

# The SUSTAINABILITY

Report 2024



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# CORPORATE PROFILE

Neo Group Limited (“**NGL**” or the “**Company**”), together with its subsidiaries (collectively known as the “**Group**” or “**We**”) is a public company limited by shares, incorporated and domiciled in Singapore with its registered office address and principal place of business at 30B Quality Road Singapore 618826. The Company is controlled by Mr. Neo Kah Kiat (**BBM<sup>1</sup>**), our Founder, Chairman and Group Chief Executive Officer (“**Chairman**”) and Ms. Sally Liew Oi Peng, our Executive Director and Group Catering Chief Executive Officer (“**Executive Director**”).

We are an integrated food solutions provider based in Singapore providing customers with end-to-end food solutions through a comprehensive suite of capabilities and service offering under our four main business segments of catering, manufacturing, retail, supplies and trading.





Our unique value propositions, comprising strong commitment to constantly innovate, substantial and continuous investment in technology and seamless integration of our businesses, enable us to solidify our position as one of Singapore's leading food companies.

Our foundation in the catering business segment was built on our proprietary brands such as 'Neo Garden', 'Deli Hub', 'Orange Clove'. Over the years, we expanded into retail business segment with brands such as 'umisushi', 'Issho Izakaya' and 'Penang Culture'. We also acquired new businesses in manufacturing as along with supplies and trading as part of our vertical integration strategy. Today, we operate 32 brands, 36 retail outlets, trading network spanning 29 countries and employ over 1,500 employees.



# BOARD STATEMENT

We reaffirm our commitment to sustainability with the publication of this sustainability report (“**Report**”). For this Report, we provide insights into the way we do business, while highlighting our material sustainability factors under the economic, environmental, social and governance pillars (collectively as “**Sustainability Factors**”). As part of our unwavering commitment to sustainability, we are proud to publish this Report voluntarily.

The Board of Directors (“**Board**”) which comprise our Chairman and Executive Director, oversees the management and monitoring of our material Sustainability Factors and considers them in determining our strategic direction and policies.

We are committed to strike a balance between growth, profit, governance, environment, the development of our people and

well-being of our communities to secure the long-term future of the Group. In line with our commitment, the Board having considered sustainability issues as part of its strategic formulation, determined the material Sustainability Factors and overseen the management and monitoring of the material Sustainability Factors.

Our sustainability framework communicates our commitment towards supporting the United Nations’ Sustainable Development Goals (“**SDGs**”) and is supported by our key stakeholders. We work closely with key stakeholders in our value chain and their inputs drive our sustainability focus on our material Sustainability Factors and the SDGs as follows:



## 2. Sustainability Performance at a Glance

A summary of our key sustainability performance in financial year ("FY") 2024 is as follows:

Material Sustainability Factor	Sustainability Metric	Sustainability Performance	
		FY2024	FY2023
Sustainable Economy			
Total Customer Satisfaction	Number of brands	33	32 <sup>2</sup>
Sustainable Business Performance	Economic value distributed (S\$' million)	218.99	192.75
	Economic value retained for reinvestment and future growth (S\$' million)	16.29	13.96
Protect the Environment			
Water Stewardship and Effluent Management	Water consumption intensity (Cubic meter (“Cu M”)/ revenue S\$ '000)	1.67	1.76
Energy and GHG Emissions Management	Aggregated absolute Scope 1 and 2 greenhouse gas (“GHG”) emissions (tonnes CO2e)	13,789	10,160
	GHG emissions intensity (tonnes CO2e/ revenue S\$ '000)	0.064	0.054
Thriving People			
Occupational Health and Safety	Number of work-related fatalities	-	-
	Number of high consequence work-related injuries <sup>3</sup>	-	-
	Number of recordable work-related injuries	12	20
	Number of recordable work-related ill health cases <sup>4</sup>	-	-
Employee Retention and Development	Turnover rate (%)	50%	50%
Diversity and Equal Opportunity	Number of reported incidents of unlawful discrimination against employees <sup>5</sup>	-	-
Cyber Security and Data Protection	Number of cyber security breaches resulting in losses of business data	-	-
	Number of reported substantiated complaints concerning breach of data privacy	-	-
Robust Governance			
Corporate Governance Structure	Number of incidents of serious offence <sup>6</sup>	-	-
	Number of incidents of non-compliance with any applicable laws and regulations <sup>7</sup> that resulted in significant fines or non-monetary sanctions	-	-

<sup>2</sup> Data as at 31 March 2023.

<sup>3</sup> A high consequence work-related injury refers to an injury from which the worker cannot recover or cannot recover fully to pre-injury health status within six (6) months.

<sup>4</sup> A work-related ill health case refers to a case with negative impacts on health arising from exposure to hazards at work.

<sup>5</sup> An unlawful discrimination refers to an incident of discrimination whereby the relevant authority has commenced investigation and resulted in a penalty to a company.

<sup>6</sup> A serious offence is defined as one that involves fraud or dishonesty involving an amount not less than SGD 100,000 and is punishable by imprisonment for a term of not less than two (2) years, which is being or has been committed against a company by its officers or employees of the company.

<sup>7</sup> Excluding incidents involving fraud or dishonesty.



## 3. Our Business

The Group is principally involved in the food and beverage (“F&B”) industry, operating in four (4) main business segments of: (i) catering; (ii) manufacturing; (iii) supplies and trading; and (iv) retail. We established a largely self-reliant and integrated value chain that allows us to better control the cost, quality and consistency of foods we produce, with individual business segments supporting one another.

### 3.1 Catering

#### Our Suppliers



We procure food ingredients and packaging materials from:

- Related parties; and
- Third-party suppliers.

#### Our Operation



Our order are prepared in-house at our central kitchens.

#### Our Customers



We provide food catering services to both individuals and corporate customers.

### 3.2 Manufacturing

#### Our Suppliers



We procure the following items from third party suppliers:

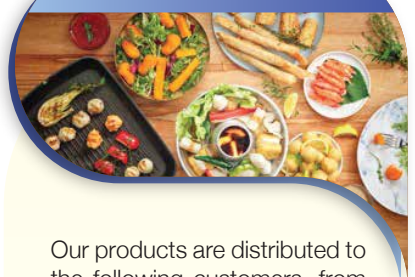
- Food ingredients for producing surimi based product such as surimi, soy-based product and seasoning; and
- Packaging materials such as carton boxes, plastics wraps and corrugated cardboard

#### Our Operation



We produce surimi-based food products at our production facilities.

#### Our Customers



Our products are distributed to the following customers, from both local and international markets:

- Major supermarkets;
- Convenience stores, provision shops and wholesalers;
- Hotels, restaurants, hawkers, food courts and other food service establishments;
- E-commerce platforms and export markets; and
- Related parties.

### 3.3 Supplies and Trading

#### Our Suppliers



##### *(i) Food-related*

We import the following:

- Food ingredients such as meat, vegetables, fruits and poultry products; and
- Packaging materials and utensils such as carton boxes, containers and utensils made from biodegradable materials such as paper-based materials and bioplastics.

#### Our Operation



##### *(i) Food-related*

We provide value-added services for products such as customisation and repackaging before distribution.

#### Our Customers



##### *(i) Food-related*

We sell our products to the following customers from both local and overseas markets:

- Manufacturers
- Convenience stores, provision shops and wholesalers;
- Hotels, restaurants, hawkers, food courts and other foodservice establishment;
- E-commerce platforms and export markets; and
- Related parties.

#### Our Suppliers



##### *(ii) Plastic*

We purchase polyethylene materials from reputable suppliers.

#### Our Operation



##### *(ii) Plastic*

We manufacture plastic-based products and provide value added services including customisation of product specification and repackaging.

#### Our Customers



##### *(ii) Plastic*

We sell our products locally and to overseas markets, primarily to customers in the food, electronics and medical industries.



### 3.4 Retail

#### Our Suppliers



We procure food ingredients and packaging materials from:

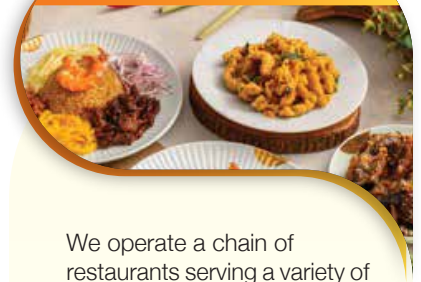
- Related parties; and
- Third-party suppliers.

#### Our Operation



We prepare food primarily at our central kitchens and restaurants.

#### Our Customers



We operate a chain of restaurants serving a variety of authentic cuisines, including local, Japanese, Penang, Korean, Indonesian and fusion food to our customers.



## 3.5 Our Brands

### Catering



Flagship brand catering to a wide variety of corporate and individual customers



Top-notch culinary indulgence focused on high-end corporate catering



Group's dedicated Halal arm focusing on everyday corporate food



**CaterCo**

Award winning contemporary theme-based catering



**CHILLI MANIS®**

Rich heritage of Peranakan flavours with contemporary innovation, offering an unparalleled culinary experience



Sensory feasts that are thoughtfully designed and crafted with refreshing new menus and stunning set-ups for the masses



Largest home-cooked meal delivery company in Singapore, offering nutritious meals with a focus on promoting wellness and health



Luxury premium catering, focusing on western cuisine and redefining catering with innovative culinary creations



Healthier great tasting catered for elderly, student and childcare centres



Serves contemporary Chinese classics made with only the finest ingredients



Affordable Tingkat subscription plans that put nutritious home-cooked meals on the table



Interesting menu featuring modern takes on traditional recipes



Fully tailored catering experience focusing on international cuisine



Confectionery and kuih specialising in baby full month and weddings



Premium hotpot delivery service, delivering restaurant-quality experience to corporate and household events

## 3.5 Our Brands



Specialist in customised floral solutions that can complement any occasion



Herbal tea line featuring herbal infusions with authentic nostalgic flavours



Specialises in wines

### Manufacturing



Leading manufacturer, distributor and retailer of surimi-based seafood products in Singapore



Leading fish ball brand in Singapore providing fresh taste and goodness



Homegrown snack maker specialising in salted egg snacks

### Retail



Japanese quick-service food retail scene in Singapore with a steadfast commitment to quality and convenience



Contemporary Japanese cuisine featuring innovative dishes crafted with the finest ingredients and time-honoured techniques



Bringing authentic flavours of Penang to Singapore delivering exceptional dining experiences



Casual dining concept serving recipes with Singapore's culinary heritage while incorporating a modern comfort food twist



Presents a fresh and distinctive take on the concept of contemporary Korean cuisine



No. 1 rice dumpling brand in Singapore, delivering top-quality products and exceptional customer experience



## 3.5 Our Brands



A cultural crossover Japanese ramen broth and Chinese lamian noodles



Rich, vibrant flavours of traditional Indonesian cuisine with a modern twist



Culinary haven nestled in National University Hospital providing an extensive array of delectable options

### Supplies and Trading



Technology enabled wholesale export and import of food products



Group's main procurement arm overseeing the Group's supply chain efforts



Specialises in plastic packaging manufacturing producing high quality products



## 4. Our Philosophy, Vision, Mission and Core Values

### 4.1 Our Philosophy



We have been leading the industry as the top event caterer since 2011. And we continue to uphold that position by staying true to what got us started in the first place – delivering exceptional food and services to our customers.

### 4.2 Our Vision



To grow beyond a billion-dollar company by 2033.

### 4.3 Our Mission



We deliver the best to our customers.  
We inspire and nurture our people.  
We believe in giving back to our community.

### 4.4 Our Core Values



## 5. About this Report

### 5.1 Reporting Period and Scope

This Report presents our strategies and practices in key aspects of sustainability and provide a detailed account of our sustainability performance in our operations. It is applicable for the period from 1 April 2023 to 31 March 2024. This Report covers the F&B related entities and certain subsidiaries of the Group, which contributes to 100% of the Group's revenue for the Reporting Period (FY2023: 100%):

S/N	Entity <sup>8</sup>	S/N	Entity <sup>8</sup>
<b>Holding</b>		<b>Catering</b>	
1	Neo Group Limited	18	Lavish Dine Catering Pte. Ltd.
<b>Catering</b>		19	La Bonnie Pastries Pte. Ltd.
2	Neo Garden Catering Pte. Ltd.	20	Chingu Dining Pte. Ltd.
3	Deli Hub Catering Pte. Ltd.	<b>Manufacturing</b>	
4	Orange Clove Catering Pte. Ltd.	21	Thong Siek Global Pte. Ltd. ("TSG") and its subsidiaries <sup>9</sup>
5	Besty Pte. Ltd.	<b>Retail</b>	
6	Savoury Catering Pte. Ltd.	22	Niwa Pte. Ltd.
7	Chilli Manis Catering Pte. Ltd.	23	Straits Culture Pte. Ltd.
8	Liang Yuan Pte. Ltd.	24	Neo Empire Pte. Ltd.
9	FWETC Pte. Ltd.	25	Singapore Food Solutions Pte. Ltd. and subsidiaries <sup>10</sup>
10	CaterCo Concepts Pte. Ltd.	<b>Supplies and Trading</b>	
11	Neo's Food & Beverage Pte. Ltd.	26	CT Vegetables & Fruits Pte. Ltd.
12	Neo Global Pte. Ltd.	27	NKK Import & Export Trading Pte. Ltd.
13	Kryston F&B Pte. Ltd.	28	Hi-Q Global Sdn. Bhd.
14	Gourmetz Pte. Ltd.	29	Everich World Pte. Ltd. and subsidiaries <sup>11</sup>
15	Ye Liang How Catering Service Pte. Ltd.		
16	GR8 Gourmet Pte. Ltd.		
17	Kim Paradise Pte. Ltd.		

### 5.2 Reporting Framework

This Report is prepared with reference to the Global Reporting Initiative ("**GRI**") Standards for the Reporting Period. We chose to report using the GRI framework as it is an internationally recognised reporting framework. Refer to section 11 of this Report for the GRI content index.

To align our sustainability reporting with relevant market standards, we mapped our sustainability efforts to the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015 ("**UN Sustainability Agenda**"). We incorporated the SDGs, where appropriate, as a supporting framework to shape and guide our sustainability strategy.

Our climate-related disclosures are produced based on the 11 recommendations of the Task Force on Climate-related Financial Disclosures ("**TCFD**") and guided by applicable requirements of the International Financial Reporting Standards ("**IFRS**") S1 and IFRS S2 issued by the International Sustainability Standards Board<sup>12</sup>.

We relied on internal data monitoring and verification to ensure accuracy for this Report and we will work towards external assurance for our future sustainability reports.

### 5.3 Feedback

We welcome feedback from all stakeholders on this Report. You may send related questions, comments, suggestions or feedback to our investor relations email account: [ir@neogroup.com.sg](mailto:ir@neogroup.com.sg).

<sup>8</sup> All entities are based in Singapore with the exception of TS Food Industry Sdn. Bhd., Hi-Q Global Sdn Bhd. and ER Processing Sdn. Bhd., which are based in Malaysia.

<sup>9</sup> The subsidiaries include: (i) Thong Siek Food Industry Pte. Ltd.; (ii) TSG Food Pte. Ltd.; (iii) TS Food Industry Sdn. Bhd.; and (iv) Royale International Food Industries Pte. Ltd.

<sup>10</sup> The subsidiaries include: (i) Gurney Drive Pte. Ltd.; and (ii) Penang Culture Pte. Ltd.

<sup>11</sup> The subsidiaries include: (i) Everich Market Place Pte. Ltd.; (ii) ERS Food Pte. Ltd.; and (iii) ER Processing Sdn. Bhd.

<sup>12</sup> We are adopting a phased approach in our transition from TCFD to IFRS S1 and S2.



## 6. Stakeholder Engagement

We recognise that constructive engagement with stakeholders, accurate interpretation of their needs and incorporating them in our corporate strategic planning are necessary. Through an internal stakeholder mapping exercise, we identified key stakeholder groups which we prioritise our engagements with. These include entities or individuals that have an interest that are affected or could be affected by our activities as follows:

Significance	Engagement Channel	Frequency	Key Concern
<b>Communities</b>			
Our business operations significantly impact the communities which we operate in. Thereby, it is essential for us to operate in a responsible and ethical manner.	<ul style="list-style-type: none"> <li>• Community initiatives</li> <li>• Company's website</li> <li>• Campaign and company's event</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Ethical business practices</li> <li>• Social inclusion</li> <li>• Environmental conservation</li> </ul>
<b>Customers</b>			
Customers form the foundation of our success, and we are committed to stay relevant and responsive to our customers' needs.	<ul style="list-style-type: none"> <li>• Company's website</li> <li>• Social media</li> <li>• Meetings</li> <li>• Emails</li> <li>• Market research group</li> <li>• Customer feedback</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Customer health and welfare</li> <li>• Customer service standards</li> <li>• Food quality and consistency</li> <li>• Product range</li> <li>• Data privacy</li> <li>• Ethical and sustainable sourcing</li> </ul>
<b>Employees</b>			
Employees are our greatest asset and core to our Group. Ensuring their safety, well-being and performance is critical to our operations.	Employee evaluation	Annually	<ul style="list-style-type: none"> <li>• Equal employment opportunities</li> <li>• Safe and healthy working environment</li> <li>• Job security</li> <li>• Training and development opportunities</li> <li>• Opportunities for career progression</li> </ul>
	<ul style="list-style-type: none"> <li>• Meetings and dialogue sessions</li> <li>• Emails</li> <li>• Network</li> </ul>	Ongoing	
	Grievance and whistle-blowing procedures	As and when required	
<b>Financial Institutions</b>			
Financial institutions including banks are vital in the provision of funding, cash management and financial advice. They offer loans for growth, facilitate transactions and help manage cash flow, enabling our businesses to operate smoothly.	<ul style="list-style-type: none"> <li>• Direct relationships</li> <li>• Online banking platform</li> <li>• Meetings</li> </ul>	As and when required	<ul style="list-style-type: none"> <li>• Credit risk</li> <li>• Regulatory compliance</li> </ul>
<b>Regulators</b>			
Regulators play an important role in setting rules and regulations in guiding us throughout our business operations. Beside adhering to regulations, we also collaborate with regulators to jointly raise industrial standards in food safety and security as well as workplace safety and health ("WSH") standards.	Meetings and dialogue sessions	Ongoing	<ul style="list-style-type: none"> <li>• Workplace health and safety</li> <li>• Food safety and hygiene</li> <li>• Job security</li> <li>• Environmental compliance</li> </ul>

	Engagement Channel	Frequency	Key Concern
<b>Shareholder</b>			
Shareholders are crucial to the sustainability of our Group as they provide capital for long-term investments and growth. A strong shareholder engagement ensures accountability in management practices, encourages responsible decision-making and support.	Annual general meeting	Annually	<ul style="list-style-type: none"> <li>• Sustainable profits and shareholder value</li> <li>• Long-term growth</li> <li>• Compliance with laws</li> </ul>
	Meetings	Ongoing	
<b>Suppliers</b>			
Suppliers are vital to the sustainability of our value chain. We build strong relationship with our suppliers to expand our product range as well as to enhance our food and service quality.	<ul style="list-style-type: none"> <li>• Supplier evaluations</li> <li>• Meetings</li> <li>• Calls</li> <li>• Emails</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Demand volatility</li> <li>• Prompt payments</li> <li>• Trading terms</li> <li>• Long-term and sustainable business relations</li> </ul>

Through the above channels, we seek to communicate and understand the views of our key stakeholders, thereby responding promptly to their concerns.

## 7. Policy Practice and Performance Reporting

Our sustainability reporting policy (“**SR Policy**”) covers the sustainability processes in place to identify and monitor our material Sustainability Factors. It serves as a point of reference on how we conduct our sustainability reporting. Under this SR Policy, we review our material Sustainability Factors annually, considering the feedback that we receive from our engagement with our stakeholders as well as considering relevant internal and external developments.

### 7.1 Sustainability Governance Structure

The Board is responsible for the oversight of the Group’s sustainability matters including determination of material Sustainability Factors, development of sustainability strategy, performance target setting and is primarily supported by a Sustainability Steering Committee (“**SSC**”) by virtue of delegation.

The SSC supports the Board on specific sustainability matters under its terms of reference. Our sustainability reporting structure and the responsibilities of component parties are detailed as follows:

Party-in-charge	Role and Responsibility
<b>Board</b> members comprise Chairman and Executive Director	<p>The Board is responsible for the following:</p> <ul style="list-style-type: none"> <li>• Determine material Sustainability Factors of the Group;</li> <li>• Oversee the identification and evaluation of climate-related risks and opportunities;</li> <li>• Review and approve sustainability strategy and targets, policies, and sustainability reports (including materiality assessment process and outcome);</li> <li>• Ensure the integration of sustainability and climate-related risks and opportunities within the Group’s enterprise risk management (“<b>ERM</b>”) framework; and</li> <li>• Monitor implementation of sustainability strategies, policies and performance against targets.</li> </ul>
<p><b>SSC</b> members comprise:</p> <ul style="list-style-type: none"> <li>• Executive Director (Retail)</li> <li>• Chief Operating Officer</li> <li>• Logistic /Operations Director</li> <li>• Group Financial Controller</li> <li>• Assistant Group Financial Controller</li> <li>• Group Human Resource Director</li> <li>• Information Technology (“<b>IT</b>”) Director</li> <li>• Assistant Director, Marketing (Catering)</li> <li>• TSG Group’s Management Team</li> <li>• SFS Group’s Management Team</li> <li>• ER Group’s Management Team</li> <li>• How’s Management Team</li> <li>• Hi-Q’s Management Team</li> <li>• Gourmetz’s Management Team</li> </ul>	<p>The SSC is responsible for the following:</p> <ul style="list-style-type: none"> <li>• Consolidate and compile sustainability metrics to track sustainability impact;</li> <li>• Develop sustainability strategy and policies and recommend revisions to the Board;</li> <li>• Ensure that the implementation of sustainability strategy is aligned across business segments and geographical locations;</li> <li>• Evaluate overall sustainability risks and opportunities, with a focus on climate-related risks and opportunities;</li> <li>• Perform materiality assessment and review sustainability reports prior to approval by the Board;</li> <li>• Align Group practices with the organisation-wide sustainability agenda and strategy;</li> <li>• Monitor sustainability activities and performance against targets;</li> <li>• Review the adequacy and effectiveness of the Group’s internal controls systems and processes;</li> <li>• Oversee the conduct of assurance activities pertaining to the Company’s sustainability reporting processes;</li> <li>• Monitor Group’s compliance with applicable regulations, policies and procedures; and</li> <li>• Prepare sustainability reports.</li> </ul>
<b>Business Units/ Corporate Functions</b> comprise Sales, Manufacturing, Operations, Research and Development (“ <b>R&amp;D</b> ”), Finance, HR, IT and Logistics Department	<p>The Business Units and Corporate Functions are responsible for supporting SSC on sustainability reporting matters and primarily involve the following:</p> <ul style="list-style-type: none"> <li>• Align practices at the operational level with the organisation-wide sustainability agenda and strategy; and</li> <li>• Collect sustainability metrics to track sustainability impact.</li> </ul>

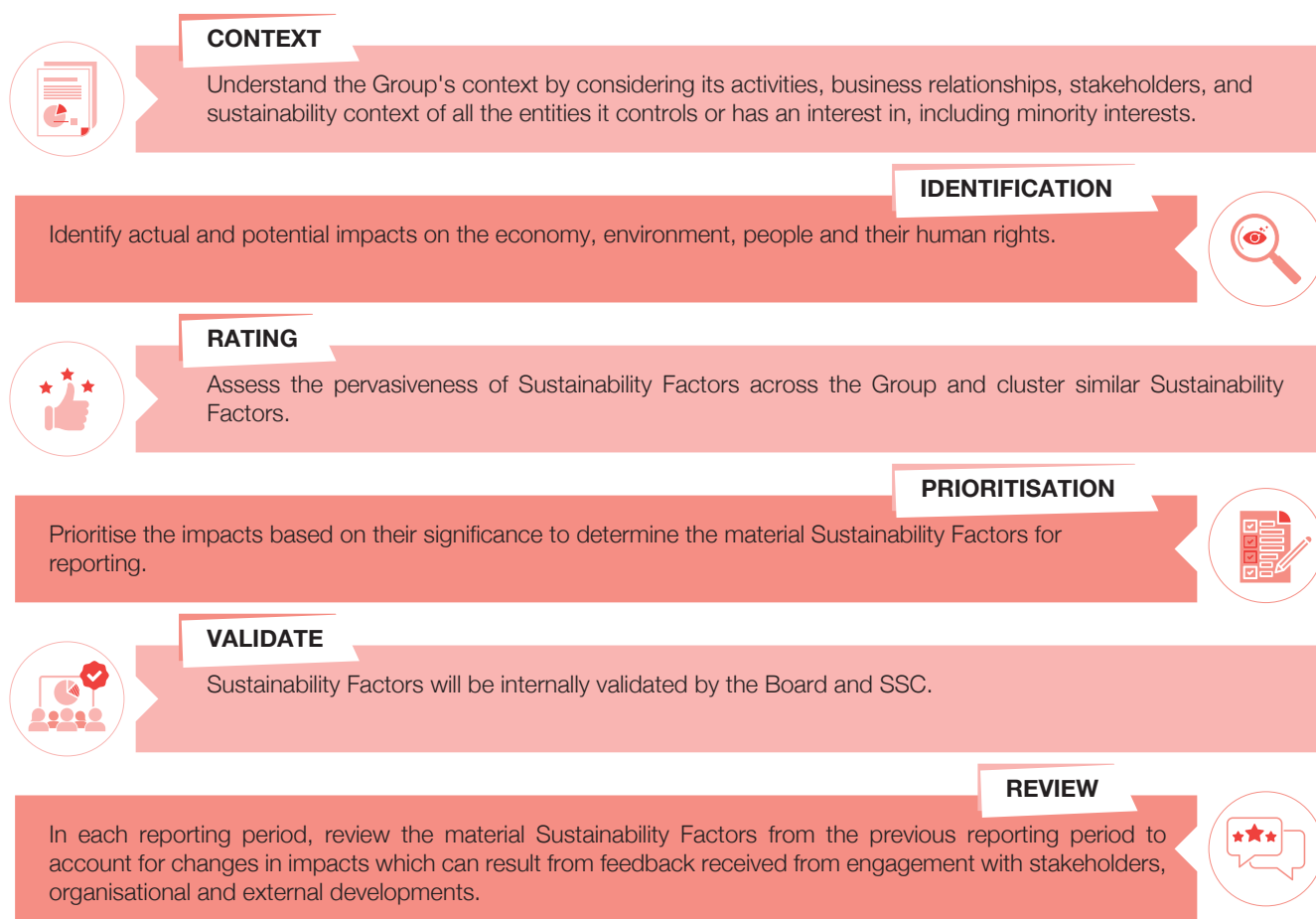
As we are still refining our sustainability-related metrics measuring and tracking mechanism, we will link key executives’ remuneration to sustainability performance when the mechanism is more mature and stable.

### 7.2 Sustainability Reporting Processes

Our sustainability reporting process begins with an understanding of the Group’s context. This is followed by the ongoing identification and assessment of the Group’s impacts. The most significant impacts are prioritised for reporting, and the result of this process is a list of material Sustainability Factors disclosed in this Report.



Processes involved are as shown in the figure below:



### 7.3 Memberships Association

Amidst his heavy business commitment, our Chairman contributes his time, experience and knowledge to various associations and organisations of the communities by holding the following key appointments:

- Chairman of the Singapore Lam Ann Association;
- Honorary Chairman of Workforce Advancement Federation;
- Chairman, Social Service Committee of Singapore Hokkien Huay Kuan;
- Vice Chairman of Ren Ci Hospital;
- Council Member of Singapore Chinese Chamber of Commerce & Industry;
- Vice Chairman of Singapore-China Business Association;
- Lifetime Honorary Chairman and Board of Trustee Member of Singapore Bukit Panjang Hokkien Kong Huay; and
- Lifetime Honorary Chairman of Cheng Hong Welfare Service Society.

### 7.4 Materiality Assessment

We constantly refine our management approach to adapt to the changing business landscape. The Group performs an annual materiality assessment to ensure that material Sustainability Factors disclosed in our sustainability reports remain current and relevant. From the assessment, we identified key areas that impact our ability to create value for our stakeholders.

The scope of materiality assessment encompasses both positive and negative, actual and potential impacts that may arise, and are based on: (i) the likelihood of occurrence; and (ii) their significance on the economy, environment, social aspects and contribution to sustainable development.

### 7.5 Performance Tracking and Reporting

We track the progress of our material Sustainability Factors by identifying the relevant data points, measuring and monitoring them. In addition, we set performance targets that are aligned with our strategy to ensure that we remain focused in our path to sustainability. We aim to consistently enhance our performance monitoring and data collection processes. A sustainability report is published annually in accordance with our SR Policy.

## 8. Material Sustainability Factors

In FY2024, a materiality assessment was performed by the SSC to update the material Sustainability Factors and this was followed by a stakeholder engagement session<sup>13</sup> to understand the concerns and expectations of our key stakeholders. In this Report, we also reported our progress in managing these factors and set related targets to improve our sustainability performance.

We incorporated the SDGs under the UN Sustainability Agenda, where appropriate, as a supporting framework to shape and guide our sustainability strategy. Our material Sustainability Factors and how it relates to these SDGs are presented in the table below:

Material Sustainability Factor	SDG	Key Stakeholder	Our Effort
<b>Sustainable Economy</b>			
8.1 Total Customer Satisfaction		<ul style="list-style-type: none"> <li>• Customers</li> <li>• Employees</li> </ul>	We deliver high quality customer satisfaction while constantly improve and expand our product offerings through ongoing R&D and the adoption of technology.
8.2 Sustainable Business Performance		<ul style="list-style-type: none"> <li>• Employees</li> <li>• Regulators</li> <li>• Shareholders</li> <li>• Suppliers</li> </ul>	We generate and distribute economic value by executing our business strategy whilst striking a balance with business risks.
<b>Protect the Environment</b>			
8.3 Water Stewardship and Effluent Management		<ul style="list-style-type: none"> <li>• Communities</li> <li>• Regulators</li> <li>• Shareholders</li> </ul>	We comply with prevailing water and effluent regulations as well as adopt water conservation measures.
8.4 Waste and Materials Management		<ul style="list-style-type: none"> <li>• Communities</li> <li>• Regulators</li> <li>• Shareholders</li> </ul>	We comply with prevailing material and waste regulations as well as adopt material and waste management practices that are aligned with Singapore's 'Zero Waste Master Plan'.
8.5 Energy and GHG Emissions Management		<ul style="list-style-type: none"> <li>• Communities</li> <li>• Regulators</li> <li>• Shareholders</li> </ul>	We implement energy conservation and GHG emissions management measures through reduce, produce and neutralise levers.
<b>Thriving People</b>			
8.6 Occupational Health and Safety		<ul style="list-style-type: none"> <li>• Employees</li> <li>• Regulators</li> </ul>	We adopt good health and safety practices that are closely aligned with the guidance, standards and regulations of WSH Council.
8.7 Employee Retention and Development		<ul style="list-style-type: none"> <li>• Employees</li> </ul>	We attract, hire, develop and retain our employees through various employee development programmes, career development reviews and offering competitive remunerations and comprehensive benefits.
8.8 Diversity and Equal Opportunity		<ul style="list-style-type: none"> <li>• Employees</li> </ul>	We foster a diverse and inclusive working environment which encourages new perspectives to our businesses.
8.9 Ongoing Community Engagement		<ul style="list-style-type: none"> <li>• Communities</li> </ul>	We maintain a wide range of programmes and campaigns in promoting social inclusion and sustainable community.

<sup>13</sup> The Company engaged both its internal and external stakeholders of customers, employees and suppliers for the materiality assessment performed.

8.10 Cyber Security and Data Protection		<ul style="list-style-type: none"> <li>• Customers</li> <li>• Regulators</li> <li>• Suppliers</li> </ul>	We implement various measures to protect our IT infrastructure and data.
8.11 Customer Health and Welfare		<ul style="list-style-type: none"> <li>• Customers</li> <li>• Regulators</li> <li>• Suppliers</li> </ul>	We follow stringent sets of rules, regulations and guidelines while implement systematic food safety and quality management.
<b>Robust Governance</b>			
8.12 Corporate Governance Structure		<ul style="list-style-type: none"> <li>• Regulators</li> <li>• Shareholders</li> </ul>	We implement policies and controls abide to relevant laws and regulations.

The details of each material Sustainability Factor for the Reporting Period are presented as follows:

## Sustainable Economy

### 8.1 Total Customer Satisfaction

#### Our Commitment

We believe that delivering excellence in customer satisfaction is key to our business sustainability and are committed to building a loyal customer base by maximising customers' experience while offering sustainable food products and solutions.

#### 8.1.1 Delivering Customer Satisfaction as an Integrated and Diverse Group

#### Our Approach

#### Our Brand Universe

With over three (3) decades of established track record in the food industry, we grew from a lone brand to an umbrella of brands across different business segments. With a profound understanding of the market, we constantly review our brand portfolio to introduce new tastes and experiences to improve our customer satisfaction, tailored to meet their needs and wants.

You may refer to section 3.5 'Our Brands' for details of the brands offered by the Group.

#### Ongoing R&D and Continuously Refresh our Food Product and Service Offerings

R&D drives us in continuously innovate and improve our food product and service offerings. We sustain our competitive advantage through the following:

- Ongoing improvement and development of our integrated enterprise resource planning ("ERP") IT system to cater to customer's needs;
- By integrating technology within our production lines, we are able to roll out new food products and services quickly to the market we serve. Refer to paragraph below 'Technology as an Enabler' for further information on how we use technology in our operations;
- Our standing policy is to review our food menu offerings minimally on a quarterly basis, to assess the demand of our food products and services;
- Continuously apply R&D and test our food products and services before launches; and
- Continuously adopt leading sustainable practices through the introduction of the latest sustainable packaging, reusable event set-ups and sustainable food products and services. Refer to section 8.1.2 'Deliver Customer Satisfaction in Catering' for further information on how sustainability is embedded in our catering business.



### Technology as an Enabler

As a keen advocate of technology, we embrace IT across our operations to deliver our services efficiently and effectively to our customers. We implemented the following measures across our business segments:

- An in-house Software Development team manages our software implementation processes, including planning, designing, development, testing and deployment;
- A systematic and automated process handles development requests from users; and
- IT policies and procedures are in place to govern our IT-related processes.

Specific IT measures are also implemented for individual business segments, to cater to their unique needs, as follows:

Business Segment	IT Measure Adopted
Catering	<p>Catering orders are fully processed by an integrated system from start to end. An overview of our catering order process is as follows:</p> <ul style="list-style-type: none"><li>• A customer places order through our portal;</li><li>• The order is received in our back-end system and forwarded to the relevant departments for processing;</li><li>• An automated message is sent through messenger services to the customer for confirmation;</li><li>• The relevant order is then prepared by our Kitchen team before it is fulfilled by our Logistics Captain, whilst continuously tracked by the system;</li><li>• Our logistics planning and driver management module supports our last-mile fulfilment including: (i) fleet management; (ii) delivery schedule management; and (iii) balancing of fleet capacity; and</li><li>• Customer feedback is collected through messenger services such as automated short message service and replies, allowing for real-time communication, enabling us to gather insights quickly and address customer feedback when needed.</li></ul> <p>Our extensive knowledge and experience in customer management enable us to design an ordering experience that allows our customers to navigate our ordering portal easily and complete their order conveniently.</p>
Manufacturing	<p>Using modern manufacturing equipment, our production processes including: (i) lifting and mincing; (ii) counting and dispensing; (iii) dosing; (iv) weighing, sorting and distribution; and (v) sealing and cutting, are automated, with minimal human intervention required.</p> <p>Sensors are also installed across our production lines, which automatically stop production when there are safety breaches.</p>
Retail	<p>Our point-of-sales system is integrated with our inventory management and financial accounting systems. Manual processes such as day end closing and data entry of operational figures are replaced by automation tools and data scripts, allowing us to redeploy our human resources efficiently.</p> <p>Aside from brick-and-mortar stores, customers can also place their orders through our interactive ordering portal at the comfort of their home or office. Such orders are forwarded to our outlet's systems, picked up by our service crew and prepared accordingly. Once prepared, the service crew indicates the order as ready before the delivery service provider picks up and delivers the food.</p>
Supplies and trading	<p>To modernise a traditionally paper-intensive industry, we implemented an integrated web-based application for our customers to select and place their orders. The application is linked to our ERP system and orders received are then picked up and delivered by our warehouse team, with the transaction automatically recorded in the ERP system. Such an arrangement minimises paper usage.</p>

You may refer to section 8.10 'Cyber Security and Data Protection' for further information on our cyber security measures that protect the interests of our stakeholders.

### Enhancing Customer Experience

As an experienced industry leader, we understand the importance of taking care of our customers and we strive to embed customer service excellence across our business segments. We constantly gather feedback from our customers via various feedback channels such as web-based feedback form, surveys, online review platforms, and gather valuable insights into current and future customer requirements. Insights gathered are analysed and discussed during management meetings to drive service improvements, enhance operational efficiency and provide inputs for new strategies.

### Industry Benchmarked and Recognised Food Quality Standards

As an integrated food solution provider, it is of utmost importance for us to ensure quality and safety in our products. Aside from local regulatory requirements, our companies also attained globally recognised standards and certifications.

Refer to section 8.11 'Customer Health and Welfare' for further information on our food quality and safety management practices.

## Our Performance

### Our Brand Universe

During the Reporting Period, we offered a total of 33 brands across our business segments (FY2023: 32 brands).

### Enhancing Customer Experience

During the Reporting Period, the aggregate customer satisfaction ratings<sup>14</sup> across our business segments are as follows:

S/N	Business Segment	Aggregate Customer Satisfaction Rating (%)	
		FY2024	FY2023
1	Catering	86	NA <sup>15</sup>
2	Manufacturing	92	
3	Retail	81	
4	Supplies and trading	92	
Customer satisfaction rating across all business segments		88	

## 8.1.2 Deliver Customer Satisfaction in Catering

### Our Approach

#### Sustainable Catering

Sustainable catering practices are growing in importance as environmental consciousness shapes consumer choices and business strategies. As the number 1 food caterer in Singapore, we set the trend in incorporating sustainable, eco-friendly practices across our catering business as follows:

Process Reference	Process	Sustainable Practice
1	Customer order selection	<p>Customers can select sustainable food catering options as follows:</p> <ul style="list-style-type: none"> <li>• Request smaller food portions to reduce food waste;</li> <li>• Request for no utensils;</li> <li>• Sustainable food options such as full vegetarian and seasonal farm- to-table<sup>16</sup> ("FTT") menu under Singapore Food Agency ("SFA") FTT Recognition Programme ("FTTRP");</li> <li>• Through automation, 'Sophie', our robotic chef provides dishes that are consistent in quality, properly portioned with minimal food wastage<sup>17</sup>; and</li> <li>• Sustainable packaging such as the adoption of Eco packaging made from 100% recycled polyester fibre and use of film over plastic packaging.</li> </ul>

<sup>14</sup> Based on Google reviews and aggregated over a range of 0% and 100%, with 0% and 100% being the lowest and best achievable score respectively.

<sup>15</sup> Data for FY2023 was not available as it was not tracked previously.

<sup>16</sup> The FTT arrangement sources food from local suppliers, thus avoiding GHG emissions generated from transportation of goods while still supporting local produce.

<sup>17</sup> Customers can request and pay a fee to hire 'Sophie' under our brand 'Orange Glove'.

2	Receive and processing of order	Customer orders are entirely processed online with zero paper usage.
3	Processing of orders	<p>We constantly track, monitor and adjust our food catering portions to prevent food wastage. Extensive automation is deployed across our operations to reduce manual labour work across food preparation processes, and food wastage through precise food quantity.</p> <p>The cooked food is packed in biodegradable plastic, reuseable containers and warmer bag.</p>
4	Fulfilment of orders	<p>Our Catering Captains fulfil orders based on pre-planned maps and live Global Positioning System. This allows timely fulfilment of our customers' orders using the most energy efficient route.</p> <p>Our delivery fleet comprised minimally Euro V Emission Standard vehicles and are transitioning to new Euro VI Emission Standard and electric vehicles ("EV"), when practicable. Refer to section 8.5 'Energy and GHG Emissions Management' for further information.</p>
5	Venue set-up	<p>The tables, clothes, utensils, buffet tray, plates, bowls, decorations and serviettes used in our venue set-up are reused where practicable. We source for eco-friendly materials such as bioplastic and paper that are Forest Stewardship Council certified.</p> <p>Additionally, QR code menus are used to replace hardcopy menus to minimise the use of resources.</p>
6	Post order	We actively reach out to customers after their food catering events to gather feedback on food portioning and waste data. The data is tracked internally and used to refine our planning and production processes.

### Key Ingredients for Success

To succeed in delivering safe and high-quality food products to our customers, we need six (6) key ingredients for success as follows:

Key Ingredient	Ingredient Tagline	About the Key Ingredient
Dedication	One Chef, one dish	Each Chef is assigned to focus on the preparation of one (1) dish, so that the dish can be properly prepared, and the taste is consistent.
Freshness	One hour from preparation to delivery	To ensure the freshness of our food, the time taken from preparation to delivery to customers is kept within an hour. We operate multiple central kitchens across Singapore using modern cooking equipment so that we can fulfil food orders efficiently.
Inventive	Every new dish, multiple R&D	Prior to releasing a new menu item, multiple food tasting sessions are conducted to ensure that its taste is well suited to meet the market's palate. Existing menu items are regularly reviewed to ensure that they continue to meet customer taste and preferences and to assess the consistency in quality of food ingredients used.
Presentation	Top quality in taste and food presentation	We eat with our eyes first and visual presentation is just as important as the food quality and taste. Our chefs ensure that each dish is aesthetically pleasing, and it undergoes a visual check before leaving our kitchens.
Excellence	Quality versus Quantity	From food ingredients to equipment used for our catering set-up, we use the best quality available, and this is a tenet we will never compromise on.
Capabilities	Last-minute orders	With our modern central kitchens and large production capacity, we are capable of meeting last-minute orders.

## Our Performance

### Sustainable Catering

During the Reporting Period, three (3) of our brands are FTT certified (FY:2023: zero brands) including one brand that was awarded the highest tier under the FTT certification.

### 8.1.3 Deliver Customer Satisfaction in Manufacturing

#### Our Approach

##### Extensive Global Network of Distribution Channel

With close to half a century of experience, the manufacturing business started off from a single product line-up and since evolved and expanded to over 60 varieties of appetising fish-based products across 15 production lines. Under our trademarked brand name 'Dodo', our products can be found in the continents of North America, Europe, Asia and Australia as follows:



##### Modern Manufacturing

To keep up with the dynamic change in consumer needs and labour market, we continue to deliver quality, safe and compliant products through automation. Our automated production lines utilise grinding, processing and packaging equipment to reduce the strain on our employees and improves the efficiency of our production processes. The results are food products that are consistent in taste, texture and precisely prepared and packed for our customers. Examples of modern machineries deployed in our production are as follows:

S/N	Plant and Machinery	Purpose
1	Bowl cutter machine with automatic bin loader	Automatic bin loader for loading and mincing surimi
2	Bowl chopping equipment	High speed chopping of food ingredients such as surimi and seasoning at 4,500 rounds per minute
3	Forming, setting and cooking line	Automated machinery to produce fish balls
4	Customised forming machine	Ideated by our in-house engineer, the customised machine mimics the way handmade fish balls are made giving the final product its irregular shape, looking exactly like handmade ones
5	Texture analyser machine	A scientific method for measuring the springiness of fish balls, ensuring consistency of the product
6	Cryogenic freezing tunnel	Use of Liquid Nitrogen enables the tunnel temperature to drop below 60 degree Celsius, thus speeding up the freezing process, improving the texture of our frozen products and line productivity at the same time



7	Auto counting, dispensing and packaging machine	Automated machinery for weighing and counting, sorting and packaging of our products before they are sorted, cut and sealed into different packets
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Sensors are also installed in critical control points of our production lines such that when there is a breach to our critical control limits, the line automatically stops.

Modern manufacturing and automation have significantly transformed our food manufacturing processes, allowing us to offer extended product shelf life, enhanced food safety, lower production costs, and ultimately increase the effectiveness and efficiency of our production process.

## Our Performance

### Modern Manufacturing

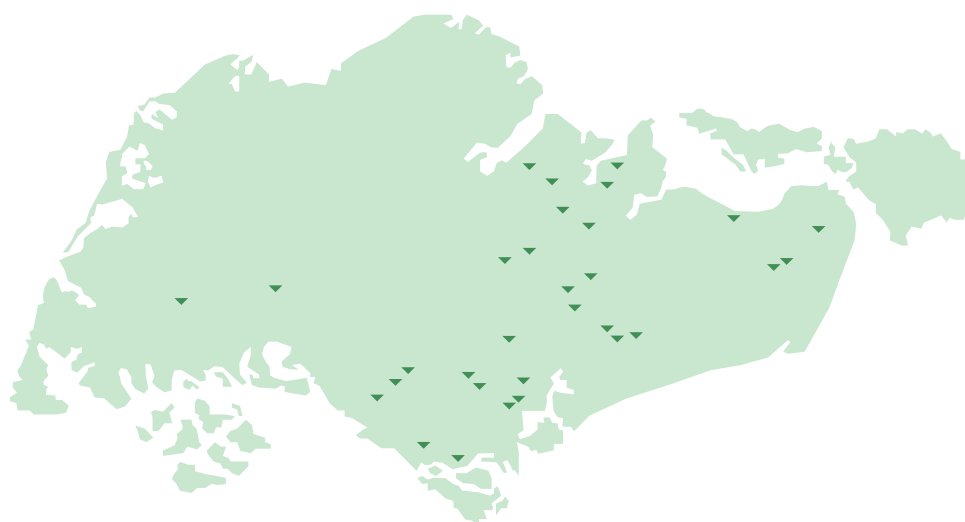
During the Reporting Period, our manufacturing achieved a yield 91.4% (FY2023: 90.0%).

## 8.1.4 Deliver Customer Satisfaction in Retail

### Our Approach

#### Close Proximity, Presence and Convenience for our Customers

A convenient location is critical to attract new and retain existing customers. Our extensive network of restaurant outlets is strategically positioned near central retail locations, offering customers a convenient way to combine their shopping trips with dining experiences. Our retail network is as follows:



### Our Performance

As at 31 March 2024, key sustainability metric for the retail business segment as follows:

Sustainability Metric	FY2024	FY2023
Number of retail outlets	36	43
Number of Halal certified restaurants	8	9

8.2 Sustainability Business Performance

Our Commitment

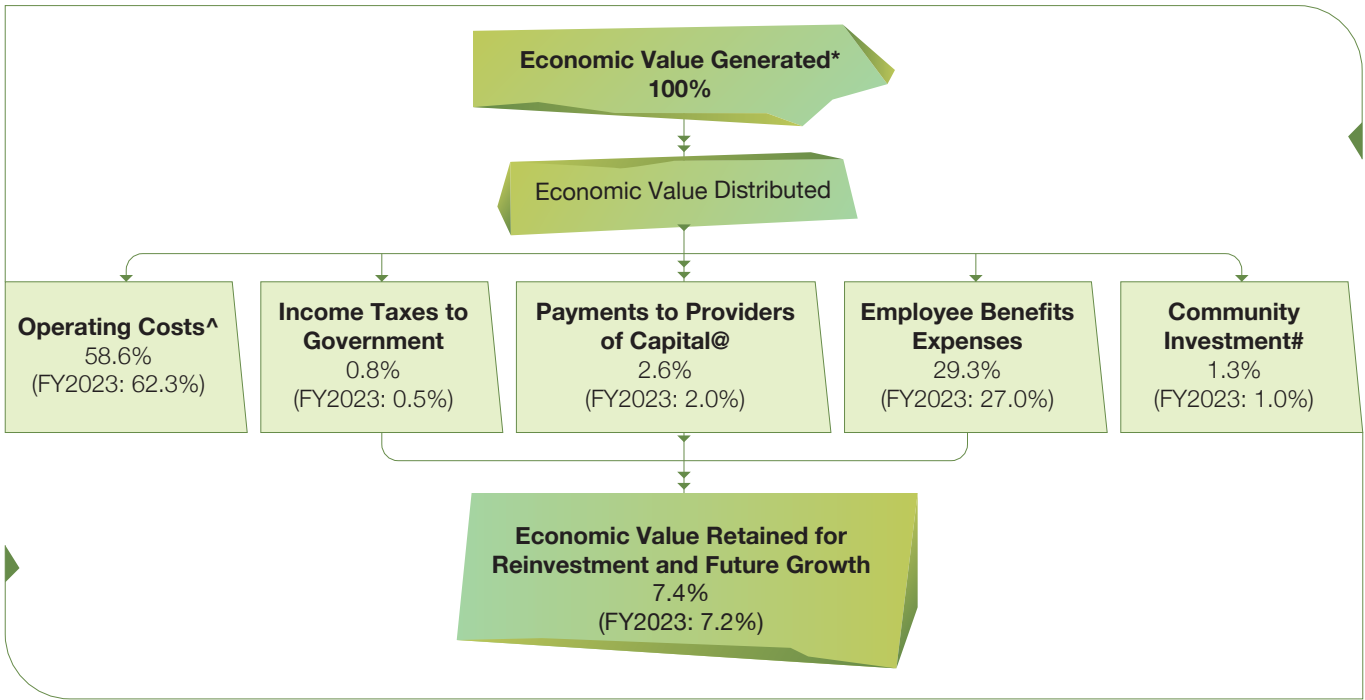
We are committed to creating long-term economic value for stakeholders by adopting responsible business practices and growing our business in a sustainable manner.

Our Approach

We strive to generate and distribute economic value by executing our business strategy, which includes embracing technology, strategic acquisitions, staying updated on industry trends, maintaining healthy financials, whilst striking a balance with the business risks.

Our Performance

In line with this commitment, we present the distribution of our values created in FY2024 as follows:



\* Economic value generated includes revenue, interest income and other income.  
^ Operating costs include operating leases but exclude certain non-cash items.  
@ Payments to providers of capital include dividends to ordinary shareholders (if any) and finance costs.  
# Community investment includes donations and sponsorships.

Protect the Environment

8.3 Water Stewardship and Effluent Management

Our Commitment

Whilst most part of the earth is covered with water, freshwater only accounts for less than 3% of total water resource and less than 1% of it is safe for consumption. We are committed to responsible water consumption and continuously enhancing our water consumption efficiency.

Our Approach

Our water sources<sup>18</sup> are primarily derived from the Public Utilities Board, Singapore’s National Water Agency and Indah Water Konsortium Sdn Bhd, Malaysia’s national sewerage company. We primarily utilise water resources for the following purposes:

- F&B preparation processes such as thawing of meat, cooking and as an ingredient;
- Dishwashing;
- Laundry;
- General cleaning purposes such as kitchen, vehicle and compound cleaning; and
- Manufacturing process to control the temperature of products or equipment.

<sup>18</sup> Disclosure on water drawn from water stress areas is not made as it is not applicable. The Group does not consume a significant amount of water such that it will adversely impact the ability of any of the country in which it operates in, to meet the human and ecological demand for water. Water management risk is also not considered material in the locations that the Group operates in.

As we consume water for the above purposes, effluent is generated. To better manage effluent generated, we adopt good practices based on guidelines provided by the relevant Singapore and Malaysia authorities and set up control mechanisms to comply with the Sewerage and Drainage Act, Sewerage and Drainage (Trade Effluent) Regulations and Environmental Quality Act (or “**Prevailing Effluent Regulations**”).

As part of our efforts to conserve water, we adopted the following measures:

- For our factory at 30B Quality Road, a smart water meter tracking system is in place to track, monitor and analyse our water consumption;
- Facility management teams are appointed to manage our water conservation efforts;
- Water conservation posters, policies and procedures are in place to govern how water is used and as a reminder to our employees;
- In our Singapore operations, cooling towers are installed on our buildings to dissipate heat, and the residual water is reused for landscaping;
- For our factory at 30B Quality Road, a water harvesting system is installed and water collected is reused for landscaping and compound washing; and
- All operating equipment such as plumbing systems, pipe tanks and faucets undergo a systematic preventive maintenance programme, to ensure that they are operating properly and there are no water leakages.

To manage effluent generated, we set up grease interceptors for filtration purposes before it is released into the waterways. On a periodic basis, we engage accredited laboratories to analyse the effluent generated. For our factory at 30B Quality Road, we installed a water treatment system to remove pollutants and treat wastewater before the treated wastewater is released into the sewage system.

### Our Performance

Key statistics on water consumption during the Reporting Period are as follows:

Sustainability Metric	Unit of Measurement	FY2024	FY2023
Water consumption	Cu M	359,004	332,705
Water consumption intensity	Cu M/ revenue S\$'000	1.67	1.76
Effluent generated	Cu M	211,130	214,775
Effluent generated intensity	Cu M/ revenue S\$'000	0.98	1.14

During the Reporting Period, while our total water consumption increased due to an increase in business activities, our water consumption intensity reduced as we intensified our water conservation efforts. We shall continue to intensify our water management efforts by tracking our water consumption, observing fluctuation patterns and taking corrective actions if required.

During the Reporting Period, 100% of effluent generated from our production were disposed in accordance with Prevailing Effluent Regulations (FY2023: 100%).

During the Reporting Period, there were zero incidents of non-compliance associated with water quality permits, standards and regulations (FY2023: zero incidents).

## 8.4 Waste and Materials Management

### Our Commitment

We are committed to build a culture of circular economy within our Group to drive business resilience, more efficient use of resources and conversation of the environment.

#### 8.4.1 Waste Management

##### Our Approach

Waste generated from our operations are as follows:

- General waste produced during operations such as food waste (including drinks) and unsaleable food<sup>19</sup>;
- Packaging waste such as plastic, paper and bioplastic; and
- Hazardous waste such as batteries and computer parts.

To manage waste generated in our operations, our waste management practices are aligned with Singapore’s ‘Zero Waste Master Plan’ and comply with prevailing waste regulations. Key measures implemented across our operations to minimise waste include:

- Waste management policies and procedures are implemented to govern the way we manage waste;
- Waste management teams are appointed to lead waste management efforts;
- For catering business segment, QR code menus are utilised in place of traditional paper menu; and
- For retail business segment, price mark downs are made for our ‘Umisushi’ products in the last hour of business operations to move inventory and reduce food wastages.

<sup>19</sup> Unsaleable food is defined as food safe for human consumption but is unavailable for sale because of issues related to quality, over-production or labelling, among others.

### Our Performance

During the Reporting Period, 100% waste oil generated in operations are disposed in accordance with Prevailing Waste Regulations (FY2023: 100%).

#### 8.4.2 Material Management

##### Our Approach

Aside from food-related waste, waste in form of used packaging materials and consumables such as utensils, trays and cups, are also generated from our business. We strive to minimise such waste through efficient material management which covers bioplastics, paper, glass and tin, and compliance with prevailing material management regulations<sup>20</sup>.

To this end, we implemented the following measures:

- Modern automation equipment is implemented across our operations so that precise amount of material is utilised at each production process;
- R&D teams are appointed to research and develop efficient material packaging;
- Our supplies and trading business segment plays an important role in supporting the material management of other business segments, by sourcing for packaging materials and consumables made with sustainable materials;
- Environmentally friendly packaging using bioplastic, made from renewable resources, is extensively used across all business segments; and
- For catering and retail business segments, customers can request for non-disposable utensils.

##### Our Performance

We recognise the importance of monitoring the materials generated from operations, observing fluctuation patterns and taking corrective actions as required. As we continue with our sustainability journey, we plan to disclose the relevant data on material management when such data is available.

### 8.5 Energy and GHG Emissions Management

#### Our Commitment

We are committed to reducing our carbon footprint whilst open to capitalise on opportunities that may arise as we transit to become a low-carbon organisation.

#### Our Approach

We aim to reduce our environmental footprints and at the same time, establish operational resilience to deliver long-term and sustainable value to our stakeholders of communities, shareholders, employees, customers and suppliers. We adopt a balanced approach in managing and minimising the environmental impacts arising from our business operations effectively.

To run our operations, we rely mainly on the following energy sources:

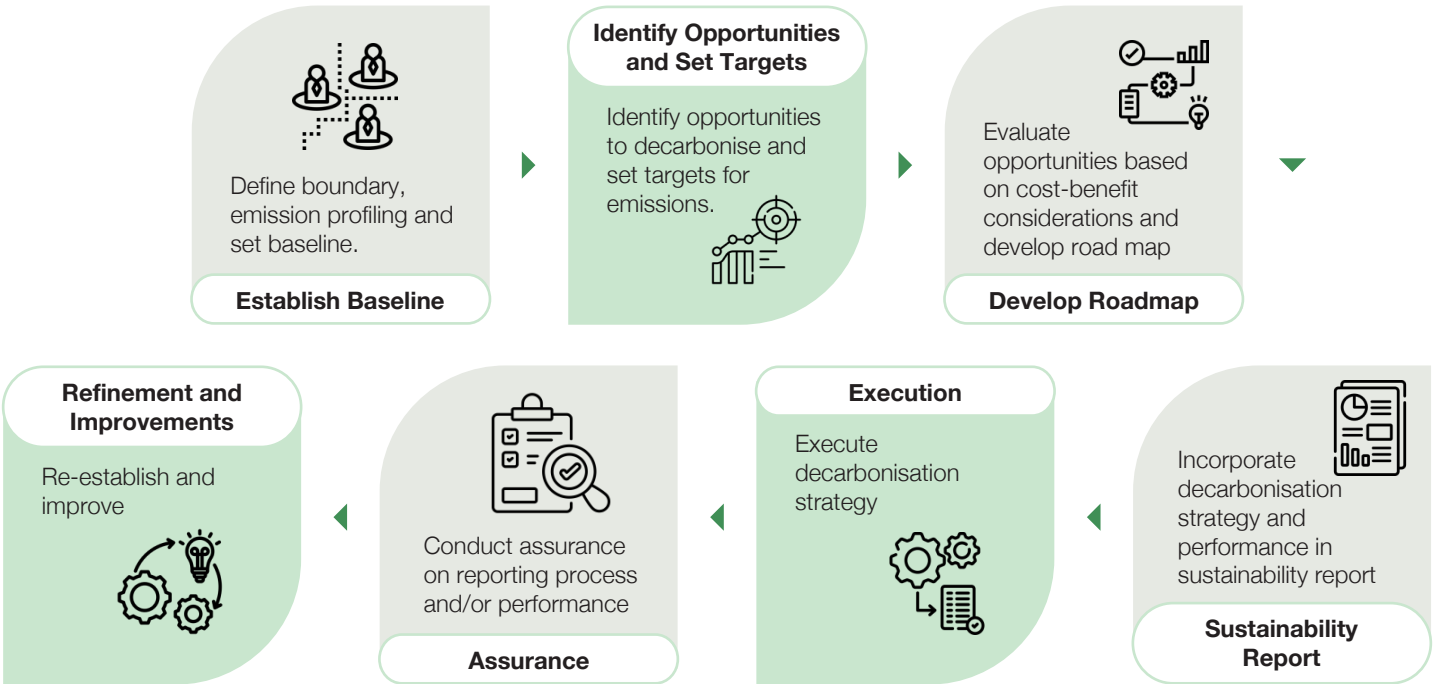
- Diesel fuel for refrigerated trucks;
- Petrol for vehicles;
- LPG and town gas for cooking purposes; and
- Electricity for running equipment for refrigeration, lighting, cooling, ventilation and vehicles.

Fossil fuels used in powering our motor vehicles are purchased from the commercial markets whilst electricity consumed in our operations is drawn from the national grids of the countries we operate in. Town gas is purchased from the national piped town gas supplier in Singapore.

<sup>20</sup> Prevailing material management regulations include Mandatory Packaging Reporting scheme.

Decarbonisation Approach

To conserve energy and manage our GHG emissions, we set up a seven (7) step continuous circular process as follows:

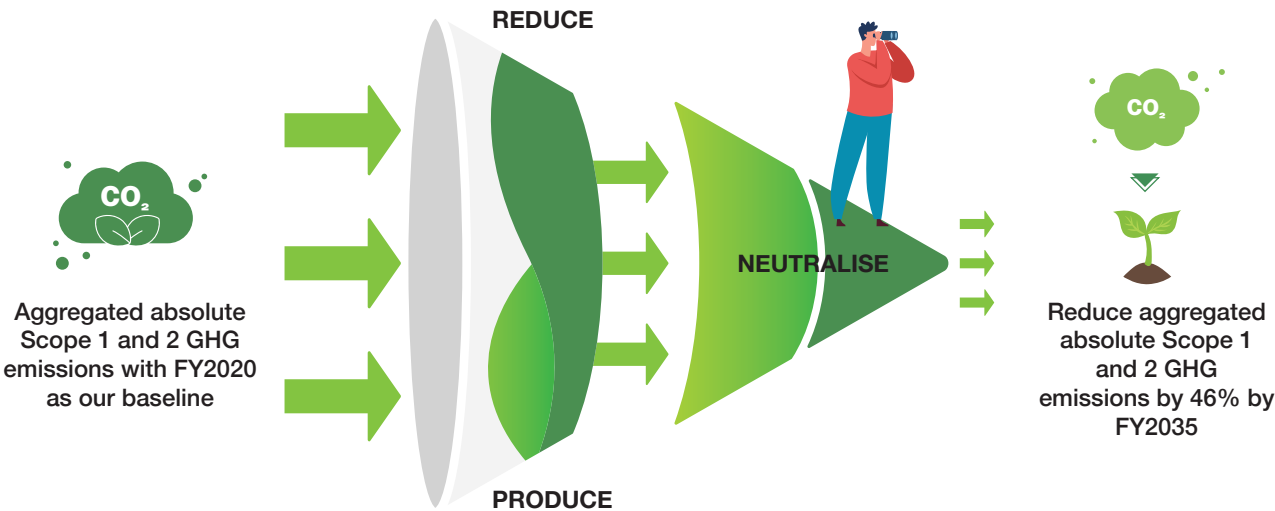


We conducted a GHG emission profiling exercise for our Scope 1, 2 and 3 GHG emissions based on defined organisational boundaries. Arising from the exercise, we track and monitor our Scope 1, 2 and certain categories of Scope 3 GHG emissions closely and are developing mechanisms to track other categories of our scope 3 GHG emissions, where relevant and practicable.

We also developed a climate change transition plan and will refine and improve our climate change transition plan as we progressively implement the plan, by considering changes in business operations, environment and market trends. Progress updates and performance will be provided in our sustainability reports with plans to seek external assurance in the short-term.

Climate Change Transition Plan

Our climate change transition plan steers us on our decarbonisation journey. Under this strategy, we commit to reduce our aggregated absolute Scope 1 and 2 GHG emissions by 46% and by FY2035, with FY2020 as our baseline. Our climate change transition plan is focused on three (3) strategic levers of reduce, produce and neutralise as follows:





Details of our strategic levers are as follows:

Lever	Reduce	Produce	Neutralise
Focus Area	<ul style="list-style-type: none"> <li>• Energy efficiency</li> <li>- Machinery and equipment</li> <li>- Lighting</li> <li>- Cooling</li> <li>- Building design</li> <li>• Transition to more efficient internal combustion engine (“<b>ICE</b>”) vehicles and EV</li> <li>• Clean energy</li> <li>• Behavioural change</li> </ul>	Solar energy	<ul style="list-style-type: none"> <li>• Renewable energy certificates (“<b>REC</b>”)</li> <li>• Carbon credits</li> </ul>

Our action plans by lever and focus area are as follows:

Lever	Focus Area	Action Plan
Reduce	Energy efficiency – Machinery and equipment	<p>Our action plans on this front include:</p> <ul style="list-style-type: none"> <li>• Maintaining machinery and equipment in good working condition to optimise energy efficiency;</li> <li>• Regular cleaning of filters for air-conditioning systems to reduce air flow resistance; and</li> <li>• Replace older and less energy efficient equipment with more efficient ones when they are due for replacement.</li> </ul>
	Energy efficiency – Lighting	<p>Our action plans on this front include:</p> <ul style="list-style-type: none"> <li>• We install light-emitting diode lights wherever applicable and use motion sensors for in our lighting systems for premises whereby we have control over; and</li> <li>• Centralised energy control systems are installed in our HQ @ 30B Quality Road, whereby air-conditioning is centrally controlled to manage energy usage efficiently.</li> </ul>
	Transition to more efficient ICE vehicles and EV	<p>We are currently converting our existing motor vehicle fleet to more efficient ICE vehicles and electricity powered vehicles (where practicable), which are environmentally cleaner. Our industrial vehicles such as refrigerated trucks are currently powered by diesel fuel, primarily due to the unique requirements of refrigeration systems and the limitations of current EV technologies such as low battery capacity and limited access to efficient charging infrastructure. We will commence with our transitioning journey to replace our existing refrigerated trucks with electric ones when available options are more viable.</p>
	Energy efficiency – Building design	<p>Our Neo Group Head Quarters at 30B Quality Road is Building and Construction Authority (“<b>BCA</b>”) Green Mark Gold certified<sup>21</sup>.</p>
	Clean energy	<p>We are constantly exploring opportunities to use clean and/or renewable energy available in the locations that we operate in. In FY2024, TSG replaced its diesel-fuelled machinery to LNG-fuelled machinery, as LNG is a cleaner fuel source as compared to diesel and produces lesser GHG emissions per unit of energy consumption. This contributes to an environmentally cleaner consumption mix in TSG’s operations.</p>
	Behavioural change	<p>We constantly remind our staff on basic and socially responsible habits at their workplaces such as adopting greener work ethics, switching off appliances if not in use and enabling power saving modes.</p>

<sup>21</sup> Green Mark is a voluntary scheme of BCA that evaluates buildings for their environmental impact and performance through a comprehensive framework that assesses the overall environmental performance of the buildings.

Produce	Solar energy	We are liaising with potential contractors to assess the feasibility of installing solar panels on owned premises to reduce our GHG emissions as part of our efforts to generate renewable energy.
Neutralise	REC	We purchased electricity from an energy retailer that distributes electricity from renewable sources through the redemption of REC. In FY2024, we purchased 22,564 gigajoules (“GJ”) of electricity from renewable sources (FY2023: 44,667 GJ).
	Carbon credits	We acquired carbon credits <sup>22</sup> to compensate 396 tonnes of our direct GHG emissions (Scope 1) (FY2023: 145 tonnes).

We track and review spending on energy consumption regularly to control usage and take corrective actions when there are unusual consumption patterns.

## Our Performance

Key statistics on energy consumption and GHG emissions during the Reporting Period are as follows:

### Energy Consumption

Sustainability Metric	FY2024		FY2023	
	GJ	%	GJ	%
Diesel consumption	41,163	23	54,906	33
Petrol consumption	922	<1	1,250	1
Town gas consumption	7,888	4	6,489	4
LPG consumption	16,413	9	17,175	11
Liquefied natural gas (“LNG”) consumption	22,813	13	8,454	5
Electricity (purchased) consumption	66,935	38	31,708	19
Electricity consumption attributed to renewable source (Hydroelectricity)	22,564	13	44,667	27
Total energy consumption	178,698	100	164,649	100

### Energy Consumption Intensity

Sustainability Metric	Unit	FY2024	FY2023
Diesel consumption intensity	GJ/ revenue S\$'000	0.191	0.290
Petrol consumption intensity	GJ/ revenue S\$'000	0.004	0.007
Town gas consumption intensity	GJ/ revenue S\$'000	0.037	0.034
LPG consumption intensity	GJ/ revenue S\$'000	0.076	0.091
LNG consumption intensity	GJ/ revenue S\$'000	0.106	0.045
Electricity (purchased) consumption intensity	GJ/ revenue S\$'000	0.311	0.168
Electricity consumption attributed to renewable source (Hydroelectricity) intensity	GJ/ revenue S\$'000	0.105	0.236

### GHG Emissions Produced from Operations

Sustainability Metric	Unit	FY2024	FY2023
Direct GHG emissions (Scope 1) <sup>23</sup>	tonnes CO <sub>2</sub> e	5,626	5,995
Indirect GHG emissions (Scope 2) <sup>24</sup>	tonnes CO <sub>2</sub> e	8,163	4,165
Aggregated absolute Scope 1 and 2 GHG emissions	tonnes CO <sub>2</sub> e	13,789	10,160
Scope 1 and 2 GHG emissions intensity	tonnes CO <sub>2</sub> e/ revenue \$'000	0.064	0.054

<sup>22</sup> The purchased carbon credits support projects such as Comaco Landscape Management Project in Zambia, Nii Kaniti in Peru and Jilin Linjiang Afforestation Project in China.

<sup>23</sup> Direct GHG emissions (Scope 1) are from sources that are owned or controlled by the Company and calculated based on the 2006 Intergovernmental Panel on Climate Change Guidelines for National Greenhouse Gas Inventories.

<sup>24</sup> Indirect GHG emissions (Scope 2) from electricity purchased are calculated using the market-based method based on grid emissions factors published by the Energy Market Authority, Singapore and the Malaysian Green Technology Corporation, which accounts for the reduction in emissions from the purchase of RECs. Using the location-based method, our Scope 2 emissions for FY2024 is 10,746 tonnes CO<sub>2</sub>e (FY2023: 9,277 tonnes CO<sub>2</sub>e).

During the Reporting Period, the increase in our aggregated absolute Scope 1 and 2 GHG emissions was mainly due to the following reasons:

- An increase in LNG consumption and decrease in diesel consumption as we transition to a cleaner energy mix, whereby the GHG emissions is lower per unit of energy consumption for LNG as compared to diesel. This arrangement led to a decrease in our direct GHG emissions (Scope 1); and
- An increase in electricity (purchased) consumption as our key manufacturing subsidiary, TSG switched its electricity purchase in FY2024 to a new energy retailer, which did not offer electricity from renewable sources. This arrangement led to an increase in our in direct GHG emissions (Scope 2).

The increase in the Scope 1 and 2 GHG emissions intensity was largely due to an increase in indirect GHG emissions (Scope 2) and reduced amounts of REC purchased as compared to the previous Reporting Period (see above). Consequently, there was a disproportionate increase in GHG emissions relative to revenue growth. Moving forward, we intend to source for an energy retailer that offers purchased electricity from renewable sources and reduce our indirect GHG emissions (Scope 2) and overall aggregated absolute Scope 1 and 2 GHG emissions.

To better facilitate comparison between FY2024 and FY2023, and assuming that the same number of RECs was purchased for both FY, the adjusted Scope 1 and 2 GHG emissions intensity for FY2024 improved slightly to 0.052 tonnes CO<sub>2</sub>e/ revenue \$'000 (FY2023: 0.054 tonnes CO<sub>2</sub>e/ revenue \$'000).

During the Reporting Period, we started tracking our Scope 3 GHG emissions<sup>25</sup> arising from business travel (category 6) and employee commuting (category 7):

Category	Coverage	Unit of Measurement	FY2024 <sup>26</sup>
Category 6: Business travel	Air travel	tonnes CO <sub>2</sub> e	57
Category 7: Employee commuting	Transportation of employees between their homes and their worksites	tonnes CO <sub>2</sub> e	852

## Thriving People

### 8.6 Occupational Health and Safety

#### Our Commitment

We are committed to provide a safe working environment for our employees, provide them with the assurance of safety, enabling them to carry their duties without apprehension of injuries

#### Our Approach

To mitigate the work-related hazards, create a safe working environment and instil a culture of safety across the Group, our health and safety practices are closely aligned to the guidance, standards and regulations of WSH Council under the Ministry of Manpower ("MOM"), Singapore and Department of Occupational Safety and Health under the Ministry of Human Resources, Malaysia. We also comply with the fire safety regulations of the local fire services in the locations we operate in.

We support the bizSAFE programme of WSH and implemented various WSH capabilities across our operations as follows:

- The bizSAFE programme is implemented across our central kitchens and production facilities in Singapore. Refer to section 8.11 'Customer Health and Welfare' for further information on our bizSAFE certification;
- Comprehensive workplace policies and procedures, guidelines are implemented to guide our practices;
- WSH Teams are deployed across all workplaces to manage WSH related issues;
- Risk assessments are performed by WSH Teams on an ongoing basis to identify WSH risks and implement mitigating actions;
- Emergency response plans are implemented across our operating facilities in the event of business disruptions with simulation exercises such as fire drills conducted periodically; and
- All employees who are involved in operating equipment are appropriately certified and undergo proper training, including refresher training.

<sup>25</sup> Indirect GHG emissions (Scope 3) are computed based on the Technical Guidance for calculating Scope 3 Emissions of the GHG Protocol, International Civil Aviation Organisation Carbon Emissions Calculator, Carbon and Emissions Recording Tool and recognised sources.

<sup>26</sup> Data for FY2023 was not available as it was not tracked previously.

## Our Performance

During the Reporting Period, key statistics relating to WSH are as follows:

Sustainability Metric	FY2024	FY2023
Number of work-related fatalities	-	-
Number of high consequence work-related injuries <sup>3</sup>	-	-
Number of recordable work-related injuries	12	20
Number of recordable work-related ill health cases <sup>4</sup>	-	-

For the Reporting Period, we continue to instil a culture of safety amongst our operations, strengthen our internal work safety processes and provide frequent reminders for our employees to stay vigilant when working.

The recordable work-related injuries were primarily due to accidents and improper working practices leading to cuts, bruises and fractures. In response, we implemented preventive measures such as placing signages as reminders and ensuring accident-prone areas are covered with soft foam to prevent reoccurrences.

## 8.7 Employee Retention and Development

### Our Commitment

Employees are our most valuable asset and key to our success. We are committed to creating learning and development opportunities for our employees and support their continuous upskilling and progression.

### Our Approach

We maintain a centralised human resource function to manage our human resources. To effectively manage the function, we set up the following key mechanisms:

- A HR Management System is implemented across the Group<sup>27</sup> to manage the development progress of employees by tracking metrics such as training hours, appraisals conducted and length of service; and
- A comprehensive Employee Handbook, along with HR Policies and Procedures, are implemented across the Group for consistent adoption, transparency and fairness.

To develop and retain our employees, we focus on the key areas of: (i) structured learning and development; (ii) employee performance appraisal and career development reviews; (iii) comprehensive employee benefits; and (iv) competitive remuneration as follows:

### Structure Learning and Development

Through various employee development programmes and employee benefits, we aim to attract, hire, develop and retain employees. We are confident that our team holds a well-suited blend of multi-disciplinary skills and experiences essential for thriving in the competitive food industry.

Key training and development conducted includes: (i) food hygiene and safety courses for all employees; (ii) employee health and safety; (iii) cyber security; (iii) customer service skills; and (iv) business communication skills.

We also ensure that trainings conducted such as food safety and Halal competency training are aligned with the guidance and regulations issued under the SFA and Administration of Muslim Law Act.

<sup>27</sup> Excluding Ye Liang How Catering Service Pte. Ltd. and Hi-Q Global Sdn. Bhd. as we are in the process of integrating the HR function of these entities with the Group's system.

We recognise that effective training programmes are vital to our long-term sustainability, and we are setting up Neo Academy, our own institute of learning to nurture our employees and help them advance in their career. The institute will also provide a platform for our certified employees to impart and disseminate their knowledge and expertise to other employees.

### Employee Performance Appraisal and Career Development Review

Employee performance appraisal serves not only as an assessment of an employee's job performance but also provides an avenue for us to identify areas for improvement. We encourage our employees to take self-initiated enrichment actions to improve their current skillsets, which will also add value to our business.

### Comprehensive Employee Benefits

We care for our employees' well-being, personal relationships and work-life balance by providing comprehensive employee benefits. Our Employee Handbook provides guidance on the benefits provided such as employee leave, maternity and paternity leave (collectively as "Parental Leave") and medical benefits. In addition, flexible work arrangement such as homebased work and flexible working hours are implemented<sup>28</sup> to help employees achieve better work-life balance. As a progressive F&B company, we are dedicated to promote the well-being of our employees by providing them with nutritious duty meals during working days.

### Competitive Remuneration

We remunerate our employees based on established principles, in line with market conditions, which are formalised in our internal policies. We seek to ensure our employees are remunerated fairly while adjusting on an ongoing basis in response to the increasing volatility of markets. Employee remuneration comprises fixed and variable components which are determined based on their job responsibilities. Performance- related or market specific aspects are additionally considered for certain employee groups. We comply with the statutory minimum wage regulations in countries that we operate in.

### Our Performance

Key statistics on training hours provided for our full-time employees are as follows:

Sustainability Metric	FY2024	FY2023
<b>Overall</b>		
Total training hours	6,065	3,537
Average training hours per employee	4.0	2.3
<b>Gender (Male)</b>		
Total training hours	3,247	1,878
Average training hours per employee	4.0	2.3
<b>Gender (Female)</b>		
Total training hours	2,818	1,659
Average training hours per employee	4.1	2.3
<b>Senior Management</b>		
Total training hours	68	150
Average training hours per employee	1.4	2.8
<b>Middle management</b>		
Total training hours	836	746
Average training hours per employee	6.6	6.6
<b>Executives and below</b>		
Total training hours	5,161	2,641
Average training hours per employee	3.9	1.9

<sup>28</sup> Applicable for eligible employees and are subject to the employee's work responsibilities.



The MOM, Singapore introduced the Progressive Wage (“PW”) Mark<sup>29</sup> in January 2023. To attain this accreditation, we implemented the conditions required to achieve the PW Mark for the Reporting Period, which include the development of structured training plans for employees, resulting in an overall increase in training hours.

Key statistics on employee turnover and new hire rates of our full-time employees are as follows:

#### New Hire<sup>30</sup>

Sustainability Metric	FY2024		FY2023	
<b>Overall</b>				
New hire rate	638	49%	886	68%
<b>Gender</b>				
Male	342	44%	494	66%
Female	296	57%	392	72%
<b>Age</b>				
Below 30	264	72%	344	97%
30 to 50	269	39%	378	56%
Above 50	105	44%	164	62%

#### Turnover<sup>31</sup>

Sustainability Metric	FY2024		FY2023	
<b>Overall</b>				
Turnover rate	650	50%	646	50%
<b>Gender</b>				
Male	349	45%	325	43%
Female	301	58%	321	59%
<b>Age</b>				
Below 30	241	65%	190	54%
30 to 50	277	40%	306	45%
Above 50	132	55%	150	57%

The high employee turnover is primarily driven by the retail segment, where high attrition is common due to industry-specific factors like a highly competitive job market. While turnover in other segments remains stable, the retail workforce accounts for the majority of the turnover.

#### Employee Performance Appraisal and Career Development Review

Key statistics on employees who received performance and career development reviews are as follows:

Sustainability Metric	FY2024	FY2023
<b>Overall</b>	85%	60%
<b>Gender</b>		
Male	81%	58%
Female	90%	63%

<sup>29</sup> PW mark is an accreditation scheme that recognises eligible firms that pay progressive wages to uplift lower-wage workers when certain conditions are met. Salient conditions include: (i) establishing and communicating employee's training plan and potential career pathway for their learning and development; and (ii) paying employees minimally the local qualifying salary.

<sup>30</sup> New hire related statistics are computed based on the number of new hires over total employees by age, group and gender.

<sup>31</sup> Turnover related statistics are computed based on the number of turnovers over total employees by age group and gender.

Sustainability Metric	FY2024	FY2023
Employee Category		
Senior management	76%	70%
Middle management	84%	65%
Executive and below	85%	59%

### Parental Leave

Key statistics on Parental Leave taken by eligible employees are as follows:

Sustainability Metric	FY2024		FY2023	
	Male	Female	Male	Female
Number of employees entitled to Parental Leave	5	7	-	6
Number of employees who took Parental Leave	5	7	-	6
Number of employees who returned to work after Parental Leave ended	5	7	-	6
Number of employees who continued to be with us 12 months after they returned to work	-	5	-	6
Return to work rate of employees who took Parental Leave	100%	100%	NA <sup>32</sup>	100%
Retention rate of employees who took Parental Leave <sup>33</sup>	NA <sup>34</sup>	83%	NA <sup>34</sup>	75%

## 8.8 Diversity and Equal Opportunity

### Our Commitment

We are committed to provide a work environment for employees that fosters fairness, equality and respect for social and cultural diversity, regardless of their gender, age and educational background.

### Our Approach

We view diversity and equal opportunities as essential elements in supporting sustainable development as they enable integration of our workforce and bring new ideas.

On this front, we implemented the following HR measures:

- A zero-discrimination policy is in place to ensure fair working environment;
- Our interview procedures are structured to avoid discriminatory questions and candidates are assessed based on their merit and competency;
- Employee assessment is performed regularly to evaluate the performance of employees and adjust their remuneration where justifiable. Refer to above section 8.7 'Employee Retention and Development' for more information; and
- Employee recruitment advertisements do not discriminate against age, race, gender or religion to ensure our hiring practice is fair and merit-based.

### Our Performance

As at 31 March 2024, the Group has a total of 1,298 full-time employees, 212 part-time employees and we do not hire employees on a non-guaranteed hours basis (FY2023: 1,295 full-time and 230 part-time employees) with the majority of our employees based in Singapore. Details are as follows:

Country	Type of Employment			
	Full-time	Part-time	Total	Total (%)
Singapore	1,177	204	1,381	91%
Malaysia	121	8	129	9%
Total	1,298	212	1,510	100%
Total (%)	86%	14%	100%	

<sup>32</sup> Not applicable as there was no employees entitled to Parental Leave.

<sup>33</sup> Retention rate is calculated based on employees who took Parental Leave in the preceding Reporting Period.

<sup>34</sup> Not applicable as there was no employees who returned to work after Parental Leave has ended in the previous year.

## Gender Diversity (%)

Key statistics on gender diversity of our employees are as follows:

Sustainability Metric	FY2024		FY2023	
	Male	Female	Male	Female
<b>Employee Category</b>				
Senior management	54%	46%	51%	49%
Middle management	54%	46%	54%	46%
Executives and below	54%	46%	53%	47%
<b>Employment Type</b>				
Full-time	60%	40%	58%	42%
Part-time	21%	79%	23%	77%

## Age Diversity (%)

Key statistics on age diversity of our employees are as follows:

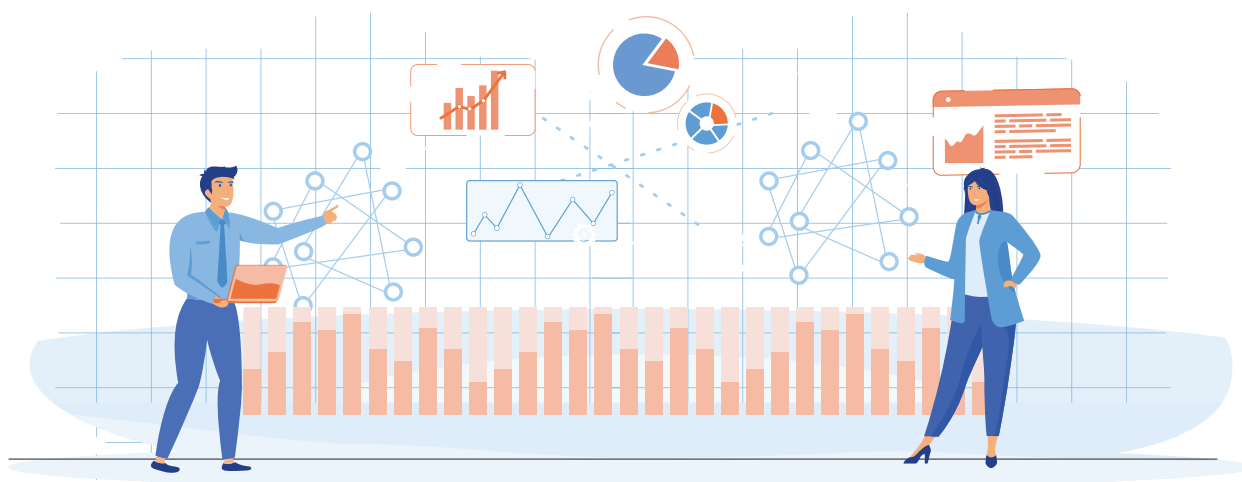
Sustainability Metric	FY2024			FY2023		
	Below 30	30 – 50	Above 50	Below 30	30 – 50	Above 50
<b>Employee Category</b>						
Senior management	-%	60%	40%	-%	70%	30%
Middle management	17%	65%	18%	12%	69%	19%
Executives and below	29%	47%	24%	29%	45%	26%
<b>Employment Type</b>						
Full-time	28%	53%	19%	27%	52%	21%
Part-time	17%	26%	57%	25%	21%	54%

## Educational Diversity (%)

The distribution of employees by educational level is as follows:

Sustainability Metric	FY2024	FY2023
Tertiary	24%	22%
Non-tertiary	76%	78%

During the Reporting Period, we maintained zero incidents of unlawful discrimination against employees<sup>5</sup> (FY2023: zero incidents).



8.9 Ongoing Community Engagement

Our Commitment

Our commitment to sustainability is also deeply rooted in empowering and supporting the communities where our business thrives in. We are determined to build strong relationships with community stakeholders to achieve sustainable dialogue and discourse in which all parties are respected, empowered and informed through community engagement.

Our Approach

We aligned our community engagement approach with The Sustainable Philanthropy Framework Playbook issued by the Singapore ‘s National Council of Social Service (“Philanthropy Framework”), and as a supporting framework to guide our community engagement. The Philanthropy Framework articulates the ‘Social’ aspect of our sustainability goals. Under the Philanthropy Framework, the three (3) main components of ‘Why’, ‘What’ and ‘How’ are defined as follows:



Source: The Sustainable Philanthropy Framework by National Council of Social Service

In 2020, we set-up the Neo Group Foundation with the Community Foundation of Singapore to ensure greater transparency and accountability as our philanthropy efforts grew. The Neo Group Foundation supports programmes and beneficiaries outlined in our giving strategy in three (3) broad categories and are mapped to the priority areas of the Philanthropy Framework as follows:

Neo Group Foundation Principle	Philanthropy Framework Priority Area
N urture future generations	Improving Financial Resilience and Self-resilience
E nrich the lives of our seniors	Enhancing Mental and Physical Well-being
O utreach to the less privileged	Promoting Equitable Opportunities

To encourage our employees to participate actively in community engagement activities, we established the Neo Seed Fund, an employee driven initiative whereby our Chairman matches any employee’s donation dollar to dollar up to S\$5,000 a month. The funds collected are channelled to various community engagement programmes as follows:

(i) Improving Financial Resilience and Self-reliance

Enabling the Visually Challenged

Through the Singapore Association of the Visually Handicapped, we engage the services of the visually handicapped to provide massage services to our employees. Through this initiative, we help create employment opportunities for these visually handicapped people, improve their financial resilience and reduce their reliance on social and support services.

## (ii) Enhancing Mental and Physical Well-being

### Saving Lives through Blood Donation

Annually since 2017, we collaborate with the Singapore Red Cross to host blood donation drives across the locations we operate at. To engage a broader range of stakeholders, these blood donation drives are extended to our suppliers and customers to maximise the impact of our community engagement efforts and to foster a culture of giving that extends beyond the Group.

### Charity Walks and Runs

We actively participate in charity walks and runs to raise awareness and make monetary donations to organisations such as Rare Disorders Society (Singapore), The New Charis Mission and SingHealth Community Hospitals. Our participation in these charity walks and runs helps to fund the relevant community causes, enhances our employee's health and well-being, build team bonding and strengthens the overall morale of our participating employees.

## (iii) Promoting Equitable Opportunities

### Providing Food to Raise Funds for Different Causes

We support various charity organisations including: (i) Cheng Hong Welfare Service Society; (ii) Glyph Community; and (iii) Ren Ci Hospital, by selling food through different channels such as bazaars, fairs and charity events, with all profits generated donated to the organisations.

### Our Performance

During the Reporting Period, key statistics on our community engagements are as follows:

Topic	Sustainability Metric	FY2024 <sup>35</sup>
Giving Socially responsible business-related practices	Contribution of community investment to economic value distributed (%)	1.3
Volunteering	Volunteering time (hours)	802
Socially responsible business-related practices	List of socially responsible business-related practices	Refer to above section 'Our Approach'
General	Number of community investment programme	9

During Reporting Period, our employees donated 944 bags of blood from donation drives organised, and helped to save approximately 2,832 lives<sup>36</sup> (FY2023: NA<sup>35</sup>).

## 8.10 Cyber Security and Data Protection

### Our Commitment

Protection of our stakeholders' data and information is of paramount importance to our businesses. We are committed to safeguard our IT infrastructure and to ensure processes in place are effective and efficient.

### Our Approach

In the course of our business, we collect the following personal data:

- Employee's particulars such as identification number, date of birth, address and contact number; and
- Customer's particulars such as payment details, contact number, age and address.

We implemented various measures to protect our IT infrastructure and data as follows:

- IT policies, procedures and guidelines are implemented to govern our approach towards IT matters and risks;
- A functional IT Department comprising teams covering key IT areas such as hardware, software, cyber security and infrastructure, is in place to manage our IT function;
- To drive internal service improvements, a ticketing system is maintained to ensure IT related issues raised by users are resolved timely;
- IT security measures such as anti-virus, firewalls and network protection tools are set up;
- Confidential data, such as employee's particulars and financial data, is stored in different databases to prevent unauthorised access; and
- IT Recovery Procedures are covered under our business continuity plan.

<sup>35</sup> Data for FY2023 was not available as it was not tracked previously.

<sup>36</sup> Based on the Singapore Red Cross' estimate, whereby one unit of blood can save three (3) lives.



## Our Performance

During the Reporting Period, there were zero incidents of cyber security breaches resulting in losses of business data (FY2023: zero incidents) and zero reported substantiated incidents complaints concerning breach of data privacy (FY2023: zero incidents).

## 8.11 Customer Health and Welfare

### Our Commitment

Aligned with 'Our Mission', safeguarding food safety is our foremost priority, and we are committed to deliver food that is healthy and safe for our customer's consumption to ensure the long-term sustainability of the Group.

### Our Approach

We are determined to protect the health and safety of our customers and follow stringent sets of rules, regulations and guidelines as established by relevant regulatory authorities, which include the following:

- SFA; and
- Majlis Ugama Islam Singapura ("MUIS").

To fulfil our commitment, we implemented the following key measures:

### Industry Benchmarked and Recognised Food Quality Standards

We adopted the following industry leading and recognised food quality standards in our business segments, to ensure the quality of our products and that they are safe for consumption:

Standard/ Certification/Licence	Focus of Relevant Standard/ Certification/Licence
British Retail Consortium Global Standard for Food Safety ("BRCGS")	An internationally recognised global standards for food safety and quality management in the supply chain.
International Organization for Standardization ("ISO") 22000: 2018	A global certification scheme for food safety management.
BizSAFE	A workplace safety certification for good WSH practices.
Halal	A certification to ensure that our food processing operations comply with the rules and regulation set out by MUIS.
Hazard Analysis and Critical Control Points ("HACCP")	A globally recognised food safety management system that identifies and controls potential hazards during food production.
FTTRP	A programme to recognise food businesses in the hotels, restaurants and catering sectors that support local produce.
SFA Licence	A licence required for all food establishments to operate, import, export or tranship food.

### Systematic Food Safety and Quality Management

To uphold food safety and quality management standard, we implemented the following measures:

- Food safety management systems are implemented across all relevant business segments;
- Quality assurance and quality control ("QA") policies and procedures are set up to govern how we manage food safety, which are regularly reviewed and updated;
- Food safety and Hygiene Management teams enforce the food safety management system procedures including food safety and hygiene, food safety risk areas, incident reporting, calibration of equipment and QA;
- Routine inhouse food safety and hygiene training is conducted for our employees. Refer to section 8.7 'Employee Retention and Development' other trainings;
- Periodic supplier evaluations are performed to ensure that our suppliers meet internal food safety standards established based on the guidance from ISO. Suppliers that do not achieve the benchmark standards such as code of conducts and business relationship are given chances to rectify issue before being terminated should they fail to achieve the benchmark standards;
- Equipment used in our operations undergo periodic preventive maintenance such as replacement of worn-out parts and calibration of equipment; and
- The temperature of our cold storages (i.e. freezers and chillers) are tracked, monitored and actions are taken immediately if they deviate from acceptable temperature range, to ensure the freshness of food and prevent any deterioration in quality of our inventor. For walk-in freezers, we implemented remote temperature monitoring.

### Promote Healthier Menu Options

For food catering, food retail and food manufacturing business segments, our customers increasingly prioritise eating cleaner, healthier and balance food. We innovate and develop food menu recipes that are both scrumptious and meet benchmark nutritional guidelines.

## Our Performance

### Industry Benchmarked and Recognised Food Quality Standards

During the Reporting Period, standards and certifications obtained by our key brands<sup>37</sup> include:

Standard/ Certification	Key Brand						
	Neo Garden	TSG	Orange Clove	Deli Hub	Hows	Everich Group	Niwa Sushi
BRCGS		✓ <sup>38</sup>					
ISO 22000:2018	✓			✓	✓	✓ <sup>39</sup>	
BizSAFE	✓	✓ <sup>38</sup>	✓	✓	✓	✓ <sup>39</sup>	✓
Halal	✓	✓ <sup>40</sup>	✓	✓	✓		
HACCP		✓ <sup>40</sup>					
FTTRP			✓	✓	✓		

In addition, our manufacturing business segment is awarded AA+, the highest possible certification grade issued by BRCGS.

As at 31 March 2024, 100%<sup>41</sup> of our business segments with SFA licence are awarded with an A (Excellent) or B (Good) grading for the overall hygiene, cleanliness and housekeeping standards<sup>42</sup> (FY2023: 100% of our business segments).

## Robust Governance

### 8.12 Corporate Governance Structure

#### Our Commitment

As a leading food company, maintaining public trust is of utmost priority. The Group is committed to upholding high ethical standards and integrity in its operations, complying with all relevant laws and regulations.

#### Our Approach

##### Our Compliance, Policies and Controls

We implemented policies and controls to abide to relevant laws, regulations, alignment with international standards and promote compliance market conduct.

#### Governance-related Matters

The Chairman leads the Group for governance related matters. Refer to the section 7.1 'Sustainability Governance Structure' for further information.

#### Governance Framework

We pursue credible governance and business practices across our value chain. By upholding strict ethical standards in business practices and operations, as well as demanding the same from our value chain, we build a strong foundation to advance our sustainability agenda.

An ERM framework is implemented to track and manage the risks in which we are exposed to. We regularly assess and review our businesses and operational environment to identify and manage emerging and strategic risks that may impact our sustainability. With a positive and proactive attitude, we believe that risks faced by the Group could be converted into opportunities and favourable results.

<sup>37</sup> Key brands are identified based on their respective revenue contribution and on an aggregate basis, contributed to more than 70% of the Group's revenue.

<sup>38</sup> BRCGS and BizSAFE are awarded to Thong Siek Food Industry Pte. Ltd.

<sup>39</sup> ISO 22000:2018 and BizSAFE are awarded to Everich Market Place Pte. Ltd.

<sup>40</sup> Halal certification and HACCP are awarded to Thong Siek Food Industry Pte. Ltd. and TS Food Industry Sdn. Bhd.

<sup>41</sup> Where available and excludes new outlets in their first year of operations.

<sup>42</sup> As part of the licensing requirements to operate a F&B business in Singapore, our food premises are assessed by the SFA and assigned a grading based on the overall hygiene, cleanliness and housekeeping standards of the premises. The grading ranges from A to D with A being the best and D being the worst.

## Anti-Corruption and Ethical Business Practices

As an industry leader, we believe in setting the right example and are committed to anti-corruption and ethical business practices as follows:

Policy/ Guideline	Our Commitment
Code of conduct	All employees are expected to meet the highest ethical standards in all aspects. Employees are required to declare any conflict of interest during employment and in their dealings with stakeholders.
Whistleblowing	A whistle-blowing policy is in place to provide a safe channel for employees to report concerns about unethical or unlawful behaviour and matters related to organisational integrity. Any form of retaliation against an individual who in good faith reports a suspected violation is prohibited. In addition, we provide feedback channels and anonymous hotlines to further strengthen our zero-tolerance approach towards corruption and fraud.
Anti-bribery and corruption	We do not tolerate all forms of corruption, and all stakeholders are expected to adhere to the same standards.
Anti-competition	We support fair competition and is aligned with Singapore's Competition Act.
Personal data protection	We implement measures to safeguard personal data collected from our stakeholders and comply with Singapore's Personal Data Protection Act.
Ethical marketing practices	We adhere to the Singapore Code of Advertising Practice and ensure our advertisements are legal, decent, honest and truthful when engaging potential customers.

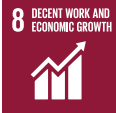







Our Governance Team sends out regular updates on applicable new laws and regulations when implemented and updated.

### Our Performance

During the Reporting Period, there were zero incidents of non-compliance with applicable laws and regulations<sup>7</sup> that resulted in significant fines or non-monetary sanctions (FY2023: zero incidents) and zero incidents of serious offence<sup>6</sup> (FY2023: zero incidents).

## 9. Targets and Performance Highlights

To measure our ongoing sustainability performance and drive continuous improvement, we developed a set of targets related to our material Sustainability Factors. Our progress against these targets is reviewed and reported on an annual basis and shall be disclosed in future sustainability reports. Targets relating to our material Sustainability Factors as follows:

Material Sustainability Factor	SDG	Target <sup>43</sup>
<b>Sustainable Economy</b>		
1	Total Customer Satisfaction	 <b>Short-term</b> Initiate customer satisfaction survey, track customer satisfaction rating and set a target by FY2025
2	Sustainable Business Performance	 <b>Medium-term</b> To generate a billion-dollar in economic value generated by FY2033
<b>Protect the Environment</b>		
3	Water Stewardship and Effluent Management	 <b>Short-term</b> Maintain or reduce water consumption intensity
4	Waste and Materials Management	 <b>Short-term</b> Track relevant waste and material data and set a target by FY2025  <b>Ongoing and long-term</b> Dispose 100% oil waste generated in operations in accordance with Prevailing Waste Regulations
5	Energy and GHG Emissions Management	 <b>Short-term</b> Maintain or reduce GHG emissions intensity by FY2025 with FY2020 as baseline  <b>Medium-term</b> Reduce aggregated absolute Scope 1 and 2 GHG emissions by 46% and by FY2035, with FY2020 as baseline
<b>Thriving People</b>		
6	Occupational Health and Safety	 <b>Short-term</b> Reduce the number of recordable work-related injuries and ill-health cases  <b>Medium-term</b> Provide occupational health and safety training to 100% of our full-time employees
7	Employee Retention and Development	 <b>Short-term</b> Commence operations for Neo Academy  <b>Ongoing and long-term</b> <ul style="list-style-type: none"> <li>• Maintain or improve turnover rate</li> <li>• Maintain or improve average training hours per employee</li> </ul>
8	Diversity and Equal Opportunity	 <b>Ongoing and long-term</b> Maintain zero reported incidents of unlawful discrimination against employees.

<sup>43</sup> Time horizons for target settings are: (i) short term: within 5 years; (ii) medium term: between 5 to 20 years; (iii) long term: above 20 year; and (iv) ongoing: encompassing short, medium, and long term.

Thriving People			
9	Ongoing Community Engagement		<b>Ongoing and long-term</b> Continuously support community initiatives and make charitable donations and sponsorships to the local community
10	Cyber Security and Data Protection		<b>Short-term</b> Apply and obtain Data Protection Trustmark certification  <b>Ongoing and long-term</b> Maintain zero incidents of cyber security breach concerning losses of business data
11	Customer Health and Welfare		<b>Ongoing and long-term</b> Maintain or increase the number of food standards, certifications and licences
Robust Governance			
12	Corporate Governance Structure		<b>Short-term</b> Provide anti-corruption training to 100% of management level employees  <b>Ongoing and long-term</b> <ul style="list-style-type: none"> <li>• Maintain zero incidents of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations</li> <li>• Maintain zero incidents of serious offence</li> </ul>

For certain material Sustainability Factors identified above, we are still in the process of setting the related medium and long-term targets as their historical data trends have yet to stabilise. We will disclose such targets in our future sustainability reports when the data trends have stabilised and subject to market trends.





## 10. Supporting TCFDs

We are committed to support the recommendations by the TCFD and made our climate-related financial disclosures in the following key areas as recommended by the TCFD:

### Governance

#### a. Describe the board's oversight of climate-related risks and opportunities.

The Board oversees the climate-related risks and opportunities and considers climate-related issues in setting the Group's strategic direction, policies and target setting.

#### b. Describe management's role in assessing and managing climate-related risks and opportunities.

Our sustainability strategy is developed and directed by the executive level SSC in consultation with the Board. Responsibilities of the SSC covers the areas of developing sustainability strategy policies, implementation of sustainability strategy, monitoring and reporting of performance data, management of climate-related risks and opportunities.

### Strategy

#### a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.

#### b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.

We recognise that climate change poses different types of risks to our business. The Group's assessment on potential implication of the above climate-related risks was undertaken based on the Network of Central Banks and Supervisors for Greening the Financial System ("NGFS") range of climate scenarios:

Scenario	Description
NGFS – Orderly	This scenario assume climate policies are introduced early and become gradually more stringent. Both physical and transition risks are relatively subdued through cohesive stringent climate policies and innovation.
NGFS – Hot house world	This scenario assumes that some climate policies are implemented in some jurisdictions, but global efforts are insufficient to halt significant global warming. Critical temperature thresholds are exceeded, leading to severe physical risks and irreversible impacts like sea-level rise. Only currently implemented policies are preserved, leading to high physical risks.

We selected NGFS orderly and hot house world scenarios for the purpose of our qualitative climate scenario analysis. The impact of the climate-related risks is analysed on group-wide activities in the short term (within 5 years), medium term (between 5 to 20 years) and long term (beyond 20 years). Based on the above- mentioned scenarios, the climate-related risks and opportunities identified by the Group during the ERM exercise includes the following:

Climate-related Risk	Potential Impact	Mitigating Measure	Climate-related Opportunity
<b>Transition Risk</b>			
Enhanced GHG emissions reporting and increase in regulatory costs	With rising concerns over the effects of climate change, key stakeholders such as the regulators and shareholders are demanding climate-related information, which leads to enhanced GHG emissions reporting and increase in regulatory costs. Failure to comply with enhanced GHG emissions reporting obligations may lead to adverse impacts on the Group's reputation and financial performance. Compliance with these regulations may require the Group to pay carbon tax, invest in new technologies, modify production processes or purchase carbon credits.	To address increasing GHG emissions reporting requirements and regulatory costs, we took the following pro-active steps: <ul style="list-style-type: none"> <li>• Increase climate awareness amongst our employees and with more defined job responsibilities and training so that the Group will be in a better position to use resources responsibly and meet the rising needs and expectations of regulators and our shareholder;</li> <li>• Engage with third-party consultant to support our data capturing and climate-related reporting; and</li> <li>• Provide clear and accurate disclosures on policies, practices and performances related to our environmental impacts.</li> </ul>	Our resources can be deployed more efficiently across our value chain by installing higher energy-efficient equipment to further lower our operating costs and increase production capacity, resulting in cost savings.

Climate-related Risk	Potential Impact	Mitigating Measure	Climate-related Opportunity
<b>Transition Risk</b>			
Changes in customer preferences	With rising concerns over the effects of climate change, consumer preferences may shift towards sustainable products that are less carbon intensive, especially amongst younger consumers. A failure to adapt to shifting consumer preferences may adversely affect customer satisfaction, demand for our products and the Group's financial performance.	In view of changes in customer preferences because of increasing awareness over climate change, the Group is determined to: <ul style="list-style-type: none"> <li>• Adopt best market practice to reduce environmental impact from operations;</li> <li>• Optimise kitchen operations and reduce waste generated; and</li> <li>• Explore opportunities to develop eco-friendly products and processes.</li> </ul>	This risk presents us with an opportunity to further expand on our product and service offerings, by innovating and developing products with lower GHG emissions such as plant-based products and eco-friendly packaging materials to invigorate the interest of our customers.
<b>Physical Risk</b>			
Increased severity of extreme weather events	Weather disruption, rising temperature, global warming and water scarcity arising from climate change may lead to adverse impact on livestock farming and consequentially increase the costs of raw materials and adversely affect the Group's financial performance.	In view of increasing severity of extreme weather events, the Group is determined to: <ul style="list-style-type: none"> <li>• Raise awareness amongst our employees to be more environmentally conscious; and</li> <li>• Review and assess its value chain regularly in order to better respond to the effects of climate change.</li> </ul>	This risk presents us with an opportunity to build on our climate resilience by developing adaptive capacity to respond to climate change such as improving our operational efficiency, rework our processes and developing new products.

## Scenario Analysis

Scenario	Risk	Significance of Financial Impact <sup>44</sup>		
		Short term	Medium term	Long term
Orderly	<b>Key transition risks identified</b>			
	Enhanced GHG emissions-reporting obligations	●	●	●
	Changes in customer preferences	●	●	●
Hot house world	<b>Key physical risks identified</b>			
	Increased severity of extreme weather events	●	●	●
Hot house world	<b>Key transition risks identified</b>			
	Enhanced GHG emissions-reporting obligations	●	●	●
	Changes in customer preferences	●	●	●
Hot house world	<b>Key physical risks identified</b>			
	Increased severity of extreme weather events	●	●	●

**Legend**

● Minor      ● Moderate      ● Major

In terms of our business strategy and financial planning based on the scenarios above, we will continue to formulate adaptation and mitigation plans and explore allocating resources towards transitioning to low- carbon practices. We strive to minimise the climate risks associated with our business and will seize opportunities in an effective manner such as expanding collaboration and partnership with key stakeholders to innovate and develop low carbon goods and services for the market.

<sup>44</sup> Significance of financial impact is determined based on the risk appetite established in accordance with the Group's ERM framework.

**c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.**

The resilience of an organisation's strategy is dependent on its ability to adapt and thrive in the face of changing circumstances and emerging risks. The climate scenario analysis is crucial in providing insights on the potential extent of the climate-related risk exposure to our businesses as well as the potential opportunities.

Through our climate scenario analysis, we concluded that unmitigated climate risks (under the hot house world warming scenario) may result in a severe financial impact in the long term. Under the orderly warming scenario, the vast majority of the impact will be attributable to transition risks from the cost increase from enhanced GHG emissions-reporting obligations. To address the risks and capitalise on opportunities associated with climate change, we will continuously build on our strategy to remain resilient as we progress in our sustainability journey.

## **Risk Management**

**a. Describe the organisation's processes for identifying and assessing climate-related risks**

**b. Describe the organisation's processes for managing climate-related risks.**

**c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.**

We acknowledge that maintaining a sound system of climate-related risk management is imperative to safeguarding the interests of the Group and fostering trust with our stakeholders. To keep abreast of any changes in existing regulatory requirements and maintain good corporate governance, we proactively identify any major climate-related risks relevant to our business, as well as reviewing key climate-related risk performance regularly.

Climate-related risk management is covered under our ERM framework whereby potential climate-related risks are identified, assessed, monitored and managed. Under the framework, business units and functions are responsible for identifying and documenting their relevant climate-related risk exposures that might hinder their progress towards contributing to the Group's business objectives. Climate-related risks and opportunities, along with their treatment plans, are reviewed and updated during the ERM assessment exercise and are subsequently presented to the Board along with the other key enterprise-wide risks. Climate-related risks are also monitored based on the trend of climate-related sustainability metric.

## **Metrics and Targets**

**a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.**

The Group monitors, measures and reports its environmental performance such as energy consumption and GHG emissions in its sustainability reports. Monitoring and reporting these data and metrics enable the Group to identify areas of key climate-related risks and be more focused in its efforts.

**b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.**

To support the climate change agenda, we disclose our Scope 1, Scope 2 and certain categories of Scope 3 GHG emissions in this Report and set climate related targets such as those related to GHG emissions, water and waste management.

Our disclosure on indirect Scope 3 GHG emissions included business travel (category 6) and employee commuting (category 7) in FY2024. We aim to review our Scope 3 GHG emissions to better track and disclose our material Scope 3 GHG emissions and expand the reporting coverage of our Scope 3 GHG emissions on categories relevant to the Group and where data is available. For further details, please refer to section 8.5 'Energy and GHG Emissions Management'.

**c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.**

As a commitment towards mitigating climate change, we set climate-related targets related to GHG emissions, water consumption and waste management. For further details, please refer to section 9 'Targets and Performance Highlights' for the climate-related targets set.

# 11. GRI Content Index

Statement of use	Neo Group Limited reported the information cited in the GRI content index for the period from 1 April 2023 to 31 March 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard	Disclosure	Location
<b>General Disclosure</b>		
GRI 2: General Disclosures 2021	2-1 Organisational details	3
	2-2 Entities included in the organisation's sustainability reporting	13
	2-3 Reporting period, frequency and contact point	13-14
	2-4 Restatements of information	Not applicable as no restatement
	2-5 External assurance	13
	2-6 Activities, value chain and other business relationships	6-11
	2-7 Employees	35-36
	2-8 Workers who are not employees	As at 31 March 2024, we have 17 workers who are not employees, These include subcontractors, interns and agency workers.
	2-9 Governance structure and composition	16
	2-10 Nomination and selection of the highest governance body	Not applicable as we are a privately owned and operated company
	2-11 Chair of the highest governance body	3
	2-12 Role of the highest governance body in overseeing the management of impacts	16, 40-41, 44-46
	2-13 Delegation of responsibility for managing impacts	16, 40-41, 44-46
	2-14 Role of the highest governance body in sustainability reporting	16, 40-41, 44-46
	2-15 Conflicts of interest	40-41
	2-16 Communication of critical concerns	13-15, 40-41, 44-46
	2-17 Collective knowledge of the highest governance body	32-35
	2-18 Evaluation of the performance of the highest governance body	32-35
	2-19 Remuneration policies	Information is not provided due to confidentiality constraints.
	2-20 Process to determine remuneration	Information is not provided due to confidentiality constraints.
	2-21 Annual total compensation ratio	Information is not provided due to confidentiality constraints.

GRI Standard	Disclosure	Location
<b>General Disclosure</b>		
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	4
	2-23 Policy commitments	13,16-17, 19-41
	2-24 Embedding policy commitments	13,16-17, 19-41
	2-25 Processes to remediate negative impacts	40-41
	2-26 Mechanisms for seeking advice and raising concerns	40-41
	2-27 Compliance with laws and regulations	16-17, 25-32, 40-41
	2-28 Membership associations	17
	2-29 Approach to stakeholder engagement	14-19
	2-30 Collective bargaining agreements	As at 31 March 2024, none of our full-time employees in our workforce are covered by collective bargaining agreements.
<b>Material Topics</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	16-19
	3-2 List of material topics	18-19
	3-3 Management of material topics	19-41
<b>Sustainable Business Performance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	25
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	25
	201-2 Financial implications and other risks and opportunities due to climate change	25
	201-3 Defined benefit plan obligations and other retirement plans	25
	201-4 Financial assistance received from government	25
<b>Robust Corporate Governance Framework</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	40-41
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	40-41
<b>Energy Conservation and GHG Emissions Reduction</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	27-31
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	27-31
	302-2 Energy consumption outside of the organization	27-31

GRI Standard	Disclosure	Location
GRI 305: Emissions 2016	302-3 Energy intensity	27-31
	302-4 Reduction of energy consumption	27-31
	302-5 Reductions in energy requirements of products and services	27-31
	305-1 Direct (Scope 1) GHG emissions	27-31
	305-2 Energy indirect (Scope 2) GHG emissions	27-31
	305-3 Other indirect (Scope 3) GHG emissions	27-31
	305-4 GHG emissions intensity	27-31
	305-5 Reduction of GHG emissions	27-31
<b>Water Conservation</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	25-26
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	25-26
	303-5 Water consumption	25-26
<b>Responsible Waste Management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	26-27
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	26-27
	306-2 Management of significant waste-related impacts	26-27
<b>Employee Development and Retention</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	32-35
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	32-35
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	32-35
	401-3 Parental leave	32-35
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	32-35



GRI Standard	Disclosure	Location
	404-2 Programs for upgrading employee skills and transition assistance programs	32-35
	404-3 Percentage of employees receiving regular performance and career development reviews	32-35
<b>Employee Safety and Well-Being</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	31-32
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	31-32
	403-2 Hazard identification, risk assessment, and incident investigation	31-32
	403-3 Occupational health services	31-32
	403-4 Worker participation, consultation, and communication on occupational health and safety	31-32
	403-5 Worker training on occupational health and safety	31-32
	403-8 Workers covered by an occupational health and safety management system	31-32
	403-9 Work-related injuries	31-32
	403-10 Work-related ill health	31-32
<b>Diversity and Equal Opportunity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	35-36
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	35-36
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	35-36
<b>Ongoing Community Engagement</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	25-31, 37-38
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs negative impacts on local communities	25-31, 37-38
	413-2 Operations with significant actual and potential negative impacts on local communities	25-31, 37-38

GRI Standard	Disclosure	Location
<b>Commitment to Data Protection</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	38-39
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	38-39

