewable energy by installing roof-top solar systems to make the most of regulatory incentives provided by the government's Feed-In-Tariff (FIT) scheme. Recognising that working mothers are underutilised in the labour force, we introduced day care facilities as a standard provision in our larger distribution centres. To ensure we remain ahead of the curve, our Future Solutions Group is working on adapting new technologies such as autonomous transportation and drones to our facilities and services.

It is always rewarding when, as developers, we have control over the design, construction and management of our properties to optimise sustainable development impacts over the long term. India represents an exciting new frontier for our business, where we are developing logistics parks on green field sites in suburban areas. In this environment, we enjoy the advantage of starting from a clean slate to apply the best solutions, such as roofs designed to withstand the additional weight of utility scale roof-top solar systems and warehouse grids that accommodate robotics.



ESR Ichikawa Distribution Centre, Japan features an impressive “green wall” that acts as a sound-proofing barrier and helps to reduce urban heat-island effect while cleaning the air of pollutants and dust.

DEFINING OUR VALUE PROPOSITION

In 2019, we adopted our Group Sustainability Policy and elaborated on our sustainability strategy. These initiatives build on a strong base of best practices from across the Group. In South Korea, for example, the recent attainment of WELL Gold certification for our flagship development, Bucheon Logistics Park, exemplifies our approach to creating human-centric places by incorporating a range of building design and programming features that improve the workplace environment.

We recognise that ESG performance is of key interest to our stakeholders, including capital partners and customers who represent a broader movement towards greater transparency and accountability on environmental and social matters. The trend throughout our leasing portfolio is to move away from traditional manufacturing and industrial tenants in favour of high-tech logistics and data centres. These customers, who prioritise attractive working environments and eco-efficiency, are helping to drive sustainability in our operations through their leasing requirements.

BUILT TO LAST AND HERE TO STAY

We acknowledge that climate change poses significant risks for sustainable development of our business due to the impact of global warming and acute effects from extreme weather events. With its arid environment and recent experience of devastating wild fires, Australia is at the forefront of the global climate crisis. In this market, we use a climate risk model to inform our buy or sell decisions, and we are embarking on a climate impact study that will help shape the Group's approach to climate adaptation throughout the Asia Pacific region.

As we go to press with this report, we are closely monitoring development of the COVID-19 situation, which has impacted many people's personal and professional lives in an imminent way over the past few months. Our Business Continuity Plans are in place and we are implementing protective and preventive measures to minimise impacts on our business. As we continue to prioritise the wellbeing and safety of our stakeholders above all else, our workforce is pulling together during this challenging time. We expect to emerge from this experience as an even stronger and more adaptable organisation.

Thank you for your continued support.

Jinchu Shen and Stuart Gibson,
Co-founders & Co-CEOs

Environmental, Social and Governance Report

OUR VISION

We develop and manage logistics facilities for the new economy, helping to create the backbone for 21st century commerce across the Asia Pacific region. We offer our tenants modern, state-of-the-art, focused and integrated logistics real estate platforms; and we provide our investors with exposure to the most dynamic sector in the world's fastest growing region.



ESR Kuki Distribution Centre in Tokyo is a four-storey state-of-the-art facility with roof top solar panels providing 2.3MW of clean energy installed capacity. It has been certified as a Class A property under CASBEE—Japan's national building sustainability rating system.



Shanghai Fengyuan Logistics Centre, China

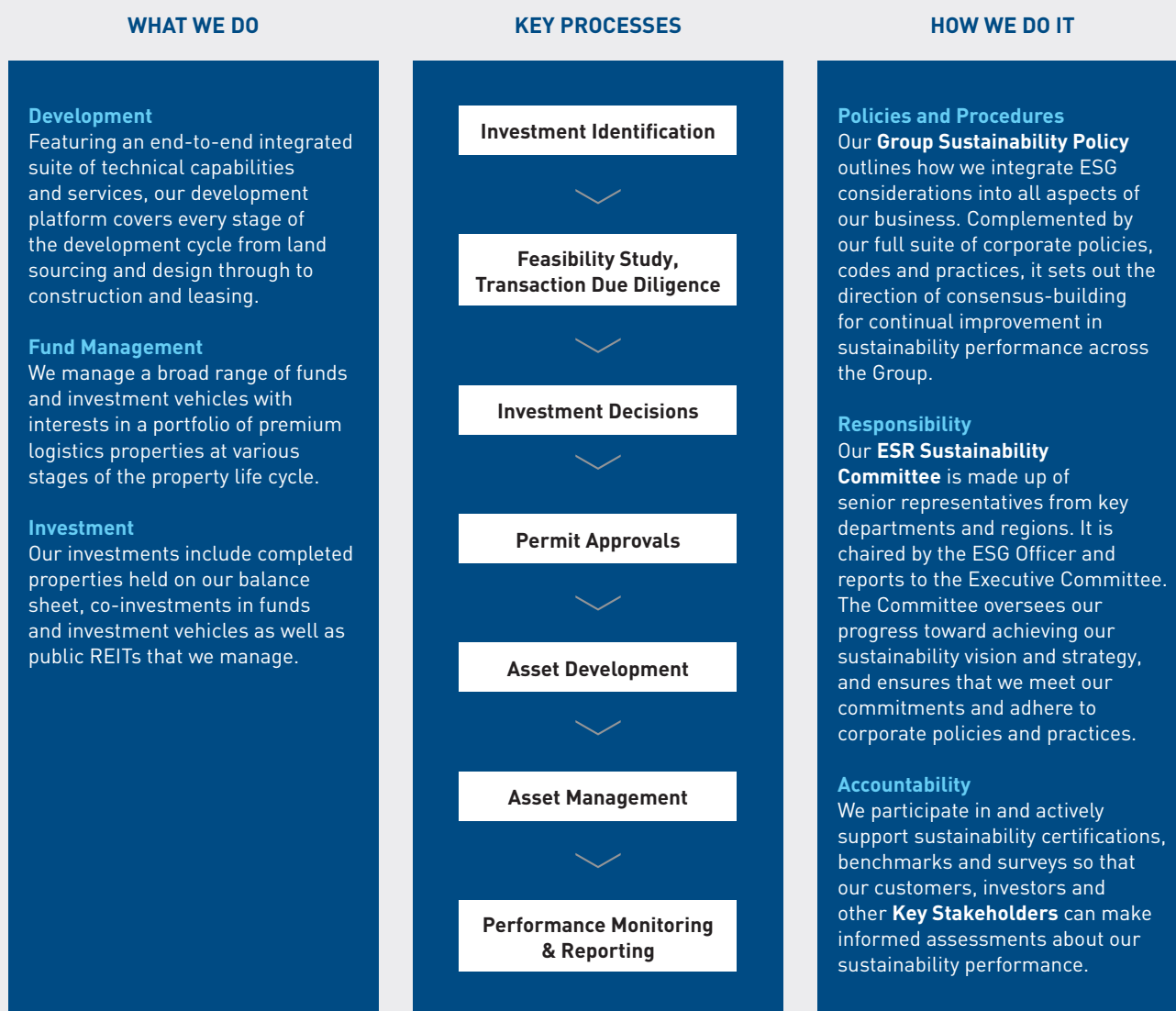
INTEGRATING SUSTAINABILITY INTO OUR DEVELOPMENT CYCLE

At ESR, we aspire to play an integral role in creating the backbone for 21st century commerce across the Asia Pacific region.

Our Sustainability Mission

We are committed to integrating Environmental, Social and Governance (ESG) considerations across the logistics real estate development cycle of our activities and in our diligence, transparency and accountability processes.

We define “sustainability” in terms of integrating ESG considerations into our business activities with a view to managing scarce natural resources, looking after the health, safety and wellbeing of our stakeholders, and ensuring effective corporate governance while striving to maintain positive financial returns.



ESG features at the very earliest stages of investment identification. We conduct feasibility studies with reference to stakeholder interests as well specific ESG Due Diligence considerations. At the investment stage, we make decisions taking into account financial and non-financial risks, including climate risk. During asset development, we appoint contractors in accordance with our sustainable development objectives and strive to achieve local and internationally recognised standards for our buildings. In all local offices, our leadership teams are setting goals and monitoring performance in order to facilitate meaningful reporting and disclosure.

Environmental, Social and Governance Report

SUSTAINABILITY AT A GLANCE

In 2019, we developed our sustainability framework, which organises material ESG topics for our business into three key pillars: People and Partners, Property Portfolio and Corporate Performance. “Human-centric Places” are at the centre of our strategy because basic human needs are universal, and meeting those needs today while ensuring they can be met in future is the cornerstone of sustainable development.

Three Key Pillars

PEOPLE AND PARTNERS

Creating a positive and supportive environment is our social responsibility to the communities in which we operate, and to our employees, our tenants and our suppliers

- Engaging different groups of people: employees, tenants, suppliers, community and others
- Culture of community service



CORPORATE PERFORMANCE

Effective corporate governance is critical to our success, providing the foundation for sustained growth over the long term

- Participation in GRESB
- Effective risk management systems

PROPERTY PORTFOLIO

Develop and manage modern, state-of-the-art logistics facilities for the new economy and help create the backbone for the 21st century commerce across the Asia Pacific region

- Energy efficiency and innovative designs
- Building certifications
- Harmony with the community

“ESR’s holistic, “human-centric” approach not only focuses on environmental risks but also on making a meaningful impact on society and on the health and well-being of our tenants.”

Emma Larsson, ESG Officer



PEOPLE AND PARTNERS

- Safety, Health and Wellbeing
- Diversity & Inclusion
- Community Investment
- Talent Attraction, Retention and Training
- Stakeholder Engagement



PROPERTY PORTFOLIO

- Climate Change Resilience
- Sustainable & Efficient Operations
- Biodiversity & Habitat Protection
- Human-Centric Design, Flexible & Adaptable Properties
- Strategic Locations
- Sustainable Building Certifications



CORPORATE PERFORMANCE

- Financial Results
- Responsible Investments/Financing
- Corporate Governance
- Risk Management
- Disclosure & Reporting
- Investor Relations

2019 Awards and Achievements



Bucheon Logistics Park has been recognised by the International WELL Building Institute (IWBI) for outstanding achievements in creating a work environment that promotes health and wellness.

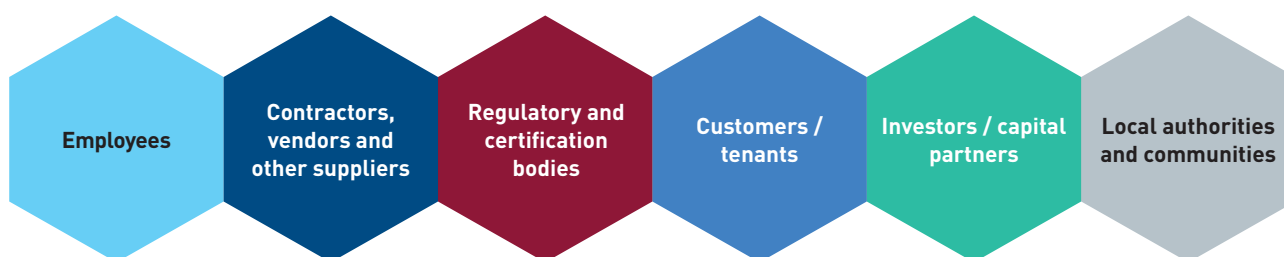
We are proud to be recognised for our pursuit of sustainability excellence. For more information, please refer to ESR FY2019 Annual Report page 31.



People and Partners

We are committed to working closely with our stakeholders – both internal and external – to achieve shared business goals in accordance with our Core Values.

Key stakeholder groups



Constructive and effective stakeholder engagement is integral to our daily business activities, and in this regard, our property managers fulfil a particularly critical role because they are in charge of managing facilities and leases, collecting and responding to feedback from tenants, as well as operations, procurement and contracts management. They also work closely with third-party property management vendors to oversee security, cleaning, repairs, and other maintenance work in our buildings.



Our property managers are tasked with resolving inquiries from tenants and working with facility management staff to rectify concerns

ESR's Core Values



Group Human Resources Policy

The ESR Group Human Resources (HR) Policy covers our employment practices and approaches to workplaces, employee development, remuneration and benefits, and HR governance. The HR Policy serves as a reference guide for all regional offices to align behind a common set of values, processes and procedures. It is complemented by a suite of local policies that are specific to each market.

ESR Code of Conduct and Business Ethics

The ESR Code of Conduct and Business Ethics (Code) sets out the standards we expect every employee to uphold. We also have a Whistleblowing Policy in place to support anyone who comes forward with a query or complaint. More information is available in the Corporate Performance section of this ESG report.

Environmental, Social and Governance Report

Diversity & Inclusion

We are committed to fostering workplaces that embrace diversity and are free from discrimination on the basis of gender, race, religion, disability, marital status, sexual orientation, family status or any other personal characteristics.

Our growth story

The expansion of our local offices throughout the region over the past year is paving the way for ESR to become a leading pan-APAC logistics real estate platform. We are in the process

of consolidating and strengthening our growing network; combining our skills and learning from each market to apply best practices across our combined asset base.

626

Employees across
six markets and corporate
headquarters

62%

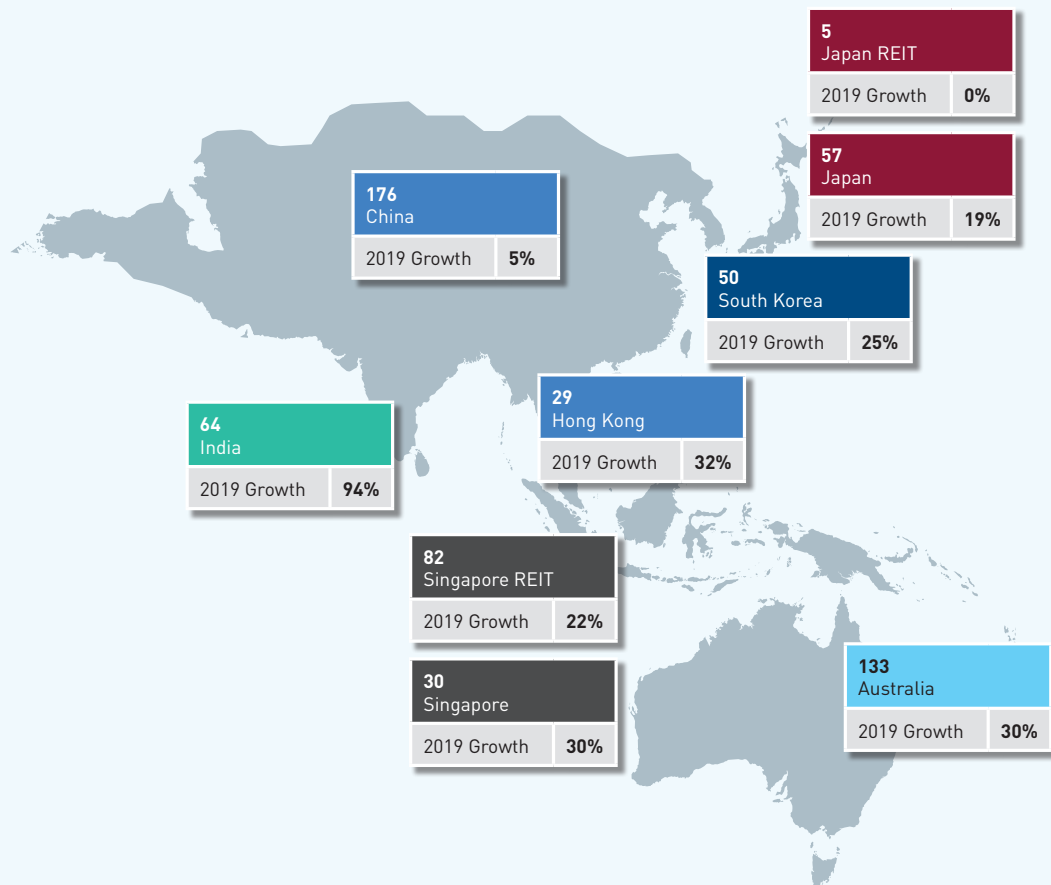
Under age 40

35%

Female participation rate
(share of women in total workforce)

15%

Turnover



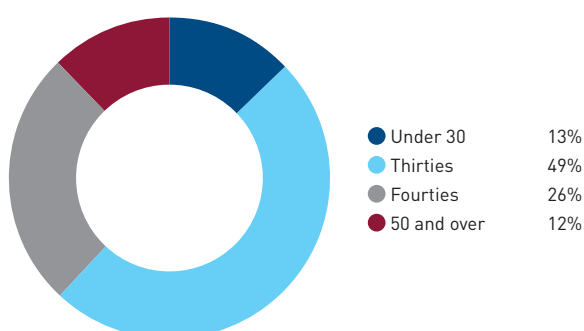
Our headcount is expanding in line with the growth of our business. In 2019, our total headcount increased by 119 people – up 23% from the year before.

Composition of our workforce

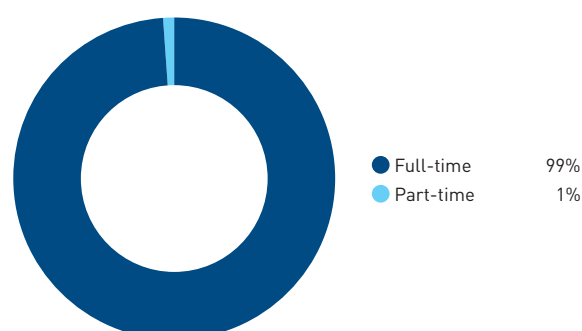
Our predominantly young and dynamic workforce complements the many years of industry experience represented by our Board and senior management.

At 35%, we recognise the low rate of women participating in our workforce compared to men, which reflects social and cultural norms for our industry in the APAC region. We are working to address this phenomenon, most notably in our newly established Hong Kong Headquarters, where women constitute 62% of employees at the corporate level, and at ESR-REIT Singapore, where women comprise 68% of employees.

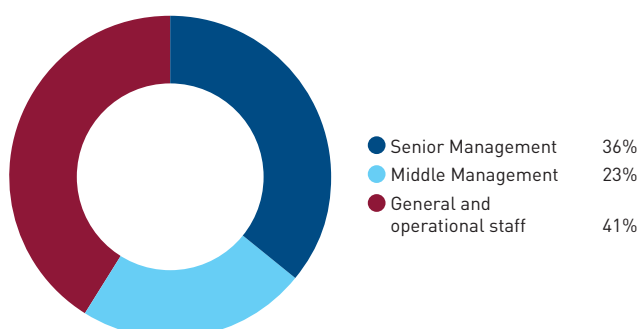
Total workforce by age group



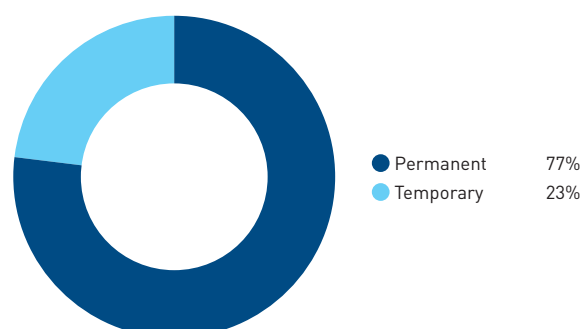
Workforce by employment type



Total workforce by seniority



Total workforce by contract type

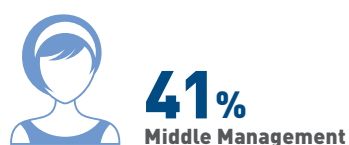
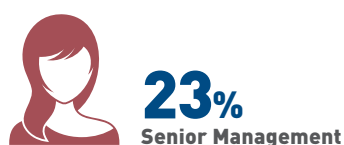


* Senior management includes Assistant General Manager, Senior Manager and above

* Middle management includes Manager and Assistant Manager

Gender Diversity

Female participation rate (share of women by level of seniority)



Environmental, Social and Governance Report

Talent Attraction, Retention and Training

We aspire to be an Employer of Choice.

Our strategic priorities for human resource management reflect the reality that success of our business depends upon the skills and dedication provided by our people to serve our customers well and generate long-term sustainable returns for our investors.

Strategic HR Priorities



Culture of Active Learning

We support our employees to progress on continuous learning journeys through formal training related to their roles and responsibilities, complemented by on-the-job skills development and experience. As such, our regional offices manage an annual budget to cover employee expenses for professional membership and examination fees, as well as reimbursements for participation in external training programmes and industry conferences.

In 2019, ESR Australia introduced a new Study Leave Policy providing practical and financial support for employees undertaking tertiary studies, including paid leave for attendance at lectures and tutorials or to complete course work and examinations.

ESG training topics

E Climate risk
Greenhouse gas emissions
Energy, water and waste
Supply chain
Environmental impacts

S Gender and cultural diversity
Occupational safety
Supply chain safety
Health and wellbeing at work
Local community impacts

G Compliance
Managing conflicts of interest
Prevention of discrimination and harassment

Career Progression

We want to enable our employees to excel in their current roles and support them to fulfil their career potential. We have performance management processes in place to facilitate timely and constructive dialogue between managers and their team members. In some markets, Annual Performance Reviews take place in June and December of each year. In addition, we encourage our employees to seek feedback from their managers at any time.

Key success factors for employee performance appraisal



Our approach to succession planning and leadership development combines formal training, mentoring and exposure, feedback and coaching, and tailored on-the-job challenges.

Total Rewards Strategy

We adopt a holistic approach to incentivising our employees and rewarding their contributions to our business success. Base salaries should reflect individual performance as well as the market value of relevant skills and experience, and are reviewed annually. In addition to honouring all mandatory benefits defined in local employment laws and regulations, our regional offices have the discretion to offer additional benefits that will promote the health and wellbeing of our workforce. These range from paid vacation, medical, maternity and family leave, to medical and life insurance or contributions to retirement and social security schemes.

Employee Engagement

We conduct regular surveys to gauge the level of satisfaction of our employees and invite their feedback. In 2019, employees from our China, Japan and Singapore teams were invited to participate. We are in the process of implementing a new human resources management tool that will facilitate Group-wide participation in the future.

What makes ESR a great place to work? This is what our employees have to say...

COOPERATION

BETTER WORKING ENVIRONMENT

SENIOR LEADERSHIP

RELATIONSHIP

ATTITUDE

COMPENSATION

CHALLENGE

WORK-LIFE BALANCE



Investing in Tomorrow's Leaders, Today

We want to provide positive learning experiences that have lasting impacts on the lives of young people.

Through our Bursary programme at Singapore REIT, we offer financial support covering annual tuition fees and book allowances for outstanding secondary and college-age students. There are also unique opportunities for young people to intern with us during 3-month placements that are designed to provide them with hands-on experience and job-market skills under the direct supervision of senior-level mentors.

“#ESRREIT provided a conducive environment for me to learn and grow in many different aspects. It was initially not easy to manage the workload. However, with guidance from my mentors, I learned to prioritise and complete assignments on time.”

2019 intern at ESR-REIT, Singapore

Environmental, Social and Governance Report

Safety, Health & Wellbeing

Safeguarding the health and safety of our employees and others with whom we work is a collective responsibility we take very seriously. We commit not only to providing safe workplaces but also to promoting the holistic wellbeing of our people with due consideration for the importance of healthy work-life balance.

Some of our local offices offer employees corporate discounts for doctors' appointments and gym memberships as well as voluntary participation in regular group exercise activities. In Japan and Singapore, our employees undergo annual health screenings in accordance with local regulatory requirements.

GROUP-WIDE OHS INITIATIVES

- Operating standards and procedures to increase work safety awareness
- Medical benefits
- Clean and hygienic work environment

POLICIES AND PROCEDURES OF LOCAL OFFICES

- Fire safety training and emergency preparedness
- Office entrance access and security control
- Housekeeping of office facilities and first aid box
- Ergonomics guidelines
- Business travel security

We work closely with our supply chain to ensure that employees of our contractors enjoy the same standards of protection as we expect for our own people.

The following lists some of the protection standards we expect from our contractors to promote site safety during construction and renovation activities:

- Availability of medical personnel at all times
- Communicating safety information in a clear and transparent manner (daily meetings, posters, banners, etc.)
- Continuously improving safety performance through ongoing safety monitoring
- Demonstrating and encouraging safety leadership
- Entrenching safety practices and fostering a safety culture
- Managing safety risks using leading and lagging indicators
- Providing appropriate personal protective and life saving equipment
- Promoting design for safety
- Designing and implementing a safety training curriculum



Impact of COVID- 19

As we go to press with this report, we have been closely monitoring development of the COVID-19 situation throughout the APAC region over the past few months. We prioritise the wellbeing and safety of our stakeholders—including employees, tenants, vendors, capital partners and local communities—above all else.

We have implemented protective and preventative measures throughout the Group, including additional cleaning of public areas and washrooms, and adequate provision of hand sanitizers. In addition to providing masks and gloves for our building management staff, we are conducting temperature checks on all building occupants, including employees, tenants, contractors and visitors.

Customer Engagement

In addition to meeting and exceeding traditional expectations of our logistics customers, we add value for our tenants through innovative approaches to creating “human-centric” spaces.

We engage our customers through regular surveys to better understand their needs and preferences. ESR-REIT in Singapore has recently established a 24-hour call centre to field queries from tenants and arrange follow-up for immediate resolution.

In 2019, our property management team in Australia surveyed nearly half of tenants. Among other issues, they sought to gauge support for sustainability initiatives, specifically energy-efficiency improvements and renewable power generation. More than one third of respondents expressed interest in exploring options for reducing their energy consumption, and close to 20% favoured investment in solar power installations.

Beautiful Family-friendly Spaces Boost Workplace Productivity in Japan

6

Day care centres

650 children

Daily capacity

8am - 7pm

Mondays to Fridays



ESR Barnklübb Ichikawa is a 79sqm facility opened in June 2019. Three full-time professional caregivers supervise 13 children who are currently enrolled in the day care programme.

When we ask our customers in Japan about barriers to growing their businesses and improving the wellbeing of their employees, we frequently hear that lack of quality child-care facilities feels like an unsurmountable problem. So in recent years we have come up with an innovative solution.

In each of our distribution centres exceeding 100,000 sqm, we have decided to establish bright and beautifully equipped kids clubs, known as Barnklübbs. These facilities are run by licensed day-care providers, offering convenient and high-quality services that are free-of-charge for employees of our tenants. This not only helps our customers to attract and retain the talent they need – particularly working mothers – but also increases the productivity of their workforce.

To extend the benefits of these facilities to others in our community, we operate an online system for parents in the local area to book surplus spaces on a first-come first-served basis. In 2018, ESR Japan received the Social and Environmental Contribution award from British Business in recognition of its commitment to enhancing the workplace environment and supporting mothers to re-enter the workforce.

“In Japan, the key social development concerns relate to demographic issues and gender. That’s why we have created dedicated facilities providing childcare services in our warehouses.”

Stuart Gibson, ESR Co-founder and Co-CEO

Environmental, Social and Governance Report

Corporate Social Responsibility



An important element of our corporate culture is giving back to the communities in which we operate.

Our regional offices participate in a range of volunteering and fund-raising activities to support environmental and social causes in partnership with local organisations. In accordance with our Code of Conduct, all charitable donations and sponsorships provided by the Group must be compatible with our commitment to operating in an ethical manner, and prior approval must be obtained from our Legal and Compliance departments.

In India, our corporate sustainability initiatives focus on promoting health, hygiene and education to uplift the livelihoods of local communities and migrant workers living in the vicinity of our logistics parks. In addition to building sanitation facilities in nearby villages and schools as part of the Prime Minister's Swach Bharat initiative, we have also helped to establish and run small dispensaries stocking basic medical provisions.

On education, we work with local communities to reduce the dropout rate for girls in school by providing them with academic and material support. Our ESR Smart Program equips local schools with computer centres and high-speed Wi-Fi connections to give underprivileged children the opportunity of early exposure to technology. We also offer scholarships for high-performing graduates from local secondary schools to attend higher education.



“In India, education and gender are big social issues so we are involved in libraries and schools as well as empowering women.”

Abhijit Malkani, Country Head, India Platform

In South Korea, several representatives from our regional office attend bimonthly volunteering sessions at a local orphanage, serving over 60 hours of community service in 2019. Meanwhile, our colleagues in Australia have participated in a number of activities over the past year, such as fun-runs, tree-plantings and preparing meals for homeless people and youths who live on the street.



Supporting Good Quality Education for All

Since 2016, ESR has worked closely with China Red Cross and other organisations to support the Qin Charity Fund (QCF) fulfil its mandate of expanding access to modern educational opportunities for children in rural China.

This national initiative spans 13 provinces and municipalities, raising funds and coordinating resources to create “future classrooms” in rural communities. Over the past 3 years, volunteers from ESR have helped to construct 5 classrooms utilising the latest technologies and digital resources, and participated in office charity events to raise money for classroom equipment. These facilities are helping to equip more than 3,000 students with essential skills for employability in the future economy.

The QCF provides teachers from participating schools with tools, materials and training for technology uptake. In 2019, it hosted its second Principals’ Forum attended by representatives from all over the nation, and launched a new “5C” future classroom curriculum.

Qin Charity Fund KPIs

| | |
|-------------------|-----------------------|
| 62 | >50,000 |
| Future Classrooms | Student Beneficiaries |
| RMB 5.89M | >100,000 |
| Invested | Books Donated |

“Nurturing talent is crucial for sustainable growth of the new economy. Our goal is to build a platform that provides students in rural areas with equal and diversified learning opportunities, enabling them to widen their vision, gain knowledge and develop valuable life skills.”

Jinchu Shen, ESR Co-founder and Co-CEO

Environmental, Social and Governance Report



Property Portfolio

ESR demonstrates environmental stewardship by developing and maintaining sustainable and efficient buildings.

We optimise the sustainability features of new and existing logistics facilities through green design initiatives. Our properties are positioned strategically to minimise impacts on land use change and biodiversity, while providing sustainable development opportunities for local communities.

Sustainable & Efficient Operations

Across our operations, we focus on continuous improvement by always striving to do more with less.

Our goal is to develop and manage energy and resource-efficient buildings. Through innovations like energy-efficient lighting, water management, waste recycling and roof-mounted solar panels, we are able to reduce operating costs for our customers as well as our own impacts on the environment.

In the aftermath of the Fukushima nuclear disaster in 2011, ESR made energy sustainability a priority for our Japan portfolio by aggressively developing rooftop solar plants under the Japan Government's Feed-In Tariff (FIT) Solar Program. Securing project finance for rooftop solar systems in this market has been a major challenge because roof rights often fall short of the compliance standards adopted by funds outside of Japan.

Solar power generation in 2019



In Japan, we have a robust pipeline of rooftop solar power initiatives providing a total of 50MW of clean energy installed capacity. We aspire to become the first logistics fund in Japan to operate grid-independent clean energy distribution centers.



In Australia, we have installed energy-efficient lighting in 12 properties, representing 23% of our portfolio by GFA.

| CHINA | JAPAN | SOUTH KOREA | ESR-REIT SINGAPORE |
|------------------------|------------------------|------------------------|------------------------|
| 4 assets (316,000 GFA) | 13 assets (1.15 M GFA) | 2 assets (350,000 GFA) | 5 assets (142,000 GFA) |
| 5 GJ | 18 GJ | 1 GJ | 1 GJ |

Energy-efficient lighting

Opportunities to implement design improvements in our logistics facilities are constrained when we are not the original developer, but it is still possible to make a difference. For instance, ESR-REIT Singapore has achieved energy savings through a light-fitting replacement programme in 60% of its directly-managed portfolio. Similar initiatives are in progress in the remainder of its properties.

New construction projects and refurbishments

The selection of mechanical, electrical, plumbing (MEP) systems and equipment plays a crucial role in determining our buildings' energy and water performance. We equip our new developments with resource-efficient technology such as LED lighting, comprehensive waste water and waste management systems, expansive green areas, and, wherever possible, rooftop solar panels.

We also emphasise procurement of materials sourced in a responsible way in order to have less impact on the environment and provide healthy indoor spaces for our occupants.

Considerations that feature in our approach



1 Site selection

- Connectivity
- Enhancement or remediation of brownfield areas
- Avoidance of environmentally sensitive areas



2 Owner Program Requirements and Basis of Design

- Compliance with governing codes and legislation
- Adoption of green building standards



3 Integrative Design

- Energy-related features (site conditions, orientation, insulation, lighting and thermal comfort range etc.)
- Water-related features (indoor, outdoor and process demand, supply sources etc.)

4

Sustainable Building features

- Visual comfort (glare, lighting control)
- Health and wellness (natural ventilation)
- Resilience to natural hazards and climate change
- Resource-efficient MEP systems
- Sustainable materials



Energy Efficiency

Natural day light

≥75% of regularly occupied floor area

Rated lamp life

≥24,000 hours for ≥75% total connected lighting load

Lighting controls

≥90% individual occupant spaces

Thermal comfort controls

≥50% individual occupant spaces

Hot water systems

Self-contained systems
≥85% efficiency

Energy metering

Individual energy end uses representing ≥10% of total building consumption

Green energy sourcing

Renewable grid or energy with less carbon emissions, if available

Onsite renewable energy

Biofuels, geothermal, hydro, solar/photovoltaic, or wind



Water Conservation

Native plants that require less water; **Drip-fed, smart subsurface irrigation** systems with soil moisture sensors

Management of cooling tower water to maximise recirculation cycles and reduce water consumption

Alternative water sources, including treated wastewater or stormwater for non-potable applications

Water-efficient amenities e.g. WaterSense label (US EPA) and LEEDv4 (fixture and fitting code requirements)



Sustainable Materials

Low-emitting materials to reduce ambient concentrations of chemical contaminants

Legally harvested and traded timber and products containing high recycled content

Green product certifications e.g. Carpet and Rug Institute Green Label Plus and FloorScore

Locally extracted or manufactured products

5

Construction process

- Erosion and sediment control
- Construction and demolition waste management
- Management of construction indoor air quality

6

Asset Management

- Detailed site management of grounds and building exterior
- Ongoing management of environmental impacts (energy, water, waste)
- Green cleaning products and materials
- Integrated pest management
- Occupant comfort survey

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Flexible & Adaptable Properties

ESR offers more than logistics facilities; we create integrated solutions to maximise our customers' logistics efficiency and support their expansion.

We build or acquire logistics facilities in strategic locations with a view to refurbishing, expanding, modernising or redeveloping them into flexible and adaptable properties that meet the needs of the people who use them; every day, for years to come.

Designed with occupants in mind

We select our sites to facilitate active transit, such as walking, cycling or using public transportation. Occupant wellbeing assessments inform our design approach for new construction and refurbishment projects, with the goal of optimising active design features, daylight access, and other amenities and services that improve the usability and comfort of our buildings for their occupants.



Optimal space utilisation with large floor plates, high ceilings and wide column spacing



Highly efficient loading and parking areas featuring comprehensive safety designs



Secure storage with continual surveillance, adequate ventilation and fire-fighting features



Customisable features, including office space, air-conditioning and refrigeration/freezing facilities



Active design features such as staircases that easily accessible and aesthetic



Active transit provision, including bicycle storage and shower and locker facilities

Built to last

Our buildings are designed, constructed and maintained to limit material degradation due to environmental factors. Examples of relevant measures include raised kerbs in delivery and vehicle drop-off areas, robust external wall construction, impact protection on doors and corridors, and hard-wearing floor finishes in heavily used areas.



Climate Change Resilience

In some markets, we undertake comprehensive risk assessments to identify potential natural hazards for our properties, including threats of a geological origin (such as volcanic eruptions, earthquakes, tsunamis and landslides) as well as climatic or meteorological risks (such as floods, draught, typhoons or wild fires).

We acknowledge that climate change poses significant risks for sustainable development of our business throughout the Asia Pacific region due to the impact of global warming and acute effects from extreme weather events. ESR supports the Paris Agreement, which aims to decarbonise the global economy by promoting clean technologies and less carbon-intensive products and services. This process will give rise to transition risks as well as opportunities for our sector.



315 Cooper Street, Epping, Melbourne, Australia

Adapting to Climate Risks and Opportunities

With its arid environment and recent experience of devastating wild fires, Australia is at the forefront of the global climate change crisis. Our ESR Australia team is taking action by developing a climate risk assessment framework to help identify, evaluate and manage risks for our portfolio while capitalising on strategic opportunities to increase resilience and strengthen our business.

The framework, which is anticipated to roll-out in mid-2020, will make use of weather data, climate modelling and online mapping tools. It will be incorporated into our existing Environmental Management System to guide day-to-day asset and property management decisions and reporting, including investment selection, building design, construction and refurbishment.

“We view the Climate Risk Assessment framework as an important step for enhancing transparency and developing a robust in-house management system to address climate-related risks and build resiliency across our business.”

Robert Ewing, Head of Asset Management, ESR Australia

Environmental, Social and Governance Report

Strategic Locations

Our assets are strategically located in close proximity to established transportation networks in order to optimise import and export logistics as well as domestic market distribution for our customers. This has the important advantage of helping our customers to reduce their environmental footprints from transporting workers and products.

For more information, please refer to ESR FY2019 Annual Report pages 10 and 11.

Sustainable Building Certifications

In addition to fulfilling local health, safety and environmental regulations, some of our facilities take compliance one step further by obtaining certification in accordance with globally recognised standards, such as Leadership in Energy and Environmental Design (LEED) and the Comprehensive Assessment System for Built Environment Efficiency (CASBEE) in Japan.

Certified Green Buildings in 2019

| | Australia | | | | India | | Japan | South Korea | Singapore |
|----------------------------|---------------|-----------|-------------|----------------|--------|-------------------------------|------------|----------------|----------------|
| Certification standard | LEED Platinum | LEED Gold | LEED Silver | LEED Certified | NABERS | IGBC pre-certification Silver | CASBEE "A" | Green Building | BCA Green Mark |
| Number of certified assets | 1 | 8 | 2 | 3 | 9 | 2 | 18 | 2 | 5 |
| GFA (sqm) | 42,308 | 988,150 | 172,960 | 452,648 | 94,570 | 289,343 | 1,394,821 | 504,730 | 210,424 |



Bucheon Logistics Park, South Korea

Human-centric Places in which People and Businesses Thrive

We are committed to promoting the health and wellness of our building occupants by enhancing the workplace environment and improving building performance.

The recent attainment of WELL Gold certification for our flagship building in South Korea, Bucheon Logistics Park, is a testament to our pursuit of quality. The International WELL Building Institute (IWBI) is leading the global movement to transform our buildings and communities in ways that help people thrive. The WELL building standard is an internationally recognised, evidence-based rating system to evaluate the impacts of buildings on human health and wellness.

Bucheon exemplifies our approach to designing, building and maintaining human-centric places. In addition to featuring a range of building design and programming features to improve the workplace environment, at this location we engage the services of professional nutritionists to serve up a healthy menu for our tenants to enjoy, including a daily selection of fresh fruits and vegetables.



Clean Air

- Air purifiers with carbon filters
- Real-time air quality monitoring
- Dust control systems



Clean Water

- Drinking stations
- Carbon, RO and UV filters for all drinking water



Good Light

- Lighting design to minimise circadian phase disruption
- Building-wide glare controls



Right Temperature

- HVAC systems maintain comfortable levels of humidity
- Thermal controls to meet individual preferences



Ergonomics

- Height-adjustable computer and laptop stands facilitate working while standing



Corporate Performance

We live in a world where the rules governing business conduct are complex and becoming more demanding over time.

Violation of these rules could have serious consequences not only for our business, but also personally for each individual involved. We put in place stringent measures to protect the reputation of the Group and everyone who works with us – such as thorough screening to ensure the integrity of our employees, suppliers, customers and capital partners; and refraining from dealings with any third-party associated with organisations or countries that are restricted by law or sanctions.

Responsible Investment

We are committed to investing responsibly, which requires incorporating ESG factors into all investment decision-making and active ownership of our assets.

We aim to act in the best long-term interests of our stakeholders. In this role, we believe that ESG issues can and will affect the performance of our investment portfolios. We endorse the United Nation's Principles for Responsible Investment as a voluntary and aspirational set of goals for aligning our investment practices with broader objectives for sustainable development giving rise to a more prosperous future for all.

Our Approach to Responsible Investment



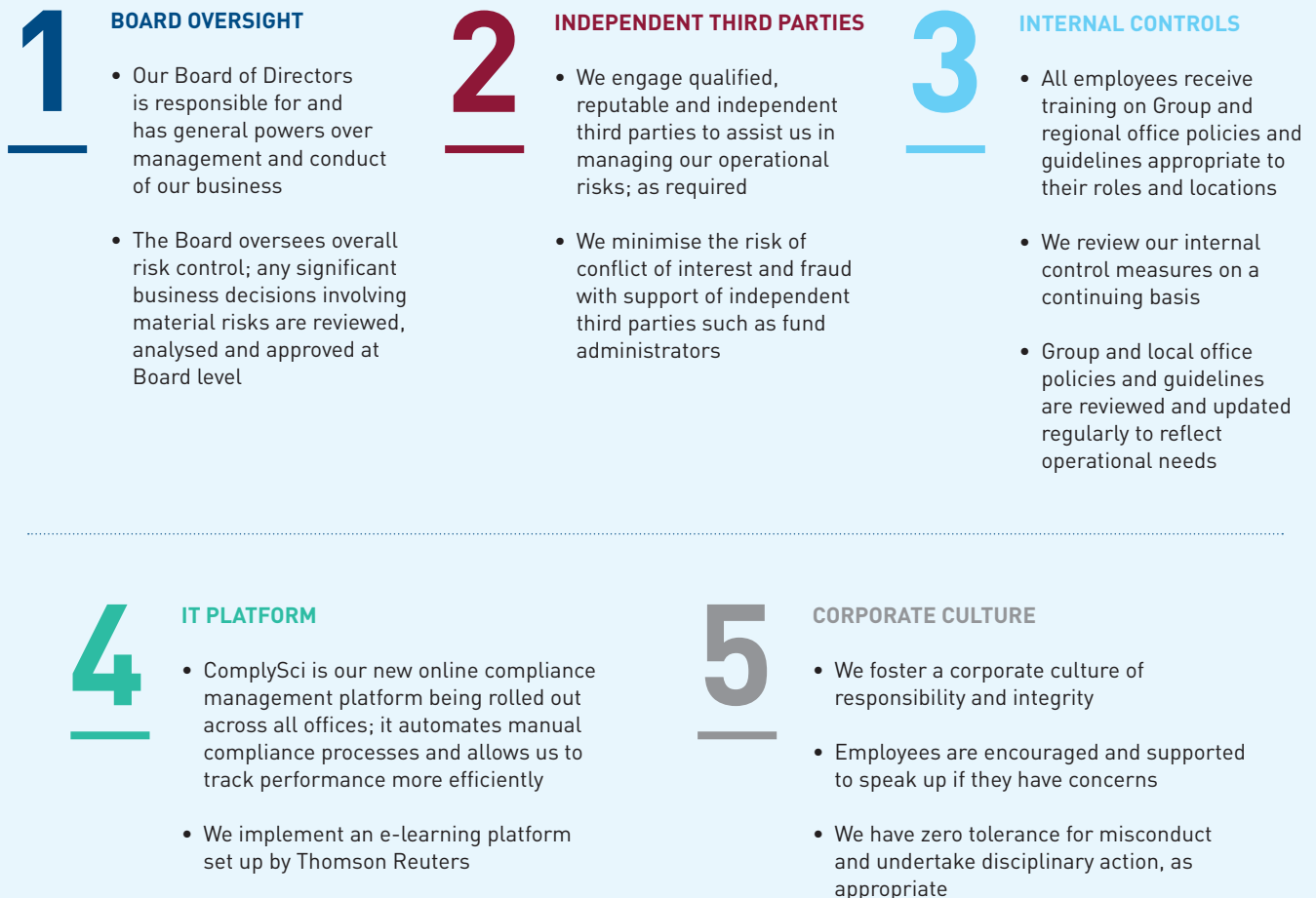
Environmental, Social and Governance Report

Corporate Governance

ESR is built on a solid foundation of Core Values, which include Integrity & Respect. We take our ethical obligations seriously and expect our stakeholders to do the same.

We have robust due diligence, human resources, asset development and asset management processes and procedures in place to manage risk and create value for our stakeholders. There are five key elements to our Corporate Governance Structure, which starts with the Board—our highest governance body—and cascades throughout our network of offices and business relationships.

Five Elements of our Corporate Governance Structure



ESR Group policies and guidelines set the tone and direction for a unified approach to Governance while providing flexibility for our regional offices to adapt and amend their implementation in accordance with local circumstances, laws and regulations. During the year, our Australian operations responded proactively to developments in their local market by adopting additional measures on data privacy and anti-slavery.

CORE POLICIES

| ESR GROUP CODE OF CONDUCT AND ETHICS | ANTI-BRIBERY & ANTI-CORRUPTION (ABAC) AND THE HANDLING OF GIFTS, TRAVEL & ENTERTAINMENT POLICY | ANTI-MONEY LAUNDERING (AML) & COUNTER-TERRORIST FINANCING (CTF) POLICY | WHISTLEBLOWING POLICY |
|--------------------------------------|--|--|-----------------------|
|--------------------------------------|--|--|-----------------------|

Objectives

- | | | | |
|--|--|--|--|
| <ul style="list-style-type: none"> Establish fundamental principles covering a wide range of business practices Promote discipline, good conduct, professionalism, loyalty, integrity and cohesiveness | <ul style="list-style-type: none"> Compliance with ABAC law, including United States (Foreign Corrupt Practices Act) Procedural defence against prosecution in some jurisdictions, as applicable | <ul style="list-style-type: none"> Compliance with AML and CTF regulations in all jurisdictions Implementation of Recommendations from the Financial Action Task Force | <ul style="list-style-type: none"> Prevention and deterrence of fraud, bribery and corruption, abuse of authority, discrimination and harassment, breach of legal requirements and violations of our Code |
|--|--|--|--|

Mechanisms

- | | | | |
|---|--|---|--|
| <ul style="list-style-type: none"> Annual requirement for all employees to sign the Code of Conduct and Business Ethics Attestation Form | <ul style="list-style-type: none"> Clear identification of prohibited acts for employees and third parties Overview of requirements per jurisdiction | <ul style="list-style-type: none"> Establishing the true and full identity of each client Transaction monitoring Enhanced measures for higher-risk clients | <ul style="list-style-type: none"> Mechanism for making reports Protection of whistleblowers Procedures for investigation and disciplinary action |
|---|--|---|--|

Training

We provide training on all core policies for new employees via an e-learning course to ensure that they are aware of their personal obligations.

ADDITIONAL POLICIES

| ESR GROUP INFORMATION SECURITY POLICY (under development) | ESR GROUP COMMUNICATIONS GUIDELINE | Privacy Policy (adopted by ESR Australia in 2019) | Modern Slavery Policy (adopted by ESR Australia in 2019) |
|---|------------------------------------|---|--|
|---|------------------------------------|---|--|

Objectives

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none"> Preserve the confidentiality, integrity, and availability of information | <ul style="list-style-type: none"> Comply with disclosure requirements in accordance with prevailing best practices | <ul style="list-style-type: none"> Comply with the Privacy Act (including the Australian Privacy Principles) | <ul style="list-style-type: none"> Comply with applicable legislation, including the Modern Slavery Act 2018 (Commonwealth Act) Eliminate modern slavery, including forced labour and child labour, among others |
|--|--|---|--|

Mechanisms

- | | | | |
|---|--|---|---|
| <ul style="list-style-type: none"> Information security framework and management system General requirements on human resources, information asset management, security, supplier relationships and business continuity | <ul style="list-style-type: none"> Review and approval of all external communications Procedures for critical communications, media enquiries, internal communications and use of social media Standardisation of writing style | <ul style="list-style-type: none"> Physical, electronic and managerial procedures to protect information from misuse, interference, loss and unauthorised access, modification and disclosure Implementation of security measures | <ul style="list-style-type: none"> ASO ISO 31000:2018 risk management system (risk identification, analysis, evaluation, treatment and assessment of controls) Annual reporting with first statement due no later than 30 June 2021 |
|---|--|---|---|

Environmental, Social and Governance Report

Risk Management

In 2019, we prioritised harmonisation and strengthening of our approach to compliance across all markets. We are, for example, in the process of migrating to a new online compliance management platform known as ComplySci, which is being rolled out in all offices to fully automate our compliance processes and monitor performance.

Compliance Reboot on Third Party Risk

3

Key Risk Criteria Highlighted for Our Business

3,716

Third Parties Screened

67

Vendors Flagged for Review and Deeper Investigations by Our Regional Offices



On a daily basis, our colleagues interact with thousands of third-party vendors, including suppliers, contractors, agents, intermediaries, joint venture partners, representatives or consultants. Management of third-party risk is a truly integral part of our business.

In 2019, we hired an independent consultant to help us establish a centralised system for evaluating, managing and mitigating third-party risks across the Group. As part of this process, we completed a company-wide risk assessment with reference to 23 criteria in four risks categories, namely Antitrust & Corruption, Employment & Safety, Environment, and Cyber Security & Business Stability.

In the next phase of this project, we will develop and implement a systematic approach to on-boarding and monitoring all business partners, including investment in a third party risk management (3PRM) platform in early 2020.

“To be as transparent as water: This is the standard to which we must hold all of our business relationships in order to establish ourselves as leaders on good governance and compliance.”

Group Compliance

Disclosure & Reporting

ESR has participated in GRESB—the leading investor driven organisation assessing the sustainability performance of real asset sector portfolios and assets—since 2014. In 2019, our GRESB submissions covered seven unlisted portfolios in Australia, China, Japan and South Korea. The scores reveal opportunities for better alignment across the Group, particularly concerning Governance. We have engaged an independent consultant to assist us on achieving this objective in 2020.



GRESB Scores in 2019

| | Propertylink Australian Industrial Partnership (Australia) | Propertylink Trust (Australia) | e-Shang Star Cayman Ltd (China) | Redwood China Logistics Fund LP (China) | Redwood Japan Logistics Fund II LP (Japan) | PGGM RJLC LP (Japan) | Kendall Square Logistics Properties Inc. (Korea) |
|---------------------|--|--|---|--|--|---|---|
| Overall GRESB score | 53 | 53 | 55 | 54 | 67 | 64 | 88 |
| ESG score breakdown | | | | | | | |
| • Environment | 45 | 45 | 59 | 52 | 79 | 67 | 76 |
| • Social | 45 | 45 | 62 | 60 | 62 | 62 | 95 |
| • Governance | 80 | 80 | 49 | 55 | 63 | 64 | 91 |
| Peer group | Australia Industrial Dist. Warehouse | APAC Diversified Office/ Industrial | Developer Industrial Dist. Warehouse | Eastern Asia Industrial Dist. Warehouse Non-listed | Developer Industrial Dist. Warehouse | Developer Industrial Dist. Warehouse | Developer Industrial Dist. Warehouse |
| ESR peer ranking | 6th | 7th | 7th | 7th | 4th | 5th | 2nd |

About this report

Thank you for reading this ESG report, which complies with relevant provisions from HKEX Main Board Listing Rule 13.91 and ESG Reporting Guide. In line with international best practices, we have also made reference to GRI Standards.

For details, please refer to the Content indices on the following pages .

We welcome your feedback. Please contact us at esg@esr.com

Environmental, Social and Governance Report

ESG Data Summary 2019

| Metrics | Total | China | Hong Kong (headquarters) | Japan | Japan REIT | South Korea | Singapore | Singapore REIT | Australia | India |
|---|-----------|----------|-----------------------------|----------|---------------|----------------|-----------|-------------------|-----------|----------|
| Number of Employees (% increase year on year) | | | | | | | | | | |
| Total | 626 (23%) | 176 (5%) | 29 (32%) | 57 (19%) | 5 (0%) | 50 (25%) | 30 (30%) | 82 (22%) | 133 (30%) | 64 (94%) |
| Male | 410 | 114 | 11 | 16 | 4 | 37 | 20 | 27 | 107 | 50 |
| Female | 216 | 61 | 18 | 41 | 1 | 13 | 10 | 55 | 26 | 14 |
| Full time | 617 | 176 | 29 | 57 | 5 | 50 | 30 | 82 | 125 | 64 |
| Part time | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 8 | 0 |
| Under 30 years | 82 | 20 | 1 | 2 | 1 | 6 | 3 | 10 | 31 | 8 |
| 30's | 307 | 113 | 16 | 9 | 0 | 26 | 16 | 43 | 50 | 34 |
| 40's | 162 | 40 | 8 | 26 | 1 | 14 | 8 | 20 | 27 | 18 |
| 50 years and over | 75 | 3 | 4 | 20 | 3 | 4 | 3 | 9 | 25 | 4 |
| Number of Leavers (% Turnover rate ¹) | | | | | | | | | | |
| Total | 96 (15%) | 12 (7%) | 5 (17%) | 4 (7%) | 0 | 5 (10%) | 2 (7%) | 18 (22%) | 46 (35%) | 4 (6%) |
| Male | 46 (7%) | 9 | 0 | 3 | 0 | 4 | 1 | 3 | 23 | 3 |
| Female | 50 (8%) | 3 | 5 | 1 | 0 | 1 | 1 | 15 | 23 | 1 |
| Under 30 years | 17 (3%) | 2 | 0 | 0 | 0 | 0 | 1 | 3 | 11 | 0 |
| 30's | 48 (8%) | 7 | 5 | 1 | 0 | 3 | 1 | 9 | 18 | 4 |
| 40's | 16 (3%) | 3 | 0 | 2 | 0 | 2 | 0 | 5 | 4 | 0 |
| 50 years and over | 15 (2%) | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 13 | 0 |
| Number of New Hires (% Hire rate ¹) | | | | | | | | | | |
| Total | 216 (35%) | 21 (12%) | 12 (41%) | 12 (21%) | 0 | 15 (30%) | 9 (30%) | 35 (43%) | 77 (58%) | 35 (55%) |
| Male | 131 (21%) | 13 | 4 | 9 | 0 | 12 | 6 | 10 | 51 | 26 |
| Female | 85 (14%) | 8 | 8 | 3 | 0 | 3 | 3 | 25 | 26 | 9 |
| Under 30 years | 44 (7%) | 4 | 1 | 1 | 0 | 2 | 2 | 5 | 23 | 6 |
| 30's | 111 (18%) | 12 | 8 | 3 | 0 | 10 | 5 | 23 | 28 | 22 |
| 40's | 39 (6%) | 3 | 1 | 5 | 0 | 3 | 2 | 6 | 14 | 5 |
| 50 years and over | 22 (4%) | 2 | 2 | 3 | 0 | 0 | 0 | 1 | 12 | 2 |
| Occupational Health & Safety | | | | | | | | | | |
| Work-related fatalities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lost days due to injury | 0 | 0 | 0 | 0 | 0 | 0 | 90 | 4 | 0 | 0 |

| Metrics | Units | Total | China | Japan | South Korea | Singapore | Australia | India |
|---|-------------------------|--------|-------|-------|-------------|-----------|-----------|-------|
| Scope of ESG report | # assets | 271 | 84 | 26 | 31 | 57 | 61 | 12 |
| | GFA ('000 sqm) | 15,180 | 5,665 | 3,180 | 2,899 | 1,405 | 804 | 1,226 |
| Certified sustainable buildings (various international and national standards) | # assets | 47 | 6 | 18 | 6 | 6 | 9 | 2 |
| | GFA ('000 sqm) | 3,546 | 420 | 1,395 | 1,094 | 253 | 95 | 289 |
| Energy | | | | | | | | |
| Directly managed ² | # assets | 132 | 54 | 13 | 16 | 26 | 22 | 1 |
| | GFA ('000 sqm) | 7,020 | 3,438 | 1,132 | 1,244 | 831 | 307 | 68 |
| District heat | 000 GJ | 78 | 38 | - | 40 | - | - | - |
| Grid purchased electricity | 000 GJ | 1,536 | 249 | 96 | 176 | 681 | 47 | 288 |
| Fuels | 000 GJ | 0.1 | 0.1 | - | - | - | - | - |
| Rooftop solar power | # assets | 25 | 4 | 13 | 2 | 5 | 1 | 0 |
| | 000 GJ | 95 | 20 | 66 | 4 | 5 | No data | 0 |
| Total Energy | 000 GJ | 1,709 | 306 | 162 | 220 | 686 | 47 | 288 |
| Emissions | | | | | | | | |
| Greenhouse gas emissions ³ (Scope 2 from grid purchased electricity only) | '000 TCO ₂ e | 246 | 59 | 13 | 25 | 79 | 11 | 59 |
| | | | | | | | | |
| Water | | | | | | | | |
| Directly managed ² | # assets | 154 | 54 | 13 | 14 | 26 | 46 | 1 |
| | GFA ('000 sqm) | 7,286 | 3,438 | 1,162 | 1,192 | 831 | 643 | 20 |
| | Megalitre | 2,147 | 737 | 60 | 90 | 977 | 282 | 1 |
| Non-hazardous Waste | | | | | | | | |
| Directly managed ² | # assets | 88 | 53 | 0 | 15 | 18 | 2 | 0 |
| | GFA ('000 sqm) | 5,037 | 3,345 | 0 | 1,043 | 641 | 8 | 0 |
| | 000 Tonnes | 14 | 11 | 0 | 0.2 | 2 | 0.1 | 0 |

Notes:

- 1 The denominator for all rate calculations in the Total column is the Total Number of Employees. The denominator for all rate calculations by geographical region is the Total Employees in each region, respectively.
- 2 We disclose environmental impacts of properties under our direct management i.e. those over which we have 'operational control.'
- 3 Location based Scope 2 greenhouse gas emissions have been calculated for consumption of grid purchased electricity as follows:

| | China | Japan | South Korea | Singapore | Australia | India |
|--|--|--------|-------------|-----------|-----------|--------|
| Grid emission factor (kgCO ₂ e/kWh) | Central 0.9014; South 0.8367; East 0.8046; West 0.9155; North 0.9680 | 0.4916 | 0.517 | 0.4188 | 0.8 | 0.7429 |

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HKEX ESG CONTENT INDEX 2019

This ESG report complies with the “Comply or Explain” provisions in Hong Kong Exchange Main Board Listing Rule 13.91 and ESG Reporting Guide. Some optional KPIs have also been disclosed.

| Provisions | Location of Disclosures and additional information |
|--|--|
| Aspect A1: Emissions and waste Policies & compliance; KPIs: A1.1, A1.2, A1.4, A1.5 & A1.6 | Property Portfolio: Sustainable & Efficient Operations; ESG Data Summary <i>KPI A1.1/A1.2: We consume a negligible quantity of stationary and mobile fuels in our operations, hence local air emissions and Scope 1 Greenhouses Gases are negligible.</i> <i>KPI A1.3: We were not able to collect data on disposal of hazardous waste during this reporting period so this data is not available for disclosure.</i> |
| Aspect A2: Use of resources Policies; KPIs: A2.1, A2.2 & A2.3 | Property Portfolio: Sustainable & Efficient Operations; ESG Data Summary <i>KPI A2.4: We did not experience issues in sourcing water that is fit for purpose during the reporting period.</i> <i>KPI A2.5: We do not collect data on packaging materials; this data is not available for disclosure.</i> |
| Aspect A3: Environment and natural resources Policies; KPI: A3.1 | Property Portfolio: Sustainable & Efficient Operations; Strategic Locations; Sustainable Building Certifications |
| Aspect B1: Employment Policies & compliance; <i>Optional KPIs: B1.1 and B1.2</i> | People & Partners: Diversity & Inclusion; ESG Data Summary We complied with relevant employment and labour laws and regulations in all material aspects in 2019. |
| Aspect B2: Health and safety Policies & compliance; <i>Optional KPIs: B2.1 and B2.3</i> | People & Partners: Safety, Health & Wellbeing; ESG Data Summary We complied with relevant health and safety laws and regulations in all material aspects in 2019. |
| Aspect B3: Development and training Policies | People & Partners: Talent Attraction, Retention & Training |
| Aspect B4: Labour standards Policies & compliance; <i>Optional KPIs: B4.1 and B4.2</i> | Corporate Performance: Risk Management <i>KPI B4.2: There have been no incidences of child or forced labour discovered.</i> |
| Aspect B5: Supply chain management Policies | Corporate Performance: Risk Management |
| Aspect B6: Product responsibility Policies & compliance | Corporate Performance: Corporate Governance We complied with relevant laws and regulations concerning product responsibility in 2019, including advertising, labelling and privacy matters. |
| Aspect B7: Anti-corruption Policies & compliance; <i>Optional KPI: B7.2</i> | People & Partners: Introduction; Corporate Performance: Corporate Governance <i>KPI B7.1: There were no concluded legal cases concerning corruption during the reporting period.</i> |
| Aspect B8: Community investment Policies; <i>Optional KPIs: B8.1 and B8.2</i> | Corporate Performance; Corporate Social Responsibility |

GRI Content Index 2019

This ESG Report makes reference to several GRI Standards as summarised in the following table.

| GRI Standards | | Location of Disclosures |
|---|--|--|
| Energy | | |
| GRI 103: Management Approach 2016 | | Property Portfolio: Sustainable & Efficient Operations |
| GRI 302: Energy 2016 | | |
| 302-1 | Energy consumption within the organization | ESG Data Summary |
| Employment | | |
| GRI 103: Management Approach 2016 | | People & Partners: Diversity & Inclusion; Talent Attraction, Retention and Training |
| GRI 401: Employment 2016 | | |
| 401-1 | New employee hires and employee turnover | ESG Data Summary |
| Diversity & Equal Opportunity | | |
| GRI 103: Management Approach 2016 | | People & Partners: Diversity & Inclusion; Talent Attraction, Retention and Training |
| GRI 405: Diversity & Equal Opportunities 2016 | | |
| 401-1 | Diversity of governance bodies and employees | ESG Data Summary, Annual Report pages 22-27 |



Jiangsu Friend - I Logistics Park, Kunshan, China

