



FRAGRANCE GROUP LIMITED

SUSTAINABILITY REPORT
FY 2020

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ABOUT THE REPORT

GRI 102-1 | 102-2 | 102-3 | 102-4 | 102-6 | 102-46 | 102-50 | 102-53 | 102-54

Fragrance Group Limited (hereinafter “Fragrance Group”) is pleased to present Sustainability Report 2020 (the “Report”), which is developed with reference to Global Reporting Initiative (“GRI”) Standards (“GRI-Referenced”). Please refer to the GRI Content Index shown on pages 36 to 38, which will disclose the specific content aligned with GRI Standards.

The Board of Directors (“The Board”) and the Sustainable Development Team are responsible for this Report, which aligns and complies with the Sustainability Reporting requirements of the Singapore Exchange (“SGX”), specifically Listing Rules 711A and 711B.

The Report covers a range of material Economic and Environmental, Social and Governance (“ESG”) activities of Fragrance Group from 1 January to 31 December 2020, with 2019 performance included for comparison where possible. It includes performance generated from operating, managing, and constructing residential, commercial, hotel, industrial, and investment properties owned by Fragrance Group, its subsidiaries and joint ventures, across Singapore, Australia and the United Kingdom (“UK”).

Fragrance Group is headquartered in Singapore. Our core business activities are the development of residential, commercial, hotel and industrial properties. Other activities of Fragrance Group comprise of the holding of investment properties and hotel operations. The strategy for our property development arm is to offer customers quality living spaces and business spaces at affordable prices. Today’s busy urban lifestyle calls for simple design solutions that uncover precious space. Every square foot of our property units are meticulously mapped out to meet customer’s satisfaction and the fittings are carefully selected to offer comfort and durability. Our projects offer the perfect combination of essential living and convenience with their strategic locations.

In Singapore, our property portfolio includes mainly hotels and residential developments, prime commercial properties situated in and near Singapore’s Central Business District, a unique seafront property with food and beverage outlets and an industrial building. In Australia, Fragrance Group’s property portfolio comprises of mixed-use developments, hotels, residential and commercial developments located in Melbourne, Perth and Tasmania. We also own two hotel properties, namely, Novotel Perth Murray Street with 431 rooms in Perth, Western Australia and ibis Styles Hobart with 296 rooms in Hobart, Tasmania. In the UK, our property portfolio includes primarily hotels and hotel development projects in key cities outside London, namely, Manchester, Liverpool, Bath, Torquay, Paignton, Harrogate, Plymouth and Blackpool.

Fragrance Group has acquired a plot of land at Waterloo Street in 2020 that is adjacent to an existing land in its portfolio of investment properties for hotel development, as part of its ongoing endeavour to expand its portfolio of properties that value adds its stakeholders. Our development of the iconic Premier Tower in Melbourne obtained its completion certificates for 401 residential units (Phase 1) in December 2020 and for the remaining 394 residential units (Phase 2) in March 2021.

Material topics that are relevant to our internal and external stakeholders are chosen based on the findings of this year’s Materiality Assessment, which identified the effect of each subject on our internal and external stakeholders. The Report will also identify, prioritise, validate, and review the principles of materiality, stakeholder inclusiveness and sustainability through stakeholder engagement.

Listed on Singapore Exchange Securities Trading Ltd (“SGX-ST”), Fragrance Group’s financial results are published every half-yearly¹.

Fragrance Group continuously seeks to enhance and uphold high level of accuracy, clarity, comparability, reliability, and timeliness of its reporting practices and operational sustainability. We value and welcome all feedback and suggestions from our stakeholders as that is integral to the continuous improvement of our sustainability practices and reporting. Our data is reported in good faith and to the best of our knowledge. We did not seek external independent assurance of the data in this Report.

In line with aspirations towards carbon neutrality, an electronic version of this Report will be made available on the SGX-ST website.

¹ Following the amendments to Rule 705(2) of the SGX-ST Listing Manual which took effect from 7 February 2020, Fragrance Group announced on 19 March 2020 that it would cease to announce its financial statements on a quarterly basis with immediate effect and would announce its financial statements on a half-yearly basis, commencing from the financial results announcement for the half-year ended 30 June 2020. Notwithstanding the cessation of quarterly reporting, we will continue to keep shareholders updated on any material developments relating to our business and plans, as and when appropriate.

MESSAGE FROM THE BOARD

GRI 102-14 | 102-15

DEAR STAKEHOLDERS,

In 2020, not only did we witness global economic activities being disrupted by the Coronavirus Disease 2019 ("COVID-19") outbreak, we also witnessed how agile we are to change when we are convinced of the crisis. Global effort to contain the spread of the virus, such as imposing travel restrictions and lockdowns, has transformed our economies and lifestyles almost instantaneously.

As with most, if not all, businesses operating in the hospitality industry, Fragrance Group was unshielded from the unprecedented drop in tourism and hotel activities in Australia and the UK that resulted from travel restrictions imposed globally. Nonetheless, it has been gratifying to see how our teams on the ground responded incredibly well and adapted to our reduced circumstances.

The pandemic has laid bare the importance of managing the 'S' pillar amongst ESG issues, from protecting stakeholders' health, safety and well-being to positively impacting local communities. Fragrance Group began monitoring the situation closely at the onset of the outbreak so that measures are promptly implemented to safeguard the safety of employees and customers, and to ensure business operations remain sustainable through the identification of emerging risks. One of the key measures undertaken includes the activation of Fragrance Group's business continuity plans and making necessary adjustments to our operations to comply with the tighter measures implemented by governments to curb the transmission of the virus.

In 2020, we provided several months of rental rebates to our tenants across the three geographical locations as relief measures to help businesses deal with the impact from COVID-19. In April 2020, our hotel operator in Australia initiated the "ALL Heartist Fund" – a COVID-19 special purpose fund – to support the most vulnerable amongst us to help pay their medical costs if they are diagnosed with the virus, provide funding to those in financial hardship and shelter or feed those who need a helping hand.

More than ever, the crisis has underscored our conviction and strengthened our commitment to sustainability. In this Report, we have highlighted Fragrance Group's response in dealing with the social risks and opportunities among stakeholder groups. With continued support from our shareholders, customers, business partners and employees in our sustainability journey, we are confident that we will build greater resilience and ensure greater business sustainability in the face of future unprecedented challenges.

CEO & Chairman of the Board
Koh Wee Meng

“ THE PANDEMIC HAS LAID BARE THE IMPORTANCE OF MANAGING THE 'S' PILLAR AMONGST ESG ISSUES, FROM PROTECTING STAKEHOLDERS' HEALTH, SAFETY AND WELL-BEING TO POSITIVELY IMPACTING LOCAL COMMUNITIES. ”

ABOUT THE ORGANISATION

GRI 102-2 | 102-3 | 102-4 | 102-5 | 102-6 | 102-7 | 102-8

Fragrance Group is a multinational real estate company incorporated in 2000 and headquartered in Singapore. Listed on the main board of SGX-ST, we have a market capitalisation of approximately \$800 million as at 31 December 2020.

Fragrance Group has gradually transformed from an Asia-focused property developer to a regional player in both property development and hotel operations across these years because of our stakeholders' endorsement in financing these investments and faith in our prudent expansion strategies. Fragrance Group's investment strategy is to generate sustainable returns through a diversified yet resilient core portfolio of real estate asset classes in multiple regions. Our geographically-diverse portfolio comprises residences, offices, retails, industrials, mixed-use developments, and hotel properties in Singapore, Australia, and the UK. The cities in which we hold properties and are active in can be found in the "About the Organisation" section. We currently have more than 100 employees in the three countries that we operate in.

Information on Fragrance Group can also be found in its Annual Report 2020, which is available on the SGX-ST website.

AWARDS AND MEMBERSHIPS

GRI 102-13

AWARDS

We are pleased to announce that we have continued to receive accommodation awards and recognitions, particularly in Tasmania, Australia, that signify our popularity amongst hotel guests. In March 2020, ibis Styles Hobart was awarded the winner of the Best Standard Accommodation at the 2019 Australian Tourism Awards and was highly commended at the 2020 HM Awards in the Best Economy Hotel category.

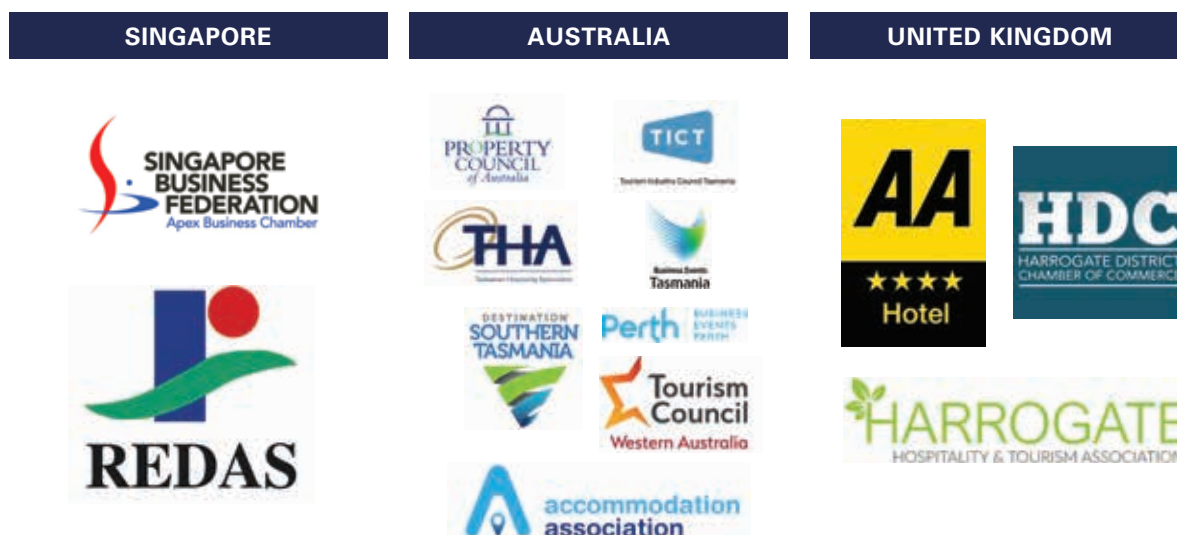
In line with our effort to manage the social risks that were brought about by the COVID-19 outbreak, Fragrance Group seized the opportunities to be appointed as government-designated accommodations for both the Australia hotels as part of the Australia's health programme to combat the spread of the virus. As both hotels have been closed to the public for a major part of 2020 up to the date of this report, we have not entered our hotels into other Tourism and Hospitality awards in 2020 and 2021.



Nonetheless, ibis Styles Hobart has received a formal letter from the Tasmanian Government to convey its appreciation to the hotel for its ongoing participation in Tasmanian's hotel quarantine programme. We are heartened to receive continued support from our service providers and employees, especially those working on the frontlines.

MEMBERSHIPS

We are active members of numerous organisations of varying jurisdictions in Singapore, Australia, and the UK through our subsidiaries, property management firms and hotel operators. Our decision to join these organisations is aligned with one of our strategies, which is to play a vital role in the communities we have an impact on through our business activities. The diagram below illustrates the organisations that we are currently an active member of:



SUSTAINABILITY STATEMENT

GRI 102-11 | 102-16

Fragrance Group is an international and well-established property developer with presence in three countries: Singapore, Australia, and the UK. We are listed on the main board of SGX-ST on 3 February 2005 and continue to deliver significant value to our stakeholders in our core business activities. We maintain emphasis on the precautionary principle with our mission statement to –

Deliver developments that bring together the qualities of practicality, simplicity, and good quality. Maximise the usability of compact urban spaces.

In reporting financial statements and economic achievement, Fragrance Group's consolidated financial statements are drawn up in accordance with the provisions of Singapore Companies Act and Singapore Financial Reporting Standards (International) ("SFRS(I)s"). As for internal audit, Fragrance Group outsourced the internal audit function to professional firms since 2018. In view of the pandemic and travel restrictions, the engagement was deferred and no internal audit was conducted in 2020.

We engaged professional to advise on environmentally sustainable development outcomes at the beginning of our construction of Premier Tower in Melbourne, for which the residential component obtained its certification of completion in March 2021. A combination of sustainable design initiatives, fixtures, systems, and appliances were integrated into the building to achieve a 4-star Green Star Multi-Residential rating. Examples of initiatives incorporated into the building are outlined below:

- Rainwater harvesting system for toilet flushing and irrigation;
- Solar photovoltaic array at roof level;
- High-performance glazing and energy efficient building services, appliances and fixtures;
- Environmentally preferable internal finishes.

Our hotels in Australia and the UK respect a set of standards, values, and principles optimised for care of valued customers.

CORE VALUES – AUSTRALIA



Guest Passion



Sustainable Performance



Respect



Spirit of Conquest



Innovation



Trust

COMMITMENT TO OUR VALUED CUSTOMERS

Our guests are the driver of our decisions and our actions. We put them first, we care for them. We go the extra mile for them. We enjoy doing it.

We believe that hospitality has the power to unlock a better tomorrow. We act for good to support and empower the communities in which we live and protect the planet you visit.

We are connected with the world, and to others. We enjoy the mix of cultures. We are proud of our differences. We put you first and we value you, whoever you are. We care for the planet.

Our guests are globetrotters, and so are we. We want to be where they want to be. We explore, we initiate, and we develop. We are ambitious for our guests. We make the impossible possible, we have fun doing it.

We dare to challenge the status quo. We embrace innovation and challenge ourselves to do things better and faster. We take risks, dream the impossible and make it possible.

Hospitality is a team sport, and we are stronger when we trust and support each other. We believe in natural kindness, respect our differences and value all voices. We work as one team, to say what we do, and do what we say.

CORE VALUES – UNITED KINGDOM



Integrity



Care



Operational Excellence



Ambition

COMMITMENT TO OUR VALUED CUSTOMERS

Key to our success is in the way we do business. By acting with integrity, we will ensure our stakeholders believe in us and help our business go from strength to strength.

We ensure we have a culture that cares for our people.

Whether dealing with our guests, owners or colleagues, we will deliver excellence in all that we do.

We will constantly review and change what we do in order to exceed our goals and our stakeholders' expectations.

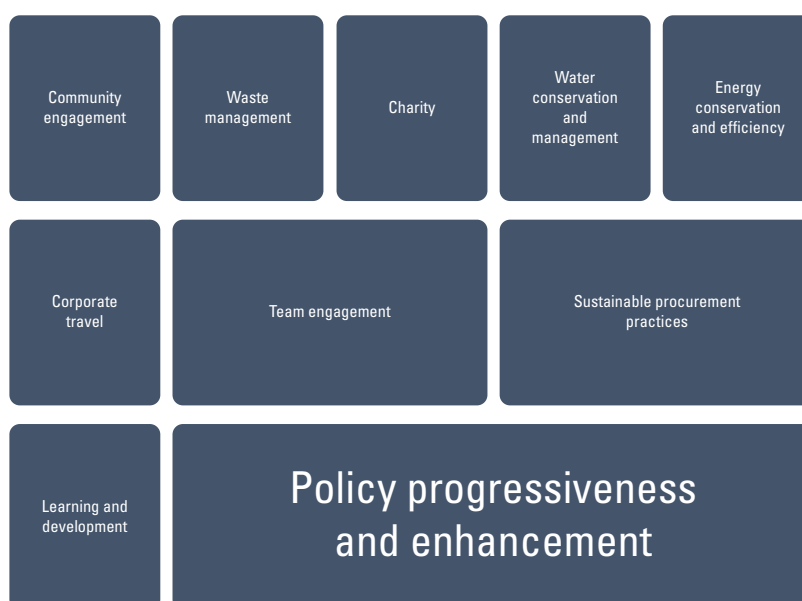
In order to live up to our core values, our hotel operations in Australia and the UK make voluntary sustainability commitments that embody the precautionary principle.

SUSTAINABILITY STATEMENT

GRI 102-11 | 102-16

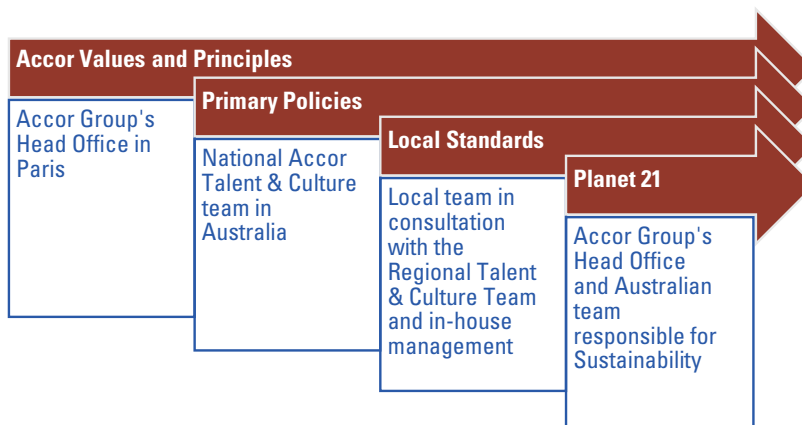
As of 31 December 2020, both our Australia hotels achieved Bronze status under the Accor's Planet 21-Acting Here programme. The programme is structured around six pillars – four main stakeholders (employees, customers, suppliers and local communities) and two priority fields (food and beverage and buildings) – to drive sustainability efforts and create a larger positive impact for our society and environment. As both hotels are quarantine facilities, the current essential pandemic controls pose constraints and challenges on the hotels' ability to meet certain main objectives, such as eliminating single-use plastic and switching the disposable room amenities to dispenser amenities, in order to obtain Silver status in the Planet 21-Acting Here programme. The hotels aim to achieve Silver status when they return to normalcy and have their doors opened to public again.

The Imperial Hotel located in the UK acknowledges its responsibility to environmental protection and support for local communities, and thus has set up the following ten realistic strategies.



DEVELOPMENT AND TRAINING OF THE STANDARDS, VALUES, AND PRINCIPLES

In Australia, our hotel operations' standards, values and principles are developed and derived from layers of international, national, regional and in-house due diligence, and expertise, as illustrated in the process map below.



To ensure our employees' adequate understanding and practice of these values, we require them to sign the Primary Principles at commencement, followed by mandatory face-to-face training on the Heartist philosophy and online training on Planet 21-Acting Here programme via the AccorHotels Academie learning network.

The Imperial Hotel's and The Crown Hotel's values are based on the brand's vision, which is "to make our guests happy, and ourselves proud." Employee training is specifically designed to integrate RBH Hospitality Management's standards, visions and core values. These trainings via "Making Guests Happy" modules are readily available on the e-learning platform to ensure that our hotel employees are well-equipped.

SUSTAINABILITY GOVERNANCE STRUCTURE

GRI 102-18 | 102-45

Fragrance Group's business operations and strategic directions are led by the Board. The Board comprises executive directors and independent directors, who serve on different committees within the company. The executive directors are involved in the strategic development of Fragrance Group's business and also its day-to-day operations; the independent directors, with their extensive experience, then serve as a check and balance of the executive directors to create a holistic and dynamic board. The composition of the executive directors and independent directors remain the same as 2019, i.e. three executive directors and three independent non-executive directors.

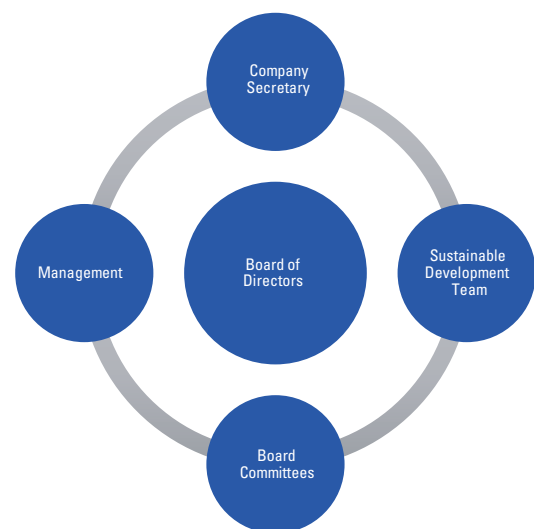
Besides their statutory duties and duties prescribed by SGX, the Board of Directors is also responsible for the leadership, reviewing of strategies, oversight of the company's activities, and making decisions on behalf of Fragrance Group. Fragrance Group's Board of Directors works together with its Company Secretary, Board Committees which comprises of Audit Committee, Nominating Committee and Remuneration Committee, Sustainable Development Team ("SDT"), and Management to deliberate over high-level strategic developments and ensure the smooth implementation of day-to-day operations.

Helming Fragrance Group is the Board of Directors, who is mainly responsible for the corporate affairs of Fragrance Group. The Board undertakes important and wide responsibilities; such responsibilities include managing the business affairs of Fragrance Group and ensuring due diligence when dealing with such business affairs. Furthermore, the Board works with the various departments in Fragrance Group to develop each individual department's business strategies and evaluate the performance of each department. The head of each department is then responsible for reviewing major control policies and procedures and reporting significant matters to the Board and the Audit Committee.

As one of the three Board Committees established by the Board, the Audit Committee consists of experienced professionals well-versed with accounting, corporate finance, and governance will oversee Fragrance Group's financial risk management and framework. The Audit Committee also serves as a connection between the Board, the Management, and external auditors on matters relating to audit. It also assists the Board in safeguarding the assets of Fragrance Group, maintaining needed accounting records and ensuring that the various departments of Fragrance Group are sustaining an effective control environment by developing and maintaining effective internal control systems. More information on the composition, roles and responsibilities of the Board Committees can be found in the "Corporate Governance Report" on pages 15 to 40 of our Annual Report 2020.

The Company Secretary plays an important role with functions that include but are not limited to advisory and compliance works. Compliance work includes compliance with Fragrance Group's Constitution and relevant regulations under Singapore law such as the Companies Act, the Securities and Futures Act, and the SGX-ST Listing Manual, while advisory work includes assisting the Board in implementing and improving the policies and procedures for better corporate governance. Last but not least, the Company Secretary is also responsible in ensuring that the Board's procedures are properly made and executed through separate and independent accesses, while ensuring that the Board complies with relevant rules and regulations.

The SDT was formed in 2017 and has been active since 2017, as reported in Fragrance Group's inaugural Sustainability Report. The SDT for 2020 is similar to 2019, and is helmed by the Deputy CEO and the CFO, who are responsible for reporting the SDT's activities to the Board. The SDT remains in charge of spearheading Fragrance Group's sustainability activities as per prior year's practice.



SUSTAINABILITY **GOVERNANCE STRUCTURE**

GRI 102-18 | 102-45

The SDT also conducted the materiality assessment for this Report in 2020. Details can be found under the section headed “Materiality Assessment”. The SDT implemented the sustainability initiatives at Fragrance Group and worked with external consultants in collection of requisite data for the preparation of this Report. This includes reviewing Fragrance Group’s sustainability targets, monitoring the progress of Fragrance Group’s sustainability efforts, preparing 2020’s materiality and impact assessment. The SDT is responsible for implementing, reviewing, and evaluating its sustainability goals and accurate collection of data for the preparation of this Report.

Fragrance Group’s Annual Report 2020 states its corporate structure and proportion of ownership interest. The Annual Report 2020 is available online at the SGX website for the public. The Board and SDT are unaware of any other entities or shareholdings that are beyond what is reported in the Annual Report 2020.

STAKEHOLDER ENGAGEMENT

GRI 102-40 | 102-41 | 102-42 | 102-43 | 102-44

Stakeholders play a critical role in Fragrance Group's establishment of the management system and decision-making process of sustainable development. Understanding and responding to the concerns of various stakeholders aids in the evaluation of the effects of our ESG decisions, as well as shaping and adjusting our progress and growth trajectory.

Internal and external stakeholder groups with a vested interest and influence in our financial performance and ESG/sustainability impacts are being formally established. Consistent with previous years' reporting, the classification of our stakeholder groups is based on each group's decision-making capacity, responsibility, and geographical location. We pursue equal representation and weightage in each of our operating locations (Singapore, the UK, and Australia) for a holistic framework. As far as the Board is aware, there are no employees covered by collective bargaining agreements in 2020.

APPROACH TO STAKEHOLDER ENGAGEMENT

As per the GRI Standards and SGX Sustainability Reporting requirements, Fragrance Group recognises that by acknowledging our key stakeholder groups' concerns and aspirations, coupled with timely and constructive collaboration with them would promote our market competitiveness and the effective implementation of operational strategies.

We keep detailed records of those in our internal and external relationships, which are summarised in the table below, to ensure that we are engaging a representative group of our stakeholders:

KEY STAKEHOLDERS				
		Singapore	Australia	United Kingdom
	BOARD OF DIRECTORS	6	—	—
	SENIOR MANAGEMENT	2	1	2
	EMPLOYEES	25	55	66
	INVESTORS	2,872	—	—
	PROPERTY MANAGERS	3	1	1
	CUSTOMERS ¹	164 Tenants	147,803 Guests	40,801 Guests
	BANKERS	7	4	1
	SUPPLIERS ²	298	520	410

¹ Estimated

² Includes contractors and consultants

STAKEHOLDER ENGAGEMENT

GRI 102-40 | 102-41 | 102-42 | 102-43 | 102-44

In the diagram below, we showcase the various communication channels that Fragrance Group mobilises to maintain reciprocal engagement with each stakeholder group. While there has been some non-response to the deployed Materiality Survey, we are pleased to share that there are a variety of available channels for a stakeholder to communicate with us effectively.

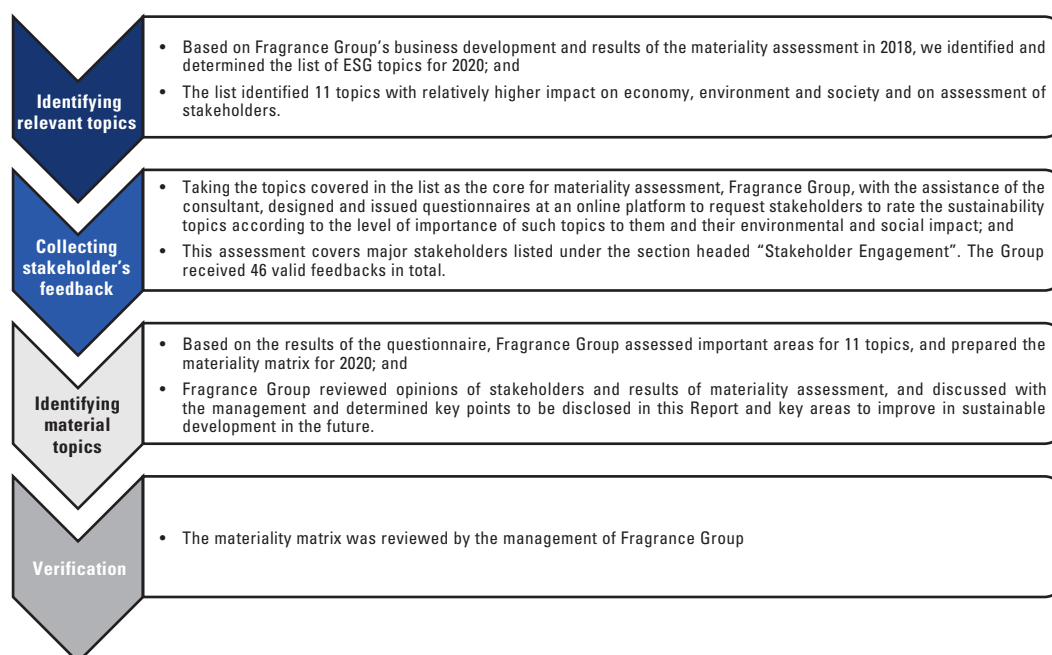
Key Stakeholders	Issues of concern	Engagement platforms	Frequency of engagement
INTERNAL			
Board of Directors	- Sustainability - Economic performance - Corporate sustainable development - Risk management and internal control - Corporate governance	- Board meetings - Annual General Meeting	- Quarterly - Annually
Senior Management	- Corporate sustainable development - Employee training and development - Remuneration and benefits - Occupational health and safety - Meeting quarter and annual objectives	- Management meetings - Training sessions and seminars - Internal notice and announcement	- Monthly - Regularly - Regularly and by needed basis
Employees	- Employee training and development - Remuneration and benefits - Occupational health and safety - Diversity and equal opportunity	- Performance reviews - Training sessions and seminars - Internal notice and announcement	- Once or twice a year - Regularly and by needed basis - By needed basis
EXTERNAL			
Investors	- Economic performance - Corporate governance - Anti-corruption	- Annual reports - Annual General Meeting - SGX announcements	- Annually - Annually - Bi-annually and by needed basis
Third-party Property Managing Agents	- Fair tendering - Tenant satisfaction - Building safety	- Face-to-face meetings - Emails and phone calls	- Monthly - Regularly
Property Buyers	- Quality of development property - Comply with safety standards - Customer services - Environmentally friendly features (green development)	- Contact through sales representatives - Brochures and advertisements	- By needed basis - By project basis
Hotel Guests	- Safety and security of guests - Data privacy protection - Quality of hospitality experience	- Online booking platforms - Customer satisfaction survey	- Regularly - Regularly
Bankers	- Creditability and integrity - Compliant operation - Economic performance	- Relationship manager - Seminars and sharing	- Regularly - Regularly
Contractors, Suppliers, and Consultants	- Creditability and integrity - Supply chain management - Long-term partnership - Business ethics and reputation	- Performance evaluation - Emails and phone calls - On-site visits and assessment	- By needed basis - Regularly - Regularly

MATERIALITY ASSESSMENT

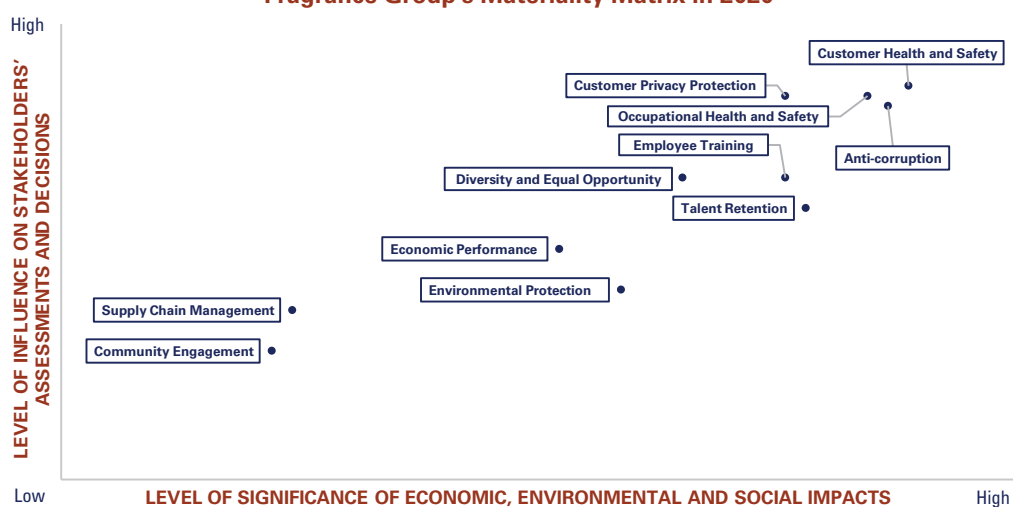
GRI 102-44 | 102-46 | 102-47

Material ESG issues are sustainability challenges that have the potential to affect our business, stakeholders, strategies, and reporting. In line with SGX-ST's Practice Note 7.6 Sustainability Reporting Guide, a materiality assessment was conducted to identify and prioritise key ESG aspects and indicators relevant in the context of our value/supply chain and its interaction with environments.

Fragrance Group conducts a stakeholder engagement and annual materiality review once every two years, led by the SDT and advised by external sustainability consultants, to understand the key areas of stakeholders' interests and recognise the issues that are or would be important to its business in Singapore, the UK, and Australia. The detailed procedures are as follows:



Fragrance Group's Materiality Matrix in 2020



MATERIALITY ASSESSMENT

GRI 102-44 | 102-46 | 102-47

Fragrance Group started reporting on part of its material ESG topics (i.e. energy and water usage) using Sustainability Accounting Standards Board (“SASB”)’s standards in 2018, and continues to do so using the SASB’s Real Estate Industry Standards (v.2018-10) in an effort to pursue an inclusive and relevant industry-specific approach while aligning with GRI’s indicators.

Fragrance Group believes that in the final “decade of transition” before the 2030 Agenda’s deadline, we must all demonstrate good faith efforts, which is why our content topics must be related to the United Nations’ Sustainable Development Goals (“SDGs”) and the Global Compact Principles to contextualise our work. The Global Compact Principles gave rise to corporate sustainability frameworks such as the GRI and the SASB. We are using GRI with selected SASB indicators to characterise our sustainability goals, and ensure compliance with current regulations and laws, whilst respecting the precautionary approach.

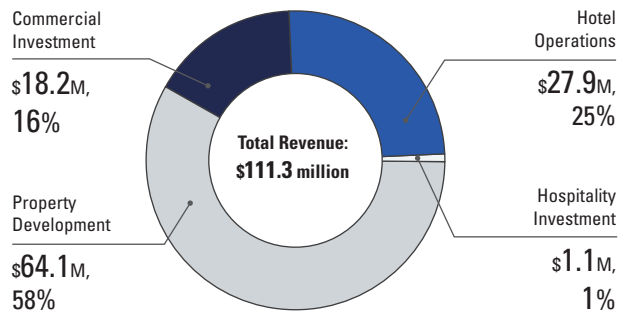
ESG Material Topics	Aspect Boundary	GRI	Link to UN SDGs	Global Compact Principles
Economic Performance	Within / outside organisation	GRI 201: Economic Performance		–
Anti-corruption	Within organisation	GRI 205: Anti-corruption		GC 10: Work against corruption
Environmental Protection	Properties	GRI 307: Environmental Compliance		GC 8: Promote environmental responsibility
Diversity and Equal Opportunity	Within organisation	GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination	 	GC 6: Eliminate discrimination
Talent Retention	Within organisation	GRI 401: Employment		GC 3: Freedom of association
Employee Training	Within organisation	GRI 404: Training and Education		–
Occupational Health and Safety	Within organisation	GRI 403: Occupational Health and Safety		–
Supply Chain Management	Within / outside organisation	GRI 414: Supplier Social Assessment		–
Customer Health and Safety	Outside organisation	GRI 416: Customer Health and Safety		–
Customer Privacy Protection	Outside organisation	GRI 418: Customer Privacy	–	–
Community Engagement	Outside organisation	–		–

ECONOMIC PERFORMANCE

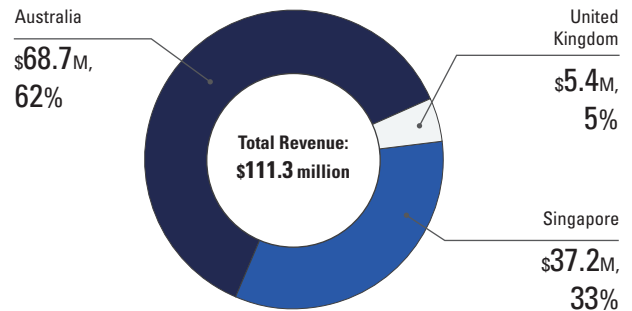
GRI 201-1

2020 is the year where we demonstrated our resilience, by presenting a 91.4% increase in revenue, despite of the uncertain economic situation. Fragrance Group has continued to generate revenue in all of its core sectors (i.e. property development, commercial investment, hotel operations, and hospitality investment) with a total revenue of S\$111.3 million. The diagram below illustrates the revenue mix in 2020.

2020 REVENUE BY SEGMENT



2020 REVENUE BY GEOGRAPHY

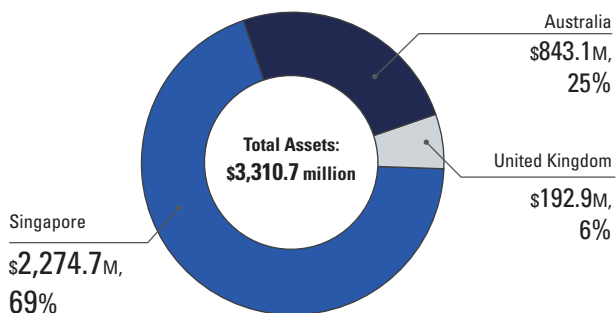


Financial and economic performance is intrinsically linked to sustainability as this helps to finance Fragrance Group's long-term sustainability plans and also protect the interests of our stakeholders. Despite the fact that Fragrance Group's profit after tax fell by 98.5%, owing primarily to lower revaluation gain on investment properties as a result of the COVID-19 outbreak's impact on market sentiment, we countered this with a 40% rise in Operating Profit After Tax and Minority Interest ("Operating PATMI")¹.

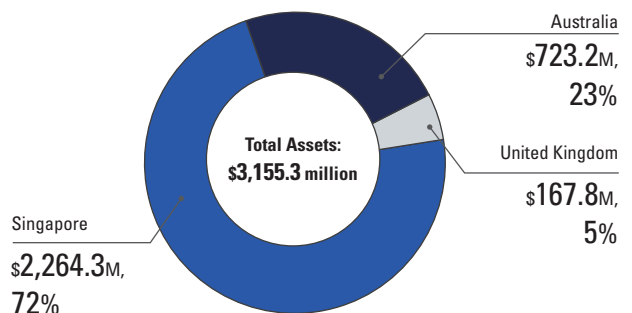
As of 31 December 2020, our total assets stand at \$3.3 billion (2019: \$3.2 billion). Geographically, the total assets saw a 16.6% growth in Australia from \$723.2 million as at 31 December 2019 to \$843.1 million for the year ended in 2020. Predominantly, 68.7% of Fragrance Group's assets are invested in Singapore market compared to 71.8% as at end of last year. The slow and progressive geographic expansion is being conducted in order to carefully steer the initiative to diversify into the other two regions.

More information on Fragrance Group's financial performance can be found in its Annual Report 2020, which has been published

2020 ASSETS BY GEOGRAPHY



2019 ASSETS BY GEOGRAPHY



on the SGX-ST website and distributed to its shareholders. The Annual Report 2020 has been audited by independent auditors, i.e. Deloitte & Touche LLP, and is made publicly available online.

¹ Operating PATMI equates to PATMI less revaluation gain on investment properties

ECONOMIC PERFORMANCE

GRI 201-1

TARGETS AND GOALS

 2020 Target

Improve shareholder and investor value across all sectors.

Performance Update

☒ Achieved; In 2020, we achieved a more balanced geographical spread of assets as compared to 2019. The slow and gradual increase in proportion of assets invested in Australia and the UK as illustrated in the charts above is evident of our effort to cautiously diversify into these two regions.

 2021 Target

- Deliver sustainable economic performance coupled with good corporate governance practices and high ethical standards.

ANTI-CORRUPTION

GRI 102-17 | 103-1 | 103-2 | 103-3 | 205-1 | 205-2 | 205-3

As a corporation that upholds business integrity, Fragrance Group has zero tolerance towards any forms of bribery and corruption. We have established anti-corruption policies which are detailed in the Code of Conduct and Anti-bribery Policy, and all employees are expected to follow them to the full. These rules prescribe record-keeping and reporting standards.

Furthermore, a Whistle-blowing Policy has been implemented to enable stakeholders to report alleged bribery, collusion, dishonest acts, misconducts, or other related issues. The policy establishes clearly-defined and open monitoring mechanisms for any suspicious practices or inappropriate behaviours, as well as an impartial investigation and appropriate follow-up action of the reported matters. It is also the policy to protect the identity of the whistleblower. Fragrance Group views any harassment or retaliation in any forms or manners against the whistleblower seriously, and has zero tolerance against victimisation of the whistleblower. Any acts of reprisal or victimisation of the whistleblower by any member will be subjected to strict disciplinary action, civil action or even criminal prosecution.

Fragrance Group is currently assessing whether a holistic anti-corruption strategy can be developed and enforced uniformly in all three countries due to the varying needs and objectives of each. Nonetheless, each individual country has its own anti-corruption policies. Accor's Ethics and Corporate Social Responsibility Charter, which includes Accor's anti-corruption policies in Australia, is in effect in our Australia hotels. Employees in the UK have access to anti-bribery and anti-competition regulation laws, as well as anti-bribery training.

RISK ASSESSMENT

The Fragrance Group's risks are measured holistically across its operating segments and geographical regions. Management conducts and executes a risk and control self-assessment process, after which it creates and manages a risk registry that defines the material threats it faces and the associated internal controls in place to manage or mitigate those risks. The material risks of Fragrance Group are deliberated by Management and reported to the Audit Committee at least once a year. In 2020, no significant risk related to corruption that has no corresponding mitigating controls was identified during the risk assessment.

During 2020, there were neither any confirmed incidents of corruption or public legal cases regarding corruption brought against Fragrance Group, nor any termination of contracts with business partners due to violations related to corruption. Moreover, we did not identify any material non-compliance with relevant anti-corruption laws and regulations. We are proud to maintain our record for no corruption cases as per 2018 and 2019.

More details of our corporate governance practices can be found in the "Corporate Governance Report" on pages 15 to 40 of our Annual Report 2020.

TARGETS AND GOALS

 2020 Target	 Performance Update
No cases of fines or non-monetary sanctions levied due to non-compliance with securities dealing.	☒ Achieved
No cases of corruption or bribery discovered across value chain.	☒ Achieved
 2021 Target	
• Zero incidents of non-compliance with securities dealing. • Zero incidents of corruption.	

ENVIRONMENTAL PROTECTION

GRI 302-1 | 303-1 | 303-3 | 305-1 | 305-2 | 306-2 | 307-1

SASB IF-RE-130a.2 | IF-RE-130a.5 | IF-RE-140a.2

Fragrance Group places a high value on effective environmental protection to meet our social commitments. We strive to protect the environment through the implementation of monitoring measures and precautionary strategy in our corporate practices and workplace. We are committed to promoting a green environment by introducing environmentally friendly business practices, educating our employees to enhance their awareness on environmental protection and complying with relevant environmental laws and regulations. We aim to eliminate any harmful operational impacts along our value chain.

COMPLIANCE WITH ENVIRONMENTAL REGULATION

We are pleased to report that in 2020, we recorded no cases of fines, sanctions, or non-compliance with environmental laws and regulations across all our regions of operation – Australia, the UK, and Singapore.

The environmental performance of all our properties reflects our compliance to respective regional and national standards. Every project department and property management in Singapore and Australia is responsible for ensuring the compliance of their developing property and operational property. In the UK, external consultants are hired to ensure that our properties are fully compliant.

ENVIRONMENTAL PERFORMANCE

Fragrance Group is a real estate developer with a diverse portfolio of commercial, residential and hotel properties. Data collection methodologies to assess environmental efficiency can differ depending on the property management contracts for each property class.

Fragrance Group has attempted to highlight three properties in each of the three geographical regions that the Group operates in – Singapore, Australia, and the UK, to present material emission topics such as energy, water and waste appropriately, and monitor their performance annually. If a property no longer falls within our portfolio, a similar property (in terms of size, and environmental consumption/production patterns) will be disclosed as a suitable alternative. Future representations may change as analytical methodologies evolve with our sustainability reporting.

For 2020, we have reported the performance of the following properties:

SINGAPORE	AUSTRALIA	UNITED KINGDOM
		
Fragrance Empire Building	ibis Styles Hobart	The Imperial Hotel
		
The Punggol Settlement	Novotel Perth	Municipal Building
		
Victory Centre	179 Macquarie Street	The Palace Hotel

ENVIRONMENTAL PROTECTION

GRI 302-1 | 303-1 | 303-3 | 305-1 | 305-2 | 306-2 | 307-1

SASB IF-RE-130a.2 | IF-RE-130a.5 | IF-RE-140a.2

179 Macquarie Street, Municipal Building and The Palace Hotel are all key properties in the Fragrance Group's portfolio; however, since they are undergoing redevelopment and renovation, current energy, water, and waste figures were minimal (in some cases, nil). The figures are expected to fluctuate in the coming years. Due to the COVID-19 pandemic, when there were minimal operational activities as many countries underwent periods of lockdowns and many businesses employ work-from-home arrangement, overall energy and water consumption and waste disposal has declined across Fragrance Group's properties in 2020. Comparison to 2019 may therefore not be meaningful.

Newly included in this Report are The Punggol Settlement and Novotel Perth that replaced Tower 15 and 2-6 Collins Street respectively in 2019. Tower 15 is undergoing redevelopment in 2020, while 2-6 Collins Street was sold towards the end of 2020. As such, alternative properties are reported in 2020. Since The Punggol Settlement's and Novotel Perth's data were not reported in 2019, the 2019 charts from pages 17 to 20 are not applicable to them.

ENERGY FOOTPRINT

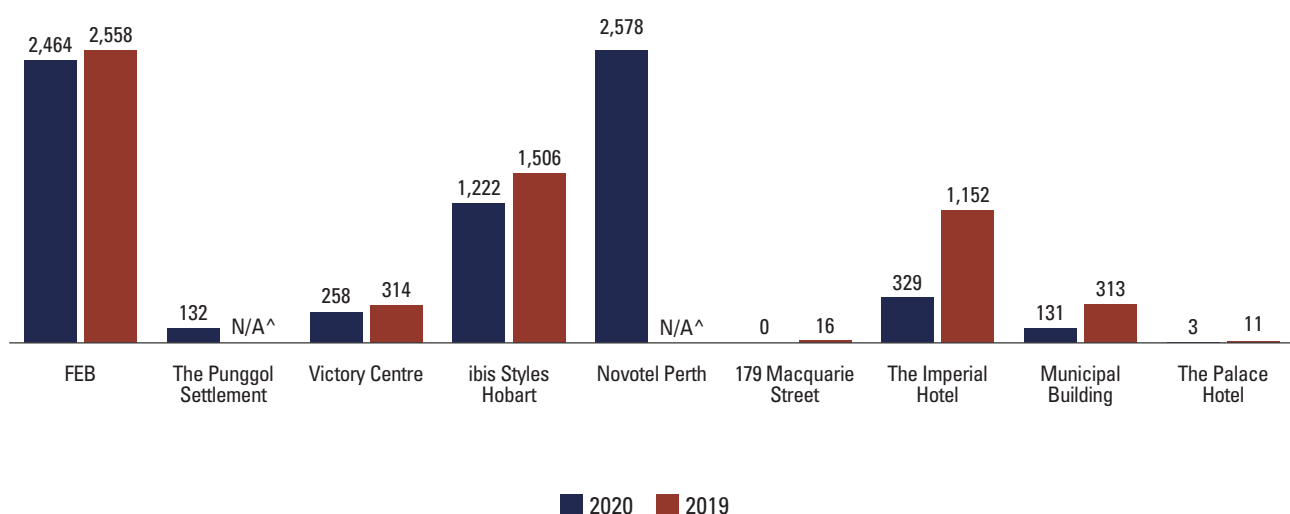
The electricity consumption of properties is one of the main sources of energy for the Fragrance Group during everyday operations. Fragrance Group monitors its properties' energy usage on a monthly basis to ensure that the energy-saving measures implemented are effectively controlling and reducing any significant energy load variability. We encourage employees to switch off idle equipment, computers and lightings when not in use or after work.

Apart from electricity, the properties below also consumed natural gas for swimming pool, water boilers, cooking and kitchen appliances usage.

Properties	Natural gas consumed (MWh)
ibis Styles Hobart	1,363
Novotel Perth	828
The Imperial Hotel	268

As our 2019 data relates to only electricity consumption, for comparative purposes, we have excluded the above natural gas consumption in our energy consumption illustrated in the column chart below. We have, however, included these natural gases consumed in computing our greenhouse gas ("GHG") emissions in 2020.

ENERGY (MWh) CONSUMPTION



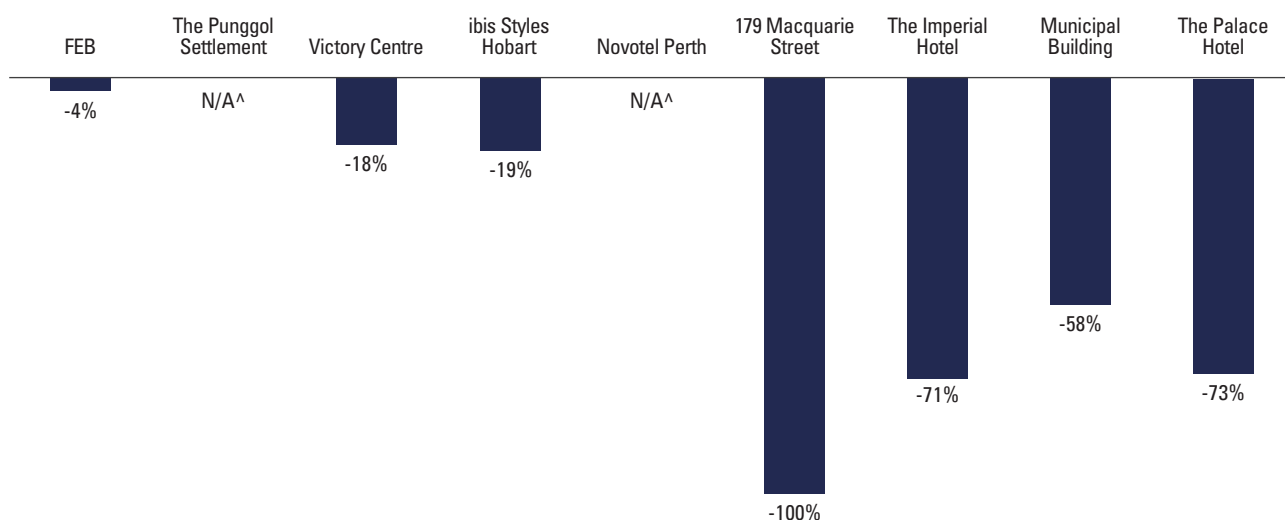
^ Refer to the second paragraph on page 17.

ENVIRONMENTAL PROTECTION

GRI 302-1 | 303-1 | 303-3 | 305-1 | 305-2 | 306-2 | 307-1

SASB IF-RE-130a.2 | IF-RE-130a.5 | IF-RE-140a.2

ENERGY CONSUMPTION TREND (% change from 2019 to 2020)

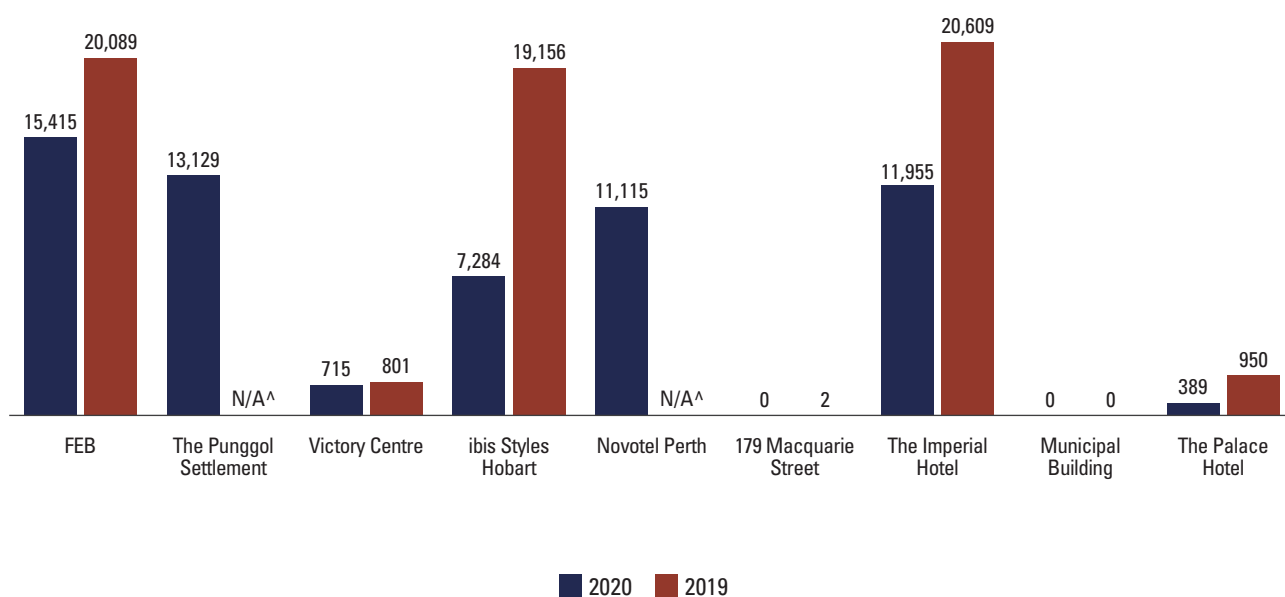


WATER FOOTPRINT

By implementing numerous initiatives, Fragrance Group hopes to raise water conservation awareness amongst our staff, hotel guests, and tenants. We reduce water usage at our properties by installing low-flow technology on all toilet flushing systems and advising tenants about the value of water conservation with notices posted in each restroom. In addition, all taps in the hotels have been fitted with water restricting filters to avoid excessive high water flow, while monthly inspection and recovery measures have been introduced to manage and minimise any water leakage problems.

In 2020, the water consumption of Fragrance Group was as follows:

WATER (m³) CONSUMPTION



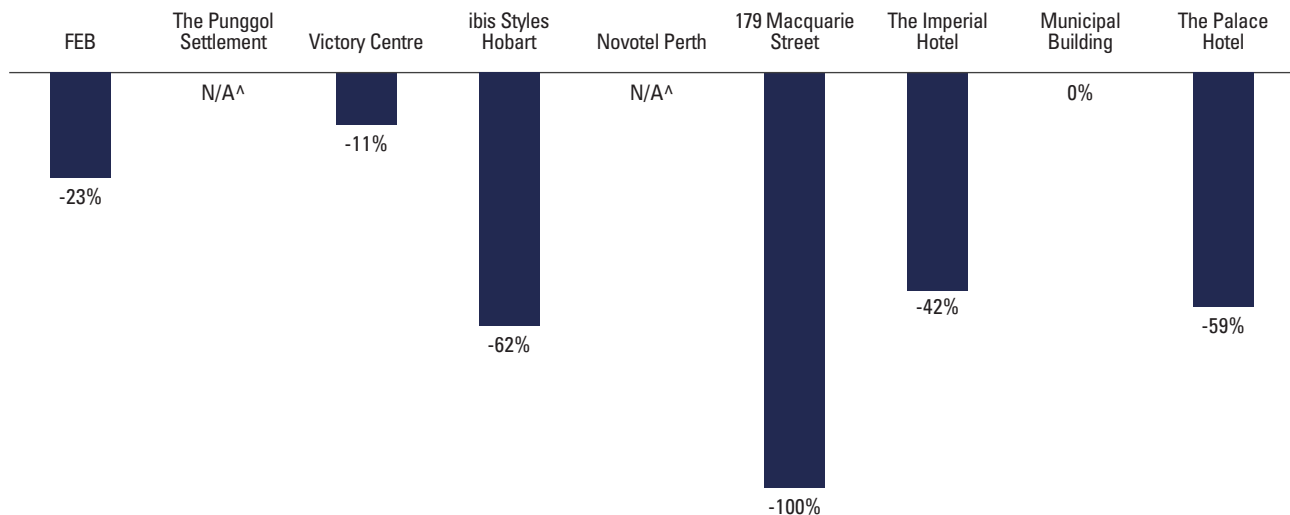
^ Refer to the second paragraph on page 17.

ENVIRONMENTAL PROTECTION

GRI 302-1 | 303-1 | 303-3 | 305-1 | 305-2 | 306-2 | 307-1

SASB IF-RE-130a.2 | IF-RE-130a.5 | IF-RE-140a.2

WATER CONSUMPTION TREND (% change from 2019 to 2020)



The decline in the Singapore properties' water consumption was mainly due to work-from-home arrangement during the Circuit Breaker period. 179 Macquarie Street, Municipal Building and The Palace Hotel consumed minimal water as the properties were undergoing redevelopment and renovation. The significant decline in ibis Style Hobart's water consumption is mainly due to temporary pool closure which is elaborated further in the "Customer Health and Safety, and Customer Privacy Protection" section below. The Imperial Hotel was closed to the public for several months due to lockdowns implemented by the government. Furthermore, during times when the hotel is open, the social distancing measure imposed by the government prevents the hotel from operating at full capacity.

WASTE FOOTPRINT

Hazardous wastes

Due to the business nature, Fragrance Group generates limited amount of hazardous wastes. In 2020, ibis Styles Hobart generated 16,000 litres of grease trap, which would undergo liquid recovery after being consumed. If any other hazardous wastes are produced, we will engage a professional chemical waste collector to manage them and ensure that all applicable environmental laws and regulations are upheld.

Non-hazardous wastes

The non-hazardous wastes generated by Fragrance Group's business activities are mainly paper, plastics, and cardboard. The disposal method of the general wastes is mainly sending to landfill, while plastics and cardboard are recycled. Fragrance Group abides by and is committed to the Accor's Planet 21-Acting Here programme and Corporate Social Responsibility Charter.

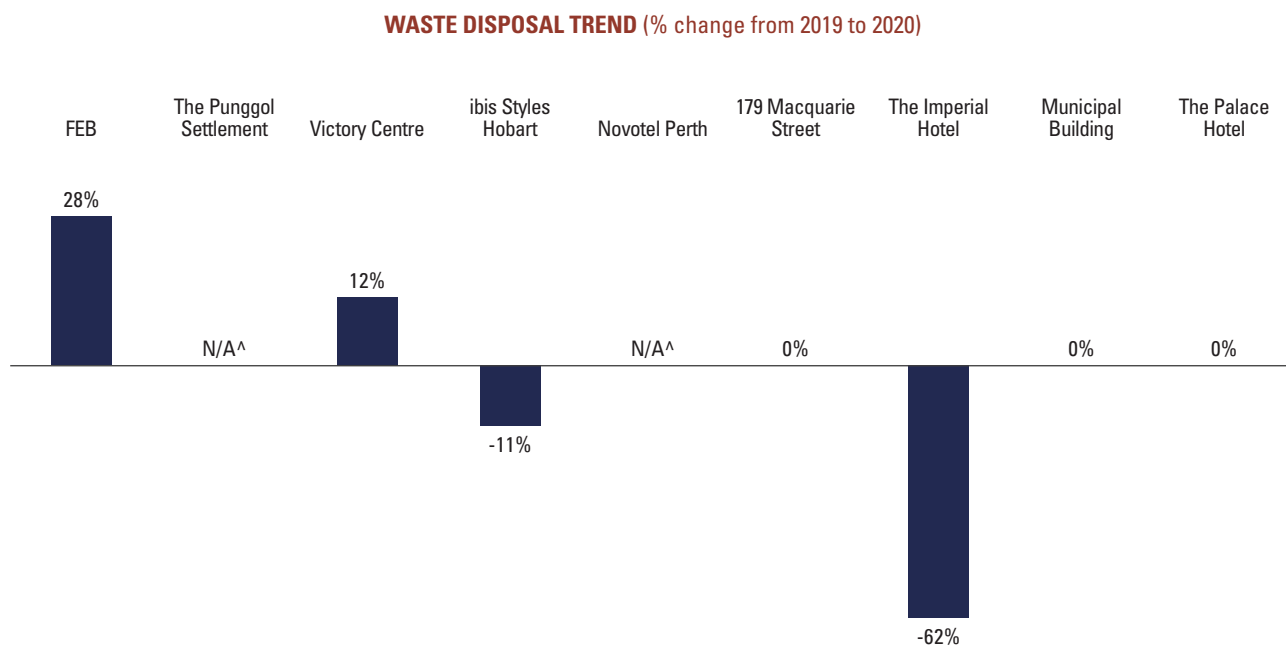
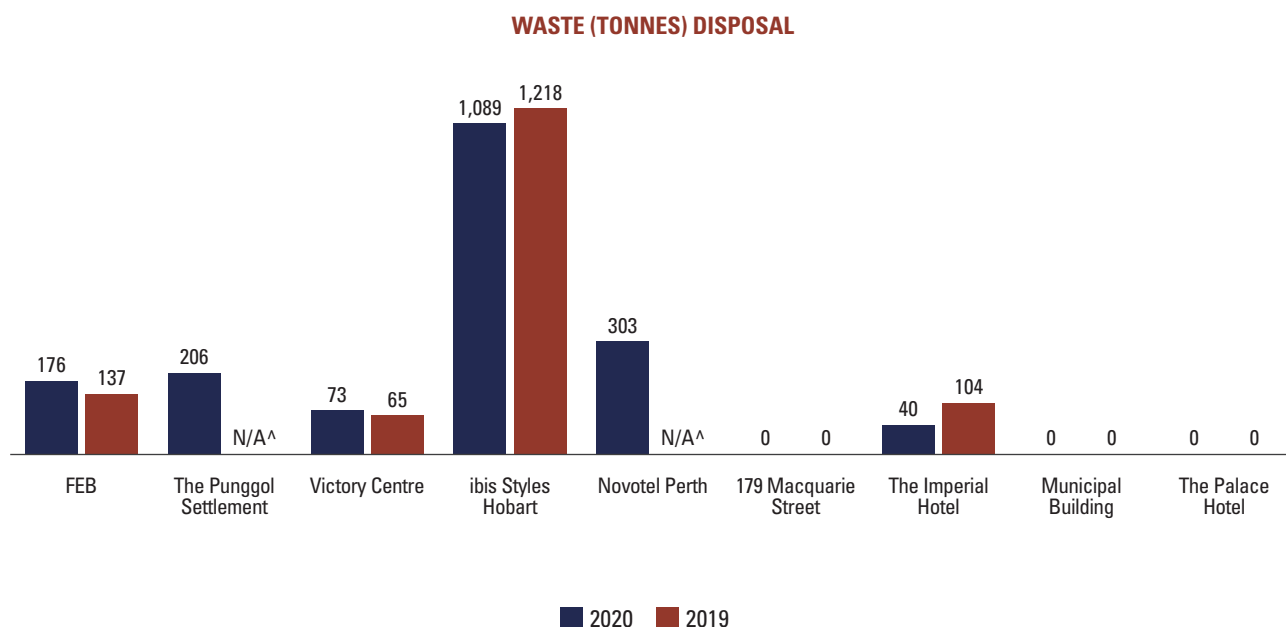
^ Refer to the second paragraph on page 17.

ENVIRONMENTAL PROTECTION

GRI 302-1 | 303-1 | 303-3 | 305-1 | 305-2 | 306-2 | 307-1

SASB IF-RE-130a.2 | IF-RE-130a.5 | IF-RE-140a.2

In 2020, the non-hazardous waste disposal of Fragrance Group was as follows:



Waste disposal for FEB and Victory Centre increased despite the general declining trend due to an improvement in both properties' occupancy rates.

^ Refer to the second paragraph on page 17.

ENVIRONMENTAL PROTECTION

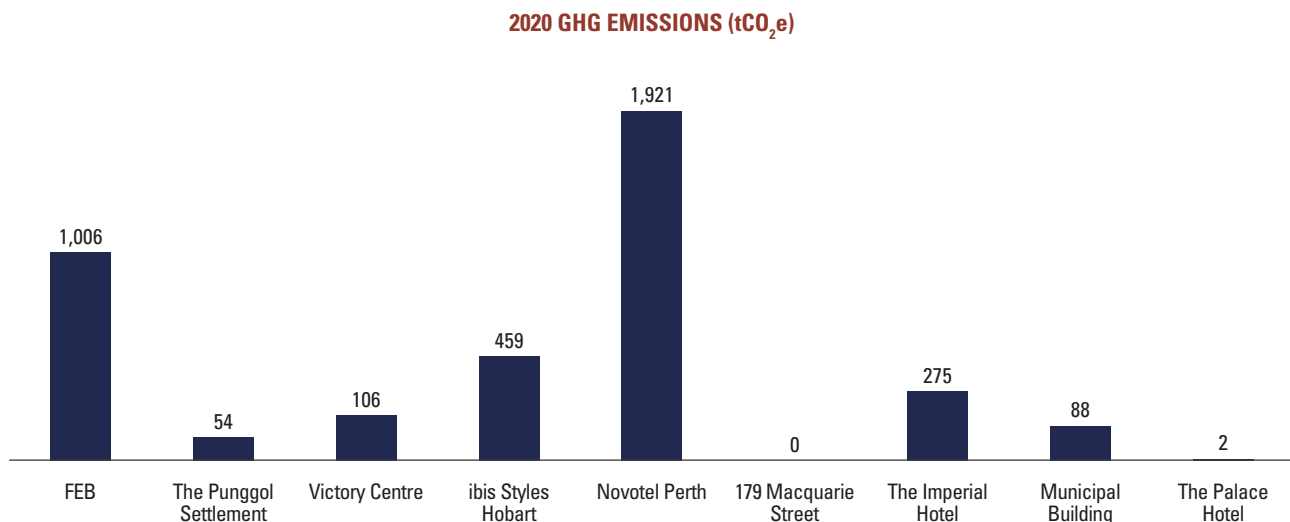
GRI 302-1 | 303-1 | 303-3 | 305-1 | 305-2 | 306-2 | 307-1

SASB IF-RE-130a.2 | IF-RE-130a.5 | IF-RE-140a.2

EMISSIONS FOOTPRINT

Fragrance Group's major sources of GHG emissions are from natural gas consumption for boiler (Scope 1), and purchased electricity (Scope 2).

Due to revised calculation methodology¹ of GHG emissions, we believe that the emissions between 2019 and 2020 cannot perform a meaningful comparison, therefore no comparative data is available. In 2020, the GHG emissions of Fragrance Group was as follows:



Despite consuming less natural gas and only two times more purchased electricity, Novotel Perth emits four times more GHG than ibis Styles Hobart, owing to a four-fold higher emission factor for purchased electricity in Western Australia than in Tasmania². To mitigate GHG emissions, measures such as electricity conservation initiatives are adopted. Please refer to the section "Energy Footprint" for more details regarding energy conservation initiatives.

TARGETS AND GOALS



2020 Target

Enforce continuous improvement on water, energy, waste, and emissions reduction targets.



Performance Update



Achieved; Data collection methodologies for various environmental key performance indicators, including water and energy consumption, waste disposal, and GHG emissions were developed. Third-party consultant was engaged to analyse the trend and performance.

No fines and non-monetary sanctions for non-compliance with environmental laws and regulations.



Achieved



2021 Target

- Maintain or reduce the energy and water consumption by optimising energy and water efficiency of properties.
- Zero incidents of non-compliance with environmental laws and regulations.

¹ The emission factor of GHG emission calculation has been changed from Emission Factors for Greenhouse Gas Inventories issued by the U.S. Environmental Protection Agency to Table of Contents for SES 2020 issued by the Energy Market Authority of the Singapore Government, National Greenhouse Accounts Factors 2020 issued by the Department of Industry, Science, Energy and Resources of the Australian Government, 2020 Government greenhouse gas conversion factors for company reporting issued by the Department for Business, Energy & Industrial Strategy of the UK government, and 2006 IPCC Guidelines for National Greenhouse Gas Inventories Volume 2 Energy issued by IPCC.

² Australia Government Department of Industry, Science, Energy and Resources 2020, accessed 17 May 2021, <<https://www.industry.gov.au/sites/default/files/2020-10/national-greenhouse-accounts-factors-2020.pdf>>

DIVERSITY AND EQUAL OPPORTUNITY, TALENT RETENTION, AND EMPLOYEE TRAINING

GRI 401-1 | 401-3 | 404-1 | 404-2 | 404-3 | 406-1

Fragrance Group values human resources as they are the foundation in supporting the development of the corporate. The skills and expertise of our employees are vital to our business success. Thus, attracting and retaining talents are part of Fragrance Group's strategy for ensuring sustainable growth of our business.

Fragrance Group adopts a people-oriented management approach and strives to realise the full potentials of its employees. Fragrance Group has formally documented the Employee Handbook and other human resources policies, covering the aspects of recruitment, compensation, promotion, working hours and rest periods, diversity and equal opportunity. We review the Employee Handbook and our employment practices on a periodic basis to ensure continuous improvements of our employment standards.

GOVERNANCE BODIES DIVERSITY

The Board currently does not have a formal diversity policy but recognises the importance of an appropriate balance and diversity of skills, experience, age, gender, knowledge and professional qualifications in building an effective Board. More details of the composition of the Board can be found in page 19 of the Annual Report 2020 under the Corporate Governance Report section of "Board Composition and Guidance – Principle 2".

EMPLOYEES DIVERSITY

Fragrance Group understands the importance of a diverse and professional workforce and is committed to developing and sustaining an equitable and collaborative working community in which all employees can excel. Fragrance Group knows the value of developing a multinational mentality through its oversight of operations and staff in three jurisdictions in 2020. Diversity remains a critical concern in our sustainability policy and we are committed to supporting local communities, valuing human diversity, and developing strategies that will ensure inclusivity of all employees. All of this serves the larger purpose of extending the benefits generated by such policies to other communities that are underrepresented in the labour force.

EMPLOYEE RATIO BY GENDER

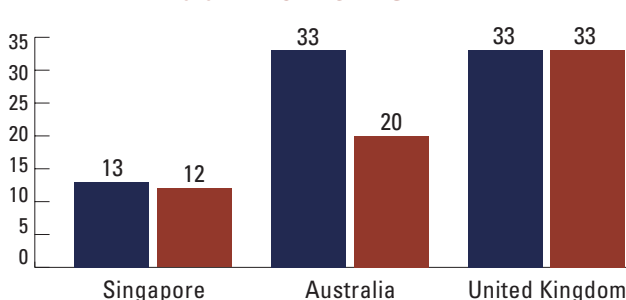


Male 55%
57% in 2019



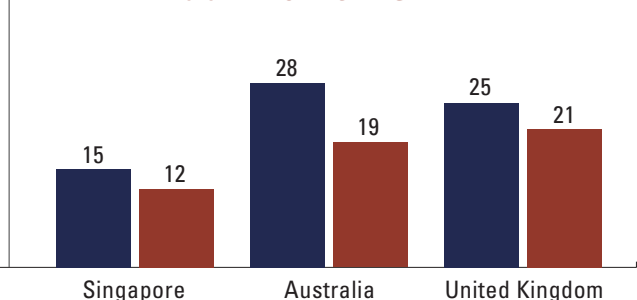
Female 45%
43% in 2019

2020 EMPLOYEES BY GENDER



2019 EMPLOYEES BY GENDER

■ Male ■ Female



In 2020, the gender distribution for workers in Singapore and the UK is more equal, although the ratio in Australia remains largely unchanged from 2019. In Singapore and the UK, the percentage of male employees is 52% and 50%, while female employees is 48% and 50% respectively. In Australia, 62% of employees are male and 38% are female.

In 2020, Fragrance Group had a much more equal gender distribution, with 55% male employees and 45% female employees. We pledge to maintain a strong gender balance ratio as we recognise that having an adequate gender balance and diversity of viewpoints can help Fragrance Group spot and seize new opportunities, as well as stimulate creativity and innovation.

DIVERSITY AND EQUAL OPPORTUNITY, TALENT RETENTION, AND EMPLOYEE TRAINING

GRI 401-1 | 401-3 | 404-1 | 404-2 | 404-3 | 406-1

EQUAL OPPORTUNITY AND ANTI-DISCRIMINATION

Equal opportunity regardless of gender, religion, personal identity choices, or characteristics in employment is an important aspect of our hiring policy. There are two key elements that we adhere to when designing policies for our employees – flexibility and fairness – and we work towards fulfilling them at our various workplaces including office and hotels. Besides these two elements, we allow our employees to seek personal and professional growth by offering equal opportunities for employment regardless of language, race, religion, gender, personal choices, or characteristics.

As mentioned under “Employees Diversity” section above, we remain committed to maintaining equal gender distribution as we recognise that having an inclusive culture in workplace boosts morale and opportunity. We also have family-friendly working practices in place, such as allowing our employees the option of switching contract types from full-time to part-time or casual contracts at their requests, where possible. We believe that our dedication to these two elements will help us retain employees with a long-term outlook.

As a whole, 88% of Fragrance Group’s employees are full-time employees in 2020 (2019: 93%). The decrease in the proportion of full-time employees is also partly due to the conversion of the operation model of a UK hotel from tenancy to owner-managed operations in September 2020. Since the pandemic had not been completely contained and the visibility of vaccination rollout was obscure at that point, a quarter of the hotel’s total headcount has been limited to part-time staff and that have resulted in a marginally higher percentage of part-time jobs than in 2019.

Full-time 88%

Part-time 12%



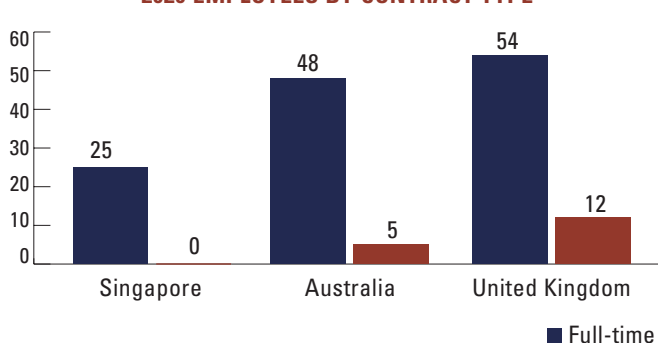
92% in 2019



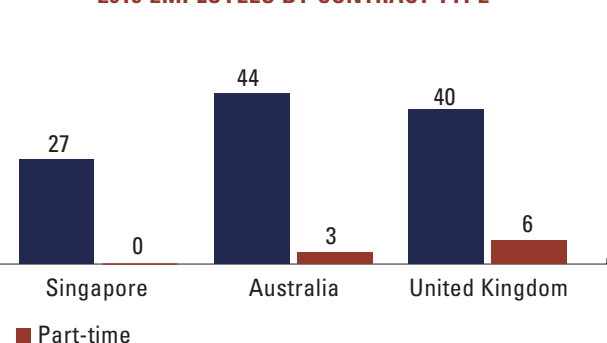
8% in 2019

The hotel operator, Accor, has several human resources policies in place, including the Bullying and Victimisation in the Workplace Policy, the Discrimination, Sexual Harassment and Equal Employment Opportunity Policy, and the Workforce Inclusion and Diversity Policy, to maintain an inclusive and respectful workplace culture for our hotels in Australia. We are dedicated to providing equal opportunity in all aspects of employment and embracing diversity and inclusivity regardless of gender, race, nationality and family status. This covers all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

2020 EMPLOYEES BY CONTRACT TYPE



2019 EMPLOYEES BY CONTRACT TYPE



Fragrance Group is made up of employees from different countries and backgrounds, so we understand how diversity affects Fragrance Group positively. We commemorate significant events around a range of communities as we do in previous years, based on feedback from our team, which we will expand on in the following section, i.e. Employment Engagement Activities. The principles of workplace diversity, equity, protection, non-discrimination, non-harassment, and ethical standards are actively promoted among our workers, and they are empowered to provide input to management if they experience any such discrimination.

As with previous years, we support diversity in our workplace and this principle will remain a core guiding force in our sustainability policy. We have initiated four programmes, namely multi-culturalism, gender, and identity orientation; difference of ability; accessibility; and cross-generational diversity of thinking for application. We are committed to forging greater understanding of each employee’s culture and beliefs.

Fragrance Group had no incidents of discrimination in 2020.

DIVERSITY AND EQUAL OPPORTUNITY, TALENT RETENTION, AND EMPLOYEE TRAINING

GRI 401-1 | 401-3 | 404-1 | 404-2 | 404-3 | 406-1

EMPLOYEE ENGAGEMENT ACTIVITIES

Our employees are important stakeholders in our business, and we aspire to include them in a variety of ways and functions. Throughout the year, the hotel operations in Australia and the UK promoted staff participation by recognising and celebrating equality and diversity, as well as employee wellness. The following lists the activities that we have held to engage our employees in 2020:

Australia:

January	• Celebrated the TasPride Festival
February	• Bush Fire Appeal • Celebrated Chinese New Year
March	• Celebrated International Women's Day
May	• National Reconciliation Week
September	• R U OK? Day
October	• Celebrated Heart on my Sleeve Day
November	• National Aborigines and Islanders Day Observance Committee Day
December	• Christmas Party

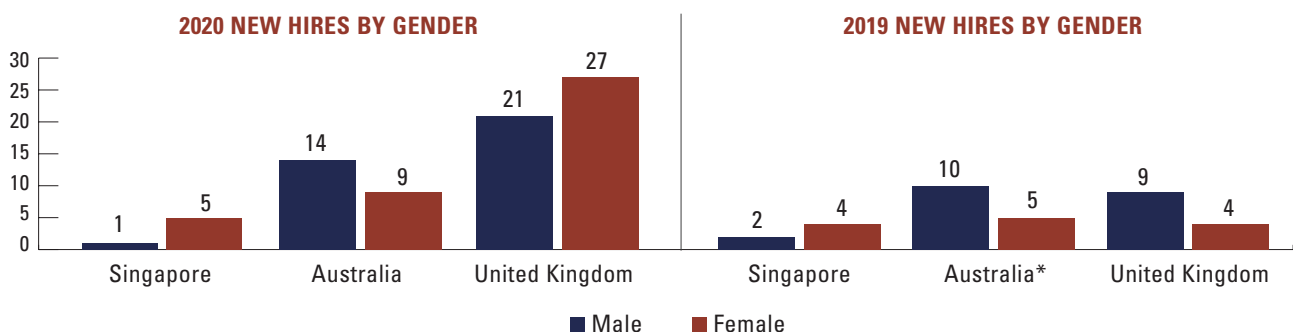
United Kingdom:

February	• Annual team celebration after Christmas/New Year
March	• Payroll Giving Event • Audience within property to give an update on what was known about COVID-19 outbreak then

Due to the small employee size in Singapore, we hold informal celebration by departments such as ad hoc lunches and inter-department networking sessions. However, these are limited due to Circuit Breaker and social distancing measure imposed to circumvent the spread of COVID-19.

TALENTS ATTRACTION AND RETENTION

Fragrance Group employs rigorous and transparent recruitment processes that are focused on merit, qualifications, and appropriate expertise for the job, as well as the ability to meet our existing and future needs. We also established a Recruiting Policy to govern the recruitment process. Our hotels in Australia follow the Recruitment Charter of Accor to set out ethical and methodological rules for our recruitment process, as well as to echo with the Ten Principles of United Nations Global Compact including those relating to human rights and labour rights.



* Of the fifteen new hires, two male and one female employees were recruited in 2019 but only commenced work in 2020.

Our new hires in 2020 were replacements for existing positions and recruitment of employees for Novotel Perth and The Crown Hotel. The former is in its first full-year operations and the latter is a new owner-managed hotel in the UK in September 2020.

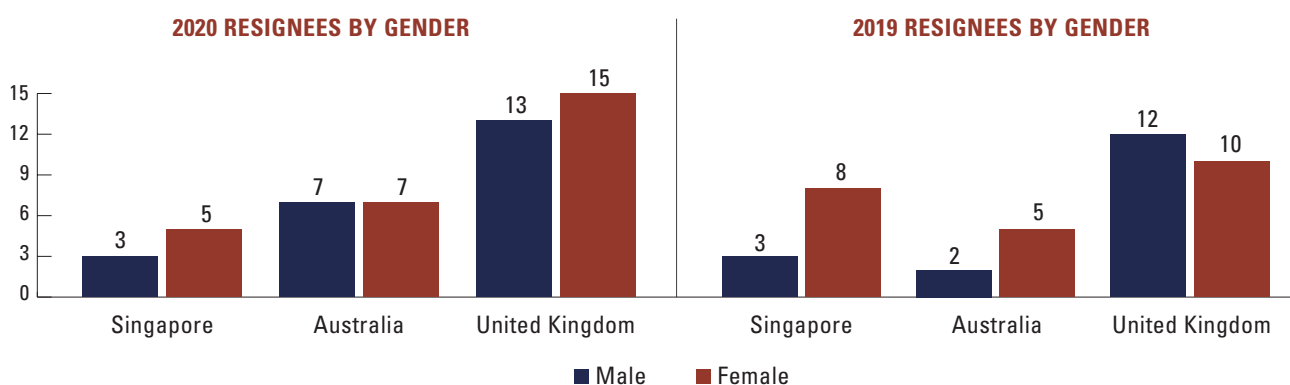
DIVERSITY AND EQUAL OPPORTUNITY, TALENT RETENTION, AND EMPLOYEE TRAINING

GRI 401-1 | 401-3 | 404-1 | 404-2 | 404-3 | 406-1

Fragrance Group endeavours to create an inclusive and collaborative working environment. This is also demonstrated by the practices we have in place to maintain equal gender distribution and retain employees with a long-term outlook as set out in the “Equal Opportunity and Anti-discrimination” section above.

High talent retention fosters a supportive work environment and increases workers’ loyalty to the organisation. We compile, log, and monitor human resource data such as overtime, vacation balances, and training days. Our full-time employees enjoy benefits including health care coverage; bus transport scheme; gift voucher for new born; insurance coverage including but not limited to business travel insurance, work injury compensation insurance, group hospital and surgical insurance. We ensure work-life balance by granting our full-time employees various mandatory leave such as annual leave, medical and hospitalisation leave, national service leave, parental and childcare leave to welcome and celebrate new lives, and non-mandatory leave such as birthday leave for their celebration. Directorial-level employees will also receive retirement provision. Apart from benefits providing to full-time employees, we also provide sufficient benefit coverage to our part-time employees.

The HR manager in each regional office will conduct an exit interview with the leaver after receiving notice of the employee’s retirement or termination to ensure a smooth transition out of the company and the return of company property. There are currently no severance packages available in Singapore and Australia. In the UK, post-employment assistance is possible if the employee has left due to redundancy. Of the fifty employees who resigned in 2020, two were involuntary resignations.



Our employee resignation rate¹ increased from 33% in 2019 to 38% in 2020, owing primarily to the conversion of our hotel’s full-time and part-time employees’ job contracts to casual jobs. Since they are hired by third-party companies, casual employees are not included in our headcount. The switch of contract type is part of Fragrance Group’s strategy to have a lean and essential workforce in place, while offering flexibility to our staff when requested by them and avoid completely laying off our employees during this challenging time.

PARENTAL LEAVE

Fragrance Group provides generous human resource policies and benefits to full-time employees. They vary based on “employment distance” to the central organisational corporation. For example, if the employee is retained under the hotel property owned by Fragrance Group, the hotel’s own human resource policies would supersede that of Fragrance Group’s headquarters. Additionally, there are national differences in benefit provision, which is dependent on the employment location.

Parental leave continues to remain our employees’ foremost concern. In Singapore and Australia, our parental leave policies are in line with what regional laws and regulations would consider as appropriate leave remuneration. Our Australia’s employees who are on bridging visas are ineligible for paid parental leave. In the UK, all team members can apply for parental leave based on UK legislation, and based on a selection criterion, they are eligible for Statutory Maternity and Paternity Pay (“SMP/SPP”). Most employees did not take the parental leave due to the outbreak of COVID-19 that resulted in hotel closure.

¹ Computation of employee resignation rate is derived from the number of resignations for the year divided by average headcount for the year.

DIVERSITY AND EQUAL OPPORTUNITY, TALENT RETENTION, AND EMPLOYEE TRAINING

GRI 401-1 | 401-3 | 404-1 | 404-2 | 404-3 | 406-1

	Singapore	Australia	UK
Employees that were entitled to parental leave	1 male, 1 female <i>Compared to 2019 0 male, 0 female</i>	31 male, 20 female <i>Compared to 2019 18 male, 18 female</i>	33 male, 33 female <i>Compared to 2019 25 male, 21 female</i>
Employees that took parental leave	1 male, 1 female <i>Compared to 2019 1 male, 0 female</i>	0 male, 0 female <i>Compared to 2019 0 male, 1 female</i>	0 male, 0 female <i>Compared to 2019 0 male, 1 female</i>
Employees that returned to work in the reporting period after parental leave ended	1 male, 1 female <i>Compared to 2019 1 male, 0 female</i>	0 male, 0 female <i>Compared to 2019 0 male, 1 female</i>	0 male, 0 female <i>Compared to 2019 0 male, 1 female</i>
Retention rate of employees that took parental leave	100% <i>Compared to 2019 100%</i>	N/A <i>Compared to 2019 100%</i>	N/A <i>Compared to 2019 100%</i>

EMPLOYEE TRAINING

Fragrance Group understands that talents play a crucial role to its sustainable development. Fragrance Group's development is driven by employee training aimed at improving employee performance and productivity. We periodically organise training for employees of various ranks and roles, including new employee training, department training, and external training, in order to enhance the management quality of employees and work efficacy. Fragrance Group encourages staff to pursue professional skills training and higher education in order to further their career growth and maximise their talents. We are also consciously planning our employees' career opportunities and planning to include educational programme and training.

Quantitative hours of training vary dramatically across regions due to the differing needs of our regional stakeholders and the presented variety of internal training options available in collaboration with our partnered hoteliers.

In the UK, less training was carried out due to the COVID-19 pandemic. Nevertheless, our employees still received a combination of in-house training and e-learning on 100 unique topics, covering a large variety including but not limited to child sexual exploitation, health and safety, data protection, food hygiene, customer services, internal policy and COVID-19 updated legislation and safety information. In-house training opportunities are carried out by Heads of Departments, Supervisors, General Managers, Operations Managers, or Human Resource department, while e-learning is organised with the SMILE platform.

In Australia, employees are trained through the AccorHotels Academie ("AHAcademie"), a licensed training tool, available to staff for participating locations. It is a formulaic model of success in terms of on-boarding staff at our Australia hotels. In 2020, there were 116 unique internal training programmes available to employees covering topics such as work safety, armed robbery and security awareness, ethics and corporate social responsibility, food safety, reservations, workplace coaching, internal policy and COVID-19 sanitary guidelines. Employees also attended four external training programmes regarding first-aid, cultural capability, emergency evacuation and fire warden training.

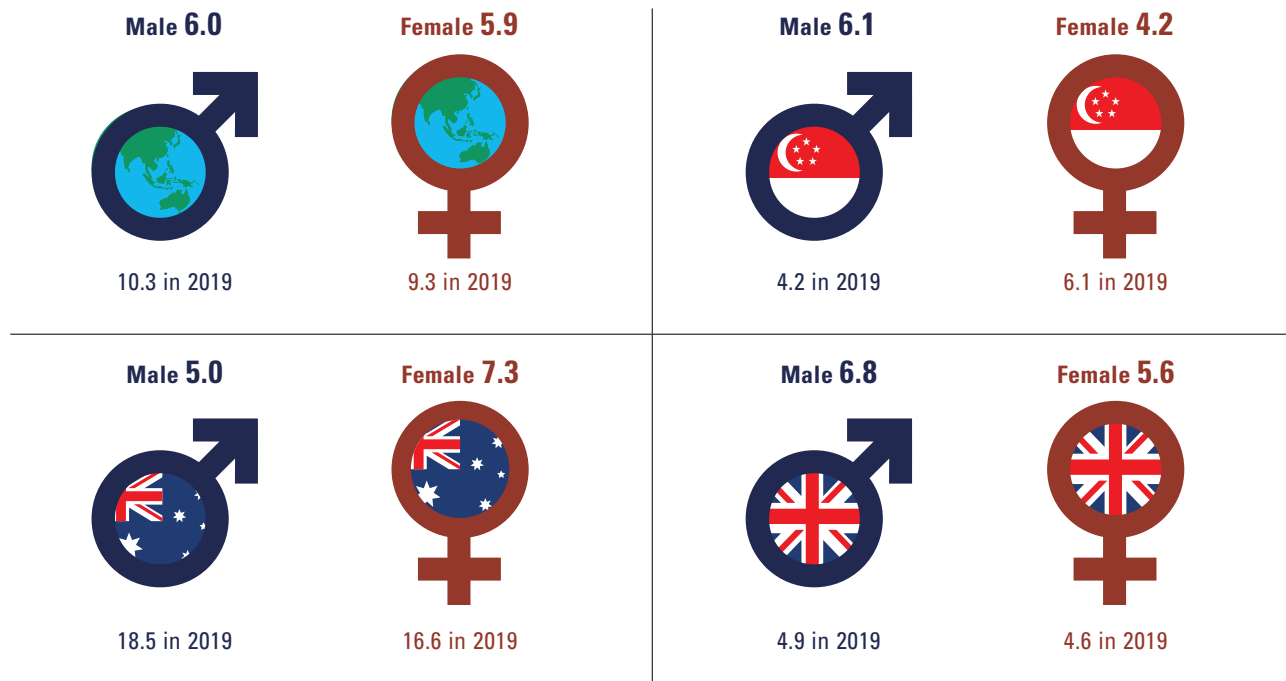
Since the majority of workers in Singapore operate in administrative or property management jobs, they are not expected to complete extensive job-related training. Five external educational programmes on topics such as first-aid and responding to fire emergencies in buildings were conducted in 2020 with the goal of increasing our employees' knowledge of occupational safety.

In 2020, due to the unprecedented changes brought about by the COVID-19 outbreak, Fragrance Group took some time off to adjust and restructure the business, resulting in a reduction in our training hours. Nonetheless, we recognise that training is crucial for the development and upskilling of our employees, and had achieved a total of 850.5 training hours in 2020. The chart below delineates the number of average training hours, disaggregated by gender and employee categories for both comparative years of 2019 and 2020. Team and department leaders were instructed to emphasise on the standard of training over the hours, and to reduce the number of total training hours so as to allow staff more "on-the-job" opportunities to contribute and personalise their learning.

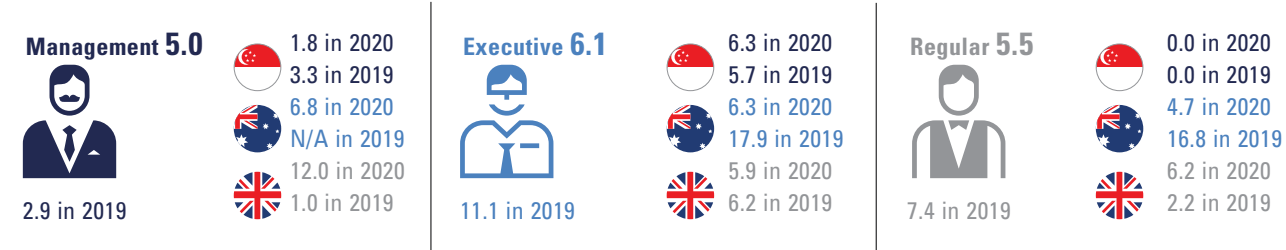
DIVERSITY AND EQUAL OPPORTUNITY, TALENT RETENTION, AND EMPLOYEE TRAINING

GRI 401-1 | 401-3 | 404-1 | 404-2 | 404-3 | 406-1

EMPLOYEE AVERAGE TRAINING HOURS BY GENDER



EMPLOYEE AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY



Legend:

-  : Fragrance Group's employees across all three countries
-  : Fragrance Group's employees in Singapore
-  : Fragrance Group's employees in Australia
-  : Fragrance Group's employees in United Kingdom

EMPLOYEE PERFORMANCE REVIEWS

Employees of Fragrance Group can request voluntary performance evaluations beyond the usual evaluation frequency, to reflect on their technical, personal, and professional performance at work. Performance reviews are targeted specifically at each employee's job scope and level, with customised key performance indicators, for a more holistic evaluation. They are consistent with good corporate governance and behaviour, allowing teams to develop and express shared goals for good teamwork and leadership. They are usually held once or twice a year, with the frequency varying due to regional management protocol.

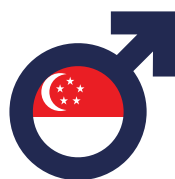
In Australia and the UK, hoteliers' internal management systems are used to communicate reviews. While in Singapore, the employee's direct supervisor will hold an open review session with the employee, establishing a joint action plan and working paper to address any supervisory management and employee quality issues.

Owing to the COVID-19 pandemic, some performance evaluations were not delivered in 2020, resulting in a rapid decrease in the percentage of regular employees in Australia and the UK that received a performance evaluation.

DIVERSITY AND EQUAL OPPORTUNITY, TALENT RETENTION, AND EMPLOYEE TRAINING

GRI 401-1 | 401-3 | 404-1 | 404-2 | 404-3 | 406-1

96%
reviewed
100% in 2019



Male 54%
56% in 2019



Female 46%
44% in 2019



Management 100%
100% in 2019



Executive 95%
100% in 2019



Regular 100%
100% in 2019

32%
reviewed
49% in 2019



Male 53%
57% in 2019



Female 47%
43% in 2019



Management 100%
N/A in 2019



Executive 37%
47% in 2019



Regular 14%
56% in 2019

53%
reviewed
72% in 2019



Male 46%
61% in 2019



Female 54%
39% in 2019



Management 50%
0% in 2019



Executive 40%
60% in 2019



Regular 75%
100% in 2019

TARGETS AND GOALS



2020 Target

100% of full-time employees to receive regular performance and career development review.

100% of full-time employees to receive regular and adequate quality training relative to their role and responsibility.



Performance Update

Percentage of employees who received a regular performance and career development review has not yet achieved 100% due to a combination of new hired staff who have yet to receive a yearly performance review.

As e-learning becomes one of the mainstreams of the training in 2020, exact attendance was not recorded. Aggregate training hours were broadly reduced so that employees had more "on-the-job" opportunity to apply and tailor their learning.



2021 Target

- Exceed or maintain a total training hours of 850.5 hours.
- Zero incidents of discrimination.

OCCUPATIONAL HEALTH AND SAFETY

GRI 403-1 | 403-2 | 403-4 | 403-5

Occupational health and safety is regarded as an integral part of our business, therefore Fragrance Group attaches great importance to providing a safe and secure workplace for its employees, customers and visitors. In 2020, we did not record any workplace fatalities nor any high-consequence work-related injuries.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

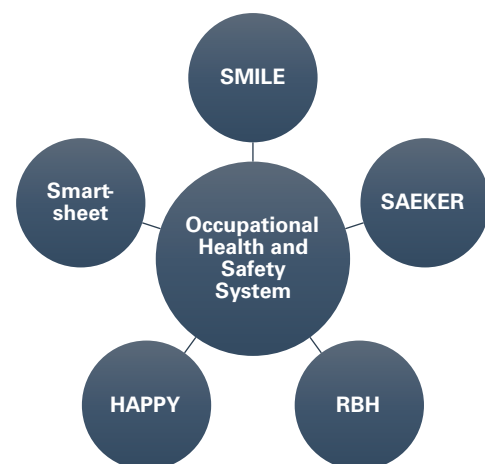
Our hotels in Australia have a Work Health and Safety Policy in place, which is issued by AccorHotels and reviewed annually, to safeguard workers, guests, and other visitors from being afflicted by injuries or illnesses. We implement a Return to Work Policy to ensure appropriate injury management, including both medical treatment and work based rehabilitation, for injured employees to improve the likelihood of achieving a full and sustainable recovery and return to work. Also, we implement a Work Health and Safety Manual that provides important information to our employees, such as those highlighted below:



100% of employees are trained on occupational health and safety when they commence employment with the company and in annual refresher courses. This helps to ensure that employees are aware of the prevailing occupational health and safety policies.

For our operations in the UK, Fragrance Group implements occupational health and safety policies issued by RBH, our appointed hotel operator in the UK, including Crisis Manual, Health and Safety Policy, and Accident Investigation and Reporting. We adopt various tools such as SMILE, SAEKER (i.e. the process for safe systems of working and risk assessments), RBH, and HAPPY to identify work-related hazards and assess risks on a routine and non-routine basis. The Head of Department, Operations Manager, Maintenance Manager, General Manager, and RBH work in tandem to eliminate such occupational health and safety risks.

In the UK, there is an absence process to allow workers to remove themselves from work situations that could cause injury or ill health, and the SAEKER process is in place to allow investigations in work-related incidents. This occupational health and safety system is revised as needed. Nonetheless, historical and ongoing events were evaluated and subsequently added to the SAEKER process in order to ensure up-to-date occupational health and safety measures.



OCCUPATIONAL HEALTH AND SAFETY

GRI 403-1 | 403-2 | 403-4 | 403-5

Furthermore, as part of their induction, all staff members in the UK are expected to complete a Health and Safety training programme, which is a continuous course that involves a combination of classroom lectures, e-learning, and hands-on training. All Heads of Department are required to compile risk assessments for their own departments with the support of the Deputy General Manager and Maintenance Manager, and such activities are tracked and monitored on the SMILE and SAEKER platforms. In the event that an external occupational health provider is needed, there are different options available from either private services or the National Health Service.

RESPONSE TOWARDS THE COVID-19 PANDEMIC

Under the COVID-19 pandemic, Fragrance Group has complied with the public health and safety measures from the local government in our operating countries to help prevent the spread of the virus. In Singapore, we have adopted COVID-19 Safe Management Plans which cover prevention measures such as work-from-home arrangement, staggered working hours, employment of SafeEntry to monitor activities, encouraging good personal hygiene, providing safe distancing in work stations and meeting rooms, as well as limiting the number of attendees at physical meetings. In addition, we have a containment protocol in place for any suspected case. In Australia, an ALLSAFE Sanitary Guidelines were issued to help hotel operations align on a set of common standards and inspire best practices to implement when reopening a hotel, after the lockdown period is over. In the UK, we carry out risk assessment according to RBH's procedures to identify the hazards and assess the risks from operating our hotels. We also adopt the Hotel Guidance on the cleaning and disinfection under the COVID-19 pandemic. Overall, Fragrance Group is committed to maintaining its current health and safety measures to continuously safeguard its employees.

TARGETS AND GOALS



2020 Target



Performance Update

No preventable work-related injuries.



Achieved

No preventable grievances ensuing due to mental abuse, victimisation and/or bullying.



Achieved



2021 Target

- Zero workplace fatalities nor any high-consequence work-related injuries.
- Zero incidents of non-compliance resulting in regulatory breaches related to relevant health and safety legislation.

SUPPLY CHAIN MANAGEMENT

GRI 102-9 | 102-10

Fragrance Group works with numerous suppliers to build, manage, and operate its portfolio of development, hotel, and investment properties, owing to our varied interests in the real estate industry. The Approval and Selection of Suppliers Policy defines the requirements for supplier selection in the procurement process to uphold high quality standards. The potential suppliers' quality assurance practices, food hygiene processes and records, and local authority inspections are all evaluated. Fragrance Group considers the environmental and social effects of its suppliers in its decision process. The Control of Third Party Contractors is used to identify the hazards and threats posed by and to third-party contractors who have specialised expertise and experience to help us improve our cost effectiveness.

The number of suppliers that Fragrance Group engaged in 2020 are as follows:

2020 SUPPLIERS				
By Segment		Singapore	Australia	United Kingdom
	Property Development	140	135	104
	Commercial Investment	158	–	–
	Hotel Operations	–	385	293
	Hospitality Investment	–	–	13
Total		298	520	410

The number of suppliers in Australia increased from 409 in 2019 to 520 in 2020 due to the first full-year operations of Novotel Perth in 2020 and ongoing development of Novotel Devonport, slated to open in 2022. Suppliers in Singapore fell from 325 in 2019 to 298 mainly due to less marketing and advertising activities since the outbreak of COVID-19 in 2020. In the UK, suppliers reduced from 425 in 2019 to 410 in 2020 as the lockdowns implemented by the government has slowed down hotel operations. The decrease was partially offset by the addition of an owner-managed hotel in September 2020 and ongoing development of Mercure Paignton and ibis Styles Paignton which are slated to open in 2022.

We are committed to our principle of sourcing from local and regional suppliers, as evident from the profile of our suppliers who are based locally or regionally.

CUSTOMER HEALTH AND SAFETY, AND CUSTOMER PRIVACY PROTECTION

GRI 103-1 | 103-2 | 103-3 | 416-2 | 417-1 | 417-2 | 417-3 | 418-1 | 419-1

Fragrance Group is looking to continue its good track record in consumer health and safety, marketing compliance, and socioeconomic compliance in 2020. We continue to strive to protect our customers' well-being in both the virtual and physical spaces.

CUSTOMER HEALTH AND SAFETY

Hotel Guests

Fragrance Group is very concerned about the impact of health and safety on our visitors and employees. During the COVID-19 pandemic, our hotels not only improved sanitisation and disinfection, but also introduced precautionary measures such as temperature screening at the hotels' entrances as well as temporary pool closures to prevent the spread of the virus. Guests are given hygiene instructions upon check-in, and provided with wipes and masks on request. In terms of food and beverages, restaurant service has been replaced by room service, and hotel buffets are no longer available. The hotels strictly adhere to social distancing initiatives and review relevant policies on a regular basis in order to comply with updated government policies and ensure the safety of guests staying in the hotels. In Australia, we have formulated an Infection Prevention and Control Practices for Arrivals and Quarantine in Hotels to mitigate the risk of COVID-19 transmission from guests requiring quarantine during their stay.

To create a healthy and safe environment for our guests, we implement policies and procedures which include regular inspections, periodic inspections, and internal audits of the hotels. We also adopt a Fire Safety and Fire Risk Assessment Policy where the control measures of fire in existing hotels and new build hotels are documented in detail.

Tenants

Similarly, the Property Managers of our investment properties ensure that precautionary measures such as temperature checking before entering the building and activity tracking such as SafeEntry check-in applications are put in place to ensure the safety of our tenants. Fragrance Group also conducts fire drills in our investment properties in Singapore so that our tenants are well-prepared in the event of an emergency. We are also required to comply with the Real Estate Developers' Association of Singapore's health and safety policy guidelines for our ongoing property development projects as one of our Singapore subsidiaries is a member of the association.

In 2020, there were no incidents of non-compliance with regulations resulting in a fine or penalty across all the three countries that we have operations in. Fragrance Group understands the importance of being compliant and will continue to work towards developing or updating relevant health and safety policies for its guests and tenants.

CUSTOMER PRIVACY PROTECTION

Privacy of hotel guests are of utmost importance to the hotel management team, and the team has established policies and practices to avoid the loss or misuse of customer data, such as the Data Breach Response Policy, Social Media Policy, and Email Internet Primary Policy. Fragrance Group has implemented a Personal Data Protection Policy to govern the collection, use, and disclosure of tenants' and homebuyers' personal data. Before disclosing personal data to third parties, Fragrance Group will inform related parties of the intent of the collection and obtain their consent.

Trainings are provided to our employees who handle personal data to respect the confidentiality of such personal data and privacy. Other measures to secure and protect personal data includes storing personal data in a combination of secure computer storage facilities and paper-based files and other records, as well as taking steps to protect the personal data from misuse, loss, unauthorised access, modification or disclosure.

Fragrance Group follows the guideline issued by the Personal Data Protection Commission and is in strict compliance with the Personal Data Protection Act ("PDPA"). In 2020, Fragrance Group has zero breaches and substantiated complaints of customer privacy and loss of data, and we aim to maintain this record for the forthcoming year.

CUSTOMER HEALTH AND SAFETY, AND CUSTOMER PRIVACY PROTECTION

GRI 103-1 | 103-2 | 103-3 | 416-2 | 417-1 | 417-2 | 417-3 | 418-1 | 419-1

MARKETING AND ADVERTISING

Fragrance Group engages in marketing activities such as displaying show units of newly built or under construction properties. Traditional marketing mediums such as online and newspaper advertisements, radio broadcasts, brochures, and licensed real estate agents are used to advertise real estate for sale.

Since the outbreak of the COVID-19 in 2020, 360° virtual tours of our residential properties are being introduced to public as means to stay engage with our homebuyers while adhering to the safe distancing measures implemented.

Fragrance Group ensures that our show units and all floor spaces are designed according to the authorised building plan to ensure that the information presented is complete and accurate. In the show units, we do have a list of colours, finishes, fixtures, and appliances that will be used in the actual units.

Through the above practices, we provide assurance to prospective buyers that our show units accurately represent the units for sale with no marketing misrepresentation.

In 2020, there were no incidents of non-compliance with regulations resulting in a fine, penalty, or warning, and incidents of non-compliance with voluntary codes concerning product and service information and labelling as well as marketing communications including advertising, promotion, or sponsorship.

COMPLIANCE WITH SOCIOECONOMIC LAWS AND REGULATIONS

One of the most important factors in obtaining a social license to operate for Fragrance Group is socioeconomic compliance. Our management conducts routine reviews of business operations and establishes specific policies and procedures in advance to avoid possible violations of applicable laws and regulations. Employees are also encouraged to report any alleged law or regulation breaches. In 2020, Fragrance Group is proud to report that it has zero significant fines and non-monetary sanctions for non-compliance with socioeconomic laws and regulations in all the three countries that it operates in. It did not have any cases brought through dispute resolution mechanisms either. Nonetheless, Fragrance Group is aware of the importance of international treaties and international agreements and seeks to ensure that its operations do not contravene such laws, regulations, and agreements.

TARGETS AND GOALS



2020 Target

Zero non-compliant incidents in customer health and safety compliance.

Preparing a policy or approach to underline management approach on compliance with international laws.



Performance Update



Achieved



Achieved; Comprehensive policies on all relevant aspects have been implemented to enhance our internal control. Further details can be found in each section on materials topics.



2021 Target

- Zero non-compliant incidents in customer health and safety compliance.
- Zero incidents of non-compliance concerning market communications of properties.
- Zero breach of PDPA and incidents of privacy leakage.

COMMUNITY ENGAGEMENT

GRI 413-1

Fragrance Group is committed to emboldening and supporting the public by various means of social participation and contribution as part of its strategic development. We believe that our community is the core beneficiary of our property products and services.

CORPORATE SOCIAL RESPONSIBILITY ("CSR") ACTIVITIES

Fragrance Group aims to enrich and improve individuals' lives and contribute to the community. We believe that CSR is imperative to our success and have been active in contributing back to society through the following activities:

January – March 2020

Our Australia hotels raised a donation of more than AUD 2,000 to Accor Community Fund Australia through the Bushfire Disaster Relief Appeal's event to provide assistance to those affected by the 2020 bushfire disaster. We also provide accommodation in Novotel Perth.

April – June 2020

In Australia, our hotels provided funding of more than AUD 25,000 to ALL Heartist Fund organised by Accor. The fund is a COVID-19 special purpose fund to support the most vulnerable amongst us to help pay their medical costs if they are diagnosed with the virus, provide funding to those in financial hardship and shelter or feed those who need a helping hand.

December 2020

Our hotel in Perth provided all elements of a Accor Christmas Party, including food and decorations, that was co-organised with Binar Sports. Binar Sports was created in 2011 by Adam Desmond who discovered a group of indigenous boys who were passionate about basketball in Midland, Western Australia. Binar Sports aims to provide life opportunities and pathways for indigenous youth through basketball and is a support system that extends to the broader family unit. We are working on establishing a mutually beneficial relationship with Binar Sports and we hope to be able to extend this engagement throughout our teams and other Accor's hotels in Western Australia with cultural awareness training and connections to local elders. We aim to develop a strong and authentic partnership for continuous contribution to the society.

On the other hand, our employees in the UK devote their time to various charity such as Blackpool Carers Centre, Business in Community, Aiming Higher, and 4Louis through different community projects throughout the year. We believe that by participating in such activities, our employees can establish positive value and be encouraged to contribute to the society.

ENGAGING WITH OUR COMMUNITY STAKEHOLDERS

Fragrance Group acknowledges that because we are operating in the real estate development and management space, i.e. building vital living spaces, it is important that our stakeholders are empowered with engagement opportunities to be informed of and voice their concerns regarding planned refurbishment, renovation, new construction, and development of commercial, hotel, and residential property.

In the UK, local community grievance procedures are typically formalised through the Torbay Civic Society ("TCS") Committee website. The TCS in the UK regularly monitors Torbay Council's public planning notices to watch for any changes which affect built heritage, open green spaces and parks of the environment. They are considered a broad-based local community consultation committee protecting collective neighbourhood interest.

Further information can be found on: <http://torbaycivicsociety.co.uk/planning/>

In 2020, we continue to collect feedback for our UK development projects which were slated for redevelopment since 2018. The demolitions of Corbyn Head Hotel and The Palace Hotel are completed as at the date of this report after approvals were granted in prior year. Permissions for the construction of Mercure Paignton and ibis Styles Paignton were granted and construction of the hotels are underway.

Fragrance Group has also proposed to repair, convert, and extend the Mineral Water Hospital (acquired in January 2018) into a new hotel for the city of Bath. In September 2020, a previous planning application for the site was refused due to concerns raised by the local community surrounding biodiversity and sustainability. We have since reviewed and evaluated each feedback received and worked hard to bring forward revised proposals for the site. To gather the local community's views of the redevelopment project, we employed digital means by publishing our revised proposals on a dedicated website: www.theminexhibition.co.uk and directing our stakeholders to the same page for their submission of any feedback or concerns. As we finalise construction plans, we continue to pursue informed consent and approval from our neighbourhood and the community.

COMMUNITY ENGAGEMENT

GRI 413-1

COMMUNITY AWARENESS VIA SGXNET

As an SGX-listed entity, Fragrance Group also ensures the regular distribution of relevant public information on SGXNet to notify our community stakeholders of corporate performance and changes. Notwithstanding the cessation of quarterly reporting, Fragrance Group continues to keep shareholders updated on any material developments relating to our business and plans, as and when appropriate. In 2020, we released 44 notices in SGXNet, ranging from General Announcements to Disclosures of Interest, and Financial Statements.

TARGETS AND GOALS

 2020 Target	 Performance Update
Improve stakeholder engagement mechanisms, quantity and quality of various bidirectional options.	☒ Achieved; The materiality assessment was promoted among all stakeholder groups. A total of 46 stakeholders participated in the assessment. Details can be found under the section headed "Materiality Assessment".
Improve responses towards stakeholder concerns and expectations.	☒ Achieved; System for monitoring and recording stakeholder concerns and expectations has been developed. Details can be found under the section headed "Stakeholder Engagement".
 2021 Target	

- Participate in one or more CSR activities with company-wide staff participation.
- Zero complaints on noise, vibration and dust from the community.

GRI CONTENT INDEX

This Report has been developed in reference to Global Reporting Initiative (“GRI”) Standards. For a full disclosure of the specific content aligned with GRI Standards, refer below.

GRI Standard	Disclosure Title	Page Reference and Remarks
GENERAL DISCLOSURE		
ORGANISATIONAL PROFILE		
102-1	Name of the organisation	Fragrance Group Limited
102-2	Activities, brands, products, and services	Pg. 2 and 3
102-3	Location of headquarters	Pg. 2 and 3
102-4	Location of operations	Pg. 2 and 3
102-5	Ownership and legal form	AR2020 – Pg. 58
102-6	Markets served	AR2020 – Pg. 125 to 128
102-7	Scale of the organisation	Pg. 3
102-8	Information on employees and other workers	Pg. 3
102-9	Supply chain	Pg. 31
102-10	Significant changes to the organisation and its supply chain	There were no significant changes to the organisation’s size, structure, ownership, or supply chain in 2020.
102-11	Precautionary principle or approach	Pg. 5 and 6
102-12	External initiatives	No externally-developed economic, environmental and social charters, principles, or other initiatives is subscribed or endorsed in 2020.
102-13	Membership of associations	Pg. 4
STRATEGY		
102-14	Statement from senior decision-maker	Pg. 3
102-15	Key impacts, risks, and opportunities	Pg. 3
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behaviour	Pg. 5 and 6
102-17	Mechanisms for advice and concerns about ethics	Pg. 15
GOVERNANCE		
102-18	Governance structure	Pg. 7 and 8
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	Pg. 9 and 10
102-41	Collective bargaining agreements	Pg. 9 and 10
102-42	Identifying and selecting stakeholders	Pg. 9 and 10
102-43	Approach to stakeholder engagement	Pg. 9 and 10
102-44	Key topics and concerns raised	Pg. 9 to 12

GRI CONTENT INDEX

GRI Standard	Disclosure Title	Page Reference and Remarks
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	AR2020 – Pg. 100 to 107
102-46	Defining report content and topic boundaries	Pg. 2, 11 and 12
102-47	List of material topics	Pg. 11 and 12
102-48	Restatements of information	There were no restatements of information in reporting.
102-49	Changes in reporting	There were no changes in reporting.
102-50	Reporting period	Pg. 2
102-51	Date of most recent report	The publication date of the Sustainability Report 2019 is 21/5/2020.
102-52	Reporting cycle	Annually
102-53	Contact point for questions regarding the report	Pg. 2
102-54	Claims of reporting in accordance with the GRI Standards	Pg. 2
102-55	GRI content index	Pg. 36 to 38
102-56	External assurance	Fragrance Group has not sought external assurance on this Report.
MANAGEMENT APPROACH		
103-1	Explanation of the material topic and its Boundary	Pg. 15, 32 and 33
103-2	The management approach and its components	Pg. 15, 32 and 33
103-3	Evaluation of the management approach	Pg. 15, 32 and 33
MATERIAL TOPICS		
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	Pg. 13 and 14
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	Pg. 15
205-2	Communication and training about anticorruption policies and procedures	Pg. 15
205-3	Confirmed incidents of corruption and actions taken	Pg. 15
ENERGY		
302-1	Energy consumption within the organisation	Pg. 16 to 21
WATER AND EFFLUENTS		
303-1	Interactions with water as a shared resource	Pg. 16 to 21
303-3	Water withdrawal	Pg. 16 to 21
EMISSIONS		
305-1	Direct (Scope 1) GHG Emissions	Pg. 16 to 21
305-2	Energy indirect (Scope 2) GHG emissions	Pg. 16 to 21

GRI CONTENT INDEX

GRI Standard	Disclosure Title	Page Reference and Remarks
EFFLUENTS AND WASTE		
306-2	Waste production within the organisation	Pg. 16 to 21
ENVIRONMENTAL COMPLIANCE		
307-1	Non-compliance with environmental laws and regulations	Pg. 16 to 21
EMPLOYMENT		
401-1	New employee hires and employee turnover	Pg. 24 to 25
401-3	Parental leave	Pg. 24 to 25
OCCUPATIONAL HEALTH AND SAFETY		
403-1	Occupational health and safety management system	Pg. 29 and 30
403-2	Hazard identification, risk assessment, and incident investigation	Pg. 29 and 30
403-4	Worker participation, consultation, and communication on occupational health and safety	Pg. 29 and 30
403-5	Worker training on occupational health and safety	Pg. 29 and 30
TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	Pg. 26 to 28
404-2	Programmes for upgrading employee skills and transition assistance programmes	Pg. 26 to 28
404-3	Percentage of employees receiving regular performance and career development reviews	Pg. 26 to 28
NON-DISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	Pg. 22 to 23
LOCAL COMMUNITIES		
413-1	Operations with local community engagement, impact assessments, and development programmes	Pg. 34 and 35
CUSTOMER HEALTH AND SAFETY		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Pg. 32
MARKETING AND LABELING		
417-1	Requirements for product and service information and labeling	Pg. 33
417-2	Incidents of non-compliance concerning product and service information and labeling	Pg. 33
417-3	Incidents of non-compliance concerning marketing communications	Pg. 33
CUSTOMER PRIVACY		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pg. 32
SOCIOECONOMIC COMPLIANCE		
419-1	Non-compliance with laws and regulations in the social and economic area	Pg. 33



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