



**SUTL Enterprise Limited**  
**Sustainability Report 2020**

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## CEO's Message

Dear Stakeholders,

I am pleased to present the Sustainability Report of SUTL Enterprise Limited (“the Company”) and its subsidiaries (“the Group”) for the period of 1 January 2020 to 31 December 2020 (“FY2020” or “the reporting period”).

The Group aspires to manage world-class integrated marinas that feature top-notch, professionally-run facilities and amenities with minimal environmental footprint. We have also taken the opportunity to articulate our commitment to the selected UN Sustainable Development Goals which are the most relevant to our business and operations in this year’s report. We are fully dedicated to incorporating sustainable practices in our operations and strive to lead industry best practices in the management of sustainability issues in the hospitality industry.

During the year, we were awarded the Travellers’ Choice Winner 2020 by Tripadvisor, the Best Marina Award and Best of the Best 2020 by Robb Report Singapore in recognition of our efforts to push design boundaries and innovation across our spectrum of luxury offerings and enhance customer experiences. Our staff were also recognised by the Singapore Hotel Association (“SHA”) in recognition of their pursuit of excellent customer service.

In FY2020, the COVID-19 pandemic has brought about unexpected and unprecedented challenges. We remained focused in our vision to build premium integrated marinas, and complete the Marina reconfiguration at ONE<sup>o</sup>15 Marina Sentosa Cove, Singapore. The Marina reconfiguration included new and longer berths, improved facilities and more technologically advanced marina pedestals. It helped to increase the overall efficiency of our operations and minimised resource wastage.

I would like to thank our members, customers, business partners and shareholders for your unwavering support over the years. We look forward to your continuing support as we strive to build sustainably luxurious integrated marinas around the region.

Arthur Tay

Executive Director and Chief Executive Officer

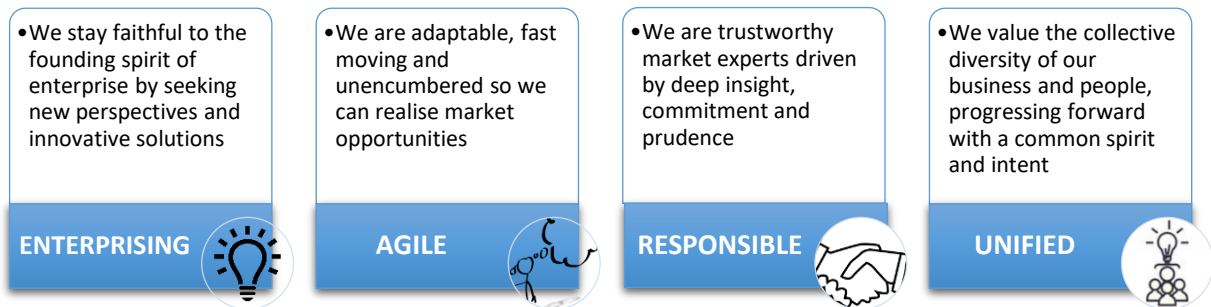
## Our Sustainability Story

### Our Vision

To be the Leading, Premier Integrated Marina Developer and Operator.

### Our Values

Our values reflect the defining qualities that have contributed to the success of SUTL. These values form the foundation and ideals required to achieve greater heights for both the company and quality of life for people in Asia.








### Sustainable Luxury

We advocate sustainable luxury and believe that luxury is not about being excessive and wasteful. Instead, we encourage our members and guests to make more informed consumer choices by providing quality services with sustainable values.

The Group fulfils the standards of a luxurious waterfront lifestyle while ensuring sustainable operations. We support a vibrant yachting community and promote the marina and yachting tourism lifestyle without compromising the wellbeing of the environment and society. We are fully committed to ensuring environmental protection and maintaining the safety and welfare of our customers, employees and the community in our operations.

### United Nations Sustainable Development Goals

In FY2020, the Group has made the strategic decision to actively work towards achieving four of the 17 United Nations Sustainable Development Goals (“UNSDG”), which give us a framework to constantly improve our operations and guide us to operate responsibly and sustainably. The goals that drive us are those most material to our operations as a marina developer and the relevant sections can be found in the table below.

	<b>U.N. SUSTAINABLE DEVELOPMENT GOALS</b>	<b>SECTION</b>
 <p><b>Goal 6: Clean Water and Sanitation</b></p>	<p><b>Ensure availability and sustainable management of water and sanitation for all</b></p> <p>Our approach to ensure clean water and sanitation for all includes upgrading our marina to increase water-use efficiency and mitigating water wastage and leakages through real-time monitoring of water consumption. We eliminate seawater pollution and oil spills by strictly monitoring vessel discharges and educating yacht owners.</p>	<p><b>Water Management</b></p> <p><b>Effluents and Waste Management</b></p> <p><b>Environmental Protection</b></p>
 <p><b>Goal 7: Affordable and Clean Energy</b></p>	<p><b>Ensure access to affordable, reliable, sustainable and modern energy for all</b></p> <p>The Group is committed to minimising energy consumption by utilising energy efficient LED lighting and encouraging responsible energy saving best practices amongst our guests. Lighting for some areas are fitted with motion sensors to conserve energy use when they are not in use.</p>	<p><b>Energy Management</b></p>
 <p><b>Goal 12: Responsible Consumption and Production</b></p>	<p><b>Responsible management of chemicals and waste and reduction of food waste</b></p> <p>The Group encourages our customers to lead sustainable lifestyles and reduce their food wastage. We have a robust waste management process and ensure that all waste generated are discharged via proper channels. Waste is reused and recycled where possible whereas non-reusable and non-recyclable waste is discharged into the sewage system.</p>	<p><b>Effluents and Waste Management</b></p>
 <p><b>Goal 14: Life Below Water</b></p>	<p><b>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</b></p> <p>The Group continues to collaborate with National University of Singapore to protect the marine ecosystem that surrounds our marina at Sentosa and to provide a natural habitat for existing sea life. We also built coral gardens to protect and restore corals through the ONE°15 Marina –Coral Garden project and organised annual marina clean-ups to further protect the surrounding ecosystem of our marina.</p>	<p><b>Environmental Protection</b></p>

## Sustainability Performance and Targets

The Group aspires to adorn a string of pearls along the beautiful coastlines of Asia, each pearl representing a ONE°15 branded marina, where the international boating community can get together and explore the region.

We endeavour to tap into Asia's rising affluence and burgeoning demand for the waterfront lifestyle by establishing infrastructure and services that are exceptional yet sustainable.

The table below summarises our sustainability performance in FY2020 and targets for FY2021:

Environmental Performance in FY2020	
FY2020 Target	Performance Update
1.5% reduction in resource usage	Reduced energy consumption by <b>5.97%</b>
Reduce plastic usage	<ul style="list-style-type: none"> <li>- Use of disposable and single-use plastic materials have generally decreased</li> <li>- Through the outreach programs and activities held, staff and customer awareness about the environmental impact of plastic waste have increased.</li> </ul>
Reduction in waste and effluents	<ul style="list-style-type: none"> <li>- Reduced waste generation by <b>36%</b></li> <li>- <b>5%</b> of dry waste reused and recycled</li> </ul>
Zero spills	Achieved <b>zero</b> major oil spills
Implement more biodiversity preservation programmes	<ul style="list-style-type: none"> <li>- <b>174</b> coral transplants remained on the seawall with an overall survivorship of <b>72.8%</b></li> <li>- Total area of corals on the seawall expanded by <b>162.2%</b>, from 2,784 cm<sup>2</sup> in 2019 to 7,301 cm<sup>2</sup> in 2020</li> <li>- More sightings of marine animals at the coral nursery frames, such as feather duster worms and juvenile carpet eel blennies</li> </ul>
Zero environmental non-compliance	Achieved <b>zero</b> incidents of environmental non-compliance
Environmental Targets for FY2021	
FY2021 Target	Action Plan
1.5% reduction in energy consumption	<ul style="list-style-type: none"> <li>- Deploy more energy efficient equipment</li> </ul>
1.5% reduction in water consumption	<ul style="list-style-type: none"> <li>- Deploy more water saving measures</li> </ul>
1% reduction in waste and effluents	<ul style="list-style-type: none"> <li>- Go paperless in some of our work processes</li> <li>- Reuse and recycle</li> </ul>
Zero spills	<ul style="list-style-type: none"> <li>- Impose penalties for spillage</li> <li>- Check all facilities, piping and oil spill response equipment regularly</li> </ul>

Implement more biodiversity preservation programmes	<ul style="list-style-type: none"> <li>- Educate and promote protection of surrounding environment and biodiversity</li> <li>- Organise annual marina clean-ups to remove ocean litter and preserve marine life</li> <li>- Develop coral gardens and promote coral planting</li> </ul>
<b>Zero</b> environmental non-compliance	Adhere strictly to environmental laws and regulations where we operate

Social Performance in FY2020	
FY2020 Target	Performance Update
<b>Zero</b> guest and employee safety incidents	<ul style="list-style-type: none"> <li>- Achieved <b>zero</b> incidents of non-compliance with customer health and safety regulations</li> <li>- Achieved <b>zero</b> incidents of occupational injury that led to <b>zero</b> man-days lost</li> <li>- Achieved <b>zero</b> incidents of work-related fatality</li> </ul>
<b>Zero</b> incidents of non-compliance with COVID-19 laws and measures	<ul style="list-style-type: none"> <li>- Conducted training on COVID-19 safety measures for <b>74%</b> of employees</li> <li>- Achieved <b>zero</b> incidents of non-compliance with local COVID-19 laws and measures</li> </ul>
Achieve <b>4</b> membership events per month to engage members	<ul style="list-style-type: none"> <li>- Due to the implementation of safe-distancing measures, physical events for members were suspended until we were ready to implement necessary precautionary measures to ensure the safety of our customers.</li> <li>- Conducted <b>4</b> webinars and <b>2</b> curated dinner events for members due to COVID-19 safety measures.</li> </ul>
Implement more programmes for upgrading employee skills	<ul style="list-style-type: none"> <li>- Achieved a total of <b>3,520</b> training hours for employees, equivalent to <b>47.44</b> training hours per employee.</li> <li>- Sent <b>112</b> staff to attend training programmes, including first aid and emergency trainings</li> </ul>
<b>Zero</b> complaints concerning breaches of customer privacy and losses of customer data	Achieved <b>zero</b> complaints concerning breaches of customer privacy and losses of customer data
<b>Zero</b> incidents of socioeconomic non-compliance	Achieved <b>zero</b> incidents of socioeconomic non-compliance
Social Targets for FY2021	
FY2021 Target	Action Plan
<b>Zero</b> guest and employee safety incidents	<ul style="list-style-type: none"> <li>- Maintain sanitary and safety standards in accordance with SG Clean and achieve SG Clean certification</li> <li>- Strictly implement safe distancing measures to mitigate risk of transmission of COVID-19</li> <li>- Promote safety awareness</li> </ul>

	<ul style="list-style-type: none"> <li>- Proper implementation of safety policies</li> <li>- Strict implementation of food safety measures</li> <li>- Expand pool of first aid trained staff beyond security</li> </ul>
<b>Zero</b> incidents of non-compliance with COVID-19 laws and measures	<ul style="list-style-type: none"> <li>- Comply strictly with work from home policy</li> <li>- Safe distancing clearly marked for seating and queues</li> <li>- Daily temperature taking of staff and guests</li> </ul>
Achieve <b>4</b> membership events per month to engage members	<ul style="list-style-type: none"> <li>- Continuous engagement with partners to ensure quality of events</li> <li>- Conduct membership events virtually to continually engage members</li> <li>- Comply strictly with COVID-19 safety measures during membership activities</li> </ul>
Implement more than <b>3000</b> hours of training for employee upskilling	Work with Department Heads to identify training needs for staff
<b>Zero</b> complaints concerning breaches of customer privacy and losses of customer data	Adhere strictly to customer privacy laws and regulations where we operate
<b>Zero</b> incidents of socioeconomic non-compliance	Adhere strictly to social and economic laws and regulations where we operate

### Noteworthy Awards

The Group has won numerous accolades and awards in recognition of its excellence in the marina and yacht charter industry. The following are some awards that we achieved during 2020.

Awards	Description
Excellent Service Award by SHA	
<ul style="list-style-type: none"> <li>➤ 8 Silver Winners</li> <li>➤ 3 Gold Winners</li> <li>➤ 3 Star Winners</li> </ul>	To recognise individuals who have delivered outstanding service
The National Kindness Awards by SKA/SKM	
<ul style="list-style-type: none"> <li>➤ 2 Service Gold Awards</li> </ul>	To recognise employees who have displayed gracious and kind acts at the workplace
Quarterly Service Star Award by Sentosa	



<p>➤ 2 Service Star Awards</p>	<p>To recognize staff who possess attributes of a role model, consistently deliver great service, are service champions and have demonstrated good work ethics and performance</p>
<p>CEO Star Award by Sentosa</p>	
<p>➤ 1 Service Star (Merit) Award</p>	<p>The Quarterly Service Star Award is a qualifier to the Sentosa CEO Star Award</p>
<p>Tripadvisor Travellers' Choice Winner 2020</p>	
<p>Best Marina Award by Robb Report Singapore – Best of the Best 2020</p>	

Our notable awards from prior years:

- Marina Industry Association (“MIA”) International Clean Marina Level 4 Award (ISO 14001:2015) (2019)
- Asian Boating Awards – Best Asian Marina (2009, 2012 – 2014, 2016 – 2019)
- Luxury Travel Awards – Unique Luxury Hotel of the Year 2019
- Best Contribution to the Asian Marina Industry – Arthur Tay (2019)
- Corporate Insider – Winner of Business Excellence Awards (2019)
- 14th South West Eco Awards – Commendation Award (Corporate Category) (2018)
- Agoda Gold Circle Award 2015
- Influential Brands: Lifestyle & Yachting Hub – Winner 2015
- Asian Boating Awards – Green Maritime Company of the Year 2015
- The Yacht Harbour Association (“TYHA”) Gold Anchor Award Scheme (5 Gold Anchor)
- ISO 9001:2008 –Quality Management System (2009)

## Organisation Profile



SUTL Enterprise Limited was incorporated in 1993 and listed on SGX Mainboard (SGX: BHU) in 2000. Headquartered in Singapore, it is currently the only marina business listed on the SGX. The Group is a leading developer, operator and consultant of integrated marinas, and has three business segments namely Marina Ownership, Consultancy & Management Services, and Luxury Yacht Chartering.

### **Marina Ownership**

The Group builds integrated marinas and operates them under its proprietary ONE°15 brand as lifestyle marina clubs with retails, F&B options, recreational facilities and accommodation. Currently, it owns ONE°15 Sentosa and ONE°15 Puteri Harbour is under construction.

### **Consultancy & Management Services**



*Photo illustration: Indonesia Navy Club by ONE°15 Marina*

The Group offers consultancy and management services to developers and owners of waterfront real estate under its wholly-owned subsidiary, ONE°15 Management & Technical Services Pte. Ltd. (“MTS”). MTS offers a range of comprehensive pre-construction advisory services including marina master planning, feasibility studies and market research, marina design and project management. Its goal is to assist developers and owners in building quality infrastructure that will ensure a success for the marina.

Post-construction, MTS provides consultancy services in the form of business planning and optimisation. Under its management services, MTS offers day-to-day running of the marina's operations hospitality management.

Its pipeline of soon-to-be completed marinas includes the Indonesian Navy Club managed by ONE°15 and ONE°15 Marina Nirup Island in Indonesia; Taihu International Marina managed by ONE°15 Marina and ONE°15 Logan Cove Zhongshan in China.

### **Luxury Yacht Chartering**

The Group, through its wholly-owned subsidiary, ONE15 Luxury Yachting Pte. Ltd. ("LY"), operates a complementary yacht chartering business with more than 40 luxury yachts ranging from 11 metres to 40 metres registered with LY's yacht chartering programme.

Yachting has become increasingly popular as a recreational activity for city dwellers, who yearn to get away from the crowds by going out to the open sea. Our customers include companies that book the vessels for corporate events and also individuals who want an alternative venue for birthdays, weddings, anniversaries and other special occasions. LY enables our customers to enjoy the boating lifestyle without the financial burden of owning a yacht.

The yachts are owned by the respective yacht owners who are also berthing customers of the Group. It provides them a way to monetise the yacht when unused. The Group does not own or operate the yachts. As such, we do not foresee sustainability implications for this business segment.

## Governance and Statement of the Board

The Group prioritises sustainability at the Board level. Assisted by the Group Financial Controller, the respective properties' General Managers, the Group General Manager and the CEO is responsible in leading and guiding the different business units in the implementation and management of sustainability measures.

The Board incorporates sustainability issues into the strategic formulation of the Group. The Board approves the material environmental, social and economic factors identified and ensures that the factors identified are well-managed and monitored.

The Group adopts a precautionary approach in strategic decision and day-to-day operations by implementing a comprehensive risk management framework.

Please refer to the Corporate Governance Report in our 2020 Annual Report for more information on corporate governance practices and risk management structure.

## Stakeholder Engagement

The Group believes that stakeholder engagement is integral to the building of a sustainable business. We review sustainability issues based on their materiality to stakeholders. We actively engage in meaningful and productive dialogue with our stakeholders and participate in various industry and government forums to keep abreast of any material stakeholder issues.

We identify key stakeholders as groups which have material impact or could potentially be impacted by our operations. The following table summarises our key stakeholders, engagement platforms and their key concerns.

Stakeholders	Engagement platforms	Key concerns	Read more in the following sections
<b>Customers and Members</b>	<ul style="list-style-type: none"> <li>• Club website</li> <li>• Monthly magazines, Longitude &amp; Electronic Direct Mailer</li> <li>• Customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Safety against COVID-19</li> <li>• Engagement with members and quality of services</li> </ul>	<ul style="list-style-type: none"> <li>• Our Customers and Members</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Performance appraisal system</li> <li>• Weekly HOD meetings</li> <li>• Internal communications, memos, reporting lines and functions</li> </ul>	<ul style="list-style-type: none"> <li>• Employee health and safety</li> <li>• Safety against COVID-19</li> <li>• Remuneration</li> <li>• Staff benefits</li> <li>• Ethics and conduct</li> <li>• Compliance with local labour laws</li> </ul>	<ul style="list-style-type: none"> <li>• Our People, Our Assets</li> </ul>
<b>Governments and Regulators</b>	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Sustainability reports</li> <li>• Ongoing dialogues</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with regulatory and industry requirements</li> <li>• Environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational Health and Safety</li> <li>• Customer Health and Safety</li> <li>• Environmental Compliance</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Engagement in community services</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental impact</li> <li>• Social development</li> </ul>	<ul style="list-style-type: none"> <li>• Environment</li> <li>• Contributions to Our Community</li> </ul>
<b>Shareholders and investors</b>	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Quarterly reports</li> <li>• Investor relations management</li> <li>• Annual general meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-corruption</li> <li>• Compliance with government regulations</li> <li>• Profitability</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Compliance</li> <li>• Socioeconomic Compliance</li> <li>• Ethics and Integrity</li> </ul>

## Reporting Practice

This sustainability report is produced in accordance with the Global Reporting Initiative (“GRI”) Standards “Core” option, covering our Group’s performance from 1 January 2020 to 31 December 2020.

The GRI Standards represent the global best practices for reporting on a range of economic, environmental and social impacts.

The report also incorporates the report’s primary components as set out by the SGX’s “Comply or Explain” requirements on sustainability reporting under Listing Rule 711B.

The Group has assessed that external assurance is not required. This report supplements the Group’s 2020 Annual Report. Detailed section reference with GRI Standards is found at the GRI Standards Content Index section of this report.

The Group’s material topics are identified based on its impact on our internal and external stakeholders, as outlined in the Stakeholders Engagement section.

Each year, we use a structured process to select the report’s content and confirm its relevance and prominence, particularly in relation to the environment and society. Our 2020 Sustainability Report focuses on key sustainability challenges of the Group and the respective action plans. We have maintained our sustainability management from FY2018 to include the protection of employee safety and welfare, the ecosystem, as well as community engagement.

In addition to referencing the GRI Standards in this report, the Group has made the strategic decision to align with the UNSDG which give us a framework for operating transparently and allowing us to create a better and sustainable future for all. The goals that drive us are those most material to our operations as a marina operator and manager.

## Ethics and Integrity

### Anti-Corruption

*GRI 205-1, 205-2, 205-3*

The Group strictly forbids any form of corruption in the course of business. All employees and associates are informed and educated on the Group's anti-corruption policies and zero tolerance against corruption.

The Group recognises that the exchange of business courtesies, such as modest gifts, and entertainment (including meals and invitations to attend promotional events or parties) particularly during festive periods is customary and legitimate to create goodwill, and/or strengthen business and commercial relationships. Such courtesies are allowed if they are not lavish in light of accepted business practices of the relevant businesses that the Group operates in and is not intended to improperly influence the decisions of the person(s) involved.

### Whistle-blowing

Any of the Group's employees who observes or suspects that another employee or anyone else may be acting in contravention of this policy has an obligation to report it. All such concerns may be reported to the Human Resource ("HR") department or the management if required.

All gifts and benefits received from vendors are required to be reported and handed over to HR.

There was no reported incident of corruption in FY2020.

## Environment

The Group has established a sustainable business model where we fulfil Asia's demand for an all integrated marina lifestyle club. The features of our clubhouses include F&B outlets, accommodation and facilities.

As a reputable developer of integrated marinas, ensuring high infrastructural integrity, service quality and safety is our top priority. We incorporate sustainability in the design and construction of our marinas where feasible.

We endeavour to reduce our carbon footprint, as well as effluents and waste in our operations, and comply strictly with industry and local environmental laws and regulations.

### Climate and Hurricane Risk Management

*GRI 201-2*

The Group has implemented adequate environmental and safety measures at the marinas we own or manage to achieve our sustainability objectives.

Due to the nature and locality of our marina operations, we are aware of potential disaster risks that we are exposed to as a result of climate change, such as more frequent and intense hurricanes, storms and tsunamis. As a result, our due diligence checklist is reviewed regularly and updated to manage climate and disaster risk. We conduct careful site selection and implement strict safety measures, such as dredging, building breakwaters and wave fences to provide wave protection for assets in our marina and the marine life.

Other than climate risk, we face regulatory risks which arise from increasingly stringent government regulations on business activities that contribute to climate change. We believe that our environmental policies are steering us in the right direction to mitigate this risk as we work towards the development of a sustainable luxury business.

### Environmental Protection

*GRI 304-2, 304-3*

Environmental protection and preservation is inherent in our marina designs, and we strive to develop marinas that can operate sustainably, specifically in the areas of marine preservation and reduction of environmental impact.

The Group organised an Eco-month in FY2020 to promote awareness of environmental issues among the younger generation. Information boards were erected around the club to educate children about coral and marine life. We also conducted a fun and engaging treasure hunt where clues in the form of QR codes were hidden all over the club. At any time of their choosing, children could scan the QR codes to answer online questions in return for free ice cream if they emerge as winners.



With more than 27% of the world's coral reefs being destroyed, ONE°15 Marina is on a mission to go green and safeguard our beautiful marine biodiversity through the **ONE°15 Marina – Seakeepers Asia Coral Garden** project.

In conjunction with the Tropical Marine Science Institute (“TMSI”) of National University of Singapore (“NUS”), this project aims to protect the marine ecosystem that surrounds our marina at Sentosa and to provide a natural habitat for existing sea life. This enables us to nurture an aquatic treasure trove for all to explore.

Here are some photos of our coral garden:



To further cultivate the ONE°15 Marina – Seakeepers Asia Coral Garden project and its community outreach, the Club invited members and partners to become Sponsors in the Plant-A-Coral-Today initiative. The Group has achieved positive results in our biodiversity preservation programme and will continue to reduce the ecological impact of our operations on the surrounding ecosystem.

Committed to doing our part for the environment, ONE°15 Marina implemented the Eco Dive project – an annual marina clean-up event to remove marine trash which threatens maritime safety, degrades water quality, imperils marine life and people’s health, and has adverse effects on tourism and fishing. Due to COVID-19 restrictions, the Group did not organise Eco Dive events in FY2020.

In addition to coral planting and marina clean-ups, the Group encourages all staff to reduce the use of single-use plastic disposables and unnecessary packaging where possible. As a result, we replaced bottled water with glass jugs in our hotel rooms and switched from disposable toiletries to dispensers to save plastic. Our F&B retailers have also switched to paper straws, takeaway containers and bags that are mostly biodegradable and eco-friendly.

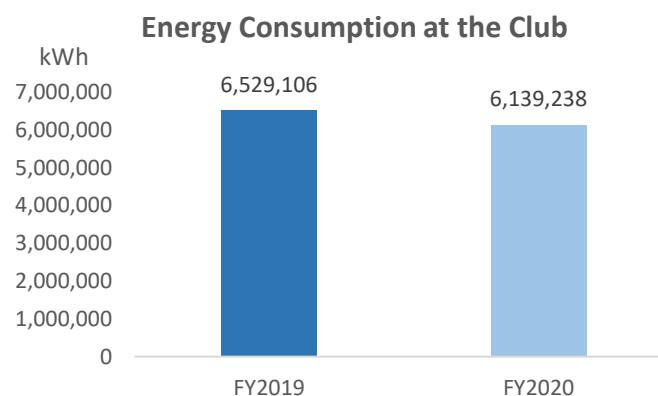
We will continue to be proactive in making a positive impact on the environment.

## Energy Management

GRI 302-1, 302-4

We are committed to managing energy usage in our operations at the Club. We constantly review and improve on our environmental conservation policies and values, and ensure that we operate in accordance with local environmental laws and regulations. We upgrade our equipment and facilities to increase energy efficiency in our daily operations, such as upgrading the air-conditioning system at hotel rooms and bistro restaurants and switching to light-emitting diode (“LED”) lights to increase energy efficiency. To reduce energy consumption, air-conditioning is kept at 24 degrees Celsius and all staff and guests are encouraged to switch off the lights and air-conditioning when not in use. We also replaced the lights at the lift lobby and carpark with motion sensor lights to minimise energy wastage.

In FY2020, we completed the Marina reconfiguration at ONE°15 Marina Sentosa Cove, where we increased our capacity to supply power by 25% to accommodate the higher energy requirements of larger vessels and support real-time monitoring of energy consumption.



Energy consumption at the ONE°15 Marina Sentosa Cove clubhouse decreased from 6,529,106 kWh in FY2019 to 6,139,238 kWh in FY2020. Reducing energy usage remains an important target for the Group and we will continue to regularly monitor energy consumption at the Club and implement measures to effectively reduce energy usage.

## Water and Effluents Management

GRI 303-1, 303-2, 303-3

Currently, all water consumed is sourced from Public Utilities Board (“PUB”) and our water consumption level is measured and monitored through two main water meters at the Club. Hence, we do not expect to have significant water-related impacts on the surrounding natural environment. Our managers are responsible for the proper implementation of conservation measures to minimise water wastage in our daily

operations. Water pipes at the marina are regularly checked for water leakages into the sea, and we replaced old water pipes with new pipes to prevent leakages. To further reduce water consumption, we have increased the water efficiency of our facilities, such as changing the taps at most public areas to self-closing taps and fitting hoses with nozzles to prevent water from running.

The reconfiguration of pontoons mentioned previously also included the installation of meters at certain sections of the Marina to allow effective real-time monitoring of water consumption. The system will promptly alert our manager of any leak or water wastage and allow the water supply to be cut off remotely to stop water wastage immediately and to facilitate repair work. We also actively monitor the variance between water used and water sold to pontoons to detect possible leakages.

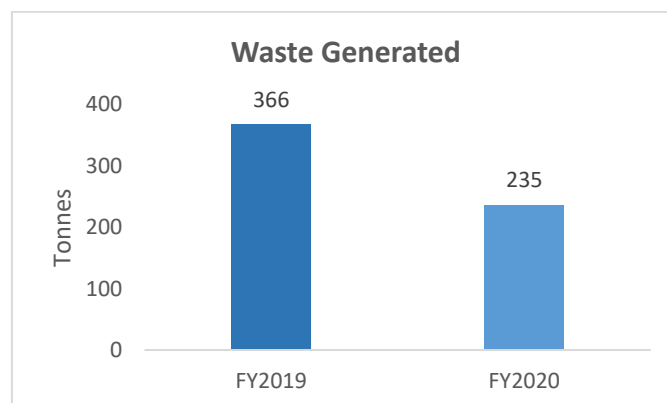
### Waste Management

*GRI 306-2, 306-3, 306-4, 306-5*

Given the nature and locality of the Club, we are aware of the potential risk of seawater contamination. As part of our efforts to develop clean and green marina operations promote active stewardship of our waterways, we seek to maintain high standards in effluents and waste management at the marina, F&B outlets and hotel, as inadequate control measures can result in water pollution and negative impacts on the surrounding ecosystem.

We uphold stringent environmental standards to achieve ecological preservation and protection. All wastes and effluents are discharged into the sewage system and on-site waste compacting equipment is used to optimise waste management. We also implement waste management measures such as reusing and recycling to reduce the overall amount of waste generated in our operations. For example, the copper wires disposed of during the marina configuration were sold to a copper reseller as part of our recycling efforts.

We regularly evaluate our effluents and waste management standards and operating practices to ensure that there is an efficient management system in place, and that it complies strictly with local environmental laws and regulations. For instance, we collect engine oil disposed by yacht owners and filter the oil for reuse or recycling.



In FY2020, 235 tonnes of non-hazardous waste was generated from our marina operations, 5% of the dry waste was reused and recycled, and we recycled an estimated amount of 1,600 litres of engine oil. The reduction in waste generation from 366 tonnes in FY2019 to 235 tonnes in FY2020 is a clear testament of our waste management efforts.

Furthermore, we implement strict measures to mitigate the risk of oil spills and seawater pollution. In compliance with environmental laws, yacht owners who park at our berths are not allowed to discharge any used water into the sea. Instead, vessel discharges are pumped into our sewage treatment equipment to remove contaminants and produce treated wastewater before they are safe for release into the environment. We monitor all vessel discharges to effectively manage effluents and detect possible oil spills or vessel discharge into the sea. We are well-equipped with oil spill kits that are specially designed to contain and clean oil or fuel spills. Oil dispersant sprays and oil absorbent pads are used for small oil spills and oil booms are used for more severe cases. We also impose strict penalties on offenders who cause significant spills and provide wastewater pump discharge service to yacht owners to maintain water quality surrounding the yachts. There were no major oil spills recorded in FY2020.

We will continue to improve on our waste and effluents management to ensure that there are no spills or waste disposed into the surrounding ecosystem.

## **Environmental Compliance**

*GRI 307-1*

The Group complies strictly with local environmental laws and regulations where we operate and there was no incident of environmental non-compliance at the Club. We will strive to maintain zero environmental non-compliance in FY2021.

## Our Customers and Members

ONE°15 Sentosa is replete with a comprehensive range of luxurious private club facilities and amenities catering to both members and non-members.

The Group's membership programme offers members and their family an enjoyable lifestyle with a level of exclusivity allowing interaction with like-minded people. Our members are entitled to access to club fitness and leisure programmes, exclusive member-only events as well as special privileges with a network of lifestyle and retail partners.

We seek to provide an enjoyable experience for all our customers and strive for zero food and physical safety incidents, which is achieved by the implementation of stringent safety standards. We are also precautionous in the handling of private customer data.

### Safe Management against COVID-19

*GRI 419-1*

In FY2020, the COVID-19 outbreak resulted in a global pandemic which heavily impacted the leisure and hospitality industry. To contain the outbreak, the Singapore Government implemented measures including circuit breaker, safe-distancing measures and travel restrictions. During these unsettling times, we stay committed to prioritising the safety of our customers and members.

The Group complies strictly with the local COVID-19 regulations and measures to ensure the safety of all guests and customers. We obtained the SG Clean certification for the Club on Sentosa Cove which was awarded on 31 March 2020. The certification provides assurance to the public that our facilities have been certified by professional 3<sup>rd</sup> parties to have rigorous COVID-19 safety measures in place. As proof of our commitment to customer safety, we were one of the first five hotels to be approved for staycations in Singapore.

We have taken extra precautionary steps to keep our hotel rooms safe for guests by applying self-disinfecting coatings that contain antimicrobial ingredients with industry-leading efficacy and durability lasting up to 180 days per application. We are the first hotel operator in Singapore to use self-disinfecting coatings in the disinfection of hotel rooms, in addition to the use of chemical cleansing agents and fogging machines after every guest checkout.

We have implemented Safe Management Measures ("SMM") in accordance with the mandated guidelines, such as barricading the premises to limit to one entry point, appointing a SafeEntry officer to conduct temperature taking and SafeEntry check-in, requiring visitors to submit health declaration forms upon entry to the Club, regular cleaning and disinfection of common spaces multiple times a day with disinfectant and a complete wipe-down at the end of the day. We also have adequate physical security

in place to ensure compliance with mandated guidelines, such as appointing Safe Management Officers (“SMO”) to monitor the implementation of SMM, ensuring that all visitors are wearing masks and that they do not congregate in groups of more than eight. Our Security Officers assist the SMO to implement SMM and identify any safety breach in the premises.

In the event that there are confirmed COVID-19 cases among members and guests, we have clear management policies in place to ensure that the risk of further transmission is kept to a minimum. Immediate disinfection of premises, contact tracing and quarantine will be implemented, and we will inform all members and guests of the details. We have enhanced our communication with boaters and members through dedicated WhatsApp channels via memo and Electronic Direct Mail (“eDM”) to keep them updated on the latest regulations and happenings in the marina.

In FY2020, there was no incident of non-compliance with local COVID-19 regulations and no transmission of COVID-19 among guests, customers and members.

## **Customer Health and Safety**

*GRI 416-1, 416-2*

### **Clubhouse and Amenities**

The Group prioritises the health and safety of our Club guests and patrons. To safeguard the physical safety of our guests, we have adequate safety policies and equipment in place to mitigate safety hazards.

In FY2020, our camera and surveillance system and Wi-Fi were further enhanced to provide better area coverage to ensure a safe and secure environment for guests. The Wi-Fi capabilities were upgraded to fibre optics and the area coverage was increased by 30%. Presently, high-definition closed-circuit television cameras (“CCTV cameras”) are utilised at the Club and we have achieved 100% coverage of the CCTV system at the marina to enhance marina safety and prevent acts of vandalism or potential crimes to the marina property or boats we house. We have introduced CCTV cameras that cover all the blind spots at the Club, such as the rooftop, staircase landings and back of the house. We conduct quarterly refresher courses on security awareness, such as anti-terrorism and emergency evacuation for all staff, and our Security Officers constantly undergo Security training to upgrade their skills and knowledge. For instance, they attended the “Recognise Terrorist Threats” (“RTT”) course to keep abreast of the skills and knowledge to recognise terrorist risks and threats. With the advancements in our surveillance and security systems, we can readily respond to any safety and security issue at the Club.

To ensure that our guests are able to enjoy our amenities with complete peace of mind, locks are installed at the back of house so that guests can only enter from the front of house, safeguarding guests from unauthorised entry. We also promote pool safety

awareness by posting “No Diving” signs and closing the pool at 9pm to prevent pool accidents. We added reflective tapes on the pool steps to mitigate trip hazards.

The Group invested in a comprehensive management system to improve security management and efficiency of our marina management. We will continue to implement innovative measures and solutions to further optimise our marina management and improve our marina services for our clients.

To ensure that our marina safety is in line with industry regulations, the Group’s policies comply strictly with the standards of MIA, a trade association of the marina industry in Australia for managers and operators of marinas. We have implemented adequate safety control measures to provide our customers with the necessary health and safety precautions, including rescue ladders, life boats, slippery signs, first-aid and “no swimming” signs. We provide safety boats in all sea activities and conduct safety briefings before all events.

We will continue to uphold our safety practices and regularly maintain our safety equipment to ensure that we are well prepared for any health and safety risk that our customers may be exposed to.

## **F&B Outlets**

Other than preventing physical hazards, we implement stringent food hygiene and safety standards. Our F&B outlets are required to comply strictly with our food hygiene standards to ensure the quality and safety of food served. Our food hygiene policies include proper food storage, food handling and preparation practices, and all staff must be certified with Food Handlers’ License under Singapore Food Agency (“SFA”).

Other than managing the food hygiene practices of our employees, we also implement proper procurement practices and we evaluate our food suppliers based on the freshness and quality of their products, as well as the timeliness of their delivery. This is to ensure the freshness and quality of the food we serve, so as to safeguard the food safety for our patrons and hotel guests.

In light of the recent step up in enforcement actions and inspections on food service operators, we are pleased to report that all F&B outlets in ONE°15 Sentosa Cove have maintained a SFA grading of “A” in FY2020. Furthermore, in compliance with new SFA requirements, ONE°15 Sentosa Cove has implemented the Food Safety Management System (“FSMS”), which is a preventative approach towards identifying, preventing and reducing food-borne hazards to ensure that food is safe for consumption. Our Executive Chef has achieved the FSMS training course certification, which requires us to ensure that spoilage and cross contamination are prevented at all stages from food handling to food storage.

In addition, we constantly highlight to our F&B and hotel staff the importance of practising safety measures such as fire safety, and we periodically review the safety polices and maintain the safety equipment to safeguard the physical safety of our hotel



guests and patrons. We have implemented an adequate Emergency Response Plan (“ERP”) in case of emergencies to establish a systematic and orderly evacuation plan and ensure everyone’s safety in the event of fire. In compliance with evacuation guidelines under Singapore Civil Defence Force (“SCDF”), we conduct biannual fire evacuation drills and regular security patrols to prepare ourselves for any possible safety and security incidents.

During FY2020, there was no major incident of non-compliance with customer health and safety regulations.

## **Memberships**

*GRI 203-1, 203-2*

Under the membership programme, our members have the privilege to access an extensive network of affiliate and associate clubs spanning 23 cities worldwide. Our membership programme also allows members to enjoy access to all ONE°15 Marinas worldwide, including the upcoming ONE°15 Marina Puteri Harbour, Malaysia, Indonesia Navy Club Operated by ONE°15 Marina and ONE°15 Marina Nirup Island, subjected to terms and conditions.

Taking into consideration the increase in size of vessels parked at our berths at ONE°15 Marina Sentosa Cove, we completed the reconfiguration of the marina in FY2021 to enhance our ability to serve vessels of increasing sizes as well as improve the utilisation of space in the marina. The reconfiguration has achieved an increase of 18% in berth linear footage and doubled the number of superyacht berths. The largest berth increased by 37.5% from 160ft to 220ft. The channel depth has also increased by 28.6% from 3.5m to 4.5m.

In addition, the Group has been expanding the membership programme internationally. We have been selling memberships for our upcoming marina club at Puteri Harbour of Iskandar Puteri in Iskandar Malaysia, Johor. On 4 October 2020, we launched the ONE°15 Estuari Sports Centre which is an integrated sports complex located a 5-minute drive away from the upcoming marina club ONE°15 Marina Puteri Harbour. The Estuari Sports Centre features many state-of-the-art facilities which promote active lifestyle programmes and act as a world-class sports hub and training centre for Members and athletes. It serves as a prelude to the much-anticipated opening of ONE°15 Marina Puteri Harbour, Malaysia, whereupon the marina club’s completion, members will be able to enjoy the benefits of dual membership perks that grant them access to the facilities at both ONE°15 Marina Puteri Harbour and ONE°15 Estuari Sports Centre.

Although the COVID-19 pandemic has limited our ability to hold large-scale events, we have stepped up our engagement with members through online multimedia channels. Webinars and events such as live cooking demonstrations on Facebook were also held to benefit our members who were staying and working from home more often as a result of the pandemic.





*Live cooking demonstration on Facebook by our Executive Chef*

We will continue to organise more enriching and interesting events for the benefit of our members and the public.

### **Enhancing the Customer Experience**

*GRI 203-2*

In our efforts to digitalise operations, we have developed and installed a mobile application at the marina to streamline the fuel purchasing and payment process. COVID-19 has created new opportunities for us to provide novel service offerings. In particular, the marina team started offering services such as frequent buggy delivery services for groceries and deliveries and laundry services, improving on-site services.

We have been diligent in our efforts to enhanced communication with boaters and members. During the Circuit Breaker period in Singapore, we have started an e-commerce site to connect with members. We sold ONE°15 club merchandise and food products on our E-shop and gained traction through interesting blog articles. We will continue to explore avenues for communication through digital mediums to expand our customer base.

### **Customs, Immigration and Quarantine Facility**

*GRI 203-1*

Our Customs, Immigration and Quarantine (“CIQ”) facility makes us Singapore’s first private marina with a CIQ facility. The CIQ facility offers an alternative immigration point, which has helped to ease traffic at the facility at Sisters’ Island especially during busy periods. We also offer CIQ online booking for boaters’ convenience. The CIQ facility enables ONE°15 Marina Sentosa Cove Singapore to be the centre of all boating activities. As such, it gives us a competitive advantage and gives our boaters more convenience and a better yachting experience. We have engaged an armed Auxiliary Police Officer (“APO”) from Certis Cisco at the Club for CIQP duties to further ensure safety and security at the marina. We have been working closely with all relevant government agencies and comply strictly with all known CIQP, security and related requirements to make this a smooth sailing ride for all. Due to COVID-19 travel restrictions, our CIQ services and facilities have been closed since March 2020.

## **Protecting Customer Privacy and Data**

*GRI 418-1*

The Group takes utmost care in protecting our customers' privacy and data and we act in strict compliance with the Personal Data Protection Act (2012). Reminders to employees about the importance of customer data protection are mentioned in staff newsletters, and we conduct PDPA training for new hires and refresher training course for employees. This ensures that the customer data protection policy is properly implemented across the Group. In FY2020, there was no reported breach of the PDPA.

## Our People, Our Assets

The Group is committed to the development, safety and wellbeing of our staff. We value and compensate fairly based on the contributions of all our staff, and treat everyone equally with respect.

During the year, we prioritized employee and customer health by doing our utmost to minimise in-person activities to curb COVID-19 transmission. We continue to maintain healthy diversity in terms of age and gender and place strong emphasis on employee learning and upskilling.

### Safe Management against COVID-19

*GRI 403-1*

Amidst the COVID-19 pandemic, the Group stays committed to prioritising the safety of all employees. We have conducted SMM briefing for employees to ensure that they are adequately informed of the COVID-19 safety measures and mandated guidelines. In FY2020, 74% of our staff attended the SMM briefing.

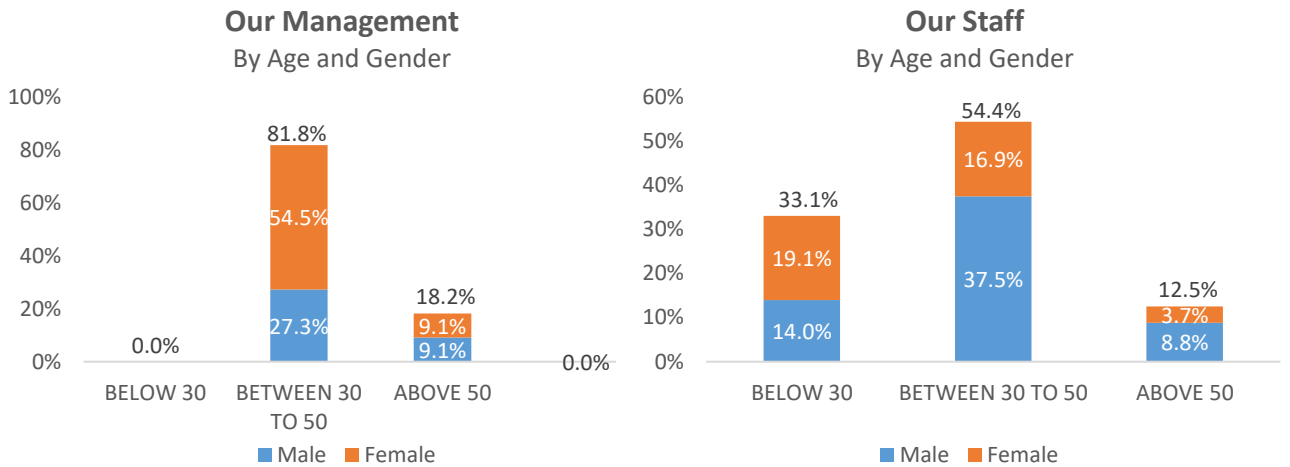
The Group ensures that all employees comply strictly with the SMM, such as implementing alternative work from home arrangements and teleconferencing to minimise physical contact, mandating the use of SafeEntry visitor management and daily temperature taking, and requiring the submission of health declaration forms upon entry of premises. We have implemented a detailed monitoring plan to ensure compliance and timely resolution of any outstanding issues regarding safety against COVID-19. In addition, we have a robust set of procedures in place for managing confirmed cases among staff and crew members.

We have appointed our Senior HR Manager and Head of Operations as Safe Management Officers (“SMO”) to assist in the implementation, coordination and monitoring of the Safe Management system at the workplace. In FY2020, there was no incidence of COVID-19 transmission among our employees.

### Our Workforce

*GRI 401-1, 405-1*

The Group possesses inclusive recruitment policies that do not discriminate against gender or age in staff employment. In FY2020, our total staff strength stood at 147 employees. A total of 39 employees were hired, equivalent to a new hire rate of 27%.



Our diversified and vibrant workforce optimises the use of talent in our countries of operation and has given us a competitive edge. The Group’s female staff is well-represented at the management level, with female staff comprising the majority at a male to female ratio of 4:7.

### Occupational Health and Safety

*GRI 403-5, 403-9*

The Group has always been safety-oriented, and we ensure that our safety policies and principles are strictly implemented. We fully comply with local labour laws and regulations and strive to develop a positive safety culture. Our F&B and hotel staff are required to go through proper safety training on safety policies and wear proper protective equipment, and we periodically review safety risks and implement corresponding safety measures to ensure workplace health and safety.

There are staff who are first-aid trained and first-aid boxes present at every outlet. We also have adequate fire safety measures in place, such as ensuring the sufficiency of fire extinguishers in the premises.

In addition, we have appointed a Health and Safety Officer to perform checks on health and safety controls to ensure that our marinas are always a safe working environment for our employees. In the event of works being performed on the marina, risk assessments are in place to identify potential health and safety hazards, and necessary measures are implemented to control the hazards and mitigate the risks.

In FY2020, excluding minor first-aid level injuries, there was no incidence of minor occupational injury that led to zero man-days lost. There was no incidence of work-related fatality.

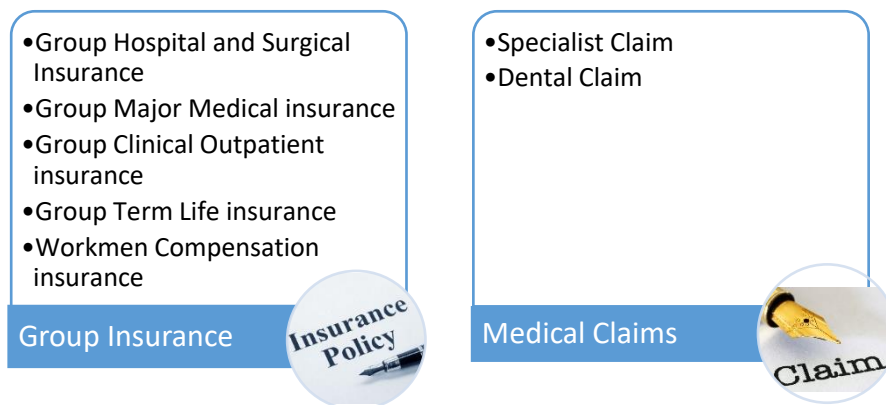
### Employee Benefits and Training

*GRI 401-2, 401-3, 404-1, 404-2, 404-3, 405-2*

The Group ensures that our employees are rewarded with competitive benefits and wages in line with industry standards. We implement a merit-based remuneration system and strongly believe in equal work for equal pay. Annual performance appraisals are conducted for all staff to ensure that they are compensated fairly, based on their performance and contributions.

We believe that upgrading the knowledge and skills of our employees is key to the development of our business and their ability to better service our valued customers. We regularly send our staff for training programmes that are relevant to their roles, including Personal Data Protection Act Training, Occupational First Aid and Automated External Defibrillators (“AED”) courses, Halal Foundation Programme, Digital Marketing in Hospitality course, Respond to Fire and Hazardous Materials (“Hazmat”) Emergency Training and Operate Forklift course. We also go the extra mile and send our staff for corporate dressing and personal grooming courses to create the appropriate professional image. In FY2020, 112 employees have attended various training amounting to a total of 3,520 training hours of learning and development for continuous improvement. This was equivalent to 47.44 training hours per employee.

In addition, all employees are entitled to a range of benefits that is illustrated in the tables below:



Eligible staff are entitled to Maternity and Paternity Leave where applicable. In FY2020, a total of 2 employees took Parental Leave.

## Contributions to Our Community

The Group believes that contributing to the society and communities where we operate in is one of our top priorities. We endeavour to enhance the lives of people, provide economic opportunities for the local populace and do our best to give back to the community.

### Local Sourcing

*GRI 204-1*

The Group contributes to the local economy by procuring from local suppliers where possible. In FY2020, 90% of our food such as vegetables, seafood and eggs were procured from local suppliers, and 99% of our goods such as gym and kitchen equipment, mattresses, bath towels and linen, marina trolleys, disposal masks and hand sanitisers were procured from local suppliers.

### Socioeconomic Compliance

*GRI 419-1*

We comply strictly with social and economic regulations where we operate and there have been no incidents of serious non-compliance with social and economic laws and regulations in FY2020.

## SGX Five Primary Components Index

S/N	Primary Component	Section Reference
1	Material Topics	Stakeholder Engagement
2	Policies, Practices and Performance	<ul style="list-style-type: none"> <li>▪ CEO's Message</li> <li>▪ Our Sustainability Story</li> </ul>
3	Board Statement	Governance and Statement of the Board
4	Targets	Our Sustainability Story
5	Framework	Reporting Practice

## GRI Standards Content Index

GRI Standards	Disclosure Content	Section Reference
102-1	Name of the organisation	Organisation Profile
102-2	Activities, brands, products, and services	Organisation Profile
102-3	Location of headquarters	Organisation Profile
102-4	Location of operations	Organisation Profile
102-6	Markets served	Organisation Profile
102-7	Scale of the organisation	Organisation Profile
102-8	Information on employees and other workers	Our Workforce
102-11	Precautionary Principle or approach	Governance and Statement of the Board
102-14	Statement from senior decision-maker	CEO's Message
102-15	Key impacts, risks, and opportunities	CEO's Message, Our Sustainability Story
102-16	Values, principles, standards, and norms of behaviour	Ethics and Integrity
102-17	Mechanisms for advice and concerns about ethics	Ethics and Integrity
102-18	Governance structure	Governance and Statement of the Board
102-40	List of stakeholder groups	Stakeholder Engagement
102-42	Identifying and selecting stakeholders	Stakeholder Engagement
102-43	Approach to stakeholder engagement	Stakeholder Engagement
102-44	Key topics and concerns raised	Stakeholder Engagement
102-46	Defining report content and topic boundaries	Reporting Practice
201-2	Financial implications and other risks and opportunities due to climate change	Climate and Hurricane Risk Management
203-1	Infrastructure investments and services supported	Memberships, Customs, Immigration and Quarantine Facility
203-2	Significant indirect economic impacts	Memberships, Enhancing the Customer Experience
204-1	Proportion of spending on local suppliers	Local Sourcing

GRI Standards	Disclosure Content	Section Reference
205-1	Operations assessed for risks related to corruption	Ethics and Integrity
205-2	Communication and training on anti-corruption policies and procedures	Ethics and Integrity
205-3	Confirmed incidents of corruption and actions taken	Ethics and Integrity
302-1	Energy consumption within the organisation	Energy Management
302-4	Reduction of energy consumption	Energy Management
303-1	Interactions with water as a shared resource	Water and Effluents Management
303-2	Management of water discharge-related impacts	Water and Effluents Management
303-3	Water withdrawal	Water and Effluents Management
304-2	Significant impacts of activities, products, and services on biodiversity	Environmental Protection
304-3	Habitats protected or restored	Environmental Protection
306-2	Management of significant waste-related impacts	Waste Management
306-3	Waste generated	Waste Management
306-4	Waste diverted from disposal	Waste Management
306-5	Waste directed to disposal	Waste Management
307-1	Non-compliance with environmental laws and regulations	Environmental Compliance
401-1	New employee hires and employee turnover	Our Workforce
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits
401-3	Parental Leave	Employee Benefits
403-1	Occupational health and safety management system	Safe Management Against COVID-19
403-5	Worker training on occupational health and safety	Occupational Health and Safety
403-9	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Health and Safety
404-1	Average hours of training per year per employee	Employee Benefits
404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee Benefits
404-3	Regular Performance and Career Development Review	Employee Benefits
405-1	Diversity of governance bodies and employees	Our Workforce



GRI Standards	Disclosure Content	Section Reference
405-2	Ratio of basic salary and remuneration of women to men	Employee Benefits
416-1	Assessment of the health and safety impacts of product and service categories	Customer Health and Safety
416-2	Incidents of non-compliance concerning the health and safety impact of products and services	Customer Health and Safety
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protecting Customer Privacy and Data
419-1	Non-compliance with laws and regulations in the social and economic area	Safe Management Against COVID-19 Socioeconomic Compliance