



SUSTAINABILITY REPORT 2022



TUNG LOK RESTAURANTS (2000) LTD
(Company Registration Number: 200005703N)



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This Sustainability Report has been reviewed by the Company's Sponsor, SAC Capital Private Limited (the "**Sponsor**"). This Sustainability Report has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**Exchange**") and the Exchange assumes no responsibility for the contents of this Sustainability Report, including the correctness of any of the statements or opinions made or reports contained in this Sustainability Report.

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1 BOARD STATEMENT

Tung Lok Restaurants (2000) Ltd (“**Tung Lok**” and together with its subsidiaries, the “**Group**”) is pleased to share our fifth Sustainability Report for the financial year ended 31 March 2022 (“**FY22**”). The Group strives towards sustainable growth and improving the economic, environmental and social well-being of the communities that we operate in. Underlying the formulation of the Group’s business strategies and decisions, and encapsulated in the material Economic, Environmental, Social and Governance (“**EESG**”) factors will be our continued commitment towards sustainable returns to all our stakeholders.

The Board of Directors (“**Board**”) and senior management (“**Management**”) remain committed to establish and maintain an effective sustainability management framework, which is supported by underlying internal controls, risk management practices, clear accountability and reporting processes. The Board evaluates and considers EESG risks and opportunities relevant to the Group during the formulation of overall business strategies, objectives and performance measurements.

FY22 remained a challenging year for the Group as the pace of recovery from the COVID-19 pandemic was hindered by emergence of more virulent variants such as Delta and Omicron. The Group’s food and beverage (“**F&B**”) business has been impacted in various ways: reduction in outlets’ traffic and orders; constraint of normal outlet and catering operations; and impact to customer experience and consumer behaviour. The repeated on-off imposition of safe management restrictions with each emergence of more virulent COVID-19 variants had imposed considerable economic hardship on the Group’s business and disrupted our sustainability journey.

Against the backdrop of the various challenges, the Group constantly reviews our business operations to improve productivity. In FY22, the Group has focused its efforts on accelerating its digital transformation initiatives to streamline and optimise operational processes to be more efficient and build resilience into our business operations.

The Group would like to extend our sincere appreciation to all our internal and external stakeholders and especially our employees for the continuous engagement, partnership and support.

The Group will continue to inculcate good reporting habits to enhance our sustainability reporting and incorporate sustainability initiatives into our business processes.

Date: 30 August 2022



2 ABOUT TUNG LOK

Tung Lok currently owns and manages a total of 34 restaurants in Singapore, Indonesia, Japan, Vietnam and Philippines. The Group has established its footprint as a renowned and trusted home-grown global brand through the years.

For details of our brands and restaurants, please refer to our website www.tunglok.com or pages 2 to 12 of our annual report for FY22 (“Annual Report 2022”).

3 REPORTING SCOPE AND PERIOD

The scope of this Sustainability Report encompasses our sustainability practices and performances for the Group’s operations in Singapore that are under our direct control. These comprise 25 directly owned restaurants and 2 central kitchens as of 31 March 2022. This Sustainability Report should be read in conjunction with the Annual Report 2022, as it focuses on the Group’s sustainability efforts and strategies for the period from 1 April 2021 to 31 March 2022 (“FY22”).

4 ABOUT THIS SUSTAINABILITY REPORT

Tung Lok affirms our commitment to sustainability with the publication of our fifth Sustainability Report (“Report”). This Report includes discussions of our material sustainability principles and initiatives as we track and present our accountability of the EESG factors.

5 REPORTING FRAMEWORK

This Report has been prepared based on the internationally recognised standard, Global Reporting Initiative (“GRI”) Standards, as it provides a set of extensive reporting frameworks that is recognised as a global standard for sustainability reporting and has been widely adopted.

The GRI standards is aligned with the reporting framework of Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Manual Section B: Rules of Catalist (“Catalist Rules”) Rule 711A and Rule 711B. The primary components set out in Rule 711B have been included in this report based on ‘comply or explain’ basis. The GRI content index can be found in Section 16.

As part of our continual efforts to align our sustainability reporting with relevant market standards, the Group has mapped its sustainability efforts to the 2030 Agenda for Sustainable Development which was 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 Sustainable Development Goals (“SDG”) which form an urgent call for action by all countries - developed and developing - in a global partnership. We have incorporated the SDG, where appropriate, as a supporting framework to shape and guide our sustainability strategy. The details of applicable SDG can be found in Section 15.

The EESG performance data presented in the report has mainly been extracted from internal information systems and original records to ensure accuracy. The Group has not sought external assurance for this Report.



6 FEEDBACK

We welcome your questions and value your feedback on how our sustainability practices can be improved. Please send all feedback to info@tunglok.com. Your feedback will be valuable to us in achieving our goals to build a sustainable and thriving business. As an attempt to promote environmental conservation, this Report will be made available on Company's website www.tunglok.com and SGXNet. There will be no hard copies of this Report.

7 MEMBERSHIP OF ASSOCIATION

Our Group has a membership network with those internationally renowned business organisation and industry bodies as listed below:

- i. Association of Catering Professionals Singapore
- ii. Franchising and Licensing Association (Singapore)
- iii. Restaurant Association of Singapore
- iv. Singapore Business Federation
- v. Singapore-China Business Association
- vi. Singapore Chinese Chamber of Commerce & Industry
- vii. Singapore Hotel Association
- viii. Singapore National Employers Federation

These memberships provide vast opportunities for our employees to network and conduct peer-to-peer interaction to keep abreast of the latest developments from various aspects. We will continue to engage with industry professional to build our capabilities for sustainable growth.



8 STAKEHOLDER ENGAGEMENT

We have identified the following key stakeholder groups that are instrumental to the Group's success. We are committed to having regular communication with internal and external stakeholders as we strongly believe in accountability and transparency. It is crucial to include and align the needs of these stakeholders in our business decisions so that we can better strengthen our relationships with them.

We actively engage our key stakeholders through the following channels:

KEY STAKEHOLDERS	MODES OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER'S CONCERN	OUR INITIATIVES
Customers	<ul style="list-style-type: none"> • Loyalty program: Tung Lok First Card • Social media: Instagram and Facebook, etc. • Mass media events/press conferences • Point of sales • Survey and market research/feedback • Corporate website and email feedback • Annual reports 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Customer satisfaction • Food safety measures • Dining experience 	<ul style="list-style-type: none"> • Provision of quality food and services • Food safety and hygiene • Innovative products • Sustain growing customer brand • loyalty
Employees	<ul style="list-style-type: none"> • Company events and activities • Annual performance appraisal • Internal meetings, discussions and regular communications and counselling • Formulation of career development plans • Induction programmes • Trainings and product knowledge • Surveys and interviews • Volunteer and community activities • Annual reports 	<ul style="list-style-type: none"> • Ongoing • Annually • Ongoing 	<ul style="list-style-type: none"> • Equal employment opportunity • Career development and training opportunities • Working environment • Remuneration • Health and safety 	<ul style="list-style-type: none"> • Provide a safe and conducive environment • Provide training and progressive career development opportunities so as to build capable employees who exceed expectations of our customers and effectively manage food and workplace safety and hygiene requirements • Develop an open and communicative workforce to engage staff
Regulators	<ul style="list-style-type: none"> • Participation in conferences, meetings and discussions • Site visits • Audit checks • Staff training to raise awareness of rules and requirements and to ensure compliance 	<ul style="list-style-type: none"> • As and when required 	<ul style="list-style-type: none"> • Corporate governance • Food safety and hygiene 	<ul style="list-style-type: none"> • Comply with applicable regulations, laws and food safety standards set by the authorities • Contribute to economic and social developments

KEY STAKEHOLDERS	MODES OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER'S CONCERN	OUR INITIATIVES
Shareholders	<ul style="list-style-type: none"> Shareholders' meetings Corporate announcements and circulars Half-yearly and full-yearly financial result announcements Annual reports Investor relations Corporate website 	<ul style="list-style-type: none"> Annual/As and when required Ongoing Half-yearly Annually Ongoing Ongoing 	<ul style="list-style-type: none"> Sustainable business performance Corporate governance 	<ul style="list-style-type: none"> Provide timely information on the following to enhance transparency: <ul style="list-style-type: none"> ➤ Financial and operational performance of the Group ➤ Corporate governance and sustainability practices of the Group ➤ Business strategies of the Group
Suppliers	<ul style="list-style-type: none"> Vendors assessment Regular and open communication, meetings and discussions about expectations and deliverables Regular site visits and monitoring Audits and checks 	<ul style="list-style-type: none"> Annually As and when required 	<ul style="list-style-type: none"> Demand volatility 	<ul style="list-style-type: none"> Build positive and long-term relationships with suppliers Selection of reliable suppliers based on the Group's selection policy
Communities	<ul style="list-style-type: none"> Corporate volunteering Sponsorships/donations and philanthropy Corporate Social Responsibility initiatives 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Social initiatives Building community support 	<ul style="list-style-type: none"> Contribute to economic and social developments and the community in which we operate in



9 POLICIES, PRACTICES AND PERFORMANCE REPORTING

Reporting Structure

The Group has a Sustainability Steering Committee (“SSC”) led by our President/Chief Executive Officer, Mr Andrew Tjioe Ka Men, and senior management executives of the Group.

In consultation with our Board of Directors, the SSC oversees the development of the sustainability strategy and to review the material impacts, consider stakeholder priorities and set goals and targets as well as collect, verify, monitor and report performance data for this Report. The EESG factors in this report, reviewed by the SSC, are assessed to be relevant.

The Board and Management shall continue to dedicate leadership and maintain a high standard of sustainability governance to drive continuous and long-term growth for all the stakeholders. The Group will continue to work towards a balanced disclosure on the management and monitoring of material EESG factors for continual improvement.

Sustainability Reporting Process (Identify, Prioritise, Validate and Review)

Under the Group’s Sustainability Reporting policy, the Group will first identify the material issues relevant to the Group’s activities. The material issues will be prioritised and validated with data, in order to finalise the content of this Report. The material issues are reviewed and updated from the previous reporting period.

10 MATERIALITY ASSESSMENT

The SSC conducts a review of the materiality assessment annually. Each EESG factor is assigned a reporting priority that determines the actions required as illustrated in the table below:

REPORTING PRIORITY	DESCRIPTION	CRITERIA
***	High	EESG factors with high reporting priority are reported in detail.
**	Medium	EESG factors with medium reporting priority are considered for inclusion in the Report. If it is decided that such EESG factors are not material, they may be excluded from the Report.
*	Low	EESG factors with low reporting priority may be reported to fulfil regulatory or other reporting requirements. They are excluded in this Report if not material.

The reporting priority is supported by a material topic which considers the level of concern to stakeholders in relation to a particular EESG factor and the significance of its impact on the economy, environment and society.

All material EESG factors reported in the previous reporting period remained relevant and continued to be disclosed in FY22. In prioritising the material EESG factors, the SSC considered the impact and likelihood of the following:

- Global and emerging sustainability trends;
- Main factors and future challenges for the F&B industry; and
- Insights gained from regular interactions with key stakeholders.

Material EESG Factors

In FY22, the SSC has identified 12 EESG factors that are material to the Group, which have been prioritised and validated by the Board of Directors:

CATEGORY	MATERIAL FACTORS	CORE VALUE	SDG GOALS	KEY STAKEHOLDER	REPORTING PRIORITY
Economic	Sustainable Business Performance	Focused on sustainable growth	Goal 8: Decent work and economic growth	Shareholders and Employees	***
Environmental	Energy Consumption (Gas and Electricity)	Focused on sustainable growth	Goal 7: Affordable and clean energy	Communities and Shareholders	***
	Water Consumption	Focused on sustainable growth	Goal 6: Clean water and sanitation	Communities and Shareholders	***
	Waste Oil Management	Focused on sustainable growth	Goal 12: Responsible consumption and production	Communities and Shareholders	**
Social	Food Health and Safety	Quality and freshness	Goal 16: Peace, justice and strong institutions	Customers	***
	Customer Satisfaction	Customer focused	Goal 8: Decent work and economic growth	Customers	***
	Employment	People development	Goal 10: Reduced inequalities	Employees	***
	Occupational Health and Safety	People development	Goal 3: Good health and wellbeing	Employees	**
	Training and Education	People development	Goal 4: Quality education	Employees	***
	Procurement	Quality and freshness	Goal 16: Peace, justice and strong institutions	Suppliers	***
	Caring For Local Communities	Stakeholder accountability	Goal 10: Reduced inequalities	Communities	**
Governance	Anti-corruption	Stakeholder accountability	Goal 16: Peace, justice and strong institutions	Shareholders and Regulators	***



11 ECONOMIC

11.1 Sustainable Business Performance

The Group is Singapore's leading innovative restaurant chain and is committed to offer distinct and multi-sensory dining experience at each of its restaurants. Henceforth, our restaurants are popular dining venues for discerning local and international diners.

FY22 remained a challenging year for the Group due to the prolonging effects of COVID-19 outbreak. The Group constantly reviews its business operations to ensure that business costs are optimized and resources are channelled to operations that would provide long-term returns to the Group. Besides, the Group has also been focusing its efforts to accelerate its digital transformation initiatives to streamline internal operational processes so as to improve productivity.

For detailed financial results, please refer to the following sections in the Annual Report 2022:

- Message from Independent Non-Executive Chairman and President/Chief Executive Officer, pages 13 to 16
- Historical Financial Summary, page 18
- Financial Statements, pages 68 to 128

12 ENVIRONMENT

12.1 Energy Consumption (Gas and Electricity)

Energy use and the resulting carbon emissions cause heat to be trapped in the atmosphere, leading to climate change. Annual mean temperature in Singapore have risen from 26.9°C to 28.0°C from Year 1980 to Year 2020 ⁽¹⁾. It is through the reduction of carbon emissions that we can limit the repercussions on the environment.

The Group recognises the role it plays in energy conservation but also acknowledges that there are practical limitations. Singapore is a resource-constrained country and has limited renewable energy options. Our wind speeds and mean tidal range are low for the deployment of commercial wind turbines and commercial tidal. Solar energy remains the most viable renewable energy option for tropical country such as Singapore which enjoys high solar irradiance. However, Singapore has limited available land for large scale deployment of solar panels that would generate sufficient energy for commercial use. Hence, increasing energy efficiency will continue to be the key strategy to reduce our carbon emissions until sufficient and reliable renewable energies are made available to our business.

In view of the high consumption of gas and electricity by the Group's operations, the Group has maximised energy conservation efforts which involves educating employees on usage of energies responsibly, investing in maintenance and energy-efficient machines to reduce carbon footprint and improve the environmental sustainability of Group's business. We have been progressively phasing out traditional operating equipment and replacing them with energy-efficient ones while regularly maintaining existing operating cooking equipment to ensure they consume energy efficiently. Additionally, we track and review energy consumption regularly to control usage.

For operational needs:

- We use a combination of natural gas and liquefied petroleum gas ("LPG") sourced from the government and private vendors for cooking equipment; and
- Electricity for main office, equipment in restaurants and kitchen (i.e., lighting, air conditioners, refrigeration, appliances)

The following are the key statistics of our energy consumption during FY22 and our target on energy consumption for the financial year ending 31 March 2023 ("FY23"):

Resource	Usage in FY22	FY22 Performance	FY23 Target
Gas	6.96 million kWh	0.133 kWh per every S\$1 of revenue earned	To achieve lower gas consumption rate than FY22
	Usage in FY21	FY21 Performance	
	7.46 million kWh	0.125 kWh per every S\$1 of revenue earned	
Performance in FY22			
FY22 Target previously set		Usage in FY22	
To achieve lower gas consumption rate than FY21		Target not achieved ⁽²⁾	

Resource	Usage in FY22	FY22 Performance	FY23 Target
Electrical	6.54 million kWh	0.125 kWh per every S\$1 of revenue earned	To achieve lower electrical consumption rate than FY22
	Usage in FY21	FY21 Performance	
	6.82 million kWh	0.114 kWh per every S\$1 of revenue earned	
Performance in FY22			
FY22 Target previously set		Usage in FY22	
To achieve lower electrical consumption rate than FY21		Target not achieved ⁽²⁾	

Note:

⁽¹⁾ Reference from <https://www.nccs.gov.sg/singapores-climate-action/impact-of-climate-change-in-singapore/>

12.2 Water Management

Water is a precious resource and prudent usage is key. Water demand in Singapore is currently about 430 million ⁽³⁾ gallons a day. As the population and economy continue to grow, Singapore needs to ensure that the demand for water does not rise at an unsustainable rate.

Water is vital to our business operations since it is used for washing and preparing food products, cleaning as well as dishwashing, amongst others. We are committed to play our part to reduce overall water consumption and raise awareness among our employees on the efficient and responsible use of water. The water we consume is sourced from public utilities. Our Group practises active management of water usage, such as frequent servicing of water fittings, periodic inspections of pipes and faucets to identify leakages and encourages staff to save water, which will contribute to an improved economic performance of the Group.

The following are the key statistics of our water consumption during FY22 and our target for FY23:

Resource	Usage in FY22	FY22 Performance	FY23 Target
Water	83,104 cubic metres ("m ³ ")	1.591 m ³ per every S\$1,000 of revenue earned	To achieve lower water consumption rate than FY22
	Usage in FY21	FY21 Performance	
	84,779 m ³	1.419 m ³ per every S\$1,000 of revenue earned	
Performance in FY22			
FY22 Target previously set		Usage in FY22	
To achieve lower water consumption rate than FY21		Target not achieved ⁽²⁾	

Note:

⁽²⁾ The Group did not achieve the usage target for energy and water consumptions in FY22. The consumption rates of energy and water were higher as the decrease in revenue was more than the decrease in consumption of energy and water during COVID-19 pandemic proportionally. We will continue to monitor energy and water consumptions to ensure that the resources are utilised economically and responsibly.

⁽³⁾ Reference from <https://www.pub.gov.sg/savewater#>

12.3 Waste Oil Management

As Singapore's population and economy continue to grow, the amount of solid waste increased by about seven-fold from 1,260 tonnes a day in Year 1970 to a peak of 8,741 tonnes a day in Year 2021 ⁽⁴⁾. Singapore needs to ensure that the waste disposal does not rise at an unsustainable rate.

The Group believes that responsible waste management can help to preserve the environment in which we operate in. Cooking oil is used widely in the Group's operations. The waste oil generated is handed over to accredited used oil collectors ⁽⁵⁾ to process and convert into Biodiesel and other commercial products.

The following are the key statistics of our oil waste consumption during FY22 and our target for FY23:

Waste Oil Generated in FY22	FY22 Performance	FY23 Target
16,251 kilograms ("kg")	100% of waste oil generated were handed over to accredited used oil collectors	Maintain 100% of waste oil generated to hand over to accredited used oil collectors
Waste Oil Generated in FY21	FY21 Performance	
Not applicable ⁽⁶⁾	Not applicable ⁽⁶⁾	
Performance in FY22		
FY22 Target previously set		Waste Oil Generated in FY22
Not applicable ⁽⁶⁾		Not applicable ⁽⁶⁾

Note:

⁽⁴⁾ Reference from <https://www.nea.gov.sg/our-services/waste-management/3r-programmes-and-resources/waste-management-infrastructure/solid-waste-management-infrastructure>

⁽⁵⁾ Certified with General Waste Collectors (GWCs) licence Class B.1 issued by National Environment Agency (NEA)

⁽⁶⁾ This is a new EESG factor added in FY22.

13 SOCIAL

13.1 Food Health and Safety

The Group strives to deliver the highest-quality and healthy fare and service so that customers can have the best dining experience. We are extremely stringent in our food safety standards and practices and conform to all regulatory requirements. We are committed to maintaining low incident rate of non-compliance on food safety and hygiene rules by prioritising cleanliness and food hygiene in our day-to-day operations.

Safe Dining and Working Environment

In FY22, the Group continued to be part of Singapore Clean ("SG Clean"), a campaign launched by Singapore Government in February 2020 to sustain good habits of personal and public hygiene as well as raise cleanliness standards and safeguard public health in Singapore amid COVID-19 pandemic. Enterprises with the 'SG Clean' certification means they have set up processes to ensure that the food preparation areas and equipment are sanitised, waste is handled properly and systems are in place to monitor staff health. In FY22, all our outlets have been certified with 'SG Clean' quality mark (except for 1 outlet which was temporarily closed in FY22).

It is our top priority to provide a pleasant and safe dining and working environments for our customers and employees. We have been upholding the highest standard in hygiene practices in light of the current COVID-19 situation and will continuously work towards implementing the following precautionary measures at our restaurants:

- All employees are required to carry out weekly self-administered Antigen Rapid Test (“ART”);
- Installation of Ionisers ⁽⁷⁾ at each restaurant to purify the air;
- Each employee has been issued with one (1) wearable Ioniser ⁽⁷⁾ which he/she is required to wear at all times while interacting with each other and with the customers;
- Clean and sanitise each restaurant 3 times daily;
- When mandated, ensure every customer uses SafeEntry or TraceTogether to check in and out;
- Hand disinfectant alcohol gel or hand sanitisation wash are provided for customers at each restaurant entrance;
- All tables and chairs are thoroughly disinfected before allocating to next group of customers;
- Providing diners with food grade antiseptic wipe for utensils;
- Adherence to safe management measures to maintain at least one-meter distancing between seating and customers’ waiting area when mandated;
- QR codes and electronic ordering are used for food ordering process to reduce unnecessary contact; and
- Implementation of QR Code Queue Management System where customers are able to join a virtual queue and eliminate physical queue at outlets.

Note:

⁽⁷⁾ The Ioniser purifies the air by emitting high concentration Negative Air Ions (“NAI”) which can stimulate the natural plant fibres. Harmful airborne pollutants are quickly attached to the NAIs and clump together quickly. Due to its increased weight, the clustered air pollutants then fall swiftly to the ground, clearing the air from harmful airborne pollutants.

5S Programme

Our 5S Programme, short for **Sort, Systematise, Shine, Standardise** and **Self-Discipline**, is a systematic programme that we follow to achieve cleanliness and standardisation in the workplace. It aims to drive productivity through operational efficiency and effective space utilisation. The Restaurant Association of Singapore (“RAS”) is the main training provider for 5S in the F&B industry.

There are currently 5 5S auditors in the Group. Each of our restaurants is managed by a 5S-certified senior executive and staffed with 5S-trained personnel, making every Tung Lok outlet 5S-compliant ⁽⁸⁾ with 9 outlets being 5S certified ⁽⁸⁾.

Note:

⁽⁸⁾ 5S compliant workplace refers to the adherence to the 5S principles in practice but no external accreditation has been obtained, whereas 5S certified workplace refers to being accredited externally by RAS.

Certificates relating to Food Safety Standards

Food Safety Management System (“FSMS”) is a preventive approach towards identifying, preventing and reducing food-borne hazards. This ensures that food prepared is hygienic and safe for consumption. A well-designed FSMS with appropriate control measures can help food establishments with catering licences to comply with food hygiene regulations.

All food caterers are required to submit a proper Hazard Analysis Critical Control Point (“HACCP”) based on FSMS with reference to the Singapore Standard SS583:2013 ⁽⁹⁾ as the basic guide. Our catering and permitted-to-cater licencees have implemented FSMS.

In FY22, both our central kitchens have attained HACCP standard, which is a systematic approach to identifying specific hazards and measures for control to ensure food safety, with ISO 22000:2018 ⁽¹⁰⁾ certified.

Annual HACCP audit has been done to ensure that the highest standards for food safety and hygiene have been maintained.

Note:

⁽⁹⁾ SS 583:2013 is a guideline for businesses in the food retail industry to adopt HACCP-based FSMS principles towards identifying, preventing and reducing food-borne hazards in the food process chain.

⁽¹⁰⁾ ISO 22000:2018 is an internationally recognised standard that establishes the requirements for an effective food safety management system.

Grading and Licensing Framework by Singapore Food Agency (“SFA”)

Under current grading system by SFA ⁽¹¹⁾, each retail food establishment in Singapore will be assigned with a grade according to the Grading System for Eating Establishment (“**Grading System**”) which is based on their overall hygiene, cleanliness and housekeeping standards. The grading ranges from A to D with A being the best and D the worst.

In October 2021, SFA introduced a new licensing framework for food establishments, Safety Assurance for Food Establishments (“**SAFE**”), replacing the current Grading System with effect from 1 January 2023 to focus on food establishments’ food safety track records so as to provide better food safety assurance to customers. Under SAFE, food establishments that demonstrate good track record of food safety assurance (i.e. no major food safety lapses over a stated period of time) and have in place capabilities and systems to ensure better food safety and hygiene standards (e.g. appointment of Advanced Food Hygiene Officer, implementation of FSMS) will be eligible for longer licence durations and higher award tiers. Food establishments will be distinguished by “Bronze”, “Silver” or “Gold” awards, which correspond with a three, five or ten-year licence duration. During the transition period from Grading System to SAFE framework, all existing licenced food establishments expiring on or before 31 December 2022 will be renewed automatically upon expiry, with no change to the grade. Newly licenced food establishments will be issued with a provisional “B” grade until SAFE framework is implemented ⁽¹²⁾.

Note:

⁽¹¹⁾ The Singapore Food Agency (SFA) was formed as a statutory board under the Ministry of the Environment and Water Resources (MEWR) on 1 April 2019 to oversee food safety and food security.

⁽¹²⁾ Reference from <https://www.sfa.gov.sg/admin.cwp.sg/docs/default-source/food-retailing/safe-framework-notification-letter.pdf>

FY22 Performance	FY23 Target
Grade “A” for all restaurants and both central kitchens except for 1 restaurant with provisional Grade “B” ⁽¹³⁾	To maintain zero demerit point ⁽¹⁴⁾ for all restaurants and both central kitchens
FY21 Performance	
Grade “A” SFA certifications for all restaurants and Grade “A” SFA certifications for both central kitchens	
Performance in FY22	
FY22 Target previously set	Usage in FY22
To uphold and maintain the grades of all certifications	Target achieved ⁽¹³⁾

Note:

⁽¹³⁾ During the current transition period from Grading System to SAFE framework, all our restaurants and central kitchens have renewed their licences with grade “A”, except for 1 restaurant which was by default issued with a provisional grade “B” as it is a newly-opened outlet. Therefore, we have considered the FY22 Target as achieved.

⁽¹⁴⁾ As SFA progresses toward SAFE framework, we have modified our FY23’s target to maintaining zero demerit point for all outlets and central kitchens. The Points Demerit System (PDS) was introduced in 1987 as a systematic and fair approach to deal with the suspension and cancellation of licences for food hygiene infringements. Demerit points refer to points given for each public health offence by SFA. Please refer to <https://www.sfa.gov.sg/docs/default-source/food-retailing/revision-of-pds.pdf>.

Other food safety measures

To further uphold our standard on food quality and safety, we have implemented the following measures:

- All our chefs and food handlers attended food safety training as part of their mandatory training.
- All front-liners are required to adhere to the additional requirements stipulated under COVID-19 (Temporary Measures) (Control Order) Regulations 2020 and must wear masks over the nose and mouth when engaged in the sale and preparation of food and drinks.
- Food warmers with a capacity exceeding 7,500 units are used during delivery so that food safety standards are not compromised.
- Tins with new ingredients used are sent for third-party laboratory testing prior to product launch so as to determine their shelf life.
- Outlet inspections will be periodically conducted by our Quality Assurance Department to ensure compliance with relevant food-safety regulatory requirements.

13.2 Customer Satisfaction

As one of Singapore's leading restaurant operators, the provision of exemplary service excellence values is entrenched in the Group's processes and practices to maximise customer satisfaction level and build loyal customer base.

The Group is dedicated to providing the most pleasurable dining experience for all, consistently and creatively. We seek to continuously improve customers' experiences with our Tung Lok Service (同乐服务), where we continuously delight customers with innovative and unique dining experiences.

A service handbook has been specially designed for all Tung Lok employees. The handbook is presented to each employee upon hiring and the contents will be explained during the orientation session. The message in the handbook is reinforced in our restaurants through role plays, daily roll call and displayed on the staff notice boards. Tung Lok employees are given regular refresher trainings (such as 'Food Safety Course' and 'Customer Service Training') and other soft skill trainings (such as 'Service Attitude Course' and 'Change Management Workshop') which are designed to enhance our frontline employees' preparedness in handling customers' concerns and improving dining experiences.

The following are the achievements of our exemplary customer service in FY22:

Restaurant Association of Singapore ("RAS") Epicurean Star Award 2021 – A recognition of F&B achievements such as Creativity, Quality, Excellence, Efficiency of Dine-In experience.

- Best Chinese Restaurant (Fine Dining) ~ Tóng Lè Private Dining
- Best Chinese Restaurant (Casual Dining) ~ Tung Lok Signatures and Lao Beijing
- Best Buffet Restaurant ~ Tung Lok Seafood
- Best Caterer ~ Bellygood Caterer
- Best Take-out Brand ~ Tung Lok Peking Duck and Dancing Crab
- Best Vegetarian Restaurant ~ Lingzhi Vegetarian

Savour BlackBook Asia Magazine Star Awards 2021 (Restaurants) – A revolutionary guide into the world of Dining, Travel and Lifestyle.

- Best Atmosphere (Non-Western) ~ Qin Restaurant and Bar at The Clan Hotel

TallyPress – An online edition dedicated to Discover Local Trends in Malaysia and Singapore.

- Top 10 Food Caterers ~ Bellygood Caterer

Customers' Feedback

Every customer feedback is of paramount importance and integral to our continued success. Our formal service recovery process provides a systematic decision-making framework to appropriately manage all customer feedback in a prompt manner. Each concern, if possible, must be addressed and a response given within 24 hours.

The Group provides multiple channels such as social media, website and email for our customers to share their dining experiences. We identify areas for improvement on services and products based on insights gathered through the monthly customers' feedback report which contains information about compliments and concerns as well as areas for improvement. The feedback report is communicated to the operation team during the weekly operational meeting to ensure that timely rectification actions can be implemented.

Based on the feedback gathered from monthly customer feedback reports, a customer satisfaction ratio is derived to determine the Group's performance in handling customers' feedback. Please refer to section 13.2.1.

Customer Loyalty Program

Our loyalty program (TungLokFirst) aims to increase loyalty amongst customers. As part of the Group digital transformation initiatives, we have launched the mobile application for TungLokFirst, "TungLok+", in FY22 to have a better platform to connect with our loyalty program members. Latest marketing campaigns and dining deals are communicated regularly to our loyalty program members. In FY22, we have accumulated over 40,000 TungLokFirst members.

13.2.1 Customer Satisfaction Ratio

In FY22, we received a total of 303 compliments (about 94%) and 18 concerns (about 6%).

FY22 Performance	FY23 Target
Compliment to concern ratio at 17:1	To maintain compliment to concern ratio at 13:1
FY21 Performance	
Compliment to concern ratio at 10:1	
Performance in FY22	
FY22 Target previously set	Performance in FY22
To improve compliment to concern ratio	Target achieved

13.3 Employment

Our employees, being at the forefront of our business, are key to enriching our guests' overall dining experience. As our employees are our most valuable assets, attracting and retaining top talents is of great significance to Tung Lok. To consistently provide excellent customer service, the Group places emphasis on employing individuals with the necessary competencies, experience, qualifications and mind-set. We employ qualified candidates without any discrimination against age, gender, race, marital status, nationality or religion. We are committed to maintaining a talented, dedicated and diverse workforce and to providing equal opportunities in employment.

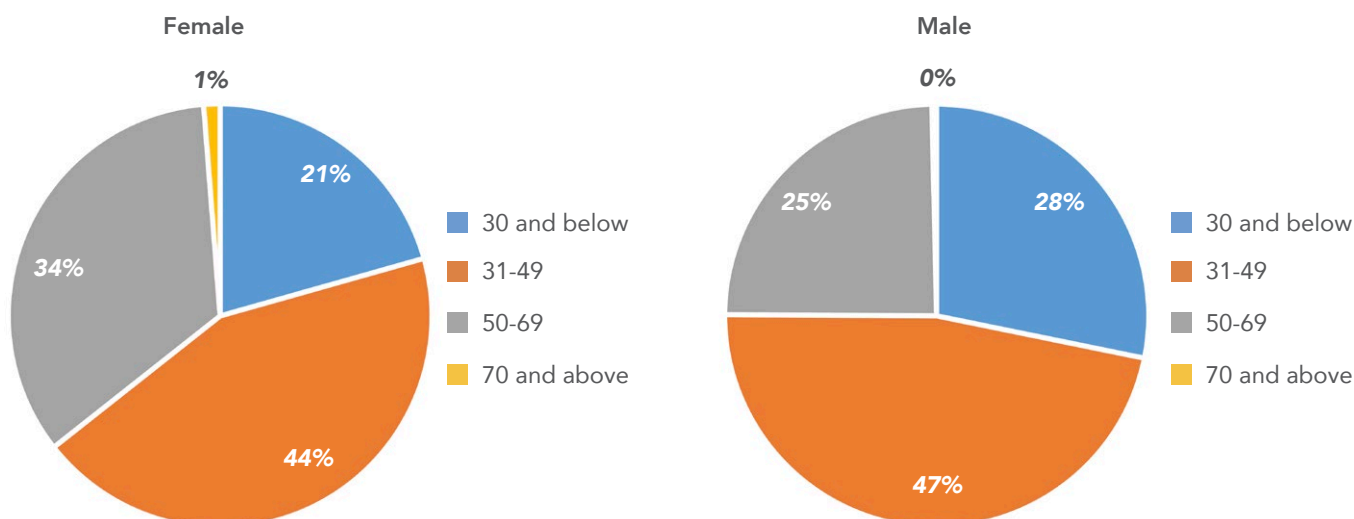
The Group has a Board Diversity Policy that endorses the principle that its Board should have a balance of skills, knowledge and experience and diversity of perspectives appropriate to its business to mitigate against groupthink and to ensure that the Group has opportunity to receive benefit from all available talents. In addition, gender diversity is also present in our Board where 2 out of 8 directors are females.

Our employees are distributed across various age groups with different experiences and skillsets that are able to build the Group's capabilities for sustainable growth. As of 31 March 2022, the Group had a total of 433 (31 March 2021: 489) full-time employees. The decrease in total employees was mainly due to the closure of 6 outlets in FY22 amid the COVID-19 pandemic.

Manpower shortage is one of the major challenges for F&B operators in Singapore. To relieve the workloads of our employees, the Group has adopted digital solutions such as virtual queuing system, robot waiters, mobile ordering systems in FY22.

The breakdown of staff headcount by gender and age group as of 31 March 2022 is as follows:

	Female	Male	Total
30 and below	33	77	110
31-49	70	128	198
50-69	55	67	122
70 and above	2	1	3
Total	160	273	433



FY22 Performance	FY23 Target
Ratio of women to men – 1:1.71	To maintain the gender mix
FY21 Performance	
Ratio of women to men – 1:1.56	
Performance in FY22	
FY22 Target previously set	Performance in FY22
To maintain the gender mix	Target not achieved ⁽¹⁵⁾

Note:

⁽¹⁵⁾ The Group was unable to maintain the gender mix target in FY22 due to manpower crunch situation in the F&B industry. We will continue to move towards improving the gender ratio in FY23.

The Group promotes open communication to effectively gather constructive feedback from our valued employees to better achieve our corporate goals. Any employee who feels he/she has been treated unfairly can approach our Human Resource Department for assistance.

Employee handbook

The Group employs human resource strategies and policies which emphasise fair employment practices and enhance the productivity and growth of the Group and its employees. The employee handbook outlines the outlet's basic operational and human resource policies concerning employee conduct, fringe benefits and terms and conditions of employment.

Employee incentives

The Group believes in the importance of fair and equitable rewards to employees where credits are due. To retain talented employees, annual reviews of remuneration packages are performed to ensure that the compensation and benefits are in line with market rates.

We reckon that it is through taking good care of the well-being of our employees only can the Group thrive. The Group sets remuneration packages to ensure it is competitive and sufficient to attract, retain and motivate talents.

- ✓ Long Service Awards are awarded on an annual basis to reward long-serving employees for their dedication.
- ✓ Perfect Health Incentives are awarded on an annual basis to reward employees who stay safe and healthy during their service of employment with the Group.
- ✓ Other COVID-19 related benefits (such as medical and accommodation expenses) are granted to selected employees who returned from overseas and are required to serve quarantine order or stay-home-notice.

Performance Appraisal and Career Development

The Group values every employee's contribution and rewards employee based on a series of attributes that include performance, competence, commitment and experience as well as the Group's performance. All confirmed and permanent employees will undergo an annual performance appraisal where career development is discussed and training needs are identified.

In addition to attending the routine trainings organised by the Group, we also encourage our employees to take self-development courses of their choice to upgrade their skill set.

13.4 Occupational Health and Safety

As an employer, we are held accountable for our employees' well-being and ensured the safe workplace is fostered at our restaurants and central kitchens. We have implemented Occupational Health and Safety framework which is a system for dealing with emergencies and provide sufficient instruction, training and supervision to our workers, in accordance with the requirements of Workplace Safety and Health ("WSH") Act.

A key component of Occupational Health and Safety framework is the WSH (Risk Management) Regulations which is a preventive approach aims to reduce risks at source and make the stakeholders accountable for managing the risks they create. Companies which have put in place systems to manage workplace risks and complies with WSH (Risk Management) Regulations will be certified with bizSAFE Level 3 and above.

The Group currently has its own risk assessment framework in accordance with WSH (Risk Management) Regulations. Our Halal catering division – Bellygood Caterer has conducted a comprehensive risk assessment for its work activity and has been certified bizSAFE Level 3.

In the event that any work-related injury happened at workplace, our employees will receive immediate medical attention and Head of Departments is required to submit Incident Report (documenting details of incident and recommended preventive action to mitigate the risk of future recurrence) to Human Resources Department for further investigation.

FY22 Performance	FY23 Target
No confirmed fatal workplace incident	Zero fatal incident confirmed at workplace
FY21 Performance	
Not applicable ⁽¹⁶⁾	
Performance in FY22	
FY22 Target previously set	Performance in FY22
Not applicable ⁽¹⁶⁾	Not applicable ⁽¹⁶⁾

Note:

⁽¹⁶⁾ This is a new EESG factor added in FY22.

Safety Measures at Workplace

The Group is aware that COVID-19 outbreak has posed significant health threat to our customers as well as our frontline employees. In response to such threat posed by the COVID-19 virus, the Group has formed a Safe Management Measure Committee (“SMMC”) which is tasked to disseminate the latest safe management measures to all employees and ensure appropriate measures have been duly carried out.

In FY22, we continued to do our part to implement the following safe management measures to protect our employees and prevent any incipient COVID-19 outbreaks at our workplaces:

- Hybrid work arrangement and/or staggered work hours for administrative employees based on a pre-arranged schedule;
- No social gatherings at the workplace;
- Prohibiting cross-deployment or interaction between employees from different outlets;
- Continue to conduct virtual meetings as far as possible;
- Mandatory mask wearing at workplace at all times;
- Contactless thermometer in all outlets and office to minimize physical touchpoints;
- Encourage employees to observe good personal hygiene and monitor their health regularly;
- SafeEntry check-in using TraceTogether application by all employees and guests before entering office or outlets when mandated;
- Provide face masks, face shields and sanitizers for our employees; and
- Weekly self-administered ART test to swiftly ring-fence any infected cases.

13.5 Training and Education

Our staff are the ambassadors of Tung Lok’s brand of service. The Group strongly believes that the provision of appropriate training opportunities and programmes for our employees is key in equipping them with relevant skillsets to help them realise their full potential in their careers. As a service-based business, the Group is an accredited in-house Singapore Workforce Qualifications (“WSQ”) Approved Training Organisation (“ATO”) and has been encouraging employees to upgrade their skillset and technical know-how by providing various training and career development programmes. In FY22, some of the WSQ certified programmes that we run include “Food Safety Course Level 1”, “Maintain Safe and Secure Working Environment” and “Maintain Food & Beverage Service Environment”.

Other external training programmes which our employees have attended in FY22 include “Conduct F&B Hygiene Audit”, “Occupational First Aid Courses”, “Keeping Personal Data Safe, What You Need to Know About PDPA”, “Change Management Workshop” etc. Subsidies for specially approved courses have been provided as we believe that employee learning and professional growth from these courses are necessary for the Group’s efficiency and productivity.

Orientation programmes are also conducted to introduce corporate values and company structure to our newly joined employees so that they can be familiar with tasks, people and processes during their onboarding process.

As part of the Group’s digital transformation initiatives, the following trainings have been conducted in FY22 to introduce the new digital solutions:

- kitchen employees have been trained to place purchase requisitions directly into our Enterprise Resource Planning system and to use advance features of industrial combi ovens to increase quality and productivity; and
- service employees have been trained to use the newly implemented Voucher Management System and the mobile Point-Of-Sale system.

FY22 Performance	FY23 Target
Average training hours per employee is 8.7	To achieve average training hours per employee at 10.0
FY21 Performance	
Average training hours per employee is 10.0	
Performance in FY22	
FY22 Target previously set	Performance in FY22
To achieve higher average training hours per employee	Target not achieved ⁽¹⁷⁾

Note:

⁽¹⁷⁾ The Group was unable to achieve the training hours target set for FY22 as the manpower crunch situation in F&B industry has resulted in our restaurant staff setting aside less time for trainings. Consequently, some non-essential trainings were halted whereas essential trainings were shrunk into bite-sized virtual sessions. Nevertheless, all the employees had received essential non-structured on-the-job trainings from respective representatives who have attended the relevant trainings. The Group will continue to increase the training hours of our employees in FY23.

13.6 Caring For Local Communities

The Group firmly believes in being a socially responsible corporate citizen and giving back to society. We are dedicated to play our part to help those in need in the community, especially during the current COVID-19 situation.

In FY22, we supported in the following Corporate Social Responsibility (“CSR”) Programmes.

- ✓ Assisi Hospice’s Fun Day 2021 (“Assisi 2021”) is an annual highlight fundraising carnival to provide comfort and dignity to Assisi Hospice patients with life-limiting illnesses and their families. Due to safe-distancing measures, Assisi 2021 had been convened virtually from 7 October 2021 to 17 October 2021. Foods were sold at the e-stall and proceeds were used to spread awareness about terminal illness to participants. Our Group continued to be one of the F&B sponsors in Assisi 2021.
- ✓ Project Chulia Street (“PCS”) is a privately funded initiative aims to enhance health and well-being of migrant workers in Singapore. The Group collaborated with PCS in increasing the migrant workers’ social and economic mobility at Westlite Woodlands Workers Dormitory on 27 December 2021, providing 1,150 portions of various dishes to migrant workers.
- ✓ President’s Challenge (2021) (“PC2021”) is an annual community fund-raising campaign and aims to bring together people from all walks of life, under the President’s patronage, to help those who are less fortunate. It serves as a call to all Singaporeans to do their part to build a more caring and inclusive society. Amidst the challenging time of the pandemic, we continued to contribute some proceeds towards PC2021 to uplift the lives of those less fortunate in Singapore.
- ✓ A Sense of Ireland Campaign 2022 is a charitable event organised by The Ireland Funds Singapore bringing Irish and Singaporean communities to raise funds for beneficiaries in Singapore in the areas of community development, education, arts and culture and sports. One of our brands, Tung Lok Peking Duck, has participated and offered exclusive menu using the famous Irish Duck from 5 March 2022 to 20 March 2022. The Group contributed 50% of the proceeds received from selling the exclusive menu to The Ireland Funds Singapore.

The Group is involved in grooming the education opportunities for the next generation of F&B talents in Singapore. In FY22, we sponsor the graduating prizes for Temasek Polytechnic’s Diploma in Food, Nutrition & Culinary Science as well as Shatec Institutes Pte Ltd’s Diploma in Culinary Skills and Diploma in Pastry and Baking.

FY22 Performance	FY23 Target
Participated at least two (2) CSR programmes	Maintain at least two (2) participation in CSR programmes
FY21 Performance	
Not applicable ⁽¹⁸⁾	
Performance in FY22	
FY22 Target previously set	Performance in FY22
Not applicable ⁽¹⁸⁾	Not applicable ⁽¹⁸⁾

Note:

⁽¹⁸⁾ This is a new EESG factor added in FY22.

13.7 Procurement

The Group procures a wide range of goods and services to support our operations from more than 600 suppliers. We aim to source goods and services from socially responsible vendors to reduce any negative impact on the environment while ensuring our customers are served the freshest and healthiest ingredients from sustainable sources.

Supplier selection

The Group ensures all of the Group’s suppliers have obtained necessary approval from SFA. In addition, the Group has a policy to evaluate new and existing vendors based on criteria which include, but are not limited to:

- products’ quality and safety;
- responsiveness and support;
- delivery performance; and
- price competitiveness.

The Group operates certain halal-certified businesses under our catering division. Additional procedures are being carried out to ensure that the food products used in our halal-certified businesses are from suppliers that are accredited by Halal Certifying Association recognised by Majlis Ugama Islam Singapura (“**MUIS**”) ⁽¹⁹⁾ or certified by MUIS itself.

Prior to the COVID-19 pandemic, our team makes frequent visits to the supplier’s environment to obtain assurance about the quality of its source. Site visits have been suspended in view of COVID-19 pandemic. Nevertheless, the Group constantly engages with our suppliers virtually and provide feedbacks to ensure that the standards of food quality have not been compromised.

FY22 Performance	FY23 Target
All our suppliers have obtained necessary approvals from SFA	All our suppliers to obtain necessary approvals from SFA
FY21 Performance	
All our suppliers have obtained necessary approvals from SFA	
Performance in FY22	
FY22 Target previously set	Performance in FY22
All our suppliers to obtain necessary approvals from SFA	Target achieved

Note:

⁽¹⁹⁾ MUIS, also known as the Islamic Religious Council of Singapore, is the Islamic authority in-charge of Muslim affairs in Singapore and provides Halal certification services as well as regulates Singapore Halal industry.

Supply Chain Management

The term “food miles” describes the distance in which food has travelled from the place of production to the place of consumption. Purchasing more local product will lead to the reduction of food miles. The reduction of food miles helps to reduce greenhouse gas emissions which contribute to climate change.

Currently, almost all of the suppliers we liaise directly with, are based in Singapore. These suppliers mostly source ingredients from countries such as Malaysia, Vietnam, Indonesia and Ireland.

Our Group has not been spared from the global supply chain disruptions caused by COVID-19 pandemic as well as the war between Russia and Ukraine. Fortunately, our policy of procuring from different suppliers provides us with a more resilience approach to continue our operations. We have also been working with our trusted suppliers, whom we have built close relationships over the years, to reserve food ingredients in bulk to prevent sudden supply shortage of certain ingredients.

Sustainable Restaurant Essentials

The usage of take-away packaging material is inevitable considering the Group’s nature of business. The Group is also aware of our obligation in reducing its carbon footprint by using eco-friendly take-away packaging. Some of our take-away packaging materials are certified with Forest Stewardship Council (“**FSC**”) ⁽²⁰⁾ or Singapore Green Labelling Scheme (“**SGLS**”) ⁽²¹⁾. The take-away plastic bags that we currently use contain the d₂w certified plastic additive. The d₂w additive is included at the manufacturing stage and allows everyday plastic products to degrade in the presence of oxygen into biodegradable materials which can be recycled back into nature more quickly than ordinary plastic. We also use disposable plastic cutlery and plateware containing 70% organic content, which is made of corn and can completely degrade in 90 days under landfill conditions.

In addition, some of our restaurants also provide Polylactic Acid (“**PLA**”) compostable straw and eco-friendly unbleached bamboo cocktail napkins.

Note:

⁽²⁰⁾ FSC is an international, non-governmental organisation dedicated to promoting responsible management of the world’s forests. FSC has developed a system of forest certification and product labelling that enables people to identify responsibly sourced wood, paper and other forest products.

⁽²¹⁾ SGLS, administered by the Singapore Environment Council (SEC) since 1999, is a leading environmental standard and certification mark with over 3,800 unique products certified across 43 countries. SGLS aims to help the public to identify environmentally preferred products that meet certain eco-standards.

Sustainable Meal Options

Healthier Health Promotion Board (“HPB”) certified products

In FY22, the Group continued to offer healthier range of products which are produced using Allulose, a naturally occurring novel sugar. These products have been certified by HPB as healthier choices:

Tung Lok Mooncake is the first low-sugar mooncakes in Singapore produced using Allulose. The lotus paste of the mooncakes is made from 100% pure-lotus seeds and proven to be 25% lower in sugar. The mooncake is baked with 100% pure peanut oil which is certified by HPB and is high in monounsaturated “good” fat.

Tung Lok Nian Gao is the first low-sugar festive product and comes in various flavours (Traditional, Pandan, Black Sesame and Red Dates).

Tung Lok Yu Sheng Sauce is another low-sugar festive product and a perfect choice for healthier ‘Lohei’ celebration during Chinese New Year reunion meal.

Meet The New Meat

Meet The New Meat is a collaboration between Tung Lok and Unilever Food Solution’s The Vegetarian Butcher (“TVB”). The chefs from the Group’s selected restaurants develop exclusive menu using TVB’s premium plant-based products as part of our initiative in supporting alternative diet that creates fewer greenhouse emissions.

HPB Healthier Dining Partner

Our Group is committed to promoting healthier dining at our restaurants. Our brand “Lao Beijing” continues to be one of the Healthier Dining Partners of HPB under the Healthier Dining Programme to offer 24 healthier items on its menu which have been developed in accordance with the HPB’s guidelines.

Sustainable Seafood Practices

Increasing seafood consumption worldwide has exerted growing pressures on existing seafood supplies, threatening the sustainable yield of the seas. The Group has purchased seafood such as salmon, barramundi, shrimps, prawns, lobsters, oysters, clams and scallops from suppliers with sustainable business practices when practicable. These seafood have been sourced from suppliers accredited with sustainable seafood practices such as the Aquaculture Stewardship Council (“ASC”) ⁽²²⁾, Global Aquaculture Alliance (“GAA”) ⁽²³⁾ and Marine Stewardship Council (“MSC”) ⁽²⁴⁾.

Overharvesting of sea cucumbers is a worldwide phenomenon and recovery of depleted populations is slow and sporadic. In FY22, certain outlets of the Group switched all of the sea cucumbers in the menu to those supplied from Blubridge Inc.’s Isles of Eden (“IOE”). The IOE sea cucumbers are grown using sustainable mariculture practices in Maldives to ensure consistency and reliable growth for generations to come.

Note:

⁽²²⁾ ASC is an independent, international non-profit organisation that manages the world’s leading certification and labelling programme for responsible aquaculture. ASC plays a major role in supplying food and social benefits for mankind whilst minimising negative impacts on the environment and transforming aquaculture towards environmental sustainability and social responsibility using efficient market mechanisms that create value across the chain.

⁽²³⁾ GAA is an international independent and non-profit organisation founded by a wide range of international aquaculture companies, American chain seafood restaurants and wholesalers and agribusiness companies such as Monsanto and Cargill in 1997. GAA has become the leading standards-setting organisation for aquaculture seafood with the development of its Best Aquaculture Practices (BAP) certification standards through its dedication to the advocacy, education and leadership in promoting responsible aquaculture practices.

⁽²⁴⁾ MSC is an international independent and non-profit organisation founded by WWF and Unilever in 1997 to recognise and reward sustainable fishing efforts to protect oceans and safeguard seafood supplies for the future.



14 GOVERNANCE

14.1 Corporate Governance

The Group is committed to maintaining the best practices in corporate governance to ensure the long-term sustainability of the Group’s operations. We firmly believe that good governance practices are integral in maximising long-term shareholder value and safeguarding the interests of our stakeholders. For details of our corporate governance practices, please refer to the Corporate Governance Report from pages 24 to 59 in the Annual Report 2022.

14.2 Anti-corruption

Our Employee Handbook sets out expectations of employees in relation to issues such as fraud, conflict of interests and anti-competitive conduct. We conduct our business by inculcating a clean and transparent working culture within the organisation. We understand the detrimental effect that corruption has on organisations and the society and are determined to ensure that our business decisions and actions are ethical and in full compliance with local legal requirements. We do not condone any malpractice, impropriety, non-compliance of statutory law and rules and regulations or wrongdoing by employees in the course of performing their duties.

The Group’s whistleblowing policy is displayed on staff notice boards at all our outlets. The policy encourages and protects employees to report their concerns regarding accounting or financial matters, internal controls, disclosure of information, conflict of interest, insider trading or any other areas involving fraud, corruption and misconduct of employees. The public, customers and other stakeholders can also report any improprieties or provide other feedback through the Company’s website at www.tunglok.com.




Management and key executives are required to submit annual conflict of interest declarations for independent assessment to demonstrate their willingness to adhere to the conflicts of interest policy.


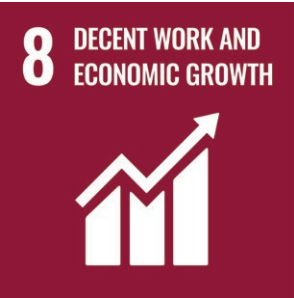

FY22 Performance	FY23 Target
No confirmed corruption incident	No incidents of corruption concerning employees or business partners.
FY21 Performance	
No confirmed corruption incident	
Performance in FY22	
FY22 Target previously set	Performance in FY22
<i>No incidents of corruption concerning employees or business partners</i>	<i>Target achieved</i>





15 SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

During FY22, the Group has incorporated the SDG under the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, where appropriate, as a supporting framework to shape and guide our sustainability strategy. Presented below is the list shown how our Material Topics relate to these SDG:

SDG	Our Efforts	Material Topics
<p>✓ Goal 3: Good Health and Well-being <i>Ensure healthy lives and promote well-being for all at all ages</i></p> 	<p>We implement measures such as safety checks, safety training and job safety guidelines and procedures to provide a hazard-free workplace for our employees as well as our customers.</p>	<p>✓ Occupational Health and Safety</p>
<p>✓ Goal 4: Quality Education <i>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</i></p> 	<p>We offer our employees on-the-job training and opportunities to attend internal and external workshops as we believe in creating a rewarding working environment for our employees.</p>	<p>✓ Training and Education</p>
<p>✓ Goal 6: Clean Water and Sanitation <i>Ensure availability and sustainable management of water and sanitation for all</i></p> 	<p>We implement checks and measures to minimise wastage of water from our business operations, which in turn helps us to work towards achieving sustainable management and efficient use of natural resources</p>	<p>✓ Water Consumption</p>

SDG	Our Efforts	Material Topics
<p>✓ Goal 7: Affordable and Clean Energy <i>Ensure access to affordable, reliable, sustainable and modern energy for all</i></p> 	<p>We implement measures to reduce our energy consumption rate as not only does it help to improve our energy efficiency, but it also helps us to reduce operating costs.</p>	<p>✓ Energy Consumption (Gas and Electricity) Consumption</p>
<p>✓ Goal 8: Decent Work and Economic Growth <i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</i></p> 	<p>We place heavy emphasis on customer satisfaction as we understand that a high level of customer satisfaction is essential to the continued success of our business. This also contributes to economic growth as well as the protection and creation of jobs.</p> <p>We contribute to economic growth through creating long-term value for our stakeholders.</p>	<p>✓ Customer Satisfaction</p> <p>✓ Sustainable Business Performance</p>
<p>✓ Goal 10: Reduced Inequalities <i>Reduce inequality within and among countries</i></p> 	<p>We ensure equal opportunity and pay fairly for all regardless of gender and age by establishing various human resource related policies to facilitate this goal.</p>	<p>✓ Employment</p> <p>✓ Caring For Local Communities</p>

SDG	Our Efforts	Material Topics
<p>✓ Goal 12: Responsible Consumption and Production <i>Ensure sustainable consumption and production patterns</i></p> 	<p>We implement measures to help prevent and reduce waste that is generated from our business operations.</p>	<p>✓ Waste Oil Management</p>
<p>✓ Goal 16: Peace, justice and strong institutions <i>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</i></p> 	<p>We ensure compliance to market standards with regards to the quality and safety of our food so as to maintain customer satisfaction and the continued success of our business.</p> <p>We ensure the procurement process is strictly in compliance to market standards and serve our customers with the freshest and healthiest supplies from sustainable sources.</p> <p>We are committed to high standards of corporate governance as we believe that a high standard of corporate governance is integral in ensuring the sustainability of our businesses as well as safeguarding shareholders' interests and maximising long-term shareholder's value.</p>	<p>✓ Food Health and Safety</p> <p>✓ Procurement</p> <p>✓ Anti-corruption</p>



16 GRI CONTENT INDEX

DESCRIPTION		REFERENCE	PAGE REFERENCE
GENERAL STANDARD DISCLOSURE			
ORGANISATION PROFILE			
102-1	Name of the organisation	Sustainability Report 2022	Cover page
102-2	Activities, brands, products and services	Annual Report 2022 (Our Brands and Outlets)	2-12
102-3	Location of headquarters	Annual Report 2022 (Corporate information/ Financial statements)	76
102-4	Location of operations	Annual Report 2022 (Our Brands and Outlets)	2-12
102-5	Ownership and legal form	Annual Report 2022 (Corporate information/ Financial statements)	17 and 76
102-6	Markets served	Annual Report 2022 (Our Brands and Outlets)	2-12
102-7	Scale of the organization	Annual Report 2022 (Our Brands and Outlets/ Historical Financial Summary)	2-12 and 18
102-8	Information on employees and other workers	Sustainability Report 2022 (Employment/ Occupational Health and Safety/Training and education)	15-18
102-9	Supply chain	Sustainability Report 2022 (Food Health and Safety/Procurement)	11-14; 19-21
102-10	Significant changes to the organization and its supply chain	Sustainability Report 2022 (Food Health and Safety/Procurement)	11-14; 19-21
102-11	Precautionary Principle or approach	Not applicable	Not applicable
102-12	External initiatives	Supporting the United Nations Sustainable Development Goals	3 and 23-25
102-13	Membership of associations	Sustainability Report 2022 (Membership of Association)	4
STRATEGY			
102-14	Statement from senior decision-maker	Sustainability Report 2022 (Board Statement)	2
ETHICS AND INTEGRITY			
102-16	Values, principles, standards and norms of behaviour	Annual Report 2022 (Corporate Governance Report)	24-59
GOVERNANCE			
102-18	Governance structure	Annual Report 2022 (Corporate Governance Report)	24-59

<i>DESCRIPTION</i>		<i>REFERENCE</i>	<i>PAGE REFERENCE</i>
GENERAL STANDARD DISCLOSURE			
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	Sustainability Report 2022 (Stakeholder Engagement)	5-6
102-40	Collective bargaining agreements	None of the Group's employees are covered under any collective bargaining agreements	Not applicable
102-42	Identifying and selecting stakeholders	Sustainability Report 2022 (Stakeholder Engagement)	5-6
102-43	Approach to stakeholder engagement	Sustainability Report 2022 (Stakeholder Engagement)	5-6
102-44	Key topics and concerns raised	Sustainability Report 2022 (Materiality Assessment)	7-8
102-45	Entities included in the consolidated financial statements	Annual Report 2022 (Financial statements)	100-101
102-46	Defining report content and topic boundaries	Sustainability Report 2022 (Materiality Assessment)	7-8
102-47	List of material topics	Sustainability Report 2022 (Materiality Assessment)	7-8
102-48	Restatements of information	Not applicable	Not applicable
102-49	Changes in reporting	Not applicable	Not applicable
102-50	Reporting period	Sustainability Report 2022 (Reporting Scope and Period)	3
102-51	Date of most recent report	30 August 2021	Not applicable
102-52	Reporting cycle	Sustainability Report 2022 (Reporting Scope and Period)	3
102-53	Contact point for questions regarding the report	Sustainability Report 2022 (Feedback)	4
102-54	Claims of reporting in accordance with the GRI Standards	Sustainability Report 2022 (Reporting Framework)	3
102-55	GRI content index	Sustainability Report 2022 (GRI Content Index)	26-28
102-56	External assurance	The Group has not sought external assurance for this reporting period	Not applicable
MANAGEMENT APPROACH			
103-1	Explanation of the material topic and its Boundary	Sustainability Report 2022 (Materiality Assessment)	7-8
103-2	The management approach and its components	Sustainability Report 2022 (Discussed under each material EESG factor)	9-22
103-3	Evaluation of the management approach	Sustainability Report 2022 (Discussed under each material EESG factor)	9-22

DESCRIPTION		REFERENCE	PAGE REFERENCE
TOPIC-SPECIFIC GRI STANDARD DISCLOSURES			
ECONOMIC			
201-1	Direct economic value generated and distributed	Sustainability Report 2022 (Economic: Sustainable Business Performance)	9
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302-1	Energy consumption within the organisation	Sustainability Report 2022 (Environment: Energy Consumption (Gas and Electricity))	9-10
302-3	Energy intensity	Sustainability Report 2022 (Environment: Energy Consumption (Gas and Electricity))	9-10
303-1	Water withdrawal by source	Sustainability Report 2022 (Environment: Water Consumption)	10
306-2	Waste by type and disposal method	Sustainability Report 2022 (Environment: Waste Oil Management)	11
SOCIAL			
403-1	Occupational health and safety management system	Sustainability Report 2022 (Social: Occupational Health and Safety)	17-18
403-9	Work-related injuries	Sustainability Report 2022 (Social: Occupational Health and Safety)	17-18
404-1	Average hours of training per year per employee	Sustainability Report 2022 (Social: Training and Education)	18
404-2	Programmes for upgrading employee skills and transition assistance programmes	Sustainability Report 2022 (Social: Training and Education)	18
405-1	Diversity of governance bodies and employees	Sustainability Report 2022 (Social: Employment)	15-17
413-1	Operations with local community engagement, impact assessments and development programs	Sustainability Report 2022 (Social: Caring For Local Communities)	19
414-1	New suppliers that were screened using social criteria	Sustainability Report 2022 (Social: Procurement)	19-21
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report 2022 (Social: Food Health and Safety)	11-14
418-1	Management approach disclosures	Sustainability Report 2022 (Social: Customer Satisfaction)	14-15
GOVERNANCE			
205-3	Confirmed incidents of corruption and actions taken	Sustainability Report 2022 (Governance: Anti-corruption)	22



TUNG LOK GROUP OF RESTAURANTS IN SINGAPORE

Restaurants



OUE Tower
60 Collyer Quay, Level 10,
Singapore 049322
Tel: 6634 3233



OUE Tower
60 Collyer Quay, Level 8,
Singapore 049322
Whatsapp only: 9105 3488



Resorts World Sentosa
Hotel Michael, Lobby Level,
26 Sentosa Gateway, Singapore 098138
Tel: 6884 7888



Orchard Rendezvous Hotel
1 Tanglin Road, #02-18,
Singapore 247905
Tel: 6834 0660

Clarke Quay Central
6 Eu Tong Sen Street, #02-88/89,
Singapore 059817
Tel: 6336 6022



Square 2
10 Sinaran Drive, #01-73,
Singapore 307506
Tel: 6893 1123



Orchard Central
181 Orchard Road, #11-05,
Singapore 238896
Tel: 6834 4888

d'Arena
511 Upper Jurong Road,
#01-01, Singapore 638366
Tel: 6262 6996

Paya Lebar Quarter
10 Paya Lebar Road, #03-09/10,
Singapore 409057
Tel: 6909 8933

Park Regis Singapore
23 Merchant Road, Lobby Level,
Singapore 058268
Tel: 6721 9118



d'Arena
511 Upper Jurong Road, #01-01,
Singapore 638366
Tel: 6262 6996

Park Regis Singapore
23 Merchant Road, Lobby Level,
Singapore 058268
Tel: 6721 9118



The Clan Hotel
10 Cross Street, Level 4 & 5,
Singapore 048417
Tel: 6980 3535



The Grandstand
200 Turf Club Road, #01-23/26,
Singapore 287994
Tel: 6466 3363

Orchard Central
181 Orchard Road #07-
07/08/09, Singapore 238896
Tel: 6736 0006

Velocity @ Novena Square
238 Thomson Road, #02-11/12,
Singapore 307683
Tel: 6992 2777



Square 2
10 Sinaran Drive, #02-76,
Singapore 307506
Tel: 6358 4466



Paya Lebar Quarter
10 Paya Lebar Road, #B2-33,
Singapore 409057
Tel: 6909 8932

Resorts World Sentosa
26 Sentosa Gateway, #B1-222/223,
Singapore 098138
Tel: 6261 5168



Orchard Central
181 Orchard Road #07-14/15,
Singapore 238896
Tel: 6509 1878

VivoCity
1 Harbourfront Walk, #03-10,
Singapore 098585
Tel: 6222 7377

Northshore Plaza II
418 Northshore Drive, #01-11,
Singapore 820418
Tel: 6992 2992



Liat Towers
541 Orchard Road, #05-01,
Singapore 238881
Tel: 6734 3788



Northshore Plaza II
418 Northshore Drive, #01-11,
Singapore 820418
Tel: 6992 2992

Catering Brands

NON-HALAL



HALAL



Manufacturing Brand



SCAN HERE



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