



SINJIA LAND
limited

SUSTAINABILITY REPORT

2023

This report is prepared in compliance with the requirements of Rules 711A and 711B of the listing manual of the Singapore Exchange Securities Trading Limited ("SGX-ST"), and based on the Global Reporting Initiative ("GRI") Standards.

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ABOUT THIS REPORT

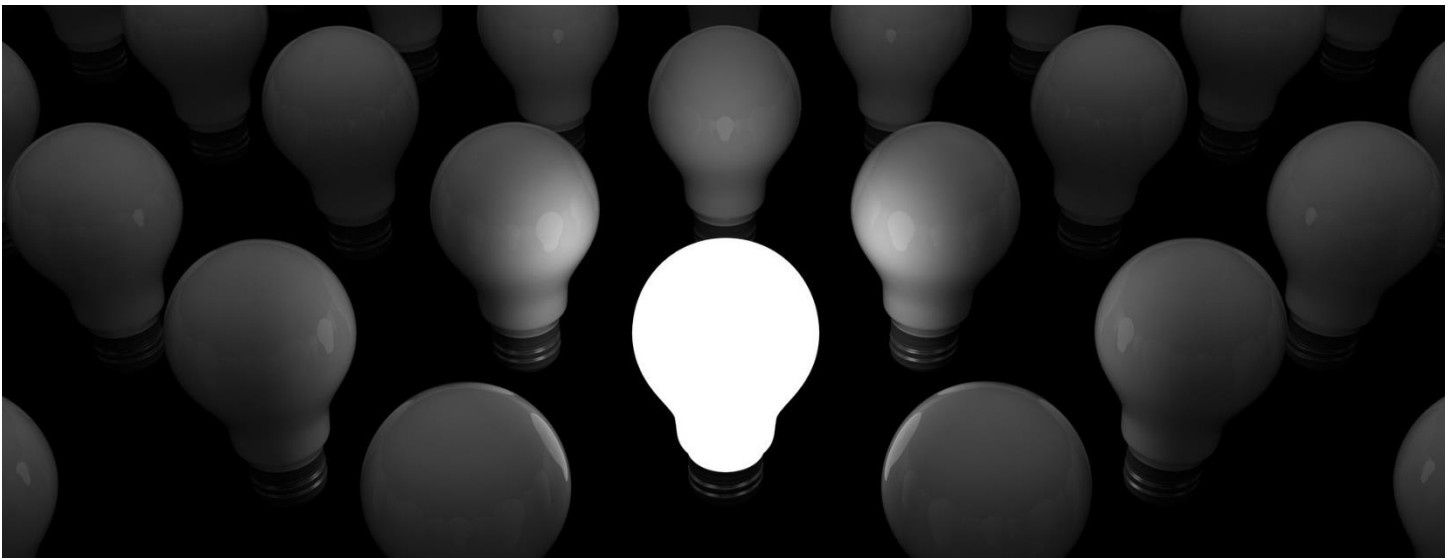
In this Sustainability Report (“Report”), it covers Sinjia Land Limited and its subsidiaries’ (“Sinjia” or the “Group”) sustainability performance for the reporting period from 1 January 2023 to 31 December 2023 (“FY2023”). This annual Report focuses on the significant operations of the Group which covers Sinjia Land Limited and G4 Station Pte Ltd.

Sinjia has reported with reference to the Global Reporting Initiative (“GRI”) Standards for the period from 1 January 2023 to 31 December 2023. The GRI is an independent, international organisation that helps businesses and other organisations take responsibility for their impacts by providing them with the global common language to communicate those impacts. The Group adopts the GRI Standards for sustainability reporting as GRI provide the world’s most widely used standards for greater ease of understanding.

We continue to address the factors deemed material to Sinjia based on the Economic, Environmental, Social and Governance (“EESG”) factors, and present our progress so far in our sustainability journey. Sinjia is committed to continually improving its sustainability reporting processes.

We welcome feedback from our stakeholders as this enables us to continually improve upon our sustainability efforts. Please send your feedback to feedback@sinjl.com.

In our effort to conserve the environment, no hard copies of this Report are printed. We have uploaded a digital copy on our website at www.sinjl.com and on the SGXNet at www.sgx.com.



ABOUT US

Headquartered and incorporated in Singapore since 2004, Sinjia is listed on the Singapore Exchange Securities Trading Limited (“SGX-ST”) Catalist (formerly known as SESDAQ) in 2005. Subsequently, Sinjia was transferred to the Main Board in 2008 and transferred back to Catalist in 2015.

Sinjia engages in hostel management, operating under its subsidiary G4 Station Pte. Ltd. (“Hostel”), which was acquired in October 2016. The Hostel, a 5-storey economy class hostel in Singapore with a size of 574.8 square meters, has 23 dormitory rooms and 87 beds (ranging from 2 to 8 beds per room). The average occupancy level during our reporting period is approximately 90% (2022: 74%) .



Mission

At Sinjia, we believe that affordability should never compromise service. We aim to reflect this belief through our provision of quality hospitality at a competitive price. Our services are dedicated to crafting a comfortable experience for our guests.



Vision

Our vision is to be the preferred choice for travellers in Singapore seeking comfort at an affordable rate.



Core Values

We aim to be a socially responsible corporation by reducing, recycling and re-using relevant resources to minimise our impact on the environment.

We aim to be a people developer by inculcating a sense of affiliation and belonging amongst the management team and staff.

We value people as assets and provide opportunities for continual learning and personal upgrading.

BOARD'S MESSAGE

Dear Stakeholders,

The Board of Directors (the "Board") is pleased to present the Group's Sustainability Report (the "Report") for financial year ended 31 December 2023. This Report outlines the key Economic, Environmental, Social and Governance ("EESG") factors deemed material to us and our stakeholders. We have considered the sustainability issues as part of our strategic formulation which are determined by the material EESG factors. We have also received feedback from the stakeholders on an ongoing basis and ensured that there is adequate management and monitoring over the factors identified during the year.

Sinjia is not a significant user of energy, and as such our direct greenhouse gases emissions are relatively low, we are committed to making efforts to reduce these emissions. The Board is mindful of the SGX's enhanced disclosure requirements for all listed entities, and will work with the Management to ensure full compliance within the stipulated timelines.

Climate risks are of growing concern to businesses and their stakeholders. Therefore, companies are encouraged to provide climate-related disclosures based on the recommendations of the Task Force on Climate-Related Financial Disclosures. We have preliminarily identified the climate risks relevant to the Group and measured the GHG emission efficiency index. The Group has begun adopting a phased approach to climate risk disclosures in line with the recommendations of the Task Force on Climate-related Financial Disclosures.

At Sinjia, as we are still committed to working towards sustainable growth, we have considered sustainability issues as part of our strategy formulation. We would like to express our gratitude to our partners, stakeholders and team members involved in our sustainability journey. As we continue to strive towards a sustainable future, we still endeavour to continually enhance value to our stakeholders, while considering the relevant social and environmental impacts.

Once again, we thank you for your unwavering support.

CHEUNG CHI KIN, KEN

Non-Executive Chairman and
Independent Director

CHEONG WEIXIONG, JEFF

Group Chief Executive Officer and Executive Director

1 April 2024

BUSINESS EXCELLENCE AND ETHICS

Enterprise Risk Management

The Group has an Enterprise Risk Management (“ERM”) policy that safeguards the stakeholders’ interest. This sound system of risk management determines the nature and extent of the significant risks which the Group is willing to take in achieving our strategic goals. The policy is aligned to ISO 31000: 2009, the international standards on ERM with the objectives of meeting the compliance in the design, implementation and monitoring of the key risks and internal control systems in place. The Group has developed and implemented the appropriate risk management procedures to address the key risks identified. All significant matters will be highlighted to the Audit Committee and the Board of Directors of the Company.



Whistle Blowing Policy

Sinjia engages in responsible business practices and complies with the relevant laws and regulations that address bribery and corruption. A Whistle Blowing Policy has been implemented to provide employees of the Group with an independent and confidential channel to report suspected fraud, corruption, dishonest practices or irregularities. The policy encourages the reporting of such matters by employees on an anonymous basis. The Group is confident of the policy’s effectiveness as reports by employees can be made confidentially and easily via e-mail.

At the same time, such reporting will also be in compliance with applicable laws and the employees will not be penalised.

Details of the Whistle Blowing Policy are disseminated to all employees of the Group and reminders are circulated to all existing employees and new employees on a semi-annual basis. There were no incidents of bribery and/or corruption reported during the year. We aim to maintain this performance perpetually.

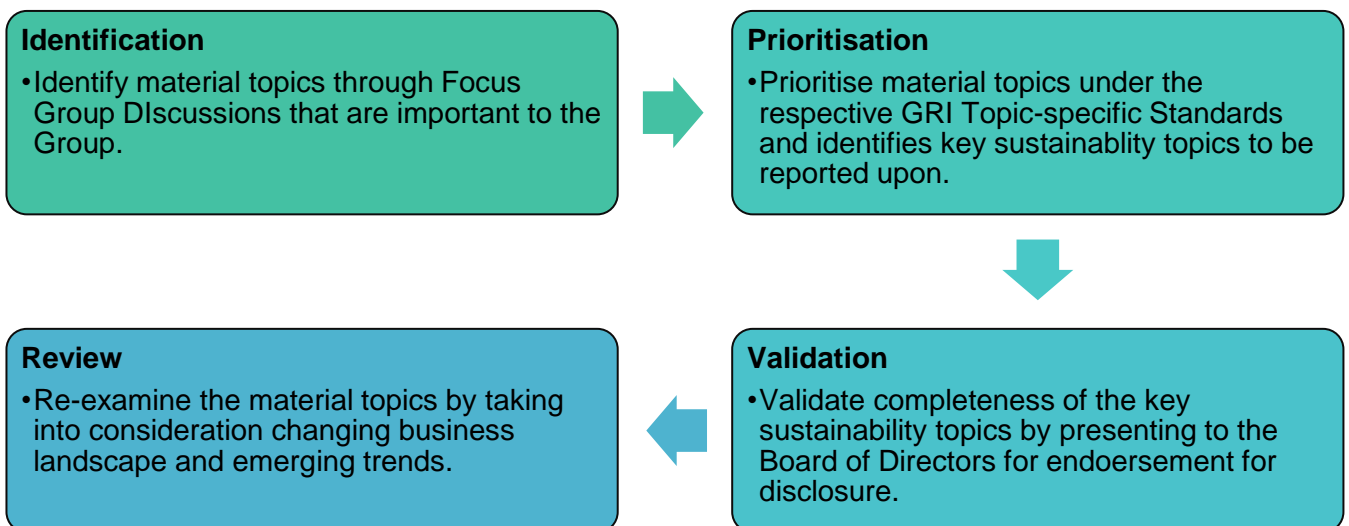
OUR APPROACH TO SUSTAINABILITY

We conducted our first materiality assessment in 2017 with reference to the Global Reporting Initiative (“GRI”) Standards to identify and select key stakeholders with whom to engage and determine the EESG factors that are material to them. We conducted a Focus Group Discussion with our very own Sustainability Reporting Champion Team (“Team”) to validate the assessment and gather feedback on the sustainability issues that are important to these key stakeholders.

In late 2023, we established our sustainability reporting framework. We performed an analysis on our business and operation models to establish the basis for our stakeholder mapping and materiality assessment. The framework will start implemented in 2024.

In order to ensure our Board’s competency in managing and overseeing Group’s impact and sustainability practices, except 2 new directors onboard on 1 Mar 2024, all directors have attended the Sustainability course conducted by the Singapore Institute of Directors as part of Singapore Exchange Regulation (“SGXRegCo”)’s mandated sustainability training. For new directors, we will ensure that they attending the course during this year.

The key stakeholder groups and material factors are still deemed relevant and remain unchanged. We will continue to assess the identified material factors on a regular basis to ensure their relevance. We analysed our operations and adopted a 4-step approach (shown below) in determining the material EESG factors that are material to our stakeholders.



Sinjia addressed the issues at hand by following the 4-step process listed above. We studied these EESG risks and their potential impacts to gain a comprehensive overview of mitigation approaches. Through the above four steps, we were able to gain an understanding of the issues that matter most to our key stakeholders. We then earmarked material factors and assessed their materiality with regard to our business operations, with reference to the respective GRI standards.

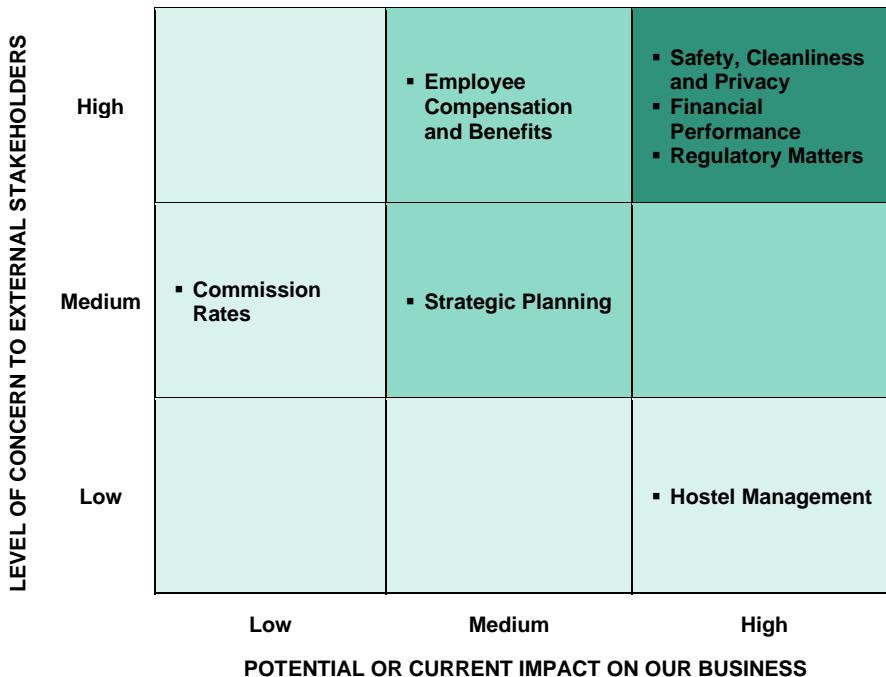
Sinjia has our very own Team who evaluated these material factors with reference to the GRI Standards. Thereafter, the Team worked with the relevant departments to execute the strategies and action plans upon the approval by the Company’s Chief Executive Officer and Board of Directors.

Sinjia is committed to improving the identification and management of material issues relevant to our stakeholders.

IDENTIFICATION OF STAKEHOLDERS

We have continued to engage with our key stakeholders to understand their expectations and our approach to engagement is shown below.

Key Stakeholders	Basis for Determining Stakeholders	Engagement Platform	Frequency of Engagement	Topics Discussed
Investors and Shareholders	Influence on management's decisions and responsibility towards investors	Company's website and annual general meeting	As and when; and annually	Financial performance; Strategic planning
Online Booking Agents	Dependency on agents	E-mails and phone calls	As and when	Commission rates
Government and Regulators	Compliance with local laws and regulations	Regular reporting	Annually	Regulatory matters
Employees	Employees executes the direction of the Group	Performance appraisal, informal dialogues and phone calls	As and when; and annually	Employee compensation and benefits; Hostel management
Hostel Guests	Customers' needs influence the direction of the Group	Online booking platforms, informal dialogues and feedback	As and when	Safety, cleanliness and privacy



We have identified and prioritised the topics discussed and ranked them in accordance to the importance to our stakeholders and the importance to the Group.

Topics falling under the top right quadrant are deemed material and will be reported in this Report.

OUR MATERIAL EESG FACTORS

There have been no major changes to our business operations this year. The key factors identified under the EESG framework remain the same.

Material Topic	Why Material	GRI Standards Disclosure	Boundary	
			Within Sinjia	Outside Sinjia
Economic				
Economic Performance	Poses significant effects towards stakeholders	201-1	√	
Indirect Economic Impact	Poses significant effects towards stakeholders	203-2	√	
Procurement Practices	Poses significant effects towards stakeholders	204-1	√	
Anti-Corruption	Poses significant effects towards stakeholders	205-3	√	
Environmental				
Climate Change	Poses significant effects towards sustainability	305-2	√	
Energy Consumption	Poses significant effects towards sustainability	302-1 302-3	√	
Water Consumption	Poses significant effects towards sustainability	303-5	√	
Social				
Employment	Poses significant effects towards employees	401-1	√	
Training and Education	Poses significant effects towards employees	404-3	√	
Diversity and Equal Opportunity	Poses significant effects towards employees	405-1	√	
Non-Discrimination	Poses significant effects towards employees	406-1	√	
Customer Health and Safety	Poses significant effects towards customers	416-2	√	
Customer Privacy	Poses significant effects towards customers	418-1	√	

RESPONSIBILITY TOWARDS OUR ECONOMY

Our Indirect Economic Impact

Singapore's tourism sector recovered strongly and demonstrated resilience with a solid performance for 2023. International visitor arrivals ("IVA") reached 13.6 million in 2023 (~71 per cent of 2019 IVA), meeting the Singapore Tourism Board ("STB")'s forecast of between 12.0 and 14.0 million visitors. Tourism receipts ("TR") are estimated to reach \$24.5 to \$26.0 billion (~88-94 per cent of 2019 TR), surpassing STB's forecast of \$18.0 to \$21.0 billion set out in 2023.

Accommodation is one of the basic needs for any tourism activity. As a hostel service provider, we recognised the importance of providing good services as the level of hospitality helps in building the image and market of Singapore. We work with the STB to drive strategic alignment towards the development of a vibrant and innovative hotel sector. We promote the different places of interest in Singapore by displaying the various Singapore attractions brochures in our Hostel lobby. Additionally, we frequently provide advice to our guests and assist them with the booking of tickets and tours over our reception counter. It is, however, impracticable for us to quantify the indirect economic impact arising from such activities.

We will continue to display Singapore attractions brochures to help further promote tourism in Singapore.



RESPONSIBILITY TOWARDS OUR ECONOMY

Our Procurement Practices

Sinjia is committed to building and maintaining a sustainable and resilient supply chain in Singapore for both the Group and our suppliers. Our vendors provide us with energy, water, laundry and pest control services.

Local suppliers are advantageous to Sinjia as they are able to deliver products and services with shorter lead time and at a lower cost. Face to face meetings with suppliers, where required, allows us to address any concerns that we might have and maintain greater control over the standard and quality of products and services provided to us. We aim to continue our local procurement practices in the long run.

One of the key service providers involved in our supply chain are the online travel agents. Currently we work closely with 2 main travel booking agents known to many such as Agoda and Traveloka. As the Group currently works with these online travel agents, we seek to maintain our current working relationships in the long term.



RESPONSIBILITY TOWARDS OUR ENVIRONMENT

Sinjia understands that being a successful hostel service provider requires the Group to be efficient, well managed and customer focused. In addition, Sinjia needs to fulfil the expectations of our stakeholders, which includes demonstrating our commitment to preserving the environment. There were no cases of non-compliance with environmental laws and regulations during the reporting period and the target will be to maintain this performance perpetually.

Our Energy Consumption and Greenhouse Gas Emissions

Each guest room requires non-renewable energy sources in the form of electricity, which is powered by electricity distributors. These include air-conditioning, lighting and heating.

The Group's carbon footprint is measured in terms of Greenhouse Gas (GHG) emission. The GHG emission is an absolute measure of how much carbon dioxide equivalent (CO₂e) is emitted. The Group GHG emission are indirectly contributed to by air pollution from the consumption of purchased energy (Scope 2 GHG emissions).

During the reporting period, the Hostel consumed a total of 104,000kWh of electricity and has an occupancy of 26,118 guest nights. On average, each Hostel guest consumes 3.98 kWh of energy per guest night, which represents a 25% decrease in the consumption of energy per guest night. This was mainly attributed to the increase of hotel occupancy following the recovery of the tourism sector resulted in the economics of scale effect in the electricity consumption.

Area of focus	Actual FY 2021 Performance	Actual FY 2022 Performance	FY 2023 Target	Actual FY 2023 Performance	FY 2023 Target
Electricity consumption	106,000 kWh	114,000 kWh	NA	104,000 kWh	NA
GHG Emission (tCO ₂ e)	43	46	NA	42	NA
Average electricity consumption per guest night	7.27 kWh / guest night	5.31 kWh / guest night	6.50 kWh / guest night	3.98 kWh / guest night	5.50 kWh / guest night

Note: Emission factors and global warming potential used in the computation of GHG emissions are derived from GHG Protocol and IPCC respectively.

While the comfort of our guests is a key element during their stay, we abide by our Group's energy saving policies whenever possible. We display notices in the room and within the Hostel to remind our Hostel guests to switch off the air-conditioning and lights whenever they are not in use, which is ultimately the decision of each guest. We also play our part in reducing our carbon footprint by utilising sensors and controls to adjust the lighting and other systems, such that they are automatically switched on when motion is detected.

The Group will continue to monitor its energy consumption and take extra steps to reduce the energy intensity ratio per guest night. Moving forward, we seek to keep the electricity consumption per guest night below 5.50 kWh in the long term.

RESPONSIBILITY TOWARDS OUR ENVIRONMENT

Our Water Consumption



Water is scarce in Singapore. As the demand for water continues to increase in tandem with population and economic growth, we have seen an increase in the hostel's water consumption.

Approximately 3,151,000 litres of potable water were obtained from local municipal water supplies during the reporting period. That translates to the equivalent of 121 litres of water used per guest night, which represents a 2% decrease in consumption per guest night. This was mainly attributed to the increase of hotel occupancy following with the recovery of the tourism sector resulted in economics of scale effect in the water consumption.

Area of focus	Actual FY 2021 Performance	Actual FY 2022 Performance	FY 2023 Target	Actual FY 2023 Performance	FY 2024 Target
Water consumption	2,574,000 litres	2,641,000 litres	NA	3,151,000 litres	NA
Average water consumption per guest night	177 litres / guest night	123 litres / guest night	< 160 litres / guest night	121 litres / guest night	< 140 litres / guest night

As the pressure on water resources increases, it is important to reduce and conserve water resources. Sinjia recognises the importance of water and is constantly finding ways to reduce water consumption in the Hostel. We hang signs around the pantry and bathrooms to remind all our guests to turn off the tap when not in use. This is also to encourage Hostel guests to reduce their water consumption where possible.

At Sinjia, we are committed to saving and conserving in every small way that we can to reduce our water consumption. Our water-saving policies have been effective in reducing the average consumption per guest per night.

Moving forward, we seek to keep the water consumption per guest night below 140 litres in the long term.

RESPONSIBILITY TOWARDS OUR PEOPLE

Our employees play an important role in our business and we are committed to creating a positive environment for the physical and mental well-being of our employees. This includes the overall job satisfaction which keeps our retention rate high; an inclusive and non-discriminatory culture which forms a safe working space; a fair and open environment for continuous career development; and a safe working environment for all employees.

A significant portion of the Group's activities (i.e. the Hostel operations) are performed by hostel workers through an outsourcing arrangement with HLN Rubber Products Pte. Ltd. and is included as part of our total headcount for the purpose of this Report. Our employees are not covered under any collective bargaining agreements. Directors and management will be reviewing the outsourcing arrangement on a regular basis with the objective to minimise its cost and maximise its returns.

Retention of Our Workforce

The Group's strategy in maintaining our high retention rate involves raising the overall well-being of our employees. We have in place certain benefits for our employees who require additional support.

Employees will be granted flexible working arrangements based on their individual parental or elderly care responsibilities. Sinjia considers the circumstances that may be relevant to determine whether a refusal is or is not reasonable.

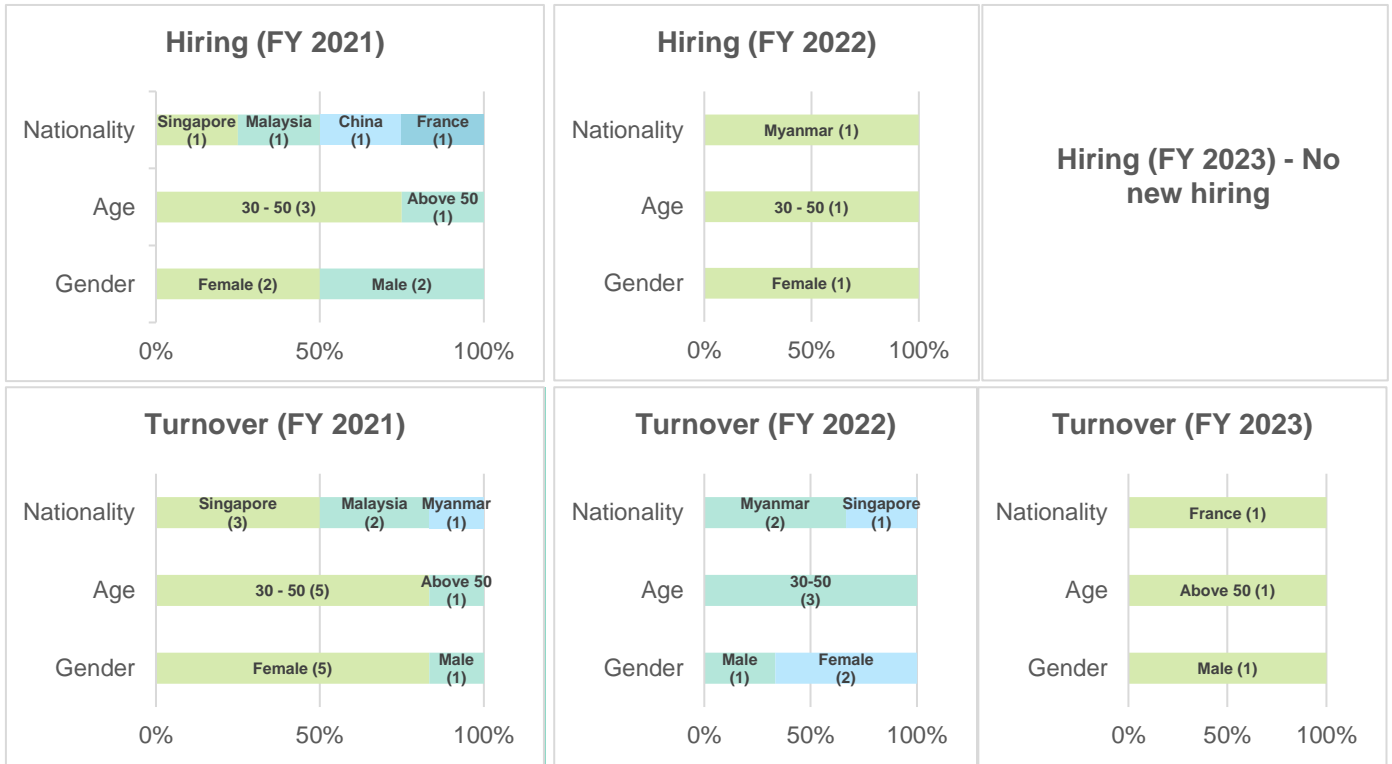
Sinjia also allows a pregnant employee to transfer to a 'safe job' without any changes to her original employment terms. In the event where the employee cannot be transferred to a 'safe job', she will be required to take 'no safe job' leave for the time stated in the medical certificate or until the pregnancy ends. 'No safe job' leave is a special type of paid leave as agreed which can be no lower than 30% of the employee's original base pay.

We strongly believe that such benefits show our employees that Sinjia cares about their overall well-being and wants to ensure that they are happy and satisfied with their working environment.

RESPONSIBILITY TOWARDS OUR PEOPLE

Retention of Our Workforce (cont'd)

As at 31 December 2023, The Group's workforce comprised of 6 permanent and full-time staff. Our hiring and turnover rates are shown below:



Area of focus	Actual FY 2021 Performance	Actual FY 2022 Performance	FY 2023 Target	Actual FY 2023 Performance	FY 2024 Target
Hiring rate	36%	12%	< 10%	0%	< 10%
Turnover rate	35%	35%	< 10%	15%	< 10%

During the reporting period, Sinjia's hiring rate and employee turnover rate were 0% and 15% respectively. The Group had a higher turnover rate this year due to internal restructuring. The average recruitment rate (2022: 2.6%, 2021: 2.1%) and resignation rate (2022: 1.7%, 2021: 1.7%) for FY2023 was not available published by The Ministry of Manpower. We trust that our rates, though significantly higher than the national average for the past, are considered reasonable due to our internal restructuring.

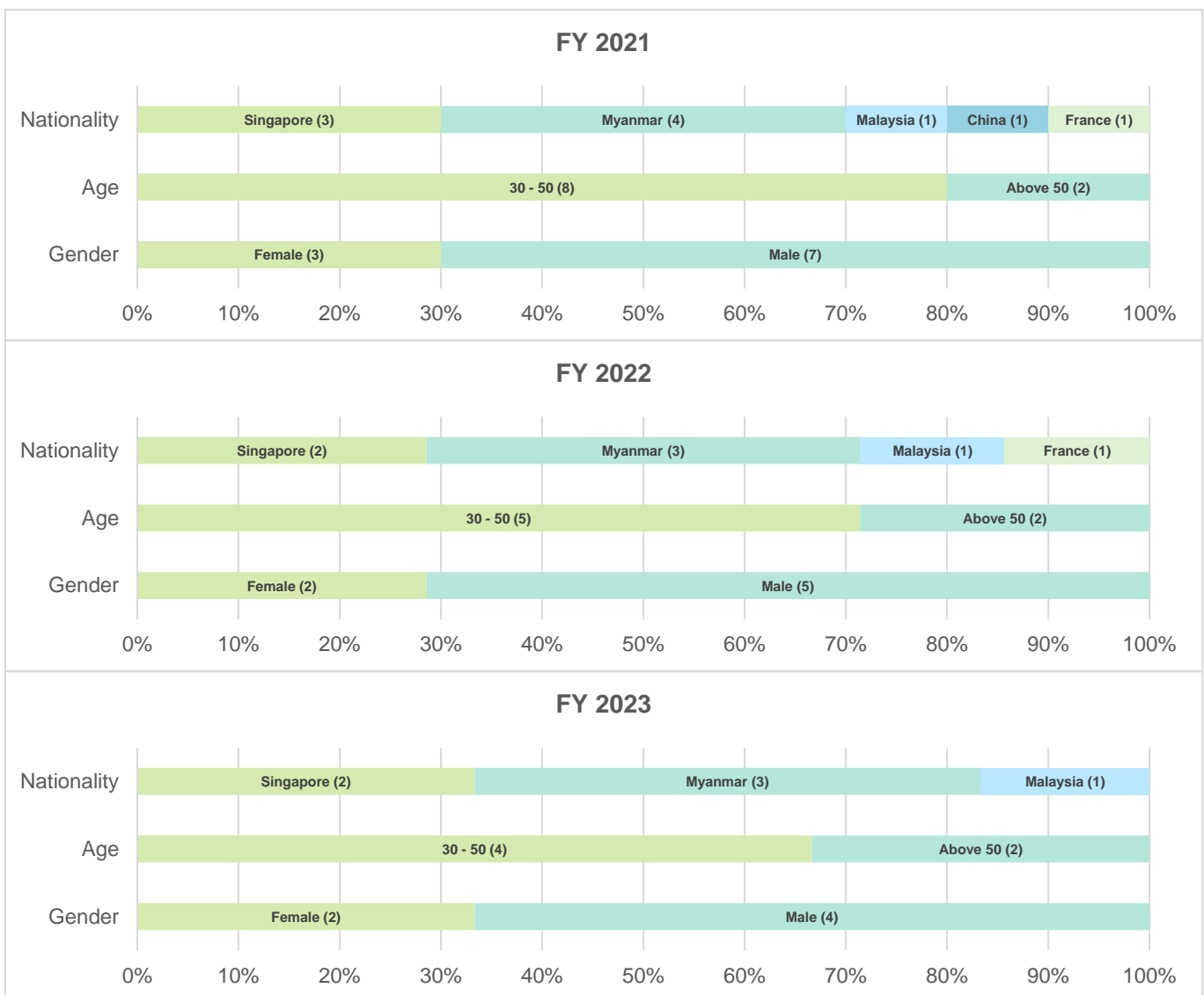
We aim to keep our employee turnover rate low as it eliminates the need for re-training of employees. Moving forward, we continue to seek to keep both the hiring rate and turnover rate below 10% in the long term.

RESPONSIBILITY TOWARDS OUR PEOPLE

Our Diverse Workforce

Sinjia pledges to promote an inclusive culture that focuses on treating all employees fairly. In our commitment, we adopt fair and merit-based practices for recruitment, selection and promotion. Sinjia's zero tolerance for discrimination and tough stance on sexual harassment and bullying aims to attract and retain the best possible employees while at the same time, provide all our employees with a safe and respectful work environment. There were no incidents of discrimination during the reporting period. We aim to maintain this performance perpetually.

Sinjia has a diverse workforce comprising of people from a wide array of cultures, viewpoints and backgrounds. Our effective employment policies are based solely on merit and capability, regardless of age, gender, or nationality. We have achieved a balanced workforce as tabulated below.



RESPONSIBILITY TOWARDS OUR PEOPLE

Our Diverse Workforce (cont'd)

Our diversity is not limited to our employees but also to our Board of Directors. Our Directors come from different age groups and backgrounds which helps to foster innovation. Our experienced Directors bring about stability and security while the younger Directors contribute by introducing new ideas and methods for better strategic management of the Group.

The Group understands the importance of board diversity and has established a Board Diversity Policy during the FY2022. The Board Diversity Policy addresses gender, skills, experience, and other relevant aspects of diversity, including details such as diversity targets, plans, timelines and progress.

The Board comprises 3 male directors that are between 30 - 51 years old and 1 female director that is below 50 years old. We believe in continually creating an inclusive and supportive environment for all our employees.



RESPONSIBILITY TOWARDS OUR PEOPLE

Developing Our Employees

Sinjia believes in nurturing our employees so that they not only meet and exceed their personal career goals, but also perform to their best. Personal growth of employees would lead to improved organisational performance. Emphasis is placed on feedback from employees as the management believes that such appraisals improve organisational efficiency. The two-way communication between management and employees enables the employees to discuss career goals and formulate plans to achieve the goals.

All employees are subject to annual performance review to discuss their job performance and career goals. We intend to continue this practice moving forward.

Health and Safety of Our Employees

The health and safety of our employees is of paramount importance to us. We believe that everyone is responsible for ensuring health and safety at the workplace. Our Occupational Health and Safety Policy involves the identification, assessment and control of existing and potential risks to employees so as to provide them with a safe and healthy working environment. We have also adopted STB's Safe Management Measures recommended for the hostel, which is further elaborated in the 'Customer Health, Safety and Privacy' section below.

Singapore is a multi-racial and multi-religious society. Our hostel staff are aware of our anti-discriminatory guidelines and treatment towards our hostel guests. We strongly believe in the gathering of people from different countries, races and religions to bring about new social opportunities.

Apart from being socially responsible, we adhere to all relevant rules and regulations stipulated by the regulators from our industry. Under the Hotels Act (Section 16 – Penalties), a certificate of registration and a hotel-keeper's license are required to manage a hostel. We have also obtained other relevant approvals and clearances from the fire safety department and the National Environment Agency.

RESPONSIBILITY TOWARDS OUR CUSTOMERS

Customer Health, Safety and Privacy

The health, safety and privacy of our Hostel guests are of utmost importance to us. We always strive to further improve and maximise our guests' satisfaction.

Despite Covid-19 situation have been stabilize, we still kept the front office, guest rooms, corridors and common areas in a safe and sanitary condition, including implementing National Environment Agency ("NEA") and SG Clean measures. This comprises cleaning and disinfecting commons areas frequently, including high-touch areas such as handrails, door handles, and reception counters. The Hostel also provides adequate disinfecting agents like hand sanitisers, disinfectant sprays, paper towels and wipes for the free use of guests, visitors and staff in the guest rooms, and common areas, including near high-touch surfaces at all times.

We have a regular pest control service provider who performs monthly pest control. The chemicals and methods used are almost zero toxicity to humans to ensure the comfort and safety of all our guests. Our service provider uses non-hazardous products which are safe for the environment. When the need to use hazardous products arises, they have the expertise to ensure the safety of our Hostel guests.

Sinjia has a fire emergency evacuation plan in place to ensure that there is proper fire safety. The fire safety policy comprises of several fire safety precautions and facilities such as no smoking signs, a fire alarm system, a hose reel and an emergency escape route. There are CCTVs installed around the common areas of the Hostel to ensure the safety of all our guests without compromising their privacy.

RESPONSIBILITY TOWARDS OUR CUSTOMERS

Customer Health, Safety and Privacy (cont'd)

Sinjia takes customer's privacy and data security seriously and maintains all information securely. We have procedures and guidelines in place with regards to the collection, use, disclosure, retention, security and disposal of customers' personal information. Upon check-in, the Hostel's procedure to gather the guest's passport to obtain the particulars of the guest, according to the Hotels Act, is stated in our guidelines. We are committed to spreading awareness about the importance of data privacy and security across the Group.

We also provide baggage deposit services located at the lobby specially for guests to deposit their luggage prior to check-in or upon check-out. The room is secured and is only accessible by the Hostel's staff.

The Group has maintained a logbook record of all incidents relating to any accidents, loss or theft. This helps to track recurring incidents to identify weaknesses which can be improved upon. There have been no reported incidents of accidents, loss or theft during the reporting period and the target will be to maintain this performance perpetually.

The above policies put in place have been effective in ensuring our guests' health, safety and privacy. There were no cases of non-compliance with regulations or stipulated complaints with regard to the health, safety and privacy of our Hostel guests during the reporting period and the target will be to maintain this performance perpetually.



GRI CONTENT INDEX

Disclosure Number	Disclosure Title	Comments	Page References AR: Annual Report SR: Sustainability Report	Section References
GRI 2: General Disclosures 2021				
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2-2	Entities included in the organisation's sustainability reporting	-	SR 1	About this report
2-3	Reporting period, frequency and contact point	-	SR 1 SR 3	About this report Board's message
2-4	Restatements of information	None	-	-
2-5	External assurance	No external assurance	-	-
2-6	Activities, value chain and other business relationships	-	SR 2 SR 9	About us Responsibility towards our economy
2-7	Employees	-	SR 13 - 14	Responsibility towards our people
2-8	Workers who are not employees	-	SR 12 - 14	Responsibility towards our people
2-9	Governance structure and composition	-	AR 13-19	Corporate Governance Report
2-10	Nomination and selection of the highest governance body	-	AR 20-23	Corporate Governance Report
2-11	Chair of the highest governance body	-	AR 20	Corporate Governance Report
2-12	Role of the highest governance body in overseeing the management of impacts	-	SR 3 SR 5	Board's message Our approach to sustainability
2-13	Delegation of responsibility for managing impacts	-		
2-14	Role of the highest governance body in sustainability reporting	-		
2-15	Conflicts of interest	-	AR 13-20	Corporate Governance Report
2-16	Communication of critical concerns	-	SR 4	Business excellence and ethics
2-17	Collective knowledge of the highest governance body	-	SR 5	Our approach to sustainability
2-18	Evaluation of the performance of the highest governance body	-	AR 24	Corporate Governance Report
2-19	Remuneration policies	-	AR 24-25	Corporate Governance Report
2-20	Process to determine remuneration	-	AR 25-26	Corporate Governance Report
2-21	Annual total compensation ratio	-	AR 26-27	Corporate Governance Report
2-22	Statement on sustainable development strategy	-	SR 3	Board's message
2-23	Policy commitments	-	SR 4	Business excellence and ethics
2-24	Embedding policy commitments			
2-25	Processes to remediate negative impacts			
2-26	Mechanisms for seeking advice and raising concerns			
2-27	Compliance with laws and regulations	-	SR 10 SR 18	Responsibility towards our environment Responsibility towards our customers
2-28	Membership associations	Singapore Business Federation	-	-
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2-30	Collective bargaining agreements	-	SR 12	Responsibility towards our people
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	-	SR 5	Our approach to sustainability
3-2	List of material topics	-	SR 7	Our material EESG factors
3-3	Management of material topics	-	SR 4 SR 8 - 18	-
GRI 201: Economic Performance 2016				
201-1	Direct economic value generated and distributed	-	AR 46, 66-70	-
GRI 203: Indirect Economic Impacts 2016				
203-2	Significant indirect economic impacts	-	SR 8	Responsibility towards our economy
GRI 204: Procurement Practices 2016				
204-1	Proportion of spending on local suppliers	-	SR 9	Responsibility towards our economy

Disclosure Number	Disclosure Title	Comments	Page References AR: Annual Report SR: Sustainability Report	Section References
GRI 205: Anti-corruption 2016				
205-3	Confirmed incidents of corruption and actions taken	-	SR 4	Business excellence and ethics
GRI 302: Energy 2016				
302-1	Energy consumption within the organisation	-	SR 10	Responsibility towards our environment
302-3	Energy intensity	-	SR 10	Responsibility towards our environment
GRI 303: Water and Effluents 2018				
303-5	Total water consumption	-	SR 11	Responsibility towards our environment
GRI 305: Emission 2016				
305-2	Energy Indirect (Scope 2) GHG emissions	-	SR 10	Responsibility towards our environment
GRI 401: Employment 2016				
401-1	New employee hires and employee turnover	-	SR 13 - 14	Responsibility towards our people
GRI 404: Training and Education 2016				
404-3	Percentage of employees receiving regular performance and career development reviews	-	SR 16	Responsibility towards our people
GRI 405: Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees	-	SR 14 - 15	Responsibility towards our people
GRI 406: Non-discrimination 2016				
406-1	Incidents of discrimination and corrective actions taken	-	SR 14 - 15	Responsibility towards our people
GRI 416: Customer Health and Safety 2016				
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-	SR 17 – 18	Responsibility towards our customers
GRI 418: Customer Privacy 2016				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-	SR 17 – 18	Responsibility towards our customers