

HIAP HOE LIMITED



# Sustainability

Report 2018



## Chairman & CEO Message 102-14

We are once again pleased to present our Sustainability Report (the "Report") of Hiap Hoe Limited ("Hiap Hoe" or the "Group"), as prepared in accordance with the Global Reporting Initiative ("GRI") Standards, the "Core" option.

At Hiap Hoe, we recognise that sustainability forms an integral part of our operations and strategies, and we strive to continue driving our operations in the direction in which we can contribute positively to all of our stakeholders.

This Report aims to inform stakeholders of Hiap Hoe about our sustainability performance in a transparent and accountable manner for the period 1 January 2018 to 31 December 2018 ("FY2018"). It covers the Group's strategies, initiatives and performance in relation to the economic, environmental, social and governance factors as per the GRI Standards.

We have identified 14 indicators that matter most to our business, and to both internal and external stakeholders. These material issues are taken into account through our four sustainability strategies – Business Integrity, Environmental Sustainability, Human Capital and Health & Safety.

With the dynamic economic, environment, social, and governance landscape, we recognise the need to adapt our operations to accommodate these changes.

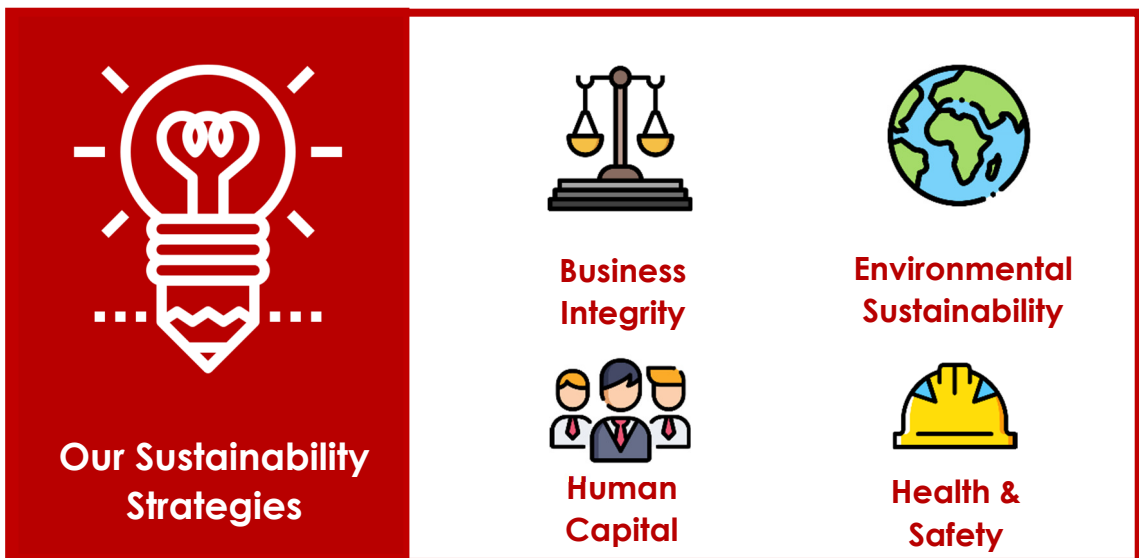
Hiap Hoe will continue to consider sustainability issues as part of our strategic formulation and operations across the Group. We appreciate having all our stakeholders on this journey together with us, to build a more sustainable future.

**Ronald Lim Cheng Aun**

**Independent Non-Executive Chairman**

**Teo Ho Beng**

**Chief Executive Officer**



## About This Report

### Reporting Period [102-49](#) [102-50](#) [102-51](#) [102-52](#)

Our Sustainability Report is being published on an annual basis, with this report being the second year we are preparing the Sustainability Report. The report covers the Financial Year (“FY”) 2018, for the period 1 January 2018 to 31 December 2018.

### Reporting Scope

The data, statistics and improvement targets in the report focus on our Hospitality and Property Development operations in Singapore and Australia respectively.

Hiap Hoe’s hotel operations in Singapore include Ramada Singapore At Zhongshan Park and Days Hotel Singapore At Zhongshan Park (“Ramada and Days Hotel”). The property development operations refer to the residential waterfront development, Marina Tower, in Melbourne.

There are no restatements of information in this report. [102-48](#)

### GRI Guidelines [102-54](#) [102-56](#)

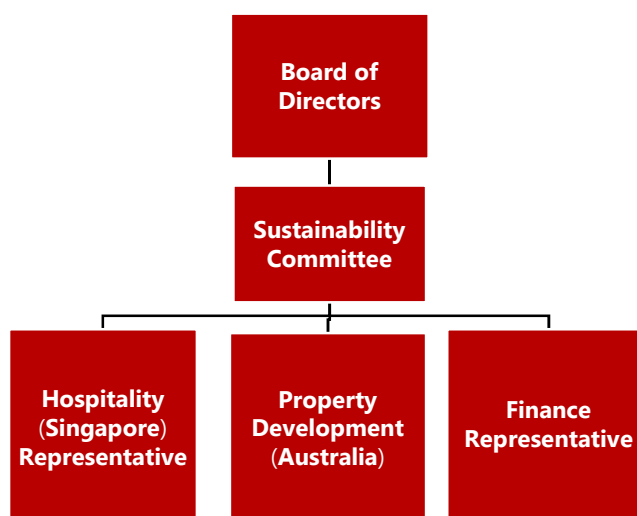
This report is prepared based on the GRI Sustainability Reporting Standards 2016, in accordance with the Core option. The GRI content index and relevant references are provided on pages 17 – 20. We have not sought external assurance for this reporting period.

### Feedback [102-53](#)

Our stakeholders’ views are important to us and we welcome feedback on this report and any aspect of our sustainability performance. You may provide feedback to the Executive Director, Marc Teo, at [hiaphoe@hiaphoe.com](mailto:hiaphoe@hiaphoe.com).

### Our Sustainability Structure

The Group’s sustainability drive is spearheaded by the Sustainability Committee which oversees group-wide sustainability strategies and initiatives.



## Our Approach to Sustainability





### Our Sustainability Strategy

Hiap Hoe’s sustainability strategy to develop and operate properties with sustainable business objectives that will benefit future generations, was formalised by the Sustainability Committee in 2017. Hiap Hoe places sustainability at the core of our strategy and operations to create sustainable value for all our stakeholders.

### Stakeholder Engagement [102-40](#) [102-42](#) [102-43](#) [102-44](#)

Collaboration with our stakeholders supports us in addressing sustainability challenges and opportunities. We engage with our stakeholders regularly and incorporate relevant and appropriate feedback into our plans and actions.

Identification of the various stakeholders is based on our respective economic, social and environmental impacts in the context of our value chain.

Stakeholders	Stakeholders’ Expectations/Concerns	Engagement Platform
 <b>Employees</b>	<ul style="list-style-type: none"> <li>Occupational health and safety</li> <li>Fair labour practices and compensation</li> <li>Professional development</li> </ul>	<ul style="list-style-type: none"> <li>Trainings</li> <li>Grievance/ feedback channels</li> <li>Regular reviews and appraisals</li> <li>Intranet platform for policies, news and benefits</li> </ul>
 <b>Customers</b>	<ul style="list-style-type: none"> <li>Service quality and excellence</li> <li>Timely follow-up on customer feedback</li> <li>Food safety</li> <li>Information and data security</li> </ul>	<ul style="list-style-type: none"> <li>Feedback channels such as email and telephone communications</li> <li>Corporate website, email and newsletters</li> </ul>
 <b>Suppliers</b>	<ul style="list-style-type: none"> <li>Clear two-way communication channels</li> <li>Timely feedback regarding materials/ services provided</li> </ul>	<ul style="list-style-type: none"> <li>Quotations and requests for proposal</li> <li>Supplier meetings to discuss sustainable sourcing opportunities</li> </ul>
 <b>Shareholders &amp; Regulators</b>	<ul style="list-style-type: none"> <li>Business resilience and financial performance</li> <li>Business strategy and direction</li> <li>Corporate governance and compliance</li> <li>Transparent and timely communication of information</li> </ul>	<ul style="list-style-type: none"> <li>Results announcements and news releases</li> <li>Corporate website and email.</li> </ul>

## Our Approach to Sustainability

### Materiality Review Process [102-46](#) [102-47](#)

The materiality principle is applied to define the content of the Sustainability Report. As part of Hiap Hoe's process to determine materiality, internal strategic reviews and sustainability workshops, some of which were moderated by external consultants, were conducted during the year. During these sessions, the Group reviewed its vision, mission and core values, strategic direction, sustainability impacts and material topics.

We have reflected on significant economic, environmental and social impacts to determine aspects that are material to the organisation. As a result, indicators of the GRI's Sustainability Reporting Standards 2016 were assessed and we identified the following 14 indicators that are relevant to the respective businesses of Hiap Hoe.

The materiality assessment was subsequently endorsed by Hiap Hoe's Sustainability Committee.

GRI Indicators			Hotel Operations	Property Development
<b>Environment</b>				
Energy	302-1	Energy Consumption within the Organisation	✓	*
	302-4	Reduction of Energy Consumption	✓	*
	302-5	Reductions in Energy Requirements of Products and Services	✓	✓
Water	303-1	Total Water Withdrawal by Source	✓	*
Compliance	307-1	Non-compliance with environmental laws and regulations	✓	✓
<b>Economic</b>				
Economic Performance	201-1	Direct Economic Value Generated and Distributed	✓	✓
<b>Social</b>				
Anti-Corruption	205-2	Communication and Training on Anti-Corruption policies and procedures	✓	*
	205-3	Confirmed Incidents of Corruption and Actions taken	✓	✓
Employment	401-1	New employee hires and employee turnover	✓	*
Occupational Health & Safety	403-2	Type of Injury and Rates of Injury, Occupational diseases, Lost days, and Absenteeism, and number of Work-Related Fatalities	✓	*
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	✓	*
Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	✓	*
Customer Privacy	418-1	Total Number of Substantiated Complaints regarding breaches of Customer Privacy and losses of Customer data	✓	*
Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	✓	✓

\* Not applicable as the development and project management activities of Marina Tower was fully outsourced to a third-party consultant. There is no headcount for the Property Development business.

# Our Approach to Sustainability

Sustainability Strategies	GRI Indicators	
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## Environmental Sustainability

Environment		
Energy	302-1	Energy Consumption within the Organisation
	302-4	Reduction of Energy Consumption
	302-5	Reductions in Energy Requirements of Products and Services
Water	303-1	Total Water Withdrawal by Source
Compliance	307-1	Non-compliance with environmental laws and regulations



## Human Capital

Social		
Employment	401-1	New employee hires and employee turnover
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken
Compliance	419-1	Non-compliance with laws and regulations in the social and economic area



## Health & Safety

Social		
Occupational Health & Safety	403-2	Type of Injury and Rates of Injury, Occupational diseases, Lost days, and Absenteeism, and number of Work-Related Fatalities
Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services



## Business Integrity

Social		
Anti-Corruption	205-2	Communication and Training on Anti-Corruption policies and procedures
	205-3	Confirmed Incidents of Corruption and Actions taken
Data Privacy	418-1	Total Number of Substantiated Complaints regarding breaches of Customer Privacy and losses of Customer data



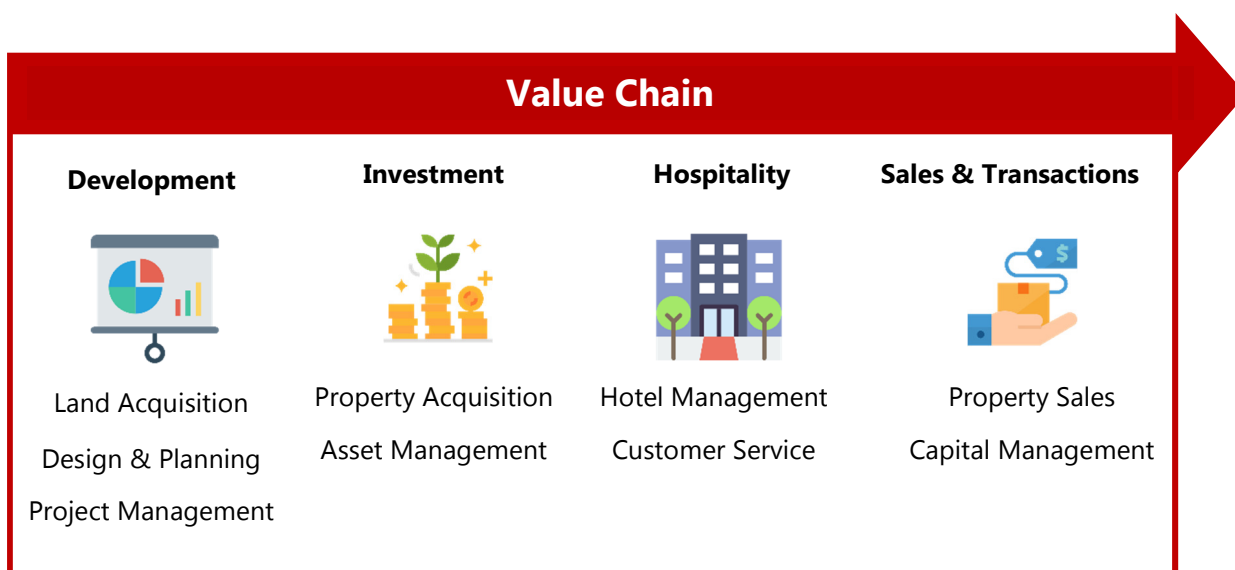
## Financial Performance

Economic		
Economic Performance	201-1	Direct Economic Value Generated and Distributed

## Our Approach to Sustainability

### Value Chain 102-9

As a premium real estate company operating internationally, Hiap Hoe has a substantial value chain involving a mix of different stakeholders (E.g. suppliers, customers, business partners). Hiap Hoe actively reaches out and communicates with all stakeholders to ensure that all of their needs and sustainability targets are met.



Communication with our stakeholders is continuous via different modes of engagement to ensure satisfaction and excellence.

Stakeholders	Modes of Engagement	Key Sustainability Topics
Contractors/ Consultants/ Suppliers	- Safety briefings and declarations	- Occupational health & safety - Supplier/Contractor Performance
Customers	- Surveys and feedback channels	- Customer satisfaction - Quality of services and facilities
Employees	- Team building - Training programmes	- Staff bonding - Career development
Shareholders	- Annual general meetings - Periodic reporting - Investor conferences - Annual reports	- Financial results - Business performance reports

## Business Integrity

### Communication on Integrity and Anti-Corruption [102-16](#) [205-2](#) [205-3](#)

Corporate governance, transparency and business ethics are the core of Hiap Hoe.

The Group’s zero tolerance position towards corruption and fraud is reflected in our Code of Conduct (“the Code”). The Code establishes processes and actions to be taken in the event of any reportable conduct and establishes the business conduct expected of all employees as well as the Group’s stance to avoid conflicts of interests with stakeholders.

We are pleased to share that we met our FY2018 target in which there were no confirmed incidents of corruption involving our employees or business partners for both Hotel Operations and Property Development. For FY2019, we aim to continue maintaining this performance of no bribery or corruption.

Target set for FY2018	Was Target Met?	FY2019 Target
<p><b>No confirmed incidents of bribery or corruption by employees</b></p>	 <p>There were no confirmed incidents of bribery or corruption by employees</p>	<p><b>No confirmed incidents of bribery or corruption by employees</b></p>
		<p><b>Key Initiatives to be implemented</b></p> <p>To continue or implement the following steps to promote greater awareness towards good corporate governance:</p> <ul style="list-style-type: none"> <li>• Mandatory annual conflict of interest declarations; and</li> <li>• Continuous review and update process for the Code.</li> </ul>

### Data Privacy [418-1](#)

Safeguarding of stakeholders’ information and data is of the utmost importance to us at Hiap Hoe. We treat all personal data provided to us in strict confidence and will only use personal data in the manner set out in our Privacy Policy, which was drafted based on Singapore’s Personal Data Protection Act (“PDPA”).


Hiap Hoe also requires that our business partners and suppliers to comply with the PDPA or any equivalent data protection regulations in accordance with the respective jurisdictions in which they operate.

Our target for FY2018 is to improve data privacy and management processes. We have met this target through the training of employees. All new employees are briefed on this subject matter during the orientation. In addition, there was an implementation of clear and regular communication with stakeholders to reinforce the Group’s stand towards data privacy. The IT



## Business Integrity

department provided information on Data Privacy for the various department to brief their staff during department meetings being held at least twice a year. There were no instances of non-compliance or complaints regarding breaches of customer privacy in FY2018.

Target set for FY2018	Was Target Met?	FY2019 Target
<p><b>Improve data privacy and management processes</b></p>	<div style="text-align: center;">  </div> <ul style="list-style-type: none"> <li>• Through the training of employees, with all new employees being required to attend orientation and be briefed on this subject matter</li> <li>• Implementation of clear regular communication with stakeholders to reinforce the Group’s stand towards data privacy</li> <li>• IT department provided information on Data Privacy for the various department to brief their staff during department meetings being held at least twice a year</li> </ul>	<p><b>No instances of non-compliance or complaints regarding breaches of customer privacy</b></p>
		<p><b>Key Initiatives to be implemented</b></p> <p>To continue best data privacy practices by ensuring:</p> <ul style="list-style-type: none"> <li>• All new employees attend orientation and be briefed on this subject matter.</li> <li>• IT department to provide information on Data Privacy to the respective department.</li> </ul>

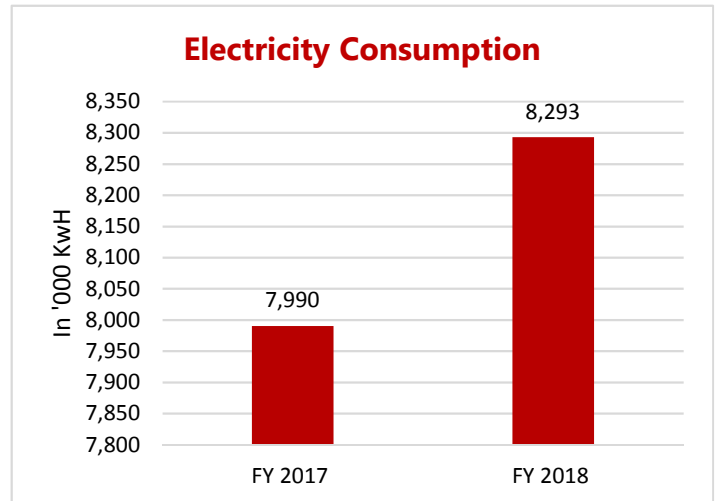
# Environmental Sustainability

## Energy Consumption 302-1

### Electricity

The tracking and monitoring of electricity consumption across the various business units are performed by trained employees based on our monthly electricity bills. Electricity consumption of the Group is in line with the business activity and occupancy rates.

In FY2018, Ramada and Days Hotel consumed 8,293,308 kWh of electricity as compared to 7,989,500 kWh in FY2017 due to increased usage of air-conditioners by hotel guests.

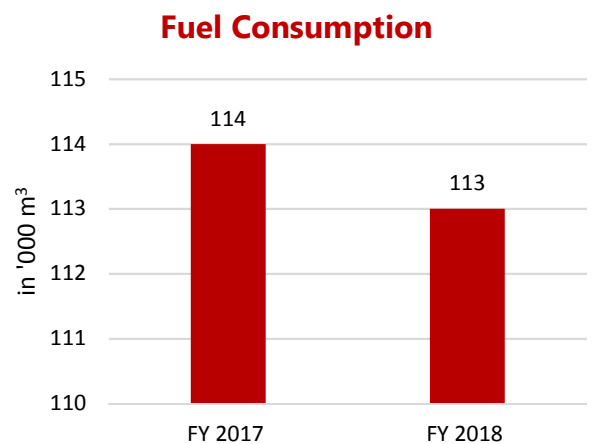


### Fuel Consumption

Fuel consumption in Ramada and Days Hotel was mainly in the form of Liquefied Petroleum Gas consumed by kitchens in hotel restaurants for cooking.

Tracking and monitoring of fuel consumption are performed by trained personnel via daily meter readings.

In FY2018, total consumed 113,570 m<sup>3</sup> of fuel as compared to 114,138 m<sup>3</sup> in FY2017.



## Environmental Sustainability

### Reduction of Energy Requirements [102-12](#) [302-4](#) [302-5](#)

Hiap Hoe’s stance towards energy consumption is that of continuous improvement which involves looking for ways to minimise the consumption of the Earth’s limited resources. As a step towards achieving the aforementioned goal, Hiap Hoe has taken on the following key initiatives:


- Continuous monitoring of the weather condition and adjusting the air-conditioning temperature accordingly;
- Ensuring the air-conditioning system is adequately maintained and serviced periodically to optimise efficiency and reduce energy consumption;
- On-going projects to replace existing florescent lights to LED lights to conserve energy;
- Ensure that air-conditioning in the corridors are turned down to “fan-mode” during low-occupancy periods to conserve electricity; and
- Installation of one of the largest solar photovoltaic panels in the southern hemisphere (Marina Towers), in the form of a black architecturally-integrated monocrystalline array spanning across the tower’s roof.

In addition, Hiap Hoe once again showed their exemplary track record with regards to environmentally friendly practices through the achievement of the BCA (Green Mark Gold) Certification for Ramada Hotel. BCA Green Mark is a green building rating system used to evaluate a building for its environmental impact and performance.

We will continue with our aim on reducing electricity consumption in FY2019.

### Non-compliance with environmental laws and regulations [307-1](#)

We are pleased to share that there were no significant fines imposed on Hiap Hoe for non-compliance with environmental laws or regulations as targeted for FY2018.

Target set for FY2018	Was Target Met?	FY2019 Target
No significant incident for non-compliance with environmental laws or regulations	 No significant incident for non-compliance with environmental laws or regulations	<b>No significant incident for non-compliance with environmental laws or regulations</b>
		<b>Key Initiatives to be implemented</b> <ul style="list-style-type: none"> <li>• Regular reviews of policies and internal checks to ensure that all regulations are adhered to; and</li> <li>• Perform impact analysis for all new projects to and come up with appropriate risk mitigation measures.</li> </ul>

## Environmental Sustainability

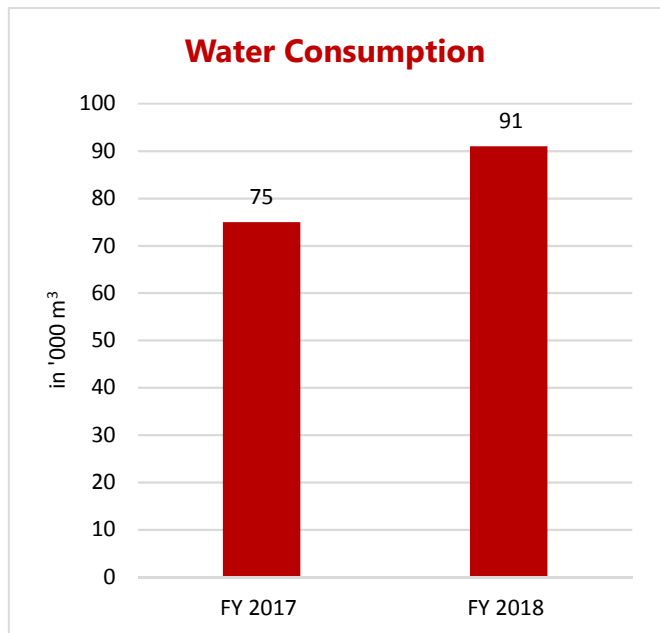
### Water Consumption 303-1

Tracking and monitoring of water consumption are performed through the monitoring of monthly water bills from the Public Utilities Board.

There was an increase in water consumption in Ramada and Days Hotel in FY2018 (91,420 m<sup>3</sup>) as compared to FY2017 (75,425 m<sup>3</sup>). This was due to increase in F&B covers in 2018 and guest's preference.

To conserve water, we provided the option to hotel guests to do their part in saving the environment by opting to not have the Room Attendants wash their sheets daily.

We will continue with our aim on reducing water consumption in FY2019.



## Human Capital

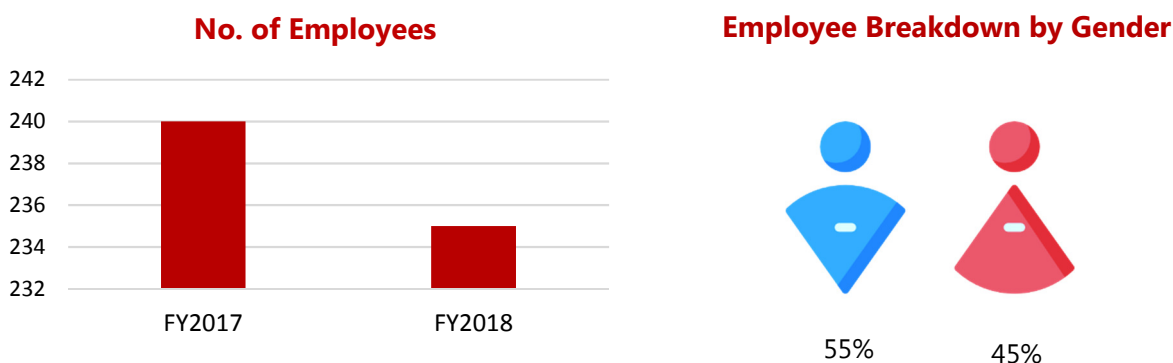
Human Capital is a core element in Hiap Hoe's business model and we stand by the belief that our employees are our most important resource. As such, we emphasise the career development, welfare, health and safety of every employee.

To attain our abovementioned goals, Hiap Hoe has established the following processes:

- Stringent recruitment processes to ensure that employees' values are commensurate with Hiap Hoe's mission and vision;
- To be fair and multi faceted;
- Continuous and robust training, performance appraisal processes to ensure that staff are adequately trained; and
- Robust health and safety guidelines provided to staff.

### Workforce [102-8](#)

Ramada and Days Hotel employed 235 permanent staff as at 31 December 2018, a slight decrease of 5 staff from FY2017. There was minimal change in the male to female ratio, with it being 55:45 in FY2018 as compared to 54:46 in FY2017.





Our staff are continuously reminded to abide by Wyndham Worldwide's core values:

- Act with integrity;
- Respect everyone, everywhere;
- Provide individual opportunity and accountability;
- Improve our customers' lives; and
- Support our communities

Through the embodiment of the abovementioned core values, we can serve our customers to the best of our abilities.

## Human Capital

One of our targets of ensuring that all full-time staff receives regular performance and career reviews was met by cultivating and promoting a culture of continuous performance appraisal at all job grades, encouraging constructive and open communication between managers and their staff. The other target of improving service quality was met by increasing service quality training hours for our staff.

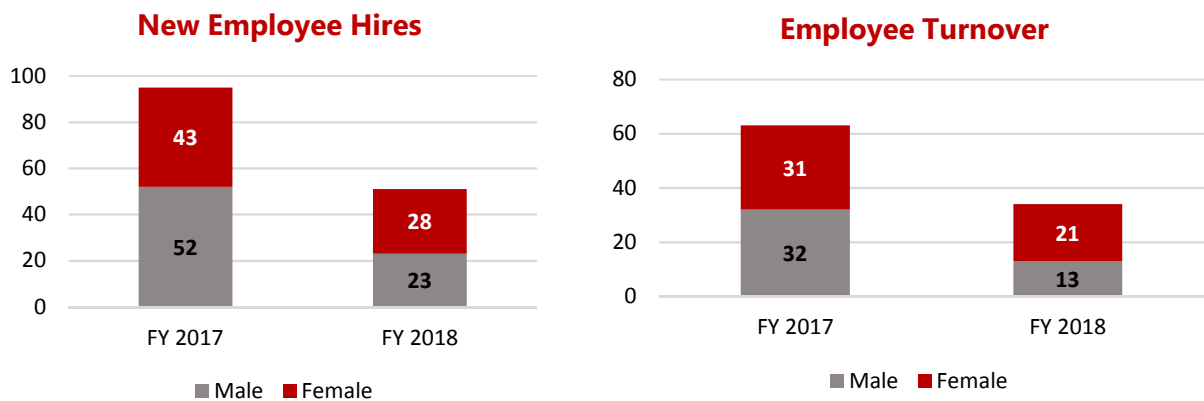
Target set for FY2018	Was Target Met?	FY2019 Target
<p><b>Ensure that all full-time staff receives regular performance and career reviews</b></p>	<p style="text-align: center;"></p> <p>All full-time staff receives regular performance and career reviews was met by cultivating and promoting a culture of continuous performance appraisal at all job grades, encouraging constructive and open communication between managers and their staff</p>	<p><b>Ensure that all full-time staff receives regular performance and career reviews</b></p> <p><b>Key Initiatives to be implemented</b></p> <p>Continue to conduct performance appraisal twice every year.</p>
<p><b>Improve service quality</b></p>	<p style="text-align: center;"></p> <p>Increased service quality training hours for our staff</p>	<p><b>Improve service quality</b></p> <p><b>Key Initiatives to be implemented</b></p> <p>The service quality training hours for staff are to meet at least 80% of training plan.</p>

# Human Capital

## New Employee Hires and Employee Turnover sorted by category (Ramada & Days Hotel)

401-1

- Gender



The reduction in Employee Hires and Turnover was contribute by an increase in employees' retention due to our culture development and people practices.

- Age

Age Range	New Hires		Employee Turnover	
	FY17	FY18	FY17	FY18
<26	53	29	20	15
26 - 35	30	14	24	12
36 - 45	6	2	12	2
46 - 55	5	5	4	4
56 - 61	1	1	1	1
>61	0	0	2	0
<b>Total New Hires / Employee Turnover</b>	<b>95</b>	<b>51</b>	<b>63</b>	<b>34</b>
<b>Total No. of Employees</b>	<b>240</b>	<b>235</b>	<b>240</b>	<b>235</b>

## Discrimination 406-1

There were no incidents of discrimination in FY2018 and we aim to maintain it as such in FY2019.

# Health and Safety

## Occupational Health & Safety

Hiap Hoe’s fundamental focus is that of creating a safe environment for all employees by implementing best practices into our daily business activities that support our sustainable strategy.

There is currently a process in place to report all health or safety incidents to the Fire Safety and Risk Management committee through monthly meetings which will cover the following key topics:

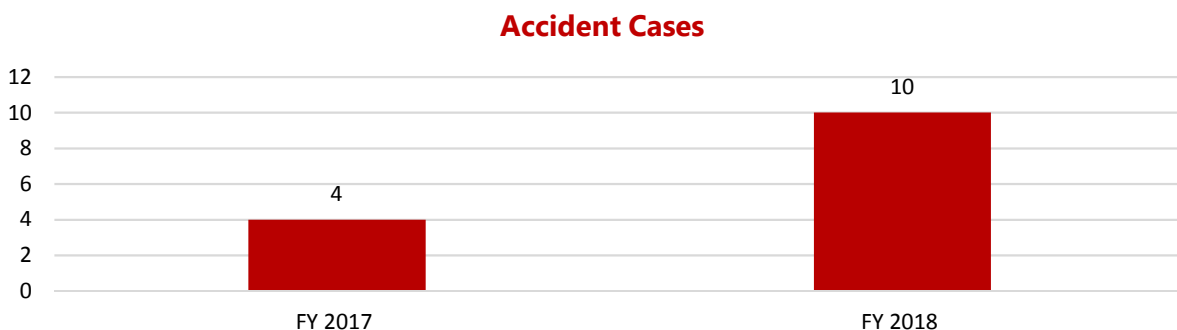
- Training on workplace safety;
- Routine checks on shoes for anti-slip soles;
- Regular checks on equipment to ensure that they are maintained and serviced adequately;
- Review of incident reports for the month and discussion of improvement points; and
- Risk assessment and reviews to mitigate and minimise incidents and risks.

All employees are required to adhere to all stipulated policies and procedures to prevent health and safety incidents from occurring. Additionally, managers from all business units are encouraged to assume the responsibility of supervising their staff to further enhance safety within the organisation.

## Accident Frequency Rate & Accident Severity Rate [403-2](#)

We recorded zero fatalities in FY2018. The number of accidents reported in FY2017 was 4 cases and in FY2018 was 10 cases. The type of injury include slip and fall, cuts, strains and sprains and a total of 12 man-days were being lost. We acknowledge the importance of employee safety and will continuously improve workplace safety and strive to achieve a zero-accident occurrence rate.

When a work injury is being reported to the Security department, the medical leave granted is then submitted to the Human Resource department and filed with the Ministry of Manpower, if applicable.





## Health and Safety

Target set for FY2018	Was Target Met?	FY2019 Target
<p><b>Zero cases of fatalities</b></p>	<div data-bbox="644 524 746 629" data-label="Image"> </div> <p>Zero fatalities</p>	<p><b>Zero cases of fatalities</b></p>
		<div data-bbox="927 607 1460 645" data-label="Section-Header"> <p><b>Key Initiatives to be implemented</b></p> </div> <ul data-bbox="927 667 1460 824" style="list-style-type: none"> <li>• Training on workplace safety</li> <li>• Routine check on shoes for anti-slip sole</li> <li>• Regular equipment maintenance</li> </ul>

## GRI INDEX: CORE OPTION 102-55

GRI Indicator	Disclosure	Notes / Report Sections	Page Reference
<b>GRI 102: GENERAL</b>			
<b>Organisational Profile</b>			
GRI 102-1	Name of the organisation	2018 Annual Report - Corporate Profile - Chairman & CEO Message	1-3
GRI 102-2	Activities, brands, products, and services		
GRI 102-3	Location of headquarters		
GRI 102-4	Location of operations		
GRI 102-5	Ownership and legal form		
GRI 102-6	Markets served		
GRI 102-7	Scale of the organisation		
GRI 102-8	Information on employees and other workers	Workforce - Human Capital	12
GRI 102-9	Supply chain	Value Chain - Our Approach to Sustainability	6
GRI 102-10	Significant changes to the organisation and its supply chain	No significant changes	N.A.
GRI 102-11	Precautionary Principle or approach	Hiap Hoe does not specifically utilise to the precautionary approach when managing risk; however, our management approach is risk-based, and supported by our internal audit framework.	N.A.
GRI 102-12	External initiatives	Reduction of Energy Requirements - Environmental Sustainability	10
GRI 102-13	Membership of associations	In FY2018, Hiap Hoe was a member of the Real Estate Developers' Association of Singapore.	N.A.
<b>Strategy</b>			
GRI 102-14	Statement from senior decision-maker	Chairman & CEO Message	1
<b>Ethics and integrity</b>			
GRI 102-16	Values, principles, standards, and norms of behavior	Communication on Integrity and Anti-Corruption - Business Integrity	7
GRI 102-17	Mechanisms for advice and concerns about ethics	The Group strictly conducts its global business professionally and ethically. Our ethical standards are clearly stipulated in the Group's Code of Conduct, of which all employees are expected to adhere to. Additionally, the Code clearly states that all colleagues are to be treated fairly and with the utmost respect. Management is duly expected to ensure awareness and compliance of all staff to the Code of Conduct.	N.A.

## GRI INDEX: CORE OPTION 102-55

GRI Indicator	Disclosure	Notes / Report Sections	Page Reference
<b>Governance</b>			
GRI 102-18	Governance structure	2018 Annual Report – Corporate Governance	16-31
<b>Stakeholder Engagement</b>			
GRI 102-40	List of stakeholder groups	Stakeholder Engagement - Our Approach to Sustainability	3
GRI 102-41	Collective bargaining agreements	There are no collective bargaining agreements in place.	N.A.
GRI 102-42	Identifying and selecting stakeholders	Stakeholder Engagement - Our Approach to Sustainability	3
GRI 102-43	Approach to stakeholder engagement		
GRI 102-44	Key topics and concerns raised		
<b>Reporting Practice</b>			
GRI 102-45	Entities included in the consolidated financial Statements	2018 Annual Report – Group Structure	5
GRI 102-46	Defining report content and topic boundaries	Materiality Review Process - Our Approach to Sustainability	4
GRI 102-47	List of material topics		
GRI 102-48	Restatements of information	Reporting Scope - About this Report	2
GRI 102-49	Changes in reporting	Reporting Period - About this Report	2
GRI 102-50	Reporting period		
GRI 102-51	Date of most recent report		
GRI 102-52	Reporting cycle		
GRI 102-53	Contact point for questions regarding the report	Feedback - About this Report	2
GRI 102-54	Claims of reporting in accordance with the GRI Standards	GRI Guidelines - About this Report	2
GRI 102-55	GRI content index	GRI Index	17 – 20
GRI 102-56	External assurance	GRI Guidelines - About this Report	2

## GRI INDEX: CORE OPTION 102-55

GRI Indicator	Disclosure	Notes / Report Sections	Page Reference
<b>GRI 103: MANAGEMENT APPROACH</b>			
GRI 103-1	Explanation of the material topic and its Boundary	Please refer to the respective GRI indicators (Specific Standard Disclosures) in the GRI Content Index for more information.	17 – 20
GRI 103-2	The management approach and its components		
GRI 103-3	Evaluation of the management approach		
<b>SPECIFIC STANDARD DISCLOSURES</b>			
<b>Economic</b>			
GRI 201-1	Direct Economic Value Generated and Distributed	2018 Annual Report - Consolidated Income Statement - Consolidated Statement of Comprehensive Income - Balance Sheets	41-44
<b>Environment</b>			
GRI 302-1	Energy Consumption within the Organisation	Energy Consumption - Environmental Sustainability	9
GRI 302-4	Reduction of Energy Consumption	Reduction of Energy Requirements - Environmental Sustainability	10
GRI 302-5	Reductions in Energy Requirements of Products and Services		
GRI 303-1	Total Water Withdrawal by Source	Water Consumption - Environmental Sustainability	11
GRI 307-1	Non-compliance with environmental laws and regulations	Non-compliance with environmental laws and regulations - Environmental Sustainability	10
<b>Social</b>			
GRI 205-2	Communication and Training on Anti-Corruption policies and procedures	Communication on Integrity and Anti-Corruption - Business Integrity	7
GRI 205-3	Confirmed Incidents of Corruption and Actions taken		
GRI 401-1	New employee hires and employee turnover	New Employee Hires and Employee Turnover sorted by category (Ramada & Days Hotel) - Human Capital	14

## GRI INDEX: CORE OPTION 102-55

GRI Indicator	Disclosure	Notes / Report Sections	Page Reference
GRI 403-2	Type of Injury and Rates of Injury, Occupational diseases, Lost days, and Absenteeism, and number of Work-Related Fatalities	Accident Frequency Rate & Accident Severity Rate – Health and Safety	15
GRI 406-1	Incidents of discrimination and corrective actions taken	Discrimination – Human Capital	14
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no such incidents that occurred during FY2018.	N.A.
GRI 418-1	Total Number of Substantiated Complaints regarding breaches of Customer Privacy and losses of Customer data	Data Privacy – Business Integrity	7
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	There were no such incidents that occurred during FY2018.	N.A.