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CORPORATE PROFILE

Listed on the Mainboard of the Singapore Exchange Securities Trading Limited (the “SGX-ST”) on 3 November 2011, Parkson Retail Asia Limited (“Parkson”, “PRA” or the “Company”, and together with its subsidiaries, the “Group”) is a prominent Southeast Asian department store retailer with an extensive network of 39 department stores across cities in Malaysia and Vietnam as at 8 April 2022.

Established in 1987, Parkson always seeks to refresh and enhance its offerings to cater for varying needs and preferences of its customers, which in turn delivers value for its shareholders. Whilst the Group continues to operate predominantly on a blend of concessionaire sales model and anchor tenant in major shopping malls, over the years the Group has also introduced lifestyle elements such as food and beverage outlets to complement its department store operations. At the same time, in meeting the demands of the young, fashion-conscious and contemporary market, the Group has also launched its private label brands as well as agency apparel lines of international brands, some of which are in-house brands and some are exclusive to Parkson.

OUR VISION

- To be Southeast Asia’s leading department store retailer

OUR MISSION

- To inspire our people
- To delight our customers

OUR VALUE

- Team Spirit
- Commitment
- Honesty and Integrity
- Customer-First
- Respect and Empathy

ABOUT THIS REPORT

This is the fourth Sustainability Report of the Group. It covers the material Environmental, Social and Governance (“ESG”) factors relevant to our department store operations in Malaysia and Vietnam for the financial period ended 31 December 2021 (“FP2021”).

REPORTING FRAMEWORK

This report has been prepared in accordance with the Global Reporting Initiative (“GRI”) Standards. A GRI Index included at the end of the report indicates the location of the relevant disclosures. The report complies with the SGX-ST Listing Rules (711A and 711B) and the SGX Sustainability Reporting Guide.

REPORT CONTENT AND QUALITY

GRI’s principles of stakeholder inclusiveness, sustainability context, materiality, and completeness have been applied to determine the content of this report. GRI’s principles of accuracy, balance, clarity, comparability, reliability and timeliness have been used to help stakeholders assess our sustainability performance. To ensure accuracy and consistency, ESG data provided in the report has been extracted from internal information systems and records.

ASSURANCE

We did not seek external assurance for this sustainability report. We have relied on internal verification to ensure the accuracy of data. Our ESG performance is reported in good faith and to the best of our knowledge.

FEEDBACK

We welcome stakeholders’ input on this report at corpcomm@parkson.com.my

OUR APPROACH TO SUSTAINABILITY

Our sustainability objective is to address the economic, environmental, social and governance impacts, risks and opportunities stemming from our business activities to support long-term value creation for our stakeholders and shareholders. We are committed to monitoring our performance relating to material sustainability issues and making efforts for continuous improvement.

GOVERNANCE

At Parkson, the Board provides the strategic direction and oversight for the management of sustainability issues. A sustainability management committee comprising key management of the Group and designated specific personnel is responsible for the management and reporting of sustainability issues.

BOARD STATEMENT

The Board considers sustainability issues, risks and opportunities as part of strategy formulation. The Board has determined the material ESG factors covered in this report. The Board provides oversight of the management and monitoring of these material ESG factors, through half-yearly review of the Group’s sustainability performance. The Board has ultimate responsibility for the sustainability report as required by the SGX-ST guidelines on sustainability reporting.

STAKEHOLDERS

We recognise that stakeholder engagement, assessment and feedback are an integral part of our sustainability strategy and initiatives. Our significant stakeholders, how we engage with them and address their expectations is described in the table below (**Table 1.0**).

Table 1.0 Stakeholders’ Engagement

Stakeholders	Stakeholders’ Expectations	How We Engage
Employees	<ul style="list-style-type: none"> • Pay and benefits • Learning and development • Respect and recognition • Job satisfaction 	<ul style="list-style-type: none"> • Regular meetings and briefings • Training programmes • Performance appraisal
Customers	<ul style="list-style-type: none"> • Price promotion • Convenience and experience • Engaging, knowledgeable store servicing personnel 	<ul style="list-style-type: none"> • Product launches and promotions • Regular engagement via website, e-mail, social media and mobile app • Targeted promotions for loyalty programme members • Enriching in-store experience

Stakeholders	Stakeholders' Expectations	How We Engage
Suppliers / Vendors	<ul style="list-style-type: none"> • Long-term partnership • Financial resilience • Sustainable business growth • An experienced department store management team 	<ul style="list-style-type: none"> • Regular visits and meetings • Vendor support channel • Product launches and promotions
Shareholders and investors	<ul style="list-style-type: none"> • Good governance • Sustainable business growth • Disclosure and transparency 	<ul style="list-style-type: none"> • Annual General Meeting • Investor Relations channels (website and e-mail) • Timely announcement of material information, including financial performance, through SGXNET and Company's website
Government and regulators	<ul style="list-style-type: none"> • Regulatory compliance 	<ul style="list-style-type: none"> • Regulatory filings • Responding to requests for information (e.g. surveys)
Community	<ul style="list-style-type: none"> • Support for social causes • Responsible corporate citizen 	<ul style="list-style-type: none"> • Charity and fundraising events

MEMBERSHIP OF ASSOCIATIONS

- Malaysia Retailers Association
- Malaysia Retail Chain Association

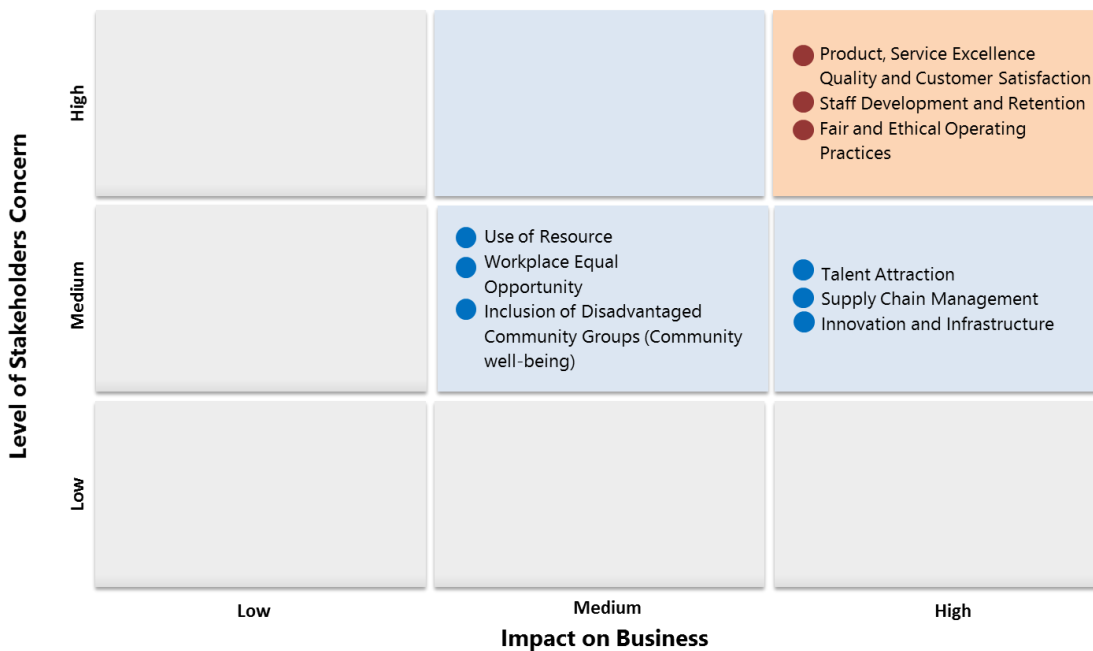
MATERIALITY

We have applied the relevant GRI Standards to carry out our first materiality assessment to identify and prioritise sustainability topics for reporting. The materiality assessment was conducted through a series of engagement sessions with internal stakeholders including the senior management executives from Malaysia and Vietnam to understand their concerns and emerging priorities. This keeps us agile and allows us the opportunity to initiate collaboration and be part of formulating or facilitating a solution.

The assessment yielded nine material topics, with (i) Staff Development and Retention, (ii) Fair and Ethical Operating Practices; and (iii) Product, Service Excellence Quality and Customer Satisfaction, being the focal points for the Group.

The findings of the assessment have been plotted in the materiality matrix based on their impact to Parkson’s business, and against their importance to both internal and external stakeholders (Figure 1.0).

Figure 1.0 Group Materiality Matrix



The Board subsequently has reviewed, determined and approved these material topics for reporting.

The ESG performance data presented in this report establishes the baseline for our material topics. The baseline data will help us to develop specific targets in the coming years.

SUMMARY OF ESG MATERIAL TOPICS

For the purpose of the report structure and clarity, the material topics are grouped into key themes and categorised according to our four sustainability pillars of **Environment (E), People (S), Community (S), and Marketplace and Customers (G)**, corresponding to the ESG framework.

A summary of Parkson’s ESG impacts, where the impacts occur, our involvement with these impacts and our management approach is presented in the table below (**Table 2.0**). An indirect involvement indicates that the impacts arise outside of Parkson, where we may have limited or no control.

Table 2.0 Material Topics, Impact and Management Approach

Material Topics	Where the Impacts Occur	Our Involvement	Management Approach and Goals
Environment			
Use of Resources (Energy Consumption)	Electricity used in offices and department stores for our business operations. Our carbon emissions resulting from the use of electricity.	Direct	Minimise energy consumption where possible. Minimise carbon footprint through energy efficiency.
People (Social)			
Staff Development and Retention	Parkson Group	Direct	Practise meritocracy in performance appraisal and reward of staff. Provide ongoing learning and development opportunities in line with job requirements and career aspirations.
Talent Attraction	Parkson Group	Direct	Attract the best talent through competitive remuneration package and ongoing professional development.
Workplace Equal Opportunity	Parkson Group	Direct	Staff recruitment based on objective criteria regardless of their ethnic background, gender, age, religion, disability or any factors which do not have bearing on job requirements. Practise meritocracy in staff performance appraisal.

Material Topics	Where the Impacts Occur	Our Involvement	Management Approach and Goals
Communities (Social)			
Inclusion of Disadvantaged Community Groups (Community well-being)	Parkson Group	Indirect	Support community initiatives through charitable giving and fundraising.
Marketplace and Customers (Governance)			
Fair and Ethical Operating Practices	Parkson Group	Direct	Zero-tolerance against fraud, corruption and unethical practices. Whistleblowing policy.
Product, Service Excellence Quality and Customer Satisfaction	Parkson Group, stores and customer touch points	Direct	Enriching shopping experience. Parkson Card loyalty programme. Continuous training for servicing personnel. Proper handling of customers' feedback. Safeguarding customers' privacy.
Innovation and Infrastructure	Parkson Group	Direct	Acceptance of eWallet payment. Launch of Parkson Card mobile app. Implementation of B2B vendor online portal. Implementation of LionPeople Global HR Information System
Supply Chain Management	Parkson Group and suppliers	Indirect	Drive responsible business practices across our supply chain through vendor selection process, and vendors' periodic acknowledgement of their commitment to the Group's Vendor Code of Conduct.

ENVIRONMENT

CLIMATE CHANGE AND CARBON - ENERGY CONSERVATION

Parkson is committed to minimising its environmental footprint impact through our energy and carbon reduction initiatives. Parkson's primary environmental footprint stems from electricity consumption, where it is used for lighting and air-conditioning in all our department stores and offices. Not only is minimizing our environmental footprint in coherence with our belief of conducting business in a socially responsible manner, this will also benefit us financially as well by reducing operational costs.

To align with the energy conservation objective, we began rolling out light emitting diode ("LED") lights across our network of stores progressively. Compared with conventional lights, LED lights could contribute to 35% to 45% savings in energy consumption (measured in kilowatt hours, KWH).

In addition to installation of LED lights, other energy conservation initiatives undertaken by the Group include optimising the usage of high energy consumption store equipment (e.g. elevators, air conditioners) by only switching on escalators / air conditioners closer to the commencement of store operating hour, and cultivation of energy-saving habits (e.g. switching off lights, air-conditioners and office equipment when not in use).

Moving forward, we target to continue rolling out LED lights in the remaining stores, whilst upholding the other conservation initiatives currently in place.

PEOPLE

At Parkson, we recognise that our success depends on our people’s commitment in delivering the highest levels of service to our customers. We strive to provide a fair, performance-based working environment that is diverse, inclusive and collaborative.

As at 31 December 2021, Parkson employs a total of approximately 2,200 people – 2,100 in Malaysia, and 100 in Vietnam. Women make up 58% of our workforce.

TALENT ATTRACTION

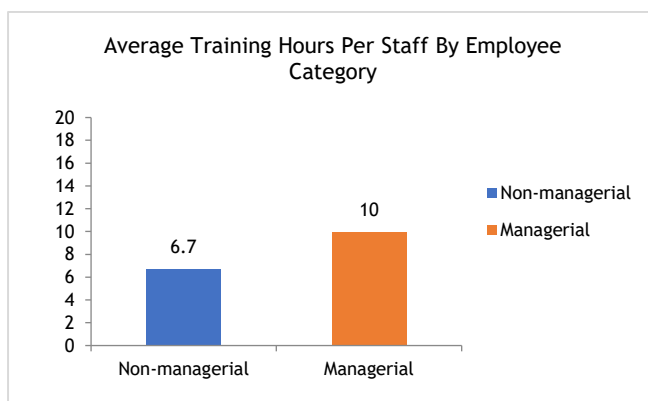
We are committed to the principles of equality and nondiscrimination, and strive to employ on the basis of merit regardless of gender, age, race, religion, disability or any factors which do have bearing on job requirements. Our sources of talent include recruitment from the open market, as well as through Lion-Parkson Foundation scholarship programme. In attracting external talent, we strive to implement remuneration practices that are externally competitive and internally fair and equitable.

Except for Vietnam wherein approximately 90% of our people are covered by collective bargaining agreements, our personnel in Malaysia is currently not part of any collective bargaining agreement.

STAFF DEVELOPMENT AND RETENTION

At Parkson, we provide learning and development (“L&D”) opportunities in respect of technical, functional and behavioral competencies for our people in line with their job requirements and career aspirations. These opportunities can be in the form of on-the-job, formal class training and continuing education.

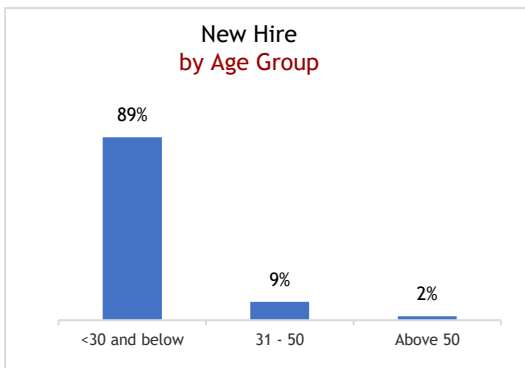
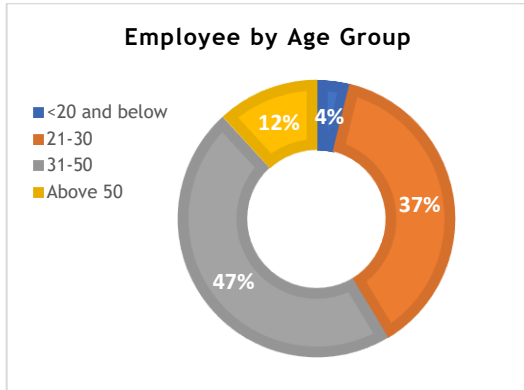
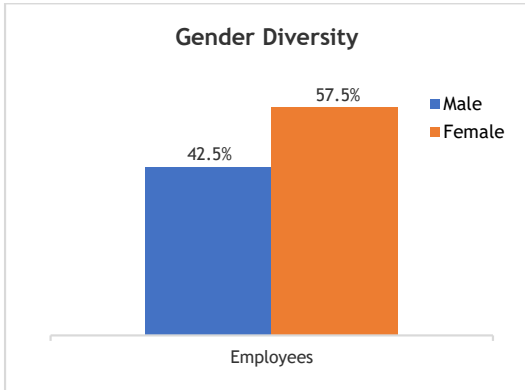
For FP2021, our people achieved an average training hours of 6.7 hours and 10.0 hours for non-managerial and managerial positions respectively, in the form of formal class training. Our target is to further improve the average training hours of our people in the coming years, so as to better equip them in serving our customers as well as in dealing with other stakeholders.



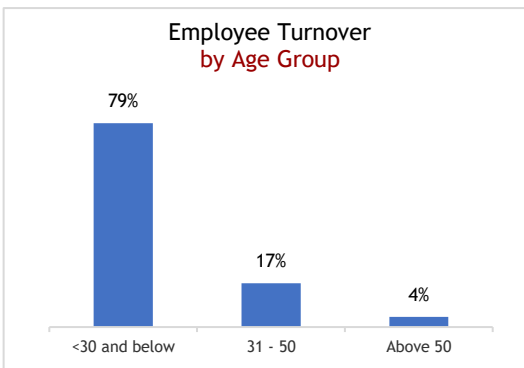
REWARDS AND PERFORMANCE

We practice meritocracy in assessing our people’s performance, and in providing due recognition for their excellence. We have put in place an objective performance appraisal policy which requires all permanent staff to take part in periodic performance assessment. Such regular performance discussions provide opportunities for us to identify development needs of our people, whilst at the same time allow our people to provide upward feedback on their concerns.

EMPLOYEE DATA CHARTS (FP2021)



New hires: 772



Employee turnover: 2,073

COMMUNITY

In keeping with its philosophy of giving back to the community, the Group focuses on helping to uplift the community via Lion-Parkson Foundation (the “Foundation”) established in 1990 by Lion Group of Companies of which the Group is a member. The companies within the Group are also supporting the local community wherein they operate by participating in charity programmes and fundraising drives to assist those in need.

MALAYSIA

Empowerment through Education

The Foundation organises fundraising activities for charity and provides educational opportunities for the less fortunate. The true sustainability of our project lies in the on-going transformation of peoples’ lives through the benefits of education. We believe in Empowerment through Education; that education is the catalyst to bring about sustainable change for the better for our future generations.

Annually, the Foundation awards scholarships to undergraduates in local universities. The selected scholars undergo training in soft skills such as problem-solving and communication skills as well as internships at Lion Group companies during their semester breaks to prepare them for working in the corporate world. In the FP2021 which covered 18 months, the Foundation awarded scholarships worth RM10,000 per annum to 22 students based on their academic performance, extra-curricular activities and leadership qualities. To date, the Foundation has sponsored a total of 491 students under its scholarship and other sponsorship programmes worth RM11.6 million.

Among the events organised by the Foundation is the annual Chinese New Year (CNY) Calligraphy Charity Sale in aid of needy students in a few schools in the Klang Valley. For the 12 years from 2010 to 2021, the CNY Calligraphy Charity Sale had raised more than RM2.6 million to assist needy students in these schools.

Home for Special Children

The Foundation had built a Home for Handicapped & Mentally Disabled Children in Banting, which was opened in November 2012 and has recently completed the expansion of the home to include an old folks home.

Medical Assistance for the Less Fortunate

In reaching out to a broad and diverse cross-section of beneficiaries irrespective of race or religion, the Foundation also provides financial assistance to the less fortunate suffering from critical illnesses who require medical treatment including surgery as well as purchase of medical equipment and medication. The Foundation is also assisting organisations that are geared towards helping the less fortunate to achieve a better life, including sponsoring community health programmes such as medical camps and donation of dialysis machines.

Approximately RM9.78 million has been disbursed in the form of sponsorship for medical treatment to 1,044 individuals including purchase of equipment and medication for needy Malaysians, purchase of medicine for medical camps as well as dialysis machines for dialysis centres operated by National Kidney Foundation of Malaysia and Non-Governmental Organisations (NGOs) to provide subsidised treatment to those suffering from kidney failure as of 31 December 2021.

Other Charitable Causes

Parkson joined in the COVID-19 Immunisation Task Force by the Government to boost the national COVID-19 vaccine roll-out, and staged information booths at its store to disseminate information and help the public to register for their vaccination on MySejahtera. It also collaborated with Sunway Medical Centre to organise FB Live Sessions on COVID-19 vaccine and other related information on health and wellbeing.

Under the 'Parkson Cares' initiative, Parkson contributed Hogan bread to frontliners as well as old folks homes and underprivileged children homes in the Klang Valley, and donated electrical appliances and basic needs to orphanages and senior citizen homes in Selangor during the recent flood disasters.

MARKET PLACE AND CUSTOMERS

CUSTOMER SATISFACTION AND EXPERIENCE

In today's highly competitive retail market, it is imperative for us to provide the best of value and experience to our customers while they shop at Parkson. In achieving this, we have implemented, inter alia, the following:

Enriching In-Store Experience

We strive to provide wholesome shopping experience to our customers by incorporating lifestyle elements such as cafes, bakeries, saloons and children playgrounds in some of our stores. In addition, we carry out various activities such as festive celebration party, cooking class, fashion show and many other interesting events at our stores. These activities provide value-add to our customers, while at the same time serve as a platform for us to engage with and better understand our customers.

In response to the growing Chinese tourist arrivals, we now accept payment via eWallet (i.e. Alipay and WeChat Pay) at certain stores with high tourists' traffic. Additionally, we have put up Mandarin brochures and signage at these stores, and deploy Mandarin-speaking frontline personnel during the period with higher volume of Chinese tourists, such as the Golden Week in the first week of October.

The acceptance of Alipay and WeChat Pay in our stores had been well received by our customers. Moving forward, we have plans to roll-out the acceptance of other eWallets as well in view of the growing popularity of such mode of payment, especially among our younger customers.

Parkson Card Loyalty Programme

We launched our Parkson Card loyalty programme in December 2014 with the objective to better serve our customers. Since then, Parkson Card had been rolled out to each of the country where we operate. As at 31 December 2021, we have a total of 3.8 million Parkson Card members from Malaysia (2.2 million) and Vietnam (0.2 million).

The launch of Parkson Card has enabled us to devise targeted promotions and events catering to the preference of our members. In addition, Parkson Card is accepted in all countries where we have operations, and is supported by a wide range of our merchant partners.

To provide further convenience to members, we launched the Parkson Card mobile app in Malaysia since 2018. This mobile app allows members to track their spending in Parkson, as well as to view offers from Parkson and our merchant partners.

Continuous Training for Servicing Personnel

As aforementioned in the <People> section, we provide L&D opportunities to our people in line with their job requirements. In the case of our frontline servicing personnel, they are required to undergo retraining on customer service basics and product knowledge periodically, and are encouraged to participate in other courses such as English language, communication, problem-solving and related subjects.

These courses will certainly enhance the capabilities of our frontline personnel in delivering a better service to our customers at our stores.

Customer Feedback

We emphasise on the needs and concerns of our customers, and strive to address them in a timely manner upon receiving customers' feedback from our customer care desk, email, phone calls and social media platforms such as Facebook in our stores.

In addition, we take proactive measures to identify lapses in our service standards, such as through the deployment of Mystery Shopper.

Customer Privacy

As a department store operator with our Parkson Card loyalty programme, we handle significant amount of personal data of our customers, and recognise the importance of protecting the privacy of our customers. We conduct our business in compliance with the Personal Data Protection Act, and have measures in place to safeguard customers' personal data. There were no breaches of customer data privacy in FP2021.

ETHICAL AND RESPONSIBLE BUSINESS PRACTICES

ANTI-CORRUPTION

Parkson is committed to operating our business with integrity and by adhering to ethical business principles. We maintain zero-tolerance for bribery, fraud and corruption.

We apprise our people on the Group's Code of Business Ethics and Conduct and the need to conduct business at the highest ethical standards. We do not tolerate bribery and corrupt practices or behaviours that may bring disrepute to the Group or its people. Above all, we expect honesty, integrity and respect to be exhibited in our dealings and interactions within and outside the Group. In this regard, we have made it mandatory for our people at or above certain grade to declare any conflict of interest at least once a year.

We have also put in place the whistleblower policy, where we encourage our stakeholders to disclose suspected wrongdoings which may involve or concern our Group's Directors, management, employees, performance, relations with other stakeholders, assets and reputation. Whistleblowers will be accorded protection of their identity unless the disclosure is required by any applicable law.

All concerns may be communicated to the Chief Auditor of the Group via telephone call, mail, email and/or facsimile, as follows:

Tel No. : 603-3344 2882 ext. 3900
Email : whistleblowing@parkson.com.my
Fax No. : 603-3344 2889
Address : Level 5, Klang Parade, No. 2112 Jalan Meru, 41050 Klang, Selangor Darul Ehsan, Malaysia

We have launched our Anti Bribery & Corruption policy in the previous financial year ended 30 June 2020.

Our goal in the coming years is to increase and/or refresh the awareness on the Group's anti-corruption stance and ethical operating practices among our internal and external stakeholders.

SUPPLY CHAIN MANAGEMENT

At Parkson, we incorporate sustainability considerations such as fair labour practices and safety requirements in our vendor selection process. Subsequently, all our registered vendors are required to acknowledge their commitments to the Vendors' Code of Conduct periodically.

The Vendors' Code of Conduct serves to inform our vendors of their role and contribution as a key business partner and on the need to comply with all rules and regulations including health, safety and labour standards, avoid conflict of interest, conserve the environment, and notify the Group of any breaches or non-conformance.

Parkson partners with approximately 4,200 trade vendors as at 31 December 2021; with 1,450 in Malaysia and 850 in Vietnam.

INNOVATION AND INFRASTRUCTURE

We continue to embrace technology in our pursuit to delight our customers as well as to improve our processes. Among the measures taken, with some having been elaborated on in the earlier sections, are as follows:

- Acceptance of eWallet payment at selected stores
- Launch of Parkson Card mobile app
- Implementation of B2B vendor online portal to facilitate vendors' management process
- Implementation of LionPeople Global HR Information System to streamline our people management process

GRI Content Index

General Disclosures

GRI Standard	General Disclosures	Page Number(s) and/or URL(s)
GRI 101: Foundation 2016 GRI 102: General Disclosures	Organisational Profile	
	102-1 Name of the organisation	Page 1
	102-2 Activities, brands, products, and services	Page 1
	102-3 Location of headquarters	Annual Report 2021 – Page 63
	102-4 Location of operations	Page 1, Annual Report 2021 – Page 1
	102-5 Ownership and legal form	Annual Report 2021 – Page 63
	102-6 Markets served	Page 1
	102-7 Scale of the organisation	Page 9 &10, Annual Report 2021 – Pages 1 & 5
	102-8 Information on employees and other workers	Pages 9 & 10
	102-9 Supply chain	Page 15
	102-10 Significant changes to the organisation and its supply chain	No significant changes
	102-11 Precautionary Principle or approach	Page 5
	102-12 External initiatives	Page 2
	102-13 Membership of associations	Page 4
	Strategy	
102-14 Statement from senior decision-maker	Annual Report 2021 – Pages 3 to 4	

GRI Standard	General Disclosures	Page Number(s) and/or URL(s)
GRI 102: General Disclosures	Ethics and integrity	
	102-16 Values, principles, standards, and norms of behaviour	Page 1
	Governance	
	102-18 Governance structure	Page 3, Annual Report 2021 – Pages 17 to 37
	Stakeholder engagement	
	102-40 List of stakeholder groups	Pages 3 to 4
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	2021 Annual Report – Pages 100 to 105
	102-46 Defining report content and topic Boundaries	Pages 6 to 7
	102-47 List of material topics	Page 5
	102-48 Restatements of information	No restatements
	102-49 Changes in reporting	Not applicable
	102-50 Reporting period	Page 2
	102-51 Date of most recent report	Page 2
	102-52 Reporting cycle	Page 2
	102-53 Contact point for questions regarding the report	Page 2
	102-54 Claims of reporting in accordance with the GRI Standards	Page 2
	102-55 GRI content index	Pages 16 to 20
102-56 External assurance	Page 2	

GRI Content Index

Material Topics

GRI Standard	Material Topic Disclosures	Page Number(s) and/or URL(s)
GRI 103: Management approach 2016 GRI 302: Energy 2016	Climate change and carbon	
	103-1 Explanation of the material topic and its boundary	Page 6
	103-2 The management approach and its components	Pages 6 & 8
	103-3 Evaluation of the management approach	Pages 6 & 8
GRI 103: Management approach 2016 GRI 401: Employment 2016	Talent attraction and retention	
	103-1 Explanation of the material topic and its boundary	Page 6
	103-2 The management approach and its components	Pages 6, 9 & 10
	103-3 Evaluation of the management approach	Pages 6, 9 & 10
	201-1 New employee hires and employee turnover	Pages 9 & 10
GRI 103: Management approach 2016 GRI 404: Training and education 2016	Training and education	
	103-1 Explanation of the material topic and its boundary	Page 6
	103-2 The management approach and its components	Pages 6 & 9
	103-3 Evaluation of the management approach	Pages 6 & 9
	404-1 Average hours of training per year per employee	Page 9

GRI Standard	Material Topic Disclosures	Page Number(s) and/or URL(s)
<p>GRI 103: Management approach 2016</p> <p>GRI 413: Local Communities 2016</p>	Inclusion of vulnerable groups (community well-being)	
	103-1 Explanation of the material topic and its boundary	Page 7
	103-2 The management approach and its components	Pages 7, 11 & 12
	103-3 Evaluation of the management approach	Pages 7, 11 & 12
	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 11 & 12
<p>GRI 103: Management approach 2016</p>	Product and service quality	
	103-1 Explanation of the material topic and its boundary	Page 7
	103-2 The management approach and its components	Pages 7, 13 & 14
	103-3 Evaluation of the management approach	Pages 7, 13 & 14
<p>GRI 103: Management approach 2016</p>	Customer satisfaction	
	103-1 Explanation of the material topic and its boundary	Page 7
	103-2 The management approach and its components	Pages 7, 13 & 14
	103-3 Evaluation of the management approach	Pages 7, 13 & 14
<p>GRI 103: Management approach 2016</p> <p>GRI 418: Customer privacy 2016</p>	Customer privacy	
	103-1 Explanation of the material topic and its boundary	Page 7
	103-2 The management approach and its components	Pages 7 & 14
	103-3 Evaluation of the management approach	Pages 7 & 14
	418-1 Complaints concerning breaches of customer privacy and losses of customer data	Page 14

GRI Standard	Material Topic Disclosures	Page Number(s) and/or URL(s)
GRI 103: Management approach 2016 GRI 203: Indirect economic impacts 2016	Innovation and infrastructure	
	103-1 Explanation of the material topic and its boundary	Page 7
	103-2 The management approach and its components	Pages 7 & 15
	103-3 Evaluation of the management approach	Pages 7 & 15
	203-1 Infrastructure investments and services supported	Page 15
GRI 103: Management approach 2016 GRI 205: Anti-corruption 2016	Anti-Corruption	
	103-1 Explanation of the material topic and its boundary	Page 7
	103-2 The management approach and its components	Pages 7, 14 & 15
	103-3 Evaluation of the management approach	Pages 7, 14 & 15
	205-3 Confirmed incidents of corruption and actions taken	Pages 14 & 15
GRI 103: Management approach 2016 GRI 414: Supplier social assessment 2016	Supply chain management	
	103-1 Explanation of the material topic and its boundary	Page 7
	103-2 The management approach and its components	Pages 7 & 15
	103-3 Evaluation of the management approach	Pages 7 & 15
	414-1 New suppliers that were screened using social criteria	Page 15