



**HAW PAR CORPORATION LIMITED**

**SUSTAINABILITY REPORT 2021**

(Performance Report)

## CONTENTS

1. Reader's Guide.....	2
1.1 About Haw Par Corporation Limited	
1.2 Report Scope	
1.3 Methodology	
2. Board Statement.....	2
3. ESG Sustainability Review.....	3
4. Contributions to United Nations Sustainable Development Goals.....	7
5. GRI Content Index.....	9

# 1. READER'S GUIDE

## 1.1 About Haw Par Corporation Limited

Haw Par Corporation Limited (the “Company”, together with its subsidiaries, the “Group”) is a multinational group which has been listed on the Singapore Exchange since 1969. The Group is an enterprise with a strong consumer healthcare business with a range of healthcare products promoting a healthy lifestyle. The largest contribution to the healthcare business comes from our brand Tiger Balm. With a wide range of products available in over 100 countries, Tiger Balm is arguably one of the world’s leading and most versatile topical analgesic brands. Besides the consumer healthcare business, the Group also engages in the leisure business and holds significant investments in securities and properties.

## 1.2 Report Scope

Our approach and governance for sustainability is set out on our company website: [www.hawpar.com/sustainability/our-approach.html](http://www.hawpar.com/sustainability/our-approach.html)

The Sustainability Report 2021 continues to outline our practices with a focus on performance data and commentary of our material Environmental, Social and Governance (“ESG”) issues from 1 January 2021 till 31 December 2021 (“FY 2021”). We have maintained the focus of our fifth report on our Healthcare business, which contributes 88% of our revenue and 54% of total revenue and other income. Information and Data relate mainly to our operations in Singapore where we are headquartered. In addition, we have also provided qualitative information on our largest asset segment, Investment.

## 1.3 Methodology

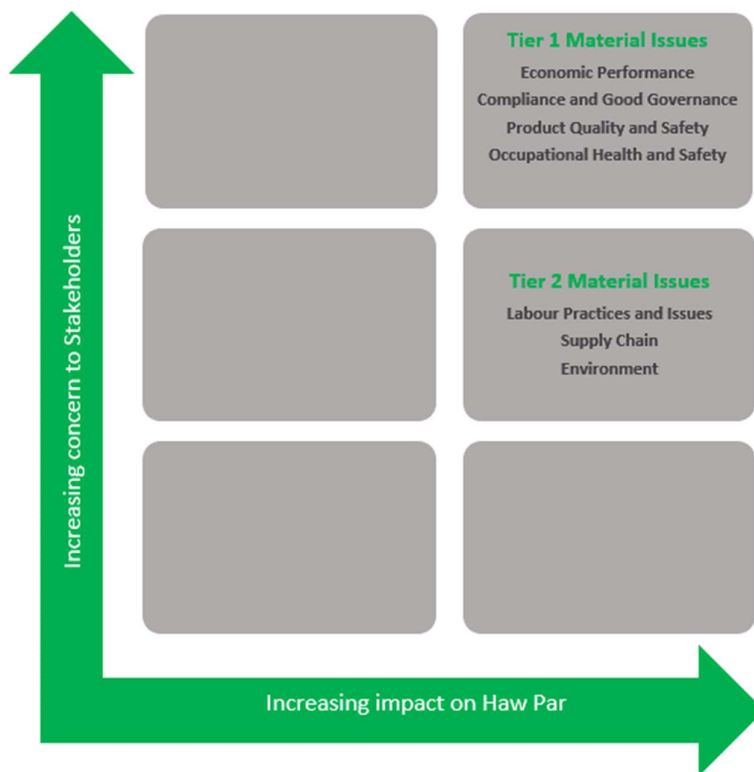
This report has been produced in accordance with the Global Reporting Initiative (GRI) Standards: Core option. In this GRI report, we focus on the key material issues for our business. The GRI Content Index can be found on page 9. The Sustainability Report is published annually as part of our Report to Shareholders and is available on our website.

Our Sustainability Report 2021 has not been externally assured. We welcome feedback from our stakeholders on this report at: [sustainability@hawpar.com](mailto:sustainability@hawpar.com)

# 2. BOARD STATEMENT

The Sustainability Steering Committee (SSC) consisting of senior management and led by the CEO champions sustainability efforts and priorities at the Group. The SSC reports to the Board, which has considered sustainability issues as part of its overall strategy formulation, and has determined the ESG factors identified as material to the business of the Group. The Board oversees the management and monitoring of these ESG factors.

The material ESG factors that are the focus in the Sustainability Reporting of the Group for FY 2021 are prioritised in the chart on the next page.



### 3. ESG SUSTAINABILITY REVIEW

Focus	Objective / Targets	Policies, Performance and Practices					
<b>Tier 1 Material Issues</b>							
<b>Economic Performance</b>	To ensure the Group is in good financial health and is poised for sustainable generation of shareholder value.	<b>in SGD '000</b>	<b>2017</b>	<b>2018</b>	<b>2019*</b>	<b>2020</b>	<b>2021</b>
		<b>Direct Economic Value Generated: Revenues</b>	288,348	345,781	360,453	217,867	229,468
		<b>Economic Value Distributed</b>	210,322	225,774	434,017	169,480	189,821
		<b>Economic Value Retained</b>	78,026	120,007	(73,564)	48,387	39,647
<p>* In 2019, we paid out 142% of our full year earnings as dividend (including special dividend) to mark the company's 50th anniversary.</p> <ul style="list-style-type: none"> <li>• Continual brand investment across all markets.</li> <li>• Continual product development for targeted markets.</li> <li>• Exercise due care and discipline in investment and expenditures.</li> </ul>							

Focus	Objective / Targets	Policies, Performance and Practices
<p><b>Compliance and Good Governance</b></p>	<p>To have an effective, transparent and robust governing platform at the Group that ensures long-term values are always in check.</p> <p><u>Target/s for 2022</u> Disclosure on maintaining a record of business practices free of corruption</p>	<ul style="list-style-type: none"> <li>• High standard of corporate governance which promotes clarity and accountability.</li> <li>• Internal audit of different business units and functions carried out throughout the year.</li> <li>• Risk management review carried out quarterly.</li> <li>• Internal Audit reports independently to the Audit and Risk Committee.</li> <li>• Sustainability Steering Committee comprising senior representatives from different business units and functions, including Internal Audit, addresses sustainability issues concerning the Group.</li> <li>• Code of Business Conduct undertaken by every employee requires strict adherence to the Code in all business dealings, including but not limited to prohibition of anti-competitive conduct, conflicts of interest and disclosure of confidential information.</li> <li>• Strong ethical stance on anti-corruption and preference to work with organisations that have a strong corporate governance structure.</li> <li>• The Group's anti-corruption policies have been communicated to staff and governance body members.</li> <li>• Abide by the laws and resolutions of every country in which we operate.</li> <li>• Being part of the corporate governance process of the target company is a pre-requisite for direct investment.</li> <li>• Whistle Blowing Policy in place to address issues in confidence.</li> <li>• We did not incur any significant monetary fines or sanctions for any non-compliance with operational regulatory requirements or environmental conditions of our operations in 2021.</li> <li>• We did not incur any significant fines for non-compliance with laws and regulations concerning the provision and use of products and services in 2021.</li> <li>• We maintained a record of business practices free of corruption and anti-competitive behaviour in 2021.</li> <li>• Haw Par received the SIAS Most Transparent Company Award (Healthcare) – Runner-up in 2021.</li> </ul>
<p><b>Product Quality and Safety</b></p>	<p>To ensure that safety is never compromised in any part of our value chain as any repercussion can bring harm to the long-term value of the Group.</p> <p><u>Target/s for 2022</u> Disclosure on any product recall arising from quality or safety failure</p>	<ul style="list-style-type: none"> <li>• Customer health and safety is a strong value that Haw Par Healthcare upholds.</li> <li>• Keep abreast with the latest development via regular engagement with stakeholders such as regulatory bodies, marketing authorisation holders, distributors, suppliers and consumers to maintain a high standard of Product Quality and Safety.</li> <li>• Maintain the manufacturing standards by ensuring a valid GMP (Good Manufacturing Practices) certification for our production premises and facilities.</li> <li>• Conduct periodic customer satisfaction survey and evaluate feedback to keep the product quality and safety in check.</li> <li>• Develop KPIs and collect the relevant data to monitor the achievement of these objectives routinely.</li> <li>• Every aspect of the value chain from procurement and inspection of raw materials to shipment of finished goods goes through stages of checks in accordance with stringent GMP.</li> <li>• During the period 2017 to 2021, there were no incidents of non-compliance concerning product and labelling.</li> <li>• There were no incidents of any product recall arising from quality or safety failure.</li> <li>• Maintain the ISO 9001 QMS which entails the critical review of management, development, manufacturing, marketing and distribution processes.</li> </ul>
<p><b>Occupational Health and Safety</b></p>	<p>To ensure that the Group's manufacturing unit remains free from risk to employees, or any other persons on our premises.</p>	<ul style="list-style-type: none"> <li>• Commitment to the safety of our people and of those we work with.</li> <li>• Our Quality, Environmental, Health and Safety (QEHS) Policy outlines that we provide suitable training, instructions, and information about work procedures such that workers can carry out their jobs effectively.</li> <li>• Annual review of safety practices and performance.</li> <li>• In the collective agreement, Haw Par Healthcare Singapore and the Union agreed to co-operate and undertake to work together on workplace safety. Internally, we have established a safety committee and the Union is able to provide feedback to</li> </ul>

Focus	Objective / Targets	Policies, Performance and Practices															
	<p><u>Target/s for 2022</u> Disclosure on rate of recordable work-related injuries</p>	<p>the committee directly. Monthly meetings are held by the safety committee. Since 2020, Covid-19 safety measures were put in place.</p> <ul style="list-style-type: none"> <li>Regular sessions to remind employees of safety practices were conducted by supervisors, executives and safety committee members. Subject matter included proper usage of equipment, types and uses of issued safety personal items, fire and safety practices and other safety concerns arising from observations of daily walkabouts.</li> </ul> <p>No. of Haw Par Healthcare Singapore employees in the safety committee</p> <p>2021: 13 2020: 14 2019: 11 2018: 11</p> <ul style="list-style-type: none"> <li>Work-related injuries</li> </ul> <table border="1" data-bbox="592 682 1312 850"> <thead> <tr> <th></th> <th>2021</th> <th>2020</th> <th>2019</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td><b>Recordable work-related injuries+</b> No. of Injuries</td> <td>6</td> <td>0</td> <td>4</td> <td>4</td> </tr> <tr> <td><b>Fatalities as a result of work-related injury</b> No. of fatalities</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p><i>+The work-injury incidents were reported to the Singapore Ministry of Manpower (MOM). None of the injuries were permanent and there was no further action from MOM. All cases considered closed.</i></p> <ul style="list-style-type: none"> <li>During the period 2018 to 2021, there were no workers with high risk of diseases related to their occupation.</li> </ul>		2021	2020	2019	2018	<b>Recordable work-related injuries+</b> No. of Injuries	6	0	4	4	<b>Fatalities as a result of work-related injury</b> No. of fatalities	0	0	0	0
	2021	2020	2019	2018													
<b>Recordable work-related injuries+</b> No. of Injuries	6	0	4	4													
<b>Fatalities as a result of work-related injury</b> No. of fatalities	0	0	0	0													

### Tier 2 Material Issues

<p><b>Labour Practices and Issues</b></p>	<p>To identify employees' work motivation (including work-life balance) and the conditions in the environment supporting such motivation in order to make further improvements.</p> <p><u>Target/s for 2022</u> Disclosure on number of training hours per employee by gender</p>	<ul style="list-style-type: none"> <li>Employee satisfaction and development are key success factors.</li> <li>We are supportive of working parents, and family care leave is available to our employees.</li> <li>Our stance on human rights and non-discrimination is made clear to employees through our Code of Business Conduct.</li> <li>The Company undertakes to provide a safe and healthy work environment for the employees and other persons at work in accordance with applicable laws and regulations, including but not limited to adhering to minimum legal age for employment and adhering to guidelines for fair employment practices.</li> <li>Our local practices are in our Employee Handbook, which is readily available in the Group's intranet.</li> <li>Statistics and trends that warrant attention are monitored for appropriate measures.</li> <li>Training budgets are allocated to ensure continual talent development.</li> <li>Whistle Blowing Policy in place to address issues in confidence.</li> <li>The Company values its employees and recognizes the integral role that unions play in safeguarding the interests of its employees. We regularly consult with our Union and seek the amicable resolution of issues in a manner that is constructive, open and beneficial to all parties involved.</li> <li>There were no incidents of discrimination or corrective actions taken in 2021.</li> <li>Employee at Haw Par Healthcare Singapore – Breakdown by Employment Contract and by Gender.</li> </ul> <table border="1" data-bbox="592 1680 1120 1848"> <thead> <tr> <th>Gender</th> <th>Permanent</th> <th>Contract / Temp</th> <th>Total**</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>91</td> <td>0</td> <td>91</td> </tr> <tr> <td>Female</td> <td>154</td> <td>14</td> <td>168</td> </tr> <tr> <td>Total</td> <td>245</td> <td>14</td> <td>259</td> </tr> </tbody> </table> <p><i>** Variants from prior years due to net recruitment/attrition</i></p>	Gender	Permanent	Contract / Temp	Total**	Male	91	0	91	Female	154	14	168	Total	245	14	259
Gender	Permanent	Contract / Temp	Total**															
Male	91	0	91															
Female	154	14	168															
Total	245	14	259															

Focus	Objective / Targets	Policies, Performance and Practices																								
		<p>We do not have part-time employees.</p> <ul style="list-style-type: none"> <li>In 2021 our employees each received an average of 2.25 training hours.</li> <li>Percentage of employees at the manufacturing division of Haw Par Healthcare Singapore covered by a collective bargaining agreement:</li> </ul> <table border="1" data-bbox="592 415 1075 474"> <thead> <tr> <th>2021</th> <th>2020</th> <th>2019</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>77%</td> <td>60%</td> <td>69%</td> <td>68%</td> </tr> </tbody> </table>	2021	2020	2019	2018	77%	60%	69%	68%																
2021	2020	2019	2018																							
77%	60%	69%	68%																							
<p><b>Supply Chain</b></p>	<p>To guide and encourage corporate social responsibility across our supply chain.</p> <p><u>Target/s for 2022</u> Disclosure on percentage of new suppliers that were screened for compliance with local labour law</p>	<ul style="list-style-type: none"> <li>Committed to an ethical and accountable procurement process that maintains integrity and fairness.</li> <li>Supplier Code of Business Conduct aims to integrate our sustainability principles across our supply chain, and aims to positively influence the environmental, social and governance performance of our suppliers.</li> <li>A vendor assessment is carried out for all contract manufacturers and suppliers based on product specifications and defined criteria.</li> <li>Products are tested by qualified and competent laboratories.</li> <li>Once our key suppliers meet Haw Par Healthcare’s quality standards and regulatory requirements such as GMP certification for drug licence or ISO, they are subject to Haw Par Healthcare’s audits.</li> <li>We continually engage critical suppliers to remain updated on approved supplies of raw materials (our largest suppliers are in Asia).</li> <li>In line with Haw Par Healthcare’s policy, supplier audits are scheduled every three years for our key suppliers.</li> <li>We generally screen our new suppliers for compliance with local labour law.</li> <li>Local and foreign regulatory bodies visit and audit our raw material suppliers.</li> </ul>																								
<p><b>Environment</b></p>	<p>To minimise our environmental footprint through efficient use of resources.</p> <p><u>Target/s for 2022</u> Disclosure on Greenhouse Gas (GHG) Emissions</p>	<ul style="list-style-type: none"> <li>We are committed to operating in an environmentally responsible and sustainable manner for the health of our communities and planet.</li> <li>We strive to monitor, manage and optimise use of resources in our operations to minimise impact on environment.</li> <li>We continually develop and improve our systems and processes to enhance environmental sustainability in our operations.</li> <li>We comply with all relevant environmental legislation in all countries in which we operate.</li> </ul> <table border="1" data-bbox="592 1230 1328 1514"> <thead> <tr> <th>Haw Par Healthcare - Singapore</th> <th>2021</th> <th>2020</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Incidents of non-compliance with environmental laws and regulations</td> <td>Nil</td> <td>Nil</td> <td>Nil</td> </tr> <tr> <td>Energy consumption within the Organisation (MWh) Purchased Grid Electricity</td> <td>3,197.5</td> <td>2,868.4</td> <td>3,875.7</td> </tr> <tr> <td>Water withdrawal from third-party water source (megalitre)</td> <td>8.0</td> <td>6.49</td> <td>11.7</td> </tr> <tr> <td>Water discharge (megalitre)</td> <td>5.24</td> <td>4.42</td> <td>8.1</td> </tr> <tr> <td>Water consumption (megalitre)</td> <td>2.76</td> <td>2.07</td> <td>3.6</td> </tr> </tbody> </table>	Haw Par Healthcare - Singapore	2021	2020	2019	Incidents of non-compliance with environmental laws and regulations	Nil	Nil	Nil	Energy consumption within the Organisation (MWh) Purchased Grid Electricity	3,197.5	2,868.4	3,875.7	Water withdrawal from third-party water source (megalitre)	8.0	6.49	11.7	Water discharge (megalitre)	5.24	4.42	8.1	Water consumption (megalitre)	2.76	2.07	3.6
Haw Par Healthcare - Singapore	2021	2020	2019																							
Incidents of non-compliance with environmental laws and regulations	Nil	Nil	Nil																							
Energy consumption within the Organisation (MWh) Purchased Grid Electricity	3,197.5	2,868.4	3,875.7																							
Water withdrawal from third-party water source (megalitre)	8.0	6.49	11.7																							
Water discharge (megalitre)	5.24	4.42	8.1																							
Water consumption (megalitre)	2.76	2.07	3.6																							

## 4. CONTRIBUTIONS TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Haw Par has a long history of contributing to local communities in regions where the company conducts business. As we bring health and wellbeing to the people we serve through our innovative products and solutions, we are committed to giving back to society and upholding environmental protection and conservation.

As the Covid-19 pandemic continues to impact societies, we reinforced on our commitment to support our global communities through donations of Tiger Balm products to those in need, as well as those at the frontlines. Vulnerable groups in Singapore that received our support included elderly at nursing homes and dementia day care centres. Working through NGOs, Tiger Balm care packs were given out to a broad spectrum of frontliners – from migrant workers to baggage and trolley handlers at Changi Airport. In Thailand and Vietnam, Tiger Balm care packs were presented to healthcare professionals at some 30 hospitals in Bangkok and key cities in Thailand, and 10 hospitals in Vietnam. In addition to public hospitals, our products were also distributed to healthcare teams in Singapore caring for at-risk groups at hospices and charitable dialysis centres. Tiger Balm Care Packs were also given out to lower-wage workers in Singapore through Chemical Industries Employees' Union's "Gift from the Heart" outreach to members. In Sweden and India, our teams came together to raise funds for charitable causes.

We believe that no one should be constrained from leading an active life, and sport is a force for wellbeing and empowerment. Since 2015, the Group has been supporting athletes from Singapore Disability Sports Council (SDSC). In 2021, our contribution of \$120,000 benefitted SDSC in key areas of the development pathway, such as coaching, organisation of local competitions, participation in overseas competitions, nurturing young talent and education programmes. We funded the Boccia Team, Tiger Balm National Youth Individual Boccia Trials, Tiger Balm WeHeartBoccia Community Outreach, National Youth Para Championships (Swimming & Athletics), Singapore Disability Sports Awards and more. Flag bearer for Team Singapore at the Bahrain 2021 Asian Youth Para Games (AYPG) - Aloysius Gan won the Gold medal for Boccia BC3 Men's Individual Event, Singapore's first ever Boccia medal at the AYPG. Our support for SDSC has contributed to the growth of para sports in Singapore, enabling more to live healthier, active lives.

As a company that contributes to the health and wellbeing of our consumers, we appreciate that we can only be as healthy as the planet we live in, and we continue to explore ways to contribute to biodiversity conservation and education. As the tiger and leopard are the namesakes of Haw Par and our founders, we have been sponsoring the Malayan Tiger Exhibit and the Leopard Exhibit at the Night Safari and the Singapore Zoo since 1995 and 1986 respectively. In 2021, we further extended our sponsorship through our adoption of the twin Malayan tiger cubs born at Night Safari. This was the first successful birth of the critically endangered Malayan tiger at the attractions in 23 years. On International Tiger Day, the pair was named via a public online vote. They serve as ambassadors for their wild counterparts, helping to raise awareness on the need to protect these animals and their natural habitats. In line with our Blue Mission to inspire, educate and conserve, Underwater World Pattaya introduces the public to its showcase of various species of aquatic life onsite and online.

Staying committed to our environmental cause, we have taken direct action over the years to increase the recycled content in our packaging materials for Tiger Balm products. Since 2011, we have switched to using paper with recycled paper content for our boxes for majority of our Tiger Balm products. We are continuously working with our vendors to reduce the usage of packaging materials. Going forward, we will continue to explore ways to incorporate the 3Rs of Reduce, Reuse, Recycle into our business operations, as we source for efficient solutions to minimise our environmental footprint.



The United Nations adopted 17 Sustainable Development Goals in 2015 to achieve sustainable development for all by 2030. The Group contributes to five of the goals.



### People and the Community 2021 highlights



Row 1: Supporting Healthcare Heroes at the Covid-19 Frontlines Ramathibodi Hospital Faculty & Representatives, Bangkok, Thailand, (left/centre); Dover Park Hospice Staff, Singapore (right).  
Photos: Haw Par Healthcare/Dover Park Hospice

Row 2: Supporting Specially-abled Athletes at Singapore Disability Sports Council (SDSC) (left to right) Brian Loo, Group General Manager of Haw Par Corporation, presenting the cheque of \$120,000 to Eric Tseng, SDSC Executive Committee Member; Boccia athlete Aloysius Gan won the gold medal for Boccia – BC3 Men’s Individual event at the Bahrain 2021 Asian Youth Para Games; Winners at the Haw Par Junior & Youth Athletics Meet 2021.  
Photos: SDSC

Row 3: Supporting Biodiversity Conservation through Promoting Awareness (left to right) Jasmin Hong, GM (Marketing), Haw Par Healthcare, and Isabel Cheng, Senior VP (Partnership), Mandai Wildlife Reserve (MWR), at the Adoption-cum-Cheque presentation ceremony; Twin Malayan tiger cubs born at Night Safari were adopted by Tiger Balm in 2021.  
Photos: MWR

## 5. GRI CONTENT INDEX

GRI Standard	Disclosure Title	Page Reference
<b>General Disclosures</b>		
102-1	Name of the organisation	Reader's Guide, pg. 2
102-2	Activities, brands, products, and services	Reader's Guide, pg. 2
102-3	Location of headquarters	Reader's Guide, pg. 2
102-4	Location of operations	Reader's Guide, pg. 2
102-5	Ownership and legal form	Reader's Guide, pg. 2
102-6	Markets served	Reader's Guide, pg. 2 Annual Report, Tiger Balm – Global Player, pg. 18
102-7	Scale of the organisation	Reader's Guide, pg. 2
102-8	Information on employees and other workers	ESG Sustainability Review, Labour Practices and Issues, pg. 5
102-9	Supply chain	ESG Sustainability Review, Supply Chain, pg. 6 Annual Report, Tiger Balm – Global Player, pg. 18
102-10	Significant changes to the organisation and its supply chain	There were no significant changes to our supply chain in 2021.
102-11	Precautionary Principle or approach	CEO Statement, Company Website: <a href="http://www.hawpar.com/sustainability/our-approach.html">www.hawpar.com/sustainability/our-approach.html</a>
102-12	External initiatives	We did not subscribe to or endorse any external initiatives in 2021.
102-13	Membership of associations	We do not have memberships that are strategic or beyond routine dues in 2021.
102-14	Statement from senior decision-maker	Board Statement, pg. 2 CEO Statement, Company Website: <a href="http://www.hawpar.com/sustainability/our-approach.html">www.hawpar.com/sustainability/our-approach.html</a>
102-15	Key impacts, risks, and opportunities	CEO Statement, Company Website: <a href="http://www.hawpar.com/sustainability/our-approach.html">www.hawpar.com/sustainability/our-approach.html</a>
102-16	Values, principles, standards, and norms of behaviour	Annual Report, Corporate Governance Report, pg. 34
102-18	Governance structure	ESG Sustainability Review, Compliance and Good Governance, pg. 4
102-40	List of stakeholder groups	Stakeholder Engagements, Company Website: <a href="http://www.hawpar.com/sustainability/our-approach.html">www.hawpar.com/sustainability/our-approach.html</a>
102-41	Collective bargaining agreements	ESG Sustainability Review, Labour Practices and Issues, pg. 6
102-42	Identifying and selecting stakeholders	Stakeholder Engagements Annual Report, Corporate Governance Report, pg. 34 Company Website: <a href="http://www.hawpar.com/sustainability">www.hawpar.com/sustainability</a>

102-43	Approach to stakeholder engagement	Stakeholder Engagements Annual Report, Corporate Governance Report, pg. 34 Company Website: <a href="http://www.hawpar.com/sustainability/our-approach.html">www.hawpar.com/sustainability/our-approach.html</a>
102-44	Key topics and concerns raised	Stakeholder Engagements, Company Website: <a href="http://www.hawpar.com/sustainability/our-approach.html">www.hawpar.com/sustainability/our-approach.html</a>
102-45	Entities included in the consolidated financial statements	Reader's Guide, pg. 2 Annual Report, Notes to the Financial Statements, Note 16, pg. 102
102-46	Defining report content and topic boundaries	Reader's Guide, Board Statement, pg. 2 Our Approach, Company Website: <a href="http://www.hawpar.com/sustainability/our-approach.html">www.hawpar.com/sustainability/our-approach.html</a>
102-47	List of material topics	Reader's Guide, Board Statement, pg. 2
102-48	Restatements of information	None.
102-49	Changes in reporting	Annual Report, Notes to the Financial Statements, Note 2(b), pg. 74
102-50	Reporting period	Reader's Guide, pg. 2
102-51	Date of most recent report	Financial Year 2020 (1 January 2020 to 31 December 2020)
102-52	Reporting cycle	Reader's Guide, pg. 2
102-53	Contact point for questions regarding the report	Reader's Guide, pg. 2
102-54	Claims of reporting in accordance with the GRI Standards	Reader's Guide, pg. 2
102-55	GRI content index	GRI Content Index, pg. 9 - 13
102-56	External assurance	Reader's Guide, pg. 2

## Material Topics

### Economic Performance

103-1	Explanation of the material topic and its Boundary	ESG Sustainability Review, Economic Performance, pg. 3
103-2	The management approach and its components	ESG Sustainability Review, Economic Performance, pg. 3 Annual Report, Operations Review, pg. 16
103-3	Evaluation of the management approach	ESG Sustainability Review, Economic Performance, pg. 3 Annual Report, Operations Review, pg. 16
201-1	Direct economic value generated and distributed	ESG Sustainability Review, Economic Performance, pg. 3

### Compliance and Good Governance (Including Anti-Corruption and Fair Operating Practices)

103-1	Explanation of the material topic and its Boundary	ESG Sustainability Review, Compliance and Good Governance, pg. 4
103-2	The management approach and its components	ESG Sustainability Review, Compliance and Good Governance, pg. 4

103-3	Evaluation of the management approach	ESG Sustainability Review, Compliance and Good Governance, pg. 4
205-2	Communication and training about anti-corruption policies and procedures	ESG Sustainability Review, Compliance and Good Governance, pg. 4
205-3	Confirmed incidents of corruption and actions taken	ESG Sustainability Review, Compliance and Good Governance, pg. 4
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG Sustainability Review, Compliance and Good Governance, pg. 4
419-1	Non-compliance with laws and regulations in the social and economic area	ESG Sustainability Review, Compliance and Good Governance, pg. 4

### Product Quality and Safety

103-1	Explanation of the material topic and its Boundary	ESG Sustainability Review, Product Quality and Safety, pg. 4
103-2	The management approach and its components	ESG Sustainability Review, Product Quality and Safety, pg. 4 ESG Sustainability Review, Supply Chain, pg. 6
103-3	Evaluation of the management approach	ESG Sustainability Review, Supply Chain, pg. 6
417-2	Incidents of non-compliance concerning product and service information and labelling	ESG Sustainability Review, Product Quality and Safety, pg. 4

### Occupational Health and Safety

103-1	Explanation of the material topic and its Boundary	ESG Sustainability Review, Occupational Health and Safety, pg. 4
103-2	The management approach and its components	ESG Sustainability Review, Occupational Health and Safety, pg. 4
103-3	Evaluation of the management approach	ESG Sustainability Review, Occupational Health and Safety, pg. 4
403-4	Worker participation, consultation and communication on occupational health and safety	ESG Sustainability Review, Occupational Health and Safety, pg. 4
403-5	Worker training on occupational health and safety	ESG Sustainability Review, Occupational Health and Safety, pg. 4
403-9	Work-related injuries	ESG Sustainability Review, Occupational Health and Safety, pg. 4
403-10	Work-related ill health	ESG Sustainability Review, Occupational Health and Safety, pg. 4

### Labour Practices & Issues

103-1	Explanation of the material topic and its Boundary	ESG Sustainability Review, Labour Practices & Issues, pg. 5
-------	--	---

103-2	The management approach and its components	ESG Sustainability Review, Labour Practices & Issues, pg. 5
103-3	Evaluation of the management approach	ESG Sustainability Review, Labour Practices & Issues, pg. 5
404-1	Average hours of training per year per employee by gender, and by employee category	ESG Sustainability Review, Labour Practices & Issues, pg. 5
404-3	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	ESG Sustainability Review, Labour Practices & Issues, pg. 5
406-1	Incidents of discrimination and corrective actions taken	ESG Sustainability Review, Labour Practices & Issues, pg. 5
407	Freedom of Association and Collective Bargaining – Management Approach	ESG Sustainability Review, Labour Practices & Issues, pg. 5
408	Child Labor – Management Approach	ESG Sustainability Review, Labour Practices & Issues, pg. 5
409	Forced or Compulsory Labor – Management Approach	ESG Sustainability Review, Labour Practices & Issues, pg. 5
412	Human Rights Assessment – Management Approach	ESG Sustainability Review, Labour Practices & Issues, pg. 5

### Supply Chain

103-1	Explanation of the material topic and its Boundary	ESG Sustainability Review, Supply Chain, pg. 6
103-2	The management approach and its components	ESG Sustainability Review, Supply Chain, pg. 6
103-3	Evaluation of the management approach	ESG Sustainability Review, Supply Chain, pg. 6
414-1	New suppliers that were screened using social criteria	ESG Sustainability Review, Supply Chain, pg. 6

### Environment (Compliance, Energy Efficiency, Water and Effluents)

103-1	Explanation of the material topic and its Boundary	ESG Sustainability Review, Environment, pg. 6
103-2	The management approach and its components	ESG Sustainability Review, Environment, pg. 6
103-3	Evaluation of the management approach	ESG Sustainability Review, Environment, pg. 6

307-1	Non-compliance with environmental laws and regulations	ESG Sustainability Review, Environment, pg. 6
302-1	Energy consumption within the organisation	ESG Sustainability Review, Environment, pg. 6
303-2	Management of water discharge-related impacts	ESG Sustainability Review, Environment, pg. 6
303-3	Water withdrawal	ESG Sustainability Review, Environment, pg. 6
303-4	Water discharge	ESG Sustainability Review, Environment, pg. 6
303-5	Water consumption	ESG Sustainability Review, Environment, pg. 6