

# SUSTAINABILITY REPORT

## BOARD STATEMENT

The Board is pleased to present MCT's third sustainability report for FY18/19. This report encapsulates our overarching approach to sustainability. With this report, we would like to share with our stakeholders how we integrate key environmental, social and governance ("ESG") issues in our overall strategy, how we manage the impacts, risks and opportunities associated with these issues, and incorporate suitable sustainable initiatives into our business practices.

Since the launch of the UN SDGs in 2015, companies worldwide have begun to align their strategies and operations with global priorities, such as promoting inclusive and sustainable economic growth, stopping climate change as well as ensuring the health and well-being of all people.

Sustainability is an integral part of our business approach and we are committed to contributing to the achievement of the SDGs in line with our business strategy. We also view our involvement in supporting the SDGs as an opportunity to attract new capital. Our involvement also helps us identify significant financial, social and environmental risks that may cause disruptions to our business so that we can take necessary steps to address them.

Very importantly, we also recognise that climate change is having a

significant impact on our planet and our communities. As a consequence of climate change and rapid urbanisation, our cities are becoming vulnerable to natural disasters. Hence, it is vital to ensure that all our buildings and properties are sustainable and energy-efficient in order to support the development of sustainable communities. We are committed to reducing our energy and emissions intensities in an effort to combat climate change.

We believe that conducting our business in a transparent manner allows us to maintain trust and build good relationships with our stakeholders. Therefore, adopting ethical business practices and maintaining an effective corporate governance system remain our priorities.

At MCT, the management of sustainability issues involves the Board of Directors, which oversees the formulation of the Group's sustainability strategy and the achievement of the Group's long-term performance. The Board is also involved in the selection of MCT's material ESG factors based on their significance to the business and its stakeholders.

MCT's sustainability approach is aligned with that of the Sponsor, MIPL, and is anchored by the shared belief that the longevity of our business hinges on the long-term

well-being of the economy, the society and the environment.

In our FY16/17 and FY17/18 reports, we highlighted several initiatives to promote sustainability in our business operations. We are pleased to report that we have continued to make progress in our sustainability performance. Some of our key achievements in FY18/19 include:

- All our properties maintained their respective Green Mark certifications by the BCA, achieving at least the BCA Green Mark Gold Award;
- Reduced landlord's energy consumption (of all MCT's properties) by 1.9% as compared to FY17/18's baseline;
- Providing venue sponsorship totalling S\$171,187 across MCT's properties to support the community as well as institutes of learning; and
- Organising two CSR events with staff participation in FY18/19.

We will continue to stay committed to sustainability in our journey forward, and aim to make progress towards forging a long-term sustainable business.

## Board of Directors

# SUSTAINABILITY REPORT

## MCT'S COMMITMENT & SUSTAINABILITY APPROACH

At MCT, we seek to create long-term value for our stakeholders by incorporating sustainability into our daily operations and activities. In order to operate a successful and responsible business, it is important for us to understand and address our sustainability risks and opportunities. Therefore, we strive to identify these risks and opportunities to improve our triple bottom line. We are also committed to building good relationships with our stakeholders, minimising the environmental footprint of our business, safeguarding the health and safety of our employees and tenants, supporting projects that have a positive impact on local communities, as well as maintaining high ethical standards.



### ABOUT THIS REPORT

This report is for FY18/19 from 1 April 2018 to 31 March 2019, and contains data and practices relating to MCT, the Manager and MCT's five properties, namely VivoCity, MBC I, PSA Building, Mapletree Anson and MLHF, which the Manager has operational control. The report also includes information on group-wide social and governance practices that are relevant to MCT.

MCT's sustainability report, which is published annually, has been prepared in accordance with the internationally recognised GRI Standards: Core option, with our sustainability activities and targets

aligned with the UN SDGs. The report also meets the requirements of the SGX-ST Listing Rules (711A and 711B) - Sustainability Reporting Guide.

We are always seeking ways to improve our sustainability approach, performance and disclosure. Please email Ms Teng Li Yeng, Vice President, Investor Relations at [enquiries\\_mct@mapletree.com.sg](mailto:enquiries_mct@mapletree.com.sg) if you have any questions, feedback or suggestions.



### SUSTAINABILITY GOVERNANCE

At MCT, sustainability is at the core of our business and is embedded in our governance structure and strategic

decision-making across all levels of the Group.

### SUSTAINABILITY GOVERNANCE STRUCTURE

The management of sustainability issues involves the Board of Directors, which oversees the formulation of MCT's sustainability strategy and the achievement of long-term performance. The Board is also involved in the selection of MCT's material ESG factors based on their significance to the business and its stakeholders.

There is a Sustainability Steering Committee ("SSC") that supports the Board in overseeing MCT's sustainability performance and providing guidance to drive the Group's corporate sustainability agenda. The SSC is led by the Sponsor's Deputy Group Chief Executive Officer and the Group Chief Corporate Officer and Group General Counsel. The SSC comprises the CEOs of the managers of the four Mapletree Group-sponsored REITs and other members of the Sponsor's senior management team. Ms Sharon Lim, Executive Director and CEO, represents MCT in the SSC.

A Sustainability Working Committee ("SWC"), made up of representatives across various business units and functions, is also in place to assist the SSC to manage MCT's sustainability performance and monitor sustainability issues and impacts. The SWC communicates and provides information on MCT's sustainability efforts and activities to employees and other stakeholders.

### MONITORING AND BENCHMARKING

We review our sustainability performance and track our progress against the sustainability targets that we have set on an annual basis. We benchmark our sustainability performance against our peers in order to ensure that

our performance is in line with the best industry practices and to identify opportunities for further improvement. Also, our existing policies and measures are reviewed on a regular basis to ensure that they remain effective and that necessary steps can be taken to fill any gaps that could affect our future performance.

## MATERIALITY AND OUR SUSTAINABLE DEVELOPMENT GOALS








At MCT, we focus on ESG issues that have a significant impact on our business and stakeholders. In FY18/19, we reviewed ESG issues

that were material to our business and stakeholders. Emerging global trends, material topics identified by our peers and the overall corporate context were considered during the review. The prioritisation of material ESG issues was based on the impact of these issues on our business, our stakeholders, the communities in which we operate, and our ability to address the impacts relating to these issues. Following the review, our material ESG factors in FY18/19 remained unchanged from those identified in FY17/18.

In FY18/19, we took a further step in aligning our sustainability activities and targets with the UN SDGs. The SDGs are the blueprint set by the UN to achieve a better and more sustainable

future for all. They call on institutions worldwide to address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice, through the strategies and practices they adopt and the investments they make. In aligning our sustainability approach to some of the SDGs, we hope to create meaningful impacts that extend beyond our immediate boundaries.

The relevant SDGs are linked to the identified material topics and strategy of MCT through a mapping exercise. Our material factors in FY18/19, the corresponding SDGs, as well as our commitments to contributing to the advancement of the SDGs, are outlined in the table below.

Material Factors		Relevant UN SDGs	Our Commitments
<b>Economic</b>	Economic Performance		<ul style="list-style-type: none"> <li>Achieve sustainable economic growth in order to provide stable returns to our shareholders</li> </ul>
<b>Environmental</b>	Energy	  	<ul style="list-style-type: none"> <li>Reduce the energy intensity of our buildings/properties by improving their energy performance and efficiency</li> <li>Ensure that all our buildings/properties achieve BCA Green Mark Gold ratings or higher</li> <li>Participate in events such as "Lights Off" for Earth Hour and Earth Day to raise public awareness</li> <li>Engage employees in green initiatives to reduce consumption of energy and other resources</li> </ul>
<b>Social</b>	Health and Safety		<ul style="list-style-type: none"> <li>Maintain a safe environment for our employees, tenants, third-party service providers/contractors and visitors to our premises</li> <li>Empower our employees and enhance their mental health and well-being through supporting educational and healthcare initiatives</li> </ul>
	Employment and Talent Retention	 	<ul style="list-style-type: none"> <li>Attract and retain talent by creating a great working environment</li> <li>Commit to fair employment practices by ensuring our hiring process remains stringent and offering equal opportunity to all potential candidates</li> <li>Maintain a safe environment for our employees</li> </ul>

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Material Factors	Relevant UN SDGs	Our Commitments
Local Communities	 	<ul style="list-style-type: none"> <li>Support initiatives/projects that have a positive impact on local communities</li> <li>Empower individuals and enhance their mental health and well-being through supporting educational and healthcare initiatives</li> <li>Work and collaborate with relevant regulators to achieve regulatory compliance</li> </ul>
<b>Compliance</b> Anti-corruption  Compliance with Laws and Regulations		<ul style="list-style-type: none"> <li>Maintain zero incidences of non-compliance with anti-corruption laws and socioeconomic regulations</li> <li>Work and collaborate with relevant regulators to achieve regulatory compliance</li> </ul>

## STAKEHOLDER ENGAGEMENT

We believe our success depends on our ability to gain support from our stakeholders and work together with them where possible. For this reason, we engage with our stakeholders regularly so that we can understand their concerns and expectations and respond to their needs in a timely manner. This will enable us to create long-term value for our business and the society.

The following table highlights our major stakeholder groups and summarises our approach to engaging with them.



The AGM is an important platform for us to reach out to Unitholders.

Key Stakeholder	Forms of Engagement	Key Topics and Concerns	Relevant Material Factors
<b>Shoppers</b>	<ul style="list-style-type: none"> <li>Customer feedback through customer service and surveys throughout the year</li> <li>Online and mobile communications platforms, as well as social media</li> <li>Advertisements, marketing and promotional events to engage shoppers throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Needs of our shoppers</li> <li>Range and quality of retail offerings and services</li> <li>Supplementary amenities and services for shoppers' convenience</li> <li>Safe, pleasant and vibrant shopping environment</li> <li>Connectivity and access to public transport</li> </ul>	<ul style="list-style-type: none"> <li>Health and safety</li> <li>Local communities</li> </ul>
<b>Tenants</b>	<ul style="list-style-type: none"> <li>Ongoing proactive engagements with existing and new tenants through regular meetings, gatherings as well as informal engagement programmes</li> </ul>	<ul style="list-style-type: none"> <li>High quality and comfortable retail/office environment</li> <li>Efficiency and safety of buildings</li> </ul>	<ul style="list-style-type: none"> <li>Health and safety</li> <li>Local communities</li> </ul>

Key Stakeholder	Forms of Engagement	Key Topics and Concerns	Relevant Material Factors
	<ul style="list-style-type: none"> <li>Joint promotions and partnerships with tenants throughout the year</li> <li>Tenant Handbook and circulars during the year</li> </ul>	<ul style="list-style-type: none"> <li>Competitive rental rates</li> <li>Range of supporting amenities</li> <li>Connectivity and access to public transport</li> <li>Shopper traffic</li> <li>Collaboration in marketing and promotional events</li> </ul>	
<b>Investment Community (Investors, Unitholders, Analysts and Media)</b>	<ul style="list-style-type: none"> <li>Annual General Meetings</li> <li>Website and SGXNet announcements, presentations and press releases</li> <li>Annual reports, results briefings and webcasts</li> <li>Ongoing one-on-one meetings and property tours where applicable</li> <li>Local and overseas investors conferences and non-deal roadshows</li> <li>Electronic communication and feedback channels</li> </ul>	<ul style="list-style-type: none"> <li>Steady and sustainable distributions</li> <li>Operational and financial performance</li> <li>Business strategy and long-term outlook</li> <li>Good corporate governance</li> <li>Timely and transparent reporting</li> </ul>	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Compliance with laws and regulations</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Communication sessions by senior management at least once a year</li> <li>Electronic communication such as emails, intranet and newsletters</li> <li>Ongoing robust compensation and benefits framework</li> <li>Regular two-way dialogues with employees through informal feedback sessions and performance appraisals</li> <li>Recreational and team building activities during the year</li> <li>Staff communication and feedback sessions with Management</li> <li>Ongoing training programmes and education sponsorships</li> <li>Employee Engagement Surveys every two to three years</li> <li>Employee Handbook</li> </ul>	<ul style="list-style-type: none"> <li>Equitable reward and recognition</li> <li>Fair and competitive employment policies and practices</li> <li>Safe and healthy working environment</li> <li>Learning and development</li> <li>Regular engagement</li> </ul>	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Talent retention</li> <li>Health and safety</li> </ul>
<b>Trustee</b>	<ul style="list-style-type: none"> <li>Monthly reporting and updates</li> <li>Ongoing dialogues and regular feedback</li> </ul>	<ul style="list-style-type: none"> <li>Safeguard the rights and interests of Unitholders</li> <li>Ensure compliance with the Trust Deed and regulations</li> <li>Open communication channels</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> </ul>
<b>Business Partners (Government, Regulators, Industry Associations and Third-Party Service Providers)</b>	<ul style="list-style-type: none"> <li>Participation in industry associations such as the REIT Association of Singapore ("REITAS") during the year</li> <li>Ongoing dialogues, feedback and networking events</li> <li>Meetings, briefings, consultations and inspections throughout the year</li> <li>Letters and electronic communication throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with rules and regulations</li> <li>Fair and reasonable business practices</li> <li>Win-win partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Local communities</li> <li>Anti-corruption</li> <li>Compliance with laws and regulations</li> </ul>
<b>Local Communities</b>	<ul style="list-style-type: none"> <li>Ongoing incorporation of sustainable environmental practices into business</li> <li>Collaborations with non-profit organisations to raise visibility and impact of philanthropic, social and environmental causes during the year</li> <li>Channels for public feedback throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable environmental practices</li> <li>Positive impact on the local community</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Local communities</li> </ul>

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## ECONOMIC

Our economic performance has an impact on our stakeholders, especially our unitholders. We strive to achieve healthy financial performance in order to deliver sustainable returns to our unitholders on an ongoing basis. For more details on MCT's financial performance, please refer to Financial Highlights (pages 4 to 5), Financial Review & Capital Management (pages 38 to 42) and Financial Statements (pages 106 to 166) of this Annual Report.



## ENVIRONMENT

At MCT, we are cognisant of the impact our operations and activities can have on the environment. We strive to improve our portfolio's environmental performance to reduce our environmental footprint, which will also generate cost savings that will benefit our stakeholders.

The Mapletree Group continues to fully support Singapore's commitment to sustainable building practices. In an effort to promote sustainable practices, the Manager has implemented various initiatives that focus on sustainable design, energy efficiency and renewable energy.

Since 2011, the Manager and the Property Manager have been involved in "Mapletree Goes Green", an ongoing initiative by the Sponsor that encourages employees to adopt environmentally-friendly practices in their day-to-day activities, such as using refillable water bottles and printing on both sides of the paper.

To reduce the hazardous impact of electronic waste ("e-waste"), the Manager and the Property Manager have started an e-waste recycling

programme on MCT's premises. This is in addition to the regular waste recycling bins. Other measures include the sharing of information on environmental initiatives and the benefits of adopting sustainable practices with employees in order to nurture a more environmentally conscious mindset. MCT's property managers also use electronic checklists and forms in daily operations to reduce the number of printed documents.

### ENERGY

We strive to continue to improve the conservation efforts of energy and water in our properties. Because electricity accounts for a substantial amount of our energy consumption and leads to greenhouse gas ("GHG") emissions, minimising energy consumption is vital to reducing emissions and the impact on climate change. Since energy consumption also accounts for a significant share

of operating costs, bringing down energy consumption can also deliver economic benefits. Hence, we are firmly committed to pursuing initiatives that focus on improving energy efficiency and conservation, as well as using renewable energy where feasible.

Several measures have been implemented to monitor our properties' energy consumption used for lighting, air-conditioning and operating elevators. We strive to reduce energy consumption in owner-controlled areas and also encourage our tenants to practise energy efficiency in their own areas. We seek to improve the environmental performance of our properties by tracking our monthly utility consumption to identify opportunities to improve efficiency. This data, as well as other building-related information, are submitted to the BCA on an annual basis through

Property	Environmental certifications and accolades
VivoCity	Green Mark Gold Award, BCA
MBC I	Green Mark Platinum Award, BCA
PSA Building	Green Mark Gold <sup>Plus</sup> Award, BCA
Mapletree Anson	Green Mark Platinum Award, BCA
MLHF	Green Mark Gold <sup>Plus</sup> Award, BCA



E-waste recycling programme to reduce hazardous environmental impact.

the Building Energy Submission System. The information is included in the BCA Building Benchmarking Report, which encourages building owners and managers to improve their energy conservation efforts. Tenants are also encouraged to participate in the initiative by using energy efficient light fittings and to adopt recommended practices set out in the Green Building Guide.

Green buildings can help with the reduction of GHG emissions through improved energy efficiency and therefore contribute to the development of sustainable cities. To this end, we are committed to ensuring that all of MCT's properties continue to be BCA Green Mark-certified, incorporating features such as greater climatic responsiveness, higher energy effectiveness, increased resource efficiency and smarter and healthier indoor environments. Engineering forums are held each month to discuss ongoing applications or renewals of Green Mark certifications. In FY18/19, all of MCT's properties received various Green Mark certifications by the BCA. For the upcoming year, we aim to ensure that they continue to at least maintain their respective BCA Green Mark certifications.

Over the past few years, the Manager has focused its efforts on reducing energy consumption of MCT's properties by:

- upgrading air-conditioning systems to improve their efficiencies;
- improving monitoring and control systems to optimise electricity usage;

- increasing the use of energy efficient lighting fixtures to reduce electricity consumption;
- participating in events such as "Lights Off" for Earth Hour and Earth Day every year to raise environmental awareness; and
- constantly exploring new technology and applications to save energy by conducting trial installations and assessments.

In FY17/18, we launched an initiative to promote the use of renewable energy by installing photovoltaic ("PV") panels at VivoCity, with the aim of reducing the amount of energy consumed from the power grid. We also started to upgrade the fan coil units ("FCUs") at VivoCity on a progressive basis to improve the property's energy efficiency. We are pleased to report that both initiatives have met their respective energy targets in the relevant periods.

Following up on the positive results, we will continue to upgrade the FCUs at VivoCity. For FY19/20, which is the second year of implementation

for this initiative, we target to achieve energy savings of 50,000kWh (as compared to FY18/19).

As part of our sustainable management approach, we continuously strive to improve our energy performance and aim to increase our energy conservation efforts across all our properties. We monitor the energy efficiency of our properties on an ongoing basis, make plans and implement viable measures to upgrade and enhance energy-related facilities and systems within our portfolio.

### ENERGY CONSUMPTION AND GHG EMISSIONS

In FY18/19, the total energy consumption of our properties was 68,004,726<sup>1</sup> kilowatt hours ("kWh"). The average building energy intensity during the same period was 150<sup>2</sup> kWh/m<sup>2</sup>. The total GHG emissions from electricity use at our properties were 28,508<sup>3</sup> tCO<sub>2</sub>e in FY18/19, while the average GHG emissions intensity during the same period was 0.06<sup>2</sup> tCO<sub>2</sub>e/m<sup>2</sup>.

#### Performance against FY18/19 Targets

- Reduction of landlord's energy consumption by 1.9% as compared to FY17/18's baseline
- Installed PV panels and upgraded FCUs at VivoCity
- Maintained BCA Green Mark Gold ratings for all MCT's properties



#### Targets for FY19/20

- Maintain landlord's energy intensity (of all MCT's properties) to within ±1% of FY18/19's baseline
- Upgrade FCUs progressively at VivoCity. Target to achieve energy savings of 50,000 kWh in FY19/20 as compared to FY18/19.
- At least maintain the respective BCA Green Mark certifications for all MCT properties

1 The energy consumption figures reported include all tenants' energy consumption for air-conditioning within the leased premises, less the renewable energy generated at the properties.  
 2 The gross floor area used to calculate the energy and emissions intensities includes all common and tenants' areas but excludes unoccupied NLA of MCT's five properties.  
 3 The total GHG emissions were calculated using Singapore's Average Margin Grid Emission Factor in 2017.

# SUSTAINABILITY REPORT



## SOCIAL

As a space and facility provider to businesses and local communities, we are committed to providing and maintaining a healthy and safe environment for all our stakeholders, which include our employees, third-party service providers ("TPSPs"), tenants and visitors. We also strive to create a vibrant workplace that attracts talent and supports the well-being of our employees as well as to contribute to local communities.

### HEALTH AND SAFETY

The following initiatives have been implemented to protect the health and safety of our employees and stakeholders:

**Employees** Measures are taken to ensure that a comfortable and safe work space environment is provided to each employee. Health-related programmes are organised to promote employees' health, safety and well-being. Health and safety policies for employees are outlined in the Employee Handbook.

**TPSPs** Health and safety requirements are included in the selection framework for the engagement of contractors and other TPSPs.

**Tenants** Tenants are provided with the following instructional manuals, which contain information on health and safety standards:

- A fit-out manual which includes clauses on safety rules for additions and alterations works; and
- A Tenant Handbook that details safety rules and some "Dos and Don'ts" in their business operations.

Fire and evacuation drills are carried out twice a year to ensure that tenants are familiar with the emergency response plans and procedures. Updates, reminders and alerts are also circulated to tenants during emergencies, such as fires, natural disasters and terrorist attacks.

The Property Manager conducts regular inspections to ensure that there are no potential safety and health hazards.

Tenants are encouraged to reduce waste and recycle waste in order to maintain a clean and safe environment.

**Visitors** The Property Manager conducts regular inspections to ensure that there are no potential safety and health hazards.

Properties have alarm systems, as well as sufficient and well-marked directional signages, emergency exits and lightings for the safety of visitors.

Inspection and maintenance of lifts and fire alarm systems are carried out monthly to ensure compliance with building regulations. All building services are maintained, inspected and commissioned on a specified periodic basis to ensure compliance with building regulations.

Employees	TPSPs	Tenants and Visitors
Continue to conduct regular health and safety trainings for all employees.	Ensure that TPSPs are involved in regular meetings to discuss and monitor their health and safety performance.	Conduct risk assessments prior to the commencement of fitting out works, and ensure that buildings are well maintained and all hazards are clearly signposted.



**Performance against FY18/19 Targets**

- Total number of incidents resulting in permanent disability or fatality: Zero
- Completed 100% relevant trainings for eligible staff members



**Targets for FY19/20**

- Achieve zero incidents resulting in employee permanent disability or fatality
- Achieve 100% relevant trainings for eligible staff members

To ensure the safety of our employees, we have established evacuation procedures to be adopted in the event of a fire or an emergency. In addition, there is a Company Emergency Response Team ("CERT") trained in first aid and equipped with fire-fighting abilities at each of our properties. The property managers also work with the Singapore Civil Defence Force to conduct simulated exercises to ensure that employees are familiar with the processes involved during emergencies. We adopt the Sponsor's reporting protocol in the event of construction accidents at any of our development sites so that prompt investigations can be conducted and timely preventative actions taken. These are in line with the Ministry of Manpower's reporting requirements on workplace incidents. Further, we performed regular fire and safety drills, as well as fire safety audits, at all our properties during the year.

In an effort to improve mental health in the workplace, we offer various in-house courses to our employees, which include Stress Management, Mental Health First Aid, Assisting Individuals in Crisis, CERT First Aid, CPR and AED. Also, regular updates on ongoing publicly-run health and safety related courses are provided to our employees.

We are committed to ensuring that our properties are safe and that our employees and stakeholders are protected from health and safety risks.

**HEALTH AND SAFETY PERFORMANCE**

In FY18/19, there were zero reported incidents that resulted in employee permanent disability or fatality among the Manager's employees. However, there was one minor reported incident relating to a staff sustaining a cut on his finger while on duty. The incident resulted in six lost days, where lost days refer to scheduled work days. There were no incidents of significant non-compliance with relevant health and safety regulatory requirements during the year. To maintain high safety awareness, we also completed 100% relevant trainings for eligible staff members.

**TALENT ATTRACTION AND RETENTION**

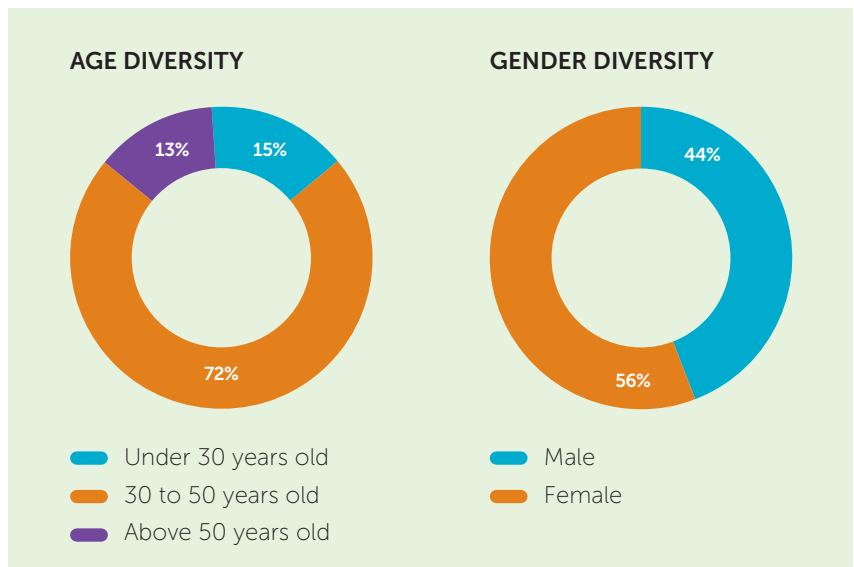
We recognise the importance of our employees and that talent attraction

and employee retention are vital to our overall business performance. We strive to attract the best talent by having in place robust human resource policies and procedures. To improve talent retention, we continue to foster an inclusive environment that values diversity, recognises and rewards talent. Through our integrated human capital strategies and initiatives, we enable our employees to develop relevant skills.

We are committed to complying with local labour laws and ensuring that our policies promote equal opportunity among our employees. The Employee Handbook, which is available to each employee, contains policies on hiring, equal opportunity, and learning and development.

Various training programmes are offered to our employees to ensure that they are able to reach their fullest potentials in their professional careers. Employee wellness remains one of our priorities as we seek to create a happy and engaged workforce through various employee engagement activities.

We receive feedback and comments from employees through exit interviews and employee engagement surveys, which help us identify areas



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## Performance against FY18/19 Targets

- Commitment to fair employment practices and equal opportunity



We have a robust performance appraisal system in place to evaluate employees' job performances and to identify their development goals and learning needs. All our employees receive performance reviews, where feedback is given on their performance throughout the year.

## Targets for FY19/20

- Continue to commit to fair employment practices by ensuring that our hiring process remains stringent and to offer equal opportunity to all potential candidates

### EMPLOYEE WELL-BEING

We are keenly aware of the importance of employee well-being and are committed to ensuring that they receive the necessary support to help them effectively manage their physical and mental stress at work. Various activities and social events were organised by the Mapletree Recreation Club for employees in

of improvement and make working for the Group a great experience.

We have measures in place to compile, track and monitor our human resources data on an annual basis. In FY18/19, there were 167 employees at the Manager and the Property Manager who were all based in Singapore. The average turnover rate for the year was 1.0% while the average new hire rate was 1.4%.

We strive to maintain a diverse workforce. In FY18/19, 15% of the employees were under 30 years of age, 72% were between 30 and 50 years of age and 13% were above 50 years of age. 44% of the employees were male and female employees made up 56% of the entire staff population.

functional and technical training programmes. Furthermore, the Mapletree Immersion Programme is organised quarterly to help new hires understand our organisation and business.



Recreational and wellness activities for employees.

### DEVELOPING PEOPLE

We encourage continuous learning and development as part of our commitment to our employees' growth. We offer various learning and development programmes throughout the year to help our employees develop skills and knowledge required to excel in their jobs and to sharpen their competitive edges. Our employees are provided with the latest market updates and training on leadership, performance management and customer service through programmes such as the Mapletree Leadership Programme, Mapletree Performance Management workshops, as well as various

## Performance against FY18/19 Targets

- Various learning and development opportunities were offered to our employees



## Targets for FY19/20

- Maintain a diverse and relevant learning and development programme

FY18/19, which included Durian Fest 2018 and Mapletree's Movie Event 2018. The Sponsor launched its first employee wellness programme, Wellness@Mapletree in October 2018 that focuses on providing employees with health information and activities that can help improve their well-being. Some of the activities held so far included Mass Walks, Lunchtime Workouts, Monthly Team Challenges and nutrition-related workshops.

Similarly, workplace health promotion programmes were carried out by the Sponsor and the Health Promotion Board ("HPB") during the year to promote a healthy lifestyle and employee well-being. All tenants of Mapletree Business City, the Sponsor's flagship development in Singapore, were encouraged to participate in these programmes, which included lunchtime talks on lifestyle topics and bi-monthly active lifestyle and fitness programmes. An annual health screening session as well as semi-annual blood donation drives were also held to promote good health and personal health ownership among employees.

In addition, the Mapletree Education Award ("EduAward") Programme recognises the academic excellence and achievements of employees' children. The EduAward offers cash awards ranging from S\$150 to S\$500 and are given out twice a year. In FY18/19, the Sponsor granted a total of 93 awards worth S\$21,500 to the children of Mapletree employees, including staff of the Manager and the Property Manager.

### LOCAL COMMUNITIES

We believe that building positive long-term relationships with the local communities is integral to our success. We are committed to making meaningful contributions by supporting projects and causes that address communities' needs, which are in line with the four key pillars of our Group's CSR programme.

Underpinning these efforts is the Mapletree Shaping & Sharing Programme, a group-wide framework directed at achieving greater social impact through a focused CSR approach.

The Mapletree Group aligns its CSR efforts with its business performance whereby every year, for every S\$500 million of profit after tax and minority interests or part thereof achieved, S\$1 million is allocated by the Sponsor to fund CSR projects and programmes.

### ENGAGING TENANTS

The Manager recognises that its tenants play an important role in helping MCT achieve business success. Therefore, the Manager seeks to meet tenants' needs by providing high quality service.

Since July 2010, VivoCity has been conducting the monthly Service Excellence Workshops as an in-

house induction programme for new employees of tenants. Through the programme, participants receive training on VivoCity's Service Culture, ways to build customer loyalty, managing customer feedback, and the "Dos and Don'ts" of service delivery.

Regular network sessions are organised for our tenants to provide feedback and to raise any concerns that they may have. Such feedback is useful in giving us a better understanding of our tenants' needs and to develop initiatives that will support them. During the year, we continued to devote resources to identify and organise targeted activities that drive footfall and tenant sales.

### CONTRIBUTING TO A BETTER SOCIETY

We support charitable, social and environmental causes and further advocate staff participation in meaningful projects and causes.

## MAPLETREE'S CSR FRAMEWORK

The CSR Framework is a group-wide framework directed at achieving greater impact through a focused CSR approach and encompasses four pillars of support – education, the arts, healthcare and the environment. It is guided by two broad objectives of empowering individuals through supporting educational and healthcare initiatives, as well as enriching communities with the arts and functional design, and building environmentally sustainable real estate developments.

The framework acts as a guide for proposed community involvement initiatives and commitments. Initiatives are selected based on several factors, including definable social outcomes, long-term engagement and staff volunteerism opportunities.

All proposed community involvement initiatives are assessed against the Mapletree CSR Framework by the Group Corporate Communications team. The team makes recommendations to the CSR Board Committee for their final assessment.

# SUSTAINABILITY REPORT

From 12 July to 12 August 2018, the Manager organised the Soles4Souls Donation Drive. This was in partnership with Soles4Souls, a United States-founded non-profit social enterprise that aims to create sustainable jobs and provide relief through the distribution of shoes and clothing around the world. During the period, two large collection boxes were placed in VivoCity for the public to donate their pre-loved footwear. Staff members actively participated by collecting the donations on a daily basis, sorting and packing the shoes before delivering them to Soles4Souls.

VivoCity also partnered with the Children’s Cancer Foundation (“CCF”) during the “VivoCity x Disney Tsum Tsum Mid-Autumn: A Celebration of Love” event. Held from 30 August to 30 September 2018, this is a donation drive where shoppers could purchase a Disney Tsum Tsum wishing card for S\$2 each and make additional donations. 100% of sales proceeds and donations were given to the CCF, which is a non-profit organisation with a mission to improve the quality of life of children who have cancer by enhancing their emotional, social

and medical well-being. This event also received strong staff participation where they took turns to man the

satellite wishing card sales counter on Level 3 of VivoCity over the weekend of 1-2 September 2018.



Supporting meaningful causes such as A Very Special Walk Event and Hair For Hope.

In addition to CSR events, MCT provided venue sponsorships in total of S\$171,187<sup>1</sup> in the financial year. Some of the venue-sponsored events held at MCT’s properties were:

## VIVOCITY

### Soles4Souls Shoe Donation Drive 12 Jul - 12 Aug 2018

VivoCity partnered with Soles4Souls, a non-profit social enterprise founded in the United States that aims to create sustainable jobs and provide relief through the distribution of shoes and clothing around the world.

Two large shoe collection boxes were placed in VivoCity for the public to donate their pre-loved shoes.

### Hair For Hope 16 - 29 Jul 2018

Hair for Hope is an annual head-shaving event organised by the CCF. Every year, the event attracts large numbers of people to have their heads shaven to support children with cancer.

VivoCity has been supporting the event as a venue sponsor/partner since 2010. The event has also evolved to become an iconic event at VivoCity.

### Home and Away with Mapletree 27 - 29 Jul 2018

In support of an educational CSR event, the Sponsor organised a three-day roadshow to distribute 1,000 pieces of customised Mapletree fleece jackets to Singapore students who were headed to the United Kingdom, United States and Canada, to help them adjust to the cold climate.

1 Including ad spaces.

**A Very Special Walk Event by the Autism Resource Centre (Singapore)**  
28 Jul 2018

This is a signature fundraising event by the Autism Resource Centre (Singapore) where funds raised will help adults with autism at the Employability and Employment Centre, by equipping them with employability skills through training, job matching and placements.

**National Library Board Big Book Giveaway Event**  
28 Jul 2018

National Reading Day is a community movement by the National Library Board ("NLB") to celebrate the joy and importance of reading. Started in 2016, it is held on the last Saturday of July in conjunction with Singapore's National Reading Day.

The Big Book Giveaway was held at VivoCity on 28 July 2018 to encourage the public to read by gifting them pre-loved NLB books. Visitors could bring home pre-loved books either by picking up a pre-packed bag of books or by selecting books from a general collection.

**"VivoCity x Disney Tsum Tsum's Mid-Autumn: A Celebration of Love" and CCF Donation Drive**  
30 Aug - 30 Sep 2018

VivoCity partnered with the CCF during the "VivoCity x Disney Tsum Tsum Mid-Autumn: A Celebration of Love" campaign to organise a donation drive. During the period, shoppers were encouraged to purchase Disney Tsum Tsum wishing cards at S\$2 each and to make additional donations. All sales proceeds and donations were donated to the CCF.

**Celebration of Drums Performance**  
15 Sep 2018

The Community Drumming Network ("CDN") was formed to bring together both the young and old communities who share a common interest in drumming and percussion instruments. It is also one of the People's Association's Community Arts and Culture teams.

The "Celebration of Drums" remains the key event of CDN. Held at VivoCity's Amphitheatre, the event attracted nearly 1,000 people to watch various performances by professional groups. The event also gave a platform to budding drumming enthusiasts to perform and showcase their skills.

**"Once Upon a Full Moon" and "Once Upon a Time 2019" Performances by The TENG Ensemble**  
22 Sep 2018 and 16 Feb 2019

These are festive performances held at VivoCity's Level 3 Amphitheatre to celebrate the Mid-Autumn Festival and the Lunar New Year respectively. Both performances attracted about 900 attendees each.

In line with Mapletree's support for the arts, the performances were organised by the Sponsor and anchored by 'The TENG Ensemble', a local non-profit arts company that has gained local and international acclaim with their unique brand of music that bridges the East and the West.

**I Love Children Annual Fertility Awareness Campaign**  
27 Oct 2018

I Love Children is a non-profit organisation set up in 2005 to advocate early parenthood among couples.

Events and programmes organised by I Love Children are aimed at creating awareness of starting the parenthood journey early and sharing information on overcoming parenthood barriers.

**Victorian Affair Concert 2018**  
21 Nov 2018

VivoCity hosted the annual Victoria Junior College concert at VivoCity's Level 3 Amphitheatre. The concert, which was attended by approximately 700 students, staff and alumni, featured various performances from students and alumni.

# SUSTAINABILITY REPORT

## MBC I

<b>HPB's Healthy Workplace Ecosystem</b> Apr 2018 - Mar 2019	<b>"Arts In The City" and "Arts In Your Neighbourhood" by MIPL</b> 1 Aug and 8 Nov 2018 18 Apr 2018, 24 Oct 2018 and 30 Jan 2019	<b>I Love Children Annual Fertility Awareness Campaign</b> 2 Nov 2018
<p>Provided a venue for HPB's initiative to introduce a Healthy Workplace Ecosystem and to conduct mass exercise programmes for office crowds.</p> <p>This also helped to promote vibrancy and enhance the overall environment for our tenants and their staff.</p>	<p>Provided venues for MIPL to host "Arts In The City" and "Arts In Your Neighbourhood". The Sponsor strives to support the arts by establishing a partnership with the National Arts Council ("NAC") to bring arts closer to the working community, as well as provide a platform for local performing groups to showcase their talents.</p> <p>Mapletree Business City is also recognised as one of NAC's arts and culture nodes.</p>	<p>I Love Children is a non-profit organisation set up in 2005 to advocate early parenthood among couples.</p> <p>Events and programmes organised by I Love Children are aimed at creating awareness of starting the parenthood journey early and share information on overcoming parenthood barriers.</p>

## ARC

**Publicity for the Mapletree-NTU CCA Public Art Education Programme**  
 14 - 25 Aug 2018 and 22 Oct - 30 Dec 2018

The Public Art Education Programme includes guided art tours, workshops and conferences. ARC provided publicity support by promoting these art events to the wider working community at the Alexandra Precinct.

In addition, ARC promoted the Public Art Trail at Mapletree Business City by updating five overhead signs to provide directional signs for visitors from ARC to the Public Art Trail. The Art Trail encourages members of the public to view the art pieces installed within Mapletree Business City, as part of MIPL's art education efforts.

### Performance against FY18/19 Targets

- Venue sponsorships provided in the financial year: S\$171,187<sup>1</sup>
- Number of CSR events organised with staff participation: Two



### Targets for FY19/20

- Provide venue sponsorship of at least S\$150,000 across MCT's properties to support the community and institutes of learning
- Organise two CSR events with staff participation per year

<sup>1</sup> Including ad spaces.

### COMMUNITY FEEDBACK

Feedback from our stakeholders and the community is important to us. As responsible corporate citizens, we have multiple feedback mechanisms to receive, track and respond to questions from community members on various topics, including our sustainability approach and performance.

The public and investors can send their feedback and enquiries to us via MCT's website, email, fax or enquiries hotline. Contact information is available on MCT's website as well as in the Annual Reports.

<http://www.mapletreecommercialtrust.com/en/Contact-Us/Contact-Information.aspx>

<http://www.mapletreecommercialtrust.com/Contact-Us/Enquiries.aspx>

We have dedicated public feedback channels for our shoppers to send their feedback and share their concerns. These channels include electronic feedback forms, customer service hotlines, social media channels, as well as information counters in VivoCity.

VivoCity: <https://www.vivocity.com.sg/contact-us-enquiry>

ARC: <https://www.arc4u.com.sg/contact-us>

The Management and the Investor Relations team are actively involved in regular engagements and interactions with investors, analysts and the media through various platforms and events. The information can be found in the Investor Relations section on pages 103 to 105 of this Annual Report.



## GOVERNANCE

### ENSURING AND MANAGING COMPLIANCE

We are guided by good standards of business ethics and conduct our business in an honest and transparent manner. We have in place a strong corporate governance framework that promotes transparency and accountability, which is in line with Mapletree Group's policies. We remain committed to ethical operations and strive to comply with all relevant laws and regulations. More information on our corporate governance policies and practices can be found from pages 64 to 81 of this Annual Report.

Our employees are required to be aware of and adhere to all policies and procedures, which include policies on ethics and code of conduct, safe work practices and professional conduct. Failure to comply with these policies and procedures may lead to disciplinary action being taken, including termination of employment if the employee is found guilty of fraud, criminal conduct or dishonesty in relation to his/her employment.

We have established procedures to monitor the effectiveness of risk management processes and manage the risk of non-compliance with laws and regulations, including anti-money laundering laws. We also report cases of threatened or pending litigation to the CEO of the Manager as well as the Group

Chief Corporate Officer and Group General Counsel to ensure that such cases are resolved in a timely manner. All our employees are required to comply with SGX's listing rules on trading and they are notified before the start of any trading ban period to ensure that they do not deal with the listed units of Mapletree REITs. Our employees are also notified that they must not deal with such listed units when in possession of price sensitive information.

In addition, our directors and employees receive training as and when there are updates or changes to the existing laws and regulations.

### ANTI-CORRUPTION

We take a firm stand against bribery and corruption and do not tolerate any such wrongdoing.

Guidelines on anti-corruption practices, such as the prohibition of bribery, acceptance or offer of gifts and entertainment, are included in our gift giving policy. We also have a whistleblowing policy in place to encourage and support the reporting

of any suspected or actual danger, risk, misconduct or unlawful activity in the workplace.

### MARKETING COMMUNICATIONS

We adopt responsible marketing and advertising practices by ensuring that we comply with the relevant regulations and laws relating to the display and dissemination of information in marketing collaterals.

We review all our marketing collaterals to ensure that they adhere to the Singapore Code of Advertising Practice. We strive to comply with the requirements of the Personal Data Protection Act by making sure that personal data is handled appropriately. To prevent the occurrence of incidents of non-compliance, the application and renewal of licenses for the use of music in building premises and for the setting up of any temporary structures at the malls are made in a timely manner.

In FY18/19, there were no material incidents of non-compliance with laws and regulations, including anti-corruption and marketing laws.

#### Performance against FY18/19 Targets

- No material incidents of corruption and non-compliance reported relating to laws and regulations, including environmental compliance, socioeconomic compliance and marketing communications.



#### Targets for FY19/20

- Maintain zero incidences of non-compliance with anti-corruption laws and regulations
- Achieve no material incidences of non-compliance with relevant laws and regulations

GRI Standards (2016)		Notes/Page Number(s)
<b>General Disclosures</b>		
<b>Organisational Profile</b>		
102-1	Name of the organisation	Mapletree Commercial Trust; Corporate Overview (Annual Report 2018/19), Page 2
102-2	Activities, brands, products, and services	About This Report, Page 86; Corporate Overview (Annual Report 2018/19), Page 2
102-3	Location of headquarters	Corporate Directory (Annual Report 2018/19), IBC
102-4	Location of operations	Corporate Overview (Annual Report 2018/19), Page 2
102-5	Ownership and legal form	Trust Structure (Annual Report 2018/19), Page 16
102-6	Markets served	Corporate Overview (Annual Report 2018/19), Page 2
102-7	Scale of the organisation	Corporate Overview (Annual Report 2018/19), Page 2; Financial Highlights (Annual Report 2018/19), Pages 4-5; Talent Attraction and Retention, Pages 93-94
102-8	Information on employees and other workers	Talent Attraction and Retention, Pages 93-94  Data was compiled from the Human Resource database, and excluded full-time and part-time employees on less than one-year contracts. As the number of part-time employees is not significant to the operations as a whole, employee data was presented in totality, instead by the breakdown by employment type.  MCT does not have a significant portion of its activities being carried out by workers who are not employees. Certain property management functions were outsourced to third party service providers.  MCT did not have any significant variation in employment numbers.
102-9	Supply chain	Supply chain is minimal and insignificant to report on.
102-10	Significant changes to organisation and its supply chain	There were no significant changes during FY18/19.
102-11	Precautionary principle or approach	In general, the precautionary principle is embedded in MCT's approach to sustainability.
102-12	External initiatives	Materiality and Our Sustainable Development Goals, Pages 87-88
102-13	Membership of associations	Stakeholder Engagement, Pages 88-89
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Board Statement, Page 85
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behaviour services	Ensuring and Managing Compliance, Page 99
<b>Governance</b>		
102-18	Governance structure	Organisation Structure (Annual Report 2018/19), Page 17; Corporate Governance (Annual Report 2018/19), Pages 64-81; Sustainability Governance, Pages 86-87
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Stakeholder Engagement, Pages 88-89
102-41	Collective bargaining agreements	No collective bargaining agreements are in place.
102-42	Identifying and selecting stakeholders	Stakeholder Engagement, Pages 88-89
102-43	Approach to stakeholder engagement	Stakeholder Engagement, Pages 88-89
102-44	Key topics and concerns raised	Stakeholder Engagement, Pages 88-89
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	Notes to the Financial Statements (Annual Report 2018/19), Page 141
102-46	Defining report content and topic boundaries	Materiality and Our Sustainable Development Goals, Pages 87-88
102-47	List of material topics	Materiality and Our Sustainable Development Goals, Pages 87-88
102-48	Restatements of information	There has been no restatement of figures or information disclosed in our previous report.
102-49	Changes in reporting	Materiality and Our Sustainable Development Goals, Pages 87-88
102-50	Reporting period	About This Report, Page 86
102-51	Date of most recent report	The Annual Report/Sustainability Report 2017/2018 was published on 29 June 2018
102-52	Reporting cycle	About This Report, Page 86
102-53	Contact point for questions regarding the report	About This Report, Page 86
102-54	Claims of reporting in accordance with GRI Standards	About This Report, Page 86
102-55	GRI content index	GRI Content Index, Pages 100-102
102-56	External assurance	MCT has not sought external assurance on this report but may do so in the future.



GRI Standards (2016)		Notes/Page Number(s)
<b>Material Topics</b>		
<b>Economic Performance</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Financial Statements (Annual Report 2018/19), Pages 106-166
103-2	The management approach and its components	Strategy, Page 3; Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Financial Statements (Annual Report 2018/19), Pages 106-166
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Financial Statements (Annual Report 2018/19), Pages 106-166
201-1	Direct economic value generated and distributed	Financial Statements (Annual Report 2018/19), Pages 106-166
<b>Anti-corruption</b>		
103-1	Explanation of the material topic and its boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Anti-corruption, Page 99; Governance, Page 99
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Anti-corruption, Page 99; Governance, Page 99
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Anti-corruption, Page 99; Governance, Page 99
205-3	Confirmed incidents of corruption and actions taken	Anti-corruption, Page 99; Governance, Page 99
<b>Energy</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Energy, Pages 90-91
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Energy, Pages 90-91
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Energy, Pages 90-91
302-1	Energy consumption within the organisation	Energy, Pages 90-91; Energy Consumption and GHG Emissions, Page 91
302-3	Energy intensity	Energy, Pages 90-91; Energy Consumption and GHG Emissions, Page 91
<b>Employment</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Talent Attraction and Retention, Pages 93-94
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Talent Attraction and Retention, Pages 93-94
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Talent Attraction and Retention, Pages 93-94
401-1	New employee hires and employee turnover	Talent Attraction and Retention, Pages 93-94 The numbers of new hires and employee turnover and their breakdown by age group, gender and region were not included as they were deemed insignificant to report on.
<b>Occupational Health &amp; Safety</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Health and Safety, Pages 92-93
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Health and Safety, Pages 92-93
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Health and Safety, Pages 92-93
403-2	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Health and Safety, Pages 92-93; Health and Safety Performance, Page 93 Health and safety performance data by region and gender and information on occupational disease rate and absentee rate were not applicable to the organisation as they were not deemed to be significant. There was only one reported incident in FY18/19, the type of incident and actual number of lost days have also been disclosed instead of the injury rate and lost day rate for better representation of the incident.

GRI Standards (2016)		Notes/Page Number(s)
<b>Training and Education</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Developing People, Page 94
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Developing People, Page 94
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Developing People, Page 94
404-2	Programmes for upgrading employee skills and transition assistance programmes	Developing People, Page 94
<b>Local Communities</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Stakeholder Engagement, Pages 88-89; Local Communities, Page 95; Contributing to a Better Society, Pages 95-98; Community Feedback, Page 98
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Stakeholder Engagement, Pages 88-89; Local Communities, Page 95; Contributing to a Better Society, Pages 95-98; Community Feedback, Page 98
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Stakeholder Engagement, Pages 88-89; Local Communities, Page 95; Contributing to a Better Society, Pages 95-98; Community Feedback, Page 98
413-1	Operations with local community engagement, impact assessments, and development programs	Stakeholder Engagement, Pages 88-89; Local Communities, Page 95; Contributing to a Better Society, Pages 95-98; Community Feedback, Pages 98
<b>Customer Health and Safety</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Health and Safety, Pages 92-93
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Health and Safety, Pages 92-93
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Health and Safety, Pages 92-93
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Health and Safety, Pages 92-93; Health and Safety Performance, Page 93
<b>Marketing and Labelling</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Marketing Communications, Page 99; Governance, Page 99
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Marketing Communications, Page 99; Governance, Page 99
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Marketing Communications, Page 99; Governance, Page 99
417-3	Incidents of non-compliance concerning marketing communications	Marketing Communications, Page 99; Governance, Page 99
<b>Socioeconomic Compliance</b>		
103-1	Explanation of the material topic and its Boundary	Materiality and Our Sustainable Development Goals, Pages 87-88; Ensuring and Managing Compliance, Page 99; Governance, Page 99
103-2	The management approach and its components	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Ensuring and Managing Compliance, Page 99; Governance, Page 99
103-3	Evaluation of the management approach	Sustainability Governance, Pages 86-87; Materiality and Our Sustainable Development Goals, Pages 87-88; Ensuring and Managing Compliance, Page 99; Governance, Page 99
419-1	Non-compliance with laws and regulations in the social and economic area	Ensuring and Managing Compliance, Page 99; Governance, Page 99