Purpose in Motion: ESG at the Heart of Progress

CONSTELLAR VENUES SUSTAINABILITY REPORT 2024

Table of Contents

1. Introduction....4

- About the Report....5
- Theme of the Report....6
- Message from the CEO....7
- Key Sustainability Highlights....8

2. Organisational Overview....10

- Business Model and Value Chain....11
- Geographic Footprint....13
- Stakeholder Engagement....14

3. Governance....16

- Oversight Structure....18
- Policies and Charters....21
- Training and Competency....22

4. Strategy....23

- Material Sustainability Issues....24
- Sustainability Risks and Opportunities....27
- Resilience and Adaptation Plans....32

5. Risk Management....34

- Identification and Assessment....35
- Integration with ERM....35
- Monitoring and Controls....35

6. ESG Performance....36

- Environmental performance....37
- Social performance....42
- Governance performance....50

7. Financial Impacts....53

- Sustainable Business Performance: Quantitative Aspects....54
- Strategic Shifts Due to Climate Trends: Qualitative Aspects....55

8. Appendices.....56

- Framework Crosswalks.....57
- Key Performance Indicators and Targets.....71

1. INTRODUCTION

In an era defined by transformation and responsibility, this Sustainability Report opens with a reflection on our journey and the values that guide it.

This opening section sets the tone for the report, offering our readers a clear understanding of its scope and intent. It begins with an overview of the report itself: its structure, objectives and the metrics by which we measure progress. The theme, Purpose in Motion, captures the dynamic interplay between ambition and accountability, highlighting how ESG considerations are not just strategic imperatives but the very drivers of meaningful change.

A message from our CEO follows, portraying the organisation's vision and the leadership's resolute dedication to sustainable growth. It is both a reflection on achievements and a call to action for the future.

The section also presents key sustainability highlights - milestones that illustrate our impact, innovation and resilience across the ESG spectrum.

Together, these elements form a compelling narrative of progress with purpose, setting the stage for the detailed insights and initiatives that follow.

About the Report

This sustainability report reflects Constellar Venues' ongoing commitment to embed ESG at the heart of progress for the calendar year 2024. It captures how we translate purpose into action, through conscious choices, transparent practices and collaborative efforts that drive long-term value for our stakeholders and the communities we serve.

Objective and Alignment with IFRS S1 and S2

The objective of this report is to provide a clear, comprehensive and accountable view of our Environmental, Social and Governance (ESG) performance. It is aligned with the International Financial Reporting Standards (IFRS) S1 and S2 which guide the disclosure of sustainability-related financial information and climate-related risks and opportunities. This alignment ensures that our reporting is insightful for decision making, comparable and relevant to investors and stakeholders.

Reporting Period and Scope

This is the second sustainability report covering our operations from January 2024 to December 2024. It includes data and activities from Constellar Venues Pte Ltd, with a primary focus on the management and operations of Singapore EXPO, our flagship venue.

The scope of this report reflects our continued journey of integrating ESG into the core of our business. It captures the progress we have made, the challenges we have addressed and the purposeful actions we are taking to create long-term value for our stakeholders. Unless otherwise stated, all information presented pertains to operations within Singapore. Constellar Venues being a non-listed company in Singapore, is not mandated to seek external assurance.

Reporting Standards

Our disclosures are guided by globally recognised sustainability frameworks, including:

- Global Reporting Initiative (GRI) Standards
- International Financial Reporting Standards (IFRS) S1 and S2

These standards help ensure that our reporting is transparent, consistent and aligned with international best practices.

Stakeholder Engagement

Stakeholder engagement is central to our reporting process. We have engaged with internal and external stakeholders through surveys, interviews and consultations to identify and prioritise material ESG topics. This inclusive approach ensures that our report reflects the priorities of stakeholders we impact and those who influence our journey.

Restatements of Information

In the previous reporting cycle, Scope 3 Category 3 emissions for the year 2023 was reported as 1,701 tCO_2e. Following a recalculation using the ESGpedia platform, the emissions data for the same period has been updated to 231 tCO_2e. This restatement reflects an improvement in data accuracy and methodology, ensuring alignment with current best practices and enhanced data quality standards.

Contact Information

We welcome feedback and enquiries about this report and our sustainability practices. For more information or to share your thoughts, please contact us at **sustainability@constellar.co**.

Theme of the Report

Purpose in Motion: ESG at the Heart of Progress

Progress in the MICE industry goes beyond scale or success; it is about impact. At every stage of our events, we put purpose into motion by embedding ESG principles into the way we plan, partner and perform.

We choose venues and suppliers who share our values, reduce our footprint through conscious choices and design inclusive experiences that reflect the diversity of the communities we serve. Every detail from energy use to catering, is an opportunity to act responsibly.

But ESG is more than a checklist. It is a mindset that drives transparency, accountability and collaboration. We set goals, measure outcomes and share our journey openly, because real progress is built on trust.

By placing ESG at the heart of our work, we create events that do not just bring people together, they move us all forward. Purpose in motion is how we lead with intention, deliver with integrity and shape a future where every event leaves a lasting and positive impact.

Message from the CEO

Dear Colleagues and Partners,

At Constellar Venues, we stand at the vanguard of a landmark transformation, driven by our dedication to sustainability and our duty as conscientious stewards of both industry and the natural world. We are proud to present our 2024 Sustainability Report, a comprehensive account of our achievements to date and the bold ambitions propelling our next phase of sustainable innovation.

As an organisation, our commitment to sustainability is integrated into every operational process and long-term objective of our business. Four pillars uphold this vision: renewable energy, building efficiency, zero waste and responsible food practices. These are not mere aspirations but actionable standards, exemplified by our ISO 14001 certification and resilient climate reporting mechanisms. Through greenhouse gas accounting and close collaboration with our clients and partners, we are ensuring transparency and meaningful progress.

Today, Singapore EXPO, under the vision of our parent Company, Constellar Holdings, is not just a venue, but a living example of sustainable innovation. From installing Singapore's largest single-site solar PV system comprising of over 16,500 solar panels to pioneering recycling initiatives with user-friendly infographics and expanded waste streams, our actions speak louder than words. Our journey toward sustainability has gained momentum as we have transitioned our conventional support vehicles to electric models, implemented water-efficient cooling towers throughout our facilities and continually seek breakthroughs that reduce our environmental footprint.

This journey is not undertaken in isolation. We believe clarity and open dialogue with our stakeholders is essential, which is why we empower every employee to seek answers and share insights, whether in town halls, supervisor check-ins, or skip-level meetings. Our partnership with supply chain partners also plays a significant role here and we ensure that our procurement decisions are guided by integrity and transparency. By regularly communicating our sustainability needs and requirements, sourcing from ethical vendors and holding ourselves to rigorous selection criteria, we strengthen our pledge to build a supply chain that reflects our values and contributes meaningfully to a more sustainable future.

Above all, we are driven by shared purpose: to make Singapore EXPO Asia's most sustainable Meetings, Incentives, Conferences and Exhibitions (MICE) venue and to align with our national ambition for net zero emissions by 2050. Not only does our responsibility echo compliance, but it also leaves a legacy and inspires a collective movement toward positive change.

Thank you for your passion, partnership and continued support as we work together to build a better, more sustainable future together. Your dedication inspires every milestone we achieve and fuels our drive for innovation. We look forward to deepening our collaboration, breaking new ground and crafting a legacy of sustainable stewardship that resonates for generations.

Sincerely,

Chua Wee Phong
Group Chief Executive Officer, Constellar

Key Sustainability Highlights

In 2024, we marked a year of meaningful progress across our Environmental, Social and Governance (ESG) metrics. We achieved several notable milestones that highlighted our commitment to responsible business practices and sustainable development. These achievements reflected a deepening integration of ESG principles into our operations, reinforcing our role as a catalyst for positive change within the events and venues industry.

Focus Area	Key ESG Highlights
Energy & Emissions	• Installed over 16,500 solar panels generating 12.03 million kWh of clean energy at Singapore EXPO. • Reduced electricity use by over 3 million kilowatt-hours (kWh) (2022–2024). • Cut diesel-related emissions by over 75%. • Reduced Scope 2 emissions by 1,270 tonnes of carbon dioxide equivalent (tCO_2e). Achieved significant Scope 3 reductions across fuel, energy and waste emissions.
Water Management	• Achieved a 5.8% reduction in water consumption in 2024. • Sourced 30% of water consumption from NEWater to support circular water economy and drive water conservation. • Upgraded facilities with water-efficient cooling towers and motion-sensor fittings to optimise water use.
Waste & Circularity	• Increased recycling rate from 1.6% (2022) to 6.9% (2024). • Expanded recycling streams to include e-waste and food waste. • Utilised an onsite food digester to support circularity and waste processing. Processed over 9 tonnes of food waste in 2024.
Diversity & Inclusion	• Achieved 100% return-to-work rate post parental leave (2023–2024). • Strong representation of women in middle management. • Presence of minority/vulnerable groups across all organisation levels. • All senior management roles were filled by local talent (2023–2024).
Employee Development	• 67 employees received performance reviews in 2024. • Majority of new hires in the 30–50 age group, with growing youth representation.
Sustainable Innovation	• Launched a 15,000 square feet urban rooftop farm on-site to minimise food miles and support farm-to-table catering for events.
Governance & Ethics	• Maintained robust Board oversight through a composition of eight Non-Executive Directors, including three Independent Directors • Recorded zero data-related complaints or breaches over the past three years. • 73% of the procurement budget was spent on local suppliers. • Ensure strong ethical procurement and supplier due diligence processes are in place.

2. ORGANISATIONAL OVERVIEW

In this section, we provide a clear picture of how our organisation is structured and how we operate across different regions and stakeholder groups. We begin by outlining our business model and value chain, explaining how our activities are organised to support long-term growth and responsible performance.

We describe our geographic footprint spanning key markets and contributing to our overall resilience and adaptability. We also describe how we engage with our stakeholders through regular interaction and collaboration. These relationships help shape our priorities and guide our decisions.

Together, these elements offer insight into how we function as an organisation and how we connect with the wider environment, forming the basis for the sustainability efforts detailed throughout this report.

Business Model and Value Chain

We are a leading player in the MICE (Meetings, Incentives, Conventions and Exhibitions) industry, with a business model that integrates event curation, venue management, sustainability and strategic partnerships. This approach is designed to promote innovation, drive industry transformation and connect global communities through impactful and sustainable experiences.

At the heart of our business is the curation and development of trade and consumer exhibitions across diverse sectors. More than events, these are thoughtfully designed ecosystems that promote knowledge exchange, business networking and sustainable growth. By leveraging Singapore's strategic geographic and economic position, we facilitate connections between international markets and Asia, positioning ourselves as a trusted convenor for business, tourism and innovation.

In addition to event curation, we manage Singapore EXPO, the country's largest purpose-built MICE venue. This facility is equipped with 10 interconnected halls and 32 meeting rooms, offering a comprehensive suite of services that blend work, leisure and hospitality. The venue is also a showcase of sustainability, featuring solar-powered infrastructure, eco-conscious catering and green mobility solutions.

Sustainability is a cornerstone of our operations. Our initiatives include the installation of over 16,500 solar panels, the establishment of one of Eastern Singapore's largest EV charging hubs and the implementation of food waste reduction systems. These efforts have earned us prestigious certifications such as the BCA Green Mark Platinum and the Singapore MICE Sustainability Certification (Platinum).

Our business model is further strengthened by strategic partnerships with key stakeholders. These include shareholders like Temasek Holdings and Cuscaden Peak Investments, as well as collaborations with the Singapore Tourism Board and NTUC LearningHub for talent development and sustainability training. Our participation in global alliances such as the Global MICE Sustainability Alliance and the Net Zero Carbon Events initiative reflects our commitment to international sustainability standards.

Strategic Business Model

This integrated and value-driven approach is formalised and managed across four core strategic pillars. These pillars summarise the key components of our model and guide our continuous pursuit of sustainable business leadership.

- **Event Curation**: Organise trade and consumer exhibitions that encourages innovation and connect global markets.
- **Venue Management:** Operate Singapore EXPO with integrated services and a strong sustainability framework.
- **Sustainability Integration**: Implement solar energy, EV infrastructure, food waste reduction and digital transformation.
- **Strategic Partnerships**: Collaborates with government, private sector and global alliances to scale impact and align with sustainability goals.

Our Value Chain

Our value chain is structured to deliver high-quality, high-impact, sustainable and globally connected MICE experiences. It encompasses upstream partnerships, core operational activities and downstream economic impacts, reflecting our role as a catalyst for business, tourism and innovation. Each component of the value chain contributes to business growth, community engagement and environmental responsibility. The value chain begins with inbound logistics, where we source sustainable materials and services. We partner with local farms and suppliers to ensure eco-friendly food and beverage offerings and integrate renewable energy and green mobility solutions at our venues.

Operations cover the planning and execution of events across multiple sectors. This includes managing venue infrastructure with a focus on scalability and sustainability and leveraging digital tools for marketing and audience engagement. Outbound logistics involve the delivery of curated event experiences, supported by systems for post-event waste tracking and sustainability reporting. These practices ensure continuous improvement and accountability. Marketing and sales efforts are driven by digital platforms and customised campaigns that cater to client-specific needs. We build long-term relationships through consistent service and transparent communication.

Service delivery includes onsite support with electric vehicles, tailored catering and hospitality services. We also invest in mentorship and training programs to develop future professionals in the MICE industry. Support activities reinforce the value chain through workforce development, strategic innovation partnerships and alignment with global sustainability frameworks.

Upstream Activities

Our in-bound logistics and support functions rely on a network of specialised service providers that enable sustainable and efficient event execution. These upstream entities form the backbone of our operational readiness and sustainability performance. Key partners include:

- **Renewable Energy Providers:** Supply solar energy to power Singapore EXPO's green infrastructure.
- **Waste Management and Recycling Services:** Handle electronic and food waste generated during events. These services are essential for maintaining our commitment to zero-waste and circular economy principles.
- **Facility Management and Maintenance Team:** Ensure the venue remains operational, safe and aligned with sustainability standards. **Food and Beverage (F&B) Catering Partners:** Offer eco-conscious menus and source ingredients locally to support farm-to-table practices.
- **Logistics and Storage Providers:** Manage the movement and warehousing of materials and equipment required for exhibitions and conferences.

Core Operations

Our core operations involve the planning, execution and management of events and venue services. These activities are central to our value proposition as a trusted convenor and event innovator. These activities encompass:

- **Designing and delivering multi-sectoral exhibitions and conferences**, often in collaboration with international event partners such as Deutsche Messe (for Industrial Transformation Asia-Pacific) and MY Exhibition (for Agri-Food Tech Expo Asia).
- **Operating Singapore EXPO** as a smart and sustainable venue equipped to host large-scale hybrid events.
- **Integrating digital tools** for marketing, audience engagement and operational efficiency.
- **Ensuring compliance** with sustainability certifications and conducting regular audits to improve environmental performance.

Downstream Impact

Our events generate significant downstream economic activity, particularly in sectors that benefit from increased visitor flow. By driving traffic and business to these sectors, we contribute to the broader economic ecosystem and support local enterprises in the:

- **Hospitality sector**, which provides accommodation for MICE delegates and exhibitors.
- **Food and Beverage sector**, which experiences increased demand during event periods.
- **Retail sector**, which benefits from increased foot traffic and consumer spending linked to exhibitions and conventions.

Strategic and Institutional Linkages

Our value chain is reinforced through our membership in leading industry associations, which provide access to best practices, policy advocacy and global networks. These affiliations enhance our credibility, influence and ability to co-create value with stakeholders across the MICE landscape. Key memberships include:

- Singapore Business Federation (SBF),
- Global Association of Exhibition Industry (UFI) and
- Singapore International Chamber of Commerce (SICC).

Geographic Footprint

As one of Asia's largest trade show and exhibition organisers, we play a pivotal role in connecting international markets and communities through curated events and managed venues. Our main countries of operation are Singapore, China and Malaysia.

Singapore: The Strategic Hub

At the centre of our operations is Singapore EXPO, the country's largest purpose-built MICE venue. This flagship facility stands as one of the region's leading hubs for business and innovation and serves as a global benchmark for sustainability in the events industry. Powered by renewable energy, the venue incorporates sustainable infrastructure and promotes green mobility through extensive electric vehicle charging facilities. It serves as a launchpad for our regional and international engagements, enabling meaningful connections and driving sustainable growth across our network.

Asia-Pacific Reach

Our range of influence extends across the Asia-Pacific region. Guided by our vision to be "a global leader made in Asia," we strive to position ourselves as the preferred partner for international businesses seeking to enter Asian markets. Through our diverse portfolio of trade events, exhibitions and conferences, we connect global marketplaces in key sectors such as fintech, industrial transformation, energy and food & beverage.

Global Collaborations

We are proud to be a member of the Global MICE Sustainability Alliance and a signatory of the Net Zero Carbon Events initiative, aligning our operations with international sustainability goals. We actively collaborate with global partners, including the United Nations Global Compact and the Global Sustainable Tourism Council, reinforcing our commitment to responsible and resilient industry practices.

Sustainability as a Global Value

Beyond our physical presence, our geographical footprint is also defined by our leadership in sustainability. Our initiatives ranging from solar-powered infrastructure and electric mobility to food waste reduction and digital transformation, are designed to be scalable and replicable across global venues and events. These efforts have earned us multiple international accreditations, including the BCA Green Mark Platinum and the Events Industry Council's Sustainable Event Standards (Gold).

Stakeholder Engagement

In our commitment to sustainability, we view stakeholder engagement as foundational to our sustainability journey and a key driver of our business resilience. Our approach is both strategic and inclusive, ensuring that every voice in our ecosystem is heard and valued. We have designed our engagement framework to nurture trust, transparency and collaboration, enabling us to co-create impactful ESG outcomes that benefit both our business and society at large.

We identify stakeholders through a structured assessment of their influence on our business outcomes, their impact on strategic decisions and their interest in our sustainability initiatives. This ensures that our engagement efforts remain focused, relevant and aligned with both our business priorities and stakeholder expectations. To maintain fairness and objectivity, we follow a clear protocol for stakeholder engagement, ensuring that every interaction is unbiased and meaningful.

Stakeholder Categories and Identification

Our stakeholders span a diverse spectrum, including:

- **Employees** - the internal backbone driving innovation and operational excellence.
- **Customers** - exhibitors, delegates and attendees who participate in our events.
- **Suppliers and Partners** – service providers and collaborators who contribute to the delivery of sustainable and high-quality experiences.
- **Communities** - local and regional populations impacted by our operations and initiatives.
- **Regulatory Bodies** - government agencies and industry regulators that shape the compliance and sustainability landscape.

Purpose of Engagement

The primary purpose of stakeholder engagement is to:

- **Drive continuous improvement** in sustainability performance.
- **Understand stakeholder expectations** and incorporate them into strategic planning.
- **Co-create ESG outcomes**, such as collaborative climate reporting with clients and supply chain partners.
- **Promote transparency and accountability**, reinforcing trust and long-term relationships.

This engagement is embedded in our ethos of shared value creation and responsible growth.

Ensuring Meaningful Engagement

We ensure meaningful stakeholder engagement through a variety of interactive and educational channels, including:

- **Surveys and Questionnaires** - Deployed to gather feedback on sustainability performance, priorities and areas for improvement from exhibitors, delegates, attendees and partners.
- **Workshops and Conferences** - Curated to facilitate dialogue, share insights and build capacity around sustainability topics, trends and best practices.
- **Webinars and Digital Forums** - Used to extend reach and inclusivity, enabling stakeholders from diverse geographies to participate in knowledge exchange and collaborative planning.
- **Sustainability Report** - Aimed to disclose our achievements, sustainability commitments and plans for the upcoming years.
- **Organisation Website** - Dedicated section on press releases, news and stories is available on our website, where we release latest relevant information. The contact details are also made available for any stakeholder to reach out and contact us.
- **Social media** - Used for proactive and consistent engagement on social media platforms to promote real-time interaction, enhance visibility and build meaningful connections with the target audience.

These platforms not only inform stakeholders but also empower them to contribute actively to our sustainability agenda. By promoting a culture of openness and responsiveness, we ensure that stakeholder voices are heard, valued and reflected in our decision-making processes.

3. GOVERNANCE

This section outlines the governance framework that supports our sustainability commitments and guides our organisational conduct. We begin by describing the oversight mechanisms in place, including the roles and responsibilities of our leadership and committees in monitoring ESG performance and ensuring accountability.

We then detail the policies and charters that define our approach to ethical behaviour, compliance and decision-making. These documents provide clarity on expectations and help align our operations with recognised standards and stakeholder interests.

Finally, we highlight the training and competency programmes designed to build awareness and capability across the organisation. By equipping our teams with the necessary knowledge and skills, we strengthen our ability to implement governance practices effectively and consistently.

In unison, these elements form the foundation of our governance approach, enabling us to operate with transparency, integrity and purpose.

Governance

We recognise that the success of our sustainability strategy relies on the interplay of several essential elements. Effective oversight ensures that progress is monitored, performance is guided, and priorities remain on course. Clear policies provide structure to support our processes, while training and competency development embed sustainability principles across the organisation.

Governance oversight begins at the highest level, with the Board of Directors and senior leadership setting the strategic direction, safeguarding integrity and ensuring that every decision reflects our values. Our policies and charters act as a compass for ethical conduct, responsible business practice and the creation of long-term value.

We also understand that strong governance is built on capable people. That is why we invest in developing the skills and judgement of our teams, enabling them to integrate these principles into their daily work. From the boardroom to the front line, every individual plays a part in upholding the standards that protect our stakeholders, strengthen trust and drive sustainable success.

Governance at a Glance

Aspect	Details
Highest Governance Body	Board of Directors
Total Members	8
Independent Members	3
Term Length	5 years (extendable)
Gender Composition	6 male, 2 female
Stakeholder Representation	3 Hazeltree, 2 Straits Alphaone
Is Chair a Senior Executive?	No
Board Committees	Audit Committee (governance oversight), Remuneration Committee (people matters)
Nomination & Selection	Determined at shareholder level; management not involved
Review of Reported Information	Yes – includes stakeholder engagement and materiality assessment
Critical Concerns in Reporting Period	2
Conflict of Interest Management	Annual declaration for all employees; disclosed to Audit Committee
Disclosures to Stakeholders	Cross-board memberships: Yes; Cross-shareholdings: No; Controlling shareholders: No; Related-party transactions: No
Sustainability Oversight	Quarterly updates to Board; strategy aligned with Singapore Green Plan 2030
Delegated Responsibilities	Group CEO (venues & exhibitions), VP HR (people), VP Centre Management and Sustainability (operations & sustainability)
Board Performance Evaluation	Conducted at shareholder level; process not disclosed to management
Remuneration Structure	60% fixed, 40% variable; combined employer and employee contribution rate is 37% of salary towards Central Provident Fund (CPF)
Pay Ratio (Highest Paid: Median Employee)	4:1
Data Period for Pay Ratio	1 April 2024 – 31 March 2025

Oversight Structure

Our governance framework is designed to ensure clear accountability, informed decision-making and alignment between strategic objectives and stakeholder expectations. The Board of Directors serves as the highest governance authority, providing overall strategic oversight. Supporting the Board is the Executive Committee, which brings together senior management from the Group and Venue teams to drive operational delivery and implement the organisation's strategic priorities. Together, they provide oversight across commercial, environmental and social priorities, while maintaining transparency and integrity in all aspects of the organisation's operations.

Under the leadership of Group CEO, Mr Chua Wee Phong, our executive team works to realise the organisation's strategic vision while delivering strong business outcomes. Sustainability is a central to this agenda. Mr Ian Gan, Vice President of Centre Management at Singapore EXPO, leads the development and execution of the Group's sustainability strategy, ensuring alignment with business objectives and national priorities, such as the Singapore Green Plan 2030. Key targets include achieving net zero emissions by 2050 and transitioning to 100% renewable energy by 2026.

Composition of the Board of Directors

Our highest governance authority is the Board of Directors (Board), made up entirely of eight non-executive members, three of whom are independent. Each member serves a five-year term, with the possibility of extension. The current Board comprises six males and two females, with stakeholder representation embedded in the structure: three members represent Hazeltree and two represent Straits Alphaone[1].

Committees and Areas of Responsibility

The Board's responsibilities span both commercial and environmental matters. Within its structure, the Audit Committee is tasked with governance oversight, while the Remuneration Committee addresses people-related matters. The Chair is a non-executive, ensuring a clear division between governance and day-to-day management.

Delegation of Responsibility for Managing Impacts

The Board delegates responsibility for the organisation's economic, environmental and social impacts to the senior leadership team. Commercial matters fall under the remit of Group CEO, who oversees both the venues and exhibitions business. The Vice President of Human Resources is accountable for all people-related matters, while operational and sustainability responsibilities are led by the Vice President of Centre Management & Sustainability who is also responsible for developing and implementing the Group's sustainability strategy, ensuring it aligns with overall business objectives and long-term goals.

We adopt a cross-functional approach to sustainability, with operational teams actively engaged in delivering initiatives across energy efficiency, waste management, water conservation and social responsibility programmes.

Progress and key projects are reported on a quarterly basis, both at Group Management meetings and to the Board of Directors, ensuring that governance oversight is maintained and that strategic priorities remain aligned with operational execution.

Appointment and Selection Process

Appointments to the Board and its committees are determined at shareholder level. Our Management is not involved in the nomination or selection process, which equally applies to considerations of stakeholder views, diversity, independence and relevant competencies.

[1] Hazeltree Holdings, a Temasek subsidiary and Straits Alphaone, under SPH (now Cuscaden Peak), formed a joint venture to create SingEx-Sphere Holdings—later known as Constellar Venues. Hazeltree holds a majority stake, likely allowing it to appoint most board members, while Straits Alphaone holds a minority stake with proportional board representation.

Review and Approval of Reported Information

The Board reviews and approves reported information, including the organisation's material topics. This process involves direct engagement with stakeholders to understand how these topics affect them, supported by a materiality assessment that blends management insights with external perspectives.

Communication of Critical Concerns

Critical concerns are reported through quarterly Board meetings and monitored via key performance indicators as part of the enterprise risk management framework.

Conflict of Interest Management

To prevent and address conflicts of interest, all employees complete an annual declaration, which is submitted to the Audit Committee. Disclosures to stakeholders confirm the existence of cross-board memberships, while noting there are no cross-shareholdings with suppliers, no controlling shareholders and no related-party transactions or balances to report.

Stakeholder Engagement and Sustainability Oversight

The Board plays a critical role in overseeing due diligence and other processes to identify and manage economic, environmental and social impacts. It is kept informed of sustainability performance and material issues through quarterly reporting. This oversight is supported by a comprehensive stakeholder engagement framework, which includes surveys, interviews and workshops with investors, regulators and community leaders.

Through this framework, key stakeholders are identified and their views on sustainability are incorporated into strategic planning. The organisation's materiality assessment combines internal management insights with external perspectives, ensuring a balanced and informed approach. The findings from these engagements and assessments are used to prioritise sustainability issues, guide resource allocation and shape the Group's four strategic pillars:

- Onsite renewable energy
- Efficient building operations
- Sustainable food and beverage practices
- Waste reduction

The Board also reviews the effectiveness of these processes on a quarterly basis, ensuring that sustainability goals remain on track and that strategies are adapted in response to emerging challenges and opportunities.

Progress on sustainability initiatives is reported regularly, with updates and project reviews presented quarterly at both Group Management meetings and to the Board of Directors.

Delegation of Responsibilities

The Board delegates responsibility for managing the organisation's economic, environmental and social impacts to senior leaders. The Group CEO oversees both the venues and exhibitions business; the Vice President of HR manages all people matters; and the Vice President of Centre Management & Sustainability leads operational and sustainability initiatives. A cross-functional approach ensures operational teams are actively involved in implementing measures across energy, waste, water and social responsibility.

Performance Evaluation of the Board

Evaluations of the Board's performance in its oversight role are conducted at shareholder level. Management is not privy to the process, its independence, or any resulting actions.

Policies and Charters

We have taken extensive measures to embed responsible business conduct at every level of our organisation. Our commitment is reflected in the policies, charters and operational procedures we have put in place, ensuring that ethical leadership shapes our actions and decisions.

Policy Commitments

Our commitment to responsible business conduct through a well-established system of governance. We have established clear policies, including an anti-corruption policy and a stringent due diligence process for procurement activities. By carrying out thorough supplier and third-party assessments, we mitigate potential risks and uphold ethical standards across all our business relationships.

We expect our suppliers to meet the same high standards we set for ourselves. Our Supplier Code of Conduct requires strict adherence to human rights principles, ensuring that our partners operate responsibly. While our primary focus is on youth empowerment, our policies also safeguard the rights of vulnerable groups. Transparency is one of our guiding principles. We continually work to strengthen these channels to promote a culture of openness and accountability.

Embedding Policy Commitments

Our policy commitments are reviewed and approved by the senior leadership team. They guide how we conduct our activities and make decisions across the organisation.

Our publicly available Whistleblowing Policy clearly sets out our expectations for responsible business conduct and provides accessible channels for raising concerns. These cover issues such as anti-competitive practices, breaches of regulations, discriminatory behaviour, non-compliance in financial reporting and the mishandling of confidential information.

We embed these commitments into every part of our operations and business relationships. The responsibility for setting our ESG priorities and sustainability direction rests firmly with senior leadership, ensuring they are driven from the top. ESG-related reporting is coordinated across key departments - including facilities, procurement and event operations - so that progress is tracked, and actions remain aligned across the business.

Our commitments are integrated into our organisational strategies, operational policies and daily procedures through four core focus areas: on-site renewable energy, optimising building efficiency, developing zero-waste solutions and promoting responsible food practices**.** Our ISO 14001 certification reinforces this integration, ensuring environmental policies and procedures are embedded in day-to-day operations. This enables us to use resources more efficiently, reduce waste, strengthen our competitive position and build lasting trust with stakeholders. These principles extend beyond our own operations into our business relationships. We conduct rigorous due diligence on vendors and uphold a firm commitment to ethical procurement, ensuring our values are reflected throughout our supply chain and partnerships.

We ensure our people are fully aware of these commitments through regular engagement, from organisation-wide town halls to one-to-one check-ins between reporting officers and their teams. These interactions create space for open dialogue, clarity on expectations and a shared sense of responsibility. Ethical procurement remains a non-negotiable part of how we operate, emphasising our dedication to responsible business practices across our entire ecosystem.

Remediation Processes

The organisation does not shy away from addressing the negative impacts of our operations. One of our core objectives is to significantly reduce carbon emissions, recognising the energy-intensive nature of our business. Every remediation process, from evaluation to follow-up feedback, is carefully tracked to ensure effectiveness and drive continuous improvement.

We actively engage with stakeholders affected by our remediation processes and grievance mechanisms. These are communicated transparently through dialogues, town hall meetings and regular check-ins, ensuring that all voices are heard, and concerns are addressed promptly.

In all that we do, we remain committed to upholding the highest standards of responsibility, ethics and stakeholder engagement, paving the way for sustainable and meaningful growth.

Training and Competency

We place genuine value on developing sustainability competencies, recognising that building the knowledge, skills and mindset of our people is essential to achieving our sustainability goals. Meaningful progress towards our environmental, social and governance ambitions depend on equipping our teams with the expertise to integrate sustainable thinking into every decision and action.

By encouraging a culture of capability and awareness, we strengthen our ability to meet our current commitments while preparing to address emerging challenges and seize new opportunities in the transition to a more sustainable future.

Skills and Knowledge of the Governance Body

While the nomination and selection of Board members is handled entirely at shareholder level, we ensure that those appointed bring competencies relevant to our operational and sustainability impacts. Existing Board members already have extensive knowledge of sustainable development, which supports informed decision-making.

Sustainability Leadership and Strategy

Sustainability leadership is embedded within the executive team. Mr. Ian Gan leads the development and implementation of the sustainability strategy, supported by operational teams trained to deliver initiatives in line with the organisation's goals. This includes knowledge dissemination with respect to renewable energy integration, waste management and sustainable event operations.

Ongoing Development and Reporting

Competency development is reinforced through our regular reporting and review cycles. Quarterly updates to the Board and Group Management meetings provide opportunities for executives to present progress, share lessons learned and refine approaches. This process not only ensures accountability but also strengthens organisational capability over time, as leaders and teams adapt strategies based on performance data and stakeholder feedback.

Our approach to governance ensures that sustainability is not treated as a standalone initiative, but as a principle embedded within our management system and decision-making framework. By combining clear oversight, well-defined policies and continuous competency development, we create the conditions for responsible decision-making at every level. This commitment safeguards the trust of our stakeholders, strengthens our resilience and positions us to deliver lasting value. As we look ahead, we remain committed to upholding the standards that define us, ensuring that our governance framework continues to guide sustainable growth and positive impact for years to come.

4. STRATEGY

This section outlines the strategic approach we take to sustainability, focusing on the issues that matter most to our organisation and stakeholders. We begin by identifying the material sustainability topics that influence our decisions and shape our long-term direction. These topics reflect both our operational realities and the broader expectations of the communities and markets we serve.

We then examine the risks and opportunities associated with these issues, recognising that sustainability presents both challenges and areas for growth. By assessing these factors, we are better equipped to respond to change and make informed choices that support our objectives.

We also describe the resilience and adaptation plans we have in place to manage uncertainty and prepare for future developments. These plans help us maintain continuity, safeguard resources and remain responsive in a shifting landscape.

These elements form the basis of our sustainability strategy, guiding our actions and supporting our commitment to responsible progress.

Material Sustainability Issues

At Constellar Venues, we recognise that identifying and prioritising material sustainability issues is essential to shaping a resilient and forward-looking business strategy. Our approach is guided by the principle of materiality as defined by the Global Reporting Initiative (GRI), focusing on issues that directly or indirectly impacts our ability to create, preserve, or erode economic, environmental and social value for our stakeholders and society at large.

The importance of materiality analysis has grown significantly, driven by evolving global reporting frameworks and standards such as the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Morgan Stanley Capital International (MSCI) and the Global Sustainable Tourism Council (GSTC) MICE Criteria for Venues. These frameworks help organisations like ours to align with stakeholder expectations, regulatory requirements and global sustainability goals.

A standard materiality assessment offers multiple strategic benefits:

- Helps us build a clear sustainability roadmap by identifying climate-related risks and opportunities.
- Ensures our disclosures reflect the ESG topics most relevant to our stakeholders.
- Provides a competitive edge by enabling the development of resilient and adaptive strategies.
- Allows us to proactively respond to emerging ESG trends and allocate resources effectively.

Our Materiality Assessment Process

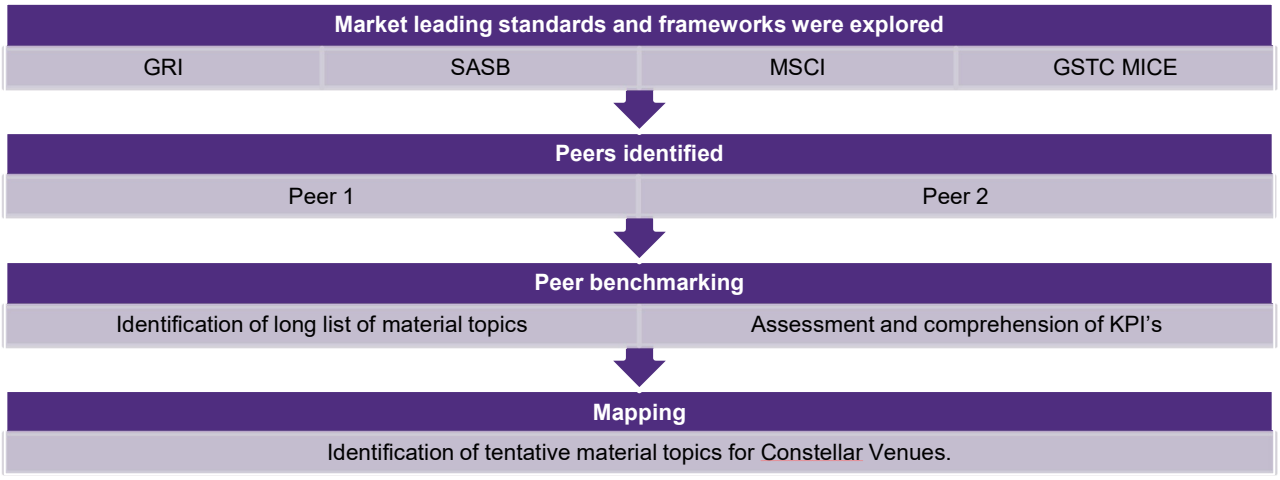
We recently completed our materiality assessment survey, aimed at prioritising key ESG topics that are critical to our business conduct. This process enabled us to identify 11 material issues that have both direct and indirect economic implications for our operations. These insights are now foundational to our strategic planning and long-term sustainability goals.

Our approach was sector-specific, tailored to the unique dynamics of the Meetings, Incentives, Conferences and Exhibitions (MICE) industry. We began by reviewing market-leading standards, GRI, SASB and MSCI to identify material issues relevant to our sector. We also incorporated criteria from the GSTC MICE framework to ensure alignment with global tourism sustainability standards.

To strengthen our analysis, we conducted a peer benchmarking exercise, comparing material topics identified by industry leaders and mapping them against our own Risk Register. This helped us understand sectoral performance indicators and contextualise our risks. The final list of material topics was validated through a stakeholder consultation exercise, ensuring that our priorities reflect both internal perspectives and external expectations.

Through this rigorous and inclusive process, we have established the groundwork for more targeted ESG initiatives, transparent reporting and strategic alignment with global sustainability benchmarks.

Overview of Materiality Assessment



Material Topics Identified

Following the completion of our materiality assessment, we gained a clear understanding of the issues that matter most to our stakeholders and our long-term strategy. Through this rigorous process, we identified 11 key topics that will guide our focus, shape our sustainability priorities and inform the way we create value across our operations.

Our Material Topics

High Priority	Medium Priority	Low Priority
• Water Stewardship • Waste Management & Circular Economy • GHG Emissions • Business Ethics & Governance • Talent Development & Fair Employment	• Energy Efficiency • Diversity, Equity & Inclusion • Sustainable Procurement & Supply Chain	• Community Engagement & Local Impact • Data Privacy & Cyber Security • Occupational Health & Safety

The outcome of our latest materiality assessment has resulted in the identification and prioritisation of key ESG topics that are most relevant to our business and stakeholders. These topics have been categorised into three levels of priority, based on the scoring received in the assessment: high, medium and low. These are also based on their significance to our operations, stakeholder expectations and potential economic, environmental and social impacts.

High Priority Topics

These areas are the most critical because they directly and measurably influence on our operational performance, stakeholder trust and our ability to achieve long-term sustainability objectives. They represent the intersection of regulatory expectations, environmental responsibility and social accountability, areas where inaction could result in reputational, financial, or compliance risks. By prioritising these topics, we ensure that our strategies are aligned with stakeholder priorities, resilient to climate and market shifts and capable of delivering sustained value across economic, environmental and social dimensions. They include:

- **Water Stewardship:** Ensuring responsible water use and conservation across our operations.
- **Waste Management & Circular Economy:** Minimising waste generation and promoting reuse and recycling.
- **GHG Emissions:** Reducing greenhouse gas emissions to mitigate climate impact.
- **Business Ethics & Governance:** Upholding transparency, accountability and ethical conduct.
- **Talent Development & Fair Employment:** Investing in employee growth and ensuring equitable workplace practices.

Medium Priority Topics

These topics are important because they play a supportive yet strategic role in advancing our overall sustainability ambitions. While they may not pose immediate risks or demand urgent intervention, they contribute meaningfully to the resilience and inclusivity of our operations. By maintaining consistent focus on areas such as improving energy efficiency, promoting diversity, equity and inclusion and enhancing sustainable procurement and our supply chain, we strengthen our organisational culture, enhance operational performance and build long-term stakeholder trust. Ongoing attention to these topics ensures that we remain adaptable to evolving expectations and regulatory landscapes, while reinforcing our commitment to responsible and inclusive growth:

- **Energy Efficiency:** Enhancing energy performance across facilities and operations.
- **Diversity, Equity & Inclusion:** Promoting a diverse and inclusive workplace culture.
- **Sustainable Procurement & Supply Chain:** Encouraging responsible sourcing and supplier engagement.

Low Priority Topics

While these topics are currently categorised as lower priority, they remain relevant to our broader sustainability agenda and are actively monitored to ensure we remain responsive to evolving stakeholder expectations, regulatory developments and industry trends. These areas, such as community engagement, data privacy and occupational health and safety, may not pose immediate risks or demand urgent action, but they hold the potential to grow in significance over time. By maintaining oversight and integrating these topics into our ongoing ESG monitoring, we ensure that our strategies remain adaptive, inclusive and aligned with the dynamic sustainability landscape.

- **Community Engagement & Local Impact:** Strengthening relationships with local communities.
- **Data Privacy & Cyber Security:** Safeguarding digital assets and personal information.
- **Occupational Health & Safety:** Maintaining a safe and healthy work environment.

This prioritisation enables us to focus our resources and strategies on the areas of greatest impact, while maintaining a holistic approach to ESG performance. It also serves as a foundation for our sustainability roadmap, guiding our disclosures, risk management and stakeholder engagement efforts.

Sustainability Risks and Opportunities

Sustainability risks are environmental, social, or governance challenges that could affect our ability to operate successfully and responsibly. In the MICE sector, these include rising energy costs, climate change impacts on travel and infrastructure, evolving regulations and changing client expectations for greener events. Similarly, sustainability opportunities arise when we address these challenges in ways that create value, such as adopting renewable energy, improving waste and water management, introducing low-carbon event solutions and building partnerships that drive sustainable innovation. Identifying these risks and opportunities is essential to anticipating change, adapting our operations and making decisions that strengthen our long-term resilience. This approach helps us remain competitive in a market where sustainability performance is increasingly linked to client trust, brand reputation and regulatory compliance.

As a leader in the MICE sector, managing Singapore EXPO and delivering large-scale events, we understand that our industry consumes significant resources and generates environmental impacts. Recognising risks such as waste generation, high energy use and water consumption allows us to act proactively. We believe that seizing opportunities to implement renewable energy systems, advanced waste treatment and water conservation measures enables us to set new benchmarks for sustainable event management. By doing so, we reduce our environmental footprint, improve efficiency, attract sustainability-conscious clients and contribute to Singapore's ambition to be Asia Pacific's leading sustainable MICE destination by 2030.

Sustainability Risks and Opportunities in terms of Material Issues

Material issues are the sustainability topics most relevant to our operations, stakeholders and long-term success. These issues guide where we focus our attention and resources, ensuring that our actions address the areas with the greatest impact. In the context of the MICE sector, material issues such as energy use, water management, waste reduction, supply chain responsibility and community engagement are closely linked to both our risks and our opportunities. By aligning our sustainability strategy with these priorities, we can address challenges proactively while unlocking new avenues for innovation and growth.

Recognising material topics allows us to connect our sustainability ambitions with measurable outcomes. For example, integrating renewable energy into our energy mix addresses the material topics of carbon emissions, while advanced waste management systems improve resource efficiency. Water conservation and treatment initiatives ensure responsible management of this vital resource, reducing operational risks and enhancing our reputation as a responsible venue operator. By embedding these actions into our daily operations, we keep sustainability in motion and demonstrate that progress and environmental care can advance together.

Material topics are not static; they evolve with changes in technology, regulation and stakeholder expectations. We must continually assess and refine our approach to ensure sustainability risks and opportunities remain aligned with what matters most to our business and our community. By doing so, we strengthen our resilience, enhance our competitive edge and contribute meaningfully to Singapore's vision of becoming Asia Pacific's leading sustainable MICE destination by 2030.

The table below presents our classification of material topics, outlining how each has been assessed in terms of potential risks and opportunities. It also illustrates the specific strategies and measures we have in place to address and mitigate the risks identified. By mapping these topics in this way, we provide a clear view of how our sustainability priorities are integrated into operational decision-making, ensuring that challenges are managed proactively while opportunities are pursued to deliver long-term value. This structured approach enables us to remain resilient, responsive and aligned with our commitment to responsible growth.

Sustainability Risks and Opportunities

S/N	Material Topics	Risk (R) / Opportunities (O)	Rationale	In case of risk, approach to adapt or mitigate	SDG[2] Mapping
1	**Water Stewardship**	O	Water usage across sanitation, food and beverage services and cooling presents a valuable opportunity to drive innovation in water efficiency. By implementing smart water management solutions, we demonstrate leadership in environmental stewardship, enhancing our sustainability profile while reducing long-term operational costs.		
2	**Waste Management and Circular Economy**	O	Our waste management and circular economy strategy offer a strong opportunity to boost both sustainability and operational performance. As a provider of MICE venues, we handle significant event-related waste. At the venue level, smart sorting, waste tracking and eco-conscious vendor guidelines further reduce landfill impact. These efforts align with our Net Zero Carbon Events pledge, reinforcing our leadership in responsible, future-ready event operations.		
3	**Business Ethics and Governance**	R	As a key player in Singapore's MICE industry, we must uphold transparent decision-making, ethical conduct and accountability at an organisational level to meet investor, partner and public expectations. Failure to address this area effectively may potentially expose us to risks including corruption, fraud and weakened accountability.	We uphold the highest standards of corporate governance to promote accountability and ethical conduct. Quarterly management reporting and a whistle-blowing policy ensure leadership oversight and provide our employees with a secure, anonymous channel to raise concerns.	
4	**GHG Emissions**	O	The carbon footprint associated with large-scale events we organise; our energy use and logistics is substantial. By actively managing emissions across energy use and logistics as part of our Net Zero Carbon Events commitment, we aim to meet our climate goals and strengthen our reputation as a sustainability leader in the MICE industry.		

[2] Sustainable Development Goals (SDG) are a set of 17 global goals adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The 17 SDGs are integrated, meaning they recognise that action in one area will affect outcomes in others, and they balance social, economic and environmental sustainability. Source: | Sustainable Development

S/N	Material Topics	Risk (R) / Opportunities (O)	Rationale	In case of risk, approach to adapt or mitigate	SDG[2] Mapping
5	**Talent Development and Fair Employment**	R	As an organisation, we face the ongoing risk of talent shortages and workforce disengagement if we do not invest in developing and retaining skilled professionals. Meeting the expectations of a diverse and evolving workforce requires us to uphold inclusive, fair and safe employment practices. Failure to do so could impact productivity, reputation and long-term resilience.	We practice fair employment practices in line with Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), ensuring fair and dignified treatment of all employees. We also implement the Fair Consideration Framework (FCF) by the Ministry of Manpower (MoM), which ensures that local communities have a fair chance to be hired. Incrementally, we have a continued training programme in place to create a continuous learning culture, whereby our employees can upskill and reskill to adapt to stay relevant in the industry.	
6	**Energy Efficiency**	O	Energy efficiency is an opportunity to cut costs, enhance brand reputation and support our sustainability goals, all while improving operational reliability. It also supports our Net Zero Carbon Events commitment.		
7	**Diversity Equity and Inclusion**	O	We believe that a diverse and inclusive workforce presents a powerful opportunity to drive stronger employee engagement and deliver richer customer experiences. By championing diversity, equity and inclusion (DEI), we not only reinforce our social responsibility commitments but also enhance our appeal as an employer of choice, building trust with stakeholders and future-proofing our business in an increasingly values-driven market.		

S/N	Material Topics	Risk (R) / Opportunities (O)	Rationale	In case of risk, approach to adapt or mitigate	SDG[2] Mapping
8	**Sustainable Procurement and Supply Chain**	R	Potential data breaches could pose serious risks including regulatory penalties, loss of customer trust and reputational damage. In the MICE industry, where data-driven relationships are key, such incidents might also disrupt operations and affect our long-term business performance.	We manage procurement risks through a Sustainable Procurement policy, a Supplier Code of Conduct and a supplier evaluation system that ensures ethical and responsible sourcing. These efforts help nurture long-term partnerships and drive continuous improvement across our supply network.	
9	**Community Engagement and Local Impact**	O	We operate large-scale events that directly affect local communities. We recognise that meaningful engagement with residents, businesses and local organisations plays a vital role in building trust and creating shared value. By maintaining open dialogue and collaborative relationships, we are presented with the opportunity to strengthen our community connections and ensure that our initiatives reflect local needs and aspirations. These are opportunities to support local economies, promote inclusive growth and strengthen our reputation as a responsible and community-focused business.		
10	**Data Privacy and Security**	R	Potential data breaches could pose serious risks for us, including regulatory penalties, loss of customer trust and reputational damage. Such incidents could also disrupt operations and affect our long-term business performance.	We have built systems with resilient safeguards to prevent unauthorised access, data breaches and manipulation. Every layer of our infrastructure is designed to protect sensitive information and maintain the integrity of operations. We also invest in training our employees on data handling best practices.	
11	**Occupational Health and Safety**	R	Situations involving accidents, injuries or instances of non-compliance carry significant consequences for us. These events not only pose immediate risks to individuals and our operations but also expose us to potential legal liabilities and disruptions day-to-day activities. Proactive measures and strict adherence to safety and	We follow strict safety procedures and use permit-to-work systems to ensure all tasks are performed securely. Our regular risk assessments and employee training reinforce safe practices. Furthermore, we incentivise the upkeep of buildings and systems	

S/N	Material Topics	Risk (R) / Opportunities (O)	Rationale	In case of risk, approach to adapt or mitigate	SDG[2] Mapping
			compliance standards are essential to minimise such risks.	through a structured maintenance program. Recognising mental well-being as essential to employee, we run regular initiatives to promote a positive, supportive work environment.	

Resilience and Adaptation Plans

Resilience and adaptation are critical pillars of sustainable venue management, especially in the face of climate change, resource volatility and shifting stakeholder expectations. This section outlines our strategic approach to building long-term resilience across infrastructure, operations and community engagement.

Our plan focuses on anticipating risks, reducing vulnerabilities and enhancing our capacity to respond to environmental, social, or economic disruptions. Measures include climate-proofing our facilities, integrating adaptive technologies and embedding risk assessments into planning and decision-making processes. We also prioritise collaboration with stakeholders to ensure that our responses are inclusive, informed and future ready. By aligning with global frameworks and local regulations and leveraging data-driven insights, we are committed to creating a venue ecosystem to prepare for future challenges and capability to thrive in a rapidly changing world.

Our approach integrates sustainability into every layer of our operations, from infrastructure and energy systems to workforce development and community engagement, ensuring agility, future-readiness and alignment with Singapore's ambition to become Asia Pacific's leading sustainable MICE destination by 2030.

Climate Risk and Materiality Alignment

We continuously assess material sustainability topics to identify emerging risks and opportunities. This dynamic approach ensures our strategies remain relevant and responsive to changes in regulation, technology and stakeholder priorities. By mapping material topics such as water stewardship, waste management and energy efficiency to both risks and opportunities, we embed resilience into our decision-making processes.

Infrastructure Resilience

We have made strategic investments in infrastructure to enhance resilience, reduce environmental impact and support long-term operational reliability. At the heart of these efforts is Singapore EXPO, our flagship venue, which now hosts over 16,500 solar panels, generating more than 7 million kWh of clean energy annually. This not only powers a significant portion of our operations but also reinforces our commitment to renewable energy and carbon reduction. Expansion plans are underway to further increase solar capacity, strengthening energy security and future-proofing our facilities.

Beyond energy, we have implemented a range of infrastructure upgrades to improve resource efficiency and environmental performance. These include water-efficient cooling towers and motion-sensor toilet fittings that reduce water consumption, as well as EV charging hubs powered by solar energy to support low-carbon mobility. We are also transitioning to electric support vehicles, reducing reliance on fossil fuels within our operational fleet. Additionally, our high-efficiency food waste digesters can process up to 365 tonnes of organic waste annually, converting it into grey water and significantly reducing landfill dependency. Together, these measures form a strong foundation for climate resilience, operational efficiency and sustainable growth across our venue ecosystem.

Operational Adaptation

We have implemented ISO-certified management systems: ISO 14001 for environmental management, ISO 22301 for business continuity and ISO 45001 for occupational health and safety, to ensure our operations align with globally recognised best practices. These frameworks provide a structured approach to identify, manage and mitigate risks across environmental, operational and workplace safety domains. Regular risk assessments are conducted to proactively address potential hazards and operational challenges. Strong permit-to-work systems and structured maintenance programs are in place to ensure safe and reliable operations.

This integrated approach not only enhances compliance and operational efficiency but also strengthens our commitment to minimise environmental impacts, maintain resilience during disruptions and safeguard the health and well-being of our workforce.

Workforce and Governance Resilience

We believe that resilience is fundamentally about people. We are committed to building a future-ready workforce by investing in talent development, encouraging the implementation of fair employment practices and embedding diversity, equity and inclusion (DEI) across all levels of our organisation. These initiatives ensure that our employees have the skills, opportunities and supportive environment they need to thrive in a rapidly evolving business landscape. By prioritising human capital, we strengthen our ability to adapt, innovate and sustain long-term growth.

Furthermore, we have established a whistle-blowing policy with secure and confidential reporting channels to uphold transparency and integrity. Quarterly management reviews enable continuous monitoring and improvement of our practices, while our Supplier Code of Conduct and ethical procurement standards extend these values across our supply chain. Together, these measures create a culture of accountability, fairness and ethical responsibility, ensuring resilience at every level of our operations.

Community and Ecosystem Engagement

We actively collaborate with local communities and industry partners to co-create sustainable solutions that deliver shared value. Our initiatives, such as the 15,000 sq. ft. rooftop urban farm, demonstrate our commitment to promoting urban greening, reducing food miles and supporting local ecosystems. By partnering with local food and beverage suppliers, we strengthen regional economies and encourage inclusive growth, while embedding principles of circularity into our operations.

As a signatory of the Net Zero Carbon Events initiative and a member of the Global MICE Sustainability Alliance, we align our efforts with global climate action goals. These affiliations enable us to contribute to industry-wide decarbonisation while amplifying our local impact through responsible sourcing, waste reduction and community engagement. This dual focus of global responsibility and local empowerment underscores our vision of creating a resilient, low-carbon future for the events and hospitality ecosystem.

Monitoring and Continuous Improvement

Our sustainability performance is measured through a combination of internal KPIs and globally recognised external certifications, ensuring transparency and accountability in our progress. These benchmarks validate our commitment to environmental stewardship, operational excellence and responsible business practices. By aligning with rigorous standards, we continuously monitor, evaluate and improve our sustainability initiatives to meet evolving stakeholder expectations and industry best practices.

We are proud to hold multiple certifications that demonstrate our leadership in sustainable operations. These include BCA Green Mark Platinum, Singapore MICE Sustainability Certification (Platinum), Events Industry Council Sustainable Event Standards (Gold) and AIPC Quality Standards (Gold). Additionally, our performance is assessed through global rating systems such as EcoVadis (Bronze) and EarthCheck (Silver Benchmark 2025), reaffirming our dedication to continuous improvement and alignment with international sustainability frameworks.

5. RISK MANAGEMENT

This section outlines our approach to managing risks that may affect our sustainability objectives and broader organisational performance. We begin by describing how we identify and assess risks across our operations, taking into account both internal and external factors that could influence our ability to deliver long-term value.

We then explain how these risks are integrated into our Enterprise Risk Management (ERM) framework. This alignment ensures that sustainability-related risks are considered alongside financial, operational and strategic risks, allowing for a more coordinated and informed response.

We also highlight the monitoring and control mechanisms we have in place to track risk exposure and ensure appropriate mitigation. These include regular reviews, reporting structures and defined responsibilities that support timely action and accountability.

These elements form a structured and consistent approach to risk management, helping us remain prepared, responsive and resilient in a changing environment.

Risk Management

Effective risk management is viewed not merely a compliance obligation but a vital element in ensuring our business remains responsible, sustainable and resilient. We understand that our ability to anticipate, assess and respond to risks directly influences our resilience, reputation and long-term success. Our approach is built on a culture of integrity, transparency and accountability, ensuring that every decision we make is informed by a clear understanding of potential impacts on our stakeholders and the communities in which we operate.

Identification and Assessment

Identifying risks early is essential to preventing them from escalating into significant issues. That is why we practise rigorous due diligence in our procurement processes, conducting comprehensive reviews of vendors and third-party partners to assess any potential risks they may present. We understand that the integrity of our supply chain is fundamental to our operations, and we take care to ensure that our partners share our commitment to ethical conduct.

Our clear and comprehensive Anti-Corruption Policy forms the basis of this commitment. This Policy is supported by strong checks and balances that help mitigate the risk of corruption and ensure our business is conducted to the highest ethical standards. We also remain vigilant in identifying risks related to our tax practices, ensuring that our approach is aligned with both our business strategy and our contribution to sustainable development. By nurturing open dialogue across the organisation, we encourage our employees to raise concerns promptly, enabling us to address potential issues before they affect our operations or reputation.

Integration with Enterprise Risk Management (ERM)

We integrate our risk management activities into our broader Enterprise Risk Management framework, ensuring that risk considerations are embedded into strategic planning, operational decision-making and performance monitoring. We recognise that risk management delivers the greatest value when it is embedded into the very DNA of our organisation, shaping the way we plan, invest and engage with stakeholders.

Clear mechanisms for raising concerns about our business conduct, including matters relating to our integrity in tax affairs, have been established. These channels are accessible, confidential and designed to encourage openness without fear of reprisal. We discuss potential risks and mitigation actions with the management on a regular basis and where significant issues are identified, we escalate them to the Executive Committee (EXCO), the Audit and Risk Committee (ARC) and the Board. This ensures that our most senior governance bodies have full visibility of emerging risks and can provide the necessary oversight and direction.

Monitoring and Controls

We recognise that risk management is a continuous process that requires vigilance and adaptability. We monitor key performance indicators to track the effectiveness of our controls and identify any emerging trends that may require attention. Quarterly Board meetings provide a structured forum to review risk developments, assess the adequacy of our mitigation measures and ensure that our approach remains aligned with our strategic objectives.

In addition to formal reporting, we maintain ongoing dialogue between operational teams, management and governance bodies. This enables us to respond swiftly to changes in our risk environment, whether they arise from market conditions, regulatory developments or shifts in stakeholder expectations. By embedding monitoring and controls into our daily operations, we strengthen our resilience, safeguard our reputation and enhance our ability to deliver sustainable value.

Ultimately, we believe that effective risk management is not only about protecting the organisation from harm but also about enabling us to seize opportunities with confidence. By cultivating a culture of integrity and transparency, we build trust with our stakeholders, promote a positive and ethical work environment and contribute meaningfully to society.

6. ESG PERFORMANCE

In line with our theme 'Purpose in Motion: ESG at the Heart of Progress', this section outlines the tangible steps we have taken to embed environmental, social and governance considerations into our operations. It reflects how our purpose translates into action and how our performance supports long-term progress.

Under Environmental performance, we outline our efforts to manage emissions, improve water efficiency, reduce waste and optimise energy use. These actions are part of our broader commitment to minimising environmental impact and enhancing operational sustainability.

Our Social performance focuses on how we support people and communities. This includes initiatives in talent development and fair employment, promoting diversity, equity and inclusion, contributing to community progress and maintaining high standards in health and safety.

In the area of Governance performance, we describe the measures taken to protect data integrity, uphold ethical conduct and strengthen procurement practices. These elements are essential to maintaining trust, transparency and responsible business operations.

Together, these pillars demonstrate how ESG considerations are embedded in our day-to-day activities and strategic planning, enabling us to deliver value while meeting our obligations to society and the environment.

Environmental Performance

We, at Constellar Venues, have a deep-rooted commitment to environmental sustainability that we demonstrate through our management of Singapore EXPO reflected by our theme 'Purpose in motion: ESG at the heart of progress'. Through our stewardship of Singapore EXPO, we are reimagining what it means to host events by embedding ESG principles into every stage of our operations. Recognising the environmental footprint of the events industry, we have made sustainability a core operating value, guiding our decisions from planning to execution. We aim to align our environmental strategies with international frameworks such as the United Nations Global Compact, the Global Sustainable Tourism Council and the Net Zero Carbon Events initiative. This will in turn support Singapore's national ambition to become Asia Pacific's leading sustainable MICE destination by 2030 and achieve Net Zero emissions by 2050.

Key Focus Areas of Environmental Management

Our environmental efforts span multiple domains:

- **Renewable Energy:** Installation of over 16,500 solar panels (which generated 7.03 million kWh of solar energy) at Singapore EXPO, with expansion underway, powering events and operations with clean energy.
- **Carbon Emissions Reduction:** Transition to electric vehicles for onsite operations and provision of solar-powered EV charging stations.
- **Waste Management:** Use of high-efficiency food digesters processing 365 tonnes of food waste annually, composting and zero-waste initiatives.
- **Water Conservation:** Deployment of water dispensers and greywater treatment systems to reduce single-use plastics and water waste.
- **Sustainable Procurement:** Circular procurement practices and partnerships with eco-conscious vendors.
- **Green Building Design:** Singapore EXPO holds multiple certifications including BCA Green Mark Platinum and EarthCheck Silver Benchmark.

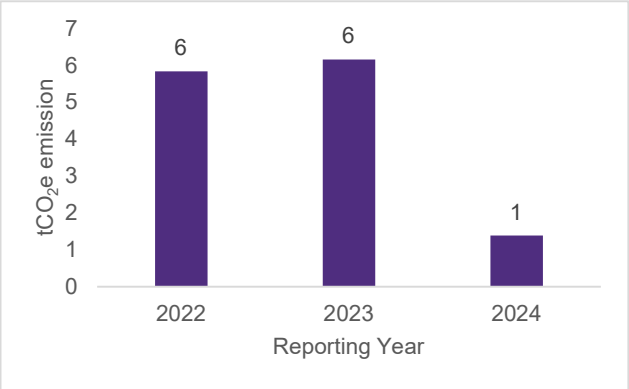
Managing Our Energy and Emissions

Strategic investments in energy efficiency and renewable energy are central to our operational transformation. From lighting and Heating, Ventilation and Air Conditioning (HVAC) systems to event infrastructure, we are committed to using energy more responsibly. Since 2022, we significantly reduced energy intensity through infrastructure upgrades like light emitting diode (LED) retrofits, water-efficient cooling towers and optimised HVAC systems. A key milestone was the installation of Singapore's largest single-site rooftop solar PV system at Singapore EXPO, which is projected to prevent thousands of metric tons of CO_2 emissions annually. With further expansion planned, our energy strategy aligns with Singapore's Net Zero ambition, positioning Constellar Venues as a leader in sustainable venue operations.

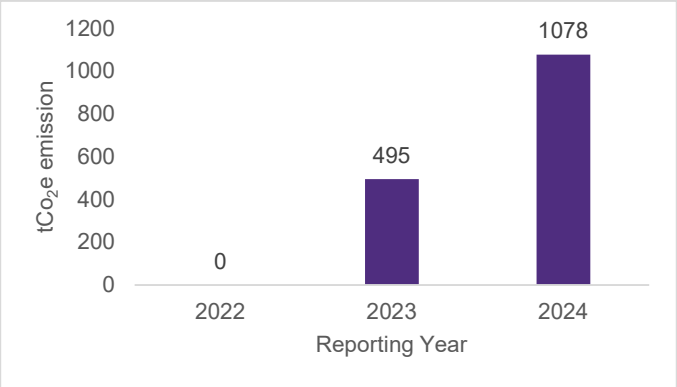
Between 2022 and 2024, we made notable strides in enhancing our energy efficiency and reducing carbon emissions. We reduced our mineral diesel usage from 2,304 litres in 2023 to just 500 litres in 2024. In its place, we introduced biodiesel, consuming 1,400 litres in 2024, a strategic shift toward cleaner fuel alternatives. Our electricity consumption also declined steadily from approximately 19.2 million kWh in 2022 to 15.8 million kWh in 2024, reflecting improved energy efficiency and operational discipline.

In terms of Scope 1 emissions, diesel-related emissions dropped in line with fuel usage, falling from 5.84 tCO_2e in 2022 to just 1.38 tCO_2e in 2024. However, fugitive emissions rose significantly, from zero in 2022 to 1,078 tCO_2e in 2024, highlighting a potential area for improvement in HVAC systems or refrigerant management.

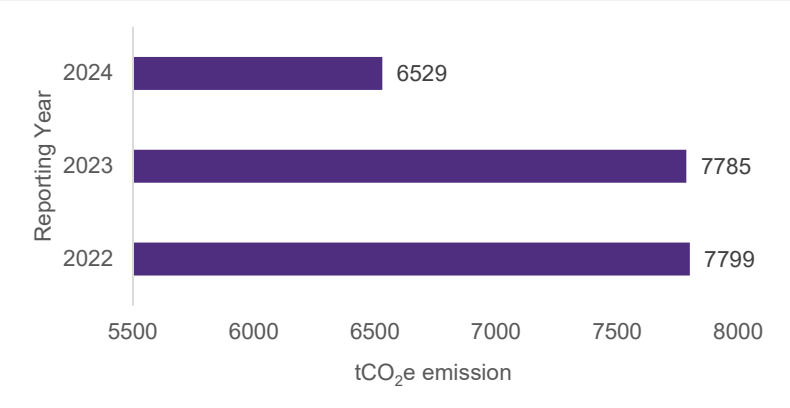
Scope 1 emission (tCO_2e) from Diesel



Scope 1 emission (tCO_2e) from Fugitive



Scope 2 emission (tCO_2e)



Scope 2 emissions, which are tied to purchased electricity consumption, also showed a positive trend, decreasing from 7,799 tCO_2e in 2022 to 6,529 tCO_2e in 2024. This reduction aligns with the drop in electricity usage and may also reflect a cleaner energy mix from the grid or increased use of renewable sources.

Scope 3 emissions, which include indirect emissions across our value chain, presented a more complex picture. Emissions from purchased goods and services rose to 5,719 tCO_2e in 2023 before declining to 4,943 tCO_2e in 2024, due to changes in procurement and scale of the event. We reported capital goods emissions only in 2023, reflecting major infrastructure investments that year. Fuel and energy-related activities dropped from 231 tCO_2e to 161 tCO_2e, reinforcing the impact of reduced fuel and electricity use. Waste-related emissions also fell significantly, from 635 tCO_2e to 152 tCO_2e, thanks to improved waste management. Business and employee travel emissions remained low, with minor fluctuations. Taken together, our Scope 3 emissions reflect a dynamic interplay of operational decisions and sustainability interventions, underscoring the importance of continuous engagement across the value chain to drive long-term decarbonisation.

Scope 3 Emissions (tCO_2e)

Emission Category	2022	2023	2024
Category 1 - Purchased Goods and Services	84	5,719	4,943
Category 2 - Capital Goods	0	890	0
Category 3 - Fuel and Energy-related	0	231	161
Category 5 - Waste Generated in Operations	426	635	152
Category 6 - Business Travel	0	35	43
Category 7 - Employee Travel	29	366	144

Reduction of Emissions

A series of targeted initiatives were implemented to reduce greenhouse gas emissions and enhance resource efficiency. We commissioned a food waste digester to mitigate methane emissions and support circular waste management. LED lighting retrofits helped lower electricity consumption and emission intensity. To address the high energy demands of our MICE venues, we installed 16,508 solar panels, creating Singapore's largest single-site solar PV system and significantly reducing Scope 2 emissions. We also launched a recycling initiative with bins and infographics across six waste streams to divert waste from landfills. Our water-efficient cooling towers, powered by NEWater[3], reduced both water and energy use in HVAC systems. Lastly, we replaced onsite support vehicles with electric alternatives to cut Scope 1 emissions and advance our clean energy goals.

Emission Reduction Initiatives

Description of the GHG saving initiative	Description of approach
Food waste digester (300kg capacity) converting waste to grey water	To mitigate methane emissions from food waste and advance circular waste management, we adopted a targeted approach that aligns with zero waste goals.
Retrofitting lighting systems with energy-efficient LED lighting	Prioritising the retrofit of energy-efficient LED lighting was a deliberate strategy to reduce electricity consumption and lower emissions.
Installation of 16,508 solar panels (Singapore's largest single-site solar PV system)	To address the high energy demands of our MICE venues and reduce Scope 2 emissions, we implemented Singapore's largest single-site solar PV system comprising 16,508 solar panels.
Recycling initiative - bins with infographics and 6 waste streams	To reduce methane emissions and promote sustainable waste practices, we focus on diverting organic and recyclable materials from landfills.
Water-efficient cooling towers using NEWater	Optimising water and energy use in our HVAC systems is a key component of our environmental stewardship strategy.
Replacement of onsite support vehicles with electric vehicles (forklifts, buggies, etc.)	To reduce Scope 1 emissions from transportation and align with our clean energy goals, we transitioned to low-emission mobility solutions.

[3] NEWater is the recycled water from the Public Utilities Board used for our HVAC systems.

Redefining Water Efficiency

At Constellar Venues, water plays a vital role in our operations, primarily in HVAC systems, sanitation and event-related activities. In 2023, we consumed a total of 217,289 cubic metres of water, sourced entirely from municipal supplies. Notably, 30% of this was NEWater, Singapore's high-grade recycled water provided by the Public Utilities Board. All water, including grey water from our onsite food waste digester, is responsibly discharged into the public sewage system in full compliance with local regulations.

We recognise that our water-related impacts are operational in nature, and we have taken a strategic approach to reduce consumption and enhance efficiency. This includes infrastructure upgrades such as water-efficient cooling towers, motion-sensor toilet fittings and a greater reliance on recycled water. These efforts are aligned with ISO 14001 environmental management standards, reinforcing our commitment to responsible resource use.

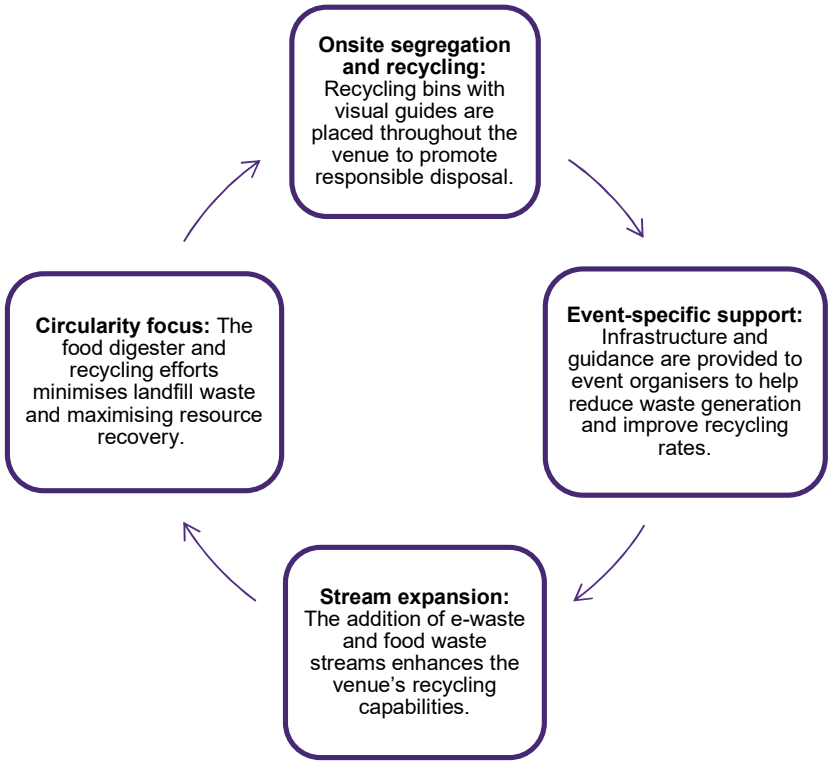
Our progress is tangible. In 2024, our water consumption dropped by 5.8% compared to 2023 level, to 204,619 cubic metres, reflecting the effectiveness of our efficiency measures and our dedication to continuous improvement. While we do not currently reference sector-specific water standards, our internal practices are guided by a strong sustainability ethos and a focus on operational excellence.

Rethinking Waste Management

We take a structured and evolving approach to waste management, recognising the diverse sources and types of waste generated across our operations. From event materials like booth structures, banners and packaging, to food and beverage supplies, cleaning products, office materials and electronic equipment, each input contributes to our waste footprint. These materials support critical activities such as event setup and teardown, catering and day-to-day administration. We also understand that the behaviour of our visitors and exhibitors plays a significant role in shaping the volume and composition of waste generated during events.

To manage this complexity, we have implemented a comprehensive waste management system at Singapore EXPO. This includes clearly labelled recycling bins with infographics across six waste streams to encourage proper segregation, a 300 kg-capacity food digester that converts organic waste into grey water and close collaboration with our cleaning vendors to support waste sorting and diversion.

Our waste management strategy includes:



Waste data is collected to support transparency, accountability, and continuous improvement in our sustainability efforts. This includes:

- Annual quantitative tracking
- Stream-level monitoring, including newly added streams
- Digital monitoring via the food digester
- Collaboration with cleaning partners for data aggregation and reporting

Our recycling performance has also improved over time, with the venue's recycling rate increasing from 1.6% in 2022 to 6.9% in 2024, reflecting the effectiveness of our waste management interventions and commitment to continuous improvement.

In 2024, waste generated for Constellar Venues was 1,357 tonnes, out of which 93 tonnes were recycled, a six-fold increase when compared to 2023, where we generated 1,336 tonnes of waste, of which 21 tonnes were recycled across four primary waste streams. We expanded our recycling scope by introducing two additional streams, electronic waste and food waste, to further reduce landfill dependency and promote circularity. These efforts reflect our commitment to reintegrating materials into useful flows and preventing waste wherever possible. Through continuous improvement and stakeholder engagement, we are building a more sustainable and responsible venue experience.

Social Performance

We see social performance as a reflection of how we value people: our employees, our communities and society, and a commitment to fairness, inclusivity and wellbeing. It is about creating a workplace where diversity is celebrated, where every individual feels respected and where opportunities for growth are accessible to all. It is also about ensuring that health, safety and wellbeing are never compromised and that our people feel supported both professionally and personally.

Beyond the workplace, we recognise social responsibility as a duty to the communities we serve. Whether through skills development, volunteering, or partnerships that uplift underrepresented groups, we want our actions to leave a positive and lasting impact. By investing in people – their education, their safety, their aspirations – we are investing in the long-term resilience of our organisation and society.

Progress in motion, for us, means embedding these values into every decision we make and ensuring that our growth is achieved through empowerment of people. When ESG is at the heart of progress, social performance becomes a driver of trust, loyalty and shared success.

Empowering Growth through Talent Management and Fair Employment Practices

We see growth as something that must be shared between our people and the organisation. The initiatives we put in place are designed to empower this growth by creating an environment where fair and supportive employment practices are the norm. We place the wellbeing of our employees at the centre of our approach, ensuring that they have the security, opportunities and respect they need to thrive. By supporting our people in this way, we nurture not only their individual development but also the long-term success and resilience of the organisation.

Key Employment Metrics at a Glance

Indicator	2023	2024	Highlights
Employee turnover (office roles)	5 males, 7 females	6 males, 6 females	Balanced employee exits, mainly 30–50 years age group
New joiners (office roles)	9 males, 15 females	4 males, 8 females	Majority in 30–50 years age group
Return-to-work after parental leave	100%	100%	Full retention
Career development reviews	61 employees	67 employees	Across senior, middle, junior and other roles
Incidents of discrimination	0	0	None reported
Child labour cases	0	0	None in operations or supply chain
Forced labour cases	0	0	None in operations or supply chain
Notice period for operational changes	4 weeks	4 weeks	With consultation under collective agreements

Our Commitment to Fair Employment

At Constellar Venues, we recognise that fair employment is the foundation of sustainable growth. We are committed to ensuring that every individual is treated with dignity, respect and equality in the workplace. Our practices are aligned with the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), which provides clear guidance on building inclusive and progressive workplaces. We also comply with the Fair Consideration Framework (FCF) introduced by Singapore's Ministry of Manpower, which strengthens local hiring and ensures that opportunities are open, transparent and merit based.

This commitment extends beyond our own workforce. We require all our suppliers to comply with the Singapore Employment Act, ensuring that fair and lawful practices are upheld across our value chain. By embedding these standards into our operations and partnerships, we create an environment where fairness is not only a principle but a daily practice.

Workforce Dynamics and Equal Opportunities

Our workforce data reflects both stability and balance. In 2024, turnover was limited to office roles, with equal numbers of men and women leaving the organisation. Majority of these departures were within the 30 to 50 age group, which is consistent with natural career transitions and personal choices at this stage of working life. Importantly, there were no exits at the head office, operational sites or other categories, which demonstrates stability in these areas.

Gender-wise Workforce Turnover

S/N	Category	2023		2024	
		Male	Female	Male	Female
Gender-wise Workforce Turnover (in Numbers)					
1	Head Office	0	0	0	0
2	Office	5	7	6	6
3	Operational Sites	0	0	0	0
4	Others	0	0	0	0
Gender-wise Workforce Turnover (In Percentage)					
1	Head Office	0	0	0	0
2	Office	6%	9%	8%	8%
3	Operational Sites	0	0	0	0
4	Others	0	0	0	0

Age-wise Workforce Turnover

S/N	Category	2023			2024		
		<30 years	30 - 50 years	> 50 years	<30 years	30 - 50 years	> 50 years
Age-wise Workforce Turnover (in Numbers)							
1	Head Office	0	0	0	0	0	0
2	Office	0	10	2	0	8	4
3	Operational Sites	0	0	0	0	0	0
4	Others	0	0	0	0	0	0
Age-wise Workforce Turnover (In Percentage)							
1	Head Office	0	0	0	0	0	0
2	Office	0	13%	3%	0	11%	5%
3	Operational Sites	0	0	0	0	0	0
4	Others	0	0	0	0	0	0

At the same time, we welcomed new colleagues across genders and age groups. In 2024, women represented a higher proportion of new joiners, particularly in office roles, which highlights our ability to attract diverse talent. Majority new hires were in the 30 to 50 age group, reflecting our appeal to experienced professionals, while younger employees also joined us, ensuring a healthy pipeline of future talent.

Gender-wise New Joiners

S/ N	Category	2023		2024	
		Male	Female	Male	Female
Gender-wise New Joiners (In Numbers)					
1	Head Office	0	0	0	0
2	Office	9	15	4	8
3	Operational sites	0	0	0	0
4	Others	0	0	0	0
Gender-wise New Joiners (In Percentage)					
1	Head Office	0	0	0	0
2	Office	12%	19%	5%	11%
3	Operational sites	0	0	0	0
4	Others	0	0	0	0

Age-wise New Joiners

S/N	Category	2023			2024		
		<30 years	30 - 50 years	> 50 years	<30 years	30 - 50 years	> 50 years
Age-wise New Joiners (In Numbers)							
1	Head Office	0	0	0	0	0	0
2	Office	3	19	2	3	9	0
3	Operational sites	0	0	0	0	0	0
4	Others	0	0	0	0	0	0
Age-wise New Joiners (In Percentage)							
1	Head Office	0	0	0	0	0	0
2	Office	4%	24%	3%	4%	12%	0%
3	Operational sites	0	0	0	0	0	0
4	Others	0	0	0	0	0	0

We are especially proud of our return-to-work rate following parental leave, which stood at 100% for both men and women in 2023 and 2024. This demonstrates that our policies are not only supportive but also effective in enabling employees to balance professional responsibilities with family commitments.

Supporting Employee Wellbeing

The organisation believe that employee wellbeing is central to organisational success. To support this, we provide a comprehensive range of benefits across all levels of the organisation. These include life insurance, healthcare, disability coverage and parental leave. Such benefits ensure that employees feel secure and supported in both their professional and personal lives.

We also maintain a transparent approach to organisational change. Employees are given a minimum of 4 weeks' notice before any significant operational changes are implemented. Where collective agreements are in place, consultation and negotiation are part of the process. This approach reflects our belief that open communication and respect for employees' rights are essential in maintaining trust and stability.

Learning, Development and Career Growth

We see learning and development as a key driver of growth, both for our employees and for the organisation. To support this, we provide access to a wide range of internal and external training opportunities, as well as the LinkedIn Learning platform. These resources allow employees to continuously upgrade their skills and remain competitive in a rapidly changing environment.

Structured programmes are in place to support employees at every stage of their career journey with us. Onboarding and induction programmes equip new joiners with knowledge of our culture, policies and systems. Functional training strengthens job-related competencies, while mandatory health, safety and compliance training ensures that regulatory requirements are met.

Number of Employees Receiving Career Development Review

Category	2023			2024		
	Male	Female	Total	Male	Female	Total
Employee Level						
Senior management	4	0	4	3	0	3
Middle management	3	4	7	3	4	7
Junior management	12	15	27	12	18	30
Other employees	14	9	23	17	10	27

Career development reviews are conducted regularly across all levels of the organisation. In 2024, 67 employees received reviews, ensuring that individuals had the opportunity to reflect on their progress, set goals and plan their future growth.

Incrementally, we support our employee through sponsored education programmes and conduct annual salary reviews benchmarked against Mercer databases to ensure fairness and competitiveness. For employees transitioning out of the organisation, we provide severance pay based on years of service and partner with external agencies to offer job placement services. This ensures that employees are supported not only during their time with us but also as they move into the next stage of their careers.

Upholding Ethical Standards

We are proud to report that there were no incidents of discrimination in either 2023 or 2024. There were also no cases of child labour, no young workers exposed to hazardous conditions and no operations or suppliers identified as being at risk of such practices. These results reflect our determination to maintain the highest standards of fairness and responsibility in every aspect of employment.

By ensuring that our operations and supply chain are free from unethical practices, we protect the integrity of our organisation and contribute to a fairer society.

Building Shared Growth

For us, fair employment practices are not simply about compliance with regulations. They are about creating an environment where people feel respected, supported and able to grow. By embedding fairness into the way we work, we empower our employees to thrive and in doing so, we strengthen the organisation as a whole.

We believe that growth is only meaningful when it is shared, sustainable and built on a foundation of fairness. Through our commitment to fair employment, we are not only empowering individuals but also shaping a stronger and more resilient organisation for the future.

Elevating Representation and Respect through DEI

We review the diversity profile of our workforce by examining management categories and functions during the reporting period. This allows us to understand where representation is strong, where gaps remain and how we can take meaningful steps to create a more balanced and inclusive organisation. By analysing diversity in this way, we ensure that opportunities are based on merit while also identifying areas where we can strengthen equity and broaden participation across all levels and functions.

Senior Management

In 2024, our senior management team consisted of three male colleagues in the 30–50 age group, with no female representation. While this demonstrates strength in leadership within this age bracket, we recognise that there is an opportunity to improve gender balance at the most senior levels of the organisation. Increasing female representation in senior leadership remains an important area of focus for us as we continue to build a more inclusive leadership pipeline.

Middle Management

It was more balanced at the middle management level. We had one male and four female colleagues in the 30–50 age group, alongside two males over the age of 50. This shows that women are strongly represented in middle management roles and that we also value the experience and knowledge of colleagues above 50 who continue to contribute meaningfully. This balance reflects our commitment to ensuring that leadership opportunities are accessible to both men and women.

Junior Management

Junior management formed the largest group within our workforce. We had nine males and 19 females in the 30–50 age range, supported by three males over 50. This demonstrates that we are building a strong pipeline of future leaders, with women making up a significant proportion of this group. It also reflects our ability to attract and retain talent at a stage where employees are developing their careers and preparing for more senior responsibilities.

Other Employees

Among other employees, the distribution was again weighted towards the 30–50 age group, with 14 males and nine females, as well as three males and one female over 50. This reflects stability in our operational and support functions, where mid-career and experienced colleagues play an important role in maintaining continuity and expertise.

Functional Distribution

When we look at the workforce by function, technical roles were filled by one male in the 30–50 age group, alongside five males and two females over 50. This shows that technical expertise within our organisation is largely concentrated among more experienced colleagues, which is consistent with the specialist knowledge and skills required in these roles.

Minority and Vulnerable Groups

We also recorded the presence of colleagues from identified minority or vulnerable groups across different levels of the organisation. In middle management, two males were represented in this category, while in junior management three males were identified. Among other employees, three males and one female were part of this group. Although the numbers are relatively small, this demonstrates that individuals from minority or vulnerable groups are present across our workforce, and we remain committed to ensuring that they are supported and included.

Overall Insights

Overall, our workforce in 2024 was concentrated in the 30–50 age group, with women particularly well represented in middle and junior management roles. Senior management remains male-dominated, which highlights an area where we can do more to strengthen gender diversity. Technical expertise continues to be anchored in the over 50 age group, reflecting the value of experience in specialist roles. Above all, we continue to emphasise hiring based on merit, ensuring that opportunities remain open, fair and accessible to all, regardless of age, gender or background.

Strengthening Our Role in Community Progress

We continue to uphold the Fair Consideration Framework (FCF) introduced by Singapore's Ministry of Manpower, which guides us in ensuring that employment opportunities are fair, merit-based and supportive of local talent. In line with this, we are proud to report that 100% of our senior management positions at significant locations of operation were filled by individuals from the local community since 2022.

For us, senior management is defined as Vice President designation and above and our significant location of operation is Singapore. By ensuring that all senior leadership roles are held by local talent, we demonstrate our commitment to strengthening the local workforce, building leadership capacity within the community and aligning our growth with the national agenda of developing Singaporean professionals for senior roles.

Alongside our focus on fair employment, we also recognise the importance of managing the impact of our operations on local communities. Our primary location of operation, Singapore EXPO, occasionally presents challenges in the form of noise pollution for nearby residents, particularly during concerts and large-scale events. We take these concerns seriously and have established regular engagement with the neighbourhood committee to maintain open communication. We inform residents of upcoming events in advance and conduct noise tests to ensure that concerts remain compliant with regulatory standards.

Through these measures, we not only comply with legal requirements but also build trust with the community by showing that we are attentive to their concerns. We see this as part of our broader responsibility to ensure that our presence contributes positively to the local environment, both socially and economically.

In summary, our approach combines a strong commitment to local hiring at senior levels with proactive efforts to minimise and manage community impacts. This balance reflects our belief that business growth must go hand in hand with fairness, responsibility and respect for the communities in which we operate.

Creating Safe Environments through Our Health and Safety Culture

Safety is our highest priority. We adhere to safe work procedures and implement permit-to-work systems to ensure that every task is carried out safely and responsibly. Our approach is proactive and includes:

- Regular risk assessments to identify and address potential hazards.
- Permit-to-work applications to ensure that all tasks are executed safely.
- Training programmes to equip employees with knowledge of safe work practices.
- Maintenance of buildings and mechanical and electrical equipment.
- Preventive maintenance programme to identify potential risks before they escalate.
- Regular employee activities designed to boost physical and mental well-being.

Through these measures, we ensure that occupational hazards are managed effectively and that our employees can work safely and efficiently.

Risk Assessment Framework

To ensure our risks are managed, we have developed a structured risk matrix that allows us to categorise potential threats based on their likelihood and impact. This framework provides a systematic approach to identify, assess and prioritise risks, enabling us to respond proactively and allocate resources where they are needed most. Through this method, we maintain an overview of our risk landscape and strengthen our ability to make informed and strategic decisions.

We assess risks by considering both the consequences of an event and the likelihood of it occurring.

- Consequences are rated on a scale from 1 (Insignificant) to 5 (Catastrophic), ranging from minor issues manageable through daily processes to events that could threaten the survival of the business.
- Likelihood is expressed in probability ranges, from Rare (<3%) to Almost Certain (>90%).

By combining these two dimensions, we categorise risks as Low, Moderate, High or Extreme. This structured approach ensures that we prioritise on the risks that could have the greatest impact on our operations and long-term sustainability.

Managing Operational Risks

We recognise that our operational activities may result in changes to the environment. To address this, we apply a structured approach to assess risks, evaluate potential impacts in terms of likelihood, severity and reversibility. This enables us to identify risks that require immediate attention through distinguishing them from those that can be managed through routine processes and ensure that our mitigation strategies are proportionate to the potential impact. By doing so, we strengthen our ability to minimise environmental consequences while maintaining operational resilience.

Infrastructure and Preventive Maintenance

We maintain our buildings and mechanical and electrical systems through a planned preventive maintenance programme. This approach helps us to identify and address potential hazards before they escalate into incidents. Preventive maintenance is complemented by hazard-specific awareness programmes, ensuring that employees remain alert to risks in their working environment.

Employee Well-being and Confidentiality

We recognise that safety extends beyond physical hazards to include mental and emotional well-being. We conduct regular activities to promote employee well-being, creating a positive and supportive work environment where our people can thrive and reach their full potential.

We also treat all personal health-related information with the highest degree of confidentiality. Health data is collected and stored in compliance with data protection and privacy laws, with access restricted to HR personnel and insurers on a strict need-to-know basis. Employees are informed whenever such information is collected or shared.

Employee Participation and Engagement

At Constellar Venues, we believe that employees must have a voice in shaping our occupational health and safety management system (OHSMS). To support this, we provide multiple engagement platforms, including:

- Regular town halls.
- One-to-one check-ins with supervisors.
- Skip-level meetings.
- An anonymous “Ask Me Anything” portal on the employee intranet.

These channels allow employees to raise concerns, provide feedback and contribute to the continuous improvement of our health and safety practices.

Governance and Oversight

Our risk management committee reviews workplace health and safety every 6 months. This committee ensures that our policies remain effective, that risks are addressed promptly and that employees are supported through regular training on safe work practices.

We also extend our safety systems to contractors and third-party workers under our control, such as cleaners, security staff, landscaping teams and building equipment maintenance technicians. These groups are included in our internal audits and are covered by our occupational health and safety systems.

Certification and Performance

We are proud to be ISO 45001:2018 certified, reflecting our commitment to international standards of occupational health and safety and our performance in recent years demonstrates the effectiveness of our approach.

Safety Metrics

Description	2022	2023	2024
Fatalities as a result of work-related injury	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0
Recordable work-related injuries	0	0	1

These results show that while we have maintained a strong safety record with no fatalities or high-consequence injuries, we remain vigilant and committed to continuous improvement.

Our Commitment

We will continue to strengthen our health, safety and well-being practices by embedding safe work procedures, maintaining rigorous risk assessments and cultivating a culture of care and responsibility. By doing so, we protect our employees, contractors and communities, while ensuring that our operations remain resilient and sustainable.

Governance Performance

At Constellar Venues, we believe that strong corporate governance is the foundation of sustainable success and a catalyst for purposeful progress. As we embed ESG at the heart of our operations, governance becomes the compass that ensures our actions are aligned with our values, our stakeholders' expectations and our long-term vision for sustainable impact. Our leadership structure reflects this belief to uphold strategic oversight, drive operational excellence and ensure ethical stewardship in everything we do. We are a team of seasoned professionals, each bringing unique expertise from diverse fields such as business transformation, finance, operations, marketing and digital innovation. This diversity is one of our greatest strengths. It enables us to approach challenges from multiple angles, make well-informed decisions and maintain a balanced perspective across both strategic and operational domains.

Together, we strive for a culture of transparency, accountability and integrity. Governance at the organisation entails creating value responsibly, earning stakeholder trust and leading with purpose. Our collaborative approach ensures that every decision we make is aligned with our long-term vision and grounded in ethical principles.

Safeguarding Our Data Integrity

We place the highest importance on safeguarding the integrity and confidentiality of data across all our venues, events and digital platforms. In an era where data-driven decision-making and digital engagement are central to business success, we recognise that a strong data governance is a responsibility. To uphold this commitment, we have implemented stringent data governance protocols that ensure accuracy, confidentiality and full compliance with global data protection standards. These protocols are embedded into our operations and continuously reviewed to adapt to evolving regulatory landscapes and technological advancements.

Over the past three years, we have had 0 reported cases of data-related complaints from external parties, no substantiated issues raised by regulatory bodies and no incidents involving data leaks, thefts, or losses of customer information. This reflects not only the effectiveness of our systems but also the vigilance and integrity with which our teams operate. We aim to remain committed to maintaining the highest standards of data governance as we continue to innovate and grow.

We place high importance on the protection and integrity of data across our venues, events and digital platforms.

Our systems are designed to prevent unauthorised access, data breaches and manipulation.

- We continuously monitor and upgrade our cybersecurity infrastructure to stay ahead of emerging threats.
- Employees are trained on data handling best practices, reinforcing a culture of responsibility and vigilance.

By safeguarding data integrity, we not only protect our stakeholders but also uphold the credibility of our operations and the trust placed in us by partners and clients.

Leading with Purpose through Our Business Ethics and Governance

For us, the principles of good corporate governance are foundational to our commitment to sustainable growth and long-term stakeholder value. We understand that strong governance is a strategic imperative that creates trust, resilience and ethical excellence across all levels of our organisation.

Commitment to Integrity and Accountability

Integrity is the foundation of our corporate culture. We have embedded integrity into our daily operations through comprehensive policies and procedures designed to prevent and address misconduct, including corruption, fraud, negligence and opacity in decision-making. These mechanisms are regularly reviewed and strengthened to ensure they remain effective and relevant in a dynamic business environment.

Our leadership team exemplifies ethical conduct, setting a high standard for transparency and accountability. By leading with integrity, they inspire employees to uphold these values and to speak out against any unethical behaviour they may encounter. We actively promote a workplace culture where honesty is encouraged, and ethical concerns are addressed promptly and responsibly.

Ethical Business Practices and Risk Management

We recognise that our business decisions have far-reaching impacts, not only on our immediate stakeholders but also on the broader community. As such, we are committed to conducting our operations with rigorous due diligence in procurement, where we carefully evaluate vendors and third-party partners to identify and mitigate potential risks.

Our anti-corruption policy is both clear and comprehensive, supported by strong internal controls and monitoring systems. These safeguards ensure that our business practices remain transparent, fair and compliant with all applicable laws and regulations. By encouraging a culture rooted in integrity, transparency and ethical responsibility, we aim to build enduring trust with stakeholders, create a positive and inclusive work environment and contribute meaningfully to societal well-being. Zero cases of corruption were reported during the last three years.

Whistle Blowing

Our Whistle Blowing Policy provides a safe and confidential channel for employees, directors and external parties to report concerns related to misconduct, fraud, unethical behaviour, or violations of laws and policies.

Reportable concerns include:

- Employee and external fraud
- Misconduct or abuse of power
- Breaches of regulations or policies
- Anti-competitive practices and data misuse

All reports are treated with strict confidentiality and whistle blowers are protected from retaliation. Concerns can be submitted via email or post and are escalated to the Chairman of the Audit Committee or Board for investigation. We ensure transparency throughout the process, keeping whistle blowers informed of progress and outcomes where appropriate.

Our Reporting Channels

Address	Whistle Blowing Receiving Officer, Constellar Holdings Pte. Ltd. c/o Trusted Services Pte Ltd 456, Alexandra Road, #14-01 Singapore 119962
E-mail address	Cosec-WBO@trustedservices.com.sg

Partnering for Impact through Our Procurement Practices

Our procurement strategy is designed to drive positive impact across the value chain. 73% of our procurement budget is used for significant locations of operation that is spent on suppliers local to that operation. We recognise that our choices in sourcing and partnerships have ripple effects on communities, industries and the environment.

- We conduct thorough due diligence on vendors and third-party partners to assess risks and ensure alignment with our values.
- Our anti-corruption policy governs all procurement activities, ensuring fairness, transparency and compliance.
- We prioritise partnerships with suppliers who share our commitment to sustainability, ethical labour practices and innovation.

Through responsible procurement, we not only mitigate risks but also contribute to broader goals such as climate action, social equity and economic resilience.

Assessing suppliers for social impacts is crucial to ensure ethical sourcing, uphold labour standards and mitigate risks across the supply chain. In 2024, we assessed 31 out of a total of 221 suppliers for social impacts, specifically focusing on compliance with human rights and fair labour practices. We are actively working to expand the assessment coverage to include as many suppliers as possible.

7. FINANCIAL IMPACTS

This section outlines the financial implications of our sustainability initiatives, encompassing broader organisational effects.

We assess financial impacts not only in terms of quantitative aspects, but also through qualitative factors that influence long-term value creation.

By evaluating both financial metrics and strategic outcomes, we aim to present a balanced view of how sustainability contributes to our overall performance and supports responsible growth.

Financial Impacts

In today's evolving business landscape, financial performance is no longer measured by profit alone, it is increasingly defined by the value we create for people, planet and partners. Our financial decisions are guided by a deeper purpose: to embed ESG at the heart of progress. This means aligning our economic activities with environmental stewardship, social responsibility and strong governance to ensure long-term resilience and relevance.

Sustainable Business Performance: Quantitative Aspects

By prioritising impact over scale, transparency over convention and collaboration over silos, we are shaping a future where sustainable business performance drives both financial growth and purposeful progress.

Transition Risks and Opportunities

A probable transition risk we are currently facing is the shift to lower emission technologies. Upfront capital investments in infrastructure and technology adoption are required. Additional costs to deploy new processes are expected. To date, we have started transitioning to renewable energy and electric alternatives for onsite support vehicles. These efforts have contributed to a 20% improvement in our energy use intensity in 2024, compared to pre-COVID baselines. In 2024, Singapore EXPO's onsite generation was equivalent to 75% of 2024 electricity consumption. Further investment plans in sustainable infrastructure and technology are under discussion. We believe these initiatives will unlock long-term cost-saving opportunities through reduced fuel consumption and lower emissions.

An opportunity lies in enhancing sustainability practices by reducing food waste. By providing post-event waste reports to event organisers, we plan to support data-driven decisions, improve waste management and potentially reduce disposal costs. This initiative also strengthens brand reputation and aligns with growing stakeholder expectations around ESG performance.

Retirement and Employee Benefits

We contribute to the Central Provident Fund (CPF), a mandatory national retirement scheme in Singapore. The combined employer and employee contribution rate is 37% of salary, ensuring long-term financial security for employees. This reflects a strong commitment to workforce welfare and aligns with national standards.

Local Economic Participation

We demonstrate strong local engagement since:

- 100% of senior management at significant locations (defined as Singapore) are hired from the local community, ensuring leadership is contextually aware and culturally aligned.
- 73% of our procurement budget is spent on local suppliers, supporting regional economic development and reducing supply chain emissions.

Tax Governance and Financial Disclosure

Our organisation maintains a transparent and compliant approach to tax, aligned with operational integrity and commitment to responsible business conduct. We engage reputable tax agents to ensure full compliance with regulatory requirements. Tax-related decisions and risk assessments are embedded within operational processes, with new activities routinely discussed with audit and tax advisors to evaluate potential tax implications. Concerns related to tax conduct or integrity are escalated through internal governance channels, including management discussions.

Tax Jurisdiction and Entity Information

We operate exclusively in Singapore, with the reporting period spanning April 2024 to March 2025. The resident entity, Constellar Venues Pte Ltd, is primarily engaged in the management and operation of exhibition and convention venues, employing 76 employees. Our tax payments reflect compliance with Singapore's statutory requirements.

Strategic Shifts Due to Climate Trends: Qualitative Aspects

We are actively responding to evolving climate trends through strategic shifts in infrastructure, operations and community engagement. These shifts are not only environmentally responsible but also economically and socially impactful, aligning with broader sustainability goals and stakeholder expectations.

Climate-Aligned Infrastructure Investments: Our management of Singapore EXPO exemplifies our commitment to sustainable infrastructure. Key developments include:

- **Solar Photovoltaic Rooftop Installation**: Reducing reliance on grid electricity and lowering operational carbon footprint.
- **Electric Vehicle Charging Facilities**: Supporting green mobility for visitors and employee and encouraging adoption of low-emission transport
- **Onsite Herb Gardens**: Promoting urban greening and sustainable landscaping practices.
- **Rainwater Harvesting** System: Helping reduce water and energy consumption across our operations.

These investments reflect a strategic pivot toward low-carbon operations, in line with Singapore's Green Plan and global climate adaptation frameworks.

In addition to environmental benefits, our significant infrastructure upgrades and adopted sustainable practices are generating positive impacts on both local communities and the economy.

Community and Economic Impacts

We recognise that large-scale events can lead to increased congestion and environmental externalities like waste generation and a higher carbon footprint. To address these challenges, we are actively implementing targeted waste reduction initiatives, promoting green mobility solutions and collaborating closely with our stakeholders. These efforts aim to mitigate adverse impacts and enhance long-term sustainability within the MICE industry as well as contribute to job creation and support Singapore's GDP.

Indirect Economic Impacts and Strategic Partnerships

Our operations have a strong multiplier effect on the tourism and hospitality sectors, helping to stimulate growth across ancillary industries and SMEs through event-related services and local procurement. We also play a key role in facilitating business networking and showcasing Singapore's capabilities on the global stage. To ensure our efforts align with national and international benchmarks, we are active members of leading industry associations such as the Singapore Business Federation (SBF), the Global Association of Exhibition Industry (UFI) and the Singapore International Chamber of Commerce (SICC). In addition, we partner with the Singapore Tourism Board and NTUC LearningHub to co-develop training programs focused on sustainability, service excellence and technology. Through these initiatives, we are nurturing the next generation of MICE talent and embedding climate awareness into workforce development.

Our Best Practices for Strategic Climate Shifts

To further strengthen our climate strategy, we are exploring and adopting industry-recognised best practices that align with long-term sustainability goals. These include:

- **Use climate risk scenarios:** Better understand potential future impacts and opportunities under varying climate conditions.
- **Link environmental performance metrics to capital budgeting:** Ensure investments support our sustainability objectives.
- **Integrate circular economy principles into operations**: Promote reuse, recycling and resource efficiency across our event activities.

These strategic shifts help us build resilience, reduce our environmental footprint and contribute meaningfully to Singapore's green transition.

8. APPENDICES

This section outlines the sustainability standards that have guided the preparation of the report, specifically the Global Reporting Initiative (GRI) and the International Financial Reporting Standards (IFRS) S1 and S2. These standards have been applied to ensure consistency, transparency and relevance in the way information is presented.

Finally, it presents the key metrics and targets we have set, offering a clear view of how we measure progress and hold ourselves accountable to our sustainability commitments.

Framework Crosswalks

GRI Content Index

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
Organisation and its reporting process				
GRI 2: General Disclosures 2021	2-1	Organisational details	Organisational Overview - Business Model and Value Chain	11-12
	2-2	Entities included in the organisation's sustainability reporting	Introduction - About the Report - Reporting Period and Scope	5
	2-3	Reporting period, frequency and contact point	Introduction - About the Report - Reporting Period and Scope	5
	2-4	Restatements of information	Introduction - About the Report - Restatements of Information	5
	2-5	External assurance	-	-
Activities and Workers				
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	Organisational Overview - Business Model and Value Chain	11-12
	2-7	Employees	ESG Performance - Social Performance - Empowering Growth through Talent Management and Fair Employment Practices	42-45
	2-8	Workers who are not employees	-	-
Governance				
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Governance - Oversight Structure - Composition of the Board of Directors	18
	2-10	Nomination and selection of the highest governance body	Governance - Oversight Structure - Appointment and Selection Process	19
	2-11	Chair of the highest governance body	Governance - Oversight Structure - Composition of the Board of Directors	18

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
GRI 2: General Disclosures 2021	2-12	Role of the highest governance body in overseeing the management of impacts	Governance - Oversight Structure - Review and Approval of Reported Information	19
	2-13	Delegation of responsibility for managing impacts	Governance - Oversight Structure - Review and Approval of Reported Information	19
	2-14	Role of the highest governance body in sustainability reporting	Governance - Oversight Structure - Stakeholder Engagement and Sustainability Oversight	19
	2-15	Conflicts of interest	Governance - Oversight Structure - Conflict of Interest Management	19
	2-16	Communication of critical concerns	Governance - Oversight Structure - Communication of critical concerns	19
	2-17	Collective knowledge of the highest governance body	Governance - Training and Competency - Skills and Knowledge of the Highest Governance Body	22
	2-18	Evaluation of the performance of the highest governance body	Governance - Oversight Structure - Performance Evaluation of the Board	20
	2-19	Remuneration policies	-	-
	2-20	Process to determine remuneration	Governance - Table Governance at a Glance	17
	2-21	Annual total compensation ratio	Governance - Table Governance at a Glance	17
Strategy, Policies and Practices				
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Governance - Oversight Structure - Stakeholder Engagement and Sustainability Oversight	19
	2-23	Policy commitments	Governance - Policies and Charters - Policy Commitments	21
	2-24	Embedding policy commitments	Governance - Policies and Charters - Embedding policy commitments	21
	2-25	Processes to remediate negative impacts	Governance - Policies and Charters - Remediation Processes	21

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	Governance - Policies and Charters - Embedding policy commitments	21
	2-27	Compliance with laws and regulations	Strategy - Sustainability Risk and Opportunity	27-31
	2-28	Membership associations	Organisational Overview - Business Model and Value Chain - Strategic and Institutional Linkages	12
Stakeholder Engagement				
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Organisational Overview - Stakeholder Engagement - Ensuring Meaningful Engagement	14-15
	2-30	Collective bargaining agreements	-	-
Material Topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Strategy - Material Sustainability Issues - Our Materiality Assessment Process	24
	3-2	List of material topics	Strategy - Material Sustainability Issues - Material Topics Identified	25
	3-3	Management of material topics	Key Performance Indicators and Targets	71-81
Economic performance				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	-	-
	201-2	Financial implications and other risks and opportunities due to climate change	Financial Impacts - Sustainable Business Performance: Quantitative Aspects - Transition Risks and Opportunities	54
	201-3	Defined benefit plan obligations and other retirement plans	Financial Impacts - Sustainable Business Performance: Quantitative Aspects - Retirement and Employee Benefits	54
	201-4	Financial assistance received from government	-	-
Market presence				
GRI 202: Market	202-1	Ratios of standard entry level wage by gender	-	-

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
Presence 2016		compared to local minimum wage		
	202-2	Proportion of senior management hired from the local community	Financial Impacts - Sustainable Business Performance: Quantitative Aspects – Local Economic Participation	54
Indirect economic impacts				
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Financial Impacts - Strategic Shifts Due to Climate Trends: Qualitative Aspects - Climate-Aligned Infrastructure Investments	56
	203-2	Significant indirect economic impacts	Financial Impacts - Strategic Shifts Due to Climate Trends: Qualitative Aspects - Indirect Economic Impacts and Strategic Partnerships	56
Procurement practices				
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Financial Impacts - Sustainable Business Performance: Quantitative Aspects - Local Economic Participation	54
Anti-corruption				
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	ESG Performance - Governance Performance – Partnering for Impact through our Procurement Practices	52
	205-2	Communication and training about anti-corruption policies and procedures	-	-
	205-3	Confirmed incidents of corruption and actions taken	ESG Performance - Governance Performance - Leading with Purpose through our Business Ethics and Governance	51
Anti-competitive behaviour				
GRI 206: Anti-competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	-	-
Tax				
GRI 207: Tax 2019	207-1	Approach to tax	Financial Impacts - Sustainable Business Performance: Quantitative	55

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
			Aspects - Tax Jurisdiction and Entity Information	
GRI 207: Tax 2019	207-2	Tax governance, control and risk management	Financial Impacts - Sustainable Business Performance: Quantitative Aspects - Tax Governance and Financial Disclosure	54
	207-3	Stakeholder engagement and management of concerns related to tax	-	-
	207-4	Country-by-country reporting	-	-
Materials				
GRI 301: Materials 2016	301-1	Materials used by weight or volume	-	-
	301-2	Recycled input materials used	-	-
	301-3	Reclaimed products and their packaging materials	-	-
Energy				
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	ESG Performance - Environment Performance - Managing our Energy and Emissions	37-39
	302-2	Energy consumption outside of the organisation	-	-
	302-3	Energy intensity	-	-
	302-4	Reduction of energy consumption	ESG Performance - Environment Performance - Managing our Energy and Emissions	37-39
	302-5	Reductions in energy requirements of products and services	ESG Performance - Environment Performance - Managing our Energy and Emissions	37-39
Water and effluents				
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	-	-
	303-2	Management of water discharge-related impacts	ESG Performance - Environment Performance - Redefining Water Efficiency	40
	303-3	Water withdrawal	-	-

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
GRI 303: Water and Effluents 2018	303-4	Water discharge	-	-
	303-5	Water consumption	ESG Performance - Environment Performance - Redefining Water Efficiency	40
Biodiversity				
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-	-
	304-2	Significant impacts of activities, products and services on biodiversity	-	-
	304-3	Habitats protected or restored	-	-
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	-
Emissions				
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	ESG Performance - Environment Performance - Managing our Energy and Emissions	37-39
	305-2	Energy indirect (Scope 2) GHG emissions	ESG Performance - Environment Performance - Managing our Energy and Emissions	37-39
	305-3	Other indirect (Scope 3) GHG emissions	ESG Performance - Environment Performance - Managing our Energy and Emissions	37-39
	305-4	GHG emissions intensity	-	-
	305-5	Reduction of GHG emissions	ESG Performance - Environment Performance - Reduction of Emissions	39
	305-6	Emissions of ozone-depleting substances (ODS)	-	-
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions	-	-

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
Waste				
GRI 306: Waste 2022	306-1	Waste generation and significant waste-related impacts	ESG Performance - Environment Performance - Rethinking Waste Management	40-41
	306-2	Management of significant waste-related impacts	ESG Performance - Environment Performance - Rethinking Waste Management	40-41
	306-3	Waste generated	ESG Performance - Environment Performance - Rethinking Waste Management	40-41
	306-4	Waste diverted from disposal	ESG Performance - Environment Performance - Rethinking Waste Management	40-41
	306-5	Waste directed to disposal	-	-
Supplier environmental assessment				
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	-	-
	308-2	Negative environmental impacts in the supply chain and actions taken	-	-
Employment				
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	ESG Performance - Social Performance - Empowering Growth through Talent Management and Fair Employment Practices	42-45
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-	-
	401-3	Parental leave	-	-
Labour / Management Relations				
GRI 402: Labour /Management Relations 2016	402-1	Minimum notice periods regarding operational changes	ESG Performance - Social Performance - Empowering Growth through Talent Management and Fair Employment Practices	42-45
Occupational health and safety				

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture	48-49
	403-2	Hazard identification, risk assessment and incident investigation	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture - Risk Assessment Framework	48
	403-3	Occupational health services	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture - Managing Operational Risk	48
	403-4	Worker participation, consultation and communication on occupational health and safety	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture - Employee Participation and Engagement	49
	403-5	Worker training on occupational health and safety	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture - Governance and Oversight	49
	403-6	Promotion of worker health	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture - Employee Participation and Engagement	49
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture - Governance and Oversight	49
	403-8	Workers covered by an occupational health and safety management system	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture - Governance and Oversight	49
	403-9	Work-related injuries	ESG Performance - Social Performance - Creating Safe Environments through Our Health and Safety Culture - Certification and Performance	49
	403-10	Work-related ill health	-	-
Training and education				

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	-	-
	404-2	Programs for upgrading employee skills and transition assistance programs	ESG Performance - Social Performance - Empowering Growth through Talent Management and Fair Employment Practices - Learning, Development and Career Growth	44-45
	404-3	Percentage of employees receiving regular performance and career development reviews	ESG Performance - Social Performance - Empowering Growth through Talent Management and Fair Employment Practices - Learning, Development and Career Growth	44-45
Diversity & equal opportunity				
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	ESG Performance - Social Performance - Elevating Representation and Respect through DEI	46
	405-2	Ratio of basic salary and remuneration of women to men	-	-
Non-discrimination				
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	ESG Performance - Social Performance - Empowering Growth through Talent Management and Fair Employment Practices	42-45
Freedom of association and collective bargaining				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	-
Child Labour				
GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	ESG Performance - Social Performance - Empowering Growth through Talent Management and Fair Employment Practices - Upholding Ethical Standards	45
Forced or compulsory labour				
GRI 409: Forced or	409-1	Operations and suppliers at significant risk for	ESG Performance - Social Performance - Empowering Growth through Talent	45

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
Compulsory Labour 2016		incidents of forced or compulsory labour	Management and Fair Employment Practices - Upholding Ethical Standards	
Security practices				
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	-	-
Rights of indigenous people				
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	-	-
Local communities				
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	ESG Performance - Social Performance - Strengthening Our Role in Community Progress	47
	413-2	Operations with significant actual and potential negative impacts on local communities	-	-
Supplier social assessment				
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	ESG Performance - Governance Performance - Partnering for Impact through Our Procurement Practices	52
	414-2	Negative social impacts in the supply chain and actions taken	-	-
Public policy				
GRI 415: Public Policy 2016	415-1	Political contributions	-	-
Customer health and safety				
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	ESG Performance - Governance Performance - Leading with Purpose through Our Business Ethics and Governance	51
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-	-
Marketing and labelling				

GRI Standard	Disclosure Number	Disclosure Name	Reference in SR	Page Number
GRI 417: Marketing and Labelling 2016	417-1	Requirements for product and service information and labelling	-	-
	417-2	Incidents of non-compliance concerning product and service information and labelling	-	-
	417-3	Incidents of non-compliance concerning marketing communications	-	-
Customer privacy				
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Performance - Governance Performance - Safeguarding our Data Integrity	50

IFRS (S1 and S2) Content Index

IFRS Reference	Disclosure Requirement	Location in Report	Page No.
S1.27(a)	Board oversight of sustainability-related risks and opportunities	Governance - Oversight Structure	18-20
S1.27(b)	Management's role in managing sustainability-related risks and opportunities	Governance - Oversight Structure – Delegation of Responsibility for Managing Impacts	18-19
S2.6(a)	Board oversight of climate-related risks and opportunities	Governance - Oversight Structure	18-20
S2.6(b)	Management's role in climate-related risk management	Governance - Oversight Structure - Stakeholder Engagement and Sustainability Oversight	19
S1.30	Sustainability-related risks and opportunities and time horizons	Strategy - Sustainability Risks and Opportunities	27-31
S1.32	Impact on business model and value chain	Organisational Overview - Business Model and Value Chain	11-12
S1.33	Strategic response and resource allocation	Strategy- Resilience and Adaptation Plans	32-33
S1.34	Current and anticipated financial effects	Financial Impacts - Sustainable Business Impacts: Quantitative Aspects Financial Impacts - Strategic Shifts Due to Climate Trends: Qualitative Aspects	54-56
S1.41	Scenario analysis and resilience	-	-
S2.10	Climate-related risks and opportunities and time horizons	-	-
S2.13	Impact of climate-related risks on business model and value chain	Financial Impacts - Strategic Shifts Due to Climate Trends: Qualitative Aspects - Our Best Practices for Strategic Climate Shifts	56
S2.14	Strategic response to climate-related risks	Financial Impacts - Strategic Shifts Due to Climate Trends: Qualitative Aspects - Climate-Aligned Infrastructure Investments	56
S2.15	Current and anticipated financial effects of climate-related risks	Financial Impacts - Strategic Shifts Due to Climate Trends: Qualitative Aspects - Climate-Aligned Infrastructure Investments	56
S2.22	Climate scenario analysis and resilience	-	-
S1.44	Processes for identifying and managing sustainability-related risks	Strategy - Material Sustainability Issues - Our Materiality Assessment Process	24
S2.25	Processes for identifying and managing climate-related risks	Strategy - Material Sustainability Issues - Our Materiality Assessment Process	24
S2.29	GHG emissions: Scope 1, Scope 2, Scope 3	ESG Performance - Environmental Performance - Managing our Energy and Emissions	37-39
S2.32	Industry-specific climate metrics	ESG Performance - Environmental Performance - Managing our Energy and Emissions, Redefining Water Efficiency, Rethinking Waste Management	37-41

IFRS Reference	Disclosure Requirement	Location in Report	Page No.
S1.51	Sustainability-related targets and progress	Key Performance Indicators and Targets	71-81
S2.33	Climate-related targets and progress	Key Performance Indicators and Targets	71-81

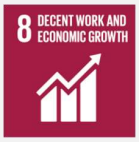
Key Performance Indicators and Targets

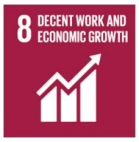
Our Key Performance Indicators offer a clear reflection of the progress we have made over time, serving as tangible measures of our continued growth and development. They not only demonstrate how far we have come but also help guide our future direction with clarity and purpose.

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
			FY2023	FY2024			
Environmental							
Water Stewardship	High	Fresh water consumption (m^3)	151,088	128,988	Achieve a total reduction of 15% in water consumption by 2030, relative to the 2023 baseline.	Explore: • IoT enabled water monitoring • Automated alerts for leaks • Greywater recycling • NEWater use to be continued.	Under Singapore Green Government initiative, the public sector is expected to reduce water use by 10% by 2030 (relative to the 2018–2020 average). Constellar Venues, however, has already achieved 15% reduction in domestic water consumption in 2024 (relative to 2023 baseline). Building on this success, it is recommended that Constellar Venues aim to achieve a 15% total reduction by 2030 (relative to the 2023 baseline). This target shifts the focus from achieving the initial reduction to a leadership goal of maintaining and setting best-in-class standard for major venue operators.
Waste management & Circular economy	High	Recycling rate of the venue (%)	1.61	6.91	Achieve a minimum 50% recycling rate across all venue operations by 2030.	• Conduct regular audits to identify waste streams and current diversion rates. • Use smart bins with sensors to track usage and contamination.	The importance of recycling rates is driven by the following: • The Singapore MICE Sustainability Roadmap emphasises the circular economy as a core focus area. • Constellar Venues already holds Platinum Certification under

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
							the MICE Sustainability Certification (MSC), a circular procurement policy would reinforce its leadership and set a benchmark • Circular procurement is a recognised strategy in global sustainable event standards like ISO 20121 and the Global Sustainable Tourism Council (GSTC) MICE Criteria, which Constellar aligns with.
Energy Efficiency 	Medium	% mix of renewable in total energy	-	0.09%	Achieve an 80% contribution from renewable sources in total energy consumption by 2030.	• Explore further rooftop and parking lot solar installations. • Use artificial intelligence (AI) - driven building management system (BMS) to optimise heating, ventilation, air-conditioning (HVAC), lighting and equipment schedules. • Encourage low energy event- natural ventilation, minimal audio visual (AV) use, off-peak scheduling • Include Energy KPI in vendor contracts.	• The setting of 80% renewable energy mix in total energy consumption will align Constellar Venues with Singapore's national energy transition and establish long term financial resilience. • The Energy Market Authority (EMA) goal is to import 6 Gigawatts (GW) of low-carbon electricity by 2035 to meet one-third of nation's energy needs. This ensures Constellar Venues market access to procure clean energy. • Constellar Venues could align with Singapore's domestic 2 Gigawatts peak (GWp) solar goal by 2030 by utilising own installed solar capacity.

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
							• Singapore is gradually increasing carbon tax aimed at S$50−$80 per tonne of CO2 equivalent by 2030. Achieving 80% renewable energy mix will mitigate Constellar Venues' future financial risk.
Social							
Talent Development and Fair Employment	High	Number of training hours per employee	-	-	15 hours of training per year per employee	• Develop a continuous learning program with upskilling and reskilling training. • Conduct on-the-job learning and/or formal training. • Join e-learning courses such as LinkedIn learning in areas necessary to the organisation's development to cope with upcoming challenges. • Explore WSG's Career Conversion Programme through job redesign reskilling, the support for job redesign under Productivity Solutions Grant.	Develop a better equipped workforce with enhanced expertise and adaptability in rapidly evolving MICE industry is necessary. Employees shall be trained to meet new challenges, seize emerging opportunities and contribute meaningfully to the organisation's collective success. As a start, the recommended targets of 15 training hours per employee is deem appropriate as it considered the training hours reported by peer, GL Event of 17.2 training hours per employee in their 2024 report and by Ministry of Manpower (MOM) in 2023 of an average 20 training hours for employee in service industry.
Talent Development and Fair Employment	High	% of local hires (Singaporean/ Permanent Residence)	-	-	80%	• Adhere to Ministry of Manpower (MOM)'s DRC quota. • Work with local job fairs, community networks and school outreach.	Prioritisation and supporting local employment are aligned with TAFEP and promote national hiring goals. According to MOM, service industry is allowed 35%

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
							dependency ratio ceiling (DRC). A DRC or quota is the maximum ratio of foreign workers to the total workforce an organisation in a given sector can employ. With 35% DRC, this translates to minimum 65% local hire. Comparatively, Genting achieved 73% local hires in 2024. Constellar Venues would want to strive for 80% to better support local community.
Talent Development and Fair Employment 	High	Employee retention rate	84.6%	84%	>85%	• Implement mentoring, flexible work arrangements, strong benefits, clear career progression paths, upskilling and reskilling initiatives. • Consider WSG's progressive wage model (PWM).	Retention rate is one of the factors to determine if Constellar Venues manages to retain key talent and encourage loyalty in the organisation. High retention rate may indicate that employees are satisfied with numerous factors such as employee benefits, fair treatment and progression, opportunities for development etc. Based on peer comparison, in 2024, GL Event's employee turnover rate was 18.9%, while Informa was 20%. According to the Society for Human Resource Management (SHRM), the ideal average turnover rate is < 10%, with non-office based (deskless) employees' turnover rate to be higher at 26% in 2024. On that note, Constellar Venues could as a start, strive for 15% turnover rate, being the medium

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
							of the peer and SHRM data.
Talent Development and Fair Employment 	High	Number of incidents of discrimination or grievances on labour practices and human rights	0	0	0	• Continue implementing Fair Consideration Framework (FCF), follow Tripartite Alliance for Fair Employment Practices (TAFEP) guidelines set by Singapore National Federation. • Adhere strictly to Singapore employment act under MOM. • Attend mandatory Fair Hiring Essential training for the HR team.	Fair Labour Practices provide fair, non-discriminatory, equal opportunity for employment. Diverse perspectives and experiences strengthen the team and is essential to the organisation's success. There should be no tolerance towards any discrimination and unfair treatment.
Diversity Equity and inclusion	Medium	Gender employment ratio	-	54% Female	1:1	• Enhance policies that support work-life balance and parental leave. • Regular review policies and procedures relating to protection against workplace harassment.	In today's competitive business landscape, achieving gender equity in the workplace is a strategic move that drives innovation, enhances talent retention and ensures long-term success. The 1:1 ratio target is feasible when compared to national and industry benchmarks: • Constellar is currently at 54% female employment in FY2024. Sustaining this ratio by 2030 is achievable through recruitment and retention practices. • The target aligns with Ministry of Manpower (MOM) labour pool composition with female at 47.2% in 2023. McKinsey &

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
							Company reported 49% female composition in America in 2024. The peer comparison highlighted Genting at 47% and GL events at 41% female composition.
Diversity Equity and Inclusion 	Medium	Employee Engagement Score (EES)	-	-	Employee Engagement score above 70%	• Continue current practice in conducting regular engagement surveys, maintain platforms for employee voice such as townhalls, 1:1 check-in and a non-anonymous "Ask Me Anything" portal, follow up with targeted action plans. • Develop wellness programmes, health workshops, team building sessions such as friendly bowling, futsal, basketball matches. • Consider recognised Gallup or Qualtrics to measure EES scores,	Constellar Venues is in the service-driven, high-touch MICE industry, where employee energy, motivation and initiative directly impact event experience and client satisfaction. Employee engagement reflects emotional connection to the organisation which is key to service excellence, talent retention and innovation. Engaged employees have higher wellbeing, better retention rates, lower absenteeism and higher productivity. The industry standards highlighted 68% of Singapore employees are engaged compared to global median of 70% per Culture Amp reported in January 2025. At national level, Mercer reported Singapore at 72% in 2022. Constellar Venues' peer reported a score of 79%, a goal Constellar Venues could explore when the internal measurement process is stabilised.

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
Community Engagement and Local Impact	Medium	Number of community programs implemented	0	2	2 per year	Establish strategic community partnerships. • Continue to provide in-kind support for youth education, health and community services such as employment fairs and food drives. • Consider corporate donations and employee-driven contributions.	Implementing community programs in Singapore offers numerous benefits for the organisation, including enhanced brand reputation, increased employee engagement and a stronger connection with the local community. These initiatives can lead to greater customer loyalty, improved business performance and contribute to a more positive and sustainable society. This is also a recommended KPI disclosures under GRI 413-1.
Occupational Health and Safety	Medium	Injury rate: Total Recordable Incident Rate (TRIR)	0	1	< 2	• Conduct inspections audits to ensure contractors comply with established. • Schedule regular preventive maintenance on building, equipment and tools to ensure safety at workplace. • Conduct regular and mandatory safety training for all employees to ensure awareness on best practices and emergency procedures • Encourage incident reporting culture.	MICE operations involve diverse activities such as setup, teardown, logistics and technical support, which increase safety risks. To safeguard employees, suppliers, organisers and the public, the TRIR, a standard OSHA metric, aligned with GRI 403-9, is tracked. Per OSHA, TRIR < 2 is ideal. TRIR measures recordable injuries per 200,000 hours using the formula: (Number of recordable incidents / Total hours worked) * 200,000

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
Occupational Health and Safety	Medium	Number of work-related fatalities	0	0	0	•	Constellar Venues has a non-negotiable commitment to the safety and well-being of all employees, partners, contractors and visitors. The target is to maintain zero workplace fatalities across the group. Its peer, Genting and GL Event also reported zero workplace fatalities. Adopting these zero benchmarks is achievable with continuous investment in safety management.
Governance							
Business Ethics and Governance	High	Number of corruption and fraud incidents	0	0	0	• Conduct code of conduct training. • Continuously maintain anti-corruption policy with checks to mitigate risk of corruption. • Regularly review and maintain whistleblowing channel and have policy to protect the whistleblower and measure against retaliation on tippers.	Maintaining a zero-tolerance stance towards corruption and fraud combats misconduct, promotes a culture of integrity and transparency, build trust with stakeholders, promotes positive and ethical work environment. This is aligned with the Code of Corporate Governance under purview of Monetary of Singapore (MAS). This commitment is supported by the national context, where the Corrupt Practices Investigation Bureau (CPIB) confirmed that 92% of domestic and international surveyors reported a strong intolerance towards corruption in 2024. By maintaining a strong whistleblowing policy and protecting the tipper, Constellar Venues can leverage the most effective detection method, as 43% of occupational fraud is detected by tips

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
							according to Association of Certified Fraud Examiners (ACFE). The target also aligns with the performance of industry leaders, such as Genting and GL Events, which both reported zero corruption and money laundering incidents in 2024.
Business Ethics and Governance 	High	% employees trained in ethics annually	NA	100%	100%	• Conduct annual mandatory e-learning for all employees. • Explore case study as refreshers.	Mandatory ethics training for all employees helps secure Constellar Venues' integrity and serves as a common understanding of ethical principles. Establishing a common standard ensures every employee is aligned, empowers ethical decision-making, promotes a more trustworthy and respectful work environment. Training can encourage employees to report unethical behavior without fear of retaliation.
Sustainable Procurement 	Medium	% of suppliers screened against ESG and signed to supplier code of conduct	0	0	100% of new supplier to sign supplier code of conduct. 100% of suppliers, representing 70% of total spend, to be screened against ESG criteria.	• Include ESG screening criteria as a metric in supplier evaluation. • Incorporate ESG clauses in tender and purchase order. • Implement annual supplier declaration and audits to ensure appropriateness. • Consider ESG screening criteria to include 100% for Tier 1 suppliers to have at least one	According to McKinsey's report, two-thirds of the average company's ESG footprint lies with suppliers. Therefore, screening the suppliers would reduce supplier-related ESG risks and increase business resiliency and reputation assurance. It is also mentioned in National Sustainable Procurement Roundtable (NSPR) Standard for ESG considerations to be integrated into procurement processes

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
						recognised sustainability standard such as ISO14001, B Corp, LEED.	and supply chain management. With at least one recognised sustainability certification, it raised the baseline for ESG maturity across supply chains.
Sustainable Procurement	Medium	% local procurement (by spend)	NA	73%	>75%	• Source purchases from SMEs and social enterprises. • Continue to partner with local food & beverage (F&B), suppliers or event vendors.	Sourcing from local partners supports Singapore's national drive for local procurement and SME growth, enhancing local resilience in the supply chain. This also reduces supply chain emissions and encourages regional circularity. Constellar currently has farm-to-table practices with onsite herb gardens, close partnerships with F&B partners to adopt plant-based food and use of local products. It would be reasonable to achieve more than 70% local procurement. For reference, industry peer, Genting reported 87% local procurement (by spent).
Data Privacy and Cyber Security	Medium	Number of data breaches	0	0	0	• Implement strong data safeguards such as firewall upgrades and Data Loss Prevention (DLP) tech. • Review and enhance incident response plan.	A zero-breach goal is best practice for client-facing, data sensitive sectors like MICE. It preserves data integrity and protects customers and stakeholders' information. Data breaches in Singapore peaked in Q4 2024 hence should not be underestimated. Data breaches lead to loss in trust and reputation.

Material Topic	Priority	KPI	Performance Trend		Target (2030)	Initiatives to achieve target	Rationale for setting target
Data Privacy and Cyber Security 	Medium	% of employees trained on data privacy and cybersecurity	0%	100%	100%	• Conduct annual PDPA / IT security training and assessments. • Formal employee acknowledgement of data handling policies and procedures.	PDPA training helps employees understand their responsibilities in handling personal data, while cybersecurity training equips them to recognise and respond to cyber threats, reducing the likelihood of data breaches and financial penalties. This is also aligned with the Personal Data Protection Act (PDPA) in Singapore. Sensitive data in MICE booking systems must also be protected. This is a growing relevance under PDPA.
Data Privacy and Cyber Security 	Medium	Number of simulated phishing exercises	0	2	2 per year	• Perform vulnerability and IT phishing simulations. • Analyse data collected and identify weak links for improvement.	Digital transformation brings heightened cyber risks as Constellar adopts cloud computing, IoT and digital transactions, making it a potential target for cyberattacks. In 2024, Singapore recorded over 21 million cyberattacks from compromised servers, the highest in Southeast Asia (SEA) according to Kaspersky Security Network. To strengthen resilience, the Cyber Security Agency of Singapore (CSA) recommends annual simulated phishing exercises. By analysing outcomes such as click and conversion rates, Constellar can identify vulnerabilities, target training efforts and improve overall data security.