

CALC

China Aircraft Leasing Group Holdings Limited
(Incorporated under the laws of the Cayman Islands with limited liability)
Stock code : 01848

LEADING THE WAY

Environmental, Social and Governance Report 2016



ABOUT THIS REPORT

This is the third Environmental, Social and Governance Report (“ESG Report”) issued by China Aircraft Leasing Group Holdings Limited (“CALC” or the “Group”). It sets out the Group’s actions and performance on sustainability issues in a transparent and open manner with the intention of increasing stakeholders’ confidence in and understanding of the Group. The report also indicates the road to sustainable development strategies and commitments.

The Group appointed an independent professional consultant to undertake the report. During the report preparation, the consultant assisted the Group in measuring the performance of environmental management and social responsibility and in identifying the most important issues that the Group will need to focus on as a basis for continuous improvement and performance improvement.

CALC wishes to strengthen communication with stakeholders through this report and the document, therefore also serves as a platform for communication. The term “stakeholders” refers to groups or individuals that have a significant impact on the Group’s business or are affected by the Group’s business. The Group’s stakeholders include staff, management and directors, as well as external stakeholders including clients, business partners, investors, regulators and various community groups. The report presents the Group’s present situation and future goals, and discloses its non-financial performance and overall development strategies to stakeholders. The Group expects stakeholders to give feedback on the Group’s information disclosure, and the Group will respond to the views of its stakeholders in a timely manner to ensure it is an efficient channel for information exchange.

Reporting Year

Information in the report reflects the performance of CALC in environmental stewardship and social responsibility from 1 January 2016 to 31 December 2016. In future, the Group will publish the ESG Report on an annual basis and make it available to the public at any time to enhance transparency and accountability.

Reporting Boundary

The report focuses on CALC’s operations in Hong Kong. The Group will expand the scope of disclosures and even extend reporting to all operations of the Group when the data collection system is better established and the environmental, social and governance work is strengthened. The key performance indicators (“KPIs”) are shown in the report as well as supplemented by explanatory notes to establish benchmarks and facilitate comparison.

Reporting Guideline

The report is published in accordance with the Environmental, Social and Governance Reporting Guide (the "ESG Reporting Guide") as set out in Appendix 27 to the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Stock Exchange"). The report outlines the environmental, social and governance performance of CALC in a concise manner. Information contained herein is sourced from the official documents and statistical data of the Group, and is aggregated from the monitoring, management and operational information provided by the subsidiaries in accordance with the relevant rules of the Group. A complete index is inserted in the last chapter of the report for reference. The report is written in the Chinese and English languages and both are uploaded onto the Group's website at www.calc.com.hk. In case of any conflict or inconsistency between the Chinese version and the English version, the English version shall prevail.

CALC will consider, as far as practicable, the GRI standard developed by the Global Reporting Initiative ("GRI") for future reporting. This is the world's most widely used framework for sustainability reporting. The Group intends to cover the substantive issues in a more comprehensive manner through this move and to demonstrate the Group's determination to follow international best practices.

We Value Your Feedback

Our continuous improvement relies on your valuable feedback on both the content and the form of this report. If you have any questions or comments, please send us your views via feedback@calc.com.hk to help with our continued improvement in environmental, social and governance performance.

MESSAGE FROM THE MANAGEMENT

Positioning as a pioneer and a market leader in China's aircraft leasing industry, CALC has developed into a full value-chain aircraft solution provider in a series of steady steps. In the rapidly evolving market, we see the opportunity of boosting the sustainable growth of the airline business and we are committed to further integrate the concept of sustainability into our business model and lead the way towards the Green Aviation economy.

Our dedicated team is the key driver of our long-term success. We endeavor to provide a safe and healthy working environment with equal opportunities for all our staff. Competence enhancement is also our focus. With systematic staff training and development programmes, we aim to keep inspiring our people to achieve sustainable development.

By establishing sustainable business strategies and joining hands with our business partners, we are confident we provide our clients with high-quality aircraft which ensure aviation safety and we deliver outstanding services along with effective financing solutions. Through efficient channels for interaction and communication, we will continue to keep close contact with all stakeholders to ensure we stay focused on their priorities.

As a responsible company, we are very concerned about the impact of the Group's business activities on the environment, and we are committed to taking actions to manage our environmental footprint. Our staff have actively participated in various charitable events supported by the Group.

In our pathway to sustainable development, we are well aware that the risks we face stem not only from the challenges of financing, operations and technology, but also from environmental and social issues. With effective internal systems, we can manage the risks with our best governance practices, and in the long run, we hope to seize the opportunities arising from the journey to achieve sustainable growth, which balances various stakeholders' expectations and benefits society as a whole.

POON Ho Man

Executive Director and Chief Executive Officer

China Aircraft Leasing Group Holdings Limited

REPORTING PRINCIPLES AND STAKEHOLDER ENGAGEMENT

Reporting Principles

The Stock Exchange has developed four reporting principles in the ESG Reporting Guide: materiality, quantitative, balance and consistency. These serve as the basis for the preparation of the ESG Report. Throughout the preparation of the report, CALC has applied these reporting principles.

The following table presents the Group's understanding of and response to these reporting principles.

Reporting Principle	Meaning	CALC's responses
Materiality	The threshold at which ESG issues become sufficiently important to investors and other stakeholders that they should be reported.	The report particularly addresses topics most relevant to the core business and stakeholders.
Quantitative	KPIs need to be measurable.	Wherever possible, the Group endeavours to present quantified information with interpretation.
Balance	The ESG Report should provide an unbiased picture of the issuer's performance.	The report identifies and addresses the Group's accomplishments and challenges.
Consistency	The issuer should use consistent methodologies to allow for meaningful comparisons of ESG data over time.	The Group will continue to use the existing statistical and disclosure methods in the future so that stakeholders can compare the performance of the Group year on year.

Stakeholder Engagement

Stakeholder engagement is the most effective way to assess materiality and the important aspects of the other principles. Therefore the consultant has communicated with key stakeholders through different channels to better understand their expectations, identify opportunities for business and meet operational challenges. In the past year, CALC communicated with key stakeholders in several different ways.

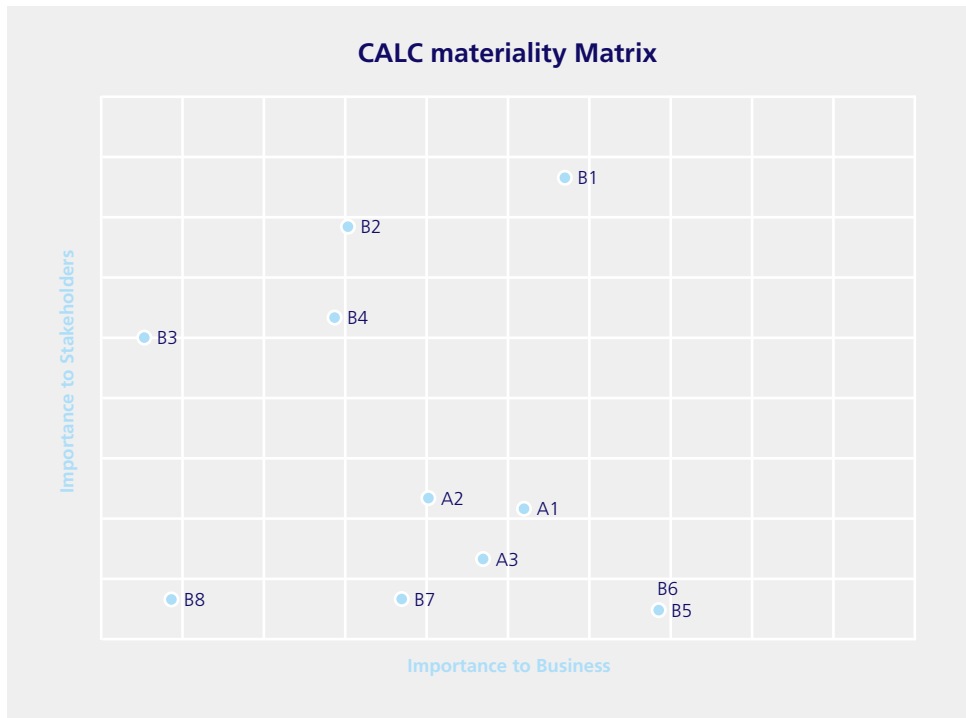
Methods of Stakeholder Engagement in the Reporting Period

Internal Stakeholders	External Stakeholders
<ul style="list-style-type: none"> Board of Directors Management Administration Executives General Staff 	<ul style="list-style-type: none"> Shareholders Investors Airlines The Government Industry Association Suppliers Media Non-government organisations (NGOs)

Method of Engagement

Meeting, E-mail, Interview, Workshop, Site Visit, Seminar, Exhibition, Announcements, Briefing, and Events

During the preparation of this report, the consultant sought views from stakeholders to help the Group identify substantive issues in a fair and balanced manner. The consultant first conducted an in-depth interview with the Group’s senior management to understand the Group’s vision and its policy direction for sustainable development. An internal focus group was then organised, providing the opportunity for various departments to comment on the Group’s sustainability performance and share their expectations to the Group.



The materiality matrix above shows the stakeholders’ feedback from the focus group. With expert advice, CALC’s management reviewed the materiality matrix and set the threshold for materiality. The Group’s business nature is taken into account in the validation process, and thus priority was given to aviation safety under Product Responsibility and Supply Chain Management. The table below presents the validated and prioritised material issues.

Material Issues of CALC (in descending order of importance)

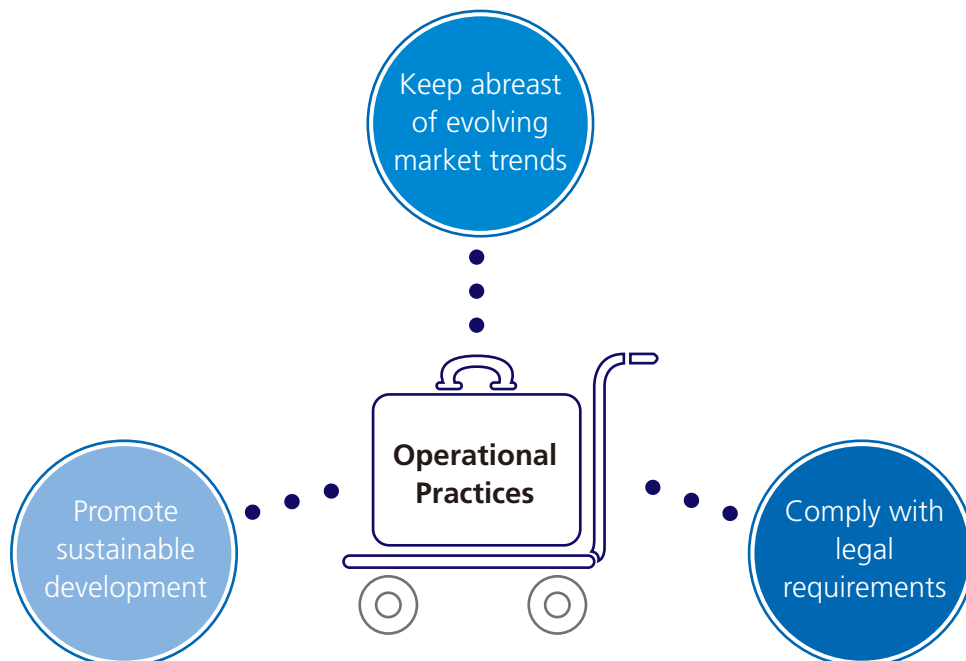
Number	Issues
B6	Product Responsibility
B5	Supply Chain Management
B1	Employment
B2	Health and Safety
B4	Labour Standards
A1	Emissions
A2	Use of Resources
A3	Environment and Natural Resources
B3	Development and Training
B7	Anti-corruption
B8	Community Investment

Remarks: Items highlighted in blue are identified as material issues.

CALC affects different stakeholders, and these stakeholders have various expectations of the Group. The Group hopes that the breadth and depth of stakeholder engagement will be enhanced going forward. The Group will not only invite more internal stakeholders to participate in the process, but will also expand communication with external stakeholders such as customers, business partners, investors, regulators and a range of community groups, giving them the opportunity to participate. The Group will also use a variety of communications methods, such as focus groups and workshops, to facilitate in-depth exchange with stakeholders and make the substantive analysis more complete.

RESPONSIBLE OPERATION

CALC is committed to invest time and resources in sustainable business growth and development. The Group’s ESG Policy sets out the core principles and objectives of Operational Practices.



Product Responsibility

In today's competitive market environment, the quality of products and services that customers demand continues to increase. CALC knows that the Group can only gain and maintain the customers' trust and support by creating the most value for customers.

Airlines are CALC's major customers. Aircraft safety is the primary consideration for the Group's customers, as airline reputation depends overwhelmingly on aircraft safety. The Group has been implementing a set of pre-sale and after-sale quality control systems to ensure the provision of high quality products and services.

Pre-sale Focus	After-sale Focus
<ul style="list-style-type: none"> • Product selection: To provide choices and advice to customers according to their requirements. All of those suggestions should meet the aviation performance and operating standards. • Product acceptance: To ensure that the requirements are fulfilled by the suppliers. 	<ul style="list-style-type: none"> • Ongoing dialogue: To maintain close communications with the airlines. • Co-ordination: To co-ordinate the suppliers and customers for aircraft enhancement. • Safety check: To conduct reviews of the aircraft condition on a regular basis.

CALC's commitment to environmental and social responsibility means that the Group not only works to ensure its products are safe and reliable, but also includes positive environmental and social impacts throughout their lifecycle.

Up to 75% of the total weight of most aircraft is made up of aluminum. Upholding a responsible business attitude, the Group is investing in establishing the most sizeable aircraft recycling facility in China, in order to provide a proper aircraft end-of-life solution. With this facility, metallic components from aircraft can be recycled or reused either in the aviation industry or in other industries.

Securing customer information is also important in building long-term trust with CALC's customers. The Group adheres to applicable laws and regulations in the protection of customer data when conducting its leasing business activities. During the reporting period, the Group did not find any non-compliance with laws and regulations related to customer privacy.

Supply Chain Management

In global business, business outsourcing is a common practice. However, outsourcing does not mean that companies can avoid responsibility for or risk of poor ESG performance.

CALC offers full value-chain aircraft solutions covering aircraft leasing, fleet planning consultation, structured financing, fleet replacement package deals, third party aircraft resale as well as aircraft recycling services. CALC keeps expanding its fleet from various aircraft sources, including new order books with manufacturers, secondary markets, sales and leasebacks, and portfolio trading.

As part of CALC's Sustainability Steering Committee, the Supplier Focus Group not only focuses on ordinary procurement criteria such as technical capabilities, delivery times and price competitiveness, but also extends the focus to environmental and safety concerns of the products, especially aircraft. The Group conducts periodic performance reviews of its suppliers. Through effective communication and interaction with manufacturers and relevant service providers, the Group keeps improving the sustainability performance of its supply chain, in order to create more value for various stakeholders.

Anti-corruption

As a listed company, CALC regards honesty, integrity and fair play as the Group's core values to be upheld by all directors and employees at all times. The Group is committed to preventing corruption, fraud, bribery, extortion, money laundering and any other malpractice or unethical activity.

CALC's Code of Conduct sets out the basic standard of conduct expected of all directors and employees when dealing with the Group's business. From acceptance and offer of advantage, entertainment, and conflict of interest to relationship with suppliers, contractors and customers, the Code of Conduct specifies the requirements and clearly defines the value cap of gifts and souvenirs.

During the reporting period, there were no cases of corruption litigation against the Group and its employees.

The international organisation Transparency International defines corruption as the abuse of entrusted power by clients to seek personal gain. Anti-corruption has been one of the basic elements of the international community's definition of corporate social responsibility. The United Nations Convention against Corruption, which was introduced in 2005, was the first global convention to cover all aspects of corruption. Many countries have enacted relevant laws in accordance with the Convention and have taken measures to enforce these laws. In recent years, the Chinese government has been actively pursuing anti-corruption measures. The UN Convention is effective in China, including Hong Kong.

PEOPLE DEVELOPMENT**Employment**

Employees are the most valuable asset and the cornerstone of CALC's business growth. The Group believes that every employee should be respected and treats all employees on an equal footing in matters related to recruitment and promotion.

During the recruitment process, CALC forbids any discrimination against any person because of race, age, gender, language or religion. The Group believes that people with different cultures, backgrounds and experiences can add valuable diversity and understanding and bring new ideas to its work. The Group provides employees with a competitive remuneration and benefit system to attract and retain talent and provide the driving force for the sustainable development of the Group. The Group also offers recruitment bonus to encourage employees to propose potential candidates for the Group.

CALC aims to provide career advancement opportunities for employees to develop and utilize their potential whenever possible, while at the same time recognizing their outstanding performance. The basic principles of promotion in the Group are equal opportunities, non-discrimination and appointing the best person for the job. Therefore, the Group has developed a performance-based salary assessment system and conducts annual performance reviews with clear assessment standards matching individual goals. Performance is the main factor enabling staff promotion, while other factors, such as marital status, pregnancy, family status or disability, are not considered.

CALC believes that a good working environment will not only improve work efficiency, but also enhance employees' sense of belonging to the enterprise. In order to integrate new employees into the corporate culture more quickly, a one-to-one orientation program has been developed to provide new employees with assistance, to shorten the learning time, and to help new employees receive timely and appropriate support during their initial period at the company.

Overview of Employment Performance Indicators

Staff size (Hong Kong)	Age	Below 30	30-50	Over 50	Overall staff size	Ratio of male to female employees
	Male	3	13	3	20	1:1.55
	Female	9	21	1	31	
Ratio of average staff salary (Hong Kong)	Age	Below 30	30-50	Over 50	Average salary	
	Male	1	1	1	1	
	Female	1.05	1.01	0.78	0.84	
New staff (Hong Kong)	Age	Below 30	30-50	Over 50	Total number of new staff	Percentage of new staff over total number of staff
	Male	2	6	1	9	39.2%
	Female	5	6	0	11	
Loss of staff (Hong Kong)	Age	Below 30	30-50	Over 50	Total number of loss of staff	Staff turnover rate
	Male	2	7	0	9	33.3%
	Female	2	5	1	8	

Health and Safety

Regulatory authorities have established basic requirements for health and safety in the workplace, both in terms of national laws and international standards. However, the effectiveness of supervision depends heavily on the establishment and implementation of internal systems within each organisation.

Due to the nature of CALC's business, no work position is identified as high risk within CALC's operations in Hong Kong. Nevertheless, the Group is committed to provide a safe and healthy working environment, and encourages employees to strike a good work-life balance. The Group not only strictly abides by the Occupational Safety and Health Ordinance, but also actively develops internal policies and practices beyond basic requirements and relevant to its particular business sector.

The Group provides new employees comprehensive medical plans with coverage including medical checkup, physiotherapy, chiropractic and gynecology services. Before termination of services with the Group, those employees who have participated in the old medical plan for more than 6 months can opt at their own expense to extend and join the aforesaid medical coverage with the former insurance company. In addition to medical insurance protection, the Group also keeps promoting the "Eat and Drink Healthily" concept by providing breakfast, lemon water and fruit to employees every day. In the future, the Group will consider monitoring its indoor air quality to maintain a healthier environment for employees. During the reporting period, the Group did not encounter any health and safety related cases, nor any work injury cases.

Labour Standards

CALC is fully aware that child labour and forced labour violate fundamental human rights, International Labour Conventions and also pose a threat to sustainable social and economic development. Therefore, the Group strictly complies with the relevant laws and regulations. The Group prohibits the use of child labour by reviewing the interviewees' valid documents such as identity documents in original copies. The Group only carries out the requirements of the standard labour contract and will not use any means to unfairly restrict the employment relationship between the employee and the enterprise. In accordance with the law, employees have the freedom to terminate their labour contracts. During the reporting period, the Group did not find any cases related to child labour or forced labour.

The International Labour Organisation ("ILO") is the United Nations specialized agency that promotes working and living standards around the world through the promulgation of labour standards in a range of International Labour Conventions and Recommendations. China is a founding member of the ILO and a permanent member. Hong Kong has currently adopted 41 International Labour Conventions which therefore apply to working conditions and employment policies.

Development and Training

CALC values the development of employees' key competencies, which enables them to perform current or future job duties more successfully. From basic training of new recruits to the management skills training of senior management, the Group provides different types of capacity building according to the real needs of different departments and functions. Thus, the employees can continuously improve their work skills and professional abilities. Staff training and development activities can be initiated by the Group or by employees themselves, and all employees are eligible to apply for the Group's sponsorship. During the reporting period, 100% of employees have attended some forms of training activity. Total time in training reached 48 hours.

ENVIRONMENTAL MANAGEMENT

Emissions

Climate change poses unprecedented challenges to global economic development. Extreme weather brought about by climate change directly or indirectly affects the ability of different institutions to access resources and sustain operations. The Paris Agreement entered into force in November 2016, aiming to keep a global temperature rise this century well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5°C.

At the United Nations (UN) Sustainable Development Summit in 2015, 17 sustainable development goals were officially adopted by all UN members. "Taking urgent action to address climate change and its impacts" is one of these goals.

In line with the global commitment to tackle climate change, the Chinese Government has been actively promoting climate mitigation programmes. The Government has a target of reducing national carbon intensity by between 60% and 65% in 2030 from the level in 2005. The Hong Kong Government has also proposed a plan to develop Hong Kong into a low-carbon economy with low energy consumption and low pollution. With reference to China's carbon reduction target, the Hong Kong Government has set a target to reduce Hong Kong's carbon intensity by between 50% and 60% by 2020 from the carbon intensity level of 2005. The 2017 Hong Kong Policy Address also proposed reducing Hong Kong's carbon intensity in 2030 by between 65% and 70% from 2005 levels.

CALC believes in the Green Economy concept and has been working to reduce the impact of its business on the environment as it develops its business. Since 2014, the Group has started to assess its Greenhouse Gas (“GHG”) emissions and disclose these in the ESG Report. This year, the Group formally commissioned an independent consultant to conduct the quantification in accordance with the guidelines¹ issued by the Hong Kong Environmental Protection Department and the Electrical and Mechanical Services Department, with reference to international standards such as ISO 14064-1. Another new initiative related to carbon management is to expand the scope when assessing Scope 3 Other Indirect Emissions. Besides office paper consumption, the Group has assessed the impacts of financial reports printing and air travel due to business trips in order to present its emission profile in a more comprehensive manner. The Group will continue to review its GHG emissions every year and to improve the implementation of mitigation methods adopted. The amount of GHG emissions in 2016 of the Group is 165.90 tonnes Carbon Dioxide equivalent (CO₂-e).

More detailed data for carbon emissions is as follows:

	GHG emission (tonnes CO ₂ -e)		
	2016	2015	2014
Scope 1 Direct Emissions	8.76	6.95	5.43
Scope 2 Energy Indirect Emissions	74.33	72.67	115.93
Scope 3 Other Indirect Emissions	82.81 (4.69*)	1.25	0.24
Total	165.90 (87.78*)	80.87	121.60
Carbon Intensity (tonnes per employee)	3.25 (1.72*)	1.93	2.90

Remarks: * If scope 3 emissions exclude financial reports printing and air travel due to business trips, the data for 2016 can be compared with data for the years 2014 & 2015.

Scope 1 Direct Emissions include fuels consumed by the Group’s owned vehicles.

Scope 2 Indirect Emissions include electricity consumption.

Scope 3 Other Indirect Emissions include waste paper disposal and air travel.

Excluding the contribution of printed reports and air travel, the carbon emissions of CALC in 2016 increased by 8.5% versus those of 2015, and reduced 27.8% versus emissions in 2014. The emission increase compared to 2015 may result from the expansion of its team (from 42 staff to 51 staff). When looking at carbon intensity, in terms of staff size, the figure steadily decreased by 10.9% and 40.7% compared to the figures for the previous two years, which indicates an improvement of operational efficiency. The quantification process gives the Group a better understanding of its resource usage, helping it to develop specific implementation plans to further improve efficiency and to set carbon reduction targets.

¹ “Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purpose) in Hong Kong”

Items	Measures implemented	Measures in Plan
Electricity consumption	<ul style="list-style-type: none"> • Zoning controls for lighting systems • Tips on energy saving 	<ul style="list-style-type: none"> • To replace current lighting with energy-saving LED lights
Paper consumption	<ul style="list-style-type: none"> • Reduced printing for financial reports • Adoption of an online Office Administration system to decrease printing demand 	<ul style="list-style-type: none"> • To conduct a survey on the feasibility of replacing printed reports with digital copies
Waste generation	<ul style="list-style-type: none"> • Tips on proper recycling 	<ul style="list-style-type: none"> • To increase the amount of recycling bins • To avoid unnecessary packaging of procured goods
Air travel due to business trips	<ul style="list-style-type: none"> • Adoption of tele-conferencing to reduce business travelling 	<ul style="list-style-type: none"> • To increase the use of tele-conferencing • To strengthen the Group's tele-conferencing system

In CALC's business operations, the waste generated can be divided into general waste, recyclable waste and waste paper. General waste is collected by professional cleaning companies. Due to the low volume, the recyclables and waste paper are currently directly handled by the cleaning service providers. The Group will review the current recycling arrangements, and will explore the feasibility of tracking the flow of waste disposal as well as strengthening recycling.

Use of Resources

To enhance efficient use of resources, CALC has implemented a Green Office program and introduced various energy-saving measures and activities. The Group will gradually replace the old office lighting with energy-saving LED lights and set an appropriate indoor temperature. To effectively incorporate environmental measures into business operations, the Group needs the support and cooperation of employees. The Group will frequently circulate environment-related information to employees through different kinds of internal communication channels and educational materials to incrementally enhance staff awareness of the benefits of resource conservation.

Type of Resource	Quantity	Unit
Petrol consumption	3,233	litre
Electricity consumption	95,290	kWh
Paper usage	1,956	kg

Environment and Natural Resources

Beyond carbon emissions, waste generation and resource use discussed above, the nature of CALC's business means that it does not have a significant direct impact on the environment and natural resources in the normal course of its operations. Nevertheless, the Group still adheres strictly to environmental laws and regulations in its daily operations.

CALC budgets each year to support of a wide range of environmental activities, so as to promote the concept of environmental protection throughout the organisation and to encourage the employees' participation. The Group will also regularly organise training workshops to raise employees' awareness of environmental protection, especially on conservation and protection of biodiversity, prevention of water and soil erosion, as well as other important environmental issues.

COMMUNITY INVESTMENT

The awareness of corporate social responsibility has been increasing in the market, along with the related concept of the need to maintain a social license to operate. This makes clear that long-term social well-being should be the goal for enterprises rather than the sole pursuit of short-term financial return for shareholders. As a progressive enterprise, CALC realises the importance of different stakeholders' expectations, and believes that only by balancing the interests between shareholders and other stakeholders can the business prosper in a long-term, stable and healthy manner.

CALC is always dedicated to implement its corporate social responsibility for the communities where it serves. Its commitment can be shown through involvement ranging from charitable activities, environmental protection initiatives and volunteer engagement.

Whenever CALC believes it can act effectively contribute to help with unmet social problems, the Group responds positively with a charitable donation programme. During the reporting period, the Group has donated approximately HK\$200,000 and the employees have contributed almost 400 volunteering hours in support of different environmental and social activities.

As a commitment to social responsibility, CALC will strive to understand the needs of the communities in which it operates, and will further encourage and mobilise the employees to volunteer in charitable community activities to contribute more to the sustainable development of society.



CALC has been awarded World Green Organisation's Green Office Label and United Nations Millennium Development Goals (UNMDG) Better World Company Label for two consecutive years, recognising its achievement in establishing a green office.



The Group joined as a Silver Member in WWF's Corporate Membership Program, to encourage staff to join various activities in order to promote a more environmental lifestyle.



The Group contributed to the society by volunteering.



The Group was awarded a "CarbonCare® ESG Label" by Carbon Care Asia as recognition of its commitment for high standard of reporting.



ESG REPORTING GUIDE CONTENT INDEX

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Material Aspect	Content	Page Index
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