



ASIA VETS HOLDINGS LTD.

Company Reg. No.: 201003501R

SUSTAINABILITY REPORT 2021



TABLE OF CONTENTS

OUR BOARD'S MESSAGE	3
ABOUT US	4
OUR EXPERTISE	5
OUR PROMISE	6
OUR SUSTAINABILITY JOURNEY	8
OUR KEY STAKEHOLDERS	9
OUR MATERIAL FACTORS	11
OUR SUPPLY CHAIN	12
OUR ENVIRONMENT	13
OUR PEOPLE	14
OUR CUSTOMERS	19
GRI CONTENT INDEX	21

This sustainability report has been prepared by Asia Vets Holdings Ltd. (the “Company”) and its contents have been reviewed by the Company’s sponsor, ZICO Capital Pte. Ltd. (“Sponsor”), in accordance with Rule 226(2)(b) of the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Manual Section B: Rules of Catalist.

This sustainability report has not been examined or approved by the SGX-ST and the SGX-ST assumes no responsibility for the contents of this sustainability report, including the correctness of any of the statements or opinions made, or reports contained in this sustainability report.

The contact person for the Sponsor is Ms. Goh Mei Xian, Director, ZICO Capital Pte. Ltd. at 77 Robinson Road, #06-03 Robinson 77, Singapore 068896, telephone (65) 6636 4201.

OUR BOARD'S MESSAGE

[GRI 102-1, 14, 50, 52]

The Board of Directors (the “Board”) is pleased to present the annual Sustainability Report (the “Report”) of Asia Vets Holdings Ltd. (“AVH”) and its subsidiaries (collectively, the “Group”) for the reporting period from 1 January 2021 to 31 December 2021 (“FY2021”). The Report further demonstrates AVH’s ongoing efforts on sustainability issues, management and collaborations with our business partners to achieve our economic, environmental and social objectives.

Besides striving to be at the forefront of pet care in Singapore, one of the core values of the Group is to remain committed to be a trusted partner with professional ethics. We have considered sustainability issues in our business and as part of our strategic planning. The Board has determined the Economic, Environmental, Social and Governance (“EESG”) factors identified as material to the Group’s business. The Board also maintains oversight of the management and monitoring of the material EESG factors of the Group through periodic reports from the management of the Group (the “Management”), who is responsible to ensure that the material EESG factors identified are monitored on an ongoing basis and properly managed.

The Singapore economy has weathered the COVID-19 pandemic, which has brought about economic impact and changes in how veterinary clinics operate. The Animal & Veterinary Service of Singapore has provided the animal and veterinary sector with operational guidelines on queue management, crowd management, safe-distancing measures and implementation of good hygiene practices. The Management together with our professional team of veterinarians have overcome the challenges and continued to serve our community during this period.

The Board would like to take this opportunity to thank everyone who have contributed to our sustainability efforts and we will continue to strive and improve while considering the economic, social and environmental impact to our stakeholders. The Board will continue to take a balanced approach in formulating strategies to enhance long-term values which are sustainable to our stakeholders.

Tan Tong Guan
Executive Chairman and Chief Executive Officer
20 May 2022

ABOUT US

[GRI 102-2, 3, 6, 16, 53, 54, 56]

<u>Vision</u>	<u>Mission</u>	<u>Core Values - ACE</u>
To be the trusted partner at the forefront of pet care in Asia	To practise the highest standard of pet care with compassion	Advancement Commitment Excellence

This Report covers AVH's approach towards the EESG factors deemed material to the Group.

AVH has utilised the Global Reporting Initiative ("GRI") Standards which are the most widely adopted global standards for sustainability reporting. This Report has been prepared in accordance with the GRI Standards: Core option. GRI is the independent, international organisation that helps businesses and other organisations take responsibility for their sustainability impacts, by providing them with the global common language to communicate those impacts. No external assurance has been sought for this Report.

This Report is available for download on (i) the SGX-ST's website at the URL <https://www.sgx.com/securities/company-announcements>; and (ii) the Company's corporate website at the URL <http://asiavets.com/investor-relations/>.

As we seek to continually improve upon our sustainability efforts, any feedback is welcomed at general@asiavets.com.



Headquartered in Singapore, the Group's principal business activity is to provide veterinary services and sales of veterinary medicines and products through our subsidiary, AVH Animal Ark Pte Ltd.

With our reputation of providing the highest level of pet care, equipped with experienced and competent team of staff, we are optimistic about our performance in the following years.

OUR EXPERTISE

[GRI 102-2, 4, 6, 7]

The Group is proud to serve our customers for all pet related needs. Our veterinary clinics prides itself on its team of highly experienced and motivated animal healthcare professionals. AVH currently operates two veterinary clinics in Singapore. Our veterinary clinics have a sturdy base of customers through quality service care and we provide a full range of general veterinary services including medical, surgical and dental care for small animals including dogs, cats, rabbits and other pocket pets.

Embracing a wider philosophy to wellbeing, we also offer veterinary acupuncture and Traditional Chinese Medicine (“TCM”) for a more holistic approach to health and healing for animals with conditions such as epilepsy, hepatitis, anaemia, arthritis and abdominal pains.

The Group also prides ourselves in providing our patients with advanced diagnostic work up and the latest in medical treatments and surgical procedures. We aim to provide the highest level of care for pets under minimally stressful conditions.



AVH also offers after-hours emergency hotline service which operates from 8pm to 9am the following day and throughout public holidays.

All cases are first screened and triaged by the duty veterinarian over the telephone. If required, the duty veterinarian will then meet the customers at the assigned clinic.

OUR PROMISE

[GRI 102-16]

Our team is committed to educating our clients on how to keep their pets healthy all year round, with good nutrition and exercise. AVH stays on top of the latest advances in veterinarian technology and above all, remembers that all animals and pets need to be treated with loving care in every check-up, procedure, or surgery.

Conflict of Interest

To uphold the highest standards of corporate governance, the Group engages in responsible business practices and comply with applicable acts, laws, rules and regulations. All employees and governance body members are required to submit a Conflict of Interest Declaration as guided by AVH's Conflict of Interest Policy.

This ensures that employees' and governance body members' business judgement and decision making are not influenced by undue personal interests that creates a conflict of interest to the Group. The Group also requires its new suppliers to submit a Conflict of Interest Declaration prior to the start of their business relationship. Any activity that appears to present a conflict must be avoided or terminated unless Management determines the activity is not harmful to the Group or otherwise improper.

Code of Conduct

AVH has established a Code of Business Conduct and Ethics that sets the principles of the code of business conduct and ethics which applies to all employees of the Group. Directors, key Management personnel and employees of the Group are expected to observe and uphold the highest possible standards of ethical, moral and legal business conduct and to be in compliance with the laws and regulations at all times and all places in the world. The Group holds integrity as the guiding principle in dealing with its customers, shareholders, business partners, employees and the general public.

The Group has also established a Discipline Proceeding Policy where the objectives of the disciplinary actions are to guide, coach and improve the individual's attitude, behavior and habit. Employees who violate the rules of conduct will be subject to disciplinary action.

OUR PROMISE

[GRI 102-16, 103-1 to 3, 205-3]

Enterprise Risk Management

AVH has established an Enterprise Risk Management (“ERM”) framework and register to identify, manage and monitor the business and operating risks impacting the Group. The risk universe is reviewed by Management on an ongoing basis. This includes the risk rating in accordance to its likelihood and impact, causes, consequences, existing controls and future action plans.

The Board has overall responsibility for the governance of risk and with the support of the Audit Committee, oversees the design, implementation and monitoring of the risk management and internal control systems of the Group.

Bribery and Anti-corruption

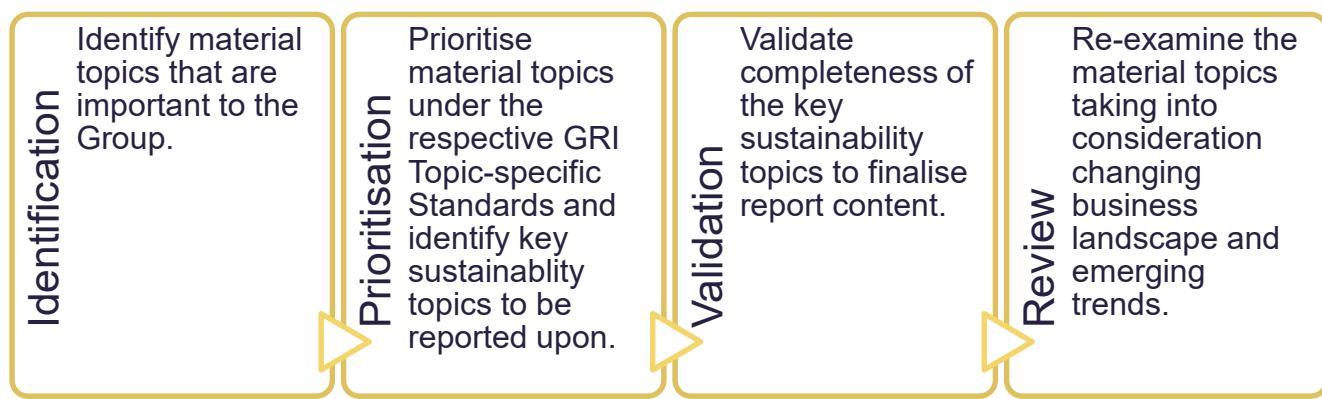
The Group is committed to the highest standards of ethical, moral and legal business conduct and has adopted a zero-tolerance approach to bribery and corruption. In line with this commitment to open communication and good corporate governance, a Whistle-blowing Policy was implemented which provides employees and external parties with a platform to raise concerns in confidence on any wrongdoings, malpractices or possible irregularity within the Group. They are protected from reprisals or victimisation for whistle blowing in good faith and without malice.

Our Whistle-blowing Policy is disseminated to all governance body members and employees which serve as a guideline in recognising and addressing any possible instances of corruption that they may face or witness. We have met our target of NIL set last year for this reporting period. There have been no incidents of bribery or corruption reported during the reporting period (FY2020: NIL, FY2019: NIL) and we envision to maintain this performance perpetually.

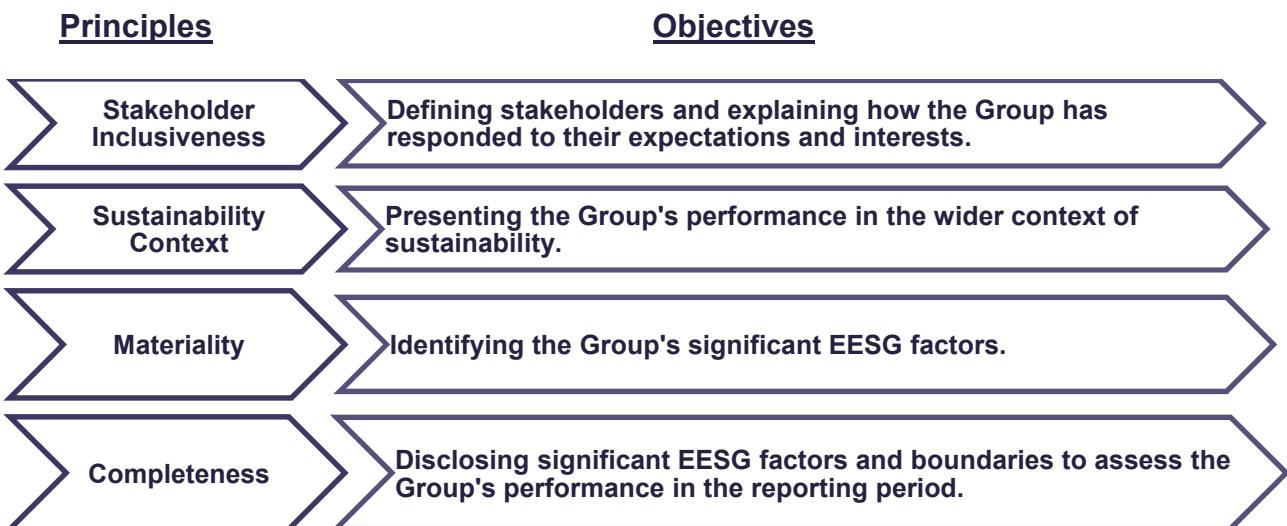
OUR SUSTAINABILITY JOURNEY

[GRI 102-18, 46]

We conducted our first materiality assessment in 2019 with reference to the GRI Standards to identify and select stakeholders with whom to engage and determine the EESG factors that are material to them. We conducted a Focus Group Discussion with our very own Sustainability Reporting Champion Team to validate the assessment and gather feedback on the sustainability issues that are important to these key stakeholders. The key stakeholder groups and material factors are still deemed relevant and remain unchanged since last reporting period. We will continue to assess the identified material factors on a periodic basis to ensure their relevance. The Group has adopted the four-step approach below to identify the relevant topics for reporting.



In accordance with the GRI Standards, we applied the four reporting principles to decide which content to include in the Report by considering the Group's activities, impacts, and the substantive expectation and interests of our stakeholders.



OUR KEY STAKEHOLDERS

[GRI 102-40, 42 to 43]

We recognise that identifying and selecting stakeholders with whom we want to engage with is essential to ensure quality relationships are being forged and maintained.

Employees

- Our employees are encouraged to engage with us for any recommendation for improvements in their scope of work. We also encourage our employees to learn new skills and knowledge through trainings and courses.

Customers

- Customers' feedbacks and expectations are communicated to us so that we could review and make improvements to our quality of service or product.

Suppliers

- Our suppliers ensure smooth delivery of high quality products while also working with us to improve on the existing product range.

Investors

- AVH's investors serve as a guide for our future growth plans and strategies. We are constantly seeking opportunities for expansion of our service offerings and operations.

Regulators

- We take compliance on regulations seriously as we believe that observing the regulations will enable us to provide stakeholders with a high degree of professionalism.

We welcome feedback from our stakeholders on an ongoing basis and ensure that there is adequate management and monitoring over the material EESG factors identified during the reporting period.

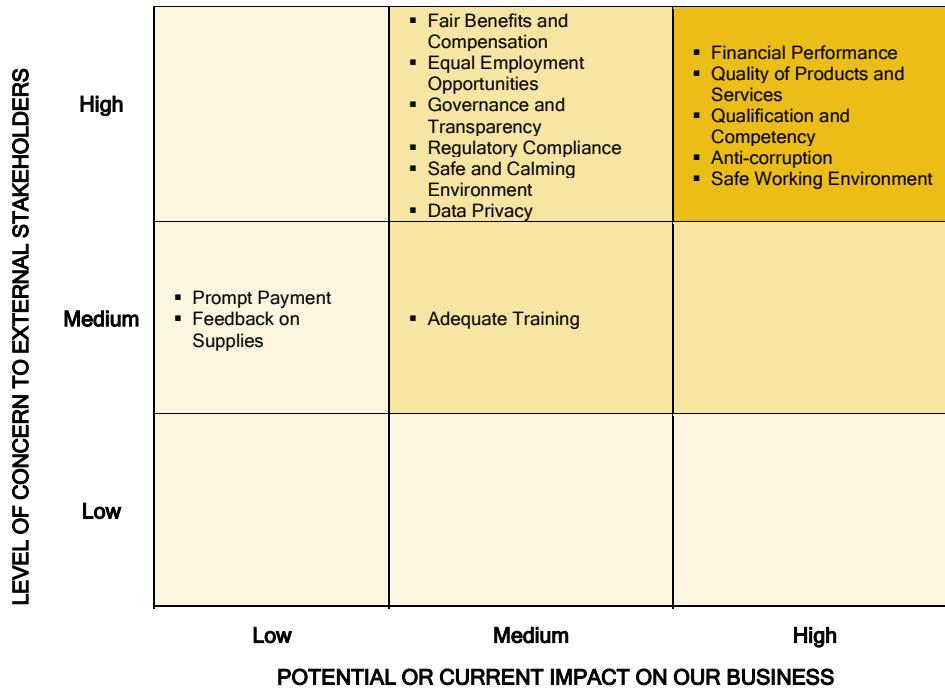


OUR KEY STAKEHOLDERS

[GRI 102-40, 42 to 44]

Each of our valued stakeholders bring resources to AVH regardless of where they fall in the value chain. Our core value has always been about valuing our stakeholders and becoming a trusted partner. Stakeholder groups engaged by us are set out below.

Stakeholders	Basis for Determining Stakeholders	Engagement Method	Frequency of Engagement	Area of Concerns
Employees	<ul style="list-style-type: none"> ▪ Employees execute the direction of the Group 	<ul style="list-style-type: none"> ▪ Different modes of communication such as face to face, tele and videoconferencing ▪ Annual performance review ▪ Training 	<ul style="list-style-type: none"> ▪ As and when necessary ▪ Annually 	<ul style="list-style-type: none"> ▪ Safe working environment ▪ Fair benefits and compensation ▪ Equal employment opportunities ▪ Adequate training provided
Customers	<ul style="list-style-type: none"> ▪ Customers' needs influence the direction of the Group 	<ul style="list-style-type: none"> ▪ Different modes of communication such as face to face, tele and videoconferencing ▪ Website ▪ Talks and seminars 	<ul style="list-style-type: none"> ▪ As and when necessary 	<ul style="list-style-type: none"> ▪ Safe and calming environment ▪ Quality of products and services ▪ Qualification and competency ▪ Data privacy
Investors	<ul style="list-style-type: none"> ▪ Influence on Management's decisions and responsibility towards investors 	<ul style="list-style-type: none"> ▪ Annual General Meeting ▪ Company's website ▪ Announcements via SGXNet 	<ul style="list-style-type: none"> ▪ As and when necessary ▪ Annually 	<ul style="list-style-type: none"> ▪ Financial performance ▪ Governance and transparency ▪ Anti-corruption
Suppliers	<ul style="list-style-type: none"> ▪ Dependency on suppliers to carry out business operations 	<ul style="list-style-type: none"> ▪ Collaboration meetings 	<ul style="list-style-type: none"> ▪ As and when necessary 	<ul style="list-style-type: none"> ▪ Prompt payment ▪ Feedback on supplies
Regulators	<ul style="list-style-type: none"> ▪ Compliance with local laws and regulations 	<ul style="list-style-type: none"> ▪ Reporting platforms 	<ul style="list-style-type: none"> ▪ As and when necessary ▪ Annually 	<ul style="list-style-type: none"> ▪ Compliance with regulatory requirements



OUR MATERIAL FACTORS

[GRI 102-44, 46 to 47]

There have been no major changes to our business operations during this reporting period, as compared to last reporting period. The material factors identified under the EESG framework remain the same.

Material Topic ¹	Reason for Materiality	GRI Standard Disclosure	Boundary	
			Within AVH	Outside AVH
Economic				
Economic Performance	Poses significant effects towards investors	201-1	✓	
Procurement Practices	Poses significant effects towards business partners	204-1	✓	
Anti-corruption	Poses significant effects towards stakeholders	205-3	✓	
Environmental				
Energy	Poses significant effects towards sustainability	302-1 302-3	✓	
Social				
Employment	Poses significant effects towards employees	401-1	✓	
Training and Education	Poses significant effects towards employees	404-1 404-3	✓	
Diversity and Equal Opportunity	Poses significant effects towards employees	405-1	✓	
Non-discrimination	Poses significant effects towards employees	406-1	✓	
Customer Health and Safety	Poses significant effects towards customers	416-2	✓	
Customer Privacy	Poses significant effects towards customers	418-1	✓	

¹ We have removed (i) Environmental Compliance; and (ii) Socioeconomic Compliance as GRI Standards Disclosures from the above table as they have been removed from the GRI Standards and are no longer in use. These were previously disclosed as material topics in our prior reports.

OUR SUPPLY CHAIN

[GRI 102-9, 11, 103-1 to 3, 204-1]



The Group strives to build a sustainable supply chain to seize value creation opportunities and offer significant competitive advantages. AVH engaged a total of 78 (FY2020: 88, FY2019: 75) suppliers during the reporting period. Our vendors are mainly located in established countries with reliable medical care such as Singapore, Japan and the United States of America. This builds consumer confidence in the medical products used and sold at our clinics.

We have met our target of at least 95% set last year for this reporting period. The proportion of local spending in Singapore contributes to approximately 97% (FY2020: 97%, FY2019: 98%) of the Group's total expenditure during the reporting period and we target local spending in Singapore to be at least 95% every year. There are plenty of benefits from sourcing locally, as compared to sourcing internationally. These include shorter delivery lead time and efficient communication with suppliers due to quicker response time.

OUR ENVIRONMENT

[GRI 103-1 to 3, 302-1, 3]

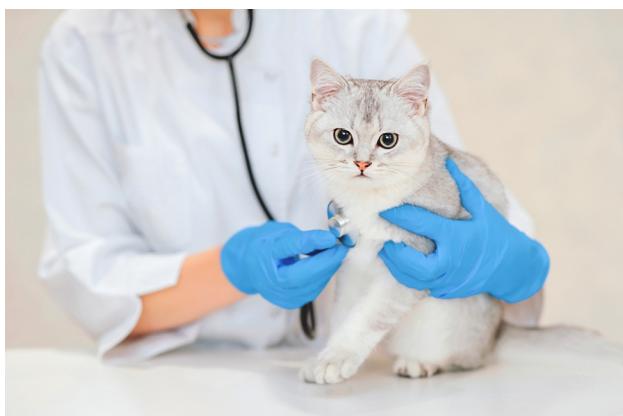
At AVH, we each play our part to improve environmental sustainability through the reduction of energy consumption across our clinics. We have met our target of NIL set last year for this reporting period. The Group did not identify any incidents on non-compliance with environmental laws and regulations during the reporting period (FY2020: NIL, FY2019: NIL) and we seek to maintain this performance perpetually.



The Group's only significant form of energy consumed is electricity. In our efforts to conserve the environment, AVH utilises energy saving lights and air conditioners. Our medical equipment is only switched on when required during medical procedures or surgeries.

During the reporting period, the Group consumed a total of 47,397 kWh of electricity and reported a turnover of approximately S\$3.1 million. On average, 0.015 kWh of energy was consumed for every dollar earned, meeting our target set last year for this reporting period. This was lower by 0.001 kWh of energy consumed for every dollar earned, as compared to the last reporting period, due to the Group's efforts to consume lesser electricity. The Group will continue to monitor our energy consumption and strive to maintain our energy usage at 0.015 kWh per dollar earned in the next reporting period.

Energy Consumed per dollar earned (kWh / S\$)	FY2019	FY2020	FY2021 Target	FY2021	FY2022 Target
	0.019	0.016	0.015	0.015	0.015



OUR PEOPLE

[GRI 102-7 to 8, 103-1 to 3, 401-1]

The Group believes that our people are our greatest assets. They form the pillars of strength that support the Group's operations. As such, we value our people and strive to provide a conducive working environment that emphasises the enrichment and empowerment of every individual, in order to achieve organisational growth. At the end of the reporting period, the Group reported a total employee strength of 18 (FY2020: 24, FY2019: 20). The charts below show that our employee composition remains fairly consistent across the three reporting periods.



OUR PEOPLE

[GRI 102-7 to 8, 103-1 to 3, 401-1, 405-1, 406-1]

Diversity and Non-discrimination

Here at AVH, we believe in diversity. Regardless of gender, age and nationality, we provide our people with equal opportunities and employ them based on their merits. There have been no incidents of discrimination reported during the reporting period (FY2020: NIL, FY2019: NIL) and we target to maintain this performance perpetually.



The Group periodically reviews the competencies of the Directors of AVH to ensure effective governance of the Group and contribution to the Board. To address the dynamic business environment, the Group will consider the appointment of new Director(s) that has/have the required skillset, expertise, experience and knowledge as and when it deems necessary. The Board and the Board Committees comprise persons who as a group provide an appropriate balance and diversity of skills, experience and knowledge to the Group, as well as provide a diversity of gender with one female Director who is a Non-Executive Director. The Directors, as a group, provide core competencies such as accounting or finance, business or management experience, legal, industry knowledge, strategic planning experience and customer-based experience or knowledge required for the Board and the Board Committees to be effective.

OUR PEOPLE

[GRI 103-1 to 3, 401-1]



The Group's employee hiring rate² and turnover rate² was 6% (FY2020: 17%, FY2019: 25%) and 39% (FY2020: 8%, FY2019: 25%) respectively for the reporting period. The employee hiring rate has been on a consistent decrease over the three reporting periods. This is in line with the shrinking revenue caused by the COVID-19 pandemic. In contrast, the fluctuation in the employee turnover rate is due to certain restructuring at our veterinary clinics. We seek to keep both rates below 20% in the long term.

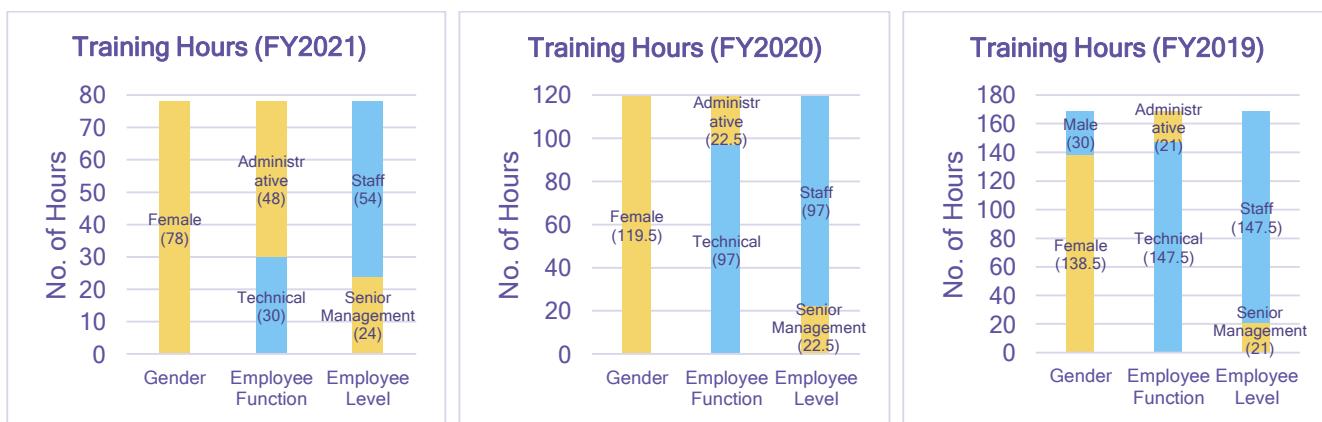
² We have revised the method of calculation for both employee hiring rate and turnover rate to exclude part timers for a fairer representation. In our prior reports, we have included the part timers which resulted in large fluctuation in our employee hiring rate and turnover rate.

OUR PEOPLE

[GRI 103-1 to 3, 404-1, 3]

Professional Development

In AVH, we strongly believe in continual learning, training and development for all. We encourage our employees to learn new skills and techniques to keep abreast with veterinary changes to provide quality care for our patients. This also aids the personal development of individual employees. All our new employees undergo a 3 months' probation period during which their performance will be assessed. During the probation period, they are given on-the-job training while shadowing a senior employee. This is to provide them with the opportunity to familiarise themselves with the operations.



Employees are given ample opportunities to expand their competencies and optimise work operations of the Group through funding support from the Group for external development courses. During the reporting period, the Group reported an average of 4.3 training hours per employee, as compared to an average of 5.0 and 8.4 training hours per employee for FY2020 and FY2019 respectively. The decrease was attributable to the COVID-19 pandemic which restricted our plans for employee training, and as a result, we did not meet our target of 10.0 training hours per employee set last year for this reporting period. Moving forward, we target to increase the trainings provided to all employees.

Average Training per Employee (Hours)	FY2019	FY2020	FY2021 Target	FY2021	FY2022 Target
	8.4	5.0	10.0	4.3	10.0

OUR PEOPLE

[GRI 102-11, 103-1 to 3, 404-1, 3]

AVH works closely with Ngee Ann Polytechnic to match suitable individuals who are within three years of graduation to undergo structured training programme at our clinics. The Work-Study Post-Diploma (“**WSPostDip**”), which is a SkillsFuture Work-Study Programme benefits the individuals as they undergo structured on-the-job training and mentorship at AVH. They also benefit from well-structured career development pathways and guidance from mentors through our talent development plan.

Performance and career development reviews are conducted during our annual appraisals for all permanent employees. This serves as a platform for AVH and employees to improve performance in their current roles that brings a greater impact to the Group and to achieve their individual career aspirations. Together with clear individual development plans, we believe that effective motivation and encouragement enhances employee satisfaction, which correlates with improved organisation performance.

Health and Safety

In ensuring that there are no safety lapses at the clinics, employees are required to be skilled in handling equipment. In addition, an in-depth understanding of medical procedures is also expected of employees. Any lapses resulting due to the incompetency of employee may lead to undesirable consequences.

Employees may also be exposed to risks if policies and procedures are not closely observed during administration of treatments or surgeries on animals. Any employee handling ionising irradiating apparatus must possess an L5 licence³. This licence is required for applicants intending to use, operate, energise or supervise the use of ionising radiation irradiating apparatus.

With safety being our utmost priority, our clinics are staffed with skilled veterinary technicians with at least five years of experience.

³ Regulated by the National Environment Agency

OUR CUSTOMERS

[GRI 102-11, 103-1 to 3, 416-2]

AVH takes pride in the quality of our pet health care. The health, safety and wellbeing of our patients are of utmost importance to us. At AVH, we closely observe all regulations concerning health and safety of products and services that we offer. This is to ensure that we provide safe products and services to our customers. We have met our target of NIL set last year for this reporting period. There are no instances of non-compliance to regulations concerning the health and safety impacts of products and services during the reporting period (FY2020: NIL, FY2019: NIL) and we seek to maintain this performance perpetually.

AVH is a committed partner whose main aim is to deliver highest level of care and professionalism. We strive to fulfil the needs and expectations of our customers and stakeholders. Taking precautionary measures in our business operations is very vital to ensure that we are fully aware of possible risks or side effects in any scientific administration to animals. Especially in our operations of evaluating and administering veterinary medicines and products to animals, it is essential that we uphold our precautionary principles.

In Safe Hands

A selection of educational media on various veterinary topics and pet care has been provided to the public on our subsidiary's website. We hope to raise awareness of pet care through newsletters and blogposts on various topics such as "Finding your Pet" and "Behavior and Training". We also seek to reassure the owners that their pets are in safe hands. As such, AVH operates as an open clinic, whereby our team welcomes owners to observe their pets during any medical procedure, whether a simple vaccination or a complex surgery.



OUR CUSTOMERS

[GRI 102-12, 103-1 to 3, 418-1]



★★★★★

Sami A.
29 Jan 2021

Some on the nicest people to deal with our dog, and animal lovers themselves. Very patient and understanding, managed to deal with our nervous puppy without too much fuss. The clinic is clean and the service was good.



★★★★★

Delvin C.
25 Jul 2021

Always there to get medications. The staff are very friendly and helpful even though I did not make any appointment.



★★★★★

Alexa R.
25 Sep 2021

Very professional and caring. Handled my kitty gently and with love. Will be coming back. Thanks for the help!



★★★★★

Anselm S.
25 Sep 2021

Second time. Caring and knowledgeable vet.

Safeguarding Customer Privacy

We place great emphasis on the protection and privacy of customer data against any breaches. The Group complies with the Personal Data Protection Act 2012 to ensure customers' privacy is safeguarded. We have met our target of NIL set last year for this reporting period. We did not receive any complaints regarding any breaches of customers' privacy during the reporting period (FY2020: NIL, FY2019: NIL) and we target to maintain this performance perpetually.

Giving back

In AVH, we believe in giving back. Everyone has a role to play in making positive changes to the world. Whether in the social aspect or environmental aspect, all efforts matter. Here at AVH, we are actively involved in supporting the community through various Corporate Social Responsibility efforts. Preferential rates are also given to dogs who have been adopted from Save Our Street Dogs, a volunteer-run organisation dedicated to the welfare of Singapore's many street dogs.

GRI CONTENT INDEX

[GRI 102-55]

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References AR: Annual Report 2021 SR: Sustainability Report 2021	Section References
General Disclosures					
GRI 102: Organisational Profile	102-1	Name of organisation	-	SR 3	Our Board's Message
	102-2	Activities, brands, products, and services	-	SR 4 SR 5	About Us, Our Expertise
	102-3	Location of headquarters	-	SR 4	About Us
	102-4	Location of operations	-	SR 5	Our Expertise
	102-5	Ownership and legal form	-	AR 2 AR 55 AR 90 - 91	-
	102-6	Markets served	-	SR 4 SR 5	About Us, Our Expertise
	102-7	Scale of the organisation	-	SR 5 SR 14 - 16 AR 50	Our Expertise, Our People -
	102-8	Information on employees and other workers	-	SR 14 - 16	Our People
	102-9	Supply chain	-	SR 12	Our Supply Chain
	102-10	Significant changes to the organisation and its supply chain	No Changes	-	-
	102-11	Precautionary Principle or approach	-	SR 12 SR 18 SR 19	Our Supply Chain, Our People, Our Customers
	102-12	External initiatives	-	SR 20	Our Customers
	102-13	Membership of associations	Singapore Veterinary Association	-	-
GRI 102: Strategy	102-14	Statement from senior decision-maker	-	SR 3	Our Board's Message
GRI 102: Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	-	SR 4 SR 6 - 7	About Us Our Promise
GRI 102: Governance	102-18	Governance structure	-	SR 8	Our Sustainability Journey
GRI 102: Stakeholder Engagement	102-40	List of stakeholder groups	-	SR 9 - 10	Our Key Stakeholders
	102-41	Collective bargaining agreements	No employees covered under collective bargaining agreements	-	-
	102-42	Identifying and selecting stakeholders	-	SR 9 - 10	Our Key Stakeholders
	102-43	Approach to stakeholder engagement	-	SR 9 - 10	Our Key Stakeholders
	102-44	Key topics and concerns raised	-	SR 10 SR 11	Our Key Stakeholders Our Material Factors

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References AR: Annual Report 2021 SR: Sustainability Report 2021	Section References
General Disclosures					
GRI 102: Reporting Practice	102-45	Entities included in the consolidated financial statements	-	AR 73	-
	102-46	Defining report content and topic Boundaries	-	SR 8 SR 11	Our Sustainability Journey Our Material Factors
	102-47	List of material topics	-	SR 11	Our Material Factors
	102-48	Restatements of information	None	-	-
	102-49	Changes in reporting	None	-	-
	102-50	Reporting period	-	SR 3	Our Board's Message
	102-51	Date of most recent report	31 May 2021	-	-
	102-52	Reporting cycle	Annually	SR 3	Our Board's Message
	102-53	Contact point for questions regarding the report	-	SR 4	About Us
	102-54	Claims of reporting in accordance with the GRI standards	-	SR 4	About Us
Economic Standards	102-55	GRI content index	-	SR 21 - 23	GRI Content Index
	102-56	External assurance	No External Assurance	SR 4	About Us
GRI 201: Economic Performance	103-1	Explanation of the material topic and its Boundary	-	AR 50	-
	103-2	The management approach and its components	-	AR 50	-
	103-3	Evaluation of the management approach	-	AR 50	-
	201-1	Direct economic value generated and distributed	-	AR 50	-
GRI 204: Procurement Practices	103-1	Explanation of the material topic and its Boundary	-	SR 12	Our Supply Chain
	103-2	The management approach and its components	-	SR 12	Our Supply Chain
	103-3	Evaluation of the management approach	-	SR 12	Our Supply Chain
	204-1	Proportion of spending on local suppliers	-	SR 12	Our Supply Chain
GRI 205: Anti-corruption	103-1	Explanation of the material topic and its Boundary	-	SR 7	Our Promise
	103-2	The management approach and its components	-	SR 7	Our Promise
	103-3	Evaluation of the management approach	-	SR 7	Our Promise
	205-3	Confirmed incidents of corruption and actions taken	-	SR 7	Our Promise
Environment Standards					
GRI 302: Energy	103-1	Explanation of the material topic and its Boundary	-	SR 13	Our Environment
	103-2	The management approach and its components	-	SR 13	Our Environment
	103-3	Evaluation of the management approach	-	SR 13	Our Environment
	302-1	Energy consumption within the organisation	-	SR 13	Our Environment
	302-3	Energy intensity	-	SR 13	Our Environment

GRI Standard	Disclosure Number	Disclosure Title	Comments	Page References AR: Annual Report 2021 SR: Sustainability Report 2021	Section References
Social Standards					
GRI 401: Employment	103-1	Explanation of the material topic and its Boundary	-	SR 14, 16	Our People
	103-2	The management approach and its components	-	SR 14, 16	Our People
	103-3	Evaluation of the management approach	-	SR 14, 16	Our People
	401-1	New employee hires and employee turnover	-	SR 14, 16	Our People
GRI 404: Training and Education	103-1	Explanation of the material topic and its Boundary	-	SR 17 - 18	Our People
	103-2	The management approach and its components	-	SR 17 - 18	Our People
	103-3	Evaluation of the management approach	-	SR 17 - 18	Our People
	404-1	Average hours of training per year per employee	-	SR 17 - 18	Our People
	404-3	Percentage of employees receiving regular performance and career development reviews	-	SR 17 - 18	Our People
GRI 405: Diversity and Equal Opportunity	103-1	Explanation of the material topic and its Boundary	-	SR 15	Our People
	103-2	The management approach and its components	-	SR 15	Our People
	103-3	Evaluation of the management approach	-	SR 15	Our People
	405-1	Diversity of governance bodies and employees	-	SR 15	Our People
GRI 406: Non-discrimination	103-1	Explanation of the material topic and its Boundary	-	SR 15	Our People
	103-2	The management approach and its components	-	SR 15	Our People
	103-3	Evaluation of the management approach	-	SR 15	Our People
	406-1	Incidents of discrimination and corrective actions taken	-	SR 15	Our People
GRI 416: Customer Health and Safety	103-1	Explanation of the material topic and its Boundary	-	SR 19	Our Customers
	103-2	The management approach and its components	-	SR 19	Our Customers
	103-3	Evaluation of the management approach	-	SR 19	Our Customers
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-	SR 19	Our Customers
GRI 418: Customer Privacy	103-1	Explanation of the material topic and its Boundary	-	SR 20	Our Customers
	103-2	The management approach and its components	-	SR 20	Our Customers
	103-3	Evaluation of the management approach	-	SR 20	Our Customers
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-	SR 20	Our Customers