



SUSTAINABILITY REPORT 2018

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In AF Global Limited's second Sustainability Report, we have presented an update on our sustainability efforts for the financial year ended 31 December 2018 ("FY2018").

The Board had reviewed and determined that the material Environmental, Social and Governance ("ESG") issues identified remained relevant and significant to our organisation and key stakeholders. In FY2018, the Board continued to oversee the management and monitoring of these ESG factors as part of its overall responsibility of directing and leading the organisation towards our mission of value creation and building a sustainable business.

2.1 Report Scope

This report covers the sustainability performance of AF Global Limited and its subsidiaries (Group) for FY2018. The scope of this report will focus on the sustainability performance, activities and initiatives that are under our direct control, and excludes joint ventures which are not directly under our control. Material issues and topics described have been selected according to their level of significance within the Group's boundaries, the sustainability context and the stakeholders' expectations, and for comparability of our performance indicators over time. In this respect, this report contains information for our core hospitality businesses in material operational territories in London and Phuket, excludes our operations in Ho Chi Minh City and Vientiane, as well as ad hoc projects.

2.2 Report Methodology

This report was prepared based on the requirements of 'In accordance' – Core option of the Global Reporting Initiative's (GRI) Standards Sustainability Reporting Guidelines. We have chosen the GRI Standards reporting guidelines for its detailed guidance on the disclosure of governance approach and of the environmental, social and economic performance. This

report also takes into consideration the primary components of the report content as set out by the Singapore Exchange's "Comply or Explain" requirements for sustainability reporting. Our data are reported in good faith and to the best of our knowledge. We will continue to improve our data collection processes.

We did not seek external independent assurance of the data in this report.

2.3 Report Structure

This Sustainability Report is structured to reflect the interests of our key stakeholders. We have identified five key stakeholder groups, namely, the Environment and Future Generations, Employees, Customers, Suppliers and Communities. For each stakeholder group, we describe our management approaches, the material issues identified as well as how the issues are prioritised and managed. We further present our initiatives and outcomes in the areas of environmental, social and economic issues relevant to our topics and boundaries. Information on identified key performance indicators and performance targets are also provided.

The information regarding the basis for report boundaries and our materiality assessment is provided in section 4.

Together, this report provides the basis for our responses and disclosures to the GRI Standards 'In accordance' – Core option requirements. Relevant sections in this report are referenced in the GRI Content Index provided in section 7.

2.4 Report Contact and Feedback

We welcome and value your feedback and suggestions on the content of this report and any aspect of our sustainability performance. Should you have any feedback or suggestion pertaining to this report, please contact us through the following channels:

- ❖ In writing to:
AF Global Limited
55 Ubi Avenue 1 #06-11
Ubi 55 Building
Singapore 408935
- ❖ Via our email address at info@afgl.com.sg

This report is provided in PDF format only and is available for download on our website: www.afgl.com.sg.

3.1 Mission and Values

Mission

Dedicated to creating value and building a sustainable business.

Values

We believe our core values below are key to our mission.

- Integrity
- Customer Focus
- Ownership
- Embrace change
- Teamwork
- Pursuit of Excellence

3.2 Governance

The Board oversees corporate governance and operational matters relating to our business. For corporate sustainability, the Board is supported by the Corporate Sustainability Committee (CSC) which is chaired by the Chief Executive Officer and includes designated senior executives. CSC provides leadership and approval over corporate sustainability matters such as Corporate Social Responsibility (CSR) plans, community investment and environmental initiatives. Supported by CSC, the Corporate Sustainability Champion together with the Corporate Sustainability Workgroup, engages businesses and functions in collectively executing the CSR plan, identifying and managing the Environment, Social and Governance (ESG) Factors as well as engaging key stakeholders. Businesses and functions provide back-to-back assurance over the quality of information for sustainability reporting.



3.3 Ethics and Compliance

Being a listed company on the Singapore Exchange, we are committed to uphold high standards of corporate governance as required in the listing rules. We abide by local and international best practices. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are communicated periodically. Communication channels are in place to enable employees and individuals engaged in business activities to report unethical behaviour. We have a designated officer who maintains a register of incidences regarding ethics and compliance issues and escalates to the management where appropriate.

Corporate Social Responsibility is a key driver towards long-term sustainability which is pragmatically integrated into our business practices and our corporate culture.

Being in the hospitality business, we are in a privileged position to raise awareness on the importance of sustainability and allow our guests to participate in some of the sustainability initiatives during their stay with us in our hotels. We have engaged global professional hotel management companies reputed for their experience and approach toward sustainability so as to tap into their valuable knowledge to help us in implementing and integrating sustainability in our daily business practices and operational activities. We aim to create a culture of sustainability among our staff in every aspect of our hotel operations, a culture which allows us to imprint positive influence on our guests through their experience with us.

4.1 Sustainability Management Framework

In July 2017, we established our sustainability reporting framework. We performed an analysis on our business and operation models to establish the basis for our stakeholder mapping and materiality assessment. Through our analysis, we identified five key stakeholder groups within our sustainability context and their respective material issues are shown in this report.

4.2 Key Stakeholders and Material Issues

We have a review, assessment and feedback process in relation to ESG topics. The key to this is a risk assessment exercise which entails the identification, assessment and documentation of material risks and corresponding internal controls. Such material risks include fraud and corruption, environmental, health and safety, and human capital risks. We review the adequacy and effectiveness of our risk assessment process in response to changing business and operation environment.

We also identify and review material issues that are most relevant and significant to us and our stakeholders. Priority is given to issues important to society that is applicable to us. We then prioritise our sustainability efforts and report issues that are most material to our business and stakeholders.



Stakeholders	Material Issues	Significance
<i>Environment and Future Generation</i>	<ul style="list-style-type: none"> ❖ Climate change ❖ Natural disaster ❖ Urbanisation, pollution etc. 	<p>Our core business is in the area of hospitality. Our hotels provide comfortable and conducive accommodation to our guests. Climate change such as prolonged winter or monsoon seasons and pollution directly affect the holiday or business-related experience of our guests.</p> <p>Our sustainability agenda for the environment and future generation has evolved over many years and is vital to our business operations as well as being instilled into the day-to-day work practices of all our staff. Our measures focus on the key goals of reduction of energy and water consumption, reduction of carbon footprint, and raising staff awareness of sustainable issues.</p>
<i>Employee</i>	<ul style="list-style-type: none"> ❖ Employee skill set ❖ Employee equal opportunity based on merit ❖ Non-discrimination ❖ Code of conduct ❖ Human rights 	<p>Our employees want to work in a company that is ethical and empathetic, where they will be motivated and empowered to meet their full potential, both professionally and personally.</p> <p>Through mutual respect and equal opportunities based on merit, we develop a culture of goodwill and motivation with the employees. Such culture will translate into hospitality towards our hotel guests.</p>
<i>Customer</i>	<ul style="list-style-type: none"> ❖ Customer health and safety ❖ Terrorism ❖ Consumer trends 	<p>The safety and security of guests are of paramount importance, particularly as the hotels are located in major cities (e.g. London) and tourist destinations (e.g. Phuket) which have witnessed several terrorism-related activities in the recent years. Fire, life and safety related standards are strictly adhered to, in compliance with legal regulations. Such measures instill guest confidence in the hotels and the brand.</p> <p>Our service and product are continuously upgraded in line with consumer trends, allowing the hotels to be competitive in their respective markets.</p>
<i>Supplier</i>	<ul style="list-style-type: none"> ❖ Sustainable and quality supplies ❖ Ethical practice of suppliers 	<p>Working closely with suppliers and channel partners would boost competitiveness and encourage sharing of sustainable practices.</p>
<i>Community</i>	<ul style="list-style-type: none"> ❖ Preserving culture and heritage of the local community ❖ Goodwill with local community 	<p>Our hotels maintain good relationships with our neighbours in the cities and areas where they are located. Neighbours are engaged on a regular basis. Much care has been taken to maintain the façade of the hotels to blend in with the local built environment.</p> <p>Management team members are involved in local associations which promote various community causes. Such measures help to build the hotels' reputation in the local community.</p>
<i>Common to All Stakeholder Groups</i>	<ul style="list-style-type: none"> ❖ Compliance with prevailing laws and regulations. ❖ Respect local culture, stakeholders and norms within the laws and regulations. 	<p>Legal compliance and ethical actions form the core of our business, and our ethos is exemplified by strong corporate governance, transparent reporting and open communication with all our stakeholder groups.</p>

4.3 Awards and Achievements

Crowne Plaza London Kensington



Holiday Inn Resort Phuket



Hotels.com
Loved by Guests
Award 2018



Certificate of Excellence
awarded by Tripadvisor



Guest Review Awards
2018



Certificate of Excellence
Hall of Fame awarded by
Tripadvisor for
5 consecutive years
from 2014 to 2018



Awarded 4 stars
by AA Hotel &
Hospitality Services



Recommended on Holiday Check 2018
The largest online portal in
German-speaking countries

We believe that good CSR practice goes hand-in-hand with good corporate management practice. We also recognise that it is vital that our management approaches are adaptable to the dynamics of business and operation environment across geographic boundaries in such a way that we can continuously assess our impacts, develop sustainability objectives and respond in a proper manner to meet expectations.

Communication and provision of appropriate feedback mechanisms which will allow us to monitor and evaluate performance as well as explore new possibilities is critical in sustainability reporting. This is managed through a CSR plan.

Stakeholder	Management Approach	Initiatives	Outcome and Responses	Boundaries
Environment and Future Generation	Hotel guidelines are geared towards reduction of energy and water consumption, reduction of our carbon footprint, improving guests comfort, and raising staff awareness on sustainable developments.	<p>The hotel has invested in systems and processes which allow for centralised monitoring and control of key operational efficiency such as building’s mechanical and electrical systems, sensors which are incorporated into the ventilation, lighting, power, heating, cooling, hot water, security and fire systems. Staff are alerted to faulty equipment allowing maintenance work to be carried out before serious operational disruption.</p> <p>Progressive replacement of efficient electrical appliances such as dishwashers, ice machines, refrigerators, pumps, boilers, televisions etc. Progressive replacement of water efficient equipment includes dishwashers, cooling tower etc.</p> <p>The hotel has stopped providing plastic straws and provides drinking water in reusable glass bottles etc.</p>	<p>Regular operational reviews allow for trending and long-term monitoring of consumption which can be used for future planning purposes.</p> <p>Reduces energy and water usage and cost.</p>	Hotel operations in London and Phuket

Stakeholder	Management Approach	Initiatives	Outcome and Responses	Boundaries
Employee	Our hotel has created an environment where the staff are aligned and committed. We attract, develop, motivate and retain talent to work in all departments.	<p>Employees are engaged through various bonding events such as welcome to work events and Christmas events.</p> <p>Employees with excellent performance are recognised monthly.</p> <p>Surveys are in place to engage employees where employees can provide feedback on their work, managers, satisfaction etc.</p> <p>Employees are provided with cross-exposure opportunities and have access to multiple training platforms to develop their capabilities.</p>	Results of the official survey report are shared among various levels of management and staff. Action plan has been created to improve staff satisfaction.	Hotel operations in London and Phuket
Customer	We strive to deliver the best quality product, together with the best service in a safe environment for our guests. Guests' feedback is valued. Loyal customers are also rewarded and recognised.	<p>There are many avenues where our guests can express their opinions and reviews for further improvement. Examples of such diverse avenues are suggestion box, online guest surveys, social media channels, online review sites such as Tripadvisor, loyalty programme. All feedback from guests are monitored regularly and addressed as soon as practicable.</p> <p>Staff members have undergone training to respond to any emergency such as fire, natural disaster and terrorist-related situations to ensure guests' safety. Staff will also step up checks in public areas. Guest floors and rooms access is controlled to ensure privacy and safety of our guests in the hotel.</p>	Higher guest satisfaction results in more repeat guests and enhances the hotel reputation.	Hotel operations in London and Phuket
Supplier	Supplier selection and review process.	Feedback and communication with suppliers on products, services and sustainable practices.	Supplier engagement and alignment of goals.	Hotel operations in London and Phuket
Community	Selection of initiatives that engages the local communities we operate in.	<p>Provide scholarships, in-kind donations and organise charitable activities benefiting local communities.</p> <p>Work placement and internship offers to local educational and vocational institutes.</p>	Increase visibility, create awareness and improve employee satisfaction.	Hotel operations in London and Phuket

5.1 Protecting Our Environment for Future Generations

5.1.1 Our Approach

We continuously seek new and innovative ways to reduce the environmental impact of our products and services while maintaining the quality. We recognise our responsibility to protect the environment for the health and wellbeing of future generations.

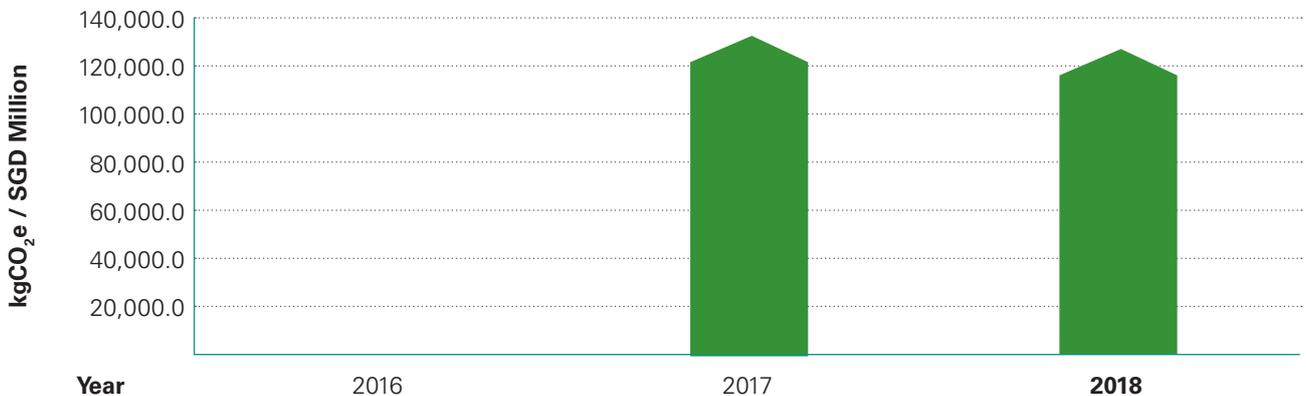
5.1.2 Reduction of Carbon Footprint

We recognise that the effective management and monitoring of carbon footprint can reduce operating costs, raise brand profile, create a competitive edge and increase stakeholder value. Our carbon footprint is measured in terms of Greenhouse Gas (GHG) emission. However, GHG emission is an absolute measure of how much carbon dioxide equivalent (CO₂e) is emitted. Our GHG emission is predominantly indirect (Scope 2) emission. We have direct (Scope 1) emissions and we do not include the GHG emissions generated by our suppliers (Scope 3).

Considering the changes and dynamics of business and operations, we established our GHG emission efficiency index for consistent tracking of carbon footprint over time. To this end, we have set a target for GHG emission efficiency improvement of 10% from our 2017 level by 2030.

In FY2018, our GHG emission efficiency index stands at 121,709.00 kgCO₂e per SGD million, which registered a 6.2% improvement as compared to the financial year ended 31 December 2017 ('FY2017'). We will continue to monitor our performance against our set target.

GHG Emission Index



5.1.3 Reduction of Paper Consumption

Our employees are urged to minimise paper wastage at work by adhering to our internal guidelines. For example, double-sided printing is set as a default, lower grammage paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts. A green message to consider the environment before printing is always included in the email signatures of our employees. Paper re-use and recycling habits are also cultivated through initiatives such as our in-house reminders posted near the copy machines.

We have embarked on a digital document management system with an aim to improve operational efficiency, security and reduce paper consumption. We hope to eventually evolve into a paperless working environment.

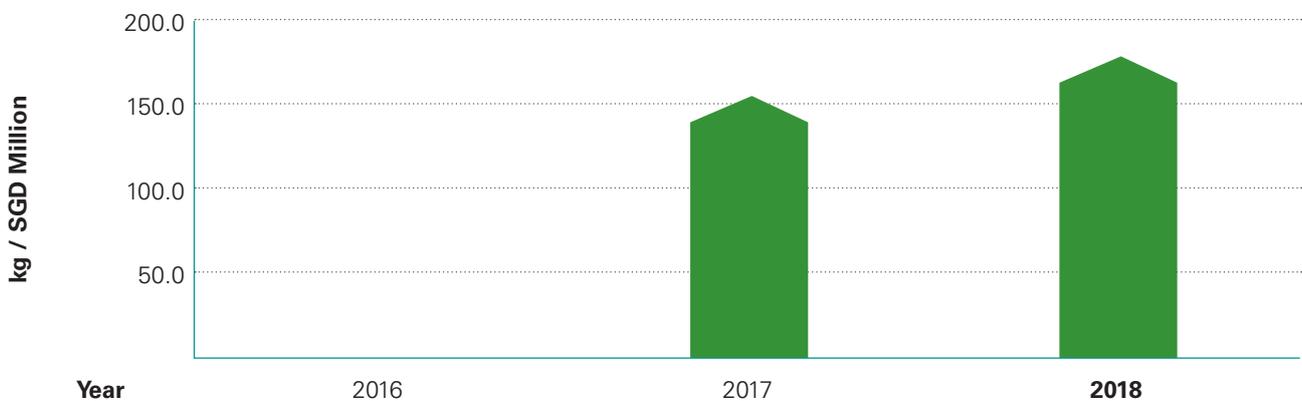
Considering the changes and dynamics of business and operations, we established our paper consumption index for consistent tracking of paper consumption over time. To this end, we have set a target for a reduction in paper consumption of 10% from our 2017 level by 2030.

In FY2018, we consumed a total of 8,786.69 kg of paper, 100% of which are Forest Stewardship Council (FSC) certified. The paper consumption index stands at 179.75 kg per SGD million which is 12.4% higher than our base year 2017.

Higher paper consumption was mainly due to more events and meetings being organised during the year.

We will continue to monitor our paper consumption and work towards our 2030 goal.

Paper Consumption Index



5.1.4 Promoting Green Practices

Our operations in various locations are in the various stage of their journey in the implementation of green solutions suitable for their respective operating environments. Green solutions are initiatives that our hotels can implement to progressively improve their operation practices toward their respective sustainability goals. Each green solution lays out the steps that the hotel must take to implement

the solution. Such initiatives are to be implemented through areas such as design, operational procedures and adaptation of green technologies to achieve objectives such as reducing energy, water and waste, cutting carbon emissions, improving guest health and comfort as well as reducing operating and maintenance costs.

Examples of green solutions range from using energy-efficient lighting

and lighting controls, installing water-efficient bathroom fixtures to using energy efficient appliances or any other alternative energy sourcing.

5.1.5 Hotel Sustainability Initiatives

Our hotels proactively track sustainability indicators as a core part of our hotel management practices. Some key indicators are shown in section 6.3.

5.2 Caring for Our Employees

5.2.1 Our Approach

Our people are our valuable resource and investing in their professional development is vital to our business sustainability. Our goal is to establish work ethics among our employees, which are in line with our core values and code of conduct.

We recognise that a motivated workforce will convey a positive message to all our key stakeholders. By attracting, nurturing, empowering and rewarding our employees, we create an environment conducive for innovation and inspiration which will boost our competitiveness.

Our business operates in an environment with diverse races, cultures and geographic locations. With this in mind, our Human Resource (HR) policies take into consideration the prevailing laws and regulations as well as local culture, norms and sensitivity.

5.2.2 Employment Practices

Our HR management principles and policies have been developed and established based on fair employment practices with the goal of attracting, developing and retaining a robust and motivated workforce. Our HR policies cover key areas such as remuneration,

benefits, and training. Our performance-based reward scheme provides guidance and motivation to our employees to perform to their potential in alignment with the objectives of the Group.

5.2.2.1 Communication

As we grow, effective and regular communication across the organisation is crucial to ensure continuous alignment of objectives between the employees and the organisation. We achieve this through our various communication sessions customised based on the target employees. Communication sessions for our managers are held on a regular basis. The agendas covered at these sessions are customised as appropriate to the target functional scope of the managers.

5.2.2.2 Employee Feedback

We value our employees' expertise in their areas of responsibilities. Therefore, their feedback is important in the improvement of overall management and operations of the organisation. Through various established processes of employee engagement, such as employee objective setting, performance review as well as exit interviews in events of resignations, we gather valuable feedbacks for continuous improvements to the organisation.

In addition, there are other feedback channels for areas specific to business and function, such as the whistle-blowing policy on control and compliance issues. This policy allows staff to raise their concerns in confidence about possible improprieties in matters of financial reporting or other matters. We also accept anonymous reports to ensure that independent investigations of such matters are carried out and that appropriate follow-up action is taken.

5.2.2.3 Career Development and Training

We recognise that education and training is essential in maintaining a competitive workforce. Employee career development and performance management are established based on merit and contribution.

Training programmes cover a variety of areas catering for employees with different job scopes and skills requirements. The contents are guided by industry standards. In addition, specific training are provided based on the specific requirements of the businesses and functions. Training topics range from soft skills such as communication and hospitality to technical programmes covering safety and office productivity tools.

Average Training Profile

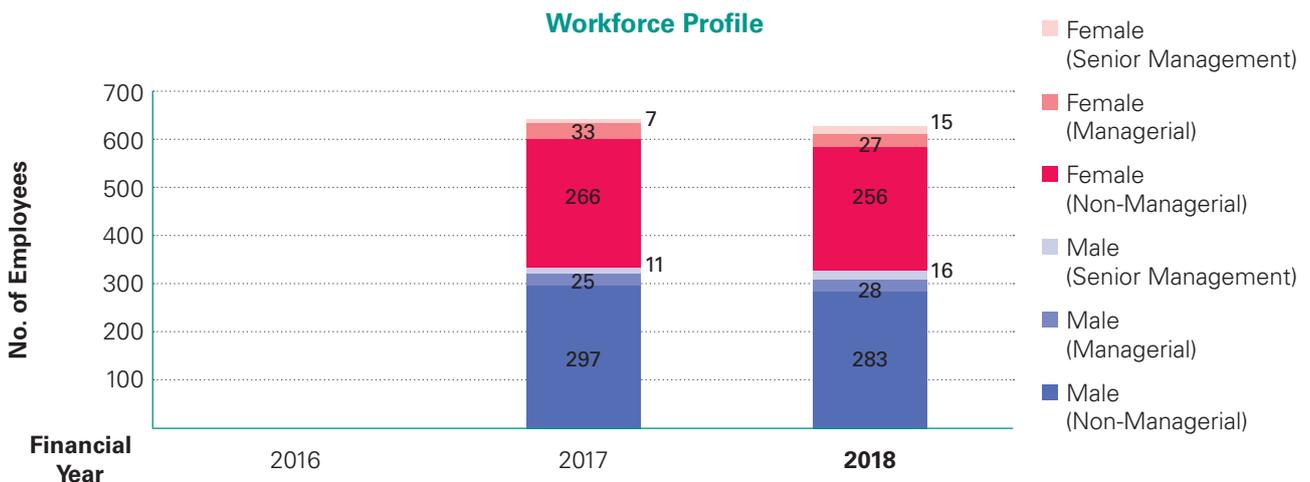


In FY2018, each employee received an average of 8.0 hours of training. We recognised that the training requirements vary depending on the levels of management responsibilities. Senior management registered an average of 13.6 hours of training per person while managerial and non-managerial staff received an average of 9.2 hours and 7.6 hours of training respectively.

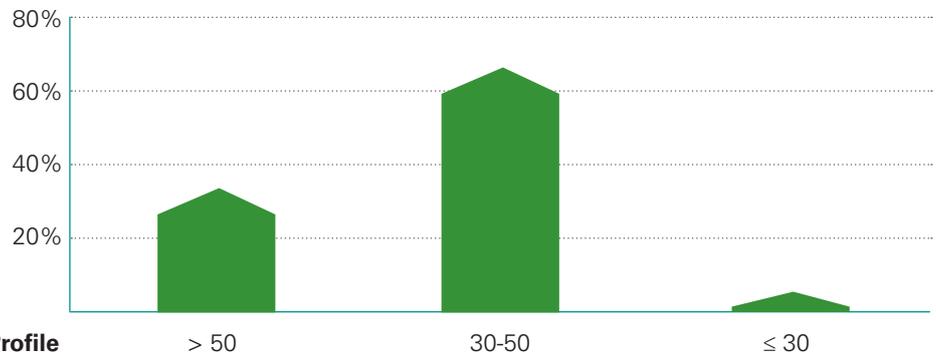
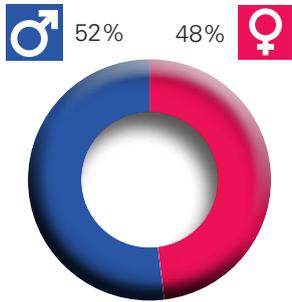
5.2.3 Workforce Diversity

In FY2018, 298 of our employees were female, comprising 48% of our workforce, while 327 (52%) employees were male. In terms of management function (excluding senior management), 27 females (49%) held managerial positions compared to 28 males (51%), while 256 females (47%) and 283 males (53%) held non-managerial positions. The male to female ratio with respect to managerial and non-managerial positions were 1.04: 1 and 1.11: 1 respectively. From age profile perspective, there were 165 employees below 30 years old. The number of employees between 30 and 50 years old was 394 while 66 employees were above 50 years old.

Workforce Profile

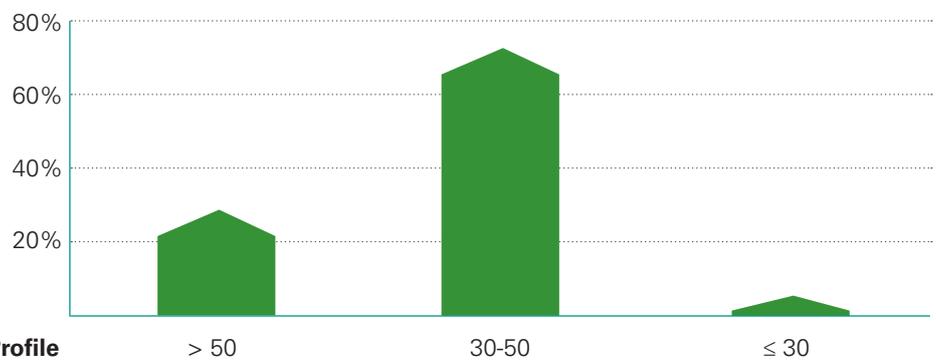
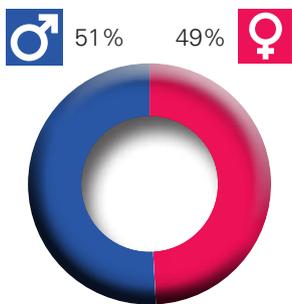


Senior Management



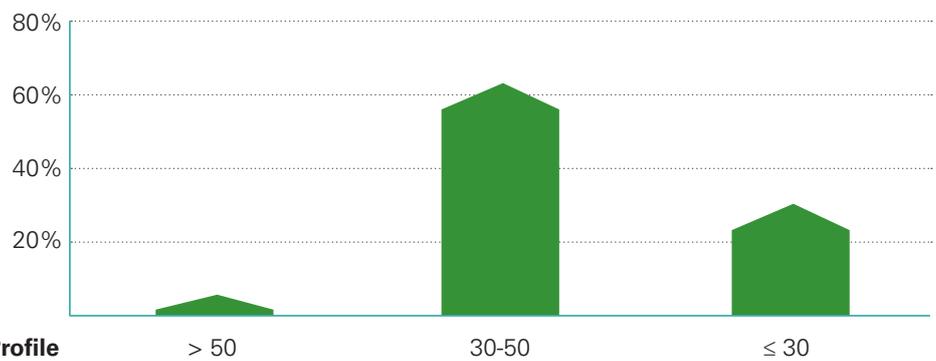
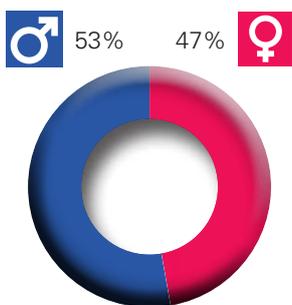
Age Profile

Managerial Staff



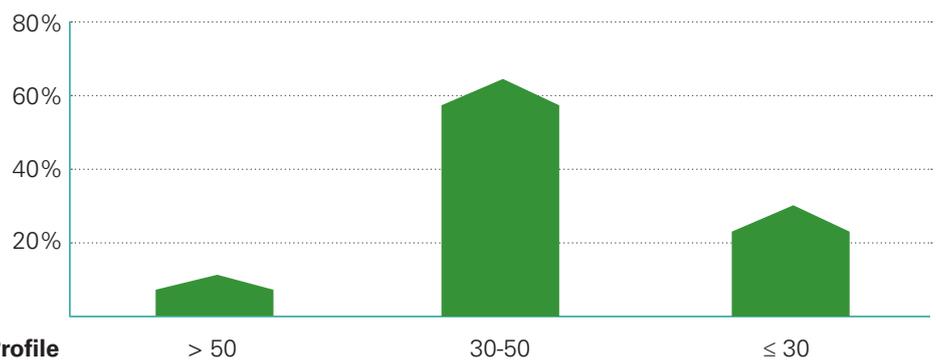
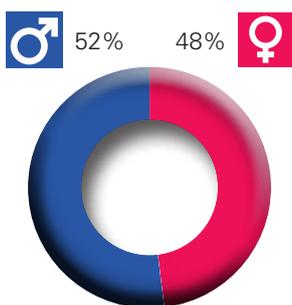
Age Profile

Non-Managerial Staff



Age Profile

Overall



Age Profile

In addition to the human resources we manage, we also engage external contracted companies as our outsourced vendors to provide personnel, who might work within our premises. Although we supervise these individuals, they are employed by contracted companies and are not included in our head count. We do not employ other types of un-contracted workers.

We expect that the contracted companies we work with will share our core principles of HR management practices. In the event that this expectation is compromised, we will evaluate if we will continue to engage them.

5.2.4 Employee Benefits

Employees are provided basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement. In addition, we provide beyond-compliance-level benefits to our full-time employees.

5.2.4.1 Retirement and Healthcare

Our Group has presence in various geographic locations where there are various local laws and regulations on pension and healthcare for employees. Our HR management practices comply with applicable laws and regulations in the countries where we operate in.

5.2.5 Safety and Health in the Workplace

We are committed to workplace safety and health and take precautions to prevent occupational injuries among employees. We believe that safe work conditions will boost morale.

5.2.6 Individual Rights

Protecting basic human rights is fundamental to all our operations. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are observed within the work environment. Discrimination and harassment are not tolerated.

We also respect our employees' rights to freedom of association as well as their membership with trade unions and other professional bodies.

In FY2018, some of our workforce was covered by a collective bargaining agreement; no incidents of forced labour, child labour or young workers were identified across the organisation, and no human rights-related grievances have been reported.



5.3 Focusing on Our Customers' Needs

5.3.1 Our Approach

Safety within our hotel premises have always been our key priority.

Open and frequent communication and responsive feedback are ingrained into our daily activities with customer interaction. In addition to striving for excellence in our product, service and support, we attach importance to data privacy. We have processes and controls in place over confidential and sensitive data related to our customers.

5.3.2 Health and Safety

Providing an accommodating atmosphere that does not compromise safety is the biggest challenge that hotels face. Achieving these goals require a multifaceted plan that starts with staff training and guest education about safety and security issues. Our hotel management consistently enforce established security policies, such as allowing only registered guests on hotel property. Constant planning to stay ahead of these issues is also a must, especially when the hotel hosts public events.

5.3.2.1 Access Control

Controlling access is an important part of hotel security planning to prevent criminal activities such as theft from guest rooms. Our contractors and staff are trained in controlling room key distribution and restricting access to registered guests only. Security personnel are stationed at all main access points to greet people, while deterring anyone with no business from entering the property, especially disruptive or intoxicated non-guests.



5.3.2.2 Guests Education

Hotel employees have a responsibility to educate guests on safety and security responsibilities. The challenge for staff is to get the message across without negatively affecting the customer's experience. For instance, the bellman can gently remind guests the importance of locking room doors to prevent theft when delivering luggage to guests' rooms. Front desk staff can also subtly discourage guests from actions that leave them vulnerable to crime, such as flashing their room key cards with room numbers. Our staff are trained to manage such delicate situations in a professional manner to ensure the safety of our guests.

5.3.2.3 Public Areas Patrol

Technology has come a long way in helping hotels upgrade basic security measures. Closed-circuit TV cameras with recording systems are essential for securing such busy public spaces such as bars, lounges, parking lots, and loading bays. However, these areas also allow open access to disruptive persons, muggers and pickpockets.

Monitoring of the camera images by staff and proper lighting reduces the chances for such crimes.

5.3.2.4 Staff Training

Hotel guests can participate in relevant safety programmes carried out by the hotels. Our hotel staff are trained with the objective of ensuring a consistent, professional response to emergencies. Our staff are empowered to take responsibility in addressing unusual behaviour that occurs on hotel property, without jeopardising their own safety.

5.3.3 Data Safety and Privacy

Ensuring safety and privacy of our customers' data is our priority. We handle and communicate sensitive and confidential information of our customers such as guest registration, home addresses and credit card information with due care to ensure our customers' data are managed in accordance to the level of confidentiality. We observe local laws and internal regulations applicable to personal information protection.

5.4 Partnering Our Suppliers

5.4.1 Our Approach

Our supply chain activities can be split into two broad categories: corporate supply chains and hotel supply chains. Our corporate supply chains cover procurement for our corporate offices. At the hotel level, supply chains cover procurement for items required for running a hotel and cover a wide range of items including food, linens, cleaning supplies and furniture. We believe that building strong relationships with our suppliers is essential in achieving sustainable business practices throughout our supply chains. We recognise that we are only at the beginning of this process and have to be pragmatic in terms of communication and expectation of our key suppliers.

5.4.2 Supplier Selection

Our key suppliers are selected through our supplier selection process. When selecting our key suppliers, we examine criteria such as financial health, quality of products and services and competitiveness of pricing. Our final decision on supplier selection will be based on the overall assessment which takes a balanced view across all selection criteria.

5.4.3 Supplier Review

We review the performance of our key suppliers to determine whether to extend our partnership with them. Such review process allow us to evaluate and ensure that our key suppliers' services and products aligns to our business requirements and sustainability objectives.



5.5 Supporting Our Community

5.5.1 Our Approach

We believe in giving back to the communities we conduct our business in. Over the years, we have been providing support to local schools, families with financial difficulties and disaster relief efforts. To this end, our engagement programmes encompass financial

and practical support to carefully selected beneficiaries, such as fundraising and voluntary activities like donations of cash and necessities.

These continuous out-reach efforts have fostered goodwill, improved relations and communication, and

helped to nurture a stable and peaceful local environment.

Our community initiatives are managed according to how closely they align with our own community engagement goals, the anticipated staff participation rate, and the tangible impact on the beneficiary.

5.5.2 Our Community Initiatives Highlight

Launch of The Grenfell Garden



On 12 September 2018, Crowne Plaza London Kensington has dedicated a section of our landscaped garden in loving memory of residents of The Grenfell Tower who tragically passed on the 14 June 2017.

The Grenfell Garden was located in a secluded corner of the hotel, a tranquil oasis in Kensington. Arrays of 72 poppies and daffodils have been planted to commemorate those we lost in the tragedy.

The Grenfell Garden was officially launched by the General Manager of Crowne Plaza London Kensington, Mr Edward Bracken.

Through collaboration with the West London Hotels Association, a charitable event was organised that raised a sum of £102,915. £96,415 of the collected amount was donated to the Grenfell United Foundation and £6,500 was donated to the Kensington and Chelsea Foundation.

Pooh Corner Nursery



Crowne Plaza London Kensington organise weekly events in our garden for children attending the nearby Pooh Corner Nursery. Events include sports day and reading sessions.

Charity Project for Wat SuwanKeereewong Karon School, Phuket



Holiday Inn Resort Phuket management and staff have supported local communities such as Wat SuwanKeereewong Karon School. We donated scholarships amounting to Baht 120,000 for students. The engineering team, gardening team together with volunteer staff improved the landscape and painted the school. Fun games were organised and lunch with a variety of food and ice cream were served by our staff to the children.



Mr Bart Callens, General Manager of Holiday Inn Resort Phuket presented scholarships to students from Wat SuwanKeereewong Karon School.

6.1 Energy Usage and CO₂ Emissions

Direct and indirect CO₂ emissions from fuel and electricity consumptions are measured in GHG emissions in kgCO₂e while electricity consumption is measured in kilowatt hour (kWh). We purchased fuel and electricity from non-renewable sources.

Our business and function grow over time and the GHG emissions

and electricity consumption patterns vary. To ensure consistency and comparability of the GHG emissions and electricity consumption measures over time, we create a GHG emission index and electricity consumption index for our performance monitoring. The index adjusts the GHG emissions and electricity consumption for the size of our activities. We normalise

the amount of GHG emissions and electricity consumption by the amount of our revenues which we use as a proxy of the size of our activities. The GHG emission index is measured in kgCO₂e per SGD million and the electricity consumption index is measured in kWh per SGD million.

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
GHG Emission Index (kgCO ₂ e/SGD million)	–	129,789.44	121,709.00	128,791.06 [0.8%]	121,300.79 [0.3%]
Electricity Consumption Index (kWh/SGD million)	–	326,857.01	291,580.53	324,342.73 [0.8%]	291,580.53 [–%]

FY2018 Performance

Our GHG emission index and electricity consumption index have recorded 6.2% and 10.8% improvement respectively in a year. We have achieved our target of 0.8% improvement for FY2018.

We will continue to monitor our performance and work towards our 2030 goals of 10% improvement from 2017 level.

6.2 Paper Consumption

We capture the data for paper consumption by the number of reams used, where one ream is equivalent to 500 sheets of paper. To ensure consistency and comparability across various paper sizes, such as A3 and A4 papers, we measure paper consumption by the weight of paper used which is

adjusted for the various sizes and quality of papers.

Our business and function grow over time and the paper consumption patterns vary. We devise a paper consumption index for our performance monitoring. The index adjusts the paper

consumption for the size of our activities. We normalise the weight of paper consumed by the amount of our revenues which we use as a proxy of the size of our activities. The paper consumption index is measured in kilograms per SGD million.

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Paper Used for Office Printing					
Weight of Paper Consumption (kg) [% of paper with FSC certification]	– [–%]	7,671.51 [100%]	8,786.69 [100%]	7,612.50 [100%]	8,629.83 [100%]
Paper Consumption Index (kg/SGD million)	–	159.91	179.75	158.68 [0.8%]	176.76 [1.7%]

FY2018 Performance

We consumed a total of 8,786.69 kg of paper in FY2018, 100% of which are Forest Stewardship Council (FSC) certified. The paper consumption index stands at 179.75 kg per SGD million which is 12.4% higher than our base year 2017 and is behind our year-to-year expectation of 0.8% improvement.

Higher paper consumption was mainly due to more events and meetings being organised during the year.

We will continue to monitor our paper consumption and work towards our 2030 goals of 10% improvement from 2017 level.

6.3 Hotel Sustainability Indicators

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
GHG CO ₂ e Emission per Occupied Room (kgCO ₂ e/room)	–	35.19	34.18	34.92 [0.8%]	33.97 [0.6%]
Electricity Consumption per Occupied Room (kWh/room)	–	88.64	81.91	87.96 [0.8%]	81.73 [0.2%]
Water Consumption per Occupied Room (m ³ /room)	–	1.25	1.42	1.24 [0.8%]	1.40 [1.4%]
Waste per Occupied Room (kg/room)	–	3.13	3.02	3.11 [0.8%]	3.00 [0.6%]

FY2018 Performance

We have achieved our year-to-year performance expectation of 0.8% improvement in FY2018 except for water consumption per occupied room which is 13.6% higher than our base year 2017 and is behind our year-to-year expectation of 0.8% improvement.

Higher water consumption was mainly due to more guests and water storage tanks were emptied and cleaned due to sediment in the water supplied.

We will continue to monitor our performance and work towards our 2030 goals of 10% improvement from 2017 level.

6.4 Employment Profile

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Male : Female in non-managerial positions	–	297: 266 (Total = 563)	283: 256 (Total = 539)	–	–
Male : Female in managerial positions	–	36: 40 (Total = 76)	44: 42 (Total = 86)	–	–

FY2018 Performance

We have not set a target by gender as our employment profile in both FY2017 and FY2018 were relatively balanced.

We will monitor our employment profile every year.

6.5 Employee Engagement and Training

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Average Training Hours per Employee	–	10.96	8.02	11.27 [+0.31]	8.60 [+0.58]

FY2018 Performance

In FY2018, the average training hours per employee stands at 8.02 hours which is 2.94 hours lower than our base year 2017. We are 3.25 hours below our target of 11.27 hours for FY2018.

We will continue to monitor our performance and work towards our 2030 goal of an average of 15 training hours per employee.

6.6 Customer Feedback

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Customer Compliments	–	2,009	2,065	–	–
Customer Complaints	–	310	315	–	–
Customer Satisfaction Index (%)	–	86.6	86.8	86.9	87.0

FY2018 Performance

In FY2018, the customer satisfaction index stands at 86.8% which is 0.2% higher than our base year 2017. We are 0.1% below our target of 86.9% for FY2018.

We will continue to improve our performance and work towards our 2030 goal of 90% customer satisfaction index.

6.7 Community Contribution

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Donation & Fund Raising Events	–	6	4	–	–
Volunteer (Man-Hours)	–	2,886	1,886	–	–
Number of Beneficiaries	–	600	225	–	–

FY2018 Performance

The overall community contribution in FY2018 is less than last year. We have not set a target for community contribution as we have always been committed to participate in local events, charitable and worthy causes year on year.

We will monitor our community contribution every year.

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards : Core option. We did not seek external independent assurance for this report.

N.B.: AR = Annual Report, SR = Sustainability Report (i.e. this report)

GRI Reference	Disclosure	Response	
General Standard Disclosure			
Organisation Profile	102-1	Name of the organisation	SR Section 2
	102-2	Activities, brands, products, and services	AR Pages 4 to 9 and 52
	102-3	Location of headquarters	AR back cover and Page 13
	102-4	Location of operations	AR Page 13
	102-5	Ownership and legal form	AR Pages 52, 79 to 87 and 118 to 119
	102-6	Markets served	AR Page 13
	102-7	Scale of the organisation	AR Page 14
	102-8	Information on employees and other workers	SR Section 5.2.3
	102-9	Supply chain	SR Section 5.4, 5.4.1, 5.4.2, 5.4.3
	102-10	Significant changes to the organisation and its supply chain	There were no significant changes to the organisation and its supply chain
	102-11	Precautionary Principle or approach	SR Section 3.2, 3.3, 4, 4.1, 5, 5.1.1, 5.2.1, 5.3.1, 5.4.1, 5.5.1
Strategy	102-14	Statement from senior decision-maker	SR Section 1
Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	AR Pages 17 to 39 (Corporate Governance Report), SR Section 3.1, 3.3
Governance	102-18	Governance structure	AR Pages 17 to 39 (Corporate Governance Report), SR Section 3.2, 3.3
Stakeholder Engagement	102-40	List of stakeholder groups	SR Section 5, 5.1, 5.2, 5.3, 5.4, 5.5
	102-41	Collective bargaining agreements	SR Section 5.2.6
	102-42	Identifying and selecting stakeholders	SR Section 4.1, 4.2,5
	102-43	Approach to stakeholder engagement	SR Section 5
	102-44	Key topics and concerns raised	SR Section 4.2, 5

GRI Reference	Disclosure	Response	
Reporting Practice	102-45	Entities included in the consolidated financial statements	AR Pages 79 to 87
	102-46	Defining report content and topic boundaries	SR Section 2.1, 2.2, 2.3
	102-47	List of material topics	SR Section 4.2
	102-48	Restatements of information	Not Applicable
	102-49	Changes in reporting	Not Applicable
	102-50	Reporting period	SR Section 2.1
	102-51	Date of most recent report	Sustainability Report 2017
	102-52	Reporting cycle	SR Section 2.1
	102-53	Contact point for questions regarding the report	SR Section 2.4
	102-54	Claims of reporting in accordance with the GRI Standards	SR Section 2.2
	102-55	GRI content index	SR Section 7
	102-56	External assurance	SR Section 2.2
Economic			
Economic Performance	201-1	Direct economic value generated and distributed	AR Pages 46 to 51
	201-2	Financial implications and other risks and opportunities due to climate change	SR Section 4.2, 5, 5.1.4
	201-3	Defined benefit plan obligations and other retirement plans	SR Section 5.2.4.1
	201-4	Financial assistance received from government	Not Available
Anti-corruption	205-1	Operations assessed for risks related to corruption	SR Section 4.2
	205-2	Communication and training about anti-corruption policies and procedures	SR Section 3.3
	205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption
Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There were no legal actions for anti-competitive behaviour, anti-trust and monopoly practices
Environment			
Energy	302-1	Energy consumption within the organisation	SR Section 5.1.2
	302-4	Reduction of energy consumption	SR Section 5.1.2, 6.1
	302-5	Reductions in energy requirements of products and services	SR Section 6.1

GRI Reference	Disclosure	Response	
Emissions	305-1	Direct (Scope 1) GHG emissions	SR Section 5.1.2, 6.1
	305-2	Energy indirect (Scope 2) GHG emissions	SR Section 5.1.2, 6.1
	305-3	Other indirect (Scope 3) GHG emissions	SR Section 5.1.2, 6.1
	305-5	Reduction of GHG emissions	SR Section 5.1.2, 6.1
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	No reports were received on non-compliance with environmental laws and/or regulations
Social			
Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR Section 5.2.4
Labour/Management Relations	402-1	Minimum notice periods regarding operational changes	SR Section 5.2.2.1
Occupational Health and Safety	403-1	Workers representation in formal joint management-worker health and safety committees	SR Section 5.2.5
Training and Education	404-1	Average hours of training per year per employee	SR Section 5.2.2.3, 6.5
	404-2	Programs for upgrading employee skills and transition assistance programs	SR Section 5.2.2.3
	404-3	Percentage of employees receiving regular performance and career development reviews	SR Section 5.2.2.3
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	SR Section 5.2.3
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	No reports were received on incidents of discrimination or exploitative labour practices
Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	No reports were received on incidents of violations involving rights of indigenous peoples
Human Right Assessments	412-2	Employee training on human rights policies or procedures	SR Section 5.2.6
Public Policy	415-1	Political contributions	There were no political contributions made
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	SR Section 5.3.1, 5.3.2
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No reports were received on incidents of non-compliance with regulations or codes concerning health and safety of products and services

GRI Reference		Disclosure	Response
Marketing and Labelling	417-2	Incidents of non-compliance concerning product and service information and labelling	No reports were received on incidents of non-compliance with regulations or codes concerning product and service information and labelling
	417-3	Incidents of non-compliance concerning marketing communication	No reports were received on incidents of non-compliance with regulations or codes concerning marketing communication
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No reports were received concerning breaches of customer privacy and loss of data
Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	No reports were received on non-compliance with laws and regulations in the social and economic area



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