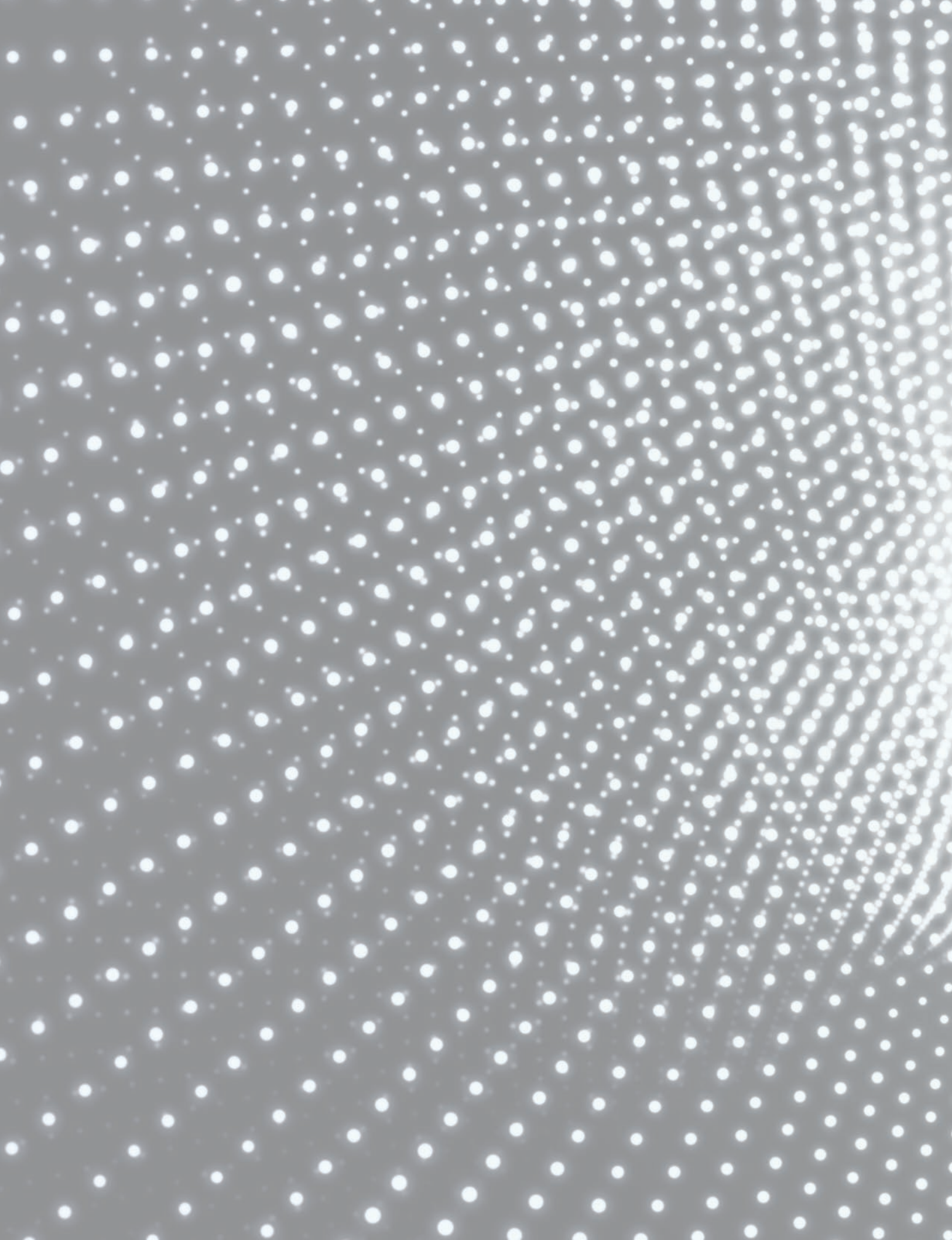




# **SUSTAINABILITY REPORT 2022**

KINGSMEN CREATIVES LTD



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# ABOUT KINGSMEN

Established in 1976 and listed on the Mainboard of the Singapore Exchange since 2003, Kingsmen is a leading creator of experiences.

The Group has a network of offices and full service facilities serving global clients in four main business segments: Exhibitions, Thematic & Attractions, Retail & Corporate Interior, Research & Design, and Experiential Marketing.

Kingsmen's creative capabilities and seamless end-to-end solutions, through its vertically and horizontally integrated service offerings, coupled with its network of offices and partners, provide clients the benefits of flexibility, speed and value.

Backed by a dedicated team of almost 1,700 employees, our "One-Stop Shop" concept reflects a seamless workflow from sophisticated design capabilities, attention to design & production details, full warehousing facilities to service-oriented project management.

These capabilities are complemented by a combined manufacturing facility of almost 1 million square feet with a full suite of services managed by an efficient team of skilled craftsmen, enabling us to provide both customer satisfaction and stringent quality control.

Building on its design-led, quality and service-driven culture, the Group has established a reputation and visible brand that is synonymous with creative and innovative solutions. Our commitment to quality standards has gained worldwide recognition in the fields of design consultancy, project management and implementation.

# OUR PHILOSOPHY

## VISION

Design-led, quality and service-driven

## MISSION

To maintain our position as a  
leader in the Asia Pacific region

To be an active global player and  
be recognised as one of the elite  
marketing communication houses globally

To provide exciting and fulfilling  
career opportunities for all members  
through continual expansion  
and continuous learning

## MESSAGE FROM GROUP CEO



On behalf of the Board of Directors and senior management, I am pleased to present Kingsmen's Sustainability Report for 2022. This report provides insights into our commitment to, and progress on multiple aspects of sustainability, such as our people, our community and our environment.

2022 saw the gradual returning of our markets, especially in the second half of the year. Although some projects continued to be put on hold, our diversified capabilities and portfolios enabled us to secure new opportunities that emerged. However, as uncertainty and challenging market conditions prevailed, we continued to maintain a tight rein on cost management and focused on maximising efficiency and operational productivity.

As we moved forward, we saw an evolution of the market, to one that is more purpose-driven and focused on engagement and experiences. These open up new opportunities for us, across all sectors of our business.

A sustainability strategy is thus important, and the Board of Directors and senior management are firmly committed to advancing this. In line with this commitment, the Board of Directors and senior management have determined the material sustainability issues, considered them in our business areas and broad strategy, and continue to have oversight of the management and monitoring of these issues. Our focus has been on the areas that could best benefit us in the near-term, as we continue to take a long view, and make progress on long-term sustainability goals.

One of these key areas is our people – our most valuable asset. We invest significantly in employee well-being and engagement; employee training and development; talent attraction, development and retention; leadership development; as well as workplace health and safety. Our aim is to empower our people to stay agile and adaptable – traits which are much needed to navigate this new environment. We are heartened that our commitment to our people has enabled Kingsmen to be recognised as one of Singapore's Best Employers 2022 by The Straits Times and Statista.

We also took steps to improve our environmental performance and contribute to environmental sustainability. For the first time, we made climate-related disclosures in our Sustainability Report. We aim to work with business partners to raise their awareness of the need to reduce carbon footprint wherever viable. We are part of the Global Meetings, Incentives, and Conferences & Exhibitions ("MICE") Sustainability Alliance, which brings together key MICE ecosystem stakeholders to re-think how the future of events should be for the sustainability of our industry and for future generations. We also contribute actively to efforts by the International Federation of Exhibition & Event Services ("IFES") to support and promote the Net Zero Carbon Events initiative.

Sustainability is a journey. The seeds we sow today - with our colleagues, clients, partners and shareholders - will contribute to the building of a more sustainable tomorrow. On behalf of the Board of Directors and senior management, I thank all our stakeholders for being a part of our exciting journey.

**ANDREW CHENG**  
Group CEO

# ABOUT THIS REPORT

This standalone Sustainability Report covers the environmental, social and governance aspects of our business operations and progress to date. This report is prepared in accordance with the Global Reporting Initiative's ("GRI") Standards 2021. This report is also produced in accordance with the SGX-ST Listing Rules (711A and 711B) – Sustainability Reporting.

## REPORTING PERIOD AND SCOPE

This report covers the sustainability progress of Kingsmen and its subsidiaries (the "Group") from 1 January to 31 December 2022 ("FY2022").

Where available and appropriate, we have included the historical data for the previous year of FY2021 for comparison. There has not been any restatement of figures for data disclosed in the previous year.

This report supplements Kingsmen's Annual Report 2022, which can be found on our corporate website [www.kingsmen-int.com](http://www.kingsmen-int.com). In accordance with our efforts to be more environmentally friendly, this report is only available online. Data provided in this report has been verified internally for accuracy. For future sustainability reports, we may seek to have data externally assured.

We welcome your feedback. Please reach us at [info@kingsmen-int.com](mailto:info@kingsmen-int.com).

# OUR APPROACH TO SUSTAINABILITY

## STRATEGY

Our vision is to be sustainably profitable. We aim to fully integrate sustainability into our corporate DNA. To do so, we continuously seek to improve the way we work by constantly engaging our stakeholders, keeping abreast with industry trends, identifying sustainability risks and opportunities, and reviewing our business processes. To guide our journey, we have set sustainability goals that are rooted in our business ambitions.

Our sustainability strategy aims to bring shared values and improve the way we work in order to better achieve our business objectives. It is driven by the following three key pillars of business practice.

- 1) We strive to be relevant in the marketplace and generate profits to benefit our stakeholders and the community at large.
- 2) We will create sustainable value for our stakeholders and are committed to align our long-term business strategies with their interests.
- 3) We will continue to refine our sustainability framework and drive performance improvements around our key material issues.

## GOVERNANCE

Good governance is critical to our business success. The highest levels of Kingsmen's leadership and management value the importance of long-term success founded on corporate responsibility and sustainable performance, which takes into account the interests of all stakeholders. The Group has in place the following structure to formulate sustainability policies, implement sustainability actions, and track sustainability outcomes:

- **Board of Directors** oversees governance and sustainability-related issues across the Group. The Board of Directors works closely with senior management in relation to stakeholder engagement, identify material sustainability issues, evaluate and set sustainability targets, and prioritise various initiatives to achieve these targets. As part of its mandate to develop and review the Group's corporate governance and risk management framework, the Board of Directors also oversees climate-related risks and opportunities, and integrates these considerations into overall business strategy. All Board members have sufficient knowledge on sustainability matters, having attended the relevant training as prescribed by the SGX.
- **Senior Management** works with the Board of Directors to oversee stakeholder engagement, identify material sustainability issues, evaluate and set sustainability targets, provide implementation and resourcing guidance to achieve these targets, and monitors the Group's progress on these targets. In terms of risk management, the senior management team addresses the Group's risk and mitigation plans.
- With senior management's support, a **Sustainability Committee**, comprising representatives from different business divisions, was established in FY2022. The committee coordinates the implementation of sustainability actions and the reporting of sustainability performance across the Group.



# OUR APPROACH TO SUSTAINABILITY

## STAKEHOLDER ENGAGEMENT

We value direct, open and regular communication with our stakeholders. It is particularly important to the Group to continue our engagement during the period of dynamic changes that prevailed throughout FY2022.

The Group recognises the importance of constantly reviewing its business and sustainability strategy in order to generate long-term value. We do this by actively engaging in meaningful dialogue with our valued stakeholders. We have identified the following four groups of stakeholders who have an impact or the potential to be impacted by our business:



Customers



Suppliers & business partners



Employees



Shareholders

Our stakeholders' feedback, concerns and views help us identify material sustainability issues, implement our sustainability initiatives, and improve our sustainability strategy. We engage with our stakeholders through the following diverse communication channels:

STAKEHOLDERS	FORMS OF ENGAGEMENT
<p><b>Customers</b></p>	<ul style="list-style-type: none"> <li>• Ongoing progress meetings</li> <li>• After-sales service</li> <li>• Electronic Direct Mailers</li> </ul>
<p><b>Suppliers &amp; business partners</b></p>	<ul style="list-style-type: none"> <li>• Meetings, emails and phone calls</li> </ul>
<p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>• Regular employee engagement</li> <li>• Newsletters</li> <li>• Training courses</li> <li>• Feedback sessions within teams</li> <li>• Performance appraisals</li> <li>• Team building activities</li> </ul>
<p><b>Shareholders</b></p>	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Investor Relations ("IR") team ensures that all material announcements are posted in the IR section of the corporate website</li> <li>• End-of-year financial results briefings</li> <li>• SGXNET announcements</li> </ul>

# OUR APPROACH TO SUSTAINABILITY

## MATERIALITY ASSESSMENT

Based on our business objectives, we conducted a materiality assessment to select the sustainability issues with the most material impact to our stakeholders, as well as on our performance as a business. We used the following three-step process to determine materiality.



In FY2022, the Board of Directors, senior management and Sustainability Committee have agreed that the following sustainability issues are most material to Kingsmen:

THEME	MATERIAL SUSTAINABILITY ISSUES	READ MORE IN OUR
<b>Economic performance</b> 	Economic performance	Annual Report > Financial Statements (pages 45-134)
<b>Governance</b> 	Governance	Annual Report > Corporate Governance Report (pages 29-44)
<b>People</b> 	Employee well-being and engagement Employee training and development Talent attraction, development and retention Leadership development Workplace health and safety	Sustainability Report > Our People (pages 9-12)
<b>Community</b> 	Community involvement	Sustainability Report > Our Community (page 13)
<b>Environment</b> 	Sustainable working environment Sustainable solutions	Sustainability Report > Our Environment (pages 14-17)

# OUR PEOPLE

People are our most important asset and fundamental to our business and success. We are committed to supporting them in building rewarding careers and achieving their full potential. Our human resource Policies and Code of Conduct cover fair remuneration, benefits, health and safety, career development and training. They are regularly reviewed by management, and comply with the legal standards in the jurisdictions where we operate.

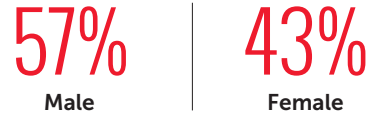
We are proud to be recognised as one of 'Singapore's Best Employers 2022' by The Straits Times and Statista, ranked 61st amongst more than 1,700 companies. This is according to a survey, which involved more than 17,000 employees. We were ranked 1st in the Media & Advertising category, and were the only company in this category within the top 200.

We value all our people, regardless of their race, religion, gender, age, sexual orientation, heritage, marital status, disability status, and nationality.

We believe in building a culture of holistic inclusivity that starts at the leadership level. We value and therefore monitor the diversity of our workforce, which we are disclosing for the first time.

## FY2022

### Composition of workforce, by gender



### Composition of workforce, by age



### Composition of senior management, by gender



To build a resilient organisation, we invest significantly in employee well-being and engagement; employee training and development; talent attraction, development and retention; leadership development; as well as workplace health and safety. Our leadership team spearheads and empowers our people to stay agile and adaptable – traits which are much needed to navigate today's environment.



# OUR PEOPLE

## EMPLOYEE WELL-BEING AND ENGAGEMENT

As part of our efforts to continually enhance employee well-being, we introduced the Family Care Leave programme. Appreciation care packs were also sent to people as part of our employee care programme. In FY2022, we launched the healthy lifestyle fund and resumed our monthly distribution of fruits to employees. Our annual health screening exercise also resumed and we participated in the National Steps Challenge's Corporate Challenge (season 6).

With the Covid-19 pandemic coming under control in more jurisdictions, more employers have ceased flexible working arrangements. At Kingsmen however, we believe that a more flexible working environment is important and are therefore proud to continue this flexible arrangements with our employees where feasible.

Even as our employees enjoy a newly introduced working from anywhere program, we recognise that employee engagement is vital in keeping our people connected with each other and the business. To this end, we ensure regular communication and touch points with our people through

both virtual and physical town hall meetings and sharing sessions, in order to encourage dialogue and keep our people informed about developments. Focus group sessions were also organised to listen to employees' feedback on how to improve our work environment and employee engagement.

To foster team bonding and cohesiveness, we introduced monthly "Active Fridays" for employees to organise their own interest group activities. Examples include cooking, wine appreciation, and sports. We also resumed Staff Recreation Challenges between different business units.



# OUR PEOPLE

## EMPLOYEE TRAINING AND DEVELOPMENT

As a Group dedicated to cultivating and developing talent, we invest in the sustainable employability of our workforce. We are an organisation with a strong focus on employee development and a culture of continuous learning. We develop staff through education, training and mentorship programmes that are designed to help them thrive at every level in a safe, nurturing and rewarding environment.

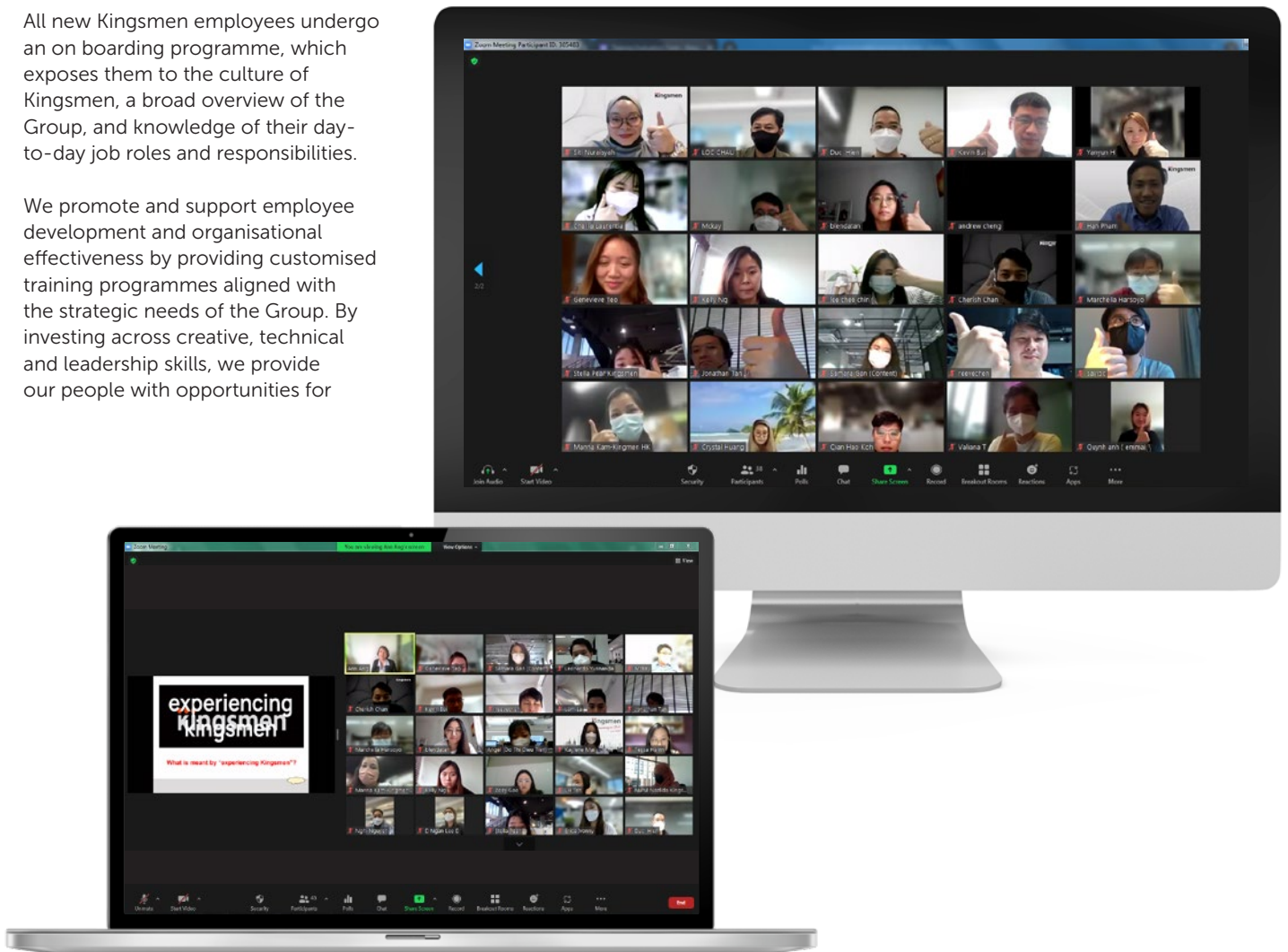
All new Kingsmen employees undergo an on boarding programme, which exposes them to the culture of Kingsmen, a broad overview of the Group, and knowledge of their day-to-day job roles and responsibilities.

We promote and support employee development and organisational effectiveness by providing customised training programmes aligned with the strategic needs of the Group. By investing across creative, technical and leadership skills, we provide our people with opportunities for

professional and personal development, keeping them engaged with the Group and the industry. Our training consists of various customised and dedicated programmes ranging from core functional competencies to leadership capabilities and life skills. These are delivered through on-the-job training and coaching.

In FY2022, the Kingsmen Academy and our overseas offices continued to deliver both online and physical training programmes, covering subjects on

technical skills, digital skills, leadership skills and mental well-being. By continuing to invest in upskilling and reskilling of our people, we aim to equip them with the right skillsets and mindset to meet the increasing demands of the new environment, while delivering high quality work to our clients.



# OUR PEOPLE

## TALENT ATTRACTION, DEVELOPMENT AND RETENTION

Attracting, developing and retaining talent is essential to building a resilient organisation. At Kingsmen, we firmly believe in nurturing future leaders from within. To achieve this, we are constantly building a sustainable leadership pipeline by cultivating emerging talent through continuous evaluation, guidance, training and engagement. The training and nurturing of future leaders are open and available to all employees.

Employees who are currently in non-leadership positions, and demonstrate clear leadership abilities and ambition, are identified as potential future leaders. They are provided with the equal opportunity and the environment to develop their management and leadership skills. This solidifies their foundation for progression to be future managers and leaders. They undergo a mentorship programme to learn core management, leadership and people skills from senior management through regular engagement sessions.

As part of our ecosystem to develop talent, we focus on the two key areas of internal mobility and redeployment to nourish and enrich the existing talent pool, and most importantly, to retain talent within our business.

## LEADERSHIP DEVELOPMENT

We use a structured leadership development framework to develop skilled leadership competencies that build a strong foundation for future leaders. Through regular mentoring and participation in annual regional conferences, we are able to accelerate the development and participation of a strong regional talent pool across the Group.

The conferences cover best practices, strategic and tactical discussions, and address change, culture and thought leadership. These are opportunities for future leaders to form strong bonds with colleagues from across the Group's various business divisions and country offices, while expanding their knowledge, and sharpening their skills to be effective leaders. In FY2022, we continued to hold the conferences through a hybrid format, with delegates from Singapore attending the conference in person, and overseas delegates attending the conference virtually.

## WORKPLACE HEALTH AND SAFETY

We are fully committed to ensuring the health and safety of all our employees and conduct our business in accordance with all workplace health and safety laws, standards and codes of practice. Our green committee ensures that we comply with all regulatory requirements, conduct safety onsite inspections, enforce fire safety plans, and implement safety-related training of all operational staff. We conducted the annual fire evacuation exercise at our HQ building. We also held table top exercises for company emergency response team ("CERT") members and fire wardens to ensure that they remain familiar with the emergency procedures and protocols.

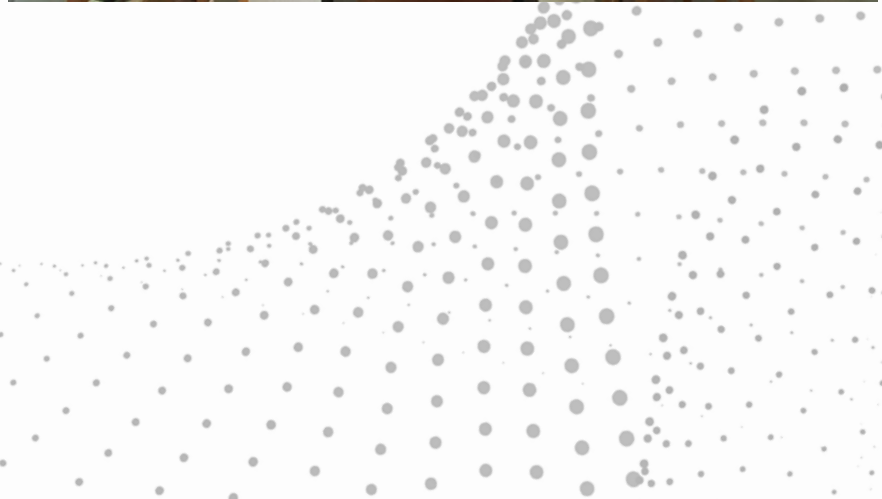


# OUR COMMUNITY

At Kingsmen, we believe we have a responsibility to improve the lives of those in the communities where we operate in. Where feasible and practical, we participate in initiatives that have positive impact in the areas that are related to our industry or community. In FY2022, we focused our efforts in connecting our employees to communities and areas where they could leverage on their expertise and skills for effective impact. Hence, our corporate social responsibility and community strategy focused on the areas of youth, education, and design.

Supporting youth development and education, is also an extension of Kingsmen's motto of continuous learning, a practice synonymous with Kingsmen. We seek to encourage innovation and creativity in the community through collaborations with educational institutions. In FY2022, we continued our five-year 'Empowering Learners, Inspiring Change' campaign. This campaign, which started in FY2021, involved empowering innovation and creativity in the community through collaboration with educational institutions and industry partners. One such collaboration is the job-shadowing programme with students from Temasek Polytechnic's School of Design. We also organised a talk and mock interviews for students from Raffles Design Institute. In addition, we also supported Singapore's creative industry through knowledge sharing with professional and corporate associations, and institutions.

As part of our ongoing corporate social initiative and to commemorate our 45<sup>th</sup> anniversary, we supported the Breast Cancer Foundation in a pro-bono arrangement in relation to design the first Breast Cancer Centre in Singapore.



# OUR ENVIRONMENT

Our sustainability approach ensures that we look at both the short and long term, generating value for both the Group and our clients throughout the planning and execution phase of our products. We understand that our business processes can have positive and negative environmental impacts. As such, while we deliver immediate and short-term solutions, we also do our part to minimise our environmental footprint, while maximising the positive longer-term returns for the environment.

## SUSTAINABLE WORKING ENVIRONMENT

As part of the global effort to sustain and better manage scarce resources, we are committed to constantly seek ways to deliver more environmentally friendly projects.

Some of our conservation initiatives include adopting environmentally friendly practices into our processes. For all our offices and production plants, we have explored ways to minimise the impact of our business operations on the environment. Our standard operating procedures incorporate practices to reduce water and energy consumption.

In terms of water consumption, we attained the Water Efficient Building ("WEB") (Basic) certification from PUB, Singapore's national water agency, in FY2022. This certification programme encourages businesses, industries, schools and buildings to adopt water efficient measures in their premises and processes, for example by installing water efficient fittings and adopting the WEB recommended flow rates or flush volumes.

We recognise that climate change is an existential threat to the planet and all its inhabitants. As a low-lying country, Singapore is particularly vulnerable to the impacts of climate change and rising sea levels. Even though Kingsmen is not a major emitter of greenhouse gases ("GHG"), we will do our part in the fight against climate change.

In FY2022, we made progress in reducing our GHG emissions as we cut down on business-related travel, and switched from conducting physical meetings to virtual meetings. This was enabled by the full adoption of digital technologies in the workplace. By continuing with flexible working arrangements for our workforce, our employees are also able to reduce their GHG emissions from commuting.

We regularly maintain and upgrade equipment in our production facilities to improve electrical energy efficiency. We make use of project scheduling at production facilities to ensure that equipment is operating at optimal efficiency. We will continue to explore ways to better manage and reduce our carbon footprint and leverage on new, more efficient and productive technology.

In order to drive decarbonisation at Kingsmen, it is critical for us to monitor our energy consumption and GHG emissions. For the first time, and in line with Task Force on Climate-Related Financial Disclosures ("TCFD") recommendations, we are disclosing these metrics, as follows:

FY2022

Electricity consumption  
(kWh '000)

1,359

Scope 2 GHG emissions  
(tons CO<sub>2</sub>-equivalent)

557

We will continue to monitor Scope 1 and Scope 3 GHG emissions, with a view to disclose these metrics when viable.

FY2022

Water consumption  
(cubic metre)

6,610



# OUR ENVIRONMENT

## Climate risks and opportunities

We continuously assess the climate-related risks and opportunities. We have identified and prioritised these risks and opportunities according to likelihood and impact over different time horizons, using two divergent Shared Socioeconomic Pathways (“SSPs”) from the Intergovernmental Panel on Climate Change (“IPCC”) Sixth Assessment Report 2021:

- A positive scenario (SSP1-2.6) whereby global CO<sub>2</sub> emissions would be reduced to net-zero around 2075, with estimated warming of +1.8°C by 2080-2100; and
- A negative scenario (SSP3-7.0) whereby global CO<sub>2</sub> emissions would double by 2100, with estimated warming of +3.6°C by 2080-2100.

We identified the following risks over the short term (next 5 years), medium term (next 5-10 years) and long term (beyond 10 years) time periods.

RISKS AND OPPORTUNITIES	TIME PERIOD	IMPACTS	MITIGATION MEASURES
<b>1. Physical Risks</b>			
Extreme weather incidents	Short term	Increased severity of extreme weathers events (floods) affecting our operations and supply chain.	Consider engaging third party expertise to assess and insure at-risk assets. Incorporate checks and stress/resilience testing into project implementation and supply chain delivery.
Long-term climate change	Long term	Extreme prolonged impact from climate change, such as water stress, sea level rise, and coastal flooding. These affect the country’s infrastructure.	Monitor trends and factor these into decisions on infrastructure and outdoor projects.
<b>2. Policy and Legal Transition Risks</b>			
Implementation of carbon tax and dependence on the state of decarbonisation of the local electricity grids	Short to medium term	<p>Singapore implemented a carbon tax on 1 January 2019, which is set at S\$5/tCO<sub>2</sub>e in the first instance from 2019 to 2023. This will be raised to \$25/tCO<sub>2</sub>e in 2024 and 2025, and \$45/tCO<sub>2</sub>e in 2026 and 2027, with a view to reaching \$50-80/tCO<sub>2</sub>e by 2030.</p> <p>Singapore’s electricity suppliers will pass on the carbon tax in the form of higher electricity prices, which will increase our operating costs and affect our profitability. If the local grid is unable to reduce its emission factor over time, this would limit our ability to reduce our emissions from purchased electricity.</p>	Reduce energy consumption by adopting more energy efficient equipment and manufacturing processes. Explore switching to renewable energy when this option is viable.

# OUR ENVIRONMENT

RISKS AND OPPORTUNITIES	TIME PERIOD	IMPACTS	MITIGATION MEASURES
Mandatory GHG emissions disclosures and decarbonisation targets	Short term	Regulators, stock exchanges and corporate customers may require additional emission targets, disclosures and auditing.	Pre-empt these requirements by setting and disclosing clear decarbonisation targets and pathways aligned with global standards.
<b>3. Technology Transition Risks</b>			
Green supply chain	Short to medium term	If there are requirements for Kingsmen to source from a greener supply chain, the costs of our materials may increase. This will affect our competitiveness.	Explore more opportunities to adopt new product designs with a smaller carbon footprint. Incorporate GHG emissions considerations into supply chain development and decision-making.
<b>4. Market Transition Risks</b>			
Changing customer expectations	Short to medium term	If more customers take their service providers' carbon footprint into account when making procurement decisions, failure to respond to these customer expectations could erode customer retention. Potential increase in cost given the requirement to source for greener products and services.	Identify and anticipate changes in customers' needs. Continue to reaffirm sustainability as key consideration throughout our organisation. Incorporate GHG emission considerations into supply chain development and decision-making.

Our climate assessment also presented the following potential opportunities for Kingsmen:

- Cost savings** – By making our product design more sustainable, we can use less materials, lower emissions of GHG, and reduce waste. By upgrading our manufacturing, IT, office and logistics equipment to more energy efficient models, we can reduce energy consumption. These measures will also save costs.
- Increased competitive advantages, access to new markets and business growth** – The increase in demand for low-carbon emission events and services represents new potential business opportunities for us. By offering more sustainable solutions for our customers, we can strengthen product competitiveness, solution offerings and better meet customers' needs and requirements. Doing so will also enhance our overall branding and reputation in the eyes of investors and employees.
- Improved operational and financial resilience** – By adopting green sourcing and optimising our supply chain's sustainability and resilience, we will be in a better position to attract backing from investors and other key shareholders.

# OUR ENVIRONMENT

## SUSTAINABLE SOLUTIONS

Our designers and project management teams are attuned to the need of making what we do more environmentally friendly and sustainable. As a result, environmentally driven designs are proposed during planning stages and there is a constant collaborative effort to seek ways to make projects more eco-friendly. Where feasible, we will introduce and recommend new or innovative products and materials that can minimise the amount of waste generated, at the design stage and throughout the procurement process.

In FY2022, we continued our efforts in driving change by encouraging clients to consider innovative solutions where possible and to prioritise climate-friendly alternatives where feasible. From collapsible structures that can be transported to mobile event apps, virtual events, software for remote co-creation, and state-of-the-art audio visual solutions, we work closely with clients to identify relevant solutions that allow them to continue business in a sustainable manner.

We aim to work with all business partners to raise their awareness of the need to reduce their carbon footprint wherever viable. In this regard, we are proud to be part of the Global Meetings, Incentives, Conferences & Exhibitions ("MICE") Sustainability Alliance, which brings together key MICE ecosystem stakeholders to re-think how the future of events should be for the sustainability of our industry and for future generations. Organisations in the MICE Sustainability Alliance include the Singapore Tourism Board ("STB"), Singapore Association of Convention and Exhibition Organisers ("SACEOS") and Informa Markets.

In addition, we are a member of the International Federation of Exhibition & Event Services ("IFES"). The IFES has pledged to support and promote the Net Zero Carbon Events initiative amongst members.



# GRI INDEX

GRI STANDARDS		REPORT REFERENCE
<b>GRI 2: General Disclosures 2021</b>		
2-1	Organisational details	• Annual Report 2022 ("AR 22") > Corporate Information (page 28)
2-2	Entities included in the organisation's sustainability reporting	• Sustainability Report 2022 ("SR 22") > About This Report (page 5)
2-3	Reporting period, frequency and contact point	• SR 22 > About This Report (page 5)
2-4	Restatements of information	• Nil
2-5	External assurance	• Data provided in this report has been verified internally for accuracy. For future sustainability reports, we may seek to have data externally assured.
2-6	Activities, value chain and other business relationships	• SR 22 > About Kingsmen (page 2)
2-7	Employees	• SR 22 > Our People (page 9)
2-9	Governance structure and composition	• SR 22 > Our Approach to Sustainability > Governance (page 6) • AR 22 > Corporate Governance Report (pages 29-44)
2-10	Nomination and selection of the highest governance body	• AR 22 > Corporate Governance Report (pages 29-44)
2-11	Chair of the highest governance body	• AR 22 > Corporate Governance Report (pages 29-44)
2-12	Role of the highest governance body in overseeing the management of impacts	• AR 22 > Corporate Governance Report (pages 29-44)
2-13	Delegation of responsibility for managing impacts	• AR 22 > Corporate Governance Report (pages 29-44)
2-14	Role of the highest governance body in sustainability reporting	• SR 22 > Our Approach to Sustainability > Governance (page 6)
2-15	Conflicts of interest	• AR 22 > Corporate Governance Report (pages 29-44)
2-16	Communication of critical concerns	• AR 22 > Corporate Governance Report (pages 29-44)
2-17	Collective knowledge of the highest governance body	• AR 22 > Corporate Governance Report (pages 29-44)
2-18	Evaluation of the performance of the highest governance body	• AR 22 > Corporate Governance Report (pages 29-44)
2-19	Remuneration policies	• AR 22 > Corporate Governance Report (pages 29-44)
2-20	Process to determine remuneration	• AR 22 > Corporate Governance Report (pages 29-44)
2-22	Statement on sustainable development strategy	• SR 22 > Message from Group CEO (page 4)
2-23	Policy commitments	• Throughout SR 22
2-24	Embedding policy commitments	• Throughout SR 22
2-26	Mechanisms for seeking advice and raising concerns	• SR 22 > About This Report (page 5)

# GRI INDEX

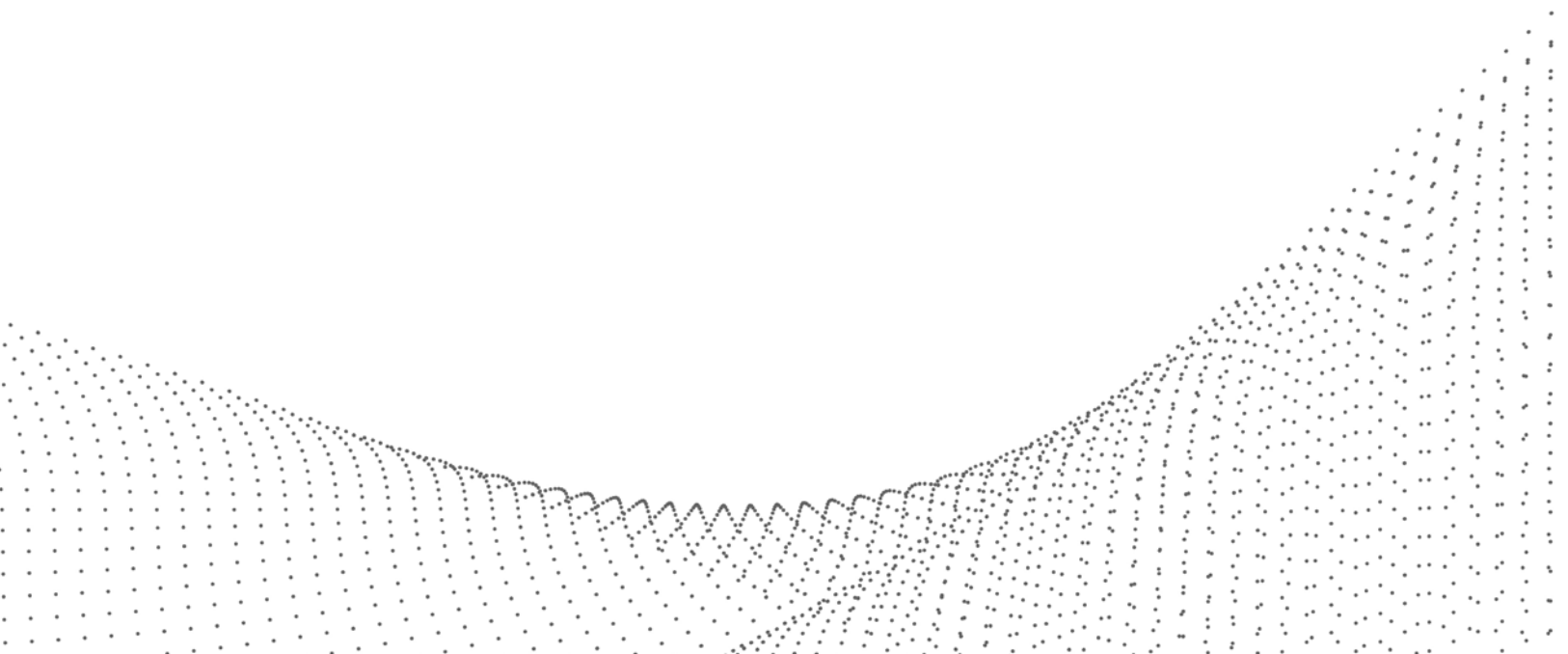
GRI STANDARDS		REPORT REFERENCE
2-27	Compliance with laws and regulations	• Throughout SR 22
2-28	Membership associations	• Refer to our Kingsmen website – Awards and Affiliations
2-29	Approach to stakeholder engagement	• SR 22 > Our Approach to Sustainability > Stakeholder Engagement (page 7)
2-30	Collective bargaining agreements	• 0% of workforce are participating in collective bargaining agreements
<b>GRI 3: Material Topics 2021</b>		
3-1	Process to determine material topics	• SR 22 > Our Approach to Sustainability > Materiality Assessment (page 8)
3-2	List of material topics	• SR 22 > Our Approach to Sustainability > Materiality Assessment (page 8)
3-3	Management of material topics	• SR 22 > Our Approach to Sustainability > Materiality Assessment (page 8)
<b>Topic-Specific Standards</b>		
<b>Economic Disclosures</b>		
<b>GRI 201: Economic performance</b>		
201-1	Direct economic value generated and distributed	• AR 22 > Financial Statements (pages 45-134)
201-2	Financial implications and other risks and opportunities due to climate change	• SR 22 > Our Environment > Sustainable Working Environment (pages 15-16)
<b>GRI 202: Market presence</b>		
202-2	Proportion of senior management hired from the local community	• AR 22 > Board of Directors, Senior Management (pages 8-13)
<b>Environmental Disclosures</b>		
<b>GRI 302: Energy</b>		
302-1	Energy consumption within the organisation	• SR 22 > Our Environment > Sustainable Working Environment (page 14)
302-4	Reduction of energy consumption	• SR 22 > Our Environment > Sustainable Working Environment (page 14)
302-5	Reduction in energy requirements of products and services	• SR 22 > Our Environment > Sustainable Solutions (page 17)
<b>GRI 303: Water and effluents</b>		
303-1	Interactions with water as a shared resource	• SR 22 > Our Environment > Sustainable Working Environment (page 14)
303-5	Water consumption	• SR 22 > Our Environment > Sustainable Working Environment (page 14)

# GRI INDEX

GRI STANDARDS		REPORT REFERENCE
<b>GRI 305: Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> <li>We will continue to monitor this, with a view to disclose this when viable.</li> </ul>
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>SR 22 &gt; Our Environment &gt; Sustainable Working Environment (page 14)</li> </ul>
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> <li>We will continue to monitor this, with a view to disclose this when viable.</li> </ul>
305-4	GHG emissions intensity	<ul style="list-style-type: none"> <li>We will continue to monitor this, with a view to disclose this when viable.</li> </ul>
305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> <li>SR 22 &gt; Our Environment &gt; Sustainable Working Environment (pages 14-16)</li> </ul>
<b>Social Disclosures</b>		
<b>GRI 401: Employment</b>		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> <li>SR 22 &gt; Our People (pages 9-12)</li> </ul>
<b>GRI 403: Occupational Health and Safety</b>		
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> <li>SR 22 &gt; Our People &gt; Workplace Health &amp; Safety (page 12)</li> </ul>
403-6	Promotion of worker health	<ul style="list-style-type: none"> <li>SR 22 &gt; Our People &gt; Employee Well-being &amp; Engagement (page 10)</li> </ul>
<b>GRI 404: Training and Education</b>		
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> <li>SR 22 &gt; Our People &gt; Employee training &amp; Development (page 11)</li> </ul>
<b>GRI 405: Diversity and Equal Opportunity</b>		
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>SR 22 &gt; Our People (page 9)</li> </ul>
<b>GRI 413: Local Communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> <li>SR 22 &gt; Our Community (page 13)</li> </ul>

# TCFD INDEX

TCFD THEMATIC AREAS	RECOMMENDED DISCLOSURES	REFERENCES AND REMARKS
<p><b>1. Governance</b> Disclose the organisation's governance around climate-related risks and opportunities</p>	<p>a) Describe the board's oversight of climate-related risks and opportunities</p> <hr/> <p>b) Describe management's role in assessing and managing climate-related risks and opportunities</p>	<p>As part of its mandate to develop and review the Group's corporate governance and risk management framework, the Board of Directors also oversees climate-related risks and opportunities, and integrates these considerations into overall business strategy.</p> <p>SR 22 &gt; Our Approach to Sustainability &gt; Governance (page 6)</p>
<p><b>2. Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material</p>	<p>a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term</p> <hr/> <p>b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning</p> <hr/> <p>c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</p>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Extreme weather incidents</li> <li>• Long-term climate change</li> <li>• Implementation of carbon tax and dependence on the state of decarbonisation of the local electricity grids</li> <li>• Mandatory GHG emissions disclosures and decarbonisation targets</li> <li>• Requirements for green supply chain</li> <li>• Changing customer expectations</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Cost savings</li> <li>• Increased competitive advantages, access to new markets and business growth</li> <li>• Improved operational and financial resilience</li> </ul> <p>SR 22 &gt; Our Environment &gt; Sustainable Working Environment (pages 14-16)</p>



# TCFD INDEX

TCFD THEMATIC AREAS	RECOMMENDED DISCLOSURES	REFERENCES AND REMARKS
<p><b>3. Risk Management</b> Disclose how the organisation identifies, assesses, and manages climate-related risks</p>	<p>a) Describe the organisation's processes for identifying and assessing climate-related risks</p> <hr/> <p>b) Describe the organisation's processes for managing climate-related risks</p> <hr/> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management</p>	<p>We will undertake deeper climate-related risk analysis to assess the likelihood and impact of climate-related risks.</p> <p>We aim to utilise our established enterprise risk management system to address material climate-related risks.</p> <p>SR 22 &gt; Our Environment &gt; Sustainable Working Environment (pages 14-16)</p>
<p><b>4. Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p> <hr/> <p>b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas emissions, and the related risks</p> <hr/> <p>c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets</p>	<p>SR 22 &gt; Our Environment &gt; Sustainable Working Environment (pages 14-16)</p> <p>SR 22 &gt; Our Environment &gt; Sustainable Working Environment (pages 14-16)</p> <p>We are undertaking an analysis to set appropriate targets, where relevant.</p>



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