

# SUSTAINABILITY REPORT

2021



# CONTENTS

Board Statement .....	3
Performance Highlights .....	4
Our Company .....	5
About this Report.....	6
Our Governance.....	10
Growing with our People.....	12
Our Impact on the Environment.....	16
GRI Content Index.....	19

# BOARD STATEMENT

---

GRI 102-14

Heeton Holdings Limited (“Heeton”)’s Board oversees the Group’s sustainability strategy and provides guidance to Management on the development of policies and management structures to implement, monitor and report on environmental, social and governance (“ESG”) 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 ESG factors that represent key risks and opportunities for our business and address the concerns of our stakeholders.

The COVID-19 pandemic has been the toughest business and organisational challenge since Heeton started its first property project in 1968. The core business segments of hospitality, property investment and residential development were severely hit in 2020. Economies reeled from travel lockdowns and economic disruptions as the virus spread quickly across the world. Fortunately, we saw a positive turnaround in the Group’s performance in 2021 as countries learnt to manage the pandemic better, economies opened up and business sentiments improved.

Beyond the favourable external factors, the ESG pillars of sustainability enabled Heeton to manage the COVID-19 crisis effectively in 2021. Our focus on environmental compliance helped us to maintain efficient operations. Our focus on social measures such as caring for our staff’s well-being and screening of contractors created a clean and safe environment for internal and external stakeholders. Our focus on governance ensured that we maintain steadfast relationships with business partners amidst challenging times. ESG has improved organizational resilience and positioned Heeton as a trusted brand internationally.

The Board believes in steady and sustainable growth. With 13 hotels in our property portfolio with two others in the pipeline as at December 2021, we are on track towards our long-term vision of becoming a leading player in the international hospitality stage. One lesson from the ongoing COVID-19 pandemic is that current and future prospects of the hospitality industry are contingent on a stable and healthy global ecosystem that can facilitate travel, trade and investment. Furthermore, customers’ sentiments are changing as they are increasingly concerned about the environment and would prefer to buy from companies with a good ESG track record.

Thus there is a strong market imperative for Heeton to pay close attention to sustainability throughout our business segments. We have to monitor and conform to evolving global standards and local regulatory requirements. 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. Strengthening our sustainability focus will help us attract environmentally and socially conscious people as customers, employees and business partners.

Thank you for your interest in Heeton’s 2021 Sustainability Report. We welcome feedback from all our stakeholders on how we can do better and look forward to continuing our journey towards a more sustainable future.

On behalf of the Board,

Toh Giap Eng

Executive Chairman

# PERFORMANCE HIGHLIGHTS

The financial year from 1 January to 31 December 2021 (“FY2021”) was the second year of dealing with the COVID-19 situation, which had created a global and prolonged economic downturn. The Group’s energy and water usage increased in view of the business recovery in FY2021 compared to FY2020. Our goal for FY2022 is to improve on resource usage and efficiency.

	Material ESG Factors	Indicators	FY2020 Performance	FY2021 Performance	FY2022 Targets
GOVERNANCE	Anti-corruption	Confirmed incidents of corruption	No incidents	No incidents	<ul style="list-style-type: none"> <li>• Maintain zero incidents of confirmed corruption</li> </ul>
	Environmental Compliance	Critical non-compliance with environmental laws and regulations	No incidents	No incidents	<ul style="list-style-type: none"> <li>• Maintain zero critical incidents of non-compliance</li> </ul>
SOCIAL	Talent Retention	Global hire rate	52.3%	49.5%	<ul style="list-style-type: none"> <li>• Reduce the global employee turnover rate</li> </ul>
		Global turnover rate	75.5%	95.7%	
		Average training hours per employee	5.05 hours	4.1 hours	<ul style="list-style-type: none"> <li>• Increase the average training hours per employee</li> </ul>
	Occupational Health and Safety	Number of workplace fatalities	No fatalities	No fatalities	<ul style="list-style-type: none"> <li>• Maintain a safe working environment with zero workplace fatalities</li> </ul>
	Customer Health and Safety	Incidents of non-compliance regarding health and safety impacts of products and services	No incidents	No incidents	<ul style="list-style-type: none"> <li>• Zero fatalities for all building users</li> <li>• Zero non-compliance with voluntary codes/laws and regulations regarding customer health and safety</li> </ul>
	Supplier Assessment	Percentage of contractors screened on safety requirements (for projects in development)	100%	100%	<ul style="list-style-type: none"> <li>• All contractors screened on safety requirements</li> </ul>
ENVIRONMENTAL	Energy	Total energy consumption (electricity and gas)	93,049 GJ	134,306 GJ	<ul style="list-style-type: none"> <li>• Improve on the energy intensity</li> </ul>
		Electricity intensity (investment properties)	352 kWh /m <sup>2</sup> floor area	392 kWh /m <sup>2</sup> floor area	
		Total GHG emissions	7,163 tCO <sub>2</sub> e	9,805 tCO <sub>2</sub> e	
		GHG emissions intensity (investment properties)	0.144 tCO <sub>2</sub> e /m <sup>2</sup> floor area	0.160 tCO <sub>2</sub> e /m <sup>2</sup> floor area	
	Water	Total water consumption	83,600 m <sup>3</sup>	109,952 m <sup>3</sup>	<ul style="list-style-type: none"> <li>• Improve on the water intensity</li> </ul>
		Water intensity (investment properties)	2.02 m <sup>3</sup> /m <sup>2</sup> floor area	2.64 m <sup>3</sup> /m <sup>2</sup> 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 businesses in Singapore, Thailand, Australia, Japan, Malaysia, Vietnam, China, Bhutan 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, i.e. shopping malls and serviced offices, and hotels. Heeton entered the hospitality sector in 2011 with the acquisition of the Mercure Hotel Pattaya, Thailand. The Group continued to update and refresh our hotel portfolio. We have 13 properties worldwide, as at December 2021.

For more details on Heeton's profile, ownership, structure and list of properties, please view the Group's Annual Reports (<https://www.heeton.com/investor-relations/annual-reports/>) and our website ([www.heeton.com](http://www.heeton.com)).

# ABOUT THIS REPORT

GRI 102-46, 102-50, 102-52

This fifth annual Sustainability Report presents Heeton’s ESG policies, procedures and performance that frame our sustainability agenda for FY2021.

## 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 nine hotels in the UK.

For social disclosures, employees of the two investment properties are incorporated within the headquarters workforce, while the workforce of our UK hotels is made up of employees of the nine self-managed hotels.

Property development projects<sup>1</sup> and externally managed properties and hotels<sup>2</sup> 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
<b>Singapore Headquarters</b>	✓	✓
<b>Investment Properties (SG)</b>		
• Sun Plaza	Only for Heeton’s employees	✓
• Tampines Mart		✓
<b>Hotels (UK)</b>		
• Ibis Styles Kensington	✓	✓
• Ibis Gloucester	✓	✓
• Hampton by Hilton Leeds	✓	✓
• Holiday Inn Express Manchester	✓	✓
• Hotel Indigo Glasgow	✓	✓
• Doubletree by Hilton Kensington	✓	✓
• LUMA Hammersmith	✓	✓
• Stewart Aparthotel	✓	✓
• Heeton Concept Hotel City Centre Liverpool	✓	✓

Two hotels – Doubletree by Hilton Kensington and Heeton Concept Hotel City Centre Liverpool – have been added in this FY2021 report while one hotel reported in the previous year (Ibis Budget Bradford) has been removed as the property has been disposed of in FY2021.

<sup>1</sup> Please refer to the Property Development portfolio found in the Annual Report 2021.

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

## 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 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 in the report to facilitate easy reference of the relevant information.

SGX has introduced several changes to sustainability reporting in their updates to issuers on December 2021. These changes, including new mandatory requirements of climate and board diversity disclosures, will take effect in the financial year commencing 2022. The Group will review the additional requirements and ensure compliance in the coming years.

We did not seek external assurance for this report, but we hired an external consultant to review 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](mailto: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 analysis 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 and industry experts, were looked at. Based on the analysis, ten material factors were identified. The Management had reviewed these factors and concluded that they remained relevant and appropriate for the Group’s sustainability reporting for FY021.

### MATERIAL FACTORS

#### Governance

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

#### Social

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

#### Economic

- Economic performance<sup>3</sup>

#### Environmental

- Energy
- Water

---

<sup>3</sup> Please refer to Heeton’s Annual Report 2021 ([www.heeton.com/investor-relations/annual-reports](http://www.heeton.com/investor-relations/annual-reports)) for an assessment of the Group’s economic and financial performance.



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

# OUR GOVERNANCE

*GRI 102-16, 102-18*

Heeton values high ethical standards in compliance, transparency, and business conduct as they are key to sustained 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 the 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 maintains zero tolerance towards corruption and bribery. We are 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 safeguarding the interests of our stakeholders and Heeton's reputation.

All 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 as well as 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 FY2021.

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 and if necessary, the matter can be escalated to the external consultant appointed as receiving officer, whose contact details are available at <http://www.heeton.com/contact-us/>

## ENSURING COMPLIANCE

*GRI 307-1, 419-1*

Heeton maintains a strong adherence to corporate governance practices and the applicable laws and regulations across different jurisdictions.

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

From the onset of the COVID-19 pandemic, our Group has adhered strictly to the regulations and safety measures announced by the respective governments in countries where we operate. In addition to comprehensive internal policies and procedures for ensuring our employees' safety and well-being, we have implemented safe distancing and other measures in compliance with the local laws.

In FY2021, our operations reported no incidence of non-compliance with laws and regulations in the environmental, social and economic areas that could result in significant fines or sanctions.

## 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 the Building and Construction Authority ("BCA")'s certifications in Singapore.

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 any news coverage and public announcements related to our joint venture partners, and ensuring that any ESG-related issues are addressed promptly.

### **Our supply chain**

*GRI 102-9*

In Singapore, most 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 nine 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

People are the most valuable asset in Heeton. The Group places utmost importance in attracting, recruiting and retaining skilled employees with diverse and relevant expertise and experience. While the ongoing pandemic has restricted hiring activity, we are optimistic that the Group will continue to attract talent when the economy recovers with the lifting of various public and business restrictions. Our employees have brought value to the Group and we are proud of their contribution in weathering the COVID-19 crisis.

## DIVERSIFYING OUR WORKFORCE

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

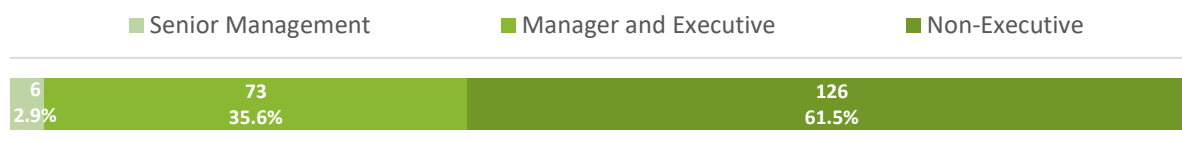
Heeton's human resource policies are grounded in equal opportunities and fair employment practices. In our recruitment process, all qualified candidates are considered without discrimination of gender, age, ethnicity, religion and national origin. Our employees are promoted based on merit and performance.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

As at 31 December 2021, our headquarters had 32 employees and our nine hotels in the UK employed 173 people, making a total global workforce of 205. Of these, six (2.9% of total workforce) held senior management positions, 73 (35.6%) held managerial or executive roles, and 126 (61.5%) were non-executives. The proportion of non-executive staff continued to be higher at the UK hotels (71.1%) compared to that in our headquarters at 9.4%.

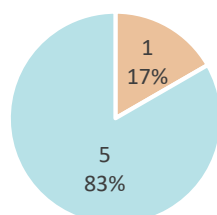
In terms of employment types, there was no part-time employees in the headquarters in FY2021. The UK hotels had 65 part-time employees, accounting for 37.6% of the UK workforce.

There was almost an equal number of female and male employees in the overall workforce. Women made up 62.5% (20) in our headquarters and 46.8% (81) in the UK hotels. Most of the female employees were employed as non-executives at the Group level, in line with the overall profile of the workforce. Employees between 30 and 50 years of age made up the largest employee group in terms of employment age at 48.3%.

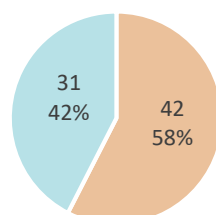
### EMPLOYMENT DIVERSITY (GLOBAL FY2021)



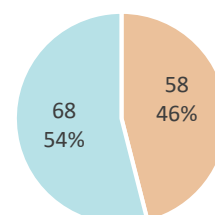
SENIOR MANAGEMENT



MANAGER AND EXECUTIVE



NON-EXECUTIVE

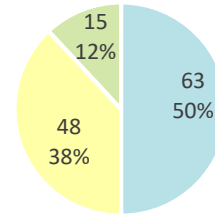
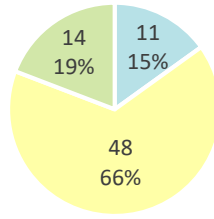
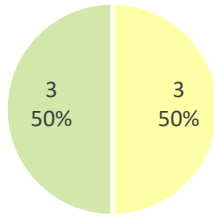


GENDER ( FEMALE MALE )

SENIOR MANAGEMENT

MANAGER AND EXECUTIVE

NON-EXECUTIVE



AGE ( UNDER 30 30 - 50 Over 50 )

VALUING AND RETAINING OUR EMPLOYEES

GRI 401-1, 403-3

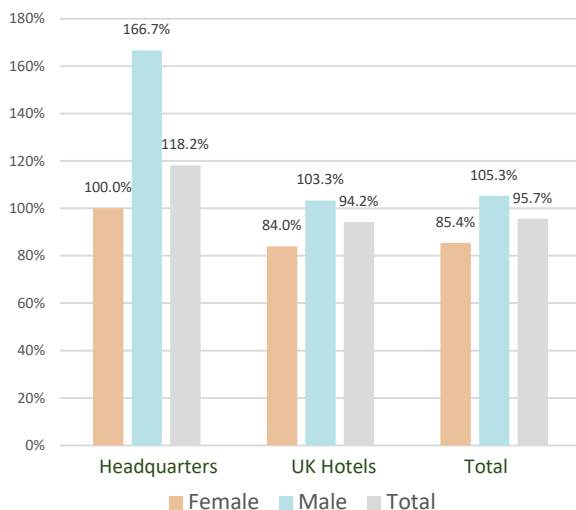
In recognition of their contribution to the success of Heeton’s business and to retain our skilled workforce, we reward employees with competitive salaries in line with market standards. Compensation for individual employees is determined by their position, competency and performance. Employees are entitled to a variety of benefits, such as medical care, paid annual leave and birthday leave. The company is open to flexible work arrangements subject to appropriate circumstances.

Our Employee Handbook provides guidelines about our policies, procedures and practices, terms and conditions, as well as details on the compensation schemes and benefits.

In FY2021, the Group hire rate<sup>4</sup> was 49.5%, with a total of 91 new employees hired during the year. There were no new hires at the headquarters. All the new hires were by the UK hotels at a hire rate of 52.6%. The hire rate for female employees was 48.2% (39 new employees) and 56.5% for male hires (52 new employees).

The impact of the COVID-19 pandemic continued to reverberate throughout the hospitality and tourism industry in the second year. Employee turnover rate in the UK hotels remained high at 94.2% with 163 employees leaving the company. For FY2022, the management of the nine hotels will look into strengthening its workforce in terms of recruitment and retention as the COVID-19 restrictions are lifted and borders reopened to international travel.

TURNOVER RATES (GLOBAL FY2021)



4

## ENHANCING THE SKILLS OF OUR EMPLOYEES

GRI 404-1, 404-3

The COVID-19 pandemic continued to pose significant challenges to employee training in FY2021. At the Group level, the average amount of training hours decreased from 5.05 hours per employee in FY2020 to 4.1 hours per employee in FY2021. The reduced training hours were seen across the headquarters and UK hotels as many non-essential programmes were put on hold.

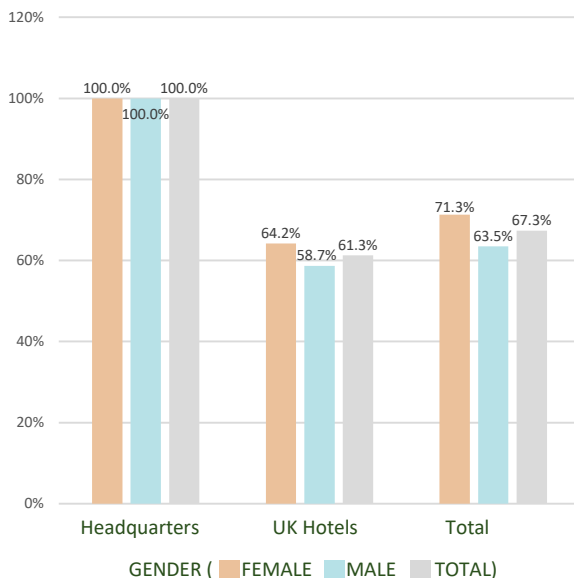
Nevertheless, we are cognizant that employees need to be continually trained with new and updated skills in order to sustain our growth. We will continue to engage our employees to fine-tune our training programmes and align them to the employees’ learning needs. Our Human Resources Department tracks and monitors employee training and reviews training needs. The department will continue to seek new opportunities for training support, such as tapping on government grants for skills upgrading in order to benefit our employees.

We conduct annual reviews with employees during which we discuss performance and career goals to support their professional growth. In FY2021, 67.3% of our global workforce received feedback on their performance and suggestions on improvement from their supervisors.

**AVERAGE HOURS OF TRAINING PER EMPLOYEE (GLOBAL FY2021)**



**PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS (FY2021)**



## OUR SAFETY PRACTICES

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

In FY2021, there were no reports of workplace fatalities. There were no incidents of non-compliance with regulations or voluntary codes regarding health and safety impacts of managed properties. Heeton maintained strict compliance, in particular, to the local rules and regulations with regard to conducting work and business activities during the pandemic. The health and welfare of our employees, tenants, clients and suppliers continued to be of paramount importance. We ensured that the workplace remained a safe space for our employees by taking all the necessary measures including working from home whenever possible, flexible work arrangements, safe distancing and contact tracing measures.

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 they are 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.

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.

An open channel of communication across the Group is available to gather feedback on issues relating to health and safety. Regular safety education and training, including employee programme conducted at the point of induction, continue to be provided to our employees as well as suppliers and visitors where relevant.

Going forward, Heeton will stay committed to promoting occupational and customer health and safety, ensuring compliance to local laws and regulatory requirements, and maintaining zero fatalities among our employees and other users of our buildings.

# OUR IMPACT ON THE ENVIRONMENT

GRI 102-11

With the gradual resumption of business activities in FY2021, the Group's properties in real estate and hospitality correspondingly increased their resource consumption in terms of energy and water use.

Notwithstanding the above, we continued to adopt green practices to improve resource conservation and look for new ways to implement energy and water usage reduction and efficiency measures in our properties.

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.

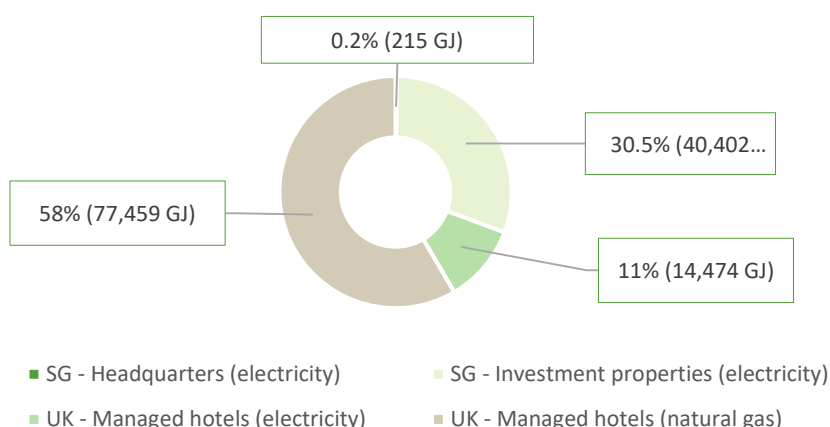
We promote environmental awareness among our employees and tenants through e-mails on best practices to help reduce their environmental footprint at work.

## ENERGY AND EMISSIONS

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

The gradual resumption of business activities in FY2021 saw energy consumption increased across the properties. In FY2021, Heeton used a total of 134,306 GJ in energy, 32% of which was consumed by our activities in Singapore and 68% by our UK properties. Natural gas consumption by our UK hotels made up the bulk of total energy consumed (57.7%) while purchased electricity by the Singapore and UK properties amounted to 41% of our total energy consumption. Our two managed investment properties in Singapore were the largest electricity consumers with 40,402 GJ (over 11 million kWh). In comparison, our nine UK hotels consumed 14,474 GJ (about 4 million kWh) of electricity.

### ENERGY CONSUMPTION<sup>5</sup> (GLOBAL FY2021)



<sup>5</sup> 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).



Our total greenhouse gas (GHG) emissions amounted to 9,805 tCO<sub>2</sub>e (tonnes of CO<sub>2</sub> equivalent) in FY2021. This comprised mainly of 40.4% or 4,052 tCO<sub>2</sub>e of direct Scope 1 emissions<sup>6</sup> that were generated from natural gas consumption by our UK hotels. 47.9% or 4,700 tCO<sub>2</sub>e were indirect Scope 2 emissions<sup>7</sup> generated from electricity consumption by our two Singapore properties.

### GHG EMISSIONS (GLOBAL FY2021)

TOTAL 9805 tCO <sub>2</sub> e		
<b>Scope 1</b> 4,052 tCO <sub>2</sub> e	<b>Scope 2</b> 5,753 tCO <sub>2</sub> e	
<u>Gas</u> 3,962 tCO <sub>2</sub> e (UK hotels)	<u>Electricity</u> 1,028 tCO <sub>2</sub> e (UK hotels)	<u>Electricity</u> 4,725 tCO <sub>2</sub> e (SG investment properties + Headquarters)

In FY2021, the average electricity intensity of our two investment properties in Singapore was 392.2 kWh (1.47 GJ) per square meter (m<sup>2</sup>) of floor area, corresponding to an emission intensity of 0.164 tCO<sub>2</sub>e/m<sup>2</sup>.

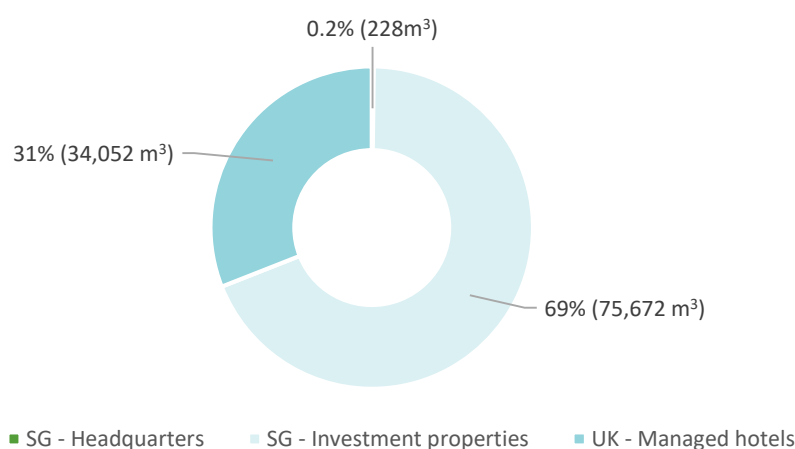
## WATER

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

Water consumption increased in FY2021 due to higher business activities. In FY2021, our headquarters consumed 228 m<sup>3</sup> of water, which represented 0.2% of our Group's total water consumption of 109,952 m<sup>3</sup> during the year. Due to their high retail activity, our two investment properties in Singapore used the largest amount of water, with 75,672 m<sup>3</sup> or 68.8% of the total. Our nine hotels in the UK consumed 34,052 m<sup>3</sup>, or 31.0% of the total, during the year.

The water intensity of the investment properties was 2.64 m<sup>3</sup> per m<sup>2</sup> of floor area during the year.

### WATER USAGE (GLOBAL FY2021)



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

<sup>7</sup> Scope 2 emissions are indirect emissions of GHG produced from the consumption of purchased electricity.

# GRI Content Index

## GENERAL STANDARD DISCLOSURES

GRI Standards	Category / Description	Page or Reference
	<b>Organisational Profile</b>	
102-1	Name of the organisation	5
102-2	Activities, brands, products, and services	5
102-3	Location of organisation's headquarters	5
102-4	Location of operations	5
102-5	Ownership and legal form	5
102-6	Markets served	5
102-7	Scale of the organisation	5, 12, Annual Report
102-8	Information on employees and other workers	12
102-9	Supply chain	11
102-10	Significant changes to the organisation and its supply chain	None
102-11	Precautionary Principle or approach	15
102-12	External initiatives	None
102-13	Membership of associations	None
	<b>Strategy</b>	
102-14	Statement from senior decision-maker	3
	<b>Ethics and Integrity</b>	
102-16	Values, principles, standards, and norms of behaviour	10
	<b>Governance</b>	
102-18	Governance structure	10
	<b>Stakeholder Engagement</b>	
102-40	List of stakeholder groups	9
102-41	Collective bargaining agreements	None
102-42	Identifying and selecting stakeholders	9
102-43	Approach to stakeholder engagement	9
102-44	Key topics and concerns raised	9
	<b>Reporting Practice</b>	
102-45	Entities included in the consolidated financial statements	5, Annual Report
102-46	Defining report content and topic boundaries	6, 8
102-47	List of material topics	8
102-48	Restatements of information	None
102-49	Changes in reporting	None
102-50	Reporting period	6
102-51	Date of most recent report	31 May 2021
102-52	Reporting cycle	6
102-53	Contact point for questions regarding the report	7
102-54	Claims of reporting in accordance with the GRI Standards	7
102-55	GRI content index	18, 19
102-56	External assurance	7

## SPECIFIC STANDARD DISCLOSURES

GRI Standards	Category - Topic / Description	Value, Page or Reference
<b>205</b>	<b>Economic – Anti-Corruption</b>	
<b>103</b>	Management approach	10
<b>205-2</b>	Communication and training about anti-corruption policies and procedures	10
<b>205-3</b>	Confirmed incidents of corruption and actions taken	10
<b>302</b>	<b>Environmental – Energy</b>	
<b>103</b>	Management approach	16
<b>302-1</b>	Energy consumption within the organisation	16
<b>302-3</b>	Energy intensity	16, 17
<b>303</b>	<b>Environmental – Water and Effluents</b>	
<b>103</b>	Management approach	16, 17
<b>303-1</b>	Interactions with water as a shared resource	17
<b>303-2</b>	Management of water discharge-related impacts	17
<b>303-3</b>	Water withdrawal	17
<b>305</b>	<b>Environmental - Emissions</b>	
<b>103</b>	Management approach	16
<b>305-1</b>	Energy direct (Scope 1) GHG emissions	17
<b>305-2</b>	Energy indirect (Scope 2) GHG emissions	17
<b>305-4</b>	GHG emissions intensity	17
<b>307</b>	<b>Environmental – Environmental Compliance</b>	
<b>103</b>	Management approach	10
<b>307-1</b>	Non-compliance with environmental laws and regulations	10
<b>401</b>	<b>Social - Employment</b>	
<b>103</b>	Management approach	10, 12
<b>401-1</b>	New employee hires and employee turnover	13
<b>403</b>	<b>Social - Occupational Health and Safety</b>	
<b>103</b>	Management approach	15
<b>403-1</b>	Occupational health and safety management system	15
<b>403-2</b>	Hazard identification, risk assessment, and incident investigation	15
<b>403-3</b>	Occupational health services	13, 15
<b>403-4</b>	Worker participation, consultation, and communication on occupational health and safety	15
<b>403-5</b>	Worker training on occupational health and safety	15
<b>403-7</b>	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	15
<b>403-9</b>	Work-related injuries	15
<b>404</b>	<b>Social - Training and Education</b>	
<b>103</b>	Management approach	14
<b>404-1</b>	Average hours of training per year per employee	14
<b>404-3</b>	Percentage of employees receiving regular performance and career development reviews	14
<b>405</b>	<b>Social - Diversity and Equal Opportunity</b>	
<b>103</b>	Management approach	12
<b>405-1</b>	Diversity of governance bodies and employees	12
<b>416</b>	<b>Social - Customer Health and Safety</b>	
<b>103</b>	Management approach	15
<b>416-1</b>	Assessment of the health and safety impacts of product and service categories	15
<b>416-2</b>	Incidents of non-compliance concerning the health and safety impacts of products and services	15
<b>419</b>	<b>Social - Socioeconomic Compliance</b>	
<b>103</b>	Management approach	10
<b>419-1</b>	Non-compliance with laws and regulations in the social and economic area	10



**HEETON HOLDINGS LIMITED**

60 Paya Lebar Road, Paya Lebar Square, #08-36

Singapore 409051

Tel: (65) 6456 1188

Fax: (65) 64555478

[www.heeton.com](http://www.heeton.com)