



旭飞股份  
SUNRISE

**Sunrise Shares Holdings Ltd.**  
**Sustainability Report 2020**

## Contents

Chairman’s Message.....	3
Our Sustainability Story.....	4
Organisation Profile.....	6
Ethics and Integrity.....	6
Governance and Statement of the Board.....	8
Stakeholder Engagement.....	8
Reporting Practice.....	9
Property Consultancy and Management.....	12
<b>Impact Assessment of Properties</b> .....	12
<b>Design for Safety</b> .....	12
<b>Design for Sustainability</b> .....	13
<b>Contractor Management</b> .....	13
<b>Property Consultancy Targets and Compliance</b> .....	14
Our People, Our Assets.....	15
<b>Our Workforce</b> .....	15
<b>Employee Remuneration and Benefits</b> .....	15
<b>Workforce Targets and Compliance</b> .....	16
SGX-ST Five Primary Components Index.....	17
GRI Standards Content Index.....	18

## Chairman's Message

Dear Stakeholders,

I am pleased to present the Sustainability Report of Sunrise Shares Holdings Ltd. (**“the Company”**) and together with its subsidiaries (the **“Group”** or **“Sunrise Shares”**) for the financial year ended 31 December (**“FY”**) 2020.

As a company that provides property consultancy and management services, we always advise clients to develop their properties sustainably and prioritise occupants' safety. We take extra precaution to ensure that our clients comply with relevant environmental and social laws and regulations. For FY2020, the company have commenced in several real estate development consultancy projects and property management consultancy projects. The size of real estate involved in the consultancy projects are over 180,000 square meters and the group generated 1.2 million revenue in these projects. The group have taken extra caution in the safety measure as over half of the projects are still under the construction stage, The Company endeavors for the real estate development consultancy projects and property consultancy projects to have no negative impacts on environmental and social factors.

On behalf of the board of directors of the Company (**“Board”** or **“Directors”**), I would like to express my gratitude to our customers, business partners and shareholders for their unwavering support over the years. We look forward to your continued support as we strive to build a more sustainable business for a better world.

Executive Director and CEO  
Zhang Zhi Liang  
28 May 2021

## Our Sustainability Story

### Our Vision

To expand and diversify our business, grow our customer base and increase our product offerings, to be a well-known quality brand domestically and internationally.

### Our Mission

To produce and develop quality products at a competitive price while building a sustainable company culture, and to serve our customers with utmost integrity.

### Sustainability Philosophy

The Group has always strived to ensure our property consultancy and management clients to develop their properties sustainably and incorporate sustainable designs and measures. We also advise them in the management of their contractors to ensure sustainable construction. As safety are one of the most important control in the construction site. The group provide construction safety lesson materials to clients and all of the on-site workers had attended safety lesson on the first day of work.

### Sustainability Targets and Performance

We aim to achieve zero product health and safety incidents. We also endeavour to minimise our carbon footprint and work with clients to achieve zero workplace safety incidents in their operations. As the company main operations include property consultancy and management business in PRC, we introduce international environmental standard to our clients in order to minimise carbon footprint in our clients operations.

We endeavour to improve on the scope and range of our advice to clients, as in FY 2020, our scope including three main sections: Pre-construction section (construction planning, regulation planning and commercial planning), Construction Section (on-site management consulting, material solution consulting, environment regulation consulting, safety advising) , Post-construction section (sales and property management) to help them develop greener buildings with advanced sustainability innovations and solutions.

Below is a summary of our sustainability performance in FY2020 and targets for FY2021.

Environmental Performance in FY2020	
FY2020 Target	Performance Update
<b>Zero</b> incidence of environmental non-compliance for our clients	Achieved <b>zero</b> incidence of environmental non-compliance for our clients
<b>Zero</b> incidence of environmental non-compliance	Achieved <b>zero</b> incidence of environmental non-compliance
Environmental Targets for FY2021	
FY2021 Target	Action Plan
<b>Zero</b> incidence of environmental non-compliance for our clients	Continue to regularly monitor clients' portfolio and activities to ensure that their operations are in strict compliance with environmental laws and regulations.
<b>Zero</b> incidence of environmental non-compliance	To maintain strict compliance with environmental laws and regulations.

Social Performance in FY2020	
FY2020 Target	Performance Update
<b>Zero</b> product health and safety incidence	Achieved <b>zero</b> product health and safety incidence
<b>Zero</b> workplace health and safety incidence	Achieved <b>zero</b> workplace safety incidence
Social Targets for FY2021	
FY2021 Target	Action Plan
<b>Zero</b> product health and safety incidence	To maintain strict compliance with product health and safety laws and regulations
<b>Zero</b> workplace health and safety incidence	To maintain strict compliance with occupational health and safety laws and regulations

## Organisation Profile

Listed on the Catalist board of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), Sunrise Shares is an investment holding company primarily involved in property consultancy and management. The Group operates mainly in the People’s Republic of China (“**PRC**”).

### **Property Consultancy and Management**

The Company ventured into property consultancy and management business in PRC in 2017. The Group’s subsidiary, Shenzhen Kimshek Consultancy Management Limited (f.k.a Shenzhen ZhongTong Consultancy Management Limited or Shenzhen Sunrise Consultancy Management Limited), is engaged in the provision of property consultancy and management services to property management companies in PRC in relation to, among others, (i) construction execution planning, (ii) construction team management advising, (iii) material supplier consulting, (iv) budget advising, (v) property management team advising, and (vi) property marketing and brokerage service .

### **Hospitality Business, Fund Management and Investment Business**

The Group had not commenced any operations under Hospitality Business, Fund and Investment Business in FY2020.

## Ethics and Integrity

### **Anti-corruption** (*GRI 205 -1, 205-2, 205-3*)

The Group strictly forbids any form of corruption in its business. All employees and associates are informed and educated on the Group’s anti-corruption policies and zero tolerance against corruption. No employee or officer is permitted to engage in price fixing, bid rigging, allocation of markets or customers, or similar illegal anti-competitive activities.

The purpose of business entertainment and gifts in a commercial setting is to create goodwill and sound working relationships, not to gain unfair advantages with customers. No gift or entertainment should ever be offered, given, provided or accepted by any Company employee or officer, family member of an employee or officer, or agent unless it: (1) is non cash gift with a value under or equivalent to S\$ 100 , (2) is consistent with customary business practices, (3) is reasonable in value, (4) cannot be construed as a bribe or payoff, and (5) does not violate any laws, regulations or applicable policies of the other party’s organisation.

Employees are prohibited from directly or indirectly taking any action to coerce, manipulate, mislead or fraudulently influence the Company’s independent auditors for the purpose of rendering the financial statements of the Company materially misleading.

These measures have effectively improved the Group’s ability to resist corruption. There was no reported incident of corruption in FY2020, and we target to maintain a zero incidence of corruption in FY2021.

## **Whistle-blowing Policy**

The Company has instituted a whistle-blowing policy to provide a channel for employees of the Group to report in good faith and in confidence, without fear of reprisals, concern about possible improprieties in financial reporting and other matters.

The objective of the policy is to ensure that there is independent investigation of such matters and that appropriate follow up actions will be taken. The Audit Committee of the Company (“**AC**”) oversees the administration of the policy. Where a complaint has been made, a report will be submitted to the AC for investigation and follow-up. The Company has not received any whistle blow report for FY2020 and the Company targeted not to have any whistle blow report for FY2021.

## **Interested Persons Transactions**

The Company has established internal control policies to ensure that transactions with interested persons are reviewed, approved, and are conducted at arm’s length basis.

The Company does not have a general shareholders’ mandate for recurrent interested person transactions. The Company confirms that in FY2020, the Group did not enter into any interested person transactions.

## **Dealing in Securities**

In line with Rule 1204(19) of the SGX-ST Listing Manual Section B: Rules of Catalist (“**Catalist Rules**”), the Company has procedures in place on dealings in securities, whereby there should be no dealings in the Company’s shares by the Company, its Directors and officers during the period commencing one month prior to the announcement of the Company’s unaudited half year and full year financial results and ending on the date of announcement of the results.

Directors and employees are also expected to observe applicable securities laws and insider trading laws at all times even when dealing in securities within permitted trading periods or when they are in possession of unpublished price sensitive information, they are not to deal in the Company’s securities or on short-term considerations.

## Governance and Statement of the Board

At Sunrise Shares, sustainability is prioritised at the Board level. The Group had established a Property Management Sustainability Task Force (the “**Sustainability Task Force**”) to implement and manage the Group’s sustainability measures. The Property Management Sustainability Task Force is chaired by the Administrative Director of Shenzhen Kimshek Consultancy Management Limited and reported to the Board through the Chief Financial Officer, Mr Chan Hing Yin. The reporting structure as of 31 December 2020 is set out below.



The Board incorporates sustainability issues into the strategic formulation of the Group. The Board approves the material environmental, social and economic factors identified by the Sustainability Task Force, and ensures that the factors identified are well-managed and monitored by the Sustainability Task Force. The Board oversees the management and monitoring of the material ESG factors.

The Group adopts a precautionary approach in strategic decision making and daily operations by implementing a comprehensive risk management framework.

The management reviews the business and operational activities regularly to identify areas of significant business risk as well as appropriate measures to control and mitigate these risks.

More information on precautionary measures, corporate governance practices and risk management structure has been included in the Corporate Governance Report in our 2020 Annual Report which was released on 13 April 2020.

## Stakeholder Engagement

The Group believes that stakeholder engagement is integral to the building of a sustainable business. We determine our sustainability issues based on their materiality to stakeholders. We actively engage in meaningful and productive dialogues with our stakeholders and participate in various industry and government forums to keep abreast of any material stakeholder issues.

We identify key stakeholders as groups which have material impact or could potentially be impacted by our operations. The following table summarises our key stakeholders, engagement platforms and their key concerns.



Stakeholders	Engagement platforms	Key concerns	Read more in the following sections
Property Management Customers	<ul style="list-style-type: none"> <li>Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>Property design for safety</li> <li>Sustainable property design</li> <li>Contractor assessment</li> </ul>	<ul style="list-style-type: none"> <li>Design for Safety</li> <li>Design for Sustainability</li> <li>Contractor Management</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Performance appraisal system</li> </ul>	<ul style="list-style-type: none"> <li>Employee Health and Safety</li> <li>Remuneration</li> <li>Staff Benefits</li> <li>Ethics and Conduct</li> <li>Compliance with local labour laws</li> </ul>	<ul style="list-style-type: none"> <li>Our People, Our Assets</li> </ul>
Governments and Regulators	<ul style="list-style-type: none"> <li>Annual reports</li> <li>Sustainability reporting</li> <li>Ongoing dialogues</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Regulatory and Industrial requirements</li> <li>Environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>Occupational Health and Safety</li> <li>Environmental Compliance</li> <li>Socioeconomic Compliance</li> </ul>
Community	<ul style="list-style-type: none"> <li>Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Environmental impact</li> <li>Impact of built environment on community</li> </ul>	<ul style="list-style-type: none"> <li>Energy and Emissions Management</li> <li>Impact Assessment of Properties</li> </ul>
Shareholders and investors	<ul style="list-style-type: none"> <li>Annual reports</li> <li>Investor relations management</li> <li>Annual general meetings</li> </ul>	<ul style="list-style-type: none"> <li>Anti-corruption</li> <li>Economic value generated</li> </ul>	<ul style="list-style-type: none"> <li>Anti-corruption</li> </ul>

## Reporting Practice

This sustainability report is produced in accordance with the Global Reporting Initiative (“GRI”) standards’ “Core” option, covering our Group’s performance from 1 January 2020 to 31 December 2020.

The GRI standards represent the global best practices for reporting on economic, environmental and social topics. The Group adopted the GRI standards as it have established norms for how companies present information on sustainability. This allows our investors, potential investors and other interest parties to easily compare different companies and measure their progress in key areas relating to sustainability.

Moreover, adopting GRI standards help the Group defining materiality and thus priorities, creating accountability, identifying and managing long term risk and sharing information in a transparent and uniform manner.

The report also incorporates the primary components of report content as set out by the SGX-ST’s “Comply or Explain” requirements on sustainability reporting under Rule 711B of the Catalist Rules.

GRI does not require external assurance and the Sustainability Task Forces assessed that external assurance is not required as the Group is laying the foundations for a sustainability reporting framework this year.

This report should be read together with the Group’s 2020 Annual Report. Detailed section references with GRI Standards is found at the GRI Standards Content Index section of this report.

The Group’s material topics are identified based on its impacts on our internal and external stakeholders, as outlined in the Stakeholder Engagement section of this report.

Material Topics	Boundaries (i.e. which segment, country or subsidiary, where applicable)
<b>ECONOMIC</b>	
GRI 205: Anti-corruption	The Group
<b>ENVIRONMENTAL</b>	
GRI 302: Energy	Property Consultancy and Management
GRI 307: Environmental Compliance	The Group
GRI 308: Supplier Environmental Assessment	Property Consultancy and Management
<b>SOCIAL</b>	
GRI 401: Employment	The Group
GRI 403: Occupational Health and Safety	Property Consultancy and Management
GRI 404: Training and Education	The Group
GRI 405: Diversity and Equal Opportunity	
GRI 413: Local Communities	Property Consultancy and Management
GRI 414: Supplier Social Assessment	
GRI 416: Customer Health and Safety	Property Consultancy and Management
GRI 419: Socioeconomic Compliance	The Group

Each year, we use a structured process to select the report’s content and confirm its relevance and prominence, particularly in relation to the environment and society.

The key areas covered in FY2019 were as follows:

- Advice on safe and sustainable property development
- Occupational health and safety
- Employee development
- Contributions to our community

Our 2020 Sustainability Report focuses on the key sustainability challenges the Group faces for each business segment and explores the many ways that we are responding. We have structured the report by segments and identified the following key areas for FY2020:

- Advice on safe and sustainable property development
- Occupational health and safety
- Employee development
- Contributions to our community

As the Group main operations has no material changes in FY 2020 compare to FY 2019, the Board satisfy with the relevance of the selected factors, which are relevant to the Group’s business strategy and outcomes.

Below are the risk matrix that identified the severity and likelihood for the material topics.

LIKELIHOOD	SEVERITY →				
	1	2	3	4	5
1	LOW	LOW Supplier Environmental Assessment	LOW Energy	LOW Supplier Social Assessment	MEDIUM
2	LOW	LOW Local Communities	LOW Diversity and Equal Opportunity	MEDIUM Customer Health and Safety	MEDIUM
3	LOW	LOW	MEDIUM Training and Educaton	MEDIUM Occupational Health and Safety	MEDIUM Employment
4	LOW	MEDIUM Socioeconomic Compliance	MEDIUM	HIGH	HIGH Anti- corruption
5	LOW	MEDIUM	MEDIUM	HIGH Environmental Compliance	HIGH

The board access and identify the likelihood and severity of the material topics according to the business external environment and internal operation and come up with the above risk matrix. In this report we have separate paragraphs to discuss the material topics which are under high risk factors (red area) and medium risk factors (yellow area). In the process of identify the selected factors, the Group has considered (i) value drivers; (ii) stakeholder engagement; (iii) risk management; (iv) external factors; (v) internal factors; (vi) qualitative perspectives; (vii) timeframe.

The FY 2020 Sustainability report will be made available on SGXNET and on our Group website (<http://sunriseshares.com>).

## Property Consultancy and Management

The Group is committed to integrating sustainability into our property consultancy services. Our role is to add value to our property management clients and improve the social and environmental sustainability as well as safety standards of their building design, construction and building management.

### Impact Assessment of Properties

#### *GRI 413-1*

We recognise the importance of impact assessment in property development. We will assist clients in hiring qualified Environmental Impact Assessment (“EIA”) companies to conduct on-site survey of the project and prepare environmental assessment reports according to the planning and design of the project. The EIA report needs to be organised for expert review and reported to the PRC’s Environmental Protection Agency for final approval.

We also conduct comprehensive environmental and social impact assessments on clients’ properties to ensure that construction and development of the property is in compliance with environmental and social legislations, and do not have significantly negative impacts on the biological and socio-economic environment.

We aspire to conduct annual EIAs to ensure that our environmental measures and policies are adequate and up-to-date to mitigate environmental impacts and risks in a timely manner.

### Design for Safety

#### *GRI 416-1*

We advise our clients to incorporate high safety standards into their building design and construction to ensure the safety of the users in their properties. We review the safety aspects of our clients’ property and project construction designs comprehensively, including but not limited to the materials used and structural design of the building. We conduct thorough reviews of the construction drawings and specifications before commencement of construction and regularly collaborate with the design unit to identify potential safety hazards in the construction process to rectify safety risks in the construction design.

Notably, we prioritise the safety review of the height of parapets, indoor window sills, balconies, as well as the design, style, material and width of stair railings and balcony railings, as these structures pose significant safety risks. We will provide recommendations on how to improve on the safety features, such as suggesting the use of imitation stone or texture paint for the exterior wall of the building instead of marble stone bricks to increase structural safety and mitigate the risk of marble stone tiles crumbling and injuring people over time.

Another essential safety feature that we review is the design of the building’s fire-protection system, as it is paramount to providing the building and its occupants with protection in the event of a fire. All fire safety designs must be reviewed and approved by the fire department, and we strictly supervise the construction of the fire system, including the fire protection materials used and their respective measurements. We will put forward our suggestions for the brands and models for clients subcontracting fire protection materials.

All construction drawings must be assessed by professional drawing examining companies to ensure compliance with national architectural design regulations, as well as to ensure that the

basic requirements of building structures such as heating, ventilation, lighting, water supply and drainage, fire-protection system, elevators and power are met.

Other than engaging external professionals to assess regulatory compliance of our clients' buildings, we go the extra mile and engage consultants to design high-grade security systems for our clients. The security system designs include systems for video surveillance in buildings, anti-theft surveillance, access control, visual intercom, patrol and parking management. This is to safeguard residential security and ensure occupant safety at our clients' buildings.

### **Design for Sustainability**

*GRI 302-5*

Green building is the upcoming trend in the property development industry. We assess the environmental impacts of our clients' property designs and advise them on the sustainability of their properties, such as the materials used and management of the property after construction. This is to ensure minimal impact on the environment and resources.

We recommend clients to implement the Leadership in Energy and Environmental Design (LEED) green building certification program to help them be environmentally responsible and use resources efficiently in the design, construction, operation and maintenance of their properties. We assess the suitability of the layout and orientation of buildings to enhance indoor environmental quality for occupants in aspects such as space planning for privacy, ventilation and lighting.

### **Contractor Management**

*GRI 308-1, 414-1*

We are aware of the importance of engaging reliable and quality contractors for our clients to guarantee the property quality. We add value to our client's property management by reducing contractor risk and improving their contractor management.

We assess all contractors based on their environmental protection and sustainable construction practices in the prevention of water, air and noise pollution. Below are some sustainable measures implemented during the construction stage:

Water Pollution Control	Air Pollution Control	Noise Pollution Control
<ul style="list-style-type: none"> <li>• Complete construction of site drainage and wastewater treatment facilities before commencement of construction and ensure their effectiveness so as to mitigate water on site, drainage overflow, blockage and ensure water quality standards</li> <li>• Foundation pit dewatering to drain and discharge effluent discharges into the municipal pipeline after 3 levels of precipitation</li> <li>• Waste slurry transported out of construction site and treated in compliance with relevant environmental regulations</li> <li>• Implement emergency drainage systems in rainy and flood season</li> <li>• Water supply and drainage facilities to prevent water accumulation and water pipes from running, dripping and leaking</li> </ul>	<ul style="list-style-type: none"> <li>• Implement sprinkler and dust-control system to prevent dust from rising</li> <li>• Strictly forbid incineration of waste and substances that produce toxic gases, smoke and odor at the construction site</li> <li>• Vehicles and stoves in canteens use clean energy sources such as natural gas and electricity, strictly forbid use of fuels such as coal, wood and sawdust</li> <li>• Ensure smoke emissions from on-site use of stoves meet emission regulations, monitor emissions weekly and document emissions data</li> </ul>	<ul style="list-style-type: none"> <li>• Implement noise reduction measures and monthly noise monitoring to ensure noise emissions during construction meets national and municipal noise emission standards</li> <li>• No construction that produce noise at night. Any emergency operations at night shall be submitted to the Municipal Bureau of Environmental Protection for approval</li> </ul>

## Property Consultancy Targets and Compliance

### GRI 307-1

The Group has reviewed the progress and development of its clients’ properties in FY2020 to ensure that they are well-managed, on schedule and in strict compliance with local legislations. We have developed an action plan for FY2021 to further improve our property consultancy service as set out below.

Property Consultancy Performance in FY2020	
FY2020 Target	Performance Update
<b>Zero</b> incidence of environmental non-compliance for our clients	Achieved <b>zero</b> environmental non-compliance for our clients
<b>Zero</b> client contractor incidence	Achieved <b>zero</b> client contractor incidents
Property Consultancy Targets for FY2021	
FY2021 Target	Action Plan
<b>Zero</b> incidence of environmental non-compliance for our clients	Regularly monitor clients’ portfolio and activities to ensure that their works are in strict compliance with environmental laws and regulations
<b>Zero</b> client contractor incidence	Regularly monitor clients’ portfolio and activities to ensure that their works are in strict compliance with occupational health and safety laws and regulations

## Our People, Our Assets

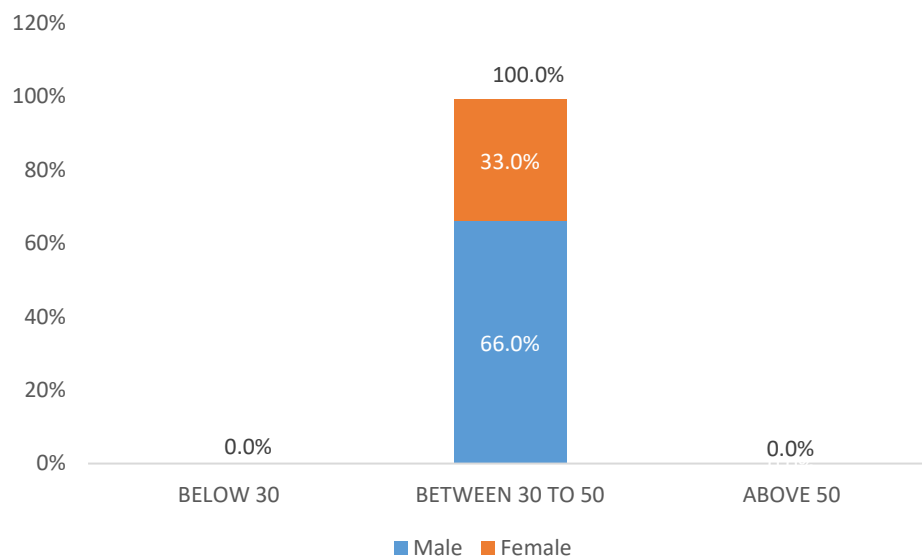
The Group is committed to the development, safety and wellbeing of its staff. We value and compensate fairly the contributions of all our staff, and treat everyone equally and with respect. Our team includes experts in real estate/ construction field, financial field and management field which brings skills diversity in our workforce.

### Our Workforce

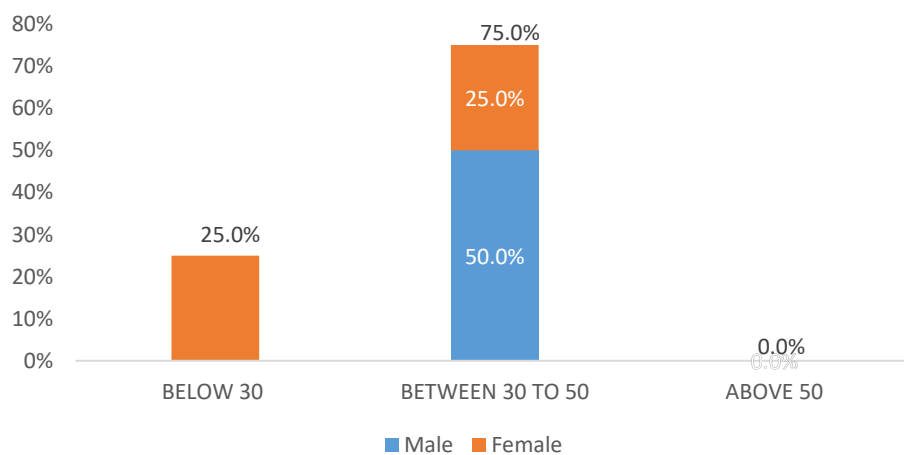
*GRI 401-1, 405-1*

The Group does not discriminate against gender or age in staff employment. In FY2020, our total staff strength stood at 11 employees, with a new hire rate of 20% and a moderate turnover rate.

#### Our Workforce - Management



#### Our Workforce - Staff



## Employee Remuneration and Benefits

GRI 401-2, 401-3, 404-3

At Sunrise Shares, we ensure that our employees are rewarded with competitive benefits and wages in line with industry standards. In FY2020, we had operations in the PRC and the wages for our staff are well above the local legislated minimum wages. We implement a merit-based remuneration system and strongly believe in equal work for equal pay regardless of gender. Annual performance appraisals are conducted for all staff to ensure they are compensated fairly, based on their performance and contributions.

The Group implements comprehensive employee welfare policies for the benefit and wellbeing of its employees. All employees may seek outpatient medical consultation at any government polyclinic or private clinic and claim reimbursement from the Company. In addition, to provide financial assistance to employees in the event of hospitalisation, permanent disability or death, all full-time employees [regardless of jurisdiction,] are automatically entitled to the following group insurance plans from the commencement of their employment:



### Group Hospital and Surgical Insurance

- Covers medical expenses incurred by employees for hospitalisation and/or surgical treatment as a result of illness or injury.



### Workmen's Compensation

- Covers injuries in the workplace or in the course of employment. the coverage of this policy is in accordance with the Workmen's Compensation Act of Singapore



### Group Personal Accident Insurance

- Covers employees who suffered an accidental physical injury which results in death or permanent disability

In Singapore, confirmed female employees with at least 3 continuous months of services are entitled to 16 weeks of maternity leave, and confirmed male employees are eligible for paternity leave of 2 weeks for the birth of his legal child.

In the PRC, confirmed female employees with at least 3 continuous months of services are entitled to 98 days of maternity leave, and confirmed male employees are eligible for paternity leave of 15 days for the birth of his legal child.

In FY2020, no staff has taken paternity leave or maternity leave.



## Workforce Targets and Compliance

GRI 419-1

In order to maintain strict compliance with labour laws and regulations and achieve our employee development targets in FY2021, we have reviewed the effectiveness of our employee retention strategies in FY2020 and developed an action plan for FY2021.

Staff Development Performance in FY2020	
FY2020 Target	Performance Update
Achieve 40 training hours per employee	On average employees anticipated 20 hours of training. Due to the effect of COVID 19, most of the training section scheduled in first half year had been cancelled.
Staff Development Targets for FY2021	
FY2021 Target	Action Plan
Achieve 40 training hours per employee	Employee development programmes to be implemented
Labour compliance	Achieved zero incidence of non-compliance with labour regulations

## SGX-ST Five Primary Components Index

S/N	Primary Component	Section Reference
1	Material Topics	<ul style="list-style-type: none"> <li>▪ Reporting Practice</li> </ul>
2	Policies, Practices and Performance	<ul style="list-style-type: none"> <li>▪ Chairman's Message</li> <li>▪ Our Sustainability Story</li> <li>▪ Property Consultancy and Management</li> </ul>
3	Board Statement	Governance and Statement of the Board
4	Targets	Our Sustainability Story
5	Framework	Reporting Practice

## GRI Standards Content Index

GRI Standards	Disclosure Content	Section Reference
102-1	Name of the organisation	Organisation Profile
102-2	Activities, brands, products, and services	Organisation Profile
102-3	Location of headquarters	Organisation Profile
102-4	Location of operations	Organisation Profile
102-5	Ownership and legal form	Organisation Profile
102-6	Markets served	Organisation Profile
102-7	Scale of the organisation	Organisation Profile
102-8	Information on employees and other workers	Our Workforce
102-9	Supply chain	Organisation Profile
102-11	Precautionary principle or approach	Governance and Statement of the Board
102-13	Membership of associations	Organisation Profile
102-14	Statement from senior decision-maker	CEO Message
102-15	Key impacts, risks, and opportunities	Stakeholder Engagement
102-16	Values, principles, standards, and norms of behaviour	Ethics and Integrity
102-17	Mechanisms for advice and concerns about ethics	Ethics and Integrity
102-18	Governance structure	Governance and Statement of the Board
102-40	List of stakeholder groups	Stakeholder Engagement
102-42	Identifying and selecting stakeholders	Stakeholder Engagement
102-43	Approach to stakeholder engagement	Stakeholder Engagement
102-44	Key topics and concerns raised	Stakeholder Engagement
102-46	Defining report content and topic boundaries	Reporting Practice
201-1	Direct economic value generated and distributed	Financial Highlights section in Annual Report 2019
205-1	Operations assessed for risks related to corruption	Anti-corruption
205-2	Communication and training on anti-corruption policies and procedures	Anti-corruption
205-3	Confirmed incidents of corruption and actions taken	Anti-corruption
302-1	Energy consumption within the organisation	Energy and Emissions Management

GRI Standards	Disclosure Content	Section Reference
302-3	Energy Intensity	Energy and Emissions Management
302-5	Reductions in energy requirements of products and services	Design for Sustainability
305-2	Energy Indirect Greenhouse Gas Emissions (Scope 2)	Energy and Emissions Management
305-4	Greenhouse Gas Emissions Intensity	Energy and Emissions Management
307-1	Environmental Compliance	Environmental Targets and Compliance, Property Consultancy Targets and Compliance
308-1	Percentage of new suppliers that were screened using environmental criteria	Contractor Management
401-1	New employee hires and employee turnover	Our Workforce
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Remuneration and Benefits
401-3	Parental Leave	Employee Remuneration and Benefits
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Health and Safety
404-3	Regular Performance and Career Development Review	Employee Remuneration and Benefits
405-1	Diversity of governance bodies and employees	Our Workforce
413-1	Operations with local community engagement, impact assessments, and development programs	Impact Assessment of Properties
414-1	New suppliers that were screened using social criteria	Contractor Management
416-1	Assessment of the health and safety impacts of product and service categories	Product Health and Safety, Design for Safety, Managing Our Suppliers
416-2	Incidents of non-compliance concerning the health and safety impact of products and services	Product Safety Targets and Compliance
419-1	Non-compliance with laws and regulations in the social and economic area	Workforce Targets and Compliance