



Hampton
SUITES

Heeton Holdings Limited



Sustainability Report FY2018

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BOARD STATEMENT

GRI 102-14

Heeton delivers stakeholder value by converting opportunity into growth. Our reputation as a property developer is underpinned by a distinctive, high-quality portfolio of properties in the, residential, commercial and hospitality sectors.

We aim to become a strategic player on the international hospitality stage and, as at December 2018, our hotel portfolio has expanded to 11 properties.

In recent years, this sector has seen a surge in public concern about the impact of hotel development on the environment and local communities. Heeton recognises that its development strategy must consider the wider expectations of all our stakeholders, including customers, employees and investors.

Global standards and stronger local regulatory requirements for both the real estate and hospitality sectors drive us to regularly review key areas, such as workplace health and safety, and reducing energy and water consumption. Not only does this bring environmental and social benefits, but it also improves our economic efficiency. Our evolution towards more sustainable practices also attracts a new generation of talent and customers who are more environmentally conscious.

Heeton's Board oversees the Group's sustainability strategy and the development of policies and management structures to

monitor and report our social and environmental performance. A recent materiality assessment identified 10 Environmental, Social and Governance (ESG) factors that represent key risks and opportunities for our business and address the concerns of our stakeholders.

In addition to strong internal governance policies and procedures to prevent corruption and ensure regulatory compliance, we have implemented management approaches and targets for talent retention, health and safety, supplier assessment, and energy and water efficiency.

This Sustainability Report highlights our achievements and targets in key material areas and efforts to positively impact our stakeholders. We have improved our reporting approach to include the sustainability performance of the six hotels under our full management.

We will continue to create value for our shareholders while benefitting all stakeholders through actions to reduce our societal and environmental impacts. To meet this objective, Heeton will continue to improve sustainability reporting throughout its value chain.

We look forward to engaging with all our stakeholders as we continue our journey towards a sustainable future.

KEY PERFORMANCE HIGHLIGHTS

Material ESG factors	Indicators	FY2018 Performance	FY2019 Targets
GOVERNANCE			
Anti-corruption	Confirmed incidents of corruption	No incidents	<ul style="list-style-type: none"> Maintain zero incidents of confirmed corruption
Environmental Compliance	Critical non-compliance with environmental laws and regulations	No incidents	<ul style="list-style-type: none"> Maintain zero critical incidents of non-compliance
SOCIAL			
Talent Retention	Average monthly hire rate	6.3%	<ul style="list-style-type: none"> Maintain global employee turnover rate equal or below 7.6%
	Average monthly turnover rate	7.6%	
	Average training hours per employee, per year	5.2 hours	<ul style="list-style-type: none"> Provide at least 5.2 training hours per employee
Occupational Health and Safety	Number of workplace fatalities	No fatalities	<ul style="list-style-type: none"> Maintain a safe working environment with zero workplace fatalities
Customer Health and Safety	Incidents of non-compliance regarding health and safety impacts of products and services	No incidents	<ul style="list-style-type: none"> Zero fatalities for all building users Zero non-compliance with voluntary codes/laws and regulations regarding customer health and safety
Supplier Assessment	Percentage of contractors screened on safety requirements (for projects in development)	100%	<ul style="list-style-type: none"> All contractors screened on safety requirements
ENVIRONMENT			
Energy	Total energy consumption (electricity and gas)	48,451 GJ	<ul style="list-style-type: none"> Not exceed current energy intensity
	Electricity intensity (investment properties)	277 kWh /m ² floor area	
	Total GHG emissions	4,48 tCO ₂ e	
	GHG emissions intensity (investment properties)	0.12 tCO ₂ e /m ² floor area	
Water	Total water consumption	108,792 m ³	<ul style="list-style-type: none"> Not exceed current water intensity
	Water intensity (investment properties)	2.84 m ³ /m ² floor area	

ABOUT HEETON

GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7

Heeton Holdings Limited (Heeton) is a real estate conglomerate focused on property development, investment and management.

Established in 1976 and headquartered in Singapore, the Group has been listed on the Singapore Stock Exchange since September 2003. Over the last eight years, we have built and strengthened our partnership with other established real estate groups (joint venture partners) to develop properties locally and globally.

Since our entry into the hospitality sector in 2011, the Group has significantly increased its number of hotels. As at 31 December 2018, Heeton has seven hotels operating in the United Kingdom and four in Japan and Thailand. Moving forward, the Group will continue expanding its hospitality business to become a prominent player on the international hospitality stage.

For more details on Heeton's profile, ownership, structure and list of properties, please see the Group's Annual Report and our website (www.heeton.com).



ABOUT THIS REPORT

GRI 102-45, 102-48, 102-49, 102-50, 102-51, 102-52

This second annual Sustainability Report presents Heeton’s environmental, social performance and governance for the period January 2018 to December 2018 (FY2018). We also introduce the local and global policies, initiatives and goals that frame our sustainability agenda.

Improvements made since the publication of our first Sustainability Report in August 2018 include the addition of performance data from six hotels in the UK and the alignment of the report to the latest Global Reporting Initiative (GRI) Standards.

REPORTING SCOPE

This report covers the activities and assets over which Heeton has operational control. This includes policies and management approaches applied at our headquarters in Singapore and all our completed property development projects, investment properties and hotels, which are listed below. Externally managed properties¹ are not included.

We report social and environmental performance figures for the operations that we directly manage. These include our headquarters in Singapore and six hotels in the UK. We also report environmental performance for two investment properties located in Singapore. We currently do not report on the sustainability performance of our suppliers.

REPORTING BOUNDARIES

Operations and projects	Reported performance	
	Social	Environmental
Singapore headquarters	✓	✓
Property development projects		
• 121 Collection on Whitley	-	-
• Westwood Residence	-	-
• Trio	-	-
• Onze @ Tanjong Pagar	-	-
• High Park Residence	-	-
Investment properties		
• Sun Plaza	-	✓
• Tampines Mart	-	✓
Hotels (UK)		
• Ibis Styles Kensington	✓	✓
• Ibis Gloucester	✓	✓
• Ibis Budget Bradford	✓	✓
• Holiday Inn Manchester	✓	✓
• Stewart Aparthotel Edinburgh	✓	✓
• LUMA Concept Hotel Hammersmith	✓	✓

¹ Externally managed investment properties include: 62 Sembawang.

Externally managed hotels include: Hotel Indigo Glasgow, Baraquadra Sofitel Pattaya, Mercure Pattaya, Super Hotel Sapporo, Smile Hotel Aksakusa.

As we advance in our sustainability journey and implement reliable and comprehensive data collection procedures, we will progressively increase the scope of our reporting to include the rest of our portfolio and activities in our value chain where we have influence.

STANDARDS USED

GRI 102-53, 102-54, 102-56

The content of this report adheres to the reporting requirements of Singapore Exchange (SGX) Listing Rules Practice Note 7.6 Sustainability Reporting Guide. The report has also been prepared in accordance with the GRI Standards: Core option. A content index listing all GRI disclosures found in the report is provided at the end of this report. Labels

referencing the GRI disclosures are placed below the headings to facilitate the localisation of the relevant information.

We did not seek external assurance for this report, but we hired an external consultant to assess the accuracy of our key performance disclosures

We value your feedback

Should you have any comments or questions related to the content of this Sustainability Report, please send them to contact@heeton.com.

MATERIALITY ASSESSMENT

GRI 102-40, 102-42, 102-43, 102-44, 102-46, 102-47

In 2017, with the assistance of an independent consultant, we undertook a materiality assessment exercise to identify the factors defining Heeton’s economic, environmental and social impacts. We conducted secondary research to refine and shortlist the material factors most relevant to our business. As part of the research, we looked at emerging global and local sustainability trends as well as main topics

and future challenges for the real estate sector (as identified by peers). Our investors, tenants, employees, communities, regulators, and business partners have been identified as our six key stakeholder groups.

Based on these research findings, the extent of impact on Heeton’s business, and key stakeholders’ concerns, the following 10 material factors were identified.

MATERIAL FACTORS

Governance

- Anti-corruption
- Environmental compliance
- Supplier assessment
- ESG due diligence (joint venture arrangement)

Economic

- Economic performance²

Social

- Talent retention
- Occupational health and safety
- Customer health and safety

Environmental

- Energy
- Water

² Please refer to Heeton’s Annual Report 2018 (www.heeton.com/investor-relations/annual-reports).

Recognising that alignment between the expectations of our stakeholders and our business decisions is critical, we maintain ongoing collaboration with stakeholders through diverse engagement channels. Depending on the stakeholder group, engagement can focus on one or more areas related to our identified material ESG factors.

STAKEHOLDER ENGAGEMENT

Stakeholder group	Engagement channels
Investors	<ul style="list-style-type: none"> • Timely updates on financial results and announcements • Press releases • Analysts and relevant professionals in the property industry • Disclosures in SGX net and www.heeton.com • Annual general meetings
Tenants	<ul style="list-style-type: none"> • Regular formal or informal tenant gatherings, meetings and feedback sessions to exchange ideas • Established channels of communication for tenant and property-related issues
Employees	<ul style="list-style-type: none"> • Induction programme for new employees • Training & development programmes • Career development & performance appraisal • Recreational activities
Communities	<ul style="list-style-type: none"> • CSR initiatives • Corporate Volunteering
Government & Regulators	<ul style="list-style-type: none"> • Regular dialogue sessions • Membership of relevant industry associations
Business Partners	<ul style="list-style-type: none"> • Regular dialogue sessions with service providers and joint venture partners



OUR GOVERNANCE

GRI 102-16, 102-18

Heeton considers high ethical standards in compliance, transparency, and business conduct to be the key to lasting stakeholders trust and confidence.

To ensure that we run our operations and grow our business with integrity, we have implemented robust governance-related policies and procedures.

Our Board oversees the corporate governance structure and sustainability strategy of the Group. It is also responsible for the overall management and reporting of sustainability performance and receives regular reports on sustainability-related issues from the relevant heads of business units. These managers also participate in the development of Heeton's sustainability policies and are in charge of integrating appropriate practices and procedures into our operations.

Our employees are expected to conduct themselves with honesty and integrity at work. Heeton's code of conduct is included in the Group's Employee Handbook, together with regulations and guidelines on issues such as discipline, outside employment, confidentiality, and intellectual property.

PREVENTING CORRUPTION

GRI 205-2, 205-3

Heeton is committed to upholding a high level of business ethics and integrity, including amongst our suppliers and business partners. We believe that the prevention of corruption in our value chain is vital to safeguard the interests of our stakeholders and Heeton's reputation. All forms of corruption are forbidden: this encompasses dishonest business practices such as conflict of interest, acceptance of gifts, or improper use of insider information.

Employees are required to adhere to our corporate policies on anti-corruption, anti-money laundering, whistle-blowing, and black-out periods. All new hires are required to go through a mandatory induction programme where they are made aware of these policies, and our code of conduct and procedures.

We are pleased to report that there were no incidents of corruption at our headquarters or managed hotels during FY2018, and we aim to maintain zero corruption incidents for FY2019.

Our whistleblowing policy aims to encourage responsible and secure reporting of any incident of violation or suspected violation of our code of conduct, such as unethical or illegal practices. Should such an incident occur, it should be reported to a member of Heeton's management.

In case of any dissatisfaction with the handling of the report, the matter can be escalated to the Executive Deputy Chairman or the Audit Committee Chairman.

ENSURING COMPLIANCE

GRI 307-1

Compliance with environmental and social laws is the baseline to meet stakeholders' expectations and maintain the license to operate.

Our operations and properties in Singapore are subject to multiple laws and regulations, such as the Workplace Safety and Health Act, the Environmental Protection and Management Act and the Energy Conservation Act, covering air pollution, noise, wastewater discharge and other environmental impacts. For our overseas portfolio, including our property developments, we abide by all applicable environmental and social legislations.

We actively identify and manage our regulatory risks and we keep abreast of developments in sustainability-related law and related legislative updates. We also ensure that our suppliers and partners abide by all relevant regulations.

In FY2018, our operations bore no incidence of non-compliance with laws and regulations in the environmental social and economic areas which resulted in significant fines or sanctions. Looking forward, we will continue our efforts to ensure full environmental compliance in all our operations and to further reduce our environmental impacts.

MANAGING ESG ISSUES IN OUR VALUE CHAIN

Heeton promotes sustainability across its value chain. The nature of our real estate business often requires the appointment of a third-party service provider, or collaboration with a joint venture partner. We recognise the importance of maintaining transparency and working responsibly with these external parties and others in our value chain.

We prioritise suppliers and contractors who engage in sustainable practices to ensure safe working conditions and respect worker rights. All Heeton's suppliers are encouraged to adhere to best practices and industry standards, such as obtaining Building and Construction Authority (BCA) certifications.

We also conduct regular checks on our suppliers and business partners for anti-money laundering or other unethical practices. This includes keeping a close watch on our joint venture partners in the news coverage and ensuring that any ESG issues are addressed promptly.



Our supply chain

GRI 102-9

In Singapore, our suppliers are mainly locally based and consist of utilities providers and agencies for office supply, information technology, travel and maintenance tasks at our headquarters. Our two managed investment properties in Singapore rely on external providers for cleaning, security, pest control and other maintenance services. Our six managed hotels in the UK rely on hundreds of small-to-large suppliers, including food, beverage and professional service providers.

We ensure that suppliers' personnel are covered by our internal policies and requirements, such as safety and security, when they are working at our premises.

GROWING WITH OUR PEOPLE

In our rapidly changing business landscape, the attraction, recruitment and retention of skilled employees with relevant and current expertise is important. We recognise the value that our employees bring to the Group and are proud of their contribution to our on-going success and sustainability.

DIVERSIFYING OUR WORKFORCE

GRI 102-8, 405-1

As at 31 December 2018, our workforce comprised 157 employees. This includes 44 employees at our headquarters and 113 employees at our six hotels in the UK. Globally, 16 (10.2% of total) of our employees held a senior management position, 52 (33.1%) held manager or executive roles, and 89 (56.7%) were non-executives.

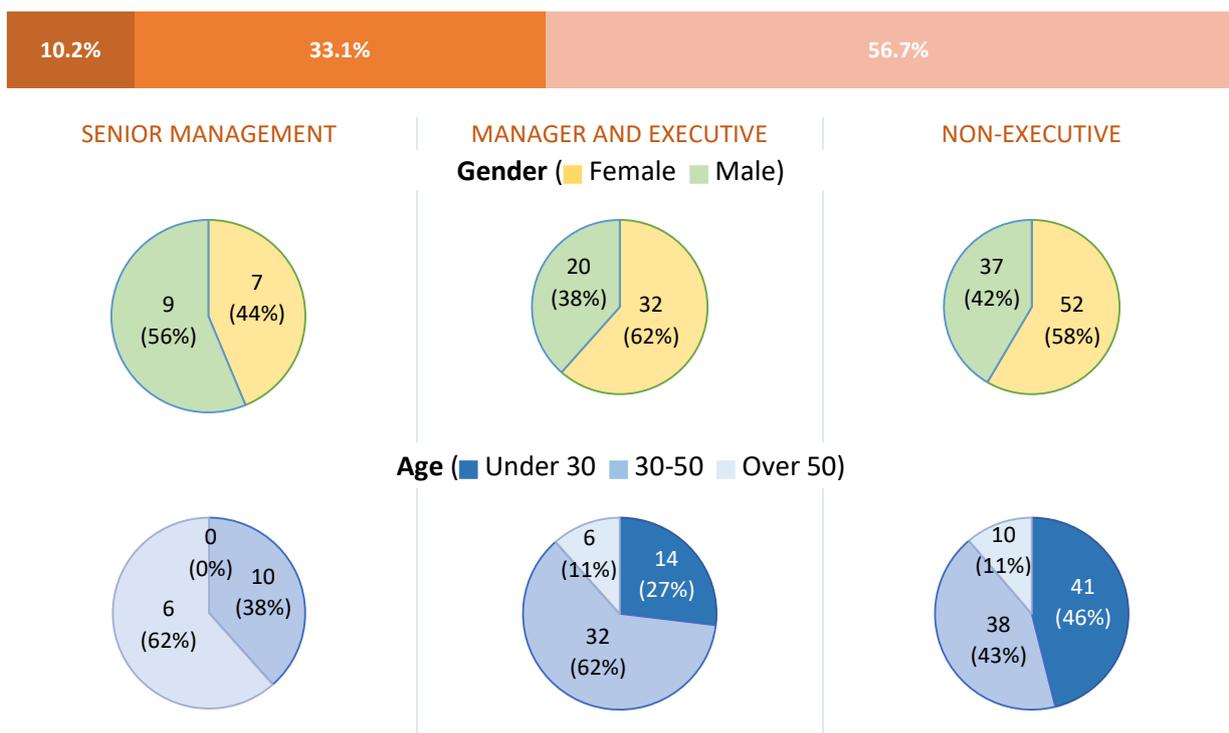
Globally, women made up 58% of our workforce. In terms of employee categories, women represented 43.8% of senior management, 61.5% of managers or executives and 58.4% of non-executives. 35% of our workforce were below 30 years of age, 51% were aged between 30 and 50 years, and 14% were aged above 50 years. Figures for the two older workforce age groups were relatively

similar at our headquarters and our hotels, however, employees below 30 years of age represented 43.4% of the hotels' workforce but comprised only 13.6% of our headquarters' workforce.

Heaton's human resource policies are grounded in equal opportunities and fair employment practices. In our recruitment process, all qualified candidates are considered without discrimination of gender, age, ethnicity, religion and national origin. Our employees are promoted based on merit and performance. We also value the expertise of older employees and continue to employ individuals over the national retirement age.

EMPLOYEES DIVERSITY (GLOBAL - FY2018)

■ Senior management ■ Manager and Executive ■ Non-executive



VALUING AND RETAINING OUR EMPLOYEES

GRI 401-1

In recognition of their contribution to the success of Heaton’s business, and to retain our skilled workforce, we reward employees with competitive salaries in line with market standards. Compensation to individual employees is determined by their position, competency and performance. Furthermore, employees are entitled to a variety of benefits, such as medical care, paid annual leave and birthday leave. They can also opt for a flexible work arrangement.

Our Employee Handbook general guidelines about our policies, procedures and practices, terms and conditions, as well as the compensation and benefits package available to them.

In FY2018, we hired seven new staff at our headquarters and 53 new staff at our hotels in the UK, representing monthly hire rates of 8.3% and 4.4% respectively. Globally, the average monthly hire rate was 1.9% for female employees and 4.5% for male employees.

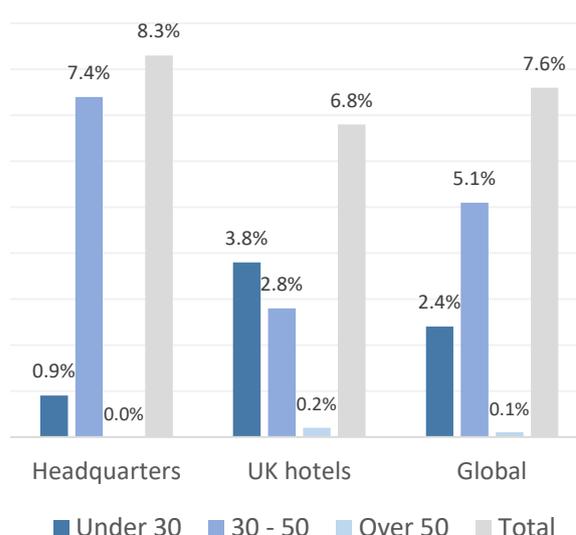
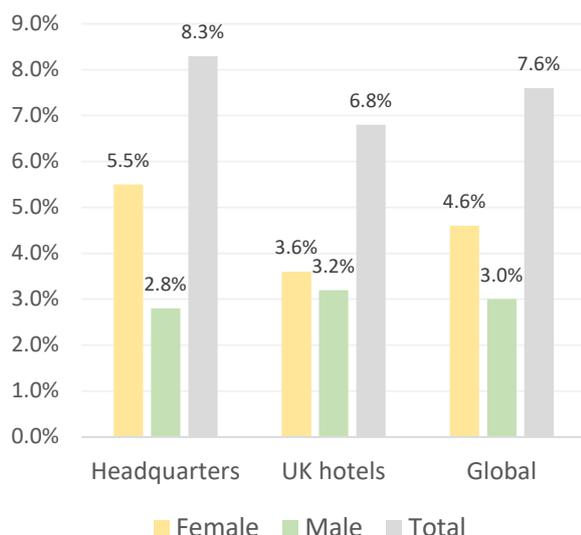
During the year, our headquarters had a monthly turnover rate of 8.3% with nine employees leaving the company, while the turnover rate at our hotels in the UK was 6.8% with 82 leavers. Globally, the average monthly turnover rates for female and male employees were 4.6% and 3.0% respectively.

Most of new hires and leavers were in the ‘under 30’ and ‘30 to 50’ age groups. In the ‘over 50’ age group, two employees were hired and three left the company during the year.

For FY2019, we will continue our effort to keep our employee turnover rate equal or below 8.3%.



MONTHLY TURNOVER RATES (FY2018)



ENHANCING THE SKILLS OF OUR EMPLOYEES

GRI 404-1, 404-3

In a dynamic business environment, Heeton recognises the need to arm our employees with new skills necessary to sustain our growth.

Our active approach to learning supports the personal and professional development of our employees through training programmes designed to empower them to reach their full potential and keep them abreast of new technologies and opportunities in real estate sector. Training is carried out on topics including management and leadership, information technology (e.g. cybersecurity) and safety (e.g. First aid).

We also encourage employees to attend external courses for their professional development. Our employees can apply for financial sponsorship for eligible courses and be granted up to seven days of study leave per year.

Our Human Resources Department tracks and monitors the training records of employees.

One-on-one reviews are conducted post-training to highlight any gaps in the programme or identify new training needs. In FY2018, we conducted an average of 5.2 hours of training per employee globally. Senior management and female employees benefitted from the highest number of training hours with an average of 10.4 hours and 5.9 hours respectively. For FY2019, we aim to maintain or exceed an average of 5.2 hours of training per employee.

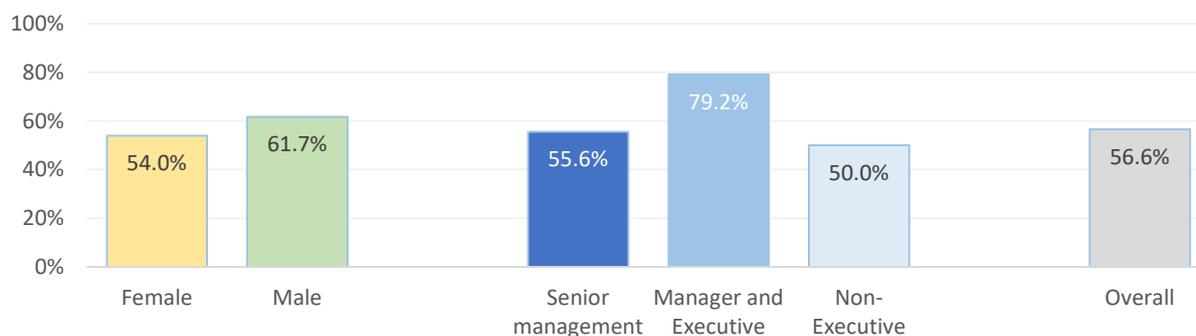
We conduct annual reviews with employees during which we discuss performance and career goals to support their professional growth. In FY2018, 100% of headquarter employees received feedback on their performance and suggestions on improvement from their supervisors.

We will continue to engage with our employees to fine-tune our training programmes and align them to their learning needs.

AVERAGE HOURS OF TRAINING PER EMPLOYEE (GLOBAL - FY2018)



PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS (UK HOTELS - FY2018)



OUR SAFETY PRACTICES

GRI 402-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-9, 416-1, 416-2

As an employer and landlord, Heaton recognises its responsibility to ensure that our employees, customers and all other users of our premises can enjoy a safe and healthy environment.

We regularly assess our safety practices to identify potential hazards within our operations. Risk assessment is reviewed and updated to follow preventive and corrective action plans.

We provide an open channel of communication across all levels of the Group to gather feedback on issues relating to health and safety. In addition, we aim to inculcate a culture of ownership for health and safety among employees and tenants through regular safety education and training, including fire drills and first aid courses.

As part of their induction, operational teams complete an on-line health and safety training programme and must familiarise themselves with their workplace. They are also instructed to report any hazards identified. Where required, suppliers and visitors to the premises must sign in and are supervised by our trained employees.

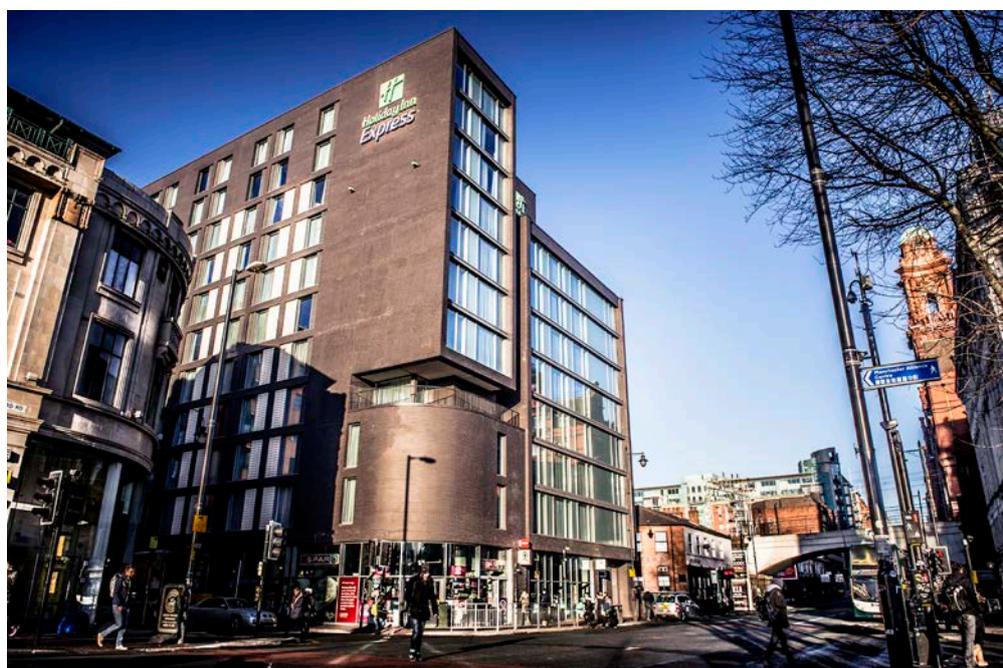
Standard safety procedures and contingency plans have been established at all our properties and hotels. This includes internal and external audits, fire safety practices and

regular fire safety audits and drills led by our property managers. Equipment is inspected and upgraded whenever necessary to ensure that it is in sound working condition. The property managers also ensure timely renewal of operating permits and licenses for fire safety installations, lifts and escalators and areas of high safety risks.

Moreover, the importance of safety is emphasised during engagements with third party service providers. In our development projects, weekly health and safety meetings are conducted by the main contractor along with Heaton's project manager. We also conduct regular site visits to ensure that our main contractor is complying with all health and safety requirements. Corrective actions are enforced for any on-site safety concerns.

In FY2018, no Heaton employees suffered workplace fatalities. Neither were there any incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of our managed developments.

Going forward, Heaton will stay committed to promoting occupational and customer health and safety, preventing non-compliance, and maintaining zero fatalities among our employees and other users of our buildings.



OUR IMPACT ON THE ENVIRONMENT

GRI 102-11

Both the real estate and the hospitality sectors are high consumers of resources, such as energy and water. Heeton recognises that we should not delay taking appropriate actions to reduce our environmental impact.

In this respect, we have already adopted green practices to improve resource efficiency. These include energy and water usage reduction measures, such as LED lighting, motion-sensor light switches and water efficient practices and equipment, which have been installed at our properties and hotels.

Monthly reports on energy and water consumption at our investment properties are reviewed by our management to detect any irregularities and take appropriate actions.

At our hotels, tracking of energy and water consumption is done via an online tool to ensure the efficiency of the implemented resource conservation measures.

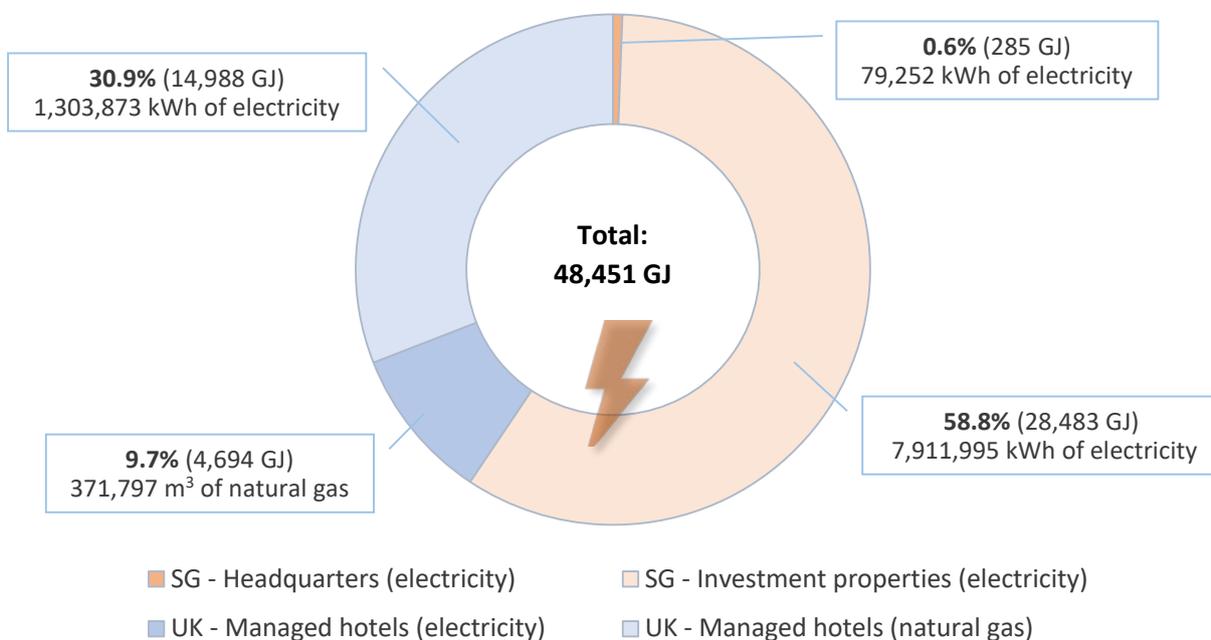
We promote environmental awareness among our employees and tenants through e-mails on best practices to help reduce their environmental footprint at work.

ENERGY AND EMISSIONS³

GRI 302-1, 302-3, 305-2

In FY2018, our total energy consumption in Singapore was 28,769 GJ or 7,991,247 kWh, consisting of 7,911,995 kWh of electricity consumed by our two managed investment properties and 79,252 kWh electricity consumed by our headquarters. During the same period, our six managed hotels in the UK consumed 19,682 GJ of energy in total, including 1,303,873 kWh of electricity and 371,797 m³ of natural gas.

ENERGY CONSUMPTION (GLOBAL - FY2018)



³ Energy and GHG emissions figures are compiled using the latest Singapore’s grid emission factors published by Energy Market Authority and relevant conversion factors from the UK Government’s DEFRA (Department for Environment, Food & Rural Affairs).

In FY2018, scope 1 emissions⁴, generated from natural gas consumption by our hotels in the UK, amounted to 761 tCO₂e (tonnes of CO₂ equivalent), while scope 2 emissions⁵ generated from our overall electricity consumption were 3,719 tCO₂e, representing a total of 4,480 tCO₂e.

In FY2018, the average electricity intensity of our two investment properties in Singapore was 276.5 kWh (1.0 GJ) per square meter (m²) of floor area, corresponding to an emissions intensity of 0.12 tCO₂e/m².

GHG EMISSIONS (GLOBAL - FY2018)

Total: 4,480 tCO ₂ e		
Scope 1: 761 tCO ₂ e	Scope 2: 3,719 tCO ₂ e	
(Gas) Hotels 761 tCO ₂ e	(Electricity) Hotels 369 tCO ₂ e	(Electricity) Investment properties + Headquarters 3,350 tCO ₂ e

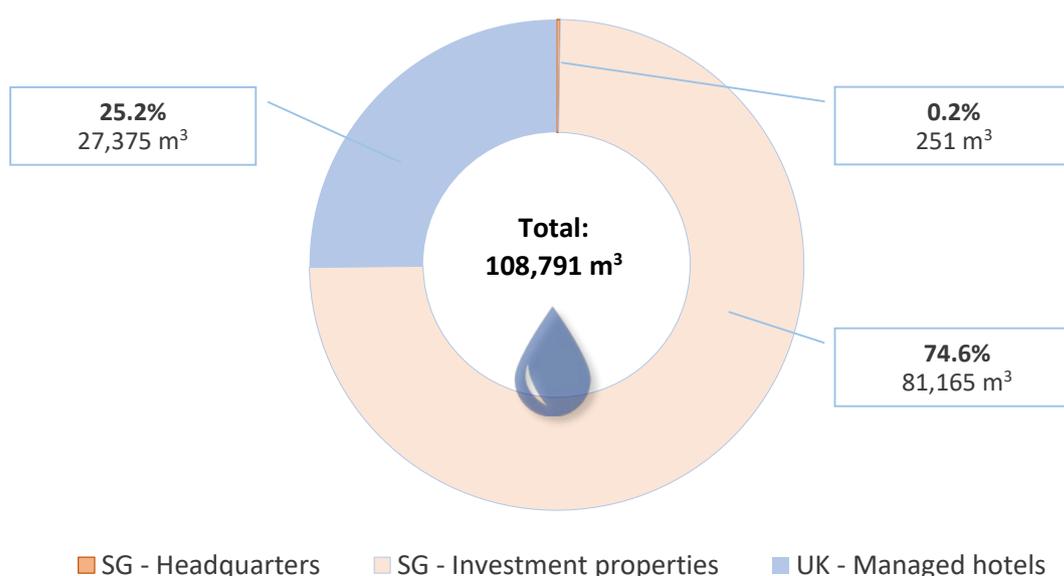
WATER

GRI 303-1, 303-2, 303-3

Of a total of 108,791 cubic meters (m³) of water consumed by our properties in FY2018, our UK hotels used 27,375⁶ m³, while our two investment properties and headquarters in Singapore used 81,165 m³ and 251 m³ respectively. The water intensity of the investment properties was 2.84 m³ per m² of floor area in FY2018. We aim to maintain current energy and water intensity in FY2020.

Our investment properties and office headquarters in Singapore withdraw water from public networks and all used water is disposed back through the city's sewerage system, where it is treated and recycled according to local regulations. No used water is discharge directly into the environment.

WATER USAGE (GLOBAL - FY2018)



⁴ Scope 1 emissions are direct emissions of GHG produced from sources that are owned or controlled by an organisation.

⁵ Scope 2 emissions are indirect emissions of GHG produced from the consumption of purchased electricity.

⁶ Data on water consumption for 2018 is not available for one hotel.

GRI Content Index

GENERAL STANDARD DISCLOSURES

General Standard Disclosures		
GRI Standards ⁷	Category / Description	Value, page or reason for omission
	Organisational Profile	
102-1	Name of the organisation	4
102-2	Activities, brands, products, and services	4
102-3	Location of organisation's headquarters	4
102-4	Location of operations	4
102-5	Ownership and legal form	4
102-6	Markets served	4
102-7	Scale of the organisation	4, 10, Annual Report
102-8	Information on employees and other workers	10
102-9	Supply chain	9
102-10	Significant changes to the organisation and its supply chain	None
102-11	Precautionary Principle or approach	14
102-12	External initiatives	None
102-13	Membership of associations	None
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102-14	Statement from senior decision-maker	2
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102-40	List of stakeholder groups	6
102-41	Collective bargaining agreements	None
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⁷ All disclosures in this content index follow the reporting requirements found in the 2016 publication of the GRI Standards, except 303 (Water and Effluents) and 403 (Occupational Health and Safety), which correspond to their latest version (2018).

SPECIFIC STANDARD DISCLOSURES

GRI Standards	Category - Topic / Description	Value, page or direct reference
205	Economic – Anti-Corruption	
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303-3	Water withdrawal	15
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103	Management approach	14
305-2	Energy indirect (Scope 2) GHG emissions	14
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103	Management approach	9
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401	Social - Employment	
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401-1	New employee hires and employee turnover	11
403	Social - Occupational Health and Safety	
103	Management approach	13
403-1	Occupational health and safety management system	13
403-2	Hazard identification, risk assessment, and incident investigation	13
403-3	Occupational health services	13
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404	Social - Training and Education	
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405	Social - Diversity and Equal Opportunity	
103	Management approach	10
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416	Social - Customer Health and Safety	
103	Management approach	13
416-1	Assessment of the health and safety impacts of product and service categories	13
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	13



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