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## 1 BOARD STATEMENT

VibroPower Corporation Limited is pleased to issue its sustainability report in line with the Singapore Exchange's (the **SGX**) guidelines on Sustainability Reporting.

This sustainability report (this **report**) highlights the progress and achievements of our organisation over the past 15 months, with particular focus on our commitment to working alongside our valued stakeholders to build a sustainable business based on our resilience, adaptability and innovation.

Sustainability is integral to our core business objectives. We are focusing our efforts on addressing material issues regarding Future Generation, Employee, Customer, Supplier, Community and other stakeholders in order to embed sustainability in our business and operations, which the Board has identified as material ESG factors and has overseen the management and monitoring of these material ESG factors.

Throughout this sustainability report, we place emphasis on transparency. We hope to articulate our objectives on sustainability as accurately as we can and take with us our customers, staff, suppliers and other stakeholders on our journey towards a more sustainable future. We firmly believe that building a sustainable business is vital to our continued success and that we must be accountable for our impact on the environment, our customers, our people and our community in addition to our financial performance.

The delivery of sustainable results is a critical aspect of our ability to remain a financially stable company. Acknowledging this helps to put into focus our commitment to principles laid out in our Corporate Sustainability Policy. Our responsibility to society is to ensure that sustainable practices are incorporated into every link of our value chain. We must meet the needs not only of our customers, employees and the community we operate in, but also those of our environment all of which helps to ensure our future in generations to come.

## 2 ABOUT THE REPORT

This sustainability report articulates our commitment to sustainability and transparency. The report is designed to provide a transparent and balanced view of the company, to reflect the interests of our key stakeholders, and to address those interests in a pragmatic manner. This report aims to provide comprehensive information on our company's strategy towards sustainability, the key ESG issues that confront our Company and data regarding these key ESG issues, according to recognized standards.

### 2.1 Report Scope

This report covers the performance of our consolidated entities in the financial period from 1 January 2021 to 31 March 2022 (FY2022) and focuses on the Group's sustainability strategies and practices whilst highlighting the economic, environmental, and social and governance aspects of our activities and developments in Singapore, where our material operations are located. The report aims to provide an overview of our approach, priorities and targets, as well as a performance review for our key sustainability areas.

In particular, this report aims to focus on the sustainability performance, activities and initiatives that we have implemented and which are under our direct control, including our Singapore offices and operations, our local supply chain as well as any overseas activities directly associated with us.

Material issues and topics described in this report have been selected according to their significance within the company's boundaries, their sustainability context and the expectations of our stakeholders. While our material operations are mainly located in Singapore, our corporate governance and sustainability approaches are drawn from the policies and practices set at the Group level.

### 2.2 Report Methodology

We have prepared our report based on the requirements of the 'In accordance-Core' option of the Global Reporting Initiatives (GRI) Standards Sustainability Reporting Guidelines (**GRI Standards**). We have chosen the GRI Standards to base our reporting guidelines on for their robust and comprehensive guidance which provides an international reference for the disclosure of governance approaches and of the environmental, social and economic performance and impacts of organizations. This report adheres to the SGX's requirements of the primary components a sustainability report must have, and its "Comply or Explain" approach to compliance, where an issuer is not able to report any required primary component. The data disclosed in this report has been made on good faith and to the best of our knowledge, information and belief. In acknowledgement of this, we continue to improve our data collection processes.

We did not seek external assurance for this report.

### 2.3 Report Structure

This report is structured to reflect the interests of our key stakeholders. We have identified five key stakeholder groups, namely, the environment and its impact on future generations, employees, customers, suppliers and communities. For each stakeholder group, we have laid out our approaches on how material issues are identified as well as how issues are prioritized and managed. Further, we will present our initiatives relating to sustainability in the areas of environmental, social and economic issues relevant to our business activities and boundaries. Finally, we will provide information of our key performance indicators, performance targets and outcomes.

The information regarding the basis for reporting boundaries and our materiality assessment is provided in section 4.

All in all, this report provides the basis for our responses and disclosures in accordance with the GRI- Standards 'In accordance-Core' requirements. Relevant sections in this report are referenced in the GRI Content Index provided in section 7.

## 2.4 Report Contact and Feedback

Thank you for your interest in our Sustainability Report. We welcome and value your feedback on the content of this report and encourage you to contact us through the following channels:

- ❖ In writing to:  
Corporate Social Responsibility Department  
VibroPower Corporation Limited  
11 Tuas Avenue 16  
Singapore 638929
- ❖ Via our contact page at [www.vibropower.com](http://www.vibropower.com).

This report is provided in PDF format is available for download on the following page of our website: [www.vibropower.com](http://www.vibropower.com).

## 3 CORPORATE PROFILE

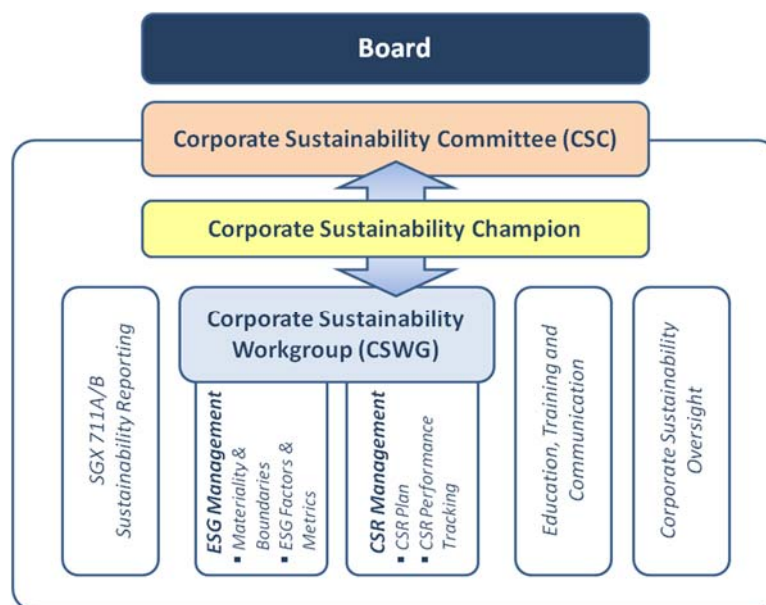
### 3.1 Mission and Values

Our mission is to strengthen existing markets and to develop new ones; build a workforce to support our chosen markets and provide customer-value through excellent after sales services in order to consistently exceed stakeholders' expectation.

In accordance with our corporate values, we act with the highest standards of integrity in our daily activities and adhere to commitments made to our customers. Our employees operate within a set of core values that guide all aspects of our business. We recognise that cooperation, communication and trust are essential in engaging and co-existing with the communities where we operate.

### 3.2 Governance

Our Board of Directors (the **Board**) oversees all corporate governance and operational matters relating to our business. For corporate sustainability, the Board is supported by the Corporate Sustainability Committee (CSC) which is chaired by our Chief Investment Officer (CIO) and includes designated senior executives. The CSC provides leadership and guidance on corporate sustainability matters such as Corporate Social Responsibility (CSR) plan, community investment and environmental initiatives. Our Corporate Sustainability Champion (the **Champion**) who is our Subject Matter Expert (**SME**) in particular area(s) of corporate sustainability plays a crucial role in supporting the efforts of our CSC in the overall governance and management of our corporate sustainability strategies. Our SME pro-actively raises awareness through education and training across the organization. Through the Corporate Sustainability Work Group (CSWG), our Champion engages businesses and functions in collectively executing the CSR plan, identifying and managing the Environment, Social and Governance (ESG) Factors as well as engaging with our stakeholders. Our businesses and functions provide back-to-back assurance on the quality of information used for sustainability reporting.



## 3.3 Ethics and Compliance

As a listed company on the SGX, we comply with the principles and guidelines of the Code of Corporate Governance (the **Code**). Our corporate governance framework includes ethics and we comply through a group-wide Code of Conduct as well as specific guidelines which are to be adhered by the officers and employees across the organization. Every new employee is introduced to our Code of Conduct and our policies on ethics and compliance which includes areas such as anti-corruption. Communication channels are in place to enable all employees and individuals engaged in business activities to report complaints of unethical behaviour. We have a designated officer who maintains a register of incidences regarding ethics and compliance issues and who will escalate any such incidences to the management and the Board, where appropriate.

## 4 INTEGRATING SUSTAINABILITY INTO OUR BUSINESS

We believe corporate social responsibility is a key driver towards long-term sustainability. Such responsibility is pragmatically integrated into our business practices as one of the core values in our corporate culture. Embedding such responsibility into our management processes across the value chain allows us to establish credibility among our stakeholders. Through our action today, we play a part in influencing the environment for our future generations. Through integrating sustainability practices in our business, we ensure that our business strategy and operations are in line with a long-term vision towards a conducive and sustainable future.

### 4.1 Sustainability Management Framework

We have been making improvements on our sustainability reporting framework since January 2017. We performed an analysis on our business and operation models as the basis for our stakeholder mapping and materiality assessment. Through our analysis, we identified five key stakeholder groups within our sustainability context and their respective material issues, which are described in this report.

### 4.2 Key Stakeholders and Material Issues

We conduct regular review, assessment and feedback exercises in relation to Environmental, Social and Governance (ESG) issues. Key to this is a regular Risk Assessment (RA) exercise which comprises the identification, assessment and documentation of material risks and corresponding internal controls. Such material risks include fraud and corruption, environmental, health and safety, and human capital risks which are ESG-relevant. We are also continuously making improvements to the adequacy and effectiveness of our Risk Assessment process in response to changing business and operation environment.

Through regular stakeholder engagement, we identify and review material issues that are most relevant and significant to us and our stakeholders. For external stakeholders, priority is given to issues important to the society as a whole, and those applicable to us. Then, we prioritize our sustainability efforts and report issues that are most material to our business and stakeholders. Considering that specific stakeholders and material issues are specific in countries and locations, we are only reporting on our stakeholder engagement and material issues for our Singapore operations in this report.

Stakeholders	Material Issues	Significance
<b>The Environment and Future Generation</b>	<ul style="list-style-type: none"> <li>▪ Energy consumption</li> <li>▪ Internal Awareness and Education</li> </ul>	Our sustainability agenda for the environment and future generation has evolved since January 2017 and is central to our business operations. Our practices and policies in relation to energy consumption and internal awareness and education are incorporated into the day-to-day work routines of all our staff. Our measures focus on the four key goals of curbing global warming, conserving and recycling resources, reducing chemical risks and preserving ecosystems and biodiversity.
<b>Employee</b>	<ul style="list-style-type: none"> <li>▪ Regular training of employees on critical skillsets to sustain competitiveness</li> <li>▪ Non-discrimination, diversity and equality</li> </ul>	Our employees want to work within an ethical and environmentally aware company which is non-discriminatory, diverse and equal in all respects and where they are motivated and empowered to meet their full potential, both professionally and personally. We provide in-house training programmes and where



		appropriate, send employees for external training or upgrading courses to ensure our workforce's competitiveness.
<b>Customer</b>	<ul style="list-style-type: none"> <li>▪ Customer data privacy</li> <li>▪ Safety of our customers in our products and services delivery</li> <li>▪ Customer satisfaction</li> </ul>	The quality and safety of our products and the excellence of our service is of paramount importance to us and our customers. By listening to and delivering value to our customers, we will, in turn, be contributing to their own successful sustainable development.
<b>Supplier</b>	<ul style="list-style-type: none"> <li>▪ Environmental, labour and human rights impact in the supply chain</li> </ul>	Sharing of CSR-related ideas, values and responsibility in areas such as the environment, human rights, labour practices and corporate ethics is part of building mutually beneficial relations with suppliers and channel partners to enhance both their own competitiveness and ours.
<b>Community</b>	<ul style="list-style-type: none"> <li>▪ Economic value generated and shared with local communities</li> </ul>	Within a broad range of community imperatives, we focus on the education of today's youth and health of seniors by providing financial support to targeted local communities.
<b>Common To All Stakeholder Groups</b>	<ul style="list-style-type: none"> <li>▪ Compliance with prevailing laws and regulations</li> <li>▪ Ethical business practices</li> <li>▪ Grievance mechanisms</li> </ul>	Legal compliance and ethical actions form the core of our business practice and our ethos is exemplified by strong corporate governance, transparent reporting and open communications with all stakeholder groups.

## 4.3 Alignment with International Initiatives

### 4.3.1 Sustainable Development Goals (SDGs)



Established in 1945 under the Charter of the United Nations (UN), the General Assembly occupies a central position as the chief deliberative, policymaking and representative organ of the United Nations. Comprising all 193 Members of the United Nations, it provides a unique forum for multilateral discussion of the full spectrum of international issues covered by the Charter. It also plays a significant role in the process of standard-setting and the codification of international law.

On 25 September 2015, the UN General Assembly adopted the 17 Sustainable Development Goals (SDGs) to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. Although the SDGs are primarily aimed at governments, they represent an important opportunity for businesses to also act for a more sustainable world. We will use SDGs as one of the guiding principles for our sustainability initiatives.






We acknowledge that there is always room for improvement when it comes to meeting the aims and objectives of the SDGs. As we continue on our sustainability journey, we will continuously assess our alignment with the SDGs and, whenever possible, redirect our internal priorities and sustainability strategy to more effectively and comprehensively address the goals.

SDGs Logo Source: <http://www.un.org/sustainabledevelopment/news/communications-material>

SDG Goal	Relevant Targets to Our Businesses (Source: <a href="http://sustainabledevelopment.un.org">http://sustainabledevelopment.un.org</a> )	Our Participation
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	<p>13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<p>We have our own internal processes and environmental policies to reduce electricity and fuel consumption. Our approach to mitigating climate change includes staff training and implementing energy-efficient measures. We monitor and report our GHG emissions and set reduction targets.</p>
	<p>15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.</p>	<p>All paper used in our offices is Programme for the Endorsement of Forest (PEFC) certified. We actively promote the use of PEFC paper across our organization.</p>

				<p>The following SDG goals are relevant to our business, operations and value chain. They are addressed in our various policies at the group level. Such goals are also embedded in various initiatives carried out across the organization.</p>
				
				

				<p>We do not believe these goals are relevant to our business or industry. They are not within our boundaries and scope of influence; therefore, we are currently unable to make noticeable contributions to such goals.</p>
				

## 4.3.2 United Nations Global Compact (UNGC)

The United Nations Global Compact (UNGC) is a United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UNGC is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment and anti-corruption.

Below are the references in this report to the 10 principles of the UN Global Compact.

Principle	Report Section
<b>Human Rights</b>	
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	5.2.2.1, 5.2.6
Principle 2 Make sure that they are not complicit in human rights abuses.	5.2.2.1, 5.2.6
<b>Labour</b>	
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	5.2.2.1, 5.2.6

Principle 4	Elimination of all forms of forced and compulsory labour.	5.2.2.1, 5.2.4.1
Principle 5	Effective abolition of child labour.	5.2.1, 5.2.2.1
Principle 6	Elimination of discrimination in respect of employment and occupation.	5.2.2.1, 5.2.6
<b>Environment</b>		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	5.1.1
Principle 8	Undertake initiatives to promote greater environmental responsibility.	5.1.2, 5.1.3, 5.1.4
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	5.1.2, 5.1.3, 5.1.4
<b>Anti-Corruption</b>		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	3.3

## 4.4 Awards and Achievements

Year	Type of Award	Description
i) 15 August 2019 to 14 August 2022 ii) 15 August 2022 to 14 August 2025	ISO 9001:2015	Manufacture of Generating Sets including Design of Base Frame, Fuel Tanks, Canopies and Electrical Control Panels
i) 30 September 2019 to 26 August 2022 ii) 27 August 2022 to 02 August 2025	bizSAFE Level 4	Build-up of workplace safety and health capabilities



**BUREAU VERITAS**  
Certification



## **VIBROPOWER PTE LTD**

38 Tuas Crescent, Singapore 638725

*Bureau Veritas Certification Holding SAS – UK Branch certifies that the Management System of the above organisation has been audited and found to be in accordance with the requirements of the management system standards detailed below*

### **ISO 9001:2015**

*Scope of certification*

**Manufacture of Generating Sets Including Design of Base Frames, Fuel Tanks, Canopies and Electrical Control Panels**

Original cycle start date: **14 August 1998**

Expiry date of previous cycle: **14 August 2022**

Recertification Audit date: **12 July 2022**

Recertification cycle start date: **15 August 2022**

Subject to the continued satisfactory operation of the organization's Management System, this certificate expires on: **14 August 2025**

**Certificate No. SG004225**

**Version: 01**

**Revision date: 15 July 2022**

Certification body address: 5<sup>th</sup> Floor, 66 Prescott Street, London E1 6HG, United Kingdom  
Local office: 2 Toh Tuck Link, #02-00, Singapore 596225



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Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirements, Please call: +65 64197637

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Date of issue: 27/08/2019



The Workplace Safety and Health Council  
is pleased to certify that

VIBROPOWER PTE LTD

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has fulfilled the requirements to attain bizSAFE Level 4

This certificate will expire on 26/08/2022



A handwritten signature in black ink, appearing to read "Ho Lai Fung".

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Ho Lai Fung

Deputy General Manager, Planning and Operations  
Workplace Safety and Health Council



Certificate No. E05899





Date of issue: 04/08/2022



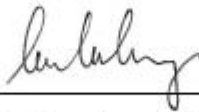
## CERTIFICATE

The Workplace Safety and Health Council  
is pleased to certify that

VIBROPOWER PTE LTD

has fulfilled the requirements to attain bizSAFE Level 4

This certificate is valid till 2/8/2025



Christopher Koh

General Manager  
Workplace Safety and Health Council

Certificate No. E05899

## 5 STAKEHOLDER ENGAGEMENT

We believe that good CSR practice goes hand-in-hand with good corporate management practice. We recognize that it is vital that our management approaches are sensitive to the ever-changing dynamics of the business and operational environment in which we operate, so that we may continuously assess the impact caused by our operations, develop sustainability strategies and respond in an appropriate manner and meet our stakeholders' expectations. Our CSR framework is based on our approach to sustainability and includes policies and mechanisms to address and monitor the impacts made by our businesses and operations.

Key to the success of our sustainability programme is the regular and up-to-date communication about our CSR policies and activities to all our stakeholders, and the provision of appropriate feedback mechanisms so that we can monitor and evaluate how we are doing and explore new strategies triggered by stakeholders' responses and reaction. We see our sustainability report as a critical component of this continuous cycle of communication and evaluation.

Stakeholder	Management Approach	Engagement Initiatives	Outcomes and Responses	Boundaries	Indicators
<b>Environment and Future Generation</b>	Environmental Policy, EMS guidelines, Waste Management, Green Campaigns	Internal Awareness and Education	Fuel Efficient Vehicle Transport, Digital Filing and Document to Reduce Paper Consumption.	Singapore	Section 5.1
<b>Employee</b>	Code of Conduct, Fair Employment Practices, Training and Career Development, Flexible Work Policy, Pension Scheme, bizSAFE	Staff Communication Sessions, Staff Feedback Process, Staff Exit Interviews	Work Life Balance Programmes, Training Programmes, Employee Benefits, Re-engagement	Singapore	Section 5.2
<b>Customer</b>	Customer Service Management System, Policies on Quality Assurance, Data Security for Customer Information, Privacy Policy, ISO9001	Customer Feedback Process, Competitive Benchmarking survey, Customer Data Protection Awareness and Education Program	Customer will treat us as their main supplier and also will be confident to scale up their business with us	Singapore	Section 5.3
<b>Supplier</b>	Supplier Selection and Regular Review Process	Feedback and Communication with Suppliers through Supplier Performance Review	To provide high standards of product and service levels while offering sufficient capacity and business stability	Singapore	Section 5.4
<b>Community</b>	Selection of Community Initiatives in alignment with organization goals	Participation in community events and donations	Benefit community, youths and seniors	Singapore	Section 5.5



## 5.1 Protecting Our Environment for the Future Generations

### 5.1.1 Our Approach

We are committed to maintaining and building on the set of environmental policies and standards that are currently in place. We continuously seek new and innovative ways to reduce the impact our products and services may have on the environment, while maintaining the highest levels of quality. We acknowledge that we have a shared responsibility to protect the environment for the health and wellbeing of the future generations.

### 5.1.2 Reduction of Carbon Footprint

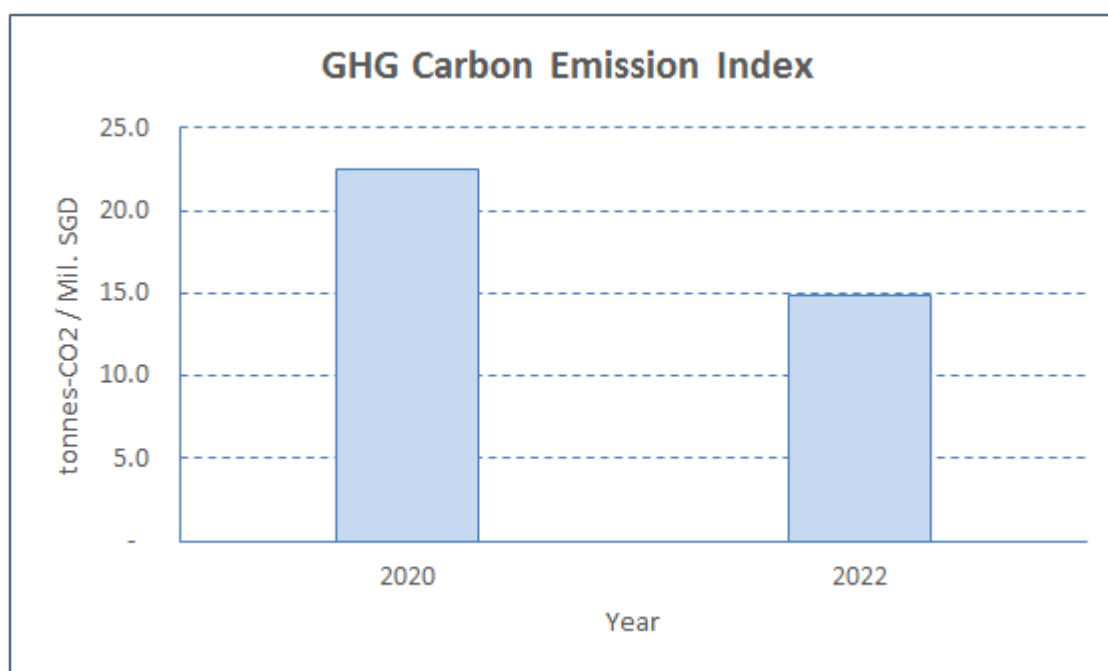
We recognize that effective management and monitoring of carbon footprint can reduce operating costs, raise brand profile, create a competitive edge and increase stakeholder value. Our carbon footprint is measured in terms of Greenhouse Gas (GHG) emission. However, GHG emission is an absolute measure of how much carbon dioxide equivalent (CO<sub>2</sub>e) is emitted. Our GHG emission is predominantly direct (Scope 1) and indirect (Scope 2) emission, and we do not include the GHG emissions generated by our suppliers (Scope 3).

Considering the ever-changing dynamics of the environment in which we operate, we established our GHG emission efficiency index for consistent tracking of carbon footprint over time. To this end, we have set a target for GHG emission efficiency improvement of 15% by 2030, when compared to the base year level of 2017. Although various business lines and operations account for different percentages of GHG emissions across the organization, they all support this target and are aligned with our environmental objectives accordingly.

Our sustainable long-term strategy is to build and scale up our clean energy business. We are keenly aware of sustainability and are committed to reduce emission.

In FY2022, our GHG emission efficiency index stands at 14.9. In comparison to previous year 2020, it decreased by 33.8%.

	FY2020	FY2022
Revenue (SGD) <sup>(a)</sup>	12,293,000	15,194,000
Tonnes-CO <sub>2</sub> <sup>(b)</sup>	276.3	226.5
GHG Carbon Emission Index (tonnes-CO <sub>2</sub> /Mil.SGD) (c)=(b/a)*1,000,000	22.5	14.9



## 5.1.3 Reduction of Paper Consumption

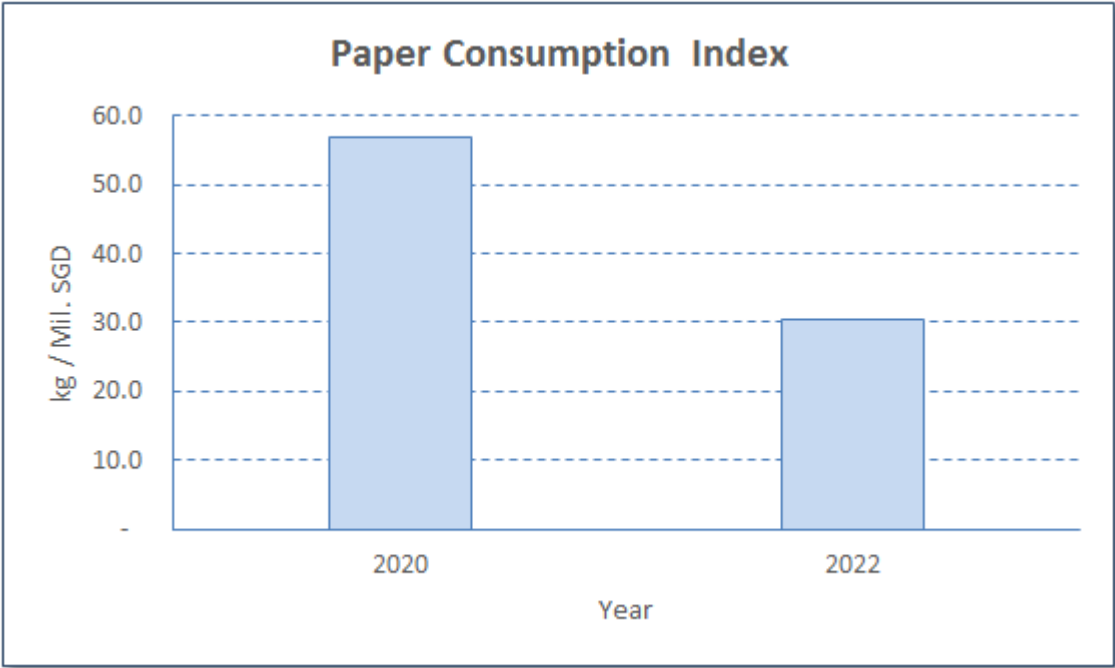
All our employees are urged to minimize paper wastage at work by adhering to our Internal Paper Usage Reduction Guidelines. For example, double-sided printing is set as a default, lower grammage paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts. Paper re-use and recycling habits are also cultivated through initiatives such as our in-house reminders posted near the copy machines.

We encourage all employees to adopt digital documents instead of paper documents to further reduce paper consumption.

Considering the ever-changing dynamics of the environment in which we operate, we established our paper consumption index for consistent tracking of paper consumption over time. To this end, we have set a target for a paper consumption improvement of 15% by 2030, when compared to the base year level of 2017. Although various business lines and operations account for different percentage of paper consumption across the organization, they all support this target and are aligned with our environmental objectives accordingly.

In FY2022, we consumed total of 464kg of paper, 100% of which are Programme for the Endorsement of Forest Certification (PEFC) certified. Our paper consumption index stands at 30.5 which decreased by 46.4% compared to previous year 2020.

	FY2020	FY2022
Revenue (SGD) <sup>(a)</sup>	12,293,000	15,194,000
FSC (or Equivalent) Paper (kg) <sup>(b)</sup>	699	464
Paper Consumption Index (kg/Mil.SGD) <sup>(c)=(b/a)*1,000,000</sup>	56.9	30.5



5.1.4 Promoting Green Practices

Currently, we aim to embrace as many green practices in our business and operations as practicable, such as using only products certified under the Programme for the Endorsement of Forest Certification (PEFC).

The Programme for the Endorsement of Forest Certification (PEFC) is an international non-profit, non-governmental organization dedicated to promoting Sustainable Forest Management (SFM) through independent third-party certification. PEFC is effective throughout the timber supply chain to ensure that forest product production respects ecological, social and ethical standards. Using PEFC provides a mark of trust for customers and consumers to identify products from sustainably managed forests. Our company is using PEFC certified forest products, whereby we purchase A4 paper with PEFC logo.

## 5.2 Caring for Our Employees

### 5.2.1 Our Approach

Our people are our most valuable resource and investing in their professional and personal development is vital to the sustainability of our business. Our goal is to instil work ethics among our employees, which are in line with our core values and code of conduct. They are the foundation upon which we build all our business initiatives and conduct our day-to-day activities.

We recognise that a motivated workforce will convey a positive and powerful message to all our key stakeholders, such as our customers, suppliers and the members of the community. By attracting, nurturing, empowering and rewarding our employees, we create an environment that is conducive for innovation and inspiration to flourish which will further boost our competitiveness. Such commitment to our employees promotes a corporate culture of passion, quality, excellence and trust within the organization which reflect our ability to create more value for our stakeholders.

Our Human Resource (HR) management principles and policies are established based on fair employment practices with the goal of attracting, developing and retaining a robust and motivated workforce. Our HR policies cover key areas such as remuneration, benefits, staff selection, career development and training. Such policies are communicated to all employees through our comprehensive Employee Handbook which is regularly reviewed by our management and we constantly seek feedback from our staff to ensure that our decisions are aligned as much as possible with their needs.

Our business operates in an environment which comprises diverse races, cultures and geographic locations. With this in mind, our HR policies are implemented across the organization in a pragmatic and non-discriminatory manner, taking into consideration of the prevailing laws and regulations as well as local culture, norms and racial sensitivity.

Business continuity and the health and safety of our employees are also our primary concerns, especially during the Covid-19 pandemic. We have in place Safe Management Measures in line with government policies and requirements to safeguard the health and safety of our employees, including providing face masks and enhanced sanitation during work hours.

### 5.2.2 Employment Practices

Our employment practices focus on maximizing the strength of our employees by providing equal opportunities, based on merit, and help our employees develop strength through our comprehensive training and development programme. We regularly review the competency gap and development of our employees so as to match more effectively their strength to their job specifications. Our performance based reward scheme provides guidance and motivation to our employees to perform to their potentials in alignment with the objectives of the company.

## **5.2.2.1 The Tripartite Guidelines on Fair Employment Practices**

We proactively pursue and adopt best practices in HR management. Our HR practices are guided by the Singapore Tripartite Alliance for Fair and Progressive Employment Practices. The Singapore Tripartite Alliance comprises the Ministry of Manpower, Singapore National Employers Federation and National Trades Union Congress. The Tripartite Alliance has formulated guidelines on fair employment practice for adoption by Singapore employers, embracing the recruitment, training, treatment and reward of employees.

## **5.2.2.2 Communications**

As our Company grows, effective communication across the organization is crucial to ensure continuous alignment of objectives of our employees and our organizational vision and objectives. We achieve this through various communication sessions held by each of our business segment and division, customized based on the target employees. Communication sessions for our managers are held on a regular basis. Agendas covered at these sessions are customized as appropriate to the target functional scope of our managers. For example, in monthly managers' meeting, operational agendas such as leadership and operation issues may be discussed while at the quarterly sessions high level topics include strategic business directions, new service and product launches, ongoing developments and key project reviews.

## **5.2.2.3 Employee feedback**

We value our employees' expertise in their particular areas of responsibilities. Therefore, their feedbacks important for the improvement of the overall management and operation of our organization. Through various established processes of employee engagement, such as employee objective setting, performance review as well as exit interview in case of resignations, we gather such valuable feedbacks for the continuous improvement of our organization.

In addition, there are other feedback channels for areas specific to business and function, such as whistle-blowing policy on control and compliance issues. Such feedbacks are managed by the leaders and managers of their specific business and function. We have also established reporting and escalation channel should the feedback requires the attention of higher management.

## **5.2.2.4 Career Development and Training**

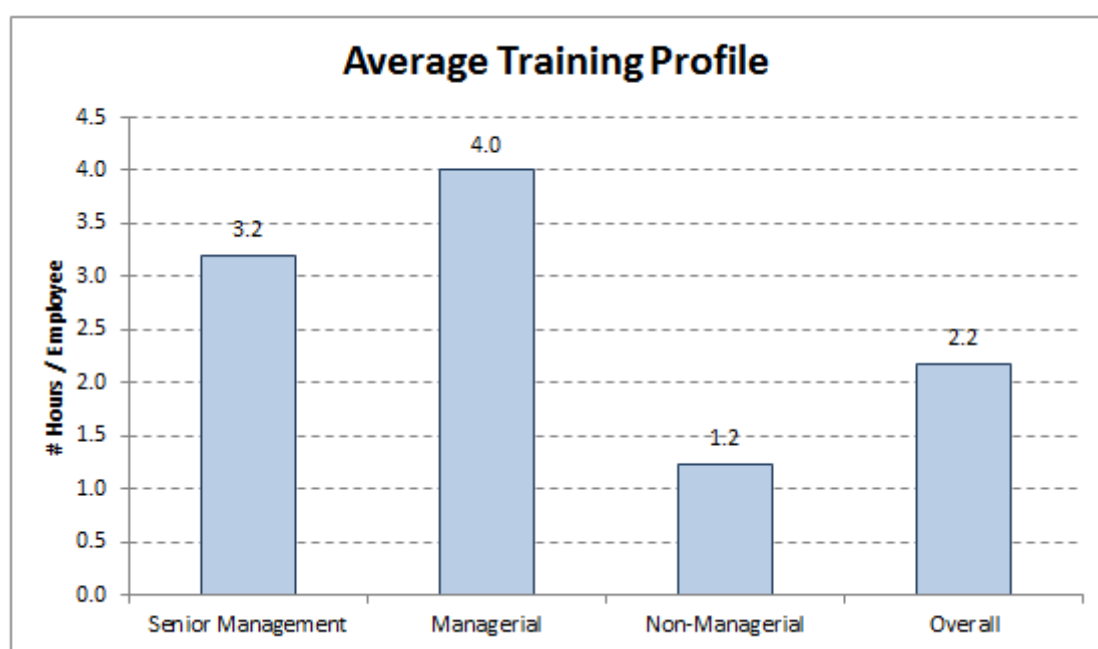
We recognise that consistent and ongoing education is critical to maintain a competitive, skilled, productive and motivated workforce. Employee career development and performance management are established based on merit and contributing skill sets towards the organization objectives through objective settings and regular performance reviews. We continue to review and improve our people development and learning process in light of changing business and operation environment.

Our training programmes cover a variety of areas catering to employees with difference job scopes and skills set requirements. Our core training curriculum and contents are developed and guided by well-established industry and international standards. In addition, specific training curriculums are developed based on the specific requirements of the specific businesses and functions. Training topics range from soft skills development in areas such as communications and leadership, to technical programmes covering project management and office productivity tools.

In FY2022, each employee received an average of 2.2 hours of training. We recognized that the training requirements vary depending on the levels of management responsibilities. Senior management and managerial staffs received an average of 3.2 and 4.0 hours of training respectively. Non-managerial staffs received an average of 1.2 hours of training. In light of changing business requirements and opportunities and the variety of training methodologies, we continue to revise our training curriculum

and programme to align with the organization objectives and to strive for effectiveness and efficiency in our training approach.

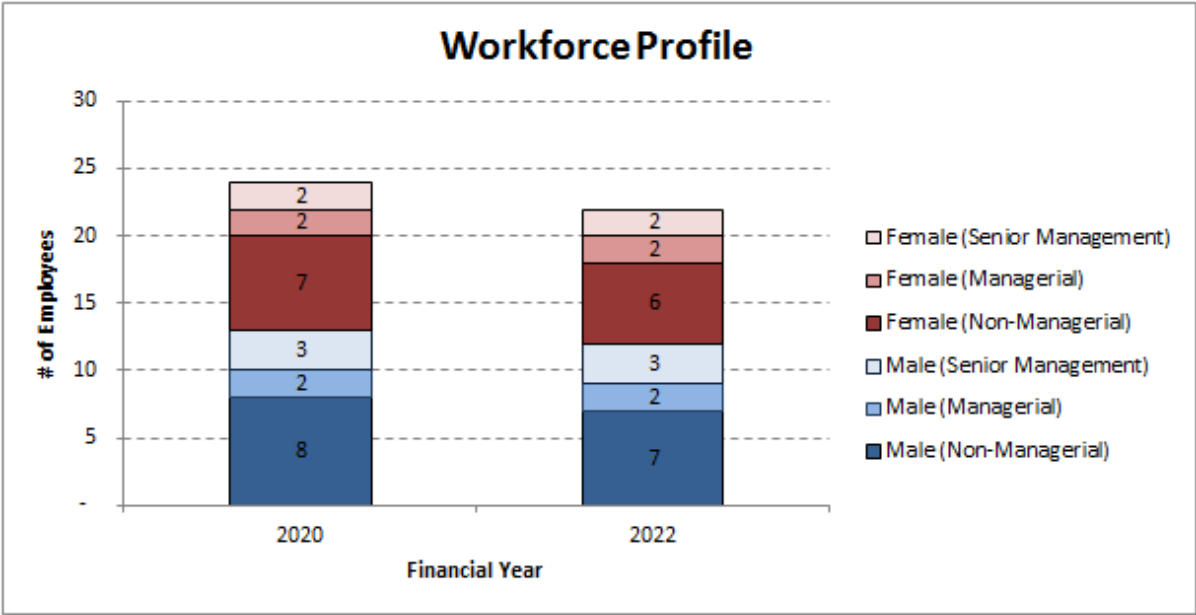
	Senior Management	Managerial	Non-Managerial	Overall
Employees <sup>(a)</sup>	5	4	13	22
Training Hours <sup>(b)</sup>	16	16	16	48
Average Training Profile <sup>(c)=(b)/(a)</sup>	3.2	4.0	1.2	2.2



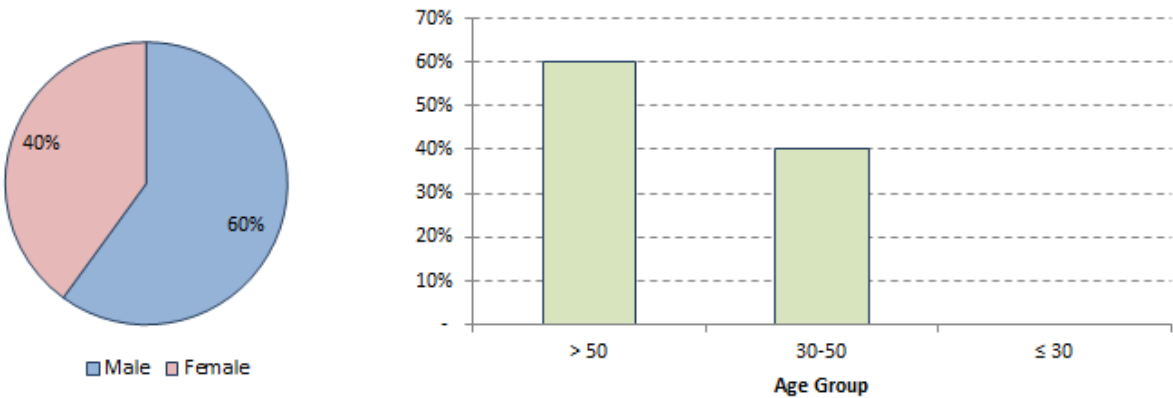
## 5.2.3 Workforce Diversity

Our business thrives on diversity. As such, we leverage on a host of strengths and skills that can only come from a diverse workforce embracing employees from various ethnic groups, religion, age and gender.

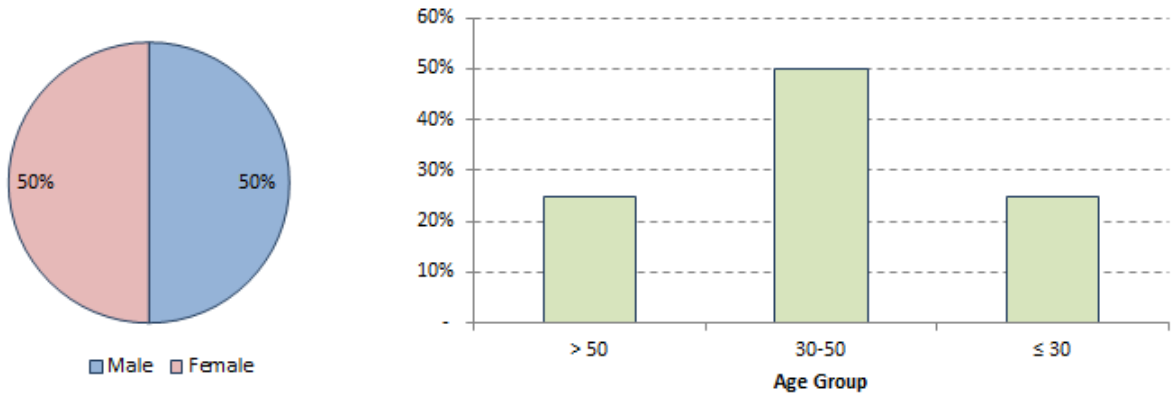
In FY2022, 12 of our employees were male, comprising 55% of our workforce, while 10 (45%) employees were female. In terms of management function, 3 male (60%) held senior management position compared to 2 female (40%), 2 male (50%) held managerial position compared to 2 female (50%), while 7 male (54%) and 6 female (46%) held non-managerial positions. The male to female ratio senior management, managerial and non-managerial positions were 3:2, 1:1 and 7:6 respectively. From the age profile perspective, there were 4 employees below 30 years old. The number of employees between 30 and 50 years old was 13 as compared to 5 employees above 50 years old.



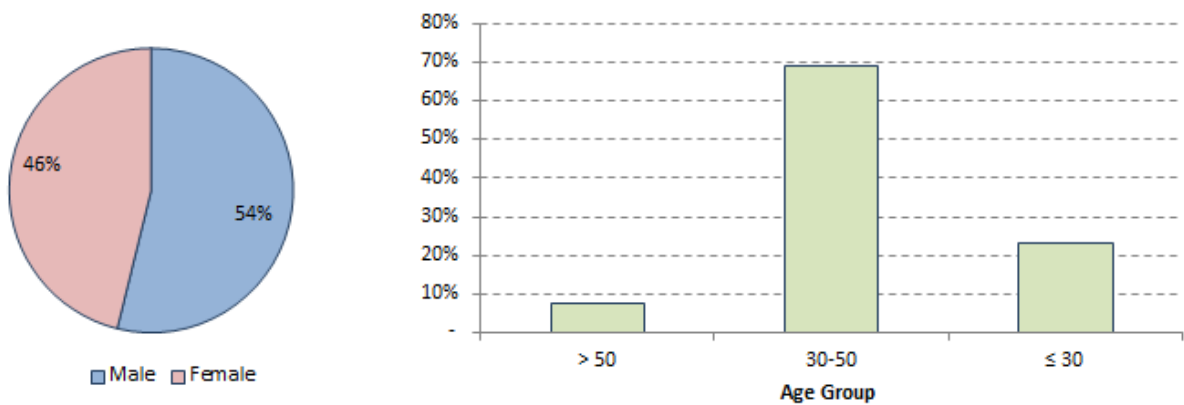
Senior Management



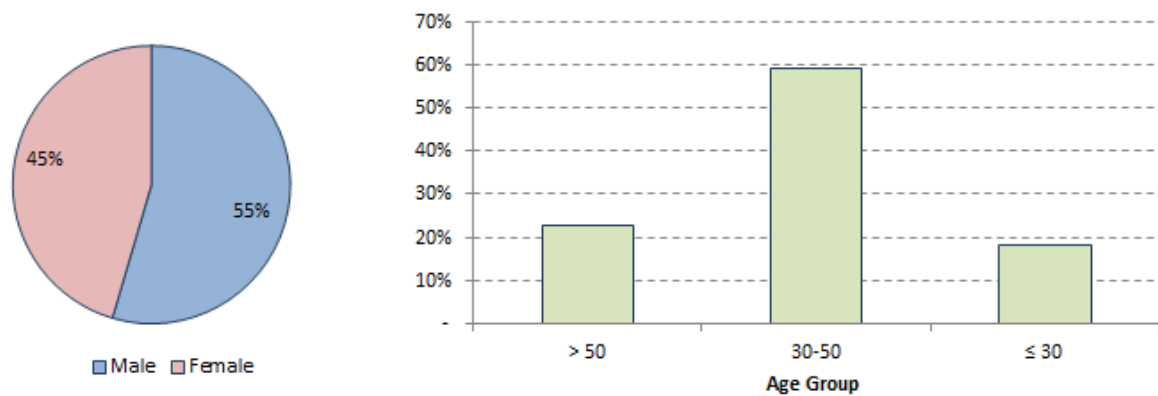
Managerial Staff



Non-Managerial Staff

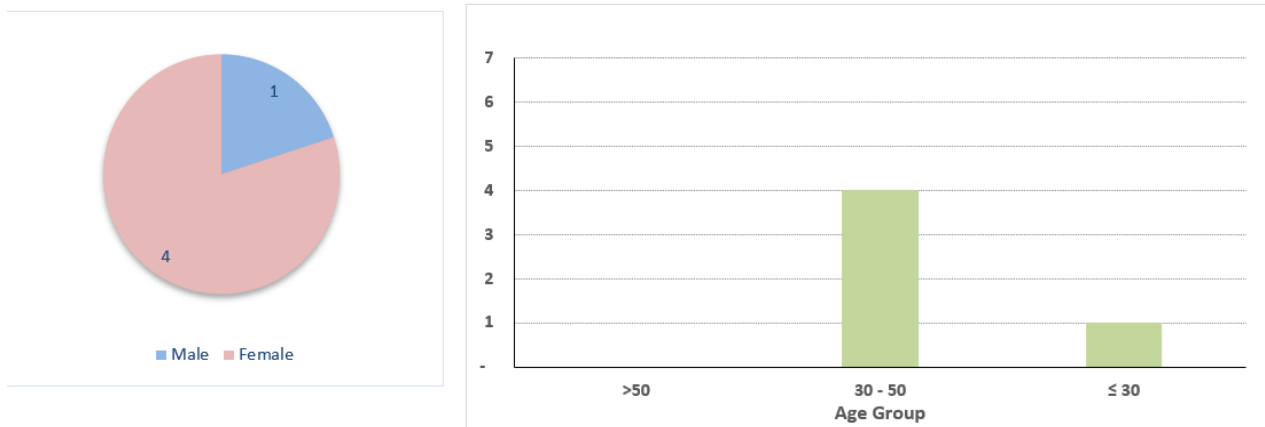


Overall



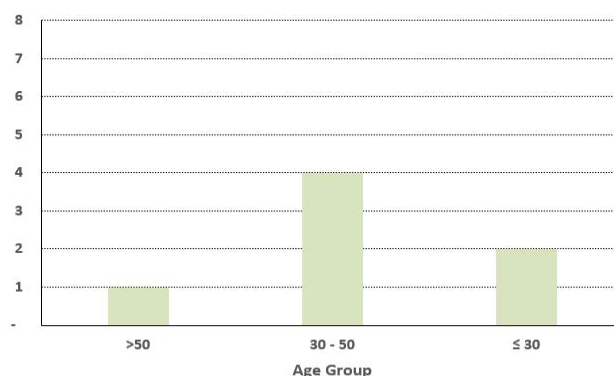
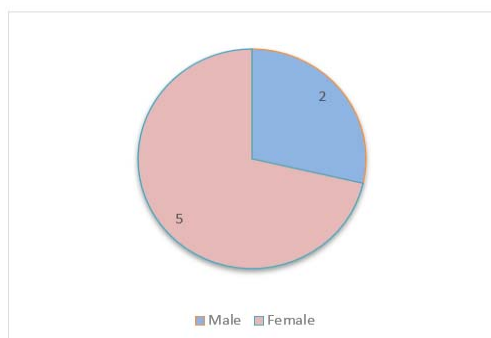
In FY2022, we hired a total of 5 new employees, while 7 resigned during the same period. As a result, we have a net decrease 2 in our workforce. Out of the new hires, 20% of the new hires were below the age of 30; 80% were between 30 and 50 years old while 0% were above 50 years old. The gender ratio of new hires was 1 male to 4 female. For the resignees, 29% of the resignees were below the age of 30; 57% were between 30 and 50 years old while 14% were above 50 years old. The gender ratio of resignees was 2 male to 5 female.

New Hire





## Resignee



### 5.2.4 Employee Benefits

All non-managerial employees in Singapore are covered by the Employment Act, which stipulates basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement.

#### 5.2.4.1 Work-Life Balance

While developing the talents of our employees and providing equal opportunities for them to excel are the key drivers for our company, we also recognize that the well-being and contentment of our employees are pivotal to the success and sustainability of our business and performance. Our employees are our most valuable asset, and we appreciate that their overall well-beings need to be well looked after in order for them to sustain their performance and realize their full potential.

To support our employees to strike a work-life balance, we aim to create an environment that allows our employees to achieve harmony in their personal and professional life. We aim to adopt a flexible approach to work arrangements and offer programmes to support health and wellness.

We understand that workplace could at times be stressful due to the competitiveness of our workforce and our business. To support our employees in pursuing excellence, we will launch various programmes and initiatives to balance work with fun, and to create an environment and culture of mutual support.

#### 5.2.4.2 Retirement and Healthcare

Our company has operations in various geographic locations where various local laws and regulations on pension and healthcare for employees apply to us. Our HR management practices constantly keep abreast of changes to such local laws and regulation to ensure compliance with such laws and regulations. In Singapore, we participate in the Central Provident Fund (CPF) personal savings scheme, which helps employees fund their retirement, home ownership, healthcare and education. Under this scheme, monthly deductions from employees' gross salaries are paid into their CPF savings accounts. We, the company, make employer contributions to these accounts, according to the rates stipulated in the CPF Act. In addition to CPF contributions, we provide comprehensive medical coverage for all employees. For more information on the CPF scheme and contribution rates, please go to [www.cpf.gov.sg](http://www.cpf.gov.sg).

## 5.2.5 Safety and Health in the Workplace

We are committed to workplace safety and health and we take every precaution to prevent occupational injuries among our employees. We believe that optimum work conditions not only make our employees safer, but also boost morale. We are in compliance with the Ministry of Manpower's Workplace Safety and Health Act in Singapore.

## 5.2.6 Individual Rights

Respecting and protecting basic human rights is fundamental to all our operations and this is deeply ingrained in our Code of Conduct, which applies to all employees. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are all strictly observed within the work environment and discrimination and harassment of any kind is not tolerated at our company.

We also respect our employees' rights to freedom of association as well as their membership of trade unions and other professional bodies. In FY2022 0% of our workforce was covered by a collective bargaining agreement; no incidents of forced labour, child labour or young workers were identified across the organisation, and no human rights-related grievances have been reported.

## 5.3 Focusing on Our Customers' Needs

### 5.3.1 Our Approach

Customer service, quality products and the highest level of product safety have always been our priorities, with customer satisfaction being the goal of all our corporate activities. Customer trust and retention starts with our people and products, we place the utmost importance on training our employees in customer service excellence and in continuously striving to improve the quality and safety of our products and services.

Open and frequent communication and responsive feedback are ingrained into our daily activities with customer interaction. In addition to striving for excellence in product service and support, we attach enormous importance to data privacy. We have process and controls in place over confidential and sensitive data related to our customers such as contracts.

Since 1998, we have been certified under the ISO 9001 standard for quality management systems. The certification has helped us increase the control of our internal processes and the quality of our services.

### 5.3.2 Customer Feedback and Satisfaction

We consistently listen to the voice of our customers and take their opinions very seriously because their opinion is a resource for improving customer experience and adjusting company's actions to their needs. We consolidate customer feedback through a range of communication channels including feedback to sales personnel and regular customer survey. Customer satisfaction and loyalty are crucial factors that determine the company's financial performance. These are directly linked to many benefits, such as increased market share, lower costs, or higher revenue.

### 5.3.3 Product Quality and Safety

We are trying to provide customers with the high-safety products by promoting enterprise quality activities and quality awareness because reliability and quality of our products are of paramount importance to us. Ultimately, we aim to totally eliminate product safety incidents so as to foster a 'Safety First' culture through employee training and quality control.

### 5.3.4 Data Safety and Privacy

Ensuring safety and privacy of our customers' data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and product delivery orders. Our information security policies ensure our customers' data are managed in accordance to the level of confidentiality. We strictly observe all local laws and internal regulations applicable to personal information protection.

## 5.4 Partnering Our Suppliers

### 5.4.1 Our Approach

As a part of our ambition to realize sustainability throughout our value chain, we extend the application of responsible business practices to our local partners and suppliers. We recognise that we are only at the beginning of our journey to integrate sustainable business practice throughout our supply chain, and we commit in our pragmatic approach to continuous improvement. We aim to identify new opportunities for collaboration with our suppliers, gradually increase transparency and continue to build shared capacity to minimise our indirect environmental and social impacts.

### 5.4.2 Supplier Selection

Our key suppliers are carefully selected through our supplier selection process. When selecting our key suppliers, we examine criteria such as financial health, quality of products and services, competitiveness of pricing. In addition, we also take into consideration of the overall sustainability policies adopted by our suppliers. Our final decision on supplier selection is based on the overall assessment which takes a balanced view across all selection criteria.

### 5.4.3 Supplier Review

We regularly review the performance of our key suppliers to determine whether to extend our partnership with them. During the key supplier review process, we engage with our key suppliers to communicate our expectations and mutual feedbacks. Such review process ensures alignment of our key suppliers' services and products to our business requirements and sustainability objectives through pragmatic and continuous improvement in our partnership with our key suppliers.

## 5.5 Supporting for Our Community

### 5.5.1 Our Approach

We have been providing support to the community. The key motivation driving all our community-engagement initiatives is to enable and empower young people. By supporting young people today and helping to educate them about the world they will inherit, our goal is to benefit not only the current generation, but also the next.

We also recognize that meeting the needs of today's youth goes beyond their own education, security and well-being, but extending to that of their families, homes and neighbourhoods as well.

Our community initiatives are selected according to how closely they are aligned with our own community engagement goals of "enabling and empowering young people" and the tangible impact on the beneficiary. Separately, we also engage in other community initiatives on an ad hoc basis.

### 5.5.2 Our Community Initiatives

We plan to continue to engage and deepen our community initiatives in the forthcoming years to strengthen and build a capable and sustainable community .

## 6 PERFORMANCE TABLE

### 6.1 Energy Usage and CO<sub>2</sub> Emissions

Direct and indirect CO<sub>2</sub> emissions as measure in GHG emissions are measured in tonnes (t-CO<sub>2</sub>) and kilowatt Hours (kWh), from electricity and fuel consumed. The electricity and fuel we purchase are both from non-renewable sources.

As our business and function grow over time; the GHG emissions and electricity consumption will vary. To ensure consistency and comparability of the GHG emission and electricity consumption measures over time, we create a GHG emission index and electricity consumption index for our performance monitoring. The index adjusts the GHG emissions and electricity consumption for the size of our activities. We normalize the amount GHG emissions and electricity consumption by the amount of our revenues which we use as a proxy of the size of our activities. The GHG emission index is measured in t-CO<sub>2</sub> per SGD million and the electricity consumption index is measured in kWh per SGD million.

	Performance		Target	
	FY2020	FY2022	FY2022	FY2023
<b>GHG Emission Index (t-CO<sub>2</sub> / million SGD)</b>	23	15	46	46
<b>Electricity Consumption Index (kWh /million SGD) *</b>	7,242	3,841	14,235	14,072

*	FY2020	FY2022
Revenue (SGD) <sup>(a)</sup>	12,293,000	15,194,000
Electricity Consumption (kWh) <sup>(b)</sup>	89,029	58,355
Electricity Consumption Index (kWh/Mil.SGD) <sup>(c)=(b)/(a)*1,000,000</sup>	7,242	3,841

#### FY2022

#### Performance

As of FY2022, the GHG emission index and electricity consumption index stand at 15 t-CO<sub>2</sub>/million SGD and 3,841 kWh/million SGD respectively.

This year GHG emission index stands at 15 t-CO<sub>2</sub>/million SGD, a decrease of 67.4% as compared to the target and a decrease of 34.8% as compared to FY2020 result, the reason for the decrease is due to GHG emission decreased and revenue increase in FY2022.

Electricity consumption index stands at 3,841 kWh/million SGD, 73.0% and 47.0% decrease compared to the target and FY2020 result respectively, the reason for the decrease is due to electricity consumption decreased and revenue increased in FY2022.

We will thrive to sustain our performance towards our 2030 goals.

## 6.2 Paper Consumption

We capture the data for paper consumption by how many reams of paper used where one ream is equivalent to 500 sheets of paper. To ensure consistency and comparability across various paper sizes, such as A3 and A4 papers, we measure the paper consumption by the weight of paper used which is adjusted for the various sizes and quality of papers.

Our business and function grow over time and the paper consumption patterns vary. We devise a paper consumption index for our performance monitoring. The index adjusts the paper consumption for the size of our activities. We normalize the amount of weights of paper consumed by the amount of our revenues which we use as a proxy of the size of our activities. The paper consumption index is measured in kilograms per SGD million.

	Performance		Target	
	FY2020	FY2022	FY2022	FY2023
<b>Reams of Paper Used for Office Printing</b>				
<b>Total Weight of Paper Consumed (kg)</b>	699	464	824	814
<b>Total Weight of Paper from Programme for the Endorsement of Forest Certification (PEFC) Consumed (%)</b>	100%	100%	100%	100%
<b>Paper Consumption Index (kg / million SGD)</b>	57	31	59	58

### FY2022 Performance

As of FY2022, we consumed 464kg paper which is 100% made from Programme for the Endorsement of Forest Certification (PEFC). As of FY2022, the paper consumption index stands at 31kg/million SGD.

This year paper consumption index stands at 31kg/million SGD which decreased by 47.5% compared to the target and decreased by 45.6% compared to FY2020 result. The decrease is due to paper consumption reduced and revenue increased in FY2022.

We will thrive to sustain our performance towards our 2030 goals.

## 6.3 Employment Profile

	Performance		Target	
	FY2020	FY2022	FY2022	FY2023
<b>Total Employees</b>	24	22	24	24
<b>Men : Women ratio in non-managerial positions</b>	8:7 (Total = 15)	7:6 (Total = 13)	8:7 (Total = 15)	8:7 (Total = 15)
<b>Men : Women ratio in managerial positions</b>	1:1 (Total = 4)	1:1 (Total = 4)	1:1 (Total = 4)	1:1 (Total = 4)
<b>Men : Women ratio in senior management positions</b>	3:2 (Total = 5)	3:2 (Total = 5)	3:2 (Total = 5)	3:2 (Total = 5)

**FY2022 Performance** As of FY2022, our company has 22 employees. The men to women ratio in non-managerial, managerial and senior management positions are 7:6, 1:1 and 3:2 respectively.



## 6.4 Employees Engagement and Training

	Performance		Target	
	FY2020	FY2022	FY2022	FY2023
Average Training Hours per Employee	1.8	2.2	3.0	3.0

### FY2022 Performance

As of FY2022, the average training hours per employee stands at 2.2 hours, which is 26.7% lower than target.

In comparison to FY2020, average training hours per employee increased by 22.2%.

We will improve the average training hours per employee in the coming years.

## 6.5 Customer Feedback

	Performance		Target	
	FY2020	FY2022	FY2022	FY2023
Customer Compliments	2	2	5	5
Customer Complaints	0	0	0	0
Compliments vs. complaints ratio	2:0	2:0	5:0	5:0

### FY2022 Performance

As of FY2022, the compliments and complaints ratio stands at 2:0. This year the compliments are 60% lower than target and no change compared to FY2020 result. The complaints ratio stands at the same.

We will continue to thrive to improve the compliments and complaints ratio in the coming years.

## 6.6 Supplier Screening Using Environmental Criteria

	Performance		Target	
	FY2020	FY2022	FY2022	FY2023
Key Suppliers Screened for Sustainability Criteria (%)	17	25	25	25

### FY2022 Performance

As of FY2022, the key suppliers screened for sustainability criteria stands at 25%. In subsequent year, we will track our performance with reference to this year.

This year key suppliers screened for sustainability criteria are achieving to target.

In comparison to FY2020, Key Suppliers Screened for Sustainability Criteria increased by 47.1%.

## 6.7 Community Contribution

	Performance		Target	
	FY2020	FY2022	FY2022	FY2023
Donation & Fund Raising	0	0	1	1
Volunteer (Man-Hours)	0	0	1	1
Number of Beneficiaries	0	0	1	1

### FY2022 Performance

As of FY2022, we didn't participate in donation and volunteer activity.

We target to participate in more volunteer and donation activities in the coming years.

## 7 GRI CONTENT INDEX

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards Core option. We did not seek external assurance for this report.

N.B.: AR = Annual Report, SR = Sustainability Report (i.e. this report)

GRI Reference		Disclosure	Response
<b>General Standard Disclosure</b>			
Organization Profile	102-1	Name of the organization	SR Section 3
	102-2	Activities, brands, products, and services	AR Page 64-66
	102-3	Location of headquarters	AR Page 1
	102-4	Location of operations	AR Page 1
	102-5	Ownership and legal form	AR Page 64-66
	102-6	Markets served	AR Page 64-66
	102-7	Scale of the organization	AR Page 64-66
	102-8	Information on employees and other workers	SR Section 5.2.3
	102-9	Supply chain	SR Section 5.4, 5.4.1, 5.4.2, 5.4.3
	102-10	Significant changes to the organization and its supply chain	Nil
	102-11	Precautionary Principle or approach	SR Section 3.2, 3.3, 4, 4.1, 5, 5.1.1, 5.2.1, 5.3.1, 5.4.1, 5.5.1
	102-12	External initiatives	SR Section 4.4
	102-13	Membership of associations	SR Section 4.4
Strategy	102-14	Statement from senior decision-maker	SR Section 1
Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	SR Section 3.1, 3.3
Governance	102-18	Governance structure	SR Section 5.4, 5.4.1, 5.4.2, 5.4.3
Stakeholder Engagement	102-40	List of stakeholder groups	SR Section 5, 5.1, 5.2, 5.3, 5.4, 5.5
	102-41	Collective bargaining agreements	SR Section 5.2.6
	102-42	Identifying and selecting stakeholders	SR Section 5
	102-43	Approach to stakeholder engagement	SR Section 5
	102-44	Key topics and concerns raised	SR Section 4.2, 5
Reporting Practice	102-45	Entities included in the consolidated financial statements	AR Page 64-66
	102-46	Defining report content and topic boundaries	SR Section 2.1, 2.2, 2.3
	102-47	List of material topics	SR Section 4.2
	102-48	Restatements of information	No restatements of information
	102-49	Changes in reporting	No changes in reporting
	102-50	Reporting period	SR Section 2.1
	102-51	Date of most recent report	SR Section 2.1
	102-52	Reporting cycle	SR Section 2.1
	102-53	Contact point for questions regarding the report	SR Section 2.4

GRI Reference		Disclosure	Response
	102-54	Claims of reporting in accordance with the GRI Standards	SR Section 2.2
	102-55	GRI content index	SR Section 7
	102-56	External assurance	SR Section 2.2
<b>Economic</b>			
Economic Performance	201-1	Direct economic value generated and distributed	AR Page 1
	201-2	Financial implications and other risks and opportunities due to climate change	SR Section 5.1.4
	201-3	Defined benefit plan obligations and other retirement plans	SR Section 5.2.4.2
	201-4	Financial assistance received from government	Nil
Anti-corruption	205-1	Operations assessed for risks related to corruption	SR Section 4.2
	205-2	Communication and training about anti-corruption policies and procedures	SR Section 3.3
	205-3	Confirmed incidents of corruption and actions taken	No incident has been reported
Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No legal action has been reported
<b>Environment</b>			
Energy	302-1	Energy consumption within the organization	SR Section 5.1.2
	302-4	Reduction of energy consumption	SR Section 5.1.2, 6.1
	302-5	Reductions in energy requirements of products and services	SR Section 6.1
Emissions	305-1	Direct (Scope 1) GHG emissions	SR Section 5.1.2, 6.1
	305-2	Energy indirect (Scope 2) GHG emissions	SR Section 5.1.2, 6.1
	305-3	Other indirect (Scope 3) GHG emissions	SR Section 5.1.2, 6.1
	305-5	Reduction of GHG emissions	SR Section 5.1.2, 6.1
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	No case has been reported
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	SR Section 5.4.3, 6.6
<b>Social</b>			
Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR Section 5.2.4
	401-3	Parental leave	SR Section 5.2.1 5.2.2.1, 5.2.4
Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	SR Section 5.2.2
Occupational Health and Safety	403-1	Workers representation in formal joint management-worker health and safety committees	SR Section 5.2.5
	404-1	Average hours of training per year per employee	SR Section 5.2.2.4, 6.4

GRI Reference		Disclosure	Response
Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	SR Section 5.2.2.4, 6.4
	404-3	Percentage of employees receiving regular performance and career development reviews	SR Section 5.2.2.1 5.2.2.4, 6.4
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	SR Section 5.2.3
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	No incident has been reported
Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	No incident has been reported
Human Rights Assessment	412-2	Employee training on human rights policies or procedures	SR Section 5.2.2.1, 5.2.6
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	SR Section 5.4.1, 5.4.2, 5.4.3, 6.6
Public Policy	415-1	Political contributions	No contributions
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	SR Section 5.3.1, 5.3.3
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No incident has been reported
Marketing and Labelling	417-2	Incidents of non-compliance concerning product and service information and labelling	No incident has been reported
	417-3	Incidents of non-compliance concerning marketing communications	No incident has been reported
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No incident has been reported
Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	No non-compliance