



Hiap Seng Engineering Ltd

ENGINEERING
RESILIENCE

Sustainability Report 2018

CONTENT

Chairman's Statement	3
About the Report	4
About Hiap Seng	5
Our Sustainability Approach	6
Reducing our Environmental Footprint	11
Strengthening our Workforce	14
Leading our Marketplace	19
GRI Content Index	21

CHAIRMAN'S STATEMENT

We are pleased to issue our first dedicated Sustainability Report.

The Group recognizes that embracing sustainable practices is a business priority that is important for the long-term development and success of our business. As such, assessing and improving our impact and operational sustainability has been integrated as part of the Group's strategic formulation.

Central to progressing in our sustainability journey is the determination of the material topics through which the Group will measure and report its sustainability performance. Together with Management, the Board have identified eight material topics to be included in this year's Sustainability Report.

Energy, water and waste management were chosen as the fundamental environmental factors for the Group. Social and governance factors central to our operations and products were determined to be our investment in human capital and occupational health and safety, as well as oversight of product quality, ethical conduct and regulatory compliance. The Board has been integral in determining these topics and will play a key role in the oversight of their future management.

TAN AH LAM, FRANKIE
Executive Chairman

ABOUT THE REPORT

SCOPE AND BOUNDARY

This report covers Hiap Seng Engineering Limited (“Hiap Seng”) sustainability performance for the Financial Year ended 31 March 2018 (“FY2018”). We will publish sustainability reports on an annual basis going forward.

This report has been prepared in compliance with the SGX-ST Listing Rule 711a and 711b and in accordance to the Global Reporting Initiative (GRI) Standards: Core Option.

The report identifies the material Economic, Social and Governance (“ESG”) factors for the organisation and aims to provide balanced disclosure around our policies, practices, performance and targets in relation to the identified material factors.

Our boundary of reporting covers only our Singapore operations for this year. Please refer to pages 07 of our annual report for an overview of our group structure and our consolidated financial entities.

We aim to gradually expand the reporting coverage to other territories as we mature in our sustainability journey.

EXTERNAL ASSURANCE

We have not obtained external assurance for this report. We aim to further enhance our data monitoring and collection processes and may consider to seek external assurance in future.

FEEDBACK

We value feedback from our stakeholders and will be glad to respond to any questions about this report. Please feel free to reach us at info@hiapseng.com.

ABOUT HIAP SENG

COMPANY OVERVIEW

Hiap Seng is headquartered in Singapore and listed on the Singapore Exchange (“SGX”). We are one of the leading integrated service providers of mechanical engineering, plant fabrication and installation and plant maintenance services in the region. With 6 fabrication facilities covering more than 2 million square feet, we have established a very impressive track record with both local and global clients; a track record premised on efficient, reliable and quality products and services.

OUR ACTIVITIES, BRANDS, PRODUCTS AND SERVICES AND SUPPLY CHAIN:

The core activities under the Hiap Seng brand are as follows:

Engineering Procurement and Construction (EPC)	Plant maintenance	Construction
Tanks and terminals, Compression and Process Modules, Lube oil blending facilities, natural gas receiving and metering facilities and seawater intake and pumping facilities.	Routine plant maintenance, major plant turnaround maintenance, tanks and terminal rehabilitation and revamp, plant revamp and de-bottlenecking, and unplanned shutdowns.	Mechanical construction of Oil-and-Gas Plants, Pharmaceutical, Chemical and Utilities plants, tanks and terminals for liquid and cryogenic storage, jetty topsides and terminal ancillaries.

MARKETS SERVED

The company has presence in Singapore, Malaysia, Thailand, China, United Arab Emirates and Qatar.

Our services extend primarily to the Oil and Gas, Chemicals, Utilities and Pharmaceutical sectors with our client base including Multi-National Corporations (“MNCs”), local plant owners and major construction engineering companies.

OUR SUSTAINABILITY APPROACH

OUR VALUES, VISION AND MISSION

Sustainability considerations are part of the company DNA and our driven through our vision and mission. The foundations of our success are based on our core values of:

COURAGE
DETERMINATION
GREAT TEAMWORK

OUR VISION

To be the preferred service provider in plant design, fabrication and construction and maintenance to the process industries in Singapore and beyond

OUR MISSION

To deliver efficient, reliable, and quality products and services to customer in a safe and timely manner, maximum returns to shareholders and a rewarding work environment to employees

We welcome the SGX sustainability reporting requirements, as they give us a fresh perspective to view and align our sustainability efforts.

STAKEHOLDER ENGAGEMENT

Understanding the stakeholders' concerns and expectations is an essential part of our sustainability approach and has fed into our materiality assessment process. As part of our regular engagement, we have identified the following key stakeholder groups. These are identified based on their dependence and influence on our business.

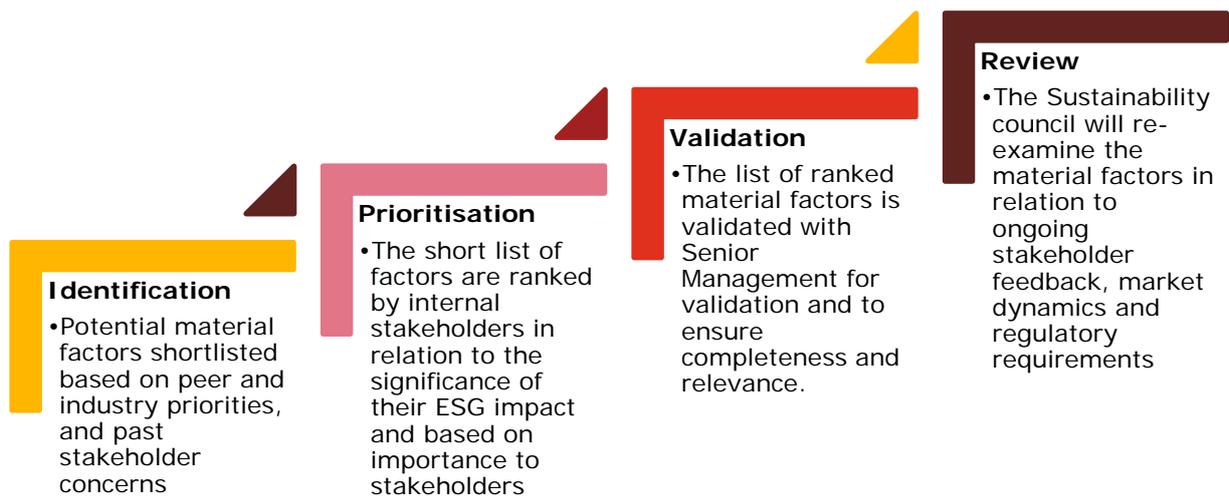
- Shareholders
- Customers
- Suppliers
- Employees
- Regulators
- Neighbours and society

The following are our key stakeholders' topics and concerns raised and our engagement mechanism.

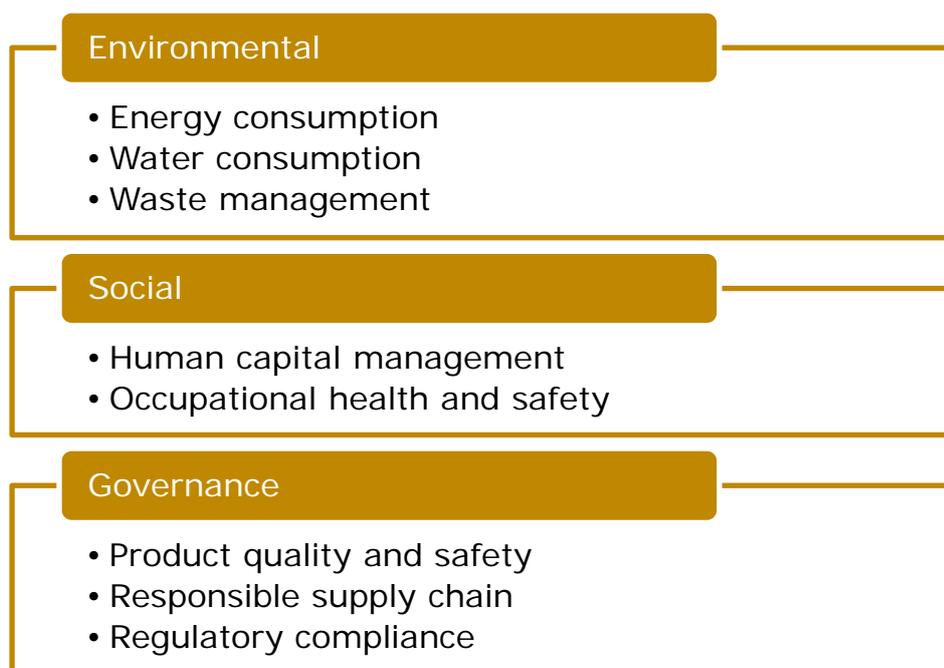
Stakeholder	Key Topics/Concerns	Engagement mechanism and frequency
Shareholders	Profit and high value market share	<ul style="list-style-type: none"> Regular shareholder meetings, Quarterly management review Annual general meeting
Customers	Quality and delivery as agreed No EHS issue Post-delivery support	<ul style="list-style-type: none"> Market research reports Customer feedback and any complaints Face to face meetings for project monitoring
Suppliers	Timely payments, Correct inputs on product requirements and acceptance on variation	<ul style="list-style-type: none"> Project meetings Review and re-evaluation of suppliers
Employees	Timely payments Work hours Good work environment and no EHS issues	<ul style="list-style-type: none"> Ad-hoc one to one meetings Annual appraisals Safety committee meetings Exit interviews
Regulators	Compliance with legal requirements pertaining to environment, health and safety	<ul style="list-style-type: none"> Regular compliance reviews Ad hoc on-site inspections Regular email and telephone communications
Neighbours and society	Less pollution and environmentally friendly operations	<ul style="list-style-type: none"> Regular compliance reviews Pre-work aspect and impact analysis Regular monitoring and measurement

MATERIALITY ASSESSMENT

Materiality is the bedrock of our sustainability strategy as it provides our stakeholders with meaningful sustainability information about our business. In FY 2018, we conducted a formal materiality assessment exercise. Guided by our consultants, the process included review of existing stakeholder concerns, peer priorities, surveys with internal stakeholders such as employees and a final validation workshop with senior management and board.



To illustrate the degree of our impacts and the importance to stakeholders, the material aspects have been plotted on a materiality matrix. The figure below highlights our list of identified material topics.

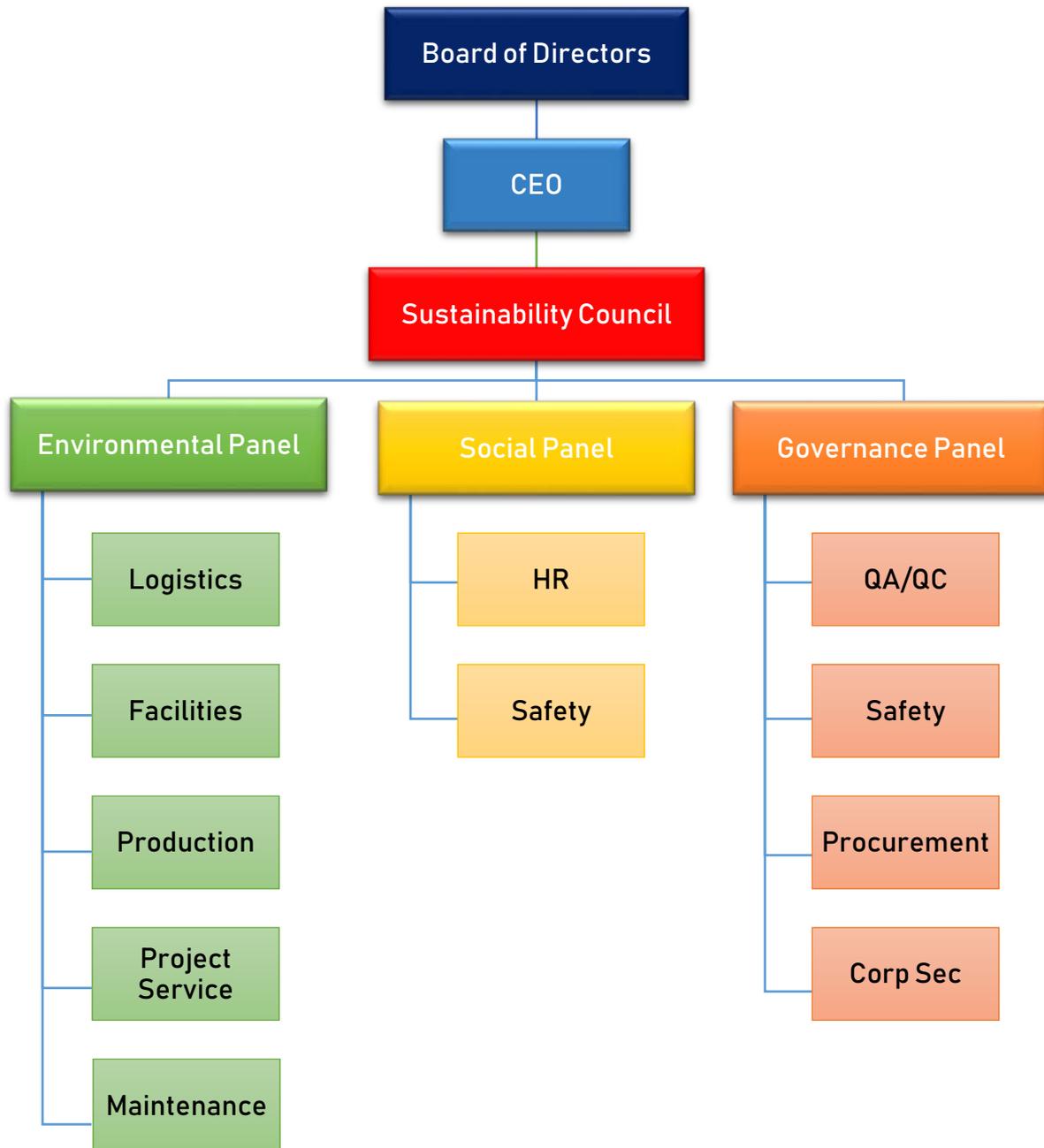


SUSTAINABILITY GOVERNANCE

Management of sustainability issues flows right through the organisation and engages all employees in some way. Our business departments collectively contribute to ensure the implementation of our sustainability policies, report and steward performance as set by the Sustainability Council. The Council then reports directly to the CEO, and subsequently to the Company's Board of Directors on matters pertaining to sustainability, acting in accordance with the Board of Directors' strategic priorities.

The sustainability council will provide resources required by the ESG panels to achieve set targets, and facilitate two-way communication by conducting regular meetings that allows performance monitoring and feedback assessment and improvement suggestions from the

ESG panels. In this manner, we aim to ensure practicing of initiatives that are highly relevant to our material topics.



One way we address and mitigate our sustainability risks is through our **Integrated Management System (IMS)**, which we developed and put in place to fulfill our ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007 requirements. The IMS helps us ensure compliance across the three ESG pillars and is part of our sustainability strategy.

MEMBERSHIP OF ASSOCIATIONS & EXTERNAL CHARTERS OR INITIATIVES

Hiap Seng is a member of the following associations:

- Association of Process Industry (ASPRI)

- Singapore Business Federation (SBF)
- Singapore Engineering Merchants Association
- Singapore Water Association (SWA)
- Singapore Welding Society (SWS)

Hiap Seng has adopted the following external initiatives/standards:

- ISO 9001:2015
- ISO 14001:2015
- OHSAS 18001:2007
- bizSAFE Star
- bizSAFE Partner

REDUCING OUR ENVIRONMENTAL FOOTPRINT

We are committed to reducing our environmental footprint by minimising our energy and water consumption and managing waste from our operations in a responsible manner. We see this as an opportunity to stay ahead of the curve in a resource constrained economy faced with the challenge of climate change.

ENERGY CONSUMPTION

Why material

Our industry is energy intensive with our production sites, offices and warehouses being the key sources of energy consumption. Some of the processes that we use in our operations, such as welding, can use a lot of energy. Lowering our consumption can help reduce our operational costs and align our efforts towards global and national efforts to curb emissions and climate change.

Management approach

We are an ISO 14001:2015 certified organisation and our adherence to this standard highlights our precautionary approach to environmental risks. Our energy management efforts are guided by our environmental policy, which requires us to control environmental risks, develop environmental programs, promote best practices and develop awareness in managers, supervisors and workers.

In FY 2018, we carried out a few initiatives to reduce our energy consumption. Our office communication programme was used to build awareness on energy savings across our employees. We continually replace obsolete equipment and base the procurement of new equipment keeping in mind their energy efficiency considerations; for example welding power sources and LED lighting. In FY 2018, we undertook the following replacements:

- Replacement of electrical equipment with energy efficient equipment
 1. Replacement of end-of-life lightings
 - Replacements done with higher efficacy lighting than incandescent lights (e.g. T8 fluorescent tubes in offices, HID bulbs and LED light in workshops)
 - Evaluating suitability of usage of higher efficiency lighting solutions for replacement in workshop and offices underway, while keeping abreast on updated lighting technology
 2. Replacement of end-of-life air-conditioning units with energy efficient options
 - minimum of 2 ticks (if covered under MELS)
 - advanced VRV system (not covered under MELS)

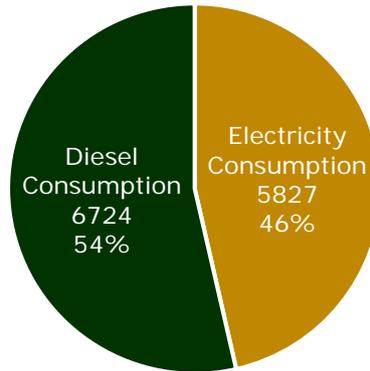
Performance

While we have taken a number of steps to reduce our energy consumption, we can often be constrained by the projects we undertake during the year and the total consumption can be work-load reliant. Our performance for FY 2018 is highlighted in the chart below, showing our electricity¹ and diesel² consumption.

1 The data is compiled based on utility bills and the conversion factor used: 1 kWh = 0.0036 GJ

2 The data is estimated based on procurement data for the year and conversion factor used: 1 Litre = 0.0355 GJ

Total Singapore Energy Consumption within the Organisation (GJ)



Total Energy consumption: 12,551

Targets

We aim to reduce 5% of office electricity consumption by FY 2019.

WATER CONSUMPTION

Why material

Water security is a rising global concern and of particular relevance to Singapore. Acute water shortages, which are already visible across large parts of Asia and globally, have started disrupting industrial operations. At Hiap Seng, we rely on water usage primarily for the hydro and load testing processes in projects, and for office use. We are conscious of the risks relating to water, and recognise the economic, social and environmental benefits from a strategic approach to water management.

Management approach

We strive to use alternate water sources, such as seawater, for testing processes whenever feasible to minimize consumption of utility water.

Furthermore, our environmental policy encourages the use of water savings equipment and processes across Hiap Seng’s operations. Employees are sensitised on issues relating to water scarcity and advised to actively reduce water consumption.

Performance

Water withdrawal by source (Singapore)	Unit	FY 2018 Performance
Utility supply	m ³	11,042

Targets

We target to reduce 5% of our water consumption in FY 2019.

WASTE MANAGEMENT

Why material

Raw materials that go into our products, such as metal, are getting scarcer and more expensive. We recognise that in order to remain competitive, we will need to embrace concepts of a circular economy by increasing our efforts to reduce, recycle and reuse and thereby minimising our dependence on virgin materials.

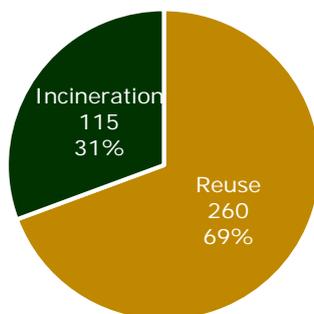
Management approach

Our environmental policy guides our waste reduction and management processes including training to employees. In order to reduce waste, we have been working towards optimising our procurement process and avoiding purchase of any excess raw materials.

Given that some of our waste is hazardous, we take disposal very seriously by ensuring that the waste is fit for release before disposal.

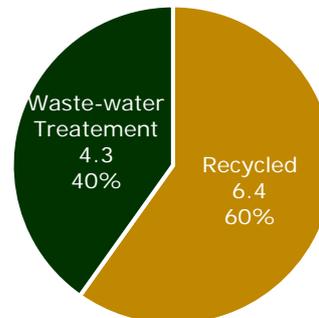
Performance

**Non-Hazardous Waste
(metric tonnes)**



Total: 375

**Hazardous Waste
(metric tonnes)**



Total: 10.7

Targets

For FY 2019, we are aiming to develop an environmental educational program concerning proper e-waste management on and to continue ensuring zero release of contaminating fluids or toxic waste.

STRENGTHENING OUR WORKFORCE

We recognise that our employees are invaluable to our success. We are committed to treat our people in a fair manner and nurture their growth through training and education, well-being benefits and occupational safety

OUR EMPLOYEE PROFILE³

	Male	Female	Total
Permanent Contract	328	67	395
Temporary Contract	699	1	700
Full-time	1027	68	1095
Part-time	0	0	0

HUMAN CAPITAL MANAGEMENT

Why material

Attracting and retaining the right talent is becoming challenging in our industry. High turnover rates can affect the bottom line through higher training costs. Furthermore, given that foreign workers represent a significant portion of our workforce, we need to ensure that they are managed and treated fairly, equally and in compliance with local regulations.

Management approach

We address this material area through a few key considerations: (i) fair labour practices; (ii) talent attraction; (iii) training and development and; (iv) benefits and well-being.

Fair labour practice

Our human capital practices in Singapore are aligned with the 'Tripartite Alliance for Fair and Progressive Employment Practices' that promote fair and equitable employment practices.

We recruit foreign workers through reputable agencies based on project requirement and closely ensure compliance to legal regulations (e.g. Employment of Foreign Manpower Act). The well-being of our foreign workers is important to us. For the workers we ensure they are housed in adequate dormitory facilities, provide them 3 meals a day, and arrange for additional amenities such as air-conditioned transport.

Talent attraction

We want to employ future leaders and attracting the right talent is key to our long-term success. Currently we rely on public recruitment channels and through referrals. We continue to explore internship programmes with reputable universities with the aim to offer positions to outstanding performers.

³ Currently, Hiap Seng is not part of, nor have any relationship with any unions. Hiap Seng does not take part in collective bargaining agreements.

Training and development

Our workers go through all mandatory trainings and at times specialised trainings required by our customers. Foreign workers attend skills enhancement trainings.

We encourage and offer grants to our managers and supervisors to enroll for optional training programs to update skills and knowledge in areas of their work. To enhance cross-skill learning, we also offer opportunities for staff to enroll in programs that are not directly in their line of work. For example, in FY 2018, our employees attended finance for non-finance professionals.

CROSS-SKILL LEARNING FOR OUR EMPLOYEES

In FY 2018, we engaged UOB Bank to talk about the topic of trade finance. The talk was not just restricted to finance and accounts but involved employees across various departments such as business development and procurement. The talk was well received by all attendees.

Well-being and benefits

Incentives and benefits are another medium to drive employee satisfaction and boost their morale. We reimburse payments on medical, dental, corporate travel, hospital and surgical insurances. In addition, we support our employees during periods of joy and grief through our marriage and compassionate leave arrangements. We like to celebrate the success of the organisation with our employees. Project completion celebrations, company anniversary lunches, annual dinner and dances and festival celebrations are some of the ways we express our gratitude towards our people.

Performance

Our average training hours are as follows⁴



17.12



3.99

Employee Category	Average training hours
Management/Managers/Professionals(Engineers)	4.61
Executive supervisors/technicians	3.01
Administrative staff	2.80
Production workers	27.74

⁴ Our male employees include our production staff that undergo a number of mandatory trainings, while our female employees are mainly office staff. Hence, the average training received for males is much higher.

Our new hire and turnover rates are shown below.

FY 2018	New employee hires (number)	Rate of employee hire (%)
Male	50	86
Female	8	14

FY 2018	New employee hires (number)	Rate of employee hire (%)
Less than 30	14	24
Between 30 and 50	29	50
More than 50	15	26
Total	58	-

FY 2018	Employee turnover (number)	Rate of employee turnover (%)⁵
Male	49	14
Female	17	23

FY 2018	Employee turnover (number)	Rate of employee turnover (%)
Less than 30	18	33
Between 30 and 50	34	15
More than 50	14	10
Total	66	-

⁵ We calculate our employee turnover by dividing the number of employees in each category, by the average number of employees of that category over the entire financial year. This way, we have an employee turnover that is specific to each category (age or gender), and will allow us to monitor for higher turnover rates in those brackets.

Employee Category	Ratio of female to male average salary and remuneration
Management/Managers/ Professionals (Engineers)	0.6 ⁶
Executive supervisors/ Technicians	1.2
Administrative staff	2.4 ⁷
Production workers	1.7

Targets

Going forward in FY 2019, we plan to implement at least one initiative that can improve the workplace environment by making it an easier, safer or smarter workplace for our employees.

OCCUPATIONAL HEALTH AND SAFETY

Why material

The engineering and construction industry is vulnerable to the risk of occupational health and safety. Our employees work in conditions that pose accident risks and we see their protection as our prime duty.

Management approach

We are OHSAS 18001:2007 certified and accredited with bizSAFE Star and bizSAFE Partner status by the Workplace Safety and Health Council Singapore (WHSC), a testament to our commitment to implement the highest standards of workplace safety.

A portion of our manual labour is carried out by contractor's workers. We are careful about our selection of contractors and are responsible for the safety and protection of the contractors' workers on our sites.

Occupational health and safety is a key focus area of focus for us and one we monitor closely through our Integrated Management System (IMS). Our Health and Safety and Drug and Alcohol policies guide our employees in maintaining a safe work environment. All employees must go through training on these policies and supporting documentation, which detail out 32 procedures such as protective equipment, working at heights, night work safety and electrical safety among others.

Our risk management starts from the risk assessment stage. Our activities, products and services are assessed for their relevant hazards that may pose risk to employees, visitors and contractors. In view of the past incidents and the current control methods these hazards are evaluated in terms of their severity and likelihood of happening, determining the risk level. Identified activities and hazards are recorded in a risk assessment form. Operations and activities that are associated with the identified risk are considered in setting the risk control action plan including the objectives and targets. Any changes in the activities and facilities are evaluated and control measures are updated accordingly. An annual review of the risk assessment form is performed.

⁶ A larger proportion of senior management and managers are male employees that have been with the company for a long period, and therefore compensated in accordance to their contribution and experience. The company continues to practice gender equality, and offer equal growth opportunities to female employees.

⁷ The skew toward female staff remuneration in this category highlights the fact that many of administration staff are female employees who have been with us a very long time and are therefore compensated and valued for their growth and their commitment to our company.

We strongly inculcate safety behaviors at grassroots level. For example, safety coordinators conduct daily toolbox talks to share any incident and discuss any high risk activities that may be coming up. We also have an emergency response procedure for fires and chemical hazards. Fire drills are conducted twice a year internally.

Performance

Despite our efforts, over the year our employees and worker/contractors incurred 11 recordable injuries including minor cuts, fractures and foreign objects in eye. Our recordable injury rate was 0.68⁸. We had zero high consequence injuries or fatalities.

Targets

In FY 2019, we strive to reduce our near miss and first aid cases by 20%.

⁸ Our injury rate is calculated based on 200,000 hours. Currently we do not segregate injuries by male and female or by employees and workers/contractors. We will strive to do this in future.

LEADING OUR MARKETPLACE

In today's challenging times, it is crucial for organisations to manage issues pertaining to governance. Delivering superior quality while maintaining high standards of regulatory compliance and oversight over the supply chain is key to be a distinguished player in the market

PRODUCT QUALITY AND SAFETY

Why material

Product quality and safety issues are particularly important in engineering and construction related projects for the sectors where we operate. We serve large multi-national clients and have spent years building the relationships that make us a vendor of choice. Exceeding on quality has been fundamental in bringing us to where we are. Any lapses can result in significant damage to our reputation and customer base.

Management approach

We strive to maintain high product and service quality and are guided by the ISO 9001:2015 quality management system.

Our quality policy, which forms part of our IMS helps establish the processes to implement this system effectively. The policy provides guidance on the various attributes that contribute to quality including design, procurement, fabrication, inspection, testing and feedback. This policy is defined and reviewed by top management to ensure that it reflects the nature and scale of products and services quality. The policy is communicated to all employees through IMS briefings, formal and informal meetings and training, including on-the-job training for new staff. It is the responsibility of all employees, subcontractors and suppliers to support the implementation of the policy.

Performance

We are proud to say that there were no cases of non-compliance concerning the health and safety impacts of our products and services in FY 2018.

Targets

Our target is to continue to incorporate quality and safety considerations in our projects in FY 2019, and maintain compliance.



RESPONSIBLE SUPPLY CHAIN

Why material

We have an extensive supply chain ranging from contractors, material and services providers, equipment and transport vendors.

We recognise that engaging responsible suppliers can help in reducing our sustainability impacts and compliance risks. Our customers request greater transparency down their value chain and we can facilitate that through responsible procurement. Furthermore, procurement through local suppliers helps us grow the domestic economy and reduce our environment footprint.

Management approach

All our suppliers are evaluated based on a set of criteria and their ability to meet our organisational requirements. In order to ensure rigour in supplier selection, our previously approved suppliers need to go through a re-evaluation cycle on frequent basis. On matters of health and safety, we only engage Bizsafe certified suppliers.

Performance

In FY 2018, 79% of procurement expenditure was from local suppliers.

Targets

We aim to continue only dealing with suppliers that have achieved a high rating based on our internal performance evaluations. We also aim to maintain a majority of procurement expenditure from local suppliers.

In the future, we aim to expand our supplier assessment and implement additional considerations (e.g. environmental, social, productivity).

REGULATORY COMPLIANCE

Why material

As a listed entity, we are subject to a number of regulatory compliance requirements pertaining to occupational health and safety, labour, environmental compliance, finance and markets. The various regulatory bodies that oversee our operations include the Ministry of Manpower, National Environment Agency and SGX among others. Adherence to these requirements defines our social, environmental and economic license to operate.

Management approach

Our IMS highlights all regulatory risks and lays out the roles, objectives and processes to ensure compliance. Our employees are given access to and training on the legal and other requirements to which we subscribe. Any changes to the requirements are highlighted and communicated on a regular basis.

Performance

Despite our efforts, there were two cases of non-compliance in the social and environmental areas that resulted in penalties. We received small fines from the National Environment Agency for mosquito breeding and from the Singapore Civil Defense Force (SCDF) for obstruction to fire door at our headquarters.

In response, we are working closely with our pest control operator to increase vigilance on mosquito control efforts. We have also instated a fire safety manager to enhance our compliance to building fire safety regulations.

Targets

We have taken these lapses very seriously and will continue to verify and validate that controls remain effective to avoid similar incidents in FY 2019.

GRI CONTENT INDEX

Disclosure Number	Disclosure Title	Page No.
General disclosures		
102-1	Name of the organisation	About the Report, 4
102-2	Activities, brands, products, and services	About Hiap Seng, 5
102-3	Location of headquarters	About Hiap Seng, 5
102-4	Location of operations	About Hiap Seng, 5
102-5	Ownership and legal form	About Hiap Seng, 5
102-6	Markets served	About Hiap Seng, 5
102-7	Scale of the organisation	Annual Report 2018, 4-7 Our People, 14
102-8	Information on employees and other workers	Our People, 14
102-9	Supply chain	About Hiap Seng, 5
102-10	Significant changes to the organisation and its supply chain	N/A – no significant changes to organisation and supply chain
102-11	Precautionary Principle or approach	
102-12	External initiatives/charters	Our Sustainability Approach, 10
102-13	Membership of associations	Our Sustainability Approach, 9-10
102-14	Statement from senior decision-maker	Chairman's Statement, 3
102-16	Values, principles, standards, and norms of behaviour	Our Sustainability Approach, 6
102-18	Governance structure	Our Sustainability Approach, 8-9
102-40	List of stakeholder groups	Our Sustainability Approach, 6-7
102-41	Collective bargaining agreements	Our People, 14
102-42	Identifying and selecting stakeholders	Our Sustainability Approach, 6
102-43	Approach to stakeholder engagement	Our Sustainability Approach, 6-7

102-44	Key topics and concerns raised	Our Sustainability Approach, 7
102-45	Entities included in the consolidated financial statements	Annual Report 2018, 7
102-46	Defining report content and topic boundaries	About the report, 4
102-47	List of material topics	Our Sustainability Approach, 6
102-48	Restatements of information	N/A – First report
102-49	Changes in reporting	N/A – First report
102-50	Reporting period	About the report, 4
102-51	Date of most recent report	N/A – First report
102-52	Reporting cycle	About the Report, 4
102-53	Contact point for questions regarding the report	About the Report, 4
102-54	Claims of reporting in accordance with the GRI Standards	About the Report, 4
102-55	GRI content index	GRI Content Index, 21-23
102-56	External assurance	About the Report, 4

Specific Disclosures		
GRI Standard 2016: Energy		
103-1/2/3	Management Approach	Reducing our Environmental Footprint, 11
302-1	Energy consumption within the organisation	Reducing our Environmental Footprint, 11-12
GRI Standard 2016: Water		
103-1/2/3	Management Approach	Reducing our Environmental Footprint, 12
303-1	Water withdrawal by source	Reducing our Environmental Footprint, 12
GRI Standard 2016: Effluents and waste		
103-1/2/3	Management Approach	Reducing our Environmental Footprint, 13

306-2	Waste by type and disposal method	Reducing our Environmental Footprint, 13
GRI Standard 2016: Training and education		
103-1/2/3	Management Approach	Our People, 14-15
404-1	Average training hours per year per employee	Our People, 15
GRI Standard 2016: Employment		
103-1/2/3	Management Approach	Our People, 14-15
401-1	New employee hires and employee turnover	Our People, 16
GRI Standard 2018: Occupational Health and Safety		
103-1/2/3	Management Approach	Our People, 17-18
403-9	Work-related injuries	Our People, 18
GRI Standard 2016: Diversity and Equal Opportunity		
103-1/2/3	Management Approach	Our People, 14-15
405-2	Ratio of basic salary and remuneration of women to men	Our People, 17
GRI Standard 2018: Customer health and safety		
103-1/2/3	Management Approach	Leading our Marketplace, 19
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Leading our Marketplace, 19
GRI Standard 2016: Procurement practices		
103-1/2/3	Management Approach	Leading our Marketplace, 19-20
204-1	Proportion of spending on local suppliers	Leading our Marketplace, 20
GRI Standard 2016: Socioeconomic Compliance		
103-1/2/3	Management Approach	Leading our Marketplace, 20
419-1	Non-compliance with laws and regulations in the social and economic area	Leading our Marketplace, 20