

Shanaya Limited – FY2024 Sustainability Report

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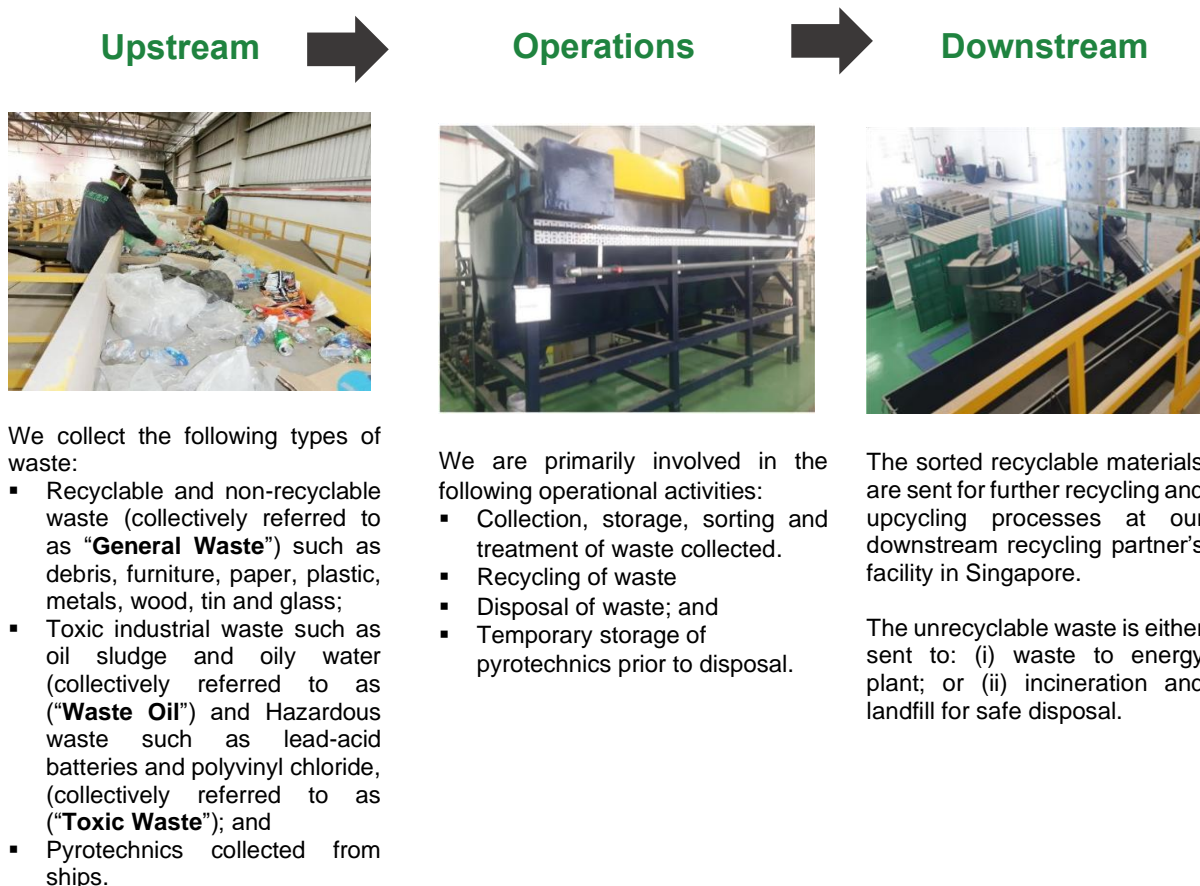
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1. About Shanaya Limited

Founded in 1998, Shanaya Limited, formerly known as CPH Limited (the "**Company**", and together with its subsidiaries, the "**Group**" or "**We**"), is an integrated solutions provider of environmental services. The Group is primarily engaged in providing waste management and disposal services to industrial and commercial clients and specifically in the collection, sorting, transfer, treatment, and safe disposal of waste from Ships and Cruises.

An overview of our business value chain is as follows:



2. Reporting Scope and Period

This sustainability report ("**Report**") covers the consolidated entities, as disclosed in our audited financial statements, for the financial year ("**FY**") from 1 January 2024 to 31 December 2024 ("**FY2024**" or "**Reporting Period**").

3. Reporting Framework

This Report is prepared in accordance with Rules 711A and 711B of the Listing Manual Section B: Rules of Catalist ("**Catalist Rules**") of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") and the guidance set out in SGX-ST's sustainability reporting guide under Practice Note 7F of the Catalist Rules. This Report is also prepared in accordance with the Global Reporting Initiative ("**GRI**") Standards for the Reporting Period. We choose to report using the GRI framework as it is an internationally recognised reporting standard that covers a comprehensive range of sustainability metrics. The GRI content index can be found in Section 13 of this Report.

As part of our continual efforts to align our sustainability reporting with relevant market standards, we mapped out our sustainability efforts in accordance with the 2030 Agenda for Sustainable Development which is adopted by all United Nations Member States in 2015 ("**UN Sustainability Agenda**"). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now

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and into the future. At its core are the 17 Sustainable Development Goals (“**SDGs**”), which form an urgent call for action by all countries. We incorporated the SDGs, where appropriate, as a supporting framework to shape and guide our sustainability strategy.

Our climate-related disclosures are produced based on the 11 recommendations of Task Force on Climate-related Financial Disclosures (“**TCFD**”). Following the publication of the International Sustainability Standards Board (“**ISSB**”) Standards – International Financial Reporting Standards (“**IFRS**”) S1 and IFRS S2, we conducted a gap analysis against our existing TCFD reporting and are in the process of aligning our climate-related disclosures to the ISSB Standards. We are guided by the phased approach recommended by the Singapore Exchange Regulation in aligning our reporting of climate-related disclosures in accordance with ISSB Standards.

We relied on internal data monitoring and verification to ensure accuracy for this Report. Internal reviews on the sustainability reporting process are incorporated as part of our internal audit review cycle and we will work towards external assurance for our future sustainability reports subject to market trends and regulatory requirements.

4. Feedback

We welcome feedback from all stakeholders on this Report. You may send related questions, comments, suggestions or feedback at: info@shanayagroup.com.

5. Board Statement

We affirm our commitment to sustainability with the publication of our Report. In this Report, we provide insights into the way we do business, while considering our material sustainability factors under the sustainability pillars of economic, environmental, social and governance (collectively as “**Sustainability Factors**”), and to provide readers with an accurate and meaningful overview on how we manage our sustainability issues.

The Board considered the Group’s sustainability issues as part of its strategic formulation and business strategies, determined the material Sustainability Factors and overseen the management and monitoring of the material Sustainability Factors.

This Report communicates our support towards the SDGs. As we collaborate closely with our stakeholders throughout the value chain, their inputs serve as the compass directing our sustainability initiatives towards prioritising our material Sustainability Factors. Below shows the interaction between our sustainability framework, material Sustainability Factors, stakeholders and the SDGs:

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6. Sustainability Performance at a Glance

A summary of our material sustainability performance in FY2024 is as follows:

Sustainability Pillar	Sustainability Metric	Sustainability Performance	
		FY2024	FY2023
Economic	Economic value generated (S\$million) ¹	8.03	8.24
	Operating costs (S\$million) ²	4.32	6.10
	Employee benefits expenses (S\$million)	2.60	2.15
	Payments to providers of capital (S\$million) ³	0.61	0.64
	Taxes to governments (S\$million)	0.04	(0.09) ⁴
Environmental	Water consumption intensity (Cubic Metres ("Cu M")/ revenue S\$'000)	0.14	0.19 ⁴
	Total waste diverted from disposal (tonnes)	3,625	4,996 ⁴
	Aggregate absolute greenhouse gas ("GHG") emissions (Scope 1 and 2) (tonnes CO ₂ e)	848	897

¹ Economic value generated includes revenue, other income and interest income, net of government grants, any unrealised gains and one-off insurance claim.

² Operating costs include cost of sales, selling and distribution costs, administrative expenses, other expenses, net of depreciation, (write back of)/ impairment loss and write-off of property, plant and equipment, right-of-use asset and employee-related costs.

³ Payments to providers of capital include interest payments made to providers of financing and dividends to Shareholders (if any).

⁴ Data is restated as a correction.

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Sustainability Pillar	Sustainability Metric	Sustainability Performance	
		FY2024	FY2023
	GHG emissions intensity (Scope 1 and 2) (tonnes CO ₂ e/ revenue \$'000)	0.11	0.11
Social	Number of workplace fatalities	-	-
	Number of high consequence work-related injuries ⁵	-	-
	Number of recordable work-related injuries	-	-
	Number of recordable work-related ill-health cases ⁶	-	-
	Average hours of training per employee	7.7	12.7 ⁴
	Turnover rate (%)	13	33 ⁴
Governance	Number of reported incidents of unlawful discrimination against employees ⁷	-	-
	Number of incidents of serious offence ⁸	-	-
	Number of incidents of non-compliance with any applicable laws and regulations ⁹ that resulted in significant fines or non-monetary sanctions	-	-

7. Stakeholder Engagement

As part of our stakeholder engagement process, we identify the key stakeholders relevant to our business, and they include entities or individuals that have an interest that is affected or could be affected by our activities, products or services. These key stakeholders include communities, customers, employees, national agencies and government bodies (“**Regulators**”), investors and shareholders (“**Shareholders**”) and suppliers and service providers (“**Suppliers**”).

The concerns of key stakeholders are considered when formulating our corporate strategies. We adopt both formal and informal channels of communication to understand the needs of our key stakeholders and incorporate them in our corporate strategies to achieve mutual beneficial outcomes. We engage our key stakeholders through the following channels:

Stakeholder	Engagement Channel	Frequency of Engagement	Key Concern Raised
Communities	<ul style="list-style-type: none">Digital and social media platformsAnnual sustainability reportCommunity impact programmes	Ongoing	<ul style="list-style-type: none">Corporate social responsibilitiesEnvironmental initiatives
Customers	<ul style="list-style-type: none">Customer feedbackEmail queriesHotlineDigital and social media platforms	Ongoing	<ul style="list-style-type: none">Adherence to licensing and environmental management systemsProvision of innovative environmental solutions
Employees	Internal communications (i.e., emails and staff meetings)	Daily	<ul style="list-style-type: none">Career development and trainingJob securityRemunerationEqual employment opportunitiesOccupational health and safety (“OHS”)
	<ul style="list-style-type: none">Townhall meetingsPerformance appraisal	Yearly	
	<ul style="list-style-type: none">Employee engagement sessionsInduction and training programmes	Ad hoc	

⁵ A high consequence work-related injury refers to an injury from which the worker cannot recover or cannot recover fully to pre-injury health status within six (6) months.

⁶ A work-related ill health case refers to a case with negative impacts on health arising from exposure to hazards at work.

⁷ An unlawful discrimination refers to an incident of discrimination whereby the relevant authority has commenced investigation against a company which resulted in a penalty to the company.

⁸ A serious offence is defined as one that involves fraud or dishonesty involving an amount not less than SGD 100,000 and is punishable by imprisonment for a term of not less than two (2) years, which is being or has been committed against a company by its officers or employees.

⁹ An incident of non-compliance excludes incidents involving fraud or dishonesty.

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Stakeholder	Engagement Channel	Frequency of Engagement	Key Concern Raised
Regulators	Consultations and briefings organised by key regulatory bodies such as Singapore Stock Exchange, National Environment Agency (“NEA”), and other relevant government agencies/ bodies	Ad hoc	<ul style="list-style-type: none"> Corporate governance practices Strict adherence to licensing issued Regulatory compliance including environmental and social compliance
Shareholders	<ul style="list-style-type: none"> Annual report Annual general meeting 	Annually	<ul style="list-style-type: none"> Sustainable business performance Market valuation Dividend payment Corporate governance practices Actions taken on sustainability-related risks and impacts
	Results announcements	Half-yearly	
	Corporate announcements/ press release	Ad hoc	
Suppliers	<ul style="list-style-type: none"> Email communications Face-to-face meetings Phone calls 	Regularly	Order volatility

8. Policy, Practice and Performance Reporting

In line with our commitment to sustainability, a sustainability reporting policy (“**SR Policy**”) covering our sustainability strategies, sustainability governance structure, materiality assessment and processes in identifying and monitoring material Sustainability Factors is put in place and serves as a point of reference in the conduct of our sustainability reporting. Under this SR Policy, we will continue to monitor, review and update our material Sustainability Factors from time to time, considering the feedback that we receive from our engagement with our stakeholders, organisational and external developments.

8.1 Sustainability Governance Structure

The Board is ultimately responsible for overseeing the Group’s strategic direction on sustainability matters and is primarily supported by a Sustainability Steering Committee (“**SSC**”) by virtue of delegation. As part of our continual efforts to upgrade the knowledge of our directors on sustainability reporting and to meet the requirement of Rule 720(6) of Catalist Rules, we confirm that all our directors attended one of the Singapore Exchange Regulation’s approved sustainability training courses.

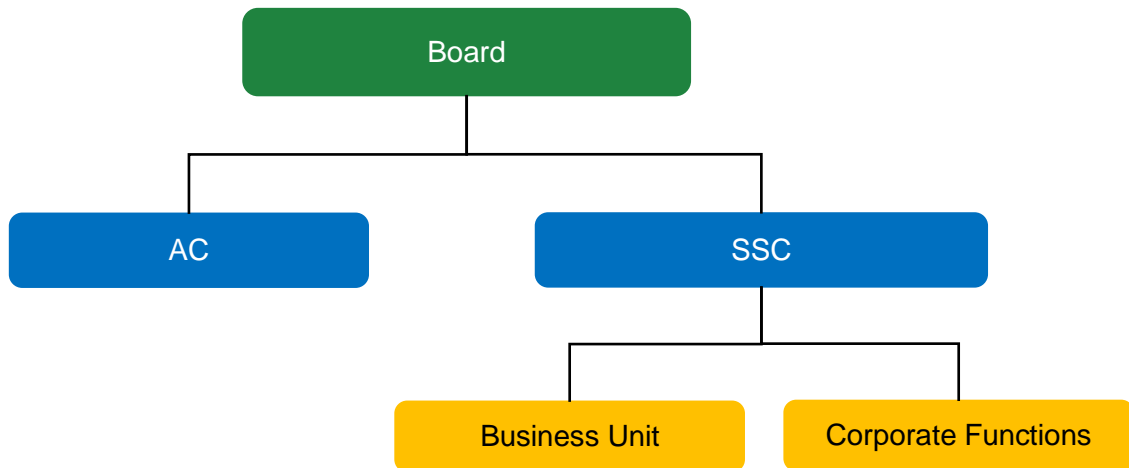
The Chief Executive Officer (“**CEO**”) leads the SSC in monitoring and managing our sustainability practices while keeping the Board updated of key developments. The SSC is further by selected managers from business units and corporate function.

Beside the SSC, the Board is also supported by the Audit Committee (“**AC**”) on specific sustainability matters under its terms of reference. As we are still refining our sustainability metric measuring and tracking mechanism, we will link key executives’ remuneration to sustainability performance once the mechanism is more mature and stable.

Our sustainability governance structure and the responsibilities of component parties are detailed as follows:

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Sustainability Governance Structure



Terms of Reference of Component Parties

Component Party	Member	Term of Reference
Board	Board members	<ul style="list-style-type: none"> Determine material Sustainability Factors of the Group Review and approve sustainability strategies, policies and targets (including materiality assessment process and outcome) Monitor implementation of sustainability strategies, policies and performance against targets Oversee the identification and evaluation of climate-related risks and opportunities Ensure that sustainability and climate-related risks and opportunities are covered by the Group's enterprise risk management ("ERM") framework Review and approve sustainability reports
AC	AC members	<ul style="list-style-type: none"> Review the adequacy and effectiveness of the Group's internal controls and risk management systems Oversee the conduct of assurance activities pertaining to the Group's sustainability reporting processes
SSC	<ul style="list-style-type: none"> CEO Chief Administrative Officer ("CAO") Chief Operating Officer ("COO") Chief Sales Officer ("CSO") Chief Financial Officer ("CFO") Business Development Executive ("BDE") 	<ul style="list-style-type: none"> Develop sustainability strategy and policies and recommend revisions to the Board Ensure that the implementation of sustainability strategies is aligned across business segments Evaluate overall sustainability risks and opportunities, with a focus on climate-related risks and opportunities Perform materiality assessment and prepare sustainability reports prior to approval by the Board Monitor sustainability activities and performance against targets Align the Group practices with the organisation-wide sustainability agenda and strategies Consolidate sustainability metrics to track sustainability impact
Business Units/ Corporate Functions	Representatives from the Finance, Human Resource ("HR") and Operations Department and business units	<ul style="list-style-type: none"> Align practices at the operational level with the organisation-wide sustainability agenda and strategy Collect and compile sustainability metrics to track sustainability impact and for reporting purposes

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8.2 Sustainability Reporting Processes

Under our SR Policy, the sustainability reporting process begins with an understanding of the Group's context. This is followed by the ongoing identification and assessment of the Group's impacts. The most significant impacts are prioritised for reporting, and the result of this process is a list of material Sustainability Factors disclosed in this Report.

Processes involved are as shown in the figure below:



8.3 Materiality Assessment

We constantly refine our management approach to adapt to the changing business landscape. The Group's SSC performs an annual materiality assessment to ensure that the material Sustainability Factors disclosed in our sustainability reports remain material and relevant. From the assessment, we identify key areas that impact our ability to create value for our stakeholders.

Both positive and negative impacts, whether actual and potential, are assessed based on: (i) the likelihood of the occurrence of actual and potential negative and positive impacts; and (ii) their significance on the economy, environment, people and human rights, as well as their contribution to sustainable development.

8.4 Performance Tracking and Reporting

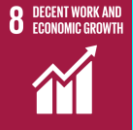





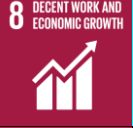


We track the progress of our material Sustainability Factors by identifying the relevant sustainability metrics, measuring and monitoring them. In addition, we set performance targets that are aligned with our strategy to ensure that we remain focused in our path to sustainability. We consistently enhance our performance-monitoring processes and improve our data capturing systems. A sustainability report is published annually in accordance with our SR Policy.

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9. Material Sustainability Factors

In FY2024, a materiality assessment was performed by the SSC to update the material Sustainability Factors, and this was followed by a stakeholder engagement session¹⁰ to understand the concerns and expectations of our key stakeholders. In this Report, we also reported our progress in managing these factors and set related targets to improve our sustainability performance.

We incorporated the SDGs from the UN Sustainability Agenda, as a supporting framework to shape and guide our sustainability strategy where appropriate. Below are the list of material Sustainability Factors applicable to the Group and how they related to these SDGs:

S/N	Material Sustainability Factor	SDG	Key Stakeholder	Our Effort
Economic				
1	Sustainable Business Performance		<ul style="list-style-type: none"> Employees Regulators Shareholders Suppliers 	We contribute to economic growth through creating long-term and sustainable value for our stakeholders.
Environmental				
2	Water Conservation		<ul style="list-style-type: none"> Communities Regulators Shareholders 	We implement checks and measures to reduce water wastage in our business operations.
3	Waste Management		<ul style="list-style-type: none"> Communities Customers Regulators Shareholders 	We minimise waste that is generated from our business operations and provide efficient waste management services for our clients.
4	Energy and GHG Emissions Management		<ul style="list-style-type: none"> Communities Regulators Shareholders 	We implement measures to reduce energy consumption, improve efficiency, lower the GHG emissions for our business operations.
Social				
5	Employee Health and Safety		<ul style="list-style-type: none"> Employees Regulators 	We adopt measures to provide a safe and secure working environment for our employees.
6	Development and Training		Employees	We provide trainings and development programmes for our employees.
7	Employee Retention		Employees	We provide comprehensive employee benefits and create a rewarding working environment.
8	Diversity and Equality		Employees	We ensure that equal opportunities are provided for all employees regardless of gender, age, educational background.
Governance				
9	Corporate Governance		<ul style="list-style-type: none"> Regulators Shareholders 	We ensure that business practices are aligned with legal standards and ethical principles.

¹⁰ The Company distributed an online survey to both its internal and external stakeholders of customers and employees for the materiality assessment.

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Economic

9.1 Sustainable Business Performance

Commitment

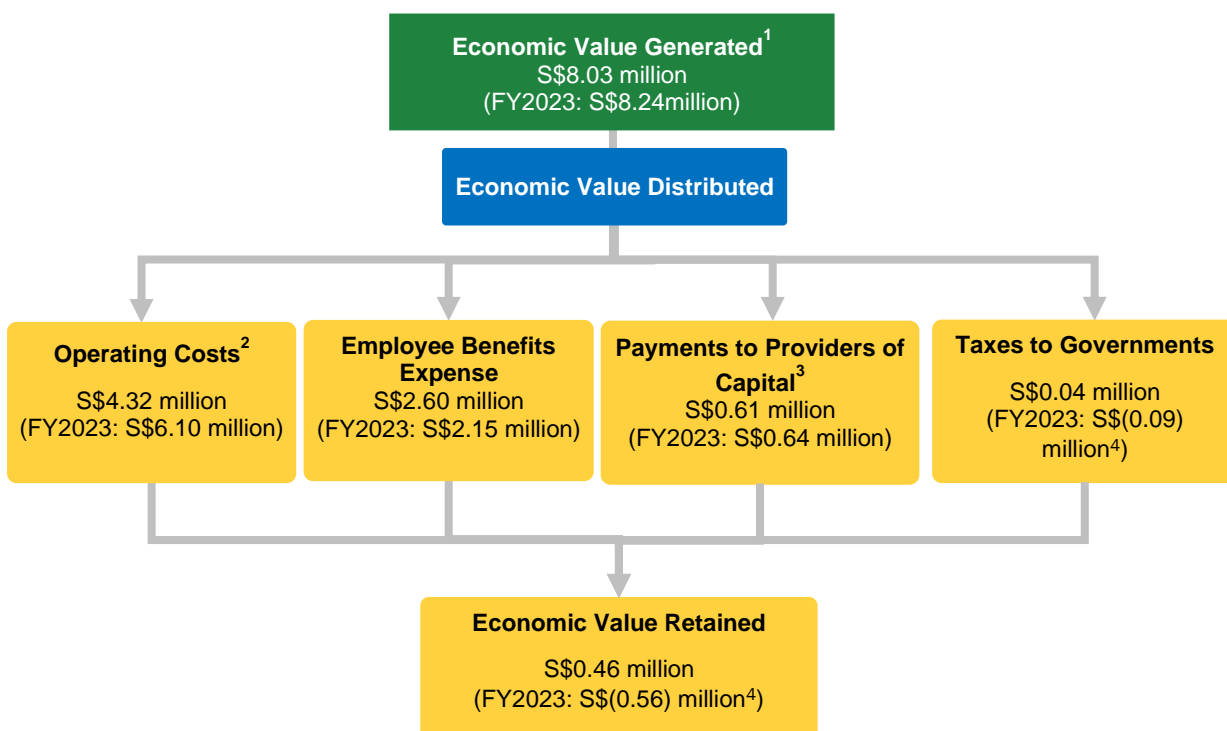
We are committed to create long-term economic value for our stakeholders.

Approach

We strive to generate and distribute economic value via our business strategy, which includes staying abreast with market trends, maintaining a healthy balance sheet and strong cash flow, mitigating relevant business risks identified.

Performance

In line with our commitment, economic value generated and distributed in FY2024 as follows:



Refer to the audited financial statements in our Annual Report (“AR FY2024”) for the Group’s financial performance and financial risk management disclosure on our efforts and progress in maintaining financial sustainability.

Environmental

9.2 Water Conservation

Commitment

We are committed to responsible usage of water resources through minimising our water consumption and undertaking various water recycling efforts.

Approach

Our water source is primarily derived from Public Utilities Board (“PUB”), Singapore’s National Water Agency¹¹.

Our following operations rely on the water resources:

- Chemical filtration process for oily water and oil sludge treatment;
- Cleaning of equipment and trucks; and
- Office usage.

¹¹ Disclosure on water drawn from water stress areas is not made as the Group does not significantly impact the ability of the countries where it operated, in meeting their human ecological water demands.

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Water consumption trends are regularly tracked, analysed and corrective actions are taken when unusual water consumption patterns are observed. To further conserve water, we implemented processes to reuse water from our oil recovery process.

During the Waste Oil treatment process, wastewater is generated and treated. We adhere to stringent environmental standards before discharging the treated wastewater into the drainage system. We own a wastewater treatment plant, which adopts technology from Hydroleap, and utilises electrocoagulation, a chemical free and environment friendly process to extract impurities from Waste Oil.

Performance

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

Sustainability Metric	Unit of Measurement	FY2024	FY2023 ⁴
Water consumption	Cu M	1,096	1,512
Water consumption intensity	Cu M/revenue S\$'000	0.14	0.19

During the Reporting Period, our water consumption intensity showed improvement, attributed to a one-time water pipe leakage incident in FY2023. Following the resolution of this issue, we have implemented stringent measures, including routine and thorough inspections, to ensure the integrity of our water systems and to prevent the recurrence of such incidents.

9.3 Waste Management

Commitment

As a responsible waste management company, we are committed to manage waste effectively and contribute to the circular economy.

Approach

We strive to maximise the recycling rate of waste by adhering to the principles of reduce, recycle, recover and reuse at every stage of our operations while providing an efficient waste management services for our customers, through the collection, transfer, treatment, resource recovery, recycling and disposal of waste materials. We ensure that our operational licenses are renewed timely to stay compliant to applicable laws and regulations. To uphold our service standards, we implemented a waste management policy and attained the ISO 14001:2015 and ISO 45001:2018 Standard for Environmental Management Systems certification for waste management.

Most of the waste we collect comprises General Waste and Waste Oil. For General Waste collected, they are sorted into recyclable and non-recyclable materials. Sorted recyclable materials are sent to our downstream recycling partners' facility for further recycling processing whilst non-recyclable waste is sent to the waste-to-energy plant, incineration plant or landfill for safe disposal. We treated Waste Oil collected internally. The recovered oil is sent to our downstream refining partner's facility while the treated solid waste such as oil sludges are properly disposed in accordance with the applicable regulations and procedures.

Performance

Key statistics on our environmental sustainability initiatives relating to our waste management business are as follows:

Non-hazardous Waste

Sustainability Metric	Unit of Measurement	FY2024	FY2023 ⁴
Total waste collected			
Non-hazardous waste	tonnes	24,336	22,374
Waste directed to disposal			
General waste	tonnes	13,820	14,185
Waste diverted from disposal			
Dunnage	tonnes	1,746	2,146
Electronic waste	tonnes	31	502
Food waste	tonnes	549	1,075
Metal scraps	tonnes	948	974
Paper and cartons	tonnes	278	221
Plastics	tonnes	73	78
Total waste diverted from disposal	tonnes	3,625	4,996

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Hazardous Waste

Sustainability Metric	Unit of Measurement	FY2024	FY2023
Total waste collected			
Hazardous waste	tonnes	1,044	709

100% of our collected Waste Oil is treated internally through our oil recovery and wastewater treatment plant before being discharged into the public drainage system. This process is conducted in full compliance with the regulations set by the PUB and the NEA to ensure environmental safety and regulatory adherence.

Please refer to section '9.2 Water Conservation' for further details on our water treatment plant.

During the Reporting Period, 100% hazardous waste (FY2023: 100%) are managed in accordance with the regulations set by the authorities.

9.4 Energy and GHG Emissions Management

Commitment

We are committed to reduce our carbon footprint whilst open to capitalise on opportunities that may arise as we transit to become a low-carbon organisation.

Approach

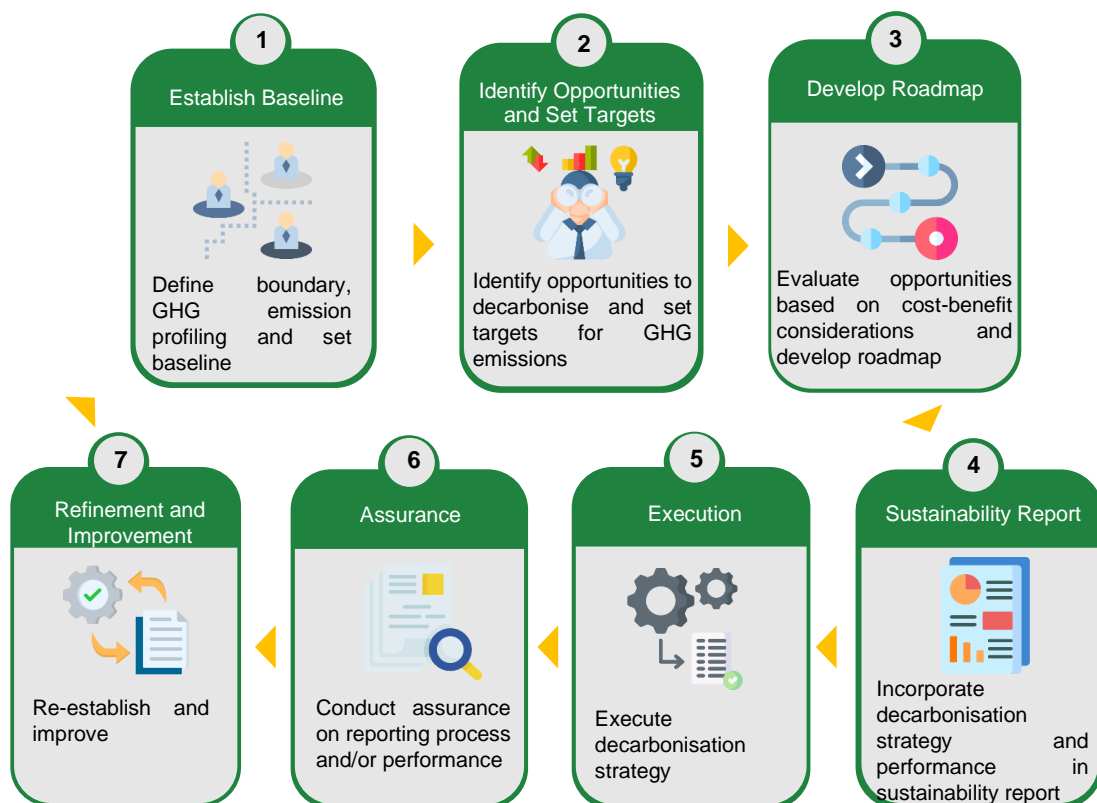
We aim to reduce our carbon footprint and at the same time, establish operational resilience to deliver long-term and sustainable value to our stakeholders of communities, customers, employees, Shareholders and Suppliers. We adopt a balanced approach in effectively managing and minimising the impacts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

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

- Diesel fuel for operating our motor vehicles; and
- Electricity for operating our machinery, equipment, lighting, cooling and office.

Decarbonisation Approach

To conserve energy and manage our GHG emissions, we set up a seven (7)-step continuous circular process as follows:



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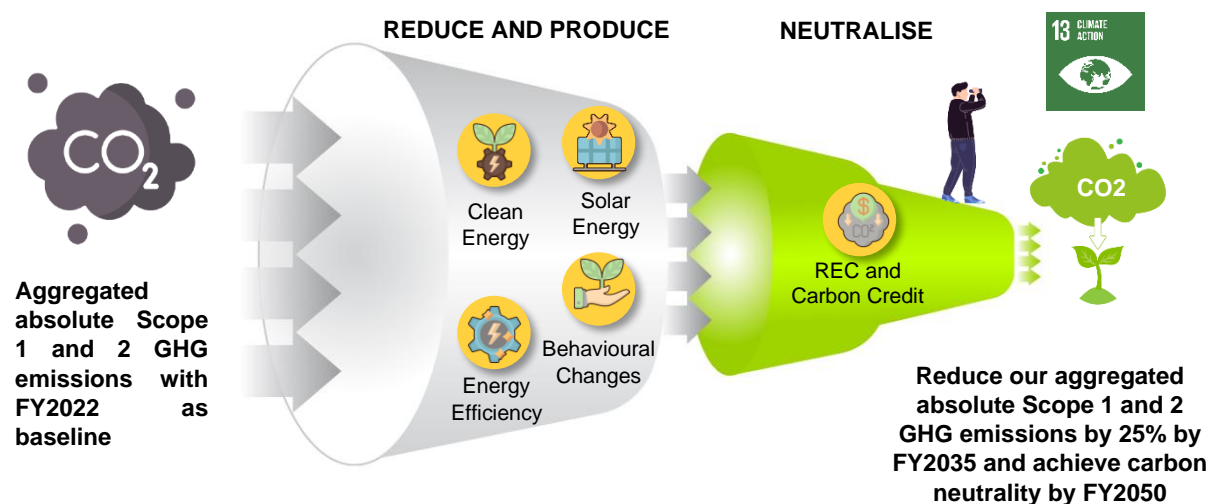
On a yearly basis, we update our GHG emissions profile for our Scope 1, 2 and 3 GHG emissions based on defined organisational boundaries. We will also conduct a GHG emissions profiling exercise whenever there are significant changes in our business models and work processes.

We track and monitor our Scope 1, 2 and certain categories of Scope 3 GHG emissions, and are developing mechanisms to track other categories of our scope 3 GHG emissions, where relevant and practicable. We developed a climate change transition plan and will be refine and improve the plan as we progressively implement it, by considering changes in business operations, environment and market trends. Progress updates and performance will be provided in our future sustainability reports with assurance on the reporting process covered by an internal review.

We measure our GHG emissions in alignment with the GHG Protocol: A Corporate Accounting and Reporting Standard (2004). We adopted the operational control approach as a basis to determine GHG emissions data consolidation boundaries across our entities. This approach is selected as it allows us to manage emissions from our operations where we have practical control to introduce relevant measures and implement operating policies. We have assessed that we have operational control over all reporting entities covered in this Report.

Climate Change Transition Plan

Our climate change transition plan steers us on our decarbonisation journey. Under this strategy, we commit to reduce our aggregated absolute Scope 1 and 2 GHG emissions by 25% and by FY2035 and aspire to achieve carbon neutrality by FY2050, with FY2022 as our baseline. Our climate change transition plan is focused on three (3) strategic levers of reduce, produce and neutralise as follows



Details of the strategic levers adopted in our climate change transition plan are as follows:

Lever	Reduce	Produce	Neutralise
Focus Area	<ul style="list-style-type: none"> Energy efficiency <ul style="list-style-type: none"> Lighting Cooling Electric vehicles Behavioural changes Clean energy 	Solar energy	<ul style="list-style-type: none"> Renewable energy certificates ("REC") Carbon credits

Our action plans by lever and focus areas are as follows:

Lever	Focus Area	Action Plan
Reduce	Energy efficiency – Lighting	We adopt energy-efficient fixtures and fittings such as using energy saving light emitting diode and installing motion sensors in our lighting system.
	Energy efficiency – Cooling	Our action plans on this front include: <ul style="list-style-type: none"> Installing a centralised air conditioning system at our premise which is more energy efficient; and Routine maintenance of filters for our air-conditioning system to reduce air flow resistance.

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Lever	Focus Area	Action Plan
	Energy efficiency – Electric vehicle	We developed an electric vehicle plan to convert 50% of internal combustion vehicles to electric vehicles by FY2035, with a goal of achieving 100% conversion by FY2050, subject to market conditions and technological advancements.
	Behavioural change	We constantly remind our employees on basic and socially responsible habits at their workplaces such as adopting greener work ethics, switching off appliances if not in use and enabling power saving modes.
	Clean energy	We constantly explore opportunities to use clean and/or renewable energy available in the locations that we operate in.
Produce	Solar energy	We will explore the installation of solar panels on office building to further reduce our GHG emissions when practicable.
Neutralise	<ul style="list-style-type: none"> REC Carbon credits 	We plan explore the use of REC and carbon credits to offset unavoidable residual GHG emissions when the relevant markets mature.

Performance

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

(i) Energy Consumption

Sustainability Metric	FY2024		FY2023	
	GJ	%	GJ	%
Diesel consumption (fleet ¹²)	10,784	97	11,355	97
Electricity (purchased) consumption	313	3	368	3
Total energy consumption	11,097	100	11,723	100

(ii) Energy Consumption Intensity

Sustainability Metric	Unit of Measurement	FY2024	FY2023
Diesel consumption intensity (fleet ¹²)	GJ/ revenue \$'000	1.39	1.42
Purchased electricity consumption intensity	GJ/ revenue \$'000	0.04	0.05
Energy consumption intensity	GJ/ revenue \$'000	1.43	1.47

(iii) GHG Emissions and Intensity

Sustainability Metric	Unit of Measurement	FY2024	FY2023
Direct GHG emissions (Scope 1) ¹³	tonnes CO ₂ e	812	854
Indirect GHG emissions (Scope 2) ¹⁴	tonnes CO ₂ e	36	43
GHG emissions (Scope 1 and 2)	tonnes CO ₂ e	848	897
GHG emissions intensity (Scope 1 and 2)	tonnes CO ₂ e/ revenue \$'000	0.11	0.11

Our GHG emissions intensity remains consistent for both Reporting Period, as the aggregated absolute GHG emission reduced proportionally against our revenue.

During the Reporting Period, the indirect GHG emissions (Scope 3)¹⁵ in our operations is as follows:

Category	Coverage	FY2024	FY2023
		tonnes CO ₂ e	
Category 1: Purchased goods and services	Purchased potable water	0.625	1.52 ¹⁶

¹² Diesel consumption (fleet) refers to consumption from vehicles such as refuse trucks, cars, and motorcycles. We do not consume any diesel (non-fleet) energy.

¹³ The direct GHG emissions from consumption of petrol controlled by a reporting entity (Scope 1) are calculated based on the 2006 Intergovernmental Panel on Climate Change Guidelines for National Greenhouse Gas Inventories.

¹⁴ The indirect GHG emissions from electricity purchased by a reporting entity (Scope 2) are calculated using the location-based methods based on the GHG emissions factors published by Singapore Energy Market Authority.

¹⁵ The indirect GHG emissions (Scope 3) are calculated using a mix of emission factors from PUB and GHG Protocol.

¹⁶ Data is restated due to an improvement in calculation methodology and the adoption of more recent emission factors released by PUB.

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Category	Coverage	FY2024	FY2023
		tonnes CO ₂ e	
Category 7: Employee commuting	Transportation of employees between their homes and their worksites	58.26	12.39

Social

9.5 Employee Health and Safety

Commitment

We are committed to creating a workplace that allows our employees to perform and grow in a safe and healthy working environment.

Approach

In line with our belief, Shanaya Environmental Services Pte Ltd (“SES”) obtained bizSAFE STAR certificate presented by the Workplace Safety and Health Council as a recognition to our continuous efforts to embed safety in our operations through the implementation of various measures and controls. SES also attained ISO 45001:2018 Standard for OHS Management Systems certification. Under this certification, we established a set of operating and safety guidelines and procedures that is communicated to all relevant stakeholders. In addition, all vehicle drivers, forklift operators, excavator operators, sorters, and helpers must adhere to safety precautions, to prevent any forms of accidents and injuries to maintain a safe and healthy working environment among those working within our premises.

We provide on-the-job training on health and safety for our employees during the Reporting Period which include both knowledge-based and skills-based training, covering topics such as emergency response, hazard and risk management as well as health and safety awareness. The programme contents are updated regularly to ensure their relevance.

Other key measures adopted to manage health and safety at our workplaces include:

- Implementation of an Environment, Health and Safety Policy to ensure provision of services in a safe and environmentally ethical manner;
- Regular risk assessments on manual activities such as handling of materials, to identify possible hazards and accidents during our operations; and
- Implementation of an emergency response plan for fire safety.

Performance

Key statistics on health and safety of our employees are as follows:

Sustainability Metric	FY2024	FY2023
Number of workplace fatalities	-	-
Number of high consequence work-related injuries ⁵	-	-
Number of recordable work-related injuries	-	-
Number of recordable work-related ill health cases ⁶	-	-

9.6 Development and Training

Commitment

We are committed to attract, retain and develop a talented and diverse workforce as well as to cultivate a culture of learning and continuous growth, by providing our employees with the necessary skillset and opportunities.

Approach

We believe that well-trained employees are vital to the long-term success of our business. To address skill gaps and help our employees in achieving their career development goals, we regularly assess employees’ training needs and review our existing training programmes for relevance.

Training and Development

In FY2024, our training and development programmes focus on familiarising our employees with job requirements while ensuring that they adhere to safety standards in the workplace. These trainings include:

- Upskilling programmes on technical courses related to job functions; and
- OHS programmes.

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Employee Performance Appraisal

In promoting a high-performance culture, we conduct performance appraisal for eligible employees. By providing clarity on expectations and offering recognition, we aim to empower employees to improve their skills, contribute effectively to organisational goals.

Performance

Key statistics on development and training during the Reporting Period are as follows:

(i) Training and Development

Key statistics on training hours are as follows:

Sustainability Metric	FY2024	FY2023
Overall		
Total training hours	293	456
Average training hours per employee	7.7	12.7 ⁴
Male		
Total training hours	293	456
Average training hours per employee	8.4	14.3 ⁴
Female		
Total training hours	-	-
Average training hours per employee	-	-
Management		
Total training hours	-	22
Average training hours per employee	-	3.1
Non-management		
Total training hours	293	434
Average training hours per employee	9.8	15.0 ⁴

Some of our training curriculum is cyclical, with the frequency of mandatory retraining set at every two (2) years. During the Reporting Period, fewer employees are required to attend such training, resulting in the decrease in average training hours per employee.

(ii) Employee Performance Appraisal

Key statistics on the performance appraisal are provided below:

Sustainability Metric	FY2024	FY2023
Overall	100%	100%
Male	100%	100%
Female	100%	100%
Management	100%	100%
Non-management	100%	100%

9.7 Employee Retention

Commitment

We are committed to effective talent attraction and recruitment, without any bias and discrimination, to build a strong and sustainable talent pipeline for the future.

Approach

We adhere to our HR policy as a framework to effectively guide our recruitment process and ensure the retention of talented employees, fostering a supportive and productive work environment.

Employee Benefits

We care for our employees' well-being through various employee benefits and organising recreational activities. The employee benefits include medical insurance coverage, medical reimbursement, maternity and paternity leave ("**Parental Leave**") and annual wage supplement for eligible employees.

Performance

Key statistics on new hire and turnover of full-time employees are as follows:

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(i) New Hire¹⁷

Sustainability Metric	FY2024		FY2023 ⁴	
	Number of New Hire	New Hire Rate	Number of New Hire	New Hire Rate
Overall	7	18%	19	53%
Gender				
Male	6	17%	17	53%
Female	1	33%	2	50%
Age				
Age under 30	-	-%	3	50%
Age 30 - 50	7	30%	14	67%
Age above 50	-	-%	2	22%

(ii) Turnover¹⁸

Sustainability Metric	FY2024		FY2023 ⁴	
	Number of Turnover	Turnover Rate	Number of Turnover	Turnover Rate
Overall	5	13%	12	33%
Gender				
Male	3	9%	10	31%
Female	2	67%	2	50%
Age				
Age under 30	1	17%	2	33%
Age 30 - 50	3	13%	8	38%
Age above 50	1	11%	2	22%

(iii) Parental Leave

Key statistics on Parental Leave taken by confirmed full-time employees are as follows:

Sustainability Metric	FY2024		FY2023 ⁴	
	Male	Female	Male	Female
Number of employees entitled to Parental Leave	2	1	2	0
Number of employees who took Parental Leave	2	1	2	0
Number of employees who returned to work after Parental Leave ended	2	1	2	0
Return to work rate of employees who took Parental Leave	100%	100%	100%	NA ²⁰
Retention rate of employees 12 months after they returned to work from Parental Leave ¹⁹	-%	NA ²⁰	NA ²⁰	NA ²⁰

9.8 Diversity and Equality

Commitment

We are committed to the goals of diversity and equal opportunity in employment by providing an environment for our employees that fosters fairness, equality and respect for social and cultural diversity, regardless of their gender, age and educational background.

Approach

On this front, we implemented the following HR measures:

- A board diversity policy is established to promote diversity at board level;
- Adhering to the Tripartite Guidelines on Fair Employment Practices;

¹⁷ New hire related statistics are calculated based on the number of new hires over total employees by gender and age.

¹⁸ Turnover related statistics are calculated based on the number of turnovers of confirmed employees over total employees by gender and age.

¹⁹ The retention rate is calculated based on the number of employees who took Parental Leave in the preceding reporting period.

²⁰ No Parental Leave was taken by the employees and as a result, the return-to-work rate and retention rate is not applicable.

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- Structured interview assessment procedures to eliminate discriminatory questions, ensuring that candidates are evaluated solely based on merit and competency; and
- To promote equal opportunities in the workplace, we provide opportunities for promising employees to attend relevant training programmes regardless of their background.

Performance

We view diversity at the Board level as an essential element in supporting sustainable development. The female representation on the Board has increased from nil out of five (5) (as at 31 December 2023) to one (1) out of five (5) as at 31 December 2024 following the replacement of a male Non-Executive Director with a female Non-Executive Director during FY2024. For further information on our board diversity policy, please refer to our Corporate Governance Report.

As at 31 December 2024, the Group has a workforce of 36 permanent full-time employees (FY2023: 38 permanent full-time employees⁴) and they are all based in Singapore with breakdown as follows:

(i) Gender Diversity

Key statistics on gender diversity of our full-time employees are as follows:

Sustainability Metric	FY2024		FY2023 ⁴	
	Male	Female	Male	Female
Overall²¹	92%	8%	89%	11%
Management	75%	25%	86%	14%
Non-management	97%	3%	90%	10%

(ii) Age Diversity

Key statistics on the age diversity of our full-time employees are as follows:

Sustainability Metric	FY2024			FY2023 ⁴		
	Age under 30	Age 30 - 50	Age above 50	Age under 30	Age 30 - 50	Age above 50
Overall	16%	60%	24%	17%	58%	25%
Management	-%	38%	62%	-%	29%	71%
Non-management	20%	67%	13%	21%	62%	17%

(iii) Educational Diversity

Key statistics on the educational diversity of our full-time employees are as follows:

Sustainability Metric	FY2024	FY2023 ⁴
Tertiary	24%	28%
Non-Tertiary	76%	72%

During the Reporting Period, there were zero incidents of unlawful discrimination against employees⁷ (FY2023: zero).

Governance

9.9 Corporate Governance

Commitment

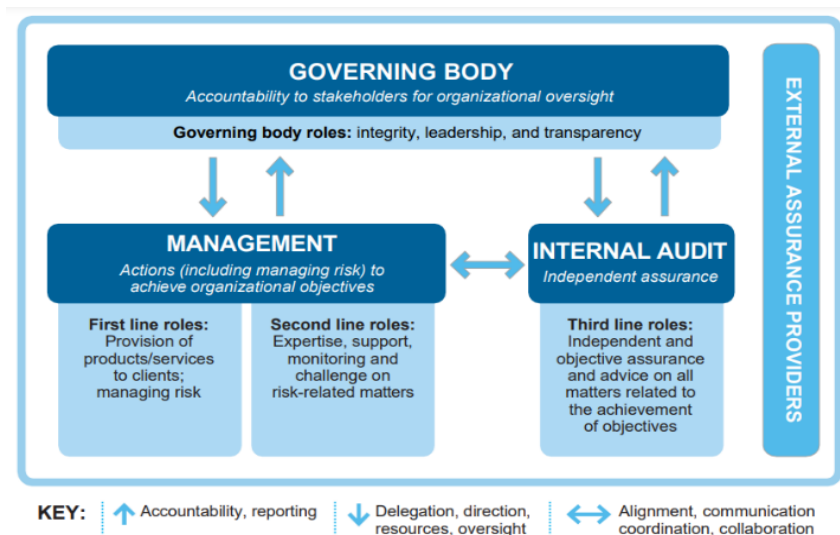
We are committed to upholding high ethical standards and integrity in our operations, complying with all relevant laws and regulations.

Approach

We aligned our corporate governance and risk management approach with the Three Lines Model issued by the Institute of Internal Auditors (“IIA”). The Three Lines Model serves to identify structures and processes that best assist the achievement of organisational objectives and facilitate strong governance and risk management. Under the Three Lines Model, the roles and responsibilities of governing body, management (first- and second-line roles), internal audit (third line roles) and the relationship among them are defined as follows:

²¹ The number of temporary employees, non-guaranteed hours employees and part-time employees constitute to 0% of the Group's headcount and thus not included for consideration of gender diversity, age diversity, educational diversity, average training hours, new hires and turnover rate.

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Source: Three Lines Model issued by the IIA

Our policies and commitments for enforcing anti-corruption and ethical business practices are as follows:

- A code of conduct that outlines expectations for employees and the consequences for any violations of rules or standards not being met. Additionally, clear and fair grievance procedures are detailed in the employee handbook;
- A whistleblowing policy to encourage unethical conduct reporting in the workplace. Reporting channels are available and provided through confidential emails sent out to all employees on the procedures for reporting violation of laws and misconduct;
- We adopt a firm stance against bribery, fraud, money laundering and all forms of corruption, adopting a zero-tolerance approach to unethical practices; and
- We strive to comply with the relevant laws and regulations, including the Mainboard Rules of SGX-ST, Companies Act and Employment Act.

Performance

Key statistics relating to corporate governance are as follows:

Sustainability Metric	FY2024	FY2023
Number of incidents of serious offence ⁸	-	-
Number of incidents of non-compliance with any applicable laws and regulations that resulted in significant fines ⁹ or non-monetary sanctions	-	-

Please refer to the Corporate Governance Report of the Annual Report for more details on the Group's corporate governance practices.

10. Targets and Performance Highlights

To measure our ongoing sustainability performance and drive continuous improvement, we developed a set of targets related to our material Sustainability Factors. Our progress against these targets is reviewed and reported on an annual basis with details as follows:

Legend	Progress Tracking
ooo	New target
●●●	Target achieved
●●○	On track to meet target
●○○	Not on track, requires review

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S/N	Material Sustainability Factor	Target ²²	Current Year Progress
Economic			
1	Sustainable Business Performance	<u>Short-term</u> Maintain or improve our financial performance subject to market conditions	●●● Our financial performance deteriorated.
Environmental			
2	Water Conservation	<u>Short-term</u> Maintain or reduce water consumption intensity	●●● Our water consumption intensity reduced by 25%.
3	Waste Management	<u>Short-term</u> Maintain or improve total waste diverted from disposal	●●● The total waste diverted from disposal declined.
4	Energy and GHG Emissions Management	<u>Short-term</u> Maintain or reduce GHG emissions intensity by FY2025, with FY2022 as our baseline <u>Medium-term</u> Reduce aggregate absolute Scope 1 and 2 GHG emission by 25% and by FY2035, with FY2022 as our baseline <u>Long-term</u> Aspire to achieve carbon neutrality by FY2050	●●● We maintained our GHG emissions intensity at 0.11 tonnes CO ₂ e/ revenue \$'000. ●●● The aggregated absolute Scope 1 and 2 GHG emissions increased by 4%. ●●● This is a new long-term target for energy conservation and GHG emissions reduction.
Social			
5	Employee Health and Safety	<u>Ongoing and long-term</u> Maintain zero workplace fatalities, work-related injuries, high consequence injuries and work-related ill health cases	●●● We maintained zero workplace fatalities, work-related injuries, high consequence injuries and work-related ill health cases
6	Development and Training	<u>Short-term</u> Maintain or improve average training hours per employee	●●● The average training hours per employee reduced.
7	Employee Retention	<u>Ongoing and long-term</u> Maintain or reduce employee turnover rate	●●● We reduced the employee turnover rate.
8	Diversity and Equality	<u>Ongoing and long-term</u> Maintain zero incidents of unlawful discrimination against employees	●●● We maintained zero incidents of unlawful discrimination against employees.
Governance			
9	Corporate Governance	<u>Ongoing and long-term</u> <ul style="list-style-type: none"> ▪ Maintain zero incident of serious offence ▪ Maintain zero incidents of non-compliance with laws and regulations for which significant fines and/or non-monetary sanctions were incurred 	●●● <ul style="list-style-type: none"> ▪ We maintained zero incident of serious offence. ▪ We maintained zero incidents of non-compliance with laws and regulations for which significant fines and/or non-monetary sanctions were incurred.

For the material Sustainability Factors identified this Report, the Board and SSC considered the relevance and usefulness of setting related targets in the short-, medium- and long-term horizon. As the historical data trends for certain material Sustainability Factors have yet to stabilise, we have not set the related

²² Time horizons for target settings are: (i) short term: within 5 years (until FY2028); (ii) medium term: between 5 and 20 years (between FY2029 and FY2043); (iii) long term: above 20 years (FY2044 onwards); and (iv) ongoing: encompassing short, medium, and long term.

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medium and long-term targets and will disclose such targets in our future sustainability reports when the data trends stabilised and subject to market trends.

11. Supporting TCFD

We are committed to support the recommendations by the TCFD and disclosed our climate-related financial disclosures in the following key areas as recommended by the TCFD:

Governance

a. Describe the board's oversight of climate-related risks and opportunities.

The Board oversees the management in the development of the sustainability strategy and performance targets while monitoring the Sustainability Factors of the Group as well as climate-related issues and takes them into consideration in the determination of the Group's strategic direction and policies on an annual basis.

b. Describe management's role in assessing and managing climate-related risks and opportunities.

The SSC is led by our CEO and comprises the CAO, COO, CSO, CFO and BDE, guides our sustainability strategy as part of the Group's overall business strategy. The responsibilities of the SSC cover the areas of developing sustainability strategy and policies, implementation of sustainability strategy, monitoring and reporting of performance data, management of climate-related risks and opportunities.

Strategy

a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.

b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.

We recognise that climate change poses different types of risks to our business. The Group's assessment on potential implication of climate-related risks was undertaken based on the Network of Central Banks and Supervisors for Greening the Financial System ("NGFS") range of climate scenarios²³:

Scenario	Description
NGFS – Orderly	This scenario assumes that climate policies are introduced early and become gradually more stringent. Both physical and transition risks are relatively subdued through cohesive stringent climate policies and innovation.
NGFS – Hot house world	This scenario assumes that some climate policies are implemented in some jurisdictions, but global efforts are insufficient to halt significant global warming. Critical temperature thresholds are exceeded, leading to severe physical risks and irreversible impacts like sea-level rise. Only currently implemented policies are preserved, leading to high physical risks.

We selected NGFS' orderly and hot house world scenarios for the purpose of our qualitative climate scenario analysis. The impact of the climate-related risks is analysed on group-wide activities in the short term (within 5 years, until FY2028), medium term (between 5 and 20 years, between FY2029 and FY2043) and long term (above 20 years, FY2044 onwards). Based on the above-mentioned scenarios, the climate-related risks and opportunities identified by the Group during the ERM exercise includes the following:

Risk and Potential Impact	Significance of Financial Impact ²⁴				Mitigating Measure	Climate-related Opportunity
	Current Effect (SGD'000)	Short Term	Medium Term	Long Term		
Key Physical Risk Identified						
Increased severity of extreme weather events						
Adverse changes in climate patterns such as rising temperatures and more frequent heatwaves resulting from global warming and climate	Scenario: Orderly				We put in place a climate change transition plan to steer us on our decarbonisation journey.	In view of the potential environmental risks and the resultant emerging needs for energy
	NA ²⁶	●	●	●		
	Scenario: Hot house world					
	NA ²⁶	●	●	●		

²³ We revised our climate related scenarios by aligning with market practice.

²⁴ Significance of financial impact is determined based on the risk appetite established in accordance with the Group's ERM framework.

²⁶ We are unable to estimate the current financial effect due to uncertainties in the inputs and assumptions resulting from the lack of available data, including information about climate outcomes and their effects on the Group. We will continue to monitor credible information to support our disclosures in this area.

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Risk and Potential Impact	Significance of Financial Impact ²⁴				Mitigating Measure	Climate-related Opportunity
	Current Effect (SGD'000)	Short Term	Medium Term	Long Term		
<p>change may lead to an increase in cooling expenditures and reduced labour productivity.</p> <p>We remain vigilant in monitoring the impact of climate change on our operations, mindful of the alarming estimated global cost of USD 16 million per hour ²⁵ arising from climate-related damage.</p>					<p>You may refer to Section 9.4 'Energy and GHG Emissions Management' for further details.</p>	<p>efficiency and lower emissions, the Group realises the opportunity to invest in energy-efficient technologies and renewable energy use.</p>
Key Transition Risk Identified						
Enhanced GHG emissions reporting obligations						
<p>With rising concerns over the effects of climate change, key stakeholders such as the Regulators and Shareholders are requiring reporting of climate-related information. Failure to comply with enhanced GHG emissions reporting obligations may lead to adverse impacts on the Group's reputation and financial performance.</p> <p>These new requirements necessitate the investment of manpower resource in more comprehensive data collection, analysis, and reporting processes, greater involvement from management, and additional costs for consultant and employee training.</p>	Scenario: Orderly				<p>To strengthen our sustainability governance structure, we put in place an SSC for managing and monitoring our material Sustainability Factors, including working with the various business units and corporate functions to ensure that these are integrated into our day-to-day operations.</p> <p>In addition, we established terms of reference for component parties involved in the sustainability reporting process, for clarity and accountability purposes.</p>	<p>The enhanced emissions reporting obligations and increase in regulatory costs will raise climate awareness among our employees.</p> <p>With more defined job responsibilities and trainings, the Group will also be better positioned to use energy resources responsibly and adopt environmentally friendly practices.</p>
	23	●	●	●		
	Scenario: Hot house world					
	23	●	●	●		

Legend

● Minor ● Moderate ● Major

In terms of our business strategy and financial planning based on the scenarios above, we will continue to formulate adaptation, and mitigation plans and explore allocating resources towards transitioning to low-carbon practices. We strive to minimise the climate risks associated with our business and will seize opportunities in an effective manner such as expanding collaboration and partnership with key stakeholders to innovate and develop low carbon goods and services for the market.

c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

The resilience of an organisation's strategy is dependent on its ability to adapt and thrive in the face of changing circumstances and emerging risks. Climate scenario analysis plays a key role in providing insights into the potential extent of the climate-related risks and opportunities for our business.

²⁵ Source: <https://www.weforum.org/agenda/2023/10/climate-loss-and-damage-cost-16-million-per-hour/>

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Through our climate scenario analysis, we concluded that under Hot House World scenario (> 4°C warming), unmitigated risks of increased severity of extreme weather events may lead to severe financial impacts in the medium and long-term. Under the Orderly scenario (<2°C warming), the climate-related risks identified are not expected to result in significant financial impacts in the short, medium, or long term. To address the risks and capitalise on opportunities associated with climate change, we will continuously refine our strategy to remain resilient throughout our sustainability journey.

Risk Management

a. Describe the organisation's processes for identifying and assessing climate-related risks.

b. Describe the organisation's processes for managing climate-related risks.

c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.

Climate-related risk management is integrated into our ERM framework, where potential climate-related risks are identified, assessed, monitored and managed. Business units and functions are responsible for identifying and documenting their relevant climate-related risk exposures that might hinder their progress towards contributing to the Group's business objectives. These risks and opportunities, along with their treatment plans, are reviewed and updated during the ERM exercise and presented to the AC along with the other key enterprise-wide risks. Climate-related risks are also monitored based on the trend of climate-related Sustainability Metrics.

Metrics and Targets

a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

We track, measure and report on our environmental performance, including energy, GHG emissions, water and waste management and disclose related metrics in our sustainability reports. Monitoring and reporting these metrics help us in identifying areas with key climate-related risks and enabling us to be more targeted in our efforts.

b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.

To support the climate change agenda, we disclose our Scope 1, 2 and selected Scope 3 GHG emissions in this Report and set climate-related targets such as those related to GHG emissions.

Our disclosure on indirect GHG emissions (Scope 3) in the Report includes purchased goods and services (category 1) and employee commuting (category 7) in FY2024.

c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

As a commitment towards mitigating climate change, we set climate-related targets related to GHG emissions. For further details, please refer to the section on 'Targets and Performance Highlights'.

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12. Industry-based guidance on implementing climate-related disclosure metrics

The sustainability disclosure metrics are based on the IFRS sustainability disclosure standards industry-based guidance for implementing climate-related disclosure (Volume B38 - Waste Management), which covers the Waste Management business segment.

Sustainability Disclosure Topics and Metrics

Topic	Code	Metric	FY2024
Greenhouse Gas Emissions	IF-WM-110a.1	Gross global Scope 1 emissions (tonnes CO ₂ e)	812
		Emissions-limiting regulations (%)	-
		Emissions- reporting regulations (%)	100
	IF-WM-110a.2	Total landfill gas generated (MMBtu)	Data is not applicable as we do not own or operate in a landfill facility.
		Percentage flared (%)	
		Percentage used for energy (%)	
	IF-WM-110a.3	Discussion of long-term and short-term strategy or plan to manage Scope 1 and lifecycle emissions, emissions reduction targets, and an analysis of performance against those targets	Please refer to section 9.4 'Energy and GHG Emissions Management' and section 10 'Targets and Performance Highlights'.
Fleet Fuel Management	IF-WM-110b.1	Fleet fuel consumed (GJ)	10,784
		Percentage natural gas (GJ)	-
		Percentage renewable (GJ)	-
	IF-WM-110b.2	Percentage of alternative fuel vehicles in fleet (%)	-

Activity Metrics

Code	Activity Metric	FY2024
HC-DI-000.A	Number of customers by category: (1) municipal, (2) commercial, (3) industrial, (4) residential, and (5) other	194 commercial customers
IF-WM-000.B	Vehicle fleet size	12 vehicles
IF-WM-000.C	Number of: (1) landfills, (2) transfer stations, (3) recycling centers, (4) composting centers, (5) incinerators, and (6) all other facilities	One (1) transfer station
IF-WM-000.D	Total amount of materials managed, by customer category: (1) municipal, (2) commercial, (3) industrial, (4) residential, and (5) other	24,336 tonnes

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13. GRI Content Index

Statement of Use	Shanaya Limited has reported in accordance with the GRI Standards from 1 January 2024.to 31 December 2024.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location and Omissions
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organisational details	AR 13
	2-2 Entities included in the organisation's sustainability reporting	AR 2, AR 67-69
	2-3 Reporting period, frequency and contact point	2-3
	2-4 Restatements of information	4-5, 10-11, 14, 16-18
	2-5 External assurance	2-3
	2-6 Activities, value chain and other business relationships	2, AR 3
	2-7 Employees	17-18
	2-8 Workers who are not employees	We do not have any worker who is not an employee as at 31 December 2024.
	2-9 Governance structure and composition	6-7, AR 7-10, AR 18-19
	2-10 Nomination and selection of the highest governance body	AR 20-24
	2-11 Chair of the highest governance body	AR 7, AR 19- 20
	2-12 Role of the highest governance body in overseeing the management of impacts	6-7, AR 14-17
	2-13 Delegation of responsibility for managing impacts	6-7, AR 33-34
	2-14 Role of the highest governance body in sustainability reporting	6-7, 21
	2-15 Conflicts of interest	AR 14-17, AR 28-31
	2-16 Communication of critical concerns	18-19, AR 31
	2-17 Collective knowledge of the highest governance body	6-7, AR 33-34
	2-18 Evaluation of the performance of the highest governance body	AR 24-26
	2-19 Remuneration policies	AR 25-27
	2-20 Process to determine remuneration	AR 25-27
	2-21 Annual total compensation ratio	Information is not provided due to confidential constraints.
	2-22 Statement on sustainable development strategy	3-4
	2-23 Policy commitments	6-8, 10-19
	2-24 Embedding policy commitments	6-8, 10-19
	2-25 Processes to remediate negative impacts	18-19, AR 31
	2-26 Mechanisms for seeking advice and raising concerns	18-19, AR 31
	2-27 Compliance with laws and regulations	10-19, AR 33-34, AR 38
	2-28 Membership associations	None
	2-29 Approach to stakeholder engagement	5-9, AR 33-34
	2-30 Collective bargaining agreements	None of our employees are covered by collective bargaining agreements.
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	5-9
	3-2 List of material topics	9
	3-3 Management of material topics	10-19
Sustainable Business Performance		
	3-3 Management of material topics	10

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GRI Standard	Disclosure	Location and Omissions
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	10
	201-2 Financial implications and other risks and opportunities due to climate change	21-23
	201-3 Defined benefit plan obligations and other retirement plans	AR 84
	201-4 Financial assistance received from government	AR 83
Corporate Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	18-19
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	18-19
	205-2 Communication and training about anti-corruption policies and procedures	18-19
	205-3 Confirmed incidents of corruption and actions taken	18-19
Energy and GHG Emissions Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	12-15
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	12-15
	302-2 Energy consumption outside of the organization	12-15
	302-3 Energy intensity	12-15
	302-4 Reduction of energy consumption	12-15
	302-5 Reductions in energy requirements of products and services	12-15
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	12-15
	305-2 Energy indirect (Scope 2) GHG emissions	12-15
	305-3 Other indirect (Scope 3) GHG emissions	12-15
	305-4 GHG emissions intensity	12-15
	305-5 Reduction of GHG emissions	12-15
	305-6 Emissions of ozone-depleting substances (ODS)	Disclosure is not applicable as we do not emit a material amount of these emissions through our products, services and operations.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Disclosure is not applicable as we do not emit a material amount of these emissions through our products, services and operations.
Water Conservation		
GRI 3: Material Topics 2021	3-3 Management of material topics	10-11
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	10-11
	303-2 Management of water discharge-related impacts	10-11
	303-3 Water withdrawal	10-11
	303-4 Water discharge	10-11
	303-5 Water consumption	10-11
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	11-12
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	11-12

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GRI Standard	Disclosure	Location and Omissions
	306-2 Management of significant waste-related impacts	11-12
	306-3 Waste generated	11-12
	306-4 Waste diverted from disposal	11-12
	306-5 Waste directed to disposal	11-12
Employee Retention		
GRI 3: Material Topics 2021	3-3 Management of material topics	16-17
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	16-17
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	16-17
	401-3 Parental leave	16-17
Employee Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	15
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	15
	403-2 Hazard identification, risk assessment, and incident investigation	15
	403-3 Occupational health services	15
	403-4 Worker participation, consultation, and communication on occupational health and safety	15
	403-5 Worker training on occupational health and safety	15
	403-6 Promotion of worker health	15
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	15
	403-8 Workers covered by an occupational health and safety management system	15
	403-9 Work-related injuries	15
	403-10 Work-related ill health	15
Development and Training		
GRI 3: Material Topics 2021	3-3 Management of material topics	15-16
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	15-16
	404-2 Programs for upgrading employee skills and transition assistance programs	15-16
	404-3 Percentage of employees receiving regular performance and career development reviews	15-16
Diversity and Equality		
GRI 3: Material Topics 2021	3-3 Management of material topics	17-18
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	17-18
	405-2 Ratio of basic salary and remuneration of women to men	Information is not provided due to confidential constraints.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	17-18