



SUSTAINABILITY REPORT

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► SUSTAINABILITY REPORT

BOARD STATEMENT

Roxy-Pacific Holdings Limited ("the Group") is pleased to present our sustainability report for FY2019. This is the 3rd edition of our report which demonstrates our commitment to grow our business sustainably as we mature and progress as a company.

FY2019 remains a challenging year for the Group as the business landscape has changed rapidly. Despite the many challenges, we have witnessed the opportunities and new expansion areas that comes with it. In recent years, many companies are giving more emphasis on topics relating to environment, social and governance (ESG) matters especially in business decisions. Likewise, in the Group, we recognise the importance to progress our sustainability efforts as a company to respond to the changing operating landscape and redefine our business resilience.

Early this year in March, the Draft Master Plan 2019 was launched by the Singapore Government. This transforms our business model as it touches on many aspects of development and emphasises on ensuring a sustainable environment for all; creating a caring and inclusive society; and keeping Singapore safe and secure.¹ The Master Plan is not just about having more buildings and infrastructure. It is really an exercise to reimagine and remake our city – to think about new versions of urban living that will be more fulfilling and sustainable; to think of new ways to stay relevant to the world. With this, the built environment is impacted, and dynamic shift is in place. Landlords and developers are called upon to re-consider the built environment that current and future stakeholders will require in the face of climate change. These goals tie in with the Sustainable Singapore Blueprint (SSB) that was launched by the Singapore Government as a \$1.5 billion plan with a series of environmental goals to be met by 2030. We understand that the private sector's contribution to the movement is key and will continue to keep this in mind as we continue to evolve and grow in our own sustainability efforts.

Overall, we are heartened that we have embarked on the journey of Sustainability Reporting as the cyclical monitoring and coverage increases both vigilance and awareness within the Group. Overall, we found the process to be meaningful and are committed to continue our efforts in stakeholder engagement and more robust data collection for further improvement.

Additionally, we will continue to work closely with our external consultants to further enhance our reporting scope and materials topics which is reviewed as part of an annual process to ensure its relevance to the business strategy and portfolio.

ABOUT THE REPORT

This sustainability report is published annually to provide an overview of the Group's material environmental, social and governance (ESG) topics from 1 January to 31 December 2019 and is to be read in conjunction with its financial statement. This sustainability report for the financial year ended 31 December 2019 has been prepared in compliance with the requirement of SGX-ST Listing Rules 711A and 711B. The report is in accordance to the Global Reporting Initiatives (GRI) Standards: Core Option. The GRI Index and relevant references are presented on page 44 onwards. All data in this report is presented in good faith and to the best of our knowledge.

Roxy-Pacific Holdings Limited is an established property and hospitality group with an Asia-Pacific focus and was listed on the SGX Mainboard on 12 March 2008. The Group is principally engaged in the development and sale of residential and commercial properties ("Property Development"). The group's recurring income stream are strengthened through its flagship hotel in the heart of historical Katong, Grand Mercure Singapore Roxy, self-managed upscale boutique hotels, Noku Kyoto and Noku Osaka, Japan and other investment properties in Asia-Pacific ("Hotel Ownership and Property Investment").

¹ Ministry of National Development – Speech by Minister Lawrence Wong at the Draft Master Plan 2019 Exhibition Launch (Mar 27, 2019)

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The scope of this report covers the business activities and developments/properties which the Group has operational control in Singapore, Australia and New Zealand, which are listed below.

SCOPE	SINGAPORE	AUSTRALIA	NEW ZEALAND
DEVELOPMENT	Bukit 828 Harbour View Gardens Arena Residences	360 Lt. Bourke Street, Melbourne	NZI Centre, 1 Fanshawe Street, Auckland 205 Queen Street, Auckland
HOTEL	Grand Mercure Singapore Roxy		

The Group will continue to expand the reporting scope to include other overseas operations when its sustainability efforts mature.

We seek to continuously enhance the accuracy, completeness and coverage of our sustainability practice and report as such we welcome all your feedback or suggestions. For any enquiries and comment, please email info@roxypacific.com.sg

STAKEHOLDER ENGAGEMENT

The Group believes that a stable and consistent relationship with our stakeholders is fundamental for the growth and maturity. Hence, it aims to improve its engagement and interaction efforts in the long run. The below sets out our current engagement processes with key shareholders.

Stakeholder	Topic Raised	Method & Frequency	Outcome
Employees	<ul style="list-style-type: none"> Management understanding towards the employee 	<ul style="list-style-type: none"> Annual appraisal Employee Satisfaction Survey New Hires Survey 	<ul style="list-style-type: none"> Refer to Talent Retention & Employee Well-Being
Shareholders & Investors	<ul style="list-style-type: none"> Strategy for growth & value creation for the company 	<ul style="list-style-type: none"> Annual Report Annual General Meeting Company's Investor Relation Webpage 	<ul style="list-style-type: none"> Refer to Chairman's Statement, Financial & Operations Review in the Annual Report
Customers (Hotel guests)	<ul style="list-style-type: none"> Consistent and continuous quality service and product 	<ul style="list-style-type: none"> On-going and constant review on customer's satisfactory feedback form & online feedback 	<ul style="list-style-type: none"> Refer to Customer Health & Safety

Stakeholder	Topic Raised	Method & Frequency	Outcome
Business/Strategic Partners	<ul style="list-style-type: none"> Profitable and dependable working relationship 	<ul style="list-style-type: none"> Weekly regular meeting with partners and associates when project on-going 	<ul style="list-style-type: none"> Refer to Statement of Corporate Governance in Annual Report Refer to Governance
Community	<ul style="list-style-type: none"> Responsible and sustainable development towards environment and community 	<ul style="list-style-type: none"> Annual corporate philanthropy Resident's feedback made accessible within development's vicinity 	<ul style="list-style-type: none"> Refer to Materials, Governance & Corporate Social Responsibility

GOVERNANCE STRUCTURE & MATERIALITY ASSESSMENT

The structure we have established in 2017 will continue to be in force for FY2019 reporting, in which the Board maintain oversight of the implementation of the sustainability efforts of the Group. The Board is supported by the Audit Risk Management Committee ("ARMC") and the Sustainability Steering Committee ("SSC"), which is made up of senior management within the Group. The SSC oversees the sustainability strategy and is focused on driving the sustainability initiative through the Group. On the other hand, the Sustainability Task Force ("STF"), which is made up of representatives from each department, is responsible for gathering data, compiling information and formulating the report so as to support the SSC in the execution of sustainability initiatives.

In 2017, with the assistance of an independent consultant, we undertook a materiality assessment exercise to define the Group's material topics. The three-step materiality assessment identifies the following material topics that have the highest impact and greatest importance to the stakeholders. This year, the Group has reviewed the material topics and they continue to remain the key materials for the Company. The material factors have been streamlined to enhance the structure of the report.

Material Topics	Category			Applicable Operations		
	Environment	Social	Governance	Singapore	Australia	New Zealand
1. Energy	♦			✓	✓	✓
2. Water	♦			✓	✓	✓
3. Materials	♦			✓		
4. Contractor Environment and Social Assessment	♦	♦		✓		
5. Talent Retention		♦		✓	✓	
6. Training & Education		♦		✓	✓	
7. Occupational Health and Safety		♦		✓	✓	
8. Customer Health and Safety		♦		✓	✓	
9. Anti-corruption			♦	✓	✓	
10. Compliance with Law and Regulations (i.e. environment, social, economic, marketing and labelling)			♦	✓	✓	

SUSTAINABILITY REPORT

ENVIRONMENT

ENERGY

	2019 Energy Intensity	Performance	Target for 2019
Singapore*	27.78 kWh/occupant	Increased from 27.68 kWh/occupant in FY2018 ➤ Meet target set	Maintain energy intensity level or an increase no higher than 5% of historical average (<i>in which the base year for Singapore is FY2016 and the base year for New Zealand is FY2018</i>)
Australia**	344.50 kWh/m ²	New acquisition, hence, no historical data for comparison/target available	
New Zealand***	94.56 kWh/m ²	Decreased from 96.90 kWh/m ² in FY2018 ➤ Meet target set	

*Singapore refers to the Grand Mercure Singapore Roxy
**Australia refers to 360 Lt. Bourke Street
***New Zealand refers to NZI Centre and 205 Queen Street

Climate change is no longer a debate but our reality. As said by Minister Lawrence Wong in his speech during the Draft Master Plan 2019 Exhibition launch, we must adapt to the realities of climate change, particularly rising global temperatures and sea levels. There is also a need to do our part as a corporate citizen in fulfilling our nation's pledge towards the Paris Agreement by reducing the overall energy intensity levels to below year 2005 by the year 2030. Considering this, we have revised our target for FY2019 to better reflect our energy consumption and our commitment towards maintaining the energy intensity. The target for FY2019 and onwards will be to maintain the energy intensity level or increase no higher than 5% of historical average, in which the base year for Singapore is FY2016 and the base year for New Zealand is FY2018.

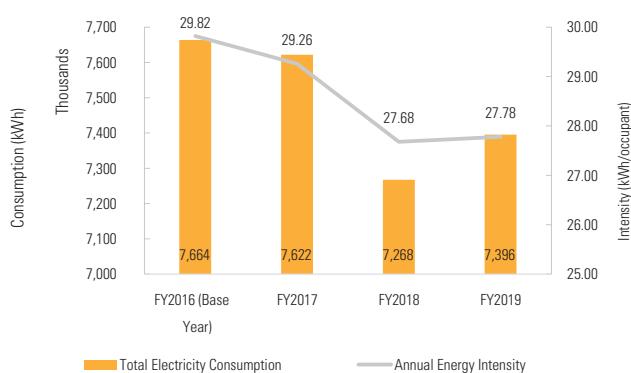
For FY2019, Grand Mercure Singapore Roxy has maintained energy intensity at 27.78 kWh/occupant, which is within the target set in FY2018 of an increase below 5% of the historical average.

Meanwhile, our property in Australia which we purchased in 2018, recorded energy intensity at 344.50 kWh/m² for its first-time inclusion in this report.

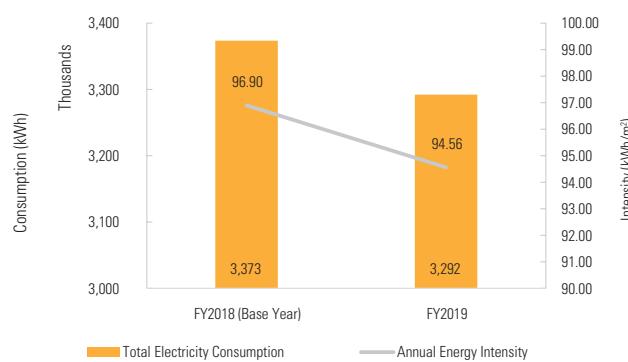
On the other hand, both properties in New Zealand have maintained their energy intensity at 94.56 kWh/m² which is a decrease as compared to FY2018 (base year) at 96.90 kWh/m². We look forward to continuous healthy maintenance of energy usage in all our properties.

Total Energy Consumption and Intensity

Grand Mercure Singapore Roxy



New Zealand



WATER

	2019 Water Consumption	Performance	Target for 2019
Singapore*	83,620 m ³	Decreased from 86,409 m ³ in FY2018 ➤ Meet target	Maintain water consumption rate or an increase no higher than 5% of historical average (<i>in which the base year for Singapore is FY2017 and the base year for New Zealand is FY2018</i>)
Australia**	530 m ³	New acquisition, hence, no historical data for comparison/target available	
New Zealand***	19,002 m ³	Increased from 16,580 m ³ in FY2018 ➤ Did not achieve target	

**Singapore refers to the Grand Mercure Singapore Roxy
 **Australia refers to 360 Lt. Bourke Street
 ***New Zealand refers to NZI Centre and 205 Queen Street

Unfortunately, as an island state, we face the threat of both water supply shortages and rising sea levels. While our government has increased their efforts to protect the coastline and mitigate flood risks due to the increased frequency and intensity of rainfall caused by climate change, there is more that can be done. This includes additional investment and innovation as part of the 4 national taps strategy. Through aligning our goals to this, the Group's target for water consumption FY2019 has been revised to maintaining water consumption rate or increase no higher than 5% of historical average, in which the base year is FY2017. This is done with the purpose to better reflect our consumption patterns.

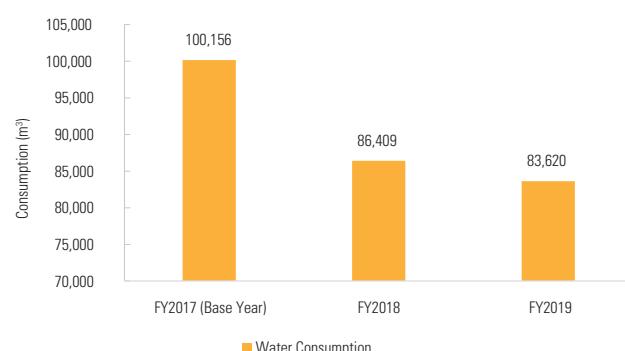
The Group's developments and Hotel withdraw water from public networks and used water is disposed back through the city's sewerage system, where it is treated and recycled according to local regulations. No used water is discharge directly into the environment.

For FY2019, Grand Mercure Singapore Roxy has maintained water consumption at 83,620 m³ which is a decrease of 2,789 m³ as compared to last year water consumption of 86,409 m³ allowing us to meet the target set.

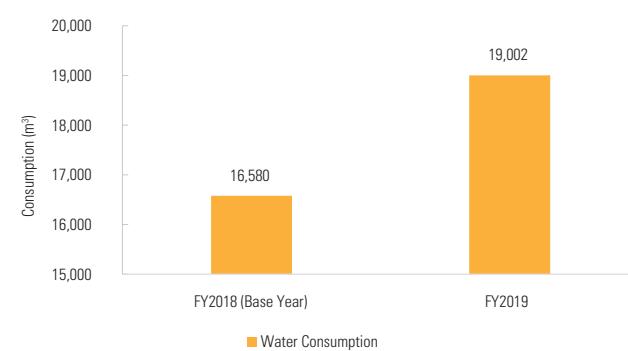
Our development in Melbourne, recorded water consumption at 530 m³ for its first-time inclusion for this report. Meanwhile, the properties in New Zealand consumed 19,002 m³ of water, a 14.6% increase as compared to 16,580 m³ of water consumption recorded in the base year of FY2018. This increase was due to few factors. The first would be due to the increased number of occupants in the NZI building which naturally resulted in a subsequent increase in consumption. This was exacerbated by a dry first quarter in New Zealand where storm water retention was switched to mains. Finally, there were leakages in 205 Queen street which led to a substantial increase of water wastage. Nonetheless, we will continue to remain vigilant in monitoring the increase in water usage of the buildings for the year to come.

Total Water Consumption

Grand Mercure Singapore Roxy



New Zealand



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MATERIALS

During the World Cities Summit conference, researchers from Cooling Singapore project introduced seven key elements of design and architecture to enable a cooler outdoor environment for Singapore. The seven elements include:

- greenery
- urban geometry
- water features
- materials and surfaces
- shading
- transport
- energy

These elements form the basis for various initiatives which could vary from different building heights to improve air circulation to a conscientious choice of building materials that could lower external and internal building temperatures. The initiative from Cooling Singapore project is supported by Chairman of Urban Development Authority (URA), Mr Peter Ho, who stressed the detrimental effects of the urban heat island effect on Singapore due to its dense built environment as a city state.

As a developer and landlord, we are aware of our ability and responsibility to influence various architectural design and construction matters. As such we are constantly trying to keep sustainability in mind while making decisions in our day to day operations. We believe that this will benefit our company in the long run as it is in line with our buyers increased demands for lusher landscapes and more inclusive and sustainable housing options. This is also in line with the Draft Master Plan 2019 aims to build a sustainable and resilient city of the future.

As such this brings about a need for a closer and more intimate working relationship between the developer and its consultants, which we can achieve as our consultants are often involved right from initial planning stages due to our design and build strategy. This synergy and the constant market studies of our peers who are more advanced in their sustainability journey, gives us the opportunity to conceptualize a product that is not only value-for-money and safe but built with the environment in mind. For instance, Arena Residences included an Urban Farm corner as one of its development's facilities for the convenience of residents looking to plant their own produce.

Furthermore, we are heartened that we were awarded the TOP 10 Developers Awards 2019 by BCI Asia. This is our second consecutive year to be awarded. On top of this our development, Trilive, was awarded the Gold rating for the BCA Universal Design Mark Award. This award is part of a voluntary certification scheme that promotes and encourages the building industry to adopt Universal Design elements into their developments. The UD Mark provides recognition to developers and architects who apply a design philosophy that enables everyone – regardless of age and abilities – to live within an inclusive environment. This scheme assesses projects at their design stage, facilitating the incorporation of Universal Design at the start of their planning and design development.

Additionally, EON Shenton was awarded a score of 86.7 as part of the Construction Quality Assessment System (CONQUAS) by BCA. Similarly, our private residential development, Straits Mansions was awarded a score rating of 89.5. CONQUAS score of 80 means 80% of the items checked for workmanship quality met the CONQUAS standards. A building that achieves a higher CONQUAS score is deemed as better constructed, in terms of workmanship quality.

²BCA has also introduced the Enhanced CONQUAS® Scheme for private residential projects that apply to all application received on and after 15 November 2017. This new scheme aims to help developers/contractors to further raise the quality of their projects by covering more samples and identifying more areas for improvement. Several more of our projects have applied for assessment under CONQUAS and their results are currently unavailable as construction is still in progress.

On 4th October, Roxy-Pacific Holdings Limited was also awarded Highly Commended under the Best Boutique Developer award during the 9th PropertyGuru Asia Property Awards (Singapore) 2019. Established in 2011, the PropertyGuru Asia Property Awards (Singapore) are the gold standard in real estate with an intensive judging process that includes site inspections carefully supervised by third-party BDO, one of the world's award-winning and largest network of accounting and auditing firm.

CONTRACTOR ENVIRONMENTAL & SOCIAL ASSESSMENT

Contractor Environmental & Social Awareness	Target for 2019
100% of all new contractors were screened, where applicable, using the vendor evaluation form and/or consultant's recommendation	Continue to screen 100% of the new contractors, where applicable, using the vendor evaluation form and/or consultant's recommendation

The Group maintains a firm view on due diligence and compliance of each building site. Although as a developer, we are not directly involved in construction and building of the development, we have maintained a strong working relationship with our contractors and business partners.

During FY2019, 100% of all new contractors, where applicable, were screened using the vendor evaluation form and/or consultant's recommendation. The Group's assessment of new vendors is for contracts more than \$500,000 and a contract period of more than 6 months. The Group met the target set and seek to maintain the 100% screening of new contractors for the next year.

The Group seeks to ensure smooth construction and mitigate any negative impacts that may arise from our projects. To tackle this issue, fortnightly or monthly site meetings are conducted, depending on the progress of the development with relevant parties such as architect, M&E professional or main contractor to survey the site condition and building progress. During these meetings, the health and safety of the contractors and workers will also

be evaluated and highlighted to the main contractor for their further action and upkeep. All the contractors are required to abide and adhere to the Workplace Safety and Health as set out by the BCA.

Apart from regulations set out by the BCA, we are also committed to adhere to regulations imposed by various agencies such as the National Environment Agency (NEA), Public Utilities Board (PUB) and Singapore Civil Defence Force etc. Some areas of concern include construction noise, managing vector and water discharge at our construction site. Noise management for our project sites are also actively monitored in accordance to NEA regulation. Our project managers will be notified if noise pollution exceeds the permissible limit for prompt action to be put in place.

With both intensive formal and informal assessments and inspections throughout the development stages, we have managed to maintain a proper and well-planned construction process with no stop work orders during FY2019.

SOCIAL

TALENT RETENTION

	2019 Total Headcount	Performance	Target for 2019
Roxy-Pacific Holdings Limited*	58	Rate of Turnover: 21% ➤ Did not achieve target	Maintain employee turnover rate or an increase no higher than 8% of base year (FY2017)
Grand Mercure Singapore Roxy	233	Rate of Turnover: 26% ➤ Achieved target	FY2017 Turnover rate for Roxy-Pacific Holdings Limited: 6.38% FY2017 Turnover rate for Grand Mercure Singapore Roxy: 23.4%

*Roxy-Pacific Holdings Limited refers to both the Singapore office and Australia office

► SUSTAINABILITY REPORT

As a Group we believe not only on building the business but building people. As such as we continue our commitment to foster an ideal environment to nurture and retain a dedicated and competitive workforce. Human capital will always be our biggest investment especially since the competition for talent has been heating up. With the expansion of our business, we have observed an increase in employment for both the Singapore and Sydney office. This encompasses a replacement for staff who have left the Group as well as additional headcount due to the increased workload across the different departments.

In our bid to gain a better understanding of our growing workforce, an anonymous survey was conducted amongst our employees at the start of the year to determine their overall satisfaction at work in terms of their physical office environment, work processes and relationships within the company. While we are glad that nearly 70% of our employees are generally satisfied with their work and working environment, we are convinced that there is still more to be done as we strive to make periodic adjustments to ensure that the relevant concerns are met.

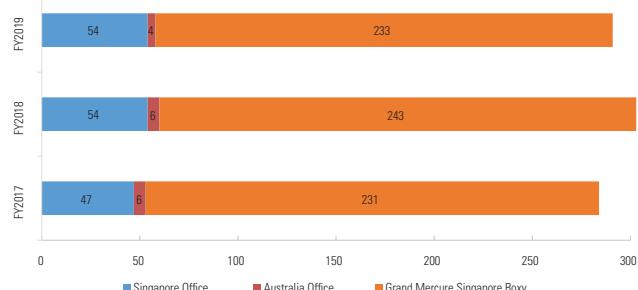
In addition, we have also implemented a new survey form for all new hires to gather their feedback after their probation has ended. This survey form aims to improve on the hiring and probation process for all our future new hires.

This year the Group amended its target for maintaining employee turnover to that of an increase of no higher than 8% of base year (FY2017). The amendment of the target is necessary to better reflect the current workforce movement and the changes within the industry, both locally and globally.

In FY2019, in Roxy-Pacific Holdings Limited the turnover rate is 21% compared to 15% last year and a substantial increase as compared to the base year of FY2017. This can be attributed to some structural changes in the Group as we strive to meet our ever-changing business requirements. However, we will continue to look into our retaining efforts and overall policies to ensure that the work environment and benefits is in line with the current market.

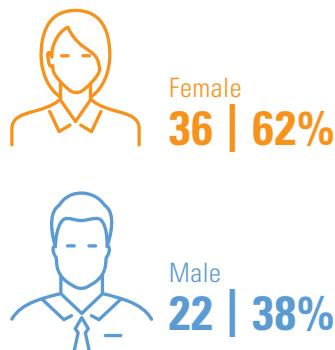
The FY2019 turnover rate at 26% for Grand Mercure Singapore Roxy signifies a slight increase compared to base year (FY2017) turnover rate at 23.4%. In the Hospitality and Service industry, maintaining a stable and consistent workforce has always been the challenge for the management and we are encouraged by the limited increase in turnover rate as it is the direct result of the successful implementation of the Hotel's employment and retention policies. Nonetheless, we are aware that there is still room for improvement especially in a labour tight market.

EMPLOYEE DEMOGRAPHICS – TOTAL HEADCOUNT

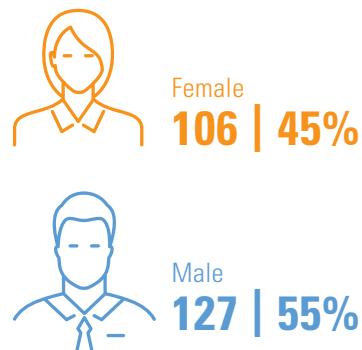


EMPLOYEE DEMOGRAPHICS – GENDER BREAKDOWN

Singapore Office & Australia Office

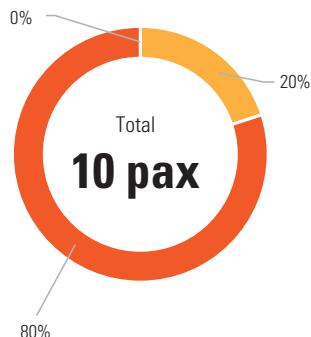


Grand Mercure Singapore Roxy

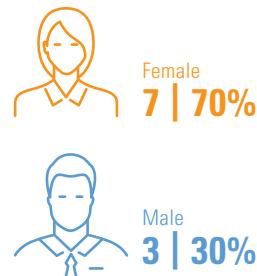


EMPLOYEE DEMOGRAPHICS – NEW HIRES/REPLACEMENTS

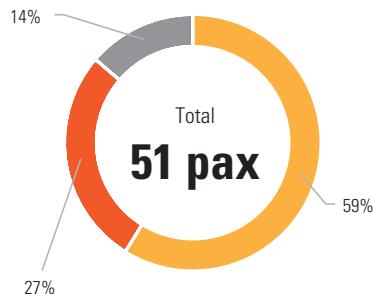
Singapore Office & Australia Office



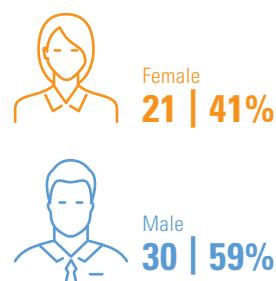
- Less than 30 years old
- Between 30-50 years old
- More than 50 years old



Grand Mercure Singapore Roxy

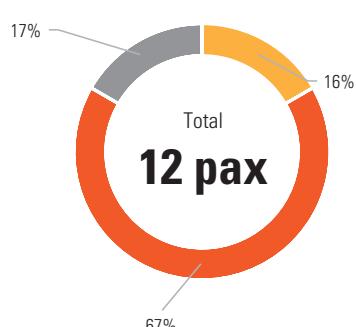


- Less than 30 years old
- Between 30-50 years old
- More than 50 years old

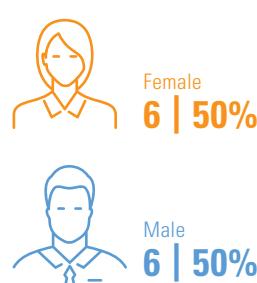


EMPLOYEE DEMOGRAPHICS – TURNOVER

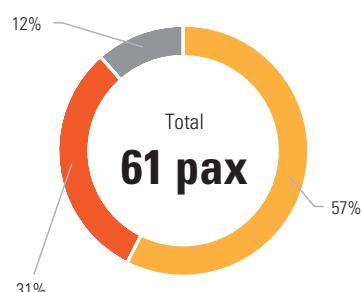
Singapore Office & Australia Office



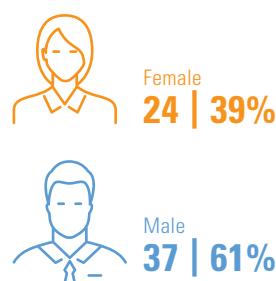
- Less than 30 years old
- Between 30-50 years old
- More than 50 years old



Grand Mercure Singapore Roxy



- Less than 30 years old
- Between 30-50 years old
- More than 50 years old



SUSTAINABILITY REPORT

TRAINING AND EDUCATION

	2019 Average Training Hours	Performance	Target for 2019
Roxy-Pacific Holdings Limited*	21	Average training hours increased by 1 hour from FY2018 ➤ Meet target	15 hours per employee per year
Grand Mercure Singapore Roxy	44	Average training hours decreased by 5 hours from FY2018 ➤ Meet target	30 hours per employee per year

*Roxy-Pacific Holdings Limited has a total headcount of 58, which exclude the following employees when tabulating the training hours:-
i) Office Assistant, Pantry Assistant and consultants
ii) Staff employed under Singapore subsidiary and follow different Key Performance Indicator (KPI)
iii) Contract and intern base employee in the Australia office

With real estate being a dynamic industry, our employees need to embrace upskilling and reskilling to remain relevant. As of 2019, we are pleased to note that our employees have maintained a positive attitude to training and have taken a proactive approach to broadening their horizons. It is especially heartening to see our long service employees participate with such enthusiasm as the company has always believed in the importance of lifelong learning especially considering the increase in retirement ages in the coming years.

Apart from the yearly reminder from the Human Resource Department (HR), by setting a minimum number of training and/or training hours as their KPI, employees are encouraged by their Head of Department from time to time to participate in talks in relation to their job scope.

In-house training and inter-department training conducted by employees are also strongly supported by the Group as we believe that such sessions facilitate interactions among staff and are often more relevant to the business. For instance, our project managers conducted an inter-departmental training for both the Project Department and Sales & Marketing Department on Basic Fire Regulation Knowledge. Using our existing projects as case studies, the Project managers provided a crash course on the 2018 Fire Code. This provided a unique insight for the Sales and Marketing department who completed the training with a better understanding of the subject matter which they would otherwise not be exposed to.

Our combined efforts have paid off with both the Group and Hotel meeting their targets set for FY2019. The Group and Hotel achieved an average training hour of 21 and 44 respectively.

EMPLOYEE WELL-BEING

Another area that the Group focuses on would be the wellbeing of its employees. The Group recognizes that it's repeated success through the years is not something to be taken for granted and is grateful to its employees and their contributions.

Hence, to ensure that our staff feel valued, yearly company events are organised by the Welfare Committee that is made up of two representatives from each department. The representatives are appointed yearly so that each employee is given a chance to participate and contribute their ideas. This opportunity also allows the staff to display skills that may not be required in their daily work routine like leadership, public speaking and event coordination.

During the year, multiple meetings were held by the Committee to brainstorm, organise and execute two company luncheons, two activities and a company trip. Apart from rewarding employees for their hard work, these initiatives also give employees the opportunity to mingle around to foster a greater sense of camaraderie.

For FY2019, we had our company luncheons at the Atrium Restaurant in Holiday Inn and the Orchid Ville in Chua Chu Kang. Orchid Ville is a "countryside" restaurant that is complimented with landscaped gardens and a newly fitted Indoor Hydroponic System. Before lunch, we had a guided tour around the Sustainable Advanced Aquaponic System Greenhouses. The various dishes served during the luncheon included ingredients supplied from these aquaponic gardens. When possible, the welfare committee aims at bringing in elements of community and sustainability during such events so that staff can participate in a meaningful activity while having a good time.

The 2 company activities we had for this year were Bottle Sand Art and Baking. During the Bottle Sand Art activity, we had an individual and team game using Kahoot! App with quizzes about our company's history and other general knowledge. As for the Baking session, the employees were tasked to work in teams of four to bake cupcakes and cookies. After the session the teams competed in a cupcake decoration challenge with the winning group displaying both strong teamwork and creativity. Both programs have been well received by employees with an average 70% attendance rate.

This year, our company trip in August was to Phuket for 4 days. For this trip, we invited our colleagues from Grand Mercure Singapore Roxy to join us. Highlights of the trip included a visit to the iconic Phuket Old Town, the famous Phuket Fantasea performance as well as a cooking class session at the renowned Blue Elephant Cooking School where the employees got to show off their superb cooking skills by whipping up famous Thai dishes. A group of employees led by the Projects team also took the opportunity to visit the Noku Phuket construction site as part of a learning journey to better understand and appreciate the design and details required for the conceptualization and

execution of a hotel on foreign soil. While providing a good break from work, the trip was also essential in facilitating inter-department engagement which the company feels that is essential in maintaining synergy within the Group as it continues to grow in the future.

During this year, for the benefit of the employee in both Singapore office and the Hotel, we have managed to tie up with several vendors to extend special corporate rates and discounts for our employees. For instance, we tied up with major telecommunications providers like M1 and Singtel for corporate rates and exclusive mobile purchases. We also liaised with Fullerton Health to extend a corporate rate for Health Screening Packages for our employee as well as their family members. In addition, we spoke to the managing company of Parkway Parade, the nearest shopping mall frequented by our employees, for special discount and rebates in certain participating outlets.

For the Group's Singapore office, we have also added a cashless Micro Mart placed in the pantry for the convenience of the employees to purchase snacks and drinks at special prices.

OCCUPATIONAL HEALTH & SAFETY

Performance Data	2016	2017	2018	2019
Lost-Time Injury Rate (LTIR)³				
Roxy-Pacific Holdings Limited*	0	0	0	0
Grand Mercure Singapore Roxy	10.7	7.5	7.7	9.4
Injury Severity Rate (ISR)⁴				
Roxy-Pacific Holdings Limited*	0	0	0	0
Grand Mercure Singapore Roxy	165.4	161.2	40.3	71.59
Target	<ul style="list-style-type: none"> • Achieve zero workplace fatalities • Achieve a 5% reduction in Lost-Time Injury Rate and Injury Severity Rate compared to base year FY2016 performance 			

*Roxy-Pacific Holdings Limited refers to both the Singapore office and Australia office

3 Lost-Time Injury Rate – Number of workplace injuries per million man-hours worked

4 Injury Severity Rate – Number of man-days lost to workplace injuries per million man-hours worked

► SUSTAINABILITY REPORT

The Group strives to ensure a safe and healthy working environment for employees in both the Hotel and offices. In our bid to build a culture of work safety, we conduct regular safety checks to ensure that all hazards are removed. If such removal is not possible, the hazard will be adequately signpost. Reminders were also emailed to the employee periodically on the use of office equipment. Staff are reminded to use all machinery in a safe and appropriate manner to avoid inflicting and sustaining any injury. In FY2019, there were zero workplace fatalities and zero work related incidents that resulted in injuries for our employees. This is in line with our target which was set the year before.

We have also conducted a Community Eye Health Programme in April for our employee's eye health through understanding various eye conditions. This 1-hour educational health talk was attended by more than 20 employees who were keen to learn about long term protection and preservation of their vision.

In addition, the Hotel recognizes that due to the nature of work, employees in various departments such as F&B and housekeeping are often more exposed to a higher risk of workplace injury. Hence, these departments were given

more attention with more stringent procedures put in place to minimize such occurrences. This is complemented by the policy of reporting and reviewing every injury with the security team and head of each department which was implemented last year. This represents the Group's firm stance on health and safety for every single one of our employees.

During the year, the Hotel recorded zero workplace fatalities. For the Lost-Time Injury Rate (LTIR), the Hotel record 9.4 which is an increase of 1.7 from last year. Nevertheless, it is a decrease of 12.5% compared to base year (FY2016). On the other hand, for the Injury Severity Rate (ISR), the Hotel recorded 71.59 for this year. Although it is an increase of 31.29 compared to last year, it is a reduction of more than 56.7% compared to the base year (FY2016). While there are more preventive measures that can be in place to protect the safety of the employees, both results show that the Hotel's continuous actions and close communication between the departments have been effective.

CUSTOMER HEALTH & SAFETY

Number of Incidents of Non-Compliance	Target for 2019
No incident of non-compliance with regulations and/or voluntary codes concerning the health and safety of guests and visitors at the developments and the Hotel in the year ended 31 December 2019	Zero incident of non-compliance concerning the health and safety of guests and visitors

The Hotel is committed to providing a safe and healthy environment for both guests and visitors. To ensure a safe and comfortable stay, signages and measures have been put in strategic locations to caution guests and visitors of potentially hazardous areas. Information and guides are also made available to inform guests and visitors of the action plan should any emergency were to take place. Our experienced security department also ensures that any potential hotel crimes are prevented and reported to the relevant authorities. In pace with times, the Hotel's cyber security was also upgraded to prevent unpleasant disruptions which may cripple operations and affect the guest.

Considering the recent catering scares, our Hotel prides itself in maintaining a high level of hygiene which is in line with the food safety standards set by the National Environment Agency (NEA). On top of this the Hotel strongly advocates sustainability and is guided by the vision of the Accor 21 initiative which stresses the importance of acquiring a healthy and sustainable food supply for all restaurants under the Accor branding.

For this year, we have met our target as there have been no incidents of non-compliance with regulations or voluntary codes concerning the customer's health and safety, which may result in any significant fine, penalty or warning for the Group. The Hotel also aims to reduce food waste through proper and careful planning. All these are done through the adequate training given to the F&B staff with detailed guidelines recorded in the Food Safety Plan and Baseline Hygiene workbook.

GOVERNANCE

ANTI-CORRUPTION

Number of Confirmed Incidents of Corruption	Target for 2019
No confirmed incident of corruption in the year ended 31 December 2019	Zero confirmed incident of corruption concerning employees or business partners

The Group adopts a zero-tolerance policy against bribery and corruption. We strive to maintain the highest standards of ethic and integrity in all our business dealings. For FY2019, the Group recorded no incidents of corruption and thus achieve the target set last year.

Our employees are held responsible for their conduct during their employment within the Group. The Staff Code of Conduct lists out the expectations towards the staff concerning matters like harassment, fraud, conflict of interest, bribery and improprieties of finances in the course of their work. All new employees are formally briefed on the Code of Conduct on their first day of their employment. In addition, to ensure that existing employee are reminded

and kept updated, the Code of Conduct are mentioned in the handbook that is made readily available to the employees and displayed on the staff notice board. Bi-annually, all employees are also required to submit an updated Conflict of Interest declaration as a preventive safeguard for fair and transparent dealings and business relationships and to also act as a reminder to them to act in an ethical manner.

Grand Mercure Singapore Roxy observed to the AccorHotels' Ethic and Corporate Social Responsibility Charter that entails their employees to adhere to the Core Values listed in the Charter concerning their commitment and their interaction between various stakeholders in an ethical and responsible manner.

COMPLIANCE WITH LAWS & REGULATIONS

Number of Incidents of Non-Compliance	Target for 2019
No incident of non-compliance with laws and regulations resulting in significant fines ⁵ or sanction in the year ended 31 December 2019	Zero incident of non-compliance with laws and regulations resulting in significant fines or sanctions

The Group has a strong adherence to corporate governance practices and all the applicable laws and regulations during the entire course of business. As such there is no incident of no-compliance with laws and regulations resulting in significant fines or sanctions in FY2019 and the year before.

Our Group abides to the Code of Corporate Governance 2012, the listing rules and regulations set out by Singapore Exchange (SGX), Monetary Authority of Singapore (MAS) as well as any other applicable laws and regulations.

The Group works closely with numerous government bodies such as Urban Redevelopment Authority (URA), Building and Construction Authority (BCA), Singapore Civil Defence Force (SCDF), Land Transport Authority (LTA), National Environment Agency (NEA) etc. at various stages throughout the property cycle of our local developments.

Additionally, in New Zealand, our developments are subject to very stringent building codes and regulations met out by the Building Consent Authority (BCA) who work closely with New Zealand Green Building Council (NZGBC) for the best practices that protect and conserve the surrounding environment of the development. Whereas our Australia developments adhere to building codes set out by the Australian Building and Construction Commission (ABCC).

There were no instances of non-compliance with laws and regulations, including environmental regulations and marketing guidelines, resulting in significant fines and sanctions in FY2019. As such we meet the target set the year before.

⁵ Significant fines indicate fine amounting to S\$50,000 and above

► CORPORATE SOCIAL RESPONSIBILITY



1

1. Emeritus Senior Minister, Mr Goh Chok Tong launched our new vision "Sharing & Caring for Families"

ROXY FOUNDATION – A NEW CHAPTER

At Roxy-Pacific Holdings we believe that the prolonged success of our business is closely intertwined with the well-being of the society in which we operate. Committed to be a force for positive change, the Group goes beyond charitable donations by encouraging active volunteerism amongst staff.

Incorporated in year 2015, the Roxy Foundation has been our vehicle for active philanthropy with a strong focus on children's welfare through our vision "Children are our Hope for the Future." However, 2019 marked a new and exciting chapter for the Foundation which has since recalibrated its vision to focus not solely on children but the entire family nucleus.

The family is the basic building block of our society and we cannot agree more. As such our new vision "Sharing & Caring for Families" represents the Foundation's goal to branch out our reach to greater causes and beneficiaries. This movement was met with great support from our various stakeholders who concurred with us the need to provide aid to all members within the family taking into consideration the changing demographics and social fabric of Singapore. This has led to an exhilarating year for the Foundation with a total of \$442,469.63 donated to both local and overseas causes.

Our efforts were recognised in the 9th PropertyGuru Asia Property Awards (Singapore) where we were presented with a special recognition award for our corporate social responsibility efforts. In addition, the Group was once again presented with the People's Association Excellence Award by Deputy Chairman of PA and Minister for Trade and Industry, Mr Chan Chun Sing. As always, we strive to do better and evolve to meet the needs of our various beneficiaries in the coming year.

OLD IS GOLD

St Hilda's Community Services Chinese New Year Lunch

Feb 2019

The year kicked off much fanfare with our annual Chinese New Year lunch in collaboration with St Hilda's Community Services. A total of 320 seniors and special needs residents were invited for a hearty meal of traditional delicacies served by 25 Roxy volunteers and 55 student volunteers from Tanjong Katong Secondary School at Grand Mercure Singapore Roxy. Entertaining performances by both the elderly and students were thoughtfully woven into the event with both parties bonding through their numerous talents through song and dance. At the end of the event, red packets (ang pows) were given out to each of the seniors as a blessing for health and prosperity for the year ahead.



2

2. Seniors arriving for the St Hilda's Community Services Chinese New Year Lunch



3

3. The van we donated to St Hilda's Community Services

The event also marked the official launch of our "Sharing & Caring for Families" vision by Emeritus Senior Minister, Mr Goh Chok Tong. To commemorate the monumental event, the Foundation donated two vans worth \$85,000 each to Montfort Care and St Hilda's Community Services. These vans will go a long way for the beneficiaries. Montfort Care's van will be used to provide home bathing services for the elderly while the wheelchair friendly St Hilda's van will be used for chauffeuring clients with restricted mobility.

Belanja@Geylang Serai

May 2019

Hari Raya Puasa marks a time of fasting and strengthening bonds amongst families and friends. Building on our annual tradition, we collaborated with Montfort Care to bring 15 seniors and 10 families on a Hari Raya shopping trip. The event was made possible through our volunteer staff and Victoria Secondary School students who accompanied the seniors and families for a shopping trip at the bustling Geylang Serai Night Market. As we are constantly fine tuning our programs to provide the best for our beneficiaries, the seniors and families were given bigger budgets of \$80 and \$150 respectively to allow for more flexibility for purchasing as compared to previous years. After battling the heat and heavy crowds, the volunteers and beneficiaries returned to Good Life!Makan to break fast and enjoy a specially catered dinner together.

WE ARE FAMILY

12th Charity Car Wash

May 2019

No year in the Group is complete without our signature car wash event which brings many of our staff, business partners and neighbourhood community together. Our management and guest of honour Mr Lim Biow Chuan depicted servant leadership by kicking off the event with the first car wash of the day. Brimming with enthusiasm,

the rest of the event proceeded smoothly with the help of 98 staff volunteers who took time away from their work to lend a helping hand through various tasks that ranges between traffic marshalling to washing of vehicles. Delicious packets of bee hoon prepared by Grand Mercure Singapore Roxy were also on sale to raise funds and complement the event. The event saw 123 cars being washed with a total of \$138,000 raised through our generous donors and business associates who have proven time and time again that they are firm supporters of our initiatives. All proceeds go to the Roxy Foundation which is managed by the Community Foundation of Singapore to be utilised under the "Sharing & Caring for Families" vision.



4. Hari Raya shopping with clients of Montfort Care

CORPORATE SOCIAL RESPONSIBILITY

Sharing and Caring for Families Dinner

Jul 2019

The Foundation's first "Sharing and Caring for Families" dinner was hosted at Grand Mercure Singapore Roxy with Associate Professor Fatimah Lateef, MP for the Marine Parade GRC gracing the event as our guest of honour alongside the top donors from the car wash event. Beneficiaries invited to the fun-filled night and were treated to a sumptuous dinner complete with performances by students of Swiss Cottage Secondary School. Highlights of the event include the presentation of \$25,000 to South East Community Development Council (CDC) to be used as funds to purchase essential items for needy families across six family service centres as well as the presentation of \$5,000 to WeCare @ Marine Parade for the "Roxy Strong Families" Program that caters to kindergarten children from low income families. In addition, 96 students across five schools were each presented with a \$500 voucher in financial aid, amounting to \$48,000. To further encourage active volunteerism amongst the young, the Group also donated \$3,000 to Swiss Cottage Secondary School for their Overseas Outreach Program.

The Learning Journey

Sep & Nov 2019

Back by popular demand, our Learning Journey was a hit with the students of Boon Lay Garden Primary School and Eunos Primary School who participated in a half day behind the scenes experience on what it takes to run the operations of a successful hotel. Through various sessions, a total of 152 Primary five and six students toured the hotel and had a valuable hands-on experience in various departments such as housekeeping, F&B and front office. These valuable experiences provided the students a taste of what an actual working environment is all about and gave them deeper insight into one of Singapore's most exciting industries.

Roxy Strong Families Award

Oct 2019

2019 also marks the first year in which the "Roxy Strong Families" initiative was introduced. This initiative was to encourage and remind lower income families on the importance of sending their kids to school as part of early childhood education. WeCare @ Marine Parade was presented a sum of \$5,000 during the Sharing and Caring for Families Dinner, the amount was used to organise a Superhero themed Children's Day Celebration for families whose children were enrolled in My First Skool Kindergarten. Mr Klaus Gottschalk, General Manager of Grand Mercure Singapore Roxy, graced the event and presented Giant Supermarket vouchers as well as Popular Bookstore vouchers worth \$2,400 for winners of Partnership in Parenting award, Outstanding Student award as well as Book Prize award.

The second event that took place was PCF Sparkletots Preschool 43rd graduation ceremony which welcomed Emeritus Senior Minister, Mr Goh Chok Tong as the Guest of Honour. The "Roxy Strong Families" Book Prize award was presented by Mr Teo Hong Lim, CEO of Roxy-Pacific Holdings during the ceremony to celebrate the achievements of the children and their parents who have supported them.

Roxy Movie Event

Nov 2019

Continuing with our tradition, we organized our annual "Movies for the Family" event in November. This year the smash hit Frozen 2 was screened to 248 children and their families from Marine Parade St Hilda's Community Services and Grand Mercure Singapore Roxy at GV Katong through the sponsorship of Roxy Foundation.



5



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5. Students attending The Learning Journey programme

6. One of the children from Sparkletot receiving the Roxy Super Family Award

7. Samsung guest workers attending the Hari Raya Dinner

Christmas Event

Dec 2019

In celebration of the “happiest time of the year”, we organized a retro themed Christmas celebration for children and their families from Montfort Care Centre. Held at the Grand Mercure Singapore Roxy, the venue and food were fully sponsored by the Roxy Foundation. Guests were entertained throughout the night with numerous games and a hilarious skit put up by the talented volunteers and clients of the centre. The event was graced by Emeritus Senior Minister, Mr Goh Chok Tong and Mrs Goh who went table to table for group photos.



8

WE ARE THE WORLD

Hari Raya Dinner for Samsung C&T

June 2019

Since the construction of the long-awaited Marine Parade Station, we have never missed an opportunity to appreciate the hardworking workers whose presence have been a mainstay in the neighbourhood for these past three years. As such in celebration of Hari Raya, we organized a delicious dinner spread for 270 guest workers at the Grand Mercure Singapore Roxy alongside Samsung C&T. The event was hosted by the Group's CEO, Mr Teo Hong Lim, and included performances by the children of Just Kids Kindergarten.



9

Over the Edge for Wishes

Nov 2019

This year our Australian/New Zealand team reflected their strong belief in giving back by volunteering our 205 Queen Street building for the Make-A-Wish foundation's annual “Over the Edge for Wishes” event. This is the second time the Group has volunteered our building for the meaningful event where daring volunteers abseil down the 17-storey tower in the name of raising funds. These funds in turn helps grant life-changing wishes for critically ill children in New Zealand. On top of that, the Group also took part in a matching funds campaign where we matched dollar for dollar raised up to a cap of NZ\$10,000 in which overall the event collected a total of NZ\$145,000. This demonstrates how the Group can effectively make use of both its physical assets and financial resources for a good cause.



10

Medan Water Tank Donation

Dec 2019

The Group believes in giving back to society in a sustainable and practical manner. Hence, it co-sponsored a water tank and filtration system for the Panti Aushan Teruna Harapan children home in Medan, Indonesia. The home provides a refuge for orphans and children from broken families. With the installation of the water tank, 48 children and their caretakers would have ready access to fresh water, which is essential to their daily needs.



11

Medan Christmas Celebration

Dec 2019

To end the year 2019, we organized our annual Christmas trip to the Salvation Army Evangeline Booth Girl's Home in Medan. As a collaboration with like-minded partners and friends, the Group co-organized a 3-day itinerary which included a shopping trip, a movie session and a visit to the Tanjong Morawa blind children's home where the girls were given the opportunity to bring joy to the other children by helping to clean up the premises and playing games with them. This meaningful event culminated with a Christmas dinner held at the Grand Mercure Medan Angkasa Hotel where 55 girls and their caretakers were then treated to a scrumptious Christmas dinner.

8. Participants looking at the view from 205 Queen Street for the Over the Edge for Wishes event

9. Handing over the water tank to Panti Aushan Teruna Harapan Children's Home in Medan

10. Children from Salvation Army Girls Home in Medan attending the Christmas Dinner on Christmas Day

11. Children from Salvation Army Evangeline Girl's Home and Tanjong Morawa Blind Children Home getting together for a 1-day programme

GRI CONTENT INDEX PAGE

GLOBAL REPORTING STANDARDS (2016)		Notes/Page Number(s)
102-1	Name of the organisation	Roxy-Pacific Holdings Limited
102-2	a. Description of the organisation's activities b. Primary products & service	Corporate Profile TOP Projects 2019, page 15 Development Projects Launched in 2019, page 16
102-3	Location of organisation headquarter	Corporate Information, page 14
102-4	Location of operations a. Number of countries where the organisation operates, and the name of countries where it has significant operations and/or that are relevant to the topics covered in the report	Corporate Information, page 14 Financial & Operations Review, page 10
102-5	Ownership and Legal form	Corporate Information, page 14 Financial & Operations Review, page 10
102-6	Market served a. Include geographic location where products and services are offered b. Sectors served c. Types of customer and beneficiaries	Financial & Operations Review, page 10
102-7	Scale of organisation a. No. of employee, number of operative b. Net sale, net profits c. Quantity of products	Talent Retention, page 33 Financial & Operations Review, page 10 Financial & Operations Review, page 10
102-8	Employment a. No. permanent and part time, by gender b. No. permanent and part time, by region c. Employment type, by gender d. Significant portion of work by non-employee (explain nature and scale of work) e. Affected by seasonal variation, e.g. tourism f. Explanation on how data is obtained, include assumption	Talent Retention, page 33 Temporary and part-time staff are not material enough for disclosure A significant portion of work is not done by non-employees We are not affected by seasonal variation Data is obtained from the HR database
102-9	Supply chain a. Description of supply chain and include its main elements as they relate to the organisation's activities, products and services	Contractor Environmental and Social Assessment, page 33
102-10	Significant change to organisation and supply chain a. Any changes to location or location of operation b. Change in share capital c. Change in supply chain – location of supplier	No significant changes during FY2019
102-11	Precautionary Principle a. Whether and how the organisation applies	The precautionary principle is embedded in our general approach to sustainability
102-12	External Initiatives	Our Awards, page 3
102-13	Memberships of Association	<ul style="list-style-type: none"> • Real Estate Developers' Association of Singapore (REDAS) • Singapore Business Federation (SBF) • Singapore Hotel Association (SHA) • Singapore National Employers Federation (SNEF)
102-14	Statement from Senior decision maker	Board Statement, page 27

GLOBAL REPORTING STANDARDS (2016)		Notes/Page Number(s)
102-16	Description of the organisation's values, principles, standards, and norms of behaviours	Chairman's Statement, page 4
102-18	a. Governance structure b. Committee responsible for decision making concerning ESG	Governance Structure & Materiality Assessment, page 29
102-40	List of Stakeholder groups	Stakeholder Engagement, page 28
102-41	Collective bargaining agreements	The Hotel has entered into collective agreement with the Food, Drinks & Allied Workers' Union
102-42	a. The basis for identifying and selecting stakeholders	Stakeholder Engagement, page 28 Stakeholders are selected based on the level of influence they have over our business and the level of influence our business has over them
102-43	Organisation's approach to engage stakeholder, include a. Frequency, by type, by group and an indication if any engagement is taken specifically for this report	Stakeholder Engagement, page 28
102-44	Key topics raised a. How organisation respond b. Which group that raised what topics	Stakeholder Engagement, page 28
102-45	Entities include in consolidated financial statements	Notes to Financial Statement, page 95
102-46	Define report content and topic Boundaries a. Explanation of the process for defining content and boundaries b. How organisation implement reporting principle	Governance Structure & Materiality Assessment, page 29 Boundaries are defined by our operational control
102-47	List of material topics	Governance Structure & Materiality Assessment, page 29
102-48	Restatement of information – Change of base year, M&A	NA
102-49	Changes of reporting – Change from previous period in list of material topics and boundaries	NA
102-50	Reporting period	1 January – 31 December 2019
102-51	Date of most recent report	4 April 2019
102-52	Reporting cycle	Annual
102-53	Contact point	info@roxypacific.com.sg
102-54	Claims of reporting in accordance with GRI	About The Report, page 27
102-55	GRI Content Index	GRI Content Index, page 44
102-56	Description of organisation's policy and current practice with regard to seeking external assurance	Currently, we do not seek external assurance, however, we may do so in the future
103-1	Explanation of the material topic and its boundary	About The Report, page 27
103-2	The management approach and its components	Governance Structure & Materiality Assessment, page 29 Management initiatives are discussed within the section for each material topic
103-3	Evaluation of the management approach	

► GRI CONTENT INDEX PAGE

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302-1 Energy consumption within the organisation	Energy, page 30
302-3 Energy intensity	
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303-3 Water withdrawal by source (GRI 2018)	Water, page 31
303-5 Water Consumption (GRI 2018)	
Compliance with Laws and Regulations	
307-1 Non-compliance with environmental laws and regulations	Compliance with laws and regulations, page 39
417-3 Incidents of non-compliance concerning marketing communications	
419-1 Non-compliance with laws and regulations in the social and economic area	
Contractor Environmental and Social Assessment	
308-1 New suppliers that were screened using environmental criteria	Contractor Environmental and Social Assessment, page 33
414-1 New suppliers that were screened using social criteria	
Talent Retention	
401-1 New employee hires and turnover	Talent Retention, page 33
Occupational Health and Safety	
403-2 Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	Occupational Health and Safety, page 37
Customer Health and Safety	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety, page 38
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404-1 Average hours of training per year per employee	Training and Education, page 36