

Sustainability Report

2022

UnUsUaLTM
飛凡有限公司 LIMITED

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About this report

— [GRI 102-1, 50, 53-54]

This is the fifth Sustainability Report (“Report”) by UnUsUaL Limited and its subsidiaries (“UnUsUaL” or the “Group”) and it covers the sustainability performance of our operations for the financial year ended 31 March 2022 (“reporting period”). This Report has been prepared in accordance with the GRI Standards: Core Option. 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 are 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 ir@unusual.com.sg.

About us

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

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 promotion and production of large-scale live concerts and events 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.
 - FunBase 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 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.

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.

The board's message

[GRI 102-14]

Dear Stakeholders,

It is our pleasure to present our Report for the financial year ended 31 March 2022. 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. 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 2022, the business climate remained challenging as the COVID-19 pandemic continued to wreak havoc in global economies since the beginning of 2020, creating unprecedented headwinds for many industries, especially the entertainment and MICE (meetings, incentives, conferences and exhibitions) related industries due to the restrictions placed by governments around the world limiting gatherings and putting bans on conventional and in-person events, which are our bread and butter. UnUsUaL, like many other organisations within the industry, faced extraordinary challenges over the years. To adjust and adapt, we have been looking out relentlessly for alternative avenues to engage the audiences and new opportunities. These include the virtual concert held and the incorporation of a new joint venture to tap on the rising trend of NFT market during the financial year.

The board's message

[GRI 102-14]

While combating the tough climate, we stay dedicated in managing the EESG aspects of our business and operations. Throughout the financial 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 on sustainability and our progress made over the years 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 monitor the material EESG topics for continual improvement.

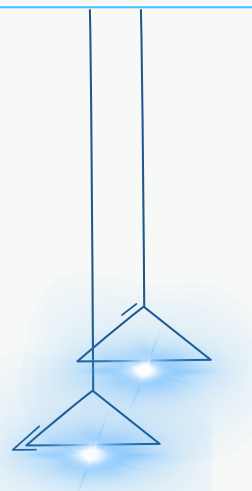
Leslie Ong

Director and CEO

25 July 2022

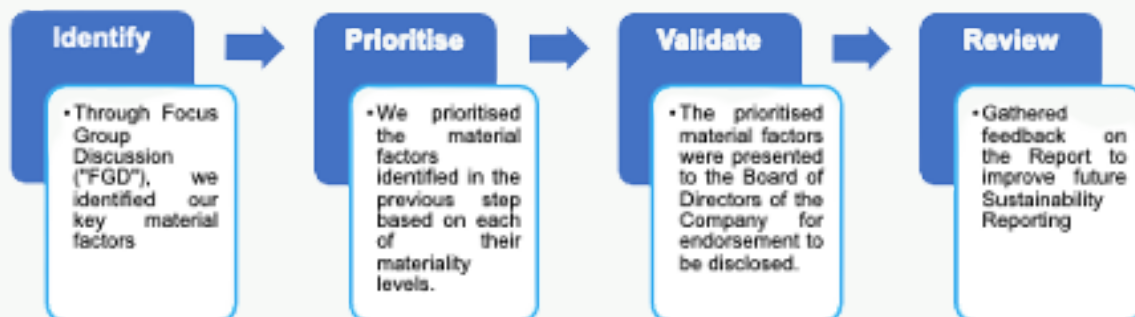
Sustainable development

[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 EESG 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. 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 EESG factors.



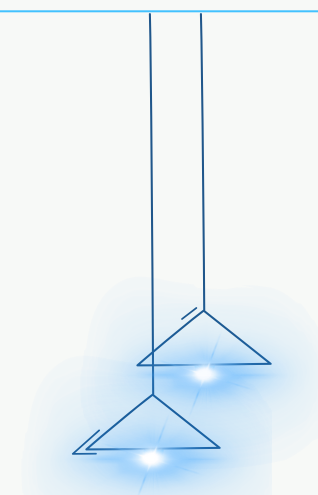
UnUsUaL addressed the issues at hand by following the 4-step process illustrated above. We studied the EESG risks identified and their potential impacts to gain a comprehensive overview before we developed mitigation approaches. Through the above four steps, we were able to gain an understanding of the 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 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

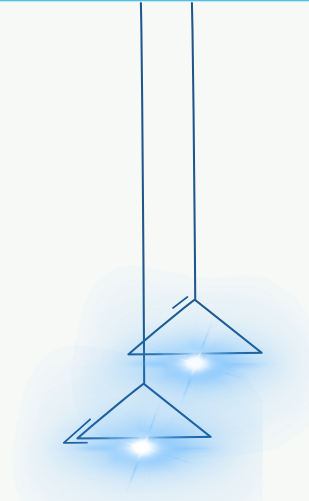
Sustainability is integrated into our business and embedded across all departments and functions within the Group. The Champion Team comprises senior management (the "Management") and the Board who provide an oversight on the integration of sustainability practices into various aspects of the business.

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 diagram below: -



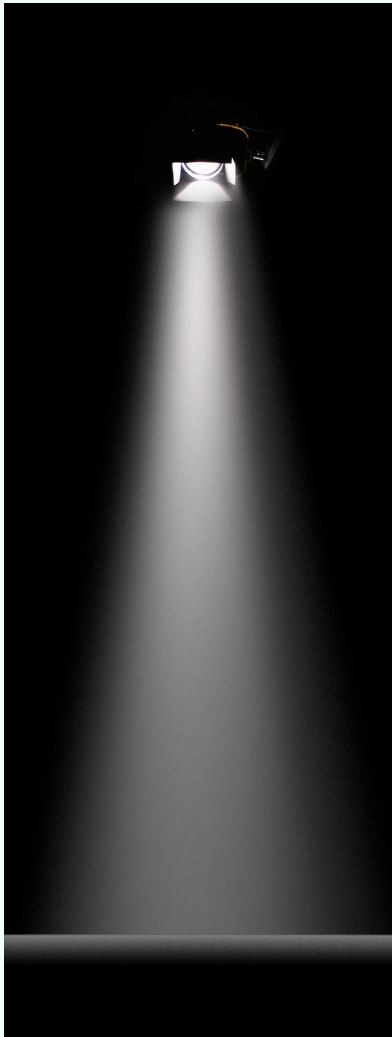
Sustainable development

[GRI 102-18, 40, 42-44, 46-47]



Reporting principles

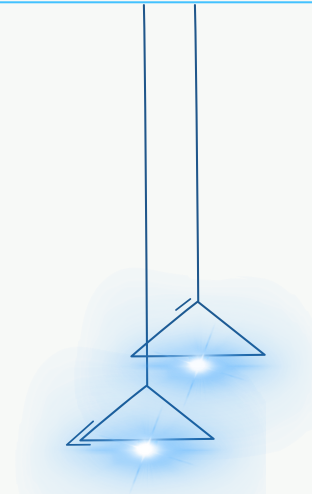
The four reporting principles for defining reporting content for this Report are:



- 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.
- 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]



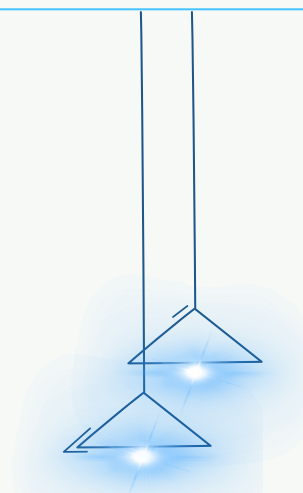
Identification of stakeholders

Stakeholder engagement is essential in ensuring that we can continue to create long-term value to our stakeholders. Through our stakeholder mapping exercise, we have identified the key stakeholder groups which we prioritise our engagements within the table below. We believe in the importance of having a meaningful two-way engagement with our stakeholders. Effective engagement with stakeholders allows us to better understand their needs and expectations.

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, whistle-blowing channel	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 EESG factors

We have identified the following material topics under the EESG framework to be 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. We have formalised our Enterprise Risk Management (“ERM”) process during the previous financial year ended 31 March 2019. This process has enabled us to create a robust and rigorous corporate governance structure that safeguards the stakeholders’ interests. The risk management framework sets out the nature and extent of the key risks which UnUsUaL faces in achieving its strategic goals. The framework used is aligned to COSO Enterprise Risk Management framework, an 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. ERM has enabled us to effectively deal with uncertainties, the associated risks and opportunities, enhancing our capacity to build value for our stakeholders.

The effectiveness of the controls in managing these risks are closely monitored throughout the financial year. The key risks are reviewed annually to ensure their relevance to UnUsUaL. The operational and financial risks relating to the COVID-19 pandemic and its implications on the Group remained the key risks to UnUsUaL. The updated key risk management matters were highlighted to the Audit Committee and the Board.

Moving forward

The Audit Committee and senior management team continue to support the Board in its identification and management of strategic risks. At an operational level, with the guidance of our 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 any 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 utmost standards of corporate governance and business integrity in all our business activities. Our emphasis is clear and consistently reiterated within the Group.

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.

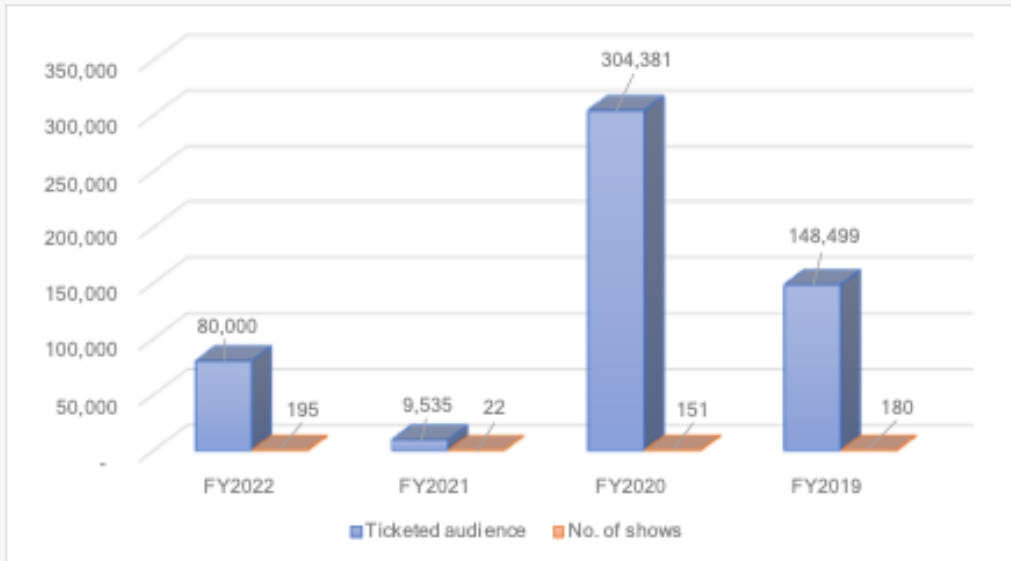
In 2021, Singapore clinched the top spot in KPMG's global ranking of leading technology innovation hubs outside of Silicon Valley in San Francisco for the second year running. In the latest Travel and Tourism Competitiveness Report by World Economic Forum in 2019, Singapore was ranked 17th out of 140 countries. This is in line with the Singapore's strategic vision as the country continues to market its multi-faceted appeal as a premier business and leisure destination and offers empowering and customised experiences to visitors from around the world.

We, at UnUsUaL, aim to enhance this appeal by working tirelessly to conceptualise and develop seamless solutions for a wide range of audiences through our shows and events by tapping on the latest range of equipment and technology. This is evident from the JJ Lin SANCTUARY FINALE Virtual Concert streamed live to a global audience in July 2021. This first ever large-scale virtual concert which featured a range of new hits and specially curated, state-of-the-art XR (extended reality) combined with an immersive real-world performance and stage that were aimed to bring the audience a unique experience. Unfortunately, the streaming of the concert was met with unexpected technical issues on our service provider's end despite our best preparation and effort. We understood from the service provider that the necessary compensation was made to all affected consumers. However disheartening this experience has been, UnUsUaL is determined to gather the lesson learnt to ensure that any future virtual event will not suffer from similar ordeal.

Responsibility towards our economy

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

Our indirect economic impact (Continued)



As shown in the table above, despite the overall increase in the number of shows and events we produced and promoted in FY2022, the number of audiences reached did not increase proportionately as compared to FY2021 and was also significantly lower than the audience whom we have reached in the prior years. The trend observed was due to the COVID-19 pandemic environment during the financial year in which governments around the world 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, all 195 shows during the financial year happened in Singapore and were either held physically in smaller scale or virtually. Most larger scale concerts and events continued to be postponed. 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 COVID-19 pandemic situation is contained and stabilised.

Responsibility towards our economy

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

Our indirect economic impact (Continued)

Our past events and shows have demonstrated 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

As the Multi-Ministry Taskforce announced that it would adjust the Disease Outbreak Response System Condition (DORSCON) from Orange to Yellow from 26 April 2022, we are thrilled to welcome this new development as the country ease itself back to the pre-COVID normalcy. This is mirrored by the general relaxation of COVID-19 measures around the world, and we are utterly optimistic of the prospect for the coming financial year.

In the short term, we are hopeful to organise/ promote approximately 130 reasonably larger scale events and concerts in FY2023 as compared to those in FY2022 and fully return to our pre-pandemic capacity by the middle of FY2024. In the long term, we aim to focus on organising high-quality shows and events in the region and will continue our expansion into producing and promoting family-themed entertainment shows and events such as Walking with Dinosaurs, Disney on Ice and Apollo in our aspiration to play a part in strengthening family bond in addition to the direct and indirect economic contributions made to the community.

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 the Group is able to 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), building performance sets, venue areas, ticketing service, live streaming service and security companies. During the financial year, 100% (FY2021: more than 95%) of our suppliers and contractors were engaged from the local community where the events were held.

We assessed 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 assessment 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.

Responsibility towards our supply chain

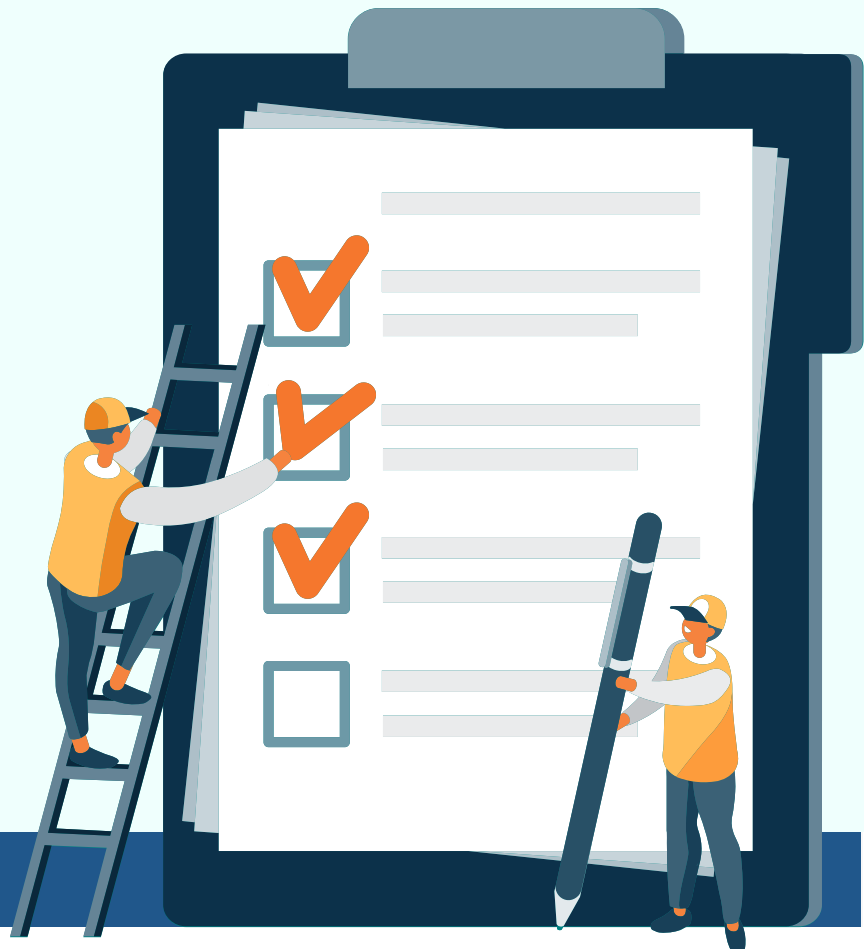
[GRI 102-9, 204-1, 308-1, 414-1]

Our procurement practice and supplier assessment (Continued)

Moreover, in line with the Singapore Green Plan, UnUsUaL emphasises the importance of “reduce, re-use and recycle” to our suppliers and contractors and encourage them to implement environmentally friendly strategies within their own organisations.

Moving forward

We aim to continue to work with only trusted suppliers and contractors 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, 22 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.

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.

Since the onset of the COVID-19 pandemic at the end of FY2020, protecting the safety of our people and ensuring safe operations were the top priorities for the Group. In line with the constantly changing local COVID-19 pandemic safe management measures and restrictions, additional measures have been taken when necessary. The measures taken include the following: -

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

As the government has lifted the capacity limit and allow all staff to return to office subsequently to the financial year end, UsUsUaL welcomes such development as our employees generally find it more efficient to work from office due to the nature of our work.

Responsibility towards our people

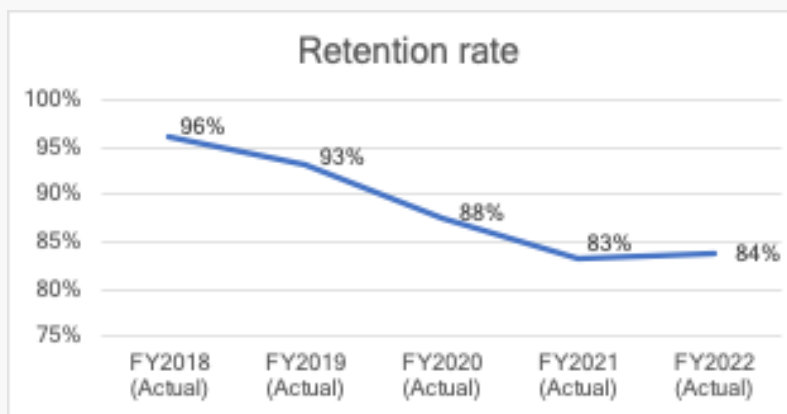
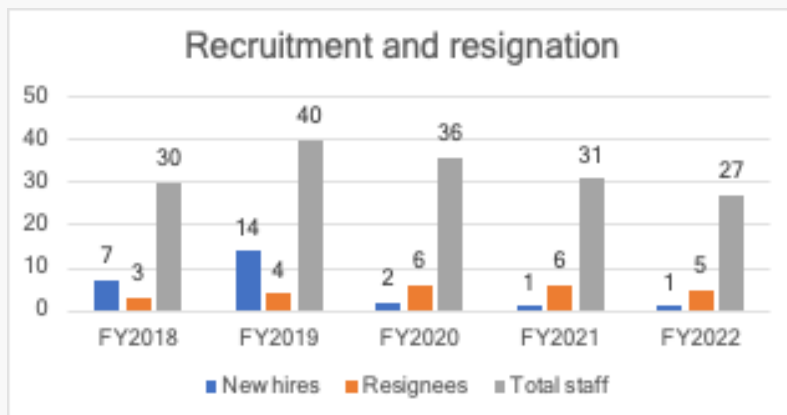
[GRI 102-7, 8, 22 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

UnUsUaL has always been grateful for the support of all our employees especially during the unprecedented COVID-19 pandemic time where all staff had to take a 10-20% reduction in pay to help the Group to sail through this difficult time. With the expected bounce back of the Group’s operation to its pre-pandemic capacity, the Group will work to gradually restore staff’s salary.

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 2022, the Group’s workforce comprised 27 permanent staff. The retention and recruitment data is shown below:-



Responsibility towards our people

[GRI 102-7, 8, 22 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

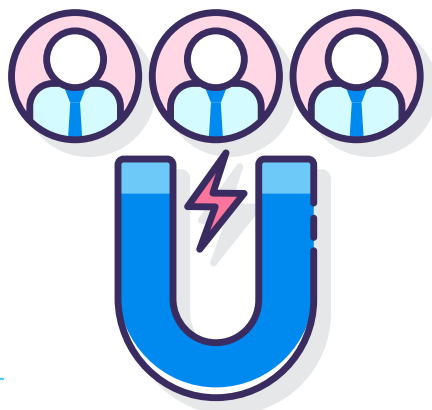
Our workforce retention and recruitment (Continued)

The Group recognises the importance of staff retention to ensure the continuity of our business operation and our Human Resource department is committed to improving the staff retention rate. These efforts include developing supportive human resource policies and creating a healthy work culture with transparent and open communication between the employees and management to foster a sense of belonging and a shared purpose. The worsening of the staff retention rate in FY2020 and FY2021 is precipitated by the COVID-19 pandemic. The two COVID-19 waves that hit Singapore during the financial year, Delta wave that peaked in FY2022's Q3 and Omicron wave in FY2022's Q4, perpetuated the sense of uncertainty in our employees which caused the retention rate to remain below 90%.

Nonetheless, in the past 4 years, the return-to-work rate and the retention rate of our working parents was constantly at 100%. 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 these employees.

Moving forward

With the return of live performances, UnUsUaL is on the lookout for new talents who are able to complement the existing team members and contribute to our future growth. We are also hopeful that we can attain staff retention rate of at least 90% in the coming financial year as our business return to normalcy.



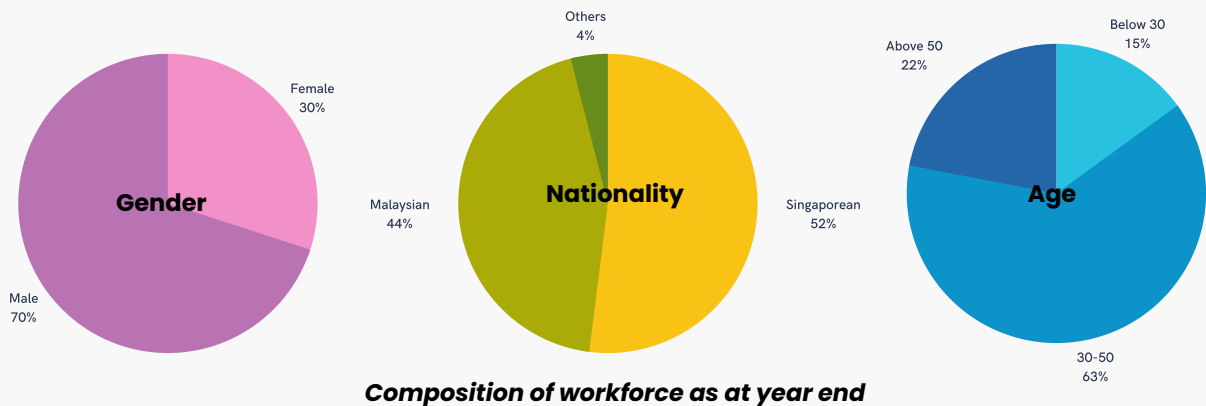
Responsibility towards our people

[GRI 102-7, 8, 22 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

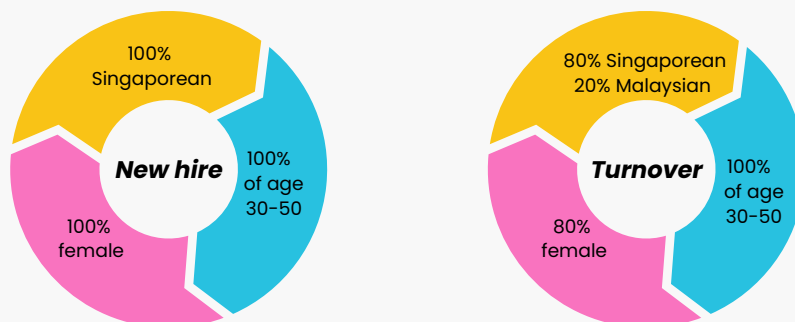
Our diverse workforce

Work culture plays an important role in drawing the best out of 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 and are committed to providing equal opportunities to all our employees.

We value and promote diversity which is evident in our workforce composition which comprise 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.



Composition of workforce as at year end



Responsibility towards our people

[GRI 102-7, 8, 22 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 and this has helped to expand the range of perspectives at the top and enables the Board to make better strategic decision.

The Board of 3 independent directors and 4 non-independent directors comprises 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 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 such adverse conduct ever occurs. There were no incidents of adverse conduct reported during the reporting period.



Responsibility towards our people

[GRI 102-7, 8, 22 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 opportunities, yielding a capable and more agile workforce. To support this belief, we provide on the job training whenever possible and source for external training courses. The training programmes enable our employees to stay relevant and adapt to the changing expectations of our artistes and audiences. We trust that the personal growth of the employees would lead to improved organisational performance and help the Group in achieving long-term sustainable business growth. The details of trainings provided are shown in the table below:

Area of focus	FY2023 Target	FY2022 Actual	FY2021 Actual	FY2020 Actual
Total number of training hours	50	45	222	20
Average training hours per relevant employees (Female)	3	5	7	4
Average training hours per relevant employees (Male)	2	2.5	15	0



Responsibility towards our people

[GRI 102-7, 8, 22 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

Developing our employees (Continued)

The training courses were offered to all relevant permanent employees. The excessively high number of external training hours and training courses in FY2021 is an exception rather than the norm. This is because some of our forklift operators are required to attend the refresher training programme to renew their licences in that year.

All our employees are subject to an annual performance review to discuss their job performance and career goals in order to promote fairness in our staff reward system. We use a well-structured and open annual performance appraisal system that is reviewed periodically.



Moving forward

The Group aims to continually reinforce an open working environment that promotes personal and professional growth through a vibrant learning culture. We focus on providing training and education opportunities through learning and development programmes which are tailored to the specific development needs of our employees. Each director within the Board will be attending at least one sustainability course in the coming financial year as directed by the Singapore Stock Exchange.

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 of our 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 the additional procedures and measures relating to COVID-19 pandemic. They are asked to consider the appropriateness of the event's content and the social impact it may have on the community.

We did not identify any non-compliance with socioeconomic laws and regulations in the past years.

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	About us
	102-7	Scale of the organisation	-	SR 2 SR 18 AR 4-7,14	About us, and Responsibility towards our people
	102-8	Information on employees and other workers	-	SR 17-18	Responsibility towards our people
	102-9	Supply chain	-	SR 15-16	Responsibility towards our supply chain
	102-10	Significant changes to the organisation and its supply chain	No changes	NA	NA
	102-11	Precautionary principle or approach	-	SR 10-11	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 3-4	Board's message
GRI 102: Ethics and integrity					
	102-16	Values, principles, standards, and norms of behaviour	-	SR 2 SR 10-11	About us, and Business excellence and ethics
GRI 102: Governance					
	102-18	Governance structure	-	SR 6	Sustainable development
	102-22	Composition of the highest governance body and its committees	-	SR 21	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 102: Stakeholder engagement					
	102-40	List of stakeholder groups	-	SR 8	Sustainable development
	102-41	Collective bargaining agreements	-	SR 17	Responsibility towards our people
	102-42	Identifying and selecting stakeholders	-	SR 5 SR 8	Sustainable development
	102-43	Approach to stakeholder engagement	-	SR 5 SR 8	Sustainable development
	102-44	Key topics and concerns raised	-	SR 9	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 9	About this report, and sustainable development
	102-47	List of material topics	-	SR 9	Sustainable development
	102-48	Restatements of information	No	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	16 July 2021	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 25-29	GRI content index
	102-56	External assurance	No external assurance	SR 1	About this report

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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 12-14	Responsibility towards our economy
	103-2	The management approach and its components	-	SR 12-14	Responsibility towards our economy
	103-3	Evaluation of the management approach	-	SR 12-14	Responsibility towards our economy
GRI 203: Indirect economic impacts					
	203-2	Significant indirect economic impacts	-	SR 12-14	Responsibility towards our economy
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 15-16	Responsibility towards our supply chain
	103-2	The management approach and its components	-	SR 15-16	Responsibility towards our supply chain
	103-3	Evaluation of the management approach	-	SR 15-16	Responsibility towards our supply chain
GRI 204: Procurement practices					
	204-1	Proportion of spending on local suppliers	-	SR 15-16	Responsibility towards our supply chain
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 10-11	Business excellence and ethics
	103-2	The management approach and its components	-	SR 10-11	Business excellence and ethics
	103-3	Evaluation of the management approach	-	SR 10-11	Business excellence and ethics
GRI 205: Anti-corruption					
	205-3	Confirmed incidents of corruption and actions taken	-	SR 10-11	Business excellence and ethics
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 15-16	Responsibility towards our supply chain

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GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
	103-2	The management approach and its components	-	SR 15-16	Responsibility towards our supply chain
	103-3	Evaluation of the management approach	-	SR 15-16	Responsibility towards our supply chain
GRI 308: Supplier environmental assessment					
	308-1	New suppliers that were screened using environmental criteria	-	SR 15-16	Responsibility towards our supply chain
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 17-19	Responsibility towards our people
	103-2	The management approach and its components	-	SR 17-19	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 17-19	Responsibility towards our people
GRI 401: Employment					
	401-1	New employee hires and employee turnover	-	SR 18-19	Responsibility towards our people
	401-3	Parental leave	-	SR 19	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 22-23	Responsibility towards our people
	103-2	The management approach and its components	-	SR 22-23	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 22-23	Responsibility towards our people
GRI 404: Training and education					
	404-1	Average hours of training per year per employee	-	SR 22-23	Responsibility towards our people
	404-3	Percentage of employees receiving regular performance and career development reviews	-	SR 22-23	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 20-21	Responsibility towards our people
	103-2	The management approach and its components	-	SR 20-21	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 20-21	Responsibility towards our people
GRI 405: Diversity and equal opportunity					
	405-1	Diversity of governance bodies and employees	-	SR 20-21	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 20-21	Responsibility towards our people
	103-2	The management approach and its components	-	SR 20-21	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 20-21	Responsibility towards our people
GRI 406: Non-discrimination					
	406-1	Incidents of discrimination and corrective actions taken	-	SR 20-21	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 24	Responsibility towards our customers
	103-2	The management approach and its components	-	SR 24	Responsibility towards our customers
	103-3	Evaluation of the management approach	-	SR 24	Responsibility towards our customers
GRI 419: Socioeconomic compliance					
	419-1	Non-compliance with laws and regulations in the social and economic area	-	SR 24	Responsibility towards our customers