BBR

BBR HOLDINGS (S) LTD

BUILDING A SUSTAINABLE FUTURE

SUSTAINABILITY REPORT 2018

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1   MESSAGE FROM THE GROUP CHIEF EXECUTIVE OFFICER

It gives me great pleasure to present our Sustainability Report for the financial year ended 31 December 2018 ("FY2018"). In our Sustainability Report, we highlight the progress and achievements of our organisation over the previous 12 months, with particular focus on our commitment to working alongside our valued stakeholders to build a sustainable business based on our resilience, adaptability and innovation.

Our Board recognises the importance of sustainability in our Group's business operations and performance and oversees the overall strategic plan including considering sustainability and environmental issues as part of our strategic formulation. Our sustainability efforts are led by the management and our Board oversees and manages the direction, approach and performance of our sustainability goals against our strategy and business objectives. Our Board concurs with the management on the material ESG factors identified by them and their monitoring process relating to the material ESG factors.

It is our belief that building a sustainable business is vital to our continued success and that we must be fully accountable for our impact on the environment, our customers, our people and our community as well as its financial performance.

The delivery of sustainable results is a critical aspect of our ability to remain strong and financially stable. Acknowledging this helps to put into focus our commitment to principles laid out in our Corporate Sustainability Policy. Our responsibility to society is to ensure that sustainable practices are incorporated into every link of our value chain. We must meet the needs not only of our customers, employees and the community we operate in, but also those of our environment and our future generations.

This report provides detail about how we have met our responsibilities with our key stakeholders during FY2018 and beyond.

Tan Kheng Hwee Andrew
Group Chief Executive Officer
31 May 2019

2   ABOUT THE REPORT

This sustainability report articulates our commitment to sustainability and transparency. The report is designed to provide a transparent and balanced view of BBR Holdings (S) Ltd (the "Company") and its subsidiaries (the "Group"), to reflect the interests of our key stakeholders, and to address those interests pragmatically. This report aims to include comprehensive and accessible information on the company's strategy towards sustainability, key issues as well as data according to recognized standards.

2.1   Report Scope

The report covers the performance of our consolidated entities in financial year 2018 ("FY2018") from 1 January 2018 to 31 December 2018. The content of this report will focus on the sustainability performance, activities and initiatives that are under our direct control, including our Singapore offices and operations, our local supply chain as well as any overseas activities directly associated with us. This report excludes joint ventures and associate companies which are not directly under our control. Material issues and topics described in this report have been selected according to their level of significance within the company boundaries, the sustainability context and the expectations of stakeholders which are reflective of our core business in a consistent manner for comparability of our performance indicators across time. In this respect, this report covers our General Construction, Specialised Engineering, Property Development and Green Technology business segments in our material operational boundaries in Singapore and Malaysia. Our corporate governance and sustainability approaches are drawn from the policies and practices set at Group level.

This sustainability report focuses on the Group's sustainability strategies and practices whilst highlighting the economic, environmental, and social and governance aspects of our activities and developments. The report aims to provide an overview of our approach, priorities and targets, as well as a performance review for our key sustainability areas.

2.2   Report Methodology

We have prepared our report in accordance with the requirements set out in the Global Reporting Initiative's (GRI) Standards Sustainability Reporting Guidelines: Core Level. We have chosen the GRI Standards reporting guidelines for its robust guidance which offers an international reference for the disclosure of governance approach and of the environmental, social and economic performance and impacts of organizations. This report also takes into consideration the primary components of the report content as set out by the Singapore Exchange's (SGX's) "Comply or Explain" requirements for sustainability reporting. Our data are reported in good faith and to the best of our knowledge. We will continue to improve our data collection processes.

We did not seek external assurance for this report.

2.3   Report Structure

This Sustainability Report is structured to reflect the interests of our key stakeholders. We have identified five key stakeholder groups, namely, the environment and future generations, employees, customers, suppliers and communities. For each stakeholder group, we lay out our management approaches that govern how our material issues are identified as well as how the issues are prioritized and managed. Further, we will present our initiatives relating to sustainability in the areas of environmental, social and economic issues relevant to our aspects and boundaries. Finally, we will provide the information of our key performance indicators, performance targets and outcomes.

The information regarding the basis for report boundaries and our materiality assessment is provided in section 4.

All together, this report provides the basis for our responses and disclosures to the GRI-Standards 'In-Accordance' - Core requirements. Relevant sections in the report are referenced in the GRI Content Index provided in section 7.

2.4   Report Contact and Feedback

We welcome and value your feedback on the content of this report and encourage you to contact us through the following channels:

❖   In writing to:
     Investor Relations
     Waterbrooks Consultants Pte Ltd
     1000 Toa Payoh North
     SPH News Centre
     Singapore 318994

❖   Via our contact page at http://ww.bbr.com.sg/contact-BBR.html

This report is provided in PDF format only and is available for download on the following page of our website: http://bbr.listedcompany.com/sr.html

3   CORPORATE PROFILE

3.1   Vision and Mission

We believe it is our responsibility to manage the Group successfully on a sustainable long-term basis. We are committed to deliver greater value and returns to our shareholders, business partners and employees.

As one of Singapore's leading construction groups with more than 20 years of industry experience. Our missions are to:

❖ Strengthen our capabilities continuously in order to compete in the building and construction, civil engineering and property markets;

❖ Provide our clients with innovative structural engineering solutions for green and sustainable buildings by leveraging on our strengths and expertise in high specification construction methods, Swiss parentage, strong track record, established reputation and dynamic management team; and

❖ Enhance greater opportunities in new markets, so as to further expand our geographical presence and intensify all efforts to bid for both building and infrastructure projects in the region

Our employees operate according to a set of core values that guide all aspects of our business. We recognise that cooperation, communication and trust are essential for us to collaborate to compete, and that care and concern through respect, patience, empathy and consideration are essential, both between each other and among the communities in which we operate.

3.2   Governance

Our Board of Directors (the Board) oversees all corporate governance and operational matters relating to our business. For corporate sustainability, the Board is supported by the Corporate Sustainability Committee (CSC) which is chaired by our Group Chief Executive Officer (CEO) and includes designated senior executives. CSC provides leadership and approval over corporate sustainability matters such as Corporate Social Responsibility (CSR) plan, community investment and environmental initiatives. Supported by CSC, our Corporate Sustainability Champion (the Champion) is our Subject Matter Expert (SME) in the area of corporate sustainability, and pro-actively raises awareness through education and training across the organization. Through the Corporate Sustainability Work Group (CSWG), our Champion engages businesses and functions in collectively executing the CSR plan, identifying and managing the Environment, Social and Governance (ESG) Factors as well as engaging sustainability stakeholders. Businesses and functions provide back-to-back assurance over the quality of information for sustainability reporting.
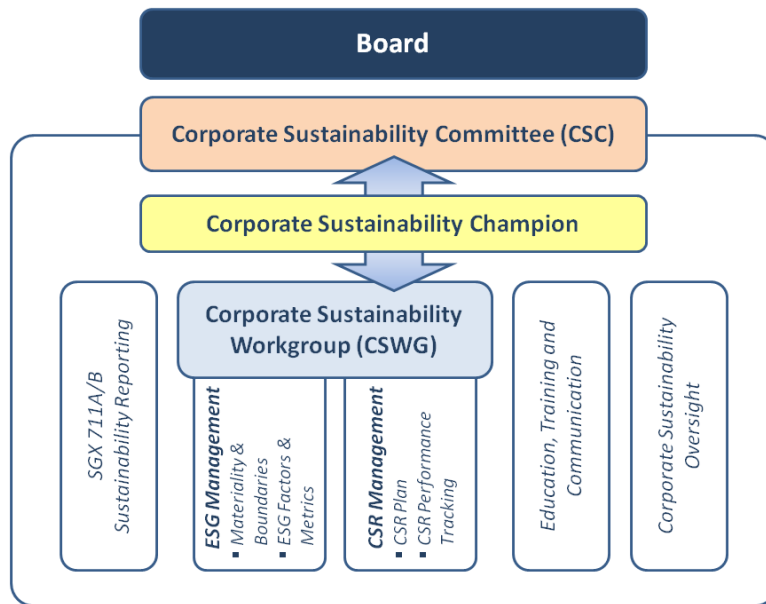
3.3   Ethics and Compliance

Being a listed company in the Singapore Exchange (SGX), we are managed to the highest standards of corporate governance as required in the listing rules. We strictly conform to local and international best practices. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are to be adhered by the officers and employees across the organization. Communication channels, such as Whistle-Blower and Board escalation process, are in place to enable all employees and individuals engaged in business activities to report complaints of unethical behaviour. We have a dedicated officer who maintains a register of incidences regarding ethics and compliance issues and escalates to the management where appropriate.

4   INTEGRATING SUSTAINABILITY INTO OUR BUSINESS

We believe corporate social responsibility is a key driver towards long-term sustainability. Such responsibility is pragmatically integrated into our business practices as one of the core values in our corporate culture. Embedding such responsibility into our management processes across the value chain allows us to establish credibility among our stakeholders. Through our action today, we play a part in influencing the environment for our future generations. Through integrating the notion of sustainability in our business, we ensure that our business strategy and operations are in line with a long-term vision towards a conducive and sustainability future.

The Group's business currently comprises four core business segments spanning across General Construction, Specialised Engineering, Green Technology and Property Development.

Our principal services are:

Services	Description
General Construction	❖ Design-and-Build ❖ General Building Construction ❖ Civil and Structural Engineering ❖ Conservation and Restoration
Specialised Engineering	❖ Piling and Foundation Systems ❖ Post-tensioning ❖ Stay Cable Systems ❖ Heavy Lifting ❖ Bridge Design and Construction ❖ Maintenance Repair and Retrofitting ❖ Prefabricated Prefinished Volumetric Construction (PPVC)
Property Development	❖ Boutique developer for residential as well as mixed commercial and residential development
Green Technology	❖ System integration and distribution of renewable energy ❖ Supply, installation and leasing of solar panels and grid connected systems

4.1   Sustainability Management Framework

In July 2017, we took the initiative to establish our sustainability reporting framework. We performed an analysis on our business and operation models as the basis for our stakeholder mapping and materiality assessment. Through our analysis, we identified five key stakeholder groups within our sustainability context and their respective material issues are to be shown in this report.

4.2   Key Stakeholders and Material Issues

We have a regular review, assessment and feedback process in relation to Environmental, Social and Governance (ESG) topics. Key to this is our regular risk assessment exercise which entails the identification, assessment and documentation of material risks and corresponding internal controls. Such material risks include fraud and corruption, environmental, health and safety, and human capital risks which are ESG-relevant. We are continuously improving the adequacy and effectiveness of our Risk Assessment and Control Self-Assessment processes in response to changing business and operation environment.

Through regular stakeholder engagement, we identify and review material issues that are most relevant and significant to us and our stakeholders. For external stakeholders, priority is given to issues important to society and applicable to us. Then, we prioritize our sustainability efforts and report issues that are most material to its business and stakeholders. Considering that specific stakeholders and material issues are specific in countries and locations, we are reporting the stakeholder engagement and material issues for our Singapore and Malaysia operations in this report.

Stakeholders	Material Issues	Significance
Future Generation	❖ materials, recycling of product material and packaging ❖ Environmental education of our employees and customers ❖ Reduction of carbon emissions ❖ Energy consumption ❖ Compliance with best practices and standards on Green initiative, such as, Building & Construction Authority (BCA) Green & Gracious Builders Award	Our sustainability agenda for the environment and future generation is embedded into the day-to-day business activities among our staff. We continue to strive to improve from a holistic perspective through the company culture and practices. Within the big picture of sustainability, we take steps to focus on key goals such as curbing global warming, conserving and recycling resources. Such areas are crucial to a sustainability economic ecosystem for our customers which are keys to our business sustainability.
Employee	❖ Employee well-being through workplace health & safety and work life balance ❖ Regular training of employees on critical skillsets to sustain competitiveness ❖ Competitive compensation scheme to retain talents ❖ Non-discrimination, diversity and equality ❖ Senior management engagement with employees	An ethical and professional working environment is crucial in cultivating a corporate culture which motivates and empowers our employees to meet their full potential both professionally and personally.
Customer	❖ Safety of our customers in our services delivery ❖ Customer data privacy ❖ Customer satisfaction and customer-centric approach	The quality and safety of our services and products to our customers are the core focuses of our commitments. Through our quality and safety commitments to our customer, we will, in turn, be contributing to their own successful sustainable development.
Supplier	❖ Environmental, labour and human rights impact in the supply chain	To effectively and meaningfully implement our sustainability agenda, it is important that our suppliers and partners share our values in their business practices in the areas such as the environment, human rights, labour practices and corporate ethics. Such alignment of values is a crucial part of building mutually beneficial relations with supplier and channel partners to enhance both their own competitiveness and that of ours.
Community	❖ Impact on communities and local economies, and future generation education ❖ Economic value generated and distributed to local community	We recognised the importance of playing our part in caring for the community and lending a helping hand to those in need. Within a broad range of our community engagements, we focus on the improving community welfare and providing financial and practical support to targeted local and regional communities, through donation, sponsorship, fundraising and voluntary activities.
Common to All Stakeholder Groups	❖ Compliance with prevailing laws and regulations ❖ Good corporate governance & ethics, transparency and non-financial reporting ❖ Ethical business practices such as anti-corruption ❖ Grievance mechanisms	Legal compliance and ethical practices are the core foundation of our business. Such culture is established and sustained through strong corporate governance, transparent reporting and open communications with all our stakeholder groups.

4.3 Alignment with International Initiatives

4.3.1 Sustainable Development Goals (SDGs)

Established in 1945 under the Charter of the United Nations (UN), the General Assembly occupies a central position as the chief deliberative, policymaking and representative organ of the United Nations. Comprising all 193 Members of the United Nations, it provides a unique forum for multilateral discussion of the full spectrum of international issues covered by the Charter. It also plays a significant role in the process of standard-setting and the codification of international law.

On 25 September 2015, the UN General Assembly adopted the 17 Sustainable Development Goals (SDGs) to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. Although the SDGs are primarily aimed at governments, they represent an important opportunity for businesses to also act for a more sustainable world. We will use SDGs as one of the guiding principles for our sustainability initiatives.

We acknowledge that our participation in reaching the SDGs has room for improvement. As we advance on our sustainability journey, we will continue to assess our alignment with the SDGs and, whenever possible, redirect our internal priorities and sustainability strategy to more effectively and comprehensively address the goals.

SDGs Logo Source: http://www.un.org/sustainabledevelopment/news/communications-material

SDG Goal	Relevant Targets to Our Businesses (Source: http://sustainabledevelopment.un.org)	Our Participation
13 CLIMATE ACTION	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	We have our own internal processes and environmental policies to reduce electricity and fuel consumption. Our approach to mitigating climate change includes staff training and implementing energy-efficient measures. We monitor and report our GHG emissions and set reduction targets.
15 LIFE ON LAND	15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	All the paper used in our offices are either Forest Stewardship Council (FSC) certified or made from KHAN-NA. We actively promote the use of such papers across our organisation. Through that, the Company supports efforts in mitigating global warming and the creation of positive rural community engagement, job opportunity, and better livelihood for the farmers and members of the community.

The following SDG goals are relevant to our business, operations and value chain. They are addressed in our various policies at group level. Such goals are also embedded in various initiatives carried out across the organization.

We do not believe these goals are relevant to our business or industry. They are not within our boundaries and scope of influence; therefore, we are currently unable to make noticeable contributions to such goals.

4.3.2   United Nations Global Compact (UNGC)

The United Nations (UN) Global Compact is a United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment and anti-corruption.

Below are the references of our report to the 10 principles of the UN Global Compact.

Principle		Report Section
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	5.2.2.1, 5.2.6
Principle 2	Make sure that they are not complicit in human rights abuses.	5.2.2.1, 5.2.6
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	5.2.2.1, 5.2.6
Principle 4	Elimination of all forms of forced and compulsory labour.	5.2.2.1, 5.2.4.1
Principle 5	Effective abolition of child labour.	5.2.1, 5.2.2.1
Principle 6	Elimination of discrimination in respect of employment and occupation.	5.2.2.1, 5.2.6
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	5.1.1
Principle 8	Undertake initiatives to promote greater environmental responsibility.	5.1.2, 5.1.3, 5.1.4
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	5.1.2, 5.1.3, 5.1.4
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	3.3

4.4   Awards and Achievements

ARCHITECTURAL HERITAGE

2017	BCA Universal Design Mark GoldPlus 2017 for Kallang Trivista
2016	International Architecture Award from the Chicago Athenaeum Museum of Architecture and Design, the European Centre Architecture Art Design and Urban Studies for Bliss @Kovan
2009	Architectural Heritage Award from the Urban Redevelopment Authority (URA) for the "Restoration" of 9 King George's Avenue (Peoples' Association Headquarters)
2003	Architectural Heritage Award from the URA for the "Restoration" of Asian Civilisation Museum, Empress Place
2001	Architectural Heritage Award from the URA for the Restoration of 101 Penang Road (House of Tan Yeok Nee)
1998	Architectural Heritage Award from the URA for the Restoration of Asian Civilisation Museum
1995	Architectural Heritage Award from the URA for the Restoration of River House at Clarke Quay

GREEN MARK

2014	Green Mark Platinum from the BCA for Galaxis (Fusionopolis 5)
2014	Green Mark Platinum from the BCA for Residential Hall at North Hill Nanyang Technological University
2011	Green Mark GoldPlus from the BCA for Bliss @Kovan
2010	Green Mark Certified from the BCA for Lush on Holland Hill
2009	Green Mark GoldPlus from the BCA for Icon@IBP
2008	Green Mark Gold from the BCA for 8 Nassim Hill
2007	Green Mark GoldPlus from the BCA for Peoples' Association Headquarters

BEST BUILDABLE DESIGN

2006	Best Buildable Design Award from the Building and Construction Authority (BCA) for Yu Neng Primary School
2001	Best Buildable Design Award from the BCA for North Spring Primary School and Poi Ching School

CONSTRUCTION EXCELLENCE

2016	Award for Construction Excellence (Merit) from the BCA for Galaxis (Fusionopolis 5)
2014	Award for Construction Excellence from the BCA for Lush on Holland Hill
1997	Award for Construction Excellence from the Construction Industry Development Board (CIDB) for SAFTI Military Institute Phase III
1994	Award for Construction Excellence from the CIDB for Reconstruction of Sir Arthur's Bridge

CONSTRUCTION PRODUCTIVITY

2018	Innovation & Productivity Gold Award for The Wisteria & Wisteria Mall by the Singapore Contractors' Association Ltd (SCAL)
2018	Most Innovative Project Award (Merit) for The Wisteria & Wisteria Mall by the Singapore Structural Steel Society (SSSS)
2017	BCA BIM GoldPlus Award as the Builder for The Wisteria & Wisteria Mall
2016	BCA Construction Productivity Award for the Galaxis (Fusionopolis 5)
2015	BCA BIM Gold Award as the Builder for the Galaxis (Fusionopolis 5)
2015	Construction Productivity Gold Award from the BCA for Lush on Holland Hill
2014	BCA BIM Gold Award as the Builder for Residential Halls at North Hill, Nanyang Technological University

QUALITY

2013	BCA Quality Mark (QM) Star Award for good workmanship for Lush on Holland Hill
2012	Housing and Development Board (HDB) Quality Partners Award for Building Improvement Works to Void Deck Columns using Polymer Fibre Wrapping

SAFETY

2018	2018 - WSH Performance Awards 2018 (Silver) by WSH Council & Ministry of Manpower
2018	WSH SHARP Award for The Wisteria & Wisteria Mall by WSH Council & Ministry of Manpower
2018	Health & Safety Awards 2018 (Gold) by the Royal Society for the Prevention of Accidents (RoSPA)
2017	WSH Performance Awards 2017 Certificate of Commendation for Commitment to Workplace Safety & Health from the WSH Council
2016	WSH Performance Awards 2016 (Silver) by WSH Council & Ministry of Manpower (MOM)
2016	CultureSAFE Certificate of Commendation by WSH Council
2016	RoSPA Health & Safety Awards 2016 (Silver) by the Royal Society for the Prevention of Accidents for Bliss @Kovan, HDB Kallang Whampoa Contract 28B and Residential Hall at North Hill Nanyang Technological University
2013	Certificate of Recognition for Million Accident Free Man-hours from LTA for Contract 937B Tai Seng Facility Building
2006	Safety Management Silver Award from Concord Associates for Deep Tunnel Sewerage System Changi Water Reclamation Plant Contract C4A
1999	Safety Performance Merit Award from the MOM for Temasek Secondary School
1998	Safety Performance Merit Award from the MOM for Raffles Girls' Primary School
1996	Safety Management Bronze Award from Concord Associates for Central Ministries Building

CONSTRUCTION ENVIRONMENT

2016	ASEAN Energy Awards, Winner in the ASEAN Best Practices Awards for Energy Efficient Buildings for the Galaxis (Fusionopolis 5)
2014	Green and Gracious Builder Star Award
2013	Green and Gracious Builder Merit Award
2012	Construction Environmental Award – Certificate of Merit from the Land Transport Authority (LTA) for Contract ER 361 (Widening of Keppel Viaduct)

COMPANY RANKING

2018	Singapore 1000 Company for Public Listed Companies 2018 from DP Information Group
2018	Singapore 1000 Company - Emerging 2018 Award from DP Information Group
2017	Singapore 1000 Company for Public Listed Companies 2017 from DP Information Group
2015	ANZ Global Business Excellence Award
2014	Singapore 1000 Company - Emerging 2014 Award from DP Information Group
2013	Singapore 1000 Company – Emerging 2013 Award from DP Information Group
2012	Singapore 1000 Company – Emerging 2012 Award from DP Information Group

OTHERS

2017	NSMark Gold Certificate for Exemplary Support for Total Defence & National Service by MINDEF

5   STAKEHOLDER ENGAGEMENT

We believe that good Corporate Social Responsibility (CSR) practice goes hand-in-hand with good corporate management practice. We also recognize that it is vital that our management approaches are adaptable to the dynamics of business and operation environment in such a way that we can continuously assess our impacts, develop sustainability objectives and respond in a proper manner to meet our stakeholders' expectations. Our CSR framework is based on our approach to sustainability and includes policies and measurement mechanisms to monitor the impacts made by our businesses and operations.

Key to the success of our sustainability programme is regular and up-to-date communication about our CSR policies and activities to all our stakeholders, and the provision of appropriate feedback mechanisms so that we can monitor and evaluate how we are doing and explore new possibilities stimulated by stakeholder responses. We see our sustainability reports as being a critical component of this continuous cycle of communication and evaluation. The overall sustainability context of the stakeholder engagements is managed through our CSR plan for our sustainability governance oversight.

Stakeholder	Management Approach	Initiatives	Outcome and Responses	Boundaries
Future Generation	Environmental Health and Safety Policy, waste recycling, Green and Gracious Policy, ISO 14001 certification	Internal awareness and education	Digital filing of documents where possible to reduce paper consumption, setting air conditioners at energy efficient temperature	Singapore and Malaysia operations
Employee	Code of Conduct, fair employment practices, training and career development, WHS Framework, OSHAS Certification, BizSafe	Staff communication sessions, staff feedback, staff exit interviews	Training programmes, employee benefits,	Singapore and Malaysia operations
Customer	Quality Policy, data privacy and security for customer information, ISO9001	Customer feedback process, customer data protection awareness	Customer complaints and compliments, Customer survey and scoring, customer engagement	Singapore and Malaysia operations
Supplier	Supplier selection and regular review process	Feedback and communication with suppliers through supplier performance review	Supplier engagement	Singapore and Malaysia operations
Community	Selection of community initiatives in alignment with organization goals	CSR programme, awards and accolades	Increase visibility of company's CSR efforts, participation in community events	Singapore and Malaysia operations

5.1   Protecting Our Environment for the Future Generations

5.1.1   Our Approach

We are committed to maintaining and building on the same stringent environmental policies and standards as our parent company and key regional affiliates. We continually seek new and innovative ways to reduce the environmental impact of our products and services while maintaining the highest levels of quality. We recognise our responsibility to protect the environment for the health and wellbeing of future generations.

5.1.2   Reduction of Carbon Footprint

We recognize that the effective management and monitoring of its carbon footprint can reduce operating costs, raise brand profile, create a competitive edge and increase stakeholder value. Our carbon footprint is measured in terms of Greenhouse Gas (GHG) emission. However, GHG emission is an absolute measure of how much carbon dioxide equivalent (CO_2e) is emitted. Our GHG emission is predominantly indirect (Scope 2) emission. We have insignificant direct (Scope 1) emission, and we do not include the GHG emissions generated by our suppliers (Scope 3).

Considering the changes and dynamics of business and operations, we established our GHG emission efficiency index for consistent tracking of carbon footprint over time. To this end, we have set a target for GHG emission efficiency improvement of 10% from our 2017 level by 2030. Our target for GHG emission improvement is 0.8% per year. Although various business lines and operations account for different percentage of GHG emissions across the organization, they all support this target and have aligned our environmental objectives accordingly.

In FY2018, our GHG emission efficiency index stands at 31.8 in comparison to our base year FY2017 of 19.1. The increase was due to lower level of revenue achieved in the year whilst our electricity consumption did not decrease proportionately as there are basic consumption of electricity and fuels regardless of revenue. In fact our actual electricity consumption in terms of Kwh had gone down.
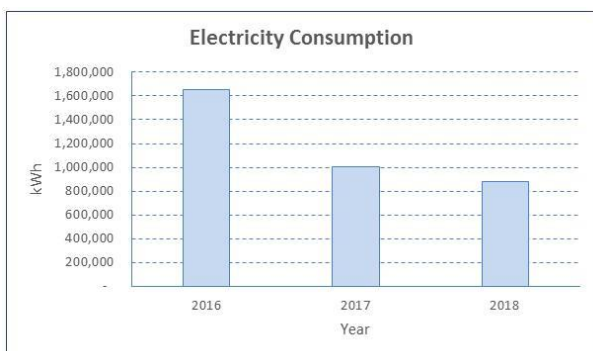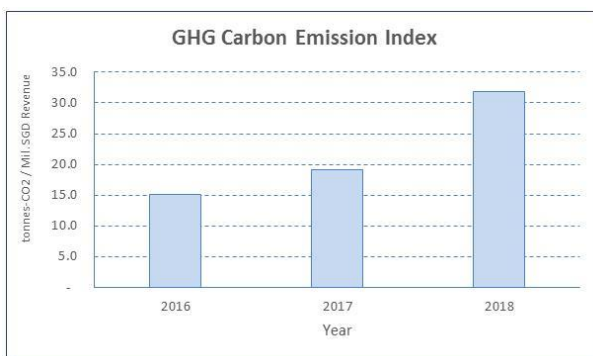
5.1.3   Reduction of Paper Consumption

All our employees are urged to minimize paper wastage at work by adhering to our Internal Paper Usage Reduction Guidelines. For example, double-sided printing is set as a default, lower grammage paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts. Paper re-use and recycling habits are also cultivated through initiatives such as our in-house reminders posted near the copy machines.

All waste paper from our own offices is collected for recycling. Further, we encourage all employees to adopt digital documents instead of paper documents with an aim to further reduce paper consumption.

Considering the changes and dynamics of business and operations, we established our paper consumption index for consistent tracking of paper consumption over time. To this end, we have set a target for a paper consumption improvement of 10% from our 2017 level by 2030. Our target for paper consumption improvement is 0.8% per year. Although various business lines and operations account for different percentage of paper consumption across the organization, they all support this target and have aligned our environmental objectives accordingly.

In FY2018, we consumed a total of 8,083 kg of paper, 100% of which are either Forest Stewardship Council (FSC) certified or made from KHAN-NA. Our paper consumption index was 68.48. The increase in paper consumption index was substantial due to more tender activities resulting in higher paper consumption that was not translated into revenue.
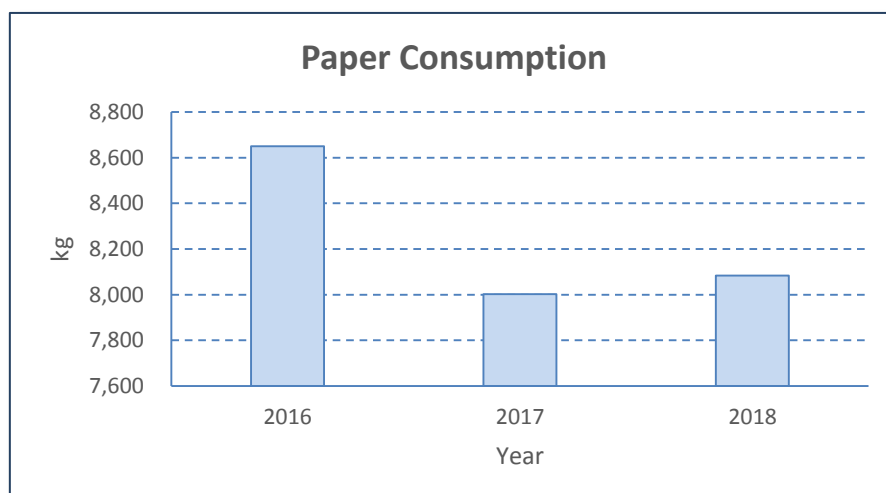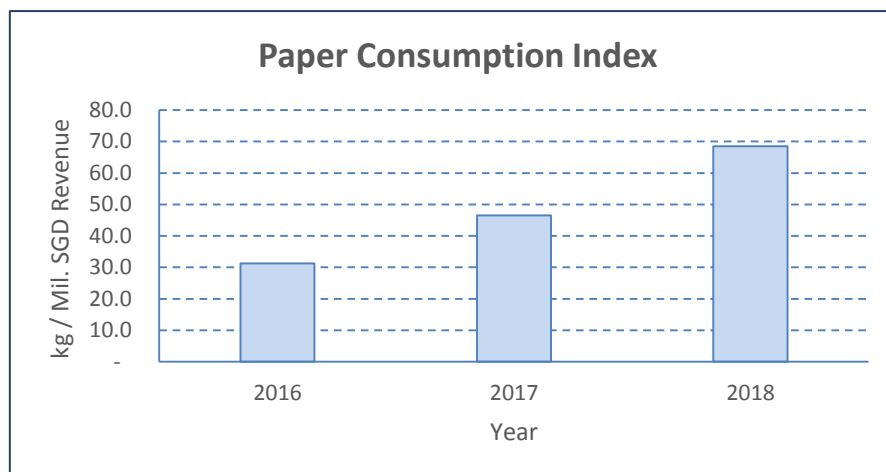
5.1.4 Promoting Green Practices

We have embraced various green practices in our business and operation such as ISO 14001 and Green and Gracious Builders Award from Building & Construction Authority (BCA).

The ISO 14000 family of standards provides practical tools for companies and organizations of all kinds looking to manage their environmental responsibilities. ISO 14001:2015 sets out the criteria for an environmental management system and can be certified to. It maps out a framework that a company or organization can follow to set up an effective environmental management system. It can be used by any organization regardless of its activity or sector. Using ISO 14001:2015 provides assurance to our management and employees as well as external stakeholders that environmental impact is being measured and improved.

Singapore Engineering & Construction Pte Ltd and Singa Development Pte Ltd are certified under the Green and Gracious Builder Scheme established by the Building and Construction Authority to. We have in place a Green and Gracious Policy to enhance environmental friendly workplace with minimum hazard and inconvenience to the public throughout the construction duration; and encourage all relevant stakeholders involved to execute the concept and practices through engagement of sub-contractors and suppliers to implement Green Products and/or advocate Green Concepts, and subsequently proposed to the customers to adopt such concept.

Over the years, the Group had various green mark and construction environment including Green and Gracious awards and achievements as presented on Section 4.4 of this Sustainability Report.

5.2 Caring for Our Employees

5.2.1 Our Approach

Our people are our most valuable resource and investing in their professional and personal well-being is vital to our business sustainability. Our goal is to establish work ethics among our employees, which are in line with our core values and code of conduct. They are the foundation upon which we build all our business initiatives and conduct our day-to-day activities.

We recognise that a motivated workforce will convey a positive and powerful message to all our key stakeholders, such as our customers, suppliers and the members of the community. By attracting, nurturing, empowering and rewarding our employees, we create an environment conducive for innovation and inspiration flourish to further boost our competitiveness. Such commitment to our employees promotes a corporate culture of passion, quality, excellence and trust within the organization which reflect in our ability to create values to our stakeholders.

Our Human Resource (HR) management principles and policies have been developed and established based on fair employment practices with the goal of attracting, supporting and maintaining a motivated workforce. Our HR policies cover key areas such as remuneration, benefits, health and safety, career development and training and are regularly reviewed by our management. We constantly seek feedback from our staff to ensure that our decisions are aligned as much as possible with their needs.

Our business operates in an environment which comprises diverse races, cultures and geographic locations. With this in mind, our HR polices are implemented across the organization within the principles with pragmatism, taking into consideration of the prevailing laws and regulations as well as local culture, norms and racial sensitivity.

5.2.2 Employment Practices

Our employment practices focus on maximizing the strength of our employees by providing equal opportunities based on merits, and help our employees to develop strength through our comprehensive training and development programme. We regularly review the performance and development of our employees to effectively match their strength to their job specifications. Our performance based reward scheme provides guidance and motivation to our employee to perform to their potentials in alignment with the objectives of the company.

5.2.2.1 *The Tripartite Guidelines on Fair Employment Practices*

We proactively pursue and adopt best practices in HR management. Our HR practices are guided by the Singapore Tripartite Alliance for Fair and Progressive Employment Practices. The Singapore Tripartite Alliance comprises the Ministry of Manpower, Singapore National Employers Federation and National Trades Union Congress. The Tripartite Alliance has formulated guidelines on fair employment practice for adoption by Singapore employers, embracing the recruitment, training, treatment and reward of employees.

5.2.2.2 *Communications*

As our Company grows, effective communications across the organization are crucial to ensure continuous alignment of objectives of the employees and the organizational objectives. We achieve this through our various communication sessions customized based on target employees. Communication sessions for our managers are held on a regular basis. Agendas covered at these sessions are customized in appropriate to the target functional scope of the managers. For example, in monthly managers' meeting, operational agendas such as leadership and operation issues may be discussed while at the quarterly sessions high level topics include strategic business directions, new service launches, ongoing developments and key project reviews.

5.2.2.3 *Employee Feedback*

We value our employee's expertise in their areas of responsibilities. Therefore, their feedbacks are important in the improvement of overall management and operation of the organization. Through various established processes of employee engagement, such as employee objective setting, performance review as well as exit interview in the case of resignations, we gather such valuable feedbacks for the continuous improvement of our organization.

In addition, there are other feedback channels for areas specific to business and function, such as health and safety issues and compliance issues. Such feedbacks are managed by the leaders and managers of their specific business and function domain. We have also established reporting and escalation channel should the feedback requirements the attention of higher management.

5.2.2.4 *Career Development and Training*

We recognise that consistent and ongoing education is critical to maintaining a competitive, skilled, productive and motivated workforce. Employee career development and performance management established based on merits and contributing skill sets towards the organization objectives through objective settings and regular performance reviews. We continue to review and improve our career development and performance review process in light of the changing business and operation environment.

Our training programme covers a variety of areas catering for employees with difference job scopes and skills set requirements. Our core training curriculum and contends are developed guided by well established industry and international standards such as ISO-9100, ISO-14000, OHSAS and bisSAFE.

In addition, specific training curriculums are developed based on the specific requirements of the specific businesses and functions. Training topics range from soft skills development in areas such as communications and leadership, to technical programmes covering project management and office productivity tools.

In FY2018, employees each received an average of 7 hours training. We recognized that the training requirements vary depending on the levels of management responsibilities. Each senior manager registers an average of 12 hours training while managerial and non-managerial staffs receive an average of 19 hours and 6 hours of training respectively. In light of changing business requirements and opportunities in variety of training methodologies, we continue to revise our training curriculum and programme to align with organization objectives and to strive for effectiveness and efficiency in our training approach.
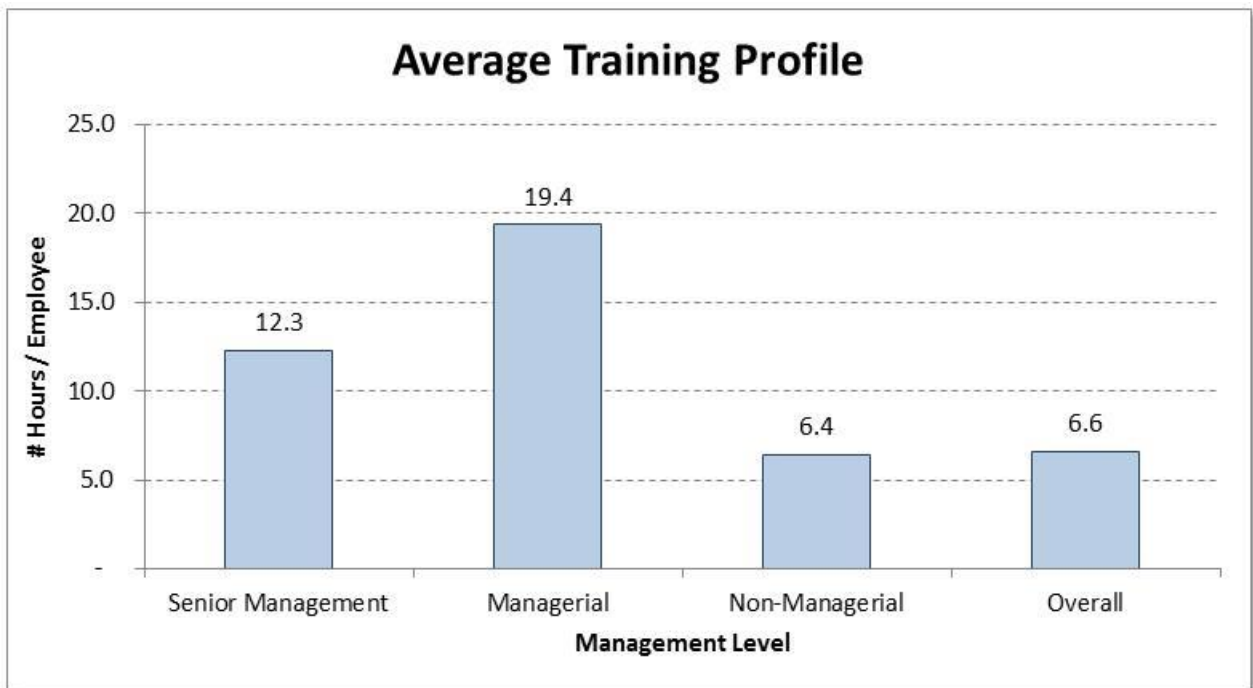
5.2.3   Workforce Diversity

Our business thrives on diversity. As such, we leverage on a host of strengths and skills that can only come from a diverse workforce embracing employees from various ethnic groups, religion, age and gender.

In FY2018, 92 of our employees were female, comprising 10% of our workforce, while 875 (90%) employees were male. In terms of management function, 4 females (15%) are senior management compared to 23 males (85%), 10 females (22%) held managerial positions compared to 36 males (78%), while 78 females (9%) and 816 males (91%) held non-managerial positions. The male to female ratio for managerial and non-managerial positions were 36:10 and 816:78 respectively. From age profile perspective, there were 400 employees below 30 years old. The number of employees between 30 and 50 years old was 451 as compared 116 employees above 50 years old
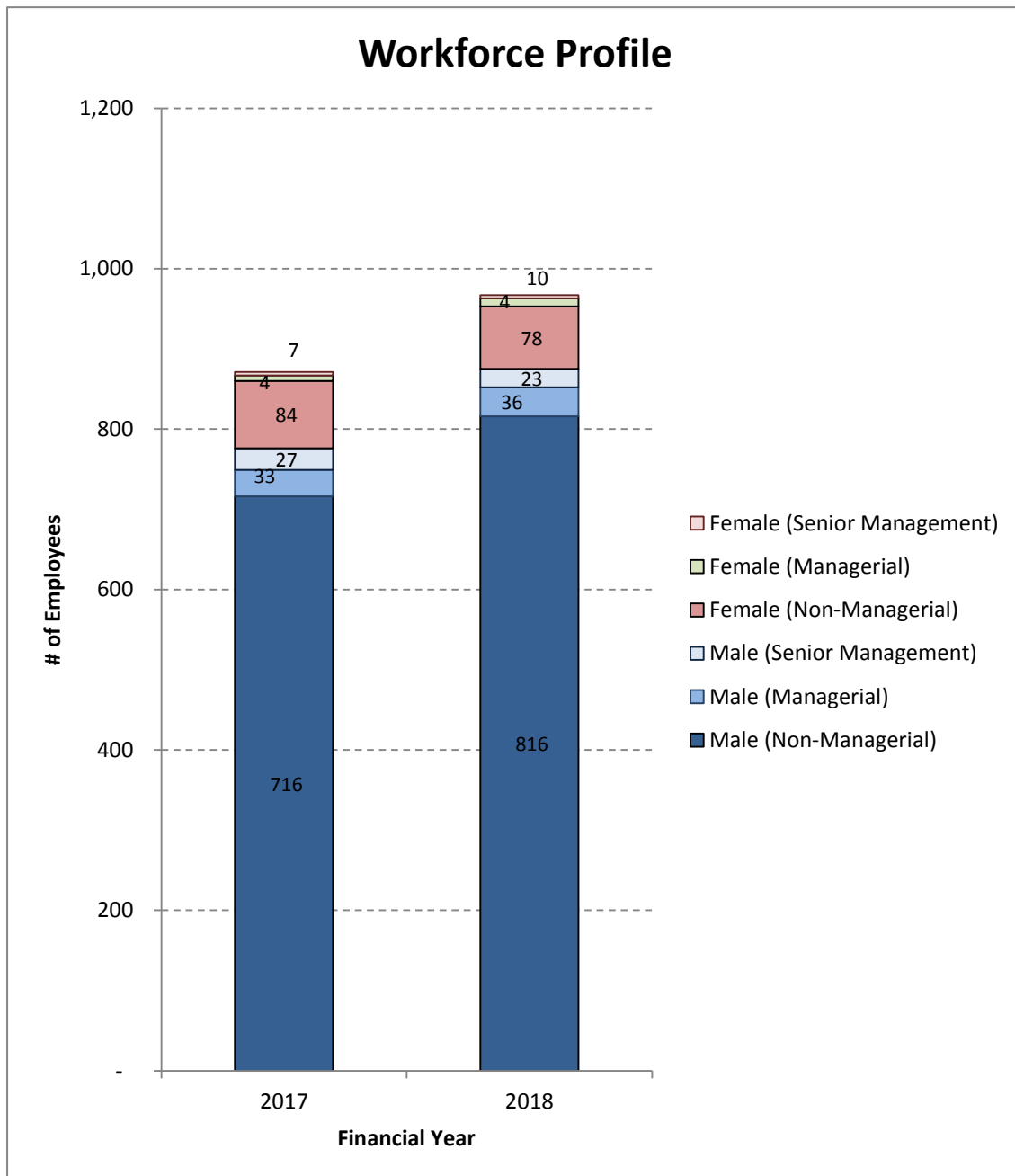
Senior Management
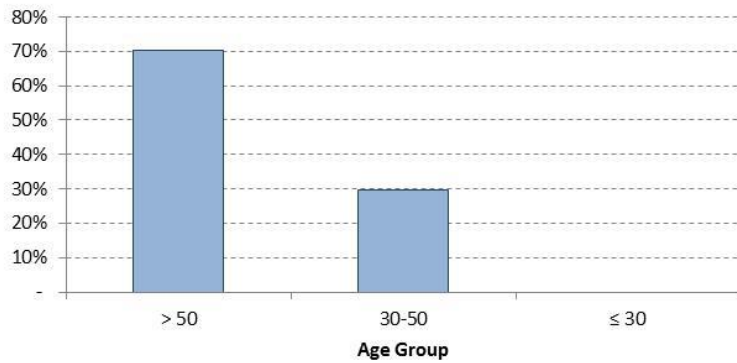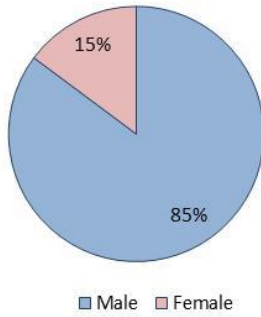
Managerial Staff
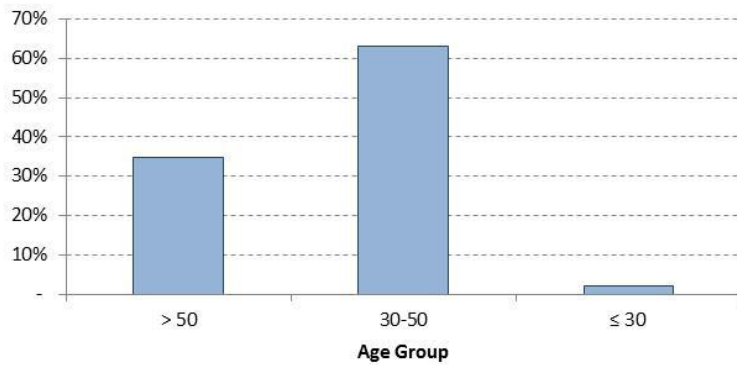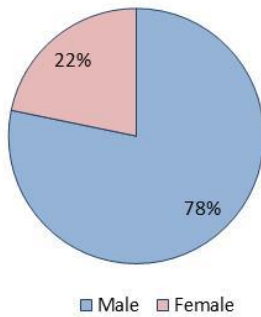
Non-Managerial Staff
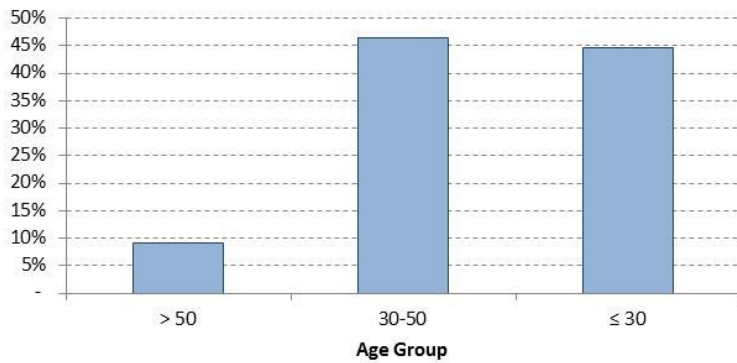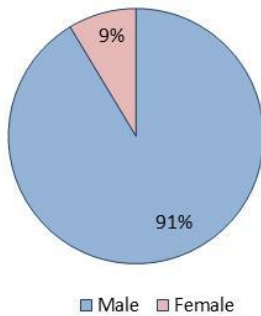
Overall
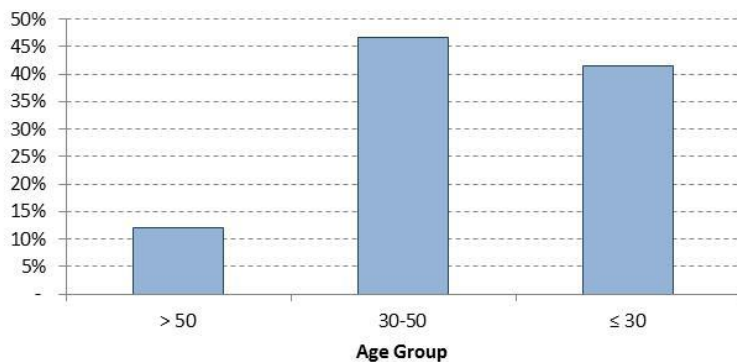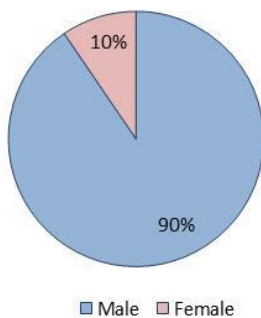
In addition to the staff under our direct employment, we also have staff, such as cleaners and security guards, under the employment of external service providers, working for us. The personnel not under our direct employment are excluded from our head count.

We expect that all the contracted companies we work with will share our core principles of HR management practices. In our vendor selection process, we take into consideration of their HR management practices as one of the key selection and performance criteria. We regularly review the performance of our vendors based on these criteria as a key basis to determine whether to continue to engage the vendors with their services.

5.2.4   Employee Benefits

All non-managerial employees in Singapore are covered by the Employment Act, which provides basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement.

In addition to the statutory benefits outlined in the Employment Act, we provide beyond-compliance-level benefits to our fulltime employees. Examples of these benefits include paternity leave, compassionate leave, inpatient and outpatient medical insurances, dental, health screening, health talks.

5.2.4.1   Work–Life Balance

While developing the talents of our employees and providing equal opportunities for them to excel are the key drivers for our company, we also recognize that well-being and contentment of our employees pivotal to the success and sustainability of our business and performance. Our employees are our most valuable asset, and we appreciate that their overall well-beings need to be well looked after in order for them to sustain their performance and realize their full potential.

We understand that workplace could be at times stressful due to the competitiveness of our workforce and our business. To support our employees in their effort of pursuing excellence, we have various programmes and initiatives to balance their work with fun, and to development an environment and culture of mutual support.

5.2.4.2   Retirement and Healthcare

Our company has presence in various geographic locations where there are various local laws and regulations on pension and healthcare for employees. Our HR management practices comply with such laws and regulations. In Singapore, we participate in the Central Provident Fund (CPF) personal savings scheme, which helps employees fund their retirement, home ownership, healthcare and education. Under this scheme, monthly deductions from employees' gross salaries are paid into their CPF savings accounts. We, the company, make employer contributions to these accounts, according to rates stipulated in the CPF Act. In addition to CPF contributions, we provide comprehensive medical coverage for all employees. For more information on the CPF scheme and contribution rates, please go to www.cpf.gov.sg.

In Malaysia, likewise we participate in the Employee Provident Fund (EPF) according to the stipulated regulation. For more information on the CPF scheme and contribution rates, please go to www.kwsp.gov.my.

5.2.5   Safety and Health in the Workplace

We are committed to achieving an overall environment, health and safety excellence and strived to promote an accident-free safety culture and to avoid any adverse impact to the overall well-being,

Environment, Health and Safety ("ESH") Performance. We have an Environment Health and Safety Policy in place which covers all our employees and we take every precaution to prevent occupational injuries among employees and to avoid any loss of life. We believe that optimum work conditions not only make our employees safer, but also boost morale.

Given the high risk nature of construction activities, we place greater emphasis on health and safety training, awareness, procedures and general education, and aim to develop a culture whereby safety is ingrained into each and every employee and subcontractor working with us. Safety awareness starts with all new hires who are required to attend a compulsory safety induction training and they are equipped with the necessary personal protective equipment.

As an essential requirement we are in compliance with the Ministry of Manpower's Workplace Safety & Health Act. In addition, we have attained certification for OHSAS-18001 and bizSAFE. These well recognized standards provide us with the frameworks to manage risks associated with safety and health in our workplace.

From a supply chain perspective, all suppliers, contractors and subcontractors are required to abide by relevant laws and regulations, in addition to the Group's safety policy and procedures.

Over the years, the Group had various safety awards and achievements as presented on Section 4.4 of this Sustainability Report.

5.2.6   Individual Rights

Respecting and protecting basic human rights is fundamental to all our operations and deeply ingrained in our Code of Conduct, which applies to all employees. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are all strictly observed within the work environment and discrimination and harassment of any kind is not tolerated at our company.

We also respect our employees' rights to freedom of association as well as their membership of trade unions and other professional bodies.

In FY2018, none of our workforce was covered by a collective bargaining agreement; no incidents of forced labour, child labour or young workers were identified across the organisation, and no human rights-related grievances have been reported.

5.3   Focusing on Our Customers' Needs

5.3.1   Our Approach

Customer service, quality products and the highest level of product safety have always been our priorities, with customer satisfaction being the goal of all our corporate activities. Customer retention begins with trust, and we place the utmost importance on training our employees in customer service excellence as well as in continuously striving to improve the quality and safety of our products and services.

Open and frequent communication and responsive feedback are ingrained into our daily activities with customer interaction. In addition to striving for excellence in product service and support, we attach enormous importance to data privacy. We have process and controls in place over confidential and sensitive data related to our customers such as contracts.

We have been certified under the ISO 9001 standard for quality management systems. The certification has helped us increase the control of our internal processes and the quality of our services.

5.3.2   Customer Feedback and Satisfaction

We listen to our customers and take their opinions very seriously. We consolidate customer feedback through a range of communication channels including our website, regular customer survey, and our customer service personnel. Through our customer feedback system, we capture our customers' comments for analysis and action. Customer compliments are also tracked so that we can monitor where we are getting things right and cascade positive feedback to our employees, to their superiors and to our CEO.

5.3.3   Service Quality and Safety

Reliability and quality of our products are of paramount importance to us. We are committed to our Quality Policy to deliver quality products, services and maximising customer satisfaction through continual improvement in our Quality Management System. We strive to achieve consistent quality products and services, respond promptly to customers' needs and comply with applicable legal and customers' requirements.

To ensure high standards of quality for our work done, we have in place a set of key quality assurance processes from the start to till the completion of projects. Being certified for ISO 9001, ISO 14001, OHSAS-18001, BizSAFE, GGBS, our Integrated Management System Manual setting out the processes and procedures to be strictly adhered to in every stage of the project.

Our quality management approach identifies our stakeholders, key aspects of the product quality and the impacts on our stakeholders. Out quality management processes take an end-to-end quality view from the areas of planning, support down to operation, performance evaluation and improvement. At each key aspect of the end-to-end quality management processes, we have leadership in place to spear head the quality improvement processes. We have mapped out the sequence and interaction of business processes to ensure seamless collectively management of inter-dependencies of the quality management processes among the leaderships.

5.3.4   Data Safety and Privacy

Ensuring safety and privacy of our customers' data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and service delivery orders. Our information security

policies ensure our customers' data are managed in accordance to the level of confidentiality. We strictly observe all local laws and internal regulations applicable to personal information protection.

For the collection and disposal of wastepaper, we work with our office cleaning personnel for handling and reselling of wastepaper to recovery companies for pragmatic reasons. Every individual is responsible for the shredding all papers, including confidential documents, before disposing into paper recycling boxes situated near photocopiers and printers. Such practice established within our office provides us with the confidence that sensitive information is protected during the whole life cycle of our documents.

5.4   Partnering Our Suppliers

5.4.1   Our Approach

As a part of our ambition to realize sustainability throughout our value chain, we extend the application of responsible business practices to our local partners and suppliers. We recognise that we are only at the beginning of our journey to integrate sustainable business practice throughout our supply chain, and we commit in our pragmatic approach to continuous improvement. We aim to identify new opportunities for collaboration with our suppliers, gradually increase transparency and continue to build shared capacity to minimise our indirect environmental and social impacts.

5.4.2   Supplier Selection

Our key suppliers which also include our subcontractors are carefully selected through our supplier selection process. When selecting our key suppliers, we examine criteria such as financial health, as well as competitiveness of pricing. In addition, we also take into consideration of the overall sustainability policies adopted by our suppliers. Our final decision on supplier selection is based on the overall assessment which takes a balanced view across all selection criteria.

5.4.3   Supplier Review

We regularly review the performance of our key suppliers to determine whether to extend our partnership with them. During the key supplier review process, we engage with our key suppliers to communicate our expectations and mutual feedbacks. Such review process ensures alignment of our key suppliers' services and products to our business requirements and sustainability objectives through pragmatic and continuous improvement in our partnership with our key suppliers.

5.5   Supporting Our Community

5.5.1   Our Approach

At BBR, we play our part in caring for the community and lending a helping hand to those in need. Responsible corporate citizenry is a core pillar of our business approach and sustainability strategy.

We recognise the importance of encouraging our employees to play an active role in the communities of which we are a part of, and in doing so, develop their leadership potential, corporate camaraderie, community spirit and environmental awareness.

Our corporate social responsibility ("CSR") philosophy and vision took shape in 2014 with the formation of BBR CARE, with the mission of "Making a Difference".

A Group-wide CSR platform led and championed by our Chief Executive Officer, Mr Andrew Tan Kheng Hwee, BBR CARE aims to foster community initiative and involvement across all levels of the organisation. The core thrusts of BBR CARE encompass encouraging employee volunteerism,

empowering community engagement and enhancing the environment. To this end, our engagement programmes also encompass financial and practical support in carefully selected communities, through donation, voluntary activities and fundraising.

Realising our vision, we embarked on several local and overseas employee-led community-enhancing initiatives over the years. In 2018, 511 volunteer man-hours were contributed by employees to the Group's community engagement programmes.

5.5.2   Our Community Initiatives Highlight

As an organisation that believes in giving back to the community, we have been giving support to charities, organisations and causes to help the needy and less privileged in the society. Over the years, we have been actively supporting charitable organisations through donations and volunteer work. Our participation in community events during 2018 were:

5.5.2.1   *Community Initiative*

Gift of life

This is an annual Blood Donation Drive organised by the Singapore Contractors Association Limited (SCAL) in collaboration with the Singapore Red Cross. One unit of blood collected can help save up to three lives. This is BBR Group's third year support for this program and we have a team of 21 blood donors.

First time blood donors

Team BBR Blood Donors

5.5.2.2 Community Initiative

Walk for a good cause

On 21 September 2018, BBR rallied 64 employees to participate in the Walk-for-Rice which is a community outreach organised by Ernst & Young LLP under the initiative of South East Community Development Council and sponsored by the NTUC FairPrice Co-operative Limited. For every 1 km walked, NTUC FairPrice will donate 10 bowls of brown rice to the needy Singaporean families in the South East CDC. Covering a minimum distance of 5 km for each participant, we have helped to raise more than 3,200 bowls of rice for the needy families in the South East District.

BBR Group at the starting point

Our team having fun and the rain did not dampen the runners' enthusiasm

5.5.2.3   Community Initiative

Clean-A-Home

This is an annual Clean-a-Home community outreach programme organised by the Singapore Contractors Association Ltd (SCAL) in collaboration with the Henderson-Dawson Constituency, to help clean and de-cluster the homes of the elderly and needy residents in the said constituency.

On 3 November 2018, BBR with its team of 21 volunteers came together with other volunteers from various organisations on this project. Our people got down with their hands and knees to help de-cluster, dust, sweep and wash the homes of the needy elderly.

Volunteers from BBR for Clean-A-Home Project

Our BBR volunteers putting in their every effort from cleaning to painting

5.5.2.4 Community Initiative

Back-to-School Backpack Donation Drive

In support of the Wisteria Mall's New School Bag Programme to benefit the underprivileged students, BBR managed to raise 114 school bags during the donation drive.

The school backpacks were presented to the children so that they have a new bag to start the new school year.

The presentation ceremony held at Wisteria Mall

The beneficiaries with each getting a new school backpack to start the new school year

5.5.2.5   Community Initiative

Visit House of Love, Klang

On 16 September 2018, our BBR volunteers in Malaysia spent a good 3 hours at House of Love which provides home, food and education to 35 orphans aging from 4 to 19 years old. Our volunteers organised games and dinner session for the needy children and goodie bags were given to them.

Our BBR volunteers at House of Love, Klang

Games and interaction with the children

Dinner session for the children

6 PERFORMANCE TABLE

6.1 Energy Usage and CO₂ Emissions

GHG emissions are measured in tonnes (t-CO_2); the underlying measures for direct and indirect CO_2 emissions calculation are electricity consumption in kilowatt Hours (kWh) and fuel consumed. The electricity and fuel we purchase are both from non-renewable sources.

Our business and function grow over time; the GHG emissions and electricity consumption vary. To ensure consistency and comparability of the GHG emission and electricity consumption measures over time, we create a GHG emission index and electricity consumption index for our performance monitoring. The index adjusts the GHG emissions and electricity consumption for the size of our activities. We normalize the amount GHG emissions and electricity consumption by the amount of our revenues which we use as a proxy of the size of our activities. The GHG emission index is measured in t-CO_2 per SGD million and the electricity consumption index is measured in kWh per SGD million.

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
GHG Emission Index (kg-CO_2 / SGD million)	15.11	19.10	31.82	18.95 [-0.8%]	18.80 [-0.8%]
Electricity Consumption Index (kWh / SGD million)	5,986.04	5,823.95	7,447.04	5,779.15 [-0.8%]	5,732.92 [-0.8%]

We have used FY2017 data as the base year for our performance tracking towards our 2030 goals.

This year GHG Emission Index and Electricity Consumption Index stand at 31.82 and 7,447.04 respectively. We have not achieved our target improvement of 0.8% set for FY2018 as revenue base had dropped but GHG emissions and electricity consumption may not be reduced in direct proportion to the drop in revenue.

We will continue our endeavour to work towards our 2030 goals.

6.2 Paper Consumption

We capture the data for paper consumption by how many reams of paper used where one ream is equivalent to 500 sheets of paper. To ensure consistency and comparability across various paper sizes, such as A3 and A4 papers, we measure the paper consumption by the weight of paper used which is adjusted for the various sizes and quality of papers.

Our business and function grow over time and the paper consumption patterns vary. We devise a paper consumption index for our performance monitoring. The index adjusts the paper consumption for the size of our activities. We normalize the amount of weights of paper consumed by the amount of our revenues which we use as a proxy of the size of our activities. The paper consumption index is measured in kilograms per million SGD.

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Paper Used for Office Printing					
Paper Consumption Index (kg / SGD million)	31.25	46.49	68.48	46.15 [-0.8%]	45.80 (-0.8%)

We have used FY2017 data as the base year for our performance tracking towards our 2030 goals.

This year Paper Consumption Index stands at 68.48. We have not achieved our target improvement of 0.8% set for FY2018 due to more tender activities resulting which there was higher paper consumption that was not translated into revenue.

We will continue our endeavour to work towards our 2030 goals.

6.3   Employment Profile

	Performance			Target	
	FY2016	**FY2016**	**FY2018**	**FY2018**	**FY2019**
Male : Female ratio in non-managerial positions	726 : 90 (Total = 816)	716 : 84 (Total = 800)	816 : 78 (Total = 894)	--	--
Male : Female ratio in managerial positions	39 : 8 (Total = 47)	33 : 7 (Total = 40)	36 : 10 (Total = 46)	--	--

We have not set a target for this ratio as we employ staff based on technical competency and capabilities. As an employer, we believe in providing equal opportunities to our employees. We do not discriminate against any employee or job applicant because of race, gender, religion, national origin, age, marital status or any other classification protected by law. In FY2018, Male:Female ratio in non-managerial positions stands at 10.5 to 1 as compared to 8.5 to 1 last year as there are more male site workers recruited in Malaysia. Male:Female ratio in managerial positions stands at 3.6 to 1 as compared to 4.7 to 1 last year due to promotion of female staff to managerial position.

We will monitor our employment profile every year.

6.4   Employees Engagement and Training

	Performance			Target	
	FY2016	**FY2017**	**FY2018**	**FY2018**	**FY2019**
Average Training Hours per Employee	7.7	8.4	6.6	8.9 (+0.5 hours)	9.4 (+0.5 hours)

We have used FY2017 data as the base year for our performance tracking towards our 2030 goals.

This year average training hours per employee stands at 6.6. We have not achieved our target improvement of 0.5 hour set for FY2018 as more time was focused by the senior management and managers on the business operation this year in the light of the current business environment.

We will continue our endeavour to work towards our 2030 goals.

6.5   Customer Feedback

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Customer Satisfaction Index	80%	81%	80%	>=80%	>= 80%

In FY2018, Customer Satisfaction Index stands at 80%. This is in line with our target to maintain a Customer Satisfaction Index of at least 80%.

We will continue to sustain and improve in our performance.

6.6   Supplier Screening for Sustainability Criteria

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Key Suppliers Screened for Sustainability Criteria (%)	-	6%	7%	--	--

We have not set a target for this as whether our key suppliers have sustainability policy in place is one of the many criteria for supplier selection. Also whether suppliers would like to establish sustainability policy is not within our control. In FY2018, 7% of our key suppliers have sustainability policy in place.

We will continue to review our suppliers taking into consideration sustainability as one of the criteria.

6.7   Community Contribution

	Performance			Target	
	FY2016	FY2017	FY2018	FY2018	FY2019
Volunteer (Man-Hours)	377	320	511	--	--

We have not set a target for community contribution as we have always been committed to participate in local events, charitable and worthy causes year on year. In FY2018, we achieved 511 volunteer man hours as compared to 320 in the previous year.

We will monitor our community contribution every year.

7 GRI CONTENT INDEX

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards Core option. We did not seek external assurance for this report.

N.B.: *AR = Annual Report, SR = Sustainability Report (i.e. this report)*

GRI Reference		Disclosure	Response
General Standard Disclosure			
Organization Profile	102-1	Name of the organization	*SR Section* 3
	102-2	Activities, brands, products, and services	*AR Pages 2-3 Corporate Profile*
	102-3	Location of headquarters	*AR Page 17 Corporate Information*
	102-4	Location of operations	*AR Page 16 Corporate Structure*
	102-5	Ownership and legal form	*AR Pages 133-134 Statistics of Shareholdings*
	102-6	Markets served	*AR Page 20 Regional Presence*
	102-7	Scale of the organization	*AR Page 3 Corporate Profile*
	102-8	Information on employees and other workers	*SR Section 5.2.3*
	102-9	Supply chain	*SR Section 5.4, 5.4.1, 5.4.2, 5.4.3*
	102-10	Significant changes to the organization and its supply chain	*No significant changes*
	102-11	Precautionary Principle or approach	*SR Section 3.2, 3.3, 4, 4.1, 5, 5.1.1, 5.2.1, 5.3.1, 5.4.1, 5.5.1*
	102-12	External initiatives	*SR Section 4.4*
Strategy	102-14	Statement from senior decision-maker	*SR Section 1*
Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	*AR Pages 110-126 Corporate Governance, SR Section 3.1, 3.3*
Governance	102-18	Governance structure	*AR Pages 110-126 Corporate Governance, SR Section 3.2*
Stakeholder Engagement	102-40	List of stakeholder groups	*SR Section 5, 5.1, 5.2, 5.3, 5.4, 5.5*
	102-41	Collective bargaining agreements	*SR Section 4.4*
	102-42	Identifying and selecting stakeholders	*SR Section 5*
	102-43	Approach to stakeholder engagement	*SR Section 5*
	102-44	Key topics and concerns raised	*SR Section 4.2, 5*
Reporting Practice	102-45	Entities included in the consolidated financial statements	*AR Pages 69-70*
	102-46	Defining report content and topic boundaries	*SR Section 2.1, 2.2, 2.3*
	102-47	List of material topics	*SR Section 4.2*
	102-48	Restatements of information	*SR Section 5.1.3, 6.2 - FY2017 Paper Consumption Index and Target SR Section 6.6 – FY2017 Key Suppliers Screened for Sustainability Criteria %*
	102-50	Reporting period	*SR Section 2.1*
	102-51	Date of most recent report	*SR Section 2.1*

GRI Reference		Disclosure	Response
	102-52	Reporting cycle	*SR Section 2.1*
	102-53	Contact point for questions regarding the report	*SR Section 2.4*
	102-54	Claims of reporting in accordance with the GRI Standards	*SR Section 2.2*
	102-55	GRI content index	*SR Section 7*
	102-56	External assurance	*SR Section 2.2*
Economic			
	201-2	Financial implications and other risks and opportunities due to climate change	*SR Section 5.1.4*
	201-3	Defined benefit plan obligations and other retirement plans	*SR Section 5.2.4.2*
Anti-corruption	205-1	Operations assessed for risks related to corruption	*SR Section 4.2*
	205-2	Communication and training about anti-corruption policies and procedures	*SR Section 3.3*
	205-3	Confirmed incidents of corruption and actions taken	*We are not aware of any incidents of corruption*
Environment			
Energy	302-1	Energy consumption within the organization	*SR Section 5.1.2, 6.1*
	302-4	Reduction of energy consumption	*SR Section 5.1.2, 6.1*
Emissions	305-1	Direct (Scope 1) GHG emissions	*SR Section 5.1.2, 6.1*
	305-2	Energy indirect (Scope 2) GHG emissions	*SR Section 5.1.2, 6.1*
	305-3	Other indirect (Scope 3) GHG emissions	*SR Section 5.1.2, 6.1*
	305-5	Reduction of GHG emissions	*SR Section 5.1.2, 6.1*
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	*There were incidences of noise and mosquito breeding*
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	*SR Section 5.4.3, 6.6*
Social			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	*SR Section 5.2.4*
	401-3	Parental leave	*SR Section 5.2.1, 5.2.2.1, 5.2.4*
Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	*SR Section 5.2.2*
Occupational Health and Safety	403-1	Workers representation in formal joint management–worker health and safety committees	*SR Section 5.2.5*
Training and Education	404-1	Average hours of training per year per employee	*SR Section 5.2.2.4, 6.4*
	404-2	Programs for upgrading employee skills and transition assistance programs	*SR Section 5.2.2.4, 6.4*
	404-3	Percentage of employees receiving regular performance and career development reviews	*SR Section 5.2.2.1, 5.2.2.4, 6.4*

GRI Reference		Disclosure	Response
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	*SR Section 5.2.3*
	412-2	Employee training on human rights policies or procedures	*SR Section 5.2.2.1, 5.2.6*
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	*SR Section 5.4.1, 5.4.2, 5.4.3,6.6*
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	*SR Section 5.3.1, 5.3.3*