



2020

SUSTAINABILITY REPORT

CONTENTS

Board Statement.....	3
Performance Highlights	4
Our Company	5
About this Report.....	6
Our Governance.....	9
Growing with our People	11
Our Impact on the Environment.....	15
GRI Content Index.....	17

BOARD STATEMENT

GRI 102-14

Heeton prides itself on its international portfolio of distinctive, high-quality properties in the residential, commercial and hospitality sectors, and its success in delivering stakeholder value by converting opportunity into growth.

With 14 hotels in our property portfolio as at December 2020, we are on track to become a strategic player on the international hospitality stage. We are, however, very aware of the environmental and societal responsibility that this growth brings. Heeton recognises that its development strategy must consider the wider expectations of all its stakeholders, including customers, employees and investors. We will continue to create value for our shareholders while benefitting all stakeholders through actions to reduce negative societal and environmental impact.

We regularly review key aspects of our real estate and hospitality operations – including workplace health and safety, and our consumption of natural resources – to ensure our conformity to global standards and local regulatory requirements. As well as benefitting society and the environment, such reviews also improve our economic efficiency. Our evolution towards more sustainable practices also attracts a new generation of talent, and customers who are more environmentally conscious.

In addition to strong internal governance policies that ensure high ethical standards in compliance, transparency and business conduct, Heeton adheres to management approaches and targets for talent retention, health and safety, supplier assessment, and energy and water efficiency.

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.

This Sustainability Report highlights our achievements and targets in key material areas and efforts to positively impact our stakeholders. It is based on 10 Environmental, Social and Governance (ESG) factors that represent key risks and opportunities for our business and address the concerns of our stakeholders.

While we continue expanding our hospitality business, we will strive to improve sustainability reporting in our global operations and throughout our value chain.

Thank you for your interest in Heeton's 2020 Sustainability Report. We welcome feedback from all our stakeholders and look forward to continuing our journey towards a more sustainable future.

PERFORMANCE HIGHLIGHTS

FY2020 was not a typical operating year. The Covid-19 pandemic created a global economic downturn that forced many businesses into survival mode. Movement restrictions and nation-wide lockdowns added to pressure and Heeton, like many companies, were forced to close their business premises for large stretches of time, invariably affecting overall performance and profitability. Figures reported for the year 2020 should be reviewed in this light.

Material ESG Factors	Indicators	FY2020 Performance	FY2021 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	Global hire rate	52.3%	<ul style="list-style-type: none"> Maintain global employee turnover rate equal to, or below, 42.8% (2020 being an atypical year)
	Global turnover rate	75.5%	
	Average training hours per employee	5.05 hours	<ul style="list-style-type: none"> Provide at least 15 training hours per employee on average
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
ENVIRONMENTAL			
Energy	Total energy consumption (electricity and gas)	93,049 GJ	<ul style="list-style-type: none"> Not exceed current energy intensity
	Electricity intensity (investment properties)	352 kWh /m ² floor area	
	Total GHG emissions	7,163 tCO ₂ e	
	GHG emissions intensity (investment properties)	0.144 tCO ₂ e /m ² floor area	
Water	Total water consumption	83,600 m ³	<ul style="list-style-type: none"> Not exceed current water intensity
	Water intensity (investment properties)	2,02 m ³ /m ² floor area	

Our Company

GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-45

Heeton Holdings Limited is a real estate company focused on property development, investment and management. Established in 1976, the Company was listed on the Singapore Exchange in September 2003, and has since extended its business frontiers beyond Singapore to Thailand, Australia, Japan, Malaysia, Vietnam and the United Kingdom. As a boutique property developer, Heeton enjoys a reputation for distinctive and high quality developments in the choicest districts of some of the world's major cities including Singapore, London and Bangkok. Heeton Has also formed strong partnerships with other established real estate groups to develop properties locally and internationally.

Heeton's growth in the property industry is underpinned by a stable real estate portfolio that includes commercial properties (shopping malls and serviced offices) and hotels. Heeton entered the hospitality sector in 2011 with the acquisition of the Mercure Hotel Pattaya, Thailand. Following an aggressive expansion programme the Group's hotel portfolio has now increased to 14 properties worldwide, as at December 2020.

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 102-50, 102-52

This fourth annual Sustainability Report presents Heeton’s environmental and social performance as well as our governance policies and procedures for the period January 2020 to December 2020 (FY2020). We also introduce the local and global policies, initiatives and goals that frame our sustainability agenda.

REPORTING SCOPE

This report covers the management approaches to, and sustainability performance of, activities over which Heeton has direct operational control. This includes our headquarters and two investment properties in Singapore, as well as eight hotels in the UK.

For social disclosures, employees of the two investment properties are incorporated within the headquarters workforce, while employees of Heeton SG50 are incorporated within the workforce of our UK hotels.

Property development projects¹ and externally managed properties and hotels² are not included in the reporting boundaries. We currently do not report on the sustainability performance of our suppliers.

REPORTING BOUNDARIES

Operations and projects	Reported performance	
	Social	Environmental
Singapore headquarters	✓	✓
Investment properties (SG)		
• Sun Plaza	Only for Heeton’s employees	✓
• Tampines Mart		✓
Hotels (UK)		
• Ibis Styles Kensington	✓	✓
• Ibis Gloucester	✓	✓
• Ibis Budget Bradford	✓	✓
• Holiday Inn Manchester	✓	✓
• Stewart Aparthotel Edinburgh	✓	✓
• Heeton Concept Hotel Luma Hammersmith London	✓	✓
• Hampton by Hilton Leeds	✓	✓
• Heeton Concept Hotel City Centre Liverpool	✓	✓
Investment properties (UK)		
• Heeton SG50	✓	✓

This year, we have improved some of our environmental data collection procedures to provide more complete and accurate performance disclosures.

As our sustainability journey advances and reliable and comprehensive data collection procedures are implemented, the reporting scope will be progressively increased to include our entire portfolio and value chain activities in which we have influence.

¹ Property development projects include: Please refer to the Property Development portfolio found in the Annual Report 2020.

² Externally managed investment properties and hotels include: 62 Sembawang (SG), Hotel Indigo Glasgow (UK), Crowne Plaza Kensington (UK), Baraquad Sofitel Pattaya (THA), Mercure Pattaya (THA), Super Hotel Sapporo (JPN), Smile Hotel Asakusa (JPN).

STANDARDS USED

GRI 102-42, 102-44, 102-46, 102-47, 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 of all reported disclosures 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 email us at: ir@heeton.com.

OUR MATERIAL FACTORS

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

Factors defining Heeton's economic, environmental and social impacts were identified through a materiality assessment exercise carried out in 2017. During the exercise, our investors, tenants, employees, communities, regulators, and business partners were identified as our six key stakeholder groups.

We conducted further research to refine and shortlist the material factors most relevant to our business and key stakeholders. Emerging global and local sustainability trends as well as core topics and future challenges for the real estate sector (as identified by peers) were looked at. Based on these research findings, the following 10 material factors were identified.

MATERIAL FACTORS

Governance

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

Economic

- Economic performance³

Social

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

Environmental

- Energy
- Water

³ Please refer to Heeton's Annual Report 2020 (www.heeton.com/investor-relations/annual-reports).

Recognising that alignment of 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 and development programmes • Career development and 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 stakeholder 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, 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 blackout 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 FY2020.

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 such a report, the matter can be escalated to the Executive Deputy Chairman or the Audit Committee Chairman.

ENSURING COMPLIANCE

GRI 307-1, 419-1

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 FY2020, our operations bore no incidence of non-compliance with laws and regulations in the environmental social and economic areas resulting in significant fines or sanctions. Looking forward, we will continue our efforts to ensure full environmental and social 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 news coverage related to our joint venture partners, and ensuring that any ESG issues are addressed promptly.

Our supply chain

GRI 102-9

In Singapore, the majority of our suppliers are locally based and comprise 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 eight 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

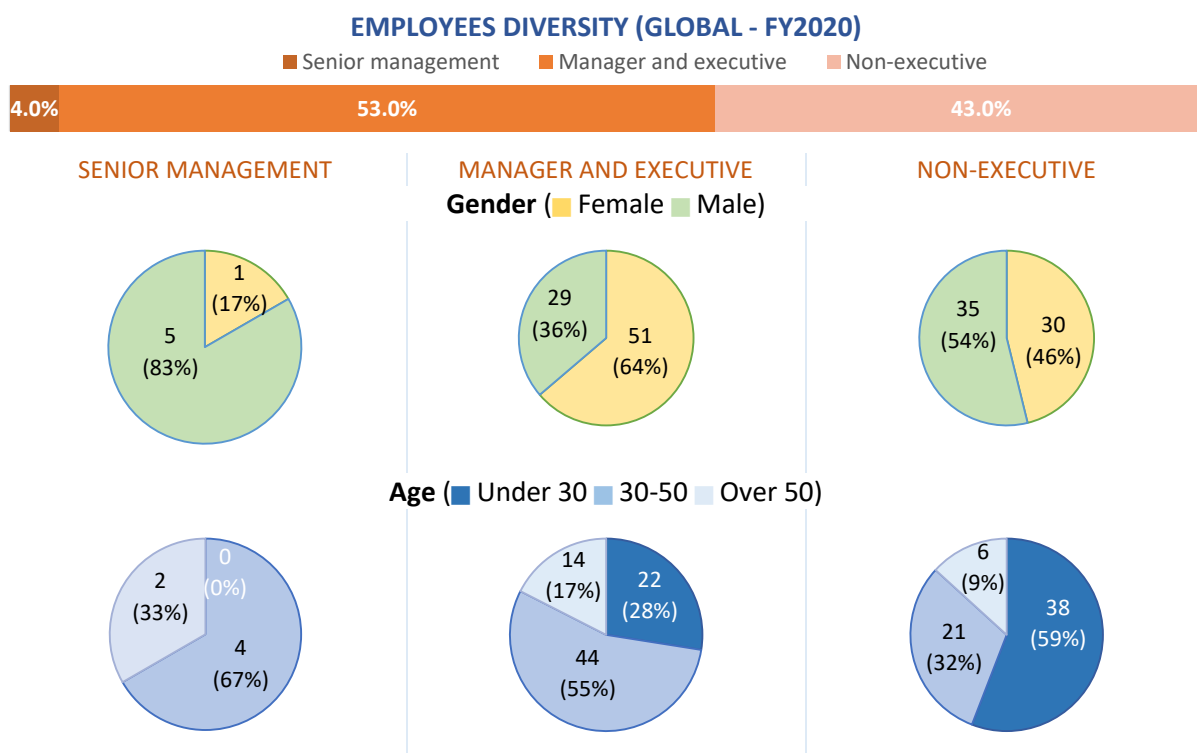
GRI 102-7, 102-8, 405-1

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.

As at 31 December 2020, our headquarters had 48 employees and our eight hotels in the UK employed 103 people, making a total workforce of 151 for the Group. Of these, six (4% of total workforce) held a senior management position, 80 (53%) held manager or executive roles, and 65 (43%) were non-executives. The proportion of non-executive staff was significantly higher at the UK hotels compared to at our headquarters, being 60 (58.3% of their workforce), and 5 (10.4%) respectively.

In terms of employment types, the ratio of full-time over part-time employees was 42:6 (87.5%:12.5%) for the headquarters and 71:32 (69.0%:31.0%) for the UK hotels. The proportion of temporary employees was relatively similar at headquarters as in the UK hotels, with respectively eight employees (16.7%) and 18 employees (17.5%) under a temporary contract.

Women made up 64.6% (31 women compared to 17 males) and 49.5% (51 women compared to 52 males) of our headquarters and UK hotels' workforce respectively. As shown in the charts below, the proportion of women at Group level was essentially higher in manager and executive positions, while employees aged 30 years and above held most of the senior management, manager and executive roles.



VALUING AND RETAINING OUR EMPLOYEES

GRI 401-1, 403-3

In recognition of their contribution to the success of Heeton’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 provides general guidelines about our policies, procedures and practices, terms and conditions, as well as the compensation and benefits package available to them.

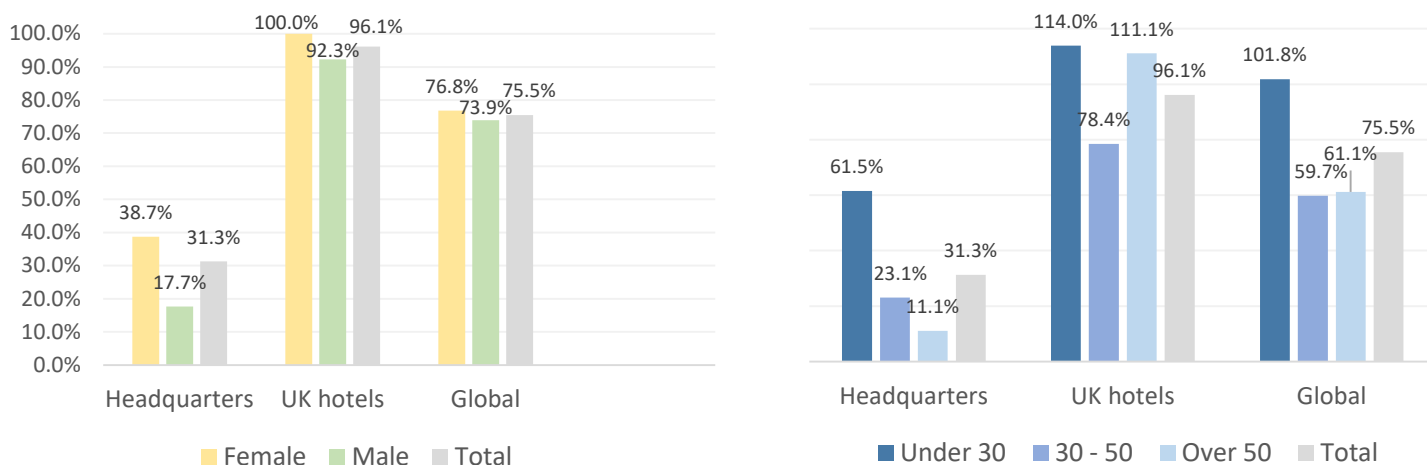
In FY2020, the Group hire rate⁴ was 52.3%, with a total of 79 new employees hired during the year. At the headquarters, the hire rate was 12.5% (six new employees), while the hire rate was 70.9% (73 new employees) at the UK hotels. The hire rates for female employees were 16.1% (five new employees) for the headquarters and 64.7% (33 new employees) for the UK hotels. Comparatively, the hire rates for male employees were 5.9% (one new employee) for the headquarters and 76.9% (40 new employees) for the UK hotels.

The Covid-19 pandemic had a devastating impact on the economies of the world for most of 2020 and the travel and tourism industry was and remains one of the worst-hit sectors. All the Group’s hotels worldwide were badly affected by travel and movement restrictions both foreign and domestic were imposed by the government sporadically throughout the year, leaving hotels to fight for their share of a market limited to domestic key workers, front-liners and those with exceptional reasons for travel.

During this time, the management of the eight hotels in the UK undertook a redundancy exercise and restructured the workforce to remain competitive during this turbulent times. The high employee turnover rate in the UK hotels is by no means a permanent matter and the management will look into strengthening its workforce once the pandemic is under controlled and borders are reopened to international travel

In FY2020, our headquarters had a turnover rate of 31.3% with 15 employees leaving the company, while the turnover rate at our UK hotels was 96.1% with 99 leavers, making a global rate of 75.5% for the entire Group. In terms of gender, female employees had the highest turnover with a global rate of 76.8% (63 leavers), close to the 73.9% (51 leavers) for the male employees.

TURNOVER RATES (FY2020)



⁴ Hire and turnover rates are based on year-end headcount.

ENHANCING THE SKILLS OF OUR EMPLOYEES

GRI 404-1, 404-3

In a dynamic business environment, Heeton recognises the need to arm its employees with the 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 the 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.

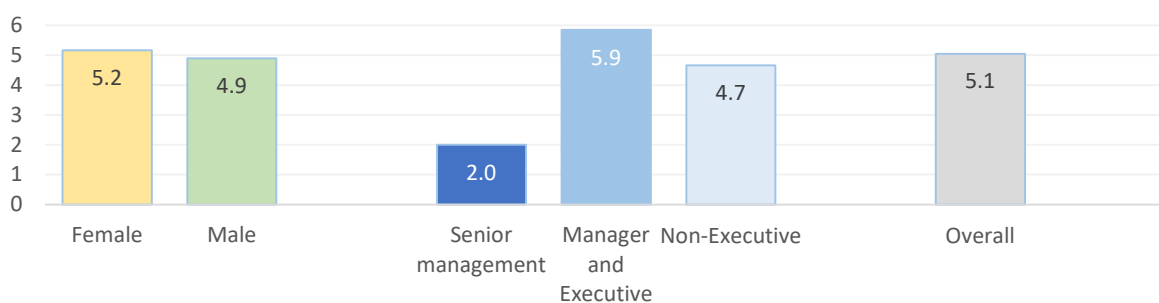
Our Human Resources Department tracks and monitors the training records of employees. One-on-one reviews are conducted post-training to highlight any gaps in the programme or identify new training needs. Globally, each of Heeton's employees completed an average of 5.05 training hours during FY2020. This represents a significant decrease compared to FY2019's global average of 15.25 hours per employee. Much of this decrease can be attributed to the challenges brought about by the Covid-19 pandemic, which resulted in many redundancies and put many non-essential programmes on hold as survival of the business became the priority.

Non-executive personnel at our headquarters benefitted from the highest number of training hours, with an average of 15 hours in FY2020, while UK hotels non-executive employees received an average of 4.0 training hours each. For FY2021, we aim to maintain or exceed the current average figures.

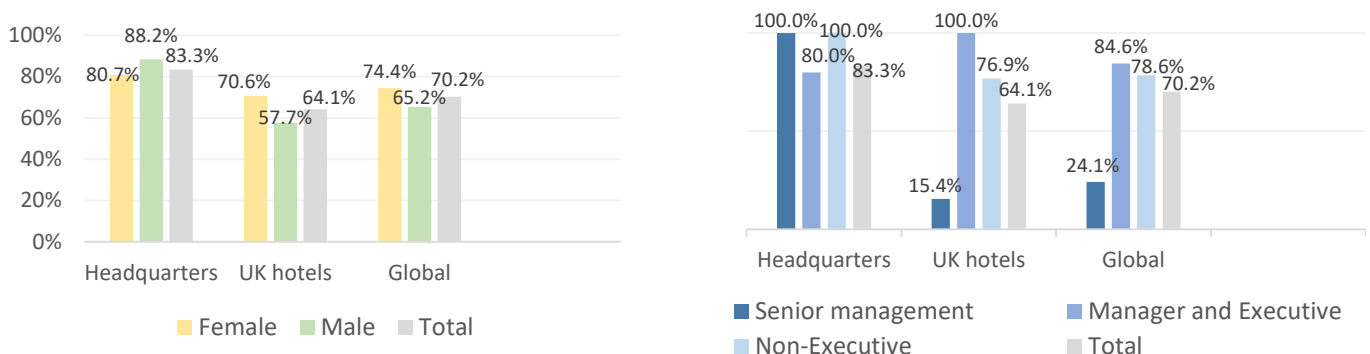
We conduct annual reviews with employees during which we discuss performance and career goals to support their professional growth. In FY2020, 70% of our global workforce received feedback on their performance and suggestions on improvement from their supervisors.

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 - FY2020)



PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS (FY2020)



OUR SAFETY PRACTICES

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

As an employer and landlord, Heeton 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 Heeton'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 FY2020, no Heeton 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.

Since the outbreak of the Covid-19 pandemic, Heeton has taken employee safety seriously by ensuring all non-essential member of staff work from home during the nationwide Circuit Breaker initiative. Following the relaxation of the safe distancing measures, staff members who could work from home continued to do so, and those who had to travel to the office were given flexible work arrangements.

In the workplace, Heeton have ensured all employees work in a safe space by taking all necessary measurements including flexible work arrangements, working from home if possible, ensuring employees keep to the safe distancing measures in accordance with government regulations and temperature taking for any individual entering the building premises.

Going forward, Heeton 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 it should not delay taking appropriate actions to reduce its environmental impact.

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

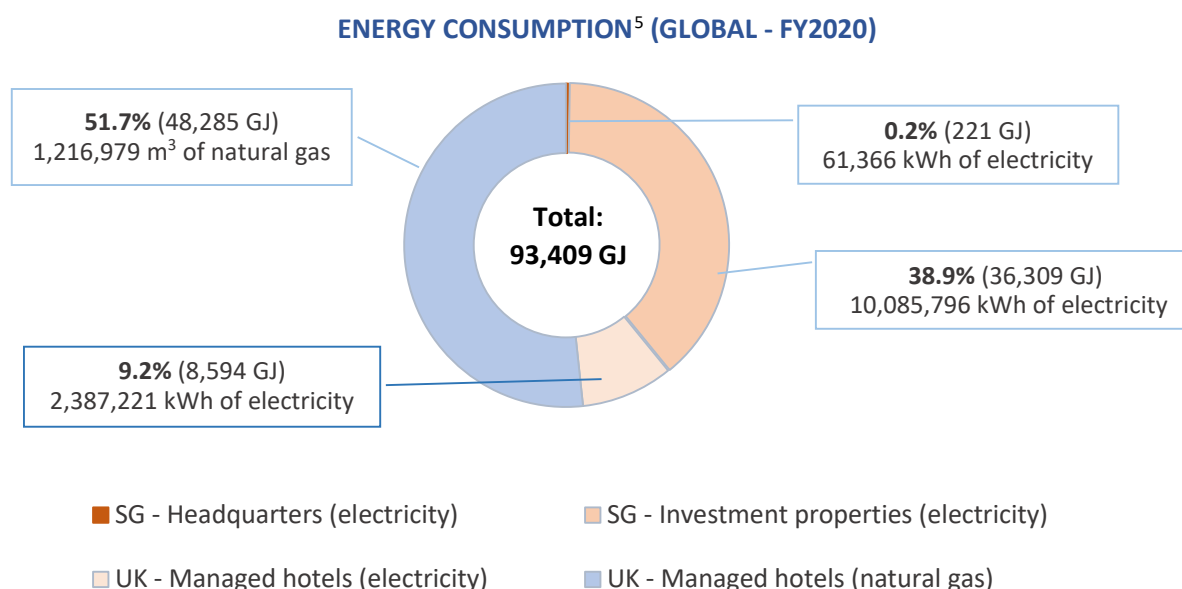
Monthly reports on energy and water consumption at our investment properties are reviewed by our management to detect any irregularities and take appropriate actions. At our hotels, tracking of energy and water consumption is done via an online tool to ensure the efficiency of implemented resource conservation 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 EMISSIONS

GRI 302-1, 302-3, 305-1, 305-2, 305-4

In FY2020, Heeton consumed a total of 93,409 GJ in energy, 39% of which was consumed by our activities in Singapore and 61% by our UK properties. 51.7% of the total energy consumed comprised natural gas used by our UK hotels, while the remaining 48.3% was purchased electricity. Our two managed investment properties in Singapore were our biggest electricity consumers with 36,309 GJ (over 10 million kWh). Comparatively, our eight UK hotels consumed 8,594 GJ (about 2.4 million kWh) of electricity.



Our total greenhouse gas (GHG) emissions amounted to 7,163 tCO₂e (tonnes of CO₂ equivalent) in FY2020. This included 34.4% or 2,461 tCO₂e of Scope 1 emissions⁶ that generated from natural gas consumption by our hotels, while 65.6% or 4,702 tCO₂e represented Scope 2 emissions⁷ generated

⁵ Energy and 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).

⁶ Scope 1 emissions are direct emissions of GHG produced from sources that are owned or controlled by an organisation.

⁷ Scope 2 emissions are indirect emissions of GHG produced from the consumption of purchased electricity.

from our overall electricity consumption. Despite a lower amount of energy consumed compared to our UK operations, our activities in Singapore remained our largest emitters of GHG. This is due to a high proportion of fossil fuels used to produce Singapore’s grid electricity.

GHG EMISSIONS (GLOBAL - FY2020)

Total: 7,163 tCO ₂ e		
Scope 1: 2,461 tCO ₂ e		Scope 2: 4,702 tCO ₂ e
Gas UK Hotels 2,461 tCO ₂ e	Electricity UK Hotels 557 tCO ₂ e	Electricity SG Investment properties + Headquarters 4,145 tCO ₂ e

In FY2020, the average electricity intensity of our two investment properties in Singapore was 352.5 kWh (1.27 GJ) per square meter (m²) of floor area, corresponding to an emission intensity of 0.144 tCO₂e/m².

WATER

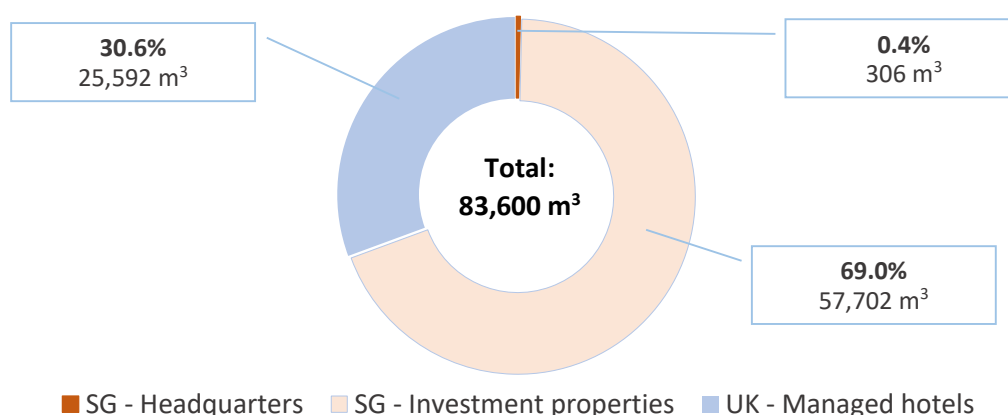
GRI 303-1, 303-2, 303-3

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

In FY2020, our headquarters consumed 306 m³ of water, which represented only 0.4% of our Group’s total water consumption of 83,600 m³ during the year. Due to their high retail activity, our two investment properties in Singapore used the largest amount of water, with 57,702 m³ or 69.0% of the total. Comparatively, our six hotels in the UK consumed 25,592 m³, or 30.6% of the total, during the year.

The water intensity of the investment properties was 2.02 m³ per m² of floor area during the year.

WATER USAGE (GLOBAL - FY2020)



GRI Content Index

GENERAL STANDARD DISCLOSURES

GRI Standards ⁸	Category / Description	Value, page or reference
	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
	Strategy	
102-14	Statement from senior decision-maker	2
	Ethics and Integrity	
102-16	Values, principles, standards, and norms of behaviour	8
	Governance	
102-18	Governance structure	8
	Stakeholder Engagement	
102-40	List of stakeholder groups	7
102-41	Collective bargaining agreements	None
102-42	Identifying and selecting stakeholders	6
102-43	Approach to stakeholder engagement	7
102-44	Key topics and concerns raised	6
	Reporting Practice	
102-45	Entities included in the consolidated financial statements	4, Annual Report
102-46	Defining report content and topic Boundaries	6
102-47	List of material topics	6
102-48	Restatements of information	None
102-49	Changes in reporting	None
102-50	Reporting period	5
102-51	Date of most recent report	31 May 2020
102-52	Reporting cycle	5
102-53	Contact point for questions regarding the report	6
102-54	Claims of reporting in accordance with the GRI Standards	6
102-55	GRI content index	16
102-56	External assurance	6

⁸ 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 reference
205	Economic – Anti-Corruption	
103	Management approach	8
205-2	Communication and training about anti-corruption policies and procedures	8
205-3	Confirmed incidents of corruption and actions taken	8
302	Environmental – Energy	
103	Management approach	14
302-1	Energy consumption within the organisation	14
302-3	Energy intensity	14, 15
303	Environmental – Water and Effluents	
103	Management approach	14, 15
303-1	Interactions with water as a shared resource	14, 15
303-2	Management of water discharge-related impacts	15
303-3	Water withdrawal	15
305	Environmental - Emissions	
103	Management approach	14
305-1	Energy direct (Scope 1) GHG emissions	14, 15
305-2	Energy indirect (Scope 2) GHG emissions	15
305-4	GHG emissions intensity	15
307	Environmental – Environmental Compliance	
103	Management approach	9
307-1	Non-compliance with environmental laws and regulations	9
401	Social - Employment	
103	Management approach	10, 11
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	11, 13
403-4	Worker participation, consultation, and communication on occupational health and safety	13
403-5	Worker training on occupational health and safety	13
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	13
403-9	Work-related injuries	13
404	Social - Training and Education	
103	Management approach	12
404-1	Average hours of training per year per employee	12
404-3	Percentage of employees receiving regular performance and career development reviews	12
405	Social - Diversity and Equal Opportunity	
103	Management approach	10
405-1	Diversity of governance bodies and employees	10
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
419	Social - Socioeconomic Compliance	
103	Management approach	9
419-1	Non-compliance with laws and regulations in the social and economic area	9



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