

2017

SUSTAINABILITY REPORT



PURSUIT OF
SUSTAINABILITY
追求可持续发展



Bund Center Investment Ltd

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About Bund Center Investment Ltd

AT A GLANCE

Bund Center Investment Ltd (“BCI” or “the Company”) and its subsidiaries (collectively “the Group”), is listed on the Singapore Exchange and headquartered in Singapore, is engaged in investment holding property businesses in People’s Republic of China. Currently, it is engaged in:

- a. the ownership of the Westin Bund Center Shanghai a five-star hotel in Shanghai that is currently managed by Westin Hotel Management, LP.; and
- b. the ownership and management of commercial and retail properties, namely the Bund Center Office Tower in Shanghai and the Golden Center, a six-storey retail complex in Ningbo, Zhejiang Province, PRC.

BCI, through its subsidiary, Shanghai Golden Bund Real Estate Co., owns an acclaimed brands, namely Westin Bund Center.

We have great responsibility to sustainably manage our business operations and be an equal opportunity employer that allows the communities in which we operate to prosper. Our unwavering commitment to architectural and quality excellence is reflected in our development, winning us prestigious prizes such as the FIABCI Prix d’Excellence Award and Top Ten Best Office Building in PRC. Our hotel is currently the flagship Westin hotel in Shanghai and has won many accolades and has established itself as a world class luxury hotel, having received the Star Diamond Award from The American Academy of Hospitality Sciences and Top 500 hotels in the world by Travel+Leisure magazine.

BCI achieved a commendable operating performance with a revenue of S\$123 million and an EBITDA of S\$69.5 million. Total profit for FY 2017 increased by S\$1.7 million or 5.9% to S\$30.1 million.





Please refer to our Annual Report 2017 for additional details on our corporate structure and our financial results. At the end of 2017, BCI had 727 employees across the PRC Group's operations as covered in this report. For more details on our workforce, please refer to the "People" section on page 24.

During the reporting period, there were no significant changes to the organization.

We believe that the complexity of sustainability issues often requires a collaborative approach to find the best solutions. To this end, we are a member of the following organisations:

- Member of Shanghai Hotel Association
- International Brand Hotel Shanghai Association



BCI values and recognises our people as the leading asset. The culture of competitiveness, commitment, competency, creativity, collaboration and caring shapes our people and drives the company forward.

Message from the Chairman and CEO

DEAR STAKEHOLDERS,



As Bund Center Investment Ltd (“BCI” or “the Company”) and its subsidiaries (collectively “the Group”) celebrate its 8th anniversary as a listed Company on the Singapore Securities Trading Ltd (“SGX”), we are pleased to present our inaugural Sustainability Report. This report, which has been approved by the Board of Directors (“Board”), presents BCI’s material sustainability or environmental, social, and governance (“ESG”) issues, our approach in managing these issues, and setting their performance indicators.

While sustainability reporting is new to BCI, sustainability as a business imperative is not new to the Group and we understand the importance of sustainability and delivering our commitments to key stakeholders. Please refer to page 9 of this report for more detailed information on our Sustainability Vision.

In 2017, we conducted Materiality Assessment internally to identify our material ESG issues and integrate it into our existing risk management framework so as to ensure that the Board is kept abreast of its happenings and has the ability to support our management team in addressing them. The Board is also supported by the Audit Committee as well as the Enterprise Risk Management Committee in managing the Group’s sustainability initiatives and programs.

Within our operations, a robust governance and risk management framework guides the organisation in conducting our business ethically. We adopt a zero-tolerance approach towards corruption. There were no legal cases regarding corruption which were brought against the Group, or its subsidiaries during the year under review.

Occupational safety, health and well-being are of paramount importance to us. We are pleased to report that there were no fatalities or instances of occupational diseases in our Hospitality and Asset Management divisions. We will continue to assess and improve our internal controls to reduce the occurrence of accidents, injuries and illnesses to all our employees.

It is our responsibility as an employer to provide a conducive and inclusive workplace for our employees’ development, well-being and satisfaction. Recognising that people are the main driver of our success, we treat all our employees equally, fairly, and with respect, offering them an equal opportunities policy on employment. We are committed to contributing back to the economic and social development of the society through local community engagements and development programs in our PRC operations. We believe that our Sustainability Vision will enable us to continue delivering value for all our stakeholders.

Our accomplishments in 2017 were made possible due to teamworks and full commitments of the Group colleagues. As we look to the future, we aim to further integrate sustainability into our operations and culture so that we can continue to deliver hard work and dedication to local community and environmental needs.

FRANKLE (DJAFAR) WIDJAJA

Executive Chairman and Chief Executive Officer

How We Report

Being new to sustainability reporting, we are committed to implementing the reporting requirements by leveraging on our continuous improvements approach.

This report covers the period from 1 January to 31 December 2017 ("FY 2017"). Going forward, we will be publishing this report on an annual basis. Our sustainability report will be published in an online format which reduce an environmental impact and make our reporting more targeted and accessible to our stakeholders.

Our sustainability report contains detailed information on our material issues, as well as the impact of our operations on society and the environment. We recognise that sustainability reporting is a journey and are adopting a phase implementation approach in line with SGX sustainability reporting requirements with a 3 years progressive report. To ensure that we establish proper reporting processes before starting to report on the entire Group, this reporting scope encompasses the operations and focuses on our hotel flagship **Westin Bund Center Shanghai** and **Bund Center Office Tower**, the major contributors to the Group in terms of asset size, profitability and staff strength.

Giving special consideration to our peers who are acknowledged leaders in sustainability, we chose the GRI reporting framework to ensure accuracy, reliability, clarity, and comparability of the information presented in this report.

We are not going to seek external assurance for this report, but intend to do so at some point in the future. For now, our main focus is on embedding sustainability into the organisation, and seeking verification of our management systems.

We recommend reading this report together with our Annual Report 2017, which provides key information on our financial performance as well as additional details on our corporate governance and risk management. Both reports are critical communication pieces in the ongoing and transparent engagement of our stakeholders.

This report uses standard units of measurement. Conversion factors, where required and applicable, are explained in their respective sections. For any questions regarding this report, please contact John Woo, Chief Risk Officer, Bund Center Investment Ltd at john.woo@bundcenter.com

Board of Directors' Statement

The Board of BCI has the ultimate responsibility for the preparation of this Sustainability Report. This inaugural report has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core Option. It also meets the requirements of the 2016 SGX Sustainability Reporting Guide in all material aspects.

The Board is working with the Audit Committee ("AC") to provide oversight on significant environmental, social and governance issues that might have an impact on BCI's long term business objectives. The AC in turn reviews BCI's sustainability programs and ensures the Board is always kept up to date on all relevant developments. We have set up a Sustainability Governance structure as detailed on page 11.

The Board has reviewed the process by which BCI's Material Issues were determined and agreed that the issues thus determined and reported on in this report are an adequate representation of BCI's material ESG issues.

OUR SUSTAINABILITY MANAGEMENT STRATEGY AND GOVERNANCE



At BCI, the pursuit of sustainability guides our approach to doing business. We recognize that sustainable development is fundamental to our long-term success and growth. We work to integrate sustainability into all aspects of our operations, we give the highest priority to the interests of all our stakeholders, thereby creating added value for our shareholders, customers and the environment.

In This Section

On the following pages, we will introduce BCI's sustainability vision and explain our sustainability related governance structures and risk management procedures. In addition, we are also going to describe how we identified our material issues and how we are working to engage our stakeholders on them.

Our activities are guided by internationally recognized frameworks (such as the Global Reporting Initiative's reporting standards) and we align our efforts to global issues through the UN Sustainable Development Goals ("SDGs").

Our flagship project Bund Center Office Tower, an iconic landmark of the Bund, visible from all directions and offer sweeping views across the Huangpu River to Pudong, with its crown rooftop, a well known and established brand in Shanghai, is the chosen focus of this inaugural sustainability report.



Bund Center Investment Ltd's Sustainability Vision

Bund Center Office Tower and Westin Bund Center, being major contributors to our Group's revenue, is the pillar of our Sustainability Vision, which is based on these four cornerstones:

1. BEST IN CLASS REAL ESTATE

A Tower of Convenience - Dominating the skyline of the Shanghai Bund and Redefining Building Standards. Our top priority and greatest strength: By providing state-of-the-art facilities and services of the highest quality and standards, we are contributing to the prosperity for our present and future generations. The building has been designed by one of Shanghai's most experienced foreign architects- John Portman & Associates- who have created a design that reflects the corporate image of strength prestige and success whilst still remaining in harmony with the colonial architecture of the Bund.

Some examples include:

- Top quality offices, commercial spaces and hotel property, built in accordance with leading engineering and environmental standards, incorporated a host of intelligent building facilities required by today's multinational corporations. Raised flooring; optic fibre cable network; satellite connection; and advanced building automation systems created a new quality benchmark in Shanghai.
- Our contribution to the development of quality infrastructures was built with reference to the importance of environmental combined with the architecture equipped with various facilities such as free shuttle bus service for tenants to the main public transport hub and also provides concierge services, a laundry pick up, cleaning and collection services, comfortable pedestrian area and garden landscaping. In addition, our Office Tower has in place stringent security gates and round-the-clock security patrol that are trained in detecting explosive materials.



BUND CENTER in its entirety was awarded the Shanghai Magnolia award for excellent engineering and construction and in 2004 received the FIABCI Prix d'Excellence Award. In September 2005, our Office Tower was named "Top Ten Best Office Building in China" by China Business Newspaper.

2. CLIMATE ACTION

BCI recognises the need to mitigate climate change and is committed to:

- having continuous development of public facilities within our building in order to minimise unnecessary emissions, maintaining good air quality and use natural light.
- Making contributions through various means in the decarbonisation (e.g. supporting energy saving efforts within our building)

These activities are aligned with Sustainable Development Goals (SDGs) number:



These activities are aligned with Sustainable Development Goals (SDGs) number:



Our Approach

3. SUSTAINABLE COMMUNITIES

BCI continues to contribute to the growing prosperity of China's society in a number of ways as part of its commitment. Some examples include:

- Healthy, Wellness and Clean Lifestyle Campaign
- The Group promotes exercise program and healthy living campaigns to encourage employees to live active and balance lifestyles.



Right: Huang Xuan, a well known Chinese actor — Westin Bund Center ambassador on healthy, wellness and clean lifestyle campaign



4. EDUCATIONAL PATRONAGE

BCI considers education and training to be one of the most important prerequisites for the sustainable development of society. We are committed to ensuring that everyone within the communities of our operations, independent of their gender or age, and at their own discretion, has equal access to our education ecosystem. Some examples of our activities in this area are non-formal education, economic and cultural knowledge programs for local communities and ensuring that students are well-prepared for the growing demand of modern job markets.



Westin Bund Center conducted regular educational patronage activity to help train students at special education school in Chang Ning District, Shanghai.

These activities are aligned with Sustainable Development Goals (SDGs) number:



These activities are aligned with Sustainable Development Goals (SDGs) number:



Governance and Risk Management

Our sustainable development strategy is planned to comply with both SGX Sustainability Reporting guidelines and GRI Standards.

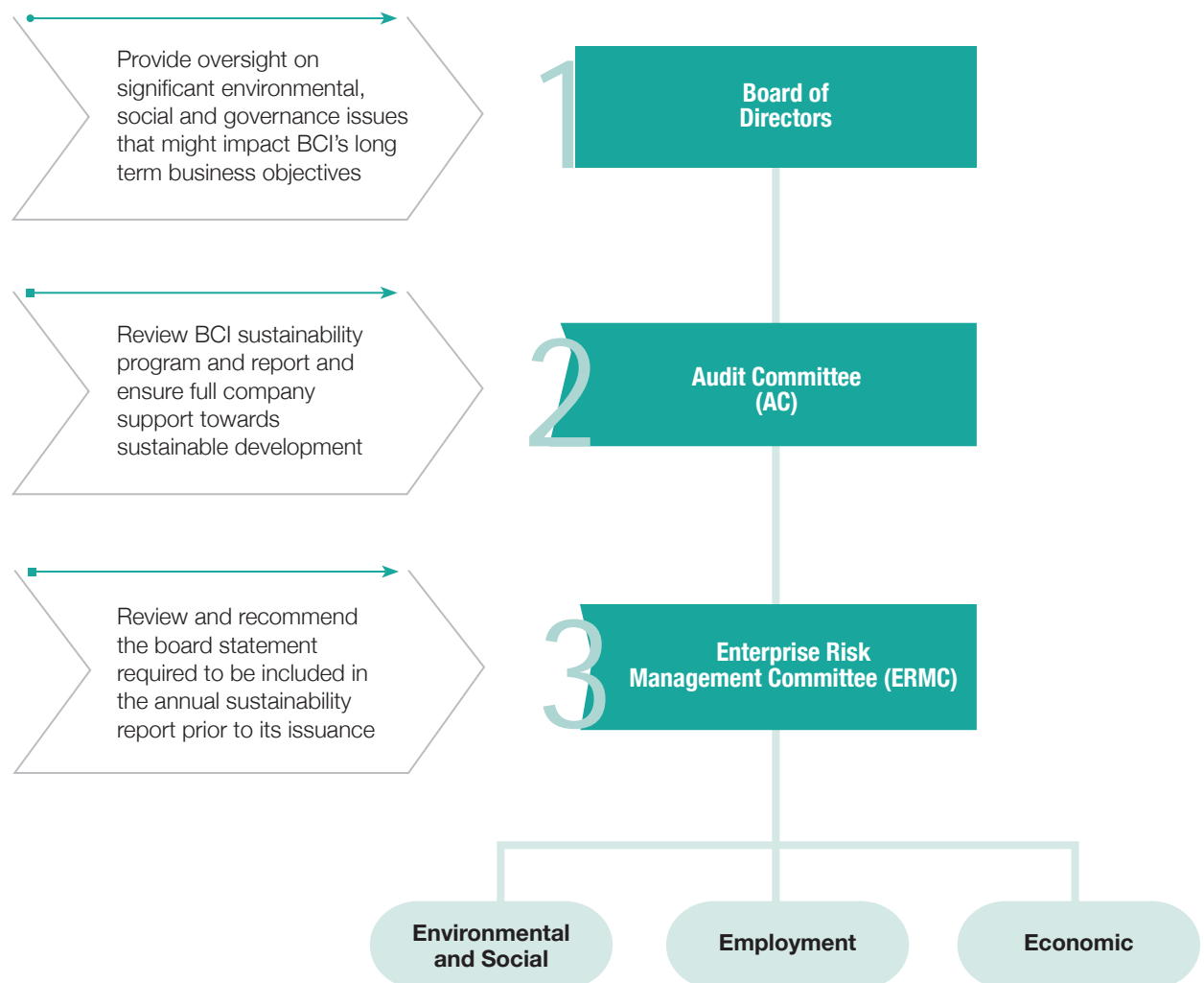
The implementation of this strategy is built around BCI's strong corporate culture and our core values:

- Positive Attitude
- Integrity
- Commitment
- Continuous Improvement
- Innovation
- Loyalty

With a better understanding on sustainability issues and how they could potentially influence our business gradually over time, we have implemented sustainability initiatives into the Group's overall governance and operations, directed by strong leadership involvement:

SUSTAINABILITY GOVERNANCE STRUCTURE

Roles & Responsibilities of Board and Committees:





BUILDING A CULTURE OF SUSTAINABILITY

Building an internal culture of sustainability is key to our journey towards sustainability; this ensures that all members of the Company act upon a shared understanding of the importance of balancing the economic, environmental and social impacts of the Company's operations.

The Company's Enterprise Risk Management Committee ("ERMC") is central to the Company's effort in building a sustainability culture. The ERMC champions sustainability principles, initiatives, and programs during the year and helps to establish departmental sustainability objectives and performance indicators, and is instrumental in the production of the annual sustainability report. The ERMC comprises representatives from the company's business units, brought together to work collectively on driving the value of sustainability across the Company.

Our sustainability structure consists of senior management, middle management and employees from various functions.

By integrating sustainability initiatives tightly into our existing risk management, we can ensure that the Board is always kept abreast of our material sustainability issues, and the Group's performance on the follow-up actions taken to address and mitigate them. As part of our preparations for this report, we have mapped most material issues to our Enterprise Risk Management ("ERM") framework.

We place strong emphasis on complying with all national and regional level regulatory frameworks. These include regulations on operational permits, design and refurbishment, finance and accounting, labour laws, customer protection, and environmental frameworks. We adopt a zero tolerance approach towards corruption throughout BCI's operations. No public legal cases regarding corruption were brought against the Group, or its subsidiaries.

We seek to proactively engage the relevant authorities to collaboratively develop solutions and frameworks

such as waste management that will ensure the well-being of our surrounding communities.

All our employees have been given briefings on the sustainability efforts of the Group in line with our initiatives of building a sustainability culture. In addition, our employees have also received clear guidance on the standards of ethical behaviour required of them through our Code of Conduct policy, supplemented by our whistleblowing policy that serves as an effective oversight measure for the prevention of fraud, corruption and other types of misconduct. We also have policies in place that cover procurement activities and fair employment practices.

All newly hired employees are required to attend mandatory orientation training courses. During these training courses, new staffs are taught BCI's core values and the policies listed above. We have yet to provide dedicated training on anti-corruption policies and procedures, but are currently evaluating the most effective way to introduce such training as a mandatory and annual exercise for all staffs.

Going forward, we will be working to achieve the following goals and shall report our progress in subsequent sustainability reports:

- Aim for full integration of sustainability governance, including the Board's involvement.
- Maintain zero incidents of non-compliance with any relevant environmental and social regulatory frameworks.
- Gradual expansion of the scope of our sustainability reporting to include all other BCI projects.
- Full integration of sustainability metrics into our ERM system.

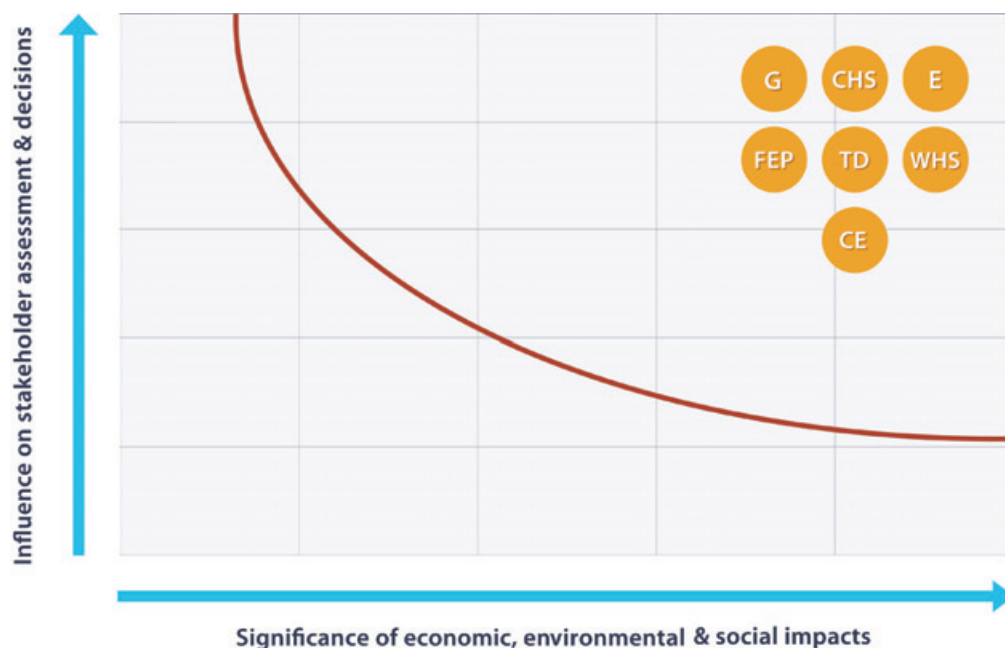
Materiality

BCI conducted a comprehensive materiality assessment on an annual basis in order to identify the most significant sustainability risks and opportunities of BCI. This assessment guides the prioritisation of topics identified during the stakeholder engagement process and helps us determine the economic, environmental and social issues that are of most interest or concern to the Company and its stakeholders, in order to strengthen the clarity of our resource allocation, report and communication.

The Materiality Matrix maps out the significant ESG and economic factors that impact our business, as well as insights gained from stakeholder engagements. It helps us to focus our efforts in paying attention to the values that are critical to the success of our business as well as the priorities of various stakeholders. It is reviewed regularly, taking into account the feedback that we receive from our engagement with a wide variety of stakeholders, broader sustainability trends and the issues facing the hospitality industry.

Based on feedback from our various stakeholders, we have shortlisted the following material factors based on valuable insights that we have gained from our stakeholder engagement efforts, as well as factors that Management deems to have potential material impacts to our business operations. These are reviewed from time to time.

We identified the following categories of material issues along with an assessment of the significance of their economic, environmental and social impacts and their influence on stakeholders' decisions as follows:



Our Approach

4 Pillars of Our Sustainability Strategy	Material Topics	Mapped GRI G4 Aspects
Economic Topics	Governance (G)	Anti-Corruption
		Compliance with Social and Economic Laws
		Compliance with Environmental Laws
		Compliance with Product Information Laws
		Human Rights Grievance Mechanisms Compliance
		Marketing and Communications
		Customer Privacy
	Customer Health and Safety (CHS)	Customer Health and Safety
		Service Quality
Social Topics	Fair Employment Practices (FEP)	Equal Employment Opportunity
		Non-Discrimination
		Forced or Compulsory Labour
		Human Rights Grievance Mechanisms
	Talent Development (TD)	Training and Education
	Workplace Health & Safety (WHS)	Occupational Health and Safety
Environmental Topics	Environment (E)	Energy
		Emissions
		Water
		Effluents and Waste
Community Topics	Community Engagement (CE)	Local Communities

The process for defining and reviewing our material issues is largely based on GRI and follows their four-step approach, which involves identification, prioritisation, validation and review. To conclude the implementation of the last of these four steps, we will be conducting a review of our material issues for the publication of next year's sustainability report.

Stakeholder Engagement

BCI constantly engages a broad range of stakeholders including customers, national and local governments, local communities, interest groups and industry associations and shareholders. Our management carefully considers the occasionally diverging interests of these diverse groups and integrates them into our business strategy.

Throughout the reporting period, we have engaged external stakeholders through our regular channels, such as annual surveys, shareholder meetings and operational meetings. In addition, we interact with the communities through customer satisfaction surveys, engagement with local communities on education and healthcare, and working closely with various government entities on joint public infrastructure and safety projects (e.g. fire safety or public transport).

Examples of current stakeholder engagement exercises relating to sustainability topics are:

- Annual Tenant Satisfaction Survey for our office buildings
- Annual employee satisfaction survey
- Marketing surveys for tenants, potential tenants, and hotel guests
- Annual corporate brand awareness survey undertaken by the management
- Local community and government sponsored CSR programs

Key topics raised by our internal and external stakeholders during the reporting period include:

TYPE OF STAKEHOLDER		
CONCERN	EXTERNAL via customer survey	INTERNAL via employee engagement survey
POSITIVE	<ul style="list-style-type: none"> • Strategic location and friendly neighbourhood • Excellent customer service 	<ul style="list-style-type: none"> • Trust in company goals • Clarity on company values • Pride to work for the company
NEUTRAL	<ul style="list-style-type: none"> • Need for maintaining cleanliness and safety at building sites • Need for more tenant facilities such as convenient stores and places for F&B • Need for faster response by the Customer Service (CS) division in addressing complaints 	<ul style="list-style-type: none"> • Opportunity to apply knowledge and skills on the job • Divisional and departmental supervisors are open to feedback from team • Attractive work opportunities
NEGATIVE	<ul style="list-style-type: none"> • Need to add shuttle bus within Bund Center Office Tower • Maintenance of Bund Center Office Tower common facilities 	<ul style="list-style-type: none"> • Business process does not fully encourage collaboration • Insufficient internal communications on certain operational activities • Speed of management response to address performance issues

Our Approach

We are planning to conduct a dedicated stakeholder engagement exercise on our material issues in 2018. For this 2017 report, we have mapped out the various GRI disclosures that resulted from the identified material issues which caused an impact towards our main stakeholders (please see table on page 41 for details). This map will form the basis of our stakeholder engagement exercise and the results will be published in our next sustainability report.

In the meantime, we strongly encourage all readers of this report to send us their feedback on the results of our materiality assessment or any other concerns you may have with regard to BCI's sustainability efforts.

Please contact John Woo, Chief Risk Officer, at john.woo@bundcenter.com. We look forward to hearing from you.

GRI DISCLOSURE	CUSTOMER	EMPLOYEES	INVESTOR/ SHAREHOLDERS	LOCAL COMMUNITIES	REGULATORS
Direct Economic Value			•		
Defined benefit plan obligations and other retirement plans		•	•		•
Infrastructure investments and services supported	•		•	•	•
Significant indirect economic impacts	•		•	•	•
Operations assessed for risks related to corruption	•		•		•
Communication and training about anti-corruption policies and procedures	•		•		•
Confirmed incidents of corruption and actions taken	•		•		•
Recycled input material used	•		•		•
Energy consumption within the organization	•		•	•	•
Energy intensity	•		•	•	•
Reduction of energy consumption	•		•	•	•
Water withdrawal by source	•			•	•
Water recycled and reused	•				
Direct GHG emissions			•	•	•
GHG emissions intensity			•	•	•
Reduction of GHG emissions			•	•	•
Non-compliance with environmental laws and regulations			•	•	•
New employee hires and turnover		•	•		•
Benefit provided to full-time employees		•	•		•
Parental leave		•	•		•
Minimum notice period		•	•		•
Types of injury and rates of injury, occupational disease, last days, absenteeism, and number of work-related fatalities	•		•		•
Average hours of training per year		•	•		
Employee development programs		•	•		
Percentage of employees receiving regular performance and career development reviews		•	•		
Diversity of governance bodies and employees			•		
Operations with local community engagement, impact assessment and development program			•	•	
Operations with significant actual and potential negative impacts on local communities			•	•	•
Incidents of non-compliance concerning the health and safety impacts of products and services			•	•	•
Non-compliance with laws and regulations in the social and economic area			•		•

In This Section

Using nature as an inspiration, the core of our design is to encourage social harmony and community engagement, providing the right balance between technology, nature, people and workplace.

With nearly two hectares of land encircled by four separate roads namely Yanan, Henan, Guangdong and Jian Xi, our development have incorporated a number of unique design features including a spacious garden, an internal-ring road and three separate vehicular access points. In addition, a three level underground carpark providing more than 450 carpark lots provide ample carparks for all tenants and visitors to the building, including provision of car parks to the medical staffs of the neighborhood Renji Hospital (仁濟醫院) which was founded in the year 1844, a university hospital affiliated to Shanghai Jiao Tong University School of Medicine.

ENVIRONMENT MANAGEMENT

This section of the report looks at the various ways in which our operations impact the environment and lays out our commitment to minimise them. Our environment initiatives are focused on minimizing the material environmental impact of our operations, which include energy, water and waste. We also actively engage staffs and customers to champion and address some of the environmental impacts together.

Covered in this section are:

- Our efforts to improve energy efficiency and reduce the greenhouse gas (GHG) emissions associated with our operations and supporting PRC China government's commitment to the Paris Agreement for a clean and climate-safe world, which aims to keep global temperature increases to "well below" 2 degrees Celsius;
- Our water usage along with data on our effluents and discharges generated;
- Statistics on waste created and how we are handling it.

During the year under review, we have introduced a number of initiatives at Bund Center Office Tower and Westin Bund Center such as installing energy saving and sensor-activated LED lightings in guest rooms and common areas, as well as adjusting the



Environment

water flow in our guest rooms. This has resulted in a 3.7% decrease in energy usage and carbon footprint respectively. Non-hazardous wastes rose 3.8% from 1,044 tonnes in 2016 to 1,084 tonnes in 2017 due to the higher occupancy rate of our hotel, and higher volume of recycled items from guest rooms being disposed together with food wastes from our F&B. As the average occupancy grows, it is inevitable that we recorded an increase by 5.9% in our year-on-year water consumption from 2016 to 2017. We are addressing this trend by engaging in a number of on-site water efficiency initiatives, including the water recycling.

This was achieved through a number of initiatives such as:

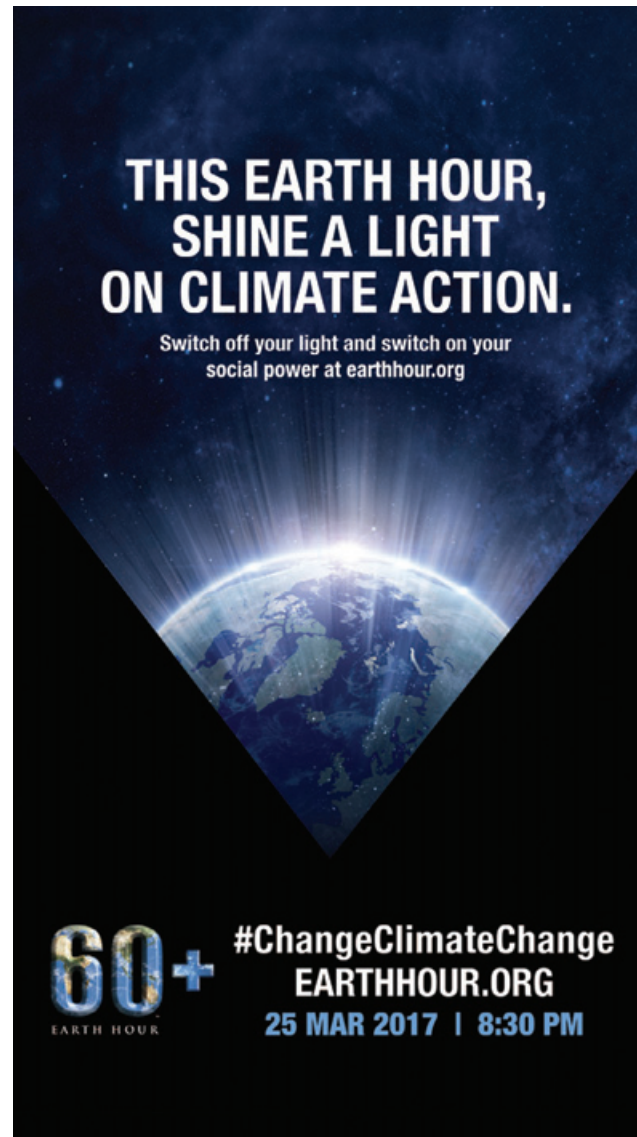
- Improving the water tap fittings and sensors to reduce overflow losses
- Manage the water consumption for cooling tower through water recirculation

We plan to implement regiment of water use monitoring to detect abnormal usage patterns by respective business unit weekly. We are looking forward to presenting in future reports how these measures are helping to reduce our environmental impacts.

Every little act goes a long way, even the simple acts of switching off lights during the lunch period and collecting rainwater to water plants and wash common areas. In addition, in compliance with the PRC National Health and Family Planning Commission, we have implemented a smoking ban from 1 March 2017 and designated a no smoking zones at our buildings and deliver anti-smoking messages to our employees and customers.

Moving ahead, we plan to engage a new waste disposal program to improve the recycling programme in our buildings. We have also embarked on a campaign to educate our guests and employees to not waste food and are pleased to see encouraging initial results.

We do not have perfect visibility for some of the metrics required to properly monitor our performance across all the major aspects of environmental impacts. However, we are actively working to improve this and will be reporting our progress in the next annual sustainability report.



INNOVATION

At BCI, we understand the significant impact of climate change and strive to protect the surrounding environment through policies and existing programs. To realise our commitment in implementing developments with an environmental cause, our buildings are incorporating green architectures to conserve energy, water and natural resources. All its buildings maximise sunlight penetration while reducing solar heat, thus boosting energy efficiencies, and optimising air circulation. Our buildings reduces air-conditioning and lighting energy consumption through the use of natural lighting and outdoor common walkways.

Going forward, we are exploring to obtain the Green Building Certification in our existing buildings. We have also embarked on a sustainability program with specific responsibilities assigned to staff across all parts of the organisation. Through this program, we will be able to better calculate and eventually reduce the energy required in the operation of our developments; lower our water consumption and carbon emissions and leading to better waste management.

We will be disclosing our targets for this program in our sustainability report from FY2018 and will start tracking our performance against these targets from FY2019 onwards.

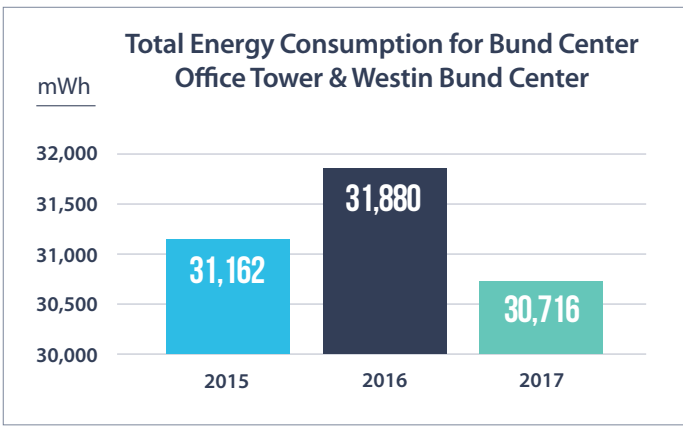
All figures in this section related solely to the two buildings, Bund Center Office Tower and Westin Bund Center. Our current system of data collection does not provide for separately reporting of our electricity and water consumption for Bund Center Office Tower and Westin Bund Center. Hence, the reported total energy consumption includes all activities from Bund Center Office Tower and Westin Bund Center.



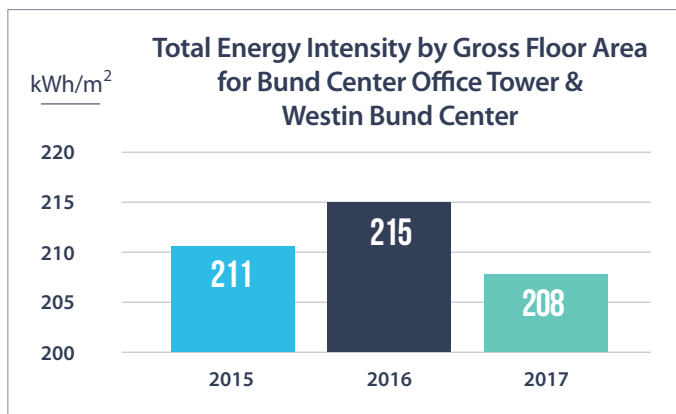
From Top to Bottom: Natural lights ventilation at Executive Lounge, the Chinese Garden Restaurant and Heavenly Lounge.

Energy

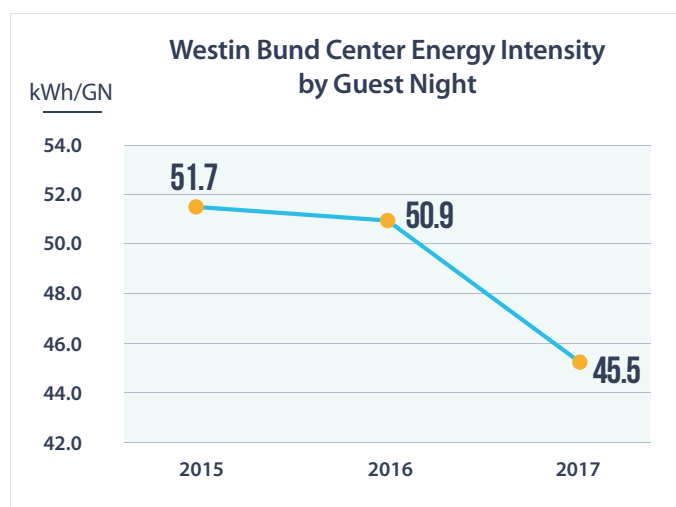
We strive to think out of the box to improve our operations so as to reduce impact to the environment, improve service to the customers and to bring efficiency to our operations. Apart from our exploration to obtain an accreditation as an internationally recognised green standards building, the Group has in the meantime undertaken other initiatives to reduce consumption of energy across our buildings such as gradual implementation of control timing function for our air-conditioning systems, usage of energy-efficient LED lightbulbs, sensor-activated lightings in common areas, sensor-activated taps and toilet equipment. Given the different nature of our businesses, the normalization factors used in our energy and water targets for Bund Center Office Tower and Westin Bund Center are Gross Floor Area (“GFA”) occupied and guest nights.



During the year under review, we have introduced initiatives on installing energy saving and sensor-activated LED lightings in guest rooms and common areas which resulted in a 3.7% decrease in energy usage as evidenced by the Certificate of Achievement for Energy Saving from Shanghai Huangpu District (please see page 37 for details). The total energy consumption has decreased from 31,880 mWh in 2016 to 30,716 mWh in 2017.



Energy intensity per GFA occupied slightly improved by 3.3% as compared with year 2016, with a reduction from 215 kWh/m² to 208 kWh/m².

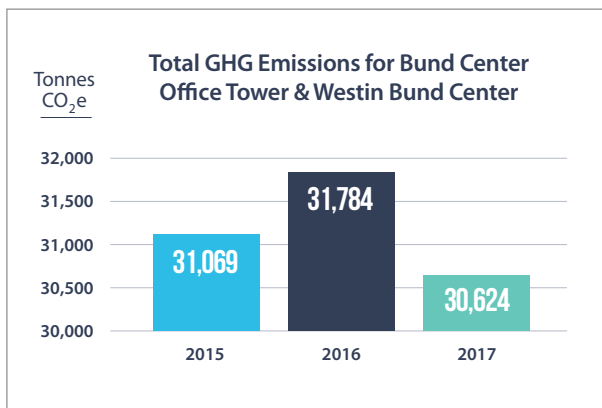


Energy saving exercise initiative in Westin Bund Center resulted in energy intensity per Guest night gradually reduced from 51.7 kWh per guest night to 45.5 kWh per guest night from year 2015 to year 2017. In year 2017, we recorded a reduction of 10.6% from 50.9 kWh per guest night to 45.5 kWh per guest night.

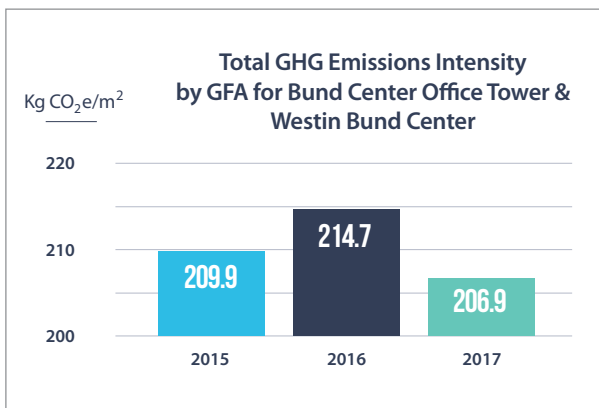
Emissions



Environment



In line with our energy efficiency initiatives, we recorded a reduction of 3.7% in our GHG emissions intensity per square meter of GFA between 2016 and 2017.

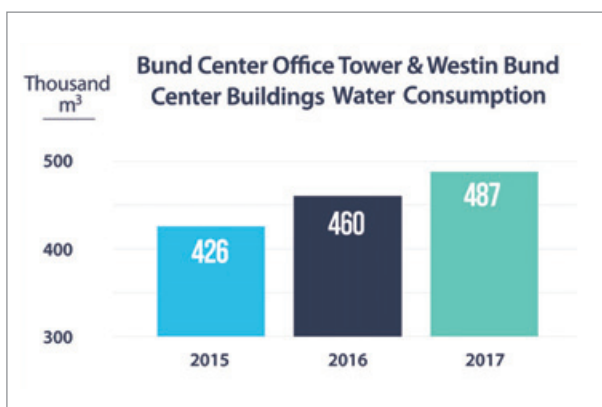


In line with our energy efficiency initiatives, our GHG emissions intensity per GFA decreased by 3.7% between 2016 and 2017.

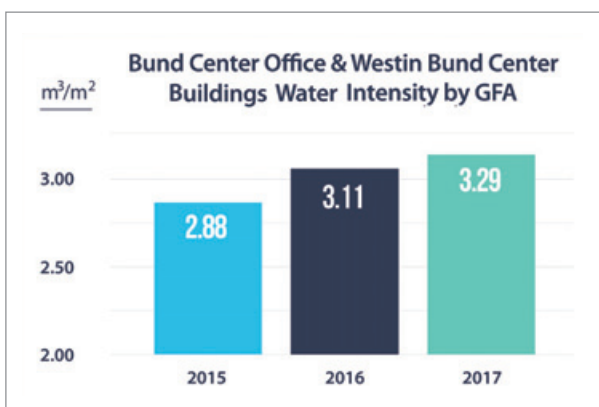
Water

Bund Center Office Tower and Westin Bund Center recorded a total water consumption of 487 thousand m³ in 2017. Water used at our buildings is from the Shanghai Municipal Source. Our buildings consumed an increase of 5.9% in water consumption as compared to 2016 mainly due to the higher occupancy rate of our hotel and higher usage on public facilities within our buildings. We will continue to monitor carefully to minimise any water wastages and possible discharge of effluents into natural water systems.

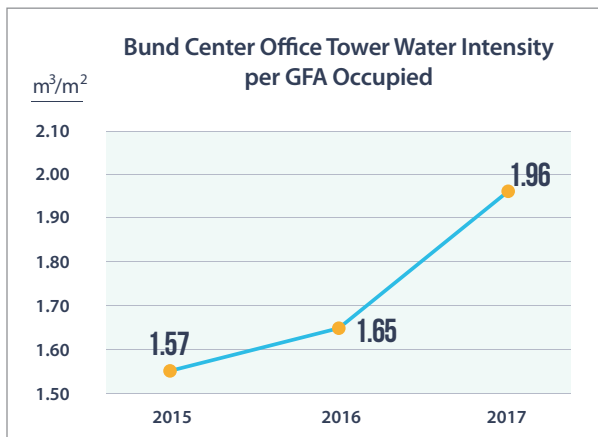
The following charts provide details on the water consumption by Bund Center Office Tower and Westin Bund Center. We will be gradually expanding coverage for this disclosure in our future sustainability reports.



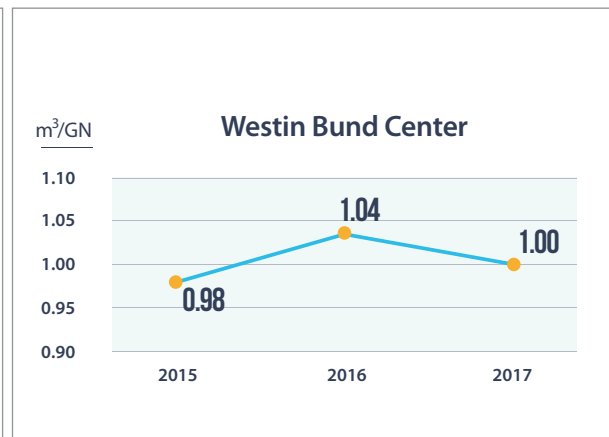
Total buildings water consumption has increased from 426 thousand m³ in year 2015 to 487 thousand m³ in year 2017. From year 2016 to year 2017, we recorded an increase of 5.9 % of water usage from 460 thousand m³ to 487 thousand m³ respectively.



Building water intensity by GFA occupied recorded an increase of 5.8% in year 2017 as compared to the year 2016, with an increase from 3.11m³/m² to 3.29m³/m².



Bund Center Office Tower water intensity by GFA occupied recorded an increase of 18.8% in year 2017 as compared to the year 2016, with an increase from 1.65 m³/m² to 1.96m³/m².



Westin Bund Center water intensity per Guest Night recorded a decrease of 3.8% from 1.04m³ in year 2016 to 1.00m³ in year 2017 in line with water efficiency initiatives at respective hotel departments.

Effluents and Waste

We practiced waste segregation in our buildings and pay special attention in ensuring that no hazardous waste was sent to the landfill.

Apart from increasing the types and amount of wastes that can be reused and recycled across our operations, we are using our ongoing communications with local government authorities to suggest improvements on waste management. In 2017, we recorded 1,084 tonnes of waste disposed of in our hospitality business and 62 tonnes of waste was recycled. We will continue to work on improving coverage of waste reporting at all our buildings.



Environmental Compliance

Given the iconic and prestige of Bund Center, we are subjected to stringent environmental regulatory frameworks in PRC China. As part of our environmental compliance and for its ongoing operational permit, BCI is also required to comply with several health, safety and environment (“HSE”) regulations such as liquid waste management, fire safety certification, and equipment licenses. The relevant authorities will perform audits on our operational feasibility and issue permit certificates only upon compliance with these requirements.

We are pleased to report that there were no incidents of environmental non-compliance during the reporting period.

People

In This Section

We will be looking at our overall employment statistics for the Bund Center Office Tower and Westin Bund Center, our outstanding performance as an equal opportunity employer, benefits and welfare programs, our investment in training and development as well as employee engagement.

THE OLYMPIC SPIRIT

We believe in engaging and developing our employees to their fullest by providing opportunities for development and growth. They are the driving force that delivers value to our customers and tenants. Our “People First” culture drives our efforts to care for both our employees and our customers.



We pride ourselves on being the best we can be, always. To live this “Olympic Spirit”, we set goals which make us winners. We seek to outperform our peers and competition.

OUR SERVICE CULTURE

Our operations and training program are called “My Journey”. This unique program covers every job and is our way of giving employees a powerful roadmap and transmitting what we have perfected.

Our commitment is demonstrated through our human resource (“HR”) policies and initiatives which are driven by our Human Capital team. The team explores and drives initiatives which are geared towards building a conducive and inclusive workplace for our employees’ development, well-being and satisfaction.



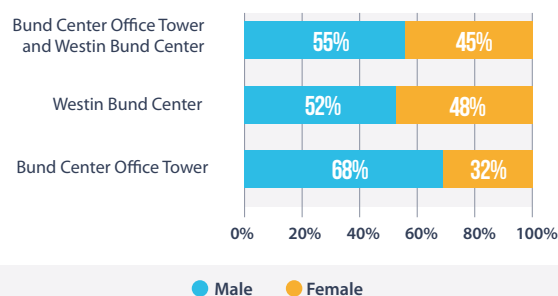


Employment

OUR EMPLOYEES

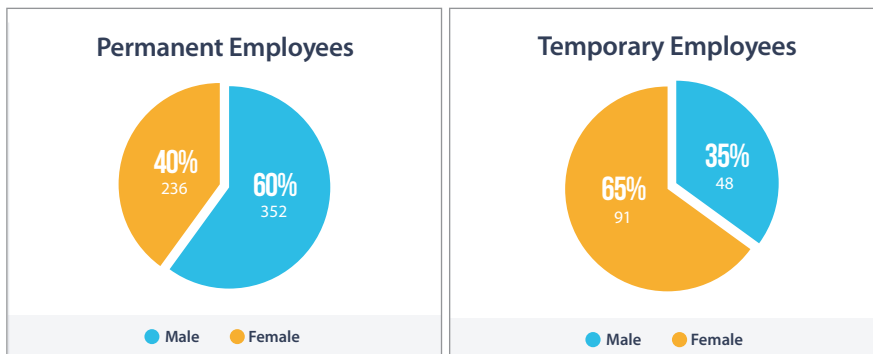
As at 31 December 2017, Bund Center Office Tower and Westin Bund Center employed a total of 727 employees, who are based in our operations in Shanghai PRC, of which 400 are male (55%) and 327 are female (45%). The relatively higher ratio of male to female employees is mainly due to the nature of our business of real estate and property management and the supply of manpower available to us on internship. Being an equal opportunity employer, we are witnessing a better balanced gender composition of our workforce in middle management and above.

Workforce by Gender in year 2017



People

Overall, a total of 81% are hired on a permanent and 19% of our employees are hired on a temporary basis, with the gender breakdown between permanent and temporary employees illustrated in the charts below. Temporary employees typically have a term of 6 months. The breakdown of the total employees by gender are as follows:



Benefits that are exclusively provided to full-time employees include:

Starwood Cares Recognition Program

This program aims to promptly reward and motivate employees to continuously support the Hotel and Starwood values. Eligible employees include those who display outstanding acts and behaviours which exemplify outstanding CARE for our Business, our Guests and fellow employees such as those who:

- Contribute to improving the hotel's management methods and result in increase of revenue.
- Work diligently and are commended by guests.
- Contribute to the prevention of danger, damage or loss of hotel property and lives.
- Contribute to the prevention of theft/loss of hotel's or guest's property.
- Provide an outstanding performance.
- Contribute to country and society.

This program will also provide the benchmarks in selecting employees for the following awards:

- Monthly Property Awards
- Quarterly Regional Awards
- Annual Division Awards
- Annual Chairman Awards

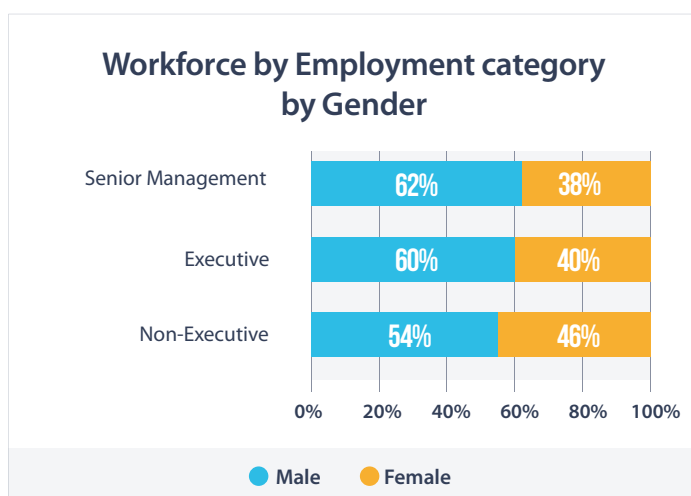
Diversity and Equal Opportunity

We are committed to promoting an inclusive culture that focuses on treating everyone fairly. In our commitment, we have adopted fair and merit-based employment practices.

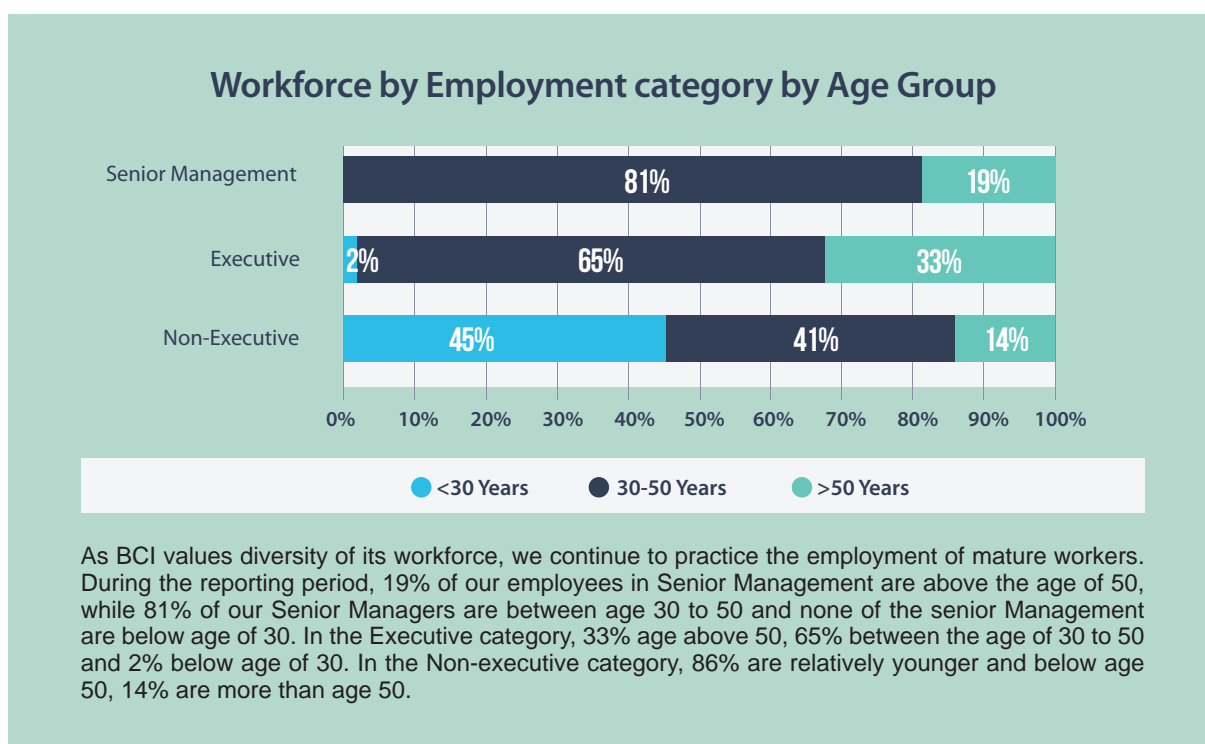
Our commitment to fair labour practices is emphasised in our employee handbook and employment practices. As an equal opportunity employer, we consider all qualified candidates for employment without regard to race, gender,

disability, religion, sexual orientation, union membership and political affiliation. We have an equal opportunities policy on employment, banning any form of discrimination and believe that our employees should be treated equally, fairly and with respect.

Different backgrounds and perspectives help us improve our ways of working, deliver better business results, and drive innovation. We therefore seek to create an inclusive work environment that fosters collaboration based on mutual respect. In 2017, 15 different nationalities and 5 disabled employees were represented in our workforce respectively.



We have 38% female employees in Senior Management, 40% females in Executive and 46% female employees in the Non-Executive categories.



New Hires and Employee Retention

We recognise that welfare and career development contribute significantly to the satisfaction and reputation of a workplace. Through our proactive engagement with employees, we are seeing no significant levels of dissatisfaction. These are backed by our new hire and turnover data illustrate below.



A LEADING WOMEN JOURNEY AT WESTIN BUND CENTER

Ms. Ada Jin has been a committed employee of Westin Bund Center for more than 16 years. She joined Westin Bund Center in year 2002 during the pre-opening of the Westin Bund Center as a waitress at Heavenliness Lounge. Dedication and loyalty occupied her heart. Today Ada is the Senior Credit Manager under the Finance Department.



“I am most proud of Westin Bund Center, given me so much opportunity through my life journey and provide me a lifelong learning and supporting me with a never give up spirit.”

Ada Jin

Our motto

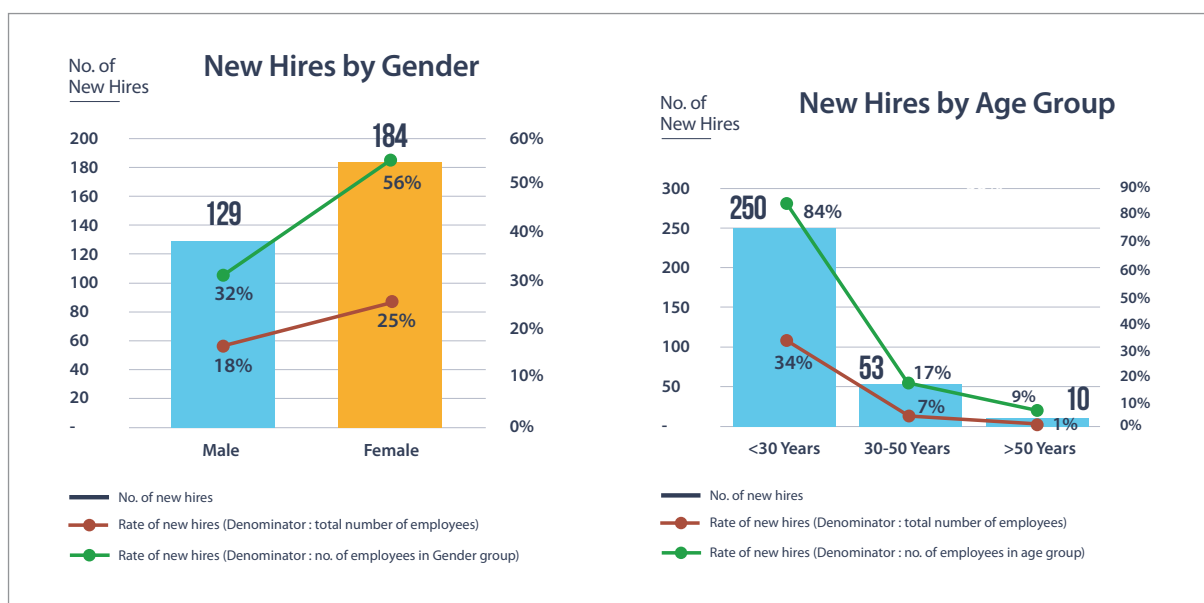
**We Don't Just Give You A Job.
We Give You A Profession.**

We strongly believe in hiring the best, investing in them; committed to continuously engaging and retaining them.

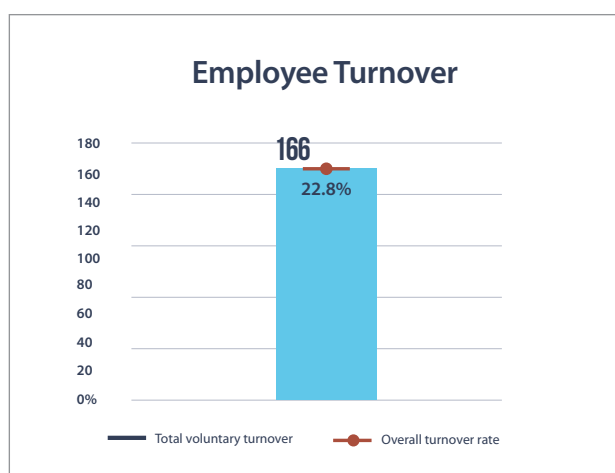


During the year, we hired 313 new employees and it represents 43% out of the total 727 employees. We hired 184 female and 129 male, vast majority of new employee which are age below 30 years and we have 250 employees, 53 employees between age

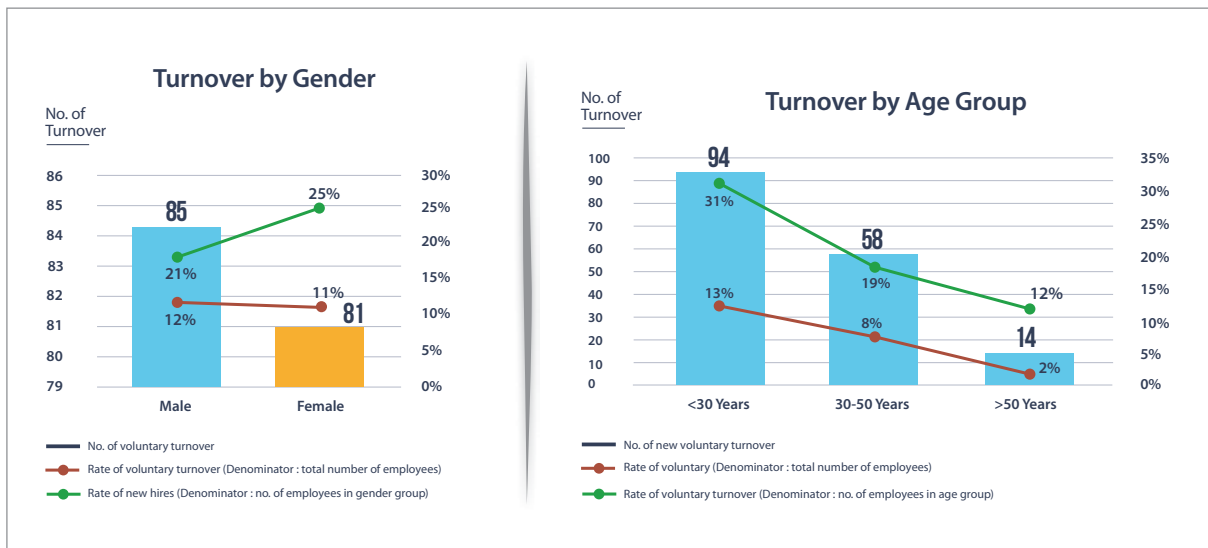
30 years to 50 years and including re-employment of 10 employees above 50 years. Believing with the diversified team members with different gender, age group, backgrounds, experience and skillsets will bring enriching perspectives to the workplace.



BCI recorded a total voluntary turnover of 166 with an overall turnover rate of 22.8% in 2017. The number of turnover and turnover rate by age group and gender are portrayed in the charts. Through these charts, our low turnover figures serve as a testament to our initiatives in improving employees' well-being and satisfaction.



People



Benefits and Welfare

Our primary engagement with our employees is via Employee Events held several times throughout the year. Other than competitive remuneration, we care for our employees through welfare and benefit schemes; including but not limited to insurance coverage, healthcare benefits, parental leave and retirement provision to all our employees.



Above: Employee appreciation week in May 2017 to appreciate the contribution of employees.
 Right: We organised annual family day party in conjunction with summer vacation for children sustainability learning like cooking skills and reading.

Family-friendly Employer

BCI prioritises employees' welfare. We support our employees by providing benefits and welfare for employees with family, including parental leave, medical benefits, subsidy for marriage and grievance and etc.

As at 31 December 2017, all female and male employees who took their maternity and paternity benefits have returned to work at the end of their maternity leave and paternity leave respectively. Therefore, we recorded a return to work rate of 100% for both our female and male employees.



The employee's family appreciation and gratitude to Westin Bund Center for amazing care and support for their daughter who is hospitalised.

Respecting Freedom of Association and Collective Bargaining Rights

BCI respects all employees' rights to the freedom of association and members of trade unions. We are guided by the PRC Government regulation which allows trade unions to represent our employees for collective bargaining, providing our employees with an avenue to seek redress for disputes. All permanent employees from the Bund Center Office Tower and Westin Bund Center are covered by collective bargaining agreements.

Above the Minimum Wage

We believe in providing decent work remuneration. As such, our employees are remunerated based on their experience, position, and competency. We strictly comply with the minimum wage set by the PRC Government and ensure that all our employees are rightly compensated for their work; independent of their gender.

Retirement Plans and other Defined Benefits

We comply with all relevant government regulations in the following ways:

1. Work Injury
All workers' compensation will be made in accordance with China Labor Law.
2. Social Insurance & Housing Fund
All permanent employees will be entitled for the individual social insurance according to the Social Insurance Law of the People's Republic of China. Also, we will bear the individual housing fund for all entitled permanent employees according to the Regulations of Shanghai Housing Provident Fund.
3. Retirement
All permanent employees retirement schemes will be accorded in accordance to the People's Republic of China's retirement ordinance.

People Development

TRAINING AND DEVELOPMENT

People are our most important asset. It is therefore imperative for us to explore ways to better manage our people and maintain our talent pool. We have allocated an annual training budget and developed in-house programs to support the career growth and aspirations of our employees.

Programs such as our supervisory development, managerial development and advanced management

are available to employees who are interested in furthering their career. All employees are given ample opportunities to continuously advance their skills. For participants of the leadership and managerial programs mentioned above, topics offered in 2017 range from technical skills (such as Microsoft office, sales and marketing or building maintenance) to non-technical management (like emotional intelligence or effective problem solving).

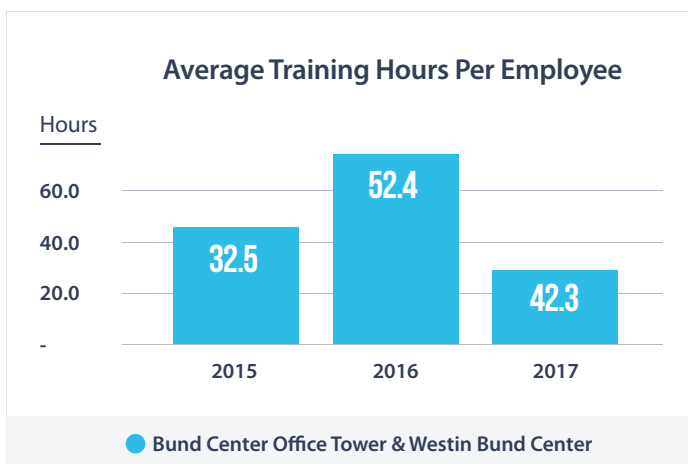


1. We conducted training on etiquette and traffic management services for all our employees.
2. Training for new supervisors for successful transition to supervisor level to assist them in enhancing their management skills. We have also conducted course namely Effective Training Skill which aim at assisting our staff in improving their management skills.
3. Make-up training for our female employees to improve their grooming and appearance in order to keep up their service standards on a high and continuous level.
4. New employees training.

All employees are required to undergo of training as part of their annual skills enhancement that is related to their job function. As of 31 December 2017, each employee has benefitted from an average of 42.3 hours of training.

We believe in equipping our employees with the skills they require in ensuring the future growth of our Group. Furthermore, developing skills and talents allows employees to grow, leading to better opportunities, thereby helping the communities where they live and work to flourish. We provide on-the-job training opportunities and will support qualified employee by paying for their membership fees in professional bodies.

By offering sustainability training and events that tackle a range of sustainability issues, we promote awareness and engage employees and their families in the company's sustainability accomplishments.



Employee Engagement

We invite all employees to rate their level of satisfaction in our annual Employee Satisfaction Survey. The other main pillar of our employee engagement is the semi-annual performance and career development review. This KPI-based formal review is an important milestone in our employees' career as their performances, strengths and areas of improvement are evaluated transparently and objectively, which will then form the basis for our employees' promotion.

Occupational Health & Safety

In This Section

Protecting the health and safety of our employees is a key priority and we seek to emphasise the importance of health and safety in the workplace and instil a culture of responsible, safe work practices that are in line with the Government's regulations. We recommend, monitor and review safety procedures while identifying red-flagging potential risks. In ensuring that our practices are in line with the best practices of the industry, we have put in place

reporting procedures for all accidents and injuries at the workplace.

In addition, we send our employees for training in workplace safety and first aid in the event of a medical emergency. In addition, they are also trained in handling fire hazards at the work place, and participate regularly in fire drills and evacuation exercises.



We always ensure compliance with the Fire Protection Regulations of the PRC China. We conducted periodical fire evacuation drills at Westin Bund Center and Bund Center Office Tower at locations with high human traffic flows.

Our Disciplined Approach to Ensuring Occupational Health & Safety

Our OHS initiatives include safety checks to ensure compliance by our employees and contractors; and the annual OHS equipment certification for compliance with the fire safety standards of the Shanghai Fire Control Bureau. We have implemented the following important layer of occupational health and safety checks to ensuring the occupational health and safety:

1. Increased frequency of checking by the project Environmental Health and Safety team on daily and weekly basis
2. Regular quality assurance, assessment on risk and control on OHS and environment by Colliers International.

Occupational Health & Safety

We carry out fire drills and simulation periodically to ensure that these procedures are understood and implemented, ensuring a safety culture being instilled in our operations. We also conduct regular trainings and awareness programs on health and safety for our workforce and tenants.

We take OHS incidents very seriously. All incidents are reported to the Safety Department, which will be included in the Monthly Operation Report that is submitted to Division Heads. For some categories of incidences, such as breakdown of equipment, and near misses due to negligence, an investigation report with follow-up actions will also be submitted to the Division Heads. Resulting from our continuous initiatives, we are pleased to report that there were no fatalities and occupational diseases in Bund Center Office Tower and Westin Bund Center divisions.

There were two work-related accidents in FY2017 were sustained by our employees. The two injuries that involved our employees led to 333 lost days. Currently, we only track lost days and total man hours worked for our own employees and aim to include data on our contractors in the future.

Also, we currently do not track our employees' health and safety data by gender, and aim to include the above information by gender in our future reports.



Fire and hazards prevention exercise are being conducted four times annually with the participation of the Shanghai Fire Control Bureau.

2017	Accident Frequency Rate (AFR) No. of workplace accidents per million manhours worked	1.32
	Accident Severity Rate (ASR) No. of man days lost per million manhours worked	219.37



We have implemented various initiatives to promote a healthy lifestyle for the well-being of our employees:

- Discounted gym memberships for permanent employees
- Employees' Running Club
- After work sports activities (basketball, futsal, badminton, volleyball and etc.)

For health and safety, the following initiatives are noteworthy:

- Health and safety awareness through BCI intranet and socialisation events
- Regular fire drills involving all employees and tenants
- Health and safety training for emergency response team
- Installing safety signage in all parts of BCI property

Services Quality and Customer Well-Being

In This Section

BCI is committed to leveraging on our expertise and innovation to improve the quality of life and well-being of its building occupants. Complying with international standards, Bund Center Office Tower and Westin Bund Center was developed on an area of 1,414,600 sqft and 636,100 sqft respectively. Green features of our buildings includes high energy and water efficiency.

SERVICE QUALITY, CUSTOMER SATISFACTION AND RETENTION



The ability to retain existing customers and the ability to attract new customers are critical to business sustainability. At Westin Bund Center, we prioritise our strong relationships with our guests and customers by continually striving to improve our service standards and making our customers feel completely at home. Our senior management teams are fully committed to reading every feedback form submitted by our customers and will take the necessary follow-up action.



In 2002, our Office Tower was awarded the Shanghai Magnolia award for excellent engineering and construction.



In May 2004, Bund Center Office Tower was awarded with the Gold Award in the World FIABCI Prix d' Excellence Award under the Category Highly Commended-Specialised Category. This award is presented in recognition of real estate development which helps to make the world a better place to live and work. It has been esteemed and example of excellence as regards all the aspects of its creation.

Services Quality and Customer Well-Being

More recently, the following awards were achieved in the reporting period:

1. Certificate of Achievement from **Shanghai Huangpu District Award 2017** for Energy and Emissions Efficient Building Category
2. Certificate of Achievement from **Shanghai Huangpu District Energy Saving Award 2017** for Bund Center Office Tower and Westin Bund Center.



The implementation of international standards for our Bund Center Office Tower and Westin Bund Center has allowed us to achieve significant improvements in our environmental impact.

Ensuring Customers' and the Public's Well-Being

We treat the personal data and information of the public such as guests, visitors, occupants, tenants and customers as strictly confidential. Given the increasing threats to data security and ever evolving information technology used to protect our data, we ensure that our approach taken prevents cyber threats through effective controls in place. All health and safety incidents involving members of the public are reported and included in our Monthly Operations Report which is submitted to Division Heads. To raise Health, Safety and Environmental ("HSE") awareness among our tenants, we have constantly engaged them on a regular basis through activities conducted to promote safety in our buildings. These engagements include HSE socialisation, the placement of safety signage in public spaces, corridors and fire drills with tenants and visitors.

In 2017, there were 22 injuries involving members of the public. Most of the reported incidents were due to human error caused by tenants or visitors. After each incident, a detailed investigation will be carried out. Results of the investigation will clearly spell out the cause and repercussions, as well as the follow up action undertaken to reduce the reoccurrence of such similar incident. The final report will be presented and discussed during the Monthly Operations Meeting.



Honesty reflects a supreme moral approach that is a model for everyone to follow. We take all incidents relating to our customers' or the public's well-being very seriously. Our employee set a great example of honesty among his co-workers for returning lost wallet containing about RMB3,000.

Community

In This Section

We recognise our role and responsibilities to enhance the well-being and livelihood of local communities; contributing to China's economic prosperity. For us at BCI, good relationships and partnerships with our community and stakeholders at-large are a key foundation for the sustained growth of our business.

Charitable Program and Poverty Alleviation



BCI via Westin Bund Center participated at the Marriott International Charity Gala Dinner for the Yao Foundation

BCI is committed to integrating our responsibilities towards the surrounding local communities as part of our Group's business strategy. By improving the socio-cultural environment within our operations' communities through various initiatives, we aim to create significant benefits for local communities on the basis of common shared value and understanding. We provide an overview of the broad range of initiatives undertaken by BCI that focus on positive community impact. Our activities that support local communities range from regular charitable visits to poverty alleviation and quality education.

The foundation aims to improve the development of education in China's rural areas, which are short of teachers and resources and dedicated to enhancing the well-being of Chinese youth through education, health and environmental protection initiatives. The foundation have completed the reconstruction of two primary schools in Sichuan province. These initiatives aligned with our new social impact and sustainability platform 'Serve 360', where we do good in every direction, including empowering the needy through creating opportunities.

These schools do not just change the lives of underprivileged children, they also assist their families and communities. Helping children and their communities reflects our core value to Serve Our World that create opportunity and inspiration for generations of Chinese children and their families.



There are around 25,000 – 30,000 new born baby with cleft lip or cleft palate each year. Every small charity action brings the child one step closer to a smile. Westin Bund Center join hands with Operation Smile, a world-wide known charity organization for children with cleft lip or cleft palate in China by launching the "Cycling for love, Ride for Smile" Charity Event.



For 20 years via the Check Out for Children program, a partnership between UNICEF and Westin Bund Center via the Starwood Hotels & Resorts, has changed the lives of children living in China. Just \$1 could help provide 20 children with soaps and water for hand washing for a month. We invite guests to add \$1 (or RMB7) to their bill at checkout. By accepting, we will help UNICEF improve sanitation and hygiene facilities for children in rural schools in China.

Education in the Communities



Westin Bund Center via regional office organized regular charity activity to help students in a special education school in Chang Ning District.

Climate Action



At BCI, we recognise the importance of preserving a sustainable environment through our green developments which consists of activities focused on the theme of improving the greeneries surrounding our buildings such as tree planting. Every year, we have organised an annual climate day to raise public awareness on the importance of conserving our environment through activities such as waste management.

Appendix

GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
General Disclosures				
Organisational Profile				
GRI 102 : General Disclosures 2016	102-1	Name of the organization	a. Name of the organization.	About BCI, page 4
	102-2	Activities, brands, products and services	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	About BCI, page 4
	102-3	Location of headquarters	a. Location of the organization's headquarters.	About BCI, page 4
	102-4	Location of operations	a. Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	About BCI, page 4
	102-5	Ownership and legal form	a. Nature of ownership and legal form.	About BCI, page 4
	102-6	Markets served	a. Markets served, including: i. geographic locations where products and services are offered; ii. sectors served; iii. types of customers and beneficiaries.	About BCI, page 4
	102-7	Scale of the organization	a. Scale of the organization, including: i. total number of employees; ii. total number of operations; iii. net sales (for private sector organizations) or net revenues (for public sector organizations); iv. total capitalization (for private sector organizations) broken down in terms of debt and equity; v. quantity of products or services provided.	About BCI, page 4-5; BCI Annual Report 2017, page 4-5
	102-8	Information on employees and other workers	a. Total number of employees by employment contract (permanent and temporary), by gender. b. Total number of employees by employment contract (permanent and temporary), by region. c. Total number of employees by employment type (full-time and part-time), by gender. d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries). f. An explanation of how the data have been compiled, including any assumptions made.	People > Employment > Our Employees, page 25
	102-11	Precautionary Principle or approach	a. Whether and how the organization applies the Precautionary Principle or approach.	Our Approach > Governance and Risk Management, page 11
	102-12	External initiatives	A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	Our Approach > Building a Culture of Sustainability, page 12
	102-13	Membership of associations	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.	About BCI, page 5

GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Strategy				
GRI 102 : General Disclosures 2016	102-14	Statement from senior decision-maker	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	Message from the Chairman, page 6
Ethics and Integrity				
GRI 102: General Disclosures 2016	102-16	Values, principles, standards, and norms of behavior	A description of the organization's values, principles, standards, and norms of behavior	Our Approach > How We Report, page 11
Governance				
GRI 102: General Disclosures 2016	102-18	Governance structure	a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.	Our Approach > Governance and Risk Management, page 11
Stakeholder Engagement				
GRI 102: General Disclosures 2016	102-40	List of stakeholder groups	A list of stakeholder groups engaged by the organization	Our Approach > Stakeholder Engagement, page 15-16
	102-41	Collective bargaining agreements	Percentage of total employees covered by collective bargaining agreements.	People > Benefits and Welfare > Respecting Freedom of Association and Collective Bargaining Rights, page 31
	102-42	Identifying and selecting stakeholders	a. The basis for identifying and selecting stakeholders with whom to engage.	Our Approach > Stakeholder Engagement, page 15-16
	102-43	Approach to stakeholder engagement	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Our Approach > Stakeholder Engagement, page 15-16
	102-44	Key topics and concerns raised	a. Key topics and concerns that have been raised through stakeholder engagement, including: i. how the organization has responded to those key topics and concerns, including through its reporting; ii. the stakeholder groups that raised each of the key topics and concerns.	Our Approach > Stakeholder Engagement, page 15-16
Reporting Practice				
GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements	a. A list of all entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	Our Annual Report 2017, page 67-68
	102-46	Defining report content and topic Boundaries	a. An explanation of the process for defining the report content and the topic Boundaries. b. An explanation of how the organization has implemented the Reporting Principles for defining report content.	Our Approach > Materiality, page 13-14

Appendix

GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Reporting Practice				
GRI 102 : General Disclosures 2016	102-47	List of material topics	a. A list of the material topics identified in the process for defining report content.	Our Approach > Materiality, page 13-14
	102-48	Restatements of information	a. The effect of any restatements of information given in previous reports, and the reasons for such restatements.	Not applicable, as this is our inaugural Sustainability Report
	102-49	Changes in reporting	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	Not applicable, as this is our inaugural Sustainability Report
	102-50	Reporting period	a. Reporting period for the information provided.	About This Report, page 7
	102-51	Date of most recent report	a. If applicable, the date of the most recent previous report.	Not applicable, as this is our inaugural Sustainability Report
	102-52	Reporting cycle	a. Reporting cycle.	About This Report, page 7
	102-53	Contact point for questions regarding the report	a. The contact point for questions regarding the report or its contents.	About This Report, page 7
	102-54	Claims of reporting in accordance with the GRI Standards	a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either: i. 'This report has been prepared in accordance with the GRI Standards: Core option'; ii. 'This report has been prepared in accordance with the GRI Standards: Comprehensive option'.	About This Report, page 7
	102-55	GRI content index	a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. b. For each disclosure, the content index shall include: i. the number of the disclosure (for disclosures covered by the GRI Standards); ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.	GRI Content Index, page 40
	102-56	External assurance	a. A description of the organization's policy and current practice with regard to seeking external assurance for the report. b. If the report has been externally assured: i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; ii. The relationship between the organization and the assurance provider; iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.	About This Report, page 7

GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Topic Specific Disclosures				
Category: Economic				
Economic Performance				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	BCI Annual Report 2017 page 10-11
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	BCI Annual Report 2017 page 10-11
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	BCI Annual Report 2017 page 10-11
GRI 201 : Economic Performance 2016	201-1	Direct economic value generated and distributed	a. Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components: i. Direct economic value generated: revenues; ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'. b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	BCI Annual Report 2017, page 46-51

Appendix

GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Topic Specific Disclosures				
Category: Economic				
Economic Performance				
GRI 201 : Economic Performance 2016	201-3	Defined benefit plan obligations and other retirement plans	<p>a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities.</p> <p>b. If a separate fund exists to pay the plan's pension liabilities:</p> <p>i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them;</p> <p>ii. the basis on which that estimate has been arrived at;</p> <p>iii. when that estimate was made.</p> <p>c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.</p> <p>d. Percentage of salary contributed by employee or employer.</p> <p>e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.</p>	People > Benefits and Welfare > Retirement Plans and other Defined Benefits, page 31
Market Presence				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<p>For each material topic, the reporting organization shall report the following information:</p> <p>a. An explanation of why the topic is material.</p> <p>b. The Boundary for the material topic, which includes a description of:</p> <p>i. where the impacts occur;</p> <p>ii. the organization's involvement with the impacts.</p> <p>For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.</p> <p>c. Any specific limitation regarding the topic Boundary.</p>	People > Benefits and Welfare > Above the minimum wage, page 31, BCI Annual Report page 12-15
	103-2	The management approach and its components	<p>For each material topic, the reporting organization shall report the following information:</p> <p>a. An explanation of how the organization manages the topic.</p> <p>b. A statement of the purpose of the management approach.</p> <p>c. A description of the following, if the management approach includes that component:</p> <p>i. Policies</p> <p>ii. Commitments</p> <p>iii. Goals and targets</p> <p>iv. Responsibilities</p> <p>v. Resources</p> <p>vi. Grievance mechanisms</p> <p>vii. Specific actions, such as processes, projects, programs and initiatives</p>	People page 24-26, BCI Annual Report 2017 page 12-15
	103-3	Evaluation of the management approach	<p>For each material topic, the reporting organization shall report the following information:</p> <p>An explanation of how the organization evaluates the management approach, including:</p> <p>i. the mechanisms for evaluating the effectiveness of the management approach;</p> <p>ii. the results of the evaluation of the management approach;</p> <p>iii. any related adjustments to the management approach.</p>	People > Benefits and Welfare, page 30-33, BCI Annual Report 2017 page 12-15

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Market Presence				
GRI 202 : Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	<p>a. When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage.</p> <p>b. When a significant proportion of other workers (excluding employees) performing the organization's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage.</p> <p>c. Whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used.</p> <p>d. The definition used for 'significant locations of operation'.</p>	People > Benefits and Welfare> Above the minimum wage, page 31
Indirect Economic Impacts				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<p>For each material topic, the reporting organization shall report the following information:</p> <p>a. An explanation of why the topic is material.</p> <p>b. The Boundary for the material topic, which includes a description of:</p> <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. <p>For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.</p> <p>c. Any specific limitation regarding the topic Boundary.</p>	Community, page 38-39
	103-2	The management approach and its components	<p>For each material topic, the reporting organization shall report the following information:</p> <p>a. An explanation of how the organization manages the topic.</p> <p>b. A statement of the purpose of the management approach.</p> <p>c. A description of the following, if the management approach includes that component:</p> <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives 	Community, page 38-39
	103-3	Evaluation of the management approach	<p>For each material topic, the reporting organization shall report the following information:</p> <p>An explanation of how the organization evaluates the management approach, including:</p> <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach. 	Community, page 38-39

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GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Anti-Corruption				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Our Approach > Governance and Risk Management, page 11-14
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Our Approach > Governance and Risk Management, page 11-14
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Our Approach > Governance and Risk Management, page 11-14
GRI 205 : Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	Our Approach > Governance and Risk Management, page 11-14
	205-2	Communication and training about anti-corruption policies and procedures	a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations. d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region. e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	Our Approach > Governance and Risk Management, page 11-14

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Anti-Corruption				
GRI 205 : Anti-Corruption 2016	205-3	Confirmed incidents of corruption and actions taken	a. Total number and nature of confirmed incidents of corruption. b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	Our Approach > Governance and Risk Management, page 11-14
Energy				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Environment > In this section, page 20-21 Environment > Energy, page 20-21
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Environment > Energy, page 20-21
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Environment > Energy, page 20-21

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Energy				
GRI 302: Energy 2016	302-1	Energy consumption within the organization	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption d. In joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used.	Environment > Energy, page 20-21
	302-3	Energy intensity	a. Energy intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organization, outside of it, or both.	Environment > Energy page 20-21
Water				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Environment > In this section, page 17-19 Environment > Water, page 22-23
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Environment > Water, page 22-23

GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Water				
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Environment > Water, page 22-23
GRI 303: Water 2016	303-1	Water withdrawal by source	a. Total volume of water withdrawn, with a breakdown by the following sources: i. Surface water, including water from wetlands, rivers, lakes, and oceans; ii. Ground water; iii. Rainwater collected directly and stored by the organization; iv. Waste water from another organization; v. Municipal water supplies or other public or private water utilities. b. Standards, methodologies, and assumptions used.	Environment > Water, page 22-23
	303-2	Water sources significantly affected by withdrawal of water	a. Total number of water sources significantly affected by withdrawal by type: i. Size of the water source; ii. Whether the source is designated as a nationally or internationally protected area; iii. Biodiversity value (such as species diversity and endemism, and total number of protected species); iv. Value or importance of the water source to local communities and indigenous peoples. b. Standards, methodologies, and assumptions used.	a. Environment > Water, page 22-23
	303-3	Water recycled and reused	a. Total volume of water recycled and reused by the organization. b. Total volume of water recycled and reused as a percentage of the total water withdrawal as specified in Disclosure 303-1. c. Standards, methodologies, and assumptions used.	Environment > Water, page 22-23
Emissions				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Environment > In this section, page 17-19 Environment > Emissions, page 21-22

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GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Emissions				
GRI 103: Management Approach 2016	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Environment > Emissions, page 21-22
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Environment > Emissions, page 21-22
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent. b. Gases included in the calculation; whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all. c. Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	Environment > Emissions, page 21-22
	305-4	GHG emissions intensity	a. GHG emissions intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all.	Environment > Emissions, page 21-22
	305-6	Emissions of ozone-depleting substances (ODS)	a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used.	Environment > Emissions, page 21-22

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Effluents and Waste				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Environment > In this section, page 17-19 Environment > Effluents and Waste, page 23
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Environment > Effluents and Waste, page 23
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Environment > Effluents and Waste, page 23
GRI 306: Effluents and Waste 2016	306-1	Water discharge by quality and destination	a. Total volume of planned and unplanned water discharges by: i. destination; ii. quality of the water, including treatment method; iii. whether the water was reused by another organization. b. Standards, methodologies, and assumptions used.	Environment > Effluents and Waste, page 22

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GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Effluents and Waste				
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: <ul style="list-style-type: none"> i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: <ul style="list-style-type: none"> i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) c. How the waste disposal method has been determined: <ul style="list-style-type: none"> i. Disposed of directly by the organization, or otherwise directly confirmed ii. Information provided by the waste disposal contractor iii. Organizational defaults of the waste disposal contractor 	Environment > Effluents and Waste, page 23
	306-5	Water bodies affected by water discharges and/or runoff	a. Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on: <ul style="list-style-type: none"> i. the size of the water body and related habitat; ii. whether the water body and related habitat is designated as a nationally or internationally protected area; iii. the biodiversity value, such as total number of protected species. 	No water bodies are significantly affected by our water discharges and/or runoff
Environmental Compliance				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary. 	Environment > In this section, page 17-19 Environment > Environmental Compliance, page 23

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Environmental Compliance				
GRI 103: Management Approach 2016	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Environment > Environmental Compliance, page 23
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Environment > Environmental Compliance, page 23
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.	Environment > Environmental Compliance, page 23
Category: Social				
Employment				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	People, page 24-33
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	People, page 24-33

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Category: Social				
Employment				
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	People > Employment > New Hires and Employee Retention, page 28 People > Benefits and Welfare, page 30-31
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	People > Employment > New Hires and Employee Retention, page 28-30
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: i. life insurance; ii. health care; iii. disability and invalidity coverage; iv. parental leave; v. retirement provision; vi. stock ownership; vii. others. b. The definition used for 'significant locations of operation'.	People > Benefits and Welfare, page 30-31
	401-3	Parental leave	a. Total number of employees that were entitled to parental leave, by gender. b. Total number of employees that took parental leave, by gender. c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender. d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. e. Return to work and retention rates of employees that took parental leave, by gender.	People > Benefits and Welfare > Family-friendly Employer, page 31
Labour-Management Relations				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	People, page 24-27

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Labour-Management Relations				
GRI 103: Management Approach 2016	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	People, page 24-27
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	People, page 24-27
GRI 402: Labour-Management Relations 2016	402-1	Minimum notice periods regarding operational changes	a. Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	The minimum notice period is currently defined by our business needs. We do not have a formal policy on this matter yet, but are considering to establish one going forward.
Occupational Health and Safety				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Occupational Health and Safety, page 34-35
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Occupational Health & Safety, page 34-35

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Occupational Health and Safety				
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Occupational Health and Safety, page 34-35
GRI 403: Occupational Health and Safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	a. Types of injury, injury rate (IR), occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR), and work-related fatalities, for all employees, with a breakdown by: i. region; ii. gender. b. Types of injury, injury rate (IR), and work-related fatalities, for all workers (excluding employees) whose work, or workplace, is controlled by the organization, with a breakdown by: i. region; ii. gender. c. The system of rules applied in recording and reporting accident statistics	Occupational Health & Safety, page 35
Training and Education				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	People > People Development> Training and Development, page 32-33
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	People > People Development> Training and Development, page 32-33
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	People > People Development> Training and Development, page 32-33

GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Training and Education				
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	a. Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	People > People Development> Training and Development, page 32-33
	404-2	Programs for upgrading employee skills and transition assistance programs	a. Type and scope of programs implemented and assistance provided to upgrade employee skills. b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	People > People Development> Training and Development, page 32-33
	404-3	Percentage of employees receiving regular performance and career development reviews	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	People > People Development> Training and Development, page 32-33
Diversity and Equal Opportunity				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	People > Employment > Diversity and Equal Opportunity, page 26-27
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	People > Employment > Diversity and Equal Opportunity, page 26-27
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	People > Employment > Diversity and Equal Opportunity, page 26-27

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GRI CONTENT INDEX				
GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Diversity and Equal Opportunity				
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories: <ul style="list-style-type: none"> i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: <ul style="list-style-type: none"> i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). 	People > Employment > Diversity and Equal Opportunity, page 26-27
	405-2	Ratio of basic salary and remuneration of women to men	a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. The definition used for 'significant locations of operation'.	People > Employment > Diversity and Equal Opportunity, page 26-27
Local Communities				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Community, page 38-39
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives 	Community, page 38-39
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach. 	Community, page 38-39

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Local Communities				
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of: i. social impact assessments, including gender impact assessments, based on participatory processes; ii. environmental impact assessments and ongoing monitoring; iii. public disclosure of results of environmental and social impact assessments; iv. local community development programs based on local communities' needs; v. stakeholder engagement plans based on stakeholder mapping; vi. broad based local community consultation committees and processes that include vulnerable groups; vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. formal local community grievance processes.	Community, page 38-39
	413-2	Operations with significant actual and potential negative impacts on local communities	Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations; ii. the significant actual and potential negative impacts of operations.	Community, page 38-39
Customer Health and Safety				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Services Quality and Customer Well-Being, page 36-37
	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Services Quality and Customer Well-Being, page 36-37
	103-3	Evaluation of the management approach	For each material topic, the reporting organization shall report the following information: An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Services Quality and Customer Well-Being, page 36-37

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Customer Health and Safety				
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:</p> <ul style="list-style-type: none"> i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	There were zero incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period
Marketing and Labelling				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. <p>For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.</p> <p>c. Any specific limitation regarding the topic Boundary.</p>	Our Approach > Governance and Risk Management, page 11-14
	103-2	The management approach and its components	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives 	Our Approach > Governance and Risk Management, page 11-14
	103-3	Evaluation of the management approach	<p>For each material topic, the reporting organization shall report the following information:</p> <p>An explanation of how the organization evaluates the management approach, including:</p> <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach. 	Our Approach > Governance and Risk Management, page 11-14
GRI 417: Marketing and Labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	<p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by:</p> <ul style="list-style-type: none"> i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	Our Approach > Governance and Risk Management, page 11-14

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GRI Standard	Disclosure Number	Disclosure Title	Reporting Requirements	Page Number and Reasons for Omissions, if applicable
Marketing and Labelling				
GRI 417: Marketing and Labeling 2016	417-3	Incidents of non-compliance concerning marketing communications	<p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:</p> <p>i. incidents of non-compliance with regulations resulting in a fine or penalty;</p> <p>ii. incidents of non-compliance with regulations resulting in a warning;</p> <p>iii. incidents of non-compliance with voluntary codes.</p> <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	Our Approach > Governance and Risk Management, page 11-14
Socioeconomic Compliance				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	<p>For each material topic, the reporting organization shall report the following information:</p> <p>a. An explanation of why the topic is material.</p> <p>b. The Boundary for the material topic, which includes a description of:</p> <p>i. where the impacts occur;</p> <p>ii. the organization's involvement with the impacts.</p> <p>For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.</p> <p>c. Any specific limitation regarding the topic Boundary.</p>	Our Approach > Governance and Risk Management, page 11-14
	103-2	The management approach and its components	<p>For each material topic, the reporting organization shall report the following information:</p> <p>a. An explanation of how the organization manages the topic.</p> <p>b. A statement of the purpose of the management approach.</p> <p>c. A description of the following, if the management approach includes that component:</p> <p>i. Policies</p> <p>ii. Commitments</p> <p>iii. Goals and targets</p> <p>iv. Responsibilities</p> <p>v. Resources</p> <p>vi. Grievance mechanisms</p> <p>vii. Specific actions, such as processes, projects, programs and initiatives</p>	Our Approach > Governance and Risk Management, page 11-14
	103-3	Evaluation of the management approach	<p>For each material topic, the reporting organization shall report the following information:</p> <p>An explanation of how the organization evaluates the management approach, including:</p> <p>i. the mechanisms for evaluating the effectiveness of the management approach;</p> <p>ii. the results of the evaluation of the management approach;</p> <p>iii. any related adjustments to the management approach.</p>	Our Approach > Governance and Risk Management, page 11-14
GRI 419 : Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	<p>a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of:</p> <p>i. total monetary value of significant fines;</p> <p>ii. total number of non-monetary sanctions;</p> <p>iii. cases brought through dispute resolution mechanisms.</p> <p>b. If the organization has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient.</p> <p>c. The context against which significant fines and non-monetary sanctions were incurred.</p>	Our Approach > Governance and Risk Management, page 11-14