

# SUSTAINABILITY REPORT

## 2018



**NIPPECRAFT**

This Sustainability Report has been reviewed by the Company's sponsor, SAC Capital Private Limited (the "Sponsor"). This Sustainability Report has not been examined or approved by the Singapore Exchange Securities Trading Limited ("SGX-ST") and the SGX-ST assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this Sustainability Report.

The contact person for the Sponsor is Ms. Lee Khai Yinn (Tel: (65) 6232 3210) at 1 Robinson Road, #21-00 AIA Tower, Singapore 048542.

# Contents

Introduction	4
About this Report	5
Board's Statement	6
Organisation Profile	7
Global Presence	8
Our Policies, Practices and Performance	
Reporting to Sustainability	9
Economic	13
Environment	15
Social	17
Governance	21
GRI Standard Content Index	22

**NIPPECRAFT**

# Introduction

---

Nippecraft Limited (“Nippecraft” or the “Company”, and together with its subsidiaries, the “Group”), is headquartered in Singapore and was founded in 1977. It has been listed on the Singapore Exchange Securities Trading Limited (“SGX-ST”) since 1994.

Founded in 1977, Nippecraft has grown from a stationery manufacturer to becoming a leading provider of innovative lifestyle stationery solutions and pulp trader of today. The key markets of the stationery business include United Kingdom, Australia and Singapore while the key markets of the pulp trading business include Indonesia, Singapore, Malaysia and Hong Kong.

The Group has two main consumer stationery brands: Collins and Debden. Collins and Debden are both global brands, with Collins having close to 200 years of British heritage, while Debden has about 40 years of history in Australia and New Zealand. We are proud of our heritage and always embrace sustainability as one of the priorities in our decision making process for our business.

Collins and Debden are names that are synonymous with high quality stationery products across the globe. We are passionate in everything we do and strive to make the Collins and Debden brands the best that they can be based on our key principles:

- Quality;
- Innovation;
- Creativity;
- Environmentally responsible; and
- Investment in people.

For more information on Nippecraft, please visit our website at the following URL: <https://www.nippecraft.com.sg>

# About this Report

---

Nippecraft's Sustainability Report has been published in reference with the Global Reporting Initiative ("GRI") Standards (Core Option) as well as the SGX-ST's sustainability reporting guide that defined the boundaries and the identification of more important matters for disclosure in this report. This report covers the sustainability performance of our operations for our latest financial year ended 31 December 2018 ("FY2018") as well as data and information relating to our global operations in Australia, Singapore and United Kingdom for the same period. We will continue to issue the Sustainability Report on a yearly basis in accordance with the SGX-ST's requirements.

In our effort to meet the expectations of our stakeholders, we have taken steps to ensure the transparency and accountability of our global operations in accordance with the scope of our sustainability reports. This includes businesses that we have a stake in with over 50% shareholding and control. The primary focus of this report is on our presence in Singapore, United Kingdom and Australia.

We have not sought external assurance on this report but will consider doing so as our reporting matures over time.

Our stakeholders' feedback is key in defining our sustainability approach. We look forward to your continuing support and welcome any feedback. Please contact us at [sustainability@nippecraft.com.sg](mailto:sustainability@nippecraft.com.sg) should you have any feedback.

# Board's Statement

---

The Board of Directors of Nippecraft Limited (the “Board”) is honoured to present our second Sustainability Report in line with the GRI standards as well as the SGX-ST’s sustainability reporting guide. As Nippecraft conducts its businesses, we are appreciative of how an increasingly interconnected economic, environmental, social and governance (“EESG”) landscape impact on our natural environment and the societies that we operate in.

Sustainability is always a key consideration in strategy formulation for the Group. Performing our businesses in a sustainable manner minimises risks and liabilities associated with environmental damage and provides a competitive advantage with our customers. Throughout this report, we aim to share a perspective of our continuing efforts in sustainability and improvement; and at the same time strive to provide the most transparent and accurate account of our practices, challenges and activities in managing the material EESG factors, which we believed this report has achieved reasonably.

The Board upholds the importance of sustainability practices and how it can benefit Nippecraft’s operations and performance. Together with the management, we have been involved in the identifying, managing and monitoring of the EESG factors that are material to Nippecraft’s business and our stakeholders.

Being in a fast moving consumer goods industry, Nippecraft aims to delight our customer’s experience on a daily basis. All our stakeholders are encouraged to share our commitment by continuing to promote sustainability growth and development of the communities in which we operate.

BOARD OF DIRECTORS  
NIPPECRAFT LIMITED  
30 May 2019

# Organisation Profile

---

<b>Name of organisation</b>	Nippecraft Limited												
<b>HQ location</b>	9 Fan Yoong Road, Singapore 629787												
<b>Geography</b>	Offices in Singapore, United Kingdom and Australia												
<b>Legal form</b>	Publicly listed on the SGX-ST since 1994												
<b>Markets served</b>	United Kingdom, Australia, Japan, Taiwan, Singapore, Malaysia, Indonesia, India and United Arab Emirates												
<b>Organisation scale</b>	<table> <tr> <td>Number of employees</td> <td>: 71</td> </tr> <tr> <td>Number of key operating business units</td> <td>: 4</td> </tr> <tr> <td>Revenue</td> <td>: US\$ 115.0 million</td> </tr> <tr> <td>Cash and bank balances</td> <td>: US\$ 15.0 million</td> </tr> <tr> <td>Total debt</td> <td>: US\$ - million</td> </tr> <tr> <td>Total equity</td> <td>: US\$ 31.1 million</td> </tr> </table>	Number of employees	: 71	Number of key operating business units	: 4	Revenue	: US\$ 115.0 million	Cash and bank balances	: US\$ 15.0 million	Total debt	: US\$ - million	Total equity	: US\$ 31.1 million
Number of employees	: 71												
Number of key operating business units	: 4												
Revenue	: US\$ 115.0 million												
Cash and bank balances	: US\$ 15.0 million												
Total debt	: US\$ - million												
Total equity	: US\$ 31.1 million												
<b>Membership of associations</b>	<p>Singapore Business Federation</p> <p>Singapore National Employee Federation</p> <p>GS1 Singapore, United Kingdom and Australia</p> <p>Forest Stewardship Council (“FSC”)</p> <p>Programme for the Endorsement of Forest Certification (“PEFC”)</p> <p>Supplier Ethical Data Exchange (“SEDEX”)</p> <p>The BOSS Federation (United Kingdom)</p> <p>Chamber of Commerce (United Kingdom)</p>												

# Global Presence

---

## NIPPECRAFT AND ITS PRINCIPAL SUBSIDIARIES

- Nippecraft Limited (HQ, Singapore)
- Collins Debden Pty Ltd (Australia)
- Collins Debden Limited (UK)
- Paperich Pte Ltd (Singapore)





# Our Policies, Practices and Performance Reporting to Sustainability

---

Nippecraft, together with its subsidiaries, is dedicated to support and promote responsible forestry practices through our purchasing of materials and products. We are dedicated to maintaining a chain of custody (“CoC”) programme while creating sustainable and long term economic growth.

## OUR APPROACH



## STAKEHOLDERS' ENGAGEMENT

Before we begin on our sustainability journey, an important starting point is to identify our stakeholders and material factors relevant to our business. The interests and requirements of key stakeholders are also taken into account when formulating corporate strategies. These key stakeholders include, but are not limited to, customers, suppliers, employees, investors, and regulators. We adopt both formal and informal channels of communication to understand the needs of key stakeholders, and incorporate these into our corporate strategies to achieve mutually beneficial relationships. The following sets out our engagement platforms with our stakeholders.

Stakeholders	Frequency of Engagement	Method	Topics of Concern	Our Response
Customers and consumers	Daily to weekly	Consumer enquiry channels Surveys, market research and focus groups Marketing and labelling of products Mass media and social media Point of sale	Stock availability Innovation Product quality Convenience and experience Product labelling Product safety	To sustain brand trust and loyalty through a unique brand experience to meet their needs and enjoyment To develop innovation and strive for high quality products at competitive pricing
Local community	Ad hoc to annually	Annual reports Corporate social responsibility initiatives Participation in charitable activities	Support activities organised by local communities Local employment Environmental impact of operations	To contribute to the development of the communities we operate in
Employees and trade unions	Daily	Daily meeting Staff feedback Collective bargaining agreement Company events and activities Surveys and interviews Staff appraisal Training and development programmes	Work environment Pay and benefits Equal opportunities and non-discrimination Health, safety and well-being Job satisfaction Training and development opportunities	To improve productivity To reward performance with incentive To strengthen the relationships with our staff through communication and participation in building our work environment
Shareholders	Half yearly to annually	SGXNet announcements Press releases Half yearly result announcements Annual reports Circulars Shareholders' general meetings Corporate website	Business performance Good corporate governance Transparency	To improve profitability To develop new strategies and initiatives To create long-term sustainable value To create atmosphere of trust via timely communication and provide relevant and reliable information To adhere to good corporate governance practices
Suppliers	Daily to weekly	Annual reports Electronic mails Conference calls Long-term business relationship Service performance review Site visits and audits	Product and service quality Cost of product and service Business ethics	To collaborate, develop products and service quality To achieve a sustainable business relationship with our suppliers
Government and regulators	Monthly to annually	Annual reports Half yearly result announcements Participation in conferences, meetings and discussions Press releases Circulars SGXNet announcements	Business performance Good corporate governance Contribution to social and economic development Environmental impact of operations	To comply with the relevant statutes and regulations To support relevant government and regulators' initiatives

# Our Policies, Practices and Performance Reporting to Sustainability (Cont'd)

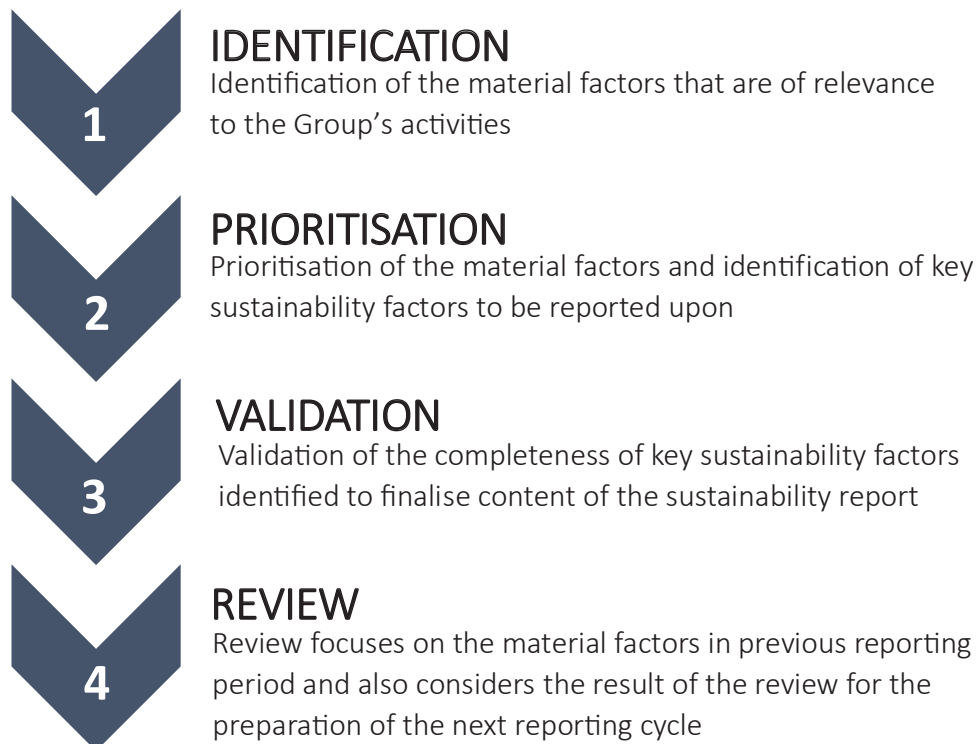
---

## MATERIALITY ASSESSMENT

Our sustainability journey begins with the identification of relevant factors and we align our sustainability practices from the view point of materiality. In 2018, we conducted our first materiality assessment for FY2017 in accordance with the GRI standards, Section 1.3 Reporting Principles: Materiality. A workshop was conducted by independent sustainability consultants for Nippecraft's employees and management to shortlist material factors in which our business creates significant impact.

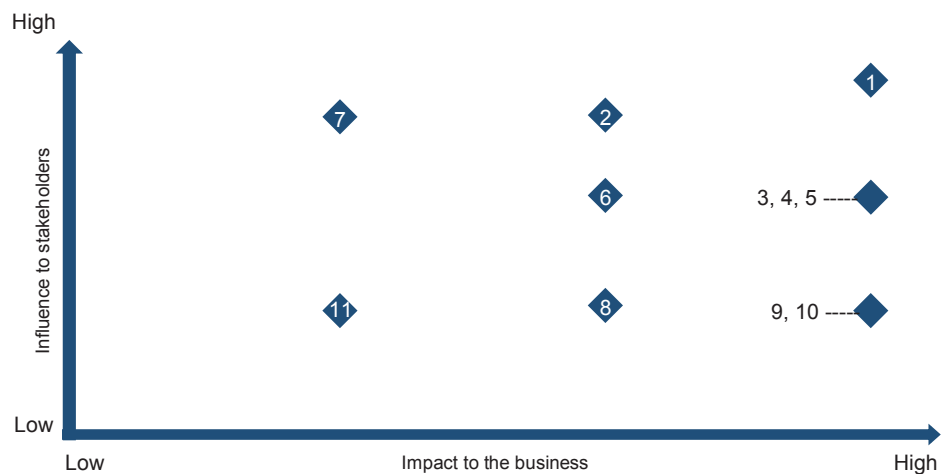
Before we determine if a factor is material, we assess it based on its impact on the economy, environment, society and governance, taking into account what is considered to be important from both internal and external stakeholders' perspective. Those material factors are prioritised and subsequently validated through discussions with senior management. The end result of this process is a list of material factors disclosed in our annual sustainability reports. Our material factors will be reviewed on an annual basis, applying the guidance from GRI standards, Section 1.3 Reporting Principles: Materiality.

A visual presentation of the materiality assessment is as follow:



# Our Policies, Practices and Performance Reporting to Sustainability (Cont'd)

A materiality assessment exercise was conducted for FY2018 in accordance to the process described above. Incorporating inputs from our stakeholders, our material factors are ranked as follows:



**Rank**

- 1 Economic Performance
- 2 Anti-corruption
- 3 Socioeconomic Compliance
- 4 Materials
- 5 Supplier Environmental Assessment
- 6 Diversity and Equal Opportunity
- 7 Local Communities
- 8 Employment
- 9 Training and Education
- 10 Governance and ERM
- 11 Occupational Health and Safety

**Legend** Economic, Environment, Social, Governance

# Economic

---

## **ECONOMIC PERFORMANCE**

The scope of this report covers our stationery business operations in Singapore, United Kingdom and Australia in which Nippecraft has an ownership interest of over 50%.

Nippecraft has ended FY2018 with a 9% decrease in revenue and a net loss after tax of US\$61,000 (FY2017: Net profit after tax of US\$16,000) as the operating environment remained challenged. Nippecraft holds a holistic view in generating long-term profitability and shareholders' returns with a consideration of the interest of various stakeholders identified under the stakeholders' engagement. For example, our classic diaries and notebooks are evolving to portray the personality, lifestyle and fashion-sense of the consumers. We are also looking into improving our consumers experience by engaging them in a focus group to gather feedback on their experience in using our products and to comment on our work in progress to keep up with the ever-changing consumer trends.

For more information on our financial performance in FY2018, please refer to the Annual Report 2018.

## **ANTI-CORRUPTION**

There is no change to our stand on Corruption. Our staff are prohibited from offering, requesting or accepting bribes and other improper financial advantages. Our staff are not allowed to provide anything of value to obtain or retain business or gain any advantage, financial or otherwise. "Anything of value" includes cash, gifts, entertainment, political and charitable contributions, employment or internship for customers, to government officials or their related persons, and any persons whom Nippecraft does or anticipates to do business with. We expect all our business partners and stakeholders to act in compliance with the applicable anti-bribery and corruption laws and regulations at all times.

All our directors and key management personnel are required to declare any dealings with external parties which may cause a conflict of interest.

## **WHISTLE-BLOWING POLICY**

Our whistle-blowing policy provides a mechanism for employees and external parties to report concerns over alleged wrongful acts. In order to promote a conducive environment for employee to report concerns about possible improprieties in matters of business activities, financial reporting or other matters they may encounter in confidence without fear of retaliatory action, all whistle-blowing reports shall be received by Audit Committee ("AC") Chairman. The AC Chairman will conduct an initial review of the report received and recommend the remedial, disciplinary or other actions to be taken by the Company. All investigations shall be reported to the AC Chairman for his attention

## Economic (Cont'd)

---

and further action as necessary.

The whistle-blowing policy is posted on various locations in the office so that employees are aware of the policy. There was no whistle-blowing report received in both FY2017 and FY2018.

Target: Maintain a high standard of ethical conduct and adopts a zero-tolerance approach to fraud and zero incident of corruption or similar misconduct.

# Environment

---

The Paris Agreement on climate change entered into force on 4th November 2016 has marked a milestone for humanity as a turning point that combined the power of people, countries, governments, businesses and investors all around the world to take a stand against global warming. As a stakeholder of our planet Earth, we will continue our journey into the future by being a proactive soldier in the global force to shift the tide of climate change. “Whatever we do, Nature will always win” will continue to be our guiding principle in conducting our business.

## **MATERIALS SOURCING**

We have continued to embrace sustainable sourcing. Pulp and paper are the key raw materials in our products today, and we are committed to responsible forestry management. Our company is both FSC and PEFC certified, and we are committed to increase the proportion of materials from sources that are certified under CoC programmes. Most of our cover materials are also certified and sourced from FSC or Registration, Evaluation, Authorisation and Restriction of Chemicals (“REACH”) accredited suppliers.

In addition to sustainable sourcing, we also adhere to high social and ethical standards along with our supply chain. Our Company is a member of SEDEX, a global organisation that helps companies manage an ethical supply chain. The SEDEX Members Ethical Trade Audit (“SMETA”) is one of the most widely used audit procedures in the world. It provides a globally-recognised way to assess responsible supply chain activities, including labour rights, health and safety, the environment and business ethics. Furthermore, we have been instrumental in our key vendors adopting the SEDEX standards.

Our materials have passed the stringent checks by the customs of the importing markets and we perform ongoing reviews to ensure that we comply with respective market customs regulations. We also review the commodity codes on an ongoing basis to ensure we are using the correct codes and therefore pay the correct level of duty. Commodity codes are used to classify goods for import and export within the European Union (“EU”) or outside the EU. The aim of the classification is to pay the right tax and duty and follow the respective regulations. We also continued to perform quality checks on our materials to ensure that there are no hazardous elements. For example, we ensure that our materials are non-hazardous through the use of materials which are REACH certified in particular, the materials used for our book covers. We practise ethical sourcing by using materials only from well-established suppliers who are compliant with environmental legislation and procedures.

Paper, which makes up approximately 90% of a book, can be recycled. Other elements, which cannot be recycled, include book cover materials, ribbon markers and head and tail bands. In the United Kingdom, these materials are disposed of through a third party vendor via our distributor. In Australia, the unsold products

# Environment (Cont'd)

---

are disposed of through a third party vendor. The products are sent for 100% recycling. Both third party vendors are “Zero Waste to Landfill” sites. The residual non-recoverable waste streams are shredded, baled then air dried and exported to Asia to be used in energy production.

During the year, 1,797 (FY2017: 2,319) metric tonnes of materials were used to produce and pack our books sold.

Target: Continue to source for our materials from sustainable sources and increase the percentage sourced which are FSC/PEFC certified from 81% in FY2018 to 85% in FY2019.

## **SUPPLIER ENVIRONMENTAL ASSESSMENT**

Our Quality Control team performs regular site visits to our suppliers and check that they are indeed using sustainable materials. For all new suppliers, we perform rigorous due diligence checks before appointing them. The following reports will also be obtained from them:

- 1) ISO9001 Quality Management
- 2) ISO14001 Environmental Management Certification
- 3) FSC or PEFC
- 4) SEDEX
- 5) Social Accountability (SA8000) or Occupational Health and Safety Assessment Series (OHSAS 18001)

Should any potential vendors be unwilling or unable to provide the abovementioned reports, we will not appoint them as our vendor. There was no new trade supplier appointed in FY2018. All our trade suppliers are SEDEX certified. We performed a total of three visits to our vendors’ manufacturing facilities and offices in FY2018. Customers may also request for the SEDEX audit reports which we will promptly provide to them for them to understand how our supply chains are performing.



# Social

## EMPLOYMENT

### Group Employee Profile










As at 31 December

	Male		Female		Total	
	2018	2017	2018	2017	2018	2017
Full Time	29	27	37	42	66	69
Part Time	1	1	4	5	5	6
Total	30	28	41	47	71	75

As we are operating within a fast-moving consumer goods industry, people are our greatest asset that serve as an important point of contact between our customers and Nippcraft. It is a priority for us to equip them with the required skill sets so that they can be at their best at all times. This includes functions like customer service, sales, procurement, warehousing, quality assurance, product development, human resources, administrative and finance. We hope to continue to improve their skills to meet the changing demands of the industry.

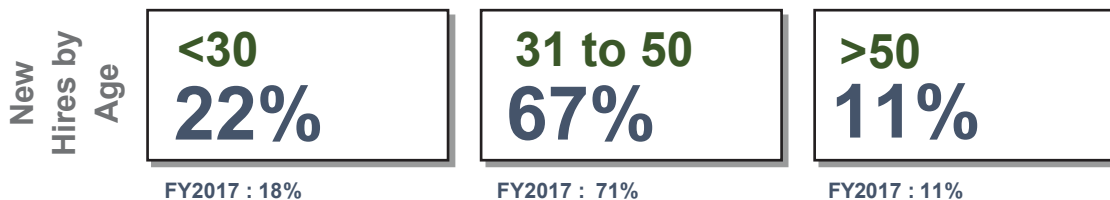
Nippcraft is committed to fair employment, elimination of discrimination and encouraging diversity amongst our workforce.

While our headcount decreased from 75 in FY2017 to 71 in FY2018, there were 21 new hires and 6 short-term hires<sup>1</sup> in FY2018, as illustrated below:

By Region	By Gender	
	Male	Female
		
		
		
<b>Total: 27 (FY2017: 17)</b>	<b>14 (52%)</b>	<b>13 (48%)</b>

<sup>1</sup> Short-term hires include short-term contract hires and interns

# Social (Cont'd)



We believe that having a strong talent pool is crucial and that it can make an impact towards the Group's operations. During the year, we offered an internship to a student from Singapore Management University to give him an exposure to our industry.

Target: To continue hiring the right candidates for the job.

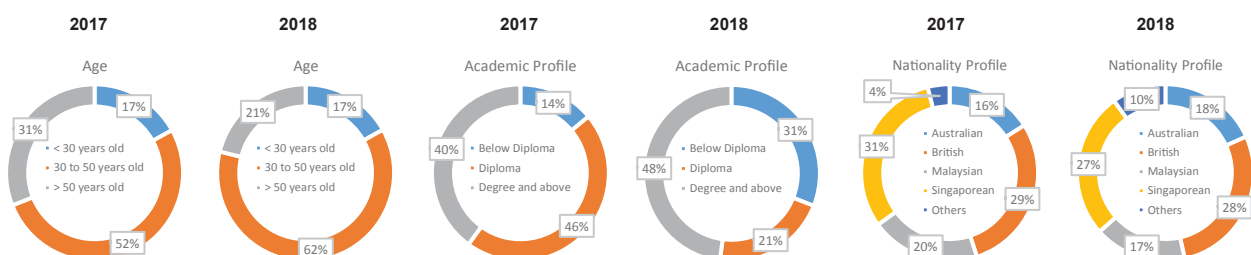
## DIVERSITY AND EQUAL OPPORTUNITY

We embrace diversity, and at the same time expect employees to be aligned with the Group's vision and strategic initiatives. The age of our staff ranges from 20s to 60s. Our staff consists of people coming from different nationalities and academic qualifications but we strive for fair treatment. We are committed to provide competitive remuneration and benefits to our employees.

The employees in our Group comprise of union and non-unionised members. In Singapore, a collective bargaining agreement between the Company and the Building Construction and Timber Industries Employee Union covers all our locally engaged employees other than staff holding managerial and confidential positions. Our employees in United Kingdom and Australia are not unionised.

In FY2018, 44% of the senior management team comprised of females as compared to 57% to FY2017 due to resignation. Despite of the reduction, the Board continues to believe that with existing gender equality in the senior management team, the Group can continue to expect diversity of ideas and innovative breakthroughs. Nippecraft will continue to ensure the gender equality on the boards of all our subsidiaries as well as the senior management team.

Employee Profile of the Group as at 31 December 2017 and 31 December 2018 are as follows:



# Social (Cont'd)

---

## **Code of Conduct**

The Group sets out the expected code of conduct in its employee handbook. Nippecraft ensures compliance with labour and employment laws, including working hours. The Group does not discriminate against anyone because of age, gender, national origin, disability, religion, sexual orientation, marital or maternity status, union membership or political opinion, among others. An Equality and Diversity Policy has been established within the Group to show our commitment towards promoting equality and diversity and to ensure that individuals are treated fairly and valued as a member of a team. The Company recognises that it has clear obligations towards all employees to ensure they are treated fairly. There are channels to report any non-compliance in relation to discrimination through our whistle-blowing system.

Nippecraft's Grievance Policy encourages employees to freely communicate with their immediate supervisor or human resource personnel. This is to ensure that problems are aired and resolved as quickly as possible. In the event that issue cannot be resolved at the operational level, it will be escalated to the next level of the organisational hierarchy.

Target: Zero instance of discrimination.

# Social (Cont'd)

---

## **TRAINING AND EDUCATION**

Training in Nippecraft begins at the induction stage of our new hires. Our employees go through a host of internal coaching programmes including selling, customer service, procurement, inventory control, human resources and finance.

Nippecraft understands that staff training and development paves the way for the Group to progress into the future. One of our initiatives is to re-deploy our staff to assume new roles while leveraging on their expertise amidst the evolving business model that we operate in. Staff are encouraged to go for courses and seminars to upgrade themselves and improve their skills. An in-house training was conducted to enhance the skill sets of our staff in Singapore.

Target: Continue to provide training programmes no less than 137 hours to our employees in FY2019.

## **OCCUPATIONAL HEALTH AND SAFETY**

The well-being and safety of our employees is paramount to us. We are committed to safeguarding our employees' health and safety against any potential occupational hazards. Yellow tapes demarcate areas that may potential cause potential fall or injury. Same as FY2017, there was no work place incident in FY2018.

Target: Maintain zero incidents of work place injury.

## **LOCAL COMMUNITIES**

The United Kingdom office makes yearly donations to the different charities such as the British Heart Foundations and Glasgow City Missions to show their care for the homeless and sick people. The Australian office helps protect the native habitats of endangered animals like the Tasmania devil and wedge-tailed eagle. Support is given to the Tasmanian Native Forest Protection Project with carbon offsets from the Kyoto range of diaries.

Target: Continue participating in at least two charity or non-profit activities as part of our social responsibility to local communities.

## **SOCIOECONOMIC COMPLIANCE**

We pride ourselves in having good corporate governance and observing compliance with applicable laws and regulations. The Group is committed to conduct the business with integrity and to safeguard the interest of all our stakeholders, both internal and external.

Target: Maintain zero incidents of non-compliance.

# Governance

---

Our Board is the governing body of Nippecraft and is responsible for the strategic direction of the Group. As at 31 December 2018, there were four directors. The Board is made up of one executive director and three non-executive directors, of whom are independent directors possessing a wide range of skills and qualifications in areas, such as accounting, finance and business management as well as specific experience in various industries. Three hold citizenships in Singapore and one holds a permanent residency in Singapore. The Board is led by Ms. Connie Oi Yan Chan, who is the Executive Chairlady and Chief Executive Officer (the “CEO”). A lead independent director, Mr. Khoo Song Koon, has been appointed to ensure transparency and adequate accountability in the decision-making process. The Board is supported by a management team responsible for the execution of the Group’s strategy and operations.

Sustainability risk management is incorporated into the Group’s risk management structure under the preview of the Board of Directors, which reviews sustainability reports and issues on a yearly basis. For more information on Nippecraft corporate governance matters in FY2018, please refer to our Annual Report 2018.

Target: Comply with the Catalist Rules, the Code of Corporate Governance and the governing statutes of the countries that we operate in.

## **MINORITY REPRESENTATION**

Our Board consists for four members of which three of them are independent directors. This will ensure that the minority interests are protected and voices heard.

## **ENTERPRISE RISK MANAGEMENT (“ERM”)**

ERM is an integral part of good corporate governance as well as resource management. A thorough and comprehensive ERM framework enables the Group to identify, communicate and manage its risks and exposures in an integrated, systematic and consistent manner. For more information on our ERM programme in FY2018, please refer to the Annual Report 2018.

Target: To perform risk assessment annually and make relevant disclosures according to the Catalist Rules and the Code of Corporate Governance.

# GRI Standard Content Index

GRI Standard	Disclosure	Reference / Description
<b>GRI 101: Foundation 2016</b>		
<b>GENERAL DISCLOSURE</b>		
<b>GRI 102: General Disclosures 2016</b>	102-1	Name of organisation Nippecraft Limited
	102-2	Activities, brands, products and services Introduction, page 4
	102-3	Location of headquarters Organisation Profile, page 7
	102-4	Location of operations Organisation Profile, page 7
	102-5	Ownership and legal form Organisation Profile, page 7; Annual Report 2018, page 13
	102-6	Markets served Organisation Profile, page 7
	102-7	Scale of the organisation Organisation Profile, page 7
	102-8	Information on employees and other workers Organisation Profile, page 7; Social, page 17
	102-9	Supply chain Environment, pages 15 to 16
	102-10	Significant changes to the organisation and its supply chain There were no significant changes.
	102-11	Precautionary Principle or approach Nippecraft supports the intent of the Precautionary Principle, but has not expressed a specific commitment.
	102-12	External initiatives Nil
	102-13	Membership of associations Organisation Profile, page 7
	102-14	Statement from senior decision maker Board's Statement, page 6
	102-16	Values, principles, standards and norms of behaviour Governance, page 21; Annual Report 2018, page 13
	102-18	Governance structure Governance, page 21; Annual Report 2018, page 15
	102-40	List of stakeholder groups Stakeholders' Engagement, pages 9 to 10
	102-41	Collective bargaining agreements Social, page 18
	102-42	Identifying and selecting stakeholders Stakeholders' Engagement, pages 9 to 10
	102-43	Approach to stakeholder engagement Stakeholders' Engagement, pages 9 to 10
	102-44	Key topics and concerns raised Stakeholders' Engagement, pages 9 to 10
	102-45	Entities included in the consolidated financial statements Global Presence, page 8; Annual Report 2018, page 80
	102-46	Defining report content and topic boundaries About this Report, page 5
	102-47	List of material topics Materiality Assessment, page 11
	102-48	Restatement of information None
	102-49	Changes in reporting None
	102-50	Reporting period 1 January to 31 December 2018
	102-51	Date of most recent previous report 20 November 2018
	102-52	Reporting cycle Annually
	102-53	Contact point for questions about the report About this Report, page 5
	102-54	Claims if reporting in accordance with the GRI Standards About this Report, page 5
	102-55	GRI content index GRI Standards Content Index, pages 22 to 23
	102-56	External assurance We may seek external assurance in the future.
<b>MATERIAL TOPICS</b>		
<b>GRI 201: Economic Performance 2016</b>	201-1	Direct economic value generated and distributed Economic, pages 13 and 14
<b>GRI 205: Anti-corruption 2016</b>	205-1	Operations assessed for risks related to corruption Economic, pages 13 and 14
<b>GRI 301: Materials 2016</b>	301-1	Materials used by weight or volume Environment, pages 15 to 16
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria Environment, page 16
<b>GRI 401: Employment 2016</b>	401-1	New employees hires and employee turnover Social, pages 17 to 18

# GRI Standard Content Index (Cont'd)

---

GRI Standard	Disclosure	Reference / Description
<b>GRI 403: Occupational Health and Safety 2018</b>	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees
<b>GRI 413: Local Communities 2016</b>	413-1	Operations with local community engagement, impact assessments and development programmes
<b>GRI 419: Socioeconomic Compliance 2016</b>	419-1	Non-compliance with laws and regulations in the social and economic area

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK.



