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SUSTAINABILITY REPORT



# INTRODUCTION

Duty Free International Limited (“DFI” and together with its subsidiaries, the “Group”), a duty free retail specialist in Peninsular Malaysia with over 39 years of experience, has established a premium travel retail brand “The Zon” which is strategically and extensively located across all leading entry and exit points in Peninsular Malaysia. DFI has created and defined its own unique and exclusive travel retail concept that offers travellers an extensive premium selection of international brands - imported duty free beverages, tobacco products, chocolates and confectionary products, perfumery, cosmetics and souvenirs.

**DFI aims at providing travellers with an exclusive duty free shopping experience beyond expectations by having the highest standards of customer service, retail execution and exquisite product offering.**

This Sustainability Report 2018 (“Sustainability Report”) is DFI’s first annual sustainability report. The Group strives to achieve sustainable growth with our business model through operational excellence by capitalising on the strength of our human capital and strategic alliance with our business partners as well as being committed to highest standards of customer service while minimising the environmental impact from our operations.

**This Sustainability Report aims to provide our stakeholders, namely, our customers, partners, investors, employees, local communities, non-governmental organisations, and governments, with a transparent account of how we address the sustainability topics in relation to DFI during the current financial year.**

**Adam Sani Abdullah**  
Chairman

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## ABOUT THIS REPORT

**This is our inaugural sustainability report that details our journey and progress towards our sustainability efforts at Duty Free International Limited ("DFI").**

### Reporting period

This report covers our sustainability performance and efforts from 1 March 2017 to 28 February 2018 ("FY2018"). We have included comparative historical data in this report that are presently available. Going forward, we will report on our sustainability performance and efforts on an annual basis. This will serve as a platform to communicate our economic, social and environmental progress and commitments to the various stakeholders.

### Reporting scope and boundaries

The indicators and performance data in this report covers DFI as a Group which correspond to our Corporate Structure in the Annual Report. The Group, refers to the Company, DFI and the entities which DFI has direct managerial control.

### Reporting methodology

We have developed this report in accordance with the Global Reporting Initiative ("GRI") Standards - Core option and the Singapore Exchange's Practice Note 7.6 Sustainability Reporting Guide. We have not sought external assurance for this report.

We appreciate and value your feedback on this report. We look forward to enhancing our sustainability reporting journey through constructive feedbacks from our stakeholders. Please contact us at [dfi@listedcompany.com](mailto:dfi@listedcompany.com).

## KEY SUSTAINABILITY HIGHLIGHTS IN FY2018

**53%** of our total employees are female



**2,893** total training hours provided to our employees in FY2018



**5,437 MWh** of total energy consumption



## SUSTAINABILITY AT DUTY FREE INTERNATIONAL LIMITED

### Our Sustainability Governance

Our Board of Directors provides formal oversight of our sustainability progress in ensuring that our sustainability agenda is integrated into our business and strategic decisions.

Our sustainability efforts are driven by our senior management comprising Managing Director, Executive Director and the Sustainability Working Group. The Sustainability Working Group implements and monitors our sustainability efforts with the support of our key business functions. Our sustainability governance structure is depicted in Diagram 1.

Board of Directors	Ultimately responsible for the sustainability direction of the Group
	Ensure the integration of sustainability consideration in strategic business decisions
	Approves the overall sustainability-related business strategies
Managing Director & Executive Director	Steers and oversees the implementation of sustainability-related business strategies
	Approves sustainability targets, key indicators and disclosures
	Evaluate and assess sustainability risks and opportunities
Sustainability Working Group	Monitors and manages the sustainability-related business strategies of the Group
	Facilitates and assists in sustainability processes among the key business functions
	Report on performance and targets of sustainability processes and controls
Key Business Functions	Support the sustainability-related business strategies
	Develop plans and timeline for sustainability reporting disclosures

Diagram 1: Sustainability governance structure at DFI

## Code of Ethics

At DFI, we believe that strong business ethics is paramount to maintain and enhance stakeholders' confidence in us. This shapes a culture of honesty and integrity which are integral in sustaining our business.

Our employees are required to act responsibly and in compliance with the Group's Code of Conduct (the "Code"). Likewise, we emphasise the need for our business partners to comply with the Code. Each of us have an obligation to ensure that the conduct of those who work with us complies with these standards. The Code provides clear guidelines for workplace ethics and professionalism in compliance with applicable laws.

All employees are given a personal copy of the Code and are required to sign off their acknowledgement of responsibility to comply with the policies and procedures of the Group via the Employee Acknowledgement Form.

## Anti-Corruption and Whistle-Blowing Policy

Anti-corruption policies and procedures are befittingly laid out in the Employee Handbook and in the Code which are accessible via the Group's intranet or through physical briefing by their respective Heads of Department or Outlet Managers.

As part of the anti-corruption procedures, we have established a Whistle-blowing Policy within the Group which provides an avenue for employees to raise genuine concerns. The policy was approved by the Board and subsequently disseminated to all employees via the intranet since September 2012.

Under the policy, employees may address their concerns in writing to the Audit Committee Chairman of the Group. In such circumstances, employees are given assurance that they shall be protected from reprisals and victimisation. All information provided will be fairly investigated with due consideration given to the severity, reliability and credibility of the information.

As at the financial year ended 28 February 2018, there were no complaints received by the Audit Committee Chairman of the Group on this matter.



## STAKEHOLDER ENGAGEMENT

Stakeholders are integral to the sustainability of our business. It is fundamental for us to proactively engage and responsibly address the concerns of our stakeholders. This increases accountability and strengthens stakeholders' confidence towards us. The feedback and concerns from our stakeholders help us understand their expectations, allowing us to prioritise our sustainability efforts effectively.

As part of our materiality assessment process, we have identified our key stakeholders who have direct influence on our business and operations. Our key stakeholders include, but are not limited to customers, employees, Board of Directors, government, investors, suppliers and financiers.

Table 1 below summarises our stakeholder engagements over the past financial year:

Stakeholder Group	Engagement Platforms	Frequency	Areas of Concern
Customers	<ul style="list-style-type: none"> <li>Corporate website</li> <li>Loyalty programme</li> </ul>	<ul style="list-style-type: none"> <li>Continuously</li> <li>Continuously</li> </ul>	Quality of products and services, product prices and promotions
Employees	<ul style="list-style-type: none"> <li>Annual performance review</li> <li>Intranet portal</li> <li>Email communications</li> <li>Internal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Continuously</li> <li>Continuously</li> <li>As needed</li> </ul>	Career progression, work-life balance, motivation and trainings
Board of Directors	<ul style="list-style-type: none"> <li>Board meetings</li> <li>Email communications</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and Annually</li> <li>As needed</li> </ul>	Regulatory compliance, economic performance, corporate governance and risk review
Government	<ul style="list-style-type: none"> <li>Formal meetings</li> <li>Dialogues</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> <li>As needed</li> </ul>	Regulatory compliance, economic performance and societal welfare
Investors	<ul style="list-style-type: none"> <li>Media release</li> <li>SGX* announcements</li> <li>Dialogues</li> <li>Annual Reports</li> <li>Investors relations roadshow</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Quarterly / as needed</li> <li>As needed</li> <li>Annually</li> <li>As needed</li> </ul>	Regulatory compliance, financial performance, new development of the Group and return on investment
Suppliers	<ul style="list-style-type: none"> <li>Meetings and dialogues</li> <li>Email communications</li> <li>Trade fairs and events</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> <li>Continuously</li> <li>Annually</li> </ul>	Product knowledge, events, partnerships, and compliance with contract terms
Financiers	<ul style="list-style-type: none"> <li>Financial reports</li> <li>Regular meetings</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>As needed</li> </ul>	Compliance with financiers' terms and conditions and financial performance

Table 1: DFI's stakeholder engagement details

\*Singapore Exchange (SGX)

## MATERIALITY ASSESSMENT

### Materiality Assessment Process

Material topics that are relevant to us are dependent on its degree of influence on our stakeholders' decisions and the significance of economic, environmental and social impacts to our business.

Internal stakeholders comprising the Group's heads of key business functions and key management personnel (including Directors), were involved in providing their views and perspectives from the aforementioned two dimensions: significance of the impact to DFI and the importance to our stakeholders. The outcome of the materiality assessment, as shown in Diagram 3 was presented and approved by the Board of Directors.

We recognise that the materiality assessment process is essential in identifying stakeholders' concerns and systematically formulating plans for our long-term sustainable business growth.

The materiality assessment process is summarised in Diagram 2 as follows:

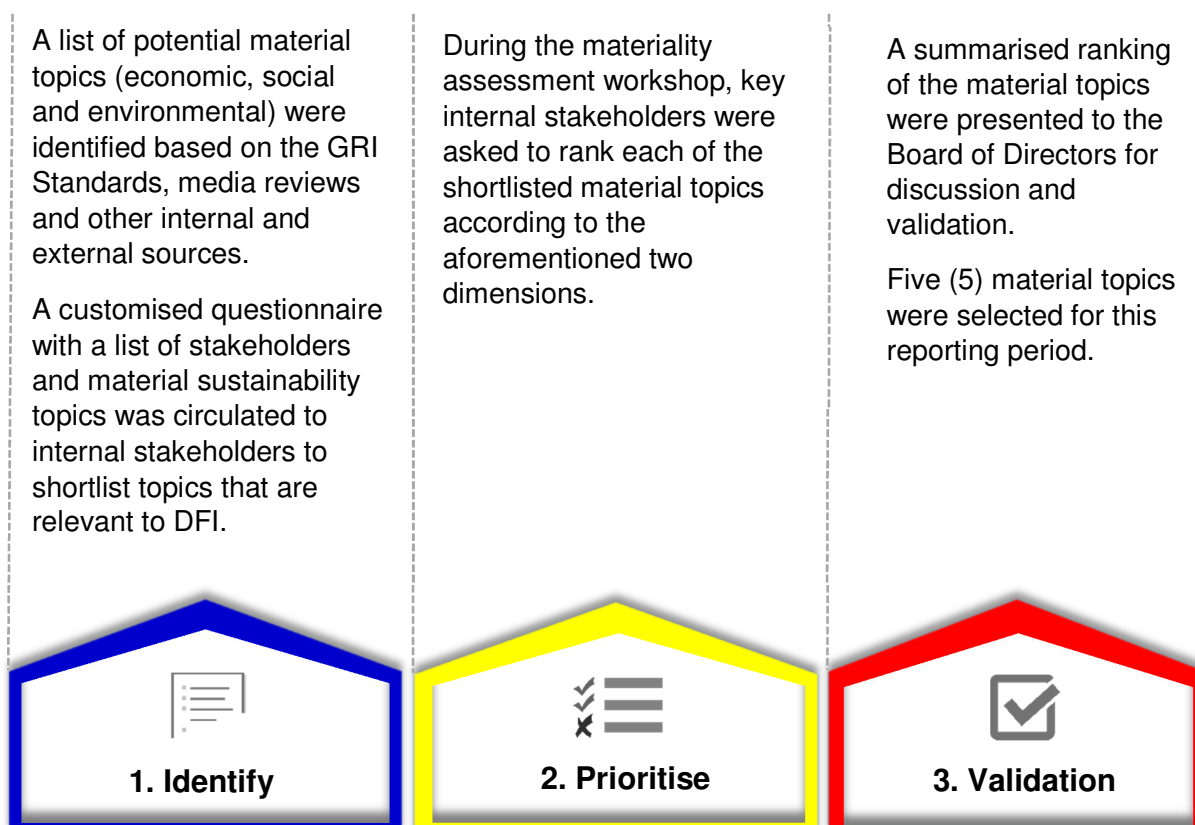


Diagram 2: Materiality assessment process



### Materiality Topics

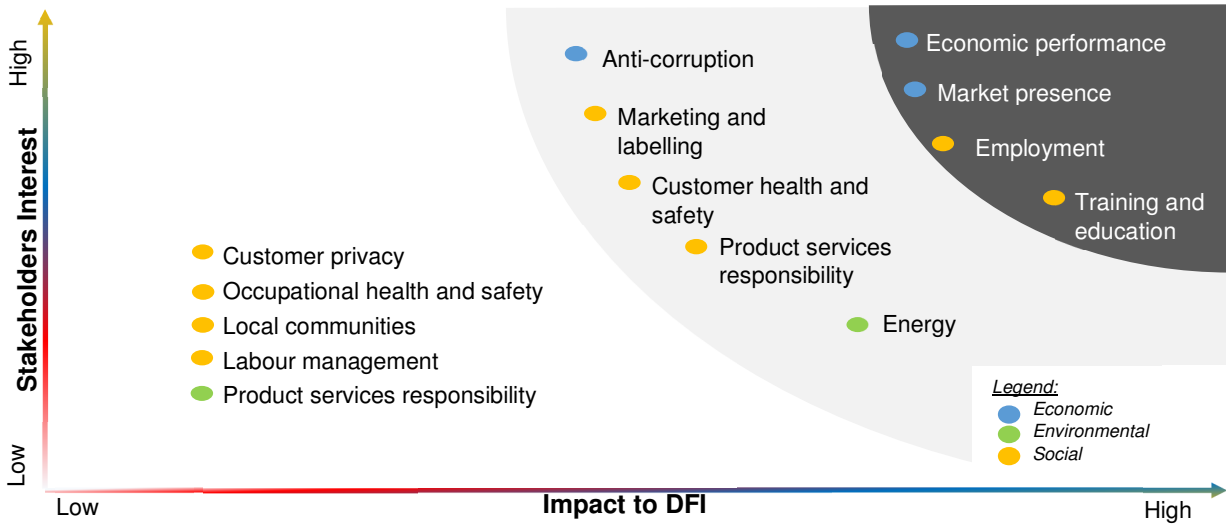


Diagram 3: DFI's materiality matrix

## OUR SUSTAINABILITY PILLARS

Sustainability is crucial in unlocking shared value for the organisation and our stakeholders through our initiatives. The Group's sustainability agenda has three areas of focus: Our Economic, Our People and Our Environment, and will serve as a guide for the Group's future sustainability direction.

For this reporting period, we have identified five material topics to fulfil our sustainability agenda as mapped in Diagram 4. We will work towards enhancing the disclosures and scope of our sustainability initiatives as we believe in the long-term benefits it has on our business and the communities around us.

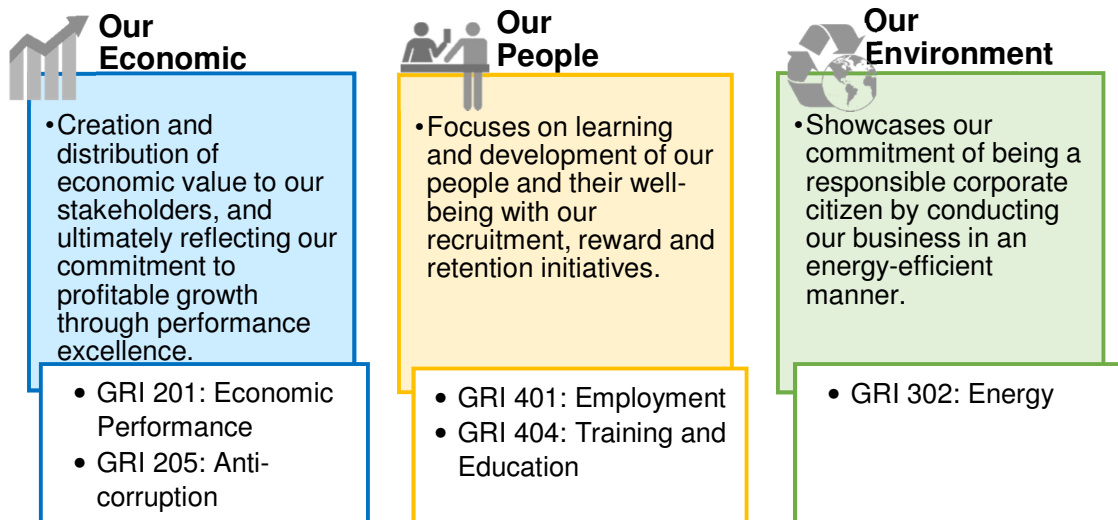


Diagram 4: Our sustainability pillars

## Material topics and its boundaries

Our Material Topics			Impact Boundary		Involvement
Topic	GRI	Topic-specific Disclosure	Within	Outside	Direct / Indirect
<b>Economic performance</b>	GRI 201-1	Direct economic value generated and distributed	✓	✓	Direct
<b>Anti-corruption</b>	GRI 205-2	Communication and training about anti-corruption policies and procedures	✓	✓	Direct
	GRI 205-3	Confirmed incidents of corruption and actions taken			
<b>Energy</b>	GRI 302-1	Energy consumption within an organisation	✓		Direct
<b>Employment</b>	GRI 401-1	New employee hires and employee turnover	✓		Direct
	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees			
	GRI 401-3	Parental leave			
<b>Training and education</b>	GRI 404-1	Average hours of training per year per employee	✓		Direct
	GRI 404-2	Programmes for upgrading employee skills and transition assistance programs			
	GRI 404-3	Percentage of employees receiving regular performance and career development reviews			

Table 2: List of material topics and corresponding aspect boundary

## MATERIAL SUSTAINABILITY TOPICS

### OUR ECONOMIC

#### Economic Performance

The core value of our business is to provide customers with an exclusive duty free shopping experience beyond expectations by having the highest standards of customer service, retail execution and exquisite product offerings. Throughout the years, we have established an extensive market presence with branches at all major entry and exit points in Peninsular Malaysia. These branches are centrally managed in Penang, Malaysia.

As we continue to financially excel and grow, we generate economic value and benefits to our diverse groups of stakeholder. Diagram 5 below showcases our direct economic value generated and the distribution of economic value to these stakeholder groups. Further details of our economic performance for the financial year ended 28 February 2018 can be found on Page 39-105 of the Group's Annual Report.

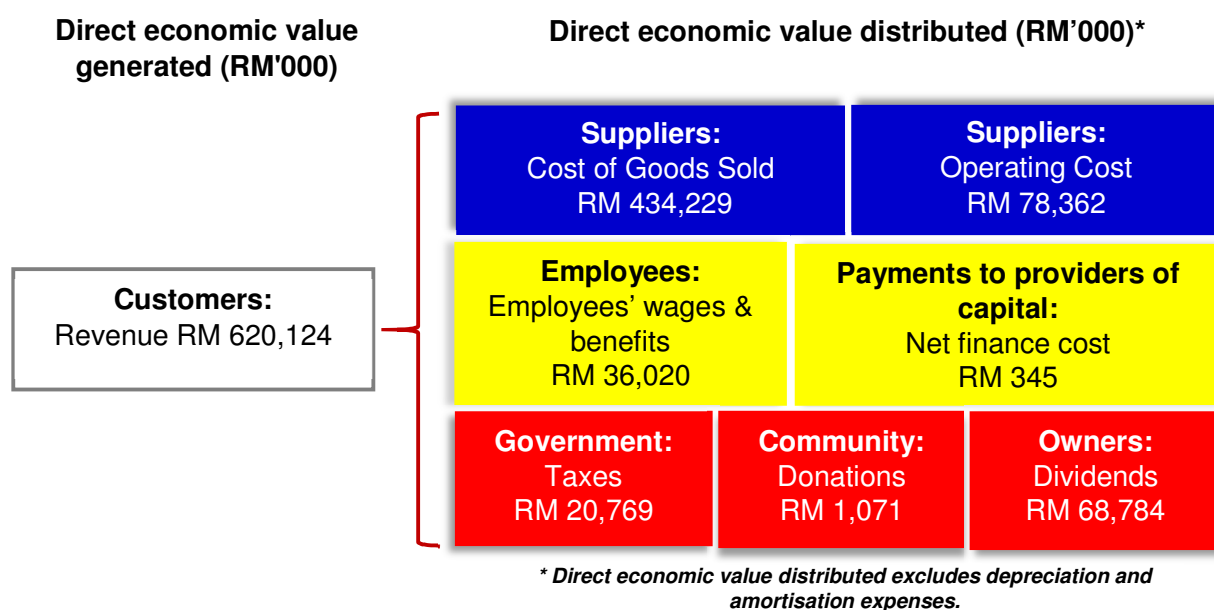


Diagram 5: Direct economic value generated and distributed

## Management Approach

### **Policies, principles and commitments**

#### Accounting policies

The Group has prepared its consolidated financial statements in accordance with Singapore Financial Reporting Standards (“FRSs”).

#### Corporate Governance principles

- Companies Act, Chapter 50 (the “Act”)  
The Group ensures that all relevant requirements of the Act concerning a public company, has been complied with.
- Singapore Code of Corporate Governance 2012  
The Group complies with the Singapore Code of Corporate Governance since the effective date on 2 May 2012.

#### Code of Conduct

Our Code of Conduct advocates the highest standards of conduct and ethical behaviour at the workplace for both our employees and the people we work with.

### **Monitoring and Control Systems**

#### Financial reporting and planning

The Group’s financial development and achievement of financial objectives are monitored through financial reporting, budgeting and planning of the entire Group.

#### Compliance

DFI holds legal and regulatory compliance trainings for relevant personnel to ensure that our employees are familiar with the relevant laws relating to the Group.

#### Internal audit

Internal auditors conduct regular reviews on the effectiveness of the Group’s material internal controls, including financial, operational, compliance and information technology controls.

#### Risk management

Our risk management team plays a key role to strengthen the Group’s risk management processes and policy framework. The team provides executive oversight and coordination of risk management efforts across the Group. Regular reviews on the risk management framework and processes are conducted to ensure adequacy and effectiveness.

#### Whistle-blowing

We provide an avenue for employees to raise genuine concerns in writing to the Audit Committee Chairman of the Group. All information provided will be fairly investigated with due consideration given to the severity, reliability and credibility of the information.

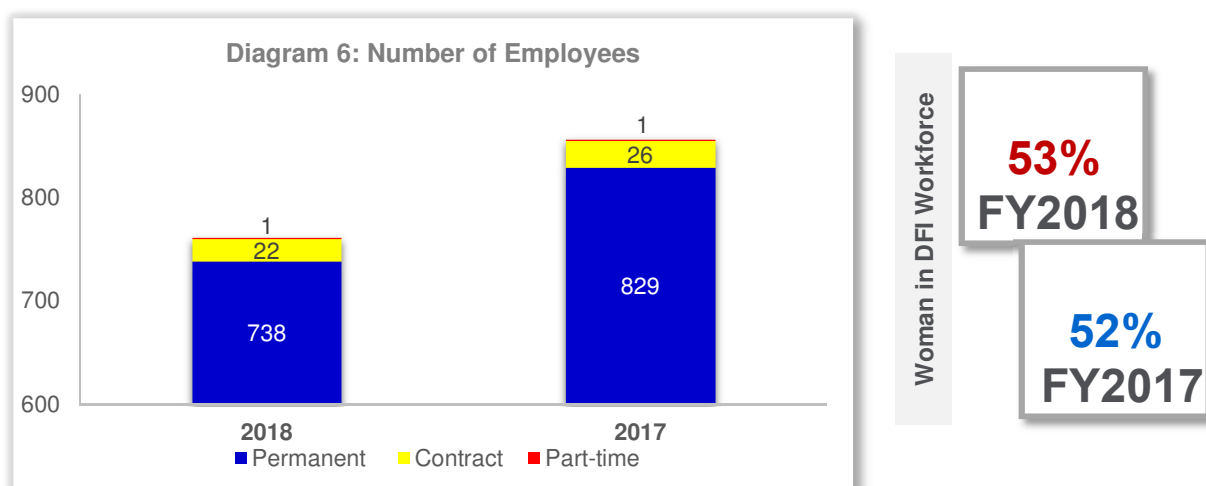
## OUR PEOPLE

### Employment

Our employees are the most valuable assets of the Group. They contribute to the growth of our business by fulfilling our customers' diverse needs and meeting operational targets. As such, we are mindful of our people's well-being and strive to create a conducive and accessible working environment that encourages our people to excel. Our employees are guided by the Code of Ethics and the Employee Handbook.

#### Our Workforce

As at 28 February 2018, we had a total of 761 employees as compared to 856 employees in FY2017. We have embarked on an exercise to realign job scopes following the increased number of resignations to improve efficiency alongside the advancement of technology.



In the travel retail industry, we believe that a diverse workforce enables us to better engage and understand the unique needs of our stakeholders. As such, we are in support of gender diversity in an effort to create an inclusive environment. We pledge to continue providing equal opportunities in hiring, career progression and remuneration packages strictly based on merits irrespective of gender, ethnicity or background. In FY2017 and FY2018, we are proud to showcase that we have a total of 52% and 53% women workforce, respectively.

Over the years, we have established a strong business presence in our travel retail business. The understanding of local stakeholders' needs is the key to achieving our service delivery goals, beyond 'just selling'. As such, we are committed to the recruitment of local citizens with similar cultural background and the common 'lingua franca' to serve the local and international market. We have achieved 99.7% and 99.8% local hiring (Malaysian citizens) in both FY2018 and FY2017 respectively.

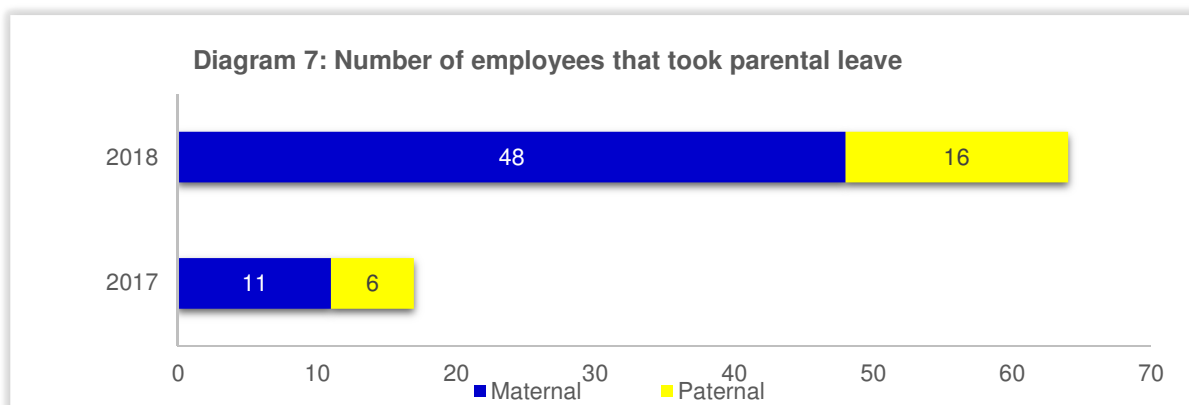
## Employment (cont'd)



We strive to compensate our employees fairly and competitively and in line with the relevant labour laws in efforts to attract and retain our employees. Our full-time employees are entitled to benefits such as:

- Group personal accident insurance
- Group hospitalisation and surgical scheme
- Healthcare
- Hospitalisation and sick leave
- Annual leaves
- Statutory contributions to Employees Provident Fund (“EPF”), Social Security Organisation (“SOCSO”) and Employment Insurance System (“EIS”)
- Parental leave

Parental leave is an equitable gender benefit comprising both maternity and paternity leave. We ensure employees are aware of the aforementioned benefits through the employment contracts and the Employee Handbook on the intranet. We eminently encourage entitled male employees to utilise their paternity leaves whenever possible to help reduce the burden of their spouse as well as to have more bonding time with their family. This also positively impacts women to take such leave without prejudicing their career path.

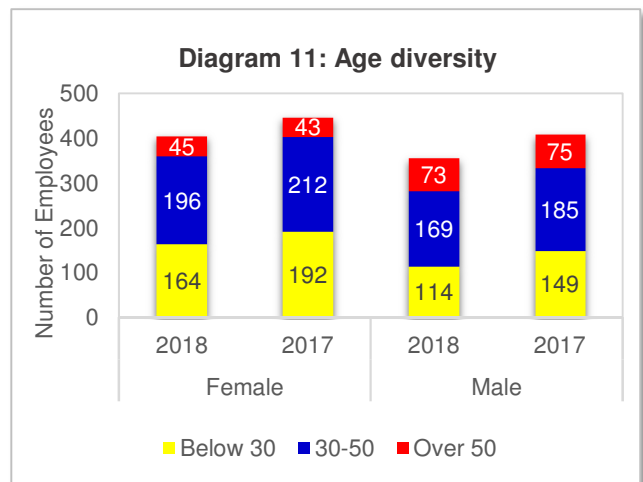
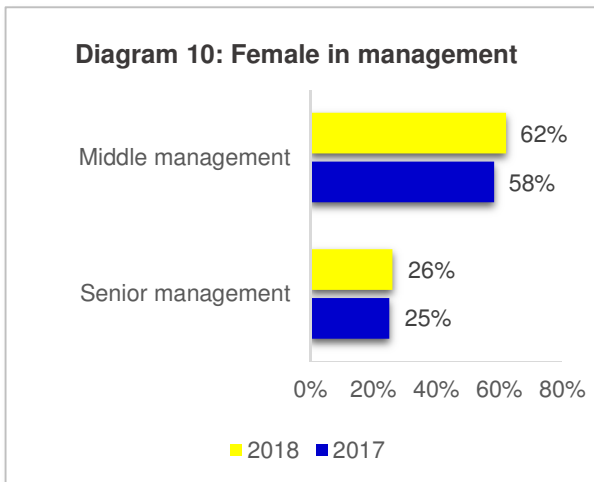
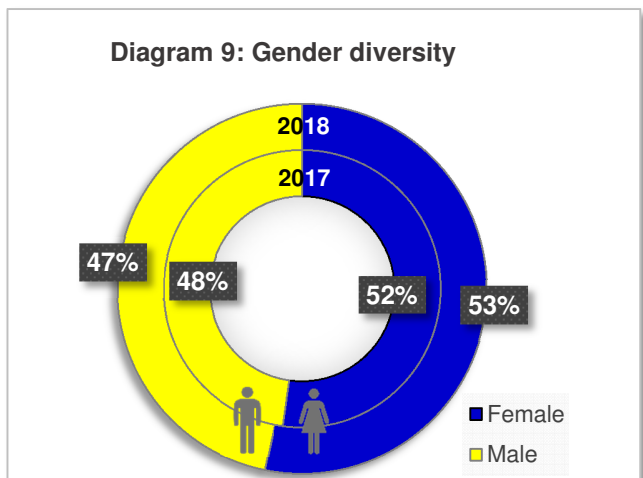
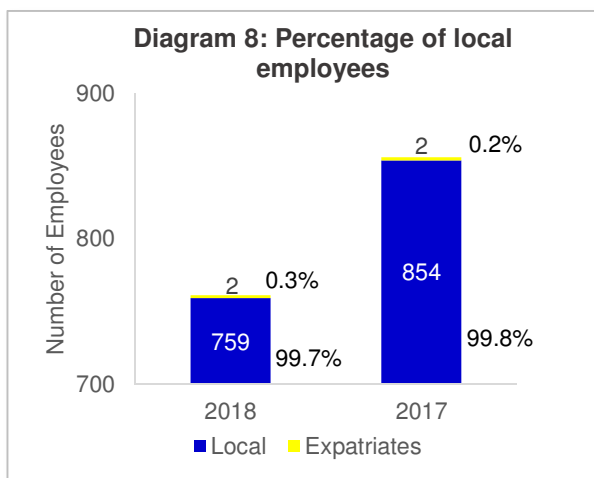


## Employment (cont'd)

### Employee Breakdown

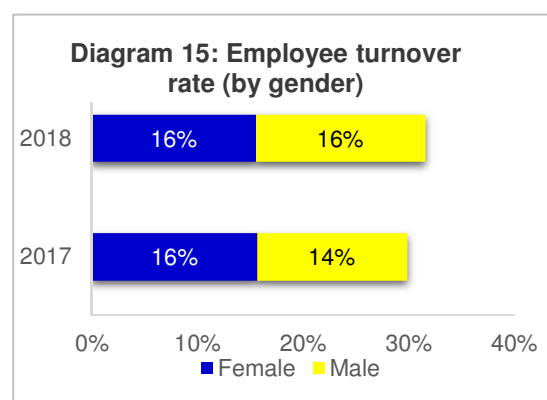
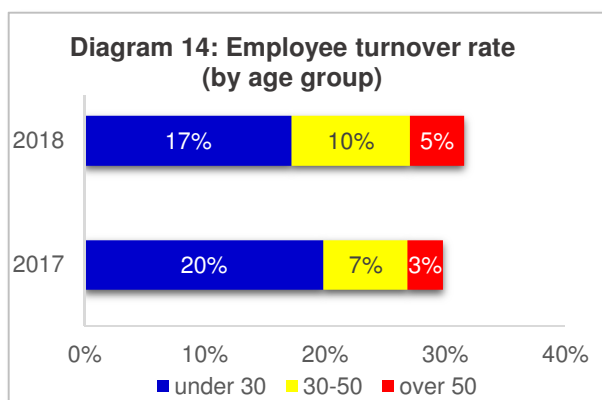
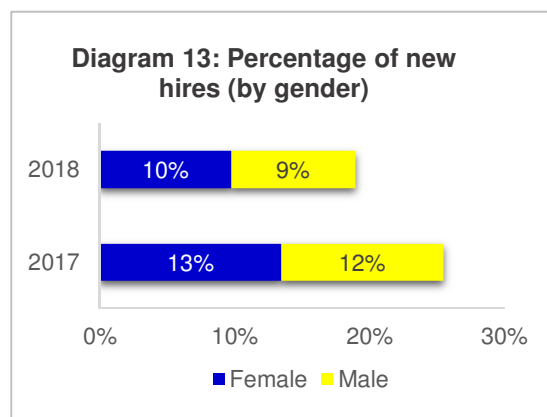
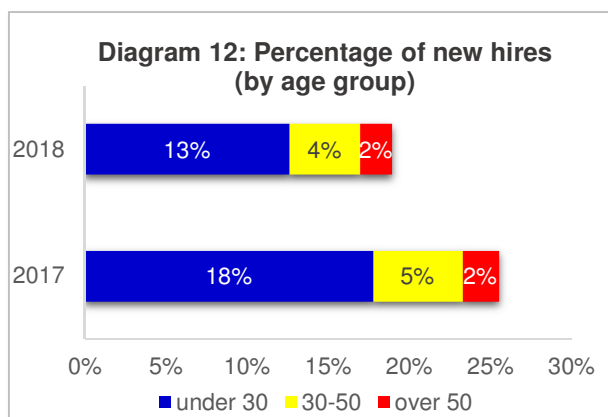
The disaggregated data shown below provides information on our workforce composition and changes during the financial year. This demonstrates our continuous efforts in promoting equality, diversity and locality in our workforce.

### Workforce composition



## Employment (cont'd)

### Changes in workforce



### Employee statistics

		2018 (No. of pax)	2017 (No. of pax)
Number of employees as at 28 February		761	856
Permanent	Female	400	438
	Male	338	391
Contract	Female	5	9
	Male	17	17
Part-time	Female	0	0
	Male	1	1
Average number of employees		787	879
Number of new hires	Female	74	115
	Male	70	103
Percentage of new hires (%)		19	25
Number of resignations	Female	118	134
	Male	122	121
Total turnover rate (%)		32	30

Table 3: Employee statistics



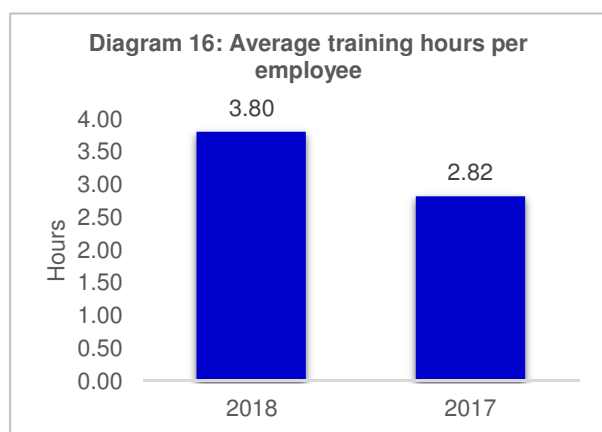
## Training and Education

Regularly upskilling and developing our people is key to enhancing competencies that strengthen employee performance. We tailor our training programmes accordingly to equip our employees with the relevant skill sets that meets specific job requirements whilst responding to external environmental changes. For instance, the 'Cyber Risks and the Impacts on the Organisation' training covers the importance of data protection and its impact towards the business.

The core areas of training and education provided during the financial year include:

No.	Core training areas	Description of training
1	Retail sales and services	Retail selling skills and techniques to boost outlet sales and improve customer relationship
2	Product knowledge	Refresher course on product information
3	Information technology	Enterprise Resource Planning system and basic computer skills
4	Regulatory compliance	Code on Corporate Governance, listing rules & regulations, and direct & indirect tax rules & regulations
5	Emergency and safety	Emergency response on fire safety
6	Leadership and management	Organisational management and team coordination

Table 4: Core trainings



In FY2018, we invested a total of 2,893 training hours as compared to 2,415 hours in FY2017.

	FY2018	FY2017
Number of participants	409	362
Total number of hours	2,893	2,415
Total number of employees	761	856
Percentage of employees trained (%)	54	42

Table 5: Statistics on training and education

## Performance appraisal

All employees at a minimum will receive one performance and career development review annually. This process aids personal development of employees and enhances employee satisfaction.

Our performance and career development review process is established based on the Balanced Scorecard, which focuses on strategic alignment of targets and goals. Our performance and career development review process is summarised in Diagram 17.

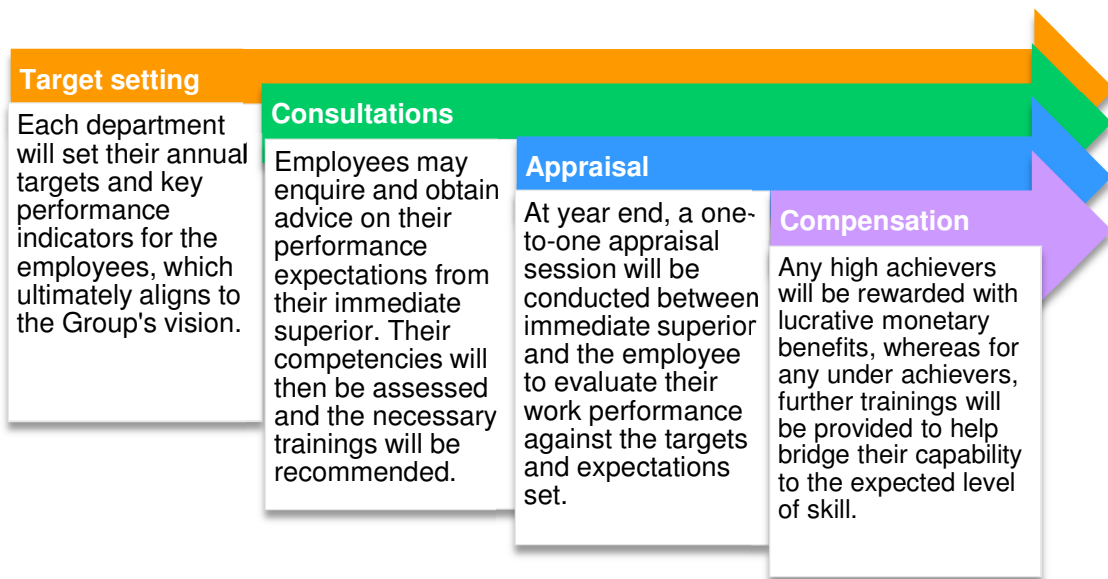


Diagram 17: Performance and career development review process



Team Building activity in Pangkor Island

## Management Approach

### Policies and principles

#### Code of Conduct

Reference is made to the management approach at page 9 of this report.

#### Employee Handbook

The Employee Handbook provides employees with details of working conditions, benefits and relevant Group policies and procedures. It acts as a basic guide for employees to understand the Group's aims and goals.

#### Training programmes

We invest in our employees by providing appropriate learning and development opportunities to build functional and technical skills to increase productivity and equip them to excel in their careers.

### Monitoring and Control Systems

#### Employee Performance Evaluation

We evaluate the performance of our employees and provide feedback for self-development through the Balance Scorecard. We have an established performance and career development review process as summarised in Diagram 9.

#### Grievance Mechanism

Reference is made to the Whistle-blowing section of the management approach on page 9.



*In house Training*



## OUR ENVIRONMENT

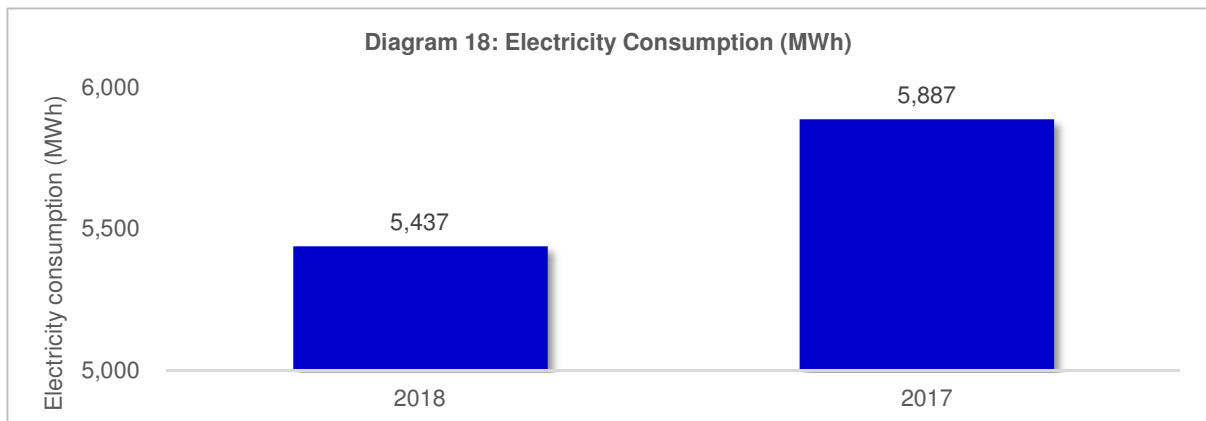
### Energy



**Solar Panels at Bukit Kayu Hitam Outlet**

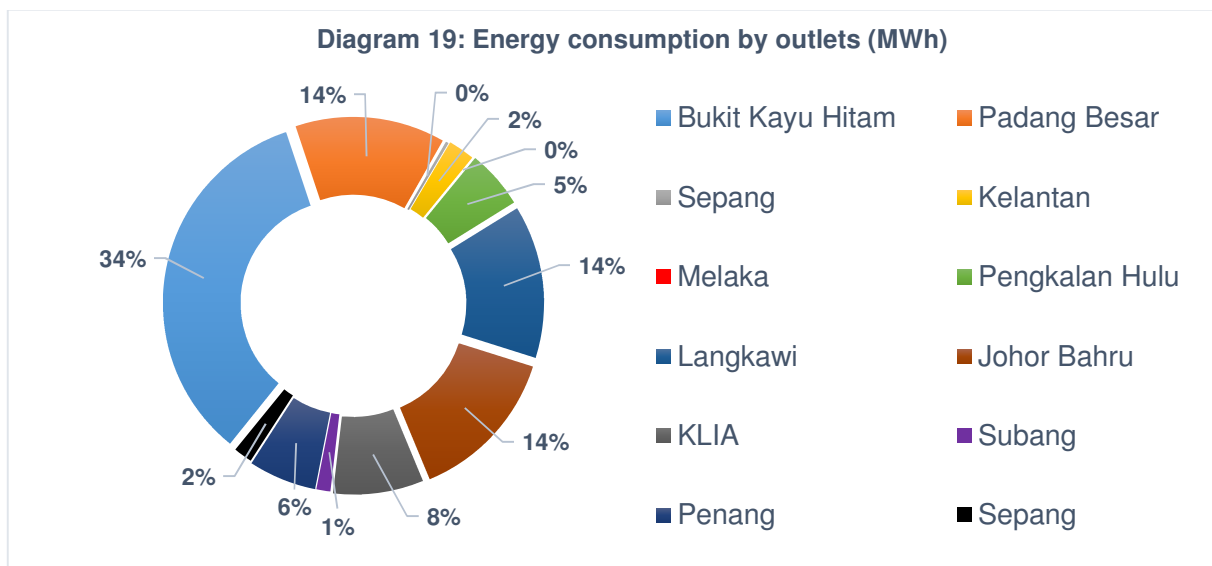
Climate change is driving a shift towards sustainable and eco-friendly power generation, which includes renewable energy technology. The energy consumption associated with our travel retail branches and office buildings generates a significant footprint towards the environment. Consequently, we are progressively minimising our reliance on non-renewable sources of energy which in turn increases cost-efficiency.

Our energy consumption during the financial year mainly relates to electricity consumption. Energy intensity for the Group is recorded at 7.14 MWh/employee as compared to 6.9 MWh/employee in FY2017.



## Energy (Cont'd)

Our energy consumption is monitored on a monthly basis by each outlets and calculated using the conversion from RM to MWh. We have therefore been able to gather comparative information on energy consumption from each outlet as illustrated in Diagram 19 below.



Henceforth, for FY2018, we set in motion the installation of solar panels at our Bukit Kayu Hitam outlet. Table 5 below shows the projection of our renewable energy generation capacity.

Description	Bukit Kayu Hitam
Solar installed capacity (kWp)	353
Total electricity generated (kWh)	509,776
Monthly expected electricity savings (kWh)	42,481
Monthly expected cost savings (RM)	21,623

Table 6: Projection of renewable energy capacity

Going forward, we will extend this initiative to other outlets as a part of our progress towards reducing the reliance on non-renewable sources of energy.



Installation of solar panel at Bukit Kayu Hitam outlet

## Management Approach

### Principles and Commitments

DFI strives to reduce reliance on non-renewable sources of energy in light of climate change.

### Monitoring and Control Systems

#### Energy consumption monitoring

We monitor all outlets' monthly energy consumption as shown on Page 18.

#### Solar panel performance tracking system

The installed solar panels' performance is tracked using vendor's photovoltaic (PV) system, Sunny Portal. This system allows DFI to access and analyse key system data remotely and in real time. The monitoring mechanism measures both the overall consumption of internal power and external energy as well as the generation of power for self-consumption. These data are available on a daily, monthly and yearly basis and includes historical data. The system is able to detect minor deviations and resolve it quickly. There is also a built-in community portal for DFI to benchmark our PV system data with other peer users.

## GRI CONTENT INDEX

GRI Standard	Disclosure	Page(s) or URL(s) reference, and reasons for omissions if applicable
<b>General Disclosures</b>		
<b>GRI 102:</b> General Disclosures 2016	<b>Organisational Profile</b>	
	102-1 Name of the organisation	1
	102-2 Activities, brands, products, and services	*AR 2018 (1)
	102-3 Location of headquarters	8
	102-4 Location of operations (offices)	AR 2018 (2), please see: <a href="http://www.zon.com.my/locations.asp">http://www.zon.com.my/locations.asp</a>
	102-5 Ownership and legal form	AR 2018 (49)
	102-6 Markets served (customers)	AR 2018 (1-2)
	102-7 Scale of the organisation	10, AR 2018 (2-3, 5, 41-42, 106)
	102-8 Information on employees and other workers	10, 12
	102-9 Supply chain	Please see: <a href="http://dfi.listedcompany.com/news.html/id/516752">http://dfi.listedcompany.com/news.html/id/516752</a>
	102-10 Significant changes to the organisation and its supply chain	Please see: <a href="http://dfi.listedcompany.com/news.html/id/615086">http://dfi.listedcompany.com/news.html/id/615086</a>
	102-11 Precautionary Principle or approach	AR 2018 (14, 23-27)
	102-12 External initiatives	Not applicable
	102-13 Membership of associations	Member of Malaysia Retailers Associations
	<b>Strategy</b>	
	102-14 Statement from senior decision-maker	Please see: Introduction
	<b>Ethics and integrity</b>	
102-16 Values, principles, standards, and norms of behaviour	3, 9	
<b>Governance</b>		
102-18 Governance structure	2	

GRI Standard	Disclosure	Page(s) or URL(s) reference, and reasons for omissions if applicable
	<b>Stakeholder engagement</b>	
	102-40 List of stakeholder groups	4
	102-41 Collective bargaining agreements	Not applicable as DFI is not a unionised company
	102-42 Identifying and selecting stakeholders	4-5
	102-43 Approach to stakeholder engagement	4
	102-44 Key topics and concerns raised	4
	<b>Reporting practice</b>	
	102-45 Entities included in the consolidated financial statements	1, AR 2018 (3, 74-76)
	102-46 Defining report content and topic Boundaries	6-7
	102-47 List of material topics	6
	102-48 Restatements of information	Not applicable as this is the first Sustainability Report issued by DFI
	102-49 Changes in reporting	Not applicable as this is the first Sustainability Report issued by DFI
	102-50 Reporting period	1
	102-51 Date of most recent report	Not applicable as this is the first Sustainability Report issued by DFI
	102-52 Reporting cycle	1
	102-53 Contact point for questions regarding the report	1
	102-54 Claims of reporting in accordance with the GRI Standards	1
	102-55 GRI content index	20-23
	102-56 External assurance	1



GRI Standard	Disclosure	Page(s) or URL(s) reference, and reasons for omissions if applicable
<b>Material Topics</b>		
<b>Economic Performance</b>		
<b>GRI 103:</b> Management Approach 2016	103-1 Explanation of the material topic and its Boundary	7-8
	103-2 The management approach and its components	8-9
	103-3 Evaluation of the management approach	9
<b>GRI 201:</b> Economic Performance 2016	201-1 Direct economic value generated and distributed	8
<b>Anti-corruption</b>		
<b>GRI 103:</b> Management Approach 2016	103-1 Explanation of the material topic and its Boundary	3, 7
	103-2 The management approach and its components	3
	103-3 Evaluation of the management approach	3
<b>GRI 205:</b> Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	3
	205-3 Confirmed incidents of corruption and actions taken	3
<b>Energy</b>		
<b>GRI 103:</b> Management Approach 2016	103-1 Explanation of the material topic and its Boundary	7, 17
	103-2 The management approach and its components	19
	103-3 Evaluation of the management approach	19
<b>GRI 302:</b> Energy 2016	302-1 Energy consumption within the organisation	17-18
<b>Employment</b>		
<b>GRI 103:</b> Management Approach 2016	103-1 Explanation of the material topic and its Boundary	7, 10
	103-2 The management approach and its components	15
	103-3 Evaluation of the management approach	16

GRI Standard	Disclosure	Page(s) or URL(s) reference, and reasons for omissions if applicable
<b>GRI 401:</b> Employment 2016	401-1 New employee hires and employee turnover	13
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	11
	401-3 Parental leave	11
<b>Training and Education</b>		
<b>GRI 103:</b> Management Approach 2016	103-1 Explanation of the material topic and its Boundary	7, 14
	103-2 The management approach and its components	15
	103-3 Evaluation of the management approach	16
<b>GRI 404:</b> Training and Education 2016	404-1 Average hours of training per year per employee	14
	404-2 Programmes for upgrading employee skills and transition assistance programs	14
	404-3 Percentage of employees receiving regular performance and career development reviews	15

\* DFI Annual Report (AR 2018): <http://dfi.listedcompany.com/misc/ar2018/index.html>