



Sustainability Report 2021

Wing Tai Holdings Limited

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Board Statement

Wing Tai Holdings Limited ("the Company") and its subsidiary companies ("the Group") are pleased to issue its fourth annual sustainability report in line with the Singapore Exchange ("SGX") guidelines on Sustainability Reporting.

The Group values sustainability considerations as an important part of its business strategy formulation. To articulate our impact on global sustainability goals, challenges, and opportunities, we have continued to align our material topics and initiatives with the relevant United Nations Sustainability Development Goals ("UN SDGs"). The Group recognises its duty as a global corporate citizen and hopes to continue improving its efforts towards creating a more sustainable future.

In FY2021, we are pleased to announce that we achieved the BCA Green Mark Gold Plus for our property, The M at Middle Road. We are committed to developing green buildings by implementing smart home systems and energy-saving features. In addition, we pursue sustainable construction methods such as Prefabricated Prefinished Volumetric Construction at The M at Middle Road, which reduces the volume of construction waste generated on-site. The Group continues to advocate and adopt sustainable development methods and offerings to reduce our environmental impact.

The health and safety of our employees and customers remain our key priority during the COVID-19 pandemic. Our robust Business Continuity Plan enabled us to continue safely operating while complying with all safe management guidelines by the Government. As the pandemic prolongs, we focus on building resilience amongst our employees through channels such as our Employee Assistance Programme, which provides counselling to employees who require additional support in handling the disruptive effects of the pandemic.

Faced with such unprecedented challenges and evolving circumstances, we recognise the importance of building business resilience through strong governance and digital innovation. In FY2021, we continued with our three-year digital transformation journey to strengthen cybersecurity and improve the performance of our systems. We also launched various virtual marketing initiatives to stay engaged with our stakeholders.

The Board continues to explore strategic avenues to monitor, manage and better address our current sustainability challenges. As we push steadfastly in our sustainability journey, the Board ensures oversight on all our material ESG topics and their performance. We hope this report provides insight into our efforts to manage our ESG impact.

About this Report

Reporting Scope and Period

This is the fourth annual Sustainability Report published by the Company, headquartered in Singapore and listed on the Singapore Exchange Securities Trading Limited ("SGX").

The scope of this report covers the Group's property and retail business in Singapore and Malaysia. The specific operations included in the scope of this report are as follows:

Commercial Property (Directly managed)

Singapore

- Winsland House I
- Winsland House II

Residential Property (Developed for Sale)

Singapore

- The Crest
- Le Nouvel Ardmore
- The Garden Residences

Malaysia

- Le Nouvel KLCC
- Nobleton Crest

Other Property (Currently in Development)

Singapore

- The M at Middle Road

Malaysia

- Garden Villas (Taman Jasa Ria)

Directly Managed Retail

Multiple store branches in Singapore and Malaysia

Other geographical areas where the Group operates include The People's Republic of China, represented by its subsidiary company, Wing Tai China Pte. Ltd., and in Hong Kong, represented by the Group's associated Company, Wing Tai Properties Limited as well as in Australia through its investment arm. These companies focus on property investment and development, lifestyle retail and hospitality management in key Asian markets.

Please refer to pages 119-122 of the Company's annual report for the entire list of entities (with the exception of inactive and dormant entities) included in the consolidated financial statements.

This report discusses the Group's sustainability performance for the financial year, which ended on 30th June 2021 ("FY2021"), and will be published annually in accordance with the SGX Listing Rules. The Group hopes to use this report to share its commitment to sustainability with its valued stakeholders, who include its employees, shareholders, investors, customers, business partners, suppliers and contractors, Government agencies and the communities it operates in.

Reporting Standard and Assurance

This report has been prepared in accordance to the Global Reporting Initiative ("GRI") standards: Core option. The Company selected this reporting standards due to its international recognition, global comparability and comprehensive metrics across Environmental, Social and Governance ("ESG") topics. The GRI standards further assist in crafting a structure and providing performance direction to the Company's sustainability strategy. Additionally, this report includes references to the United Nations Sustainable Development Goals ("UN SDGs"). The UN SDGs have been employed by the Company to map their initiatives across international issues pertaining to sustainable development and is used to quantify its ESG impact.

The Company has not obtained any independent assurance of the information being reported this year but will continue to enhance its reporting processes and consider obtaining independent assurance in the future.

Feedback

This report is available on www.wingtaiasia.com.sg

The Group welcomes any questions or feedback on this report and can be reached at http://www.wingtaiasia.com.sg/contact_us_form.php

Corporate Statement

Corporate Philosophy

- Achieve winning partnerships with business partners, customers and staff.
- Maintain a strong track record of quality and an extensive portfolio of products.

Core Values

Integrity

Teamwork

Leadership

Passion

Continuous Improvement

Sustainability Efforts

Sustainability Governance

The Sustainability Committee manages and integrates all sustainability practices for the Group, using the SGX sustainability guidelines to assist in their course of action. Working closely with the Functional Champions, who are based in key departments

(human resources, projects, facilities management, property management, property marketing and retail), the Sustainability Committee guides and consolidates all sustainability-related information. The Sustainability Committee then reports to the Board of Directors, which monitors and advises on progress and strategy.



Stakeholder Engagement

Engaging with its various stakeholders to understand their relevant demands or concerns is crucial to the Group's long-term success. The Group identifies and prioritises its stakeholders based on their influence and their dependence on the business. Below is a table summarising its key stakeholders, the different methods of engagement and the engagement outcomes.

Stakeholder	Frequency	Method	Topics Raised	The Group's Response
Employees	• Ongoing	Employee Feedback Channel - Employees can provide feedback via the dedicated email addresses set up for the respective Strategic Business Units ("SBUs"). There are plans to introduce new ways for employees to give feedback, such as through online forms via the intranet, slated to roll out in FY22	Employees can provide feedback and suggestions to improve on the following areas: <ul style="list-style-type: none"> • Processes and procedures • Workplace environment • Customer service 	Depending on the nature and complexity of issue(s) raised, Human Resource ("HR") will respond to employees within ten working days and inform employees when more time is required
	• Ongoing	• Social and Recreational Activities	• The activities are conducted virtually to continue to engage employees. These include lunch talks and workshops such as yoga classes, DIY mosaic tiles etc.	• Organise activities to continue to engage employees virtually
	• Ongoing	• Newly launched Company Intranet	• A user-friendly one-stop portal for employees to obtain information and updates about the Group and their colleagues etc.	• Continue to share meaningful content and updates to employees and enhance the site offerings progressively
Shareholders	• Annual	• Annual report	• Financial performance • Corporate governance	• Risk management framework • Corporate governance report • Analysts briefing/ Corporate presentation slides for year-ended financial results
	• Half-yearly	• Half-yearly release of financial results		
Clients/ Customers	• Continuous	• In-store feedback • Post-handover survey • Digital engagement via social media platforms, live-streaming services, and e-commerce sites	• Product quality • Customer service	• Quick response and resolution of issues • Online solutions which allow for safe customer interactions during the pandemic
Regulators/ Government	• Continuous	• Regulator site visits/ inspections • Virtual meetings	• Health and safety compliance • Compliance with COVID-19 safety guidelines • Environmental compliance	• Adherence to COVID-19 related Health and Safety procedures • Regular reporting to regulators on compliance issues
Contractors	• Continuous	• On-site meetings • Virtual meetings	• Product quality • Occupational Health and Safety	• ISO 14001, ISO 9001 and ISO 45001 compliance

Materiality Assessment

The material topics previously determined through a materiality assessment continue to remain relevant and valid. We drive our sustainable strategy by implementing relevant initiatives across our identified material topics and ensuring continuous tracking of quantitative and qualitative performance to further improve and inform our sustainability journey. We have created four key ESG pillars, under which we report our relevant material topics. These include:

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

- CSR and Philanthropy

The United Nations established 17 SDGs that act as a blueprint to address global issues to create a better and more sustainable future for all. The Group is committed to advancing its sustainability efforts to align with the UN SDGs. To demonstrate its

commitment, the Group has reviewed and identified how it is creating a positive impact on the UN SDGs.



It is currently addressing 6 of the 17 SDGs, which are listed below:

	SDG 2	Zero Hunger
	SDG 5	Gender Equality
	SDG 8	Decent Work and Economic Growth
	SDG 9	Industry, Innovation and Infrastructure
	SDG 11	Sustainable Cities and Communities
	SDG 16	Peace, Justice and Strong Institutions

Beyond assessing how its material topics relate to the SDGs, the Group has conducted further assessments to map the key initiatives under each of the material topics to specific SDG targets.

The table below demonstrates the Group's thinking.

Sustainable Development Goal	SDG Target	Material Topic	Initiative
 <p>SDG 2: Zero Hunger</p>	2.1 End hunger and ensure food access for all people, particularly the poor and people in vulnerable situations, ensuring they have access to sufficient, safe and nutritious food	CSR and Philanthropy	<ul style="list-style-type: none"> Organised food donation drive for Kwong Wai Shiu Hospital, where our employees and tenants donated essential food items and household necessities Participated in Boys' Brigade Share-A-Gift Project to collect and distribute basic food and daily necessities for Boys' Brigade beneficiaries
 <p>SDG 5: Gender Equality</p>	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Human Capital Management	<ul style="list-style-type: none"> High proportion of female employees within the organisation demonstrate the Group's commitment to diversity and inclusion
 <p>SDG 8: Decent Work and Economic Growth</p>	8.8 Protect labour rights and promote safe and secure working environments for all workers	Human Capital Management Occupational Health and Safety	<ul style="list-style-type: none"> BizSAFE Level 3 qualification awarded to the Company Full compliance with the Workplace Safety and Health Act Full compliance with COVID-19 health and safety guidelines across all operations in Singapore and Malaysia Quick responses to cases of COVID-19
 <p>SDG 9: Industry, Innovation and Infrastructure</p>	9.1 Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being	Product Quality, Health and Safety Product Innovation	<ul style="list-style-type: none"> Stringent contractor criteria ensure high standards of construction work Engagement of design-for-safety consultants Rigorous checks on construction before completion Regular product knowledge workshops for our employees in the Property Management team to stay updated with cutting-edge technology
	9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes	Energy and Emissions	<ul style="list-style-type: none"> Innovative smart features minimise the environmental impact of buildings, for example: <ul style="list-style-type: none"> Lights upgraded to energy-saving LED Electric vehicle charging stations Rainwater harvesting Heat Recovery System, which uses discharged heat from the air-conditioning to heat up the water in showers

Sustainable Development Goal	SDG Target	Material Topic	Initiative
 <p>SDG 11: Sustainable Cities and Communities</p>	11.6	<p>Reduce the adverse per capita environmental impact of cities</p> <p>Energy and Emissions</p> <p>Product Innovation</p>	<ul style="list-style-type: none"> Green Mark Gold or Green Mark Gold Plus certifications were awarded to several of the Group's developments, demonstrating our commitment to reducing the environmental impact of our urban developments Energy-saving practices developed in corporate offices in both Singapore and Malaysia
	11.7	<p>Provide universal access to safe, inclusive and accessible, green and public spaces</p> <p>Energy and Emissions</p>	<ul style="list-style-type: none"> Initiatives to improve noise and dust pollution at construction sites: <ul style="list-style-type: none"> - Prefabricated Prefinished Volumetric Construction at Singapore construction sites Properties designed to value green public spaces
 <p>SDG 16: Peace, Justice and Strong Institutions</p>	16.5	<p>Substantially reduce corruption and bribery in all their forms</p> <p>Corporate Governance, Ethics and Anti-Corruption</p>	<ul style="list-style-type: none"> Comprehensive Anti-Bribery and Corruption Policy in Malaysian operations to address Section 17A of the Malaysian Anti-Corruption Act Zero incidents of corruption or bribery
	16.6	<p>Develop effective, accountable and transparent institutions at all levels</p> <p>Corporate Governance, Ethics and Anti-Corruption</p>	<ul style="list-style-type: none"> Adherence to stringent regulations and relevant authorities on responsible marketing Close communication between its sales employees and real estate agents to ensure advertisements are accurately represented Implemented Digital Transformation to strengthen cybersecurity, thus improving transparency and security of customer data

Environmental Responsibility

Energy and Emissions

Why this is Material

The Group is committed to managing its environmental impact as a real estate developer, owner and manager. This enables the Group to mitigate physical and policy risks and align with national environmental priorities while enhancing the well-being of homebuyers, tenants and employees. This report is focused on the energy and emissions impact of the Group's Singapore and Malaysia operations.

Both Singapore and Malaysia have committed to reducing their emissions under the Paris Agreement. The Building and Construction Authority (BCA) of Singapore aims to have 80% of buildings in Singapore achieve the BCA Green Mark standard by 2030 and improve the overall energy efficiency of buildings. Similarly, the Malaysian Government has developed initiatives and programmes, such as the Green Technology Master Plan, the Energy Efficiency Action Plan and the Low Carbon Cities Framework to achieve its greenhouse gas target by 2030.

The Group is committed to contributing to these national targets. Beyond the positive environmental impact of its resource conservation measures, developing energy and water-efficient buildings will reduce the Group's environmental footprint and keep development costs manageable.

Developing Green Buildings

In line with the Group's commitment to environmentally sustainable practices, its developments enhance the living experiences of residents and tenants while bearing minimal impact on the environment. The key features of its Green Mark properties include motion sensors, solar panels, green perimeters, and rainwater harvesting, amongst others.

For achievements in creating sustainable design and enduring value, the Group's developments have consistently received Green Mark Gold or Green Mark Gold Plus certification over the years. As per our target for this financial year, The M at Middle Road, was awarded the BCA Green Mark Gold Plus in January 2021. The 522-unit development integrates smart home and energy-saving features, targeting young, tech-savvy and environmentally conscious homebuyers. Additionally, each unit is equipped with an innovative Heat Recovery System. This smart technology utilises waste energy produced by the air conditioners to heat up water for showers, thereby reducing energy consumption by up to 25%.

Energy Saving Practices at our Developed Properties

The Group has implemented strategies and best practices to manage and reduce energy consumption across its assets in Singapore and Malaysia.

At The Crest, we installed electric vehicle charging points for residents. At The Garden Residences, motion sensors were installed in the toilets of the clubhouse and sheltered areas. These enhanced installations aim to reduce electricity consumption. Our investment property, Winsland House I and Winsland House II, has successfully renewed its Green Mark Gold Plus certification in November 2020 and June 2021, respectively. The recertification criteria included conducting an environmental survey with at least 10% of the total occupants to assess the tenanted units' overall cleanliness, noise level, lightings, air quality, and thermal comfort. The survey results showed that 98% and 99% of the tenants surveyed are satisfied with the indoor environment at Winsland House I and Winsland House II, respectively. We have also installed flow regulators on the taps in the common toilets at Winsland House I to restrict excessive water flow and prevent deviation of the flow rate from the Water Efficiency Labelling Scheme (WELS).

A Green Building User Guide was developed for tenants in Winsland House I and II. The guide includes information on non-toxic and green label options for paints, adhesives, furniture, and flooring and information on energy-saving practices and technology. The guide supports our tenants in creating a healthier indoor environment, reducing their environmental footprint, and operating costs. Additionally, we completed the replacement of lightings

in Winsland House I in October 2021, from plug-in cluster florescent (PLC) to LED lighting. This will result in an estimated savings of 10,200kWh. At Winsland House II, we have completed this transition in February 2021, which resulted in an estimated savings of 19,600kWh.

The Group's facilities management team has an established Environmental Policy for its operations at Winsland House I and II and are committed to the following:

- Maintain the room temperature between 23 C to 25 C and the relative humidity at less than 70% to reduce the energy consumption of the air conditioning.
- Actively promotes recycling internally and amongst tenants, occupants, and visitors by placing recycling bins at Winsland House I level two cargo walkway for ease of disposal by tenants and engaging an external waste disposal company to ensure recycled materials are disposed properly.
- Encourage environmentally friendly practices such as avoiding washing utensils or cups under running taps to save water.
- Minimise waste generation through reusing and recycling of paper.

Our developments in Malaysia have incorporated an array of energy-saving and environmentally responsible practices while accommodating the needs of our residents and tenants. For example, all developments are designed with a North-South orientation to optimise daylight hours, ultimately reducing the amount of cooling required. Additionally, we have installed water-saving devices in plumbing fittings and sanitary wares to regulate and lower flow rates.

At Le Nouvel KLCC, we installed LED lighting in the lobby and common areas and implemented energy-saving lifts, motion sensor lighting, and electric vehicle charging stations for our tenants. Le Nouvel KLCC was strategically designed and built with a gentle slope to effectively channel water runoff and provide easier access for the disabled and elderly. Moreover,

this development features vertical planting on its façade, which acts as a shading agent to cool its interiors and reduce the need for air-conditioning. The Group's Penang office met its target for this financial year as it replaced all fluorescent lighting with LED alternatives to reduce our overall energy consumption.

Performance

Energy Consumption (kWh) of Properties

	Total Energy Consumption (kWh) for FY2021	Total Energy Consumption (kWh) for FY2020
Singapore ¹	3,760,435	3,856,626
Malaysia ²	197,396	146,091
Total	3,957,831	4,002,717

	GHG Scope 2 emissions (tCO ₂ e) for FY2021	GHG Scope 2 emissions ³ (tCO ₂ e) for FY2020
Singapore	1,536	1,615
Malaysia	127	94
Total	1,663	1,709

There is an increase in energy consumption at our Malaysia properties as our retail division has shifted to the same office premises as our KL property office, located at First Avenue.

Recycling Data⁴

	Paper (kg)	Plastic (kg)	Metal (kg)	Glass (kg)	Total (kg)
Singapore	120	57	52	57	286

¹ Singapore energy consumption covers Winsland House I and II, which includes Winsland Serviced Suites

² Malaysia energy consumption covers Le Nouvel KLCC, HQ First Avenue, ISG and BMU Sales Gallery

³ The Electricity Grid Emission Factor for Singapore used was 0.4085 kg CO₂/kWh, found at: https://www.ema.gov.sg/statistic.aspx?sta_sid=20140729MPY03nTHx2a1

The Electricity Grid Emission Factor for Malaysia used was 0.6448 tCO₂/mWh found at: <https://www.mgtc.gov.my/wp-content/uploads/2019/12/2017-CDM-Electricity-Baseline-Final-Report-Publication-Version.pdf>

⁴ Recycling is collected by Sembwaste

In addition to reducing our environmental footprint through our developed and managed assets, the Group also focuses on waste reduction to cut downstream emissions. Our retail team is currently developing a '3R Plan' for our product packaging, aimed at reducing, reusing, and recycling packaging where feasible.

Repurpose Fashion

Our Retail Division has continued its collaboration with World Wide Fund for Nature ("WWF") for a recycling campaign. The campaign themed "Repurpose Fashion", collects used or unwanted clothes for recycling. It raises consumer awareness about reducing textile waste and responsible disposal of garments. Collection bins were set up in all our retail stores for customers to drop off pre-owned or unwanted garments for repurposing. We collected a total of 14,710kg of clothing, and the Group donated 10 cents per kg of apparel, ultimately donating \$1,471 to WWF.

Single-use Shopping Bag Charge

We continued with a 10-cent charge for single-use shopping bags. As 45% of sales transactions entailed a request for single-use shopping bags, this initiative resulted in a \$32,211 donation to WWF.

WWF Reusable Bags Consignment

The Group's retail stores continue to sell WWF reusable bags at \$6 each of which \$5.60 is donated for every bag sold. In FY21, we sold 1,099 bags and as a result, donated \$6,110 to WWF.

Overall, the Group contributed a total of \$39,792 to WWF through its eco-friendly initiatives.

Targets

Moving forward, the Group has set the following targets:

Singapore Developments:

- Continue to utilise appropriate greener materials and achieve the committed design to obtain the Letter of Clearance for the BCA Green Mark Gold Plus for The M at Middle Road during TOP stage in 2023.
- To obtain Green Mark Gold Plus certification renewal for Winsland House I and Winsland House II in 2023 and 2024, respectively.
- Continue to monitor for large deviations and abnormalities in energy consumption every month.

Malaysia Developments:

- Switch off lighting, air conditioners and appropriate electronic equipment when not in use.
- Install flow regulators, also known as water-saving devices, on the taps of all new developments to restrict excessive water flow.

Valuing Talent

Human Capital Management

The Group understands the importance of its people in achieving growth and believes in building a long-term relationship built on trust with its employees. Despite the challenges and uncertainty of the global pandemic, the Group remained engaged with its employees through regular communication via its new Intranet portal named W!nspire, launched in November 2020. Additionally, we continue to provide development opportunities through virtual training and upskilling programmes for all employees.

Employee Profile in Singapore⁵

	Property	Retail	Corporate	Total
Male	37	58	30	125
Female	41	177	63	281
Non-Executive (Office)	24	34	21	79
Non-Executive (Shop floor)	NA	153	NA	153
Executive (Office)	54	42	72	168
Executive (Shop floor)	NA	6	NA	6

⁵ 51% of the Group's employees based in Singapore are covered by collective bargaining agreements.

Employee Profile in Malaysia

	Property	Retail	Corporate	Total
Male	31	80	6	117
Female	47	161	21	229
Non-Executive (Office)	22	27	8	57
Non-Executive (Shop floor)	NA	162	NA	162
Executive (Office)	56	48	19	123
Executive (Shop floor)	NA	4	NA	4

The tables above demonstrate the Group's commitment to retaining a diverse group of employees and closing the gender gap in the workplace, evidenced by the high proportion of female employees.

Why this is Material

Employees form the backbone of the Group's core businesses, and their performance and retention are paramount to ensuring sustainable and effective business outcomes.

Managing Talent

The Group focuses on five key pillars as part of its human capital management strategy.



Fair Labour Practice

The Group complies with labour regulations such as the Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP") and is a member of the Human Capital Partnership Programme. We also work closely with union partners from the Singapore Industrial and Services Employees' Union ("SISEU") to ensure fair labour practice. As part of our latest initiative with SISEU, the Group sent 33 retail employees impacted by the temporary closures of malls due to COVID-19 clusters for training. They attended four training programmes organised by the NTUC Learning Hub viz. Adapt to Change, Apply Emotional Competence to Manage Self at Workplace, Develop Personal Effectiveness at Operation Level and Communicate and Relate Effectively at the workplace – all focused on enhancing their personal effectiveness.

Talent Attraction

The Group's talent attraction approach leverages various platforms, including partnerships and job placement schemes with institutions of higher learning, Government agencies and trade associations to recruit fresh graduates and professionals.

The Group continues to work with Workforce Singapore on its SGUnited Traineeship Program, to provide industry-relevant opportunities and skills for fresh entrants and returning professionals to boost their employability. In FY21, our Retail division recruited two Customer Experience Assistants under the SGUnited Traineeship Program for fresh university graduates. We have also extended our Memorandum of Understanding with ITE for another three years till April 2024 to build career pathways for young undergraduates by providing internship opportunities across several retail projects.

Growth and Development

We believe in providing learning and development opportunities to our employees to enable personal and professional growth. As we empower our employees to develop their knowledge and skills, they are better equipped to achieve business adaptability and efficiency.

Recognising the needs of our employees through the Learning Needs Analysis, the Group sources suitable training programmes and at the same time encourages employees to take ownership of their development. Employees attend relevant training programmes and workshops to enhance their technical knowledge and soft skills. These include courses like GST regulations, building materials, cloud computing, digital marketing, data analytics, omni-commerce retail, e-commerce management, etc.

As part of the Retail Division's mandatory training, all new employees are required to undergo an induction programme with a minimum number of training hours featuring job-specific modules. Each new employee is partnered with a "buddy", to integrate them into the Company better. The Retail division continued with an 8-month 'Job Redesign Train n Place Programme', supported by Workforce Singapore from June 2020 to April 2021.

Over 80 retail employees were trained to leverage technology and social media in showcasing products to customers using in-store tablets and styling tips via social media platforms. This initiative also fortified their knowledge of the Company's brand identity and heritage.

The Group has paused its 'Outward Mindset Workshops' in English for its employees due to the pandemic. The implementation of the Malay version of the workshop was also deferred due to the MCO 3.0 in Malaysia. This workshop aimed to improve attendees' communication skills and empathy for customers and colleagues. We intend to resume these workshops when in-person training is possible again.

As part of the Group's effort in supporting leadership development, we continued our engagement with an independent company, Kincentric, to conduct and administer a 360-degree feedback survey for Senior Managers and above from the Property Division. The survey which concluded in September 2020 provided a multi-dimensional view of the behaviors that are deemed to be critical success factors of leaders. Based on the survey results and with the Group Chief Human Resource Officer's inputs, participants followed up with action plans to close the gaps identified.

Below are the courses/ seminars attended by our employees during this financial year.

Singapore

Financial Training

- Advanced Corporate Tax
- Business Acumen - Business Finance and Strategy for Entrepreneurs and PMEs
- Corporate Real Estate Financing - Key Principles
- Corporate Tax Workshop for Non-Tax Professionals
- Financial Wellness
- FRS: An Overview
- FRS: Annual Update 2020
- REDAS-Managing Development Feasibility

Technical Training

- After Effects CC Essential Training
- Best Practices for Responsible Exit Management
- Biz Safe Level 2
- CERT First Aider Course (with CPR and AED)
- CERT Refresher Training (Incident Mgmt and Emergency Response)
- Certified Occupational First Aid (Refresher) Course
- Certified Occupational First Aid Course
- Data Centre Design Awareness (Part 1)
- Certified Data Center Practitioner Course
- Defects in Building
- Energy Professional (Part 2)
- Fire Safety Managers Briefing (Webinar) 2021
- ICDL Perform Advanced Spreadsheet Functions (Excel 2016)
- ICDL Perform Advanced Spreadsheet Functions (Excel 2019)
- ICDL Perform Spreadsheet Functions (Basic Excel 2019)
- Integrated Digital Delivery Implementation for Your Project
- Introduction to Data Analytics Using Excel

- Introduction to Data Visualisation and Story Telling
- Microsoft Azure Virtual Training: Azure Fundamentals
- Microsoft O365 Apps and Security Awareness Training
- Microsoft Virtual Executive Briefing App Innovation
- O365: Enforce Security, Privacy, and Compliance in Microsoft Teams
- O365: Manage Information Protection and Governance
- Product Knowledge - Construction of Tennis Court
- Product Knowledge - Electrical Licensing and Technical Services
- Product Knowledge - Glass Products and Code of Practice SS653
- Product Knowledge - Fire Prevention and Protection System
- Product Knowledge - Tile and Stone Installation for Wet Areas
- Roles and Obligations of the ER Rep in Design and Build Conditions of Contracts
- Specialist Diploma in Business and Big Data Analytics
- Standard First Aid Course
- Unit 4 HRMS: Product Roadmap, Payroll Challenges and Human Capital Management

Business Related Training

- Asset Management Strategies - Key Principles
- BCA Industry Sharing Session on BP/TOP Practices and Regulatory Updates
- Built Environment and Property Prospects Seminar 2021
- CERT Refresher Training (Incident Management and Emergency Response)
- Claims and Remedies
- Commercial Real Estate Digital Conference 2021
- Corporate Governance Round Up 2020
- Discover Tik Tok Application
- Apply and Develop Tik Tok Account and Functionalities
- Current Analysis for Tik Tok
- Key Finds from TAFEP's Research on HCPartners

- Masterclass: Omni Commerce Retail
- Modern Performance Management Development for Managers and Supervisors
- Personal Data Protection Act Training (Digital)
- Personal Data Protection Act Updates 2020/21
- SISEU Transformation Solution Series - Light Manufacturing and Engineering and Retail Industry
- SNEF-Empowering A Digital-Ready Business While Ensuring Data Protection
- Strata Property Management: Legislation and Management Challenges
- Strategic Digital Marketing for Retail Sector
- Tenancy Management - Landlord and Tenant Law for Non-Legal Professionals
- Time and Cost Implications: The Construction Industry
- Webinar on Budget 2021: Emerging Stronger Together
- Webinar on Fair Consideration Framework
- Webinar on NWC Guidelines for 2020/2021
- Webinar: SRA and SNEF Professional Conversion Programme Briefing
- Webinar: Workplace Investigations - How to do it right
- Workplace Safety and Health Issue - Roles of Various Stakeholders and Trends on Fines
- Workshop on Retirement and Re-Employment (SNEF)
- WSQ Digital Marketing Analytics (Google Analytics Certification)
- WSQ Digital Marketing Strategy
- WSQ-Implement Incident Management Processes
- Effective Presentation Skills
- Effective Team Leadership
- Essential Workplace ParaCounselling Techniques
- Handling Difficult Customers Professionally
- Hands-on Guide to Writing Effective Standard Operating Procedures
- How to Beat Procrastination, Master Your Focus and Boost Productivity
- Introduction to Copywriting Workshop
- Keys to Instant Rapport - Effective Communication for Better Working Relationship
- Lead with Trust
- Managing Difficult Customers Professionally
- Reports and Proposals Made Crystal Clear
- Solve Problems and Make Decision at Operations Level
- Strategic Communications: Crisis Management in Service Delivery
- Writing for Publications

Soft-skills Training

- Advanced Strategic Communications: Using strategic persuasion to get what you want
- Coaching Skills for Manager
- Coaching, Counselling and Mentoring

Malaysia

Financial Training

- Technical update on IFRS (MFRS) 2020
- Key Compliance Issues on Annual Returns, Accounts, Audit and AGM
- Advanced Company Law and Secretarial Practice for Accountants - Module 4 Everything on Directors
- Budget 2021, Key updates and changes for Corporate Accountants
- Demystifying Malaysian Withholding Tax MFRS 16 Leases - Impact of the Current Pandemic (Deloitte Academy)

Technical Training

- Anti-Bribery and Corruption Policy and other Ethical Policies
- New Norm – HR Management and Virtual Domestic Inquiry
- Violations of the Companies Act 2016: Oversights by Directors and Secretaries
- Preference Shares - New Redemption Method

- Webinar Series: Essential Secretarial Practice: Module 3 - Closure of companies - Winding up and Striking Off
- Violations of the Companies Act 2016: Oversights by Directors and Secretaries
- Discovering The Technical and Practical Application of Beneficial Ownership Framework
- Tips For HR To Develop TNA for OSH Program at Workplace
- Webinar on Employment Law: Employers' Duties and Employees' Rights During the Pandemic

Business Related Training

- Cyber Security Webinar: Reality check and opportunities in the new norm!
- 5 things you must know about Microsoft Teams
- COVID-19: The Response to Sustain Business and to Maintain Livelihood
- Taklimat Onboarding Bagi Majikan Baru Berdaftar
- Free briefing for New Employer about Procedure Levy (PSMB)
- Reeracoen Malaysia: Hire Efficiently by Knowing Today's Company Allowances, Benefits and Culture

Soft-skills Training

- A Pondering Thought: Resolving Conflicts
- Kursus Integriti and kod Etika Kontraktor - Virtual
- Pengurusan Bisnes – Virtual

Other Training

- Are you a Master of Discipline? Are you Overly Cautious with Money in Times of Crisis?
- Total Wellness: Are you balanced?

Employee Engagement

Throughout the COVID-19 outbreak, the Group continued to engage its employees to support them as they

adapted to the changing environment. We implemented a Business Continuity Plan ("BCP") and work-from-home guidelines, ensuring that our employees are equipped with the right tools while working remotely. We also encourage our employees to share their feedback via email with the Group's Chief Human Resource Officer, on issues relating to Processes and Procedures, Workplace Environment and Customer Service. Our retail division also conducts townhall sessions to update its employees on business performance.

The Group also plans to roll out an online Employee Engagement platform in FY22. This initiative would allow the HR team to improve the employee experience by automating employee feedback and analytics. The platform will leverage technology to deliver management insight and facilitate more holistic employee engagement, including onboarding and career development.

The Group has continued with its 'Company Interest First Programme' to deepen employee engagement. This programme encourages employees to identify areas for collaboration to create more opportunities to inculcate our core values at work. A campaign to encourage collaborative projects across different departments was well received by employees. There was a total of 17 winning projects in Singapore, 11 in Malaysia and 4 in China. The winning projects were ranked across gold, silver and bronze categories. The top five teams in the three markets were shortlisted to present their final projects in a Company-wide event, which was unfortunately cancelled due to the pandemic. To recognise their efforts and collaboration, they were awarded vouchers and certificates of recognition.

Our newly launched Intranet named W!nspire facilitates employee engagement by providing a one-stop, user-friendly platform to share updates on the Company and people, corporate resources and a monthly employee newsletter. Also contributing to employee engagement are regular lunch talks on varied topics which are publicised through W!nspire.

Lunch Talks in Singapore

Date	Topics	No. of attendees
September 20	Will writing	28
October 20	Multiply and secure your assets	12
November 20	Eye opener to your health	12
December 20	DIY workshop: Mosaic tiles	22
April 21	Helicobacter pylori and gastrointestinal disorders	12
	What are the Government's 3Cs for our retirement planning	11
May 21	Towards digital wellbeing	11

Lunch Talks in Malaysia

Date	Topics	No. of attendees
August – September 20	Corporate Experience Week Wellness talk: Effective stress management through exercise	22
November 20	Health talk on nutrition - What works for you?	26
March 21	Health talk: To vaccinate or not to?	38
April 21	Helicobacter pylori and gastrointestinal disorders	34
May 21	Towards digital wellbeing	41

Employee Well-being

The well-being of employees is of utmost importance, and the Group invests significantly in an array of programmes and initiatives. The Group supports the health and wellness of its employees through a comprehensive Flexible Benefits Programme. Employees have the option of staggered working hours to help them manage their work and family commitments. We also organise health talks, financial talks and medical check-ups to promote a happy, healthy and

engaged workforce. In light of COVID-19, we distributed surgical masks to all employees in the Group, and Uniqlo Airism masks to our employees in Singapore.

Beyond these benefits, the Group continued with its Employee Assistance Programme ("EAP") to provide a safe space for our employees to seek support from professional counsellors during these uncertain times. The Company covers the consultation expenses from these sessions.

In Malaysia, our employees participated in a Corporate Wellness Week with week-long free access to gyms at Chi-Fitness and Celebrity Fitness. Employees also benefitted from in-person fitness assessments and consultation sessions to learn how to pursue healthier lifestyles. Additionally, we conducted virtual workshops to assist employees with stress management.

Targets

- Each employee to attend five to eight hours of training and development per year.
- Organise at least one virtual health/wellness lunch talk or workshop every quarter.
- Align the employee engagement survey across the region by the next financial year. This was delayed due to the pandemic.

Performance

We ensure that all our employees undergo and receive regular performance and career development reviews.

Average Training Hours per Employee	Singapore*	Malaysia
Male	137.1	28.19
Female	237.9	29.33

Average Training Hours by Employee Category	Singapore*	Malaysia
Non-Executive	350.8	33.23
Executive	14.7	6.65

* In FY21, the increase in Singapore training hours is mainly due to the 8-month Job Redesign Place and Train for our retail employees.

Occupational Health and Safety

Why this is Material

The health and safety of employees, tenants and customers is fundamental to the Group's ability to translate its vision into attractive property and retail offerings.

Ensuring the Safety of Workers

Stringent Risk Assessments

The Company is bizSAFE 3 qualified and covered by the Workplace Safety and Health Act ("WSHA") in Singapore and continues to assess workplace risks to maintain high occupational health and safety standards.

The Group has a stringent pre-qualification criterion that requires our contractors in Singapore to meet international standards such as ISO 14001, ISO 9001 and ISO 45001. Each development project is led by a project manager, who is responsible for overseeing and ensuring that all safety standards and protocols are adhered to by workers and contractors.

We have adopted the Prefabricated Prefinished Volumetric Construction ("PPVC") method of construction, where modules are constructed in an offsite facility before they are delivered and installed on-site. This enhances health and safety in the construction environment while reducing on-site noise and dust pollution.

In FY21, there were two reportable accidents at The M at Middle Road. In the first accident, the worker sustained a minor abrasion to his chin whilst he was operating the micro-piling equipment. In the second accident, two workers were injured during the unloading of the curing compound chemical drums. In response to these incidences, our project team followed up closely with the main contractor to ensure that the injured workers received proper medical attention. Furthermore, to prevent similar incidents, the main contractor conducted thorough investigations and relevant training on occupational health and safety for their workers.

In the Group's Malaysian developments, the Safety and Health Office ("SHO") or Site Safety Supervisor ("SSS") conducts monthly on-site meetings and site visits to address any concerns regarding the safety practices on site.

In our Penang development, our comprehensive contractor selection criteria entails:

- CIDB certification (Construction Industry Development Board, Malaysia)
- JKR certification (Department of Public Works, Malaysia)
- Previous applicable work experience
- Industry due diligence
- Consultants' referral

Adapting to COVID-19 Realities

During these disruptive times, the Group has prioritised the safety of our people, customers, tenants, and contractors while keeping our offices, retail stores, construction sites and sales galleries safely operating.

This past year, we operated in accordance with the Group's BCP while complying with all Government guidelines and safe management measures. To provide enhanced

protection for our employees working in our offices, we installed protection screens at the workstations and implemented temperature monitoring twice a day. Disinfection and sanitisation of products is mandatory at all our retail outlets. The Group's Singapore retail stores have been certified as 'SG Clean' through our maintenance of a high standard of hygiene. At our Malaysia stores, we increased the frequency of disinfection and strictly monitor all employees' health and well-being.

In the Singapore commercial properties, we installed thermal scanners at Winsland House I and II building entrances to automate temperature sensing in a hygienic and efficient way. Manual soap dispensers were replaced with automated ones and the air fresheners in the toilets were replaced with clean-air sanitizers. For preventive maintenance, we engaged term contractors to replace the anti-bacterial floor mats at the entrances of these properties fortnightly. Self-disinfectant coating is also applied on the door handles and lift buttons twice a year. All our tenants and visitors are required to check in using TraceTogether, as mandated by the Government.

As the World Health Organization ("WHO") declared the potential for the virus spread via aerosols in poorly ventilated enclosed environments, the Singapore Government rolled out a new directive for building owners and facility managers to mitigate this risk by improving ventilation and indoor air quality. Winsland House I and II have complied with these guidelines by installing ultraviolet germicidal irradiation ("UVGI") in all our air handling unit (AHUs). This disinfection method uses short-wavelength ultraviolet light to eliminate or deactivate microorganisms such as bacteria and viruses.

In scheduling pre-handover or joint inspections of residential units in Singapore, our Property and Customer Service team requires homeowners and contractors to submit online health declaration forms. The team also ensures safe distancing is adhered to at such meetings.

In Singapore and Malaysia, our marketing teams implemented an online booking system for customers to book their preferred visiting slots to avoid overcrowding and comply with group size guidelines at the sales galleries.

The Group's commitment to leverage new technology has assisted in building business resilience to weather the uncertainties resulting from the pandemic. The M at Middle Road has several smart home features to promote health and safety, as well as to facilitate work-from-home arrangements such as:

- Touchless wave sensors for access to lift lobbies supported by facial recognition technology, allowing safe and efficient access for homeowners.
- HOME/WORK® features, such as built-in configurable workstations, maximising space in the apartments to cater to the multiple needs of homeowners.

Our Malaysia property, Le Nouvel KLCC, has also issued detailed guidelines for its residents on health and safety measures during the Movement Control Order ("MCO") period. The Group follows the standard operating procedures of limiting the number of show unit viewings, as well as regular cleaning and disinfection in our sales galleries.

In FY21, we had two confirmed cases of COVID-19 in our Malaysia office. Upon confirmation of the cases, we immediately conducted a deep cleaning and disinfection of the office premises. We informed employees who were in close contact with the infected employee and instructed them to work from home and undergo swab tests. The two employees have since recovered and resumed work.

Performance

In 2021, there were two workplace-related injuries in our Singapore operations. There were two cases of COVID-19 in our Malaysia office.

Targets

- Maintain zero work-related injuries across all operations.
- The Group will continue to assess all health and safety risks arising from its property developments and retail products.

Market Responsibility

Product Quality, Health and Safety

Why this is Material

The Group distinguishes itself with a brand reputation based on the premium quality of its developments and excellence in operations; exceeding customer expectations and inducing loyalty.

Delivering the Highest Quality

In the development of properties, the Group has established quality control processes at every stage of the value chain. To start the Project, Design and Property teams work closely to ensure that the floor plans are robust, functional, and efficient.

We engage design-for-safety consultants to share feedback and recommendations on the proposed plans.

We employ responsible, trusted, and reputable contractors to construct our property developments. The construction undergoes rigorous checks before completion.

The contractors and our teams then provide their final feedback, ensuring that the various standards pertaining to the materials used, electrical safety, and obstructions are met before handover. Our senior and executive management conduct regular site visits to ensure that product quality and standards are upheld.

Staying Ahead of Industry Best Practices

In Singapore, the Group facilitates and conducts workshops to ensure employees are kept abreast about the latest offerings and industry best practices, enabling them to offer best-in-market product quality. Some of the workshops are conducted in-house, while others are organised in conjunction with key industry suppliers.

Despite the restrictions on in-person workshops arising from the pandemic, the Group has adapted to holding virtual workshops. The following Product Knowledge workshops and site visits were conducted between July 2020 to June 2021.

City Gas

- Key changes in SS608: 2015
- Myths of Town Gas Installation
- Customer's Perceptions of Town Gas
- New Gas Pipe Material
- Gas Solutions and Applications
- Flowchart for Gas Connection

Kohup Sports Pte Ltd

- The Standards, Guidelines to Adhere to for Construction of Tennis Court
- The Different Types of Tennis Court Surface and the Pros and Cons

Singapore Safety Glass Pte Ltd

- Sharing of SS653:2020 Standard
- Common Design Issues and Incidents
- Heat-treated and Laminated Glass Introduction
- Highlight of SSG Eco Products
- Architectural Glass Defects

Uniseal Pte Ltd

- Introduction and Types of Waterproofing
- Choosing the Correct System
- Waterproofing Solutions

Acclaim System (Asia) Pte Ltd

- Key Changes on SS645: 2019 Installation and Servicing of Electrical Fire Alarm Systems

Addressing Customer Feedback

The Property Division conducts post-handover surveys after the handover of units to allow them to highlight any issues. The team received 11 instances of positive feedback from homeowners in FY21. Most appreciated our employees who went above and beyond to provide excellent customer service to resolve their problems.

The Retail Division aims to deliver the highest quality products with uncompromised customer satisfaction. Customer feedback is collected in-store or through digital platforms such as F3 and WT+ websites, and social media channels. The retail division in Singapore received 59 instances of positive feedback from customers in FY21. Instead of using physical feedback cards, we encourage customers to send feedback and queries pertaining to products, promotions, or membership via the F3 and WT+ websites. Due to pandemic restrictions, the Malaysia team has temporarily paused the 'Mystery Shoppers Programme' and aims to relaunch it when the situation improves.

Performance

All our property developments and retail products were assessed for their health and safety impact.

Targets

- The Singapore retail team aims to achieve two instances of positive feedback per retail store per employee per month.
- The Malaysia retail team aims to relaunch the Mystery Shoppers Program in FY22 which will allow customers to rate in-store or virtual shopping experiences.

Corporate Governance, Ethics and Anti-Corruption

Why this is Material

The Group's business is built on a foundation of trust, integrity and strong relationships with its stakeholders. We are committed to enforcing stringent policies relating to honest marketing, customer data privacy and legal compliance to mitigate corporate governance risks.

Relationships Built on Trust and Ethics

Customer Data Privacy and Whistle-Blowing Policy

The Group is committed to enhancing good corporate governance, transparency, and accountability to protect customers and other stakeholders. We collect the personal data of customers across both retail and property businesses and exercise the utmost care in storing and handling this information. The Group abides by the strict guidelines under the Personal Data Protection Act (PDPA) and works closely with third-party real estate agents to ensure high standards of customer data privacy throughout all transactions.

The Group has a whistle-blowing policy to discourage practices and activities that violate its work ethics and rules. Our operations in Singapore and Malaysia are aligned to the same whistle-blowing policy.

Anti-Bribery and Anti-Corruption

To foster a respectful and collaborative environment, the Group has a Code of Conduct policy that defines the guiding principles and desired behaviours which companies and employees in the Group are expected to exhibit. The Code also outlines business practices and standards of behavior that support the commitment to honest and ethical business conduct.

The Group adopts a strict policy against bribery and corrupt practices. Any employee found guilty of engaging in unethical practices or giving or receiving bribes shall be subject to the appropriate disciplinary proceedings.

The Group aligns itself to Section 17A of the Malaysian Anti-Corruption Commission Act, entailing a provision for corporate liability, whereby commercial organisations can be held liable if their employees or associates are involved in corruption. The act encourages organisations to practise robust corporate governance.

As a result of this legislation, the Group's Malaysia operations have implemented the Anti-Bribery and Corruption Policy, effective from June 2020. The policy covers the following areas:

Anti-Bribery and Corruption Policy

- Form an Ethics and Integrity Committee to oversee the anti-corruption programme within its Terms of Reference
- Provide guidelines on gifts, travel and hospitality accorded to third parties
- Provide guidelines on donation and sponsorship to third parties
- Perform due diligence on records of past corruption offences during supplier selection and review where procurement exceeds RM50,000
- Clarify stance on facilitation payments, dealing with public officials, and political contribution
- Declare compliance on an annual basis

To ensure that employees fully understand this policy, we conduct quarterly training for all new joiners on the Anti-Bribery and Corruption Policy and send out annual refresher communication to strengthen employees' understanding of their role in ensuring strong corporate governance.

Digital Transformation Roadmap

In FY2020, the Group launched a Digital Transformation Roadmap to redesign and enhance its technology infrastructure from on-premise to cloud-based and strengthen its cybersecurity framework. There are three phases planned for the Group to move towards cloud-based services, improving the way we work, communicate, and collaborate.

The Group has completed Phase 1 and Phase 2 of the roadmap. We are currently in Phase 3 and aim to complete it by December 2022. Our three-phase Digital Transformation Roadmap is illustrated below:

Phase 1 *(Completed)*

Securing IT infrastructure with new technology and adhering to IT policies for cybersecurity, cloud compliance, data governance and telecommuting

Phase 2 *(Completed)*

Migrate existing on-premise mailbox and storage systems to cloud with Office 365 productivity, collaboration and communication tools

Phase 3 *(target completion in December 2022)*

Upgrade and migrate the remaining on-premise Corporate systems and infrastructure to cloud

Customer Satisfaction through Responsible Marketing

In FY2021, the Group continued its responsible marketing efforts in both Singapore and Malaysia to strengthen brand trust.

In Singapore, the Group adheres to stringent regulations to maintain its license to operate and strengthen trust with its customers. Relevant regulatory authorities monitor our property marketing and advertisements in Singapore. These include:

- Council for Estate Agents (CEA)
- Controller of Housing, Code of Advertising Practice (COH)
- Building and Construction Authority (BCA)
- Urban Redevelopment Authority (URA)
- Singapore Land Authority (SLA)

In Singapore, our sales team works closely with real estate agencies governed by CEA guidelines to ensure that all sales and marketing activities are carried out responsibly. The marketing team also works in accordance with COH guidelines to provide accurate and responsible representation of our properties.

In Malaysia, the sales team work alongside real estate agents to ensure that our advertisements are fairly and accurately represented. An empty mock-up space is developed by the contractors so that customers know exactly what they are purchasing. The Property Management and Customer Service team promptly attends to customer feedback and queries, providing relevant solutions as required.

To further ensure responsible marketing, we provide an option for customers to opt-out from receiving promotional materials.

Performance

In FY2021, the Group had zero incidents of corruption, unethical marketing or behaviour and bribery. Furthermore, there were no breaches of customer data this year.

Targets

- Maintain zero incidents of unethical behaviour in marketing, governance, and customer data protection.
- Continue with the implementation of the Digital Transformation Roadmap as planned.

Cementing Sustainability through Innovation

Why this is Material

To thrive in a rapidly changing world, businesses will need to innovate at speed, keep pace with technological and industry changes, and cultivate greater resilience. Given the importance of digital capabilities during the pandemic, leveraging digital platforms has become key to stakeholder engagement. The Group continues to innovate and implement digital solutions to keep up with the changing demands of our customers.

Adopting E-Commerce

COVID-19 has accelerated the adoption of e-commerce. A digital team was set up to develop and inculcate digital innovation into the business. In FY21, we continued to drive business with the online shopping platform, Zalora, and launched the G2000 Singapore website in November 2020 and added marketplace presence in Zalora and Lazada for our existing brands:

G2000 Zalora Singapore

Launched: July 2020

DPAM Zalora Singapore

Launched: November 2020

Furla Zalora Malaysia

Launched: November 2020

Nine West Lazada Malaysia

Launched: November 2020

Nine West Zalora Malaysia

Launched: March 2021

The pandemic also hastened the closure of the Group's troubled UK principals, Warehouse and Arcadia Group. The Group has exited these affected brands in Singapore as of 30 June 2021 and will exit the affected brands in Malaysia by June 2022, delayed because of the Movement Control Order (MCO) 3.0.

The retail division also took over the franchise of Spanish brand Mango in Malaysia. It has launched the first two stores in September at Mid Valley Megamall in Kuala Lumpur and Gurney Plaza mall in Penang, with plans to open another four stores by the end of the year.

Virtual Customer Engagement

The Group has developed 3D virtual tours of its show units using third-party applications such as, Ecoprop, Fastrack, MHub and Matterport. Prospective buyers can access the virtual tours via mobile and tablet devices, as well as on the development's website. Apartments are filmed using high-resolution cameras and are subsequently adapted into 3D models. In addition, the Singapore property team uses drone shots to give customers a good location overview of the development as the surroundings may help inform their purchasing decisions. Live streaming sessions were arranged for overseas customers, which resulted in several successful sales.

As per our target for this financial year, we have upgraded the Property Sales System (BIOS) to improve integration between developers, buyers, and the Group's different departments, ultimately improving efficiency and reducing the potential for human error. We have since completed more than 30 transactions via the newly upgraded system. After completing the sales module, we are on track to integrate this system with our conveyancing lawyer for easy retrieval of sales information.

In Singapore, the Retail Division launched Instagram live for G2000 and worked with influencers to share styling tips from our latest season's collection. To engage customers virtually, Malaysia's Retail Division continued with its F3 Bytes Series through IG TV, sharing beauty, fashion and lifestyle tips through social media influencers. It rolled out e-catalogues, allowing customers to shop from home via WhatsApp. The retail team also completed several virtual customer engagements through other social media platforms for different festive occasions.

Targets

Malaysia:

- To roll out F3 Bytes Series 3 focusing on sustainability, beauty and lifestyle content.
- To launch a virtual reality in-store experience for Furla and Mango.

Singapore:

- To complete integration of the Property Sales System with conveyancing lawyer.
- To create more video content through collaborations with influencers, artists and personalities to engage customers.

Caring for the Community

CSR and Philanthropy

Why this is Material

The Group strongly believes in fulfilling its corporate citizenry role in nation-building and caring for the society. Many CSR initiatives were scaled back due to the pandemic as most of our community partners avoided physical interaction with external parties.

Giving Back to the Community

Wing Tai Foundation

The Wing Tai Foundation offers financial aid, including donations and grants, to needy elderly and underprivileged youths. Through the Foundation, the Group aims to boost staff volunteerism and in doing so, recognises the contributions of the elderly in Singapore's nation-building and helps to nurture the younger generation.

Kwong Wai Shiu Hospital – Food Donation Drive (Singapore)

Kwong Wai Shiu Hospital provides subsidised healthcare to the underprivileged elderly in Singapore, regardless of race, language, or religion. In FY21, the Group organised a food donation drive amongst its employees to support the hospital's efforts in caring for the elderly. We donated over 1,120 food and household items worth over \$3,700.

The Boys' Brigade: Share-A-Gift Project (Singapore)

The Boy's Brigade organises an annual Share-A-Gift initiative to help the less fortunate by collecting and redistributing basic food items and daily necessities. This project aims to make a difference to the lives of its 43,000 beneficiaries.

The Group supported this initiative by setting up collection points at the main lobby of Winsland House I and the reception area of the Retail Division's Ang Mo Kio office in Singapore. Through the joint efforts of our employees and Winsland House tenants, we contributed over 2,700 essential items to the Share-A-Gift initiative.

Earth Day Recycling Project (Malaysia)

Employees from our Property and Retail Divisions in Kuala Lumpur and Penang rolled out a recycling programme. All employees are encouraged to dispose waste responsibly into recycling bins for paper, glass and plastic. This is part of the Group's ongoing effort to generate awareness of recycling at the workplace and for our employees to take responsibility for their waste generation.

Targets

Despite the disruptions to our CSR initiatives, the Group maintains its commitment to engage with and contribute to the communities where it operates.

Memberships, External Initiatives and Charters

ISO 9001

bizSAFE 3 Certification

Building and Construction Authority Green Mark Gold and Gold Plus Certification

Workplace Safety and Health Act

Real Estate Developers' Association of Singapore

Singapore Retailers Association

Human Capital Partnership Programme

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

Singapore National Employers Federation

International Real Estate Federation (FIABCI) Malaysian Chapter

Real Estate and Housing Developers' Association Malaysia

Malaysia Retailers Association

Malaysia Employers Federation

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