



DELIVERING QUALITY
CARE AND SERVICES

SUSTAINABILITY REPORT 2019



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TalkMed Group Limited (“**TalkMed**” or the “**Company**”) is pleased to present our third annual Sustainability Report. This report reaffirms our commitment to sustainability and discloses our environmental, social and governance performance for the financial year ended 31 December 2019 (“**FY19**”). The scope of the report covers our operations in Singapore.

The FY19 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. The GRI standards were chosen as they are the first global standards for sustainability reporting. The GRI Content Index on pages 15 to 17 contains the list of GRI references used in this report. This report is also formed with reference to the primary components set out in Singapore Exchange Limited listing Rule 711B on a ‘Comply or Explain’ basis.

We value the feedback of our stakeholders and welcome questions you may have on any aspect of our sustainability performance. Please write to:

enquiries@talkmed.com.sg



SUSTAINABILITY BOARD STATEMENT

GRI 102-14

TalkMed Group is pleased to present our third Sustainability Report for the financial year ended 31 December 2019. Our report documents our sustainability performance, progress and the initiatives we have adopted to meet our stakeholders' expectations.

ENVIRONMENT

We are aware of our responsibility to conduct our business in an environmentally responsible manner. We strive to minimise the harmful environmental impacts of our day-to-day practices and integrate sustainable practices across all business operations. Through sustainability reporting, we would be able to track the progress of our initiatives and create greater environmental consciousness among our community.

At TalkMed, we understand the dangerous effects of improper handling and disposal of medical waste on the environment as well as the society. We are therefore committed to adopt the best practices and ensure compliance with all relevant regulations. This helps minimise the risk of disease transmission, air and water contamination, as well as soil pollution. We hire licensed and experienced firms to collect, transport and dispose of any biohazardous and cytotoxic waste.

SOCIAL

As a medical service provider, we understand the importance of attracting and retaining talented employees to provide exceptional service to our customers. We are committed to enforcing fair labour practices, providing equal opportunities and providing a safe working environment for all our employees.

At TalkMed, we have created a culture that fosters innovation and encourage our medical staff to stay up to date with the latest development in their field. We provide them with diverse training opportunities and support their professional as well as personal development. This helps them be aware of the latest medical advancement, treatment methods and equipment available in the market and allows them to make well-informed decisions for our customers.

Our ultimate goal is to provide quality and safe patient care that exceeds industry standards and responds to the needs of our customers. We believe that maintaining a safe environment is a crucial aspect of competent healthcare. To protect the safety of both patients and our healthcare professionals, we ensure strict adherence to all applicable rules and regulations.

TalkMed values its employees, customers and the community it serves. Our doctors play their part by providing health education to the people. They share their knowledge and contribute to raising disease awareness in Singapore and neighbouring countries via newspapers, magazines, medical journals and medical educational sessions.

COMMUNITY

We strive to have a positive impact on our community and have collaborated with the Singapore Cancer Society ("SCS") to create a difference. As part of our local initiatives, we sponsored and participated in the "Relay for Life" event in Singapore. We also sponsored the I-Do web series campaign¹, under a partnership with Blue3Asia Pte Ltd ("**Blue3Asia**") and SCS, to develop a web-series story to allow the public to better understand the journey of a cancer patient.

GOVERNANCE

We understand our role as a member of the medical fraternity and uphold the highest standards of corporate governance across all our business functions. To demonstrate our commitment to business ethics, this year we have included anti-corruption as one of the material topics in our report to disclose our practices, policies and performance. We strictly adhere to the compliance requirements of a public listed company and are committed to providing transparent and relevant information to all our stakeholders on a timely basis.

TalkMed believes our responsibility as a healthcare group goes beyond our business operations. We are committed to look for ways to enhance our services and use our resources responsibly. We strive for medical excellence and aim to provide the safest services to our valuable customers. We want to thank our stakeholders for their continuous trust and support in our sustainability journey.

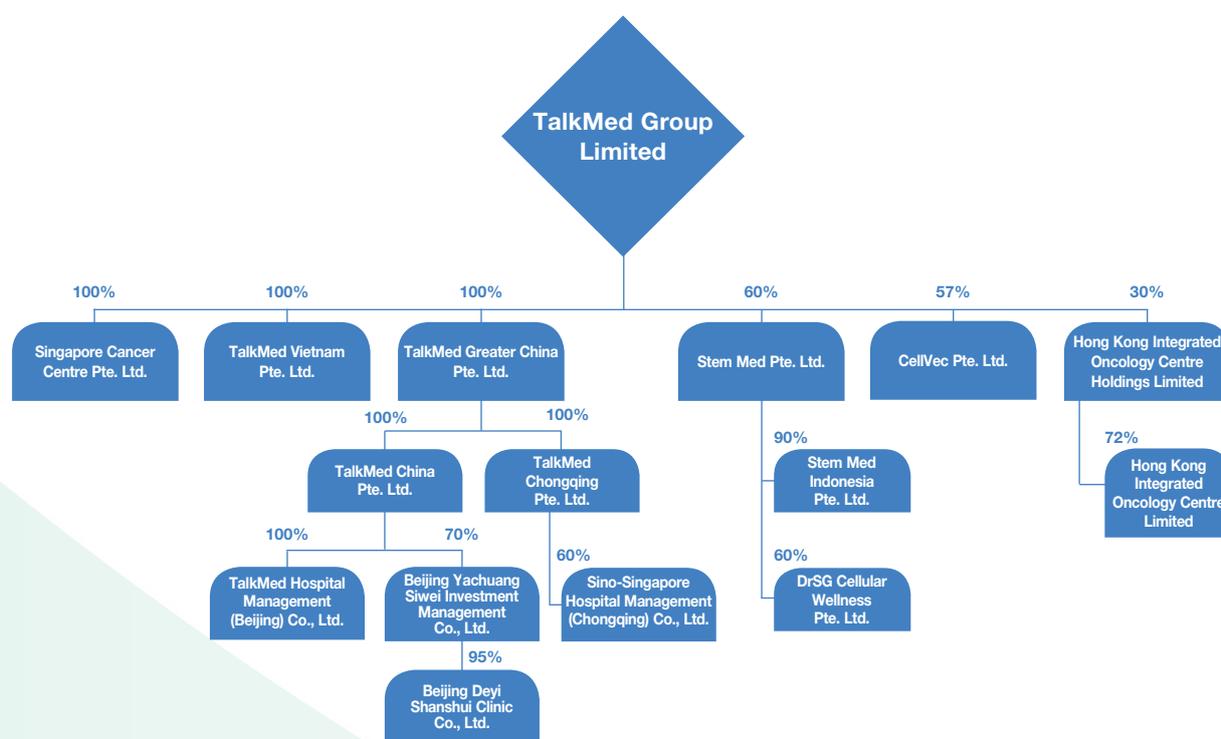
¹ Through Parkway Cancer Centre ("**PCC**"). Please refer to page 14 for more details.

ABOUT TALKMED

GRI 102-2 | 102-3 | 102-4 | 102-5 | 102-6 | 102-7 | 102-8

TalkMed and its group of companies (collectively, the “**Group**”) is a premier provider of medical oncology services, stem cell transplant services and palliative healthcare services. We are headquartered in Singapore and our operations extend to serve the markets in Vietnam and China as well.

TalkMed was incorporated on 10 September 2013 and listed on the Catalist Board of Singapore Exchange Securities Trading Limited on 30 January 2014. TalkMed’s group structure as of May 2020 is as follows:



Singapore Cancer Centre Pte. Ltd. (“**SCC**”) provides tertiary healthcare services to the oncology patients in the private sector in Singapore, through Parkway Cancer Centre (“**PCC**”). Our highly-trained doctors attend to patients, examine and administer medical treatments, perform minor outpatient surgical procedures, prescribe medicines and conduct laboratory tests or diagnostic procedures. In addition to the above clinical functions, we review the results of these investigations and provide follow-up patient care.

TalkMed is recognised as one of the leading medical tourism facility in Singapore. This has been made possible by the excellent medical service provided by our team of fifteen doctors at nine clinics in facilities operated by Parkway Hospitals Singapore Pte. Ltd.. These include Gleneagles Hospital Singapore, Mount Elizabeth Hospital Singapore, Mount Elizabeth Medical Centre and Mount

Elizabeth Novena Specialist Centre. For the past few years, SCC has established itself as one of the market leaders in medical tourism in Singapore with foreign patients accounting for approximately half of its patient-load.

TalkMed Vietnam Pte. Ltd. was established in March 2014 and we collaborated with Thu Cuc International General Hospital to set up a medical centre known as Singapore Cancer Centre Thu Cuc. The centre provides specialist medical oncology services in Hanoi, Vietnam.

In August 2019, TalkMed China Pte. Ltd. (“**TalkMed China**”) established a 100% owned subsidiary, TalkMed Hospital Management (Beijing) Co., Ltd. (“**TMHM**”) in Beijing, the People’s Republic of China (“**PRC**”). The principal activity of TMHM is to provide hospital management and advisory services in PRC.

In September 2019, TalkMed China acquired 25% of the total issued and paid-up share capital of TalkMed Chongqing Pte. Ltd. (“**TMCQ**”) from TMCQ’s minority shareholder, ZXJ2 Holdings Pte. Ltd.. Following which, TMCQ became a wholly-owned subsidiary of TalkMed China. TalkMed China and TMCQ were incorporated with the aim of exploring healthcare-related collaborations in PRC and providing healthcare management services in Chongqing, PRC, respectively.

In October 2019, TMCQ jointly established a Sino-foreign joint venture company, Sino-Singapore Hospital Management (Chongqing) Co., Ltd. (“**SSHM**”) in Chongqing, PRC, with Chongqing Yongchuan District People’s Hospital (“**YCDPH**”). TMCQ and YCDPH hold 60% and 40% of the equity interest in SSHM respectively.

In November 2019, the Group incorporated a wholly-owned subsidiary, TalkMed Greater China Pte. Ltd. (“**TMGC**”) in Singapore. The Group intends to utilise TMGC as a vehicle to explore and hold healthcare-related collaborations in PRC. Subsequently, TalkMed Group and TalkMed China transferred their entire issued and paid-up share capital of TalkMed China and TMCQ respectively to TMGC.

Stem Med Pte. Ltd. (“**Stem Med**”), set up in January 2015, is the first private stem cell banking facility in Singapore that specialises in the processing, cryopreservation and storage of adult stem cells.

The subsidiaries under Stem Med are:

- Stem Med Indonesia Pte. Ltd., a vehicle to explore business opportunities in Indonesia in the areas of operation of cellular laboratories, storage facilities and cellular therapeutics clinics; and
- DrSG Cellular Wellness Pte. Ltd. which will be primarily engaged in the research and production of highly-effective products and technologically-advanced treatments for hair rejuvenation and customised skin care for the global beauty market.

CellVec Pte. Ltd. was incorporated on 8 August 2018 and is primarily engaged in the provision of cellular and gene therapy related products and services, with a focus on the development of novel platform viral vector technologies that strive to advance genetic modification of cellular therapy.

Hong Kong Integrated Oncology Centre Holdings Limited is the controlling shareholder of Hong Kong Integrated Oncology Centre Limited, which provides a comprehensive range of services with the concept of “Total Cancer Care” and “Tumor Board Approach”. The services include cancer prevention, screening, imaging and diagnosis, multidisciplinary cancer treatment (including radiotherapy through its strategic partnership with Hong Kong Adventist Hospital) and after-treatment care in Hong Kong.

SCALE OF ORGANISATION



Net Revenue: S\$75,919,000

Total Operations: 9 clinics



Total Employees²: 93

Full-time (Male): 16

Full-time (Female): 77

² All our employees are full-time and permanent, except for seven (7) employees who are part-time and permanent.

SUSTAINABILITY AT TALKMED

GRI 102-11 | 102-16 | 102-18

TalkMed is committed to integrating sustainability across all our functions. We have put in place relevant policies and procedures to ensure efficient management of sustainability within our Group.

The goal of the Company is to provide services of the highest quality to our customers, which is reflected in our vision and mission.

Vision: *Our vision is to be a premier provider of medical oncology and palliative care healthcare services in the private sector in Singapore and in the region.*

Mission: *Our mission is to deliver quality care and service to our patients. Looking ahead, providing medical oncology and palliative care healthcare services in the region and expanding our services to include the provision of secondary and primary healthcare are also an integral part of our business model.*

While managing our environmental, social and governance risks, TalkMed considers the Precautionary Principle and supports it by taking actions to reduce our environmental impacts.

GOVERNANCE STRUCTURE

Our senior management is responsible for leading our sustainability efforts and initiatives. They communicate and update the Board of Directors about our sustainability progress on an on-going basis to help them formulate relevant strategies.

We pride ourselves in conducting our business in a clean, ethical and transparent manner. We have clear policies on business standards, ethics and anti-corruption and are committed to ensuring full compliance with local as well as international requirements. We do not condone any malpractice, impropriety, non-compliance of statutory law, rules and regulations, or wrongdoing by employees in the course of performing their duties. More information on our corporate governance guidelines and practice is available on pages 14 to 32 of our FY19 Annual Report.

STAKEHOLDER ENGAGEMENT

GRI 102-40 | 102-42 | 102-43 | 102-44

At TalkMed, we understand the importance of engaging our stakeholders and identifying the material issues that are most important to them. We selected our key stakeholder group based on influence, representation, responsibility, dependency and proximity.

In the financial year ended 31 December 2017 (“FY17”), we conducted stakeholder engagement based on a process of identification, prioritisation and validation to identify the key material issues.

We firmly believe that stakeholder engagement is a key factor to ensure the success of our business. Therefore, we constantly seek to improve our communication channels with all our stakeholders to seek their inputs as well as address their concerns.

Stakeholder	Concerns Raised	Frequency of Engagement	Mode of Engagement
Shareholders	Economic Performance Customer Health and Safety Employment Anti-corruption	Annually/Ad hoc	Quarterly financial results Annual general meeting Email
Patient	Customer Health and Safety Customer Privacy Product Service and Labelling	Ad hoc	Informal feedback from patients through our doctors and clinical staff Face to face interaction Public forum
Supplier	Procurement Practices Market Practices Customer Health and Safety	Ad hoc	Feedback via email/phone call
Regulator	Compliance (Product Responsibility) Customer Health and Safety Compliance (Society) Anti-corruption	Ad hoc/Quarterly	Regulatory guidelines Email Phone call
Employee	Employment Training and Education Occupational Health and Safety	Ad hoc/Annually	Email Yearly appraisals Team building sessions
Top Management	Economic Performance Customer Health and Safety Indirect Economic Impacts Anti-corruption	Ad hoc/Quarterly	Board meetings Board Committee meetings

MATERIALITY ASSESSMENT

GRI 102-46 | 102-47 | 103-1

The content and aspect boundaries in this report have been developed in alignment with the GRI Reporting Principles of Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness. Our key stakeholders were engaged through carefully formulated surveys to understand their areas of concern.

TalkMed conducted a peer benchmarking exercise for our FY19 report. We compared the material topics and disclosures against our top local and national peers to assess gaps and identify areas of improvement. After analysing the findings from the exercise, we have refreshed our material aspects and selected “Anti-corruption” as an additional material aspect to be included in our Sustainability Report from FY19 onwards.

We are committed to updating our materiality assessment biennially.

MATERIAL ASPECTS AND INDICATORS IDENTIFIED

Categories	Material Aspects	List of Indicators	Aspect Boundary
Economic	Economic Performance	GRI 201-1: Direct economic value generated and distributed	Within organisation
Governance	Anti-corruption	GRI 205-3: Confirmed incidents of corruption and actions taken	Within organisation
Product Responsibility	Customer Health and Safety	GRI 416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	Within organisation and patients
Labour Practices and Decent Work	Employment	GRI 401-1: New employee hires and employee turnover	Within organisation
	Training and Education	GRI 404-1: Average hours of training per year per employee	Within organisation

GOVERNANCE

ANTI-CORRUPTION

GRI 103-1 | 103-2 | 103-3 | 205-3

Why is this a material issue?

TalkMed adheres to the highest standards of business integrity, ethics and transparency. Corruption in any form undermines the capability of healthcare organisations to contribute to better health and to serve their customers well. Hence, it is important for us to keep our corruption risk low through good corporate governance, business ethics and strong internal controls in our business processes.

As a medical services provider, we take this issue very seriously and are committed to complying with all applicable standards, rules and regulations necessary to prevent corruption and unethical behaviour.

Our approach to managing

At TalkMed, we have zero tolerance for all forms of corruption, bribery, fraud and unethical behavior. This is reflected in our Code of Conduct, which outlines the guidelines for maintaining transparency and accountability.

We have also established a whistle-blowing policy which will stipulate the mechanism by which concerns about plausible improprieties in matters of financial reporting may be raised. A dedicated secured email address allows whistle-blowers direct access to the Audit and Risk Committee.

The whistle-blowing policy and its procedures have also been made available to all employees.

The Company's whistle-blowing policy allows employees to raise concerns and offers reassurance that they will be protected from reprisals or victimisation for whistle-blowing in good faith.

FY19 Performance

There were no reported cases of anti-corruption during the reporting period.

FY20³ Target

We aim to maintain zero cases of all forms of corruption in our future business operations as well.

³ Financial year ending 31 December 2020 ("FY20")

PRODUCT RESPONSIBILITY

CUSTOMER HEALTH AND SAFETY

GRI 103-1 | 103-2 | 103-3 | 416-2

Why is this a material issue?

The safety and well-being of our customers form the core of our organisation's value. We are committed to providing excellent service to our patients at all times and have taken several measures to ensure the same.

We have integrated standards and procedures across all our operations and installed continuous monitoring systems to safeguard the health and safety of our valued customers.

Our approach to managing

As customer safety is a crucial aspect of our business, we ensure strict adherence to government regulations such as Private Hospitals and Medical Clinics Act, Medicines Act, Health Products Act and Singapore Medical Council Ethical Code and Ethical Guidelines.

We have in place a set of clinical standard operating procedures ("**SOPs**") to maintain competency among staff and compliance with the applicable regulations and laws.

As a provider of medical services, we believe the professional capability of our nurses is a direct reflection of the quality of our services. We have, therefore, put in place a system of competency checklists to assess and evaluate their proficiency. In addition to this, we also have an apheresis competency checklist, as our operations require handling blood products. The above SOPs and checklists are reviewed every year for relevance and completeness.

FY19 Performance

There were no incidents of non-compliance concerning the health and safety impacts of products and services.

FY20 Target

TalkMed aims to continue its performance by maintaining a strong framework to ensure compliance with relevant guidelines and regulations.

PEOPLE

EMPLOYMENT

GRI 103-1 | 103-2 | 103-3 | 401-1

Why is this a material issue?

Our employees are the foundation of our business and the secret to our long-lasting success. They are integral to our ability to provide exceptional medical services to our customers and consistently improve our performance. As they are our most valuable assets, we are committed to providing a challenging work environment for our workforce of talented doctors and specialists.

Our approach to managing

We are aware that our ability to attract, develop and retain highly motivated employees is critical to our business.

Our human resource team follows fair and supportive policies which are in line with our objectives. We have an equitable system of recognition and awards that allows doctors the opportunity to participate in revenue-sharing schemes. Our staff is awarded an attractive year-end bonus that commensurates with their performances. In addition to the above, we promote annual subsidised holidays to promote staff bonding. We recognise and acknowledge the contribution of our long-serving staff by rewarding them with long service awards.

We aim to have the very best talent and also work towards ensuring that each role is filled by a candidate who is qualified and of the right fit. Therefore, we have delegated this crucial task of recruiting new doctors to our Chief Executive Officer and Chief Operating Officer, while the hiring of new clinical staff is entrusted to nurse management and human resource department. This helps us to identify candidates with high potential who can contribute meaningfully to the Group.

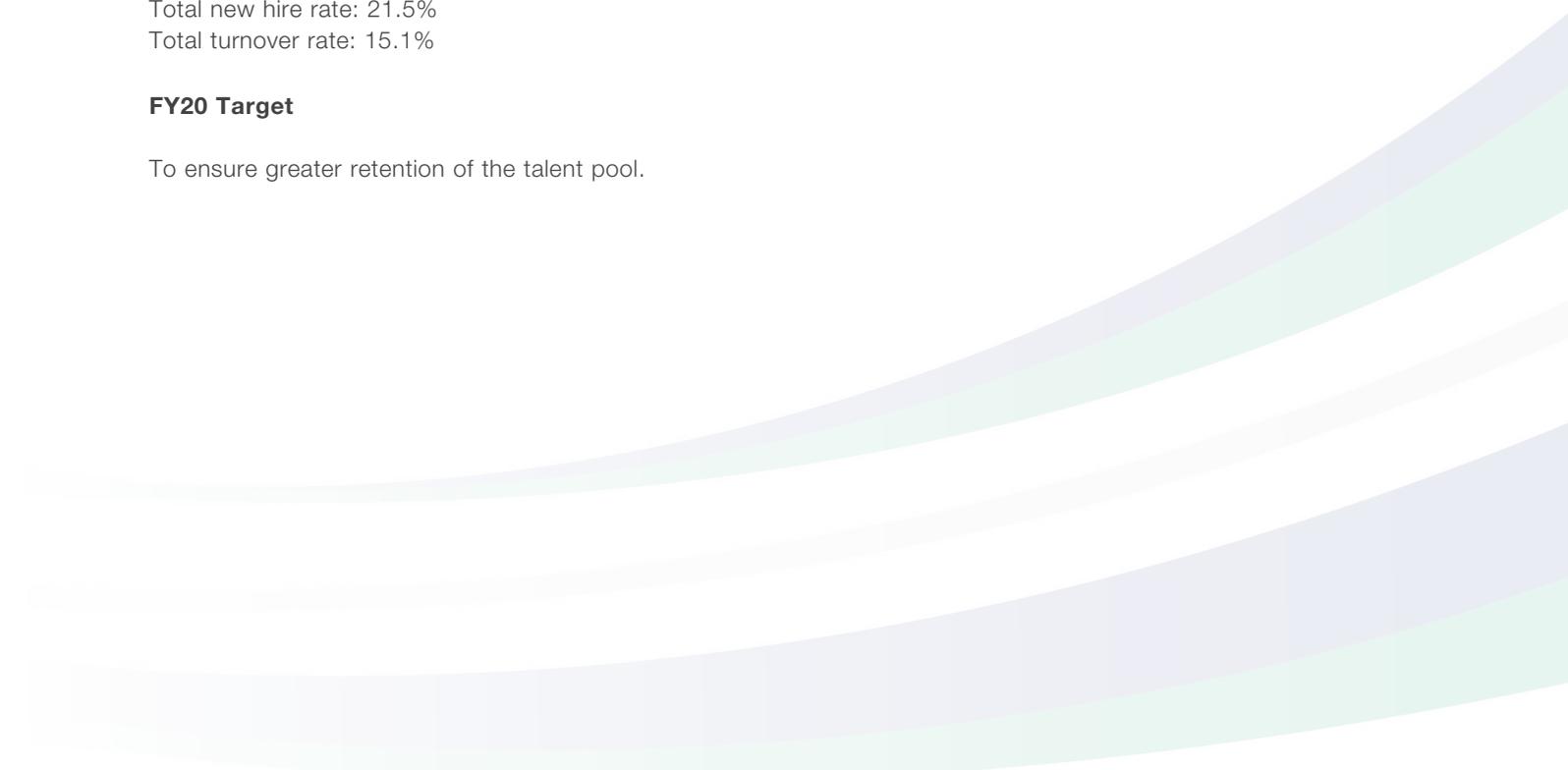
FY19 Performance

Total new hire rate: 21.5%

Total turnover rate: 15.1%

FY20 Target

To ensure greater retention of the talent pool.



Employee information:

Employee information by age group and nationality	Singapore		Other nationality		Total
Below 30	6		8		14
Between 30 and 50	46		18		64
Above 50	13		2		15
Total employees	65		28		93
New hires by age group	Male	Female	Rate of hire (male)	Rate of hire (female)	Total rate of hire
Below 30	1	3	33.3%	17.6%	20.0%
Between 30 and 50	2	14	66.7%	82.4%	80.0%
Above 50	0	0	0.0%	0.0%	0.0%
Total employees	3	17			
New hires by nationality	Male	Female	Rate of hire (male)	Rate of hire (female)	Total rate of hire
Singapore	1	7	33.3%	41.2%	40.0%
Other	2	10	66.7%	58.8%	60.0%
Total employees	3	17			
New hires by gender	Number	Percentage			
Male	3	15.0%			
Female	17	85.0%			
Total employees	20				
Employee turnover by age group	Male	Female	Rate of turnover (male)	Rate of turnover (female)	Total rate of turnover
Below 30	0	0	0.0%	0.0%	0.0%
Between 30 and 50	1	12	50.0%	100.0%	92.9%
Above 50	1	0	50.0%	0.0%	7.1%
Total employees	2	12			
Employee turnover by nationality	Male	Female	Rate of turnover (male)	Rate of turnover (female)	Total rate of turnover
Singapore	2	8	100.0%	66.7%	71.4%
Other	0	4	0.0%	33.3%	28.6%
Total employees	2	12			
Employee turnover by gender	Number	Percentage			
Male	2	14.3%			
Female	12	85.7%			
Total employees	14				

TRAINING AND EDUCATION

GRI 103-1 | 103-2 | 103-3 | 404-1

Why is this issue material?

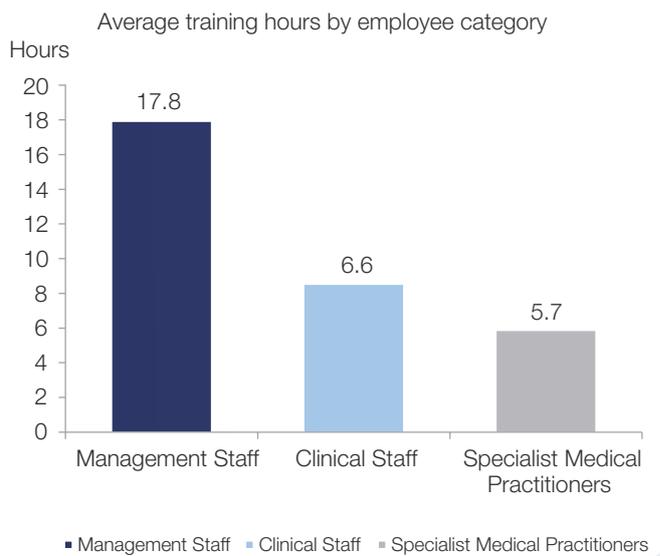
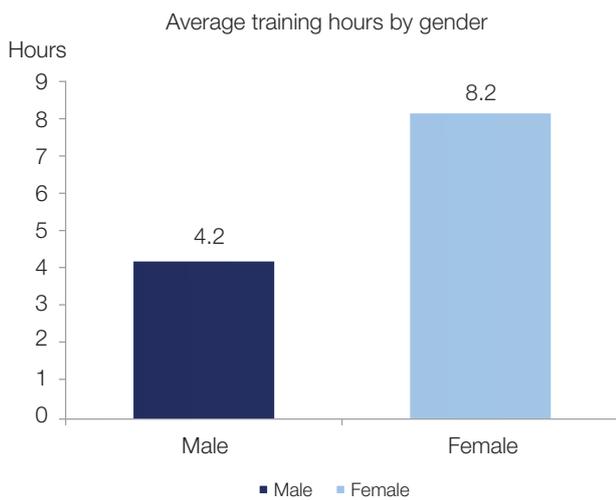
TalkMed places a strong emphasis on developing talent through training and education programmes. It is necessary for our doctors and specialists to be updated with the latest development in their field to perform to the best of their abilities. Therefore, we provide opportunities for holistic improvement in their competency level and help them reach their full potential.

Our approach to managing

To enable employees to refine their skills, we organise regular training and development programmes to cater to their area of specialisation. We offer our nurses fully-sponsored diploma courses to help them upgrade their qualifications. We have fostered a culture of learning in our organisation and we encourage regular feedback to identify new areas of improvement.

FY19 Performance

Average training hours per employee: 7.5



FY20 Target

To maintain average training hours per employee at 7.5 hours.

COMMUNITY



RELAY FOR LIFE 2019

On 2 and 3 March 2019, the third edition of Relay for Life (“RFL”) 2019 where TalkMed was the key sponsor, was held. The event saw around 7,000 participants celebrating the triumph of accomplishing the 15-hour relay.

A total of 208 teams took part in the 100 km challenge. This number of teams almost doubled as compared to 2018. The teams set a new Singapore Book of Records for the longest distance (14,849.2km) covered by a group of runners in six hours.

Singapore is the 25th country to organise RFL and be part of this global movement. This event brings the community together to **Celebrate** the triumph of survivors, **Remember** those lost to the disease and **Fight Back** against a disease that has taken so much.

This event has helped to raise over S\$1 million which will go towards funding the programmes and services run by SCS to Minimise Cancer and Maximise Lives of the cancer community.

SINGAPORE CANCER SOCIETY’S I-DO

The Company, through PCC, was the main sponsor for the web-series campaign – Singapore Cancer Society’s I-Do – held on 12 February 2019.

It was a partnership with Blue3Asia and SCS to develop a web-series story depicting real-time experiences in a cancer patient’s journey. At the grand finale, the series was screened at School of the Arts Singapore in the presence of media and patients.

The event also included an exhibition on the stakeholders (such as doctors, dietitian, counsellors, caregivers) involved in a cancer patient’s journey. Dr Ang Peng Tiam (Medical Director), Chloe Ong (dietitian) and Tan Hui Ping (counsellor) from PCC were featured in this exhibition.



GRI CONTENT INDEX

GRI Standard	Disclosure	Chapter, Page Reference, Performance and/or Explanation for Omissions	
ORGANISATIONAL PROFILE			
GRI 102: General Disclosures 2016	102-1	Name of the organisation	2
	102-2	Activities, brands, products, and services	4 to 5
	102-3	Location of headquarters	4
	102-4	Location of operations	4 to 5
	102-5	Ownership and legal form	4 to 5
	102-6	Markets served	4 to 5
	102-7	Scale of the organisation	5
	102-8	Information on employees and other workers	5
	102-9	Supply chain	Our supply chain involves drugs and consumables that are ordered either through direct pharmaceutical companies or through third party logistic partners.
	102-10	Significant changes to organisation and its supply chain	TalkMed has incorporated a few subsidiaries in 2019 in Singapore and China. Please refer to pages 4 and 5 for more information.
	102-11	Precautionary principle or approach	6
	102-12	External initiatives	<ul style="list-style-type: none"> • Singapore Code of Corporate Governance (2012) • Singapore Financial Reporting Standards (International)
	102-13	Membership of associations	None
STRATEGY			
102-14	Statement from senior decision-maker	3	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behaviour	6	
GOVERNANCE			
102-18	Governance structure	6	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	7	

GRI Standard	Disclosure	Chapter, Page Reference, Performance and/or Explanation for Omissions
102-41	Collective bargaining agreements	None of our employees are covered under collective bargaining agreements.
102-42	Identifying and selecting stakeholders	7
102-43	Approach to stakeholder engagement	7
102-44	Key topics and concerns raised	7
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	<ol style="list-style-type: none"> 1. Singapore Cancer Centre Pte. Ltd. 2. TalkMed Vietnam Pte. Ltd. 3. TalkMed Greater China Pte. Ltd. 4. TalkMed China Pte. Ltd. 5. TalkMed Chongqing Pte. Ltd. 6. Stem Med Pte. Ltd. 7. CellVec Pte. Ltd. 8. Stem Med Indonesia Pte. Ltd. 9. DrSG Cellular Wellness Pte. Ltd. 10. Sino-Singapore Hospital Management (Chongqing) Co., Ltd. 11. TalkMed Hospital Management (Beijing) Co., Ltd. 12. Hong Kong Integrated Oncology Centre Holdings Limited 13. Hong Kong Integrated Oncology Centre Limited <p>Only Singapore Cancer Centre Pte. Ltd. is covered under the scope of the report.</p>
102-46	Defining report content and topic Boundaries	2 and 8
102-47	List of material topics	8
102-48	Restatements of information	We do not have any restatements of information.
102-49	Changes in reporting	We have refreshed our materiality aspects to include: GRI 205-3: Confirmed incidents of corruption and actions taken
102-50	Reporting period	2
102-51	Date of the most recent report	May 2019

GRI Standard	Disclosure		Chapter, Page Reference, Performance and/or Explanation for Omissions
	102-52	Reporting cycle	2
	102-53	Contact point of questions regarding the report	2
	102-54	Claims of reporting in accordance with GRI Standards	2
	102-55	GRI Content Index	15 to 17
	102-56	External assurance	We have not sought external assurance for this reporting period.

Material Topics

ECONOMIC

GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Please refer to pages 5 to 6 of our FY19 Annual Report
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Please refer to pages 42 to 102 of our FY19 Annual Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	8 to 9
	103-2	The management approach and its components	9
	103-3	Evaluation of the management approach	9
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	9

SOCIAL

GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	8 and 11
	103-2	The management approach and its components	11
	103-3	Evaluation of the management approach	11
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	11 to 12
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	8 and 13
	103-2	The management approach and its components	13
	103-3	Evaluation of the management approach	13
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	13
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	8 and 10
	103-2	The management approach and its components	10
	103-3	Evaluation of the management approach	10
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	10



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