



A photograph of a modern outdoor swimming pool area. The pool is on the left, with a dark stone wall and a metal handrail. To the right, there is a light-colored stone deck with several lounge chairs. The background is a dense garden with various green plants and trees. The text "SUSTAINABILITY REPORT" is overlaid in the center in white, uppercase letters.

SUSTAINABILITY
REPORT

SUSTAINABILITY REPORT

Wheelock Properties (Singapore) Limited is proud to present our first full-fledged Sustainability Report. The Report, covering the period from 1 January 2016 to 31 December 2016, was prepared in accordance with the core requirements of the Global Reporting Initiative (GRI) G4 Guidelines, including the Construction and Real Estate Sector Disclosures (CRESO), and the requirements of the Singapore Exchange Securities Trading Limited's (SGX-ST) Sustainability Reporting Guide. We aim to seek external assurance for our Sustainability Reports in the future.

It focuses on the Group's sustainability strategies and practices whilst highlighting the economic, environmental, social and governance aspects of its activities and developments. The Report aims to provide an overview of our approach, priorities and targets, as well as a performance review for our key sustainability areas.

The scope of this Report covers operations and initiatives within Singapore, where the Group is based, and includes the

Development Properties, Ardmore Three and The Panorama, as well as our Investment Properties, Wheelock Place and Scotts Square Retail. Our Development Property in China is not covered within the scope of this Report.

Revenue from operations covered in the Report was more than 80% of the Group's total revenue as at 31 December 2016. Wherever possible, we have shared at least three-year historical information to provide a meaningful basis for measurement and comparison. Moving forward, we will be publishing the Sustainability Reports on an annual basis.

Through this Report, we seek to keep our stakeholders, including our employees, investors, business partners and community members abreast of our social, environment and governance-related developments.

As your feedback is valuable to our continuous improvement, please send your queries or comments regarding sustainability matters to us at corpcomms@wheelockproperties.com.sg.

OUR ACTIONS

OUR KEY MATERIAL ISSUES AND TARGETS

Key Material Issues



Climate Change, Energy & Water Consumption and Greenhouse Gas (GHG) Emissions

➔ Page 56



Product Quality

➔ Page 59



Health & Safety

➔ Page 61



Economic Performance

➔ Page 12-13



Compliance

➔ Page 68



Talent Retention & Development

➔ Page 63

Targets

Climate Change, Energy & Water Consumption and GHG Emissions

- Reduce total energy intensity by 22% by 2020 from base year 2012
- Reduce total water intensity by 5% by 2020 from base year 2012

Health & Safety

- OHSAS 18001 certification for main contractors of new development properties

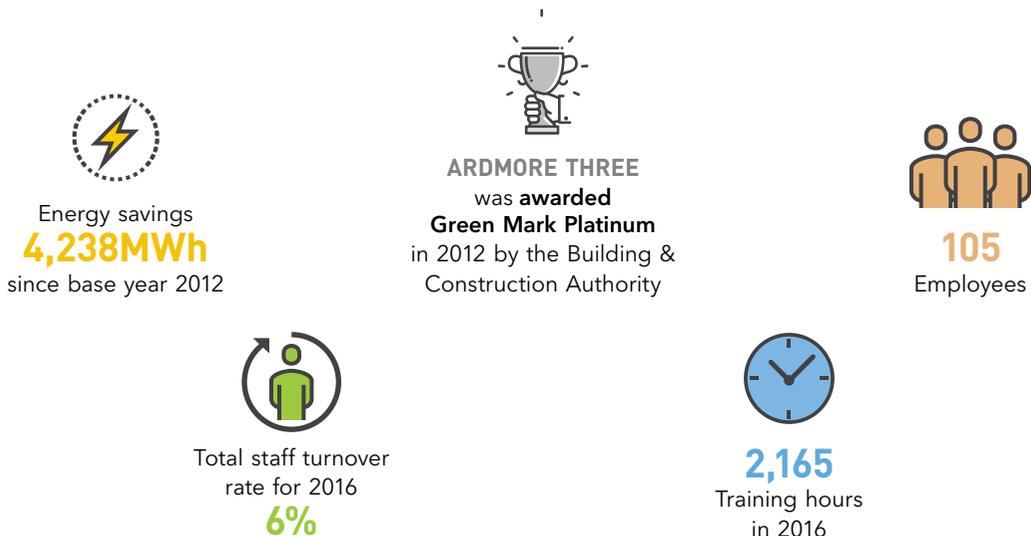
Product Quality

- Green Mark Gold Award or better certification for new developments
- Universal Design certification for new developments

Talent Retention & Development

- 10% increase in average training hours per employee for FY2017
- Average of 24 training hours per employee by 2020

PERFORMANCE SUMMARY

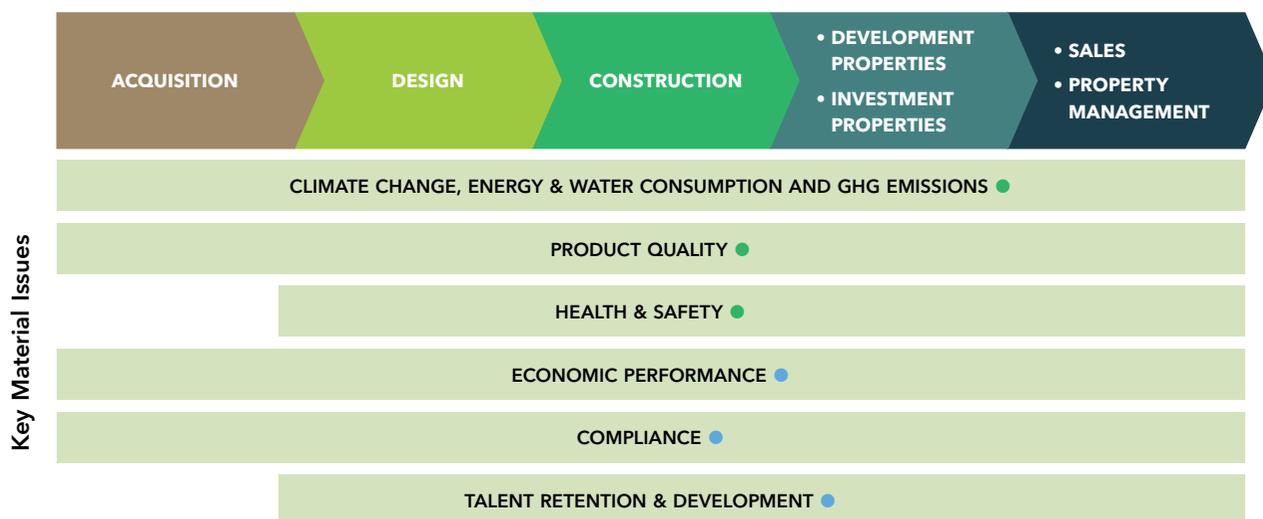


OUR APPROACH

The Group’s long-term vision is to create higher value for our stakeholders by integrating economic, environmental, social and governance issues in our business. We have embarked on a journey to address the key sustainability impacts of our business activities.

Our main focus is on the six key material issues determined through a materiality assessment process involving our Management and facilitated by an experienced independent sustainability consultant. Input and guidance provided by the Board of Directors were also duly observed.

Keeping Focus on Sustainability across the Value Chain



Material issue boundary: ● Internal, ● Internal & External

SUSTAINABILITY REPORT

We are strengthening our sustainability governance group-wide by setting objectives and targets to help advance our sustainability agenda. In 2015, we put in place a robust data management system to provide clear information on our sustainability metrics and to enable us to measure and track performance on a quarterly basis. The objective is to achieve our set targets for the key material issues and meet the key sustainability performance indicators within the timeline. The Company has set out in this Report the targets for majority of the key material issues.

A Sustainability Steering Committee headed by our Senior Executive Director, was set up to drive sustainability efforts within the Group through reviewing sustainability trends and industry practices. The Steering Committee comprises management executives from various functions. It is supported by a Working Committee with representatives from the key departments who gather and verify the performance data, as well as introduce initiatives to drive the management of our material issues. The Working Committee reports twice a year to the Steering Committee.

Our Board of Directors considers sustainability issues as part of its strategic formulation, and has determined the key material issues relating to the Group's environmental, social and governance impacts, and oversees the monitoring of these material issues. The Board has ultimate responsibility for the Sustainability Report, including its due compliance with the SGX-ST guidelines on corporate governance and sustainability reporting. Apart from determining the material issues as set out on page 51 of this Report, the Board also determines the Company's response to the attendant risks and opportunities. The Board is updated half-yearly on the Group's sustainability performance.

MATERIALITY & STAKEHOLDERS

A materiality assessment workshop was held in 2015 where we determined significant sustainability impacts from our business activities. We also mapped out our stakeholders to better understand and improve our relationship with these groups, who either have an interest or concern in the Group, or are affected by the Group's operations.

A comprehensive list of potential issues was identified through several rounds of review against industry peers and from external specialists. Representatives from Management and departments assessed the list and prioritised specific economic, environmental, social and governance issues that were deemed highly relevant for the Group and its stakeholders.

Arising from the exercise, the Board and Management determined six material issues in 2016 to be of highest priority to the Group's sustainability risks and opportunities. Both risks and opportunities were considered in identifying these material issues. The Group is satisfied with the relevance of the selected issues to its business strategy and outcomes, and had used risk-based approach to prioritise and distil the material issues. The six key material issues are Climate Change, Energy & Water Consumption and GHG Emissions; Product Quality; Health & Safety; Economic Performance; Compliance; and Talent Retention & Development.

With key material issues identified, the Group has worked at strengthening its policies, practices and performance around these six material issues. We will conduct a review of our material issues annually to assess whether they remain relevant to our business and stakeholders.

Overview of Our Stakeholder Engagement

STAKEHOLDERS	HOW WE ENGAGE	MAIN CONCERNS AND EXPECTATIONS	HOW WE RESPOND
<p>Consultants & Contractors</p> 	<ul style="list-style-type: none"> • Regular meetings • Visits • Emails • Tender process 	<ul style="list-style-type: none"> • Integrity and effectiveness of the tender process • Workplace health and safety • Energy-efficient fittings and products with Green Labels • Product and technology updates • Performance reviews 	<p>By establishing policies and guidelines that ensure a fair selection and procurement process, and ethical business practices</p>
<p>Community</p> 	<ul style="list-style-type: none"> • Phone and email channels • Media relations • Volunteering activities 	<ul style="list-style-type: none"> • Contribution to communities • Environmental performance of properties 	<p>By raising awareness through sustainable business practices and high quality products</p>
<p>Employees</p> 	<ul style="list-style-type: none"> • Meetings • Training and development • Teambuilding activities • Annual performance appraisals • Recreational activities • Long-service awards • Annual dinners 	<ul style="list-style-type: none"> • Department updates • Training and career development opportunities • Engaging and retaining employees 	<p>By adopting sound human resource policies and practices that promote fair treatment, safe working conditions, rewards and recognition for performance, work-life balance and career growth</p>
<p>Regulators</p> 	<ul style="list-style-type: none"> • Meetings and briefings • Participation in initiatives and events 	<ul style="list-style-type: none"> • Prompt and accurate regulatory disclosures • Prompt resolution of issues • Green-certified buildings • Universal Design certification • Productivity and safety • Fair employment practices 	<p>By complying with applicable laws and putting in place policies and procedures</p>

SUSTAINABILITY REPORT

Overview of Our Stakeholder Engagement (cont'd)

STAKEHOLDERS	HOW WE ENGAGE	MAIN CONCERNS AND EXPECTATIONS	HOW WE RESPOND
Investors 	<ul style="list-style-type: none"> • Annual General Meetings • SGXNET • Annual Reports • Quarterly financial results announcements • Press releases • Company website 	<ul style="list-style-type: none"> • Economic performance of the Group • Compliance with laws and regulations • Corporate governance • Transparency and timely information on all major developments that impact the Group 	<p>By endeavouring to continuously uphold high standards of corporate governance, transparency and disclosure as well as sustainable and long-term business growth. We are implementing sustainability reporting for FY2016, a year ahead of the SGX-ST requirements</p>
Customers - Home Buyers, Tenants and Shoppers 	<ul style="list-style-type: none"> • Home buyers - dedicated customer service team to liaise with rectification issues • Tenants - networking sessions • Shoppers - customer service counter and mall website • Email and phone feedback channels 	<ul style="list-style-type: none"> • Design, product quality and workmanship • Facilities management • Customer experience 	<p>By creating sustainable developments that benefit diverse community groups</p>

HOW WE MANAGE SUSTAINABILITY

The Group is committed to conduct its business in a socially responsible and sustainable manner. With a strong focus on economic viability, environmental protection and social responsibility, the Group is steadfast in adopting and implementing sustainable policies, strategies and practices in its day-to-day business operations and corporate activities.

We strive to conduct our business to the highest standards of openness, integrity and accountability at all times. The Group does not tolerate bribery or corruption, and acts professionally, fairly and with integrity in all its business dealings and relationships.

We have policies and systems in place to counter and deter unprofessional conduct, such as the Whistleblowing Policy, which allows employees to report improprieties in good faith,

without fear of reprisals, and ensure appropriate follow-up action. Further details about the Whistleblowing Policy can be found on page 30 of the Corporate Governance Report.

Since FY2014, we have established an Enterprise Risk Management Framework and put in place a robust risk management process to safeguard our shareholders' interests. Key risks of operational, financial, compliance and information technology controls have been identified, assessed, managed and evaluated across all business units to enable the Group to manage risks in an integrated, systematic and consistent manner.

Through good and transparent corporate governance, we are committed to safeguard our shareholders' interests and the Group's assets, so as to drive long-term sustainable growth and augment value creation in our business.

Our approach to sustainability is supported by a set of policies and guidelines as follows:

<p>EMPLOYEE CODE OF CONDUCT</p> <p>Guides employees in carrying out their duties and responsibilities to the highest standards of personal and corporate integrity when dealing with the Group, its competitors, customers, suppliers, tenants, colleagues and the community.</p>	<p>INFORMATION TECHNOLOGY</p> <p>Protects the Company's Proprietary Information and any third-party information within its custody or safekeeping by safeguarding its confidentiality, integrity and availability.</p>
<p>WORKPLACE GRIEVANCE</p> <p>Provides internal grievance handling procedures where employees can bring up issues or complaints concerning discrimination, harassment, victimisation or vilification to the attention of the supervisors and Management.</p> <p><i>There were no reported incidents of discrimination by employees in 2016.</i></p>	<p>DATA PROTECTION</p> <p>Provides processes and practices for compliance of all obligations of the Personal Data Protection Act.</p> <p><i>We value our customers' privacy and have competently managed our customers' data in good faith throughout 2016.</i></p>
<p>SOCIAL MEDIA</p> <p>Outlines the standards required of employees when using social media.</p>	<p>WORKPLACE HEALTH & SAFETY</p> <p>Provides guiding principles to operate responsibly, adopt good health and safety practices, and provide a safe and injury-free work environment for all employees, contractors, suppliers, consultants, tenants, customers and the public towards creating a safe and healthy environment.</p>
<p>EMPLOYMENT PRACTICES</p> <p>Provides guiding principles on managing our human resources and reinforces the Group's commitment to fair employment practices to create a fair, merit-based and non-discriminatory culture.</p>	<p>SUPPLIER CODE OF CONDUCT</p> <p>The Group will favour suppliers of goods and services who share our commitment to honesty and integrity in all areas of their business. We actively seek to select and work with suppliers who integrate social, environmental and sustainable policies in their business processes.</p>
<p>UNIVERSAL DESIGN</p> <p>Provides guiding principles to develop environments that cater to the needs of all age groups and users with a range of diverse physical and mental abilities.</p>	<p>ENVIRONMENT</p> <p>Provides guiding principles to minimise the environmental impacts induced from all aspects of our business, as well as to promote environmental conservation amongst our staff and society at large.</p>
<p>WHISTLEBLOWING</p> <p>Provides a mechanism to enable agents and employees of the Group including contractors and their staff to voice concerns in a responsible and effective manner as an important aspect of accountability and transparency.</p>	

OUR PERFORMANCE

CLIMATE CHANGE, ENERGY & WATER CONSUMPTION AND GHG EMISSIONS

Targets



- 22% reduction in total energy intensity by 2020*
- 5% reduction in total water intensity by 2020*

*From base year 2012

Our core business is in the construction of new developments, as well as the management of commercial and residential buildings. As such, we recognise our obligations to minimise our environmental impact as we develop and manage buildings. Our key environmental impacts and concerns relate to energy use, water use and GHG emissions. We aim to contribute to the pool of better performing buildings in Singapore by tracking and improving our properties' sustainability performance.

The Group gauges the energy performance of its Investment Properties by benchmarking against national intensity figures from the Singapore Building & Construction Authority (BCA). In alignment with BCA's benchmarking, the building energy

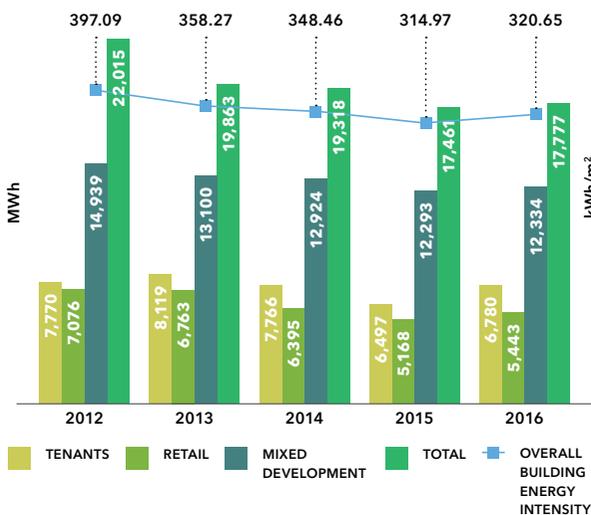
intensity and GHG intensity presented in this Report include tenants' consumption, and these are normalised by using the total gross floor area (GFA) as denominator.

For Development Projects, the energy consumption was 99.38MWh in 2016 (please see table on page 57 of this Report). For our Investment Properties, Wheelock Place and Scotts Square Retail, the building energy consumption totalled 17,777MWh in 2016, a slight increase of 1.8% since 2015. Building energy intensity was 320.65kWh/m² in 2016.

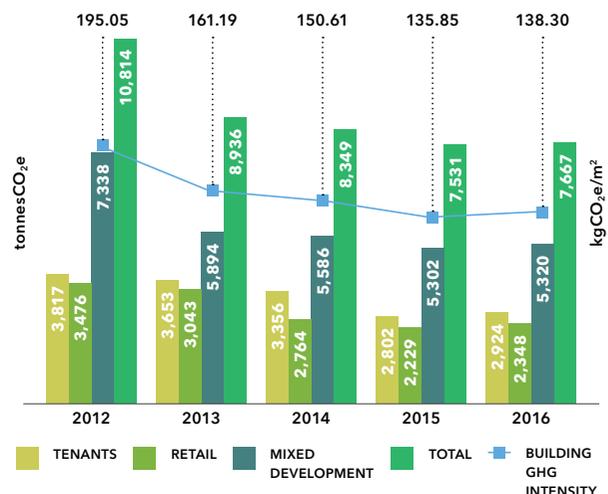
Total GHG emissions from Investment Properties was 7,667 tonnesCO₂e in 2016, a reduction of 3,146 tonnesCO₂e since 2012 as a result of energy saving initiatives. Building GHG intensity was 138.3kgCO₂e/m² in 2016. Water consumption was 85,402m³ in 2016 and building water intensity was 1.54m³/m² in 2016, a reduction of 9.4% from 2015. We are on track to meet our target of reducing building energy intensity by 22% and building water intensity by 5% for our Investment Properties by 2020 from base year 2012.

We will continue to implement energy optimisation and water conservation measures in all our business activities.

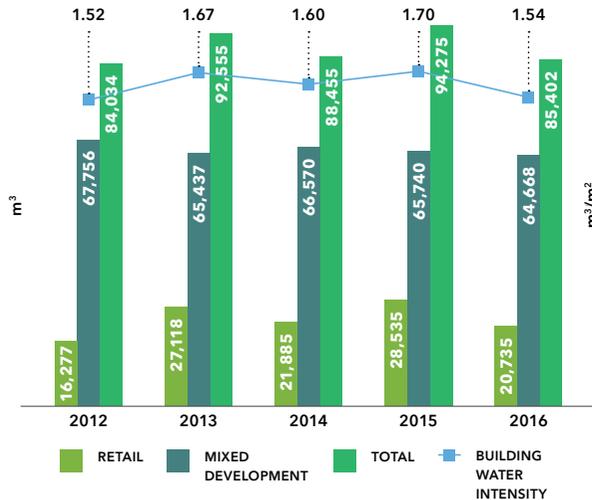
Building Energy Use



Building GHG Emissions



Building Water Use



Development Properties

We build buildings and environments that satisfy all environmental codes and regulations in Singapore. We work closely with our stakeholders to provide sustainable properties that are energy- and water-efficient to our customers.

Key energy- and water-efficient features in our Development Properties include the use of solar reflective paint for high-performance heat insulation to external walls, the use of water-efficient sanitary fittings, the use of water sub-meters to monitor higher water usage facilities such as the swimming

pools and water features. We also maximise green spaces to compensate for as much carbon footprint where possible.

Our current residential project under construction, The Panorama, complies fully with the required codes and regulations. From the preliminary stage, we worked with our stakeholders to adopt sustainable construction methods such as using energy-efficient materials and equipment, as well as recycled-material products. We made conscientious efforts to design and develop the property with sustainable energy and efficient features.

We systematically review the main contractors' environmental performance for our Development Projects. We have tracked the environmental performance for our two Development Projects, Ardmore Three and The Panorama. In the table below, figures for 2016 comprise data from The Panorama, as Ardmore Three was completed and received Temporary Occupation Permit in December 2015.

We consistently monitor our business activities by ensuring we are compliant to all published environmental requirements and regulations. We seek to implement good sustainability practices and initiatives to support the global collective efforts to protect our environment. In 2016, two stop work orders were received from the National Environment Agency by our main contractor for mosquito breeding at the Upper Thomson/Ang Mo Kio site. More spot-checks are being carried out on-site to prevent occurrences of similar non-compliance at the construction site.

Environmental Performance of Development Projects

DEVELOPMENT PROJECTS*	2012	2013	2014	2015	2016
Electricity consumption (MWh)	70	204	370	102	99
Diesel consumption (MWh)	1,510	1,629	83	1,444	1,309
Total energy consumption (MWh)#	1,579	1,833	453	1,545	1,408
Total GHG emissions (tonnesCO ₂ e)	4,076	4,451	382	3,908	3,547
GHG intensity by number of manhours worked (kgCO ₂ e)	21.74	12.21	0.56	1.52	0.68
Total water consumption (m ³)	7,237	14,419	17,861	34,039	39,127
Total number of man-hours worked	72,646	150,042	806,738	1,019,807	2,068,188

* Development Projects include The Panorama (2014 - 2016) and Ardmore Three (2012 - 2015).

Numbers may not add up due to rounding numbers.

SUSTAINABILITY REPORT

Investment Properties

Our commercial and retail properties undergo regular efficiency reviews with both our internal and external stakeholders.

In 2014, Wheelock Place was conferred the BCA Green Mark Gold Award and was featured in the BCA Building Energy Benchmarking Report in the same year, for the category of Top 10 Mixed Developments.

Scotts Square Retail will support the Singapore 2nd Green Masterplan 2009 to be one of the 80% of the buildings in Singapore to be green by 2030. Active studies are in place to meet this target before 2030.

Significant energy-efficiency measures we are taking include replacing less efficient chillers and air-conditioning systems, upgrading existing lifts and escalators with energy-saving and power-regenerative features, as well as switching to energy-efficient lightings.

Conscientious water consumption practices we are implementing include retrofitting Water Efficiency Labelling Standards (WELS) sanitary fixtures and fittings, as well as providing water sub-meters to monitor facilities requiring higher water usage.

We will continue to encourage our retail tenants to join us in sustainable activities and implement energy-saving measures, such as using energy-efficient lighting and timers to manage energy usage, and the use of recycled and sustainable materials, as well as low volatile organic compound (VOC) paints.

Corporate Office

Energy consumption at our corporate office was 104.38MWh in 2016. We have implemented eco-friendly work practices in our office to create greater awareness to reduce our environmental impact and contribute towards a sustainable environment. These include reducing electricity consumption by using energy-efficient lightings and setting machines on default standby mode and, where applicable, turned off after office hours.

We also reduce paper and print usage via digital file storage and duplex printing, as well as schedule regular waste paper collection for recycling. Further green efforts include availing our annual reports to shareholders on digital CD, with minimal printing of hard-copies on Forest Stewardship Council (FSC)-certified paper.

GHG Emission Reduction at Corporate Office



PRODUCT QUALITY



Targets

- BCA Green Mark Gold Award or higher certification for new developments
- Universal Design certification for new developments

Building Excellence

Our principle aim is to develop buildings responsibly and minimise negative impacts on the environment. Intrinsically, we have identified product quality as one of our key material issues as we recognise the value of protecting Singapore's unique urban environment where people live, work and play in a garden city.

We strive to incorporate more Universal Design (UD) features into our developments to cater to the needs of all age groups and users with diverse physical and mental abilities, and better appeal to all users. The BCA UD Mark is a voluntary certification scheme to raise the bar on UD adoption in the built environment in Singapore.

We have developed luxury properties that are certified Green Mark. Ardmore Three was certified Green Mark Platinum in 2012, the highest rating in the scheme and our latest residential project, The Panorama, was certified Green Mark Gold in 2015 (subject to BCA verification upon project completion). All new buildings by the Group are expected to attain BCA Green Mark Gold or higher certification and to be UD-certified.

We recognise the importance of sourcing responsibly and have put in place guidelines for sustainable procurement. Reconstituted and recycled materials or products are used whenever possible within the projects to good levels of finish and quality.



SUSTAINABILITY REPORT

Case Study: Ardmore Three

Located in the prestigious Ardmore Park enclave, Ardmore Three is a 36-storey luxury residential development which boasts numerous green features incorporated in its design. It aims to provide a green lifestyle in an urban area.

The development was awarded several acclaimed certifications and awards.

- *Conferred Green Mark Platinum Award by the Building & Construction Authority in 2012*
 - *Awarded FIABCI-Singapore Award for Residential (High-Rise) Category by FIABCI Singapore Property Award in 2015*
 - *Recognised for its efforts in Environmental Sustainability and Climatic Response along with its other design excellence attributes, the development was accorded the SIA Architectural Design Award – Honourable Mention for Residential Projects by Singapore Institute of Architects in 2015*
 - *Ardmore Three achieved the highest greenery provision required for Green Mark assessment and won the LIAS Gold Award for Implementation – Residential Category for landscape design, as well as Best in its category by Landscape Industries Association (Singapore) in 2015*
- Energy-efficient features
 - Natural daylight optimisation with open-concept lift lobbies
 - Motion sensors for private lift lobbies and stairwell lightings
 - Cool paint and double-roof systems for better insulation
 - Eco-plugs for residents to track electrical consumption
 - Water-efficient features
 - Rainwater harvesting system to save potable water for landscape irrigation
 - Sub-meter provision to monitor high-usage systems such as swimming pools
 - Environmental Quality
 - Compost bins to reduce reliance on chemical additives
 - Mechanical termite-control system installed to prevent termites in lieu of traditional chemical-based systems
 - Pneumatic waste collection to minimise airborne contaminants
 - Adopting a bio-retention swale system which maximises the volume of surface runoff whilst simultaneously irrigating the landscape with treated water
 - Provision of hybrid car and bicycle parking spaces

Sustainability Features

- Sited within the Tree Conservation Area, four existing mature Angsana trees have been preserved within the development
- Use of sustainable products and materials with Green Label certification for common areas and apartment units

To encourage Ardmore Three residents to continue with the greening efforts, the Residents' Handbook has a section devoted to the Green Mark achievements and sustainable features adopted in the residential development.

HEALTH & SAFETY



Targets

- OHSAS 18001 for main contractors of new developments

The safety and well-being of our employees are of utmost importance, and it is our responsibility to provide a safe and healthy environment for our employees at all times. Additionally, we operate in an industry where developing high-rise buildings require constant vigilance in an environment prone to accidents. As a responsible developer, we are committed to keep our workforce safe.

To cultivate good safety habits and practices at the workplace, we conduct in-house Workplace Safety & Health (WSH) training to equip all Heads of Department and employees with knowledge of the WSH Act.

For our Investment Properties, the Asset Management team conducts bi-weekly progress meetings where safety

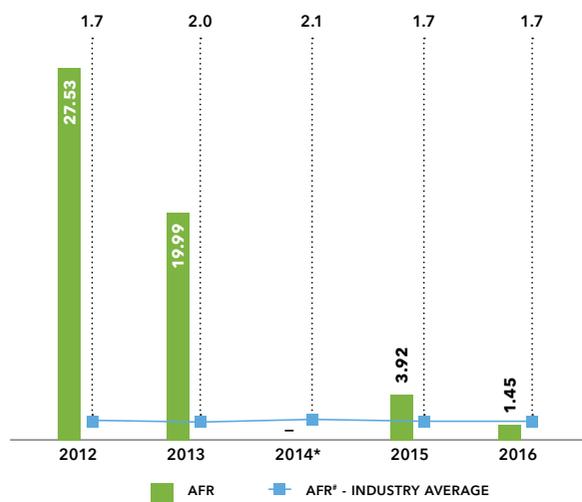
issues are discussed. A round-up review of the full-year operational safety incidences and preventive measures taken is conducted annually.

For our Development Projects, contractors are selected based on our assessments and the recommendations of independent third parties. The criteria of historical safety records, performance records and financial standings are important points of consideration. Our main contractors are also required to submit their safety procedures. The Accident Frequency Rate (AFR) and Accident Severity Rate (ASR) for ongoing projects are monitored on a quarterly basis.

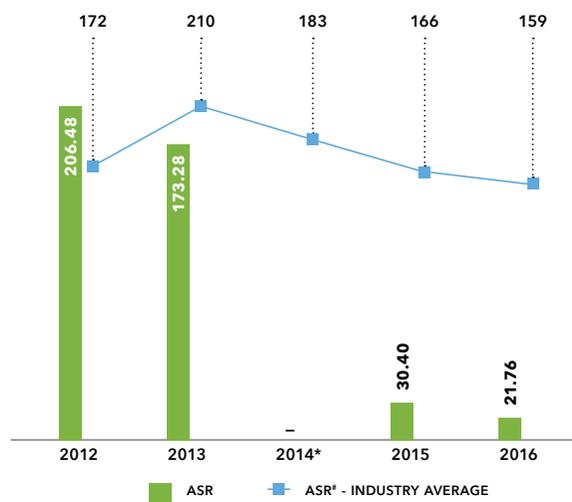
Project managers regularly perform site visits to assess and ensure safety practices are in place. Bi-weekly progress meetings are conducted to discuss on-site issues and safety, amongst others. For new Development Projects, we aim to appoint main contractors who are OHSAS 18001-certified or equivalent.

In 2016, AFR for Development Projects was 1.45 and ASR 21.76.

Accident Frequency Rate



Accident Severity Rate



* There were no construction projects in the year 2014.

Source: Workplace Safety and Health Report (2012 - 2016), Workplace Safety and Health Institute

SUSTAINABILITY REPORT

It is imperative to continue to maintain zero fatalities, and minimise the number of non-fatal injuries and lost workdays. We believe that a shared focus on safety, and acting in partnership with our contractors are key to raising awareness and maintaining our good safety track record.

We will continue to implement group-wide safety measures, train staff to manage safety procedures and avoid accidents at the workplace and at the work sites.

SAFETY PERFORMANCE	2012	2013	2014	2015	2016
Development Projects					
Number of workplace fatalities	0	0	0	0	0
Number of non-fatal workplace injuries	2	3	0	4	3
Number of lost days	15	26	0	31	45
Number of man-hours worked (1,000 hrs)	72.6	150.0	806.7	1,019.8	2,068.2
Investment Properties					
Number of injuries	0	0	0	0	1

TALENT RETENTION & DEVELOPMENT



Targets

- 10% increase in average training hours per employee for FY2017
- Average of 24 training hours per employee by 2020

Our human resource policies are geared towards building a conducive workplace for our employees' development and well-being.

Employees receive regular or ad-hoc training, depending on the skills enhancement required. All new staff are required to attend an orientation programme that provides guidance on our policies and practices, and are introduced to the different departments across the Company.

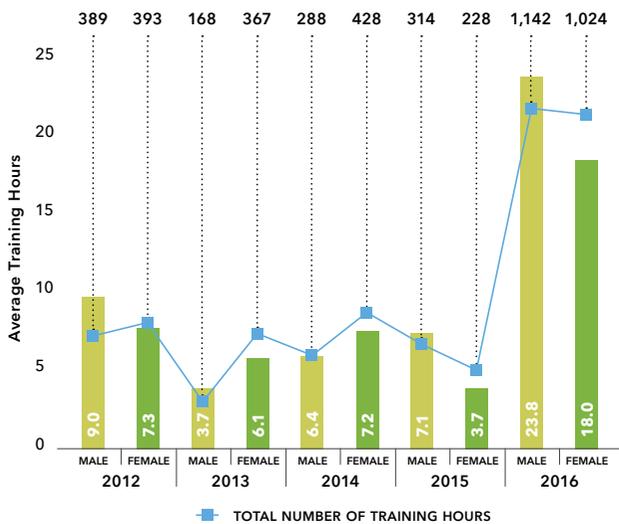
In 2016, our employees received a total of 2,165 training hours, an average of 18 training hours for females and 23.8 training hours for males. We aim to increase the average training hours per employee by 10% in 2017 and target to achieve an average of 24 training hours per employee by 2020.

Workforce Development, Retention & Diversity

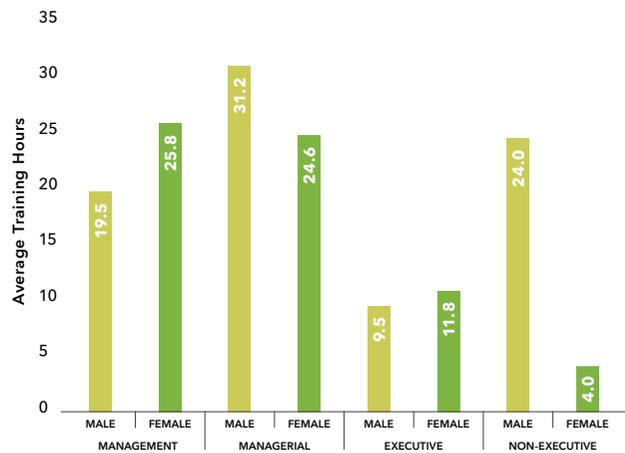
We are committed to developing a competent, diverse and engaged workforce that will deliver product quality and service excellence. Diversity is examined through broad levels of staff and in the Board, and diversity in the Board is addressed in greater detail in the Corporate Governance Report.

The Group values people from all backgrounds and believes diversity makes a community stronger and more inclusive.

Average Training Hours Per Employee



2016 Average Training Hours By Gender and Employee Category



SUSTAINABILITY REPORT

In demonstrating our commitment to diversity and inclusion, the Company has endorsed the Employers’ Pledge of Fair Employment Practices with tripartite partners – the Ministry of Manpower, the National Trades Union Congress and the Singapore National Employers Federation in August 2016.

As at 31 December 2016, we have 105 employees, where 54% are female. The Board also consists of one female Director out of a total of nine Directors, representing 11% of the entire Board.

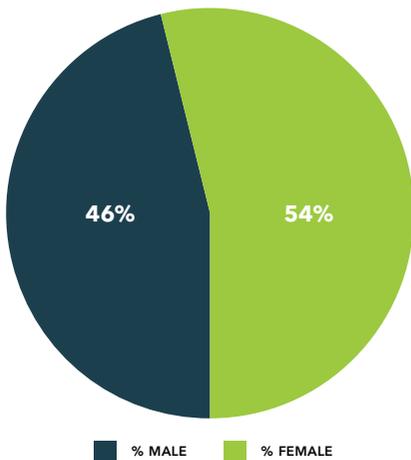
We recognise that the health and safety of our employees is associated with their productivity and satisfaction at work, and opportunities are created by nurturing the skills and drive of our employees. We have recently increased our emphasis on talent retention and development, which is a key material issue for the Company.



Teambuilding Soccer at Bubble Bump

We are satisfied that our turnover rate in 2016 was a low 6% compared against the national industry average of 36.5%*, benchmarked by the Ministry of Manpower. By engaging our employees, we seek to maintain low turnover rates in the future.

Gender Diversity



Workforce by Employee Category and Gender



* Source: Ministry of Manpower Labour Market Statistical Information, published on 13 December 2016.



Food-bundle and lunch distribution at Peace-Connect Senior Activity Centre

Community

We are actively involved in socially responsible initiatives to positively impact communities where the Group conducts its operations, contribute back to society and foster greater care for our community. We value opportunities for staff to participate in community-focused activities outside the office.

During the past year, the Group had supported various groups of families and children in need. In February, we partnered with Food Bank Singapore to distribute 150 food bundles and lunch to the elderly at Peace-Connect Senior Activity Centre. We also brought 40 children from the Singapore Children's Society Family Service Centre (Yishun),

aged between 5 to 12 years to Doughworkz by PastaMania in July, where the children had the opportunity to experience a hands-on pizza-making session at PastaMania, Singapore Management University.

We worked with Dignity Kitchen social enterprise through their Hawker For the Day programme where our staff worked in teams in various hawker stalls, under the supervision of physically challenged stallholders, to prepare food and drinks for the elderly.

In 2016, over 59% of our employees were involved in volunteer and community activities, jointly accumulating over 368 volunteer service hours.



Staff volunteers and child beneficiaries at Doughworkz by PastaMania



Staff volunteers serving food at Dignity Kitchen

GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES

GRI REFERENCE	DESCRIPTION	PAGE/ RESPONSE
Strategy and Analysis		
G4-1	Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	4
Organisational Profile		
G4-3	Name of the organisation	19
G4-4	Primary brands, products, and/or services	8-10
G4-5	Location of organisation's headquarters	11
G4-6	Number and names of countries where the organisation operates	108-111
G4-7	Nature of ownership and legal form	146-147
G4-8	Markets served	108-111
G4-9	Scale of the organisation	51, 64
G4-10	Workforce statistics	64
G4-11	Percentage of total employees covered by collective bargaining agreements	Nil
G4-12	Description of organisation's supply chain	51
G4-13	Significant changes during the reporting period	First sustainability report
G4-14	Application of precautionary approach or principle	54-55
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	50, 59, 61, 64
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	64
Identified Material Aspects and Boundaries		
G4-17	Coverage of entities in relation to organisation's consolidated financial statements or equivalent documents	50
G4-18	Process for defining report content and Aspect Boundaries	51-52
G4-19	Material Aspects identified	51-52
G4-20	Aspect Boundaries within the organisation for each material Aspect	51
G4-21	Aspect Boundaries outside the organisation for each material Aspect	51
G4-22	Restatements	Not applicable
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	Not applicable
Stakeholder Engagement		
G4-24	List of stakeholder groups engaged by the organisation	53
G4-25	Basis for identification and selection of stakeholders with whom to engage	52
G4-26	Organisation's approach to stakeholder engagement	53
G4-27	Key topics and concerns raised through stakeholder engagement	53

GENERAL STANDARD DISCLOSURES (cont'd)

GRI REFERENCE	DESCRIPTION	PAGE/ RESPONSE
Report Profile		
G4-28	Reporting period	50
G4-29	Date of most recent previous report	Not applicable
G4-30	Reporting cycle	50
G4-31	Contact point for questions regarding the report or its contents	50
G4-32	'In accordance' option	50
G4-33	Policy and current practice with regard to seeking external assurance of the report	50
Governance		
G4-34	Governance structure of the organisation	19-31, 52
Ethics and Integrity		
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	33, 54-55

SPECIFIC STANDARD DISCLOSURES

GRI REFERENCE	DESCRIPTION	PAGE/ RESPONSE
ECONOMIC		
Economic Performance		
DMA	Generic Disclosures on Management Approach	3
EC1	Direct economic value generated and distributed	12-13
ENVIRONMENT		
Energy		
DMA	Generic Disclosures on Management Approach	50, 56-58
EN3	Energy consumption within the organisation	56-58
EN4	Energy consumption outside of the organisation	57
EN5	Building Energy Intensity	56-57
CRE1		
EN6	Reduction of energy consumption	56-58
Water		
DMA	Generic Disclosures on Management Approach	50, 56-58
EN8	Total water withdrawal by source	56-57
CRE2	Building Water Intensity	56-57

GRI CONTENT INDEX

SPECIFIC STANDARD DISCLOSURES (cont'd)

GRI REFERENCE	DESCRIPTION	PAGE/ RESPONSE
ENVIRONMENT (cont'd)		
Emissions		
DMA	Generic Disclosures on Management Approach	56-58
EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	57
EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	56
EN18	Greenhouse gas (GHG) emissions intensity from buildings	56-57
CRE3	Greenhouse gas (GHG) emissions intensity from buildings	56-57
EN19	Reduction of greenhouse gas (GHG) emissions	56-58
Products and Services		
DMA	Generic Disclosures on Management Approach	50, 59
EN27	Extent of impact mitigation of environmental impacts of products and services	56-59
Compliance		
DMA	Generic Disclosures on Management Approach	57
EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	57
SOCIAL		
Occupational Health and Safety		
DMA	Generic Disclosures on Management Approach	50, 55, 61-62
CRE6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	100%
LA6	Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and total number of work-related fatalities, by region and by gender	61-62
Training and Education		
DMA	Generic Disclosures on Management Approach	50, 61, 63
LA9	Average hours of training per year per employee, by gender and by employee category	63
LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	100%
Society		
Compliance		
DMA	Generic Disclosures on Management Approach	29, 33, 55
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Nil
Product Responsibility		
Compliance		
DMA	Generic Disclosures on Management Approach	57
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Nil