



**HIAP HOE LIMITED**

**SUSTAINABILITY REPORT 2021**

# Content Page

<b>Board Statement</b> .....	<b>2</b>
<b>About the Report</b> .....	<b>3</b>
<b>About Hiap Hoe Limited</b> .....	<b>4</b>
Sustainability Governance.....	6
Stakeholder Engagement.....	6
Materiality Assessment.....	7
<b>Our Covid-19 Response</b> .....	<b>10</b>
Board Oversight.....	10
Stakeholder Support.....	10
<b>Sustainable Economic Growth</b> .....	<b>11</b>
<b>Good Governance</b> .....	<b>12</b>
Ethics, Bribery and Corruption.....	12
Compliance.....	13
Customer Privacy.....	13
<b>Fair Employment Practices</b> .....	<b>15</b>
Our board diversity.....	15
Our employee diversity.....	16
Our employees.....	17
Non-discrimination.....	19
Training and development.....	19
<b>Customer Health and Safety</b> .....	<b>21</b>
<b>Environmental Sustainability</b> .....	<b>24</b>
Energy.....	24
Water.....	28
Waste.....	30
<b>GRI Content Index</b> .....	<b>32</b>

## Board Statement

Dear Stakeholders,

On behalf of Hiap Hoe Limited (“Hiap Hoe” or “HHL” or “the Group”), we are pleased to present our fifth Sustainability Report for financial year 2021 (“FY2021”, from 1 January 2021 to 31 December 2021).

In this current age, sustainability development continues to remain essential for all organisations. As Hiap Hoe recognises that adapting to sustainability for our business operations is inevitable, we will continually strive to integrate Environmental, Social and Governance (“ESG”) across our business operations and conduct our business responsibly.

The Board continues to maintain our oversight on managing and integrating ESG issues into our business operations and strategies. It remains our responsibility to set strategic objectives to ensure the long-term success and growth of Hiap Hoe.

Our ESG topics remain relevant for FY2021. The five material ESG topics are Sustainable Economic Growth, Good Governance, Fair Employment Practices, Customer Health and Safety and Environmental Sustainability.

As successive waves of infections continue to emerge worldwide over the year, Covid-19 pandemic continues to impact the world significantly, bringing upon challenging period across many industries. Despite the challenges, we have placed mitigating measures, aligned with the government’s regulations, to ensure the safety and wellbeing of our stakeholders. The Group will continue to monitor the situation as it evolves, making sure that we are ready for any challenges that lie ahead.

In the coming years, Hiap Hoe will continue to seek solutions for long term value creation and will continue to play our part in creating a more sustainable future. Hiap Hoe will also conduct a review of our material topics to remain relevant in the ever-changing world. We would like to thank our stakeholders for their support as we embark on this journey to create a better world for our future generations.

**Ronald Lim Cheng Aun**

Independent Non-Executive Chairman

**Teo Ho Beng**

Chief Executive Officer

## About the Report

This report was prepared in accordance with the Singapore Exchange Securities Trading Limited ("SGX") Mainboard Listing Rule 711 (B) and the Global Reporting Initiative ("GRI") Standards - "Core" option. GRI has been selected as a framework as it is globally applicable and sets out general principles and indicators with respect to economic, environment and social factors.

The reporting scope for this report includes our businesses in Singapore - Property Rental business (Zhongshan Mall and Hiap Hoe Office Building Office Tower) and Hospitality business (Ramada and Days Hotel). The aforementioned businesses were selected as part of the reporting scope as assets have material contribution to the Group's revenue.

HHL has not sought external assurance for this report. However, we will consider doing so as our sustainability reporting matures over time.

For any clarifications or feedback with regards to this report, please reach out to our Executive Director, Marc Teo, at [hiaphoe@hiaphoe.com](mailto:hiaphoe@hiaphoe.com).

# About Hiap Hoe Limited

## Our Business

Hiap Hoe Limited is a regional premium real estate group headquartered in Singapore, with a diversified portfolio of hospitality, retail, commercial and residential assets. The Group is known for the development of luxury and mid-tier residential as well as hotel-cum-commercial properties that are distinct in design and preferred for their excellent location and investment prospects.

### VISION

A richer life for each of us

### MISSION

To provide sustainable long term returns to our stakeholders as we uphold our leading reputation as a homegrown premium developer of quality developments

## 1. Property Development & Investments

An integrated development at Zhongshan Park that comprises Hiap Hoe Building office tower, a shopping mall and two hotels - Ramada Singapore and Days Hotel Singapore At Zhongshan Park. Development of residential and industrial properties in Singapore as well as in Melbourne, Australia. Property investments in retail and office spaces located across prime areas in Singapore. Two commercial office buildings at strategic locations in Perth, Australia for recurring income streams.

## 2. Hospitality

Ramada Singapore and Days Hotel Singapore At Zhongshan Park, a total of 787 rooms under management by Wyndham Hotel Group. The Four Points by Sheraton, a 16-storey hotel with 273 rooms in Melbourne, Australia, under management by Marriott International. Aloft hotel, under management by Marriott International, a 15-storey hotel with 224 rooms in Perth, Australia. Holiday Inn Express Trafford City, a six-storey modular hotel with 220 rooms in Manchester, the United Kingdom.

## 3. Investments

Over S\$280 million of investments with a diversified portfolio in listed equities, fixed income instruments, and mutual and private equity funds for both quoted and unquoted investments. The Group diversifies its investments by business sector and by country, with investment focus in real estate and hospitality assets.

## 4. Leisure

SuperBowl, South East Asia's leading provider of indoor sports and recreation facilities, operating in seven centres at various parts of Singapore. It is one of the largest owners and operators of bowling centres in Singapore, with 168 bowling lanes in total. A new

bowling centre at Siglap Community Club with 12 bowling lanes, targeted to commence operations in the third quarter of 2022.

**Our value chain**

As a premium real estate group, we have an extensive well-managed value chain across development, investment, hospitality, sales and transactions. Our key suppliers include food vendors, suppliers of hotel consumables and amenities, engineers and service contractors who are mainly from Singapore and Australia.



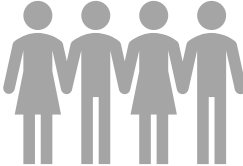
**Development**

Land acquisition,  
Design & Planning,  
Project  
Management



**Investment**

Property  
Acquisition, Asset  
Management



**Hospitality**

Hotel Management,  
Customer Service



**Sales & Transactions**

Property Sales,  
Capital  
Management

**Types of suppliers**

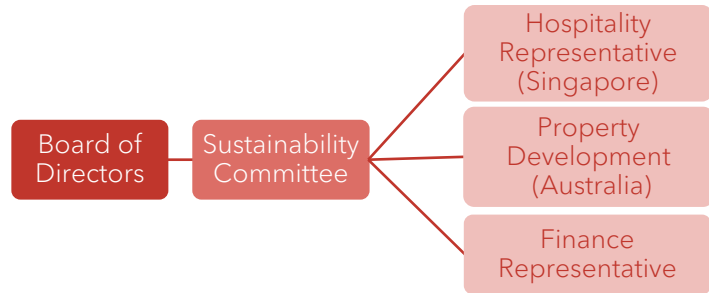
Hospitality	Property Rental	Property Development
Food & beverages, hotel consumable and amenities, engineering services, service contractors	Maintenance, marketing activities	Marketing, legal activities

## Sustainability Governance

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 strives to integrate sustainability into our business strategies and operations to create long term value for our stakeholders.

The Group’s sustainability agenda is led by the Sustainability Committee which oversees group-wide sustainability initiatives and strategies.



## Stakeholder Engagement

Hiap Hoe values the feedback of our stakeholders and recognises the importance of regularly engaging with them to address any concerns they might have. We reach out to our stakeholders on a regular basis to listen to their feedback and understand their concerns with regards to sustainability and our business.

We have identified 5 key stakeholders based on the level of economic, social and environmental impact that they have on our business and vice versa. The 5 key stakeholders are employees, customers, suppliers, shareholders and regulators.

	Concerns	Engagement Platform
Employees	<ul style="list-style-type: none"> <li>Occupational health and safety</li> <li>Fair labour practices and compensation</li> <li>Professional development</li> <li>Staff bonding</li> <li>Intranet platform for policies, news and benefits</li> </ul>	<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>
Customers	<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>	<ul style="list-style-type: none"> <li>Feedback channels (e.g. email, telephone, and social media)</li> <li>Corporate website, email and newsletters</li> </ul>

Suppliers	<ul style="list-style-type: none"> <li>• Clear two-way communication channels</li> <li>• Timely feedback regarding materials/services provided</li> </ul>	<ul style="list-style-type: none"> <li>• Quotations and request for proposal</li> <li>• Suppliers' meetings to discuss sustainable sourcing opportunities</li> <li>• Safety briefing and declarations</li> </ul>
Shareholders and Regulators	<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 communications of information</li> </ul>	<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>

### Materiality Assessment

Hiap Hoe adopts an inclusive approach towards considering and balancing the needs and interests of our stakeholders as part of its overall responsibility to ensure the best interest of the Group. The management review and assess the focus areas for sustainability annually. In addition, Hiap Hoe has consulted external consultants to select relevant material topics and indicators that are relevant to us based on several significant criteria such as the Group's risk management, vision, mission, core values, strategic direction, and the economic, environmental, and social impacts through discussions and surveys with various stakeholder groups. The materiality assessment was subsequently endorsed by the Hiap Hoe's Sustainability Committee.



### FY2017 Materiality Assessment

- In FY2017, we performed a materiality assessment exercise based on the economic, environmental and social impacts to determine indicators that were considered material to Hiap Hoe.
- As a result, 14 indicators were assessed and identified based on GRI's Sustainability Reporting 2016.



### FY2018 Review

- In FY2018, we conducted a review of materiality assessment and found that the 14 indicators were still relevant across our business operations.



### FY2019 Review

- In FY2019, we conducted a review of materiality assessment and decided to address GRI 403-2 Hazard identification, risk assessment and incident investigation under GRI 416 Incidents of non-compliance concerning the health and safety impacts of products and services.
- As such, the 13 indicators remained relevant across our business operations.



### FY2020 Review

- In FY2020, we conducted a review of materiality assessment and group the indicators into 5 material topics.



### FY2021 Review

- In FY2021, we conducted a review of materiality assessment and found the 5 material topics remains relevant across our business operations.
- We have included an additional 9 indicators as per our consultation with external consultants and align to 20 out of 27 SGX's proposed core ESG metrics. We believe it serves as a good starting point for us to develop a more mature Sustainability Report.

Our five material ESG topics are Sustainable Economic Growth, Good Governance, Fair Employment Practices, Customer Health and Safety and Environmental Sustainability, for clarity. These five materials Economic, Environmental, Social and Governance (“EESG”) topics are mapped to the GRI Standards’ topic-specific disclosures.

**Economic**

**Sustainable Economic Growth**

- **GRI 201: Economic Performance 2016**  
GRI 201-1: Direct economic value generated and distributed

**Environmental**

**Environmental Sustainability**

- **GRI 302: Energy 2016**  
GRI 302-1: Energy consumptions within the organisation  
GRI 302-3: Energy intensity<sup>^</sup>  
GRI 302-4: Reduction of energy consumption  
GRI 302-5: Reductions in energy requirements of products and services
- **GRI 303: Water and Effluents 2018**  
GRI 303-1: Interactions with water as a shared resource  
GRI 303-2: Management of water discharge-related impacts  
GRI 303-3: Water withdrawal
- **GRI 305: Emissions 2016<sup>^</sup>**  
GRI 305-1: Direct (Scope 1) GHG emissions<sup>^</sup>  
GRI 305-2: Energy indirect (Scope 2) GHG emissions<sup>^</sup>  
GRI 305-4: GHG emissions intensity<sup>^</sup>
- **GRI 306: Waste 2020<sup>^</sup>**  
GRI 306-1: Waste generation and significant waste-related impacts<sup>^</sup>  
GRI 306-2: Management of significant waste-related impacts<sup>^</sup>  
GRI 306-3: Waste generated<sup>^</sup>

**Social**

**Fair Employment Practices**

- **GRI 401: Employment 2016**  
GRI 401-1: New employee hires and employee turnover
- **GRI 404: Training and Education 2016<sup>^</sup>**  
GRI 404-1: Average hours of training per year per employee<sup>^</sup>
- **GRI 405: Diversity and Equal Opportunities 2016<sup>^</sup>**  
GRI 405-1 Diversity of governance bodies and employees<sup>^</sup>
- **GRI 406: Non-Discrimination 2016**  
GRI 406-1: Incidents of discrimination and corrective actions taken

**Customer Health and Safety**

- **GRI 416: Customer Health and Safety 2016**  
GRI 416-2: Incidents of non-compliance concerning the health and safety impacts of products and services

**Governance**

**Good Governance**

- **GRI 205: Anti-Corruption 2016**  
GRI 205-3: Confirmed incidents of corruption and actions taken
- **GRI 307: Environmental Compliance 2016**  
GRI 307-1: Non-compliance with environmental laws and regulations
- **GRI 418: Customer Privacy 2016**  
GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data
- **GRI 419: Socioeconomic Compliance 2016**  
GRI 419-1: Non-compliance with laws and regulations in the social and economic area

<sup>^</sup> Additional GRI Standards included in FY2021

## Our Covid-19 Response

Despite the Covid-19 pandemic situation that continues to cause significant disruptions to the global community and economy, the real estate industry is on a gradual road to recovery. Nevertheless, with the ongoing and ever-changing pandemic situation, Hiap Hoe has continued to put in place precautionary measures to mitigate the Covid-19 impacts and safeguard our business and stakeholders.

### Board Oversight

FY2021 was an encouraging year as we started to see improvements in hospitality performance with the ease of COVID-19 movement restrictions due to the successful implementation of vaccine programmes and hotels participating in the government's isolation programme. While these efforts have helped to rebuild confidence and prepare the world to live with the virus as an endemic disease, uncertainties still remain as countries continue to experience resurgences in COVID-19 cases.

The Board will continue to support our employees during this trying time and will continue to monitor the development of the Covid-19 situation. We will take necessary measures to ensure the continuity of our business and the safety of our employees.

### Stakeholder Support

To show that Hiap Hoe stands in solidarity with our stakeholders, we have implemented various measures and provided support to the various stakeholder groups to tide them through this difficult period. Please refer to the indicated pages for more details on our Covid-19 support to our stakeholders.

#### Employees

- Activated Business Continuity Plan (p. 19, 22)
- Implemented safety measures within premises (p. 22)
- Implemented steps to preserve staff employment (p. 19, 22)
- Implemented Safe Management Measures (p. 22)

#### Customers

- Enforced safety measures in our malls and hotels (p.22)
- Provided rental rebates to our tenants (p. 23)

## Sustainable Economic Growth

At Hiap Hoe, we recognise that sustainability practices and economic performance are intertwined. We believe the integration of sustainability into our business strategic is paramount for Hiap Hoe to achieve a sustainable economic growth in the ever-changing and challenging situations like the Covid-19 pandemic.

In FY2021, the Group generated \$93,687,536 of economic value<sup>1</sup>, an increase of 17.8% from FY2020. The increase was mainly attributed to the increase in the Group's hospitality businesses operations due to the gradual opening of borders, easing of travel restrictions in Australia, UK and Singapore. In FY2021, the Group distributed \$27,117,409 of the economic value generated through employee benefits expense.

For more details on our financial performance and results, please refer to our [FY2021 Annual Report](#).

---

<sup>1</sup> Economic value generated is the revenue of the whole Group's operations during the reporting period.

## Good Governance

FY2021 Targets	Performance
Zero confirmed incidents of bribery or corruption	Achieved
Zero complaints concerning breaches of customer privacy	Achieved
Zero incidents of non-compliance with environmental and socioeconomic laws or regulations	Achieved
Perpetual Targets	
To achieve zero confirmed incidents of bribery or corruption	
To achieve zero complaints concerning breaches of customer privacy	
To achieve zero incidents of non-compliance with environmental or socioeconomic laws and regulations	

Hiap Hoe believes that good governance and ethical business conduct builds a strong foundation in ensuring stakeholders' trust in us and delivering long-term success in economic performance. To strive towards the highest standards of corporate governance and compliance with relevant laws, Hiap Hoe has put in place policies to ensure integrity in our business conduct both within the organisation and with our business partners.

### Ethics, Bribery and Corruption

The Board sets a top-down approach in the organisational culture for proper accountability within the company. Hiap Hoe takes a zero-tolerance stand towards any form of corruption or non-compliance to laws/ regulations by establishing a Code of Conduct, Business Ethics and Anti-corruption policies applicable to all employees. Those policies are communicated to all employees upon onboarding and are made accessible to all employees on our company intranets.

Any person found to have flouted our anti-corruption policies will have disciplinary actions taken against them. All employees are also required to submit annual conflict of interest declarations.

Our whistle-blowing channel sets out guidelines and provides access for our internal and external stakeholders to raise any concerns about the possible corporate improprieties or wrongdoings in confidence. This framework ensures that such concerns are thoroughly investigated and that the appropriate follow-up actions are taken.

Ramada and Days Hotel in Singapore are managed separately by Wyndham Hotel Group and are required to follow Wyndham’s worldwide business principles. The Wyndham’s business principles are also communicated to all employees and are made accessible through the company’s intranet and employee mobile application.



### Compliance

Hiap Hoe strives to adhere to all socioeconomic and environmental laws and regulations. Policies and internal checks are reviewed periodically to ensure that all regulations are adhered to. In addition, impact analysis is conducted for all new projects to develop appropriate risk mitigation measures and ensure no environmental and socioeconomic regulations are flouted.

### Customer Privacy

As we live in the digital age, we are constantly exposed to risks and threats of data breach due to the endless data exchanged daily worldwide and the prevalent improvements of technology. At Hiap Hoe, security and privacy of our customers has become a top concern among our stakeholders as the personal data of our customers are collected daily by our businesses. Hiap Hoe upholds the importance of customer privacy by implementing policies to protect our customers’ data and to mitigate risks that may arise from data privacy issues.

We have a robust governance and control framework to mitigate data privacy risks. Our Privacy Policy, developed in accordance with the regulations set out in Singapore’s Personal Data Protection Act (“PDPA”), sets out the principles on how the personal data provided to us is collected, managed, and used. All new employees are required to attend briefing our data privacy policy upon onboarding. All employees are also required to attend refresher briefings on data privacy, which are conducted biannually by the Information Technology department.

We have implemented recognised security software to protect any withheld information. All our customer's information is maintained on the Oracle cloud database, which has security controls and practise in place to protect the data hosted on the platform from any unauthorised process activities. Our computing systems are also equipped with Sophos Security Endpoint to prevent any malicious cyberattacks. Firewall has also been installed for our internal network to prevent any unauthorised access.

## Fair Employment Practices

FY2021 Targets	Performance
Zero reported incidents of discrimination	Achieved
FY2022 Targets	
To achieve zero reported incidents of discrimination	

Hiap Hoe believes the importance of our employees as a foundational operational support in ensuring the continuity and success of our business operations. Hiap Hoe also embraces a diverse and inclusive working environment and culture with employees across different age groups, ethnicities, educational backgrounds and working experiences.

The Group is committed to build confidence in our employees by actively supporting the development in their respective roles such as equipping them with relevant and up-to-date knowledge and skills. The Group also provides welfare to our employees by addressing their concerns and ensuring their health and safety in the workplace. For example, we have stepped up our precautionary measures during the Covid-19 pandemic to ensure the health and safety of our employees. The Group continues to strive to provide a comfortable, safe, and conducive working environment for our employees.

### Our board diversity

As of the end of FY2021, there was a total of 6 Board of Directors for our Group.

FY2021 Composition of the highest governance and its committee  
Hiap Hoe Group

	Executive	Non-executive	Independent	Non-independent
Governance body members	3	3	2	4
Total	6		6	
% of composition	50.0%	50.0%	33.3%	66.7%



**FY2021 Diversity of governance bodies  
Hiap Hoe Group**

**Composition of governance bodies**

	No. of governance body members	Percentage of composition
<b>Total</b>	6	100.0%
<b>By Gender</b>		
Male	6	100.0%
Female	0	0.0%
<b>By Age Group</b>		
<26 years old	0	0.0%
26 - 35 years old	0	0.0%
36 - 45 years old	1	16.7%
46 - 55 years old	2	33.3%
56 - 61 years old	1	16.7%
> 61 years old	2	33.3%

More information on our Board of Directors is available on our [FY2021 Annual Report](#).

### Our employee<sup>2</sup> diversity

**FY2021 Diversity of employees  
Property Rental Business and Property Development Business**

**Employee per employee category**

	Managerial	Non-managerial	Total	Percentage of composition (Managerial)	Percentage of composition (Non-managerial)
<b>By Gender</b>					
Male	9	28	76	11.8%	36.8%
Female	8	31		10.5%	40.8%
<b>By Age Group</b>					
<26 years old	0	1	76	0.0%	1.3%
26 - 35 years old	1	14		1.3%	18.4%
36 - 45 years old	2	14		2.6%	18.4%
46 - 55 years old	9	16		11.8%	21.1%
56 - 61 years old	3	6		3.9%	7.9%
> 61 years old	2	8		2.6%	10.5%

\* Figures stated in table may not add up due to rounding of decimals

<sup>2</sup> The employee numbers exclude the 3 Executive Board of Directors.

**FY2021 Diversity of employees**  
**Hospitality Business (Ramada and Days Hotel)**

**Employee per employee category**

	Managerial	Non-managerial	Total	Percentage of composition (Managerial)	Percentage of composition (Non-managerial)
<b>By Gender</b>					
Male	71	35	177	40.1%	19.8%
Female	44	27		24.9%	15.3%
<b>By Age Group</b>					
<26 years old	3	23	177	1.7%	13.0%
26 - 35 years old	35	18		19.8%	10.2%
36 - 45 years old	36	6		20.3%	3.4%
46 - 55 years old	20	5		11.3%	2.8%
56 - 61 years old	14	3		7.9%	1.7%
> 61 years old	7	7		4.0%	4.0%

\* Figures stated in table may not add up due to rounding of decimals

### Our employees

As of the end of FY2021, there was a total of 76 employees for Hiap Hoe's Property Rental Business, a slight decrease compared to 79<sup>3</sup> employees in FY2020. For Hospitality business, the total number of employees was 177 in FY2021, a 12.4% decrease from 202 in FY2020.

**FY2021 Workforce Profile by Gender, Employee Contract, and Employment Type for Property Rental Business and Property Development Business**

**Employment Contract**



	Male	Female
Permanent ●	35	33
Temporary ●	2	6
<b>Total</b>	<b>37</b>	<b>39</b>

**Employment Type**



	Male	Female
Full-time ●	35	33
Part-time ●	2	6
<b>Total</b>	<b>37</b>	<b>39</b>

<sup>3</sup> The employee numbers exclude the 3 Executive Board of Directors

FY2021 Workforce Profile by Gender, Employee Contract, and Employment Type for Hospitality Business (Ramada and Days Hotel)

Employment Contract



	Male	Female
Permanent ●	106	71
Temporary ●	0	0
Total	106	71

Employment Type



	Male	Female
Full-time ●	106	71
Part-time ●	0	0
Total	106	71

FY2021 New Employee Hire and Turnover Rate\* for Property Rental Business and Property Development Business

	New Hire	Rates	Turnover	Rates
Total	14	18.4%	17	22.4%
<b>By Gender</b>				
Male	5	6.6%	6	7.9%
Female	9	11.8%	11	14.5%
<b>By Age Group</b>				
<26 years old	1	1.3%	2	2.6%
26 - 35 years old	6	7.9%	5	6.6%
36 - 45 years old	2	2.6%	4	5.3%
46 - 55 years old	4	5.3%	1	1.3%
56 - 61 years old	1	1.3%	2	2.6%
> 61 years old	0	0.0%	3	3.9%

\* The total number of employees for Corporate Office, Property Rental Business and Property Development Business as at 31 December 2021 (76 employees) was used as the denominator to calculate the respective new hire and turnover rates by age group and gender.

**FY2021 New Employee Hire and Turnover Rate\* for  
Hospitality Business (Ramada and Days Hotel)**

	New Hire	Rates	Turnover	Rates
<b>Total</b>	40	22.6%	65	36.7%
<b>By Gender</b>				
Male	22	12.4%	28	15.8%
Female	18	10.2%	37	20.9%
<b>By Age Group</b>				
<26 years old	21	11.9%	21	11.9%
26 - 35 years old	8	4.5%	30	16.9%
36 - 45 years old	6	3.4%	3	1.7%
46 - 55 years old	2	1.1%	8	4.5%
56 - 61 years old	3	1.7%	1	0.6%
> 61 years old	0	0.0%	2	1.1%

\* The total number of employees for Hospitality Business (Ramada and Days Hotel) as at 31 December 2021 (177 employees) was used at the denominator to calculate the respective new hire and turnover rates by age group and gender.

We recognise that Covid-19 pandemic continues to prove to be a challenging period for our employees. We have put in place measures to ensure our employees' good faith in Hiap Hoe as our employees are the foundational operational support for the continuation in achieving success in our business operations. Such measures include implementing strategies to provide assurance of our employees' job security, cost-cutting measures to ensure the continuity of our business and employment of our employees.

### Non-discrimination

Hiap Hoe does not condone any form of racial, gender or religious discrimination. We believe that all employees should be granted equal opportunities for growth and progression. There were zero reported incidents of discrimination in 2021 and we strive to maintain our performance in this aspect.

### Training and development

Following our Pandemic Business Continuity Plan, we constantly provide trainings for our employees to stay skilled and relevant to the current times.

We also introduced the practice of job rotation for internal employee to encourage employee engagement and flexible workforce and increase employee experience. Moving forward, the Group will look out for more relevant employee trainings to upskill our employees.

To ensure service delivery to standards and staying relevant to hospitality's expectations, our employees attended mandatory safety courses organised by external vendors such as SkillsFuture for Digital Workplace and Workforce Skills Qualifications ("WSQ") Adapt to Change, and internal on-the-job training. At Ramada and Days Hotel, service touchpoint trainings were introduced for our employees to inculcate our culture and equip them with the relevant skillsets needed to manage the hotels. "Count On Me" culture reinforcement programmes were rolled out throughout the year.

FY2021 Average hours of training per employee* Property Rental Business and Property Development Business				
	Training hours (hours)	No. of employees	Total training hours (hours)	Average training hours per employee
<b>By Gender</b>				
Male	0	0	17.5	0
Female	17.5	2		8.75
<b>By Employee Category</b>				
Managerial	12.5	1	17.5	12.5
Non-Managerial	5	1		5.0

FY2021 Average hours of training per employee* Hospitality Business (Ramada and Days Hotel)				
	Training hours (hours)	No. of employees	Total training hours (hours)	Average training hours per employee
<b>By Gender</b>				
Male	2,554	106	4,636	24
Female	2,082	71		29
<b>By Employee Category</b>				
Managerial	2,901	115	4,636	25
Non-Managerial	1,735	62		28

\* The trainings provided are only for permanent employees at Corporate Office, Property Rental Business and Property Development Business, and Hospitality Business (Ramada and Days Hotel) as at 31 December 2021.

## Customer Health and Safety

FY2021 Target	Performance
Zero incidents of non-compliance	Achieved
Perpetual Target	
To achieve <b>zero</b> significant <sup>4</sup> incidents of non-compliance with laws and regulations	

Hiap Hoe believe it is part of our moral imperative to ensure the health and safety of our customers as our customers' satisfaction is a reflection of the quality of our services provided. As our customer's safety remains our top interest of priority, we are committed to provide a safe environment for our hotel guest and tenants. To ensure the safety and wellbeing of our customers, various safety procedures and guidelines have been established to create a safe living environment and working space for all. These procedures and guidelines have also been communicated to our guests and tenants.

For Ramada and Days Hotel, all associate employees are to undergo Fire Safety training twice a year and new associate employees are trained on Fire Safety during their orientation. Monthly fire inspection is also carried out to ensure all fire safety protocols are in place and adhered to. Fire drills are conducted twice a year with external training on Community Emergency Response Team, first aid and automated external defibrillators provided to our associates to equip them with the skills needed in the event of an emergency.

### Awards and Recognition

In FY2021, the Group was awarded with SG Clean Quality Mark for Ramada and Days Hotels, and SG Clean for Heritage Bar & Lounge for Ramada Hotel as a reflection of our hygiene and safety efforts to combat the spread of Covid-19. The Group was also awarded the Fire Safety Award based on the audit conducted by National Fire Chiefs Council.



<sup>4</sup> Fines of SGD\$25,000 or more

## Safety Measures



Biannual fire drills to ensure tenants are familiar with building's evacuation procedures



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



Installations of CCTVs



Periodic checks on gas supply for F&B tenants



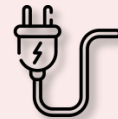
Monthly check and testing of fire alarm system



Emergency Response Plan



Tenants to obtain approval from SCDF for renovations works



Periodic checks on electrical point



Regular Maintenance of gym equipment



Signages with safety rules at swimming pool

## Covid-19 measures

### Ensuring the safety of our employees and customers

With the ongoing impacts surfacing from the resurgence of Covid-19 cases, precautionary and safety measures have continued to be put in place to ensure the health and safety of our staff, customers and tenants in line with government regulations. Food poisoning precautionary and safety measures are also put in place across restaurants and hospitality business across our Group.

Our employees from Hiap Hoe Office Building continued to work-from-home on a team rotation basis with the continued implementation of Safe Management Measures in line with the Ministry of Manpower guidelines. SafeEntry and temperature check points have continued to be put in place with the government's regulations at Zhongshan Mall and Hiap Hoe Office Building to ensure the safety of our customers and tenants. Safe distancing signs were put up in multiple locations in the mall to remind shoppers of our safe distancing regulations, to foster a safe environment for all. For the restaurants under our Group, fogging is introduced twice a day.

For Ramada and Days Hotel, the Pandemic Action Plan continued to be put in place with Safe Management Measures rolled out in all premises as advised by the local

government regulations to ensure the health and safety of our customers. Safe distancing measures, contact tracing, temperature taking and SafeEntry practices were continued to be enforced to ensure the safety of our staff and customers and to limit the spread of the virus. All guests are required to fill up a Travel Declaration Form upon arrival and verification of purpose of stay will be conducted at the reservation or check-in stage. Guests with symptoms of infection are isolated with immediate medical attention provided. As a Stay-Home-Notice ("SHN") dedicated facility, SHN dedicated areas are segregated from other areas frequent by other guests and the public. SHN guests are closely monitored to ensure that they only attend the purpose of swab tests and check-out. SHN common corridors are continued to be fogged and disinfected twice a day and employees are to continue to don on full personal protective gear while carrying out cleaning and sanitisation work. For rooms that were dedicated to house Covid-19 positive cases, a professional sanitation team was engaged to carry out thorough cleaning and disinfection. For other hotel leisure and business operations such as hosting wedding receptions and solemnisation, Safe Management Officers are assigned to ensure that there is no intermingling of guests between different tables and zones and wearing of masks at all times except when eating or drinking. Hotel guests are limited to an hour of pool and gym usage, and booking are required prior to usage to allow our hotel employees to monitor and prevent over-crowding of these common areas.

Public areas are cleaned, and sanitised hourly, and automated hand sanitisers installed at many high touch areas.

### **Providing support to our tenants**

In continuation efforts to provide financial assistance for our tenants from FY2020, we provided rebate under Rental Waiver Framework for commercial property. Moving forward, HHL will continue to monitor the evolving situation and implement appropriate measures to aid our tenants through this challenging period.



## Environmental Sustainability

FY2021 Targets	Performance
Maintain our reduction of electricity consumption at <b>2%</b> for Ramada and Days Hotel	Ramada and Days (Achieved)
Maintain our reduction of water consumption at <b>1%</b> for Ramada and Days Hotel	Ramada and Days (Achieved)
FY2022 Targets	
To achieve <b>2% reduction</b> of electricity consumption for Ramada and Days Hotel from base year FY2021	
To achieve <b>1% reduction</b> of water consumption for Ramada and Days Hotel from base year FY2021	
To achieve <b>2% reduction</b> of waste generation for Ramada and Days Hotel from base year FY2021	

Hiap Hoe believe that each individual, business, organisation and country have a significant responsibility in meeting the global climate goals for the consideration of our future generations to come. For Hiap Hoe, we started with the reduction in our resources such as energy, water consumption and waste generation in FY2020. For FY2021, we decided to commit to the reduction of our greenhouse gas emissions ("GHG"). Moving forward, we are looking to improve our environmental and sustainability initiatives as our sustainability reporting matures.

With the nature of our business, buildings inherently contribute to a significant proportion of resource consumption, and GHG emissions. To reduce the consumption of resources and GHG emissions, Hiap Hoe has implemented various effective and sustainable measures to maximise resource efficiency within our business and operations and reduce GHG emissions. These management measures would in return, reap cost savings and create long term value for our stakeholders and business.

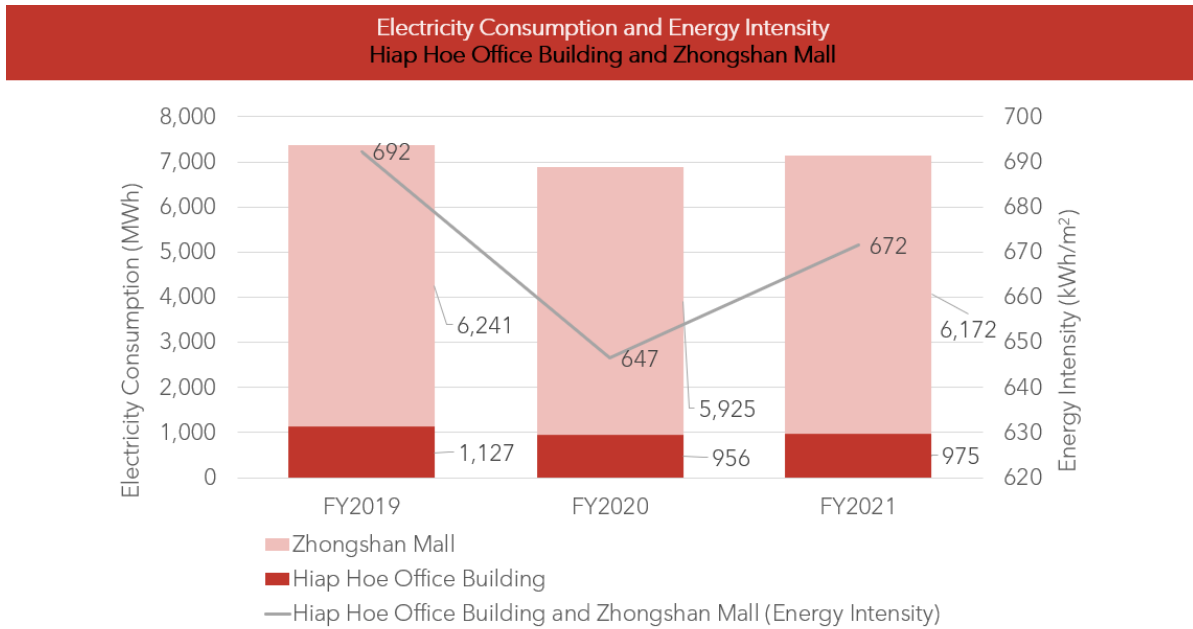
### Energy

At Hiap Hoe, we have implemented various measures to reduce and increase the efficiency of our energy consumption. We monitor our electricity consumption closely and continue to implement measures to ensure we minimise our consumption.

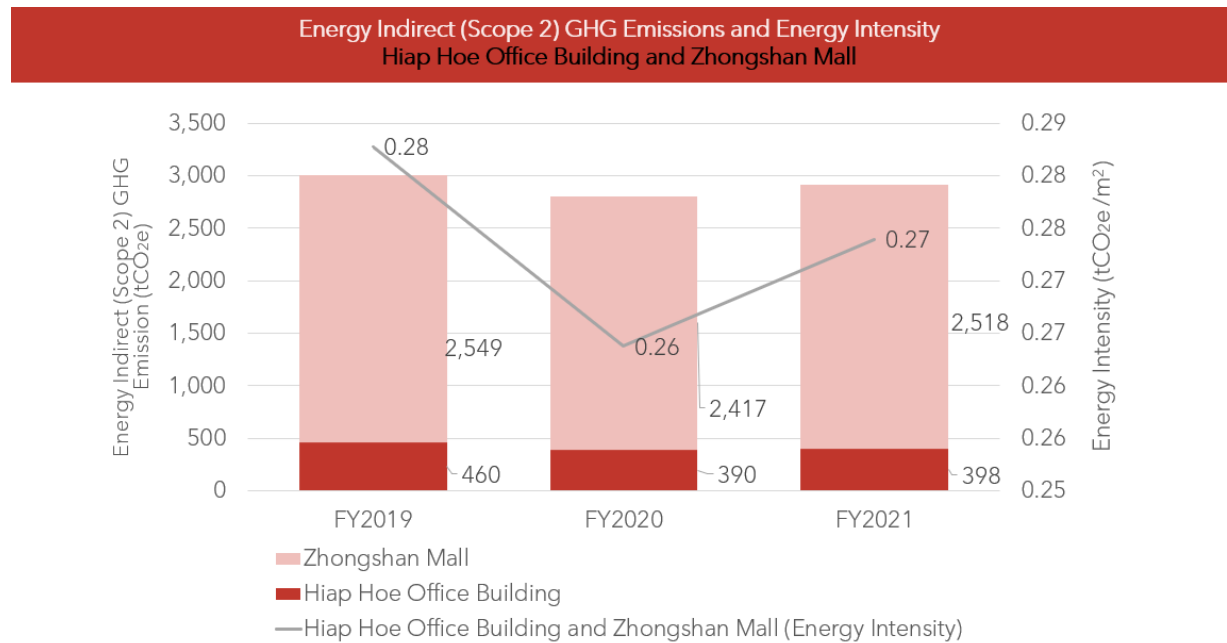
#### Electricity consumption across Property Rental Business and Property Development Business

For Hiap Hoe Office Building, our electricity consumption was 975 MWh for FY2021, a 2.0% increase from FY2020's consumption of 956 MWh. The increase in electricity consumption was due to the employees returning to work based on team rotation schedules. Our electricity consumption for Zhongshan Mall was 6,172 MWh for FY2021, a 4.2% increase from FY2020's consumption of 5,925 MWh as a result of the government's reopening of economic activities such as retail and food and beverage businesses.

The overall energy intensity for both Hiap Hoe Office Building and Zhongshan Mall increased by 3.9% from 647 kWh/m<sup>2</sup> in FY2020 to 672 kWh/m<sup>2</sup> in FY2021.



Similarly, for GHG emissions, there was an increase of 2.0% and 4.2% for Hiap Hoe Office Building and Zhongshan Mall respectively, due to government’s reopening of economic activities. The energy intensity for FY2021 was 0.27 tCO<sub>2</sub>e/m<sup>2</sup>, a 3.9% increase from 0.26 tCO<sub>2</sub>e/m<sup>2</sup> for FY2020.







Note: Scope for electricity consumption and GHG emissions include common areas and tenant areas of lettable floor area of 10,643m<sup>2</sup>.

## Electricity consumption across Hospitality Business

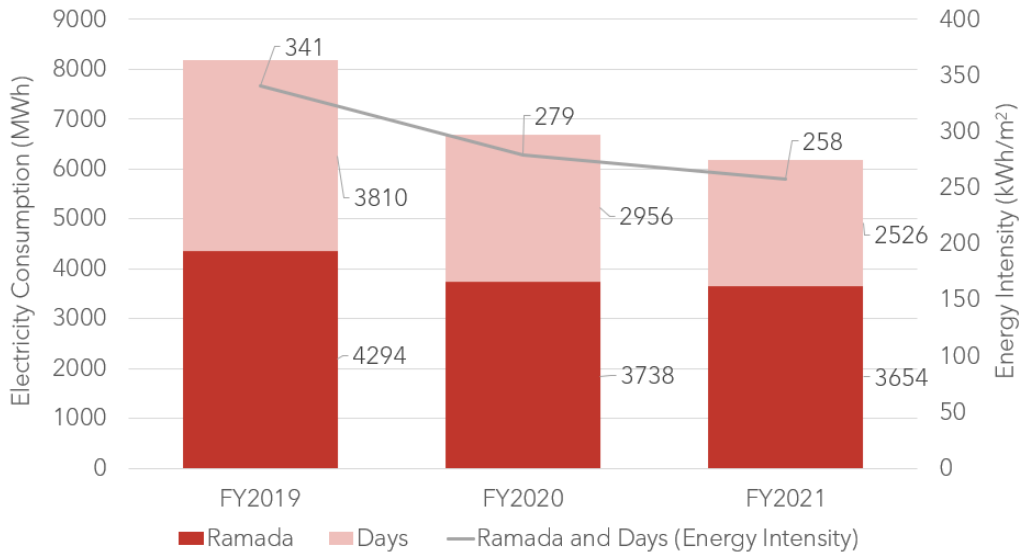
At Ramada and Days Hotel, we have embraced the Wyndham Green Culture and Initiatives towards sustainability. All new employees are required to attend the Wyndham Green sharing session as part of their orientation, which emphasises and provides information on our hotels' upcoming and ongoing green efforts. The Wyndham Green Committee plans and implements activities such as planting new trees and herbs are our nurseries during Earth Day, organises educational tours for associates and engages with our guests on environmental issues during Earth Hour. We also commemorated Earth Hour by switching off lights at common areas such as lobby and driveways.

Our electricity consumption for Ramada and Days Hotel for FY2021 was 6,180 MWh, a 7.7% decrease from FY2020's consumption of 6,694 MWh. The decrease in electricity consumption for FY2021 was due to implementation of various energy reduction measures (more details in table below). Our energy intensity<sup>5</sup> for Ramada and Days Hotel has also decreased by 7.7% from 279 kWh/m<sup>2</sup> in FY2020 to 258 kWh/m<sup>2</sup> in FY2021. The Group has achieved our target of 2% reduction of electricity consumption for Ramada and Days Hotel which was also attributed from our energy saving measures such as switching off electrical appliances when not in use, and replacement of florescent lights with energy efficient LED lights.

Energy Reduction Measures	
	Continuous monitoring of weather conditions and adjustment of air-conditioning temperatures to appropriate levels. Air-conditioners are also automatically switch off in rooms once door access cards are removed.
	Ensuring air-conditioning system is regularly maintained and serviced to optimise efficiency and reduce energy consumption.
	Ensuring air-conditioners in corridors are switched down to "fan mode" during low-occupancy periods to conserve electricity.
	On-going projects to replace existing florescent lights with energy efficient LED lights.

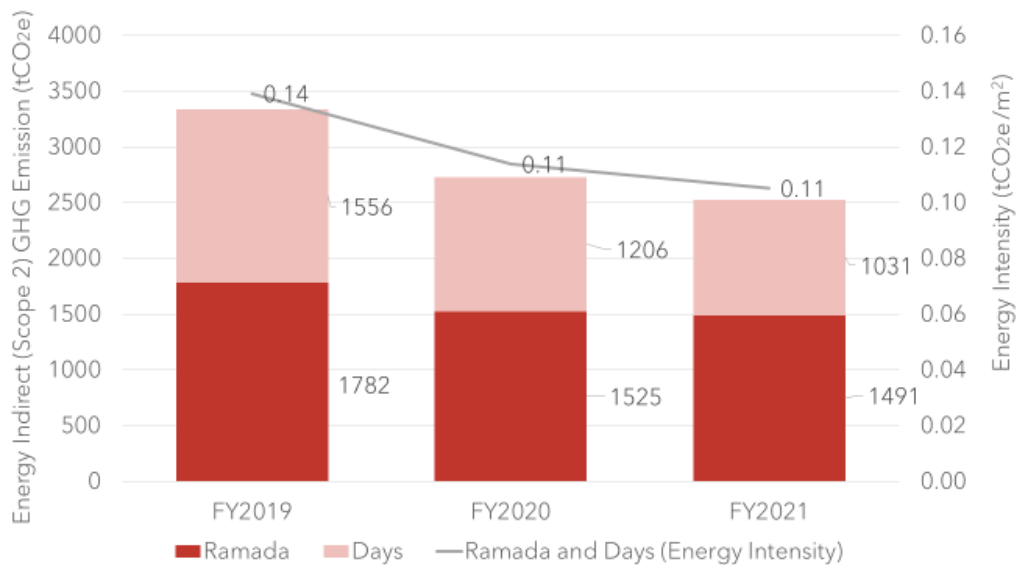
<sup>5</sup> HHL conducted an internal review process to review our environmental data and have identified errors in our FY2017 to FY2020 for total gross area in energy intensity data for Ramada and Days hotel. Therefore, FY2017 to FY2020 total gross area for Ramada and Days hotel has been restated from 24,000m<sup>2</sup> to 23,983m<sup>2</sup>.

**Electricity Consumption and Energy Intensity  
Hospitality Business (Ramada and Days Hotel)**



Similarly, for GHG emissions, there was a decrease of 7.7 % for Ramada and Days Hotel from FY2020 to FY2021 due the Group’s efforts in implementing energy saving measures. The energy intensity for FY2021 remained at 0.11 tCO<sub>2</sub>e/m<sup>2</sup>, consistent with FY2020.

**Energy Indirect (Scope 2) GHG Emissions and Energy Intensity  
Hospitality Business (Ramada and Days Hotel)**

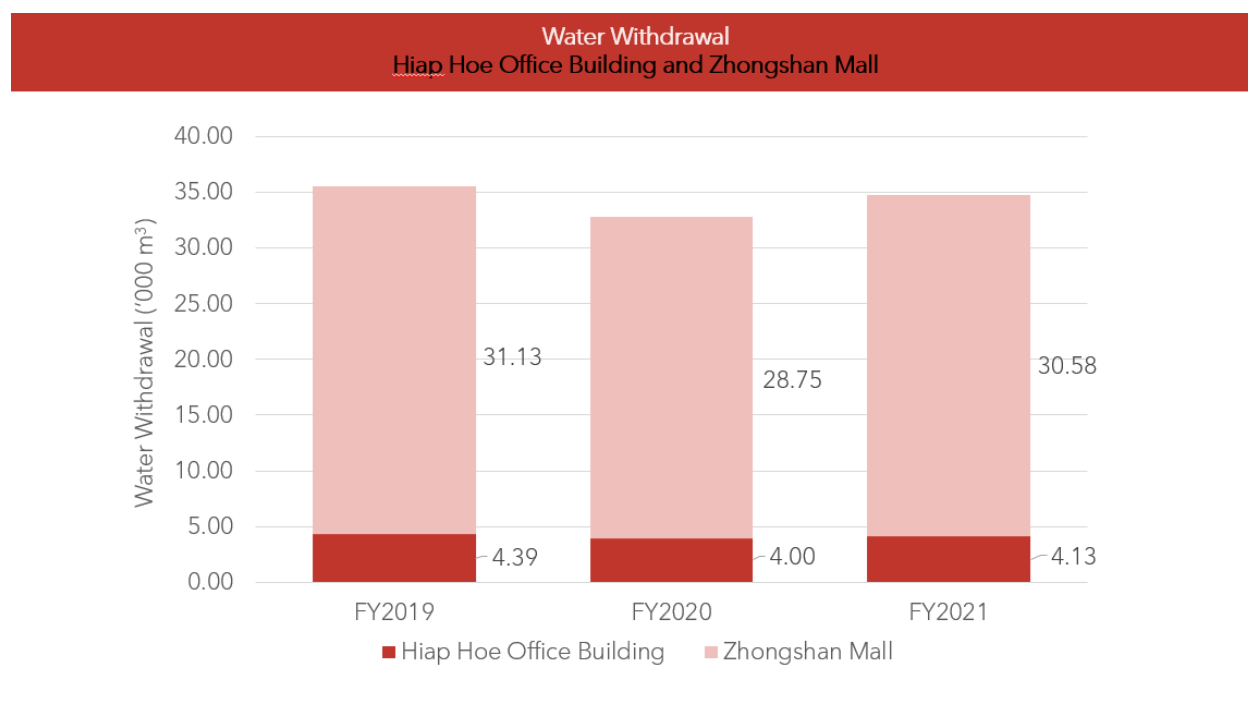


Note: Electricity intensity was calculated based on Ramada and Days Hotel’s total gross floor area of 23,983m<sup>2</sup>. Scope for electricity consumption includes common areas, hotel rooms, and F&B outlets.

## Water

Water scarcity is one of the most complex challenges faced by many communities worldwide. Even in a first world nation like Singapore, water security remains a growing threat due to the limited resources we have in our island state. For operations at our Hospitality Business, water is withdrawn from the national water provider, Public Utilities Board (“PUB”). Water provided by PUB is considered freshwater as Singapore’s quality of drinking water is regulated by the Environmental Public Health (“EPH”) (Water Suitable for Drinking) (No.2) Regulations 2019 which follows the World Health Organisation (“WHO”) Guidelines for Drinking-water Quality ( $\leq 1,000$  mg/L Total Dissolved Solids). Effluents are discharged through on-site facilities such as the kitchens, hotel and public bathrooms.

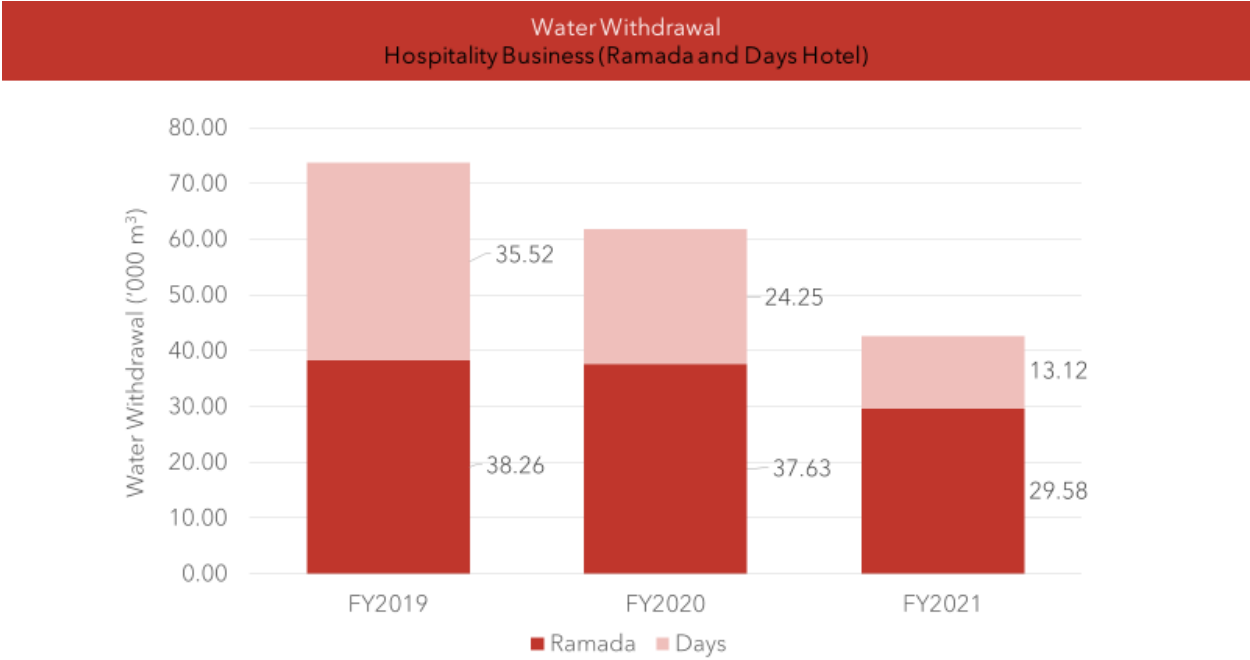
Hiap Hoe monitors the monthly water consumption for our Hospitality business to ensure that we are on track to meet our target of 1% water reduction. As water is an essential part of our operations, Hiap Hoe has adopted various water management measures to maximise our water efficiency and ensure responsible withdrawal of water. Our water withdrawal for our Hiap Hoe Office Building for FY2021 is 4,130 m<sup>3</sup>, a 3.1% increase from FY2020’s consumption of 4,000 m<sup>3</sup>. Likewise, our water withdrawal for Zhongshan Mall also increased by 6.3% from FY2020’s consumption of 28,750 m<sup>3</sup> to 30,580m<sup>3</sup> in FY2021. Similar to energy consumption, the increase in water consumption was a result of employees returning to work and the government’s reopening of economic activities such as retail, and food and beverage businesses.



Note: Scope for water withdrawal includes common areas and tenant areas.

Our water withdrawal for Ramada and Days Hotel for FY2021 was 42,700 m<sup>3</sup>, a 31% decrease from FY2020's consumption of 61,882 m<sup>3</sup>. The significant decrease in water withdrawal for FY2021 was attributed to reduced public external events held within the hotel venue. With lesser events held, this resulted in reduction of water usage for external uses such as watering landscape and water jet cleaning for driveways, lawns, pool area, and events for cooking. In addition, cleaning of SHN hotel rooms was only executed at the end of the stay of SHN guest to reduce human interaction and the chance of transmissional infection.

A series of water-saving initiatives through the Environmental Friendly Program was introduced across our hotel operations. To manage and reduce our water consumption for our hotels, we provide our hotel guests with the option to not have their sheets washed daily by our room attendants. Hotel guests are encouraged to leave card instructions if they do not require clean bed linens or towels. Since the introduction of the program, it has received positive responses and has been strongly supported by our hotel guests, with approximately 80% of the hotel guests who have participated in water-saving initiatives during their stay.



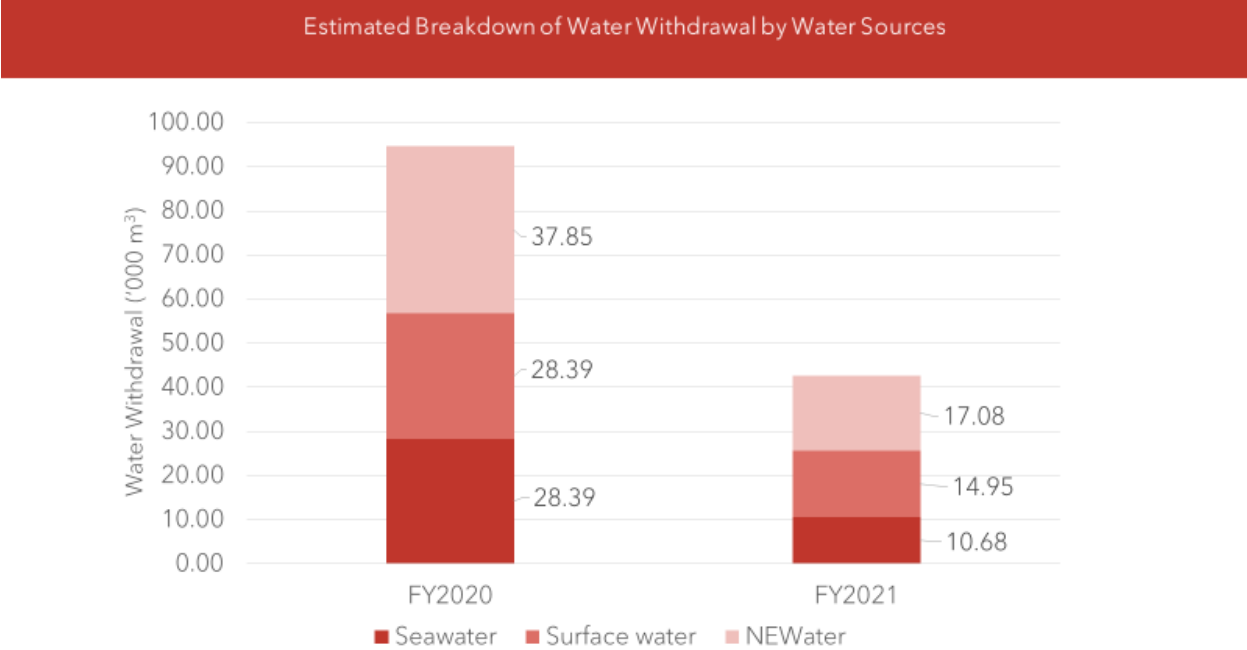
Note: Water withdrawal intensity was calculated based on Ramada and Days Hotel's total gross floor area of approximately 23,983m<sup>2</sup>. Scope for water withdrawal includes common areas, hotel rooms, and F&B outlets.

Singapore is identified to be a water scarce country by WRI's Aqueduct Water Risk Atlas tool. Therefore, all water withdrawal is deemed to be from water stress area.

The chart below provides an estimated breakdown of all our water sourced from Singapore's Public Utilities Board ("PUB"). In Singapore, approximately 25% of our water

demand is met by water in catchment areas and imported water, 35% of water demand is met by desalinated water and the remaining 40% of met by NEWater.

According to PUB’s Our Water, Our Future report, all potable water and NEWater are categorised as freshwater with Total Dissolved Solids levels of less than 1,000mg/L.



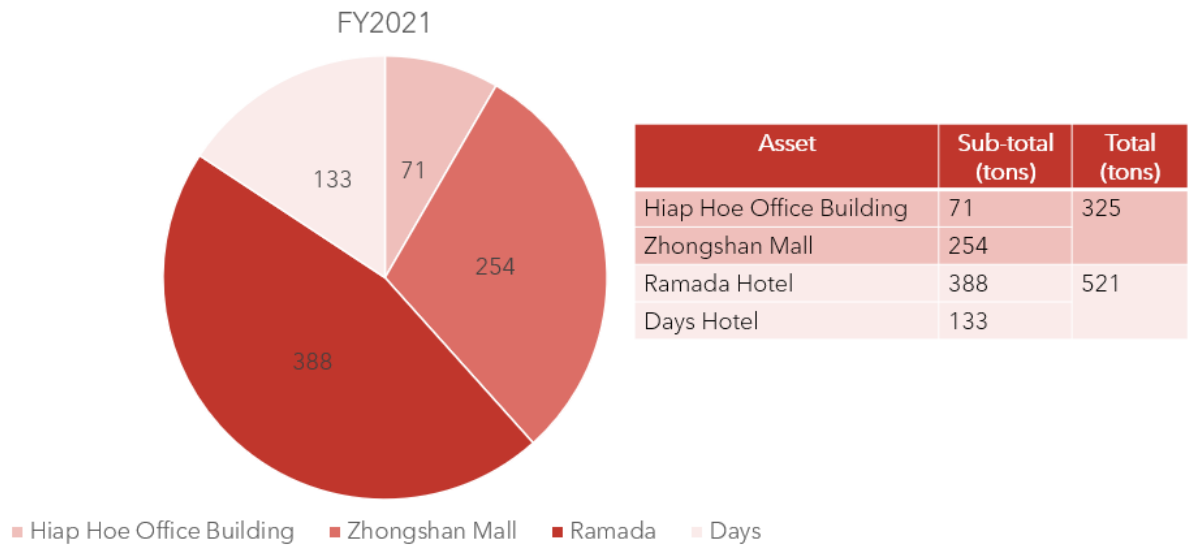
**Waste**

At Hiap Hoe, we believe in resource efficiency and are committed to reduce our waste in our day-to-day operations. Our significant waste generation comes from our hotel business operations, with municipal waste such as food, single-use utensils and amenities. To reduce the waste generated, we implemented bulk-size amenities to replace the single-use plastic toiletries, replaced the single-use amenities with eco-friendly packaging for amenities such as vanity kits, dental kits, sewing kits, shower caps, combs and sanitary bags, and notify our hotel guests upon arrival to request for the amenities when needed.

As part of Earth Hour, our employees pledge to no-plastic awareness and our cleaners segregate the wastes between recyclable and non-recyclable. Both recyclable and non-recyclable wastes are collected by external third-party waste collectors on a daily basis.

The total waste collected at Hiap Hoe Office Building and Zhongshan Mall and Hospitality business are 325 tons and 521 tons respectively. We have recycled a total of 7,966 kg and 11,719 kg for Hiap Hoe Office Building and Zhongshan Mall and Hospitality business respectively. The recycled items largely constitute paper, and some metal and plastic wastes.

**Waste Generation**  
 Hiap Hoe Office Building, Zhongshan Mall, and Hospitality Business (Ramada and Days Hotel)



Moving forward, we will strive to incorporate waste management initiatives to reduce our waste generation wherever possible across all our business operations.



# GRI Content Index

GRI Standard Disclosure	Description	Section of Report	Page Reference
<b>GRI 102: General Disclosures 2016</b>			
<b>Organisational profile</b>			
102-1	Name of the organisation	About the Report	3
102-2	Activities, brands, products, and services	Our Business	4
102-3	Location of headquarters	Our Business	4
102-4	Location of operations	Our Business	4
102-5	Ownership and legal form	Our Business	4
102-6	Markets served	Our Business	4
102-7	Scale of the organisation	Our Business	4
102-8	Information on employees and other workers	Fair Employment Practices	15 - 20
102-9	Supply chain	Our Value Chain	5
102-10	Significant changes to the organisation and its supply chain		Refer to AR
102-11	Precautionary Principle or approach		Refer to AR
102-12	External initiatives		Refer to AR
102-13	Membership of associations		Refer to AR
<b>Strategy</b>			
102-14	Statement from senior decision-maker	Board Statement	2
<b>Ethics and Integrity</b>			
102-16	Values, principles, standards, and norms of behaviour	Our Business	Refer to AR
102-17	Mechanisms for advice and concerns about ethics	Ethics, Bribery and Corruption	Refer to AR
<b>Governance</b>			
102-18	Governance structure		Refer to AR
<b>102-22</b>	Composition of the highest governance body and its committees	Fair Employment Practices	15
<b>Stakeholder engagement</b>			
102-40	List of stakeholder groups	Stakeholder Engagement	6 - 7
102-41	Collective bargaining agreements	There are no collective bargaining agreements in place.	
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	6 - 7
102-43	Approach to stakeholder engagement	Stakeholder Engagement	6 - 7
102-44	Key topics and concerns raised	Stakeholder Engagement	6 - 7
<b>Reporting practice</b>			
102-45	Entities included in the consolidated financial statements		Refer to AR
102-46	Defining report content and topic Boundaries	About the Report	3
102-47	List of material topics	Materiality Assessment	7 - 9

GRI Standard Disclosure	Description	Section of Report	Page Reference
102-48	Restatements of information	FY2017 to FY2020 energy intensity data for Ramada and Days hotel have been restated after an internal review process was conducted.  FY2019 water withdrawal data for Ramada and Days Hotel have been restated after an internal review process was conducted.	
102-49	Changes in reporting	Materiality Assessment	8 - 9
102-50	Reporting period	Board Statement	2
102-51	Date of most recent report	Sustainability Report 2020	
102-52	Reporting cycle	Board Statement	2
102-53	Contact point for questions regarding the report	About the Report	3
102-54	Claims of reporting in accordance with the GRI Standards	About the Report	3
102-55	GRI content index	GRI Content Index	32 - 36
102-56	External assurance	About the Report	3
<b>Topic-specific GRI Standard Disclosures</b>			
<b>Category: Economic</b>			
<b>Material ESG Topic: Sustainable Economic Growth</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment, Sustainable Economic Growth	7 - 9, 11
103-2	The management approach and its components		Refer to AR
103-3	Evaluation of the management approach		Refer to AR
<b>GRI 201: Economic Performance 2016</b>			
201-1	Direct economic value generated and distributed	Sustainable Economic Growth	11
<b>Category: Governance</b>			
<b>Material ESG Topic: Good Governance</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment, Good Governance	7 - 9, 12 - 14
103-2	The management approach and its components	Good Governance	12 - 14
103-3	Evaluation of the management approach	Good Governance	12 - 14
<b>GRI 205: Anti-Corruption 2016</b>			
205-3	Confirmed incidents of corruption and actions taken	Ethics, Bribery and Corruption	12 - 13
<b>GRI 307: Environmental Compliance 2016</b>			

GRI Standard Disclosure	Description	Section of Report	Page Reference
307-1	Non-compliance with environmental laws and regulations	Compliance	13
<b>GRI 418: Customer Privacy 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Privacy	13 -14
<b>GRI 419: Socioeconomic Compliance 2016</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	Compliance	13
<b>Category: Social</b>			
<b>Material ESG Topic: Fair Employment Practices</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment, Fair Employment Practices	7 - 9, 15 - 20
103-2	The management approach and its components	Fair Employment Practices	15 - 20
103-3	Evaluation of the management approach	Fair Employment Practices	15 - 20
<b>GRI 401: Employment 2016</b>			
401-1	New employee hires and employee turnover	Our Employees	18 - 19
<b>GRI 404: Training and Education 2016</b>			
404-1	Average hours of training per year per employee	Training and Development	20
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
405-1	Diversity of governance bodies and employees	Our Board Diversity	15 -16
<b>GRI 406: Non-discrimination 2016</b>			
406-1	Incidents of discrimination and corrective actions take	Non-discrimination	19
<b>Material ESG Topic: Customer Health and Safety</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment, Customer Health and Safety	7 - 9, 21- 23
103-2	The management approach and its components	Customer Health and Safety	21- 23
103-3	Evaluation of the management approach	Customer Health and Safety	21- 23
<b>GRI 416: Customer Health and Safety 2016</b>			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety	21- 23
<b>Category: Environmental</b>			
<b>Material ESG Topic: Environmental Sustainability</b>			
<b>GRI 103: Management Approach 2016</b>			

GRI Standard Disclosure	Description	Section of Report	Page Reference
103-1	Explanation of the material topic and its Boundary	Materiality Assessment, Environmental Sustainability, Energy	7 - 9, 24 - 27
103-2	The management approach and its components	Environmental Sustainability, Energy	24 - 27
103-3	Evaluation of the management approach	Environmental Sustainability, Energy	24 - 27
<b>GRI 302: Energy 2016</b>			
302-1	Energy consumption within the organisation	Energy	24 - 27
302-3	Energy intensity	Energy	24 - 27
302-4	Reduction of energy consumption	Energy	24 - 27
302-5	Reduction in energy requirements of products and services	Energy	24 - 27
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment, Water	7 - 9, 28 - 30
103-2	The management approach and its components	Water	28 - 30
103-3	Evaluation of the management approach	Water	28 - 30
<b>GRI 303: Water and Effluents 2018</b>			
303-1	Interactions with water as a shared resource	Water	28 - 30
303-2	Management of water discharge-related impacts	Water	28 - 30
303-3	Water withdrawal	Water	28 - 30
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment, Environmental Sustainability, Energy	7 - 9, 24 - 27
103-2	The management approach and its components	Environmental Sustainability, Energy	24 - 27
103-3	Evaluation of the management approach	Environmental Sustainability, Energy	24 - 27
<b>GRI 305: Emission 2016</b>			
305-1	Direct (Scope 1) GHG Emissions	Energy	24 - 27
305-2	Energy indirect (Scope 2) GHG Emissions	Energy	24 - 27
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment, Waste	7 - 9, 30 - 31
103-2	The management approach and its components	Waste	30 - 31
103-3	Evaluation of the management approach	Waste	30 - 31

GRI Standard Disclosure	Description	Section of Report	Page Reference
<b>GRI 306: Waste 2020</b>			
306-1	Waste generation and insignificant waste-related impacts	Waste	30 - 31
306-2	Management of significant waste-related impacts	Waste	30 - 31
306-3	Waste generated	Waste	30 - 31