

UnUsUaL™
飛凡有限公司 LIMITED

SUSTAINABILITY REPORT

2021

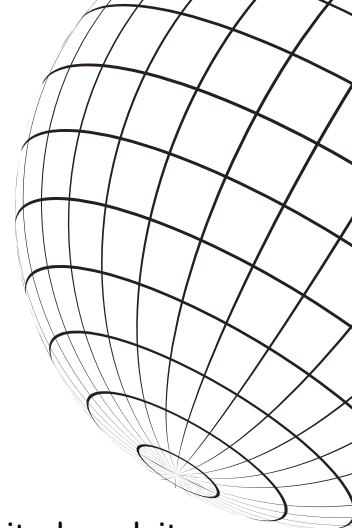


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ABOUT THIS REPORT

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



This is the fourth Sustainability Report (“Report”) by UnUsUaL Limited and its subsidiaries (“UnUsUaL” or the “Group”) and it covers the sustainability performance of our operations including all subsidiaries for which UnUsUaL has management control, unless otherwise stated, for the financial year ended 31 March 2021 (“reporting period”). This Report has been prepared in accordance with the GRI Standards: Core Option. The GRI standards were selected as it is an internationally recognised and widely adopted reporting framework that supplies guidance suited for our business model. The Report considers the factors deemed material to UnUsUaL based on the Economic, Environmental, Social and Governance (“EESG”) aspects and it presents the progress in the Group’s sustainability journey.

Although the report has not been externally assured, we have data collection controls and verification processes that ensure the information presented are accurate and complete. UnUsUaL is committed to continuously improve its sustainability efforts and corresponding reporting processes.

In our effort to conserve the environment, no hard copies of this Report is printed. The digital copy of the Report is made available at the following links:-

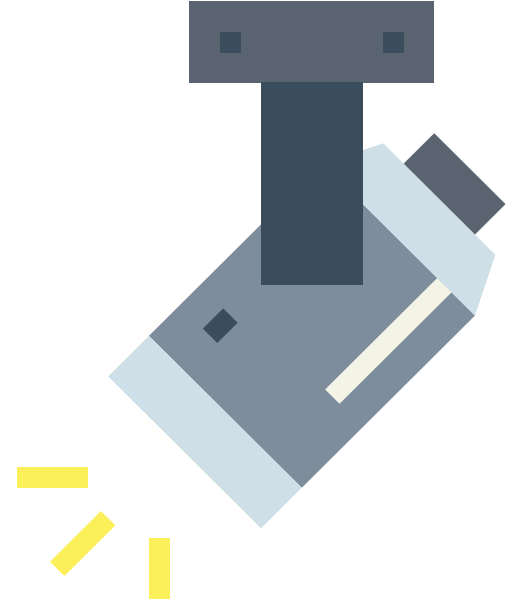
- 1.Our website: www.unusual.com.sg
- 2.SGXNet: <https://www.sgx.com/securities/company-announcements>

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.



ABOUT US

■ [GRI 102-2 to 7, 102-16, 102-45]



Mission and Vision

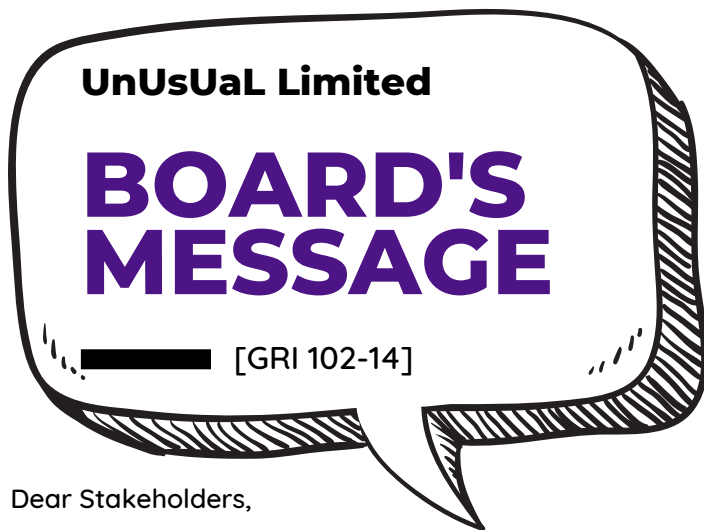
We aim to be a leader in the live entertainment industry in this part of the world. In pursuit of this mission, we uphold strong business ethics in the way we conduct our business. We consistently instil the same values in our employees.

Established in 1997, UnUsUaL Limited (the “Company”) 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 and associate companies in the countries as shown:

- Singapore:
 - UnUsUaL Entertainment Pte. Ltd.
 - UnUsUaL Productions Pte. Ltd.
 - UnUsUaL Development Pte. Ltd.
 - Mercury Rights Pte. Ltd.
 - White Mount International Pte. Ltd.
 - Isotope Productions Pte. Ltd.
- Malaysia: UnUsUaL Productions (Malaysia) Sdn. Bhd.
- Hong Kong: UnUsUaL Entertainment International Limited
- Taiwan: UnUsUaL Development Pte. Ltd.
- China: UnUsUaL Culture Development Co. Ltd.

In 2016, UnUsUaL was acquired by mm2 Asia Limited, 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.



Dear Stakeholders,

It is our pleasure to present our Report for the financial year ended 31 March 2021. The Report follows Rules 711A and 711B of the Singapore Exchange Securities Trading Limited Listing Manual and has been prepared in accordance with the GRI Standards: Core Option.

The Board of Directors (“Board”) and senior management (“Management”) remains committed to establish and maintain an effective Sustainability Reporting framework, which is supported by underlying internal controls, risk management practices, clear accountability and reporting process. The Board evaluates and considers Economic, Environmental, Social and Governance (“EESG”) risks and opportunities relevant to the Group during the formulation of overall business strategy, objectives and performance measurements.

The Sustainability Reporting Champion Team (“Champion Team”) supports the Management in identifying the relevant EESG topics caused by its day-to-day operations. The Management then determines the materiality of the EESG topics based on the level of significance of impact, and influence on stakeholder values, and the achievement of the Group’s business strategic objectives. The Board supports and approves the identification and assessment boundary of the material EESG topics.

For the financial year ended 31 March 2021, the business climate has been challenging as the COVID-19 pandemic has led to a sharp contraction in global economies since the beginning of 2020, creating unprecedented headwinds for many industries, including the entertainment and MICE (meetings, incentives, conferences and exhibitions) related industries. UnUsUaL, like many other organisations faced extraordinary challenges during the year even as we remained steadfast in managing the EESG aspects of our business and operations. Throughout the year, the Group’s five material EESG factors are assessed to remain as follows:

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

We hope to use this Report to share our commitment to sustainability with our valued stakeholders, including investors, employees, consumers, business partners, contractors and the communities we operate in. The Group will continue to work towards a balanced disclosure on the management and monitoring of material EESG topics for continual improvement.

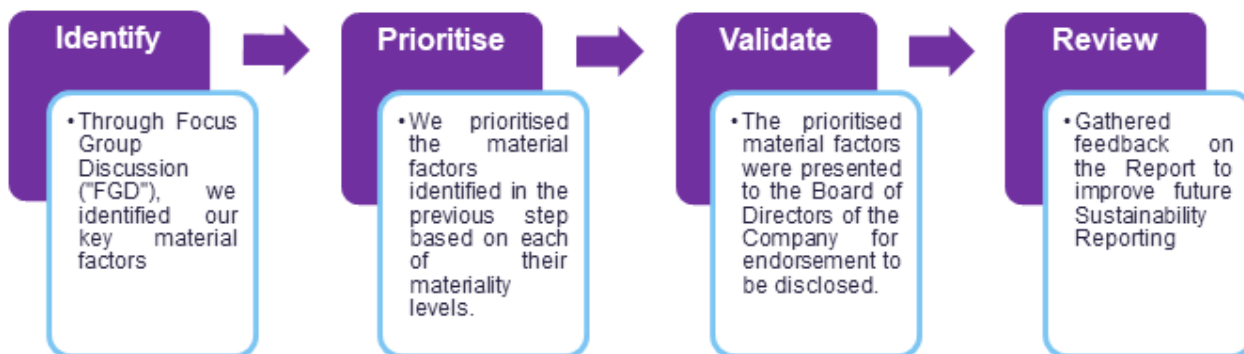
Leslie Ong
Director and CEO
16 July 2021

SUSTAINABLE DEVELOPMENT

█ [GRI 102-18, 40, 42-44, 46-47]

OUR APPROACH

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 ESG factors. Every year, we conducted a Focus Group Discussion with our Sustainability Reporting Champion Team (“Champion 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. 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 ESG factors.



UnUsUaL addressed the issues at hand by following the 4-step process listed above. We studied the ESG risks identified and their potential impacts 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 (“CEO”) and Board of Directors (the “Board”).

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

SUSTAINABLE DEVELOPMENT

█ [GRI 102-18, 40, 42-44, 46-47]

GOVERNANCE STRUCTURE

Sustainability is integrated into our business and embedded across all departments and functions within the Group. The Champion Team, comprises senior management (the "Management") and the Board to provide an oversight on the integration of sustainability practices into various aspects of the business.

The Champion Team focuses on formulating, implementing and reviewing the Group's sustainable policies and practices, sustainability development programs and initiatives. Periodic reviews are carried out with the support of staff at all levels as shown in the structure below:-



SUSTAINABLE DEVELOPMENT

█ [GRI 102-18, 40, 42-44, 46-47]

REPORTING PRINCIPLES

The four reporting principles for defining reporting content for this Report are:



STAKEHOLDER INCLUSIVENESS

Beyond identifying our stakeholders and responding to their expectations and interests, we actively engage our employees, third party suppliers, contractors and artistes in the reporting process. This helps to raise accountability of our stakeholders.



SUSTAINABILITY CONTEXT

Presenting performance in the wider context of sustainability.



MATERIALITY

Focusing on issues that impact business growth and of utmost importance to our stakeholders.



COMPLETENESS

Including full coverage of material topics and boundaries that are of significant economic, environmental, and social impacts to enable stakeholders to assess UnUsUaL's performance in the reporting period.

SUSTAINABLE DEVELOPMENT

█ [GRI 102-18, 40, 42-44, 46-47]

IDENTIFICATION OF STAKEHOLDERS

We believe that effectively responding to the constantly changing stakeholders’ interests is crucial in sustaining our business growth and strongly recognise the importance of a meaningful two-way engagement with our stakeholders identified below to understand their concerns and interests. Effective engagement with stakeholders allows us to better understand their needs and expectations and tailor our approach accordingly.

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	Audiences’ 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	As and when	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 half-yearly	Financial performance, strategic planning, sustainability reporting
Media company	Influence on the general community	Media releases	As and when	Advertising
Venue managers and contractors	Dependency on suppliers	Meetings, informal dialogues and phone calls	As and when	Quality management, price negotiation

SUSTAINABLE DEVELOPMENT

█ [GRI 102-18, 40, 42-44, 46-47]

OUR MATERIAL ESG FACTORS

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

Material Topic	Why Material	GRI Standards Disclosure	Boundary
			Within UnUsUaL
Economic			
Indirect economic impact	Our economic performance, value generated and distributed poses significant impact to communities where our business operates	203-2	√
Procurement practice		204-1	√
Anti-corruption		205-3	√
Environmental			
Supplier environmental assessment	Poses significant impact on the environment	308-1	√
Social			
Employment	Our fair employment practices to achieve a diverse and inclusive environment for our employees, providing appropriate training and career development for our people are key to retaining our employees	401-1 401-3	√
Training and education		404-1 404-3	√
Diversity and equal opportunity		405-1	√
Non-discrimination		406-1	√
Supplier social assessment	Significantly affects stakeholders	414-1	√
Socioeconomic compliance	Compliance with local laws and regulations	419-1	√

BUSINESS EXCELLENCE AND ETHICS

■■■■■ [GRI 102-11, 102-16, 205-3]

ENTERPRISE RISK MANAGEMENT

As part of our wider governance framework, we aligned our governance policies and practices with the principles and guidelines set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018 and formalised our Enterprise Risk Management (“ERM”) process starting from financial year ended 31 March 2019. This process aims 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 uncertainties, the associated risks and opportunities, 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 process, UnUsUaL has developed and implemented the appropriate risk management procedures to address the key risks identified.

These key risks are closely monitored throughout the year to ensure the effectiveness of the controls in managing these risks. They are reviewed annually to ensure their relevance to UnUsUaL with the changing business environment. The identified key risks for this year mainly relate to the COVID-19 pandemic and its implications on the Group’s operations.

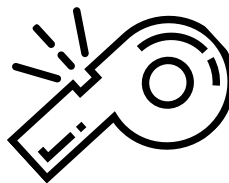
The updated key risk management matters were highlighted to the Audit Committee and the Board.

Moving forward

The Audit Committee continues to support the Board in its identification of strategic risk. At an operational level, with the guidance of external consultant, BDO LLP, the respective department within the Group continues to be responsible to identify, self-assess the adequacy and effectiveness of mitigating measures, and manage their financial, operational and compliance risks.

BUSINESS EXCELLENCE AND ETHICS

█ [GRI 102-11, 102-16, 205-3]



WHISTLE BLOWING POLICY

UnUsUaL continues to commit 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 offers 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 are 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.

Moving forward

We are fully committed to upholding the highest standards of corporate governance and business integrity in all our business activities. Our emphasis is clear and consistently reiterated.



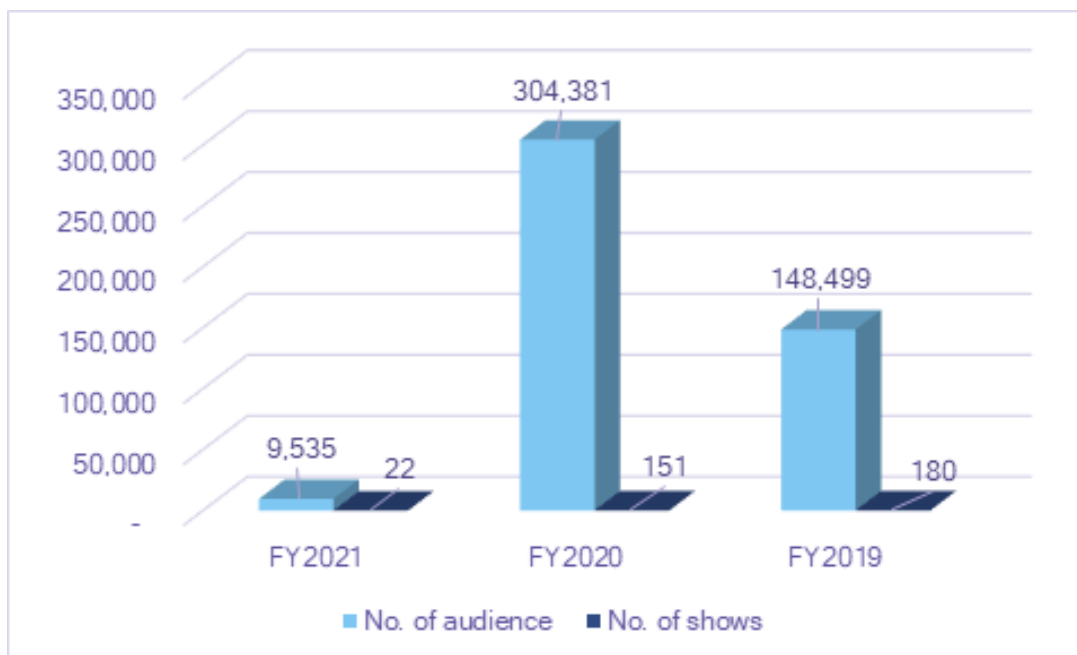
RESPONSIBILITY TOWARDS OUR ECONOMY

█ [GRI 102-4, 102-6, 203-2]

OUR INDIRECT ECONOMIC IMPACT

Over the past years, through our well-received performance and concerts organised throughout the year, UnUsUaL continues to create a positive spill over effect on local businesses where our events are held. This indirectly boosts the economy of the local communities through one way or another.

Since 2015, Singapore joined the UNESCO Creative Cities Network (UCCN) as a City of Design and was ranked the 9th most creative country in the world according to Martin Prosperity Institute’s Global Creativity Index. Singapore continues to market its multi-faceted appeal as a premier business and leisure destination, and offers empowering and customised experiences to visitors. We, at UnUsUaL, aim to enhance this appeal by working tirelessly to conceptualise and develop creative solutions for a wide range of audiences through our shows and events. These efforts are on-going despite the challenges posed by the COVID-19 pandemic. This is evident from the upcoming JJ Lin 「SANCTUARY FINALE」 Virtual Concert to be streamed live to a global audience on 10 July 2021. This groundbreaking concert will feature a range of new hits and specially curated, state-of-the-art XR (extended reality) combined with an immersive real world performance and stage, bringing the audience a unique experience.



RESPONSIBILITY TOWARDS OUR ECONOMY

■■■■■ [GRI 102-4, 102-6, 203-2]

OUR INDIRECT ECONOMIC IMPACT (CONTINUED)

As shown in the table above, the overall number of shows and events we produced and promoted as well as the number of audiences attended have dropped drastically this financial year as compared to prior years. This is unavoidable given the current COVID-19 pandemic environment. Governments around the world have imposed safe distancing measures, travel restrictions, border closures as well as varying degree of lockdowns across states and cities in order to contain the spread of the virus. As a result, most of our concerts and events during the financial year have been postponed and/or cancelled. We are actively monitoring each country's progress in opening up and concurrently, planning for the eventuality. Apart from live concerts, we have made some inroads into the virtual and online space.

At this stage, there are many uncertainties in setting a target for FY2022 because of the constantly evolving COVID-19 pandemic situation. However, with our longstanding relationships with our partners, the artists and their management companies, we are hopeful that our existing pipeline of Singapore and international concerts and events shall resume when the COVID-19 pandemic situation is contained.

Our past events and shows have consistent track record in attracting both local and international audiences, which 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.

Moving forward

We aim to focus on high-quality shows and events organised in the region. We will continue our expansion into producing and promoting family-themed entertainment shows and events such as Walking with Dinosaurs, Disney on Ice and Apollo. We remain committed and are cautiously optimistic about our business and crystallising our pipeline when the situation permits.

RESPONSIBILITY TOWARDS OUR SUPPLY CHAIN

█ [GRI 102-9, 204-1, 308-1, 414-1]

UnUsUaL is committed in engaging quality suppliers and contractors who are reliable and abide by the required law and regulations as we understand that 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 suppliers and contractors to ensure that we can deliver the promised high quality events and concerts to our audiences. These suppliers and contractors include suppliers of equipment (i.e. Sound, Light, and Video (“SLV”) etc.), building performance sets, venue areas, ticketing services and security companies. Over the years, more than 95% of our suppliers and contractors are engaged from the local community where the events are held. This has enabled us to work smoothly especially during the COVID-19 pandemic with stringent border control between countries.

We assess our third party suppliers and contractors using a set of environmental and social criteria through informal background checks, review of past track-records as well as information gathered from market intelligence. The criteria include, but not limited to, 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, in line with Singapore’s 2021 Budget on Singapore Green Plan, UnUsUaL emphasises the importance of “reduce, re-use and recycle” to our suppliers and contractors and encourages them to implement environmentally friendly strategies within their own organisations.

Moving forward

We aim to continue to work with only suppliers who are fully in compliance with our assessment criteria with no negative social and environmental practices reported.

RESPONSIBILITY TOWARDS OUR PEOPLE

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

Throughout the years since our establishment, our employees have been one of the main driving forces behind the success of our business. For the physical and mental well-being of our employees, we are committed to creating a fair, safe and inclusive workplace with a culture that welcomes equality, diversity and inclusion. Additionally, trainings are provided to keep our employees skilled and relevant to the industry.

From the onset of the COVID-19 pandemic, protecting the safety of our people and ensuring safe operations were top priorities for the Group. In line with the local COVID-19 pandemic safe management measures and restrictions, additional measures have been taken which include the following:

1. Making all necessary arrangement to enable the employees to work-from home;
2. Strict adherence to the mandatory workplace social distancing and staggered work hours requirements for employees who need to work in the office;
3. Temperature screening and recording at the office;
4. Ensuring check-in and check-out for anyone visiting the office premise, including visitors, through SafeEntry; and
5. Adopting and encouraging interaction through visual communication platform, such as Microsoft Team, Skype or Zoom.

UnUsUaL has always been grateful for the support of all our employees especially during this unprecedented COVID-19 pandemic time where all staff had to take a 10-20% reduction in pay to help the Group sail through this difficult time.

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.



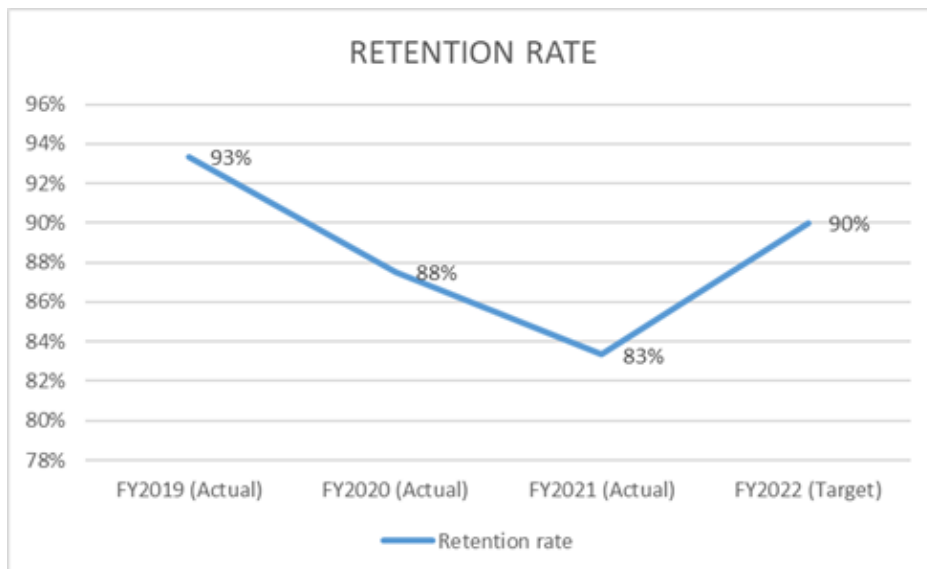
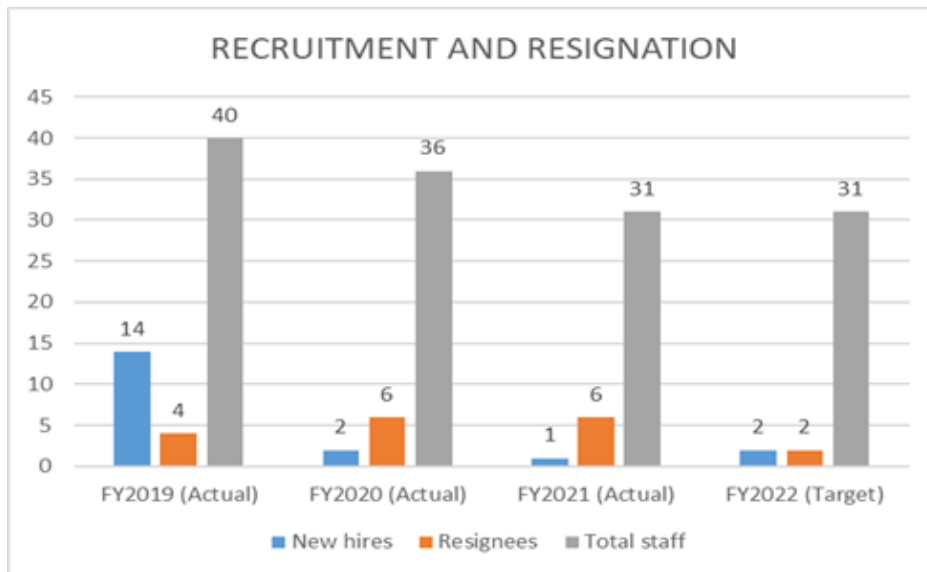
RESPONSIBILITY TOWARDS OUR PEOPLE

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

OUR WORKFORCE RETENTION AND RECRUITMENT

Retaining our existing employees is just as important to us as attracting new talents. UnUsUaL’s strategy for maintaining our high retention rate involves raising the overall job satisfaction of our employees.

As at 31 March 2021, the Group’s workforce comprised 31 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)

The Group recognises the importance of staff retention to ensure continuity of our business and works closely with the Human Resource department over the years to put in efforts to improve the staff retention. These efforts include developing supportive human resource policies and creating a healthy working culture with transparent and open communication between the employees and management to foster a sense of belonging and a shared purpose. We also identify aspects of potential candidates during the recruitment process that is deemed to be a good match with our culture. However, the COVID-19 pandemic has made these efforts futile. Of the 6 staff who resigned during the year, the reasons for leaving include family issue that requires the employee's attention, Group wide salary reduction as well as exploring new opportunities brought by the COVID-19 pandemic.

The Group encourages 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 3 years, there was only one employee that took parental leave and the employee still remains in the workforce. The return-to-work rate and the retention rate of our working parents are 100%.

Moving forward

Due to the uncertainties in the economic environment brought by the COVID-19 pandemic, UnUsUaL is not anticipating any expansion in staff strength in the next financial year although we are always on the lookout for new talents who are able to complement the existing team members and contribute to our future growth.

With our on-going efforts put in place to take care of the overall welfare of our employees, we are hopeful that we are able to attain staff retention rate of at least 90% in the coming financial year.

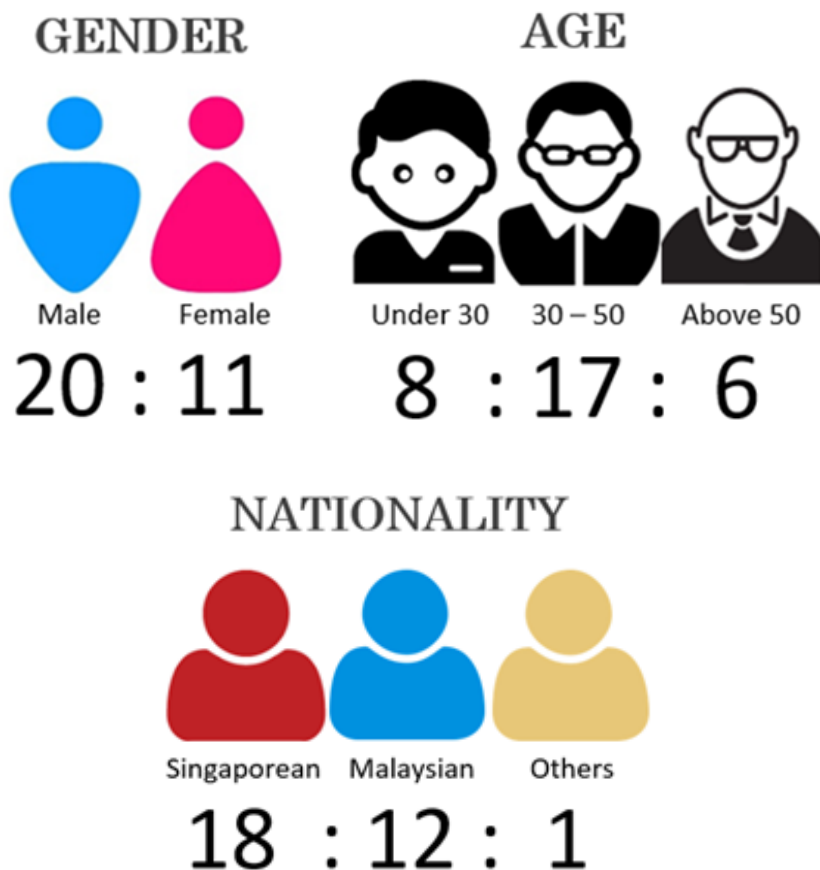
RESPONSIBILITY TOWARDS OUR PEOPLE

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

OUR DIVERSE WORKFORCE

Work culture plays an important role in drawing the best out of the employees and for them to develop a sense of belonging. UnUsUaL has pledged to endorse an inclusive and non-discriminatory culture that focuses on treating all employees fairly. We adopt a strong stance against discrimination in any way and are committed to provide equal opportunities.

We value and promote 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 shown below, we have achieved a balanced employee distribution which has enabled us to maintain a competitive and progressive workforce.



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.

Similar to last year, the Board comprises 7 directors, 6 male and 1 female, of whom 1 is below 50 years old and 6 are 50 years old and above, and they consist of 6 Singaporeans and 1 Malaysian.

We are committed to provide a workplace free from adverse conduct such as discrimination and sexual harassment. 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 raise our employees’ learning and development capacity, yielding a capable and more agile 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.

Staff development has become especially important during this COVID-19 pandemic in playing a prominent role to ensure that our employees are trained and reskilled to meet new challenges brought by the COVID-19 pandemic.

Area of focus	FY 2022 Target	FY 2021 Performance	FY 2020 Performance
Number of courses	3	8	3
Number of hours	20	222	20

The training courses were offered to all relevant permanent employees. The number of external training hours and training courses increased significantly in FY2021 due to the required renewal of 5-years license for some of our forklift operators. Thus, this year is considered to be an outlier and the number of training hours and training courses are expected to return to the normal trend similar to that in FY2020.

All our employees are subject to an annual performance review to discuss their job performance and career goals in order to promote meritocracy in our rewarding systems. We use a well-structured and open annual performance appraisal system, which is reviewed periodically to assess if additional initiatives and policies are required to be implemented.

Moving forward

The Group will continue to provide training and education opportunities through development programmes wherever applicable and promote a conducive corporate environment where everyone could achieve their potential.



RESPONSIBILITY TOWARDS OUR CONSUMERS

█ [GRI 419-1]

SOCIOECONOMIC COMPLIANCE

When producing or promoting events in Singapore or in other countries, UnUsUaL always emphasises the importance of being aware of the social and cultural sensitivities of the local communities to all 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, including additional procedures and measures relating to the COVID-19 pandemic. 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.

Moving forward

We are fully committed to maintain our track record of zero non-compliance by inculcating in all our staff and business partners the importance of social and cultural awareness of the local communities that we operate in.



GRI 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 11	About us, and Responsibility towards our economy
	102-7	Scale of the organisation	-	SR 2 SR 15 AR 4-7,14	About us, and Responsibility towards our people
	102-8	Information on employees and other workers	-	SR 15	Responsibility towards our people
	102-9	Supply chain	-	SR 13	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 9-10	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 9-10	About us, and Business excellence and ethics

GRI INDEX

[GRI 102-55]

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
GRI 102: Governance					
	102-18	Governance structure	-	SR 5	Sustainable development
GRI 102: Stakeholder engagement					
	102-40	List of stakeholder groups	-	SR 7	Sustainable development
	102-41	Collective bargaining agreements	-	SR 14	Responsibility towards our people
	102-42	Identifying and selecting stakeholders	-	SR 4 SR 7	Sustainable development
	102-43	Approach to stakeholder engagement	-	SR 4 SR 7	Sustainable development
	102-44	Key topics and concerns raised	-	SR 8	Sustainable development
GRI 102: Reporting practice					
	102-45	Entities included in the consolidated financial statements	-	SR 2 AR 14	About us
	102-46	Defining report content and topic Boundaries	-	SR 1 SR 8	About this report, and sustainable development
	102-47	List of material topics	-	SR 8	Sustainable development
	102-48	Restatements of information	Yes [^]	SR 15-16	Responsibility towards our people
	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	1 July 2020	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 21-26	GRI content index

[^]The movement in employees and staff retention rates for FY2019 and FY2020 were revised in the current year's report due to error in data collection procedures in prior years.

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[GRI 102-55]

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
	102-56	External assurance	No external assurance	SR1	About this report
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 11-12	Responsibility towards our economy
	103-2	The management approach and its components	-	SR 11-12	Responsibility towards our economy
	103-3	Evaluation of the management approach	-	SR 11-12	Responsibility towards our economy
GRI 203: Indirect economic impacts					
	203-2	Significant indirect economic impacts	-	SR 11-12	Responsibility towards our economy
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 13	Responsibility towards our supply chain
	103-2	The management approach and its components	-	SR 13	Responsibility towards our supply chain
	103-3	Evaluation of the management approach	-	SR 13	Responsibility towards our supply chain
GRI 204: Procurement practices					
	204-1	Proportion of spending on local suppliers	-	SR 13	Responsibility towards our supply chain
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 9-10	Business excellence and ethics
	103-2	The management approach and its components	-	SR 9-10	Business excellence and ethics
	103-3	Evaluation of the management approach	-	SR 9-10	Business excellence and ethics
GRI 205: Anti-corruption					
	205-3	Confirmed incidents of corruption and actions taken	-	SR 9-10	Business excellence and ethics

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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 13	Responsibility towards our supply chain
	103-2	The management approach and its components	-	SR 13	Responsibility towards our supply chain
	103-3	Evaluation of the management approach	-	SR 13	Responsibility towards our supply chain
GRI 308: Supplier environmental assessment					
	308-1	New suppliers that were screened using environmental criteria	-	SR 13	Responsibility towards our supply chain
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 14-16	Responsibility towards our people
	103-2	The management approach and its components	-	SR 14-16	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 14-16	Responsibility towards our people
GRI 401: Employment					
	401-1	New employee hires and employee turnover	-	SR 14-16	Responsibility towards our people
	401-3	Parental leave	-	SR 16	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 19	Responsibility towards our people
	103-2	The management approach and its components	-	SR 19	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 19	Responsibility towards our people

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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 19	Responsibility towards our people
	404-3	Percentage of employees receiving regular performance and career development reviews	-	SR 19	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 17–18	Responsibility towards our people
	103-2	The management approach and its components	-	SR 17–18	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 17–18	Responsibility towards our people
GRI 405: Diversity and equal opportunity					
	405-1	Diversity of governance bodies and employees	-	SR 17–18	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 17–18	Responsibility towards our people
	103-2	The management approach and its components	-	SR 17–18	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 17–18	Responsibility towards our people
GRI 406: Non-discrimination					
	406-1	Incidents of discrimination and corrective actions taken	-	SR 17–18	Responsibility towards our people

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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 19	Responsibility towards our customers
	103-2	The management approach and its components	-	SR 19	Responsibility towards our customers
	103-3	Evaluation of the management approach	-	SR 19	Responsibility towards our customers
GRI 419: Socioeconomic compliance					
	419-1	Non-compliance with laws and regulations in the social and economic area	-	SR 19	Responsibility towards our customers