

UnUsUaLTM

飛凡有限公司 LIMITED

SUSTAINABILITY REPORT 2019

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ABOUT THIS REPORT

[GRI 102-1] [GRI 102-50] [GRI 102-53 to 54]

This is the second Sustainability Report (“**Report**”) of UnUsUaL Limited and its subsidiaries’ (“UnUsUaL” or the “Group”) and it covers sustainability performance for the reporting period from 1 April 2018 to 31 March 2019 (“reporting period”). This report has been prepared in accordance with the GRI Standards: Core Option. The report addresses the factors deemed material to UnUsUaL based on the Economic, Environmental, Social and Governance (“**EESG**”) aspects. It presents the progress in the Group’s sustainability journey. UnUsUaL is committed to continuously improve its sustainability efforts and corresponding reporting processes.

We welcome feedback from our stakeholders as this will enable us to improve upon our sustainability efforts. Please send your feedback to enquiries@unusual.com.sg.

To conserve the environment, no hard copies of this Report is printed. We have uploaded a digital copy on our website at www.unusual.com.sg.

ABOUT US

[GRI 102-2 to 7, 102-16, 102-45]

Established in 1997, UnUsUaL Limited started as a stage, sound and lighting equipment rental business. Since then, we have grown to become one of the leading names in Asia, specialising in the production and promotion of large-scale live events and concerts by Asian and International artistes.

Our presence in the region is represented by the following subsidiaries in the countries as shown:-

- Singapore: UnUsUaL Entertainment Pte. Ltd., UnUsUaL Productions Pte. Ltd. and UnUsUaL Development Pte. Ltd.
- Malaysia: UnUsUaL Productions (Malaysia) Sdn. Bhd.
- Hong Kong: UnUsUaL Entertainment International Limited
- Taiwan: UnUsUaL Development Pte. Ltd., Taiwan Branch
- China: UnUsUaL Culture Development (Shanghai) Co. Ltd.

In 2016, UnUsUaL was acquired by mm2 Asia Ltd., a Singapore-based, SGX Mainboard listed producer of films, TV and online content. UnUsUaL, was subsequently listed on the SGX-ST Catalist board on 10 April 2017.

Mission and Vision

We aim to be a leader in the live entertainment industry in this part of the world. In pursuit of this mission, we uphold strong business ethics in the way we conduct our business. We consistently instil the same values in our employees.

BOARD'S MESSAGE

[GRI 102-14]

Dear Stakeholders,

It is our pleasure to present our second Sustainability Report (“Report”) for the financial year ended 31 March 2019. The Report has been prepared in accordance with the GRI Standards: Core Option, which outlines the key economic, environmental, social and governance (“EESG”) factors deemed material to our stakeholders and us.

We engaged our stakeholders during the reporting period to re-assess the material factors identified last year and determined that these factors continue to be relevant. In this Report, we have categorised our material EESG factors into the following five key areas:

1. Business excellence and ethics
2. Responsibility towards our economy
3. Responsibility towards our supply chain
4. Responsibility towards our people
5. Responsibility towards our consumers

Each area listed above represents UnUsUaL’s effort to create a sustainable and positive impact upon the economy, its suppliers, the workplace and consumers.

At UnUsUaL, we recognise the importance of sustainable growth and are dedicated to working towards it. We are grateful to our partners, stakeholders and staff for joining us in this sustainability journey. As we strive towards a sustainable future, we also remain committed to seek and create value for our stakeholders.

We thank you for your continued support as we endeavour to reach new heights in our growth.

Leslie Ong

Director and CEO

BUSINESS EXCELLENCE AND ETHICS

[GRI 102-11, 102-16, 205-3]

Enterprise Risk Management

During the reporting period, UnUsUaL commissioned an Enterprise Risk Management (“ERM”) project to create a robust and rigorous corporate governance structure that safeguards the stakeholders’ interests. The risk management framework applied determines the nature and extent of the key risks which UnUsUaL faces in achieving its strategic goals. ERM enables us to effectively deal with uncertainty, the associated risk and opportunity, enhancing the capacity to build value.

The framework used is aligned to COSO Enterprise Risk Management framework, the international framework on ERM with the objectives of meeting the compliance in the design, implementation and monitoring of the ERM and internal control systems in place. Through this methodology, UnUsUaL has developed and implemented the appropriate risk management procedures to address the key risks identified. All key risk management matters were highlighted to the Audit Committee and the Board of Directors.



BUSINESS EXCELLENCE AND ETHICS

[GRI 102-11, 102-16, 205-3]

Whistle Blowing Policy

UnUsUaL is committed to the highest possible standard of ethical, moral and legal business conduct and intends to promote consistent organisational behaviour. We do not tolerate any malpractice, impropriety, statutory non-compliance or wrongdoing (“Irregularities”) by staff in the course of their work.

The Whistle Blowing Policy has been implemented to provide employees of the Group with an independent and confidential channel to report suspected fraud and irregularities within the Group and offer reassurance that they are protected from reprisals or victimisation for whistle blowing in good faith and without malice. The policy encourages the reporting of such matters by employees on an anonymous basis. The Group is confident of the policy’s effectiveness as reports by employees are confidential and can be made easily through post or e-mail, directly to the audit committee.

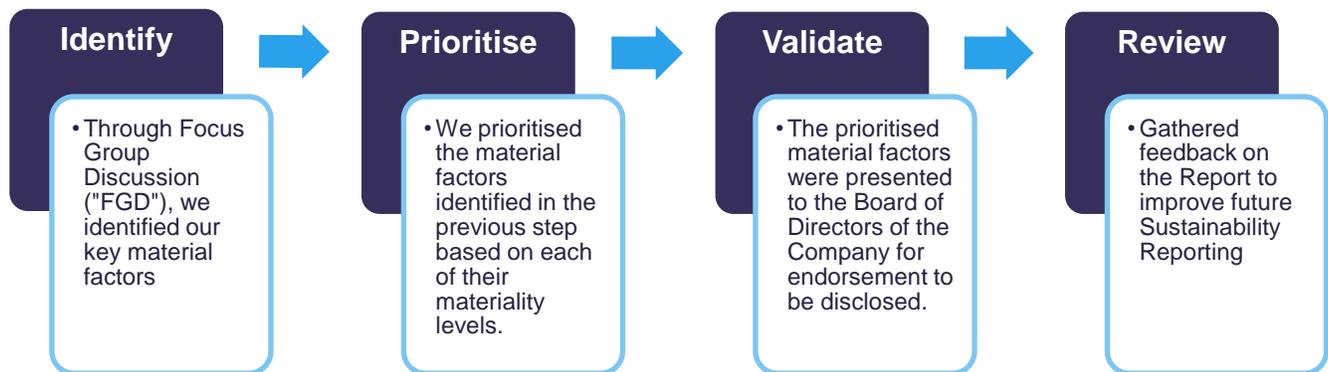
Details of the Whistle Blowing Policy have been disseminated to all employees of the Group (including full time, part time and contract employees) and reminders are circulated on an annual basis.

To date, there were no reports received through the whistle blowing mechanism.

OUR APPROACH TO SUSTAINABILITY

[GRI 102-18, 42, 46]

We conducted our first materiality assessment in 2018 with reference to the GRI Standards to identify and select stakeholders with whom to engage and determine the material EESG factors. This year, we conducted a Focus Group Discussion with our Sustainability Reporting Champion Team (“Team”) to validate the assessment and gather feedback on the sustainability issues that were identified as important. This exercise confirmed the continued relevance of the key stakeholder groups and material factors. Hence, we have not revised them. We will continue to assess the identified material factors on a regular basis to ensure their relevance. We analysed our operations and adopted a 4-step approach (shown below) to determine the material EESG factors.



UnUsUaL addressed the issues at hand by following the 4-step process listed above. We studied the EESG risks identified and their potential impact to gain a comprehensive overview before we developed mitigation approaches. Through the above four steps, we were able to gain an understanding of the sustainability issues that matter most to our key stakeholders. We then earmarked the material factors and assessed their materiality in the context of our business operations, with reference to the respective GRI standards.

Thereafter, we worked with the relevant departments to execute the strategies and action plans upon approval by the Company’s Chief Executive Officer and Board of Directors.

We stay committed to improve the identification and management of material issues annually to ensure their relevance to our stakeholders.

IDENTIFICATION OF STAKEHOLDERS

[GRI 102-40, 42 to 44]

We engage with our stakeholders to understand their expectations and our approach to the engagement is shown below.

Stakeholders	Basis for determining Stakeholders	Engagement Platform	Frequency of Engagement	Topic Discussed
Artistes and agents	Dependency on artistes and agents	Informal dialogues/ discussions and phone calls	As and when	Quality management, price negotiation
Consumers and customers	Audience needs influence the direction of the Group	Email enquiries, social media and phone calls	As and when	Availability and quality of events and concerts
Employees	Employees are involved in the daily operations of the Group	Performance appraisal, informal dialogues and phone calls	As and when, and annually	Employee compensation and benefits, personal development
Government and regulators	Compliance with local laws and regulations	Regular reporting	Annually	Regulatory matters
Investors and shareholders	Influence on management's decisions and responsibility towards investors	Company's website and annual general meeting	As and when, and annually	Financial performance, strategic planning, sustainability reporting
Media company	Influence on the general community	Media releases	As and when	Advertising
Venue managers/ contractors	Dependency on suppliers	Meetings, informal dialogues and phone calls	As and when	Quality management, price negotiation

OUR MATERIAL EESG FACTORS

[GRI 102-46 to 47]

We have identified the following key factors under the EESG framework which are included in this Report.

Material Topic	Why Material	GRI Standards Disclosure	Boundary	
			Within UnUsUaL	Outside UnUsUaL
Economic				
Indirect economic impact	Significantly affects stakeholders	203-2	√	
Procurement practice	Significantly affects stakeholders	204-1	√	
Environmental				
Supplier environmental assessment	Poses significant impact on the environment	308-1	√	
Social				
Employment	Poses significant impact on employees	401-1 401-3	√	
Training and education	Poses significant impact on employees	404-1 404-3	√	
Diversity and equal opportunity	Poses significant impact on employees	405-1	√	
Non-discrimination	Poses significant impact on employees	406-1	√	
Supplier social assessment	Significantly affects stakeholders	414-1	√	
Socioeconomic compliance	Compliance with local laws and regulations	419-1	√	
Governance				
Anti-corruption	Significantly affects stakeholders	205-3	√	

RESPONSIBILITY TOWARDS OUR ECONOMY

[GRI 102-4, 102-6, 203-2]

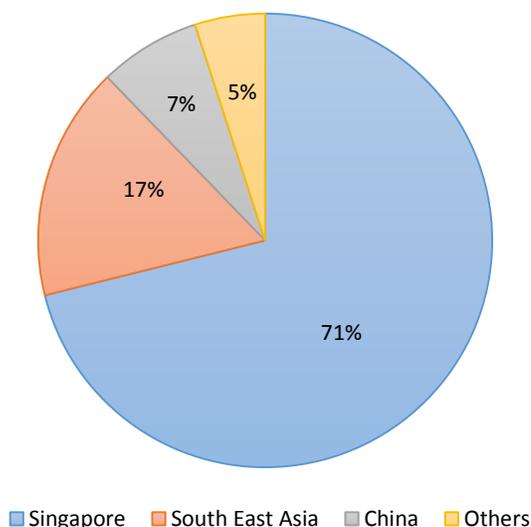
Our indirect economic impact

As the regional hub of Asia, Singapore continues to market its multi-faceted appeal as a premier business and leisure destination, and offer empowering and customised experiences to visitors. According to Martin Prosperity Institute's Global Creativity Index, Singapore is ranked the 9th most creative country in the world.

UnUsUaL aims to enhance this appeal by conceptualising and developing creative ideas for a wide range of audiences through our shows and events.

Well received performances by Asian and International artistes under UnUsUaL's portfolio include Air Supply, Backstreet Boys, Chang Hui Mei, Foo Fighters, G.E.M, Jacky Cheung, JJ Lin, Kim Soo Hyun, Lee Min Ho, Lionel Richie, Mariah Carey, Park Bo Gum, Pet Shop Boys, S.H.E., Stefanie Sun, Rain, Wakin Chau and Yanni, in Singapore as well as in the region.

During the reporting period, the total audience recorded through ticketed events was approximately 150,000. The geographical distribution of our concerts was as follows:-



RESPONSIBILITY TOWARDS OUR ECONOMY

[GRI 102-4, 102-6, 203-2,]

Our indirect economic impact (Continued)

Area of focus	FYE 2018 Performance	FYE 2019 Performance
Growth rate in number of shows/ events	34%	28%

The number of live shows and events we have produced and promoted has increased year-on-year as seen in the table above. Going forward, we aim to further increase the number of high-quality shows and events organised in the region. We will also expand into producing and promoting family-themed entertainment shows and events such as Walking with Dinosaurs, Disney on Ice and Apollo.

These live events and shows have succeeded in attracting both local and international audiences, creating a positive spill over effect on local businesses. This has resulted in an increase in consumer spending on hotel, food and beverage, transport etc, thus creating positive economic externalities and a multiplied value for the economy.



RESPONSIBILITY TOWARDS OUR SUPPLY CHAIN

[GRI 102-9, 204-1, 308-1, 414-1]

UnUsUaL understands that as a successful and established events producer and promoter, it is critical for us to engage with quality suppliers who are reliable and abide by the required law and regulations. Only with such partners can we ensure sustainability in our working relationship. This is important for our success in the industry.

Our procurement practice and supplier assessment

UnUsUaL works closely with several trusted third party contractors/suppliers to ensure the quality control on events/concerts. These contractors/suppliers include suppliers of equipment (i.e. Sound, Light, and Video (“SLV”) etc.), building performance sets, venue areas, ticketing services and security companies. More than 95% of our suppliers are engaged from the local community where the events are held.

We assess our suppliers using a set of environment and social criteria through informal background checks, review of past track-records as well as information gathered from market intelligence. The criteria include the following:-

- Supplier must ensure proper treatment of all effluents and waste;
- Supplier is prohibited to hire child labour, forced labour and illegal labour;
- Supplier must ensure maintenance of fair and transparent corporate governance within their organisation; and
- Supplier must ensure that workers are properly trained in safety measures to handle high risk tasks.

Moreover, we emphasise the importance of “reduce, re-use and recycle” to our suppliers and encourage them to implement environmentally friendly strategies within their own organisations.

Through the familiarity and trust built between us and our suppliers from long-standing working relationships, we are able to work cohesively.

RESPONSIBILITY TOWARDS OUR PEOPLE

[GRI 102-7, 8 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

Our employees are one of the driving forces behind the success of our business and we are committed to creating a positive environment for their physical and mental well-being. This includes their overall job satisfaction which keeps our retention rate high; an inclusive and non-discriminatory culture which forms a safe working space and a fair and open environment for the continuous career development of all employees.

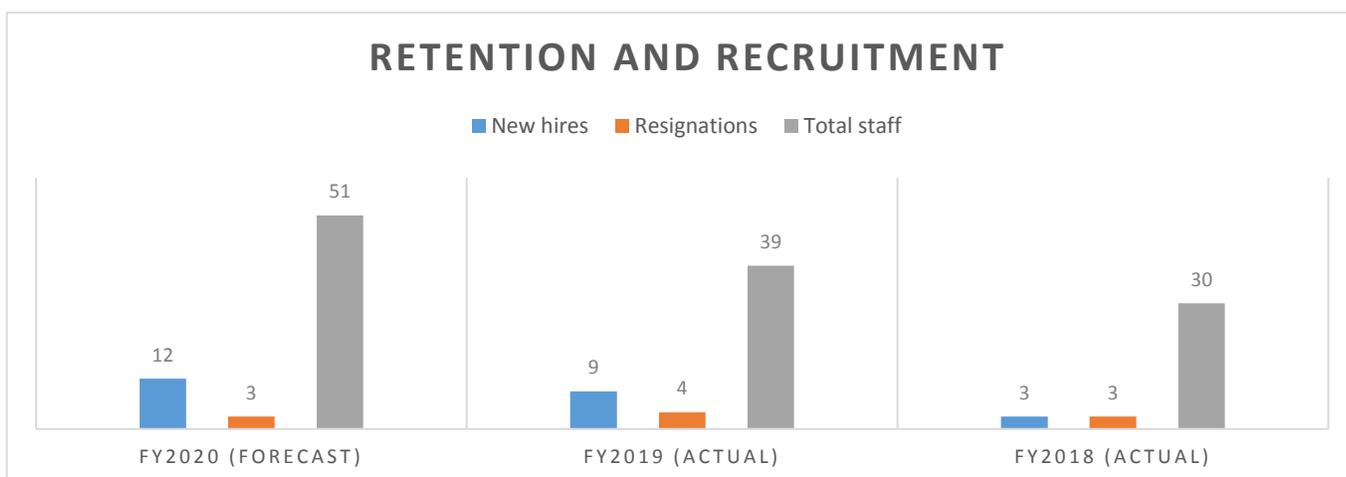
A significant portion of our activities are performed by workers hired by various third party subcontractors and they are not included in our total headcount for the purpose of this Report.

Our employees are not covered under any collective bargaining agreements but are given the right to exercise freedom of association.

Our workforce retention and recruitment

UnUsUaL's strategy for maintaining our high retention rate involves raising the overall well-being of our employees. While we consciously seek to retain our core team of experienced employees, we are also constantly on the lookout for new talent to complement the existing team members and contribute to our growth.

As at 31 March 2019, the Group's workforce comprised 39 permanent staff. The retention and recruitment data is shown below:-



RESPONSIBILITY TOWARDS OUR PEOPLE

[GRI 102-7, 8 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

Our workforce retention and recruitment (Continued)

Area of focus	FYE 2018 Performance	FYE 2019 Performance	Target for FYE 2020
Increase in headcount	11%	26%	> 26%
Retention rate	90%	90%	> 90%

During the reporting period, UnUsUaL's retention rate was 90% which was consistent with the previous year. There is an increase in total headcount year-on-year which is aligned with the Group's operational expansion.

The Group also encourages expecting working parents to take the required and necessary parental leave as stipulated by law. Proper handover procedures are put in place to ensure that there is minimum disruption to the roles and responsibilities of the employees. In the past three years, a total of two employees took parental leave. Both the return to work rate and the retention rate of these working parents are 100%.

We believe that we are able to maintain the high retention rate due to the supportive human resource policies put in place. It is important to retain talent to ensure continuity in our business.

RESPONSIBILITY TOWARDS OUR PEOPLE

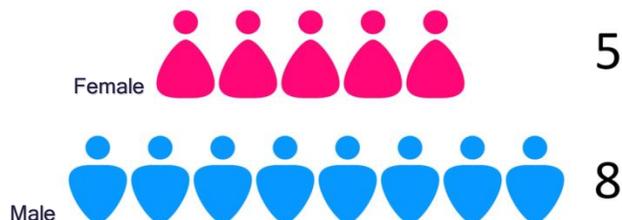
[GRI 102-7, 8 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

Our diverse workforce

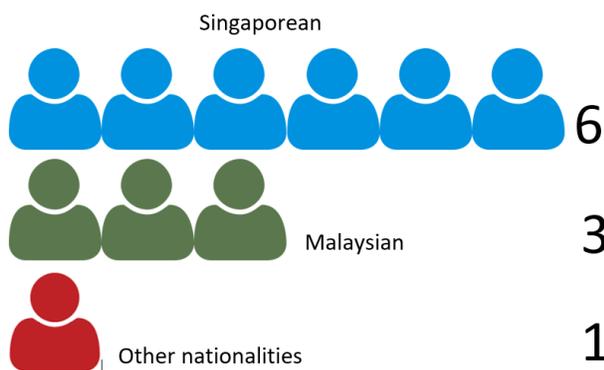
UnUsUaL has pledged to endorse an inclusive culture that focuses on treating all employees fairly. We adopt a strong stance against discrimination on any basis and are committed to providing equal opportunities.

UnUsUaL values and promotes diversity which is evident in our workforce comprising people from a wide array of cultures, viewpoints and backgrounds. Our employment policies are based on meritocracy, regardless of age, gender, or nationality. As tabulated below, we have achieved a balanced employee distribution which enables us to maintain a competitive and progressive workforce.

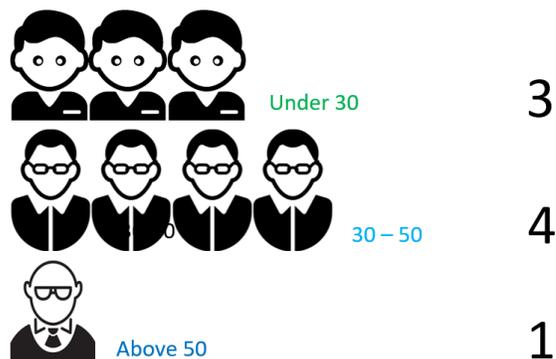
GENDER



NATIONALITY



AGE



RESPONSIBILITY TOWARDS OUR PEOPLE

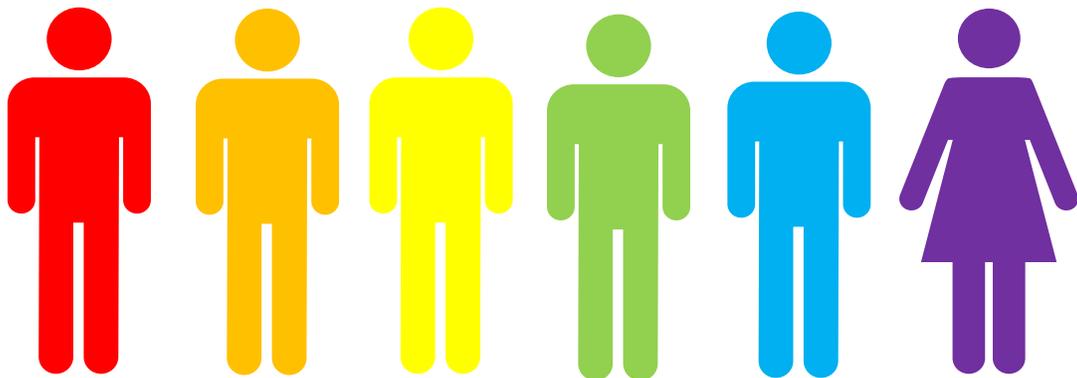
[GRI 102-7, 8 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

Our diverse workforce (Continued)

Our diversity is not just limited to our employees but also represented in our Board of Directors. Our directors come from different backgrounds which helps to expand the range of perspectives at the top and enables the Board to better advise the Group strategically.

The Board comprises seven directors, six male and one female, of whom five fall under the age 50 years old and two are above 50 years old.

We are committed to providing a workplace free from adverse conduct such as discrimination, sexual harassment and bullying. We do not tolerate such conduct and will take action which may include dismissal if these cases occur. There were no incidents of adverse conduct reported during the reporting period.



RESPONSIBILITY TOWARDS OUR PEOPLE

[GRI 102-7, 8 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

Developing our employees

UnUsUaL believes in nurturing our employees to ensure the continual professional competence of our workforce. To support this belief we provide on the job training whenever possible and also source for external training courses. The training programmes enable our employees to stay relevant and adapt to various changes in the artistes' and audience's expectations. We trust that the personal growth of the employees would lead to improved organisational performance and help in achieving long-term business growth and sustainability for the Group.

Area of focus	FYE 2018 Performance	FYE 2019 Performance	Target for FYE 2020
Number of courses	2	6	6
Average hours	7	33	35

The trainings were offered to all relevant permanent employees. The number of external training courses increased from two in 2018 to six in 2019. We plan to continue the training courses for our staff in the next financial year.

All our employees were subjected to an annual performance review to discuss their job performance and career goals. We continue to review our annual performance and career development process to assess if additional initiatives and policies need to be implemented.

RESPONSIBILITY TOWARDS OUR CONSUMERS

[GRI 419-1]

Socioeconomic compliance

When producing or promoting events in Singapore or in other countries in the region, UnUsUaL always emphasises the importance of being aware of the social and cultural sensitivities of the local communities to its employees. We work closely with the local authorities to ensure that the necessary precautionary measures are taken so that the show content meets the communities' expectations.

We also provide clear communication to our artistes, through their managers or agents, about the local laws and regulations set by the local government. They are asked to consider the appropriateness of the event's content in the context of the location and the social impact it may have on the community.

We did not identify any non-compliance with socioeconomic laws and regulations during the reporting period.

GRI CONTENT INDEX

[GRI 102-55]

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
GRI 102: Organisational profile					
	102-1	Name of organisation	-	SR 1	About this report
	102-2	Activities, brands, products, and services	-	SR 2	About us
	102-3	Location of headquarters	-	SR 2	About us
	102-4	Location of operations	-	SR 2	About us
	102-5	Ownership and legal form	-	SR 2	About us
	102-6	Markets served	-	SR 2 SR 9	About us, and Responsibility towards our economy
	102-7	Scale of the organisation	-	SR 2 SR 12 AR 4-7,14	About us, and Responsibility towards our people
	102-8	Information on employees and other workers	-	SR 12	Responsibility towards our people
	102-9	Supply chain	-	SR 11	Responsibility towards our economy
	102-10	Significant changes to the organisation and its supply chain	No changes	NA	NA
	102-11	Precautionary principle or approach	-	SR 4-5	Business excellence and ethics
	102-12	External initiatives	None	NA	NA
	102-13	Membership of associations	Singapore Business Federation	NA	NA
GRI 102: Strategy					
	102-14	Statement from senior decision-maker	-	SR 3	Board's message
GRI 102: Ethics and integrity					
	102-16	Values, principles, standards, and norms of behaviour	-	SR 2 SR 4-5	About us, and Business excellence and ethics
GRI 102: Governance					
	102-18	Governance structure	-	SR 6	Our approach to sustainability

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
GRI 102: Stakeholder engagement					
	102-40	List of stakeholder groups	-	SR 7	Identification of stakeholders
	102-41	Collective bargaining agreements	-	SR 12	Responsibility towards our people
	102-42	Identifying and selecting stakeholders	-	SR 6 SR 7	Our approach to sustainability , and Identification of stakeholders
	102-43	Approach to stakeholder engagement	-	SR 7	Identification of stakeholders
	102-44	Key topics and concerns raised	-	SR 7	Identification of stakeholders
GRI 102: Reporting practice					
	102-45	Entities included in the consolidated financial statements	-	SR 2 AR 79-80	About us
	102-46	Defining report content and topic Boundaries	-	SR 6 SR 8	Our approach to sustainability, and Our material EESG factors
	102-47	List of material topics	-	SR 8	Our material EESG factors
	102-48	Restatements of information	None	NA	NA
	102-49	Changes in reporting	No changes	NA	NA
	102-50	Reporting period	-	SR 1	About this report
	102-51	Date of most recent report	31 March 2018	NA	NA
	102-52	Reporting cycle	Annual	NA	NA
	102-53	Contact point for questions regarding the report	-	SR 1	About this report
	102-54	Claims of reporting in accordance with the GRI standards	-	SR 1	About this report
	102-55	GRI content index	-	SR 18-23	GRI content index
	102-56	External assurance	No external assurance	NA	NA

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 9-10	Responsibility towards our economy
	103-2	The management approach and its components	-	SR 9-10	Responsibility towards our economy
	103-3	Evaluation of the management approach	-	SR 9-10	Responsibility towards our economy
GRI 203: Indirect economic impacts					
	203-2	Significant indirect economic impacts	-	SR 9-10	Responsibility towards our economy
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 11	Responsibility towards our supply chain
	103-2	The management approach and its components	-	SR 11	Responsibility towards our supply chain
	103-3	Evaluation of the management approach	-	SR 11	Responsibility towards our supply chain
GRI 204: Procurement practices					
	204-1	Proportion of spending on local suppliers	-	SR 11	Responsibility towards our supply chain
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 4-5	Business excellence and ethics
	103-2	The management approach and its components	-	SR 4-5	Business excellence and ethics
	103-3	Evaluation of the management approach	-	SR 4-5	Business excellence and ethics
GRI 205: Anti-corruption					
	205-3	Confirmed incidents of corruption and actions taken	-	SR 4-5	Business excellence and ethics

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 11	Responsibility towards our supply chain
	103-2	The management approach and its components	-	SR 11	Responsibility towards our supply chain
	103-3	Evaluation of the management approach	-	SR 11	Responsibility towards our supply chain
GRI 308: Supplier environmental assessment					
	308-1	New suppliers that were screened using environmental criteria	-	SR 11	Responsibility towards our supply chain
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 12-13	Responsibility towards our people
	103-2	The management approach and its components	-	SR 12-13	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 12-13	Responsibility towards our people
GRI 401: Employment					
	401-1	New employee hires and employee turnover	-	SR 12-13	Responsibility towards our people
	401-3	Parental leave	-	SR 12-13	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 16	Responsibility towards our people
	103-2	The management approach and its components	-	SR 16	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 16	Responsibility towards our people

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
GRI 404: Training and education					
	404-1	Average hours of training per year per employee	-	SR 16	Responsibility towards our people
	404-3	Percentage of employees receiving regular performance and career development reviews	-	SR 16	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 14-15	Responsibility towards our people
	103-2	The management approach and its components	-	SR 14-15	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 14-15	Responsibility towards our people
GRI 405: Diversity and equal opportunity					
	405-1	Diversity of governance bodies and employees	-	SR 14-15	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 14-15	Responsibility towards our people
	103-2	The management approach and its components	-	SR 14-15	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 14-15	Responsibility towards our people
GRI 406: Non-discrimination					
	406-1	Incidents of discrimination and corrective actions taken	-	SR 14-15	Responsibility towards our people

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 17	Responsibility towards our customers
	103-2	The management approach and its components	-	SR 17	Responsibility towards our customers
	103-3	Evaluation of the management approach	-	SR 17	Responsibility towards our customers
GRI 419: Socioeconomic compliance					
	419-1	Non-compliance with laws and regulations in the social and economic area	-	SR 17	Responsibility towards our customers