



FJ BENJAMIN

# SUSTAINABILITY REPORT

**2019**

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# BOARD STATEMENT



F J Benjamin Holdings Ltd (“F J Benjamin” or “the Group”) is proud to present our second Sustainability Report. This report illustrates our sustainability performance for the financial year ending 30 June 2019. The Group believes that sustainability plays a central role towards the long-term sustainability of our business and the value we generate. The Board remains vigilant in managing our Environmental, Social and Governance (“ESG”) commitments together with senior management. Together, we drive the Group’s overall growth and development in a sustainable manner.

The ESG matters that we have determined last year, namely, corporate governance, talent management and development, and energy use and greenhouse gas (“GHG”) emissions continue to be of importance to the Group’s strategic objectives in today’s increasingly dynamic business environment.

We remain grateful to all Stakeholders who have supported the Group over the years. We look forward to your continued support in building a sustainable future for generations to come.

# INTRODUCTION

## ABOUT F J BENJAMIN

F J Benjamin is an industry leader in brand building and management, and development of retail and distribution networks for international luxury and lifestyle brands across South East Asia. With a rich heritage dating back to 1959 and listed on the Mainboard of Singapore Stock Exchange Trading Limited ("SGX-ST") since November 1996, F J Benjamin currently has offices in Singapore, Malaysia, Indonesia and Hong Kong, manages over 20 iconic brands and operates 198 stores. The Group comprises two core businesses - Luxury and Lifestyle Fashion Retailing and Distribution and Timepiece Distribution with an extensive portfolio of products ranging from adult apparels, footwear, bags, and accessories, to fragrances and cosmetics, timepieces, nursery-related products and beddings.

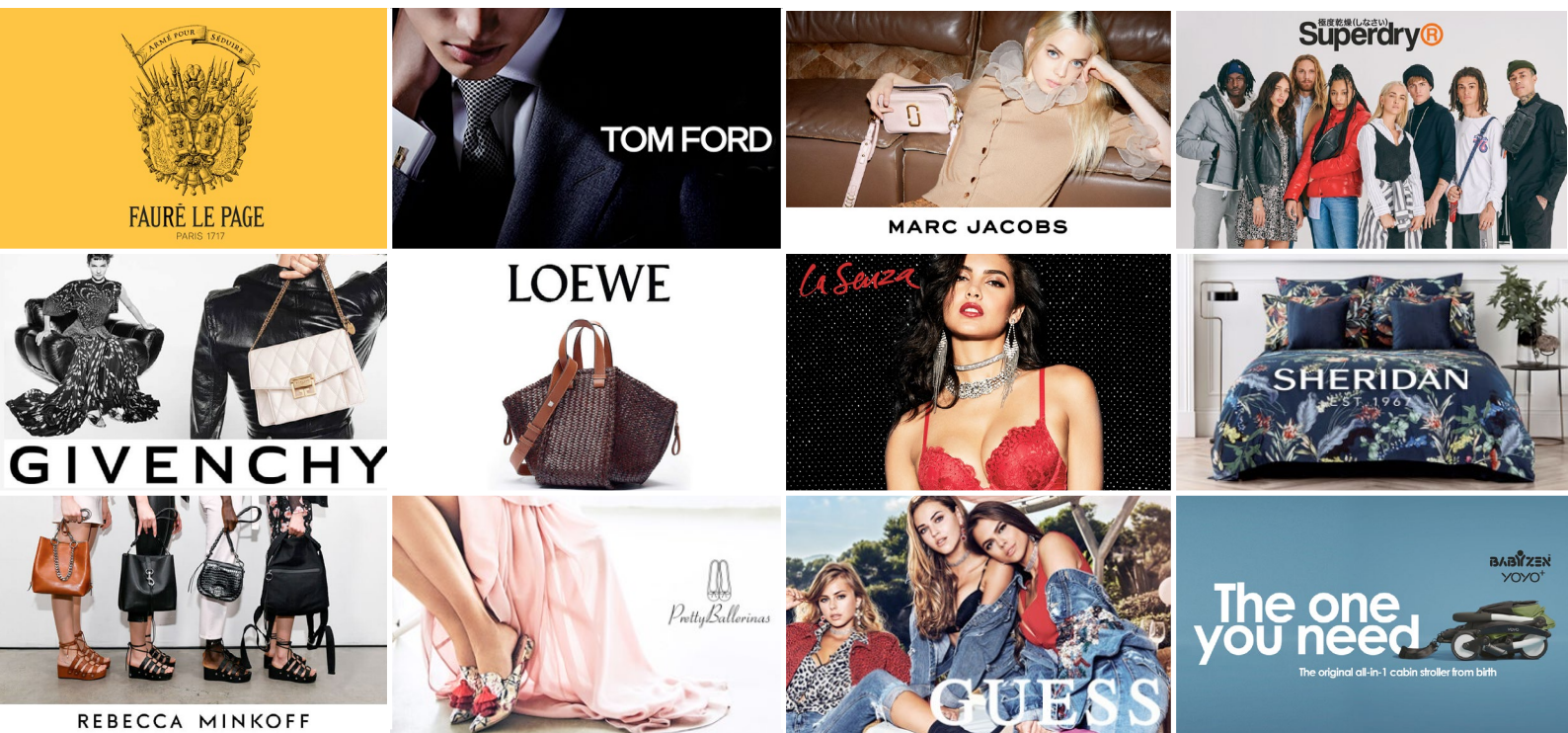
## OUR BRANDS

### Luxury and Lifestyle Fashion Retailing and Distribution

F J Benjamin exclusively retails and distributes brands such as Babyzen, Celine, Faure Le Page, Givenchy, Guess, La Senza, Loewe, Marc Jacobs, Petunia Pickle Bottom, Pretty Ballerinas, Rebecca Minkoff, Sheridan, Superdry, Tom Ford, U.S. Polo Association and VNC.

### Timepiece Distribution

Our timepiece distribution exclusively distributes timepiece brands - Alpina, Baume & Mercier, Casio (in Indonesia only) Frederique Constant, GC, Guess, Nautica, Superdry and Victorinox Swiss Army.



# ABOUT THIS REPORT

This is F J Benjamin's second Sustainability Report. This report provides an update on the material matters that were identified in our inaugural report as well as insights on new initiatives by the Group to increase our long-term sustainability.

## **Reporting Scope**

This report covers the period of 1 July 2018 to 30 June 2019 ("FY2019") covering significant operations in Singapore and Malaysia. The wholly-owned subsidiaries are as follows:

COUNTRY	NAME OF SUBSIDIARIES
Singapore	F J Benjamin (Singapore)
Malaysia	F J Benjamin (M)

We may consider expanding our scope as F J Benjamin matures in our Sustainability Reporting journey.

## **Reporting Standards**

This report has been prepared with reference to Global Reporting Index ("GRI") Standards: 'Core' option and the Sustainability Reporting Guide of SGX-ST Practice Note 7.6. The GRI Standards were selected as they are a globally-recognised and widely adopted framework for reporting on sustainability matters relevant to Group's industry and nature of business. This thereby encourages a degree of consistency and comparability that makes disclosed information meaningful to the market and society.

## **Assurance for Report**

F J Benjamin has not sought external assurance for this report. We will consider doing so as our reporting journey matures over time.

## **Feedback Mechanism**

We welcome your feedback. Ranging from general information, media coverage, investor relations to human resources matters, our corporate website has listed specific e-mail contacts available for interested parties to contact or raise any concerns. For sustainability-related matters, you may reach out to [info@fjbenjamin.com](mailto:info@fjbenjamin.com).

# YEAR IN REVIEW

## FY2019: YEAR IN REVIEW



**S\$132m**  
in total revenue



**S\$52.8m**  
in total net assets



**ZERO**  
substantiated cases  
of corruption and  
non-compliance



**35 hours**  
of training for frontline  
employees



# STAKEHOLDER ENGAGEMENT

We recognise that engaging our stakeholders and enhancing the relationships we have with them are of importance in ensuring the sustainability of the business in the long-run. Our approach is as detailed below.

KEY STAKEHOLDER GROUPS	STAKEHOLDERS' KEY INTERESTS	MODES OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	OUR RESPONSE
Shareholders	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Sustainable financial performance and business growth</li> <li>• Compliance with regulatory compliance</li> <li>• Accountability of ESG performance</li> </ul>	Annual Report	Annually	We aim to provide updates on key developments in a timely manner through the various engagement methods in place. The AGM further provides an interactive platform for management to address any concerns raised by the shareholders.
		Financial statements	Quarterly	
		Timely announcement of material information, including financial performance, through SGXNET and on F J Benjamin's website	As required	
		Annual General Meeting ("AGM")	Annually	
		Sustainability Report	Annually	
Employees	<ul style="list-style-type: none"> <li>• Internal cohesiveness</li> <li>• Career growth</li> <li>• Training and development</li> <li>• Fair employment practices</li> </ul>	Tailored Brand training programmes	As required	The well-being and growth of our employees matter to us. We strive to boost the morale and foster harmony by celebrating a diverse range of festivities, providing a comprehensive suite of employee benefits, as well as, cater relevant training to allow our employees to perform their tasks effectively. Refer to <i>Our People</i> for more details on our approach.
		Mini festive parties and bonding sessions	Ad-hoc	
		Office closure on the eve of major holidays	As required	
		Distribution of festive goodies to office and store staff	Ad-hoc	
Customers	<ul style="list-style-type: none"> <li>• Quality product and services</li> <li>• Timely updates on product launches and developments</li> </ul>	Loyalty programs	On-going	Customer satisfaction is at the heart of everything we do. This is why we invest in our people in ensuring they are performing at their best to meet the needs of our customers.
		Electronic direct mailers to customers on respective brand's mailing list	Monthly	
Suppliers (including Brand Principals)	<ul style="list-style-type: none"> <li>• Long-term partnership</li> <li>• Reliable supply chain</li> <li>• Sustainable business growth</li> </ul>	Reports on brand sales and inventory performance	Monthly	Our suppliers and brand principals are key drivers of the performance of our business. We adopt an honest, open communication approach with discussions on risks and enhancement opportunities in ensuring the products stay attractive to customers. By engaging our suppliers, we can learn and share best practice policy with other franchisees.
		Buy trips organised by Brand Principals	Quarterly	
		Conducting of store walks and meetings with Brand Principals	Half Yearly	
		Attend networking conference organised by Principal	As required	
Government and Regulatory Bodies	<ul style="list-style-type: none"> <li>• Compliance with relevant government policies, rules and regulations</li> </ul>	Regulatory filings	As required	We recognise that compliance is a key factor in determining the reputation and success of the Group. As such, at F J Benjamin, we regard this with high importance to ensure that we meet all applicable regulatory requirements. For further details on our approach, please refer to <i>Our Governance</i> section of the report for our approach.
		Respond to requests for information via surveys	As required	

# MATERIALITY ASSESSMENT

The Group has formalised the engagement approach with our stakeholders in the identification and prioritisation of our material sustainability matters as illustrated in figures 1 and 2. Our four-step approach is outlined below.

Figure 1: Materiality Assessment Process

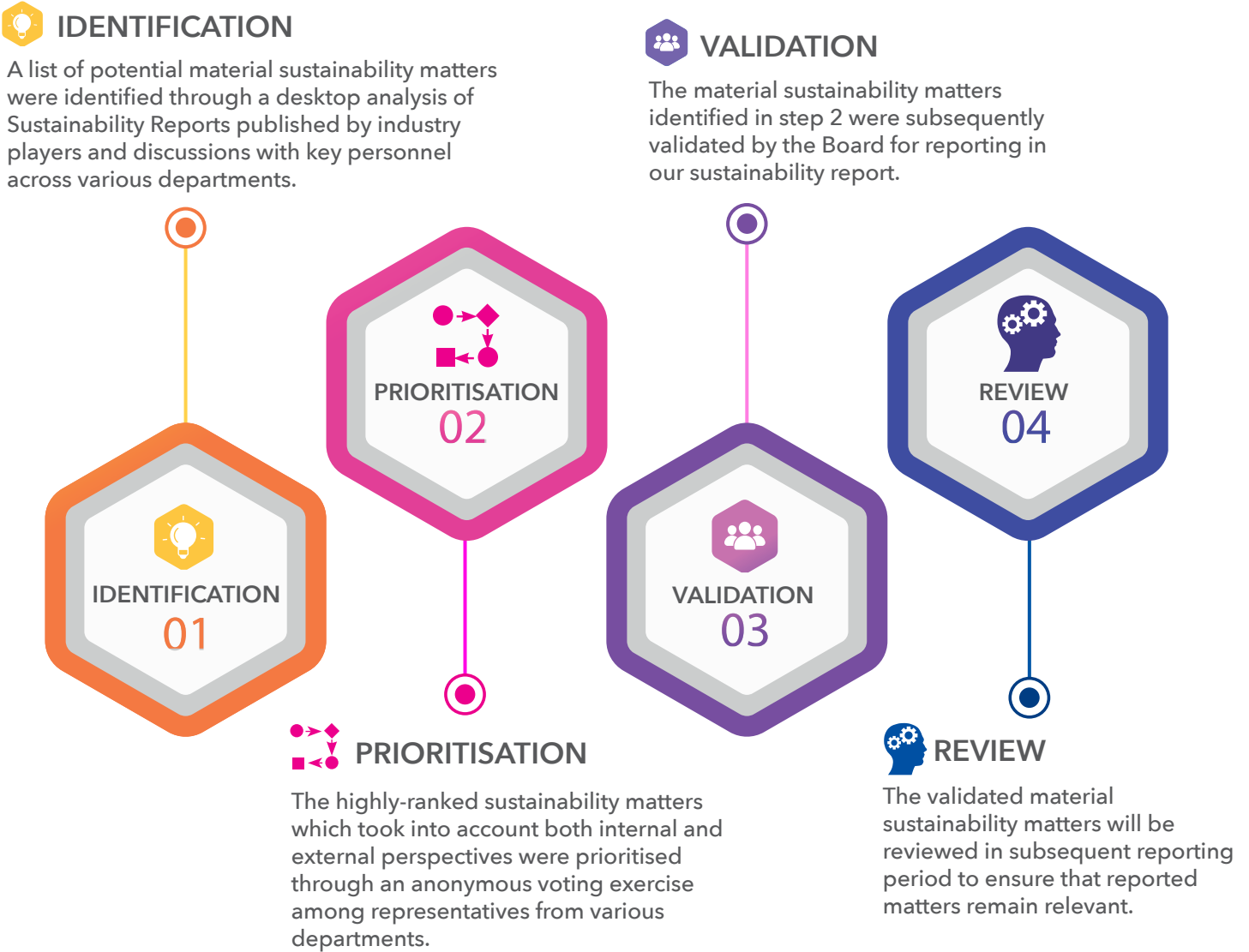


Figure 2: Materiality Assessment Results

In FY2019, the management reviewed the material matters identified in FY2018 and determined that these material matters remain relevant and important for the sustainability of F J Benjamin. Moving forward, F J Benjamin will continue to be vigilant of new developments and issues that may affect our sustainability in the future.

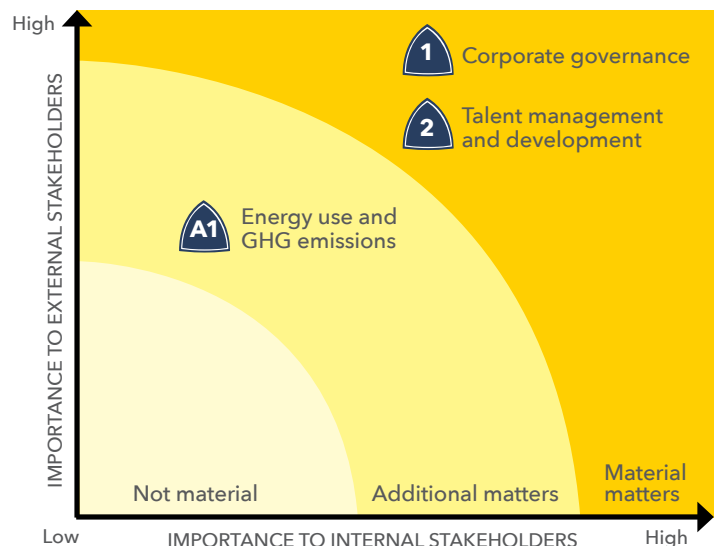







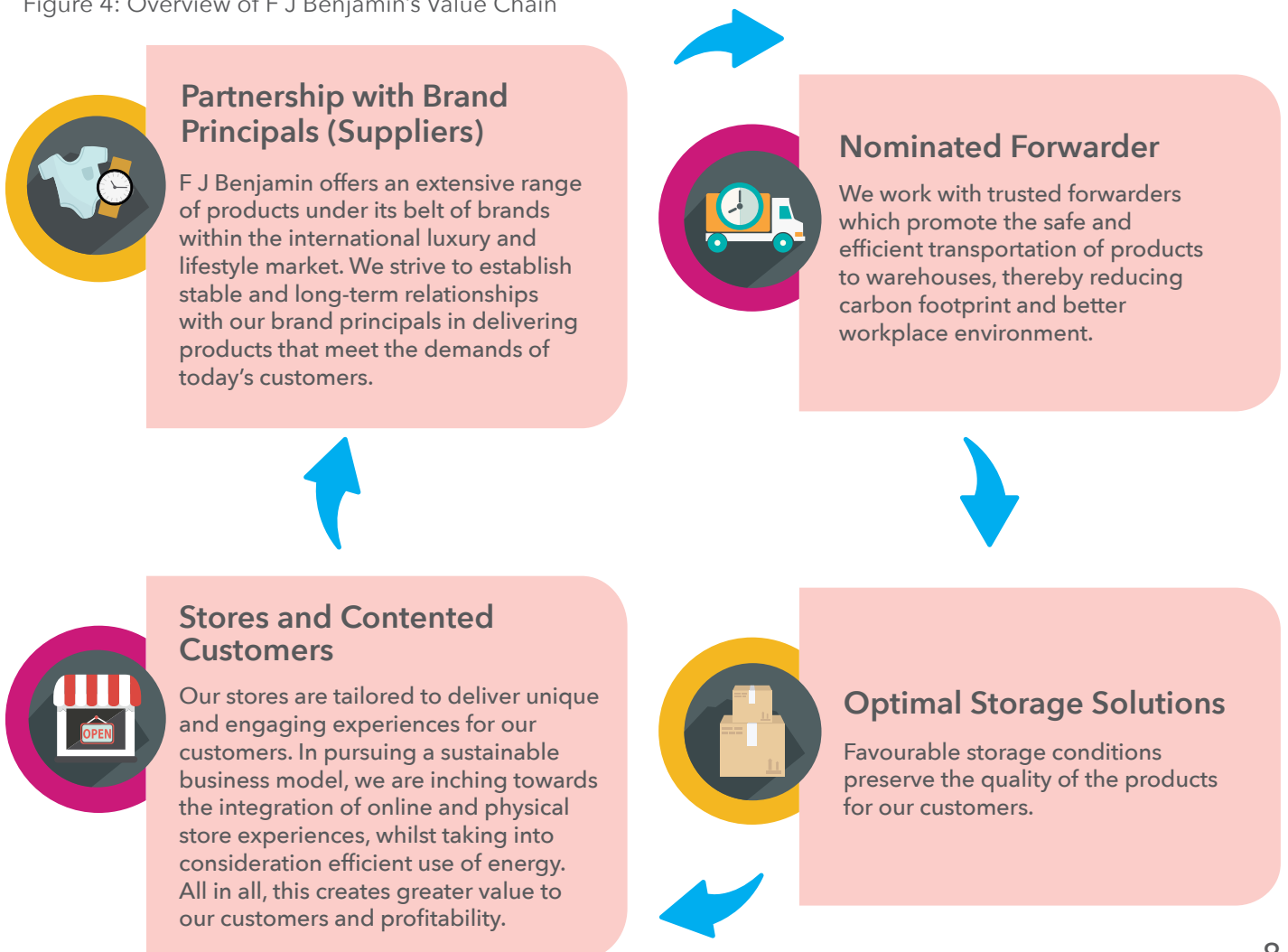
Figure 3: Material Matters and Corresponding GRI Standards Topics

	PILLARS	MATERIAL MATTERS	CORRESPONDING GRI STANDARDS TOPICS
	Our Governance	Corporate governance	GRI 205: Anti-corruption GRI 307: Environmental Compliance GRI 419: Socioeconomic Compliance
	Our People	Talent management and development	GRI 404: Training and Education
	PILLAR	ADDITIONAL MATTER	CORRESPONDING GRI STANDARDS TOPICS
	Our Environment	Energy use and GHG emissions	GRI 302: Energy GRI 305: Emission

# OUR VALUE CHAIN

F J Benjamin’s value chain spans across 4 core processes with a multitude of steps and decisions made along the way, from partnering with our brand principal up to the moment a customer picks up a product off the shelves at the store or have the product delivered to their door step through online sales.

Figure 4: Overview of F J Benjamin’s Value Chain



## Omnichannel marketing: Superdry website

In our previous Sustainability Report, we have acknowledged the need for the Group to embrace technology to engage customers across all touchpoints. Since then, we have set up an Omnichannel Advisory Board in March 2018 to guide the Group in presenting to customers an immersive and seamless experience that integrates physical stores with online channels.

An example of this strategy can be observed in F J Benjamin's management of 'Superdry' local website. Through a quick search online, potential customers can view, purchase and look up information regarding the range of products offered by the brand 'Superdry'. From this portal, customers are also able to subscribe to the brand's newsletter and be kept updated with information about their favorite brand. The increased engagement with our customers through this platform has been highly successful in creating and maintaining interest in Superdry products. Moving forward, the Group will implement a new CRM (Customer Relationship Management) software to further enhance our digital marketing program.

The screenshot shows the Superdry website interface. At the top, there is a navigation bar with categories: BESTSELLER, MENS, WOMENS, SPORT, and SALE. The Superdry logo is prominently displayed in the center, with the Japanese text '極度乾燥 (しなごい)' above it. To the right of the logo is a search bar and icons for a shopping cart, user profile, and a price indicator showing 'SGD 0.00'. Below the navigation bar, a yellow banner offers a 25% discount on orders with a minimum purchase of 2 pieces, using the promo code 'SDSG25'. A small disclaimer states: '\*For purchase of regular priced items only. Terms and conditions apply.' The main content area features a large promotional image of a diverse group of models wearing various Superdry jackets and clothing. The text 'NEW SEASON' is written in large, bold, black letters on the left side of the image. Below it, the tagline 'Whoever you are, wear it your way. #SDMYWAY' is displayed. At the bottom of the image, there are two black buttons labeled 'SHOP MENS' and 'SHOP WOMENS'. A circular graphic element with the text 'Whoever, wherever, whenever - style is never set in stone. Mixing style has been in our DNA since day one. Whoever you are, wear it your way.' is overlaid on the right side of the model group.

# OUR GOVERNANCE

The Board strives to enhance shareholder value by upholding high standards of corporate governance, integrity and accountability at all levels, underpinned by robust internal controls in monitoring compliance matters, code of ethics and risk management system.

## *Responsibility for Sustainability Governance*

In FY2018, F J Benjamin formalised its sustainability reporting structure through the formation of the Sustainability Reporting Team. Presiding over this team is The Board who is responsible for overseeing and setting the direction for the business and its long-term sustainability. The Board is supported by the Chief Operating Officer (“COO”), the respective Head of Departments (“HODs”) and Sustainability Reporting Team personnel from various departments.

Figure 5: F J Benjamin’s Sustainability Governance Structure



## *Ethics and Integrity*

### *Approach*

F J Benjamin’s Corporate Code of Ethics serves to reinforce its values (Figure 6) and instill in its culture, the duties and obligations (“Code of Conduct”) of its employees within the organisation. This has brought the company success over years, to its valued shareholders, principals, business partners and its customers.

Overseen and monitored by F J Benjamin’s Regional Compliance and Internal Audit department, it is also regarded as the personal responsibility of every employee and director to understand and comply with the Code of Conduct that is made available to all new employees during employee induction. F J Benjamin maintains a zero tolerance towards any violation of the Code of Conduct. Any wrongdoings may result in disciplinary actions, which include reporting of matter to appropriate authorities in cases of suspected corruption or any forms of criminal act.

All stakeholders can also direct any matters pertaining to possible improprieties in financial reporting or other matters with guidance from our whistle-blowing policy which details examples of reportable incidents and reporting procedures, as well as, the investigation and feedback process thereafter.

Figure 6: F J Benjamin's Core Corporate Values



Figure 7: F J Benjamin's Code of Conduct

CODE OF CONDUCT
Honest and fair business practices
Confidentiality of information
Conflict of interest
Protection of company's assets and resources
Employment and remuneration practices
Maintaining relations with suppliers, contractors and customers
Financial accountability and controls
Responsibilities to the community and environment
Personal conduct outside of work hours





## Upholding a Corruption-free Environment

Anti-corruption practices are communicated to all new employees during their induction. It is required for employees to acknowledge and abide to the Supplementary Staff Policy detailing anti-corruption practices further to the terms and conditions stipulated in their employment contract.

### Performance

In FY2019, 100% of our employees have acknowledged by signing off on their Supplementary Staff Policy. To that end, we have also achieved zero substantiated cases of corruption during the year.

### Target

TARGET	FY2018 PERFORMANCE	FY2019 PERFORMANCE
Zero substantiated cases of corruption		
100% of new staff to acknowledge the Supplementary Staff Policy on anti-corruption practices		

## Compliance with Laws and Regulations

### Approach



The Group understands the importance of complying with all applicable laws and regulations in the spaces it operates. Compliance builds trust amongst our stakeholders and serves as a competitive advantage for the Group on matters such as closing business deals and recruiting the best talent.

The Group ensures that relevant staff are constantly kept up to date on new regulatory requirements. Staff are provided opportunities to attend training and workshops to gain a better grasp of the compliance requirements. In addition, F J Benjamin works closely with accredited external auditors and its legal advisors to ensure that all regulatory requirements with SGX-ST listing rules and the various International Financial Reporting Standards are adhered to.

### Performance

As a testament to the effectiveness of the management and measures in place, we have achieved zero validated non-compliance cases with all applicable laws and regulations during FY2019. We will strive to maintain this good track record in the following years.

### Target

TARGET	FY2018 PERFORMANCE	FY2019 PERFORMANCE
Zero validated non-compliance cases with all applicable laws and regulations		

# OUR PEOPLE

Our employees are dynamic individuals with diverse backgrounds who are key assets to the Group. Where we stand today would not have been possible without the dedication and collaborative efforts by each of our employees.

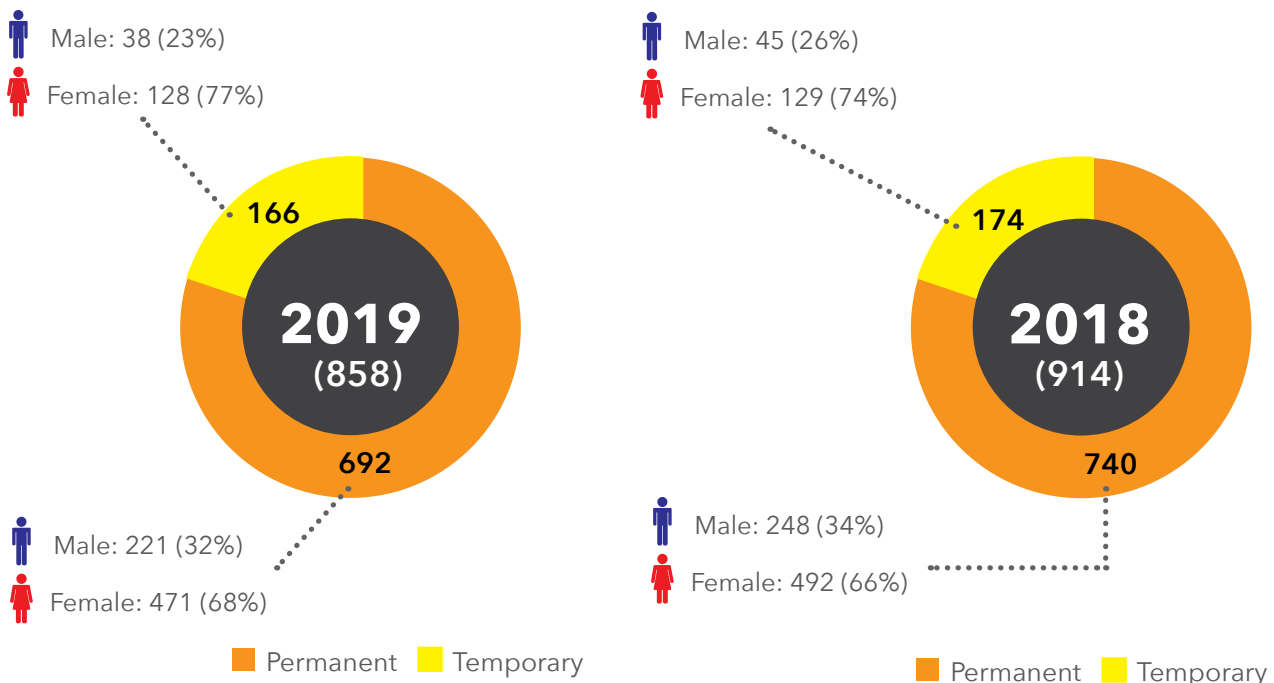
As of 30 June 2019, we have a total of 692 full time employees on permanent contract compared to 740 in FY2018. In general, the proportion of temporary and permanent employees have remained similar between FY2018 and FY2019.

Our employees can be broadly categorised into two different groups - frontline employees comprising of sales associate, supervisor and manager and backend employees comprising of executive, manager and senior management. Due to the nature of our business, 73% of our employees are frontline employees who carry out the day to day sales of brands under our Group.

At F J Benjamin, we are committed to upholding fair employment practices and comply with the respective local hiring regulations. As an organisation that respects and celebrates diversity, we do not tolerate any form of discrimination and we strong believe in provision of equitable opportunities.

## Profile of our Workforce

Figure 8: Permanent and Temporary Employees broken down by Gender





# OUR PEOPLE

Figure 9: Full-time and Part-time Employees broken down by Country

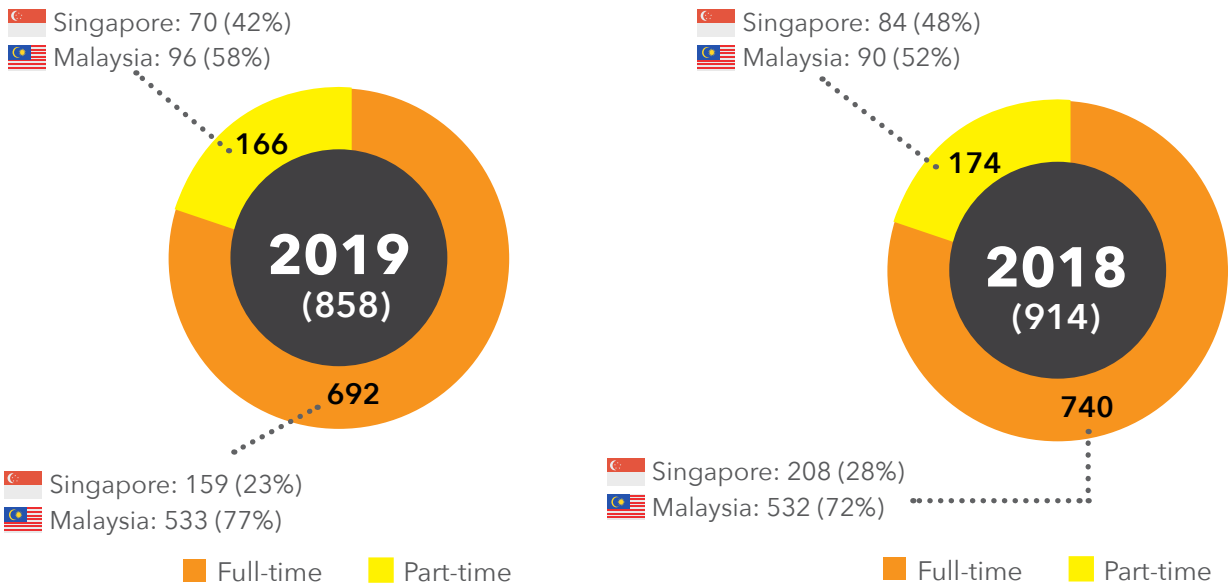
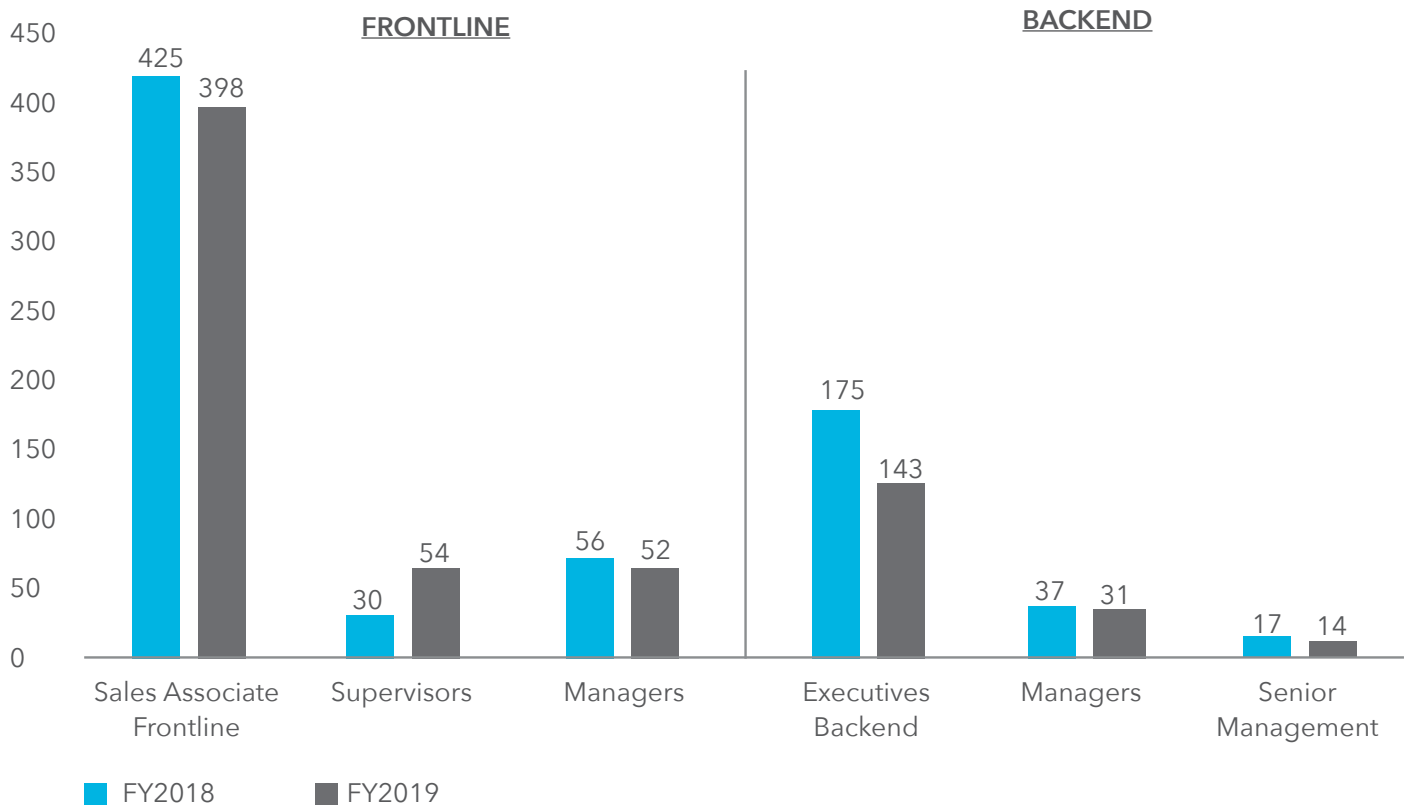


Figure 10: Full-time Employees broken down by Type of Employee



## Talent Management and Development

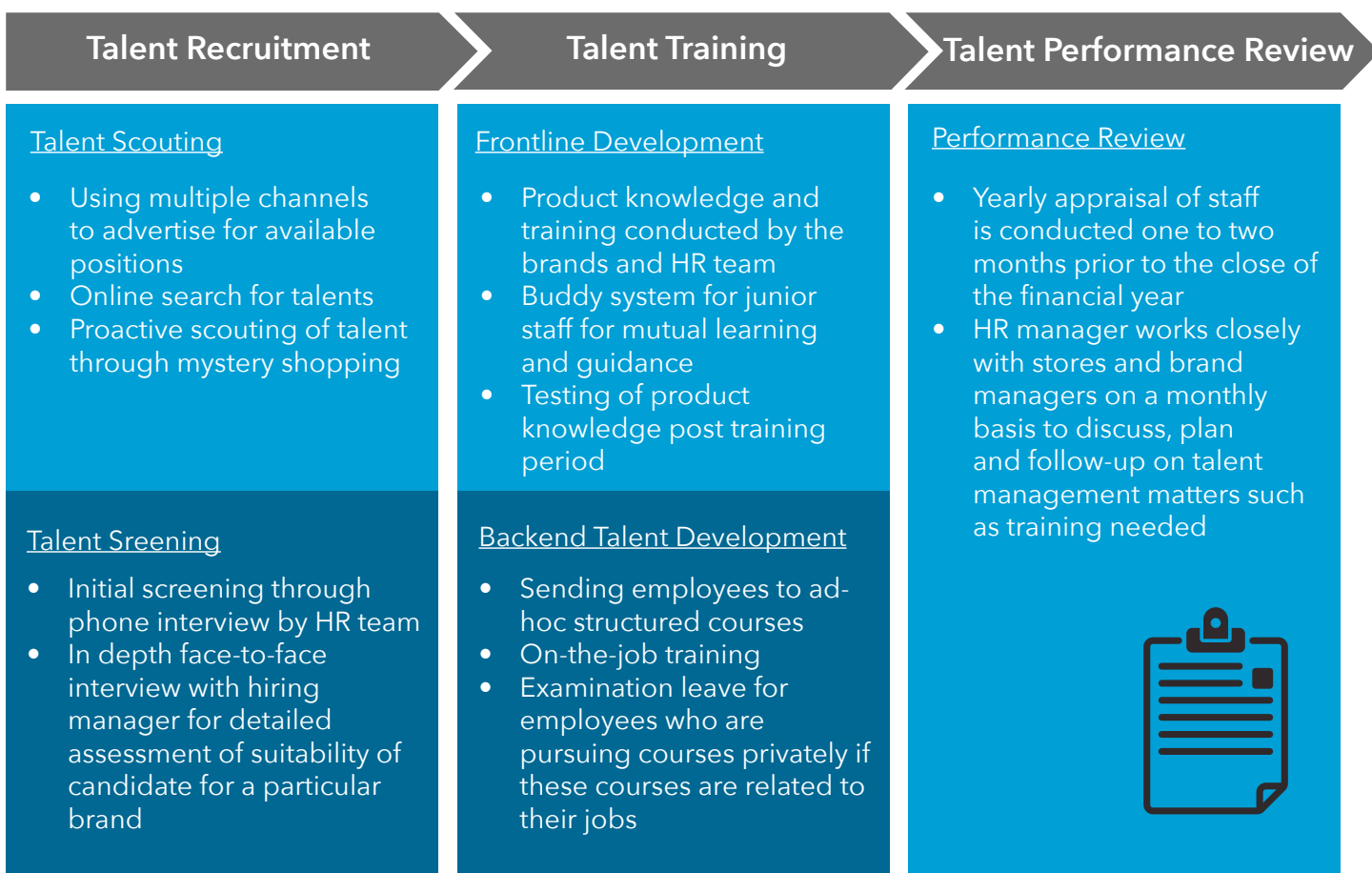
### Approach

F J Benjamin growth is sustained by the people who work tirelessly to keep operations running smoothly, to bring latest products to the store and the delivery of valued service to our customers. We have summarised our key initiatives taken, at every step of our employees' career, to ensure that they are given the necessary resources to reach their fullest potential professionally in Figure 11 below.

One area where we have invested a significant amount of efforts in is the management of our talent, in particular, the recruitment of our front-line staff who are key contributors to the sales of products. Aside from the usual advertising channels for positions and recruitment of talent online, F J Benjamin proactively scouts for them on the ground.

Further to that, when potential candidates reach out to us, the Human Resources (“HR”) team will first conduct an initial screening through phone interviews. Face to face interviews with the shortlisted candidates are then subsequently carried out by hiring managers to determine their suitability for the brand. Our rigorous system of recruitment is established so as to ensure that we develop the right talent pool for effective sales of products for our brands.

Figure 11: Talent Recruitment and Management Process



Moving forward, FJ Benjamin will consider formalising our policies with respect to the management of our employees and talent development.

**Performance**

For FY2019, we have completed the performance appraisal for 100% of our employees and achieved an average of 35 hours of training hours per front line employees

TARGET	FY2018 PERFORMANCE	FY2019 PERFORMANCE
Average 35 hours a year per front line employee	✔	✔

## Training opportunities at F J Benjamin

### Superdry Fashion show as part of Brand Training Programme for Frontline Employees

To better serve our customers and improve the brand knowledge of our frontline employees, F J Benjamin often works with brand owners to conduct training for our employees. An example of this is the training that was carried out by F J Benjamin's Superdry team. Our Superdry teams from Singapore, Malaysia and Indonesia attended a training session held at its Singapore VivoCity store during the launch period of its new Spring/ Summer 2019 collection.

Spearheaded by F J Benjamin's Superdry team, the training session involved an introduction of the collection and in-depth explanation on the products' specifications. Paired with games and a fashion show, our employees remain engaged throughout the training session.

The photos below highlight key moments of the training that was conducted for the new launch earlier this year.



### Supporting the Personal Development of Backend Employees

At F J Benjamin, we seek to give our employees the flexibility to adopt a bottom-up approach in understanding how their interests in varied courses can help upgrade their skills in both professional and personal depths, as well as, be applied to their jobs. In recognition of such efforts taken by our employees, we have implemented a new initiative which allows for backend employees to apply for course examination leave upon provision of documentation that reflects their participation.

This is a considerable improvement in comparison to our previous system which only granted examination leave for courses arranged solely by F J Benjamin for the selected employees.

# OUR ENVIRONMENT

With intensifying call to change for concerted actions across the globe against climate change, at F J Benjamin, we stand together by doing our part in ways we best can in our gradual journey towards environmental stewardship.

## Energy Emission and GHG Emissions

### Approach

F J Benjamin continues to recognise the importance of managing our operational energy use. We understand that our actions have a direct impact towards environmental issues such as climate change. As such, we take all feasible steps to ensure that energy is not wasted in the course of our business.

At F J Benjamin, our primary environmental footprint stems from electricity used from lighting and air-conditioning to run our retail stores, warehouses and offices. In addition to updating our infrastructure, we recognise the importance of inculcating an environmentally-conscious attitude in our employees. Consequently, F J Benjamin has implemented several initiatives – switching off office lights during lunch period and when not in use after office hours, placing reminders in our stores to remind our employees to be more mindful about wasting energy and harnessed technology at our offices to reduce frequency of travel – to reduce the energy use by our employees.

### Performance

In the last report, F J Benjamin set out to create a structured data collection process to track and monitor the performance of our energy performance within offices, stores and warehouses in which we operate. As of FY2019, we have completed this initiative.

In FY2019, the Group used a total 3,103,072 KWh of energy which produced 2,001,201 Kg CO<sub>2</sub> in scope 2 emissions. Moving forward, the Group will continue to monitor our energy use and implement the appropriate strategies to improve the performance of this metric.

Figure 12: F J Benjamin's Environmental Data for FY2019

	SINGAPORE	MALAYSIA	TOTAL
Energy use (KWh)	481,611	2,621,462	3,103,072
Energy intensity (KWh/sq ft.)	13.6	10.3	10.7
Emissions (Scope 2) (Kg CO <sub>2</sub> ) <sup>1</sup>	201,891	1,799,310	2,001,201
Emission intensity (Kg CO <sub>2</sub> /sq ft.)	7.1	5.7	6.9

<sup>1</sup>Grid emission factors from Institute for Global Environmental Strategies (2019, version 10.5) was used to calculate scope 2 emissions for our Singapore, Peninsular Malaysia, Sabah and Sarawak operations accordingly.

# GRI Content Index

GRI Standard Disclosure Reference	Description	Section of Report / Reasons for omission	Page Reference
<b>GRI 102: General Disclosures 2016</b>			
<b>Organisational Profile</b>			
102-1	Name of the organisation	Introduction: About F J Benjamin	03
102-2	Activities, brands, products, and services	Introduction: About F J Benjamin	03
102-3	Location of headquarters	Introduction: About F J Benjamin	03
102-4	Location of operations	Introduction: About F J Benjamin	03
102-5	Ownership and legal form	Introduction: About F J Benjamin	03
102-6	Markets served	Introduction: About F J Benjamin	03
102-7	Scale of the organisation	Introduction: About F J Benjamin	03
102-8	Information on employees and other workers	Our People	13-14
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102-10	Significant changes to the organisation and its supply chain	Introduction: About F J Benjamin	03
102-11	Precautionary Principle or approach	Our Governance	10
102-12	External initiatives	Not applicable	-
102-13	Membership of associations	F J Benjamin is part of Singapore Retailers Association, a non-profit, independent non-governmental retail trade body in Singapore	-

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GRI Standard Disclosure Reference	Description	Section of Report / Reasons for omission	Page Reference
<b>Strategy</b>			
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<b>Governance</b>			
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102-40	List of stakeholder groups	Stakeholder Engagement	06
102-41	Collective bargaining agreements	Not applicable	-
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	06
102-43	Approach to stakeholder engagement	Stakeholder Engagement	06
102-44	Key topics and concerns raised	Stakeholder Engagement	06
<b>Reporting Practice</b>			
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102-50	Reporting period	About this Report	04
102-51	Date of most recent report	FJ Benjamin Sustainability Report FY2018	-
102-52	Reporting cycle	About this Report	04
102-53	Contact point for questions regarding the report	About this Report	04
102-54	Claims of reporting in accordance with the GRI Standards	Introduction: About the Report	04
102-55	GRI content index	GRI Content Index	18-22
102-56	External assurance	Introduction: About the Report	04
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<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Materiality Assessment	07
103-2	The management approach and its components	Our Governance: Ethics and Integrity, Compliance with Laws and Regulations	10-12
103-3	Evaluation of the management approach	Our Governance: Ethics and Integrity, Compliance with Laws and Regulations	10-12
<b>GRI 205: Anti-Corruption 2016</b>			
205-2	Communication and training about anti-corruption policies and procedures	Our Governance: Ethics and Integrity	10-11

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GRI Standard Disclosure Reference	Description	Section of Report / Reasons for omission	Page Reference
205-3	Confirmed incidents of corruption and actions taken	Our Governance: Ethics and Integrity	10-11
<b>GRI 307: Environmental Compliance 2016</b>			
307-1	Non-compliance with environmental laws and regulations	Our Governance: Compliance with Laws and Regulations	12
<b>GRI 419: Socioeconomic Compliance 2016</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	Our Governance: Compliance with Laws and Regulations	12
<b>Training Management and Development</b>			
<b>GRI 103: Management Approach 2016</b>			
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103-2	The management approach and its components	Our People: Talent Management and Development	14-16
103-3	Evaluation of the management approach	Our People: Talent Management and Development	14-16
<b>GRI 404: Training and Education 2016</b>			
404-1	Average hours of training per year per employee	Our People: Talent Management and Development	14-16
404-3	Percentage of employees receiving regular performance and career development reviews	Our People: Talent Management and Development	14-16
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<b>GRI 103: Management Approach 2016</b>			
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<b>GRI 302: Energy 2016</b>			
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<b>GRI 305: Emission 2016</b>			
305-2	Energy indirect (Scope 2) GHG emissions	Our Environment: Energy and GHG Emissions	17
305-4	GHG emissions intensity	Our Environment: Energy and GHG Emissions	17