



# SUSTAINABILITY REPORT 2018

Wing Tai Holdings Limited



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# Board Statement

Wing Tai Holdings Limited (“Wing Tai Holdings”) with its subsidiary companies (“the Group”) is pleased to issue its inaugural sustainability report in line with the Singapore Exchange (“SGX”) guidelines on Sustainability Reporting.

The Group’s core values are integrity, teamwork, leadership, passion and continuous improvement. Incorporating sustainability as a key component of strategy is imperative for the Group to be an enduring and continuously improving organisation. Considering the wellbeing of its employees, the environment and the societies it operates in is both integral to sustainable growth and demonstrative of leadership, passion, teamwork, integrity and strong ethics. Therefore, the Group deeply values its sustainability journey.

The Board oversees the management and governance of sustainability and the selection of priority material factors for Wing Tai Holdings. The material factors have been categorised under the four pillars of environmental responsibility, valuing the Group’s talent, market responsibility and caring for its communities.

Given the lasting impact of the Group’s properties, the Group believes in the importance of innovating and creating sustainable, responsible buildings with a focus on reducing its energy usage and emissions output.

The Group’s corporate philosophy has always focused on building enduring relationships, not only with its partners but also with its employees. As such, the Group places immense value on human capital and will continue to focus on nurturing and supporting its employees.

The Group is committed to enhancing good corporate governance, transparency and accountability, and does so using a set of internal policies, structures and processes, including data protection policies and responsible marketing.

This report aims to provide a balanced account of Wing Tai Holdings’ policies, efforts and ambitions towards becoming a responsible corporate citizen. The Board looks forward to continuing the widespread integration of sustainability throughout the Group.

## About this Report

### Reporting Scope and Period

This is the first Sustainability Report published by Wing Tai Holdings Limited (“Wing Tai Holdings”) (and its subsidiary companies “the Group”), a leading property developer and lifestyle company, headquartered in Singapore and listed on the Singapore Exchange Securities Trading Limited (“SGX”).

The scope of this report covers the property and retail business of Wing Tai Holdings in Singapore.

Other geographical areas where the Group operates in include Malaysia, Hong Kong, the People’s Republic of China and Australia, represented by the Group’s subsidiary companies including Wing Tai Malaysia Sdn. Bhd. and Wing Tai China Pte. Ltd., as well as its associated company, Wing Tai Properties Limited. These companies collectively focus on property investment and development, lifestyle retail and hospitality management in key Asia Pacific markets.

Please refer to pages 114-117 of Wing Tai Holdings’ annual report for the entire list of entities (with the exception of inactive and dormant entities) which are included in the consolidated financial statements.

This report discusses the Group’s sustainability performance for the financial year ended 30th June 2018 (“FY2018”) and will be published annually going forward. The Group hopes to use this report to share its commitment to sustainability with its valued stakeholders, including employees, investors, customers, business partners, suppliers and contractors, national agencies and communities it operates in.

### Reporting Standard and Assurance

This report has been prepared in accordance with the Global Reporting Initiative (“GRI”) standards: Core option.

Wing Tai Holdings has not obtained any independent assurance of the information being reported this year, but will continue to work on enhancing its reporting processes, and consider obtaining independent assurance in the future.

### Feedback

A softcopy of this report can be found online at [www.wingtaiasia.com.sg](http://www.wingtaiasia.com.sg). The Group can be reached at [investors@wingtaiasia.com.sg](mailto:investors@wingtaiasia.com.sg) on any question or feedback on this report.

# Corporate Statements

## Purpose

Creating sustained value for stakeholders

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## Vision

The Tembusu, a long-lasting native tree, has a characteristic fissured bark, resilient core and deep roots; it spreads its branches upwards and outwards to offer shade, shelter and delightful blossoms, bearing fruit

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## Mission

Achieving sustained profitability in its core businesses through winning partnerships based on trust and respect

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## Core Values

- Integrity
- Teamwork
- Leadership
- Passion
- Continuous Improvement

# Sustainability Efforts

## Sustainability Governance

Leveraging the SGX sustainability guidelines, the Group has integrated and focused existing sustainability practices through a Sustainability Committee. The Sustainability Committee consolidates information from Functional Champions, which include managers from the key departments of human resources, project management, facilities management, property management, property marketing and retail, which are responsible for the execution of the sustainability agenda on the ground. The Sustainability Committee then reports to the Board, which monitors and advises on progress and plans.

## Stakeholder Engagement

Knowing and understanding the demands and concerns of its stakeholders is critical to the Group's long-term success. At Wing Tai Holdings, stakeholders are identified and prioritised based on their dependence and influence on the business. The Group's supply chain consists of architects, contractors and brand principals. The table below summarises the engagement process and outcomes with key stakeholders.

Stakeholder	Frequency	Method	Topics Raised	The Group's Response
Employees	Biennial	Employee Engagement Survey	Communication	Enhance communication within the Group
			Recognition and career growth	Focus on non-financial recognition and communication of growth opportunities for employees
			Younger generation employees' ideas generation	Provide support for younger generation employees to share ideas and opinions through open communication
	Quarterly	Employee Feedback Channel (where dedicated email addresses are set for the respective Strategic Business Units ("SBUs"))	Employees can provide feedback/suggestions for improvement on the following areas: <ul style="list-style-type: none"> <li>• Processes and procedures</li> <li>• Workplace environment</li> <li>• Customer service</li> </ul>	Depending on the nature and complexity of issue(s) raised, Human Resources ("HR") will revert to employees within 10 working days, or inform employees that more time is required before they can adequately respond.

Stakeholder	Frequency	Method	Topics Raised	The Group's Response
<b>Shareholders</b>	Annual	Annual report	Financial performance	Risk management framework
	Quarterly	Quarterly release of financial results	Corporate governance	Corporate governance report
<b>Clients/ Customers</b>	Continuous	In-store feedback	Product quality	Quick response and resolution of issues
		Social feedback		
		Post-handover survey		
<b>Regulators/ Government</b>	Continuous	Regulator site visits and inspections	Health and safety compliance	Regular reporting to regulators on compliance issues
			Environmental compliance	
<b>Contractors</b>	Continuous	On-site meetings	Product quality Occupational health and safety	bizSAFE STAR compliance

## Materiality Assessment

To conduct the materiality assessment, the Group first looked at existing stakeholder feedback, employee engagement and industry standards in order to establish a shortlist of potential materiality factors. This entailed understanding and determining what the Group's greatest environmental, social and governance impacts are, and what its stakeholders consider them to be, through a half day workshop and employee engagement surveys. These results were validated by the Board and the final results are as follows:

### Environmental Responsibility

- Energy and emissions

### Valuing Talent

- Human capital management
- Occupational health and safety

### Market Responsibility

- Product quality, health and safety
- Corporate governance, ethics and anti-corruption
- Product innovation

### Social Responsibility

- Corporate social responsibility ("CSR") and philanthropy

# Environmental Responsibility

*Wing Tai Holdings focuses on reducing energy and water consumption, using environment friendly materials and adopting green building designs*

## Energy and Emissions

### Why this is Material

The Group is committed to managing its environmental impact as a real estate developer, owner and manager. Managing this impact allows the Group to align with national priorities, mitigate policy and physical risks and reduce operational costs.

Singapore has pledged to reduce emissions intensity by 36% from 2005 levels by 2030 as part of the Paris Agreement. It is estimated that if business-as-usual is maintained, emissions are expected to reach 77 million tonnes carbon dioxide (“CO<sub>2</sub>”) by 2020 with the building sector accounting for approximately 14%. Furthermore, the Building and Construction Authority (“BCA”) aims to have 80% of buildings in Singapore achieve the BCA Green Mark standard by 2030 as well as improve energy efficiency of the buildings. The Group is inspired by these targets and strives to contribute towards their achievement.

The Group also sees resource conservation measures, such as developing energy and water efficient buildings, as having a direct impact on operational costs. This will further help reduce the Group’s environmental footprint as well as its customers’ costs.

Climate change also poses physical risk to assets, particularly in vulnerable geographies. The G20 Financial Stability Board’s (“FSB”) Task Force on Climate-related Financial Disclosures (“TCFD”) has released recommendations to help businesses disclose climate-related financial information. Wing Tai Holdings acknowledges this initiative and believes it will help accelerate the climate agenda.

### Developing Green Mark Buildings

The Group’s commitment to environmentally sustainable practices means that it designs spaces and buildings that not only enhance the experiences of people living there, but also bear minimal impact on the environment. For achievements in creating sustainable design and lifelong value, the Group’s buildings have received Green Mark Gold certification over the years. Our recent development, The Crest, was built with the same values in mind and received the Green Mark Gold certification in 2018. Some of the key features of our Green Mark properties include motion sensors, solar panels, green perimeters and rainwater harvesting, amongst others.

### Energy Saving Practices

The Group has implemented various good practices to reduce energy consumption across the properties it manages in Singapore.

The Group's investment properties, Winsland House I and II, obtained Green Mark Gold Plus and Green Mark certification in 2017 and 2018, respectively. In this process, the Group replaced conventional lighting with light-emitting diode ("LED") lights and air handling units ("AHUs") have been equipped with variable speed drives ("VSD"), CO<sub>2</sub> sensors and ultraviolet ("UV") emitters. The lifts are equipped with variable voltage variable frequency ("VVVF") drives and sleep mode features.

### Performance

The energy consumption of these properties are shown below. Winsland House I has achieved an estimated energy saving of 511,199 kWh/year.

### Targets

Going forward, the Group will continue to upgrade to energy efficient technologies across its commercial properties.

Energy Consumption and Emissions	Winsland House I	Winsland House II	Total
Total electricity consumption for FY2018 (kWh)	1,580,151	1,816,352	3,396,503
GHG Scope 2 emissions for FY2018 (tCO <sub>2</sub> )	1,533	1,762	3,295



# Valuing Talent

*Wing Tai Holdings is focused on recruiting the right talent, taking care of their well-being, career development and ensuring their health and safety at the workplace*

## Human Capital Management

### Why this is Material

Employees form the backbone of the Group's core businesses in property, retail and hospitality and their performance and retention is key to sustainable business results.

The Group aims to be an employer of choice, which is why employee welfare tops the list of principles underpinning its human resource management approach. The Group stays true to its corporate philosophy of achieving winning partnerships with its business partners, customers and employees. The Group's unwavering commitment to building trust and long-term relationships has achieved strong employment relations and quality products and services for its customers.

The Group has an excellent relationship with the union, and about 60% of its employees are covered by the collective bargaining agreement. There were 47

re-employment cases, out of which 2 cases involved employees in their 70s, reflecting the inclusiveness of Wing Tai Holdings as well as the dedication of the Group's employees.

### Managing Talent

The Group looks at five areas as part of its human capital management strategy.

#### *Fair Labour Practices*

The Group complies with all labour legislations and guidelines such as Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP") and is a member of the Human Capital Partnership Programme.

In 2017, the Group adopted the Tripartite Standards on Employment of Term Contract Employees and Flexible Work Arrangements, and in 2018, the standards on Grievance Handling and Recruitment Practices.

#### *Talent Attraction*

The Group recruits through various mediums and has focus on hiring and cultivating the right talent through partnerships with institutions of higher learning and government agencies. The Group participates in the Government's SkillsFuture Earn and Learn programme, which is a work-learn programme to help fresh graduates from Polytechnics and Institutes of Technical Education build skills and work experience.

Employee Profile in Singapore	Property	Retail	Corporate	Total
Male	38	134	30	202
Female	50	428	75	553
Non-Executive (Office)	29	74	27	130
Non-Executive (Shop floor)	-	408	-	408
Executive (Office)	59	67	78	204
Executive (Shop floor)	-	13	-	13

Note:

Assumption: 1 full-time employee = 2 part-time employees

The construction work carried out on the Group's development projects is performed by workers who are not its employees

Wing Tai Holdings was awarded the SkillsFuture Employer Award in 2017 and the WSQ Training Excellence Award in 2015 for being an exemplary employer.

### *Growth and Development*

The Group believes in providing learning and development opportunities to its employees to enable them to achieve personal growth and performance excellence for the business. Different career tracks in Corporate, Property Development and Management, and Retail are offered and employees can look forward to a positive learning journey within the Group.

The Group encourages and supports the growth and development of its employees, advancing their knowledge and skills so that they stay responsive to changes in the work environment and can contribute optimally. Employees regularly attend workshops to enhance knowledge on subjects such as GST regulations, building materials, cloud computing, digital marketing, data analytics, product familiarisation, seamless payment, e-commerce, etc. The Group aims to inculcate a cohesive, progressive and dynamic work environment so employees are encouraged to build soft skills like leadership and business acumen through workshops, such as:

- Personifying Leadership workshop;
- Leadership Challenge workshop; and
- Developing and Implementing an Outward Mindset workshop.

### *Employee Engagement*

The Group engages its employees through biennial employee engagement surveys, featuring questions pertaining to the demonstration of the values of the organisation by leaders and managers, including those of fair employment practices and an inclusive workplace.

Employees can also comment in a free text on 3 positive and 3 improvement needed categories out of the 15 evaluation categories. Following the employee engagement survey, the management and HR conduct focus group discussions to deep dive into the problems raised and take appropriate actions. Additionally, HR checks in with new employees a week into their commencement to see how they are settling in. Management also does regular shop walks to pre-empt any on-the-ground work issues and values any suggestions to improve work processes or the work environment. Employees can also provide feedback/suggestions for improvement via dedicated email addresses.

### *Employee Well-Being*

The well-being of employees is of utmost importance; as such the Group invests in employee wellness programmes.

The Group also ensures employees' health and wellness is taken care of by having a comprehensive Flexible Benefits programme with health and

Staff Performance	Average Training Hours by Gender	Average Training Hours by Employee Category
Male	9	–
Female	9	–
Non-Executive (Office)	–	3
Non-Executive (Shop floor)	–	7
Executive (Office)	–	14
Executive (Shop floor)	–	12

Note:  
100% of all employees receive regular performance and career development reviews

wellness options. In addition, the Group offers staggered work hours to office employees to help them balance work and family commitments.

Some examples of wellness programmes carried out in FY2018 include:

- Corporate membership for places of interest in Singapore;
- Corporate tie-ups with external vendors;
- De-stress with art therapy workshop;
- Glass painting workshop;
- CPF Changes & You lunch talk;
- Ang Bao lantern making workshop;
- Managing Diabetes lunch talk; and
- Mindfulness for Wellbeing and Performance lunch talk.

#### Target

- Maintain average training hours per employee per year at 1 working day
- Organise at least one health and wellness lunch talk or workshop every quarter

## Occupational Health and Safety

### Why this is Material

The health and safety of employees, tenants and customers is paramount to the Group's ability to turn its vision into tangible developments, and to the daily functioning of its retail and property developments. Putting in place robust health and safety measures is not only necessary to safeguard against legal liabilities and reputational damage, but is inextricable from its ethos of protecting and supporting its relationships.

### Managing the Safety of Workers

#### *Stringent Risk Assessments*

Wing Tai Holdings is bizSAFE 3 qualified and covered by the Workplace Safety and Health Act ("WSHA"). The Group assesses all workplace activities at its

retail stores, office and warehouse space for their risks and assigns corresponding safety trainings.

Each development project is overseen by a project manager who ensures safety standards are being met. When working with contractors, the project manager actively and regularly reminds them of safety protocols. They conduct bi-weekly onsite meetings where safety concerns are emphasized and addressed. With stringent protocols in place and effective redressal of past lapses, there were no major incidents in FY2018, barring one reportable incident.

#### *Smart Systems*

Many of the Group's properties have Integrated Building Management Systems to manage the buildings' mechanical and electrical equipment like air-conditioning, ventilation, lighting, lift systems, fire systems and security systems. With real-time monitoring of routine system operations, the Group's technicians can attend to tenants' requests and address any abnormalities or emergencies expeditiously, keeping them safe.

### Performance

There were no work-related fatalities or high consequence work-related injuries in FY2018, except for one reportable incident which involved a worker from the sub-contractor of a development project who sustained injuries while removing a defective glass panel. The worker was subsequently on medical leave for 7 days.

### Targets

- To roll out safety culture campaigns to advocate and educate employees and contractors on safety best practices
- Develop a group-wide occupational health and safety ("OHS") policy
- Commit to zero work-related injuries and illnesses

## Market Responsibility

*Wing Tai Holdings is built on trust, integrity and solid relationships*

### Product Quality, Health and Safety

#### Why this is Material

Wing Tai Holdings has developed and differentiated its brand reputation on the basis of high quality. The Group has a responsibility to deliver buildings that are of the highest quality, safe in design and structure and that take health impacts on residents into consideration. The Group's customers expect this and any lapses on these fronts can be detrimental to its reputation.

#### Delivering the Highest Quality

The Group takes pride in the quality of the products that it provides to its customers. Whether it is residential properties or retail products, the Group ensures stringent quality, health and safety controls are met.

The Group has quality control processes at each stage of the product value chain. To start, it engages responsible, trusted and reputable contractors to take on its property developments. The construction goes through rigorous checks including Resident Technical Officer ("RTO") checks and The Construction Quality Assessment System ("CONQUAS"). Health friendly materials are used to provide a good quality indoor environment for the occupants. A mock unit is constructed, which becomes the benchmark for the rest of the building. This allows customers to get a sense of the structural quality along with the touch and feel of the interiors. Following

another round of quality checks, the completed unit is passed on to the property management team, which ensures that various standards pertaining to the materials used, electrical safety, and no obstructions are all met before handover.

The retail division ensures that all customers are delivered the highest quality products and customer satisfaction remains uncompromised. Any defects such as with the fabric or colour of the products are brought to the immediate attention of the brands. Customer feedback is collected at stores and through social media and all issues are resolved as soon as possible.

#### Performance

All property developments and retail products were assessed for health and safety impacts.

#### Targets

Going forward, the Group will continue to assess any health and safety risks arising from its property developments and retail products.

### Corporate Governance, Ethics and Anti-Corruption

#### Why this is Material

The real estate and retail industry can come under scrutiny for unethical marketing, and with the Group's increasing online presence, outreach and advertising, customer data privacy is a growing concern. Unethical practices can lead to legal penalties, loss of customers and reputational damage. Because Wing Tai Holdings is built on trust, integrity and solid relationships, it is a fundamental priority to continue propagating and enforcing stringent policies to avoid this risk.

## Relationships Built on Trust and Ethics

### *Customer Data Privacy*

To protect customers and other stakeholders, Wing Tai Holdings is committed to enhancing good corporate governance, transparency and accountability. It has adopted a well-defined set of internal policies, structures and processes which are in line with the principles and guidelines of the Code of Corporate Governance 2012. Additionally, the Group abides by the Singapore Personal Data Privacy Act (“PDPA”). In accordance with the PDPA, there are designated Data Protection Officers (“DPO”) and employees regularly engage in PDPA refresher courses.

For the real estate business, customers primarily provide their data through online inquiries on properties, whereas for the retail businesses, customers can provide data through e-commerce accounts, online purchases, and as valued in-store customers. In each of these cases:

- Customer must consent to provide data;
- Data that is not required is discarded and destroyed; and
- Only necessary data is collected: customer’s name, salutation, email address and telephone number.

### *Whistle-blowing Policy*

To discourage practices and activities that are in violation of Wing Tai Holdings’ work ethics and rules, the Group has put a whistle-blowing policy in place. Employees and any other parties are encouraged to report unlawful, unethical or fraudulent activities or practices in strict confidence. All whistle-blowing reports are submitted either to the internal auditors (“IA”)

or the Chairman of the Audit and Risk Committee (“ARC”) so that independent investigations and appropriate follow-up actions can be carried out.

The process of raising concerns about possible improprieties in matters of financial reporting or other matters has been properly communicated to all employees and the whistle-blowing hotline is disclosed on the Group’s website. The Group believes that this will not only encourage openness and promote transparency but also act as a form of check and balance against the internal controls and risk management practice. Further details on Wing Tai Holdings’ Corporate Governance can be found on its website.

It is to be stressed that the Group’s Whistleblowing Policy is intended to act as an internal reporting structure that enables and encourages employees, and external parties, to raise concerns, in confidence, about possible irregularities within the Group.

### *Customer Satisfaction Through Responsible Marketing*

To keep customers satisfied and to maintain an impeccable record of trust, the Group is particular about responsible marketing, and is also compliant with the Singapore Code of Advertising Practice.

The Group always ensures that all artist impressions of future projects or projects in development are as disclaimed as such, so as not to induce any confusion. Where possible, up-to-date photos of the project are featured. When disclosing additional features such as walking distance from public transport, claims are verified by employees of both genders who walk these distances while using timers. Terms and conditions are available on the Group’s website.

## Performance

In FY2018, Wing Tai Holdings did not face any incidents of unethical marketing or behaviour, no instances of bribery, and had no breaches of data privacy.

## Targets

- Maintain zero incidents of unethical behaviour in marketing, governance and customer data protection
- Provide training to all employees on policies and practices relating to ethics and anti-corruption

## Cementing Sustainability Through Innovation

### Why this is Material

With increasing consumer demand for efficient and smart buildings, the Group has to innovate and create buildings that are efficient, cost-saving, green and beautiful. Without keeping up with these changes in consumer demand, it will fall behind.

With the rise of e-commerce, retail businesses have to adapt to stay ahead of the competition. The Group has to integrate online and offline businesses to meet changing consumer needs and behavior of the new omni-channel retail format.

### Building Sustainably

The Group's property developments are consistently designed by the world's leading, award-winning architects. Its

cutting edge designs are of the highest quality and incorporate sustainability in their very structures. The Group has won numerous awards including EdgeProp Singapore's 2017 awards for Top Developer, and Development Excellence and Development Innovation for The Tembusu, and the highly prestigious 2017 Singapore Architectural Design Award.

Several of the Group's buildings meet the Green Mark Gold standard. Using Integrated Building Management Systems to manage mechanical and electrical equipment, the system captures energy usage and performance, enabling data collection, cost minimisation and system improvement. In this manner, the Group continues to innovate for smarter, more sustainable and efficient buildings.

For the residential properties, the Group engages consultants for advice on power consumption and savings before commencing development. Over the years, there has been an increasing use of energy saving technologies such as LEDs and other equipment across the Group's portfolio of properties.

### Adapting for E-commerce

Enlisting the help of Enterprise Singapore (formerly known as SPRING Singapore), the Group is adopting omni-channel retailing, to integrate the channels of interaction that customers have with the business. In this way, its customers can have a seamless experience rather than a disparate and uneven one. Its partnership with the online fashion retailer, Zalora, continues to reap benefits.

# Caring for the Community

*Wing Tai Holdings is committed to giving back to society*

## CSR and Philanthropy

### Why this is Material

Wing Tai Holdings' deep-rooted commitment and social investment in Singapore is evident through its CSR events. The Group strongly believes in fulfilling its corporate citizenry in nation building and caring for society – giving back to the communities and the nation that have allowed it to exist and to prosper.

### Giving Back

#### *Wing Tai Foundation*

The Wing Tai Foundation offers financial aid, including donations and grants, to the needy elderly and underprivileged young. Through this Foundation, the Group hopes to recognise the contribution the elderly have made to Singapore's progress and nation-building, to nurture the younger generation, and enrich lives.

## Local Community Engagement

The Group's employees engaged in several charitable initiatives in FY2018.

The employees:

- Organised a food donation drive for Kwong Wai Shiu Hospital, a charitable organisation that caters to the less-privileged elderly in Singapore;
- Participated in the Boys' Brigade Share-A-Gift project and collected food and daily necessities for the less fortunate young and old; and
- Established Food for Good collection points at the Group's offices so that employees could donate food items and toiletries to support St. Luke's Hospital, a 243-bed community hospital focusing on geriatric care.

These activities were conducted through the participation of employee volunteers to encourage sharing and giving back to the community.

### Performance

Two of the programmes in this year viz. food drives for Kwong Wai Shiu Hospital and for St. Luke's Hospital, benefitted 463 people.

### Target

Develop more strategic community investments (focus areas) programmes.

## Memberships, External Initiatives and Charters

ISO 9001 Certification

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bizSAFE 3 Certification

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Building and Construction  
Authority Green Mark Gold  
and Gold Plus Certification

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Workplace Safety and Health Act

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Real Estate Developers' Association  
of Singapore

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Singapore Retailer's Association

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Human Capital Partnership Programme

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Tripartite Standards on Employment of  
Term Contract Employees, Flexible Work  
Arrangements, Grievance Handling and  
Recruitment Practices

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Singapore National  
Employers Federation



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