



A hand in a green sleeve reaching out against a blurred green background.

Other

INFORMATION









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Performance Summary

GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR			
			FY2017 (BASELINE YEAR)	FY2018	FY2019	FY2020
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DRIVING ECONOMIC VALUE						
Material Topic: Economic Performance						
GRI 201-1 Direct economic value generated and distributed	Direct economic value generated	RM million	4,101.4	3,871.0**	4,077.1	3,988.5
	Revenue	RM million	4,101.4	3,871.0**	4,077.1	3,988.5
	Economic value distributed	RM million	3,323.0	3,264.1**	3,451.8	3,388.4
	Annual dividend	RM million	210.8	210.8	210.9	220.1
	Cost of sales		2,732.9	2,721.3**	2,810.4	2,758.1
	Employee benefit expenses		348.9*	294.4	307.8	297.4
	Income tax expenses		30.4	37.6	122.7	112.8
	Economic value retained	RM million	778.4*	606.9**	625.3	600.1









* "Other employee benefits" were excluded from "Employee benefit expenses" in FY2017.









** Restated for adjustments pursuant to the adoption of MFRS 15, Revenue from Contracts with Customers.

GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR							
			FY2017		FY2018		FY2019		FY2020	
										
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EMPOWERING OUR PEOPLE										
Material Topic: Talent Management										
GRI 401-1 New employee hires and employee turnover	Total new employee hires	Person	163	85	211	78	191	103	156	48
	– Age under 30 years old		94	46	115	53	116	71	62	27
	– Age between 30-50 years old		63	39	90	25	63	32	77	20
	– Age over 50 years old		6	0	6	0	12	0	17	1
	– Male		101	53	133	57	132	74	112	33
	– Female		62	32	78	21	59	29	44	15
	Total employee turnover		611	55	170	84	158	83	135	48
	– Age under 30 years old		157	18	60	28	71	33	34	12
	– Age between 30-50 years old		297	36	99	52	81	43	61	30
	– Age over 50 years old		157	1	11	4	6	7	40	6
	– Male		402	33	100	54	96	68	86	28
	– Female		209	22	70	30	62	15	49	20









GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR							
			FY2017		FY2018		FY2019		FY2020	
										
EMPOWERING OUR PEOPLE (CONT.D)										
Material Topic: Talent Management (cont.d)										
GRI 404-1 Average hours of training per year per employee	Total training hours	Hours	23,474	14,484	33,062	14,512	38,299	19,275	36,317	13,376
	– Male		12.08	17.50	17.33	19.02	17.41	27.40	18.89	20.68
	– Female		12.47	28.67	16.29	27.10	25.78	30.27	24.42	18.49
	– Executives		14.98	35.44	25.58	41.51	29.42	39.29	28.10	25.21
	– Non-executives		10.64	12.34	14.56	8.61	13.54	20.85	14.87	16.08
	Average hours of training per employee per year		12.20	21.78	17.02	22.05	19.91	28.51	18.70	19.84
	Group average hours of training per employee per year		14.70	16.77	22.14	19.00				
GRI 405-1 (206) Diversity of governance bodies and employees	Total directors	Person	N/A						11	
	– Age under 30 years old		N/A						0	
	– Age between 30-50 years old								1	
	– Age over 50 years old								10	
	– Male								8	
	– Female								3	
	– Independent Non-executive Director								6	
	– Non-independent Non-executive Director								5	
	Total employees								N/A	
	– Age under 30 years old		N/A						304	154
	– Age between 30-50 years old								1,258	429
	– Age over 50 years old								380	91
	– Male								1,374	428
	– Female								568	246
	– Executive Level								12	5
	– Middle Management								149	26
	– Department Head/ Supervisor								250	92
	– Senior Officer								427	304
	– Officer								1,104	247









Performance Summary

GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR							
			FY2017		FY2018		FY2019		FY2020	
										
EMPOWERING OUR PEOPLE (CONT.D)										
Material Topic: Market Presence										
GRI 202-2 Proportion of senior management hired from the local community	Percentage of senior management hired from local community	%	90	100	95	100	95	100	97	100
ENHANCING SOCIAL WELL-BEING										
Material Topic: Creating Value for Society										
GRI 413-1 Operations with local community engagement, impact assessments, and development programmes	Percentage of operations with implemented local community engagement, impact assessment, and development programmes	%	100	100	100	100	100	100	100	100
ECO-EFFICIENCY										
Material Topic: Water Stewardship										
GRI 303-3 (2018) Water withdrawal by source	Total volume of water withdrawal	m³	1,999,598	480,805	1,650,383	521,193	2,180,527	520,236	2,019,020	461,213
	– Surface water	m³	180,200	0	171,286	0	0	0	335	–
	– Ground water		650,388	0	91,217	0	102,160	0	102,058	–
	– Rainwater collected directly and stored by F&N		431	0	290	0	0	0	–	–
	– Municipal water supplies or other water utilities		1,168,579	480,805	1,387,590	521,193	2,078,367	520,236	1,916,627	461,213
	Total volume of water consumption	m³	N/A	N/A	N/A	N/A	1,138,596	300,180	800,639	281,099
	Total volume of water withdrawal	m³	1,999,598	480,805	1,650,383	521,193	2,180,527	520,236	2,019,020	461,213
	Water intensity ratio	m³/MT	2.26	1.60	2.17	1.70	2.59	1.54	2.68	1.39
	Group water intensity ratio	m³/MT	2.06		2.04		2.29		2.29	









GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR							
			FY2017		FY2018		FY2019		FY2020	
										
ECO-EFFICIENCY (CONT.D)										
Material Topic: Effluents and Waste***										
GRI 306-2 Waste by type and disposal	Hazardous waste	kg	N/A				22,420	16,370	46,690	17,330
	– Reuse	kg	N/A				6,945	0	23,546	0
	– Recycling	kg					0	0	0	0
	– Composing	kg					0	0	0	0
	– Recovery	kg					11,682	13,170	16,684	10,210
	– Incineration	kg					0	0	0	0
	– Chemical waste water treatment	kg					0	0	0	0
	– Other recycled/reused waste	kg					1,127	0	3,163	0
	– Other disposed waste	kg					2,667	0	67	0
	– Landfill	kg					0	3,200	3,230	7,120
	Non-hazardous waste	kg	N/A				12,707,371	1,506,670	10,835,130	1,587,304
	– Reuse	kg	N/A				256,643	0	175,408	0
	– Recycling	kg					4,507,116	711,810	4,507,465	851,856
	– Composing	kg					6,194,750	0	5,132,720	52,180
	– Recovery	kg					0	24,780	0	69,020
	– Incineration	kg					0	0	0	0
	– Chemical waste water treatment	kg					0	0	0	0
	– Other recycled/reused waste	kg					0	714,140	0	593,770
	– Other disposed waste	kg					0	4,340	8,016	0
	– Landfill	kg					1,748,862	51,600	1,011,520	20,478
GRI 303-4 (2018) Water discharge	Total water discharge by destination (Freshwater, <1,000 mg/L Total Dissolved Solids)	m³	824,297	228,771	1,120,007	263,407	1,061,609	220,056	1,218,381	180,114
	– Total surface water	m³	810,131	0	1,106,055	0	659,501	0	786,513	0
	– Total ground water		0	0	0	0	3,949	0	10,152	0
	– Total seawater		0	0	0	0	270,785	0	302,570	0
	– Total third-party water treatment and usage		14,166	228,771	13,952	263,407	127,374	220,056	119,147	180,114
Solid waste intensity	Total waste generated	kg	2,206,354	372,280	2,134,666	450,720	1,900,939	59,140	1,022,833	27,598
	Waste intensity ratio	kg/MT	3.05	1.24	2.81	1.47	2.25	0.17	1.36	0.08
	Group solid waste intensity ratio	m³/MT	2.52		2.42		1.66		0.97	









Performance Summary

GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR							
			FY2017		FY2018		FY2019		FY2020	
										
ECO-EFFICIENCY (CONT.D)										
Material Topic: Energy and Climate Change										
GRI 302-1 Energy consumption within the organisation	Total energy consumption within the organisation	MJ	575,608,770	322,063,159	578,950,496	338,336,407	719,921,494	337,912,592	623,763,103	313,845,400
	– Natural Gas	MJ	345,453,676	216,232,348	354,117,096	225,313,749	433,950,315	229,361,825	382,432,480	213,371,208
	– Diesel		23,782,122	0	24,908,754	0	26,862,654	0	2,777,147	185,859
	– Biodiesel		0	0	0	0	0	0	15,235,027	8,186
	– Liquefied Petroleum Gas		4,850,700	0	3,941,700	0	3,316,611	0	1,812,430	1,777,924
	– Solar		0	0	0	0	0	0	0	2,598,494
	– Fuel Oil		0	18,828,126	0	20,371,319	0	17,271,792	0	13,965,900
	– Electricity		201,522,272	87,002,685	195,982,946	92,651,339	255,791,914	91,278,975	231,518,547	83,909,797
GRI 302-3 Energy intensity	Total energy intensity ratio	MJ/MT	795.58	1,070.85	761.26	1,106.03	818.85	1,001.19	832.76	955.29
	Group total energy intensity ratio	MJ/MT	876.41		860.16		895.51		865.38	
	Energy intensity ratio									
	– Natural Gas	MJ/MT	477.47	718.97	465.63	736.56	514.71	679.25	498.54	643.76
	– Diesel		32.87	0	32.75	0	31.86	0	3.69	0.56
	– Biodiesel		0	0	0	0	0	0	20.26	0.02
	– Liquefied Petroleum Gas		6.70	0	5.18	0	3.93	0	2.41	5.36
	– Solar		0	0	0	0	0	0	0	7.84
	– Fuel Oil		0	62.60	0	66.59	0	51.07	0	42.14
	– Electricity		278.53	289.28	257.70	302.88	303.40	269.92	307.86	253.16
GRI 305-1 Direct (Scope 1) GHG emissions (CO _{2e})	Total Direct GHG emissions (equivalent)	MTCO _{2e}	21,518	13,319	22,017	13,926	26,435	14,204	21,213	13,177
	Direct GHG emissions									
	– Natural gas	MTCO _{2e}	19,380	12,131	19,866	12,640	24,235	12,867	20,893	11,970
	– Diesel		1,762	0	1,846	0	1,991	0	206	14
	– Biodiesel		0	0	0	0	0	0	106	1
	– Liquefied petroleum gas		375	0	305	0	209	0	114	112
	– Fuel oil		0	1,188	0	1,285	0	1,337	0	1,081
GRI 305-2 Energy indirect (Scope 2) GHG emissions (CO _{2e})	Total Indirect GHG emissions (equivalent)	MTCO _{2e}	23,780	10,266	23,126	10,933	30,183	10,771	27,319	9,901
	Indirect GHG emissions									
	– Electricity	MTCO _{2e}	23,780	10,266	23,126	10,933	30,183	10,771	27,319	9,901

GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR							
			FY2017		FY2018		FY2019		FY2020	
										
ECO-EFFICIENCY (CONT.D)										
Material Topic: Energy and Climate Change (cont.d)										
GRI 305-4 Greenhouse gas (GHG) emissions intensity	Total GHG emissions (equivalent)	MTCO _{2e}	45,297	23,585	45,143	24,858	56,618	23,638	48,532	23,078
	Total GHG emissions intensity ratio	MTCO _{2e} /MT	0.063	0.078	0.059	0.081	0.063	0.070	0.065	0.070
	Group total GHG emissions intensity ratio	MTCO _{2e} /MT	0.067		0.066		0.069		0.066	
RESPONSIBLE SUPPLY CHAIN										
Material Topic: Sustainable Sourcing										
GRI 204-1 Proportion of spending on local suppliers	Percentage of local suppliers	%	92.15	95.91	99.87	95.90	93.66	95.98	92.38	96.16
	Percentage of purchase value spent on local suppliers		64.61	82.09	73.17	84.46	77.76	81.52	72.32	77.65
SAFETY & WELL-BEING										
Material Topic: Occupational Health & Safety										
GRI 403-9 (2018) Work-related injuries	Employee recordable work-related injuries	Case	N/A				10	0	6	6
	– Fracture	Case	N/A				2	0	1	0
	– Burns	Case					2	0	0	0
	– Lacerations	Case					1	0	2	0
	– Others	Case					5	0	3	6
	High-consequence work-related injuries	Case					0	0	0	0
	Work-related fatalities	Case	0	0	0	0	0	0	0	1
	Lost Time Injury Frequency Rate (LTIFR)	Case/ million hours	1.93	0	1.66	0	1.84	0	1.27	4.30
	Group Lost Time Injury Frequency Rate (LTIFR)	Case/ million hours	1.84		1.38		2.19		1.97	

Performance Summary

GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR							
			FY2017		FY2018		FY2019		FY2020	
										
SAFETY & WELL-BEING (CONT.D)										
Material Topic: Occupational Health & Safety (cont.d)										
GRI 403-9 (2018) Work-related injuries (cont.d)	Non-employee recordable work-related injuries	Case/ million hours	N/A		7	0	5	1		
	– Fracture	Case	N/A		2	0	2	1		
	– Burns	Case			0	0	1	0		
	– Lacerations	Case			1	0	2	0		
	– Others	Case			4	0	0	0		
	High-consequence work-related injuries	Case			0	0	0	0		
	Work-related fatalities	Case			0	0	0	0		
	Lost Time Injury Frequency Rate (LTIFR)	Case/ million hours			2.36	0	1.58	1.00		
	Group Lost Time Injury Frequency Rate (LTIFR)	Case/ million hours	N/A		1.79		1.44			
GRI 403-10 (2018) Work-related ill-health	Employee recordable work-related ill health	Case	N/A		0	0	0	1		
	Work-related fatalities	Case	N/A		0	0	0	1		
	Work-related ill health rate	Case			0	0	0	0		
	Group Work-related Ill Health Rate	Case/ million hours	N/A		0		0.24			
	Non-employee recordable work-related ill health	Case	N/A		0	0	0	0		
	Work-related fatalities	Case	N/A		0	0	0	0		
	Work-related ill health rate	Case			0	0	0	0		
	Group Work-related Ill Health Rate	Case/ million hours	N/A		0		0			

GRI STANDARDS	REFERENCE	UNIT	FINANCIAL YEAR							
			FY2017		FY2018		FY2019		FY2020	
										
SAFETY & WELL-BEING (CONT.D)										
Material Topic: Consumer Health & Safety										
GRI 416-1 Assessment of the health and safety impacts of product and service categories	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	%	100	100	100	100	100	100	100	100
GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Total number of incidents of non-compliance concerning the health and safety impacts of products and services	Case	0	0	0	0	0	0	0	0
Material Topic: Product & Service Labelling										
GRI 417-1 Requirements for product and service information and labelling	Percentage of significant product or service categories covered by and assessed for compliance with such procedures stated above	%	100	100	100	100	100	100	100	100
GRI 417-2 Incidents of non-compliance concerning product and service information and labelling	Total number of incidents of non-compliance concerning product and service information and labelling	Case	0	0	0	0	0	0	0	0



LR Independent Assurance Statement

Relating to Fraser & Neave Holdings Bhd's data for selected GRI indicators for the fiscal year 2020 (1st October 2019 – 30th September 2020)

This Assurance Statement has been prepared for Fraser and Neave Holdings Bhd in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

Lloyd's Register Quality Assurance Limited (LR) was commissioned by Fraser & Neave Holdings Bhd (F&NHB), to provide independent assurance on its selected GRI indicators ("the data") against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LR's verification procedure. LR's verification procedure is based on current best practice, is in accordance with ISAE 3000¹ and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered F&NHB's operations and activities in Malaysia and Thailand specifically the following requirements:

- Confirming whether the selected economic, environmental and social indicators below were compiled according to GRI's Standard 2016.
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:

Economic:

- GRI 201-1 Direct economic value generated and distributed

Environmental

- GRI 302-1 Energy consumption within the organization
- GRI 302-3 Energy intensity
- GRI 303-3 (2018 edition) Water withdrawal
- GRI 303-4 (2018 edition) Water discharge
- GRI 303-5 (2018 edition) Water consumption
- GRI 305-1 Direct (Scope 1) GHG emissions
- GRI 305-2 Energy indirect (Scope 2) GHG emissions
- GRI 305-4 GHG emissions intensity
- GRI 306-2 Waste by type and disposal method

Social

- GRI 403-8 (2018 edition) Workers covered by an occupational health and safety management system
- GRI 403-9 (2018 edition) Work-related injuries
- GRI 403-10 (2018 edition) Work-related ill health
- GRI 404-1 Average hours of training per year per employee
- GRI 404-3 Percentage of employees receiving regular performance and career development reviews
- GRI 413-1 Operations with local community engagement, impact assessments, and development programs

Our assurance engagement excluded the data and information of F&NHB's suppliers, contractors and any third-parties mentioned in the report.

LR's responsibility is only to F&NHB. LR disclaims any liability or responsibility to others as explained in the end footnote. F&NHB's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of F&NHB.

¹ GHG quantification is subject to inherent uncertainty.



LR's Opinion

Based on LR's approach nothing has come to our attention that would cause us to believe that F&NHB has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LR's approach

LR's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing F&NHB's data management systems to confirm that there were no significant errors, omissions or mis-statements in the data. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Sampling F&NHB's performance data for the selected GRI indicators (FNDM Plant in Malaysia and FNDT in Thailand) and the consolidated final data at F&NHB's corporate level.

Observations

Further observations and findings, made during the assurance engagement, are:

- **Reliability:** Data management systems are established and centralized for the data and information collection and calculation associated with the selected GRI indicators. However, we believe that F&NHB should work closer with supply chain to improve the quality and reliability of data reported in the future, typically for reporting of waste circularity.

LR's standards, competence and independence

LR ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LR for F&NHB and as such does not compromise our independence or impartiality.

Dated: 29th November 2020

Opart Charuratana
LR Lead Verifier

On behalf of Lloyd's Register Quality Assurance Ltd
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GRI Context Index

This report has been prepared in accordance with the GRI Standards: Core option.

GENERAL DISCLOSURES

GRI STANDARD	DESCRIPTION OF DISCLOSURE	REFERENCE PAGE/ EXPLANATION
ORGANISATIONAL PROFILE		
102-1	Name of the organisation	Cover page, Who We Are (pages 12 to 13)
102-2	Activities, brands, products, and services	Who We Are (pages 12 to 13), Value Creation Business Model (pages 18 to 19)
102-3	Location of headquarters	Geographic Footprint (page 13)
102-4	Location of operations	Geographic Footprint (page 13)
102-5	Ownership and legal form	Corporate Structure (pages 14 to 15)
102-6	Markets served	Geographic Footprint (page 13)
102-7	Scale of the organisation	Geographic Footprint (page 13), Our Employees (page 13)
102-8	Information on employees and other workers	Our Employees (page 13), Performance Summary (pages 102 to 103)
102-9	Supply chain	Our Supply Chain (pages 16 to 17)
102-10	Significant changes to the organisation and its supply chain	Our Supply Chain (pages 16 to 17)
102-11	Precautionary Principle or approach	This information is available in our Annual Report, section on Principal/ Key Risks and Mitigation
102-12	External initiatives	Membership of Associations (page 17)
102-13	Memberships of associations	Membership of Associations (page 17)
STRATEGY AND ANALYSIS		
102-14	Statement from senior decision-maker	Joint Message from F&N Chairman & CEO (pages 6 to 9)
102-15	Key impacts, risks, and opportunities	Joint Message from F&N Chairman & CEO (pages 6 to 9), Value Creation Business Model (pages 18 to 19), Our COVID-19 Response and Learnings (pages 38 to 39)
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behaviour	Vision, Mission & Values (page 12), Value Creation Business Model (pages 18 to 19)
102-17	Mechanisms for advice and concerns about ethics	Management and Governance (pages 21 to 22)
GOVERNANCE		
102-18	Governance structure	Corporate Structure (pages 14 to 15), Management and Governance (page 21)
102-30	Effectiveness of risk management processes	Management and Governance (page 22)

GENERAL DISCLOSURES

GRI STANDARD	DESCRIPTION OF DISCLOSURE	REFERENCE PAGE/ EXPLANATION
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	Stakeholder Engagement (pages 23 to 24)
102-41	Collective bargaining agreements	We have a strong commitment to transparent dialogue. In FY2020, 45% of our employees were covered by collective bargaining agreements
102-42	Identifying and selecting stakeholders	F&N divides its stakeholders into seven categories: 1) employees, 2) suppliers, 3) distributors & trade customers, 4) shareholders & investors, 5) consumers, 6) regulators and 7) communities We are currently establishing guidelines for appropriate stakeholder engagement across these seven categories, to ensure that our stakeholders are given the opportunity to voice their demands, opinions, concerns and suggestions
102-43	Approach to stakeholder engagement	Stakeholder Engagement (pages 23 to 24)
102-44	Key topics and concerns raised	Stakeholder Engagement (pages 23 to 24)
REPORTING PROFILE		
102-45	Entities included in the consolidated financial statements	Reporting Period, Scope and Boundary (pages 11 to 12), full information is also available in our Annual Report
102-46	Defining report content and topic boundaries	Our Material Matters (pages 25 to 27)
102-47	List of material topics	Our Material Matters (pages 25 to 27), Summary of Our Group Targets (pages 32 to 33)
102-48	Restatements of information	Reporting Period, Scope and Boundary No reinstatement of information from previous reporting
102-49	Changes in reporting	No significant changes from previous reporting
102-50	Reporting period	Reporting Period, Scope and Boundary (pages 11 to 13)
102-51	Date of most recent report	Reporting Period, Scope and Boundary (pages 11 to 13)
102-52	Reporting cycle	Reporting Period, Scope and Boundary (pages 11 to 13)
102-53	Contact point for questions regarding the report	Contact Us (page 11)
102-54	Claims of reporting in accordance with the GRI Standards	Reporting Framework and Indices (page 11)
102-55	GRI Content Index	GRI Content Index (pages 112 to 117)
102-56	External assurance	External Assurance Statement (pages 110 to 111)

GRI Context Index

SPECIFIC DISCLOSURES

GRI STANDARD	DESCRIPTION OF DISCLOSURE	REFERENCE PAGE/ EXPLANATION
DELIVERING VALUE: DRIVING ECONOMIC VALUE		
ECONOMIC PERFORMANCE		
103-1	Explanation of the material topic and its Boundary	Economic Performance (page 43)
103-2	The management approach and its components	Economic Performance (page 43)
103-3	Evaluation of the management approach	Economic Performance (page 43)
201-1	Direct economic value generated and distributed	Economic Performance (page 43)
INNOVATION		
103-1	Explanation of the material topic and its Boundary	Innovation (pages 44 to 47)
103-2	The management approach and its components	Innovation (pages 44 to 47)
103-3	Evaluation of the management approach	Innovation (pages 44 to 47)
DELIVERING VALUE: EMPOWERING OUR PEOPLE		
TALENT MANAGEMENT		
103-1	Explanation of the material topic and its Boundary	Talent Management (pages 49 to 56)
103-2	The management approach and its components	Talent Management (pages 49 to 56)
103-3	Evaluation of the management approach	Talent Management (pages 49 to 56)
401-1	Total number and rates of new employee hires and employee turnover by age group and gender	Talent Management (page 55)
401-2	Benefits provided to full-time employees which are not provided to temporary or part-time employees, by significant locations of operation	Talent Management (page 51)
404-1	Average hours of training per year per employee by gender and employee category	Talent Management (page 55)
404-2	Programmes for upgrading employee skills and transition assistance programmes	Talent Management (page 52) Currently, we do not have any transition assistance programme
405-1	Diversity of governance bodies and employees	Talent Management (page 56)
MARKET PRESENCE		
103-1	Explanation of the material topic and its Boundary	Market Presence (page 56)
103-2	The management approach and its components	Market Presence (page 56)
103-3	Evaluation of the management approach	Market Presence (page 56)
202-2	Proportion of senior management hired from the local community	Market Presence (page 56)

SPECIFIC DISCLOSURES

GRI STANDARD	DESCRIPTION OF DISCLOSURE	REFERENCE PAGE/ EXPLANATION
DELIVERING VALUE: ENHANCING SOCIAL WELL-BEING		
CREATING VALUE FOR SOCIETY		
103-1	Explanation of the material topic and its Boundary	Creating Value for Society (pages 58 to 69)
103-2	The management approach and its components	Creating Value for Society (pages 58 to 69)
103-3	Evaluation of the management approach	Creating Value for Society (pages 58 to 69)
413-1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Creating Value for Society (page 59)
MANAGING OUR IMPACTS: ECO-EFFICIENCY		
ENVIRONMENTAL, SAFETY AND HEALTH POLICY		
103-1	Explanation of the material topic and its Boundary	Environmental, Safety and Health Policy (page 73)
103-2	The management approach and its components	Environmental, Safety and Health Policy (page 73)
103-3	Evaluation of the management approach	Environmental, Safety and Health Policy (page 73)
PRODUCT PACKAGING		
103-1	Explanation of the material topic and its Boundary	Packaging (pages 78 to 79)
103-2	The management approach and its components	Packaging (pages 78 to 79)
103-3	Evaluation of the management approach	Packaging (pages 78 to 79)
EFFLUENTS AND WASTE		
103-1	Explanation of the material topic and its Boundary	Effluents and Waste (pages 76 to 77)
103-2	The management approach and its components	Effluents and Waste (pages 76 to 77)
103-3	Evaluation of the management approach	Effluents and Waste (pages 76 to 77)
306-2	Total volume of waste disposed by type and disposal method	Effluents and Waste (page 77)
WATER STEWARDSHIP		
103-1	Explanation of the material topic and its Boundary	Water Stewardship (pages 74 to 75)
103-2	The management approach and its components	Water Stewardship (pages 74 to 75)
103-3	Evaluation of the management approach	Water Stewardship (pages 74 to 75)
303-1 (2018)	Interactions with water as a shared resource	Water Stewardship (pages 74 to 75)
303-2 (2018)	Management of water discharge-related impacts	Water Stewardship (pages 74 to 75)
303-3 (2018)	Water withdrawal	Water Stewardship (page 75)
303-4 (2018)	Water discharge	Water Stewardship (page 105)
303-5 (2018)	Water consumption	Water Stewardship (page 75)

GRI Context Index

SPECIFIC DISCLOSURES

GRI STANDARD	DESCRIPTION OF DISCLOSURE	REFERENCE PAGE/ EXPLANATION
ENERGY AND CLIMATE CHANGE		
103-1	Explanation of the material topic and its Boundary	Energy and Climate Change (pages 80 to 84)
103-2	The management approach and its components	Energy and Climate Change (pages 80 to 84)
103-3	Evaluation of the management approach	Energy and Climate Change (pages 80 to 84)
302-1	Total energy consumption	Energy and Climate Change (page 83)
302-3	Energy intensity ratio	Energy and Climate Change (page 84)
305-1	Scope 1 – direct Greenhouse gas (GHG emission (CO ₂))	Energy and Climate Change (page 84)
305-2	Scope 2 – indirect GHG emission (CO ₂)	Energy and Climate Change (page 84)
305-4	GHG emission intensity	Energy and Climate Change (page 84)
MANAGING OUR IMPACTS: RESPONSIBLE SUPPLY CHAIN		
SUSTAINABLE SOURCING		
103-1	Explanation of the material topic and its Boundary	Sustainable Sourcing (pages 86 to 89)
103-2	The management approach and its components	Sustainable Sourcing (pages 86 to 89)
103-3	Evaluation of the management approach	Sustainable Sourcing (pages 86 to 89)
204-1	Percentage of purchase value spent on local suppliers	Sustainable Sourcing (page 89)
MANAGING OUR IMPACTS: SAFETY & WELL-BEING		
OCCUPATIONAL HEALTH & SAFETY		
103-1	Explanation of the material topic and its Boundary	Occupational Health & Safety (pages 91 to 93)
103-2	The management approach and its components	Occupational Health & Safety (pages 91 to 93)
103-3	Evaluation of the management approach	Occupational Health & Safety (pages 91 to 93)
403-1 (2018)	Occupational health and safety management system	Occupational Health & Safety (pages 91 to 93)
403-2 (2018)	Hazard identification, risk assessment, and incident investigation	Occupational Health & Safety (pages 91 to 93)
403-3 (2018)	Occupational health services	Occupational Health & Safety (pages 91 to 93)
403-4 (2018)	Work participation, consultation, and communication on occupational health and safety	Occupational Health & Safety (pages 91 to 93)
403-5 (2018)	Worker training on occupational health and safety	Occupational Health & Safety (pages 91 to 93)
403-6 (2018)	Promotion of worker health	Occupational Health & Safety (pages 91 to 93)
403-7 (2018)	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health & Safety (pages 91 to 93)
403-9 (2018)	Work-related injuries	Occupational Health & Safety (page 93)
403-10 (2018)	Work-related ill health	Occupational Health & Safety (page 93)

SPECIFIC DISCLOSURES

GRI STANDARD	DESCRIPTION OF DISCLOSURE	REFERENCE PAGE/ EXPLANATION
CONSUMER HEALTH AND SAFETY		
103-1	Explanation of the material topic and its Boundary	Consumer Health and Safety (pages 94 to 98)
103-2	The management approach and its components	Consumer Health and Safety (pages 94 to 98)
103-3	Evaluation of the management approach	Consumer Health and Safety (pages 94 to 98)
416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Consumer Health and Safety (page 98)
416-2	Total number of Incidents	Consumer Health and Safety (page 98)
PRODUCT AND SERVICE LABELLING		
103-1	Explanation of the material topic and its Boundary	Product and Service Labelling (page 99)
103-2	The management approach and its components	Product and Service Labelling (page 99)
103-3	Evaluation of the management approach	Product and Service Labelling (page 99)
417-1	Type of product and service information required by the organisation's procedures for product and service information and labelling	Product and Service Labelling (page 99)
417-2	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	Product and Service Labelling (page 99)

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