

**MANAGING SUSTAINABILITY**

Sustainable practices have been progressively embedded into the day-to-day operations of Tuan Sing Holdings Limited (“Tuan Sing”) since the implementation of the Company’s Sustainability Policy in 2016. Today, these practices guide the Group in the conduct of its business and is an integral part of our business strategy.

The three pillars of our Sustainability Policy are as follows: to nurture our PLANET, to care for our PEOPLE and to grow sustainable PROFIT.



Nurture Our Planet	Care For Our People	Grow Sustainable Profit
<p>As an advocate of the spirit of “caring” for our society and the environment, we actively encourage our employees to volunteer for charitable causes and to practise eco-friendly behaviour when and where possible.</p>	<p>We are committed to the professional development of our employees through the provision of training and upskilling opportunities, as well as the creation of an inclusive and collaborative work environment.</p>	<p>We strive for sustainable growth and performance as a company by adhering to a high standard of corporate governance and embracing a risk-centric culture.</p>

**SCOPE OF THIS SUSTAINABILITY REPORT**

We present Tuan Sing and its subsidiaries’ annual sustainability report for the financial year ended 31 December 2020. This report has been prepared in accordance with the Global Reporting Initiative (“GRI”) Standards: Core Option, issued by the Global Sustainability Standards Board and in compliance with the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Rules 711A and 711B. We are also guided by the Practice Note 7.6 on the Sustainability Reporting Guide issued by SGX-ST. This sustainability report has not been audited by an external entity.

**BOARD STATEMENT**

The Board acknowledges that its members are collectively responsible for the long term strategic direction of the Company, and states that it has specifically considered sustainability issues including environmental, social and governance (“ESG”) factors during the formulation of its strategies. For the purpose of SGX-ST Listing Rule 711B and Practice Note 7.6, the Board confirms that it has determined the material ESG factors and overseen the management and monitoring of the material ESG factors.

Global sustainable development goals

The UN’s Sustainable Development Goals Report 2020 reported that since the adoption of the Sustainable Development Goals (“SDGs”) in 2015<sup>(1)</sup>, progress had been made in some areas such as improving maternal and child health, expanding access to electricity and increasing women’s representation in government. However, these advances were offset elsewhere by growing food insecurity, deterioration of the natural environment, and persistent and pervasive inequalities. In 2020, the COVID-19 pandemic has unleashed an unprecedented crisis, causing further disruption to the SDG progress.

National sustainable development focus

The Singapore government has identified four pillars of sustainable development success<sup>(2)</sup> and has implemented a number of sustainability initiatives over the years. Most recently, the Singapore Budget 2021 has unveiled the Singapore Green Plan 2030 which aims to secure a green, livable and sustainable home for Singaporeans.

In Indonesia which the Group has a strong foothold, the UN in Indonesia had in April 2020 signed a Cooperation Framework with the Government of Indonesia which outlines a partnership between the UN and the Indonesian Government articulating the UN’s collective actions to support Indonesia in preserving and accelerating achievements of the SDGs.

<sup>(1)</sup> The United Nations General Assembly had in 2015 set 17 global sustainable development goals covering social and economic development issues including poverty, hunger, health, education, global warming, gender equality, water, sanitation, energy, urbanisation, environment and social justice. (Source: <https://sdgs.un.org/>)

<sup>(2)</sup> Singapore’s four pillars of sustainable development success are: (i) building a sustainable economy through integrated and long-term planning to optimise resources such as budget, land, manpower, energy, and carbon emissions to ensure sustainable growth; (ii) creating a sustainable living environment such as aiming to triple Singapore rooftop gardens and green wall by 2030; (iii) ensuring sustainable development for our people by investing in our precious human capital and preparing for the future of work by focusing on technological advances; and (iv) contributing to international collaboration by committing to the Paris Agreement and supporting the United Nations 2030 Agenda for Sustainable Development in achieving the 17 SDGs. (Source: Eco-Business Asia Pacific)

*Tuan Sing's sustainability journey*

We are similarly committed to align with the international efforts towards achieving sustainability. The journey towards long-term sustainability is one that requires collective and continuous effort by all employees of Tuan Sing. To align and achieve the sustainability targets set as an organisation, it is essential to have good governance in place as the Board manages and monitors the sustainability performance of all employees.

This report covers the primary components as set out in Listing Rule 711B and focuses on the material topics identified. This report is issued with the approval of the Board.

**SUSTAINABILITY CONTACT**

Your feedback is valuable to us in improving our sustainability practices. If you have any comments or feedback regarding this report and its contents, please send your views to us at <https://www.tuansing.com/get-in-touch.html>.

**STAKEHOLDER ENGAGEMENT**

At Tuan Sing, we understand the importance of having frequent communications with our stakeholders. It is only through timely engagements that allow us to better understand our stakeholders' expectations and concerns. This is fundamental to the formulation of our business strategies and plays a crucial role in business development to achieve sustainable growth. We identified our key stakeholders by assessing their influence and involvement in our business.

The following table summarises our engagement approach with our key stakeholders:

<b>Our Stakeholders</b>	<b>Frequency</b>	<b>Engagement Platforms</b>	<b>Key Topics and Concerns Raised</b>	<b>Our Response</b>
Investors	Throughout the year	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Site visits</li> <li>Corporate website</li> <li>Investor Relations email</li> <li>Annual Report</li> <li>SGXNET Announcements</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable returns</li> <li>Corporate governance practices</li> <li>Risk management practices</li> </ul>	Refer to "Message to Shareholders", "CEO's Review of Operations", "Corporate Governance", "Managing Risk in Delivering Our Strategy" and "Business Dynamics & Risk Factors Statement" of the Annual Report.
Employees	Throughout the year	<ul style="list-style-type: none"> <li>Performance appraisal discussions</li> <li>Weekly meetings</li> <li>E-communications</li> <li>Town hall sessions</li> </ul>	<ul style="list-style-type: none"> <li>Remuneration and welfare</li> <li>Workplace safety and health</li> <li>Training and development</li> </ul>	Refer to "Labour Practices & Conducive Workplace" within the Sustainability Report.
Customers	Throughout the year	<ul style="list-style-type: none"> <li>Tenant meetings</li> <li>Show flat</li> <li>Email correspondence</li> <li>Social media channels</li> </ul>	<ul style="list-style-type: none"> <li>Quality of products and services</li> <li>Workmanship and defects rectification</li> </ul>	Refer to "Supply Chain Management" within the Sustainability Report.
Business Partners	Throughout the year	<ul style="list-style-type: none"> <li>Meetings</li> <li>On-site inspections</li> <li>Price quotations and email correspondence</li> <li>Vendor evaluation and assessment</li> </ul>	<ul style="list-style-type: none"> <li>Ethical and fair trading</li> </ul>	Refer to "Supply Chain Management" and "Labour Practices & Conducive Workplace" within the Sustainability Report.
Community	Throughout the year	<ul style="list-style-type: none"> <li>Community service engagements</li> </ul>	<ul style="list-style-type: none"> <li>Environmental and social impact</li> </ul>	Refer to "Community Involvement" and "Environmental Initiatives" within the Sustainability Report.

**OUR RESPONSE TO COVID-19 PANDEMIC**

In Singapore, the nationwide circuit breaker period lasted for almost two months, causing business disruptions on an unprecedented scale. Our ongoing efforts such as facilitating telecommuting and intensifying the cleaning and disinfection operations at our commercial buildings continue to ensure that a safe working environment is in place. In support of our tenants with businesses affected by the pandemic, we have rendered assistance in the form of rental rebates which are in compliance with the legislations. To enhance our preparedness against the spread of COVID-19, our building's property management response is in line with the authorities' guidelines and Disease Outbreak Response System Condition (DORSCON)'s alert levels. In addition, the property management team has been briefed of their roles and responsibilities. Drills for pandemics are regularly conducted to familiarise our emergency response team with their course of actions.

We will continue to remain vigilant and adaptive as we forge ahead with plans to grow our business and to deliver sustainable returns to our stakeholders. In doing so, we believe we can be well-positioned for resilience to operate in a post-COVID environment.

**MATERIAL ESG TOPICS**

Having taken into consideration the outcome of our stakeholder engagements, Tuan Sing has identified the following material ESG topics to be discussed in this sustainability report in accordance with its level of significance to Tuan Sing's economic, environmental and social impact, as well as their importance to our stakeholders. The list of material topics and topic boundaries are in line with those previously reported in the 2019 report.

Sustainability Focus Areas	Material Factors	Read more in the following sections:	Impact Boundary
 <p><b>Economic value generation and distribution</b></p>	<p>Economic Performance Anti-Corruption</p>	<ul style="list-style-type: none"> <li>• "Statutory Reports and Accounts" of the Annual Report</li> <li>• "Labour Practices &amp; Conducive Workplace" within the Sustainability Report</li> <li>• "Corporate Governance Report" of the Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• All business segments</li> </ul>
 <p><b>Environmental initiatives</b></p>	<p>Energy Water Paper consumption Food waste reduction</p>	<ul style="list-style-type: none"> <li>• "Environmental Initiatives" within the Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>• All business segments</li> </ul>
 <p><b>Labour practices and conducive workplace</b></p>	<p>Employment Training and Education Diversity and equal opportunity</p>	<ul style="list-style-type: none"> <li>• "Labour Practices &amp; Conducive Workplace" within the Sustainability Report</li> <li>• "Corporate Governance Report" of the Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Board and Committees</li> </ul>
 <p><b>Community Involvement</b></p>	<p>Local Communities</p>	<ul style="list-style-type: none"> <li>• "Community Involvement" within the Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>

As a property developer, Tuan Sing develops not only properties but also living spaces, lives and communities. We are a strong advocate of creating a sustainable living environment for future generations. This begins with us, as a developer, to reduce the environmental footprint of our projects and properties.

In conceptualising our developments, we create value by balancing economic objectives with the need to champion environmental sustainability, promote continual improvements in health and safety practices, and uphold universal design considerations. We apply universal design principles at every level – architectural planning, construction, building operations and maintenance – to achieve:

- 1) seamless connectivity within the development and its external premises/infrastructure;
- 2) simple and intuitive facilities for equitable use by everyone; and
- 3) integration of inclusive design principles with the overall architecture and space planning.

### GREEN BUILDINGS FOR SUSTAINABLE DEVELOPMENT

Beyond developing high-quality premium homes that are known for their design excellence, lush greenery and modernity over the past two decades, we have also transformed our built environment with numerous award-winning green buildings including 18 Robinson and Robinson Point.

18 Robinson was awarded the Green Mark Gold<sup>PLUS</sup> Rating by the Building and Construction Authority (“BCA”) of Singapore for the numerous green features that have been incorporated in the design build. These include energy-efficient air-conditioning systems, lifts and escalators, an excellent building envelope system that uses high-performance glazing to minimise heat gain into the building, energy-efficient LED lightings that are supplemented with motion sensors in staircases and toilets which are projected to contribute up to 40% of energy savings, efficient water fittings which meet the Public Utilities Board’s Water Efficiency Labelling Scheme (“WELS”) efficiency standards and requirements. In addition, highly efficient chilled water plants have been installed to reduce energy consumption.

Robinson Point has an energy efficient air-conditioning plant that moderates itself to cater for the cooling demand of the building. It has a naturally ventilated car park which do away with the needs to constantly run the mechanical fans and it has also a recycle management program that is well received by tenants.

In recognition of Tuan Sing’s impact on the built environment in Southeast Asia, the Group was named one of the Top 10 Developers in Singapore at the BCI Asia Awards in 2018.

### SUSTAINABILITY PRACTICES AT OUR HOTELS

We recognise that our hotel operations have been one of the biggest generators of waste, and consume high amounts of energy within our Group operations due to the inherent nature of the business. In this respect, we have implemented measures and closely monitored the operations’ energy and water consumption with the aim of reducing waste generation and greenhouse gas emissions while slowing down the rate of resource depletion.

**Grand Hyatt Melbourne** (“GHM”) – GHM has a number of fairly large food & beverage outlets which generate a sizeable volume of food waste. To contain this problem and divert food waste from landfills, GHM installed an appropriately sized Closed-Loop Organics Unit that uses composting technology to process all food waste onsite. The resulting material is a nutrient-rich soil conditioner that can be used as fertiliser for the hotel gardens.

Installing of the Closed-Loop Organics Unit has improved our waste management across the board. Removing food waste from the general waste stream has resulted in:

- Lower volumes of general waste sent to landfills
- Reduced contamination rates arising from better signage and education
- Higher volumes of commingled (i.e. mixed, dry recyclable) materials recycled
- Lower volumes of general waste, which allowed us to replace the large general waste compactor with smaller 1,100-litre bins
- A review of waste contractor, infrastructure and pick-up requirements, which enabled us to negotiate a more financially beneficial arrangement

**Hyatt Regency Perth** (“HRP”) – A top priority for HRP is to minimise the impact of its operations and practices on the environment. As part of continuing efforts to reduce and recycle waste, HRP engaged the City of Perth as an agent to provide a total waste service that includes the removal of commingled waste and organic waste directly from the site, which in turn helps to contain costs and inefficiencies. Meanwhile, the introduction of new energy-efficient LED lighting in corridors, function rooms and guest bathrooms has substantially reduced energy consumption at HRP.

**ENVIRONMENTAL INITIATIVES**

HRP aims to reduce water and electricity consumption by implementing the following additional measures:

- Install a high voltage meter and actively manage peak load demands
- Modify the cooling tower enclosure to improve air flow and reduce operating temperatures
- Continue the introduction of LED lighting to reduce power consumption and heat generated
- Review, upgrade and replace equipment when required, as well as review schedules and operating parameters
- Continue the introduction of dual flush toilets to the other wings (As of 2020, only one wing has been completed)
- Inspect basins and ensure flow rates are appropriate
- Increase inspections of high water consumption areas, such as cooling towers to identify leaks and issues promptly to reduce unnecessary loss

Below are our key environmental performance indicators:

	2019	2020
Electricity consumption (kWh)	28,082,998	<b>22,696,061</b>
Water consumption (ML)	218	<b>109</b>
Paper consumption (Tonne)	9.7	<b>4.2</b>
Food waste reduction (%)	67.7%	<b>48.4%</b>

In addition to the above-mentioned environmental initiatives, the overall decrease in electricity, water and paper consumption in 2020 was also attributable to the overall reduction in business activities across the business segments caused by the COVID-19 pandemic. Food waste reduction percentage decreased slightly for 2020 due to repair works on the Closed-Loop Organics units and lower volume of food waste caused by hotel closure resulted in lower efficiency of the Closed-Loop Organics units.

**ENVIRONMENTAL INITIATIVES TARGETS**

As part of our continuing efforts to sustainability, we are setting up a task force to monitor and review past trends to derive balanced and realistic targets in shaping future environmental initiatives for our properties in Singapore and also for our other major businesses.

At Tuan Sing, we strongly believe in giving back to the society to help us grow and unite as citizens of the world while creating an enduring corporate legacy. As such, we take initiatives to reach out to the communities around us. To foster and facilitate greater engagement, we actively encourage our employees to take part in meaningful community initiatives, while sponsoring many activities and programmes that aim to make a true difference in the lives of our beneficiaries.

### **CARING FOR THE COMMUNITY**

Throughout the years, we have worked together with RSVP Singapore to reach out to the less privileged. Serving more than 200,000 beneficiaries a year. RSVP is a non-profit organisation comprising senior volunteers who utilise their skills and life experience to bring change to the community. Activities that we have participated in over the past years include educational tours for students and outings for the mentally disadvantaged.

In Australia, our hotel employees are equally passionate about contributing to their communities, through reaching out to the less fortunate and creating opportunities to shape lasting change. Community service efforts include taking participation in “Causal for a Cause” campaign, setting up of donation box at our hotel lobby, as well as organising “Clean Up Australia Business Day” involving our hotel staffs cleaning up the streets.

### **DONATIONS AND SPONSORSHIPS**

In addition to its active community participation, Tuan Sing has also provided financial support to charitable organisations through donations and sponsorships over the years.

In 2020, Tuan Sing made donations and sponsorships amounting to \$32,000 (2019: \$104,000). The cumulative amount of donations and sponsorships from 2012 to 2020 is \$442,000.

<b>Year</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Cumulative from 2012 to 2020</b>
Amount of donations and sponsorships	\$87,000	\$104,000	<b>\$32,000</b>	<b>\$442,000</b>

The reduced amount of donations in 2020 was due to the adverse business environment amid the COVID-19 pandemic and the reduced number of charitable events participated by the Company during the year.

### **TARGET AND INITIATIVES**

Moving forward, the Company hopes to improve or at least maintain the amount of donations to charitable organisations and to gradually involve staff in more community activities as the risk of the coronavirus subsides.

## LABOUR PRACTICES & CONDUCTIVE WORKPLACE

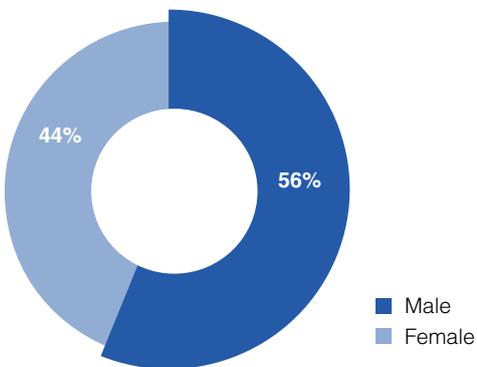
Our employees are our most important asset. We are committed to actively engaging our workforce, motivating them to work together with the Company to create a brighter future for all. Spreading positivity in the workplace helps nurture happy, satisfied employees, spurring their desire to contribute positively to the Company. To this end, we endeavour to provide our employees with a safe and conducive working environment, and to equip them with the skills they need to perform at their best, through both learning and career advancement opportunities.

### DIVERSITY

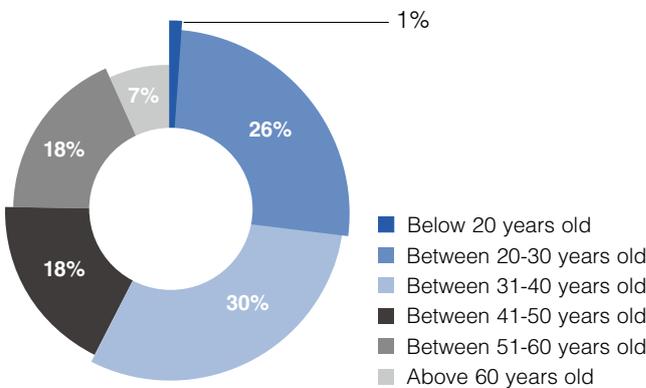
Diversity within a workplace is important as it allows Tuan Sing to expand its horizons with a wider range of insights and perspectives, as it has access to a diverse pool of talents. As at 31 December 2020, Tuan Sing and its subsidiaries have a total headcount of 813 people.

In terms of gender proportion, Tuan Sing has a healthy mix of males and females. The gender distribution across our businesses in most countries is fairly distributed with Singapore office having a male to female ratio of 57:43. In Malaysia, we have more male employees due to the inherent nature of the packaging material manufacturing industry. Tuan Sing advocates for an inclusive workplace through its age-diverse workforce that is fairly represented by employees from all age groups.

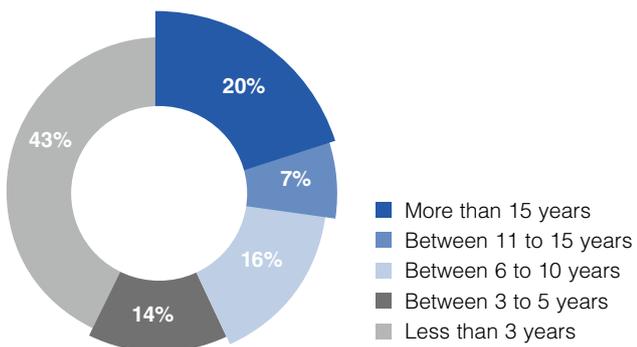
**Employees by Gender**



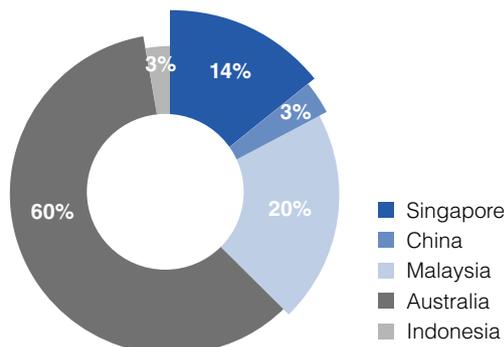
**Employees by Age Band**



**Employees by Years of Service**



**Employees by Country**



SUSTAINABILITY REPORT

## *LABOUR PRACTICES & CONDUCTIVE WORKPLACE*

Across the Tuan Sing Group, we have employees employed on either a permanent or temporary basis. As opposed to permanent-contract employees, employees who are employed under a temporary contract, have a definite and defined employment period. Out of the total headcount of 813, Tuan Sing has 119 temporary-contract employees.

The employees of Tuan Sing are also categorised into full-time and part-time employees. A full-time employee is one whose working hours per week, month, or year are defined according to national legislation and practices regarding working hours. As at 31 December 2020, there were 262 part-time employees as majority of our employees are full-timers.

### EMPLOYEES BY EMPLOYMENT CONTRACT, COUNTRY AND GENDER

	Permanent		Temporary		Total
	Male	Female	Male	Female	
Singapore	65	48	2	2	117
Australia	178	198	49	58	483
China	10	11	5	1	27
Malaysia	132	32	–	–	164
Indonesia	13	7	–	2	22
<b>Total</b>	<b>398</b>	<b>296</b>	<b>56</b>	<b>63</b>	<b>813</b>

### EMPLOYEES BY EMPLOYMENT TYPE AND GENDER

	Full-time	Part-time	Total
Male	345	109	454
Female	206	153	359
<b>Total</b>	<b>551</b>	<b>262</b>	<b>813</b>

### EMPLOYEES BY DESIGNATION AND COUNTRY

	Permanent and Temporary				Total
	Executive Director	Manager	Executive	Non-executive	
Singapore	1	64	36	16	117
Australia	–	12	4	467	483
China	–	4	7	16	27
Malaysia	1	7	20	136	164
Indonesia	–	10	12	–	22
<b>Total</b>	<b>2</b>	<b>97</b>	<b>79</b>	<b>635</b>	<b>813</b>

**LABOUR PRACTICES & CONDUCTIVE WORKPLACE****NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER**

In 2020, the rate of new employee hires was 17%. The majority of the new employee hires were from Australia and falls within the age groups of 20 to 30 years old and 31 to 40 years old.

**NEW EMPLOYEE HIRES**

	Singapore		Australia		China		Malaysia		Indonesia		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
<b>2020</b>												
Less than 20 years old	–	–	5	9%	–	–	2	10%	–	–	7	5%
20 to 30 years old	1	2%	26	48%	–	–	14	67%	5	28%	46	33%
31 to 40 years old	21	46%	14	26%	1	100%	4	19%	9	50%	49	35%
41 to 50 years old	12	26%	5	9%	–	–	1	4%	4	22%	22	16%
51 to 60 years old	10	22%	4	8%	–	–	–	–	–	–	14	10%
Older than 60 years old	2	4%	–	–	–	–	–	–	–	–	2	1%
<b>Total</b>	<b>46</b>	<b>100%</b>	<b>54</b>	<b>100%</b>	<b>1</b>	<b>100%</b>	<b>21</b>	<b>100%</b>	<b>18</b>	<b>100%</b>	<b>140</b>	<b>100%</b>

In terms of employee turnover, the turnover rate was 37% in 2020. The majority of the turnovers were from Australia and falls within the age groups of 20 to 30 years old and 31 to 40 years old.

**EMPLOYEE TURNOVER**

	Singapore		Australia		China		Malaysia		Indonesia		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
<b>2020</b>												
Less than 20 years old	–	–	1	1%	–	–	–	–	–	–	1	*
20 to 30 years old	2	11%	117	44%	–	–	8	50%	1	50%	128	43%
31 to 40 years old	6	33%	80	30%	–	–	6	38%	–	–	92	30%
41 to 50 years old	5	28%	38	14%	–	–	2	12%	1	50%	46	15%
51 to 60 years old	3	17%	22	8%	–	–	–	–	–	–	25	8%
Older than 60 years old	2	11%	9	3%	–	–	–	–	–	–	11	4%
<b>Total</b>	<b>18</b>	<b>100%</b>	<b>267</b>	<b>100%</b>	<b>–</b>	<b>–</b>	<b>16</b>	<b>100%</b>	<b>2</b>	<b>100%</b>	<b>303</b>	<b>100%</b>

\* Less than 1%

Despite the high employee turnover, approximately 57% of the employees have been with Tuan Sing for more than 3 years. Approximately 67% of the employees in Australia have been with the company for more than 3 years. As part of the Group's efforts to improve employee retention, employees who have resigned are interviewed prior to leaving the company.

2020 has been a challenging year for our hotel operations in Australia. As we explore options and strategy to enhance the hotels' competitiveness in a post-COVID environment, we continue to exercise prudence in retaining employees amid the uncertainties.

**A SAFE WORKING ENVIRONMENT**

At Tuan Sing, safety is always our top priority. Steps to promote and foster mental health and well-being include taking measures to prevent discrimination (including bullying and harassment) of any kind in the workplace. As a standard modus operandi, all new employees are briefed on the Company's policies and practices during the orientation programme.

The safety and health committees at our two hotels, and at the factories of Gul Technologies Singapore Pte. Ltd. ("GulTech"), regularly review safety and health issues while sourcing for ways to make the work environment safer. To support such efforts, we allocate an appropriate sum from the budget each year to help improve work safety across the board. During the year, we have activated our pandemic preparedness plans across our businesses in Singapore and in the region to enable our employees to work from home while cleaning operations have been stepped up for our premises. Safe management officers were appointed at our commercial buildings and show galleries in Singapore to ensure safe distancing measures were observed. Procedures were also put in place to manage our responses to reported or suspected cases at our buildings.

In addition to allocating a budget for work safety improvement, GulTech conducts audits to ensure compliance with occupational safety and health standards (ISO45001) and environmental protection standards (ISO14001). Its induction programme for new employees emphasises the importance of work safety and precautions.

### FAIR AND MERIT-BASED EMPLOYMENT

Ample opportunities are given to all employees to excel in their career with the Group, regardless of their background. We recognise that older workers can continue to contribute to the Company's success by sharing their extensive experience with their younger peers. We value all our employees, and it is our practice to continue to re-employ employees beyond the retirement age.

The Company adopts an open performance appraisal approach and reviews appraisal criteria regularly to align them with the changing expectations of different employee categories.

The Company's remuneration package consists of both fixed and variable components. The variable component is performance-based and is determined based on the performance of the Company, the business unit and the individual. The variable portion of an employee's remuneration increases as he or she moves up the corporate ladder.

### EMPLOYEE RELATIONS

Employees are updated regularly on their respective business units' performance as well as the Group's. Our open door policy helps to facilitate and encourage both formal and informal interaction between employees at all levels.

Our open performance appraisal system promotes two-way communication, allowing employees to freely discuss their past performance and their career aspirations, thus ensuring better job matches and happier employees on the whole.

Employee grievances are dealt with promptly. Our Whistle-blowing Policy has been in place for many years and has been made known to all employees. A Whistle-Blowing Committee ("WBC") has been tasked to look into any feedback from employees regarding unfair practices, corruption or misconduct.

### EMPLOYEE DEVELOPMENT & TRAINING

As we believe our employees are an essential asset, we take pains to help them reach their full potential through training, job rotation and internal promotion opportunities, so they can move beyond their existing work scope both locally and regionally. Training needs for each employee are identified annually, mutually agreed on and steadily implemented over time. We actively promote continuous learning, encouraging our staff to equip themselves with relevant job-related skills. We also foster a culture of sharing, encouraging employees to share with colleagues the knowledge and skills they have gained through training. Training materials are made available to all interested employees. In addition, eligible employees are granted sponsorships for higher studies and examination leave.

The table below shows the average training hours by countries and employee categories.

#### **Average hours of training by employment category**

	Singapore	Australia	China	Malaysia	Indonesia	2020 Total	2019 Total
Management	10.2	15.8	2.0	6.0	2.3	36.3	38.3
Non-management	1.7	3.4	5.6	0.8	0.7	12.2	62.9

#### **Average hours of training by gender**

	Singapore	Australia	China	Malaysia	Indonesia	2020 Total	2019 Total
Male	6.4	3.2	2.7	1.1	2.4	15.8	47.0
Female	6.6	4.1	8.0	0.8	-	19.5	55.1

There was a drop in the training hours in 2020 compared to 2019. This was due to reduced training activities in the pandemic-stricken year. Moving forward, the Company hopes to increase the training hours to the pre-COVID level.

### EMPLOYEE WELLNESS AND WORK-LIFE BALANCE

At Tuan Sing, the well-being of our employees comes first. We believe that happy employees feel a strong sense of accomplishment and find considerable satisfaction in their work. Hence, in addition to maintain a five-day work-week, we strive to promote a holistic and balanced lifestyle for our employees in various ways. Among others, they are allowed to work from home and to decide when to start and end their workdays for a certain period.

Employees are also free to use the swimming pool and jacuzzi facilities at the corporate head office. Complimentary health screenings are made available to employees annually. Comprehensive health screening packages, dental services and telecommunication services are also offered at preferential corporate rates to our employees and their family members.

Our employees in Australia enjoy complimentary stays at participating Hyatt hotels worldwide.

**SUCCESSION PLANNING**

We strive to retain a diverse and robust talent pool, carefully grooming our people to ensure that they will be ready to meet future needs. Priority is given to employees whenever there is a job opening within the Group. Numerous employees have benefited from this approach, as it allows them to broaden their exposure and skill-sets across various business functions.

**EMPLOYEES' CODE OF CONDUCT AND ANTI-CORRUPTION**

Tuan Sing has always upheld the highest standards of integrity and professionalism in conducting its business activities, and expects its employees to embrace these values as well. This forms the basis of long-lasting relationships with our stakeholders. To ensure that employees are aware of the Company's philosophy, an Employee Handbook providing guidelines on the Code of Conduct is made readily available to all employees through the Company's intranet. It serves as a reminder to employees that they should act in the best interests of the Company and avoid situations that could create a conflict of interest. At the end of each year, employees are required to declare their compliance with the Code of Conduct, and whether they have been involved in any situation that might lead to a conflict of interest. A formal "Anti-Bribery and Anti-Corruption Policy" is also made available to all employees through the Company's intranet.

In 2020, a refresher webinar on "Anti-Bribery and Anti-Corruption" was organised for employees to have better understanding of the legislations in this area. The webinar was conducted by a trained officer from the Corrupt Practices Investigation Bureau.

There were no bribery or corruption cases reported in 2020 and we aim to maintain the zero occurrence of corruption incident.

### **SUSTAINABLE PROJECTS**

For all projects, Tuan Sing keeps its sustainability targets in sight by exercising caution when selecting business partners who play an integral role in the various phases of the Group's property development projects. Business partners are evaluated against established criteria and assessed regularly for their performance. Consultants, contractors and suppliers engaged by Tuan Sing should demonstrate high levels of work ethics and commitment towards the environment, health and safety.

The sustainability practices we have in place for our property development projects take into account requirements laid out under (i) the Green Mark certification standard instituted by the BCA, (ii) ISO 26000: 2010 Guidance on Social Responsibility, (iii) ISO 14001 Certificate of Developers, Main Builder, Mechanical & Engineering Consultant and Architect, (iv) ISO 14064-1 Greenhouse Gas (GHG) Emission, and (v) SS 557: 2010 Code of Practice for Demolition.

The sustainability practices established throughout our supply chain have resulted in the incorporation of many green features in our flagship building 18 Robinson, such as energy-efficient variable-speed drives in the air-conditioning system and the extensive use of LED lighting throughout the building. Passive energy-saving design features include an excellent curtain wall facade system that uses high-performance Low-E glazing to minimise heat gain. In recognition of these conscientious efforts towards the environment, 18 Robinson was certified Green Mark Gold<sup>PLUS</sup> by BCA in 2017. Beyond the green practices, we remain driven to create developments that promote the comfort of our occupants. This commitment to contribute to a sustainable and inclusive built environment has led to further recognition for 18 Robinson, which was once again conferred the Universal Design Mark Gold<sup>PLUS</sup> by the BCA in 2020. This award is accorded to developments that adopt user-friendly philosophy in its building design, operations and maintenance.

Over the years, Tuan Sing has made it a priority to deliver quality excellence. In 2020, 18 Robinson achieved a "CONQUAS STAR" rating by the BCA as it attained a score of 95 points and above. The BCA Construction Quality Assessment System ("CONQUAS") sets the industry benchmark for quality and workmanship standards for construction projects in Singapore. Besides 18 Robinson, Tuan Sing's completed development property projects in Singapore, namely the Sennett Residence and Cluny Park Residence, have achieved an above-average CONQUAS score by the BCA when assessed in previous years. In 2018, Tuan Sing was also named as one of the Top 10 Developers in Singapore at the BCI Asia Awards, which distinguishes leading architectural firms and developers that have had the greatest impact on the built environment in Southeast Asia. These achievements were the result of Tuan Sing's continuous efforts towards sustainable supply chain management.

This report has been prepared in accordance with the GRI Standard: Core Option

<b>GRI Standard</b>		<b>Page number &amp; Comments</b>
<b>General Disclosures</b>		
<b>GRI 102: General Disclosures 2016</b>		
<b>Organisational Profile</b>		
102-1	Name of the organisation	Tuan Sing Holdings Limited
102-2	Activities, brands, products, and services	Refer to “Management Discussion and Analysis” of the Annual Report.  Tuan Sing does not provide any products or services that are banned in certain markets.
102-3	Location of headquarters	Refer to the “Statutory Reports and Accounts” of the Annual Report.
102-4	Location of operations	Refer to “Management Discussion and Analysis” of the Annual Report.
102-5	Ownership and legal form	Refer to “Our Corporate Profile” of the Annual Report.
102-6	Markets served	Refer to “Management Discussion and Analysis” of the Annual Report.
102-7	Scale of the organisation	Refer to “Our Corporate Profile” and “5-Year Financial Highlights” of the year of the Annual Report.  Refer to “Labour Practices & Conducive Workplace” within the Sustainability Report.
102-8	Information on employees and other workers	Refer to “Labour Practices & Conducive Workplace” within the Sustainability Report.
102-9	Supply chain	Refer to “Supply Chain Management” within the Sustainability Report.
102-10	Significant changes to the organisation and its supply chain	There were no significant changes in the financial year ended 2020.
102-11	Precautionary principle or approach	Refer to “Managing Risk in Delivering Our Strategy” and “Business Dynamics & Risk Factors Statement” of the Annual Report.
102-12	External initiatives	Refer to page 47 of the Sustainability Report.
102-13	Membership of associations	Refer to pages 45, 47 and 53 of the Sustainability Report.
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Refer to “Message to Shareholders” of the Annual Report.
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	Refer to “Company and Strategy” of the Annual Report.
<b>Governance</b>		
102-18	Governance structure	Refer to page 58 for the corporate governance framework.
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Refer to page 43 of the Sustainability Report.
102-41	Collective bargaining agreements	None of our employees are covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Refer to page 43 of the Sustainability Report.
102-43	Approach to stakeholder engagement	Refer to page 43 of the Sustainability Report.
102-44	Key topics and concerns raised	Refer to page 43 of the Sustainability Report.

GRI Standard		Page number & Comments
<b>General Disclosures</b>		
<b>GRI 102: General Disclosures 2016</b>		
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	Refer to pages 38 and 39 of the Annual Report.
102-46	Defining report content and topic boundaries	Refer to page 42 of the Sustainability Report.
102-47	List of material topics	Refer to page 44 of the Sustainability Report.
102-48	Restatements of information	There is no restatement of information.
102-49	Changes in reporting	There is no change in reporting.
102-50	Reporting period	Refer to page 42 of the Sustainability Report.
102-51	Date of most recent report	The last Sustainability Report was released as part of our Annual Report for the financial year ended 2019.
102-52	Reporting cycle	Refer to page 42 of the Sustainability Report.
102-53	Contact point for questions regarding the report	Refer to page 43 of the Sustainability Report.
102-54	Claims of reporting in accordance with the GRI Standards	Refer to page 42 of the Sustainability Report.
102-55	GRI content index	Refer to pages 54, 55 and 56 of the Sustainability Report.
102-56	External assurance	Refer to page 42 of the Sustainability Report.
GRI Standard		Page number & Comments
<b>Specific Disclosures on Material Topics</b>		
<b>GRI 103: Management Approach 2016</b>		
<b>Material issue: Economic Performance</b>		
103-1	Explanation of the material topic and its Boundary	Refer to "5-Year Financial Highlights", "Statutory Reports and Accounts" and "Management Discussion and Analysis" of the Annual Report.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
201-1	Direct economic value generated and distributed	
<b>Material issue: Anti-Corruption</b>		
103-1	Explanation of the material topic and its Boundary	Refer to 52 of the Sustainability Report.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
205-3	Confirmed incidence of corruption and actions taken	
<b>Material issue: Energy</b>		
103-1	Explanation of the material topic and its Boundary	Refer to "Environmental Initiatives" of the Sustainability Report.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
302-1	Energy consumption within the organisation	

GRI Standard		Page number & Comments
<b>Specific Disclosures on Material Topics</b>		
<b>GRI 103: Management Approach 2016</b>		
<b>Material issue: Water Consumption</b>		
103-1	Explanation of the material topic and its Boundary	Refer to “Environmental Initiatives” of the Sustainability Report.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
303-5	Water consumption	
<b>Material issue: Employment</b>		
103-1	Explanation of the material topic and its Boundary	Refer to “Labour Practices & Conducive Workplace” of the Sustainability Report.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
401-1	New employee hires and employee turnover	
<b>Material issue: Training and education</b>		
103-1	Explanation of the material topic and its Boundary	Refer to “Labour Practices & Conducive Workplace” of the Sustainability Report.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
404-1	Average hours of training per year per employee	
<b>Material issue: Diversity and equal opportunity</b>		
103-1	Explanation of the material topic and its Boundary	Refer to “Labour Practices & Conducive Workplace” of the Sustainability Report and “Corporate Governance Report” of the annual report.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
405-1	Diversity of governance bodies and employees	