



OXLEY HOLDINGS LIMITED



# SUSTAINABILITY REPORT 2023

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## CORPORATE PROFILE

Oxley Holdings Limited (“Oxley” and together with its subsidiaries, the “Group” or “we”) is an international property group incorporated in 2010 and headquartered in Singapore. The Group specialises in the development of quality residential, commercial, industrial and hospitality projects. These developments are typically located in choice areas that are easily accessible. Most of its projects incorporate retail elements, as well as lifestyle features and facilities.

Oxley is listed on the Main Board of the SGX-ST (SGX: 5UX) and has a market capitalisation of approximately S\$0.4 billion as at 15 September 2023. Since its incorporation, Oxley has launched a portfolio of 51 projects, of which 46 projects have been completed as at 30 June 2023.

Oxley has a strong reputation in market foresight, execution, marketing and sales, which is evident in its project track record in Singapore in the past years. Since April 2018, the Group has launched and sold more than 3,900 residential and commercial units in Singapore. As at 30 June 2023, the Group has no project still under construction in Singapore.

For the hospitality segment, the Group owns the 254-room Novotel Singapore on Stevens (“Novotel”) and 518-room Mercure Singapore on Stevens (“Mercure”) which are located in a lush urban environment just minutes away from the iconic Orchard Road shopping belt and Botanic Gardens, a UNESCO World Heritage Site.

Oxley has also been successful in expanding its footprint overseas. Currently, the Group has a business presence across six geographical markets including Singapore, the United Kingdom (the “UK”), Ireland, Cambodia, Malaysia and the People’s Republic of China (“PRC”).

## CONTACT US

We welcome feedback from stakeholders to help us improve the Group’s sustainability policies, processes and performance. If you have any enquiries, feedback or suggestions, please contact us at:

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## CHAIRMAN'S MESSAGE



Dear Stakeholders,

I am pleased to present the Sustainability Report of Oxley Holdings Limited (the "report") (the "Company", and together with its subsidiaries, "Oxley", the "Group" or "we") for the financial year ended 30 June 2023 ("FY2023"). The Group's corporate strategy is underpinned by a commitment to create long-term, sustainable value for all stakeholders. To realise this objective, the Group places great emphasis on sustainability governance and integrates sustainable practices into all aspects of its business operations. In this report, we provide information on the economic, environmental, social and governance ("EESG") aspects of sustainability practices in our two major operating segments, namely property development and hospitality.

Environmental sustainability is a key consideration for the Group in the design and construction of all its residential, commercial and hotel properties. The Group strives to achieve green building certifications for all its buildings, taking a holistic approach to sustainability that includes energy and water management, materials selection and waste reduction. Our hotel operations have taken significant steps to reduce its environmental impact, including the complete elimination of plastic bottled toiletries by replacing with eco-friendly alternatives which are non-plastic and using solar generators to convert into renewable electricity.

Alongside its commitment to environmental protection, the Group upholds the highest standards of fair employment and occupational health and safety. We believe that a diverse workforce brings a range of skill sets and experiences that can benefit the Group, and it is committed to hiring employees of different ages, genders and nationalities to diversify our workforce. We value the contributions of all our staff and are committed to remunerating them fairly for their work. Additionally, our commitment to occupational health and safety is reflected in our selection of competent and committed contractors and suppliers who manage environmental, health and safety risks. We also strongly advocate for safe work practices among our contractors and suppliers to ensure the safety of our employees and stakeholders. The Group also strives to raise awareness within its workforce through sustainability-focused training programs and activities, and encourages guests to participate in sustainability practices during their stay.

From the period prior to 6 September 2022, our hotels supported the Singapore government's COVID-19 measures and served as Stay-Home Notice Dedicated Facilities. With the easing of the COVID-19 situation in Singapore in late 2022, our hotels resumed full operations on 7 September 2022. While we remain vigilant and continue to implement necessary health and safety measures, we are optimistic about the future and look forward to serving our guests with the same level of excellence and dedication that has been our hallmark throughout this challenging period.

I would like to express our gratitude to our clients, business partners and shareholders for their unwavering support over the years. We look forward to your continued support as we strive to develop a more sustainable environment for all.

### **CHING CHIAT KWONG**

*Executive Chairman and  
Chief Executive Officer  
Oxley Holdings Limited*

## SUSTAINABILITY GOVERNANCE STRUCTURE

Oxley's Board and senior management consider sustainability issues as part of the strategy formulation of the Group. A Sustainability Task Force comprising representatives from respective work teams has been in place to oversee the sustainability strategies and performance.

A summary of the sustainability targets and material assessment shall be included in the sustainability report to be reviewed and approved by the Board on an annual basis.

Please refer to the Corporate Governance Report in our Annual Report 2023 for more information on corporate governance practices, precautionary measures and risk management structure.



## REPORTING PRACTICE

### REPORTING PERIOD, SCOPE AND FRAMEWORK

The Group publishes its sustainability reports on an annual basis. This report covers the period from 1 July 2022 to 30 June 2023, and is available on SGXNet and the Group's website at: <https://www.oxley.com.sg/> from 6 October 2023.

This report presents and summarises the Group's policies, practices and performance on material EESG factors that are relevant to the Group's two major operating segments, namely property development and hospitality. Since the operations at property development project sites are not directly controlled by the Group, data related to energy consumption, emissions and employment aspects at these project sites were not made available to the Group and will not be covered in the report.

The report is in compliance with the SGX Listing Rule 711A, which requires the preparation of an annual sustainability report describing our sustainability practices with references to the primary components set out in Listing Rule 711B on a "comply or explain" basis, as well as the guidance set out in the Practice Note 7.6: Sustainability Reporting Guide ("PN 7.6") issued by the SGX. The report has been prepared with reference to the Global Reporting Initiative ("GRI") Standards issued by the Global Sustainability Standards Board in 2021. The GRI Standards were chosen because they offer a widely recognised and respected benchmark for sustainability reporting, which provides organisations with a comprehensive and structured framework to report on their practices, policies and performance related to EESG aspect.

This report supplements the Group's Annual Report 2023. An overview of our reported information in compliance with the SGX Listing Rules and with reference to the GRI Standards can be found at the end of this report.

### INTERNAL REVIEW AND EXTERNAL ASSURANCE

Internal review and external assurance are essential to impart higher credibility to the sustainability reports and relevant data collection procedures. The sustainability reporting process and this report have undergone an internal review by the Group's engaged internal auditors and have been reviewed and approved by the Board. While we have not sought external assurance for this report, we will consider seeking and adopting it in the future to further enhance the credibility and transparency of our sustainability reporting.

## STAKEHOLDER ENGAGEMENT

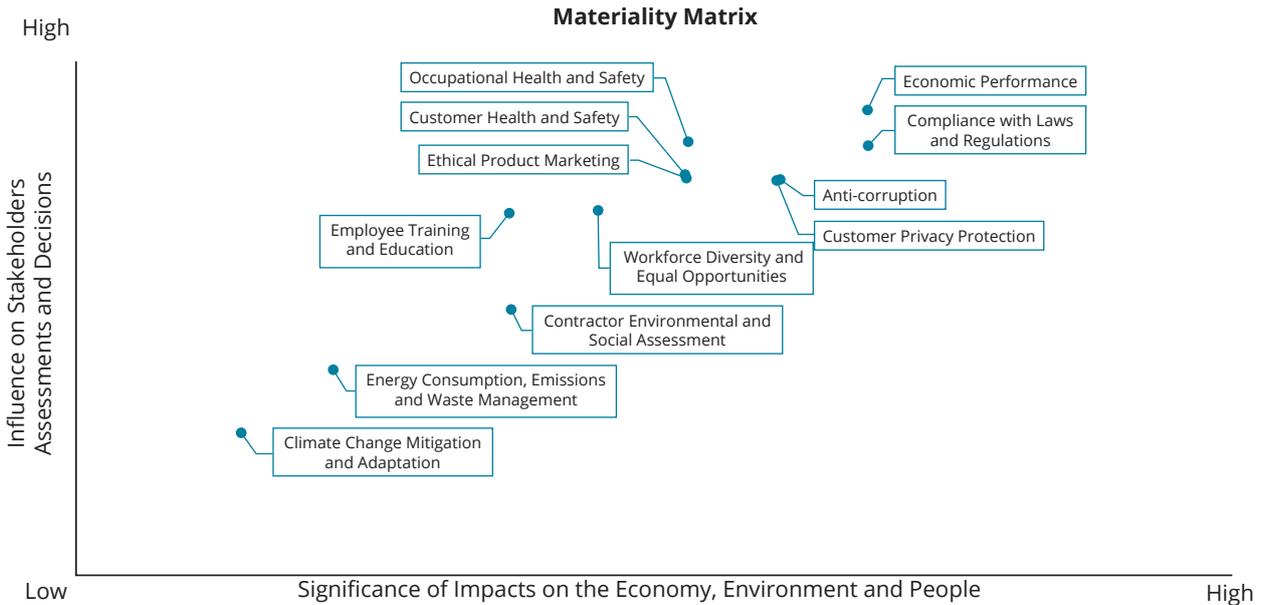
The Group recognises that stakeholder engagement is essential for sustainable growth. As such, we have implemented various channels to conduct meaningful dialogues with our stakeholders and keep them updated on material issues. Our key stakeholders are those who have a material impact on, or are materially impacted by, our operations.

The following table summarises our key stakeholders, their key concerns and the various platforms through which we engage with them:

Stakeholders	Issues of concern	Read more in the following sections	Engagement platforms	Frequency of engagement
Property buyers	<ul style="list-style-type: none"> <li>Quality of housing</li> </ul>	<ul style="list-style-type: none"> <li>Customer Health and Safety</li> <li>Ethical Product Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports</li> <li>Show flat brochures</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> <li>On a project basis</li> </ul>
Hotel guests	<ul style="list-style-type: none"> <li>Safety and security of guests</li> <li>Data privacy</li> </ul>	<ul style="list-style-type: none"> <li>Hotel Guest Health and Safety</li> <li>Customer Privacy Protection</li> </ul>	<ul style="list-style-type: none"> <li>Online survey forms to gather feedback from hotel guests</li> <li>Online booking platforms</li> </ul>	<ul style="list-style-type: none"> <li>Regular</li> <li>Regular</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Remuneration and benefits</li> <li>Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Occupational Health and Safety</li> <li>Workforce Diversity and Equal Opportunities</li> <li>Employee Training and Education</li> </ul>	<ul style="list-style-type: none"> <li>Performance appraisal</li> <li>Staff training</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> <li>Regular</li> </ul>
Contractors and suppliers	<ul style="list-style-type: none"> <li>Health and safety</li> <li>Environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>Contractor Environmental and Social Assessment</li> <li>Occupational Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of contractors and suppliers on occurrence of accidents</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> </ul>
Government and regulators	<ul style="list-style-type: none"> <li>Environmental compliance and government agencies</li> <li>Regulatory and industrial requirements required by government</li> </ul>	<ul style="list-style-type: none"> <li>Throughout all sections</li> </ul>	<ul style="list-style-type: none"> <li>SGX announcements</li> <li>Annual reports</li> <li>Emails and verbal communication</li> </ul>	<ul style="list-style-type: none"> <li>Regular</li> <li>Annual</li> <li>Regular</li> </ul>
Community	<ul style="list-style-type: none"> <li>Environmental impact</li> <li>Social development</li> </ul>	<ul style="list-style-type: none"> <li>Climate Change Mitigation and Adaptation</li> <li>Energy Consumption, Emissions and Waste Management</li> <li>Customer Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Community services engagement</li> </ul>	<ul style="list-style-type: none"> <li>Ad-hoc engagement</li> </ul>
Shareholders and investors	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>SGX announcements</li> <li>Annual reports</li> <li>Investor relations management</li> </ul>	<ul style="list-style-type: none"> <li>Regular</li> <li>Annual</li> <li>Regular</li> </ul>

# MATERIALITY ASSESSMENT

The Group has identified material topics as summarised below and has compiled a survey in accordance with the identified material topics to collect information from relevant departments, business units and stakeholders of the Group. The materiality matrix of the Group during FY2023 is as follows:



Material Topics	Relevance to the Business Segments		
	Property Development	Hospitality	Head office
<b>OVERALL</b>			
Compliance With Laws and Regulations (Including Environmental and Socioeconomic Compliance)	√	√	√
<b>ETHICS AND GOVERNANCE</b>			
Anti-Corruption	√	√	√
<b>ECONOMIC</b>			
Economic Performance	√	√	√
<b>ENVIRONMENTAL PROTECTION</b>			
Climate Change Mitigation and Adaptation	√	√	√
Energy Consumption, Emissions and Waste Management	√	√	√
Contractor Environmental and Social Assessment	√	√	√
<b>RESPONSIBLE OPERATION</b>			
Occupational Health and Safety	√	√	√
Customer Health and Safety	√	√	√
Ethical Product Marketing	√	√	√
Customer Privacy Protection	√	√	√
<b>OUR PEOPLE, OUR ASSET</b>			
Workforce Diversity and Equal Opportunities	N.A. <sup>1</sup>	√	√
Employee Training and Education	N.A. <sup>1</sup>	√	√

1 Not applicable as the employees of Property Development projects are managed by the main contractors.

# SUSTAINABILITY TARGETS

The table below summarises our sustainability performance in FY2023 against the targets set in the financial year ended 30 June 2022 (“FY2022”).

Material Topics	Business Segments	Targets for FY2023	Progress
<b>ENVIRONMENTAL PROTECTION</b>			
Climate Change Mitigation and Adaptation	Hospitality	Organise at least two activities each year to raise awareness of environmental protection among stakeholders.	Organised two activities - training on sustainability innovation and site visit to NEWater Visit Centre to gain awareness on recycled water treatment process.
Energy Consumption, Emissions and Waste Management	Property Development	Achieve green building certification standards for all projects. <ul style="list-style-type: none"> <li>• BCA Green Mark in Singapore</li> <li>• BREEAM “Very Good” in the UK</li> <li>• LEED Gold in Ireland</li> </ul>	Achieved BREEAM “Very Good” (Year 2018) in the UK and LEED Gold (Year 2020) in Ireland. The Group has no projects still under construction in Singapore.
	Hospitality	Optimise energy usage at the hotels.	Due to the full resumption of hotel operations after the pandemic, energy consumption at the hotels has increased in FY2023 compared to FY2022. Nevertheless, our hotels have made efforts to implement energy-efficient building systems and have successfully received the BCA Green Mark Infrastructure: Gold Plus certification.
Contractor Environmental and Social Assessment	Property Development	Screen all appointed main contractors to ensure full compliance with local environmental laws and regulations.	Screened all appointed main contractors.
Environmental Compliance	Property Development	Maintain or improve on environmental non-compliance performance at project sites in Singapore, achieve three or less incidents.	No non-compliance performance at project sites in Singapore was made known by the contractors.
		Zero incident of major environmental non-compliance at project sites in UK, Ireland and Malaysia.	No incidents of major non-compliance with environmental laws.
	Hospitality	Zero incidents of environmental non-compliance at hotels.	No incidents of major non-compliance with environmental laws.

## SUSTAINABILITY TARGETS

Material Topics	Business Segments	Targets for FY2023	Progress
<b>RESPONSIBLE OPERATION</b>			
Occupational Health and Safety	Property Development	Zero fatal occupational health and safety incident at project sites during construction.	No fatal occupational health and safety incidents at project sites during construction.
	Hospitality	Zero major occupational health and safety incident at hotel.	No fatal occupational health and safety incidents at hotels.
Customer Health and Safety	Hospitality	Zero guest health and safety incident.	No major incidents involving guest health and safety.
Ethical Product Marketing	Property Development	Zero incident of non-compliance concerning market communications of properties.	No incidents of non-compliance concerning market communications of properties.
Customer Privacy Protection	Hospitality	Zero breach of Personal Data Protection Act ("PDPA").	No incidents of non-compliance with PDPA.
<b>OUR PEOPLE, OUR ASSET</b>			
Workforce Diversity and Equal Opportunities	Head office	To improve the balance of age and gender diversity ratios.	Maintained age diversity ratio at similar levels, but the gender ratio slightly increased due to an increase in manpower for daily hotel operations.
		80% of employees return to work post parental leave.	100% of employees return to work post parental leave.
		Zero breach of labour laws.	The Group's engaged agency unknowingly hired a casual worker who is not from an approved institution. An employee did not disclose correct residential address to the hotels.

## SUSTAINABILITY TARGETS

To continuously improve its sustainability practices, the Group has enhanced its monitoring of sustainability performance and established the following targets.

Material Topics	Business Segments	Targets for Future Years
<b>ETHICS AND GOVERNANCE</b>		
Anti-corruption	Head office	Zero incidents of corruption in FY2024.
<b>ENVIRONMENTAL PROTECTION</b>		
Climate Change Mitigation and Adaptation; Energy Consumption, Emissions and Waste Management	Property Development	Achieve green building certification standards for all projects in FY2024. <ul style="list-style-type: none"> <li>• BCA Green Mark for all applicable projects in Singapore</li> <li>• BREEAM "Very Good" in the UK</li> <li>• LEED Gold in Ireland</li> </ul>
	Hospitality	Long-term: Reducing the intensities of energy consumption and GHG emissions by 5% by FY2028 compared to the FY2023 baseline.
Contractor Environmental and Social Assessment	Head office	Screen all appointed main suppliers to ensure full compliance with local environmental and socioeconomic laws and regulations in FY2024.
Environmental Compliance	Property Development	Zero incident of major environmental non-compliance at project sites in UK, Ireland and Malaysia in FY2024.
	Hospitality	Zero incident of environmental non-compliance at hotels in FY2024.
<b>RESPONSIBLE OPERATION</b>		
Occupational Health and Safety	Property Development	Zero fatal occupational health and safety incident at project sites during construction in FY2024.
	Hospitality	Zero fatal occupational health and safety incident at hotel in FY2024.
Customer Health and Safety	Property Development	Zero occupant health and safety incident in FY2024.
	Hospitality	Zero guest health and safety incident in FY2024.
Ethical Product Marketing	Head office	Zero incident of non-compliance concerning market communications of hotels.
Customer Privacy Protection	Head office	Zero breach of PDPA in FY2024.
<b>OUR PEOPLE, OUR ASSET</b>		
Workforce Diversity and Equal Opportunities	Head office	Maintain consistent ratios for both gender and age groups in FY2024.
		80% of employees return to work post parental leave in FY2024.
		Zero breach of labour laws.

## ETHICS AND GOVERNANCE

Oxley recognises the importance of ethical business practices and human rights. We adhere to the highest standards of ethics and integrity, and have established a code of conduct in our Employee Handbook for staff to adhere.

### ANTI-CORRUPTION

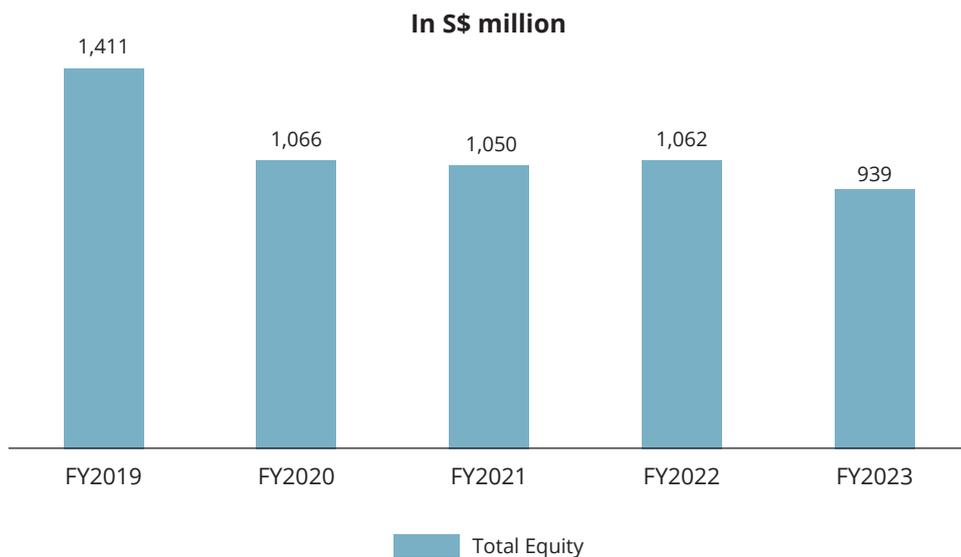
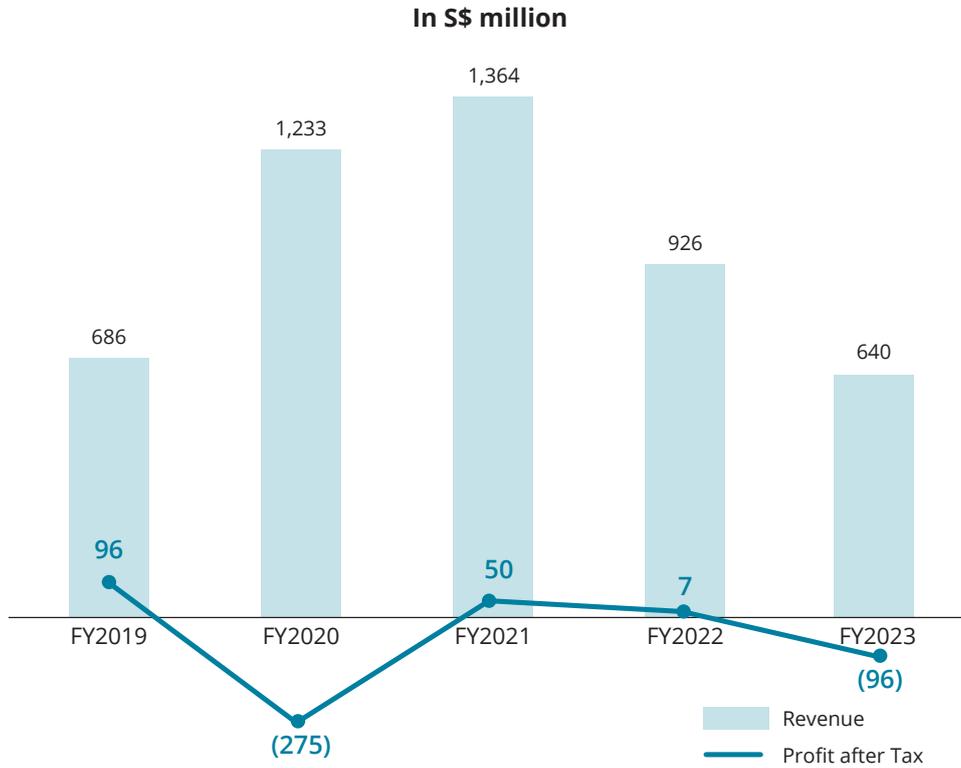
The Group takes a strong stance against any form of corruption within the organisation. In the event of corruption, we will promptly conduct independent investigations and implement measures to prevent recurrence. To foster a culture of transparency and ethical behaviour within the Group, we constantly educate our employees on our zero-tolerance policy towards corruption. No significant corruption risks were reported during the year (FY2022: Nil). Throughout FY2023, there were no public legal cases or reported incidents of corruption (FY2022: Nil).

### WHISTLE-BLOWING POLICY

The Audit Committee (“AC”) is responsible for reviewing the Group’s whistle-blowing policy and procedures. The policy provide staff with clearly defined and accessible channels for reporting potential improprieties related to financial reporting, misconduct or wrongdoing by the Group or its employees. The policy also ensures that any such reports are independently investigated and appropriate follow-up actions are taken. We are pleased to report that no whistleblowing reports were received in FY2023 (FY2022: Nil).

# ECONOMIC

## ECONOMIC PERFORMANCE



Oxley registered revenue of S\$640 million for FY2023 compared to S\$926 million for FY2022. The decrease was mainly due to lower revenue recognised for the development projects in Singapore as substantial revenue were recognised prior to FY2023, partially offset by higher revenue recognition from Oxley Towers KLCC in Malaysia and hotel operations.

For a detailed breakdown of Oxley's FY2023 financial results, please refer to the financial statements in the Annual Report 2023.

## ENVIRONMENTAL PROTECTION

The Group is committed to being a responsible corporate citizen in the communities where we operate. We strive to deliver safe, environmentally sustainable and high-quality property developments that meet the needs of our stakeholders.

### ENVIRONMENTAL COMPLIANCE

During FY2023, there were no incidents of non-compliance with environmental laws and regulations at hotels and project sites in the UK, Ireland and Malaysia (FY2022: Nil). We will continue to strive for excellence and adopt innovative solutions to reduce our environmental impact and promote sustainable practices.

### CLIMATE CHANGE MITIGATION AND ADAPTATION

Climate risk considerations have emerged as a critical aspect of business continuity that needs to be addressed. With reference to the recommendations of Task Force on Climate-related Financial Disclosures (“TCFD”) framework, we assess the impact of key climate-related risks and opportunities and disclose climate action strategy under four overarching elements, including governance, strategy, risk management and metrics and targets.

#### Governance

We have established a robust governance structure to oversee our sustainability issues. Our Board has oversight of our sustainability strategy and approves our disclosures on climate-related risks and opportunities and corresponding actions to enhance climate resilience. We have also established a Sustainability Task Force comprising key management personnel to facilitate the management and execution of climate-related actions.

#### Strategy

We recognise that climate change brings both risks and opportunities to our business. Our physical risks primarily result from the increasing frequency

and severity of extreme weather events, such as extreme heat and heavy rainfall. These events may lead to increased insurance costs, supply chain disruptions and higher operating costs for repairs and replacements. Additionally, extreme weather conditions may cause injuries and casualties, which may result in legal and financial responsibilities for the Group.

The Singapore government has been accelerating the transition to a low-carbon economy and imposing stricter emission reduction requirements. Consequently, the Group may be exposed to transition risks and higher operating costs to comply with regulatory changes. Failure to meet climate change compliance requirements may also expose us to claims and litigation, which could result in a possible loss of corporate reputation.

On the other hand, hotel guests are increasingly concerned about the carbon impact of their stay. This presents an opportunity for the Group to transition to a low-carbon business model and attract environmentally conscious customers. By integrating more green practices into our operations, we may be able to seize more business opportunities from customers who recognise our environmental initiatives.

#### Risk Management

We understand the importance of addressing climate-related issues and staying up-to-date with the latest trends in climate adaptation and mitigation through stakeholder engagement. To this end, we have taken the following measures in response to potential climate-related risks.

The Group has proactively prepared for extreme weather events to minimise their potential financial impact. We closely monitor the latest weather news and suggestions issued by local governments and ensure that personnel are prepared to deal with such extreme weather conditions. The Group has also purchased insurance for its employees and assets and incorporated climate consideration (e.g. flood

## ENVIRONMENTAL PROTECTION

prevention) into its property development projects.

Furthermore, we regularly monitor existing and emerging climate-related trends to avoid reputation risk due to slow response. We pay attention to policies and regulations and obtain compliance advisory services when necessary. We are committed to maintaining high transparency in our sustainability reporting and related activities, which helps to establish trust and confidence in our relationship with investors and customers.

To demonstrate our commitment to climate action, we continuously work towards improving the energy efficiency of our properties by integrating energy-efficient features in the building design. In addition, we have implemented various initiatives at our hotels to encourage guests to participate in climate mitigation during their stay. These include actively participating in events like the Earth Hour and World Water Day. For energy conservation initiatives, please refer to the section titled “Energy Consumption, Emissions And Waste Management”.

In the future, the Group will consider integrating climate change into the internal control or enterprise risk management processes to enhance its effectiveness in climate-related risk management.

### Metrics and Targets

The Group followed the best practice of prioritising the use of active emissions reduction measures and continued to monitor its performance on greenhouse gas (“GHG”) emissions. We have also committed to emissions reduction targets to echo with the global vision of decarbonisation. Relevant metrics, targets and measures to monitor the Group’s energy consumption and emissions can be found in the sections headed “Sustainability Targets” and “Energy Consumption, Emissions and Waste Management”.

## ENERGY CONSUMPTION, EMISSIONS AND WASTE MANAGEMENT

### Sustainable Property Development

We are committed to designing green and sustainable buildings. The Group strives to achieve green building certifications for all its buildings such as the BCA Green Mark, BREEAM and LEED certification, which are internationally recognised standards for sustainable building design and operations. All our newly completed properties have received Green Mark certifications, which is a testament to our commitment to maintaining the environmental friendliness and sustainability of our buildings from design to construction and operations.

We continuously work towards improving the energy and water efficiency of our properties. In addition to implementing energy-efficient features such as LED lights or photovoltaics in the common areas of our properties, we also adopt energy-efficient air-conditioning systems and motion-sensor lighting where possible to optimise energy consumption.

Our properties are designed with water-efficient features that adhere to local regulations and requirements. We are committed to working closely with contractors and subcontractors to manage our energy efficiency and carbon footprint.

## FEATURED DEVELOPMENT PROJECT

### Dublin Arch, Ireland

Dublin Arch is an exemplar of green and sustainable design. It aims to achieve the prestigious WELL “Platinum” certification for its outstanding design and features that prioritise sustainable living environment and advance the health and well-being of occupants.

Dublin Arch is at the forefront of sustainability efforts, utilising the latest technologies and innovations to eliminate the use of fossil fuels and shift towards greener energy sources. The development relies on less carbon-intensive energy sources by using a greener electricity grid and generating 30% of their energy from on-site renewables. This approach significantly reduces the development’s energy consumption and carbon footprint. With its renewable energy strategy, the buildings have achieved a BER rating of A2 and surpassed current LEED Platinum standards by 20%, aligning with Net Zero 2030 carbon emission targets.

Moreover, Dublin Arch is set to lead the way in low-carbon transport. It is strategically located adjacent to Ireland’s largest public transport hubs, providing tenants and visitors with easy access to all modes of public transport. The development also features well-designed cycleways and convenient e-bike charging infrastructure.

Dublin Arch’s net-zero energy-designed buildings are not only designed to significantly reduce their energy needs but also to provide the highest levels of integrated digital connectivity. This technology enhances the user experience and enables smart solutions for long-term sustainability.

In addition to energy consumption, the buildings are designed to achieve a 50% reduction in water consumption, surpassing current regulations and emphasising responsible water stewardship. The development also features advanced air filtration systems that provide ultra-high-quality air circulation, resulting in over a 30% reduction in harmful particulate pollutants compared to standard building regulations.



# ENVIRONMENTAL PROTECTION

## Energy Consumption and Emissions Management at Hotels

As part of its commitment to environmental sustainability, our hotels have implemented a robust environmental management system that enforces environmental policies and ensures effective management of air quality, water, energy and waste. To recognise our sustainable design and best practices in construction and operations, our hotel has received the BCA Green Mark Infrastructure: Gold plus certification. This certification is the highest level of recognition for sustainable building design and operations in Singapore and recognises our efforts in implementing green building practices such as the adoption of energy-efficient building systems and effective waste management. As a result of our responsible consumption practices and efforts to reduce our carbon footprint, Winestone Restaurant at our hotel has also obtained Eco-F&B Certification from the Singapore Environment Council, an internationally recognised accreditation system that helps organisations foster a green culture in their business operations.

The major source of the hotels' energy consumption and GHG emissions were attributed to the use of commercial liquefied petroleum gas ("LPG") for the hotels' kitchen and the use of purchased electricity for daily operation. To address this, we have implemented several initiatives to reduce energy usage and emissions. For instance, we have replaced most of the conventional lighting in the hotels with energy-efficient LED lights. Moreover, we have launched a Clean and Green program that informs our guests about our alternate-day towel and linen change policy, thereby encouraging them to participate in our environmental conservation efforts. This practice results in a reduction in unnecessary laundry, which in turn helps minimise our environmental footprint while conserving natural resources such as water and energy. However, if guests still prefer to have their rooms cleaned on a daily basis, they may make such a request.



BCA Green Mark Certificate



Eco-F&B Certification

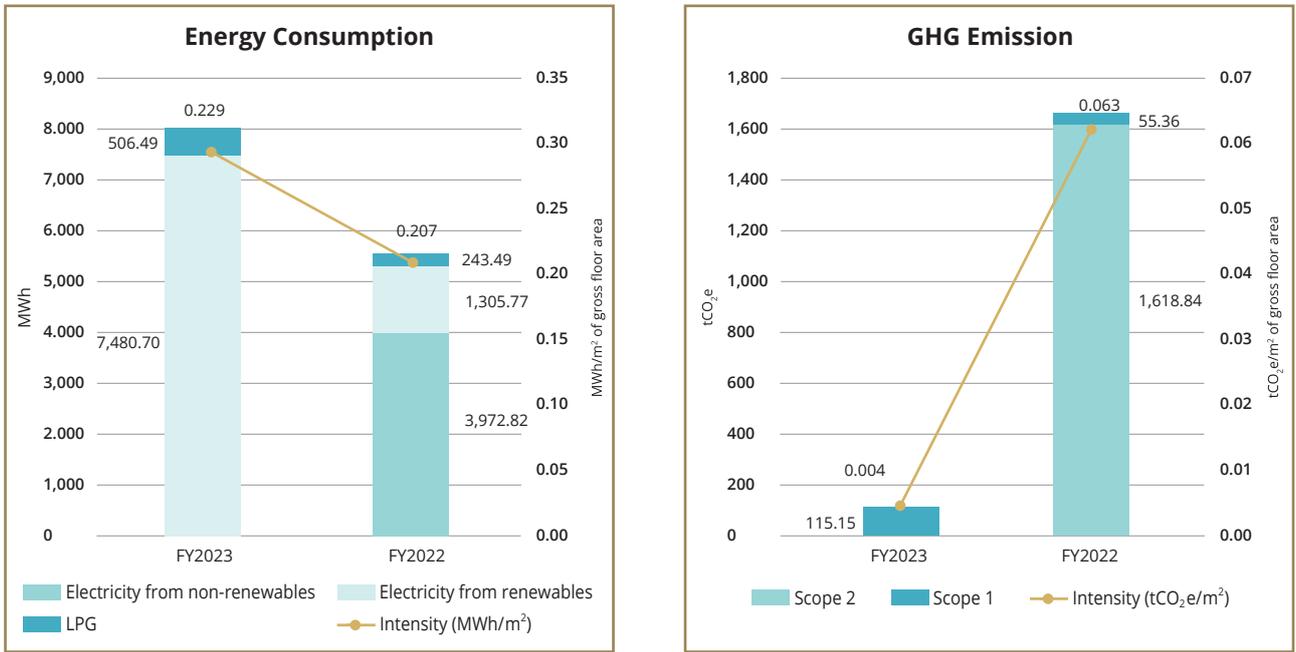


Notice of Clean and Green Program for the Guest Room

# ENVIRONMENTAL PROTECTION

We are committed to promoting the use of renewable energy sources, and have recently partnered with Flo Energy, a reputable electricity retailer that provides 100% renewable energy to power our hotels in Singapore. With this partnership, we have been able to secure renewable energy certificates that enable us to offset the carbon emissions generated by the electricity we consume, thereby contributing to our efforts to promote sustainability and build a more sustainable future.

The graphs below illustrate the amount and intensity<sup>2</sup> of energy consumption<sup>3</sup> and GHG emissions of the Group’s hotels:



Due to the full resumption of the hotel operations after the pandemic, the energy consumption at hotels has increased by approximately 45% in FY2023 compared to FY2022. In FY2023, the Group has achieved a significant reduction in its total GHG emissions by actively offsetting its Scope 2 emissions by using electricity from renewable sources.

2 The Group has recalculated the energy consumption and corresponding emissions data for FY2022 to address the identified discrepancies and improve reporting accuracy. As at the end of both FY2023 and FY2022, the total gross floor area of the hotels was approximately 26,703.82 m<sup>2</sup>. The data are used for calculating the intensities of energy consumption and GHG emissions.

3 The unit conversion method of energy consumption data is formulated based on the “Energy Statistics Manual” issued by International Energy Agency. GHG emissions data are calculated based on, including but not limited to, “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standards” issued by the World Resources Institute and the World Business Council for Sustainable Development, “Appendix to Part II: Monitoring Plan of Greenhouse Gas (GHG) Emissions Measurement and Reporting Guidelines” published by National Environment Agency and grid emission factor published by the Energy Market Authority in 2021.

## ENVIRONMENTAL PROTECTION

### Waste Reduction at Hotels

The majority of the non-hazardous waste produced at our hotels consists of used amenities, plastics and food waste. To foster responsible use of environmental resources, we adhere to the principles of “Reduce, Reuse, Recycle, and Replace” and have implemented various waste reduction initiatives.

Plastic pollution is a significant environmental challenge, and we are dedicated to minimising plastic waste. Since 2019, our hotels have joined the Plastic ACTion initiative by the World Wildlife Fund Singapore, which seeks to eliminate plastic pollution and promote a circular economy for plastics by 2030. We also collaborate with the global and regional procurement teams of our hotel operator, Accor, to identify and adopt greener solutions in our hotel operations. As part of Accor’s commitment, we have achieved the goal of removing 100% of single-use plastic from guest-facing areas by implementing the following measures:

- Replaced plastic straws, stirrers and all takeaway packaging with biodegradable options;
- Eliminated the use of plastic bottles at events and seminars, replacing them with reusable water jugs and cups;
- Phased out single-use toiletries and replaced them with eco-friendly, non-plastic versions; and
- Provided bulk-sized amenities in all guest rooms as a replacement for single-use plastic toiletry bottles.

Starting from May 2023, we have made a significant plastic reduction effort by discontinuing the provision of water bottles in guest rooms. To ensure a convenient and eco-friendly alternative, we have successfully installed water filters across all guest rooms, achieving 100% coverage. Guests will now have easy access and enjoy drinking water from the water filtration system conveniently placed on their bathroom vanity, without the need for single-use plastic bottles.



Elimination of Single-use Plastics

## ENVIRONMENTAL PROTECTION

### Promoting Sustainable Food and Beverage Culture

The use of overfished species, including sharks, rays, bluefin tunas, groupers, eels and caviar from wild sturgeons, is currently banned at the hotels. Whenever possible, the hotels purchase food products with third-party labels (e.g., fair-trade, organic). There are also plans for commonly used herbs in the hotel kitchens to be grown in the herb garden, allowing for greater control over the level of pesticides used and offering hotel diners healthier and better-quality food ingredients.

To address the issue of food waste, our hotels have installed a smart food waste tracker provided by Lumitics in our kitchens. This technology measures, tracks and identifies all food waste generated in the kitchen, providing us with real-time data on our waste generation and helping us to identify areas where we can improve our food preparation and storage practices or make adjustments to our menus to reduce waste.

In FY2023, a total of 448,320kg of waste were generated in the Group's hotels. All types of waste are collected and processed by licensed collectors. The breakdown of the waste generated is as follows:

Types of waste	FY2023 Amount generated (kg)
General waste	431,790
Paper	12,761
Metal	1,618
Plastic	1,350
Glass	801

### CONTRACTOR ENVIRONMENTAL AND SOCIAL ASSESSMENT

We place a strong emphasis on maintaining rigorous evaluation and review procedures throughout both supplier tendering and monitoring process. For property development segment, we assess or review all main contractors and subcontractors based on a variety of factors, including product quality, delivery timeliness, compliance and environmental and social criteria. We use recognised benchmarks such as the BCA Green and Gracious Builder and Construction Quality Assessment System ("CONQUAS") scores in Singapore to ensure our standards are aligned with industry best practices and in compliance with laws and regulations. In addition, we pay close attention to their track records and worksite health and safety practices, and take swift action to remove any vendors who fail to meet our standards from our approved list.

In our hotel operations, we take a proactive approach to screening new food suppliers to ensure they adhere to the Hazard Analysis Critical Control Point ("HACCP") standards and encourage our suppliers to avoid using plastic packaging in their deliveries. During FY2023, none of our contractors or suppliers have been identified as having significant actual or potential negative environmental or social impacts, demonstrating our commitment to sustainability and responsible business practices (FY2022: Nil).

## RESPONSIBLE OPERATION

The Group places a high value on responsible operating practices and prioritises the well-being of all stakeholders, including its staff, customers, hotel guests, partners and contractors. Our primary objective is to ensure strict compliance with local laws and regulations, including maintaining safety standards at project sites during the construction phase and delivering safe and high-quality buildings to our customers. We also place a strong emphasis on workplace health and safety for our employees, as well as implementing sound food and physical safety practices to ensure the health and safety of our customers, both occupants and guests.

### OCCUPATIONAL HEALTH AND SAFETY

#### Construction Safety Management

The Group ensures all contractors and subcontractors are notified of their worksite health and safety responsibilities during the vendor selection process, and are able to meet the standards that qualify for International Organisation for Standardisation (“ISO”) certifications.

We also appoint Design for Safety (“DfS”) professionals to identify, design and implement measures to eliminate and mitigate foreseeable risks to health and safety during and beyond the construction stage, i.e., subsequent use and maintenance of the buildings. We will continue to monitor the occupational health and safety performance of our main contractors and reinforce safety standards. In FY2023, there were no major breaches of occupational health and safety regulations at our project sites (FY2022: Nil), and we had no cases of work-related fatalities or injuries among our contractors (FY2022: Nil).

#### Workplace Health and Safety at Hotels

The Group recognises that the health and safety of its staff is a crucial consideration in operating a hotel business. To that end, the Group has established a series of workplace health and safety guidelines in accordance with relevant local laws and regulations. These guidelines are regularly reviewed to ensure

that they are up-to-date and effective in their aim of providing a secure working environment for all employees. In addition, we provide health-related benefits such as medical insurance for our employees. First-aid boxes are available and regularly replenished with over-the-counter medication.

During the hotel operator selection process, we assessed their safety practices and procedures for maintaining employee health and safety. We periodically review safety risks and implement safety measures to mitigate them. Employees are encouraged to report any work-related hazards through various channels, including verbal reports, phone calls or emails, and their reports are followed up immediately by the appropriate individuals. They are also encouraged to provide comments or suggestions on the policies, procedures, or any health and safety issues.

To familiarise employees with our safety policies, principles and measures, the hotel operator is responsible for providing regular health and safety training covering topics such as hygiene, prevention measures implemented in hotels, first-aid knowledge and working from heights, among others.

In FY2023, there were no major breaches of occupational health and safety regulations at our hotels and headquarters (FY2022: Nil), and no work-related fatalities were recorded (FY2022: Nil). No work-related injuries occurred at the headquarters (FY2022: Nil). However, there were 25 minor recordable work-related injuries that occurred at our hotels, resulting in an injury rate of 12.78<sup>4</sup> for hotel operations (FY2022: two minor accidents, resulting in an injury rate of 2.10). We will continue to remind workers to take safety precautions by placing warning signs and labels in workplaces where occupational hazards are likely to occur. If any safety lapses are identified at our hotels or project sites, immediate follow-up actions will be taken to rectify the safety-related non-compliances.

4 The rate is calculated based on 200,000 hours worked. The number of hours worked per year for the hotel operations was approximately 391,170 hours.

# RESPONSIBLE OPERATION

## CUSTOMER HEALTH AND SAFETY

There were no incidents of non-compliance with laws and regulations concerning the health and safety impacts of products and service in our operations (FY2022: Nil).

### Occupant Safety

The Group ensures that its property development projects comply with local design and construction requirements and guidelines. We adhere to the BCA Code on Accessibility in the Built Environment and have implemented barrier-free access in our properties to make them accessible and user-friendly for persons with disabilities and families with young children.

To ensure fire safety, we have also implemented Home Fire Alarm Devices (“HFADs”) that sound an early warning to alert occupants of potential fires. Additionally, we comply with CONQUAS, an assessment system developed by BCA, for the construction of our properties. This assessment system evaluates the quality of building projects and considers aspects such as safety, comfort and aesthetic defects.

### Hotel Guest Health and Safety

Our hotel operator, Accor, is a renowned international hotel management group that places a strong emphasis on ensuring the safety and security of its guests. The hotel management team regularly reviews safety measures and implements proper protocols, such as fire safety measures and routine fire drills, to guarantee the safety of guests. Security cameras have also been installed on the hotel premises, and only hotel guests can access their rooms with their room cards.



ALLSAFE 3<sup>rd</sup> Party Certificate of Verification

Both Novotel and Mercure have been awarded the ALLSAFE label after undergoing a thorough third-party review and accreditation process by professional auditors. The ALLSAFE label is a testament to our commitment to elevated cleanliness and hygiene protocols and standards. It showcases the hotels’ prioritisation of guests’ health and safety and highlights that these stringent standards have been met.

The National Environment Agency (“NEA”) of Singapore launched the SG Clean campaign to promote good personal habits and social responsibility, improve standards of cleanliness and public hygiene, and safeguard public health. Our hotels and restaurant have been certified to be satisfactory after audit checks by third-party assessors. These certifications demonstrate our sector-specific sanitation efforts in areas such as management oversight, cleaning methodology, toilet cleanliness and general public hygiene. The SG clean quality marks were discontinued following its expiry on 30 June 2023.



SG Clean Certificates

## RESPONSIBLE OPERATION

### COVID19- Safety Measures

In light of the COVID-19 pandemic outbreak, our hotels served as accommodation facilities until 6 September 2022 for individuals who were issued Stay-Home Notices or Quarantine Orders. We understand the potential impact of the pandemic on the health and safety of both our guests and employees, and have thus implemented several precautionary and control measures. These measures include regular cleaning and disinfection of high-touch common areas, as well as adhering to the national protocol stipulated by Singapore Government.

With the easing of the COVID-19 situation in Singapore in late 2022, we have resumed normal operations and eased related measures. Nonetheless, we continue to remain vigilant and closely monitor local pandemic situations and policy changes. We also remind our employees to prioritise personal hygiene practices to prevent the spread of the virus.

### ETHICAL PRODUCT MARKETING

We strictly comply with Controller of Housing (“COH”) guidelines, which require that show units be depicted accurately. We also obtain the Building and Construction Authority (“BCA”)’s approval for our building plans prior to opening our show flats for viewing. The guidelines serve as a crucial means of ensuring that there is no misrepresentation in our marketing efforts and that prospective buyers can have confidence that the show units they view are an accurate representation of the units for sale. By adhering to these guidelines, we are able to provide an added layer of assurance to our customers.

Below are the key COH guidelines that we comply with:



Show unit has to be built according to the approved building plan



Floor ceiling height and dimensions of the unit have to be the same as depicted



Display a list of materials, finishes, fittings and appliances which will be provided in the actual unit in the show unit



Prominently display written notice on the interior design to show the differences between the actual unit and show unit



All floor spaces to be built in accordance with the approved building plan, including balcony, air-conditioning ledge and any other spaces which form part of the show unit

In FY2023, there were no incidents of non-compliance with regards to product and service information, labelling and marketing communication across our property development projects (FY2022: Nil).

### CUSTOMER PRIVACY PROTECTION

Safeguarding the personal data of our customers is of paramount importance. We have implemented a series of measures aimed at ensuring the utmost security of their information. We are dedicated to maintaining the highest standards of data privacy and protection, and we strictly comply with relevant local laws and regulations such as PDPA. During FY2023, there were no reported breaches of customer privacy by regulatory bodies or outside parties, nor were any leaks, thefts, or losses of customer data identified in our operations (FY2022: Nil).

# OUR PEOPLE, OUR ASSETS

The Group is dedicated to creating an inclusive workplace environment that values mutual respect, fairness and equality for all employees. We also prioritise providing opportunities for continuous learning and skills improvement. To achieve the vision of people-oriented management and to unlock the full potential of its employees, the Group has developed a comprehensive set of human resources management procedures. These procedures are outlined in our Employee Handbook and cover various aspects of employment, such as recruitment, dismissal, remuneration, benefits and training.

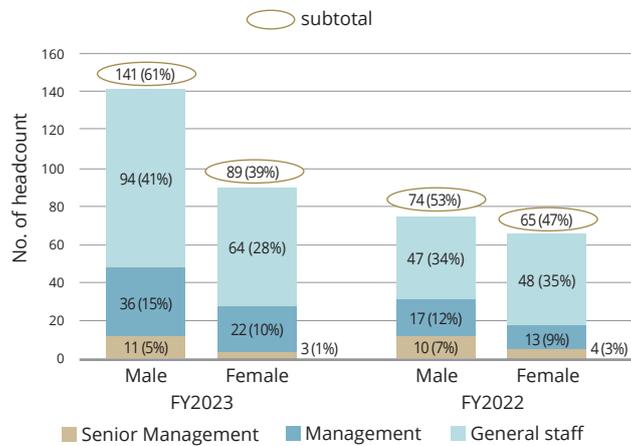
## WORKFORCE DIVERSITY AND EQUAL OPPORTUNITIES

### Workforce Diversity

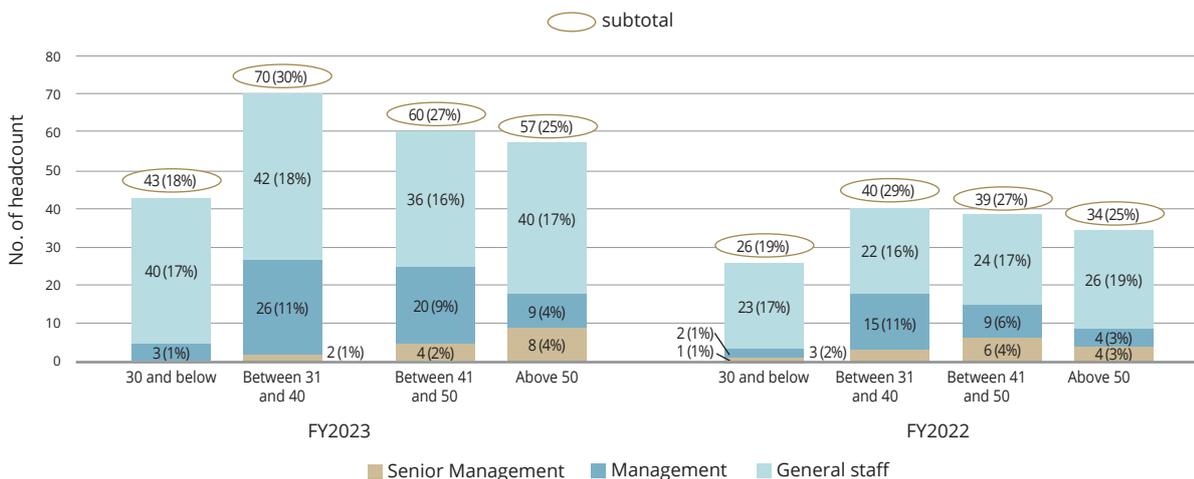
We are committed to fair employment practices and strive to achieve a balanced and diversified workforce, which includes hiring employees above the Singapore-mandated retirement age of 62 years old. To respect human rights and ensure compliance with employment-related laws and regulations, the Group prohibits any form of child labour and forced labour in its recruitment process. In FY2023, none of our operations were deemed to have significant risk for incidents of child labour, forced labour or compulsory labour (FY2022: Nil).

As at 30 June 2023, there were 230 (as at 30 June 2022: 139) permanent full-time employees in Singapore.

Workforce by Employee Category and Gender



Workforce by Employee Category and Age Group



# OUR PEOPLE, OUR ASSETS

## Employee Remuneration and Benefits

We recognise the valuable contribution of all employees. We strongly believe in fair remuneration. All employees are assessed regularly and remunerated fairly based on their experience, qualifications and performance.

We prioritise the welfare of all our employees by offering a range of employee benefits such as medical insurance, healthcare and parental leave. Details on the parental leave given to employees are set out in the table below.

Indicators	FY2023			FY2022		
	Male	Female	Total	Male	Female	Total
<b>Employees that took parental leave</b>	7	10	17	5	4	9
Employees that returned to work in FY2023 after parental leave ended	7	10	17	5	4	9
<b>Return to work rate</b>	100%	100%	100%	100%	100%	100%
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	4	1	5	1	1	2
<b>Retention rate</b>	80%	25%	56%	100%	20%	33%

## Equal Opportunity

The Group is committed to creating and maintaining an inclusive and collaborative workplace culture in which all can thrive. The Group is dedicated to maintaining workplaces that are free from discrimination, physical or verbal harassment against any individual on the basis of race, religion, colour, gender, physical or mental disability, age, place of origin, marital status and sexual orientation. During FY2023, there were no incidents of discrimination reported (FY2022: Nil). Our hotels were awarded the SG Enable Mark (Gold) in May 2023 for our efforts in being an inclusive organisation that champions disability-inclusive hiring.

## EMPLOYEE TRAINING AND EDUCATION

The Group acknowledges the significance of staff training and development in ensuring the seamless operation of daily activities and fostering sustained business growth. We are committed to retaining our workforce by investing in the professional growth of our employees, enabling them to enhance their skill sets, stay updated with industry advancements, and boost their job satisfaction. To obtain funding for employee training and upskilling, our hotels leverage diverse government schemes and grants. We offer a range of training programs, including internal and external courses, as well as on-the-job training.

In FY2023, the Group has organised additional training courses and site visits with a focus on sustainability to cultivate a culture of corporate social responsibility throughout the organisation. These initiatives aim to provide employees with the knowledge and skills needed to promote sustainable innovation. Additionally, all Directors have participated in a one-time training session on sustainability during FY2023, further enhancing their understanding and leadership abilities in managing sustainability-related matters.



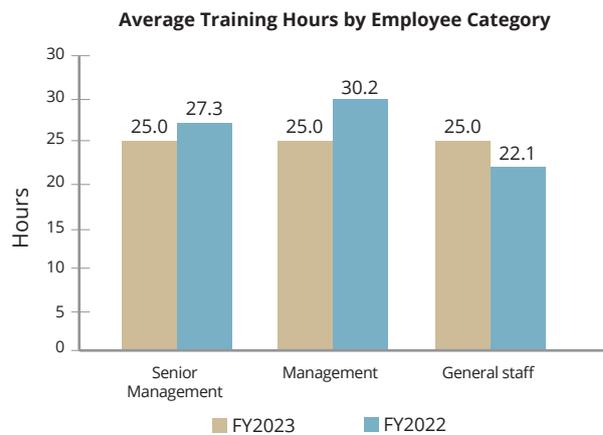
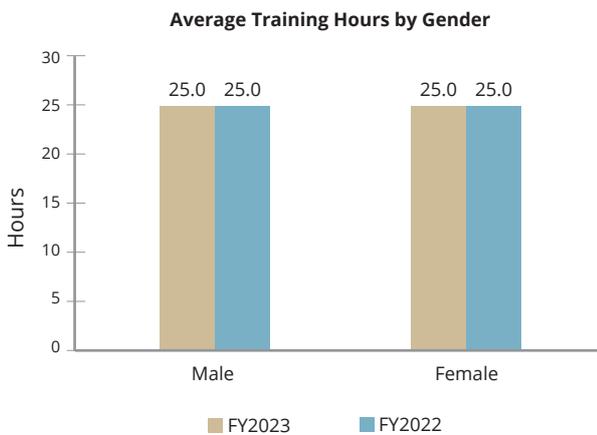
SG Enable Mark (Gold) Award

# OUR PEOPLE, OUR ASSETS



Training Programme at Hotels

A total of 3,950 hours of training was undertaken by the Group's employees in FY2023 (FY2022<sup>5</sup>: 2,150.00 hours). The breakdown of training hours is given below.



In FY2023, our hotels were awarded the Workforce Resilience Award for the efforts in reskilling and retaining employees in the face of adversity during the COVID-19 pandemic. The Group will continue to prioritise employee development and invest in training and up-skilling opportunities to ensure that our team is equipped to tackle any challenges that may arise in the future.



Workforce Resilience Award

5 The Group has recalculated the training data for FY2022 to address the identified discrepancies and improve reporting accuracy.

## SGX PRIMARY COMPONENTS INDEX

Primary Components	Sections/Explanation
(a) Material environmental, social and governance factors	Materiality Assessment
(aa) Climate-related disclosures consistent with the recommendations of the Task Force on Climate-related Financial Disclosures	Environmental Protection
(b) Policies, practices and performance	Throughout all sections in the report.
(c) Targets	Sustainability Targets
(d) Sustainability reporting framework	Reporting Practice
(e) Board statement and associated governance structure for sustainability practices	Chairman's Message; Sustainability Governance Structure

## GRI STANDARDS CONTENT INDEX

<b>Statement of Use</b>	Oxley Holdings Limited has reported with reference to the GRI Standards for the period 1 July 2022 to 30 June 2023.
<b>GRI 1 Used</b>	GRI 1: Foundation 2021

GRI Standards	Disclosures	Sections/Explanation
<b>General Disclosures</b>		
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Corporate Profile; Annual Report 2023
	2-2 Entities included in the organization's sustainability reporting	Reporting Practice
	2-3 Reporting period, frequency and contact point	Reporting Practice
	2-4 Restatements of information	Energy Consumption, Emissions and Waste Management; Employee Training and Education
	2-5 External assurance	Reporting Practice
	2-6 Activities, value chain and other business relationships	Corporate Profile; Annual Report 2023
	2-7 Employees	Workforce Diversity and Equal Opportunities
	2-9 Governance structure and composition	Sustainability Governance Structure; Annual Report 2023
	2-11 Chair of the highest governance body	Chairman's Message; Annual Report 2023
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Structure
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance Structure
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance Structure; Annual Report 2023
	2-17 Collective knowledge of the highest governance body	Employee Training and Education
	2-22 Statement on sustainable development strategy	Chairman's Message
	2-23 Policy commitments	Anti-corruption; Contractor Environmental and Social Assessment; Workforce Diversity and Equal Opportunities
	2-27 Compliance with laws and regulations	Throughout all sections in the report.
2-29 Approach to stakeholder engagements	Stakeholder Engagement	

## GRI STANDARDS CONTENT INDEX

GRI Standards	Disclosures	Sections/Explanation
<b>Material Topics</b>		
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality Assessment
	3-2 List of material topics	
	3-3 Management of material topics	
<b>Ethics and Anti-corruption</b>		
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	Anti-corruption
	205-3 Confirmed incidents of corruption and actions taken	
<b>Economic</b>		
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Economic Performance; Annual Report 2023
<b>Environmental Protection</b>		
<b>GRI 201: Economic Performance 2016</b>	201-2 Financial implications and other risks and opportunities due to climate change	Climate Change Mitigation and Adaptation
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Energy Consumption, Emissions and Waste Management
	302-3 Energy intensity	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Contractor Environmental and Social Assessment
	308-2 Negative environmental impacts in the supply chain and actions taken	
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	
	414-2 Negative social impacts in the supply chain and actions taken	

## GRI STANDARDS CONTENT INDEX

GRI Standards	Disclosures	Sections/Explanation
<b>Responsible Operation</b>		
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Occupational Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
<b>GRI 416: Customer Health and Safety</b>	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	Ethical Product Marketing
	417-2 Incidents of non-compliance concerning product and service information and labeling	
	417-3 Incidents of non-compliance concerning marketing communications	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Privacy Protection
<b>Our People, Our Asset</b>		
<b>GRI 401: Employment 2016</b>	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Workforce Diversity and Equal Opportunities
	401-3 Parental leave	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	
<b>GRI 408: Child Labour 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	
<b>GRI 409: Forced or Compulsory Labour 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Employee Training and Education
	404-2 Programs for upgrading employee skills and transition assistance programs	



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