

10th
YEAR
ANNIVERSARY



2020

SUSTAINABILITY REPORT



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CHAIRMAN'S MESSAGE



Dear Stakeholders,

I am pleased to present the Sustainability Report of Oxley Holdings Limited (the "Company", and together with its subsidiaries, "Oxley" or the "Group") for the financial year ended 30 June 2020 ("FY2020"), which provides information on the economic, environmental and social aspects of our sustainability practices in 3 major operating segments, namely property development, hospitality and construction. As we expand our footprint overseas, we endeavour to continually integrate sustainability practices into our business operations. The Group places strong emphasis on the environmental sustainability in the design and construction of our residential, commercial and hotel properties. We aim to achieve eco-efficiency and prioritise occupants' health and safety in our property design and construction. Our commitment to workplace health and safety is reflected in our strong advocacy among contractors and suppliers on the importance of maintaining safe work practices.

In the hospitality sector, the Group has implemented practices to safeguard the health and safety of

our hotel guests and associates. We monitor our hotel operation closely to ensure environmental sustainability. In line with the Group's philosophy in sustainability, we have implemented various green initiatives in the major operations and partnered with different organisations on charitable events, including WWF, Free Food for All and treasure, to drive sustainability. Through the participation in various social campaigns, we strive to contribute to our community and promote environmental protection.

Since the outbreak of COVID-19, our hotels have signed up to provide accommodation to those served with Stay Home Notices and as isolation and quarantine facilities for people with mild symptoms. Whilst providing the facilities to enable the country to contain the virus, the hotels have implemented strict measures to protect the health and safety of the associates working at the hotels. The hotels have also signed up for programmes to second the associates to work places and government agencies who need the extra pair of hands, strongly encouraged the associates to attend training courses to improve

their skills and knowledge, and implemented short work week and voluntary no pay leave programmes. These initiatives have enabled the hotels to avoid layoffs during this challenging time.

This year, we have expanded our disclosure of the sustainable practices undertaken by the project development segment. We are introducing the sustainable business practices which our partners on the construction sites have implemented in this report. The construction sector focuses on environmental protection, occupational health and safety, and employees' training and development. We are committed to prioritising the well-being of the employees and minimising any adverse impact on the environment while growing our business.

At Oxley, we believe that a diverse workforce brings different skill sets and experience to the Group. Our workforce comprises employees of different genders and nationalities from different age groups as well as post-retirement employees. We value the contributions of all our associates and remunerate them fairly.

On behalf of the board of directors (the "Board"), I would like to express my gratitude to our clients, business partners and shareholders for their unwavering support over the years. We look forward to your continuing support as we strive to develop a more sustainable environment for all.

CHING CHIAT KWONG

*Executive Chairman and
Chief Executive Officer
Oxley Holdings Limited*

CORPORATE PROFILE



Oxley is an international property group incorporated in 2010 and headquartered in Singapore. Oxley specialises in the development of quality residential, commercial, industrial and hospitality projects. These developments are typically located in chosen areas that are easily accessible. Most of its projects incorporate retail elements, as well as lifestyle features and facilities.

Oxley is listed on the Main Board of the SGX-ST (SGX: 5UX) and has a market capitalisation of approximately \$0.9 billion as at 11 September 2020. Since its incorporation, Oxley has launched a portfolio of 48 projects, of which 33 projects have been completed.

Oxley has a strong reputation in market foresight, execution, marketing and sales, which is evident in its project track record in Singapore in the past years. The Group has launched and sold more than 3,109 residential and commercial units in Singapore since April 2018. In the hospitality space, the Group owns the 254-room Novotel Singapore on Stevens and 518-room Mercure Singapore on Stevens which are located in a lush urban paradise just minutes away from the iconic Orchard Road shopping belt and Botanic Gardens, a UNESCO World Heritage Site.

Building on this strong foundation, Oxley has also made remarkable progress in expanding its footprint overseas. Currently the Group has overseas business presence across 9 geographical markets namely the United Kingdom (the "UK"), Ireland, Cyprus, Cambodia, Malaysia, Myanmar, China, Vietnam and Australia. Its overseas flagship projects include Royal Wharf, a waterfront township development in London, The Peak and The Bridge, two mixed-use

developments in Phnom Penh, Cambodia, and Dublin Landings, one of the largest mixed-use developments in the business district of Dublin, Ireland. The Group has acquired Deanston Wharf, a site adjacent to Royal Wharf, which is to be developed into a mixed-use development. Additionally, the Group has expanded into Vietnam and is going to launch a 270-unit residential development in Ho Chi Minh City for sale by the end of 2020. Closer to home, Oxley and its partners have entered into a conditional sale and purchase agreement to acquire 29 acres of freehold land to be developed into a mixed-use development in Penang, Malaysia.

In May 2018, an Irish statutory corporation appointed Oxley as a partner for the redevelopment of a site at the core city centre in Dublin - Connolly Station site. The design and planning works for the residential elements have been completed while the planning works for the commercial elements are currently still in progress and expected to be completed by the end of the year. Site preparation work has commenced and the residential construction works and the sales launch are expected to commence in the coming months. The development may comprise 680 residential units, a hotel building as well as retail and office space.

Oxley holds approximately 10% stake in Aspen (Group) Holdings Limited, a Malaysian based property group listed on Catalist in Singapore.

Oxley also holds a 100% stake in Pindan Group Pty Ltd, an integrated property group based in Western Australia.

CONTACT US

We welcome feedback from the stakeholders to help us improve the Group's sustainability policies, processes and performance. If you have any enquiries, feedback or suggestions, please contact us at:

ADDRESS: Oxley Holdings Limited, 138 Robinson Road #30-01, Oxley Tower, Singapore 068906
Tel: +65 6438 0202 • Fax: +65 6438 2020 • Email: info@oxley.com.sg

SUSTAINABILITY TARGETS

The table below summarises our sustainability performance in FY2020 and targets for FY2021:

ENVIRONMENTAL PERFORMANCE IN FY2020		
Segment	FY2020 Targets	Performance Update
Property Development	Zero incident of environmental non-compliance at project sites	No major non-compliance of environmental laws and regulations in FY2020.
	Optimise energy and water usage at project sites	More sustainable features are added in our properties. Please refer to “Featured Story” for more information. Please refer to “Energy, Emissions and Water Management” for more information.
Hotel	Optimise energy and water usage at hotels	Energy consumption of our two hotels had decreased by 11.43% and 8.26% respectively as compared to FY2019.
	Zero incident of environmental non-compliance	No major non-compliance of environmental laws and regulations in FY2020.
ENVIRONMENTAL TARGETS FOR FY2021		
Segment	FY2021 Targets	
Property Development	Zero incident of environmental non-compliance at project site Optimise energy and water efficiency at project sites	
Hotel	Zero incident of environmental non-compliance Optimise energy usage at the hotels	
Construction	Zero incident of environmental non-compliance Reduce emissions and disposal amount Optimise energy and water usage at construction sites	
SOCIAL PERFORMANCE IN FY2020		
Segment	FY2020 Targets	Performance Update
Property Development	Zero occupational health and safety incident at project sites	No major occupational health and safety incident at our project sites in FY2020.
	Zero breach of employment laws at project site	No major non-compliance of employment laws and regulations in FY2020.
	Zero incident of non-compliance concerning market communications of properties	No major non-compliance of marketing-related laws and regulations in FY2020.
Hotel	Zero guest health and safety incident	No major incident involving guest health and safety in FY2020.
	Zero occupational health and safety incident	No major non-compliance of health and safety-related laws and regulations in FY2020.
	Zero Personal Data Protection Act (“PDPA”) breach	No major non-compliance of PDPA in FY2020.
SOCIAL TARGETS FOR FY2021		
Segment	FY2021 Targets	
Property Development	Zero occupational health and safety incident at project sites Zero breach of employment laws at project sites Zero incident of non-compliance concerning market communications of properties	
Hotel	Zero guest health and safety incident Zero occupational health and safety incident Zero PDPA breach	
Construction	Zero work-related fatalities Zero incident of non-compliance concerning occupational health and safety	

AWARDS & ACCOLADES

ASIA PROPERTY AWARDS



EDGEPROP SINGAPORE EXCELLENCE AWARDS 2019

TOP DEVELOPER AWARD
Oxley Holdings Limited

DESIGN EXCELLENCE AWARD (DEVELOPER & ARCHITECT)

1953
Oxley Holdings Limited, Park + Associates Pte Ltd (Architect)

Riverfront Residences
Oxley Holdings Limited, KSH Holdings Ltd, SLB Development Ltd and Apricot Capital, ADDP Architects LLP (Architect)

INNOVATION EXCELLENCE AWARD
1953
Oxley Holdings Limited

Riverfront Residences
Oxley Holdings Limited, KSH Holdings Ltd, SLB Development Ltd, Apricot Capital



TOP SHOWFLAT EXCELLENCE AWARD (DESIGNER & INTERIOR DESIGNER)

1953
Oxley Holdings Limited, SuMisura - Numero Uno Creative Group Pte Ltd (Interior Designer)

TOP BOUTIQUE DEVELOPMENT AWARD

1953
Oxley Holdings Limited

LANDSCAPE EXCELLENCE AWARD (DEVELOPER & ARCHITECT)

Affinity at Serangoon
Oxley Holdings Limited, SLB Development Ltd, Unique Invesco Pte Ltd and Apricot Capital, Ecoplan Asia Pte Ltd (Architect)

TOP DEVELOPMENT AWARD
1953
Oxley Holdings Limited

Mayfair Gardens
Oxley Holdings Limited

MARKETING EXCELLENCE AWARD

The Verandah Residences
Oxley Holdings Limited

Riverfront Residences
Oxley Holdings Limited, KSH Holdings Ltd, SLB Development Ltd and Apricot Capital

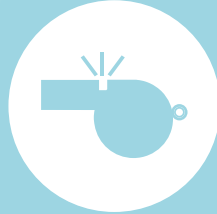


ETHICS



ETHICS AND COMPLIANCE

- Oxley adheres to the highest standards of ethics and integrity and complies with applicable regulations and professional codes of conduct.



WHISTLE-BLOWING POLICY

- The Audit Committee ("AC") reviews the whistle-blowing policy and procedures, which provide staff with well-defined and accessible channels for reporting possible improprieties in financial and other matters in confidence. The policy also ensures that there is independent investigation of the reported matters and appropriate follow-up action.
- There were no whistleblowing reports received in FY2020.



ANTI-CORRUPTION

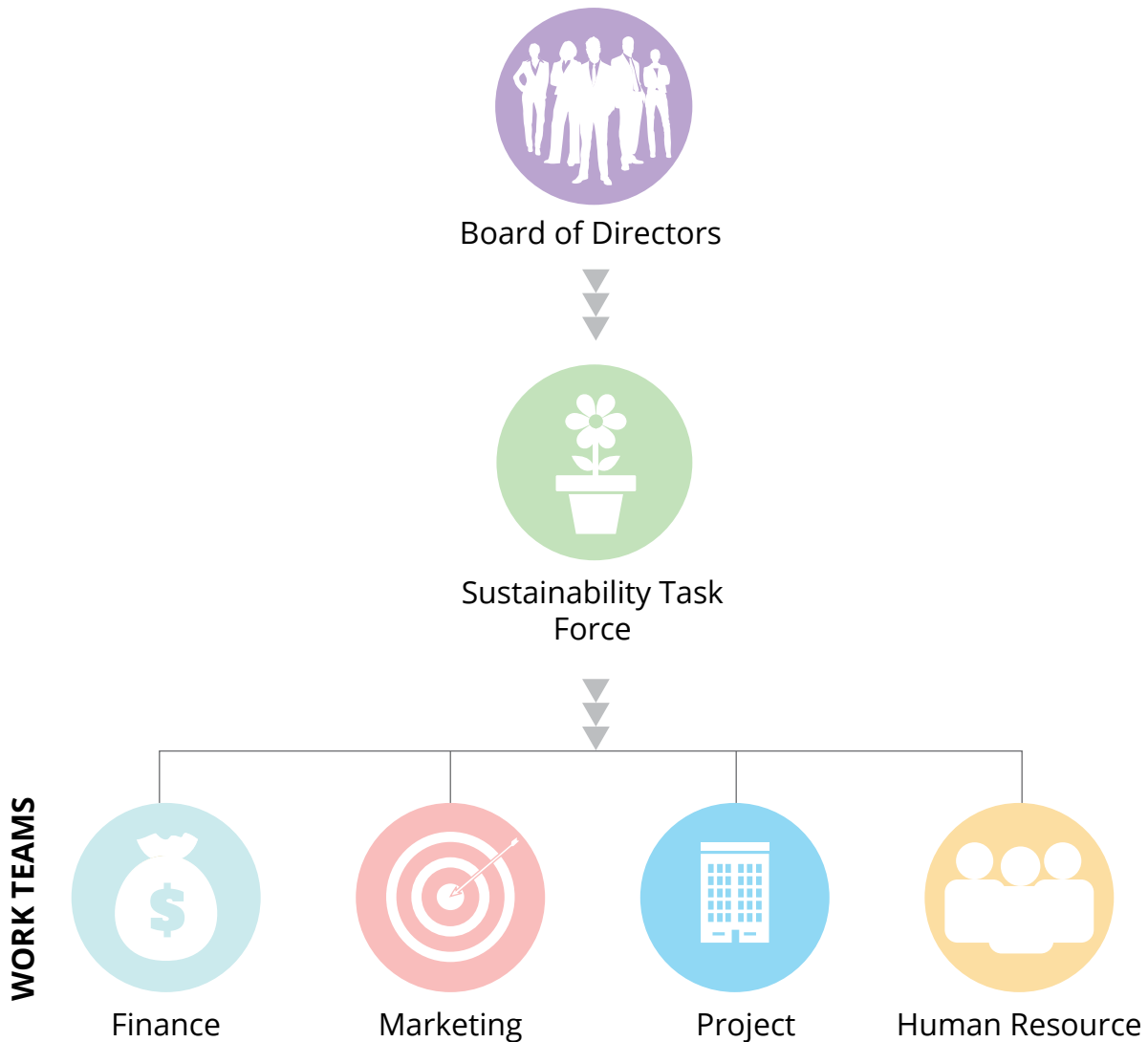
- Oxley takes a strong stance against any form of corruption in the Group. All employees are educated on the Group's zero tolerance for corruption. In the event that there is corruption, we will conduct independent investigations promptly, followed by implementing measures to prevent recurrence.
- There was no reported incident of corruption in FY2020.

GOVERNANCE AND STATEMENT OF THE BOARD

Oxley's Board and senior management consider sustainability issues as part of the strategic formulation of the Group. A Sustainability Task Force comprising key management personnel has been in place to oversee the sustainability performance.

The Board approves the material economic, environmental and social issues identified by materiality assessment, and ensures that the factors identified are managed and monitored.

Please refer to the Corporate Governance Report in our Annual Report 2020 for more information on corporate governance practices, precautionary measures and risk management structure.



STAKEHOLDERS ENGAGEMENT

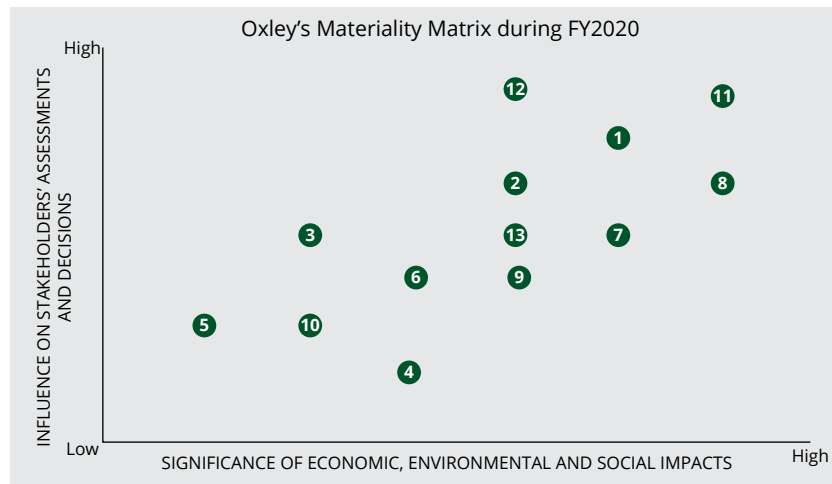
The Group understands that stakeholder engagement is key to sustainable growth. As such, we have implemented various channels to conduct meaningful dialogues with stakeholders and keep them updated on any material stakeholder issues. We determine the topics based on their materiality to stakeholders. Our key stakeholders are people that have material impact on or are impacted by our operations.

The following table summarises our key stakeholders, engagement platforms and their key concerns:

Stakeholders	Issues of concern	Read more in the following sections	Engagement platforms	Frequency of engagement
Property buyers	<ul style="list-style-type: none"> Quality of housing 	<ul style="list-style-type: none"> Property Development 	<ul style="list-style-type: none"> Annual reports Showflat brochures 	<ul style="list-style-type: none"> Annual On a project basis
Hotel guests	<ul style="list-style-type: none"> Safety and security of guests Data privacy 	<ul style="list-style-type: none"> Guest Health and Safety Protecting Customer Privacy and Data 	<ul style="list-style-type: none"> Online survey forms to gather feedback from hotel guests Online booking platforms 	<ul style="list-style-type: none"> Regular Regular
Employees	<ul style="list-style-type: none"> Remuneration and benefits Occupational health and safety 	<ul style="list-style-type: none"> Employee Remuneration and Benefits Occupational Health and Safety 	<ul style="list-style-type: none"> Performance appraisal system Staff training 	<ul style="list-style-type: none"> Annual Regular
Contractors and suppliers	<ul style="list-style-type: none"> Health and safety Environmental compliance 	<ul style="list-style-type: none"> Contractor and Supplier Management Construction 	<ul style="list-style-type: none"> Assessment of contractors and suppliers on occurrence of accidents 	<ul style="list-style-type: none"> As and when required
Government and regulators	<ul style="list-style-type: none"> Environmental compliance and government agencies Regulatory and industrial requirements required by government 	<ul style="list-style-type: none"> Fines and Penalty Occupational Health and Safety 	<ul style="list-style-type: none"> SGX announcements Annual reports Ongoing dialogues 	<ul style="list-style-type: none"> Regular Annual Regular
Community	<ul style="list-style-type: none"> Environmental impact Social development 	<ul style="list-style-type: none"> Design for Sustainability Social Compliance 	<ul style="list-style-type: none"> Community services engagement 	<ul style="list-style-type: none"> Ad-hoc
Shareholders and investors	<ul style="list-style-type: none"> Economic performance Anti-corruption 	<ul style="list-style-type: none"> Anti-corruption 	<ul style="list-style-type: none"> SGX announcements Annual reports Investor relations management 	<ul style="list-style-type: none"> Regular Annual Regular

MATERIALITY ASSESSMENT

The Group's management and associates in major functions are involved in the preparation of the sustainability report in order to assist the Group in reviewing its operations and identifying the relevant sustainability issues, and assessing the importance of relevant matters to our business and stakeholders. We have compiled a survey in accordance with the identified material topics to collect information from relevant departments, business units and stakeholders of the Group. The 13 identified important issues and concerns of the stakeholders have been reviewed and discussed with the management and disclosed in this sustainability report. The materiality matrix of the Group during FY2020 was as follows:



Material Topics	Applicable Segment
ECONOMIC	
1 Economic Performance	Group level
2 Anti-corruption	Group level
ENVIRONMENTAL	
3 Energy Consumption	Property development, hotel, construction
4 Emissions	
5 Waste Management	Applicable by country of operation
6 Environmental Compliance	
SOCIAL	
7 Employment	Group level
8 Occupational Health and Safety	Property development, hotel, construction
9 Diversity and Equal Opportunity	Group level
10 Supplier Social Assessment	Property development, hotel
11 Customer Health and Safety	Hotel
12 Customer Privacy Protection	Hotel
13 Socio-economic Compliance	Group level

Other topics included in this report:

Topics	Applicable Segment
ENVIRONMENTAL	
Water	Property development, construction
Supplier Environmental Assessment	Property development, hotel
SOCIAL	
Training and Education	Construction
Non-discrimination	Group level
Child Labour	
Forced or Compulsory Labour	
Human Rights Assessment	

REPORTING PRACTICE

This report covers the Group's performance from 1 July 2019 to 30 June 2020. It has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core option. The GRI Standards represent the global best practices for reporting on economic, environmental and social topics.

The report is also in compliance with Practice Note 7.6 Sustainability Reporting Guide of the Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX"). It incorporates the primary components of report content as set out by the SGX's "Comply or Explain" requirements on sustainability reporting under Listing Rule 711B.

This report supplements the Group's Annual Report 2020 which is available online at: <https://www.oxley.com.sg/>. Detailed section in complying with the GRI Standards can be found on the GRI Standards Content Index page.

Relevant material topics are selected based on their impact on our internal and external stakeholders, as outlined in the above section headed "Materiality Assessment".



PROPERTY DEVELOPMENT

Oxley is committed to being a responsible corporate citizen in the communities that we operate in, and we endeavour to deliver safe, efficient, environmentally sustainable and high-quality property developments. We strive to minimise our impact on the environment by reducing our carbon footprint and water consumption.

Sustainable Building

At Oxley, we are committed to designing green and sustainable buildings. All of our properties have/ will receive Green Mark certifications, which is a testament to our commitment to maintaining the environmental friendliness and sustainability of our buildings in terms of design, construction and operations. We continuously work towards improving the energy and water efficiency of our properties, and complying with national environmental standards for property development projects in Singapore and overseas.

Featured Story

Kent Ridge Hill Residences, Singapore

The development of Kent Ridge Hill Residences ("KRH") uses sustainable building products such as laminate, plastering, ceiling board, and dry partitions. Prefabricated bathroom units ("PBUs") are used to reduce manpower and control the material and prefabrication process, resulting in higher quality finishes and lower wastage.



Energy Efficiency

The development is designed with a minimum number of west-facing units to avoid high temperature in the apartments during sunny afternoons in tropical Singapore to lower the energy usage to cool the apartments. The apartment units are equipped with 4-tick energy-efficient air conditioners and energy-efficient lift with sleep mode features.



Water Saving

The development uses Excellent and Very Good Water Efficiency Labelling Scheme ("WELS") rated water fittings to optimise water usage and conserve water resources.



Smart Features

Smart features are incorporated into the apartment including Smart Homehub, Smart air-conditioners, Smart digital lock, and WIFI doorbell with a camera, that allow residents to control devices and sensors in one Smart home system.



Sustainable Facilities

The external area is designed with sustainable features. Sheltered bicycle lots are provided to support low carbon commuting while recycling bins are provided to encourage recycling and reduce waste in daily lives.



PROPERTY DEVELOPMENT



1953, Singapore

The development is designed to obtain Green Mark certification when the development is completed. Similar to KRH, PBUs are adopted to ensure high quality finishing and low wastage.



Energy Efficiency

Heat reducing tinted windows are selected while minimal jumbo glasses are used in the project to cut down on greenhouse effect. The common area of the development is equipped with motion-sensor lighting and features that promote a cooling and well-ventilated living environment.



Smart Features

Smart features are incorporated into the apartment including Smart Homehub, Smart air-conditioners, Smart digital lock, and WIFI doorbell with a camera, that allow residents to control devices and sensors in one Smart home system.



Green Environment

The external area is lined with shady trees to provide residents with an oasis despite living in the city centre.



Transportation

To optimise the use of space, the development offers an underground automated mechanised car parking system. To encourage vehicles emission reduction, sheltered bicycle lots are provided for the residents to consider using bicycle as an alternative mean of transportation.



PROPERTY DEVELOPMENT

Occupant Safety

In addition to creating sustainable building designs, our priority is to ensure our buyers are offered high quality and safe properties.

The Group's property development projects comply with local design and construction requirements and guidelines. For example, in compliance with BCA Code on Accessibility in the Built Environment, we have implemented barrier-free access in our properties to ensure our buildings are accessible and user-friendly to persons with disabilities and families with young children.

To ensure fire safety, we have implemented the Home Fire Alarm Device ("HFAD") which sounds an early warning to alert the occupants of an impending fire.

We comply with CONQUAS, an assessment system developed by BCA, for the construction of our properties. The assessment goes through tests that evaluate the properties in consideration of safety, comfort and aesthetic defects for the building occupants.

In FY2020, there was no incidence of non-compliance with health and safety regulations at our properties.

Construction Safety Management

Apart from ensuring construction quality, the Group has gone the extra mile to ensure that all contractors and subcontractors are notified of their worksite health and safety responsibilities during the vendor selection process, and are able to meet the standards that qualify for International Organisation for Standardisation ("ISO") certifications.

We have also appointed a Design for Safety ("DfS") professional to identify and implement measures to eliminate and mitigate the risks inherent in the projects during the design, construction and completion stages. This reduces the health and safety risks in the construction, and ongoing maintenance and repair processes.

In FY2020, there was no occupational health and safety incident at our project sites.

Contractor and Supplier Management

We ensure that the practices and policies of our contractors and suppliers are in line with ours. All contractors and subcontractors are reviewed and selected based on performance, workplace health and safety, environmental and social criteria, while all suppliers are reviewed and selected based on their product quality and timeliness of delivery.

We assess new contractors and subcontractors based on their track records and worksite health and safety practices during the quotation and tendering process before awarding the contract. Those who do not meet our standards will be delisted from our approved list of vendors.

During FY2020, we assessed all construction contractors and subcontractors according to our quotation and tendering selection criteria. There had been no breach of environmental and labour laws by our contractors and subcontractors.

Energy, Emissions and Water Management

Oxley is committed to working closely with contractors and subcontractors to manage its energy efficiency and carbon footprint. They are required to comply with our environmental policies and guidelines at all geographical locations where we operate.

Apart from implementing energy-efficient features such as Light-emitting Diode ("LED") lights along the corridors of our properties and photovoltaics where possible to conserve daily energy usage, we adopt energy-efficient air-conditioning systems and motion-sensor lightings in the toilets to reduce energy consumption. Our properties are also designed with water-efficient features that adhere to local regulations and requirements.






In FY2020, there was no environmental non-compliance at our project sites.

PROPERTY DEVELOPMENT

Property Marketing

At Oxley, we strictly comply with Controller of Housing (“COH”) guidelines which require show units to be accurately depicted. We also obtain the approval of COH for our building plans before opening our show flats for viewing.

Below are the key COH guidelines that we comply with:

				
<p>Show unit has to be built according to the approved building plan</p>	<p>Floor ceiling height and dimensions of the unit have to be the same as depicted</p>	<p>Display a list of materials, finishes, fittings and appliances which will be provided in the actual unit in the show unit</p>	<p>Prominently display written notice on the interior design to show the differences between the actual unit and show unit</p>	<p>All floor spaces to be built in accordance with the approved building plan, including balcony, air-con ledge and any other spaces which form part of the show unit</p>

By complying with COH guidelines, we provide assurance to prospective buyers that our show units accurately represent the units for sale and ensure that there is no marketing misrepresentation.

In FY2020, there was zero incidence of non-compliance concerning marketing communication of our properties.

Fines and Penalty

During FY2020, the Group had no incident of non-compliance with environmental and socioeconomic laws and regulations.

HOTEL

Oxley actively manages its hotel operator and ensures strict compliance with local environmental and social laws and regulations. We aim to provide a positive hospitality experience while keeping a sustainable operation. We prioritise the health and safety of our guests and employees through implementing good food and physical safety practices.

Guest Health and Safety

Since the outbreak of the COVID-19, the hotels have been signed up as facilities to provide accommodation for people served with Stay-Home notices and/or exhibit mild symptoms that do not require hospitalisation. The hotels are highly vigilant to the potential impact of health and safety on our guests and employees. Apart from strengthening the sanitisation in the hotel area, precautionary measures such as temperature screening before entering the hotels and movement monitoring through safe entry check-in applications are implemented. The hotels strictly follow the social distancing measures and will review the relevant policies regularly in order to adhere to government work policies and ensure the safety of the employees working in the facilities.

Food safety audits are regularly conducted to provide hotel guests the transparency and assurance of high food safety standards. The hotels achieved "A" grade in the most recent food safety certification.

The hotel operator, Accor, is a reputable international hotel management group. The hotel management team takes the safety and security of the hotel guests seriously and regularly review the safety measures. Proper safety measures are put in place such as implementing fire safety measures and conducting routine fire drills at the hotel premises. Security cameras are installed at the hotel premises and only hotel guests are able to gain access to their hotel rooms with their room cards. During FY2020, the hotels obtained the Hotel Security Award 2019, issued by Singapore Hotel Association, Singapore Police Force and National Crime Prevention Council, certifying the effectiveness of our measures and our ability to execute the measures.

The hotel building glass is tinted with blue color to create a peaceful and calm environment for the guests. The hotels have participated in various campaigns such as #SeeltBlue that raise the awareness of mental health.

The hotel operator is required to comply with National Environment Agency ("NEA") and other local health and safety regulations. During FY2020, there was no incidence of non-compliance with guest health and safety regulations.

Occupational Health and Safety

The Group is aware that staff health and safety is an important consideration in running a hotel business. During the initial selection of the hotel operator, we assessed the safety practices and procedures in maintaining employee health and safety. We also assess the hotel operator annually to ensure that there is no breach of employee health and safety regulations and protocols. The hotel operator has to train the associates regularly to adhere to safety policies. We periodically review safety risks and implement safety measures to mitigate these risks.

In FY2020, there was no breach of regulations on occupational health and safety.

Sustainable Food Innovations

In order to achieve sustainability through food sourcing, the hotels purchase products from suppliers who are socially responsible and use ingredients that are manufactured with minimum carbon footprint wherever possible. In our hotels, the use of overfished species of fishes including sharks, rays, bluefin tunas, groupers, eels and caviar from wild sturgeons are banned. Commonly used herbs in the kitchen are grown in the herb garden in the hotels so that we can control the process and cut-down on the use of pesticides in an effort to offer diners tasty and nutritious food.

With the expanding vegan population brought about by growing awareness of the benefits of a vegan diet and the positive impact it has on sustainability, the restaurants in our hotels have added plant-based meat, Beyond Burger and Beyond Meatballs, to the menu.

HOTEL



During FY2020, our food and beverage ("F&B") outlets operated by the hotels, Food Exchange and Winestone, were awarded the Singapore's Top Restaurants by Wine & Dine and were included in the annual dining guide of SALT Selections 2019/2020. The team is honoured to achieve these awards as a recognition of the food quality and a motivation to continue to innovate and offer high quality and good tasting menu to the hotel guests and diners.

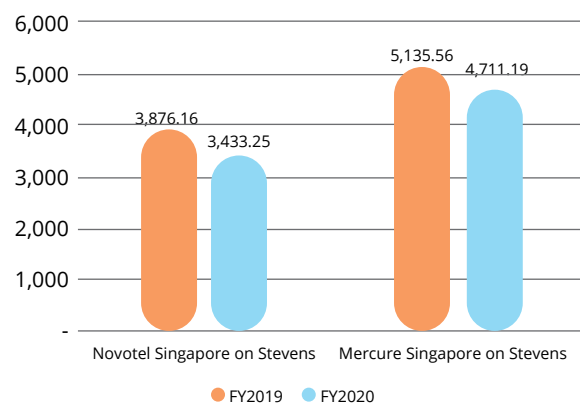
Food Waste Management

Mercure Singapore on Stevens has partnered with a local start-up, Treatsure, in an effort to reduce food waste at our hotel buffets through the power of technology and new solutions to repackage and redistribute food to those who need them. Treatsure offers boxes for guests to takeaway non-perishable food from the buffet tables. For a small fee. Guests are able to savour the gourmet delights in the comfort of their home whilst playing their part in reducing food waste.

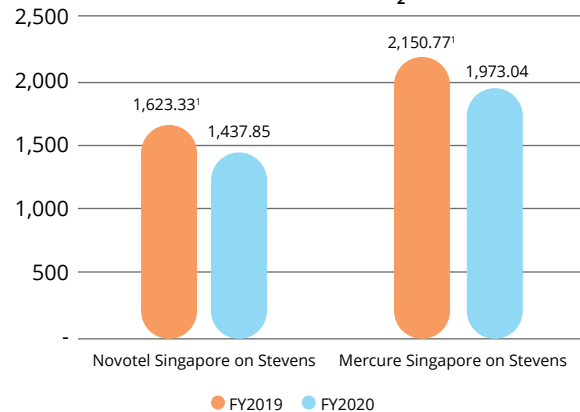
Energy and Emissions Management

Electricity is the major source of the hotels' energy consumption and greenhouse gas ("GHG") emissions. To reduce energy usage and emissions in the daily operations, 80% of the lights installed at our hotels are energy-efficient LED lights. We encourage associates to practise environmentally friendly habits such as switching off lights and air-conditioning in vacant rooms.

Energy Consumption (MWh)



GHG Emissions (tCO₂e)



For 4 months in FY2020, the hotels were functioning under government contracts to provide accommodation to those served with Stay-Home notices and as Government Quarantine Facilities. Services that were usually offered in pre-COVID-19 environment such as change of linen is significantly reduced. As a result, the energy consumption and GHG emissions for both hotels have decreased in FY2020 as compared to FY2019.

Note:

¹ Relevant figures have been restated as the emission factor has been changed to Singapore Energy Statistics (SES) 2019 issued by the Energy Market Authority of the Singapore Government.

HOTEL

Waste Management

To minimise the risk of pollution and the spread of diseases, the hotels implement proper waste management procedures in the daily operation. The disposal of dry waste such as paper, metal and plastic is outsourced to a professional waste management company. This ensures that waste is disposed of in a proper manner that is in compliance with local health codes.

Additionally, the hotels implemented sustainable initiatives to reduce overall wastage. The hotels have signed the Plastic ACTion initiated by WWF-Singapore, which aims to eliminate plastic pollution and ultimately move towards a circular economy on plastics. To support such aims, all plastic straws and plastic stirrers are not used in the hotels, and all takeaway packaging products are replaced with biodegradable options. We have also eradicated the use of plastic bottles at events and seminars and replaced with reusable water jugs and cups. In addition, we endeavour to minimise the change of towels and bed linens. Guests have the options to reduce the frequency of changing their towels and bed linens during their stay at the hotels. We are currently in the midst of eradicating plastic cotton buds and progressively replacing other disposable plastic products and individually packaged material with more ecological options.

The hotels continuously work with Accor's global and regional procurement teams to identify and adopt greener solutions in the hotel operation. The hotels have partnered with Soap for Hope to reduce the wastage from discarded soap bars. The soap bars collected from the rooms are cleaned and pressed into new scented soap bars. Natural ingredients, such as lemongrass or ginger, are added to the soap bars to give the soap bars a new scent and to serve multiple purposes such as repelling mosquitoes. To date, more than 2,000 migrant workers in Singapore have received over 300 kilograms of transformed and newly-scented soap bars.

Environmental Awareness

The Group is an active supporter of local charitable events. Since January 2019, the Group has participated in initiatives to collect, sort, clean and donate clothes to less privileged communities in Singapore. In April and May 2020, we participated in a donation drive to collect clothes and miscellaneous items including toothbrush, toothpaste and hand sanitiser for the migrant worker community.

In addition, the hotels participated in the Earth Hour 2020 by encouraging the guests to switch off the lights in their rooms and join the commemorative event at the F&B outlets to raise awareness of the public towards energy conservation. The main facade lights and logo lights of the hotels were switched off during the Earth Hour, and the lights in the lobbies and restaurants were dimmed.

Protecting Customer Privacy and Data

Oxley takes utmost care in protecting the privacy and data of hotel guests. The hotels are in strict compliance with the PDPA.

There was no reported breach of data privacy regulation in FY2020.

Fines and Penalty

Our selected hotel operator, Accor, ensures strict compliance with the local and international legal frameworks, including the International Labour Organisation's fundamental conventions and the ten principles of the United Nations Global Compact. Accor exercises due diligence when assessing their suppliers and service providers to ensure there are no incidences of child labour and forced or compulsory labour.

In FY2020, there was no incidence of non-compliance with social laws and regulations on non-discrimination, child labour, forced or compulsory labour and infringement of human rights.

CONSTRUCTION

Construction is our business segment operating in Australia. We strive to achieve and maintain a high-quality standard for our construction projects. During FY2020, two projects were granted three Master Builders South West Building Excellence Awards in 2020, namely Best Regional Project, Best Health Care Building, and Best Education Building.

Occupational Health and Safety

Employees' safety is regarded as the top priority as our service delivery may involve high-risk activities such as construction activities at high levels. A conducive working environment will boost employees' morale and increase the workforce's productivity and efficiency. The Group is committed to providing healthy and safe working environment for all employees and contractors, and strives to achieve zero tolerance toward hazards, incidents, non-compliance and accidents.

To oversee the implementation of the Australian group's safety policy and control the risks in the construction projects, the operation has established an occupational health and safety management system which was audited internally and externally. All associates, including those who are not under the payroll but whose work is controlled by the Australian team, are covered under our occupational health and safety management system.

The workers are equipped with effective personal protective equipment such as helmets, safety goggles, hearing protectors, fall arrestors and full-body safety harnesses. The workers are also provided with sufficient training to protect themselves against injuries that could be sustained on the construction sites. Training is provided on proper handling of dangerous equipment such as chainsaws, lawn mowers and whipper snippers. To prevent the outbreak of COVID-19 among the associates, the associates are taught the basics of detecting and preventing the virus, controlling the spread of the virus and responding immediately to the symptoms.

During FY2020, there were no breach of regulations on occupational health and safety and work-related fatalities.

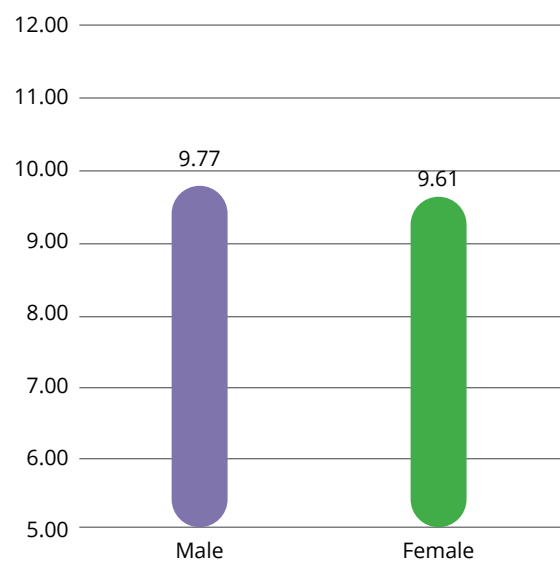
Training and Education

The Australian team recognises that staff training and development is critical to the smooth day-to-day operation and future growth of the business. Internal and external training courses are made available to the associates so that they can keep up with the industry development, maintain the relevance of their skills and contribute to the long-term success of the operation.

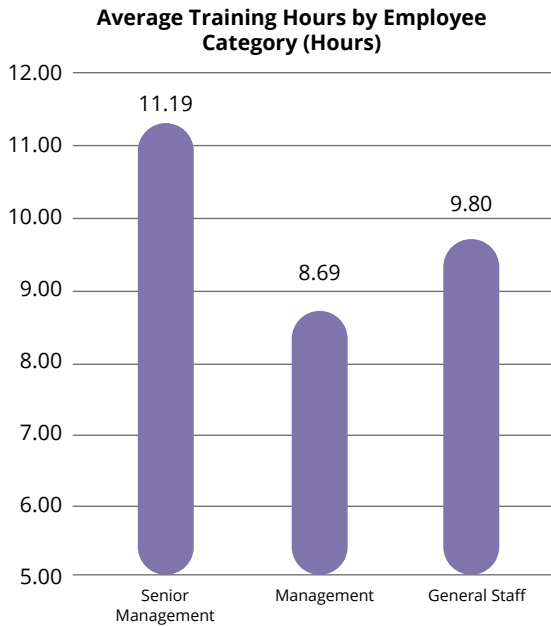
In addition to the health and safety training courses mentioned in the "Occupational Health and Safety" section, we have established training programmes on risk management and emergency management for the associates' professional development. To increase the service quality, we provided associates with training on service delivery, mobile solution and work-related process, including asbestos management, vehicles and driving, concrete cutting and hydration management.

During FY2020, our Australian workforce received approximately 3,000 hours of training.

Average Training Hours by Gender (Hours)



CONSTRUCTION



The management supports employees' career development and discuss their plans through regular performance review to assess and provide feedback on their performance. During FY2020, approximately 83% of male associates and 80% of female associates at the Australian operation had received a regular performance appraisal. The percentage of senior management, management and general staff who received regular performance appraisals ranged from 60% to 95%.

Energy and Water Management

For the construction operation, diesel is used as vehicle fuel and to power the generator. To reduce fuel consumption, the local team adopts eco-friendly measures and energy efficient initiatives, and trains associates to avoid keeping engines idle and plan travelling routes in advance to minimise repetition. The vehicles undergo regular maintenance servicing to ensure optimal engine performance and fuel usage.

Apart from energy conservation, the Australian team implements various water-saving initiatives and inculcates the workers with water conservation habit.

During FY2020, the local team consumed approximately 1.9 million litres of diesel and approximately 129 million litres of ground water at the construction sites.

Emissions and Disposal

The Australian operation's GHG emissions are limited to direct (Scope 1) GHG emissions, generated from diesel consumption. During FY2020, the Group emitted approximately 5,000 tCO₂e².

Note:

² Data is based on factors provided by The Clean Energy Regulator of Australian Government.

The Group does not generate hazardous waste in the construction activities. Construction waste is the major non-hazardous waste generated in the process which is recycled where possible. General types of recyclable construction waste include timber, concrete, steel, aluminium, and other metals. The remaining non-recyclable waste will be sent to the landfill. Other recycling effort includes recycling of paper and plastic in coordination with the local councils in Australia. During FY2020, the Australian operation disposed approximately 3,000 m³ of non-hazardous waste.

Fines and Penalty

During FY2020, the operation had no incidence of non-compliance with environmental and socioeconomic laws and regulations.



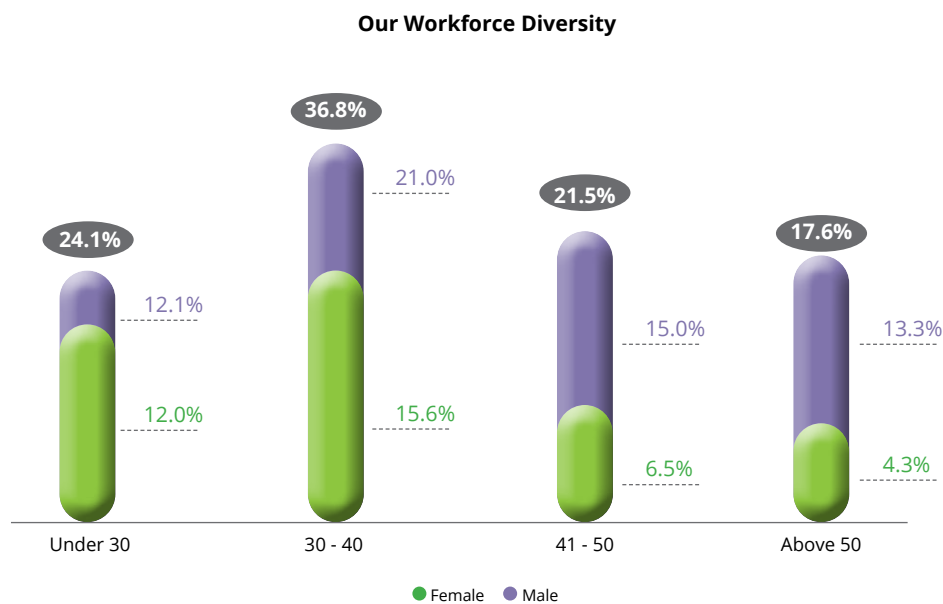
Ibis Styles, East Perth

OUR PEOPLE, OUR ASSETS

At Oxley, we endeavour to create an inclusive workplace environment, and are committed to mutual respect, fairness and equality for all our associates. We provide opportunities for continuous learning and skills improvement.

Workforce Diversity

We advocate fair employment and endeavour to achieve a balanced and diversified workforce, including hiring employees above the Singapore mandated retirement age of 62 years old. As at 30 June 2020, our total staff strength was 601.



Employee Remuneration and Benefits

We recognise the valuable contribution of all associates. We strongly believe in fair remuneration. All associates are assessed regularly and remunerated fairly based on their experience, qualifications and performance.

We prioritise the welfare of our associates by offering a range of employee benefits such as medical insurance, healthcare and parental leave. During FY2020, 69 employees took parental leave and 58 returned to work in FY2020 after their parental leave had ended.

Equal Opportunity

The Group is committed to creating and maintaining an inclusive and collaborative workplace culture in which all can thrive. The Group is dedicated to maintaining workplaces that are free from discrimination, physical or verbal harassment against any individual on the basis of race, religion, colour, gender, physical or mental disability, age, place of origin, marital status and sexual

orientation. During FY2020, there was no incidence of discrimination reported.

Social Compliance

At Oxley, we endeavour to be a socially responsible corporate citizen and we strictly comply with local social laws and regulations in the countries where we operate. During FY2020, the Group had no incidence of non-compliance with social laws and regulations involving discrimination, child labour, forced or compulsory labour and infringement of human rights.

Engaging the community

As part of our corporate values and culture, Oxley aims to enrich and improve the community through charitable acts. We believe that corporate social responsibility is imperative to the Company's success. During FY2020, Oxley participated in various charitable events and donated a total of S\$115,000. More details on the use of proceeds can be found in the Annual Report 2020.

SGX FIVE PRIMARY COMPONENTS INDEX

S/N	Primary Component	Section Reference
1	Material Topics	Materiality Assessment
2	Policies, Practices and Performance	<ul style="list-style-type: none"> Chairman's Message Ethics Property Development, Hotel, Construction, Our People, Our Assets
3	Board Statement	Governance & Statement of the Board
4	Targets	Sustainability Targets
5	Framework	Reporting Practice

GRI STANDARDS CONTENT INDEX

GRI Indicator	Description	Session / Explanation
GRI 102: General Disclosures		
102-1	Name of the organization	Annual Report 2020
102-2	Activities, brands, products, and services	Annual Report 2020, Corporate Profile
102-3	Location of headquarters	Annual Report 2020, Corporate Profile
102-4	Location of operations	Annual Report 2020
102-5	Ownership and legal form	Annual Report 2020
102-6	Markets served	Annual Report 2020
102-7	Scale of the organization	Annual Report 2020
102-8	Information on employees and other workers	Annual Report 2020
102-9	Supply chain	Annual Report 2020
102-10	Significant changes to the organization and its supply chain	Oxley has started a new segment of construction in FY2020
102-11	Precautionary principle or approach	Annual Report 2020
102-12	External initiatives	Annual Report 2020
102-13	Membership of associations	Annual Report 2020
102-14	Statement from senior decision-maker	Chairman's Message
102-15	Key impacts, risks, and opportunities	Chairman's Message
102-16	Values, principles, standards, and norms of behavior	Ethics
102-17	Mechanisms for advice and concerns about ethics	Ethics
102-18	Governance structure	Governance and Statement of Board
102-40	List of stakeholder groups	Stakeholder Engagement
102-41	Collective bargaining agreements	No collective bargaining agreements were in place during FY2020.
102-42	Identifying and selecting stakeholder	Stakeholder Engagement
102-43	Approach to stakeholder engagement	Stakeholder Engagement
102-44	Key topics and concerns raised	Stakeholder Engagement

GRI STANDARDS CONTENT INDEX

102-45	Entities included in the consolidated financial statements	Annual Report 2020
102-46	Defining report content and topic boundaries	Reporting Practice
102-47	List of material topics	Materiality Assessment
102-48	Restatements of information	Please refer to Hotel-Energy and Emissions Management for the restatement of GHG emissions
102-49	Changes in reporting	Materiality Assessment
102-50	Reporting period	Reporting Practice
102-51	Date of most recent report	7 October 2019
102-52	Reporting cycle	Report on annual basis.
102-53	Contact point for questions regarding the report	Contact Us
102-54	Claims of reporting in accordance with the GRI Standards	Reporting Practice
102-55	GRI content index	GRI Standards Content Index
102-56	External assurance	This Report has undergone the internal review process of the Group, and was reviewed by the Board. The Group has not sought external assurance for FY2020, and may consider it for future periods.
GRI 103: Management Approach		
103-1	Explanation of the material topic and its Boundary	Corporate Governance, Materiality Assessment
103-2	The management approach and its components	Corporate Governance
103-3	Evaluation of the management approach	Corporate Governance
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	Annual Report 2020
GRI 203: Indirect Economic Impacts		
203-2	Significant indirect economic impacts	Leverage on Technology, Sustainable Food Innovations
GRI 205: Anti-corruption		
205-1	Operations assessed for risks related to corruption	Anti-corruption
205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption
205-3	Confirmed incidents of corruption and actions taken	Anti-corruption
GRI 302: Energy		
302-1	Energy consumption within the organization	Hotels – Energy and Emissions Management, Construction – Energy and Water Management
302-5	Reductions in energy requirements of products and services	Property Development – Sustainable Building

GRI STANDARDS CONTENT INDEX

GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	Construction – Emissions and Disposal
305-2	Energy indirect (Scope 2) GHG emissions	Hotels – Energy and Emissions Management
GRI 306: Effluents and Waste		
306-2	Waste by type and disposal method	Hotels – Waste Management, Construction – Emissions and Disposal
GRI 307: Environmental Compliance		
307-1	Non-compliance with environmental laws and regulations	Property Development – Fines and Penalty, Hotels – Fines and Penalty, Construction – Fines and Penalty
GRI 308: Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Property Development – Contractor and Supplier Management
308-2	Negative environmental impacts in the supply chain and actions taken	Property Development – Contractor and Supplier Management
GRI 401: Employment		
401-2	Benefits provided to full time employees that are not provided to temporary or part-time employees	Our People, Our Assets – Employee Remuneration and Benefits
401-3	Parental leave	Our People, Our Assets – Employee Remuneration and Benefits
GRI 403: Occupational Health and Safety		
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Property Development – Construction Safety Management, Hotels – Occupational Health and Safety, Construction – Occupational Health and Safety
GRI 404: Training and Education		
404-1	Average hours of training per year per employee	Construction – Training and Education
404-2	Programs for upgrading employee skills and transition assistance programs	Construction – Training and Education
GRI 405: Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Our People, Our Assets – Employee Remuneration and Benefits
GRI 406: Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Our People, Our Assets – Equal Opportunity
GRI 408: Child Labour		
408-1	Operations and suppliers at significant risk for incidents of child labor	Our People, Our Assets – Social Compliance
GRI 409: Forced or Compulsory Labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Our People, Our Assets – Social Compliance

GRI STANDARDS CONTENT INDEX

GRI 414: Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	Property Development – Contractor and Supplier Management
414-2	Negative social impacts in the supply chain and actions taken	Property Development – Contractor and Supplier Management
GRI 416: Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Property Development – Sustainable Building, Hotels – Guest Health and Safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Property Development – Sustainable Building, Hotels – Guest Health and Safety
GRI 417: Marketing and Labeling		
417-1	Requirements for product and service information and labeling	Property Development – Property Marketing
417-3	Incidents of non-compliance concerning marketing communications	Property Development – Property Marketing
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Hotels – Protecting Customer Privacy and Data
GRI 419: Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	Property Development – Fines and Penalty, Hotels – Fines and Penalty, Construction – Fines and Penalty

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