

THOMSON MEDICAL GROUP LIMITED

(formerly Rowsley Ltd.)

SUSTAINABILITY REPORT 2017



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ABOUT US

Listed on the Mainboard of the Singapore Exchange, Thomson Medical Group Limited is one of Asia's largest healthcare players. The Group's healthcare business includes Thomson Medical and Bursa-listed TMC Life Sciences Berhad. The Group completed the acquisition of the healthcare business on 25 April 2018 and changed its name from Rowsley Ltd. to Thomson Medical Group Limited.

Before the acquisition, the Group was primarily a multidisciplinary real estate business in design and engineering, real estate development and hospitality. The design and engineering business includes RSP Architects Planners & Engineers, an established architectural practice with over 60 years of track record in architecture, engineering, master planning, urban design and interior design. Squire Mech, a leading mechanical and electrical engineering consultancy, and AC Consortium, a market leader in industrial building design, are also part of the design and engineering business.

Our hospitality businesses comprise Hotel Football, Cafe Football, Stock Exchange Hotel, as well as GG Hospitality and Ariva Hospitality which offer hospitality management services in the United Kingdom (UK) and Asia respectively. The Group has a joint venture agreement to develop St. Michael's, a landmark mixed-use development in Manchester, UK.

Headquartered in Singapore, the real estate business has presence in Malaysia, China, Vietnam, India, Middle East and the UK and a diverse talent pool of more than 1,300 people.





Top image: Henderson Waves (image courtesy of Urban Redevelopment Authority)
Cover image: Westgate (image courtesy of Patrick Bingham-Hall)

ABOUT THE REPORT

The Group demonstrates our commitment to sustainability through our first Sustainability Report for the period 1 January to 31 December 2017. The report focuses on our sustainability strategies and highlights the economic, environmental, social and governance (ESG) aspects of our operations. It aims to provide an overview of our approach, performance and targets for our key sustainability areas.

The scope of this inaugural report covers only the design and engineering businesses in Singapore. Revenue from the design and engineering operations comprise 81% of the Company's total revenue for the Financial Year 2017 (FY2017). In due course, we intend to expand our scope of reporting to include our operations outside Singapore, as well as the healthcare business.

The report is based on the principles and requirements in the Sustainability Reporting Guide of the Singapore Exchange Securities Trading Limited (SGX-ST), and prepared in accordance with the Core requirements of the Global Reporting Initiative (GRI) G4 Guidelines.

This sustainability report, containing the primary components as set out in Rule 711B, is issued with the approval of the Board. It has not been audited by an external entity.

In line with the Company's commitment to environmental sustainability, no hardcopies of this report have been printed. The report can be viewed on our website: www.thomsonmedicalgroup.com/investor-relations/annual-reports/.

Through this report, we seek to keep our stakeholders, including our investors, business partners and employees abreast of our social, environmental and governance related developments. As we continuously seek to improve our performance, your feedback on our sustainability practices is valuable to us. You may send your feedback to us at contactus@thomsonmedicalgroup.com.



ITE Headquarters & ITE College Central @ Ang Mo Kio (image courtesy of Patrick Bingham-Hall)

OUR APPROACH

Our commitment to sustainability is part of our strategy to foster innovation and create long-term value for our stakeholders. We have embarked on a journey to identify and address the key sustainability aspects of our business activities.

A Sustainability Coordinating Committee comprising representatives from the key functions was set up to identify the material ESG factors of the design and engineering business, and to gather and monitor the performance data and metrics. To strengthen our sustainability governance, we are putting in place a data management system to track performance metrics in relation to our key sustainability indicators and targets.

Our Board of Directors considers sustainability issues as part of its strategic formulation and has determined the key material issues relating to the Group's environmental, social and governance impacts. The Board oversees the management of these material issues and has ultimate responsibility for the Sustainability Report, including its compliance with the SGX-ST guidelines on corporate governance and sustainability reporting.

Materiality

A materiality assessment exercise was done to determine significant sustainability impacts from our business activities and their relevance to our business strategy, business model and key stakeholders. A list of potential issues was identified through reviews with management and engagement with key stakeholders.

The Sustainability Coordinating Committee then prioritised the economic, environmental, social and governance issues that were deemed highly relevant for the business and its internal and external stakeholders. Risks and opportunities were considered in identifying these material issues. With strategic input and guidance provided by the Board of Directors, five material issues were identified to be of highest priority to the Company's sustainability risks and opportunities. The Board is satisfied with the relevance of the selected issues to its business strategy and performance. The five key material issues are:



OUR APPROACH

Stakeholder Engagement

Interaction with our stakeholders is important for the relevance of the material ESG factors across the value chain from the design to construction of our projects. Regular engagement with stakeholders also provides an updated perspective of the sustainability aspects of our business.

Stakeholders	Engagement Platforms	Main Concerns
Shareholders	<ul style="list-style-type: none"> • Corporate website • SGX announcements • Annual reports • Shareholder meetings 	<ul style="list-style-type: none"> • Financial performance • Corporate governance • Compliance with laws and regulations • Transparency and timely announcements
Clients	<ul style="list-style-type: none"> • Regular meetings • Emails • Feedback forms 	<ul style="list-style-type: none"> • Product and service quality • Cost and energy efficient design • Innovative design • Timely delivery
Consultants and Contractors	<ul style="list-style-type: none"> • Regular meetings • Emails • Tender process • Feedback forms 	<ul style="list-style-type: none"> • Cost and energy efficient design • Workplace health and safety • Integrity and effectiveness of the tender process • Effective collaboration
Regulators	<ul style="list-style-type: none"> • Meetings and briefings • Participation in initiatives and events 	<ul style="list-style-type: none"> • Prompt and accurate regulatory disclosures • Compliance with laws and regulations • Adoption of industry advancement initiatives • Productivity and safety • Fair employment practices
Community	<ul style="list-style-type: none"> • Community activities • Phone and email channels 	<ul style="list-style-type: none"> • Contribution to communities • Environmental impact of developments
Employees	<ul style="list-style-type: none"> • Staff activities • Training • Performance appraisals • Newsletters 	<ul style="list-style-type: none"> • Learning and career development • Rewards and recognition for performance • Fair human resource policies and practices

FINANCIAL PERFORMANCE

The financial results for the real estate business in FY2017 are found in the [Annual Report 2017](#) which is uploaded on the corporate website.

CORPORATE GOVERNANCE & COMPLIANCE

To safeguard the interests of our stakeholders for sustainable growth, we are committed to high standards of corporate governance and have put in place monitoring mechanisms to ensure effective corporate governance. We have adopted a framework of corporate governance policies and practices in line with the principles and guidelines set out in the Code of Corporate Governance 2012. The corporate governance processes and practices adopted by the Group can be found in the Corporate Governance Report on pages 29 - 42 and the Additional Information section on pages 131 - 133 of the Annual Report 2017.

The Company is committed to adopting and implementing policies and practices in its business operations to ensure economic viability, environmental protection and social responsibility. Our sustainability strategy is supported by a set of policies and guidelines as follows:

- Anti-fraud Code
- Code of Business Conduct
- Conflict of Interest Policy
- Guidelines for Dealings in Securities
- Investment Policies and Procedures
- Interested Person Transaction and Related Person Transaction Policy
- Investor Relations Policy
- Personal Data Protection Act
- Transaction Approval Policy
- Whistle Blowing Policy

We strive to conduct our business to the highest standards of integrity, transparency and accountability. The Company does not tolerate bribery or corruption, and acts with fairness and integrity in its businesses.

In 2017, there were no incidences of non-compliance to legal and regulatory requirements resulting in significant fines or sanctions.

PRODUCT & SERVICE QUALITY

Building Excellence

We strive to offer the best ideas and solutions for our clients and communities by tapping on our diverse multidisciplinary teams, using a highly integrated process and actively pursuing collaboration and innovation with clients and consultants. Our strength lies in our commitment to excellence in planning, design and in the delivery of quality projects. We have in place quality management systems, with ISO14001 and ISO9001 certifications from Singapore's Building and Construction Authority (BCA).

To contribute towards an inclusive society, we adopt Universal Design guidelines in the design of our projects. Universal Design provides an inclusive built environment that can be accessed and used by people of different age groups and persons with limited mobility. The Universal Design Mark by BCA aims to raise the standards on the adoption of Universal Design in developments and recognise developments that adopt a user-centric philosophy in their design, operations and maintenance. One such development designed by RSP is Ascott Orchard Singapore and Cairnhill Nine, with Al-Falah Mosque, which won the BCA Universal Design Mark (Platinum) award in 2017.

The design and engineering business was recognised for our exceptional work in 2017, with 39 awards received for our Singapore projects, including the prestigious BCA Built Environment Leadership Platinum Award which is the first to be conferred on a multidisciplinary design consultancy firm.



T-Space

AWARDS & ACCOLADES IN 2017

RSP Architects Planners & Engineers

BCA Built Environment Leadership Award (Platinum)

BCI Asia Top Ten Architectural Firms in Singapore

Projects

BCA Green Mark Awards

- Grand Park City Hall (Platinum)
- Woh Hup Building (Platinum)
- Farrer Square (Gold^{PLUS})
- Toll City (Gold^{PLUS})

BCA Construction Productivity Award

- Crowne Plaza Hotel Extension (Platinum)
(in association with WOHA Architects)

BCA Universal Design Mark Award

- Ascott Orchard Singapore and Cairnhill Nine, with Al-Falah Mosque (Platinum)

BCA Design and Engineering Safety Excellence Award

- Intra-island Cableway at Sentosa (Merit)

BCA Construction Excellence Awards

- China Cultural Centre
- d'Leedon *(in association with Zaha Hadid Architects)*
- Overseas Family School *(in association with MKPL Architects)*
- Cyan (Merit)
- Sky Habitat (Merit) *(in association with DCA Architects)*

ASEAN Energy Awards

- Woh Hup Building (Winner)
(Green Buildings – Small and Medium Category)
- Six Battery Road (1st Runner-up)
(Retrofitted Building)
- Westgate (2nd Runner-up)
(New and Existing Buildings)

FIABCI Singapore Property Awards

- Oxley Tower (Office Category)
- The Hillier (Purpose Built Category)
- Luxus Hills Phases 6 to 7 (Residential Low Rise Category)

NPARKS Landscape Excellence Assessment Framework

- ITE College East
- The Hillier and HillV2

BCA-SGBC Sustainability Leadership Award

- Alexandra Point (Design and Performance)
(Commercial)

PropertyGuru Asia Property Award

- Oxley Tower (Best Office Architectural Design)

Skytrax World Airport Award - World's Best Airport Hotel

- Crowne Plaza Changi Airport
(in association with WOHA Architects)

Squire Mech

BCA BIM Award (Gold^{PLUS})

Projects

BCA Green Mark Awards

- Frasers Tower (Platinum)
- Northpoint Shopping Centre (Gold)

BCA Design and Engineering Safety Excellence Award

- Intra-island Cableway at Sentosa (Merit)

BCA Universal Design Mark Awards

- Echelon (Gold^{PLUS})
- Jewel @ Buangkok (Gold^{PLUS})
- Marine Blue (Gold)

BCA Construction Excellence Awards

- China Cultural Centre
- Overseas Family School
- 1919 The Black and White Residences
- The Rainforest (Merit)

AC Consortium

PropertyGuru Asia Property Awards 2017 Best Industrial Development

- T-Space (Winner)
- Mandai Foodlink (Highly Commended)
- Solaris@Kallang 164 (Highly Commended)

PRODUCT & SERVICE QUALITY

In support of the national agenda to increase productivity and innovation, RSP has been driving transformation in the build sector by being an early adopter of Design for Manufacturing and Assembly (DfMA) – with a focus on Prefabricated Prefinished Volumetric Construction (PPVC). With the bulk of the installation moved off-site to a controlled environment, on-site safety is improved and noise and dust pollution typically associated with traditional construction is greatly reduced.

PPVC also significantly reduces installation time, improving overall productivity in terms of manpower, time and cost savings. PPVC is a means to reduce the quantity of on-site construction waste and minimise harm to the environment. This method of construction has been applied for Crowne Plaza Changi Airport hotel extension which is the first private commercial project in Singapore to use PPVC. With the PPVC method, the project achieved around 40% savings in manpower. The project received the BCA Construction Productivity Award (Platinum) in 2017.



Crown Plaza Hotel Extension (image courtesy of OUE Limited)

We have also been a pioneer adopter of Building Information Modelling (BIM) since 2010 and have a team of BIM professionals and experts who provide strong technical expertise for many projects. BIM allows us and our clients to more effectively visualise the architecture and engineering designs and identify and resolve any constraints during the early design stages. We have used BIM for various projects such as Jewel Changi Airport and CapitaGreen, in collaboration with external consultants and contractors, overseen by our team of BIM experts who are dedicated to implementing BIM best practices throughout a project's lifespan. Working in a fully collaborative BIM environment enables us to create well-coordinated and integrated designs of any scale and complexity.

PRODUCT & SERVICE QUALITY

Embracing Building Technologies

Case Study: Changi Airport Terminal 4



As the Civil & Structural engineering consultant for Changi Airport Terminal 4, RSP received the BCA Design and Engineering Safety Excellence Award 2018 for the ingenious design and engineering processes and solutions for the project. The award recognises the efforts of RSP and the project team for overcoming project challenges and achieving the highest standards of design and engineering for safety excellence. This is the sixth consecutive year RSP has received the BCA Design and Engineering Safety Excellence Award.

For Terminal 4, RSP faced the challenge of having to complete the main terminal building in 30 months, and complete part of the first and second storeys within 12 months to allow subcontractors to start their works to meet the project's deadline. Construction productivity was key for the timely completion of the project and the team had most of Terminal 4's structure prefabricated offsite, then transported and assembled onsite. The adoption of a full precast system approach for the second storey of the terminal building reduced the construction time required by 64% compared to conventional in-situ method.

RSP also worked closely with the contractors to implement a unique "Hat First" construction method for the terminal building. The roof was completed ahead of the floors below from the middle out. This provided a safe and conducive working environment for early commencement of finishing and services works as well as early installation of the airport's Baggage Handling System. Another engineering feat was the use of long steel roof trusses to support the roof of T4's departure hall to achieve a visually appealing, column-free hall.

Complete adoption of BIM for the project allowed design solutions to be better assessed and construction risks to be identified before commencement of site works. This maximised site productivity and safety by minimising abortive works on site.

PRODUCT & SERVICE QUALITY

Clients Satisfaction

To assess our clients' satisfaction and continually strive for quality service, we gather feedback from our clients, consultants and contractors through feedback forms issued when key milestones such as regulatory approvals and Temporary Occupation Permit (TOP) are attained. Clients assessed the project team on factors such as innovativeness, cost effectiveness, timeliness, quality control and technical expertise.

In 2017, our architecture business achieved an average score of 4.3 over a maximum score of five from clients, contractors and consultants. We target to achieve a yearly increment of 2% over our satisfaction scores from these stakeholders.

To assess the performance of the contractors we work with and to maintain the standards of the developments we work on, we also gather feedback from the architects and engineers about the contractors and vendors we work with. Issued when a project has been completed, the feedback report is intended as a channel for promoting shared experiences and knowledge to benefit others within the organisation. The contractors are assessed on a range of criteria such as the quality of materials and equipment used, workmanship, safety standards, prevention of public inconvenience and more.



CapitaGreen (image courtesy of Patrick Bingham-Hall)

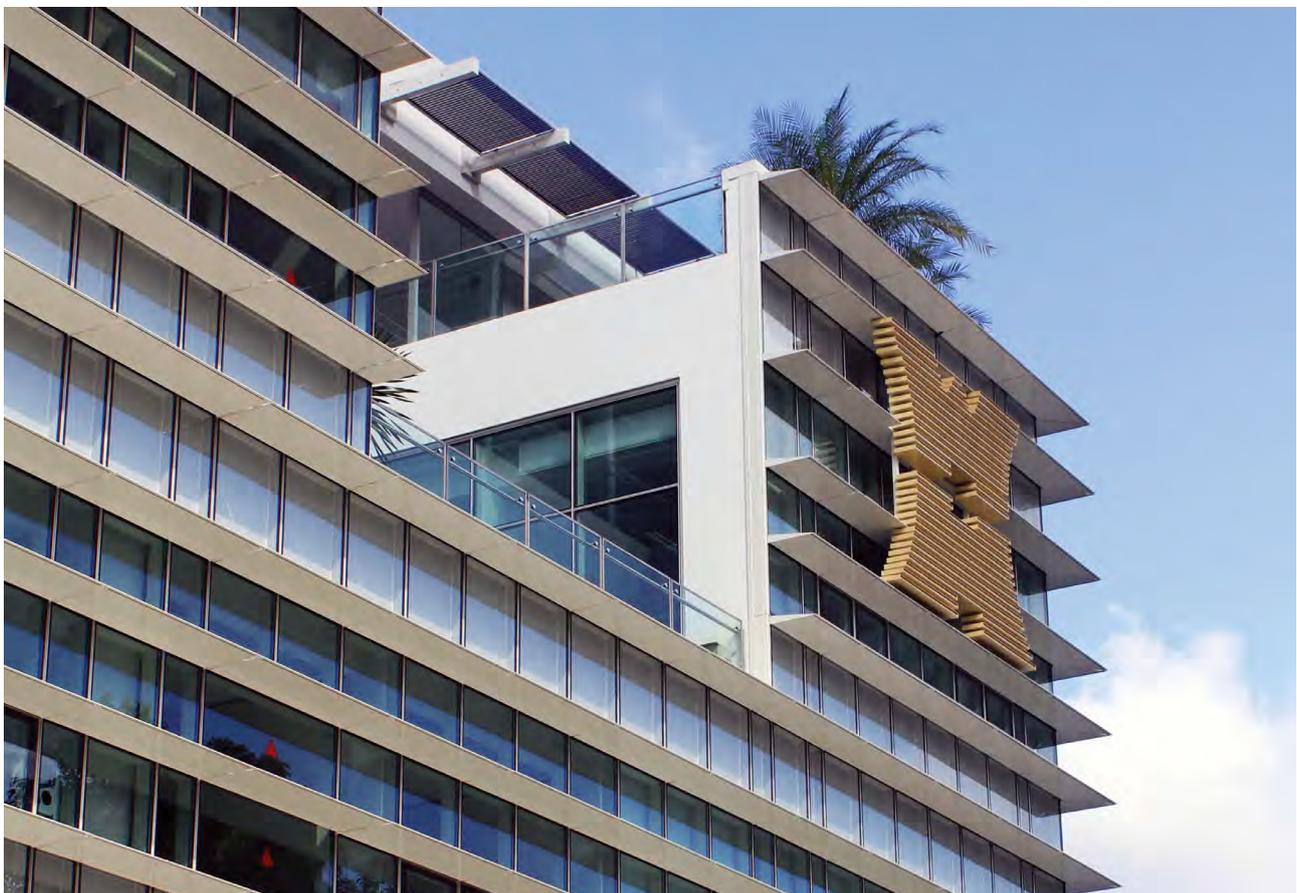
ENVIRONMENT

A major focus of the Company is on developing environmentally sustainable design and engineering solutions. 17 certified Green Mark Managers within the Company provide expertise on designing energy efficient and sustainable buildings. This group of Green Mark Managers constantly identify and develop integrated solutions in the following areas:

- Efficient energy, water and resource use, with responsible considerations for renewable over non-renewable sources
- Reduction and elimination of waste and harmful emissions
- Sustainable, reusable and recyclable materials and techniques
- Optimal daylighting, clean air and enhancement of health, comfort and productivity
- Minimisation of health and safety risks

We always strive to be at the forefront of new building design and engineering techniques and applications of sustainable features. An example is the creation of the first rooftop solar garden in Singapore for Woh Hup Building which won the BCA Green Mark Award (Platinum) in 2017. As the architecture, civil & structural and mechanical & electrical engineering consultant for Woh Hup Building, we have designed energy efficient air-conditioning, lighting and water efficient fittings for the office building. An advanced energy management system monitors the building's energy and water consumption, solar and rainwater harvesting.

Grand Park City Hall, where RSP is architecture and civil & structural engineering consultant, is another project which won the BCA Green Mark Award (Platinum) in 2017. To offer the most optimum solution to achieve an efficient building, the hotel includes features such as energy efficient lightings, water fittings, photovoltaic cells to harness solar energy and rainwater harvesting for irrigation. Our target is to achieve three or more Green Mark Platinum Awards per year on average over a three-year period.



Woh Hup Building

ENVIRONMENT

Environmental Stewardship

The real estate businesses, with the exception of AC Consortium, consolidated our operations in Singapore and shifted progressively to one office during the first two weeks of December 2017. The consumption of electricity and paper by the RSP, Squire Mech and AC Consortium offices were monitored and the energy consumption in the Singapore offices before the shift to the new office premise are reported as follows:

	Electricity Consumption (kWh)	Energy Use Intensity (kWh per floor area, sq m)	Paper Usage (per A4 sheets)
2016	848,714	118.8	2,020,138
2017	744,629	104.3	1,682,761

Note:

- Consumption of RSP and Squire Mech in 2017 is calculated before the move to new office.
- Energy Use Intensity (EUI) is measured by the total electricity used within a building in a year per gross floor area.
- Paper usage is based on the use of A4 and A3 paper.

Based on the BCA Building Energy Benchmarking Report 2017, our EUI is within the top quartile performance of the EUI benchmark for office buildings in both 2016 and 2017. According to the National Building Energy Benchmark, average EUI for office buildings in Singapore is 261 kWh/sq m per year. We target a 2% reduction in electricity consumption and paper usage per year.

To reduce our environmental impact and contribute towards a sustainable environment, we have implemented energy and water conservation measures and practices in our Singapore offices. We reduce electricity consumption by using energy-efficient lightings and setting machines on default standby mode or turned off when not in use.

We reduce paper usage by minimising printing and setting printers and photocopiers to duplex printing by default. Green Label certified products, paper from sustainably managed forests, recycled and refillable products are used. Regular waste paper collection for recycling are scheduled and recycling bins are conveniently located within the office building. We have also started to adopt electronic transmission for the Annual Report 2017 and reduced substantially the copies of the report we printed.

We held an electronic waste (e-waste) recycling drive in March 2017 for staff looking to dispose unwanted electrical and electronic equipment. Items such as cables, wires, CDs, modems, headphones and light bulbs, were collected before being transported to a collection centre to be emptied into e-waste recycling bins for proper disposal or recycling. The e-waste collection drive is aimed at motivating staff on nurturing a green company culture. According to the National Environment Agency, Singaporeans churn out 60 million kg of e-waste every year, of which only a fraction is disposed properly or recycled. With the amount of e-waste growing continuously, we are committed to play our part by taking action to combat the e-waste problem.

We honour our commitment to the overall goals of tackling climate change, enabling sustainable growth and developing environmental stewardship. In support of the Singapore Green Building Week 2017, we co-sponsored a tree-planting event held on August 2017 at Kranji Marshes. Staff helped plant 50 trees as a show of support for the preservation of local ecosystems and biodiversity. Organised by BCA, the tree-planting event was a key activity of the International Green Building Conference 2017, which aims to promote greening efforts and reduce carbon footprint of the built industry.

RSP is a member of the Singapore Green Building Council (SGBC), which enables us to share and learn about new industry research and trends and assimilate the best green building practices. As a member of SGBC, we contribute to SGBC's vision of fostering innovative industry solutions across the building and construction value chain, and upholding high standards and benchmarks for green building solutions to build more sustainable cities for better living.

PEOPLE

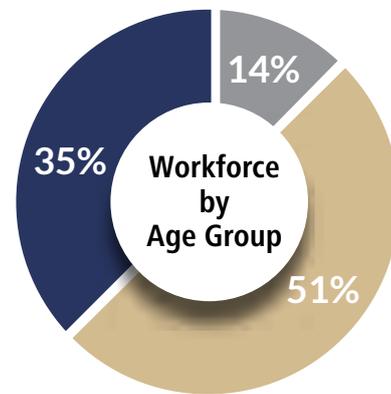
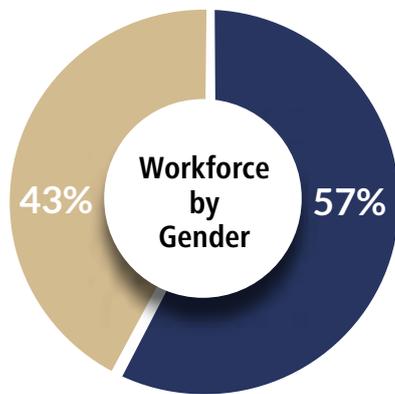
We are committed to cultivating a competent and engaged workforce to deliver product and service excellence. To build a conducive workplace for our employees' development and well-being, we engage them regularly through training and development, internal communication channels, as well as team bonding activities. Our staff activities in 2017 included the annual Dinner & Dance, Family Day, health talks, as well as industry activities such as the 7th REDAS Bowling Competition Friendly and the Inter-consultancy Futsal Tournament where we played against other building consultancy firms and emerged as champions.



Diversity and Inclusion

We have a diversified workforce with different backgrounds, age groups and skillsets to offer broader perspectives in the professional expertise and advice we offer to our clients.

As at 31 December 2017, we have over 500 employees based in Singapore, including permanent and contract staff.



COMMUNITY ENGAGEMENT

As an active corporate citizen, we seek opportunities where we can positively impact communities through meaningful charitable and social initiatives. To raise funds for the less privileged and disadvantaged, we have donated to charities such as Community Chest and Assisi Hospice. In 2017, we donated over \$60,000 to charitable causes and accumulated over 110 hours of volunteer service. Here are some of our community engagement activities in 2017.

In November 2017, we volunteered with charity organisation Willing Hearts in preparing, cooking and distributing about 5,000 meals to over 40 locations islandwide. Beneficiaries include the elderly, the disabled, low income families, children from single parent families or otherwise poverty stricken families, and migrant workers in Singapore.



Staff at the Willing Hearts activity



"United @ Home" football clinic with Gary Neville and Ryan Giggs



BCA-Industry Built Environment Scholarship

Together with our UK partners and football legends, Gary Neville and Ryan Giggs, we co-organised a community outreach event - "United @ Home" - which aims to reach out to youths and provide them with opportunities to learn values such as teamwork, commitment and discipline through football. The football clinic which was organised with Home United, and supported by the Singapore Land Authority and Teens Network Club @ MacPherson, saw the two former Manchester United footballers showcasing their skills to the youths. Over 40 youth footballers who were aged between 11 and 15 from different organisations in the MacPherson area, including the Teens Network Club @MacPherson, MacPherson Primary School, Darul Ihsan Orphanage, Salim Mattar Mosque and Ramakrishna Mission Singapore participated in the April event.

We also support the nurturing of talents in the built environment sector through career guidance workshops and scholarships. In 2017, we awarded three BCA-Industry Built Environment Scholarships to outstanding students pursuing full-time built environment courses. We have been a loyal sponsor of this programme since 2009. Through these programme, graduates will enjoy opportunities to build on an exciting and rewarding career in the built environment sector.

GRI CONTENT INDEX FOR 'IN ACCORDANCE' – CORE OPTION

General Standard Disclosures

Indicators	Description	Section / Response
Strategy & Analysis		
G4-1	Statement from most senior decision-maker of organisation about relevance of sustainability to the organisation and the strategy for addressing sustainability	Letter to Shareholders (Annual Report pages 2-5)
Organisation Profile		
G4-3	Name of organisation	About Us
G4-4	Primary brands, products, services	
G4-5	Location of organisation's headquarters	
G4-6	Number and names of countries where the organisation operates	
G4-7	Nature of ownership and legal form	
G4-8	Markets served	
G4-9	Scale of organisation	About Us Financial Performance
G4-10	Workforce statistics	People
G4-11	Percentage of employees covered by collective bargaining agreements	Nil
G4-12	Organisation's supply chain	Stakeholder Engagement
G4-13	Significant changes during the reporting period	First Sustainability Report
G4-14	Application of precautionary approach or principle	Corporate Governance & Compliance Product & Service Quality
G4-15	Economic, environmental, social charters, principles or initiatives which company subscribes	
G4-16	Memberships of associations	Environmental Stewardship
Identified Material Aspects and Boundaries		
G4-17	Coverage of entities in relation to organisation's consolidated financial statements	About the Report
G4-18	Process for defining report content and aspect boundaries	Our Approach

GRI CONTENT INDEX FOR 'IN ACCORDANCE' – CORE OPTION

Indicators	Description	Section / Response
G4-19	Materiality Aspects identified	Materiality
G4-20	Aspect Boundaries within the organisation for each Material Aspect	
G4-21	Aspect Boundaries outside the organisation for each Material Aspect	
G4-22	Restatements	Not Applicable
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	
Stakeholder Engagement		
G4-24	Stakeholder groups engaged by organisation	Stakeholder Engagement
G4-25	Basis for identification and selection of stakeholders with whom to engage	
G4-26	Organisation's approach to stakeholder engagement	
G4-27	Key topics and concerns raised through stakeholder engagement	
Report Profile		
G4-28	Reporting period	About the Report
G4-29	Date of most recent previous report	First Sustainability Report
G4-30	Reporting cycle	Annual
G4-31	Contact point for questions regarding the report	contactus@thomsonmedicalgroup.com
G4-32	'In accordance' option	About the Report
G4-33	Policy and current practice with regard to seeking external assurance of the report	We have not sought external assurance as this is the inaugural Sustainability Report. We aim to seek external assurance for future Sustainability Reports.
G4-34	Governance structure of the organisation	Corporate Governance & Compliance
G4-56	Organisation's values, principles, standards, norms of behavior such as codes of conduct and codes of ethics	Corporate Profile (Annual Report page 1), Corporate Governance & Compliance

GRI CONTENT INDEX FOR 'IN ACCORDANCE' – CORE OPTION

Specific Standard Disclosures

Indicators	Description	Section / Response
Economic		
DMA	Generic Disclosures on Management Approach	Letter to Shareholders (Annual Report pages 2 – 5)
EC1	Direct economic value generated and distributed	Financial Performance
Environmental		
DMA	Generic Disclosures on Management Approach	Environment
EN3	Energy consumption within the organisation	
EN5	Energy intensity	
EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Corporate Governance & Compliance
Social		
Local Communities		
DMA	Generic Disclosures on Management Approach	Community Engagement
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	
Anti-Corruption and Compliance		
DMA	Generic Disclosures on Management Approach	Corporate Governance & Compliance
SO5	Confirmed incidents of corruption and actions taken	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	
Product Responsibility		
DMA	Generic Disclosures on Management Approach	Product & Service Quality
PR5	Results of surveys measuring customer satisfaction	
PR7	Number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by types of outcomes	Corporate Governance & Compliance
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	

