



HIAP HOE LIMITED

# SUSTAINABILITY

REPORT 2019



## Chairman & CEO Message

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### Dear Stakeholders,

We are pleased to present our third Sustainability Report, prepared in accordance with the Core option of the Global Reporting Initiative ("GRI") Standards.

Sustainability continues to be a widely discussed issue both locally and globally. At Hiap Hoe Limited ("Hiap Hoe" or "the Group"), we acknowledge the importance of being sustainable. Thinking about sustainability is essential to the strategy of any business, including ours. We will continue to drive our operations in the direction which can contribute positively to all of our stakeholders.

The Report provides an avenue for us to keep our stakeholders informed about our sustainability performance in an accountable and transparent manner. It also highlights the Group's strategies, policies, practices, performances and targets, for the period 1 January 2019 to 31 December 2019 ("FY2019"), in relation to the economic, environmental, social and governance factors as stated in the GRI standards.

For FY2019, we have identified 13 GRI disclosures which represent material issues that affect our stakeholders and our business the most. These material issues were identified through careful consideration, based on our four sustainability strategies – Business Integrity, Environmental Sustainability, Human Capital and Health & Safety.

Based on the performance for this year, we are pleased to announce that we have met most of the targets set in FY2018.

Hiap Hoe will continue to consider sustainability issues as part of our strategic formulation and operations across the Group. We appreciate having all our stakeholders on this journey together with us, to build a more sustainable future. [102-](#)

[14](#)

**Ronald Lim Cheng Aun**

**Independent Non-Executive Chairman**

**Teo Ho Beng**

**Chief Executive Officer**

## About This Report



### REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2019 [102-49](#) [102-50](#) [102-51](#) [102-52](#)

This Sustainability Report is for the 2019 Financial Year (1 January 2019 to 31 December 2019). The report is issued on an annual basis. The most recent report issued is our 2019 Annual Report on 15 April 2020.



### GRI GUIDELINES: CORE OPTION [102-54](#) [102-56](#)

This report is prepared based on the 2016 GRI Sustainability Reporting Standards: Core option.

GRI is selected as it is globally applicable and sets out general principles and indicators with respect to economic, environment and social factors.

The GRI content index and relevant references are provided on pages 25 – 28. We have not sought external assurance for this report.



### REPORTING SCOPE [102-48](#)

The data, statistics and improvement targets in the report covers the following aspects:

- Corporate Office (Singapore)
- Hospitality business: Days Hotel (Singapore) and Ramada (Singapore)
- Property Development business: Marina Tower (Australia)
- Property Rental business (Singapore)

There is no restatement of information in this report.



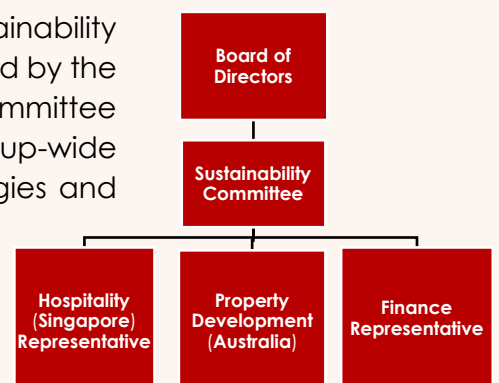
### FEEDBACK: TO OUR EXECUTIVE DIRECTOR [102-53](#)

Our stakeholders' views are important to us and we welcome feedback on this report and any aspect of our sustainability performance. You may provide feedback to the Executive Director, Marc Teo, at [hiaphoe@hiaphoe.com](mailto:hiaphoe@hiaphoe.com).



### OUR SUSTAINABILITY STRUCTURE

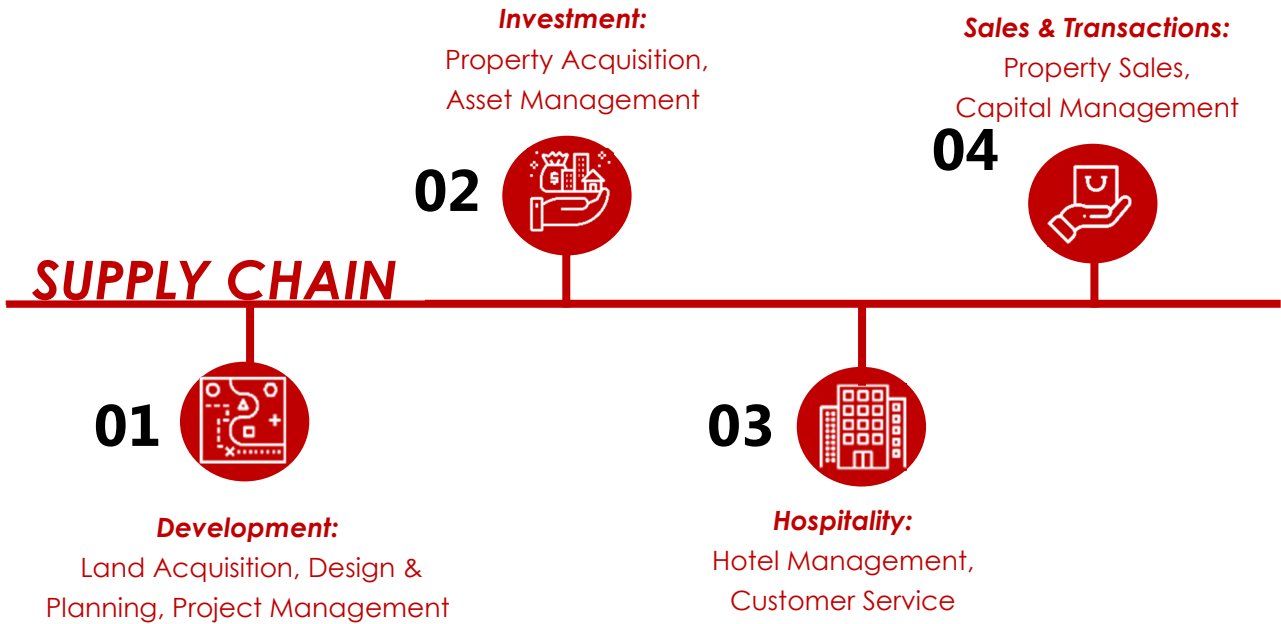
The Group's sustainability drive is spearheaded by the Sustainability Committee which oversees group-wide sustainability strategies and initiatives.



# Our Approach to Sustainability

## SUPPLY CHAIN 102-9

As a premium real estate company operating internationally, we have an extensive supply chain which involves the following activities: development, investment, hospitality and sales and transactions.



### HOSPITALITY

**600**

estimated vendors located mainly in Malaysia and China.

Types of suppliers:

Food & Beverages, hotel consumables and amenities, engineering services and service contractors.

Properties

- Ramada
- Days Hotel

Monetary value of payments made to suppliers

Estimated SGD\$17.8m

### PROPERTY RENTAL

**140**

vendors located in Singapore.

Type of suppliers

Maintenance, marketing activities.

Properties

- Hiap Hoe Office
- Zhong Shan mall

Monetary value of payments made to suppliers

Estimated SGD\$2.5m

### PROPERTY DEVELOPMENT

**22**

vendors located in Australia, Melbourne.

Type of suppliers

Marketing and legal related expenses.

Properties

- Marina Tower

Monetary value of payments made to suppliers

Estimated AUD\$890,000

# Our Approach to Sustainability

## OUR SUSTAINABILITY STRATEGY

Hiap Hoe's sustainability strategy is to develop and operate properties with sustainable business objectives that will benefit future generations. This strategy was formalised by the Sustainability Committee in 2017.

Hiap Hoe places sustainability at the core of our strategy and operations to create sustainable value for all our stakeholders.

## STAKEHOLDER ENGAGEMENT [102-40](#) [102-42](#) [102-43](#) [102-44](#)

Hiap Hoe recognises the importance of engaging stakeholders. The feedback we receive provide input on our performance which allows us to make improvements to our processes and offerings.

We reach out to and engage our stakeholders regularly to ensure that their needs and concerns about the sustainability of our business are heard and taken into consideration.

We have identified employees, customers, suppliers, shareholders, regulators as key stakeholders of the Group considering the level of economic, social and environmental impact our business has on these persons and vice versa.

		ENGAGEMENT PLATFORM	CONCERNS
<b>OUR STAKEHOLDER ENGAGEMENT</b>	<b>EMPLOYEES</b>	<ul style="list-style-type: none"> <li>• Trainings and team building</li> <li>• Grievance/ feedback channels</li> <li>• Regular reviews and appraisals</li> <li>• Intranet platform</li> <li>• Email and notice board</li> <li>• Mobile app RD Connect</li> </ul> <p><i>Frequency: When necessary</i></p>	<ul style="list-style-type: none"> <li>• Occupational health and safety</li> <li>• Fair labour practices and compensation</li> <li>• Professional development</li> <li>• Intranet platform for policies, news and benefits</li> <li>• Staff bonding</li> </ul>
	<b>CUSTOMERS</b>	<ul style="list-style-type: none"> <li>• Feedback channels such as email and telephone communications</li> <li>• Corporate website, email and newsletters</li> </ul> <p><i>Frequency: When necessary</i></p>	<ul style="list-style-type: none"> <li>• Service quality and excellence</li> <li>• Timely follow-up on customer feedback</li> <li>• Food safety</li> <li>• Information and data security</li> </ul>
	<b>SUPPLIERS</b>	<ul style="list-style-type: none"> <li>• Quotations and requests for proposal</li> <li>• Supplier meetings to discuss sustainable sourcing opportunities</li> <li>• Safety briefing and declarations</li> </ul> <p><i>Frequency: When necessary</i></p>	<ul style="list-style-type: none"> <li>• Clear two-way communication channels</li> <li>• Timely feedback regarding materials/ services provided</li> </ul>
	<b>SHAREHOLDERS AND REGULATORS</b>	<ul style="list-style-type: none"> <li>• Results announcements and news releases</li> <li>• Corporate website and email.</li> <li>• Annual general meetings</li> <li>• Periodic reporting</li> <li>• Annual reports</li> </ul> <p><i>Frequency: When necessary</i></p>	<ul style="list-style-type: none"> <li>• Business resilience and financial performance</li> <li>• Business strategy and direction</li> <li>• Corporate governance and compliance</li> <li>• Transparent and timely communication of information</li> </ul>

## Our Approach to Sustainability

### MATERIALITY REVIEW PROCESS [102-46](#) [102-47](#)

We applied the GRI reporting principles – stakeholder inclusiveness, the sustainability context, materiality and completeness – in defining the report content by considering the Group's activities, impact and substantive expectations and interests of our stakeholders.

Performed in consultation with external consultants, the relevant topics and indicators that we have covered in our Sustainability Report were selected based on our review of the Group's vision, mission and core values strategic direction, and the economic, environmental and social impacts which were most significant.

From this process, 13\* indicators from the GRI Sustainability Reporting Standards 2016, were identified as relevant and material to the operations of Hiap Hoe. The materiality assessment was subsequently endorsed by Hiap Hoe's Executive Sustainability Committee.

\*Fire safety is our main concern when it comes to the health and safety of our employees and customers. The topic of employee and customer health and safety were covered under GRI 403-2 and GRI 416-02 respectively in the FY2018 report. We have decided to address the concerns together for FY2019 under GRI 416-02.

### GRI INDICATORS

		HOSPITALITY	PROPERTY DEVELOPMENT <sup>A</sup>	PROPERTY RENTAL
<b>Environment</b>				
Energy	<b>GRI 302-1</b> Energy Consumption within the Organisation	✓	N.A.	✓+
	<b>GRI 302-4</b> Reduction of Energy Consumption	✓	N.A.	✓+
	<b>GRI 302-5</b> Reductions in Energy Requirements of Products and Services	✓	✓	✓+
Water	<b>GRI 303-1</b> Total Water Withdrawal by Source	✓	N.A.	✓+
Compliance	<b>GRI 307-1</b> Non-compliance with environmental laws and regulations	✓	✓	✓
<b>Economic</b>				
Economic Performance	<b>GRI 201-1</b> Direct Economic Value Generated and Distributed	✓	✓	✓
<b>Social</b>				
Anti-Corruption	<b>GRI 205-2</b> Communication and Training on Anti-Corruption policies and procedures	✓	✓	✓
	<b>GRI 205-3</b> Confirmed Incidents of Corruption and Actions taken	✓	✓	✓
Employment	<b>GRI 401-1</b> New employee hires and employee turnover	✓	✓	✓
Non-discrimination	<b>GRI 406-1</b> Incidents of discrimination and corrective actions taken	✓	✓	✓
Customer Health and Safety	<b>GRI 416-2</b> Incidents of non-compliance concerning the health and safety impacts of products and services	✓	N.A.	✓+
Customer Privacy	<b>GRI 418-1</b> Total Number of Substantiated Complaints regarding breaches of Customer Privacy and losses of Customer data	✓	N.A.	✓+
Compliance	<b>GRI 419-1</b> Non-compliance with laws and regulations in the social and economic area	✓	✓	✓

<sup>A</sup>Some GRI disclosures are not applicable as the development and project management activities of the Marina Tower property is fully outsourced to a third-party consultant

<sup>+</sup>The following information is only applicable to properties at Hiap Hoe Building office tower and Zhongshan Mall.

## ***Business Integrity***

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### **COMMUNICATION ON INTEGRITY AND ANTI-CORRUPTION** 102-16 205-2 205-3

Our Group takes a zero-tolerance stand towards corruption and communicate our anti-corruption policies all our employees during employee onboarding. Policies and rules on anti-corruption is included in the staff handbook and is made accessible to all employees through our servers.

Disciplinary actions will be taken against employees who violate our anti-corruption policies and rules.

Examples of violations include

- Accepting a gratuity/bribe for doing his/her job
- Paying someone or promising a payoff to someone to become a client
- Contracting with a competitor for services

Employees will be severely dealt with or dismissed for any deliberate or wilful infraction of Company rules and policies.

In addition, as Hiap Hoe's two Singapore Hotels are managed by Wyndham Hotel Group, the hotel operations are required to follow Wyndham's Worldwide business principles which promotes the following core values.

**01** Act with Integrity

**04** Improve Our Customer's Lives

**02** Respect Everyone, Everywhere

**05** Provide Individual Opportunity & Accountability

**03** Support Our Communities

These principles guide the Group in ensuring that we engage in ethical and sustainable business practices. In addition, our Group also expects its business partners to act ethically and in line with these business principles.

For the Wyndham's Worldwide business principles, all associates are given a copy during orientation. Subsequently, they can access it through the shared folders in the Hotels' employee computer kiosk or the employee mobile application.

## ***Business Integrity***

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### **KEY INITIATIVES**



*Mandatory annual conflict of  
interest declarations*

### **OUR PERFORMANCE**

#### **FY2019 TARGET**

No confirmed incidents of bribery or corruption.

#### **FY2019 RESULTS**

No confirmed incidents of corruption involving our employees or business partners in FY2019.

#### **FY2020 TARGET**

No confirmed incidents of bribery or corruption.



## Business Integrity

### DATA PRIVACY 418-1

For FY2019, we did not receive any substantiated complaints concerning breaches of customer privacy.

With the pervasiveness of technology and the amount of data produced daily worldwide, the security and privacy of one's data is a top concern among stakeholders. Hence, it is important for Hiap Hoe to ensure that your personal data is being safeguarded and used in the way you want it to be.

We treat all personal data provided to us in strict confidence and will only use personal data in the manner set out in our Privacy Policy. Our Privacy Policy was drafted based on Singapore's Personal Data Protection Act ("PDPA"). Our Privacy Policy details various information such as the personal data we collect, how we collect personal data and purposes for collection of personal data.

### DEFINITION OF PERSONAL DATA IN OUR PRIVACY POLICY

#### **"Data that can be used to identify a natural person"**

*Examples: Name, Address, Contact Details, NRIC no.*

Personal data is collected daily by our hotels in running day-to-day operations. All our guest's information is maintained in the Oracle cloud database via the Opera cloud handled by Oracle. Oracle has security controls and practices in place for Oracle Cloud Services to protect the data that is hosted and to protect the data from any unauthorised processing activities.

In ensuring the privacy of guest and their personal data is safeguarded, we have in place the following key initiatives in our Hospitality business:



*All new employees attended the orientation and were briefed on the subject matter.*



*Briefing about Data Privacy by the IT department is held at least twice a year for each department during their department meetings.*



*All computing systems are equipped with Sophos Security Endpoint to prevent any malicious attacks.*



*Firewall is installed for our internal network to prevent any unauthorised access.*

If there are any issues or concerns regarding our Policy or the treatment of one's personal data, they can contact our Chief Data Protection Officer at [dpo@hiaphoe.com](mailto:dpo@hiaphoe.com).

## ***Business Integrity***

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### **OUR PERFORMANCE**

#### **FY2019 TARGET**

To receive zero complaints concerning breaches of customer privacy.

#### **FY2019 RESULTS**

No substantiated complaints received concerning breaches of customer privacy.

#### **FY2020 TARGET**

To receive zero complaints concerning breaches of customer privacy.

### **KEY INITIATIVES FOR FY2020**

To ensure the protection of data, we will ensure that the current protections such as the endpoint security and firewall protection are updated regularly for continuous protection. In addition, regular education and reminders will be given to our staff for matters on personal data protection and prevention.

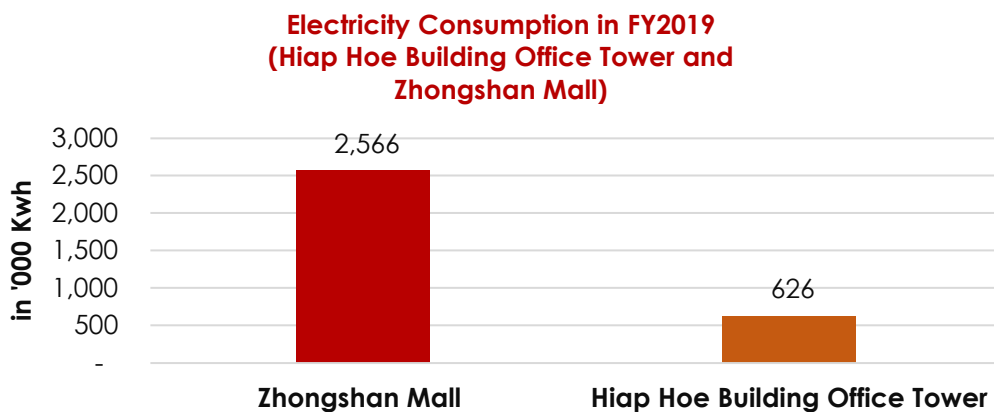
## Environmental Sustainability

### ENERGY CONSUMPTION 302-1 302-5

#### ELECTRICITY

##### Property Rental – Hiap Hoe Building Office Tower and Zhongshan Mall

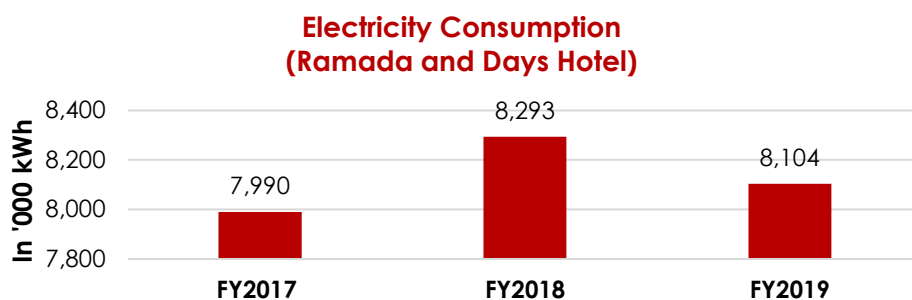
Electricity consumption for Hiap Hoe Building office tower and Zhongshan Mall is tracked and monitored using the central meter readings taken on a monthly basis. The data below relates to the electricity consumption of the 13-storey office tower and the 2-storey mall.



##### Hospitality – Ramada and Days Hotel

Energy consumption for Ramada and Days hotel is tracked and monitored using information from monthly electricity bills or daily meter readings.

We have met our FY2018 target to reduce energy consumption in FY2019. Total electricity consumed in FY2019 was 8,104 kWh for both hotels, which is a decrease of 189 kWh or 2% from FY2018. The measures taken to reduce electricity consumption includes constant review of temperature settings of our air-conditioning units as well as regular servicing of the equipment to ensure that the air-conditioners are running efficiently and effectively.

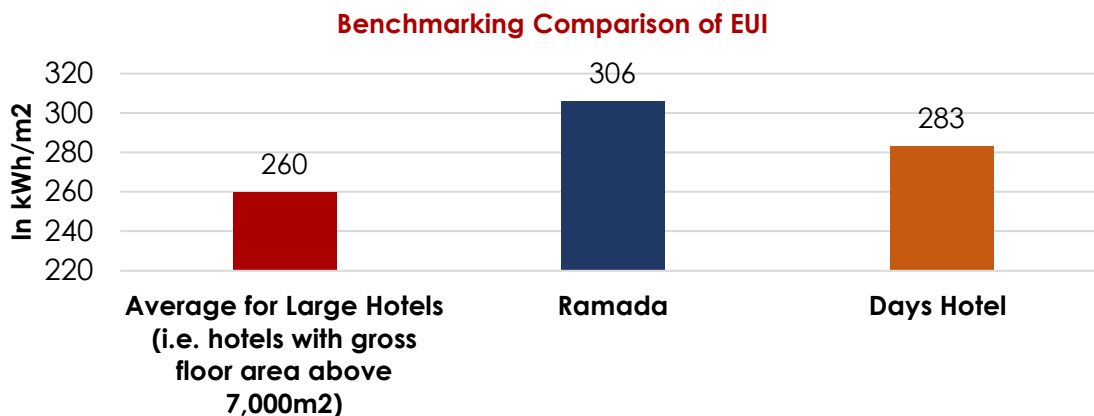


## Environmental Sustainability

Hiap Hoe was awarded the BCA (Green Mark Gold) Certification for Ramada on 15<sup>th</sup> August 2018 (valid for 3 years). This award is a green building rating system used to evaluate a building for its environmental impact and performance. Hence, it is a testament to the building's environmental friendliness.

Nonetheless, there is room for us to improve our hotel buildings energy performance, balancing operational needs with the need to be environmentally responsible citizens.

Based on the BCA Building Energy Benchmarking Report 2019, energy use intensity\* ("EUI") – which measures the total energy consumed in a building in a year – for our hotels is higher compared to the average EUI of large hotel buildings in Singapore.



\* Energy Use Intensity is measured by the total electricity used within a building in a year, expressed as kilowatt hour (kWh), per gross floor area (m<sup>2</sup>). The EUI calculated for Ramada is 306 kWh/ m<sup>2</sup> (4,380,000kWh/14,304m<sup>2</sup>), and 283 kWh/ m<sup>2</sup> (3,724,000kWh/13,147sqm) Days Hotel.

Ramada and Days Hotel EUI is calculated to be 306kWh/m<sup>2</sup>\* and 283kWh/m<sup>2</sup>\* respectively.

The following reasons contribute to Hiap Hoe's EUI being higher than the industry average. Both hotels use of a Variable Refrigerant Volume ("VRV") system. This is a less efficient system as compared to the chiller system, which is used by most hotels. In addition, another contributor is the ballroom dimmer lights which consumes more electricity. However, we are currently unable to replace them due to existing infrastructure.

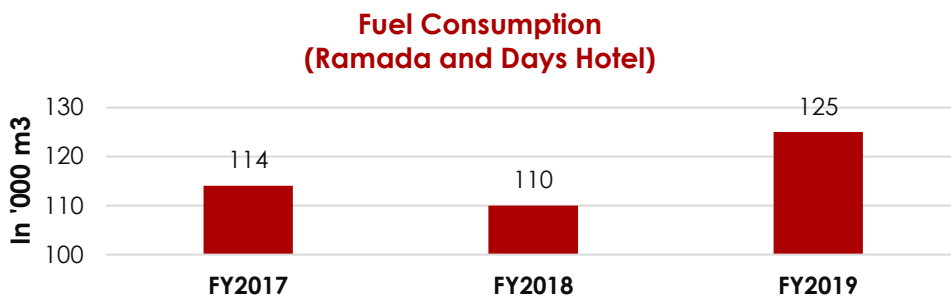
Hiap Hoe will continue to monitor our energy consumption and work towards reducing it to ensure that it meets the industry average.

## Environmental Sustainability

### FUEL

Fuel (Liquified Petroleum) is consumed for cooking in the kitchens of Ramada and Days hotel. Our hotels use Liquified Petroleum as it has a higher heating value and enables faster cooking at a lower cost. Hence, being more environmentally friendly.

Total fuel consumption in FY 2019 was 125m<sup>3</sup> compared to 110m<sup>3</sup> of fuel in FY2018. The increase in consumption was due to the opening of a new restaurant at New Ubin Zhongshan Park in Ramada.



### REDUCTION OF ENERGY 102-12 302-4

We are constantly seeking opportunities to help our Group manage energy consumption with the hope of reducing overall consumption levels. The following initiatives have been implemented in the Ramada and Days Hotel, and the Marina Tower.



*Continuous monitoring of weather conditions and adjust the temperature of air-conditioners to appropriate levels.*



*Ensuring the air-conditioning system are regularly maintained and serviced to optimise efficiency and reduce energy consumption.*



*Ensure that air-conditioning in the corridors are turned down to "fan-mode" during low-occupancy periods to conserve electricity.*



*Installation of one of the largest solar photovoltaic panels in the southern hemisphere at Marina Tower Melbourne.*



*On-going projects to replace existing florescent lights to LED lights which are more energy efficient.*

## ***Environmental Sustainability***

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### **OUR PERFORMANCE**

#### **FY2019 TARGET**

Reduce electricity consumption for Days Hotel and Ramada

#### **FY2019 RESULTS**

Electricity consumption reduced by 2% for Days Hotel and Ramada

#### **FY2020 TARGET\***

To maintain our reduction of electricity consumption at 2% for Days Hotel and Ramada

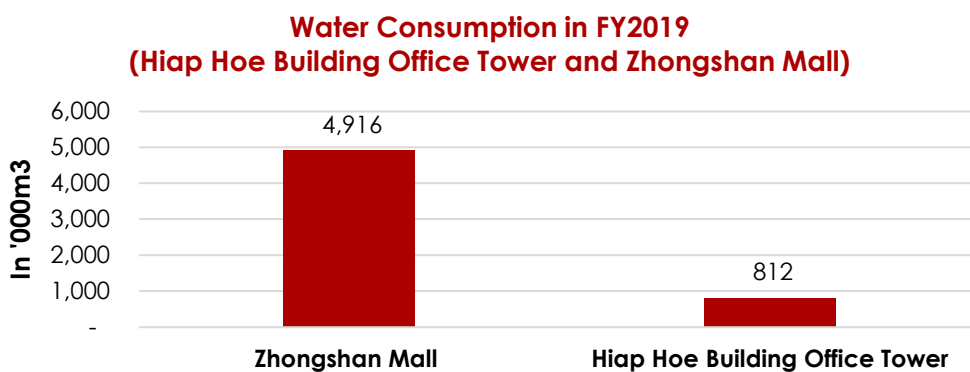
*\* Due to the coronavirus epidemic in 2020, Hiap Hoe expects a decrease in the hotel's occupancy rate which will result in a decrease in electricity consumption.*

## Environmental Sustainability

### WATER CONSUMPTION 303-1

#### Property Rental – Hiap Hoe Building Office Tower and Zhongshan Mall

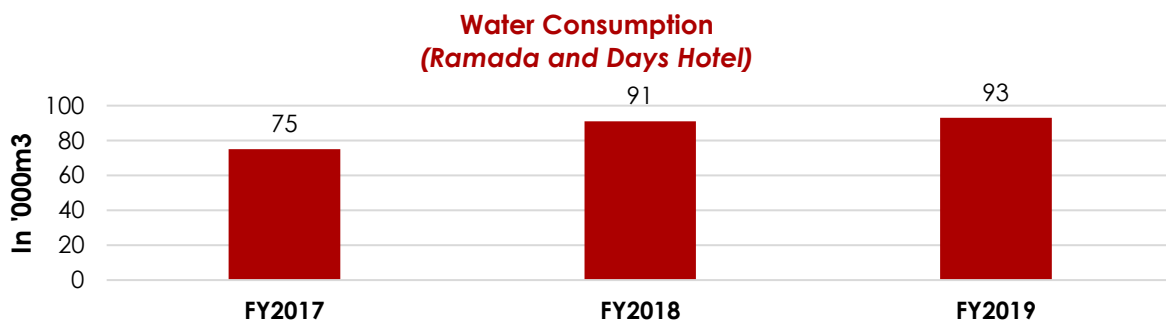
Consumption of water is being tracked and monitored through our central meter on a monthly basis. The data below relates to the water consumption of the 13-storey office tower and the 2-storey mall.



#### Hospitality – Ramada and Days Hotel

Water consumption is tracked and monitored using information from monthly water bills from the Public Utilities Board.

For FY2019, Ramada and Days Hotel consumed 92,640m<sup>3</sup> of water as compared to 91,420 m<sup>3</sup> in FY2018. The increase in water consumption of 1,220m<sup>3</sup> or 1% was due an additional 1,790 rooms nights sold for FY2019 as compared to FY2018.



## ***Environmental Sustainability***

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### **OUR PERFORMANCE**

#### **FY2019 TARGET**

Reduce water consumption for Days Hotel and Ramada

#### **FY2019 RESULTS**

Water consumption increased by 1% for Days Hotel and Ramada

#### **FY2020 TARGET\***

To maintain our reduction of water consumption at 1% for Days Hotel and Ramada

***\* Due to the coronavirus epidemic in 2020, Hiap Hoe expects a decrease in the hotel's occupancy rate which will result in a decrease in water consumption.***

To meet the FY2020 targets, we will continue to:

- Provide hotel guests with the option to not have their sheets washed daily by Room Attendants
- Take daily water meter readings and follow up should there be a spike in usage



## Environmental Sustainability

### NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

307-1

There were no significant fines imposed on Hiap Hoe for non-compliance with environmental laws or regulations as targeted for FY2019.

#### KEY INITIATIVES IN FY2019



*Regular reviews of policies and internal checks to ensure that all regulations are adhered to*



*Perform impact analysis for all new projects to and come up with appropriate risk mitigation measures*

#### OUR PERFORMANCE

##### FY2019 TARGET

No significant incident for non-compliance with environmental laws or regulations.

##### FY2019 RESULTS

There were no significant incident for non-compliance with environmental laws or regulations.

##### FY2020 TARGET

To have zero incidents of non-compliance with environmental laws or regulations.

## Human Capital

Hiap Hoe strongly believes in and aims to support and develop employees in their respective roles to enable them to be confident in performing their roles and responsibilities. Their ability to excel in their respective roles is important to the success of the organisation.

We are committed to resolving individual concerns of each and every employee in a timely and appropriate manner.

Hiap Hoe has taken the following actions to develop, nurture and protect our human capital:

01

### CONDUCTED REGULAR PERFORMANCE APPRAISAL

to give all staff members an opportunity to review their job performance

02

### PROVIDED TRAINING AND DEVELOPMENT

whenever necessary to ensure employees possess the skills required

03

### DEVELOPED SAFETY AND SECURITY GUIDELINES

that employees are required to comply with to ensure a safe and healthy working environment for all.

“

**The Group believes its employees are its greatest asset and recognises its responsibility to ensure they are afforded appropriate development throughout their employment.**

For the Hospitality arm, we have increased the service quality by ensuring staff meet a specific number of training hours. In addition, Hiap Hoe ensures that all full-time staff receive regular performance and career reviews by conducting performance appraisals twice a year. This promotes a culture of open communication between managers and their staff and encourages constructive feedback.

## ***Human Capital***

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### **OUR PERFORMANCE**

#### **FY2019 TARGET**

- Regular performance and career reviews
- Improve service quality

#### **FY2019 RESULTS**

- Performance appraisal conducted twice a year
- Ramada obtaining the TripAdvisor Hall of Fame
- Achieved Wynnning! Score from Wyndham Corporate Audit\*

\* Scored above 85% after being evaluated if the hotel is in compliance with the brand standards

#### **FY2020 TARGET**

- Regular performance and career reviews
- Improve service quality

# Human Capital

## WORKFORCE 102-8

Employees are a crucial asset to Hiap Hoe as they play a significant role in ensuring a high level of efficiency and achieving greater output.

The following data reported is obtained from the Human Resource Information System (HRIS) and compiled for reporting.



The number of employees for Days Hotel and Ramada decreased by 2 staff as compared to 235 staff in FY2018.

## BREAKDOWN OF EMPLOYEES

### HOSPITALITY



**129 MALE EMPLOYEES | 55%**

**104 FEMALE EMPLOYEES | 45%**

All our employees are full-time staff. Ratio of male to female employees in FY 2019 remains the same as FY 2018.

All of the employees are located in Singapore.

### CORPORATE OFFICE



**42 MALE EMPLOYEES | 49%**

**43 FEMALE EMPLOYEES | 51%**

Four (one male, three female) of our employees are part-timers while the remaining 81 (41 Male, 40 Female) of them are full timers.

All of the employees are located in Singapore.

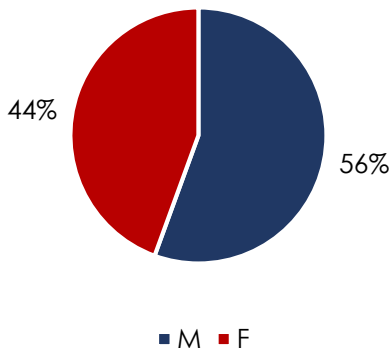
# Human Capital

## NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER 401-1

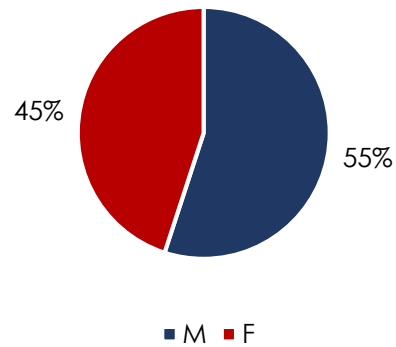
### Property Rental – Hiap Hoe Building Office Tower and Zhongshan Mall

In FY2019, new employees hired totalled to 18 staff (10 Male, 8 Female). In addition, the employee turnover totalled to 18 staff (11 Male, 9 Female).

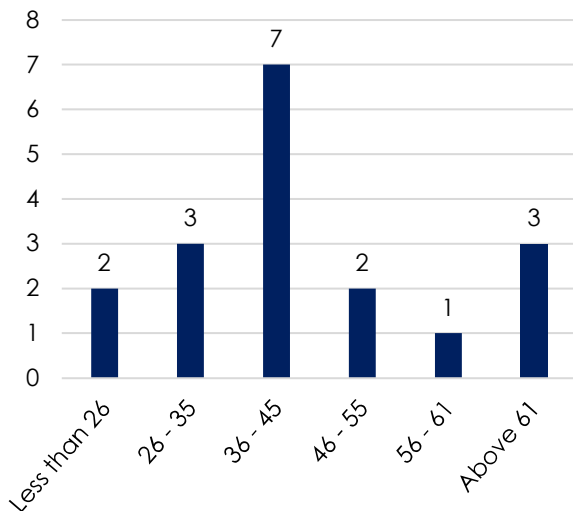
**New Employee Hires (FY2019) - Gender**



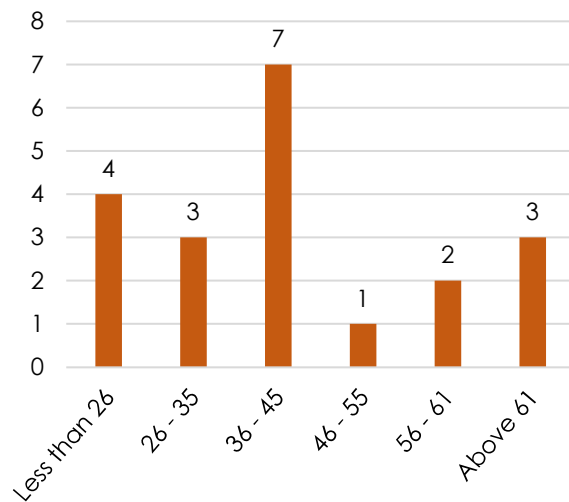
**Employee Turnover (FY2019) - Gender**



**New Employee Hires (FY2019) - Age**



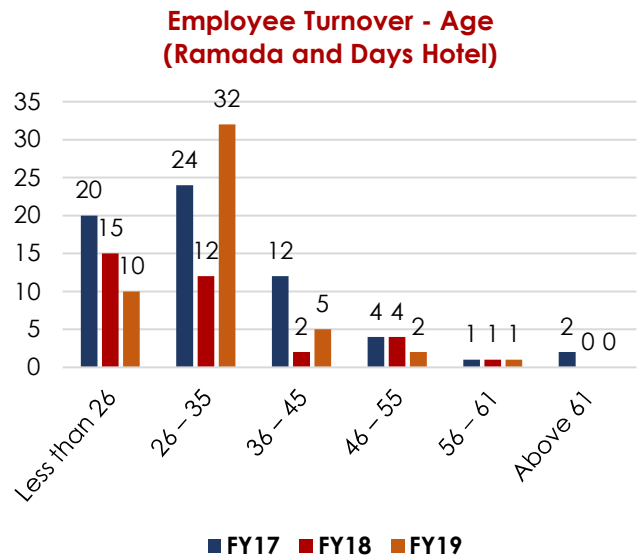
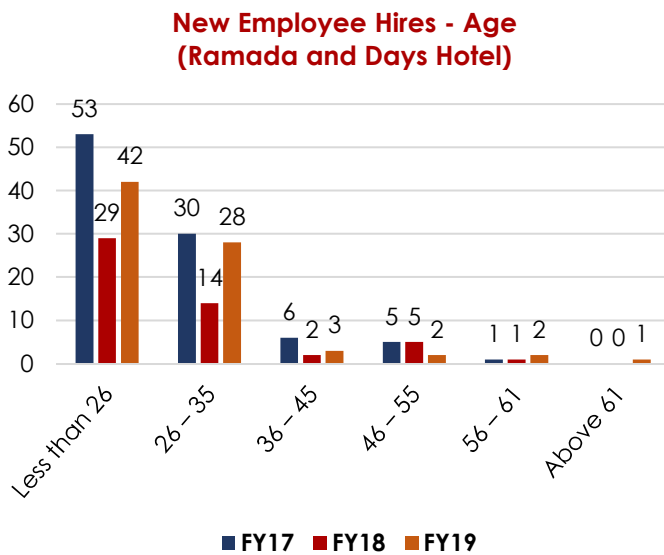
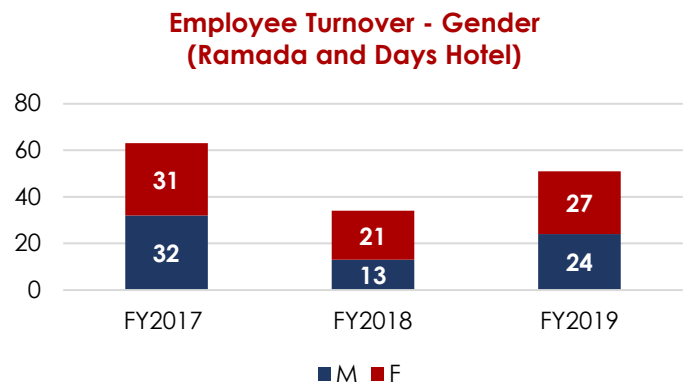
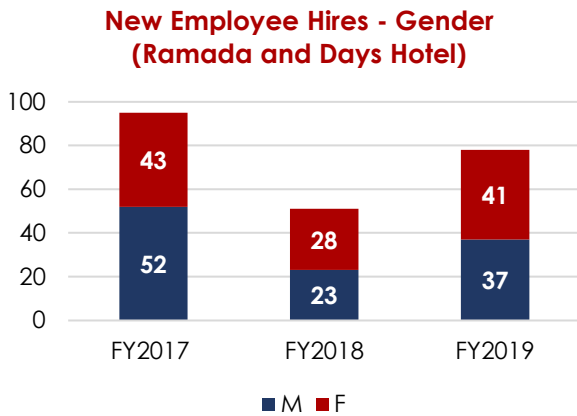
**Employee Turnover (FY2019) - Age**



# Human Capital

## Hospitality – Ramada and Days Hotel

The increase in employee turnover from 15%\* in FY2018 to 22%\* in FY2019 was due to the competitive job market within the industry.



\* Calculated as FY2017: 34/235 = 15%, FY2018: 51/233 = 22%

## ***Human Capital***

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### **DISCRIMINATION** 406-1

There were no incidents of discrimination in FY2019.

#### **OUR PERFORMANCE**

##### **FY2019 TARGET**

No reported incidents of discrimination.

##### **FY2019 RESULTS**

No reported incidents of discrimination.

##### **FY2020 TARGET**

To have no reported incidents of discrimination.

# Human Capital

## CUSTOMER HEALTH & SAFETY 416-2

Creating a safe environment for our hotel guests and tenants is our priority. Safety procedures and guidelines have been established and have been communicated to guests and tenants.

### SAFETY MEASURES



Fire drills conducted twice a year to ensure tenants are familiar with the building's evacuation procedures in the event of a fire



Obtain fire certificate to ensure the proper maintenance and good working condition of fire protection systems



Installations of CCTV within premise



Periodic checks on gas supply for F&B tenants



Monthly check and testing of Fire Alarm system



Emergency Response Plan



Tenants to obtain approval from SCDF for renovations works



Periodic checks on electrical points



Gym equipment are scheduled for maintenance regularly



Placing signages with safety rules at the swimming pool



## ***Human Capital***

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### **COMPLIANCE WITH LAW** 419-1

There were no incidents of non-compliance with laws and regulations in the social and economic area in FY2019.

#### **OUR PERFORMANCE**

##### **FY2019 RESULTS**

No reported incidents of non-compliance.

##### **FY2020 TARGET**

To have no reported incidents of non-compliance.

GRI Indicator	Disclosure	Notes / Report Sections	Page Reference
<b>GRI 102: GENERAL</b>			
<b>Organisational Profile</b>			
GRI 102-1	Name of the organisation	2019 Annual Report - Financial Highlights (page 4) - Operations Review (page 10 - 14) - Notes to the Financial Statements, Note 1 (page 55) - Statistics of Shareholdings (page 134)	-
GRI 102-2	Activities, brands, products, and services		
GRI 102-3	Location of headquarters		
GRI 102-4	Location of operations		
GRI 102-5	Ownership and legal form		
GRI 102-6	Markets served		
GRI 102-7	Scale of the organisation		
GRI 102-8	Information on employees and other workers	Workforce - Human Capital	19
GRI 102-9	Supply chain	Value Chain - Our Approach to Sustainability	3
GRI 102-10	Significant changes to the organisation and its supply chain	No significant changes	N.A.
GRI 102-11	Precautionary Principle or approach	Hiap Hoe does not specifically utilize the precautionary approach when managing risk; however, our management approach is risk-based, and supported by our internal audit framework.	N.A.
GRI 102-12	External initiatives	Reduction of Energy Requirements - Environmental Sustainability	12
GRI 102-13	Membership of associations	Hiap Hoe was a member of the Real Estate Developers' Association of Singapore in FY2019	N.A.
<b>Strategy</b>			
GRI 102-14	Statement from senior decision-maker	Chairman & CEO Message	1
<b>Ethics and integrity</b>			
GRI 102-16	Values, principles, standards, and norms of behavior	Communication on Integrity and Anti-Corruption - Business Integrity	6
GRI 102-17	Mechanisms for advice and concerns about ethics	The Group strictly conducts its global business professionally and ethically. Our ethical standards are clearly stipulated in the Group's staff handbook, of which all employees are expected to adhere to. Management is duly expected to ensure awareness and compliance of all staff to the staff handbook.	N.A.
<b>Governance</b>			
GRI 102-18	Governance structure	2019 Annual Report – Corporate Governance (Page 16 to 35)	-

## GRI Index: Core Option 102-55

GRI Indicator	Disclosure	Notes / Report Sections	Page Reference
<b>Stakeholder Engagement</b>			
GRI 102-40	List of stakeholder groups	Stakeholder Engagement - Our Approach to Sustainability	4
GRI 102-41	Collective bargaining agreements	There are no collective bargaining agreements in place.	N.A.
GRI 102-42	Identifying and selecting stakeholders	Stakeholder Engagement - Our Approach to Sustainability	4
GRI 102-43	Approach to stakeholder engagement		
GRI 102-44	Key topics and concerns raised		
<b>Reporting Practice</b>			
GRI 102-45	Entities included in the consolidated financial Statements	2019 Annual Report - Notes to the Financial Statements (Page 93 to 97)	-
GRI 102-46	Defining report content and topic boundaries	Materiality Review Process - Our Approach to Sustainability	5
GRI 102-47	List of material topics		
GRI 102-48	Restatements of information	Reporting Scope - About this Report	2
GRI 102-49	Changes in reporting	Reporting Period - About this Report	2
GRI 102-50	Reporting period		
GRI 102-51	Date of most recent report		
GRI 102-52	Reporting cycle		
GRI 102-53	Contact point for questions regarding the report	Feedback - About this Report	2
GRI 102-54	Claims of reporting in accordance with the GRI Standards	GRI Guidelines - About this Report	2
GRI 102-55	GRI content index	GRI Index	25 - 27
GRI 102-56	External assurance	GRI Guidelines - About this Report	2
<b>GRI 103: MANAGEMENT APPROACH</b>			
GRI 103-1	Explanation of the material topic and its Boundary	Please refer to the respective GRI indicators (Specific Standard Disclosures) in the GRI Content Index for more information.	6 - 24
GRI 103-2	The management approach and its components		
GRI 103-3	Evaluation of the management approach		

GRI Indicator	Disclosure	Notes / Report Sections	Page Reference
<b>SPECIFIC STANDARD DISCLOSURES</b>			
<b>Economic</b>			
GRI 201-1	Direct Economic Value Generated and Distributed	2019 Annual Report – Consolidated Income Statement (Page 46)	-
<b>Environment</b>			
GRI 302-1	Energy Consumption within the Organisation	Energy Consumption - Environmental Sustainability	10 - 12
GRI 302-4	Reduction of Energy Consumption	Reduction of Energy Requirements - Environmental Sustainability	12 - 13
GRI 302-5	Reductions in Energy Requirements of Products and Services		10 - 12
GRI 303-1	Total Water Withdrawal by Source	Water Consumption - Environmental Sustainability	14 – 15
GRI 307-1	Non-compliance with environmental laws and regulations	Non-compliance with environmental laws and regulations - Environmental Sustainability	16
<b>Social</b>			
GRI 205-2	Communication and Training on Anti-Corruption policies and procedures	Communication on Integrity and Anti-Corruption - Business Integrity	6
GRI 205-3	Confirmed Incidents of Corruption and Actions taken		
GRI 401-1	New employee hires and employee turnover	New Employee Hires and Employee Turnover sorted by category - Human Capital	20 - 21
GRI 406-1	Incidents of discrimination and corrective actions taken	Discrimination – Human Capital	22
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety	23
GRI 418-1	Total Number of Substantiated Complaints regarding breaches of Customer Privacy and losses of Customer data	Data Privacy – Business Integrity	8 – 9
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	Compliance with Law – Human Capital	24