

Sustainability Report

Keppel DC REIT is committed to delivering value through sustaining growth in our business, empowering the lives of our people and nurturing communities wherever we operate.

Sustainability Framework



Sustaining Growth

Our commitment to business excellence is driven by our unwavering focus on strong corporate governance and prudent risk management.

Resource efficiency is our responsibility and makes good business sense.

Innovation and delivering quality products and services sharpen our competitive edge.

➔ For more information, go to: pages 66–69



Empowering Lives

People are the cornerstone of our business.

As an employer of choice, we are committed to grow and nurture our talent pool through continuous training and development to help our people reach their full potential.

We want to instil a culture of safety so that everyone who comes to work goes home safe.

➔ For more information, go to: pages 70–74



Nurturing Communities

As a global citizen, Keppel believes that as communities thrive, we thrive.

We engage and nurture communities wherever we are, with the aim of achieving a sustainable future together.

We cultivate a green mindset among our employees to spur them towards adopting a sustainable lifestyle.

➔ For more information, go to: page 75

Letter to Our Stakeholders

We are committed to sustainable growth as we strive for long-term value creation for all our stakeholders.

Dear Valued Stakeholders,

I am pleased to present to you Keppel DC REIT's first sustainability report that is published in accordance with the internationally recognised Global Reporting Initiative (GRI) G4 reporting guidelines. This is part of the Manager's efforts in gearing towards the Singapore Exchange's (SGX) mandated requirement for listed entities to report their sustainability performance by 2018.

Since its Initial Public Offering (IPO) on the SGX in December 2014, Keppel DC REIT has delivered results that have exceeded its IPO Forecast despite the volatile macroeconomic landscape. We are committed to sustainable growth as we strive for long-term value creation for all our stakeholders.

We have chosen to adopt the internationally accepted GRI reporting guidelines, which provide a useful framework for us to disclose how we prioritise sustainability issues, as well as manage and monitor our performance. GRI represents the global best practice for reporting on a range of economic, environmental, social and governance factors.

This report encapsulates our management approach and efforts to uphold good corporate governance, environmental protection, human capital development,

safety performance, as well as philanthropic initiatives as the REIT grows.

Sustainability at Keppel DC REIT

The data centres which make up Keppel DC REIT's portfolio are highly secured facilities housing computer servers and networking equipment. These are typically energy intensive, due to the high power requirements of IT equipment and the supporting cooling infrastructure needed to maintain optimal environmental conditions for the equipment. Although power and water usage are expected to increase in tandem with business growth, we are conscious of our energy consumption and will strive to minimise environmental impact.

Where possible, Keppel DC REIT implements energy saving features and initiatives at its data centres. For example, Keppel DC Singapore 1 and 2 are green data centres, with SS 577:2012 and ISO 50001:2011 certifications attesting to their energy and water efficiency. Keppel DC REIT's newly acquired Keppel DC Singapore 3 is also Singapore's first newbuild data centre to be awarded the BCA-IDA Green Mark Platinum Award for New Data Centres in recognition of its sustainable features.

We will continue to explore energy efficiency enhancements with our clients and embed

green initiatives in our business as we strive to enhance our sustainability performance.

Our employees are our most valuable asset. We are committed to creating a safe and nurturing environment for our employees. In 2016, I am happy to report that we have achieved a good safety record with zero Accident Frequency Rate and Accident Severity Rate. We will continue to work with our data centre facility managers to maintain a zero-incident workplace.

We have invested more than \$14,000 on training, or an average of 30 training hours per employee. We also achieved an improved employee engagement score of 96% in a follow-up to the Employee Engagement Survey conducted the year before.

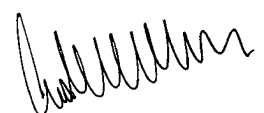
Keppel DC REIT is committed to making a positive difference in the communities where we operate. Employees are granted up to two days of volunteerism leave annually and we regularly participate in Keppel Group's community outreach initiatives.

Looking Forward

Keppel DC REIT identifies with the Keppel Group's sustainability focus areas of Sustaining Growth, Empowering Lives and Nurturing Communities. These three pillars will continue to guide and influence our decisions as we continue to grow our business. Along the way, we also hope to positively influence our contractors, partners and clients in this sustainability journey.

I hope this report provides a comprehensive view of Keppel DC REIT's efforts and commitment towards sustainability. We value any feedback that will enhance our future performance.

Yours sincerely,



Chua Hsien Yang
15 February 2017



About this Report

Reporting Period and Scope

This report was prepared in accordance with the GRI G4 reporting guidelines, at Core level. Corresponding to GRI G4's emphasis on materiality, this report focuses on the areas of sustainability that are deemed material to Keppel DC REIT and its stakeholders. These areas are categorised into economic, environmental, social and governance aspects of our business operations.

The report covers the same period as the financial year of the REIT, from January to December 2016, and will be published annually. However, the performance data stated in this report was annualised based on nine months of actual data, as finalised data was not available at the time of report publication. If full year data shows a variance of more than 5% from our annualised data, we will restate the data in the following year's Sustainability Report.

The reporting scope for 2016 includes data from the Manager's and the REIT's colocation data centre assets which the Manager has management control over. These are Keppel DC Singapore 1 (KDC SGP 1) and Keppel DC Singapore 2 (KDC

SGP 2) in Singapore, Gore Hill Data Centre (Gore Hill DC) in Sydney, Australia, and Keppel DC Dublin 1 (KDC DUB 1) in Ireland. Keppel DC Singapore 3 will be included in the report next year as the acquisition was completed in January 2017.

Standard units of measurements were used in this report and conversion factors, where applicable, are explained in their respective sections. All dollar values expressed are in Singapore Dollar.

We have been on a learning journey this year, implementing a data collection and reporting system in adherence to the reporting standards. We aim to strengthen our process before seeking external validation.

This report demonstrates our commitment to keep stakeholders abreast of developments in our sustainability journey. For further queries, please contact: investor.relations@keppeldcreit.com

Performance Data

	2016	Page
Total Energy Consumption (MWh)	152,027	68 & 69
Total Water Consumption (m ³)	152,314	68 & 69
Monthly Employee Turnover Rate	2.2%	72 & 73
Training Hours per Employee	30	72-74
Accident Frequency Rate (reportable accidents per million man-hours)	0	74
Accident Severity Rate (man-days lost per million man-hours)	0	74

Keppel DC REIT's sustainability report focuses on areas of sustainability that are deemed material to Keppel DC REIT and its stakeholders.



Managing Sustainability

In our endeavour to be the preferred data centre real estate investment trust that provides investors with stable and sustainable returns, we will continue to focus our efforts on growing a portfolio of data centres with high technical and operational resilience.

We believe that strong corporate governance, prudent and holistic risk management as well as operational excellence and sustainability are crucial to the success of Keppel DC REIT.

Leadership and Management Involvement

The Manager adheres to Singapore's Code of Corporate Governance, issued by the Monetary Authority of Singapore. The Code provides the framework for controls, checks and accountabilities and requires the Board of Directors to consider sustainability issues in its business decisions. Accordingly, sustainability and risk management are considered in the evaluation of any investment opportunities.

The Manager established a sustainability Committee during the year. The committee comprises representatives across all relevant functions, including investment and asset management, facility management, human resources, finance, compliance and investor relations. The committee is responsible for monitoring sustainability performance and trends on a quarterly basis.

The Manager's balanced scorecard also takes into account sustainability aspects in support of the Keppel Group's contribution and commitment to sustainability.

All employees are guided by the core values of the Keppel Group, its operating principles, and the Employee Code of Conduct, which addresses standards of professional behaviour, in addition to ethical business behaviour.

Materiality and Stakeholder Analysis

Materiality is fundamental to sustainability reporting and is a key principle of both SGX's Sustainability Reporting Guide and GRI G4. This report focuses on the economic, environmental, social and governance issues that are relevant and significant to Keppel DC REIT and our key stakeholders.

A materiality assessment was conducted with an independent consultancy based on the international guidelines GRI G4 and the AA1000 principles of materiality and inclusivity. The workshop involved key staff across Keppel DC REIT's operations, including the CEO, heads of departments and representatives from all relevant functions.

Material issues were identified before being prioritised in a matrix (see page 64) from the perspective of both internal and external stakeholders. External stakeholders' perspectives were based

on feedback and information requests received from external stakeholders such as investors, clients and business partners.

All of the material issues identified are deemed equally relevant, both internally and externally, except for issues in relation to labour practices, safety and health which are considered more significant to internal stakeholders.

This report focuses on the Highly Critical and Critical material issues. We also monitor the important material issues internally and will report to our stakeholders if and when these become significant.

Amongst the Highly Critical and Critical material issues, we believe that economic performance, compliance, client privacy, labour practices and employment, business ethics and transparency are significant throughout our business, while aspects such as building and service quality, energy efficiency, physical security, safety and health, water management and sustainable procurement are more relevant to the investment and asset management part of our business.

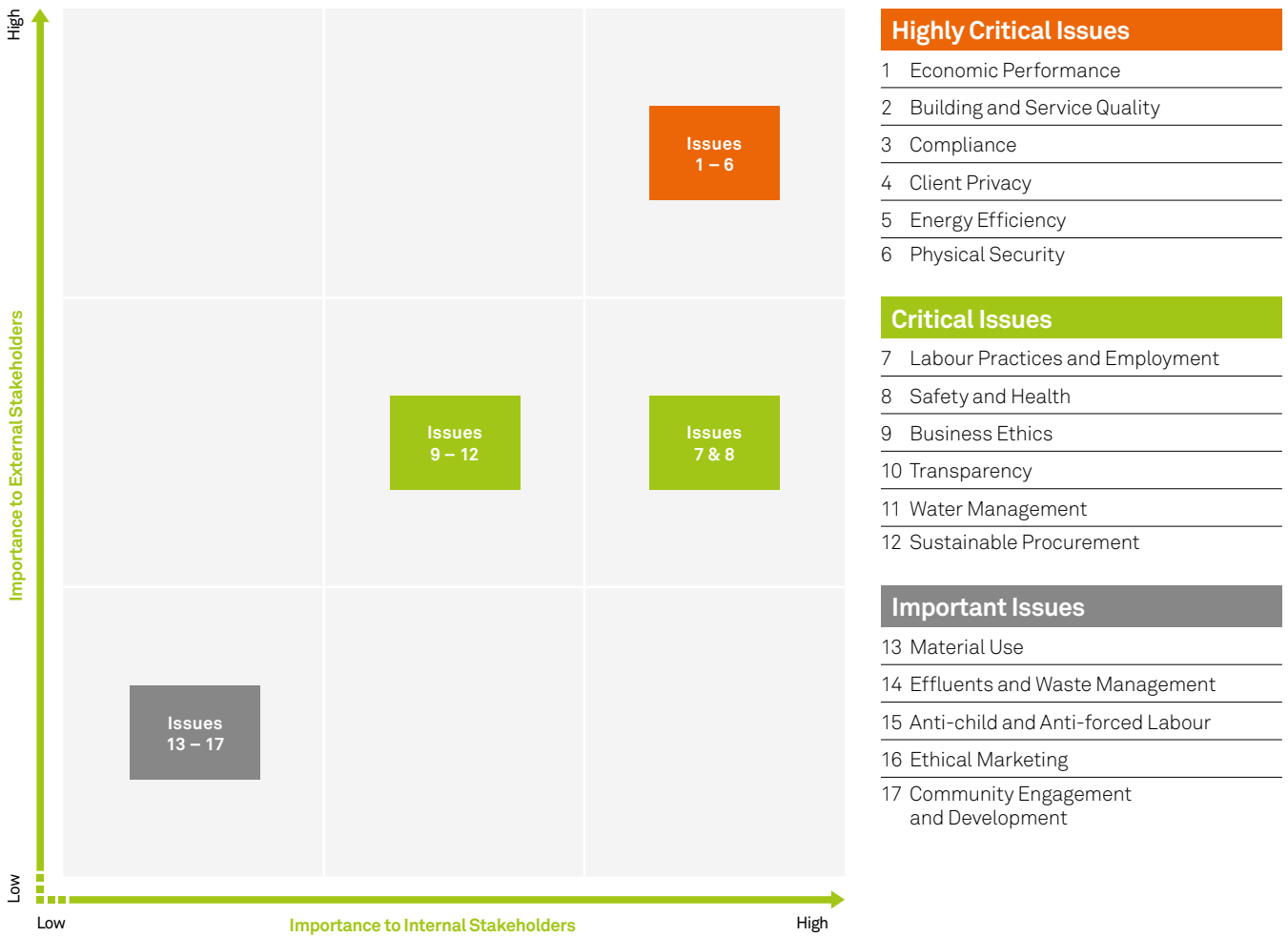
The Manager will monitor and review its material issues periodically based on feedback and stakeholder engagements.

Sustainability Management Structure



Managing Sustainability

Materiality Matrix*



* The issues within each tier have not been ranked.



Physical security has been identified by the Manager as one of its highly critical material issues.

Stakeholder Engagement

We engage our stakeholders through various platforms. Key stakeholder groups were identified at the materiality assessment workshop conducted in FY 2016, before the Manager implemented the sustainability reporting framework.

Key stakeholders were identified based on the extent of their ability to affect or be affected by Keppel DC REIT's business policies and developments.

Stakeholder engagements are typically conducted at least once annually, with many of our engagements undertaken quarterly, or on an ongoing basis. We also engage with our stakeholders as and when required on an ad-hoc basis.

We value ideas and feedback from our stakeholders. These will help to shape our business approaches so as to stay relevant and address concerns of our stakeholders in our engagement with them.

Strategic Memberships

The Manager is a member of the REIT Association of Singapore (REITAS) which




promotes the Singapore REIT (S-REIT) business and strives to enhance the operating and regulatory environment for S-REIT industry. It is also part of the Investor Relations Professionals Association of Singapore (IRPAS) that contributes to enhancing the overall standard of investor relations in Singapore.

In addition, the Manager subscribes to various industry research publications to keep abreast of industry developments.

The Keppel Group, including the Manager, also supports the Securities Investors Association (Singapore) (SIAS) in its initiatives to promote good corporate governance and empower the investment community through investor education.

In Dublin, KDCR (Ireland) Limited is a member of the Large Industry Energy Network (LIEN), which is facilitated by the Sustainable Energy Authority of Ireland. LIEN comprises companies that voluntarily work together to develop robust energy management and exchange knowledge on energy efficiency enhancements.

Below is a summary of our stakeholder engagement approach:

Employees 	Investors 	Clients 	Business Partners 	Governments 
<p>Objective Foster a cohesive identity and provide open feedback channels</p>	<p>Objective Ensure timely and accurate disclosure</p>	<p>Objective Build and enhance relationships with prospective and existing clients</p>	<p>Objective Align our values with suppliers to enhance operational resilience</p>	<p>Objective Collaborate and work alongside on issues of mutual interest</p>
<p>Engagement Employee engagement surveys, orientation programmes, training, staff appraisals</p>	<p>Engagement General Meetings, local and overseas investor roadshows, quarterly analyst teleconferences, corporate website, email feedback, meetings and conference calls</p>	<p>Engagement Annual surveys, onsite audits, meetings and functions with clients</p>	<p>Engagement Safety and operations workshops, periodic reviews and feedback sessions</p>	<p>Engagement Meetings, site visits and functions</p>
<p>Key Topics Vision and strategy; productivity and innovation; teamwork and collaboration; people development</p>	<p>Key Topics Business strategy and corporate developments; financial performance</p>	<p>Key Topics Building and service quality; health, safety and environmental matters</p>	<p>Key Topics Compliance; collaboration; health, safety and environmental matters</p>	<p>Key Topics Feedback on new guidelines; opportunities for business collaboration</p>

Sustaining Growth

We are committed to upholding strong corporate governance and operating our business in an environmentally conscious manner.

Corporate Governance

Good corporate governance forms the backbone of Keppel DC REIT's operations and is essential to the sustainability of its business and performance.

A majority of the Manager's Board are independent directors, which ensures fair treatment of Unitholders and safeguards their interests. Material information is also disclosed to the investing community in a timely manner.

More details on Keppel DC REIT's corporate governance guidelines and practices are available on pages 139 to 175.

Risk Management and Business Continuity

We adopt a holistic and prudent risk management framework that identifies, evaluates and manages risks in decision-making processes. Sustainability and risk factors are taken into consideration when evaluating investment opportunities.

Potential risks that may affect the assets' operations are periodically assessed by the Manager and the respective facility managers to ensure optimal asset performance. Financial risks, interest rate and foreign currency exposure are closely monitored and mitigated where appropriate.

Business Continuity Management (BCM) is an integral part of the Group's risk management framework and the BCM framework ensures that the Manager and the facility managers address and manage potential threats and disruptions to business.

For more details on Keppel DC REIT's risk management strategy, please refer to pages 58 and 59.

Compliance, Anti-bribery and Corruption Measures

All new employees at every level are required to declare conflicts of interest. They are also briefed on our Employee Code of Conduct, anti-corruption policy and whistle-blowing procedures during their orientation. Apart from compliance-related trainings conducted during the year, the Keppel Group also conducts online annual training and declaration of Group policies.

The policies are readily available to employees in a shared portal. In addition, employees are responsible for the declaration of any conflicts of interests as and when necessary, and senior management are required to declare this annually. More details of such policies are available on pages 155 to 161.

We comply with the laws and regulations of the countries where we operate. We are not aware of any violation of laws, regulations and voluntary codes pertaining to the provision, use, health and safety of our products and services.

Supply Chain Management

Our supply chain mainly comprises suppliers of mechanical and electrical equipment as well as facility management services. Facility management services include physical security, technical maintenance and routine cleaning. These products and services are sourced and purchased locally in the cities of operation.

To uphold quality service to our clients and meet the stringent requirements of our global clientele, our facility managers assess the track record, quality and reputation of potential suppliers. We strive to ensure that environmental responsibility is an integral part of the suppliers' normal practice. In the selection of contractors, companies are required to submit their sustainability policies, procedures, accreditations and certifications, where applicable.

Safe work method statements outlining the agreed safe working practices



The Manager adopts a holistic and prudent risk management framework.

between our supplier and us are reviewed on a regular basis. Selected suppliers' performances are evaluated periodically and we will take action to ensure satisfactory service quality and safety standards through regular client interaction and surveys.

As all suppliers are sourced locally in the respective countries, we expect suppliers to abide by local laws on human rights and labour practices. No non-compliance cases with the law have been found among our suppliers during the year.

The Keppel Group introduced and implemented the Supplier Code of Conduct, which entered into effect at end 2016. The Code aims to integrate Keppel's sustainability principles across our supply chain, and positively influence the environmental, social and governance performance of our suppliers. Suppliers of the Keppel Group are expected to abide by the Code, which covers areas pertaining to business conduct, labour practices, safety and health, and environmental management.

Building and Service Excellence

Keppel DC REIT's portfolio comprises data centres with high technical

specifications and operational resilience that meet international standards. The REIT's assets serve a global clientele across industries such as internet enterprise and information technology services with stringent requirements. A breakdown of the REIT's client profile by trade sector is available on page 34 of this report.

As the REIT's data centres are mission-critical facilities for clients to store and manage their data, client privacy, physical security and minimal downtime of the facilities are of utmost importance.

The premises and clients' IT systems are well protected with a robust physical security system on a 24/7 basis. External parties visiting the facilities have to be registered and approved in advance to minimise the risks of unauthorised entry. Processes that safeguard client's privacy are audited annually.

During the year, the Manager did not receive any complaints on breaches relating to security and client privacy.

Strict operating processes and procedures ensure high availability of infrastructure to support clients' needs.

Equipment is periodically maintained and tested to ensure that they operate optimally and efficiently.

The Manager places strong emphasis on the BCM aspect of the REIT's data centres. BCM exercises are conducted annually to ensure preparedness and mitigate the impact to our business from potential scenarios such as power outages, fire drills and influenza pandemics.

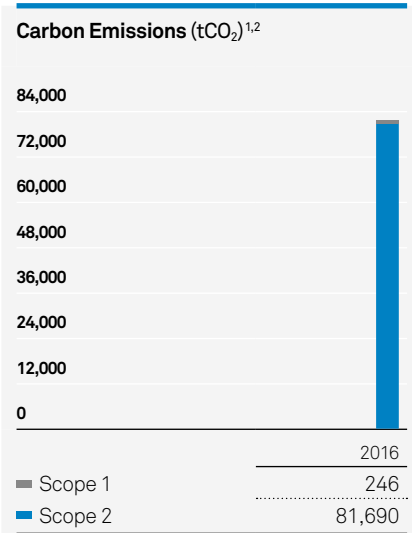
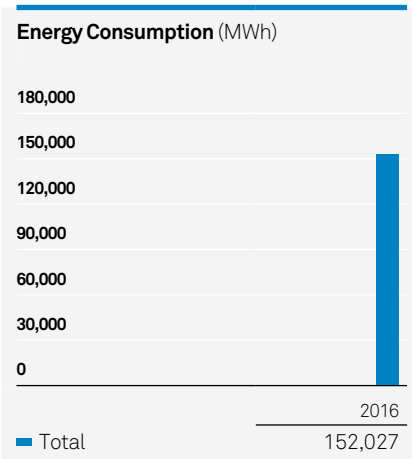
Assets are proactively managed to optimise portfolio performance, while all growth opportunities are rigorously evaluated to ensure that acquisitions will complement the overall portfolio and drive long-term growth of the REIT.

Operations across all sites are compliant with local regulations and standards. A list of accreditations and certifications attained by our assets is shown below.

The following table summarises our management systems and standards:

Asset	Award
KDC DUB 1	ISO 9001:2008 – Quality Management System
KDC DUB 1	ISO/IEC 27001:2013 – Information Security Management System
Gore Hill DC	ISO/IEC 27001:2013 – Information Security Management System
KDC SGP 1 & KDC SGP 2	SS 564 Part-1:2013 – Energy and Environment Management System
KDC SGP 1	ANSI/TIA-942 (2014) Tier 3
KDC SGP 2	ANSI/TIA-942 (2012) Tier 3
KDC SGP 1 & KDC SGP 2	SS 507:2008 – Business Continuity and Disaster Recovery
KDC SGP 1 & KDC SGP 2	SS 577:2012 – Water Efficiency Management System
KDC SGP 1 & KDC SGP 2	ISO 9001:2008 – Quality Management System
KDC SGP 1 & KDC SGP 2	ISO/IEC 27001:2013 – Information Security Management System
KDC SGP 1 & KDC SGP 2	Workplace Safety and Health Council – bizSAFE Level 3
KDC SGP 1 & KDC SGP 2	ISO 50001:2011 – Energy Management System
KDC SGP 2	BCA Green Mark Gold ^{Plus}
KDC SGP 1 & KDC SGP 2	Water Efficient Building by PUB
KDC SGP 1 & KDC SGP 2	WSH Risk Management Award (2014)

Sustaining Growth



Energy and Water Management

As part of our continuous effort and commitment to long-term growth, we seek to manage our operations in a sustainable manner as we grow the REIT's data centre business. Power and water consumption patterns are monitored closely on a monthly basis at each asset level. The data collected is analysed and taken into consideration when making maintenance and investment decisions.

Energy Consumption and Emissions

Data centres involve mission-critical operations with high power requirements for accommodating IT equipment as well as the supporting cooling infrastructure needed to maintain optimal environmental conditions for the equipment. In our data centres, we maintain an environment with temperature and humidity suitable for hosting servers, in accordance with respective clients' service level agreements. During the year, our facilities consumed a total of 152,027 MWh of energy.

Greenhouse gas (GHG) emissions from our data centre operations comprise mainly Scope 1 direct emissions from fuel consumption and Scope 2 indirect emissions from grid electricity consumption. Grid-supplied electricity forms the majority of our total

electricity consumption while diesel fuel is used in our data centre operations to power back-up generators in the respective facilities.

Emissions are computed based on the internationally accepted conversion factors¹ and classified using the GHG Protocol². In 2016, Scope 1 carbon emissions from the use of diesel amounted to 246 tonnes, and our Scope 2 carbon emissions from electricity consumption amounted to 81,690 tonnes.

Although overall power usage is expected to increase in tandem with business growth, we are conscious of our electricity consumption and have been adopting initiatives to optimise energy usage intensity – measured by Power Usage Effectiveness (PUE) levels – of the facilities. As part of our efforts to reduce our carbon footprint, data centres like Gore Hill DC and KDC DUB 1 use electricity generated from renewable resources.

Water Consumption

Water usage in our data centres stems mainly from usage in the chilled water cooling systems and comes from municipal sources. The water used is mostly recirculated within the system. During the year, our facilities consumed a total of 152,314m³ of water.

Energy-saving initiatives have been introduced at Gore Hill Data Centre.



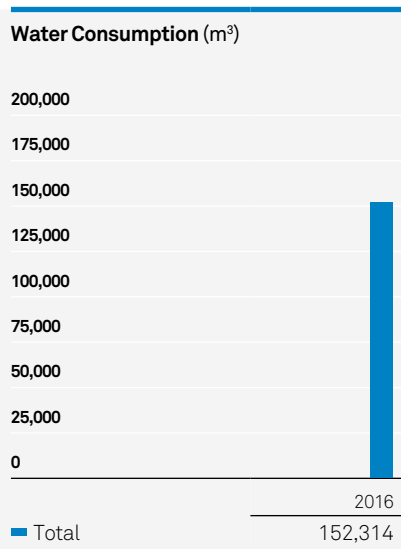
Conservation Efforts

Various initiatives are implemented by our facility managers to reduce environmental impact and ensure compliance with all local environmental regulations. Examples of these energy-saving and environmental conservation efforts include:

- Noise pollution control in our Singapore facilities by enclosing the Diesel Rotary Uninterruptible Power Supply (DRUPS) equipment in a container
- Implementation of an awareness campaign in KDC DUB 1 to drive environmental awareness within the facility and encourage staff to identify energy-saving opportunities
- Energy-saving initiatives in Gore Hill DC, such as the installation and use of free-air cooling fans in several data halls

Our facility managers also proactively explore ways to optimise cooling. For instance, cold aisle containment is implemented in some of the data halls for more efficient cooling by isolating hot air from cold air. This, in turn, translates to energy and cost savings.

In addition, water conservation measures are adopted at some of our facilities. For instance, Gore Hill DC recycles rainwater for irrigation.



¹ Sources for conversion factors: EMA 2016 for Singapore, SEAI 2016 for Ireland, Department of the Environment for Australia, and United Kingdom Department for Environment, Food and Rural Affairs (DEFRA) 2016. GHG emissions are reported in CO₂ for Singapore and Ireland. Australia's is reported in CO₂e.

² The GHG emission scopes 1 and 2 are defined by the GHG Protocol. Scope 1 refers to emission from company owned and operated facilities, machines, vehicles, etc. Scope 2 refers to emission from sources external to the company, but which provide the company with a service such as power plants and other utilities.



Power and water consumption patterns are monitored on a monthly basis.

Empowering Lives

We believe in developing a motivated, committed and competent workforce.

We believe that people form the core of a successful business. The Manager is committed to develop a motivated and competent workforce through its human resource strategy. This strategy is three-pronged, focusing on career development, employee welfare and employee engagement.

Talent Attraction and Retention

The Manager embraces diversity regardless of gender, age or ethnicity, and provides a collaborative environment for employees to be constantly engaged and motivated to perform well on their jobs.

As at 31 December 2016, the Manager employed 19 staff in Singapore of whom one is a contract staff. During the year, eight new hires joined the Manager due to business expansion as well as staff




attrition. Average monthly turnover rate for 2016 was 2.2%.

95% of our employees hold tertiary qualifications and above. This includes Diploma, Bachelor's and Master's degree holders. 5% of our employees hold technical or trade certificates.

Policies and Practices

The Manager is committed to providing a fair and inclusive work environment based on meritocracy for all our employees. We also abide by local employment laws in all the countries where we operate.

We strive to uphold the fair employment practices as recommended by Singapore's Tripartite Alliance for Fair and Progressive Employment Practices.

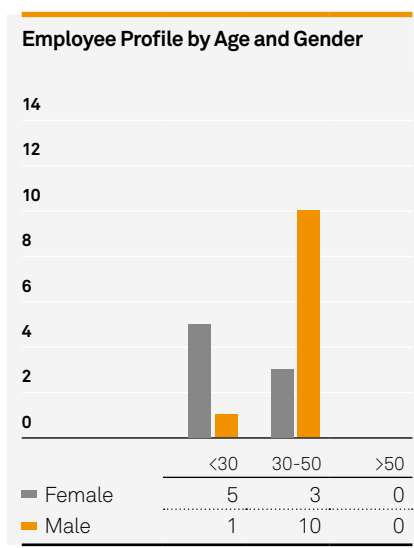
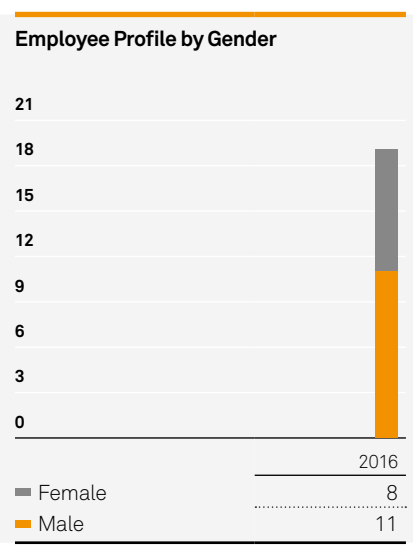
<p>Career Development </p> <hr/> <p>Objective To nurture, develop and empower staff to attain their best potential</p> <hr/> <p>Approach Performance management, talent management, learning and development</p>	<p>Employee Welfare </p> <hr/> <p>Objective To enhance overall staff wellness</p> <hr/> <p>Approach Promote wellness to foster a healthy workforce</p>	<p>Employee Engagement </p> <hr/> <p>Objective To foster a cohesive identity within the company and provide open feedback channels</p> <hr/> <p>Approach Encourage open two-way communication, rewards and recognition system, team-building</p>
--	--	--



The Manager's three-pronged human resource strategy focuses on career development, employee welfare and employee engagement.

Upon joining the Manager, all new employees are briefed on the following key policies:

1. **Employee Code of Conduct**
To address standards of expected employee conduct including safety, workplace harassment, business conduct and conflict of interest;
2. **Anti-bribery and Corruption**
To address what constitutes bribery and corruption, the consequences of committing bribery offences and possible courses of actions;
3. **Insider Trading Policy**
To ensure compliance with all laws and regulations when dealing with the REIT's securities;
4. **Competition Law Compliance**
To ensure compliance with the Competition Act which prohibits anti-competitive agreements and the abuse of dominant position;
5. **End-user Computing**
To inform on the responsibilities as a user of Keppel's computing resources;
6. **Safeguarding Information**
To establish the minimum standards in using all corporate information and information assets, including but not limited to infrastructure, IT systems, applications, devices and connections;
7. **Public Affairs, Communications and Branding**
To provide parameters when promoting and enhancing the REIT's branding and reputation;
8. **Whistle-blower Protection**
To encourage the reporting in good faith of suspected reportable conduct, provide clearly defined processes through which such reports may be made with confidence that employees and other persons making such reports will be treated fairly;
9. **Personal Data Protection**
To govern the collection, use and disclosure of individuals' personal data by organisations in a manner that recognises both the right of individuals to protect their personal data and the need of organisations to collect, use and disclose personal data; and
10. **Telemarketing**
To establish guidelines on any existing or proposed activities involving the sending of telemarketing messages.



	Singapore
New hires in 2016	8
As a % of total employees	
New hires who are women	21%
New hires who are below 30 years old	21%
New hires who are between 30 to 50 years old	21%
New hires who are over 50 years old	-



Employees underwent an average of 30 training hours per employee in 2016.

Empowering Lives

Provision of Benefits

The Manager complies with all the statutory regulations relating to employment terms and benefits to offer employees competitive and sustainable compensation.

All employees are provided with:

- Group personal accident and group term life insurance;
- Outpatient and inpatient hospital and surgical healthcare coverage;
- Contribution to local pension fund (Central Provident Fund in Singapore)

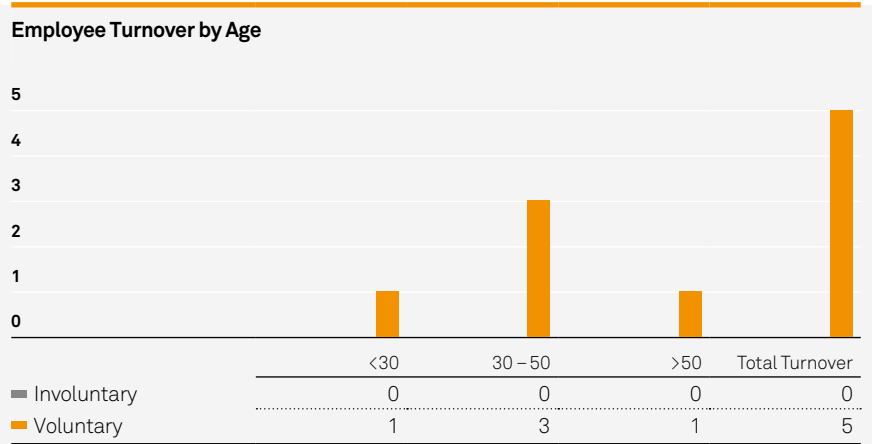
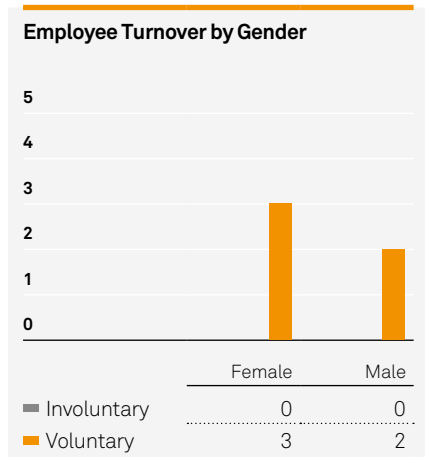
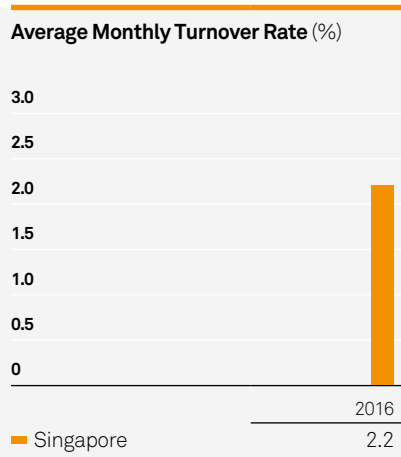
In addition to the benefits required by local labour legislation, the Manager also provides other benefits such as childcare, maternity, paternity, marriage, compassionate and examination leave.

The Manager is non-unionised and there are no collective bargaining agreements.

Career Development

Performance Management

The Manager actively advocates a performance-based culture where every employee undergoes an annual performance assessment. Supervisors and employees will jointly discuss performance goals based on a scorecard focusing on five clear and measurable key areas: Financial, Process, Customers/ Stakeholders, People, as well as Collaboration and Synergy.



The Manager provides employees opportunities to thrive, with a performance-based culture.

Succession Planning and Talent Management

Succession planning and talent management continue to be a key priority of the Manager to build and develop its bench strength in ensuring business continuity. The framework is reviewed at least twice a year by senior management as well as the Board to ensure high potential employees are identified and groomed for leadership succession.

The Manager also actively seeks out young talents with leadership potential through a new Leadership Potential Assessment Tool introduced this year. Identified talents were given opportunities to enhance their work experiences through stretch assignments, rotation opportunities or leadership roles.

Identified talents also benefit from learning and development opportunities such as training courses that hone their leadership, strategic management, critical and analytical thinking skills as well as greater exposure to senior management and Board members.

Learning and Development

We recognise the importance of investing in our people for their professional development. The Manager provides employees opportunities to upgrade themselves through internal and

external courses or seminars. We encourage employees to pursue higher qualifications and private courses related to their field of work and provide them up to seven days of examination leave per year.

In 2016, \$14,648 was invested in training and employees underwent a total of 576 training hours. The average training hours per employee was 30 hours.

Employee Engagement

An Employee Engagement Pulse Survey was conducted in August 2016 to monitor progress made since the survey that was administered a year ago by an independent consultant. We achieved 100% participation rate and obtained an overall improved engagement score of 96%.

Employee Health and Wellness

The Manager had various corporate activities during the year to promote staff well-being and forge closer ties among employees. These included Lunar New Year celebrations and staff bonding sessions.

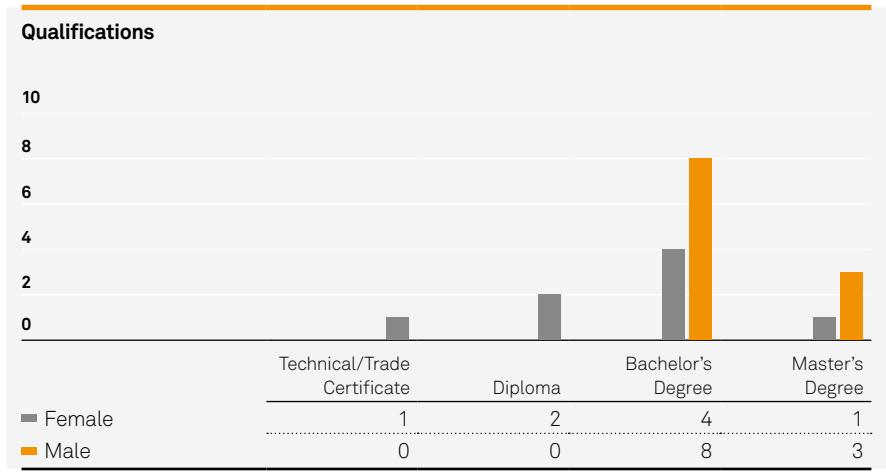
The Manager also seeks to promote wellness and foster a healthy workforce. Healthy snacks are distributed on a monthly basis to all employees to advocate good eating habits and regular health screening programmes are also made available to them.

Singapore's Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) – Key Principles

- Recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), regardless of age, race, gender, religion, marital status and family responsibilities, or disability;
- Treat employees fairly and with respect and put in place progressive human resource management systems;
- Provide employees with equal opportunities to be considered for training and development based on their strengths and needs, to help them achieve their full potential;
- Reward employees fairly based on their ability, performance, contribution and experience; and
- Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

Turnover in 2016	
	Singapore
Involuntary turnover in 2016	0
Voluntary turnover in 2016	5
As a % of total employees	
Turnover who are women	16%
Turnover who are below 30 years old	5%
Turnover who are between 30 to 50 years old	16%
Turnover who are over 50 years old	5%

Empowering Lives



The Manager believes that maintaining an appropriate work-life balance is essential to the well-being of our employees.

Employees are able to enjoy quality time with their families at popular leisure destinations such as the Singapore Zoo and River Safari with complimentary entry passes.

We also support the “Eat with Your Family Day” initiative organised by the Centre for Fathering to promote the importance of family ties and to recognise families as the basic unit of our society.

Health and Safety

The Manager upholds safety as a core value. Safety is an integral part of the workplace culture and the Manager is committed to creating a safe workplace for all its employees and other stakeholders. It strives to create a zero-incident workplace by working closely with the respective facility managers of the data centres.

Regular safety briefings and site inspections are conducted within facilities to ensure that safety standards are upheld. Visitors to the data centres, including clients, are briefed on emergency evacuation procedures in the event of a fire. Fire evacuation routes are also displayed at various locations in the data centres.

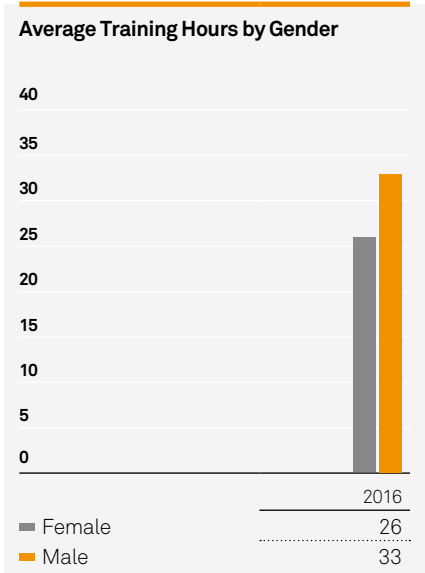
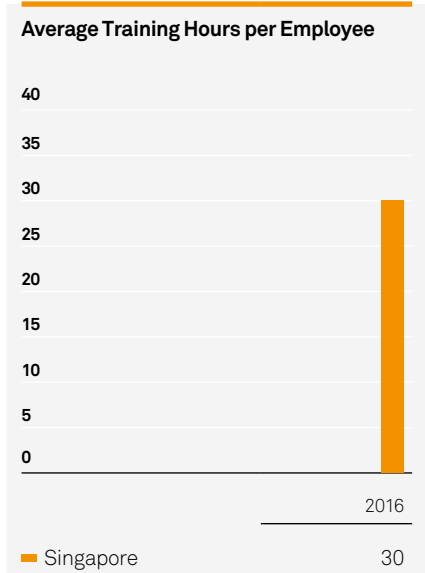
Equipment is regularly maintained and inspected by qualified specialists, while high voltage equipment are protected by extensive fire protection systems to ensure the safety of our staff, vendors, clients and for the continuity of operations.

The Manager has in place a systematic incident reporting structure to ensure that senior management and relevant safety personnel are kept abreast of incidents. Incidents, if any, are addressed immediately with the appropriate corrective measures implemented.

We had no fatalities or injuries during FY 2016 at our workplaces. Correspondingly, the Accident Severity and Accident Frequency rates were both zero.

Similarly, no injuries or fatalities of our clients, contractors and facility managers have been reported at our assets in FY 2016.

The Manager will continue to instil a strong safety culture for the benefit of all its stakeholders.



The Manager upholds safety as a core value and is committed to providing a safe workplace for all stakeholders.

Nurturing Communities

We nurture and engage communities wherever we operate.

The Manager believes that in doing well, it should also do good.

In line with the Keppel Group's commitment to contribute meaningfully to the well-being of the communities we operate in, the Manager continued to touch the lives of the less privileged during the year.

On 5 August 2016, the Manager collaborated with Keppel REIT Management Limited, Alpha Investment Partners Limited and Keppel Infrastructure Fund Management Pte. Ltd. under the newly inaugurated Keppel Capital Holdings Pte. Ltd. (Keppel Capital) to bring joy to a group of elderly from Thye Hua Kwan Moral Charities. Approximately 130 employees across Keppel Capital engaged the elderly

over a ukulele and singing session that afternoon.

Keppel DC REIT also contributes to the Keppel Group's philanthropic arm, Keppel Care Foundation, which supports regular and diverse initiatives that assist the underprivileged, promote education, and encourage eco-consciousness.

The Manager supports a culture of volunteerism and encourages its employees to participate in community outreach projects through Keppel Volunteers, a Keppel Group-wide volunteer body.

Employees are provided two days of paid volunteerism leave each year to participate in community outreach initiatives within the Keppel Group.

The Manager believes that in doing well, it should also do good.



The Manager supports a culture of volunteerism and encourages its employees to participate in community outreach projects.

GRI Content Index

		Disclosure	Reference page
General Standard Disclosures			
Strategy and Analysis			
G4-1	Statement from the most senior decision-maker of the organisation	●	61
Organisational Profile			
G4-3	Name of the organisation	●	Backcover
G4-4	Primary brands, products, and services	●	03, 67
G4-5	Location of the organisation's headquarters	●	80
G4-6	Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	●	03, 22-23, 62
G4-7	Nature of ownership and legal form	●	10-11, 95
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers)	●	22-23, 32-34, 61
G4-9	Scale of the organisation	●	22-23, 51-57, 70
G4-10	Profile of employees	●	16-17, 70-71
G4-11	Percentage of total employees covered by collective bargaining agreements	●	72
G4-12	Organisation's supply chain	●	66-67
G4-13	Significant changes during the reporting period	●	Not applicable as this is our first GRI Sustainability Report
G4-14	Whether and how the precautionary approach or principle is addressed by the organisation	●	61
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	●	63, 67
G4-16	Memberships of associations	●	65
Identified Material Aspects and Boundaries			
G4-17	List all entities included or not included in organisation's financial statements	●	62, 94
G4-18	Process for defining report content	●	63
G4-19	List all the material Aspects identified in the process for defining report content	●	63-64
G4-20	For each material Aspect, report the Aspect Boundary within the organisation	●	63
G4-21	For each material Aspect, report the Aspect Boundary outside the organisation	●	63
G4-22	Explanation of any restatements of information provided in previous reports, and the reasons for such restatements	●	Not applicable as this is our first GRI Sustainability Report
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	●	Not applicable as this is our first GRI Sustainability Report

Legend ● Fully reported ○ Partially reported

		Disclosure	Reference page
Stakeholder Engagement			
G4-24	List of stakeholder groups engaged by the organisation	●	65
G4-25	Basis for identification and selection of stakeholders with whom to engage	●	65
G4-26	Approach to stakeholder engagement	●	65
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded	●	65
Report Profile			
G4-28	Reporting period for information provided	●	62
G4-29	Date of most recent previous report	●	Not applicable as this is our first GRI Sustainability Report
G4-30	Reporting cycle	●	62
G4-31	Contact point for questions regarding the report or its contents	●	62
G4-32	Report on 'in accordance' option of the GRI Content Index	●	62
G4-33	Policy and current practice with regard to seeking external assurance for the report	●	62
Governance			
G4-34	Governance structure of the organisation	●	10-11, 62-63
Ethics and Integrity			
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	●	01, 03, 60, 63, 66-67, 70-71
G4-58	Internal and external mechanisms for reporting concerns about unethical and unlawful behavior, and matters related to organisational integrity, such as escalation through line management, whistle-blowing mechanisms or hotlines	●	66
Specific Standard Disclosures			
Category: Economic			
Economic Performance			
G4-DMA	Generic Disclosures on Management Approach	●	51-57
G4-EC1	Direct economic value generated and distributed	●	51-57, 75
Procurement Practices			
G4-DMA	Generic Disclosures on Management Approach	●	66-67
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	●	66-67

Legend ● Fully reported ○ Partially reported

GRI Content Index

		Disclosure	Reference page
Category: Environmental			
Energy			
G4-DMA	Generic Disclosures on Management Approach	⓪	68-69
G4-EN3	Energy consumption within the organisation	●	68-69
Water			
G4-DMA	Generic Disclosures on Management Approach	⓪	68-69
G4-EN8	Total water withdrawal by source	●	68-69
Products and Services			
G4-DMA	Generic Disclosures on Management Approach	⓪	68-69
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	⓪	68-69
Compliance			
G4-DMA	Generic Disclosures on Management Approach	●	66
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	●	66
Category: Social			
Labour Practices and Decent Work			
Employment			
G4-DMA	Generic Disclosures on Management Approach	●	70-73
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	●	70-73
Occupational Health and Safety			
G4-DMA	Generic Disclosures on Management Approach	●	74
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	●	74
Training and Education			
G4-DMA	Generic Disclosures on Management Approach	●	72-74
G4-LA9	Average hours of training per year per employee by gender, and by employee category	●	72-74
Diversity and Equal Opportunity			
G4-DMA	Generic Disclosures on Management Approach	●	70, 73
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	●	12-15, 70-71

Legend ● Fully reported ⓪ Partially reported

		Disclosure	Reference page
Human Rights			
Anti-corruption			
G4-DMA	Generic Disclosures on Management Approach	●	66
G4-SO4	Communication and training on anti-corruption policies and procedures	●	66
G4-SO5	Confirmed incidents of corruption and actions taken	●	66
Anti-competitive Behavior			
G4-DMA	Generic Disclosures on Management Approach	●	66
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	●	66
Compliance			
G4-DMA	Generic Disclosures on Management Approach	●	66
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	●	66
Product Responsibility			
Customer Health and Safety			
G4-DMA	Generic Disclosures on Management Approach	●	74
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	●	74
Customer Privacy			
G4-DMA	Generic Disclosures on Management Approach	●	67
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	●	67
Compliance			
G4-DMA	Generic Disclosures on Management Approach	●	66
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	●	66

Legend ● Fully reported ○ Partially reported