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AT A GLANCE

Board Statement

ABR Holdings Limited, (“**ABR**” or the “**Company**”, and together with its subsidiaries, the “**Group**” or “**We**”) reaffirm its commitment to sustainability with the publication of this sustainability report (“**Report**”). For this Report, we provide insights into the way we do business, while highlighting under the pillars of environmental, social, governance and economic performance (collectively referred to as “**Sustainability Factors**”). Having considered the Group’s sustainability issues as part of its strategic formulation and business strategies, the Board of Directors (“**Board**”) determined the key Sustainability Factors and overseen the management and the monitoring of the key Sustainability Factors.

This Report communicates our support towards the United Nations’ Sustainable Development Goals (“**SDGs**”). We work closely with stakeholders in our value chain and their inputs drive our sustainability focus on our key Sustainability Factors and the SDGs as follows:



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Our Business

Details of the brand names operated under our Group can be found in the 'Our Brand' section of this Annual Report.

Sustainability Performance

An overview of the key sustainability performance in financial year ("FY") 2023 is as follows:

Sustainability Pillar	Performance Indicator	Sustainability Performance	
		FY2023	FY2022
Economic	Number of outlets (Swensen's)	25	25
Environmental	Water consumption intensity (Cu M/revenue S\$'000)	1.18	1.19
	Total greenhouse gas ("GHG") emissions (Scope 1 and 2) (tonnes CO ₂ e)	6,782	6,006 ¹
	GHG emissions intensity (tonnes CO ₂ e/revenue S\$'000)	0.058	0.059 ¹
Social	Number of reported incidents of non-compliance with employment laws	–	–
	Number of workplace fatalities	–	–
	Number of high consequence work-related injuries ²	–	–
	Number of recordable work-related injuries	24	30
	Number of recordable work-related ill-health ³	–	1
	Average training hours per female employee	7.6	4.0 ¹
	Average training hours per male employee	7.6	2.8 ¹
	Number of reported incidents of unlawful discrimination against employees ⁴	–	–
Governance	Number of incidents of serious offence ⁵	–	–

Reporting Scope

This Report is applicable for the Group's FY from 1 January to 31 December 2023 ("FY2023" or "Reporting Period"). This Report delineates the sustainability performance of ABR for FY2023 and forms part of ABR's Annual Report FY2023. We provided information on areas which has the greatest sustainability impact together with our performances in FY2023.

This Report covers food and beverage ("F&B") entities which contributes to approximately 100% (FY2022: 100%) of our F&B revenue for the Group during the Reporting Period:

S/N	Entity
1	ABR Holdings Limited
2	All Best Foods Pte Ltd
3	21 Tanjong Pagar Pte Ltd
4	Food Creations Pte Ltd
5	Chilli Padi Holding Pte Ltd and its subsidiaries
6	Season Confectionary & Bakery Sdn Bhd
7	Season's Café Sdn Bhd

Sustainability Governance at ABR

The Board oversees and manages the direction, approach and performance of sustainability of ABR. As part of our continual efforts to upgrade the knowledge of our directors on sustainability reporting and to meet the requirement of listing rule 720 (7) of Singapore Exchange Securities Trading Limited ("SGX-ST"), we confirm that all our directors attended one of the approved sustainability training courses.

¹ Figure is restated as a correction.

² High-consequence work-related injuries refer to injuries from which the worker cannot recover or cannot recover fully to pre-injury health status within six months.

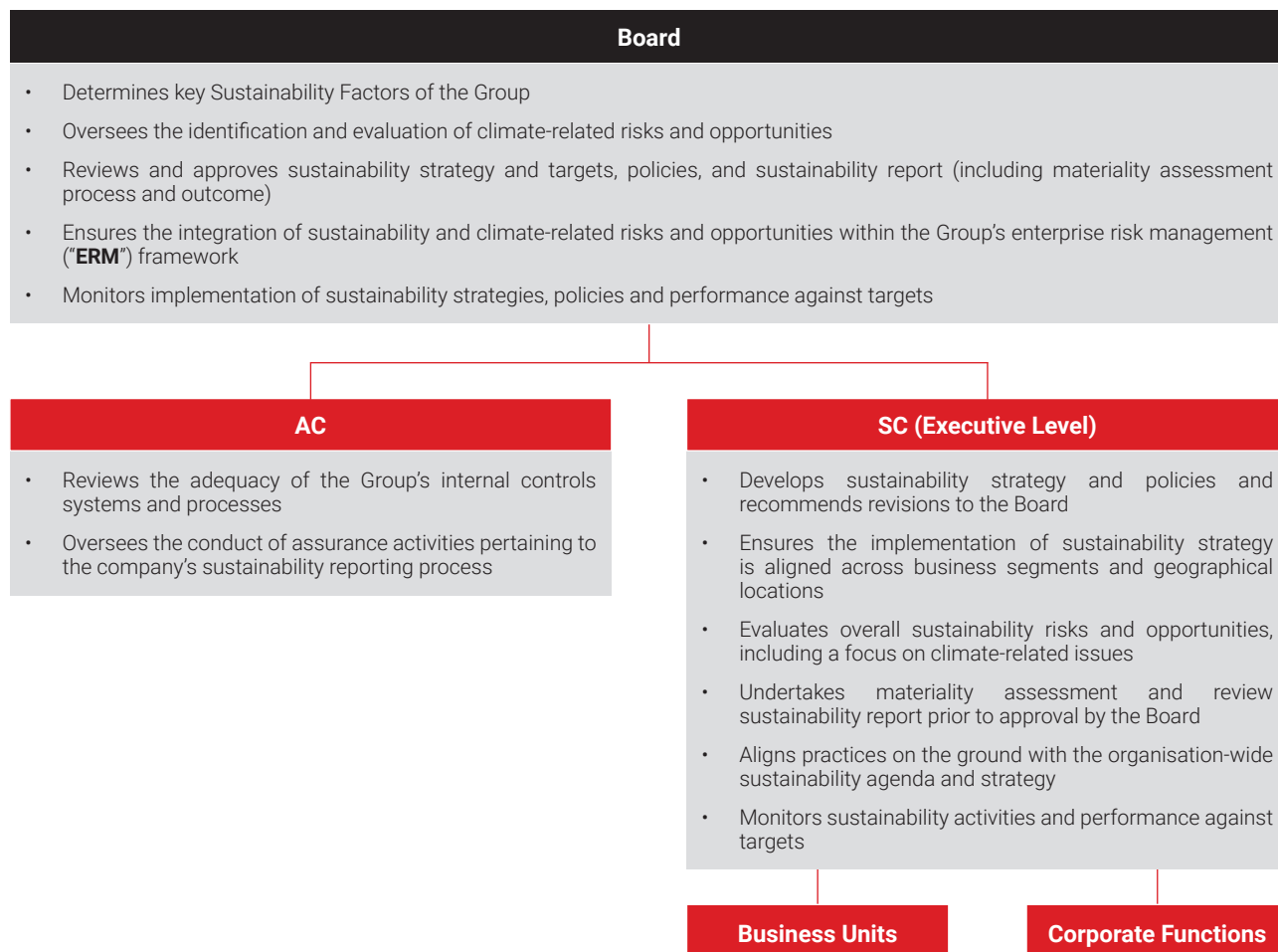
³ Work-related ill health cases refer to negative impacts on health arising from exposure to hazards at work.

⁴ An unlawful discrimination refers to an incident whereby the relevant authority has commenced investigation and resulted in a penalty to a company.

⁵ A serious offence is defined as one that involves fraud or dishonesty involving an amount not less than SGD 100,000 and is punishable by imprisonment for a term of not less than two years, which is being or has been committed against a company by its officers or employees.

The Chairman of the Board leads an executive level Sustainability Committee (“SC”) in monitoring and managing our sustainability practices while keeping the Board updated of key developments. The SC is further supported by selected employees from the key business units and corporate functions in consolidating necessary performance data for this Report.

Besides the SC, the Board is also supported by the Audit Committee (“AC”) on specific sustainability matters under its terms of reference. Our sustainability governance structure and the responsibilities of component parties are detailed as follows:



As we are still refining our sustainability related metric measuring, tracking and target setting mechanism, we will link key executives' remuneration to sustainability performance when the mechanism is more mature and stable.

REPORTING FRAMEWORK

This Report is prepared in accordance with Mainboard Listing Rules 711A and 711B of the SGX-ST. This Report is also prepared with reference to the Global Reporting Initiative (“GRI”) standards for the Reporting Period. We chose to report using the GRI Standards as it is an internationally recognised reporting framework that covers a comprehensive range of sustainability disclosures.

Our climate-related disclosures are produced based on the 11 recommendations of the Taskforce on Climate-related Financial Disclosures (“TCFD”).

As part of our continual efforts to align our sustainability reporting with relevant market standards, we mapped our sustainability efforts to the 2030 Agenda for Sustainable Development which is adopted by all United Nations Member States in 2015 (“UN Sustainability Agenda”). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 SDGs, which form an urgent call for action by all countries – developed and developing – in a global partnership. We incorporated the SDGs, where appropriate, as a supporting framework to shape and guide our sustainability strategy. We relied on internal data monitoring and verification to ensure accuracy for this Report. An internal review on sustainability reporting is incorporated into the risk-aligned internal audit rotational plan and we will also work towards external assurance for our future sustainability reports.

We welcome our stakeholders to provide feedback on this Report and our sustainability performance by writing to our dedicated email account of sustainability@abr.com.sg.

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POLICY, PRACTICE AND PERFORMANCE REPORTING

Our sustainability reporting policy (“**SR Policy**”) covers the sustainability strategies and processes in place to identify and monitor key Sustainability Factors and serves as a point of reference to how we conduct our sustainability reporting. Under this SR Policy, we review our key Sustainability Factors from time to time, taking into account the feedback that we receive from our engagement with our stakeholders as well as considering relevant internal and external developments.

Sustainability Reporting Processes

A sustainability report is published annually in accordance with our SR Policy. Under our SR policy, our sustainability reporting process begins with an understanding of the Group’s context. This is followed by the ongoing identification and assessment of the Group’s sustainability-related impacts. The most significant impacts are prioritised for reporting, and the result of this process is a list of key Sustainability Factors disclosed in this Report.

Process involved are shown in the chart below:



Materiality Assessment

We consistently refine our management approach to effectively respond to the dynamic shifts within the business landscape. Aligned with the GRI standards, a cornerstone of our commitment is the undertaking of annual materiality assessment to ensure ongoing relevance and materiality of sustainability issues are addressed and disclosed within this Report.

The scope of materiality assessment encompasses both positive and negative, actual and potential impacts that may arise, and are based on: (i) the likelihood of occurrence; and (ii) their significance on the economy, environment, social aspects and contribution to sustainable development.

Performance Tracking and Reporting

We track the progress of our key Sustainability Factors by identifying, monitoring and measuring the relevant data points. In addition, we set performance targets that are aligned with our business strategies to ensure that we remain focused in our path to sustainability. We aim to consistently enhance our performance-monitoring and data collection processes.

Stakeholder Engagement

Through a stakeholder mapping exercise, we identified key stakeholder groups which we prioritise our engagements with. These include entities or individuals that have an effect on or are affected by the Group and our activities.

Our efforts on sustainability are focused on creating sustainable value for our key stakeholders, which comprises communities, customers, employees, regulators, shareholders and suppliers. As a Group, we actively engage our key stakeholders regularly through both formal and informal communication channels as follows:

Stakeholder	Communication Frequency	Communication Channel	Key Concern of Stakeholder
Communities	Ongoing	Corporate giving and philanthropy activities	<ul style="list-style-type: none"> Corporate social responsibility Environmental initiatives
	Ongoing	Engagement with community projects and charities	
	Ongoing	Open feedback channels	
Customers	Ongoing	Guest satisfaction surveys	<ul style="list-style-type: none"> Customer health and safety Customer service
	Ongoing	Open feedback channels	
Employees	Regularly	Induction programme for new employees	<ul style="list-style-type: none"> Career development and training opportunities Work-life balance Job security Remuneration Workplace health and safety
	Regularly	Training and development programmes	
	Annually	Career development performance appraisals	
	Regularly	Recreational and wellness activities	
	Regularly	E-mails and meetings	
Regulators	Ongoing	Meetings and dialogue sessions	<ul style="list-style-type: none"> Corporate governance Workplace health and safety Food safety and hygiene Environmental compliance
	Regularly	Membership in industry associations such as Singapore Institute of Directors, Singapore Business Federation and Restaurant Association of Singapore	
Shareholders	Regularly	SGXNet	<ul style="list-style-type: none"> Sustainable business performance Market valuation Dividend payment Corporate governance Environmental initiatives
	Annually	Annual General Meeting	
	As required	Extraordinary General Meeting	
Suppliers	Ongoing	Supplier evaluation	<ul style="list-style-type: none"> Quality, safety and hygiene of sources Demand volatility
	Ongoing	Established channel of communications	

Through the above channels and interactions, we seek to identify material issues relevant to our key stakeholders, thereby promote more effective communications and respond to their concerns.

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KEY SUSTAINABILITY FACTORS

In FY2023, we conducted a stakeholder engagement session and materiality assessment⁶ to understand the concerns and expectations of our key stakeholders. Through this session and assessment, factors with significant impacts to the sustainability of our business were updated. In this Report, we also reported on our progress in managing these factors and set related targets to improve our performance.

Our key Sustainability Factors are presented in the table below:

S/N	Sustainability Factor	SDG	Key Stakeholder
Economic			
1	Total Customer Satisfaction	Decent work and economic growth	<ul style="list-style-type: none"> Customers Suppliers
2	Sustainable Business Performance	Decent work and economic growth	<ul style="list-style-type: none"> Employees Regulators Shareholders
Environmental			
3	Water Conservation	Clean water and sanitation	<ul style="list-style-type: none"> Communities Shareholders
4	Energy Conservation and GHG Emissions Reduction	Affordable and clean energy	<ul style="list-style-type: none"> Communities Shareholders
5	Responsible Waste Management	Responsible consumption and production	<ul style="list-style-type: none"> Communities Regulators Shareholders
Social			
6	Occupational Health and Safety	Good health and well-being	<ul style="list-style-type: none"> Employees Regulators
7	Talent Retention and Development	Quality education	Employees
8	Diversity and Equal Opportunity	Reduced inequalities	Employees
9	Ongoing Community Engagement	Sustainable cities and communities	Communities
10	Commitment to Consistent Quality and Food Safety	Peace, justice and strong institutions	<ul style="list-style-type: none"> Customers Regulators Suppliers
Governance			
11	Robust Corporate Governance Framework	Peace, justice and strong institutions	<ul style="list-style-type: none"> Regulators Shareholders

Please refer to the appendix 'Supporting the SDGs' section in this Report on our efforts in addressing these goals.

We update the key Sustainability Factors on an annual basis to reflect changes in business operations, environment, stakeholders' feedback and sustainability trends. The details of each key Sustainability Factor are presented as follows:

⁶ The Company engaged both internal and external stakeholders of employees and suppliers for the purposes of the materiality assessment.

Total Customer Satisfaction

We are committed to retain and build a loyal customer base to achieve long-term sustainability by maximising customers' experiences. As an established 'family-friendly' F&B brand, we constantly strive to build brand loyalty among our diverse customers and grow our business across multi-generational groups.

Wide Brand and Menu Item Offering

Over the past four decades, we expanded our menu offerings to provide a wide spectrum of localised cuisines and seasonal menu items that cater to our customers' preference. We aspire to create memorable dining experiences for all customers. We prioritise research and development ("**R&D**") by launching distinct products and revised menu items in response to dynamic consumer trends regularly. Such initiatives implemented include:

- Swensen's ground-breaking Ultra Burger Series, smashed burgers handcrafted with succulent smashed beef patty and delectable ingredients, tucked inside a soft, toasted brioche;
- Swensen's Ramadan Specials including Satay Ayam with Rice, mouth-watering IMPOSSIBLE Satay Pizza and Ramadan Iftar Platter for sharing;
- Impressively true-to-life 'Nugget' Ice Cream, bite-sized addition to Swensen's Ice Cream that are artfully moulded and coated with crispy cereal bits; and
- Our iconic heritage brand 'Tip Top' is renowned for delicious traditional curry puffs, inspired by local Asian flavours. Our puffs are made with a special blend of 18 spices, premium potatoes and ingredients. Starting out with our signature handmade curry chicken puff, our menu item has since expanded to include Sardine, Nonya Beef Rendang, Chilli Crab as well as flaky puff.

Convenience for our Customers

In order to increase accessibility for all customers and raise brand awareness, we adopt a multi-locational strategy by setting up outlets at various strategic locations. Swensen's has an extensive network of outlets for customers across Singapore, both within city centres and at popular heartland malls. As at 31 December 2023, we operate a total of 25 Swensen's outlets (FY2022: 25 outlets).

Provide Safe and Quality Products

We strictly adhere to market standards and best practices in our operations to ensure quality and safety in our products and services. For further details on how we maintain product safety and consistency in quality, refer to '*Commitment to Consistent Quality and Food Safety*' section of this Report.

Delivering Excellent Service

We strive to meet and exceed our customer's expectations by not only providing a wide variety of quality food, but also excellent customer service at our restaurant outlets.

During the Reporting Period, our Group was awarded by the Restaurant Association of Singapore with a total of 21 Excellent Service Awards, comprising 4 Star awards, 4 Gold awards and 13 Silver awards in recognition of excellent service delivery. In recognition for going the extra mile for the customer, Jimson Crisostomo Castro, Senior Restaurant Manager of ABR, won the Outstanding Service Team of the Year, the highest-tier service award by the Changi Airport Group.

Build Loyalty Through Membership Programme

To enhance brand loyalty amongst our customers, we connect with our customers through our Swensen's Cool Rewards Membership and Chilli Padi's Spicy Rewards. To further strengthen our customer engagement channels, we launched our Telegram customer relationship management chatbot in May 2023.

In recognition of our efforts in brand building, Swensen's was recognised in the Platinum Category for the Reader's Digest Trusted Brands 2023, Company of Good's Champion of Good 2023 and the Singapore Retailers Association's Excellent Service Award 2023.

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Sustainable Business Performance

We are committed to provide value to various stakeholders through relevant and meaningful ways to enable a more sustainable future. Details of our financial performance can be found in the financial contents and audited financial statements of this Annual Report.

Water Conservation

We recognise the importance of managing our water consumption efficiently and avoid the depletion of valuable water resources. Accordingly, we are committed to the responsible usage of water resources through enhancing our water consumption efficiency.

We rely on water resources to run our operations primarily in the following areas:

- Preparation of our products such as soup base;
- Dishwashing; and
- Kitchen cleaning.

Besides our internal efforts on water conservation, Swensen partnered with Public Utilities Board (“PUB”) on their annual Singapore World Water Day campaign every March since 2019, to rally the nation in order to show our gratitude for the water resources and promote efficient usage of water. PUB’s water conservation message is promoted through in-store materials and social media platform.

Key statistics on water consumption during the Reporting Period are as follows:

Resource	Unit of Measurement	FY2023	FY2022
Water consumption	Cu M	138,155	120,587
Water consumption intensity	Cu M/revenue S\$’000	1.18	1.19

For the Reporting Period, while our total water consumption increased as a result of increase in business activities, our water consumption intensity reduced slightly as we intensified our water conservation efforts. We shall continue our water conservation efforts by tracking water consumption, observe fluctuation patterns and take corrective actions if required.

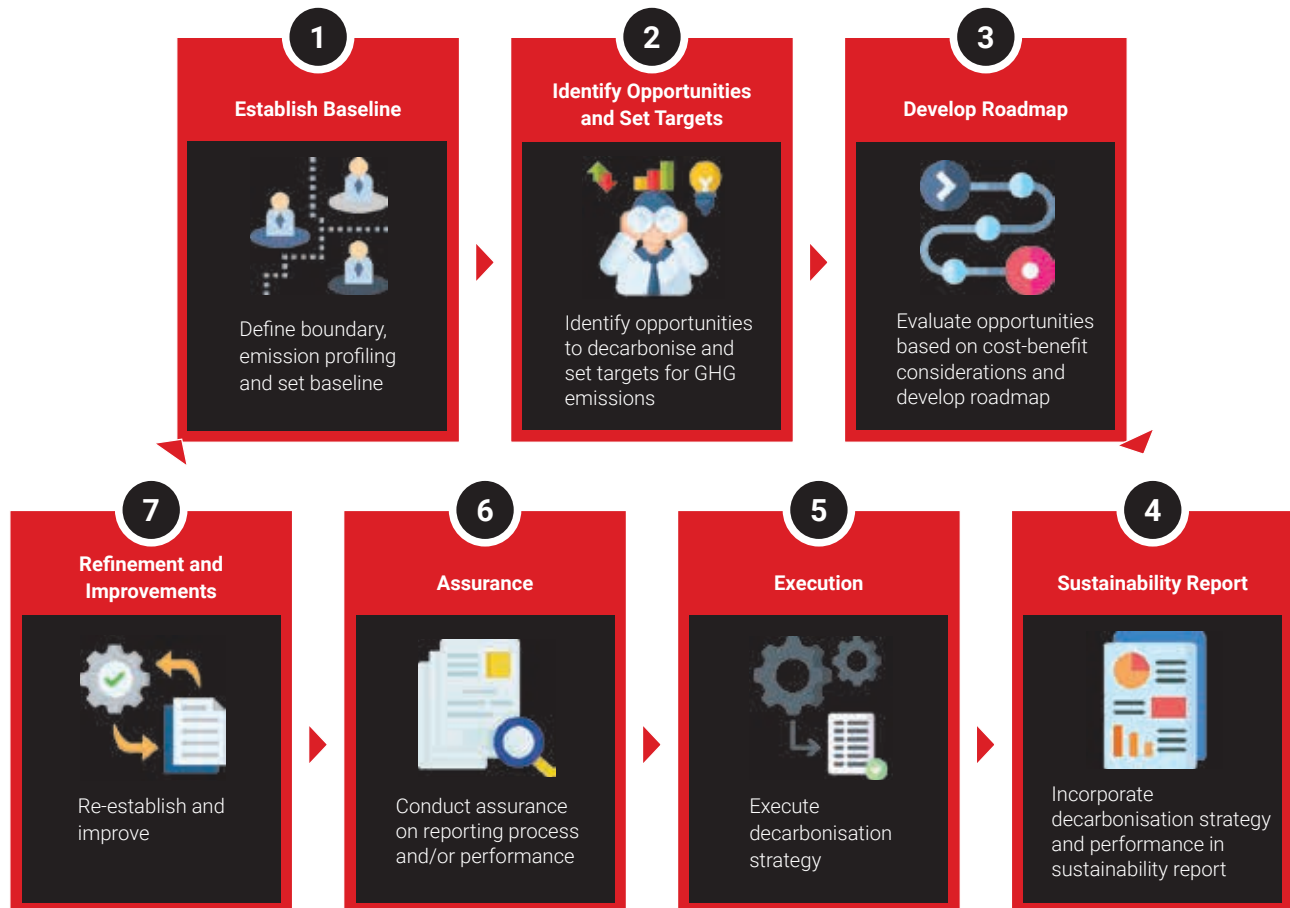
Energy Conservation and GHG Emissions Reduction

We acknowledge that our energy consumption and the resultant GHG emissions contribute to climate change. Accordingly, we are committed to reduce our carbon footprint whilst open to capitalise on opportunities that may arise as we transit to become a low-carbon organisation.

We aim to reduce our environmental footprints and at the same time, establish operational resilience to deliver long-term and sustainable value to our stakeholders of communities, shareholders, employees, customers and suppliers. We adopt a balanced approach in managing and minimising the impacts arising from our business operations effectively.

Decarbonisation Approach

To achieve our decarbonisation goals, we set up a seven-step continuous circular process for our decarbonisation efforts as follows:



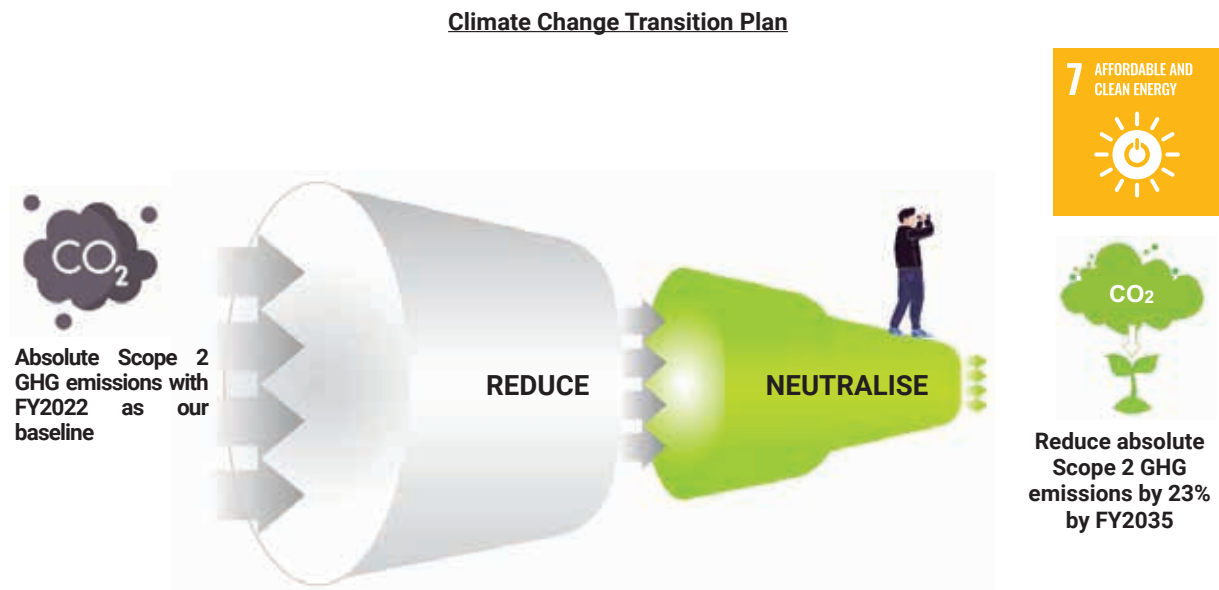
This year, we conducted a GHG emission profiling exercise for our Scope 1, 2 and 3 GHG emissions based on defined organisational boundaries. We track and monitor our Scope 1, 2 and certain categories of Scope 3 GHG emissions closely and are developing mechanism to track our other categories of our scope 3 GHG emissions, where relevant and practicable.

We also developed a climate change transition plan and will refine and improve our climate change transition plan as we progressively implement the plan, by considering changes in business operations, environment and market trends. Progress updates and performance will be provided in our sustainability reports with assurance on the reporting process covered by an internal review.

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Climate Change Transition Plan

Our climate change transition plan steers us on our decarbonisation journey. Under this strategy, we commit to reduce our absolute Scope 2 GHG emissions by 23% and by FY2035, with FY2022 with our base year. As we are still analysing our Scope 1 GHG emissions trend, decarbonisation target setting for Scope 1 GHG emissions is deferred till a time when we better understand the trend and how we can better control such GHG emissions. Our climate change transition plan is focused on two strategic levers of reduce and neutralise as follows:



Details of our strategic levers are as follows:

Lever	Reduce	Neutralise
Description	<ul style="list-style-type: none"> Reduce absolute GHG emissions first within our operations and followed by our supply chain Replace existing energy source with low or zero-carbon sources 	Neutralise unavoidable residual GHG emissions
Focus Area	<ul style="list-style-type: none"> Energy efficiency <ul style="list-style-type: none"> Machinery and Equipment Lighting Cooling Electric vehicle Clean energy 	<ul style="list-style-type: none"> Renewable energy certificates ("REC") Carbon credits

/ PLATES OF PROGRESS

We track and review spending on energy consumption regularly to control usage and take corrective actions when unusual consumption patterns are observed. We continuously strive to improve our energy use and efficiency through the following initiatives and aspirations:

Lever	Key Initiative	Description
Reduce	Reduction in energy consumption through efficient machinery and equipment	Our initiatives on this front include: <ul style="list-style-type: none"> Regular maintenance of machinery and equipment to optimise energy efficiency; Regular cleaning of filters for air-conditioning systems to reduce air flow resistance; and Adopt greener work practices such as switching off appliances when not in use and enabling power saving modes.
	Reduction in energy consumption through energy efficient lighting	We use motion sensors in our lighting systems.
	Reduction through replacement of existing vehicles with electric vehicles	Our motor vehicles are currently powered by diesel fuel which emits more carbon dioxide than electric vehicles for each unit of distance travelled. We are considering switching to electric-powered motor vehicles which are cleaner than diesel-powered ones when the need arises.
	Reduction through switching to renewable energy source	We constantly explore opportunities to use clean and/or renewable energy available in the locations that we operate in.
Neutralise	<ul style="list-style-type: none"> REC Carbon credits 	The Group plans to explore the use of REC and carbon credits to offset unavoidable residual GHG emissions when the relevant markets mature.

Energy conservation and GHG emissions management is of paramount concern to the Group. As part of our efforts to mitigate climate change, we are committed to responsible usage of energy and GHG emissions reduction through enhancing our energy efficiency and carbon reduction initiatives.

To run our operations, we rely mainly on the following energy sources:

- Diesel fuel for delivery vehicles;
- City gas for cooking purposes; and
- Electricity for running equipment for refrigeration, lighting, cooling and ventilation.

Key statistics on electricity consumption and GHG emissions during the Reporting Period are as follows:

Performance Indicator	Unit of Measurement	FY2023	FY2022
Energy consumption			
Diesel consumption	litre	234,491	121,602
Diesel consumption intensity	litre/revenue \$'000	2.01	1.20
City gas consumption	kWh	5,546,706	4,798,909
City gas consumption intensity	kWh/revenue \$'000	47.47	47.17
Electricity consumption	kWh	11,787,842	11,170,016
Electricity consumption intensity	kWh/revenue \$'000	101	110

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Performance Indicator	Unit of Measurement	FY2023	FY2022
GHG emissions			
Direct GHG emissions (Scope 1) ⁷	tonnes CO ₂ e	1,533	1,102 ¹
Indirect GHG emissions (Scope 2) ⁸	tonnes CO ₂ e	5,249	4,904
Total GHG emissions (Scope 1 and 2)	tonnes CO ₂ e	6,782	6,006 ¹
GHG emissions intensity	tonnes CO ₂ e/revenue \$'000	0.058	0.059 ¹

For the Reporting Period, our total GHG emissions increased as a result of an increase in business activities. However, our GHG emissions intensity reduced slightly as we intensified our energy conservation efforts. We shall continue to focus on our energy conservation efforts by tracking our energy consumption and relevant GHG emissions, observe fluctuation patterns and take corrective actions.

During the Reporting Period, we started tracking our Scope 3 GHG emissions⁹ arising from employee commuting (category 7):

Category	Coverage	Unit of Measurement	FY2023 ¹⁰
Category 7: Employee commuting	Transportation of employees between their homes and their worksites	tonnes CO ₂ e	771

Responsible Waste Management

Waste generated from our restaurant and manufacturing operations includes food waste and waste oil. We recognise that improper treatment and disposal of waste oil pose harm to human health and the environment. Waste oil generated from operations is disposed via a licensed used oil collector so that it can be properly treated before being recycled through an accredited oil collector.

During the Reporting Period, total waste oil generated amounted to 204,221kg (FY2022: 177,739kg) and 33% of the oil waste is recycled (FY2022: 33%). The increase in oil waste generated correlates with the increase in business activities.

As part of Food Panda's Green Label initiative, Swensen's is proud to be one of the pioneer merchants certified as a Green Label Merchant since 2022. Under this certification, all our Swensen's restaurants are verified by a third party based on pre-set of criteria including conscious food, sustainable packaging, waste reduction, food waste, social welfare, carbon reduction, power supply, awareness and education.

As part of our efforts to minimise waste generated, Swensen's embarked on eco-conscious practices in our restaurants, whereby straws are provided upon request.

Occupational Health and Safety

We strive to ensure that the health and safety of our employees are taken care of and we are committed to safeguard our employees' health and safety against any potential workplace hazards as it is a basic need of our workers to work in a safe environment. A safe environment also increases productivity so that we can give our best to our customers. A safety committee, safety handbook and safety trainings are in place to ensure a hazard-free workplace.

The Ministry of Manpower ("MOM") and Central Provident Fund ("CPF") Board conduct regular inspections to help business entities comply with the Employment Act and CPF Act. During the Reporting Period, MOM conducted a Workright Inspection for ABR and found zero non-compliance with employment laws (FY2022: none).

In FY2023, we encountered zero workplace fatalities, zero high-consequence work-related injuries², 24 recordable work-related injuries and zero recordable work-related ill-health cases³ (FY2022: no workplace fatalities, no high-consequence work-related injuries, 30 recordable work-related injuries and 1 recordable work-related ill health case). The recordable work-related injuries are mainly due to minor cuts during kitchen operation. We strengthened the relevant policies and procedures to reinforce workplace safety measures and to further minimise the occurrence of safety incidents.

⁷ GHG emissions from consumption of diesel and city gas controlled by the company (Scope 1) are calculated based on the 2006 Intergovernmental Panel on Climate Change ("IPCC") Guidelines for National Greenhouse Gas Inventories.

⁸ GHG emissions from electricity purchased by the company (Scope 2) are calculated using the location-based methods based on the GHG emissions factors published by the relevant local authorities.

⁹ Scope 3 GHG emissions are calculated using Carbon and Emissions Recording Tool calculation tool.

¹⁰ Comparative data is not available as it was not tracked previously.

Talent Retention and Development

We recognise our role in providing equitable, quality education for our employees. Our employees are the drivers of our business and we believe in creating a respectful, rewarding and safe working environment for our people.

We respect the protection of internationally proclaimed human rights of our employees, support the elimination of all forms of forced labour, especially child labour. We do not tolerate any discrimination in respect of employment and occupation.

In addition, we care for our employees' well-being through employee benefits and activities to promote healthy living and work-life balance. The employee benefits include medical insurance coverage, reimbursements for medical consultation in polyclinics and government hospitals as well as dental benefits for all confirmed employees. We promote staff wellness and healthy lifestyle through organising recreational activities such as handicraft activities, bowling and bouldering sessions on a regular basis. We also provide pro-family benefits to eligible confirmed employees which include maternity leave, childcare leave and paternity leave.

To attract and retain talent, we implemented flexible work arrangements for both corporate and operations employees. Such arrangements include telecommuting, flexi-hours, flexi-shift, staggered time, interim work and part-time work. Our employees play a crucial role in the growth of our Group and we believe in continual investment in our employees and maintaining a strong and cohesive workforce. To this end, we invested our efforts in hiring, retaining and nurturing of our people.

Key statistics on new employees hires and employee turnover are as follows:

New Hires¹¹

Disclosure	FY2023		FY2022	
Overall	653	36%	928	69%
Gender				
Male	402	40%	473	69%
Female	251	31%	455	69%
Age				
Below 30	378	49%	547	101%
30 to 50	207	30%	261	52%
Above 50	68	19%	120	41%

Turnover¹²

Disclosure	FY2023		FY2022	
Overall	589	32%	654	49%
Gender				
Male	296	29%	320	47%
Female	293	37%	334	51%
Age				
Below 30	368	48%	372	69%
30 to 50	146	22%	175	35%
Above 50	75	21%	107	36%

¹¹ New hires is computed based on the number of new hires over total employees.

¹² Turnover is computed based on the number of turnovers over total employees.