



SAKAE HOLDINGS LTD.

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SUSTAINABILITY  
REPORT

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2019

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BOARD'S  
STATEMENT

Our Board is pleased to present the second Sustainability Report ("Report") for Sakae Holdings Ltd. and its subsidiaries ("Sakae", or "the Group"). Sakae believes that sustainable growth strategies and practices are important for our business. This Report includes Environmental, Social and Governance factors ("ESG factors") that are material to Sakae's business and ensures that they are managed and monitored for their risks and opportunities on our future growth.

This Report provides Sakae's various stakeholders with insights into our business operations and our sustainability efforts and initiatives. Guided by our sustainability reporting policy ("SR policy"), we have conducted a review of our material ESG factors for the year. We believe the following factors - improving customer satisfaction, ensuring food safety, hygiene and quality, training and development of our people, safe and inclusive workplace, recruitment and retention, occupational health and safety, local communities engagement / corporate social responsibility, energy and water conservation and anti-corruption, remain critical to the long-term sustainability of our business. We will continue to monitor and review our sustainability efforts periodically. As we progress along our sustainability journey, we aim to further develop our sustainability reporting capabilities.

We would like to thank our colleagues at Sakae for their tireless contributions, commitment and dedication, and all our shareholders, business associates and valued customers for their continuing support and understanding.



SAKAE DELIVERY®



SAKAE®  
CORPORATE ADVISORY

SAKAE®  
GLOBAL RESOURCES



SAKAE®  
FINTECH

SAKAE®  
CYBER SECURITY

# 02

## VISION, MISSION AND CORE VALUES

To provide safe quality food with  
excellent service at great value

E - Excellence is our minimum standard  
P - Productivity in everything we do  
I - Innovation to simplify and compete  
C - Compassion to all



To build global brands

At Sakae, we are guided by our Core Values, Mission and Vision in everything we do. Driven by our Core Values and Mission, we build strategies for our sustainable growth and development, and constantly work towards attaining our Vision: to build global brands.

# 03

## REPORTING FRAMEWORK

The Sustainability Report is prepared in accordance with the requirements set out in SGX Listing Rule 711B. We strive to provide a balanced view of the matters in the Sustainability Report. The Sustainability Report is prepared using the Global Reporting Initiative (GRI) Standards: Core option. The GRI Standards are used as an internationally recognised sustainability reporting framework. Adherence to the GRI Standards allows comprehensive disclosure and coverage of topics that inform our key stakeholders of our sustainability efforts.

# 04

## REPORTING PERIOD AND SCOPE

This Report is based on the Group's financial year ended 30 June 2019 ("FY19").

The scope of this Report is based on the policies, practices, and performance of the Group's various business segments in Singapore.

# 05

## FEEDBACK

We are fully committed to listening to our stakeholders. We welcome feedback on this report and any aspect of our sustainability performance. Please send all feedback to [ir@sakaeholdings.com](mailto:ir@sakaeholdings.com).



## STAKEHOLDER'S ENGAGEMENT

We have identified our stakeholder groups that are impacted by or that impact Sakae's business as a result of sustainability issues.



We strive to provide sustainable value for our stakeholders. Recognising that sustainability is a collaborative effort, we ensure that the frequency of communication is adequate and that communications are two-way. Through our various modes of engagement, we are better able to understand the impact that Environmental, Social and Governance (ESG) factors will have on our business. With that, we are able to formulate effective responses to the issues raised by our stakeholders. We will endeavour to have active and meaningful engagement with our key stakeholders.

S/N	KEY STAKEHOLDER	MODE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT
1	Customers	<ul style="list-style-type: none"> <li>· Loyalty programme – Sakae card</li> <li>· Social media</li> <li>· Interaction with diners at outlet</li> <li>· Survey and market research</li> <li>· Website feedback</li> <li>· Customer care communications</li> <li>· Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>· All the time</li> </ul>
2	Business Partners and Suppliers	<ul style="list-style-type: none"> <li>· Constant communication in the course of business</li> <li>· Vendor assessment</li> <li>· Site visits and monitoring</li> <li>· Audits and checks</li> <li>· Constant feedback from procurement team to suppliers</li> </ul>	<ul style="list-style-type: none"> <li>· All the time</li> </ul>
3	Community	<ul style="list-style-type: none"> <li>· Sakae Foundation</li> <li>· Sponsorships and donations</li> <li>· Corporate volunteering</li> <li>· Corporate Social Responsibility programmes</li> </ul>	<ul style="list-style-type: none"> <li>· Occasionally</li> </ul>
4	Employees	<ul style="list-style-type: none"> <li>· Orientation programme</li> <li>· Regular department meeting and communications/ discussions</li> <li>· Training and development programmes</li> <li>· Surveys and interviews</li> <li>· Emails and memorandum</li> <li>· Company events and activities</li> <li>· Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>· All the time</li> </ul>

S/N	KEY STAKEHOLDER	MODE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT
5	Government and Regulators	<ul style="list-style-type: none"> <li>Participation in consultations and briefings organised by government and regulators</li> </ul>	<ul style="list-style-type: none"> <li>Regularly</li> </ul>
6	Investors	<ul style="list-style-type: none"> <li>Annual General Meetings</li> <li>Information through announcements on SGXNet</li> <li>Annual Reports</li> <li>Corporate website</li> </ul>	<ul style="list-style-type: none"> <li>When required</li> </ul>



# POLICIES, PRACTICE AND PERFORMANCE REPORTING

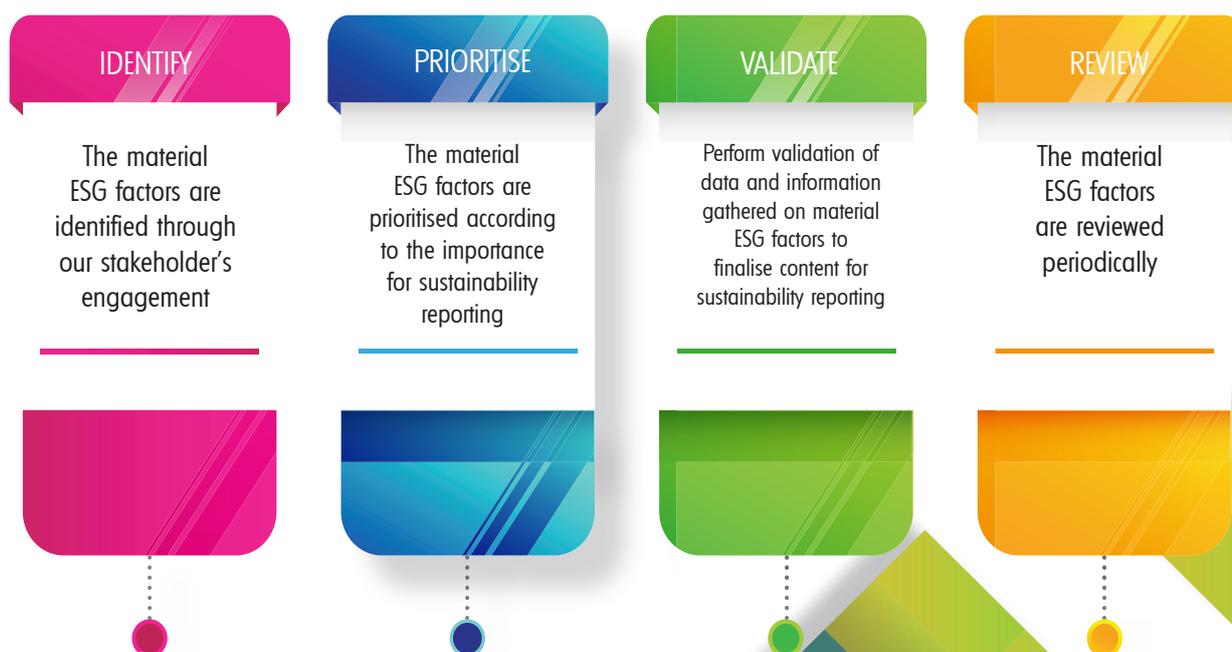
## 7.1 REPORTING STRUCTURE

Our Sustainability Committee is led by our Chief Executive Officer. Its members comprise key management personnel. In consultation with the Board, the Sustainability Committee monitors and manages our policies, practices, and performance pertaining to sustainability matters.

## 7.2 SUSTAINABILITY REPORTING PROCESS

Under our Sustainability Reporting Policy, we have identified our material ESG factors through stakeholder engagement. These factors are prioritised and ranked according to the importance of their environmental, social and governance impact. Management validates the material ESG factors through internal discussion and feedback. The materiality of our ESG factors is reviewed periodically to ensure that they are current.

For this Report, we have reviewed last year's reported material ESG factors and determined that they continue to be relevant to our business and stakeholders.



# 08

## MATERIALITY ASSESSMENT

### 8.1 MATERIALITY ASSESSMENT

Based on our SR Policy, each sustainability factor will be assigned a reporting priority. The levels of reporting priorities, their respective descriptions and reporting criteria are as follows:

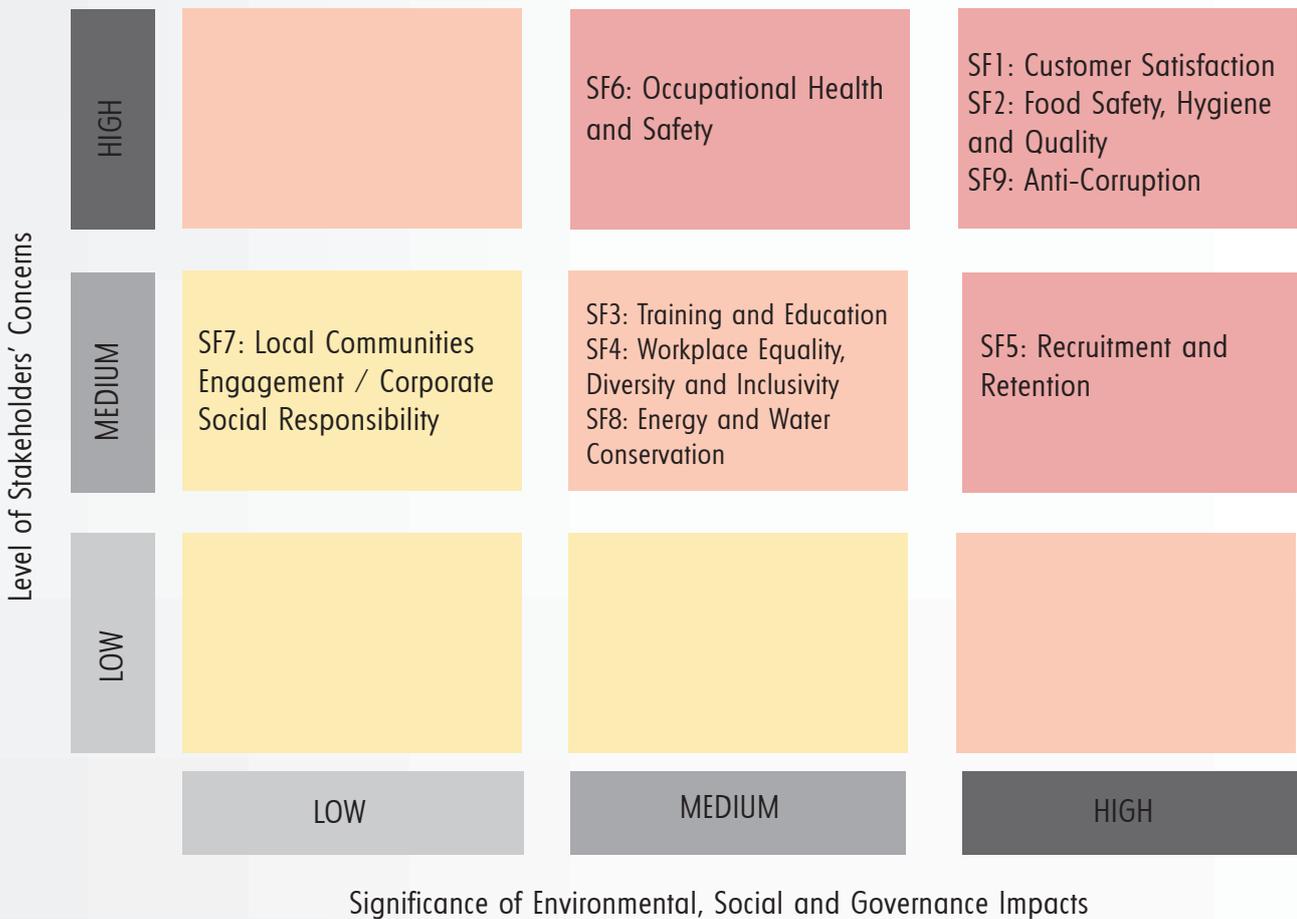
REPORTING PRIORITY	DESCRIPTION	CRITERIA
I	HIGH	Factors with high reporting priority are reported in detail.
II	MEDIUM	Factors with medium reporting priority are considered for inclusion in this Report. They may not be included in this Report if not material.
III	LOW	Factors with low reporting priority may be reported to fulfil regulatory or other reporting requirements. They are not included in this Report if not material.

Our material ESG factors and their reporting priorities are shown below:

S/N	MATERIAL FACTOR	MISSION OR CORE VALUE	KEY STAKEHOLDER	REPORTING PRIORITY
SOCIAL				
1	Customer Satisfaction	To provide safe quality food with excellent service at great value	Customers	I
2	Food Safety, Hygiene and Quality	To provide safe quality food with excellent service at great value	Customers, Business Partners and Suppliers	I
3	Training and Education	People development - Innovation to simplify and compete	Employees	II
4	Workplace Equality, Diversity and Inclusivity	Compassion to all	Employees	II
5	Recruitment and Retention	People focused - Productivity in everything we do	Employees	I
6	Occupational Health and Safety	People focused - Compassion to all	Employees	I
7	Local Communities Engagement / Corporate Social Responsibility	Compassion to all	Community	III
ENVIRONMENTAL				
8	Energy and Water Conservation	Social and environmental responsibility – Compassion to all	Community, Government and Regulators	II
GOVERNANCE				
9	Anti-Corruption	Excellence is our minimum standard	Government and Regulators, Investors	I

## MATERIAL FACTORS MATRIX

Each material ESG factor ("SF") is plotted into a matrix to determine the prioritisation of these factors based on the level of stakeholders' concerns and the significance of the factors' ESG impacts. Our completed material factors matrix is shown below:



## 9.1 CUSTOMER SATISFACTION

Customer satisfaction is crucial to customer retention. We seek to provide customer service that goes beyond taking and serving orders. We view customer service as part of a holistic customer experience that is capable of providing us with a distinguishing advantage in today's increasingly cluttered and competitive market.

In alignment with our mission – To provide safe quality food with excellent service at great value, we are committed to retain and build a loyal customer base for our long term sustainability by enhancing our customers' experiences through:

### (A) PROVIDING EXCELLENT CUSTOMER SERVICE

Customer service is the experience we deliver to our customers. It's the promise we keep to the customer. It's how we follow through for the customer. It's how we make them feel when they do business with us.

Our frontline service employees are always the first customer "touchpoint". We conduct refresher training for them to ensure that high service standards are maintained. Our customers can be assured that our employees are trained to resolve customer issues promptly and amicably. Also, we have implemented a service recovery programme with close follow-up with our customers.



## (B) PROACTIVELY ENCOURAGING CUSTOMERS TO GIVE FEEDBACK

We value our customers' feedback as they provide us with insight into which aspects of our operations are working well and which aspects can be improved. We have multiple channels to gather customer feedback, including our sales teams, delivery teams, online social media, our websites, and our customer relationship management system that allows for analytical understanding of our customers' preferences. From such channels, we can then work towards product and service improvements and enhance our operational effectiveness and efficiencies.

Based on real-time feedback from our social media, our customer satisfaction rate is standing at over 94%. Over the years, we have made constant improvements and will continue to strive towards meeting our customers' needs.

## (C) BUILDING CUSTOMER LOYALTY THROUGH REGULAR PROMOTIONS AND MEMBERSHIP PROGRAMME

We strive to improve customer retention and are constantly exploring ways to reward customer loyalty. Regular promotions ensure that we are constantly offering something new and special to our customers to meet market demands. Customers who are members of our Sakae Card membership programme receive attractive incentives and discounts when dining at our restaurant outlets regularly.

## 9.2 FOOD SAFETY, HYGIENE AND QUALITY

Being an established Food & Beverage Japanese cuisine brand in Singapore, we prioritise and value food safety and hygiene by delivering the best to our customers. Serving great, safe and high-quality food has always been an important emphasis of our business.

### (A) OUR STANDARDS

Through the adoption of industry certified standards, we are able to better gauge and monitor the safety and quality of our food. We placed much emphasis on consistency and constantly work towards improving food quality standards of our products.

Our central kitchen, which supports our food catering and restaurant operations, has been certified on the Hazard Analysis Critical Control Point (HACCP) standard, which prevents and reduces risks in food safety through tight monitoring processes.

All our restaurant outlets have achieved 'A' Grade certification from the Singapore Food Agency (SFA). Additionally, our Hei Sushi restaurants are Halal-certified by Majlis Ugama Islam Singapura (MUIS).

Here are some measures that have been adopted to ensure the quality, hygiene and safety of the food we serve:

## (B) OPERATIONS

We have always been vigilant in our efforts to maintain food safety and quality in our operations at our restaurant outlets, central kitchen or production floors.

Measures that we have put in place:

- All employees that handle food are required to attend and pass WSQ Basic Food Hygiene course
- A manual on food safety serves as a guide for our staff to adhere to
- Our internal food safety and quality control team conducts regular checks on product quality and food handling procedure
- We regularly send food samples to an accredited laboratory for microbiological testing to ensure quality and safety of our products



## (C) FOOD SUPPLY CHAIN

We recognise that food suppliers play a major role in food safety and quality. As part of our food procurement process, our suppliers' food supply chain must meet stringent food safety and quality criteria. This may involve visits to farms and factories where the food comes from. At the other end of the food supply chain, we monitor the feedback from our outlet kitchens with regard to the food supplies they receive. We constantly communicate and work with our suppliers to remedy any issues that may impact the quality and safety of our food.

For FY19, with our strong emphasis on food safety and quality, all of our restaurants are graded "A" by Singapore Food Agency (SFA) for the overall hygiene, cleanliness and housekeeping standards of the restaurant outlets. We are pleased to report that there were no major food safety incidents during the reporting period.

FY19 TARGET	FY19 PERFORMANCE
To maintain all restaurant outlets' 'A' grade	All restaurant outlets achieved 'A' grade
To procure from established suppliers with approvals from SFA	All our food suppliers have relevant SFA approvals

### 9.3 TRAINING AND EDUCATION

At Sakae, people are our Number 1 asset. Every year, we send our people for training and skills development, and seek to guide them to be more enterprising and innovative. We started inter-department projects to exchange ideas and experience so as to create a think-tank that allows Sakae to scale to greater heights.

We believe in empowering our employees to perform in their jobs through training and education. Equipping them with the necessary skills and competencies for their jobs will add to productivity, confidence and work satisfaction.

We attained in-house Workforce Skills Qualification (WSQ) Approved Training Organisation (ATO) accredited by SkillsFuture Singapore since 2006. This allows us to conduct in-house training and assessment of WSQ certified courses on relevant job skills and competencies for our employees. Employees who successfully complete the training and assessment will be awarded national industry-recognised certification.

All our restaurant outlet employees will undergo a training programme which consists of two parts: the WSQ Basic Food Hygiene course and on-the-job training covering key line functions conducted by our trainers in their respective outlets. Depending on organisational requirements and staff development programme, we also conduct in-house seminars at our corporate headquarters for employees, to impart knowledge and build up their skills in areas such as customer service, up-selling, supervising at work and effective communications. We also advocate personal development and lifelong learning by encouraging and sponsoring our employees to attend approved external courses.



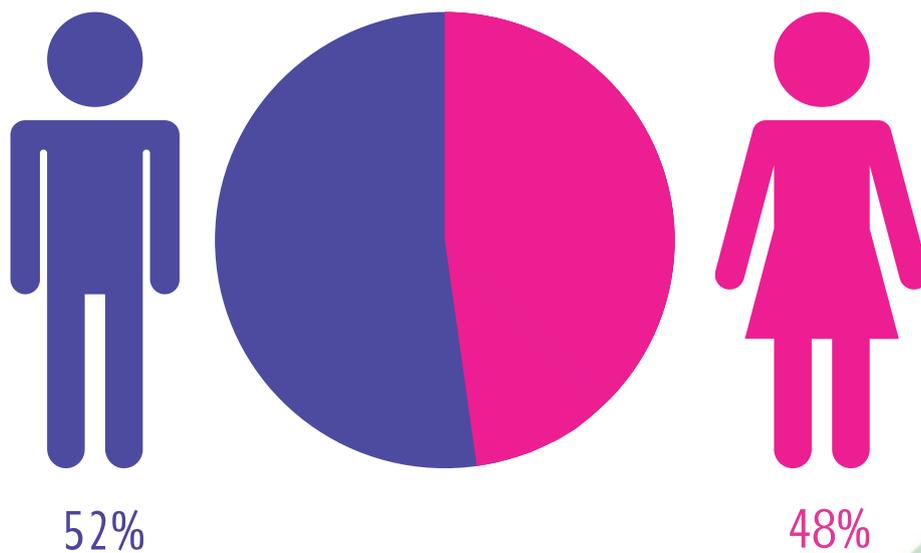
## 9.4 WORKPLACE EQUALITY, DIVERSITY AND INCLUSIVITY

Sakae aims to provide a work environment that fosters fairness, equality, and respect for social and cultural diversity, regardless of their gender and age. We recognise that people from different backgrounds have different talents, skills, and experience. We find ways for them to complement one another at work. We are strong proponents of equal opportunity and do not allow for discrimination on any grounds at the workplace.

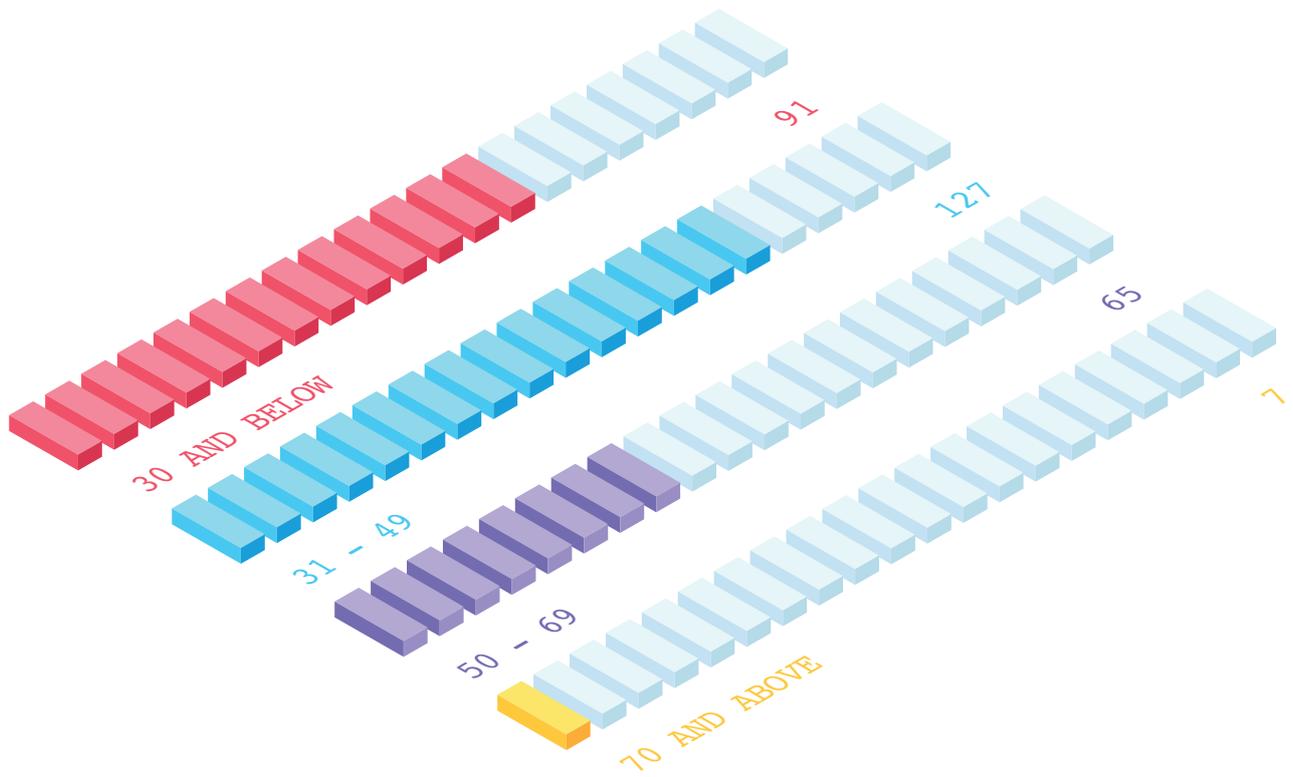
We value the experience of our senior staff as well as the passion and flexibility of the younger staff. Sakae rewards employees based on a series of attributes that include performance, competence, commitment and experience, along with Company performance. We conduct annual appraisals for all employees using a holistic set of criteria including interpersonal skills and innovation, besides their individual performance indicators based on their roles and responsibilities.

In line with fair employment practices, age, race, gender, nationality, or religion preferences do not factor into the evaluation of job applications that we receive.

For FY19, female employees made up 48% of our workforce while male employees made up 52%. In terms of age diversity among employees, 91 were aged 30 and below, 127 were aged between 31 and 49, 65 were aged between 50 and 69, and 7 were aged 70 and above. We will continue to offer employment based on fair hiring practices and ensure that our workplace provides opportunities for all our employees to contribute and grow.



(B) NUMBER OF EMPLOYEES BY AGE GROUP



## 9.5 RECRUITMENT AND RETENTION

We value everyone's contributions and we are dedicated to our employee's well-being. All employees are entitled to a range of benefits that promote staff well-being and productivity, including medical insurance and parental leave. Sakae ensures that its staff is engaged and rewarded with competitive benefits that are in line with industry standards.

Staff is entitled to exclusive privileges when they dine at our restaurants. For employee engagement, Sakae does host various events ranging from Dinner and Dance or family day activities and events for all employees. Sakae hopes to forge closer ties with its employees. Our current average employee monthly turnover rate is around 4%, slightly higher than the national industry average monthly turnover rate. We will continue to explore ways to improve the employee turnover rate.

Although remuneration and other staff benefits are key factors to retain employees, we also recognise that job satisfaction is an important factor. Our staff development programme seeks to provide all employees with clear career pathways that lead to better job prospects, greater responsibilities, and learning opportunities as well.

We strive to increase employees' job satisfaction by providing a conducive, open and honest work environment and empowering them to make decisions, as well as setting organisational goals. We value our employees' ideas and opinions and have in place appropriate channels to receive their feedback. Our Employee Suggestion Scheme lets employees provide constructive input in all areas including the Company's business and work environment. We address these feedback through consultations with employees and Management with a view to implement ideas that will benefit the Company's business and employees. We hope that this will cultivate a sense of belonging and pride at work for our employees.



## 9.6 OCCUPATIONAL HEALTH AND SAFETY

“Achieve Zero Workplace Safety Incidents!”

Sakae adheres closely with the guidelines provided by the Ministry of Manpower to ensure the health and safety of our employees. All employees are briefed regarding basic workplace health and safety.

In Sakae, we practice risk management in our daily activities. Risk management is a process by which the Management assesses the risks, determines the control measures, and takes appropriate actions to reduce such risks. Risk assessment is a key instrument to reduce risk at our workplace. We will conduct risk assessments regularly so as to keep them relevant to our work processes.

We also send our employees for safety courses such as occupational first aid course and work-at-height course to enhance their safety awareness. Employees are encouraged to highlight safety and health hazards to the management as we believe everyone has a part to play in ensuring workplace safety and health.

In compliance with the Singapore Civil Defence Force (SCDF) regulations, we have a Fire Safety Manager (FSM) and a Fire Emergency Plan for Sakae Building. Our FSM’s duties and responsibilities include:

- Preparing the Emergency Response Plan (ERP) in accordance with the guidelines issued by SCDF
- Forming a Fire Safety Committee to plan and conduct fire safety programmes including fire evacuation drills and Table Top Exercises (TTE) TTE are scenario driven exercises where participants derive solutions to likely emergency scenarios in the building
- Reviewing and updating the ERP annually

For restaurant outlet renovations, we choose appropriate materials such as non-slip tiles that reduce the risk of accidents from happening in our kitchen and service areas. This is in addition to our employees having to wear safety boots in the restaurant. Renovation workflows are also discussed with relevant employees so as to minimise potential hazards. We also choose to work with contractors who have attained bizSAFE level 3 as well.

We recognise the importance of having an effective workplace health and safety management system in place. To address this, we adopted a Permit-To-Work (PTW) System. It is a formal authorisation system used to control selected work tasks thereby ensuring safe and proper execution of work at the worksite. The system allows all parties involved in or affected by the renovations to communicate dangers involved in the work activities so as to enable safe onsite execution.

There were no workplace accidents resulting in death or permanent disability in FY19. We will continue to ensure that our working environment remains safe for our employees and maintain our workplace safety record.

FY19 TARGET	FY19 PERFORMANCE
No workplace accidents resulting in death or permanent disability	No workplace accidents resulting in death or permanent disability

## 9.7 LOCAL COMMUNITIES ENGAGEMENT/CORPORATE SOCIAL RESPONSIBILITY

Sakae is committed to an active and socially responsible corporate culture. We recognise that the long-term success of our business is closely related to the well-being of the community which we operate in. In line with our core value “Compassion to All”, we hope to win the hearts and minds of the community and also encourage other individuals and businesses to give and serve in the spirit of public duty.

### (A) SAKAE FOUNDATION

Sakae Foundation contributes and supports several charitable beneficiaries. We have supported the community through sponsorships and visits to various organisations including Radin Mas Senior Citizens’ Home and schools. Our Foundation will continue to pursue philanthropic and volunteer efforts, leaving happy frog prints through our involvement with the community. We launched our Facebook page - “Project Happy Frog Prints”, with the hope of fortifying our relationship with global communities and continue bringing joy, one frog print at a time.



## (B) SUPPORTING NATIONAL DEFENCE

We believe that we as a Company can play a part in Singapore's national security. NS is a vital component of national defence. We support our NSmen by implementing NS-friendly workplace policies so that they can focus and fulfil their NS commitments.

As a show of support for Singapore Armed Forces (SAF) Day, we encourage our NSmen to take part in the SAF Day Rededication Ceremonies. In addition, as a form of appreciation towards all of our nation's NSmen, we also offer attractive SAF Day promotions at our dining establishments.

For the Total Defence Awards 2018, as an affirmation of Sakae's commitment towards NS and the nation's Total Defence, our Company received the NS Advocate Award for being among the top NS Mark (Gold) accredited companies. The NS Advocate Award is the highest national-level accolade that recognises exceptional acts of support towards Total Defence and NS. Other accolades that we garnered in the past include the Minister for Defence Award, Honorary Member of the Minister for Defence Award (MiDAs) League, SAF Day Certificate of Appreciation, SAF Award for Employers and the Ministry of Home Affairs (MHA) Award for the NSmen Employers Commendation Category.



## 9.8 ENERGY & WATER CONSERVATION

We are committed to protect our environment and are exploring new ways to reduce our environmental footprint through energy and water conservation. We leverage on environmentally-friendly technologies and practices to ensure that we lessen our operations' impact on the environment. Our Go Green efforts include:

### (A) LIGHTING

Suitable lightings in our building have been fitted with motion sensors to reduce electricity usage. We have also adopted the use of energy-efficient LED lights in our stores as a means to save electricity.

### (B) SOLAR POWER SYSTEM

A 270 kilowatt-peak photovoltaic system was installed on the roof of our building. It has 1,400 solar panels and is able to generate up to one-third of the building's energy needs. With this, it helps to lower our carbon emissions and also reducing our energy costs.

### (C) RAINWATER IRRIGATION SYSTEM

The prominent water fountain located at the front of our building is fitted to a rainwater irrigation system. The feature is thus aesthetically pleasing and environmentally friendly.

### (D) SPICE GARDEN

In addition to the ornamental plants that make up the green landscaping surrounding our building, we have incorporated a spice garden in the landscaping plan as well. Spices like aloe vera plants, yellow ginger, pandan leaves, mint leaves and many other spices that are grown in the garden can be used as seasonings in the food preparation. We will constantly study all ways to include the farm-to-fork approach in our restaurant outlet operations as well.

## E) KITCHEN EQUIPMENT AND APPLIANCES

We use state-of-the-art equipment and appliances in our restaurant kitchens and central kitchen. Not only do they consume less energy, but they also produce less ambient heat and have very low carbon emissions.

In FY19, our electricity and gas consumption was 139.59kWh per \$1,000 of revenue and 67.71kWh per \$1,000 of revenue respectively. Our water consumption was 1.65m<sup>3</sup> per \$1,000 of revenue. We will continue to work towards reducing our electricity, gas and water consumption while managing our revenue.

RESOURCE	UNIT OF MEASUREMENT	MEASURE (CONSUMPTION / REVENUE)	FY19 TARGET	FY19 PERFORMANCE
Electricity	kWh	kWh per \$'000 revenue	Reduce consumption (FY18 usage: 112.16)	139.59
Gas	kWh	kWh per \$'000 revenue	Reduce consumption (FY18 usage: 53.15)	67.71
Water	m <sup>3</sup>	m <sup>3</sup> per \$'000 revenue	Reduce consumption (FY18 usage: 1.21)	1.65



## 9.9 ANTI-CORRUPTION

### (A) CODE OF CONDUCT

Our Employee Code of Conduct sets out the standards of integrity and accountability for our employees. All employees are expected to adhere to the Code of Conduct while performing their duties and to always act in the best interest of Sakae. For example, employees are not allowed to solicit or accept any gifts or gratitude from our business partners. Any gift with commercial value that is not refused due to practicality or courtesy must be declared to the Human Resources Department for a decision on the treatment of the gifts. Under no circumstances are employees allowed to accept cash gifts.

Employees who are found to have breached the Code of Conduct after investigations will be subjected to disciplinary action.

### (B) INTERESTED PERSON TRANSACTIONS

Sakae has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the Audit Committee and that any such transactions are on an arm's length basis. We did not carry out interested person transactions for the reporting period. The Management and key executives are also required to submit a conflict of interest declaration annually for independent assessment to demonstrate their willingness to adhere to the conflicts of interest policy.

### (C) WHISTLE BLOWING POLICY

Sakae's Audit Committee has established a whistle blowing policy and formed a Whistle Blowing Committee. Our Whistle Blowing Committee comprises of our Independent Non-Executive Directors to ensure an appropriate level of management over whistle blowing matters. The Whistle Blowing Committee provides a channel for our employees to report in confidence any possible corporate improprieties including corruption. The Whistle Blowing Committee and the Board's Audit Committee are vested with the power and authority to receive, investigate and enforce appropriate action when any such improprieties are brought to their attention.

There were no incidents related to corruption in FY19. We will continue to monitor and ensure our compliance with anti-corruption laws.

# 10

## TARGET SETTING

Our sustainability performance targets for the next reporting period are:

S/N	MATERIAL FACTOR	PERFORMANCE MEASURE	PERFORMANCE TARGET
1	Customer Satisfaction	Customer review rate	Improve customer review rate
2	Food Safety, Hygiene and Quality	<ul style="list-style-type: none"> <li>- Food Hygiene Grading</li> <li>- Suppliers obtaining approval from Singapore Food Agency (SFA)</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain all restaurant outlets' 'A' grade</li> <li>- Procure from established suppliers with approvals from SFA</li> </ul>
3	Training and Education	Move towards more skilled and educated workforce	Improve employees' skillsets
4	Workplace Equality, Diversity and Inclusivity	Gender and age diversity	Work towards inclusive workforce with balanced ratios for gender and age diversity
5	Recruitment and Retention	Employee retention rate	Improve employee retention
6	Occupational Health and Safety	Review workplace accidents resulting in death or permanent disability	Maintain strong workplace safety emphasis and zero workplace accidents
7	Local Communities Engagement / Corporate Social Responsibility	Contributions to our communities	Engage communities through various initiatives
8	Energy and Water Conservation	<ul style="list-style-type: none"> <li>- Energy consumption</li> <li>- Water consumption</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce energy consumption (kWh)</li> <li>- Reduce water consumption (m<sup>3</sup>)</li> </ul>
9	Anti-Corruption	Number of corruption cases	Zero corruption cases

# 11

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102-48	Restatements of Information	Not Applicable	N.A.
102-49	Changes in Reporting	Not Applicable	N.A.
102-50	Reporting Period	Reporting Period and Scope	5
102-51	Date of Most Recent Report	30 June 2018	N.A.
102-52	Reporting Cycle	Reporting Period and Scope	5
102-53	Contact Point for Questions regarding the report	Feedback	5
102-54	Claims of reporting in accordance with the GRI Standards	Reporting Framework	5
102-55	GRI Content Index	GRI Content Index	27-29
102-56	External Assurance	No external assurance was sought	N.A.
<b>GRI 103: MANAGEMENT APPROACH</b>			
103-1	Explanation of Material Topic and Its Boundaries	Material Factors	13-26
103-2	The Management Approach and Its Components	Material Factors	13-26
103-3	Evaluation of the Management Approach	Material Factors	13-26

GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE	PAGE
<b>TOPIC SPECIFIC DISCLOSURES</b>			
<b>ECONOMIC</b>			
201-1	Direct Economic Value generated and distributed	Annual Report 2019 - Statement of Financial Position	38-45
<b>ENVIRONMENTAL</b>			
302-1	Energy Consumption within the Organisation	Material Factors - Energy and Water Conservation	23-24
303-1	Water withdrawal by source	Material Factors - Energy and Water Conservation	23-24
<b>SOCIAL</b>			
401-1	New employee hires and employee turnover	Material Factors - Recruitment and Retention	18-19
401-2	Benefits provided to Full-Time employees that are not provided to Temporary or Part-Time Employees	Material Factors - Recruitment and Retention	18-19
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Material Factors - Occupational Health and Safety	20
404-2	Programmes for upgrading employee skills and transition assistance programmes	Material Factors - Training and Education	16
405-1	Diversity of governance bodies and employees	Material Factors - Workplace Diversity, Equality and Inclusivity	17
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Material Factors - Food Safety, Hygiene and Quality	14-15
<b>GOVERNANCE</b>			
205-3	Confirmed incidents of corruption and actions taken	Material Factors - Anti-Corruption	25



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SUSTAINABILITY REPORT 2019

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