





## ABOUT THIS REPORT



We are pleased to present the second sustainability report 2020 for **Versalink Holdings Limited ("Versalink")**.

This report outlines Versalink's Environmental, Social and Governance ("ESG") performance for the financial year ended 29 February 2020.

#### REPORTING FRAMEWORK

This report has been prepared in accordance with the GRI standards: Core option. The report complies with the SGX-ST Listing Rules (711A and 711B) and the SGX Sustainability Reporting Guide.

#### **REPORTING PROCESS**

We have used the GRI Standards (GRI 101: Foundation and GRI 102: General Disclosures) to identify Versalink's material economic, environmental and social impacts. Using the topic-specific GRI Standards, we have selected the most relevant disclosures for this report.

#### REPORT CONTENT AND QUALITY

We have determined the content of this report by applying GRI's principles of stakeholder inclusiveness, sustainability context, materiality, and completeness. The report content has been prepared using GRI's principles of accuracy, balance, clarity, comparability, reliability and timeliness to help stakeholders assess our sustainability performance.

The ESG data provided in this report covers our offices and manufacturing facilities in Malaysia. The majority of data is collected from primary sources.

# We have relied on internal verification to ensure the accuracy of data.

#### **RESTATEMENTS**

There is no restatement.

#### **ASSURANCE**

We have not obtained external assurance for this sustainability report. We have relied on internal verification to ensure the accuracy of data.

#### **AVAILABILITY**

This report, published independently from our Annual Report, is available in PDF form for download on our website at www.versalink.com.

#### **FEEDBACK**

We welcome stakeholders' input on this report at sustainability@versalink.com.



## ESG PERFORMANCE HIGHLIGHT

ESG PERFORMANCE SUMMARY				
ESG FACTORS	FY2020	FY2019	FY2018	
SOCIAL				
TOTAL EMPLOYEES BY GENDER :				
Male	267	276	329	
Female	65	77	85	
Total employees	332	353	414	
TOTAL EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER:				
Regular employees (Male)	267	276	329	
Contract employees (Male)	0	0	0	
Regular employees (Female)	65	77	85	
Contract employees (Female)	0	0	0	
TOTAL REGULAR EMPLOYEES BY EMPLOYMENT TYPE AND GENDER:				
Full time (Male)	267	276	329	
Part time (Male)	0	0	0	
Full time (Female)	65	77	85	
Part time (Female)	0	0	0	
TOTAL EMPLOYEES BY AGE GROUP :				
< 30 years old	117	130	155	
30 - 49 years old	201	209	243	
> 50 years old	14	14	16	
GENDER MIX BY EMPLOYEE CATEGORY (% female)				
Operations, Support, Workers	253	259	304	
Executive	50	62	72	
Middle Management	25	28	34	
Top Management	4	4	4	

ESG FACTORS	FY2020	FY2019	FY2018	
NEW EMPLOYEE HIRES BY AGE :				
< 30 years old	53	45	62	
30 - 49 years old	45	17	27	
> 50 years old	0	0	1	
NEW EMPLOYEE HIRES BY GENDER :				
Male	74	42	64	
Female	24	20	26	
Total new employee hires	98	62	90	
EMPLOYEE TURNOVER BY AGE :				
< 30 years old	38	33	74	
30 - 49 years old	40	48	56	
> 50 years old	1	4	5	
EMPLOYEE TURNOVER BY GENDER :				
Male	48	73	104	
Female	31	12	31	
Total Employee Turnover	79	85	135	
Total Training Investment (RM)	23,055	40,845	22,287	
AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY :				
Operations, Support, Workers	0.1	0.5	2.2	
Executive	0.5	3.9	2.5	
Middle & Top Management	0.7	8.8	2.4	
WORKPLACE INJURY FREQUENCY RATE :				
Male	20	6	7	
Female	0	0	0	
ABSENTEEISM RATE:				
Male	0.19%	0.12%	0.44%	
Female	0.04%	0.03%	0.12%	
Fatalities	0	0	0	

ENVIRONMENT			
ESG FACTORS	FY2020	FY2019	FY2018
Total Energy Consumption (GJ)	6,599	6,335	6,508
Electricity Used (kWh)	1,848,674	1,759,769	1,807,847
Greenhouse Gas Emission / CO2 emission (tonnes)	1,283	1,297	1,278
Fuel consumption (litre)	16,000	19,200	19,000
Water consumptions (m3)	10,655	18,322	20,175
General Waste (m3)	124	595	655
Hazardous Waste (kg)	2,482	1,630	2,734
Recycle / Reuse (kg)	50,516	53,980	55,868
FINANCIAL (RM	1'000)		
Revenue	49,357	50,745	62,675
Loss, net of tax attributable to owners of the Company	(1,388)	(6,978)	(2,518)
Employee wages	15,054	15,201	17,348
Income tax expense	(42)	840	(120)
Dividends to shareholders	0	0	0



## OUR APPROACH TO SUSTAINABII ITY

Our sustainability approach is to conduct our business in a socially and environmentally responsible manner. Sustainability is infused right from the product development and design and choice of materials to production processes. We focus on managing the economic, social and environmental impacts of our operations and take into consideration the expectations of our key stakeholders. We also actively work with our trade customers to understand and to respond to their sustainability priorities.

## As a furniture manufacturer, we choose our materials carefully to reduce the impact on the environment.

Safety and health of our people at workplace is one of our top priorities. We are committed to hiring, developing and retaining the best talent to grow our business. Customer satisfaction remains our paramount goal. Customer satisfaction is directly linked to our ability to stay design-relevant, product quality and craftsmanship, productivity and timely delivery.

#### **BOARD STATEMENT**

Versalink is committed to upholding the highest standards of ethics and integrity while conducting its business activities. The Group takes its environmental, social and governance responsibility seriously and ensures compliance with the applicable laws and regulations.

The Board of Versalink Holdings Limited considers sustainability issues as part of strategic formulation. The Board endorses the material ESG factors presented in this report. The Board also provides oversight of the management and monitoring of these material ESG factors, through periodic review of the key performance indicators.

#### **MATERIALITY**

We have conducted an assessment of the most significant economic, social and environmental impacts, including risks and opportunities, of our business activities. Based on the assessment, we have identified our priority material ESG factors for reporting.

We have offered a detailed account of how we manage these issues throughout the report. A snapshot of our material ESG factors and their boundaries is provided in the table below.

#### **ESG GOALS AND TARGETS**

We have indicated our broad goals for each material ESG factor in the table on page 10 as well as throughout the report where we have described our sustainability policies, programmes and initiatives.

We plan to develop more specific targets for the relevant ESG factors in due course and will include the necessary information in our future sustainability reports.





	Material Factors	Impact Boundary	Our Involvement	Management Approach and Goals
	Energy Consumption	Use of electricity in offices, factories and retail stores  Diesel and petrol consumption of on-site equipment and company vehicles	Direct	Minimise our energy consumption
Environment	Greenhouse Gas (GHG) Emissions	Our carbon dioxide emissions are attributable to electricity and fuel consumption	Direct	Minimise our carbon emissions footprint
	Waste	Waste is generated mainly in our manufacturing facilities	Direct	Reduce, Recycle and Reuse waste Safe disposal of hazardous waste
Environmental Compliance		Applicable across the Group	Direct	Ensure compliance with applicable environmental regulations
	Attract, Develop and Retain Talent	Applicable across the Group	Direct	Hire the best talent.  Provide ongoing employee training and development
Social	Occupational Health and Safety	Mainly applicable to our manufacturing operations	Direct and Indirect	Ensure health and safety of all employees at work
	Human Rights (non-discrimination, forced labour, child labour, freedom of association and collective bargaining)	Mainly relevant to our manufacturing operations and supply chain	Direct and Indirect	Committed to protect human rights in accordance with applicable national laws and international conventions
Communities	Local communities	Applicable across the Group	Indirect	Be a responsible corporate citizen
	Economic Performance	Applicable across the Group	Direct	Long-term sustainable growth of business with consistent value creation
Economic	Anti-corruption	Applicable across the Group	Direct	Maintain zero-tolerance to corruption
	Socio-economic Compliance	Applicable across the Group	Direct	Ensure compliance with applicable laws and regulations

## ESG GOALS AND **TARGETS**

Disclosure on how we have managed these material topics is provided in the subsequent pages of this Report. Having set our management approach for the aforementioned ESG topics, going forward,

we aim to achieve these goals and targets, and provide a summary of our performance for the next financial year against these targets in the subsequent report

MATERIAL ESG FACTORS	GOALS AND TARGETS
Energy Consumption	Establish reduction targets in FY2021
Greenhouse Gas (GHG) Emissions	Establish reduction targets in FY2021
Waste	Continue to practice Reduce, Recycle and Reuse waste
Environment Compliance	No incident of non-compliance with applicable environmental laws
Attract, Develop and Retain Talent	<ul> <li>Ongoing training and career advancement opportunities to employees</li> <li>Provide a good working environment to employees</li> <li>Provide competitive remuneration package</li> </ul>
Occupational Health and Safety	Zero-accident workplace
Human Rights (non-discrimination, forced labour, child labour, freedom of association and collective bargaining)	No incident of non-compliance with our human rights policies
Local Communities	Contribute to the development of local communities through Corporate Social Responsibility Acvitities
Economic Performance	Improve financial performance to achieve profit
Anti-Corruption	No incidents on non-compliance with anti-corruption regulations
Socio-economic Compliance	No incident of non-compliance with applicable socio- economic regulations



## STAKEHOLDER ENGAGEMENT

We engage with our key stakeholders throughout the year in the course of our business. We consider our trade and retail customers, suppliers, employees, regulators, and local communities as our significant stakeholders as their opinion may have a material impact on our business.

We maintain ongoing engagement with our key stakeholders. Feedback from stakeholders helps us respond to their expectations and concerns more effectively. We have summarized our stakeholder engagement in the table below.

Stakeholders	Their Expectations	How We Engage	How We Respond
Trade Customers and their end customers     Retail Customers	<ul> <li>Value for money</li> <li>Stylish and aesthetic design</li> <li>High-quality material</li> <li>Green material</li> <li>Good craftsmanship</li> <li>Timely delivery</li> </ul>	Regular meetings and communication Regular visits to trade customers Factory audits Visits to our stores (retail customers) Marketing communications, website, and digital media	Investment in research and development     Well-equipped design studio and talented designers     Stringent quality assurance process
• Employees	Personal and professional development     Workplace safety	<ul><li>Performance appraisal</li><li>Training</li><li>Team meetings</li><li>Company events</li></ul>	HR policies to promote a conducive work environment, fair employment practices and people development     Occupational health and safety system
Suppliers	<ul><li>Regular business</li><li>Long-term relationship</li><li>Clarity of specifications</li><li>Timely payment</li></ul>	Meetings and electronic communications     Purchase orders and agreements	Establish fair selection process     Pay as per agreement
Government and Regulators	Regulatory compliance     Taxes	Inspections and meetings     Circulars and notices     Regulatory filings	Adhere to the applicable laws and regulations     Maintain the necessary records
• Community	Support for communities     Responsible business     operations	Community development initiatives	Commitment to corporate social responsibility
Shareholders	Return on investment     Sustainable business growth     Good governance	Board meetings     Annual General Meeting     Investor Relations briefings	Ensuring good corporate governance     Prudent business and financial planning     Risk management

#### **MEMBERSHIP OF ASSOCIATIONS**

We engage with relevant trade associations through membership and attending their events. We play an active role Kuala Lumpur and Selangor Furniture Association, the official representative body of Malaysia's furniture and furnishings industry.

Our CEO, Mr. Matthew Law is currently the Board of Trustee of the Malaysian Timber Council, the Secretary General of the Malaysian Furniture Council and the Deputy President of the Kuala Lumpur and Selangor Furniture Association (KSFA).

- Malaysian Furniture Council
- · Malaysian Timber Industry Board
- Federation of Malaysian Manufacturers
- Kuala Lumpur and Selangor Furniture Association

<sup>&#</sup>x27;formerly known as Kuala Lumpur and Selangor Furniture Industry Association (KLSFIA)'

### VISION, MISSION AND CORF VAI UFS

Versalink's Vision is to become a conscious-centred ethical global company, where we incorporates social goals in all our business goals, so as to maximise improvements in financial, social and environment well-being for all our stakeholders and the Mother Earth.

Our Mission is to create good impact in all that we do, through conscious business ethics where we develop best business practices and policies that lead us to operate based on Higher Consciousness decision-making and actions, and to experience higher levels of success, a more satisfied workforce, growth and longevity. We practice mindful awareness and do what is best for the whole by considering the impact on our employees, customers, suppliers, shareholders, the environment, and our community for each choice we made, so as to ensure a strong foundation of integrity, support, good-will and ethical behaviour in businesses.



#### **CORE VALUES**

#### **Act with Integrity**

We believe that everything starts with integrity. We act with integrity and being honest, doing the right thing even when no one is watching.

#### **Respect Ourselves & Others**

We treat ourselves and others with dignity and respect, while being tolerant and accepting of differences. We are mindful of our own thoughts, words and action at all time.

#### **Keep Our Commitments**

We keep our commitments by leading ourselves to do our best. We persevere and never give up.

#### **Being Responsible**

We believe that we ourselves are responsible for everything that we do and every outcomes of our own thoughts, words and actions. We do not blame on others. We work together to achieve our goals as a team towards our common vision and goals.

#### **Positive Attitude**

We believe that with the right mental attitude while staying positive at all time, everything is possible. With this, we would then be able to achieve prosperity in our lives, not only financially, but also love, health and happiness for ourselves and the people around us.

#### **Sharing & Caring**

It is our nature and joy to share and care. We believe that we have the abundance of wealth, knowledge, skills and experiences to share with everyone.

#### **Strive To Be More**

We always strive to be more through action, learning, experiencing, and growing.





#### **EMPLOYEES**

As at end of FY2020, we employed 332 people across our operations in Malaysia. There were no temporary, part-time nor contract employees in the reported year.

#### **TRAINING**

It is crucial that our employees have the rights skills and have the opportunities to continuously upgrade their skills and knowledge to be productive and efficient. We have implemented a comprehensive training policy to ensure ongoing learning and development of our employees at all levels. Continual on-job training is practiced in the whole company throughout the year.

The HR department prepares an annual training plan for all employees in consultation with the respective heads of department. The training program includes topics based on a need assessment.

#### **BENEFITS AND WELFARE**

We comply with the local minimum wage regulations where we operate our factories. Versalink's full-time employees are eligible for a host of benefits in accordance with local laws. The employee benefits include annual leave, marriage leave, maternity leave, paternity leave, medical leave and insurance. The company has also introduced in-house mindfulness programs for our employees to help relieve stressed employees and to introduce mental wellbeing and conscious-centred living to employees.

The company also organises multiple recreational activities that include corporate social responsibility activities, annual dinner and team building. We also host events to celebrate various festivals and year-end party.

#### **HUMAN RIGHTS**

We respect and uphold human rights in accordance with national laws and international conventions including the International Labor Organization's (ILO) standards. Our policies prohibit child labor, forced labor and discrimination in our operations as well as in our supply chain.

There were no known or confirmed incidents of child labor, forced labor, discrimination or violation of workers' right to freedom of association in the reported period.

#### **GRIEVANCE RESOLUTION**

We have implemented a grievance resolution mechanism in our facilities to ensure fair and transparent resolution of grievances filed by workers. We also encourage open communication between the managers and workers to promote harmonious working relations and to minimize complaints.

#### **EMPLOYEE TURNOVER**

Our approach is to attract and retain the most suitable talent to support our business growth and to ensure quality and productivity to meet our customers' expectations.

#### PERFORMANCE MANAGEMENT

We recognize and objectively reward performance of our employees. We have implemented a comprehensive appraisal system to assess the performance which covers all employees.

#### **HEALTH AND SAFETY**

Versalink is committed to be a responsible employer, were we provide a safe and healthy working environment for our employees and those whose work are under the control of Versalink.

The Group is committed:

- To provide a safe and healthy working environment for all the workers
- To enhance the safety and health awareness among the workers and contractors towards safety practices within the company
- To avoid unintended incidents/accidents and meeting the applicable safety and health regulations
- To comply with the local safety and health regulations

We have implemented a health and safety management system aimed at prevention of risks by taking appropriate measures and adopting safe work practices. In our furniture manufacturing facilities, the potential health and safety issues arise from use of machinery and tools, movement of bulky items, wood dust and chemical fume from spraying operations.

We provide the necessary personal protective equipment such as face masks, respiratory masks, safety glasses and safety gloves to employees engaged in manufacturing operations. Our facility employees receive regular training in operational safety.

To minimize the health effects of wood dust, our facilities are fitted with dust collector system and local exhaust ventilation mechanisms. Spraying operations are conducted in a secure booth to minimize the health hazards. We ensure all machinery, tools and equipment remain in good working order through regular maintenance and periodic inspections.

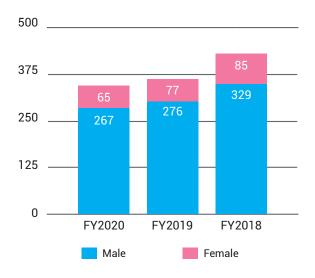
We have implemented procedures to collect and monitor health and safety data including the injury rate, accident frequency rate, occupational disease rate and fatality rate.

#### **CHEMICAL SAFETY**

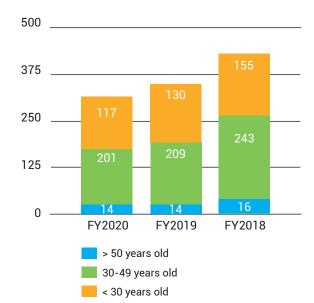
We carefully choose chemicals such as paints, resins, lacquers and solvents with lower led-content for our production processes to minimise the harmful effects on the health of our workers. We maintain Material Safety Data Sheets (MSDS) for all chemicals that are used in our production processes to ensure safety procedures are followed while handling these chemicals.



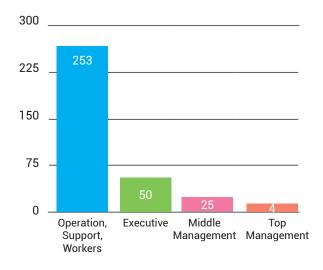
#### **Total Number of Employees**



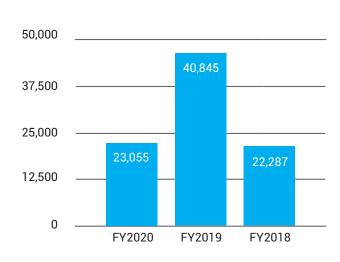
#### **Employees by Age**



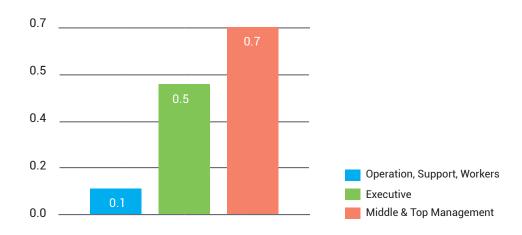
#### **Employees by Category in FY2020**



#### **Total Training Investment (RM)**



#### **Average Training Hours by Employee Category in FY2020**



#### **ENVIRONMENT**

We are committed to minimizing the environmental impact of our operations through waste and emission reduction, energy efficiency. promoting sustainability practices, both internally and among our customers and suppliers, and by meeting or exceeding all regulations applicable to our facilities.

We have implemented a comprehensive environmental management system in our facilities to protect the environment and make continuous improvement. Assessing environmental risks, taking preventive measures, employee training, setting goals and targets are integral parts of our environmental management efforts. We strive to adopt environmental best practices aimed at pollution control, process improvement and efficient utilization of materials and to reduce and recycling of waste in all our activities and products. We have programmes in place to increase employee awareness about environmental issues through training.

#### SUSTAINABLE MATERIALS

Versalink aims for forest sustainability. To minimise the impact on the environment, we use raw material ethically sourced from sustainably-managed forests. We also use recycled materials where possible. We have also removed banned chemicals, identified by the industry as harmful to human health or the environment, from our production processes. We use high-grade lacquers, paints, coatings and solvents with low lead content. We use high-quality resins and glue in our production processes to minimise formaldehyde emissions.

The company has obtained PEFC requirement and committed to:

- Assure the integrity and validity of the PEFC COC system and its certified products
- Avoid purchase and sales of the timber products from the controversial source
- Sustain the forest resources through the implementation and maintenance of PEFC system practices
- Provide employment opportunities and given the job to local people living within the vicinity of the manufacturing plant
- Provide equal opportunities to all and avoid discrimination of gender, job treatment, forced labour and child labour
- Maintain and reserved the right of the workers according to the Convention 87 & 98 of the International Labour Organisation ("ILO")
- Create the awareness among the employees who perform activities related to PEFC and provide adequate training to ensure the compliance with the PEFC COC requirement
- Utilize the PEFC logo according to the requirement of MTCS/PEFC as specified in the document of MTCC/PEFC logo

Versalink has also obtained the following certificates:

- ISO 14001:2004 Environmental Management System
- ISO 9001:2015 Quality Management System
- PEFC Certificate for Chain-of-Custody of Forest Based Products Requirements
- FSC Chain-of-Custody Certification
- Green Lable Certificate by The Singapore Environment Council Versalink Fonte
- Green Lable Certificate by The Singapore Environment Council Versalink Lex
- Singapore Business Federatiuon Certificate of Membership
- Federation of Malaysian Manufacturers Certificate of Membership
- Malaysian Interior Industry Partners Association Certificate of Membership



#### **Energy**

Our approach is to continuously improve our energy efficiency to reduce our environmental footprint and to lower costs. Our energy consumption includes electricity, petrol and diesel. We use electricity in our offices, warehouses and stores for lighting, air-conditioning and to run equipment. and all employees are taught to conserve energy by turning off the light and airconditioning during breaks and after working-hour. Petrol is used in company vehicles, and diesel is used in company vehicles and equipment such as backup power generators.

#### **Greenhouse Gas (GHG) Emissions**

Our GHG emissions result from the use of electricity, petrol and diesel. We strive to minimise our GHG footprint by improving energy efficiency. We have started measuring and monitoring the carbon dioxide (CO2) emissions from our energy consumption.

#### Waste

In line with our eco-design philosophy, all our products are designed to minimise waste. Waste is generated primarily in our manufacturing facilities.

Our hazardous waste includes chemical waste consisting of solvents, paints, inks, lacquer, contaminated cotton rags and chemical drums. We have procedures in place for the segregation, storage and disposal of wastes as required by local regulations. The company practices Reduce, Reuse, and Recycle in the company.

#### Water

Our operations do not require significant amount of water. However, we understand the importance of conserving water. We monitor our water use and strive to use it more efficiently.

#### **Environmental Compliance**

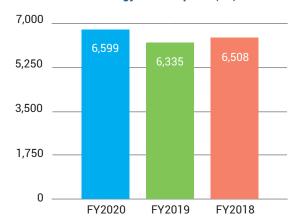
We are committed to complying with applicable environmental laws and regulations in countries where we have operations. There were no known or reported breaches or violations of environmental rules in the reported period.

Versalink is committed to sustainable growth of its business by leaving a positive footprint in the communities where we operate our business. The welfare of the local communities is an integralpart of our approach to sustainability. We believe in nurturing trusted partnerships with the local communities where we operate our business.

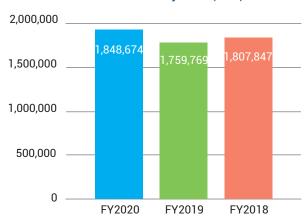
We support various community programmes under our corporate social responsibility initiatives.



#### **Total Energy Consumption (GJ)**



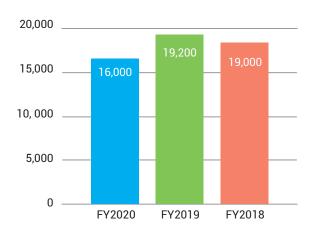
#### **Electricity Used (kWh)**



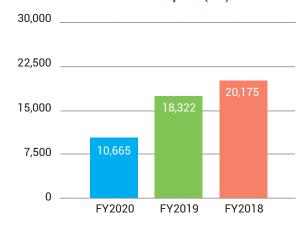
#### **Greenhouse Gas Emission / CO2** emission (tonnes)



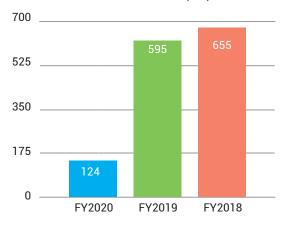
#### **Fuel Consumption (litre)**



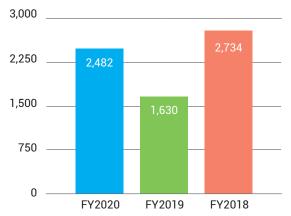
#### **Water Consumption (m3)**



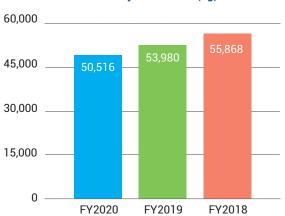
**General Waste (m3)** 



#### **Hazardous Waste (kg)**



Recycle / Reuse (kg)



## ECONOMIC PERFORMANCE

Our commitment is to generate long-term economic value for our shareholders and stakeholders including our customers, employees, suppliers and the local communities.

#### **Direct Economic Performance**

A summarized version of our economic performance, obtained from the financial statement, is provided in the table below. For our complete financial performance, please refer to the Annual Report section of this report.

ECONOMIC PERFORMANCE (RM'000)			
ECONOMIC PERFORMANCE INDICATORS	FY2020	FY2019	FY2018
Revenue	49,357	50,745	62,675
Loss, net of tax attributable to owners of the Company	(1,388)	(6,978)	(2,518)
Employee wages	15,054	15,201	17,348
Income tax expense	(42)	840	(120)

#### **Indirect Economic Contribution**

Our business activities generate significant direct and indirect jobs especially in Malaysia where we have established manufacturing facilities. Employee wages and taxes contribute to the local economies.

#### **Suppliers**

Our supply chain includes suppliers of raw material, mainly board, metal, components and paint products. We actively engage with our suppliers to ensure they adhere to our social, environmental and quality standards. Our standard procedure for evaluating suppliers includes assessment of their compliance with our social and environmental criteria. The social and environmental indicators included in the supplier assessment include freedom of association, child labor, forced labor, non-discrimination, overtime, health and safety, minimum wage, environmental protection and anti- corruption.

#### **Anti-Corruption**

We require high ethical standards from our employees including the directors. We maintain zero tolerance against corruption, bribery, fraud and unethical conduct.

Our Employee Code of Ethics sets out the Group's ethics policy that prohibits accepting or offering illegal payments or gifts. Employees are given a copy of the Code of Conduct and are required to acknowledge they have read and understood the Company's ethics policy. There were no known or reported incidents of corruption in the reported period.

#### **Socio-Economic Compliance**

We are committed to conducting our business in a lawful manner in compliance with applicable rules and regulations. There were no known or reported breaches or violations of socio-economic regulations in the reported period.



# GRI CONTENT INDEX

GRI CONTENT INDEX "IN ACCORDANCE" – CORE				
GRI Standard	Disclosure	Page Number(s)		
GRI 101: Foundation 2016 (GRI 101 does not include any standards)				
	General Disclosures			
	Organizational Profile			
	102-1 Name of the organisation	Versalink Holdings Limited		
	102-2 Activities, brands, products, and services	AR 2020 : 2, 8		
	102-3 Location of headquarters	Malaysia		
	102-4 Location of operations	AR 2020 : 8		
	102-5 Ownership and legal form	AR 2020 : 18, 94-95		
	102-6 Markets served	AR 2020 : 87		
	102-7 Scale of the organisation	AR 2020 : 8-9, 65		
	102-8 Information on employees and other workers	5-6, 15		
	102-9 Supply chain	19		
	102-10 Significant changes to the organisation and its supply chain	None		
	102-11 Precautionary Principle or approach	8, 16-17		
GRI 102: General Disclosures 2016	102-12 External initiatives	3, AR 2020 : 16		
General Disclosures 2010	102-13 Membership of associations	11		
	Strategy			
	102-14 Statement from senior decision-maker	8, AR 2020 : 12-15		
	Ethics and Integrity			
	102-16 Values, principles, standards, and norms of behaviour	12-13, AR 2020 : 7		
	Governance			
	102-18 Governance structure	AR 2020 : 18-34		
	Stakeholder Engagement			
	102-40 List of stakeholder groups	11		
	102-41 Collective bargaining agreements	None		
	102-42 Identifying and selecting stakeholder engagement	11		
	102-43 Approach to stakeholder engagement	11		
	102-44 Key topics and concerns raised	11		

GRI CONTENT INDEX "IN ACCORDANCE" - CORE					
GRI Standard	Disclosure	Page Number(s)			
	Reporting Practice				
	102-45 Entities included in the consolidated financial statements	AR 2020 : 8, 69			
	102-46 Defining report content and topic Boundaries	3, 8-9			
	102-47 List of material topics	8-9			
	102-48 Restatements of information	None			
	102-49 Changes in reporting	None			
GRI 102: General Disclosures 2016	102-50 Reporting period	3			
	102-51 Date of most recent report	29 February 2020			
	102-52 Reporting cycle	Annual			
	102-53 Contact point for questions regarding the report	3			
	102-54 Claims of reporting in accordance with the GRI Standards	3			
	102-55 GRI content index	20-23			
	102-56 External assurance	3			
	Material Topics				
	Economic performance				
	103-1 Explanation of the material topic and its Boundaries	9, 19			
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