



PARKSON 百盛

PARKSON RETAIL ASIA LIMITED

SUSTAINABILITY REPORT 2018

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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 leading Southeast Asian department store retailer with an extensive network of 66 department stores across cities mainly in Malaysia, Indonesia and Vietnam as at 30 June 2018.

Established in 1987, Parkson always seeks to refresh and enhance its offering to cater to the 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 and children playgrounds to complement its department store operations. At the same time, in meeting the demands of the young, fashion-conscious and contemporary market, the Group launched its private label brands as well as agency apparel lines of numerous international brands which 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 first Sustainability Report of the Group. It covers the material Environmental, Social and Governance (“ESG”) factors relevant to our department store operations in Malaysia, Indonesia and Vietnam for the financial year ended 30 June 2018 (“FY2018”).

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 make 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	• Pay and benefits • Learning and development • Respect and recognition • Job satisfaction	• Regular meetings and briefings • Training programmes • Performance appraisal
Customers	• Price promotion • Convenience and experience • Engaging, knowledgeable store servicing personnel	• 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	- Long-term partnership - Financial resilience - Sustainable business growth - An experienced department store management team	- Regular visits and meetings - Vendor support channel - Product launches and promotions
Shareholders and investors	- Good governance - Sustainable business growth - Disclosure and transparency	- 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	Regulatory compliance	- Regulatory filings - Responding to requests for information (e.g. surveys)
Community	- Support for social causes - Responsible corporate citizen	Charity and fundraising events

MEMBERSHIP OF ASSOCIATIONS

- Malaysia Retailers Association
- Malaysia Retail Chain Association
- Indonesia Commercial Tenant Association (Himpunan Penyewa Pusat Perbelanjaan Indonesia, HIPPIINDO)
- Malaysia Chambers Jakarta
- Lion-Parkson Foundation

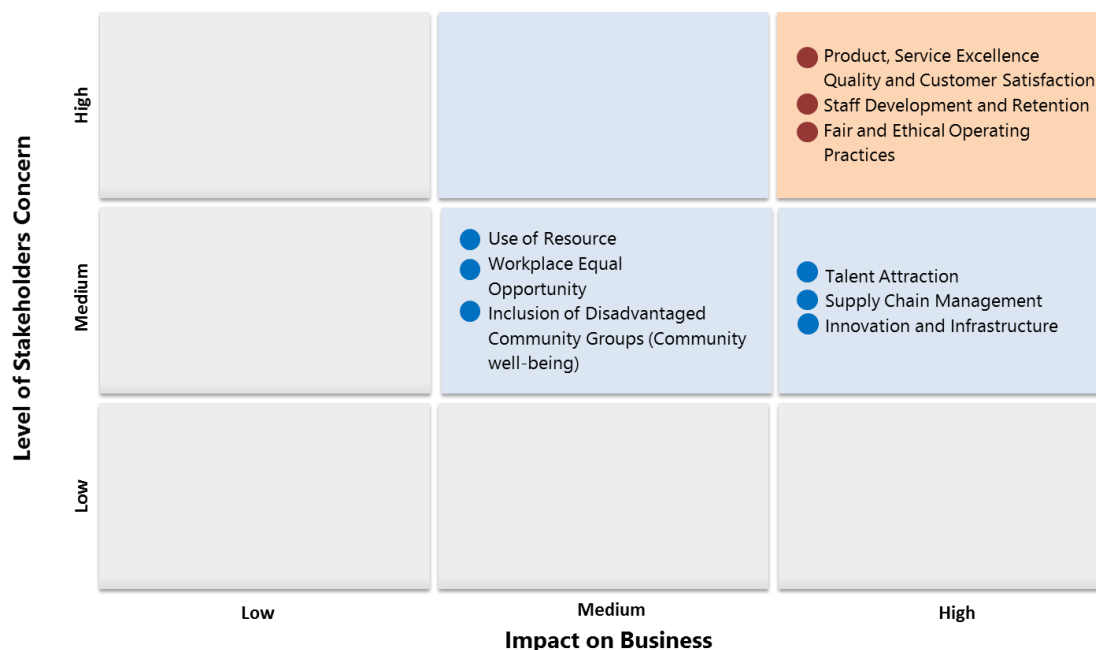
MATERIALITY

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, Indonesia 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)**, correspond 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 result 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.

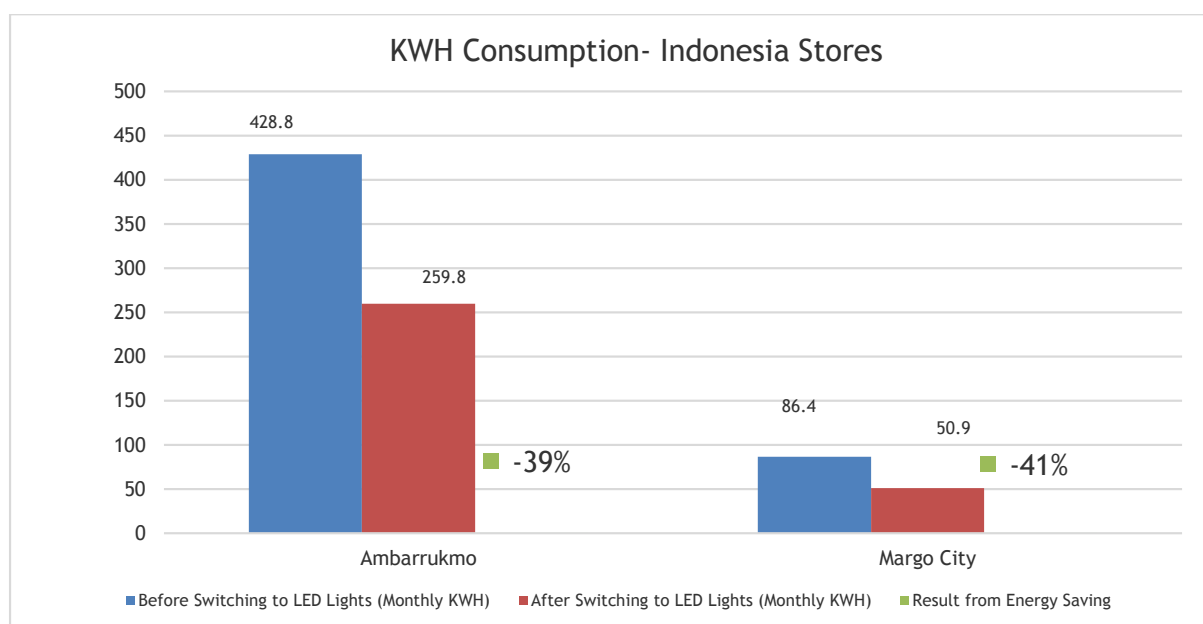
Material Topics	Where the Impacts Occur	Our Involvement	Management Approach and Goals
Communities (Social)			
Inclusion of Disadvantaged Community Groups (Community well-being)	Parkson Group	Indirect	Support community initiatives through charitable giving and fundraising.
Marketplace and Customers (Governance)			
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 commitments 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 stem from electricity, where it is used for lighting and air-conditioning in all our department stores and offices. Not only minimising environmental footprint is in coherence with our belief of conducting business in a socially responsible manner, this will 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 40% savings in energy consumption (measured in kilowatt hours, KWH), as evidenced in two of our stores in Indonesia.



As shown in the chart above, average monthly KWH consumption for our Ambarrukmo and Margo City stores reduced by 39% and 41% respectively following the installation of LED lights.

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 30 June 2018, Parkson employs a total of approximately 3,800 people – 2,100 in Malaysia, 1,200 in Indonesia and 500 in Vietnam. Women make up 60% of our people.

TALENT ATTRACTION

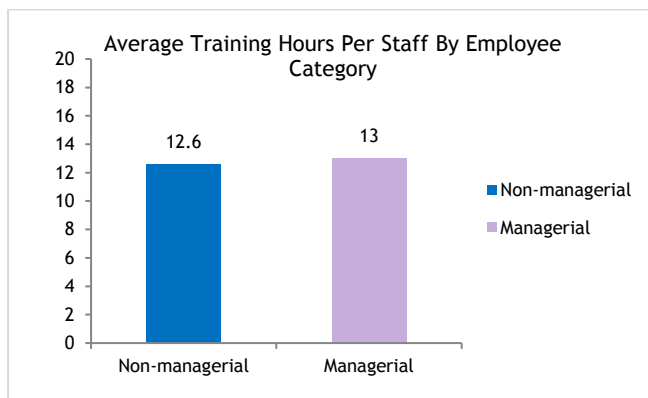
We are committed to the principles of equality and nondiscrimination, and strive to employ on the basis of merit regardless of gender, age, race, religion, disability or any factors which do have bearing on job requirements. Our sources of talent include recruitment from open market, as well as through 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 people in Malaysia and Indonesia are 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.

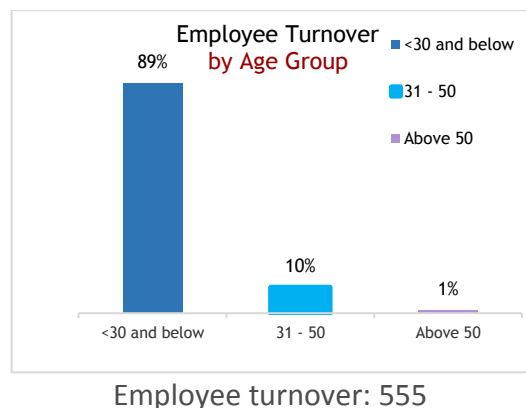
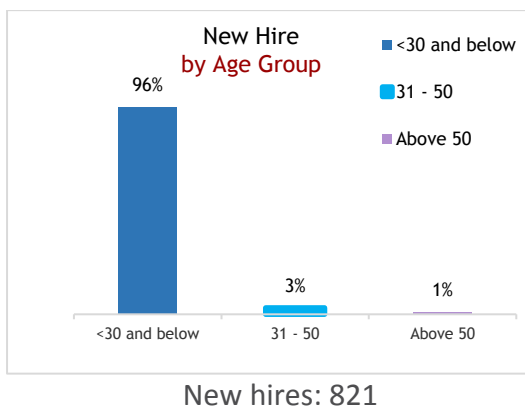
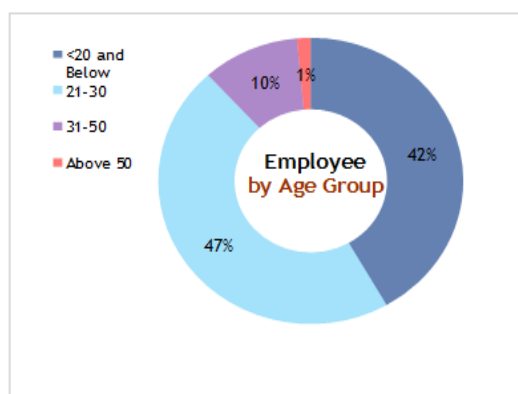
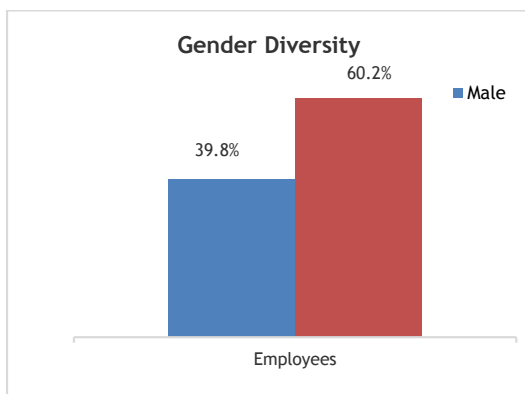
For FY2018, our people achieved an average training hours of 13, in the form of formal class training. Our target is to further improve the average training hours of our people in the coming years, so as to better equip them in serving our customers as well as in dealing with other stakeholders.



REWARDS AND PERFORMANCE

We practise 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 (FY2018)



COMMUNITY

OUR SOCIAL ENVIRONMENT

Inclusion of Disadvantaged Community Groups (Community well-being)

At Parkson, we believe in giving back to the communities wherein we operate to promote equal opportunities and to improve the lives of people – through our various programmes that we have established to help the underprivileged, people with special needs, and youths.

MALAYSIA

Parkson Cares Educare

Under our annual Parkson Cares Educare programme organised together with Lion-Parkson Foundation, Parkson stores act as collection centres throughout Malaysia, for the public to contribute items such as school bags, shoes, uniforms, stationery and other schooling necessities for needy students nationwide. Started in Malaysia in 2001, 5,000 school children from 200 government schools and orphanages benefit from these donations every year. This programme is in partnership with Yayasan Maha Karuna to aid underprivileged students in need.

Lion-Parkson Foundation Scholarships

For FY2018, our Lion-Parkson Foundation awarded scholarships totaling RM120,000 (S\$39,500) to 12 deserving undergraduates, to assist them in pursuing their studies in the local universities in Malaysia.

As part of their scholarship, awardees will undergo soft skills training, such as communication, through internships offered by Parkson and companies under the Group to prepare them for the corporate world.

Lion-Parkson Foundation: Chinese New Year Calligraphy Charity Sales

This year's annual Lunar New Year Calligraphy Charity Sale saw calligraphy pieces by students from five schools sold at nine participating Parkson stores prior to Chinese New Year celebration.

Close to RM259,000 (S\$85,000) was raised through this year's sale to support needy students in these schools.

Parkson's Majlis Iftar Ramadan with Senior Citizens

60 senior citizens aged between 62 - 88 years were feted at the "Majlis Iftar Ramadan" (breaking of fast) hosted by Parkson at Parkson M Square Mall in Puchong on 7 June 2018. The guests were treated to a spread by Makan-Makan by Parkson and received groceries, "baju raya" (new clothes) and "duit raya" (token sums of money) each to assist in their preparation for Hari Raya Aidil Fitri celebrations. This event was organised by Parkson in collaboration with Jabatan Kebajikan Masyarakat (Social Welfare Department).

INDONESIA

Centro Parkson We Care – Peduli Terumbu Karang

Parkson Indonesia collaborated with Yayasan Terumbu Rupa to increase awareness on the preservation of the ecosystem and restoration of coral reefs at Bangka Island, North Sulawesi Province, through art installations and the implementation of mineral accretion technology.

A total of IDR185,560,000 (S\$18,300) was donated to Yayasan Terumbu Rupa to assist in its restoration efforts. All donations were used to build a 12 x 6 x 4 metre metal installation called Domus Piramidis Dugong, a pyramid-shaped dome dedicated for dugongs, an endangered species at Bangka Island.

Centro Parkson We Care – Peduli Anak Bangsa

To help people with disabilities to develop their entrepreneurship skills, Parkson Indonesia and Yayasan Difabel Mandiri Indonesia came together to conduct the We Care Programme – Peduli Anak Bangsa. Coupons were sold at our network of stores to raise the funds needed for the programme. Including the contribution from Parkson Indonesia, a total of IDR103,300,000 (S\$10,200) was raised to build a poultry farm and training centre in Tangerang, Banten Province for this purposes.

Blood Donation

Parkson Indonesia contributes to the country's humanitarian efforts through its close collaboration with Indonesian Red Cross. Over a year-long period from July 2017 to June 2018, Parkson Indonesia held several blood donation drives at its head office and in five of its stores, namely Parkson Lippo Mall Puri, Parkson Hartono Mall, Centro Summarecon Mall Serpong, Centro Bintaro Xchange Mall and Centro Manado Town Square. These donation drives collected a total of 328 pints of blood, which can essentially save many precious lives.

VIETNAM

Back to School Campaign

Parkson Vietnam partnered with Tan Thanh Tay Secondary School and An Dinh Secondary School in Mo Cay Bac, Ben Tre province, to reward underprivileged school students for their academic performance. A total of USD4,100 (S\$5,500) was raised from customers, business partners and employees to procure the gifts comprising 40 bicycles and 70 sets of stationery, which were subsequently distributed to 40 school students in August 2017.

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 more at our stores. These activities provide value-add to our customers, while at the same time serve as a platform for us to engage 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' content. Additionally, we 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 30 June 2018, we have a total of 3.3 million Parkson Card members from Malaysia (1.9 million), Indonesia (1.2 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 during FY2018. 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 <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 e.g. English language, communication, problem-solving and more.

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

Customer Feedback

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

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 who runs 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 FY2018.

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 on his/her conflict of interest (if any) at least annually.

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

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 30 June 2018 – 1,450 in Malaysia, 1,900 in Indonesia 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, some having elaborated 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 2018 – Page 57
	102-4 Location of operations	Page 1, Annual Report 2018 – Page 1
	102-5 Ownership and legal form	Annual Report 2018 – Page 57
	102-6 Markets served	Page 1
	102-7 Scale of the organisation	Page 9 &10, Annual Report 2018 – Pages 1 & 4
	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 2018 – Pages 2 to 3

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 2018 – Pages 19 to 38
	Stakeholder engagement	
	102-40 List of stakeholder groups	Pages 3 to 4
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	2018 Annual Report – Pages 89 to 97
	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	First report
	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
	302-4 Reduction of energy consumption	Page 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)
GRI 103: Management approach 2016 GRI 413: Local Communities 2016	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
GRI 103: Management approach 2016	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
GRI 103: Management approach 2016	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
GRI 103: Management approach 2016 GRI 418: Customer privacy 2016	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