



UnUsUaLTM
飛凡有限公司 LIMITED



2020 SUSTAINABILITY REPORT

PREPARED AND PRESENTED BY

The Board of Directors

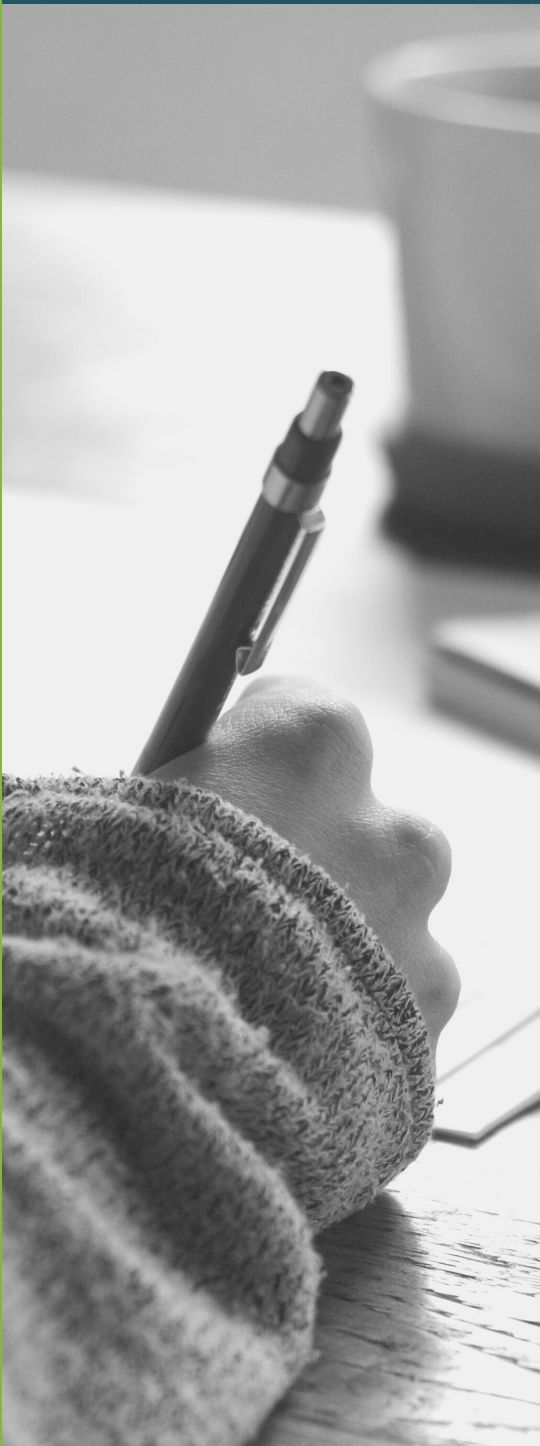
TABLE OF CONTENT

ABOUT THIS REPORT	1
ABOUT US	2
BOARD'S MESSAGE	3
SUSTAINABLE DEVELOPMENT	4
OUR APPROACH	4
REPORTING BOUNDARIES	5
IDENTIFICATION OF STAKEHOLDERS	6
OUR MATERIAL EESG FACTORS	7
BUSINESS EXCELLENCE AND ETHICS	8
ENTERPRISE RISK MANAGEMENT	8
WHISTLE BLOWING POLICY	9
RESPONSIBILITY TOWARDS OUR ECONOMY	10
OUR INDIRECT ECONOMIC IMPACT	10
RESPONSIBILITY TOWARDS OUR SUPPLY CHAIN	12
OUR PROCUREMENT PRACTICE AND SUPPLIER ASSESSMENT	12
RESPONSIBILITY TOWARDS OUR PEOPLE	13
OUR WORKFORCE RETENTION AND RECRUITMENT	13
OUR DIVERSE WORKFORCE	15
DEVELOPING OUR EMPLOYEES	17
RESPONSIBILITY TOWARDS OUR CONSUMERS	18
SOCIOECONOMIC COMPLIANCE	18
GRI CONTENT INDEX	19

2020

ABOUT THIS REPORT

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



This is the third 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 2020 (“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.

In our effort to conserve the environment, no hard copies of this Report are printed. The digital copy of the Report is made available on our website at www.unusual.com.sg.

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, 102-45]

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

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

-Singapore (Head Quarter):

- UnUsUaL Entertainment Pte Ltd
- UnUsUaL Productions Pte Ltd
- UnUsUaL Development Pte Ltd
- Mercury Rights 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

[GRI 102-16]

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.

a year's overview

BOARD'S MESSAGE

[GRI 102-14]

Dear Stakeholders,

It is our pleasure to present our third Sustainability Report (“Report”) for the financial year ended 31 March 2020. 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.

We engaged our stakeholders at least annually to re-assess the material factors identified in prior years and determined that these factors continue to be relevant. The material EESG factors are categorised into the following five key areas:

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

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.

At UnUsUaL, we believe that economic growth, social progress and sustainability need to be strongly aligned, and business needs to be part of the solution. As we strive towards a sustainable future, we remain committed to seek and create value for our stakeholders.

On behalf of the Board of Directors, I would like to thank all our stakeholders for joining us in our sustainability journey thus far and we look forwards to your continued support in the years to come.

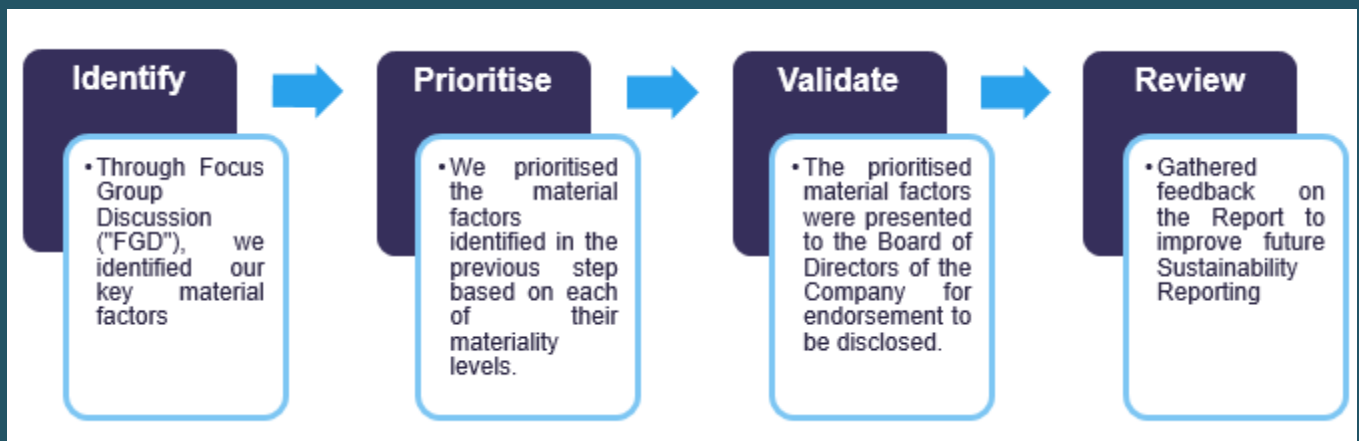
Leslie Ong
Director and CEO

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



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

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

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

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 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; and
- **Completeness:** Including full coverage of material topics and boundaries that are of significant economic, environmental, and social impact 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 engaged with our stakeholders to understand their expectations and our approach to the engagement is shown below.

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

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

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 methodology, 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 internal controls in managing these risks. They are reviewed annually to ensure their relevance to UnUsUaL giving the changing external and internal factors.

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



BUSINESS EXCELLENCE AND ETHICS

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

WHISTLE BLOWING POLICY

UnUsUaL 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 posts or e-mails, 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 to them on an annual basis.

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



RESPONSIBILITY TOWARDS OUR ECONOMY

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

OUR INDIRECT ECONOMIC IMPACT

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 local economy 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 offer 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 were rewarded accordingly as evidenced from our sold-out performances this year by artistes include JJ Lin, Eric Chou, Air Supply, Andy Lau, Westlife, Richard Clayderman and Kang Daniel.

As shown in the table below, the overall number of shows and events we have produced and promoted has decreased as compared to FY2019 as seen from the table above. This is mainly due to the use of larger venue for concerts in this financial year. Due to the current COVID-19 global pandemic, governments around the world have imposed travel restrictions and safe distancing measures to contain the spread of the virus. As a result, a number of our concerts and events have been postponed. However, because of our longstanding relationships with our partners, the artists and their management companies, our existing pipeline of Singapore and international concerts and events shall resume when the COVID-19 has been contained. We remain committed and cautiously optimistic about our business and look forward to crystallizing our pipeline when the situation permits.

Area of focus	FY 2020 Performance	FY 2019 Performance
Total number of shows/events	151	180



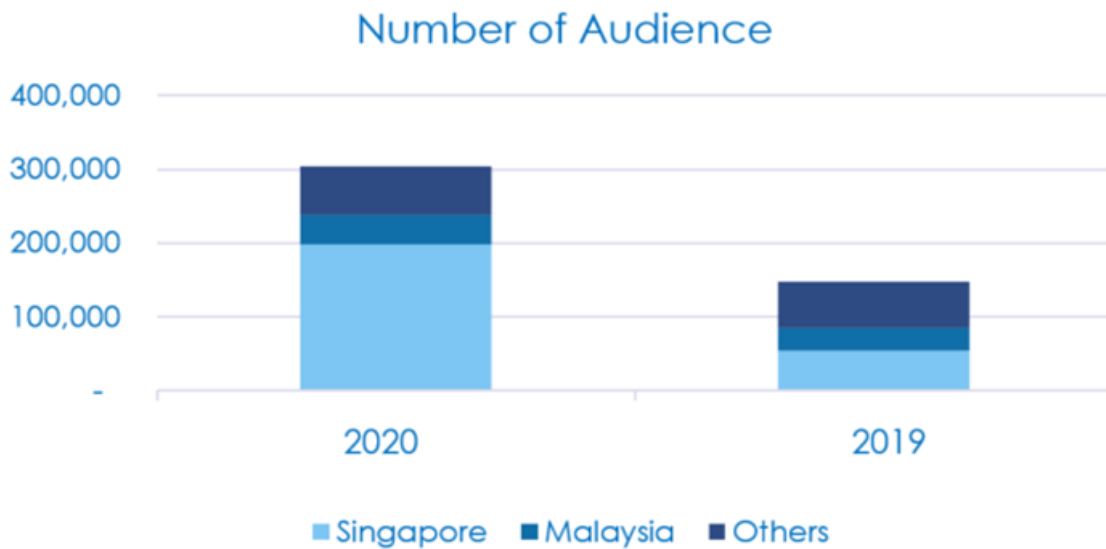
CREATE

RESPONSIBILITY TOWARDS OUR ECONOMY

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

OUR INDIRECT ECONOMIC IMPACT (CONTINUED)

Despite the decrease in the number of shows and events organised during the year, we are still successful in attracting both local and international audiences to our events. This is evidenced from the increase in the recorded total number of audience through ticketed events, which doubled that of FY2019 and exceeded 300,000 in FY2020. The geographical distribution of the ticketed audiences was as follows:-



Going forward, we aim to continue producing and organising high-quality shows and events in the region and promoting family-themed entertainment shows and events. The audiences drawn to these shows and events will boost consumer spending on hotel accommodations, food and beverages, transport etc, thus creating positive economic externalities and a multiplied value for the economy.



RESPONSIBILITY TOWARDS OUR SUPPLY CHAIN

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

UnUsUaL is committed in engaging quality suppliers and contractors who are reliable and abide by the required laws and regulations as it understands 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 event/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. More than 95% of our suppliers and contractors are engaged from the local community where the events are held.

We assess our third party suppliers and contractors using a set of environment and social criteria through informal background checks, review of past track-records as well as information gathered from market intelligence. The criteria include, but not limited to, the followings:

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

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

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

RESPONSIBILITY TOWARDS OUR PEOPLE

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

Throughout the years since our establishment, our employees have been one of the main driving forces behind the success of our business and we are committed to creating a fair, safe and inclusive workplace for their physical and mental well-being.

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

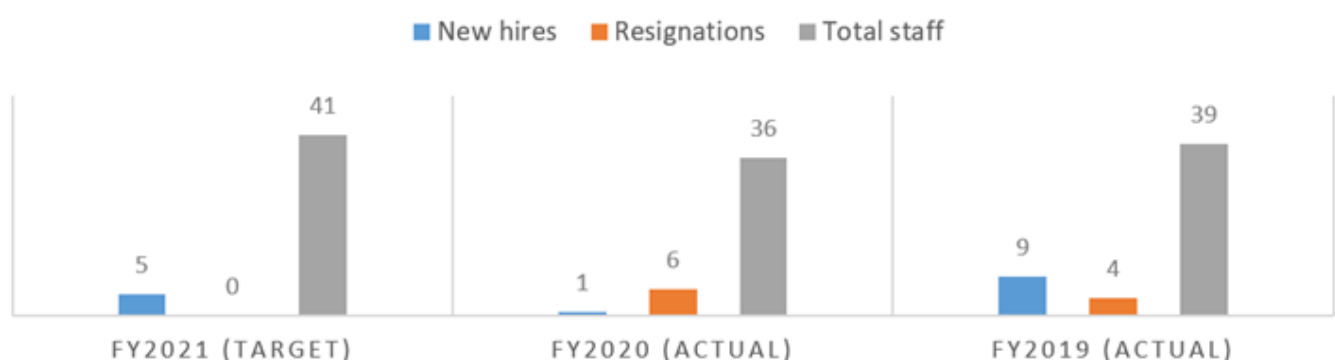
Our employees are not covered under any collective bargaining agreements but are given the right to exercise freedom of association.

OUR WORKFORCE RETENTION AND RECRUITMENT

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

As at 31 March 2020, the Group's workforce comprised 36 permanent staff. The retention and recruitment data is shown below:

RETENTION AND RECRUITMENT



RESPONSIBILITY TOWARDS OUR PEOPLE

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

OUR WORKFORCE RETENTION AND RECRUITMENT (CONTINUED)

Area of focus	FY 2021 Target	FY 2020 Performance	FY 2019 Performance
Increase/ (decrease) in headcount	14%	-8%	26%
Retention rate	>95%	92%	90%

During the reporting period, UnUsUaL's retention rate increased by 2% from prior year to 92%. There is a decrease in total headcount as at 31 March 2020 as compared to previous year because of staff resignation close to the financial year end and the new hires are only expected to join UnUsUaL at the beginning of FY2021. The overall staff strength across the 3 financial years from FY2019 to FY2021 is not expected to differ significantly.

The Group also encourages expectant parents to take the required and necessary parental leaves 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 on parental leaves. In the past 3 years, there was only one employee that took parental leave. The return-to-work rate and the retention rate are 100%.

We believe that we are able to maintain the high employee retention rate due to the supportive human resource policies implemented in order to take care of the overall welfare of our employees. It is important to retain talent to ensure continuity in our business.

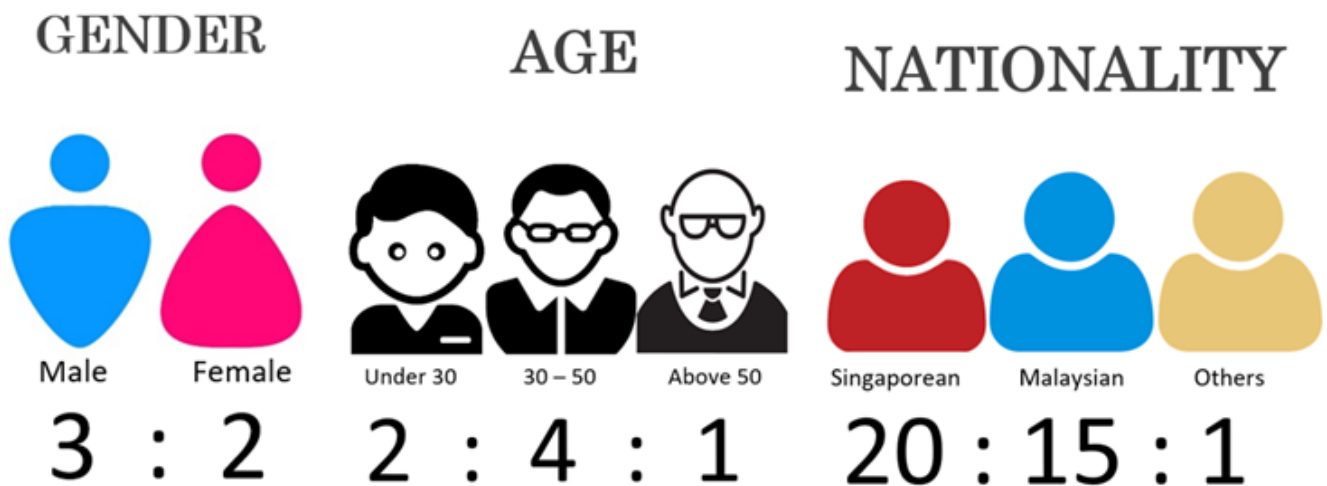
RESPONSIBILITY TOWARDS OUR PEOPLE

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

OUR DIVERSE WORKFORCE

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 instill an inclusive and non-discriminatory culture that focuses on treating all employees fairly. We adopt a strong stance against discrimination on any biases and are committed to providing 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 profile which enables us to maintain a competitive and progressive workforce.



RESPONSIBILITY TOWARDS OUR PEOPLE

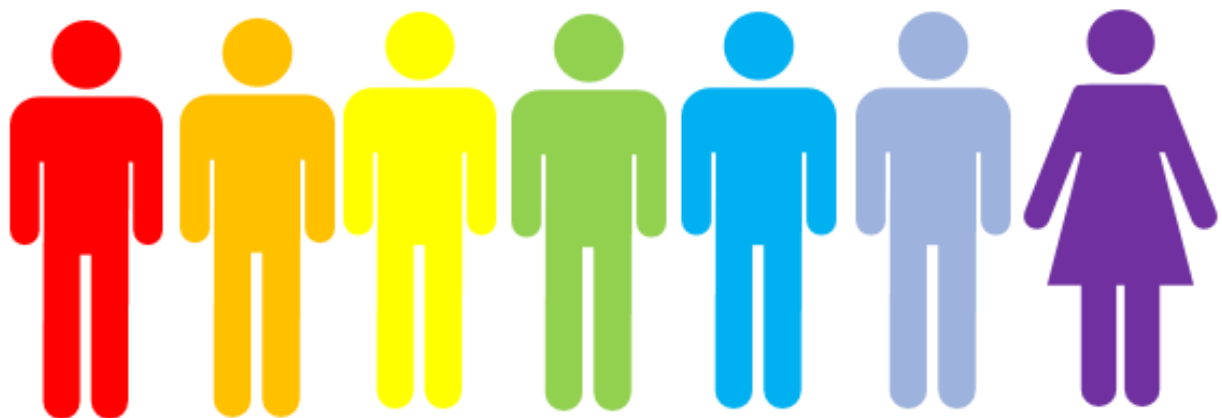
[GRI 102-7, 8 and 41, 401-1 and 3, 404-1 and 3, 405-1, 406-1]

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.

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 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 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 raise our organisational performance and help in achieving long-term business growth and sustainability for the Group.

Area of focus	FY 2021 Target	FY 2020 Performance	FY 2019 Performance
Number of courses	3	3	6
Number of hours	15	20	13.5

The training courses were offered to all relevant permanent employees. The number of external training hours increased from 13.5 hours in FY2019 to 20 hours in FY2020. The number of training hours is expected to decrease slightly in FY2021.

All our employees are subjected 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.



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. They are asked to consider the appropriateness of the event's content in the context of the location and the social impact it may have on the community.

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



GRI CONTENT INDEX

[GRI 102-55]

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
GRI 102: Organisational profile					
	102-1	Name of organisation	-	SR 1	About this report
	102-2	Activities, brands, products, and services	-	SR 2	About us
	102-3	Location of headquarters	-	SR 2	About us
	102-4	Location of operations	-	SR 2	About us
	102-5	Ownership and legal form	-	SR 2	About us
	102-6	Markets served	-	SR 2 SR 10	About us, and Responsibility towards our economy
	102-7	Scale of the organisation	-	SR 2 SR 13 AR 4-7,14	About us, and Responsibility towards our people
	102-8	Information on employees and other workers	-	SR 13	Responsibility towards our people
	102-9	Supply chain	-	SR 12	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 8-9	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 8-9	About us, and Business excellence and ethics
GRI 102: Governance					

GRI CONTENT INDEX

[GRI 102-55]

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
	102-18	Governance structure	-	SR 4	Sustainable development
GRI 102: Stakeholder engagement					
	102-40	List of stakeholder groups	-	SR 6	Sustainable development
	102-41	Collective bargaining agreements	-	SR 13	Responsibility towards our people
	102-42	Identifying and selecting stakeholders	-	SR 4 SR 6	Sustainable development
	102-43	Approach to stakeholder engagement	-	SR 6	Sustainable development
	102-44	Key topics and concerns raised	-	SR 6	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 4-5 SR 7	Sustainable development
	102-47	List of material topics	-	SR 7	Sustainable development
	102-48	Restatements of information	None	NA	NA
	102-49	Changes in reporting	No changes	NA	NA
	102-50	Reporting period	-	SR 1	About this report
	102-51	Date of most recent report	31 March 2019	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 19-24	GRI content index

GRI CONTENT INDEX

[GRI 102-55]

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References (AR refers to Annual Report)	Section References
	102-58	External assurance	No external assurance	SR1	About this report
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 10-11	Responsibility towards our economy
	103-2	The management approach and its components	-	SR 10-11	Responsibility towards our economy
	103-3	Evaluation of the management approach	-	SR 10-11	Responsibility towards our economy
GRI 203: Indirect economic impacts					
	203-2	Significant indirect economic impacts	-	SR 10-11	Responsibility towards our economy
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 12	Responsibility towards our supply chain
	103-2	The management approach and its components	-	SR 12	Responsibility towards our supply chain
	103-3	Evaluation of the management approach	-	SR 12	Responsibility towards our supply chain
GRI 204: Procurement practices					
	204-1	Proportion of spending on local suppliers	-	SR 12	Responsibility towards our supply chain
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 8-9	Business excellence and ethics
	103-2	The management approach and its components	-	SR 8-9	Business excellence and ethics
	103-3	Evaluation of the management approach	-	SR 8-9	Business excellence and ethics
GRI 205: Anti-corruption					
	205-3	Confirmed incidents of corruption and actions taken	-	SR 8-9	Business excellence and ethics

GRI CONTENT INDEX

[GRI 102-55]

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	Responsibility towards our supply chain
	103-2	The management approach and its components	-	SR 12	Responsibility towards our supply chain
	103-3	Evaluation of the management approach	-	SR 12	Responsibility towards our supply chain
GRI 308: Supplier environmental assessment					
	308-1	New suppliers that were screened using environmental criteria	-	SR 12	Responsibility towards our supply chain
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 13–14	Responsibility towards our people
	103-2	The management approach and its components	-	SR 13–14	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 13–14	Responsibility towards our people
GRI 401: Employment					
	401-1	New employee hires and employee turnover	-	SR 13–14	Responsibility towards our people
	401-3	Parental leave	-	SR 13–14	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 17	Responsibility towards our people
	103-2	The management approach and its components	-	SR 17	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 17	Responsibility towards our people

GRI CONTENT INDEX

[GRI 102-55]

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 17	Responsibility towards our people
	404-3	Percentage of employees receiving regular performance and career development reviews	-	SR 17	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 15–16	Responsibility towards our people
	103-2	The management approach and its components	-	SR 15–16	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 15–16	Responsibility towards our people
GRI 405: Diversity and equal opportunity					
	405-1	Diversity of governance bodies and employees	-	SR 15–16	Responsibility towards our people
GRI 103: Management approach					
	103-1	Explanation of the material topic and its Boundary	-	SR 15–16	Responsibility towards our people
	103-2	The management approach and its components	-	SR 15–16	Responsibility towards our people
	103-3	Evaluation of the management approach	-	SR 15–16	Responsibility towards our people
GRI 406: Non-discrimination					
	406-1	Incidents of discrimination and corrective actions taken	-	SR 15–16	Responsibility towards our people

GRI CONTENT INDEX

[GRI 102-55]

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 18	Responsibility towards our customers
	103-2	The management approach and its components	-	SR 18	Responsibility towards our customers
	103-3	Evaluation of the management approach	-	SR 18	Responsibility towards our customers
GRI 419: Socioeconomic compliance					
	419-1	Non-compliance with laws and regulations in the social and economic area	-	SR 18	Responsibility towards our customers