



# COMMITTED TO A BETTER TOMORROW

Sustainability Report 2021



## BOARD STATEMENT

<102-1> <102-14> <102-29> <102-32>#

The Board of Delfi Limited ("Delfi") is pleased to present our fifth annual Sustainability Report which provides insight into our ongoing commitment to sustainability.

At Delfi, we firmly support the United Nations' view that sustainable development is:

**"DEVELOPMENT THAT MEETS THE NEEDS OF THE PRESENT WITHOUT COMPROMISING THE ABILITY OF FUTURE GENERATIONS TO MEET THEIR OWN NEEDS"<sup>1</sup>**

At Delfi, we call this "Sustainable Value Creation". Delfi considers this to be a core part of our long-term strategy and has worked closely with Management to determine our "Four Sustainable Value Creation Pillars".

Our Four Sustainable Value Creation Pillars encompass social, environmental, economic and governance themes. The Delfi Board, through its Market Sustainability and Strategy Committee ("MSSC"), plays a crucial role in overseeing the Company's work in all Pillars.

Through these Pillars, we believe that we are able to address the needs of our various stakeholders: Our employees. Our community. Our customers. Our consumers. Our investors.

Akin to the cocoa tree, sustainable growth can be achieved when both our internal and external environments offer optimal conditions for us to thrive. As we flourish, our impact on our stakeholders widens as well. Our challenge therefore is to consistently share the fruits of our labour through value creation.

In creating value for these stakeholders today, Delfi believes that we are acting responsibly for the needs and aspirations of future generations of stakeholders. Delfi has been creating value for over 70 years by creating jobs and profits, producing enjoyable products, and paying taxes – all the while doing it in a way that respects the communities and environment in which we operate.

This year's Sustainability Report includes a section on the Coronavirus Disease 2019 ("COVID-19").

Delfi also recognises the importance of taking necessary steps to combat global climate change. We support the shift towards a climate-friendly economy and seize every opportunity to drive climate resilience across our value chain, now and into the future. In FY2021, we implemented a flash steam recovery system in our Indonesia facility which enabled heat energy to be recovered and reused in our manufacturing processes. More information on the steps we take to manage our carbon footprint can be found in the Energy Management section of this Report on pages 21 to 22.

Our Sustainability Report complements our Annual Report. It focuses on the environmental, social and governance ("ESG") aspects of our performance in accordance with the Singapore Exchange Limited ("SGX") Listing Rules 711A and 711B for Sustainability Reporting. This report enables us to provide transparency to our business in the context of our sustainability efforts, our performance and the opportunities and challenges we face ahead.

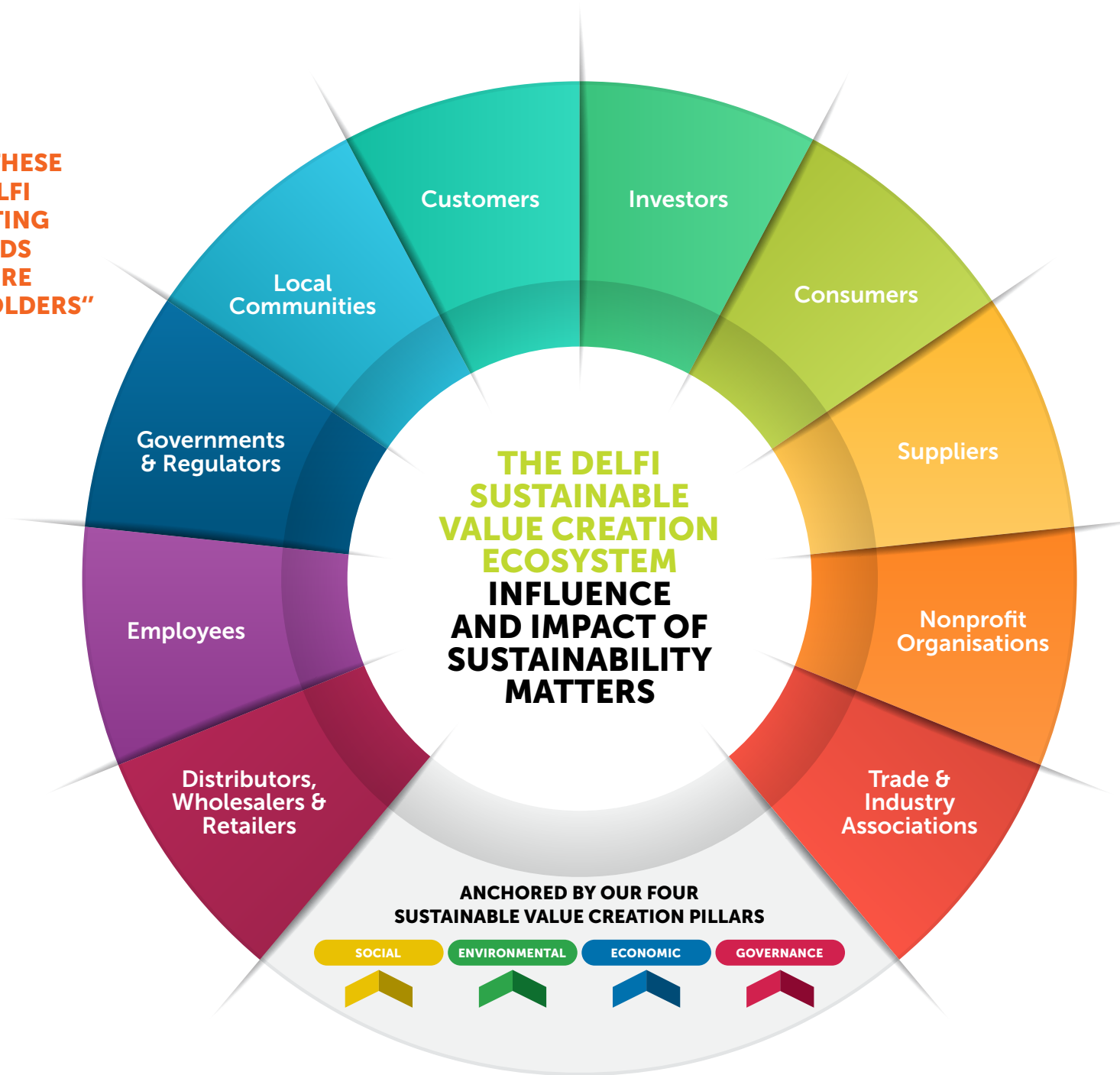
# GRI General Disclosure and Topic-Specific Standards

1 United Nations World Commission on Environment and Development, Our Common Future (1987)

# BOARD STATEMENT

<102-1> <102-14> <102-29> <102-32>#

**“IN CREATING VALUE FOR THESE STAKEHOLDERS TODAY, DELFI BELIEVES THAT WE ARE ACTING RESPONSIBLY FOR THE NEEDS AND ASPIRATIONS OF FUTURE GENERATIONS OF STAKEHOLDERS”**



# GRI General Disclosure and Topic-Specific Standards

## ABOUT THIS REPORT

This report provides greater detail on our sustainability commitment to our stakeholders.

Businesses can play a key role in sustainable development. At Delfi, we are committed to our sustainability mission as we seek to embrace the needs of our communities and our customers, whilst caring for the environment and acting in our stakeholders' interests.

### REPORTING PERIOD AND SCOPE

<102-45> <102-50> <102-51> <102-52>#

This report reflects our sustainability performance in the period from 1st January 2021 to 31st December 2021 ("FY2021"), with prior period performance ("FY2020") included for comparison purposes where possible.

The report covers our key operations in Singapore, Indonesia, the Philippines and Malaysia. Unless otherwise noted, all sustainability information relates to the following entities:

Entity	Country	Principal activities
Delfi Limited	Singapore	Marketing and distribution of products, Investment holding
Ceres (International) Marketing Pte Ltd	Singapore	Marketing of products
McKeeson Consultants Private Limited	Singapore	Management consultants
PT Perusahaan Industri Ceres	Indonesia	Manufacturing and marketing of products
PT General Food Industries	Indonesia	Marketing and distribution of products
PT Nirwana Lestari	Indonesia	Marketing and distribution of products
Delfi Foods, Inc.	Philippines	Manufacturing of products
Delfi Marketing, Inc.	Philippines	Marketing and distribution of products
Delfi Marketing Sdn Bhd (Malaysia)	Malaysia	Marketing and distribution of products

As our sustainability reporting matures, we plan to expand our reporting scope to provide greater depth of coverage.

### REPORTING STANDARDS AND GUIDELINES

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This report has been prepared with reference to the Global Reporting Initiative ("GRI") Standards: 'Core' option. The GRI Standards was selected because it is a well-respected globally relevant framework that (i) enables a standardised approach for businesses to report on critical sustainability issues; and (ii) encourages transparency and consistency in the data presented. We have applied the GRI Reporting Principles for Defining Report Content and Quality in the overall preparation of this report. Reference has also been made to the Singapore listing rules and its primary components set out in the SGX's Sustainability Reporting Guide.

### INDEPENDENT ASSURANCE

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Although we have not sought independent assurance for this report, we are actively exploring how this assurance may be obtained for future reporting years.

### FEEDBACK

<102-3> <102-53>#

We welcome feedback on this Sustainability Report. Please send your views to [enquiry@delfilimited.com](mailto:enquiry@delfilimited.com) or to:

**Chairman  
Market Sustainability and Strategy Committee  
Delfi Limited  
TripleOne Somerset  
111 Somerset Road, #16-12  
Singapore 238164**

# ABOUT THIS REPORT

## OUR SUSTAINABLE VALUE CREATION PILLARS AND MATERIAL SUSTAINABILITY MATTERS <102-46> <102-49>#

At the bedrock of our organisation are our Four Sustainable Value Creation Pillars which focus on our social, environmental, economic and governance objectives as we grow. These Pillars frame our approach to sustainability.

Within each Pillar, we identify our stakeholders, and the related material sustainability matters that concern them. From this, we determine our goals and the initiatives necessary to achieve them.

During the year, we have reviewed each of these Pillars and updated our goals and initiatives where needed.



● ● ● ● Key sustainability matters for SR2021

# GRI General Disclosure and Topic-Specific Standards

# INTRODUCTION

## ABOUT DELFI

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Delfi is one of South East Asia's leading players in branded chocolate confectionery. Headquartered in Singapore and listed on the Singapore Exchange Limited ("SGX") since 2004, our principal activities are marketing and distribution of our own brands of chocolate confectionery products in our core markets namely Indonesia, the Philippines, Singapore, and Malaysia. We also market and distribute a broad portfolio of reputable agency brands to leverage on our multi-layered distribution networks.

Our business is supported by two manufacturing facilities located in Indonesia and the Philippines. Our network comprises third-party distributors, sub-distributors and wholesalers and extends across a wide range of traditional and modern trade retail channels – from corner shops and mini-marts, to supermarkets and hypermarkets. We have been creating value for generations of stakeholders for over 70 years. Sustainable value creation is our primary responsibility, which we intend to fulfil for many generations to come.

## OUR BRANDS

<102-2> <102-7>#

Our main product categories are moulded chocolate, dragées, enrobed wafers, wafers and biscuits. We have a portfolio of over 11 master brands and more than 40 sub-brands that extend across a broad spectrum of categories in the chocolate confectionery market.

Our established portfolio of brands in Indonesia includes "SilverQueen", "Ceres" and "Selamat", which were introduced in the 1950's and "Delfi" in the 1980's. In the Philippines, our flagship brands are "Goya" and "KnickKnacks", which were introduced in the 1950's and the 1980's respectively. With our longstanding presence and legacy in these markets, our chocolates have delighted many generations of Indonesians and Filipinos. We hold an exclusive trademark rights licence to the "Van Houten" brand name for consumer chocolate products for markets in Asia, excluding India, Korea and the Middle East.



# GRI General Disclosure and Topic-Specific Standards

# 2021 HIGHLIGHTS



## Social

Our employees, customers and consumers

As at end 2021, we have a permanent workforce of 2,544 in the Delfi family, with a male:female ratio of 45:55. We are committed to strengthening our inclusive culture and diversity of our workforce at Delfi. All staff compensation and promotions are merit-based.

With respect to occupational health and safety, we achieved our target of zero incidents resulting in fatalities in FY2021. We continue to invest in exploring new product concepts such as the incorporation of fortifying vitamins, minerals, and plant-based ingredients to match consumer demand. This year, our Indonesia manufacturing facility also successfully upgraded its FSSC 22000 Food Safety Certification to Version 5.1.



## Environmental

Management of our energy usage, water consumption, waste and effluents

### Achievements

**Energy Management** Achieved a 2.49% decrease in total energy consumption relative to FY2020

**Processed Water** 100% of our water is recycled or reused, resulting in reductions in total wastewater discharged

**Waste Intensity** Achieved a 21% decrease in water consumption intensity relative to FY2020

Delfi has started new initiatives to explore more sustainable sources of energy to reduce our carbon footprint and combat climate change.



## Economic

Compliance with import, export and trade regulations

At Delfi, we believe that our purpose is to sustainably create value for all our stakeholders.

We continue to achieve our target of zero incidents of non-compliance with applicable import, export and trade regulations.



## Governance





Supplier engagement and assessment

86% of our existing suppliers and 37% of our new suppliers in FY2021 have undergone our Supplier Self-Assessment Program, which allows us to evaluate them on their compliance, as well as their management of social and environmental aspects of their business.






At Delfi, we have established a resilient supply chain to minimise the impact of COVID-19 on our business. Delfi has provided strong governance support to its suppliers and has conducted regular audits to ensure proper procedures have been put in place to manage any COVID-19 related disruptions.



# 2021 HIGHLIGHTS

Our Four Sustainable Value Creation Pillars comprise the following key sustainability matters and each of them is explored in more detail in this report.

Sustainable Value Creation Pillars	Key Matters	Mapped GRI Standards Topics	Page
 Social	 <b>Employee well-being</b>	<b>GRI 401:</b> Employment	14
	 <b>Occupational health and safety</b>	<b>GRI 403 (2018):</b> Occupational Health and Safety	16
	 <b>Consumer health and safety, and mindful consumption</b>	<b>GRI 416:</b> Customer Health and Safety  <b>GRI 417:</b> Marketing and Labeling	19

Sustainable Value Creation Pillars	Key Matters	Mapped GRI Standards Topics	Page
 Economic	 <b>Compliance with import, export and trade regulations</b>	This is not identifiable under GRI as a topic. Please refer to page 31 for our approach.	30

Sustainable Value Creation Pillars	Key Matters	Mapped GRI Standards Topics	Page
 Environmental	 <b>Energy Management</b>	<b>GRI 302:</b> Energy	21
	 <b>Responsible water use</b>	<b>GRI 303 (2018):</b> Water and Effluents	23
	 <b>Treatment and disposal of waste and effluents</b>	<b>GRI 306 (2020):</b> Waste	25
	 <b>Sustainability in securing agricultural products</b>	This is not identifiable under GRI as a topic. Please refer to page 35 for our approach.	29

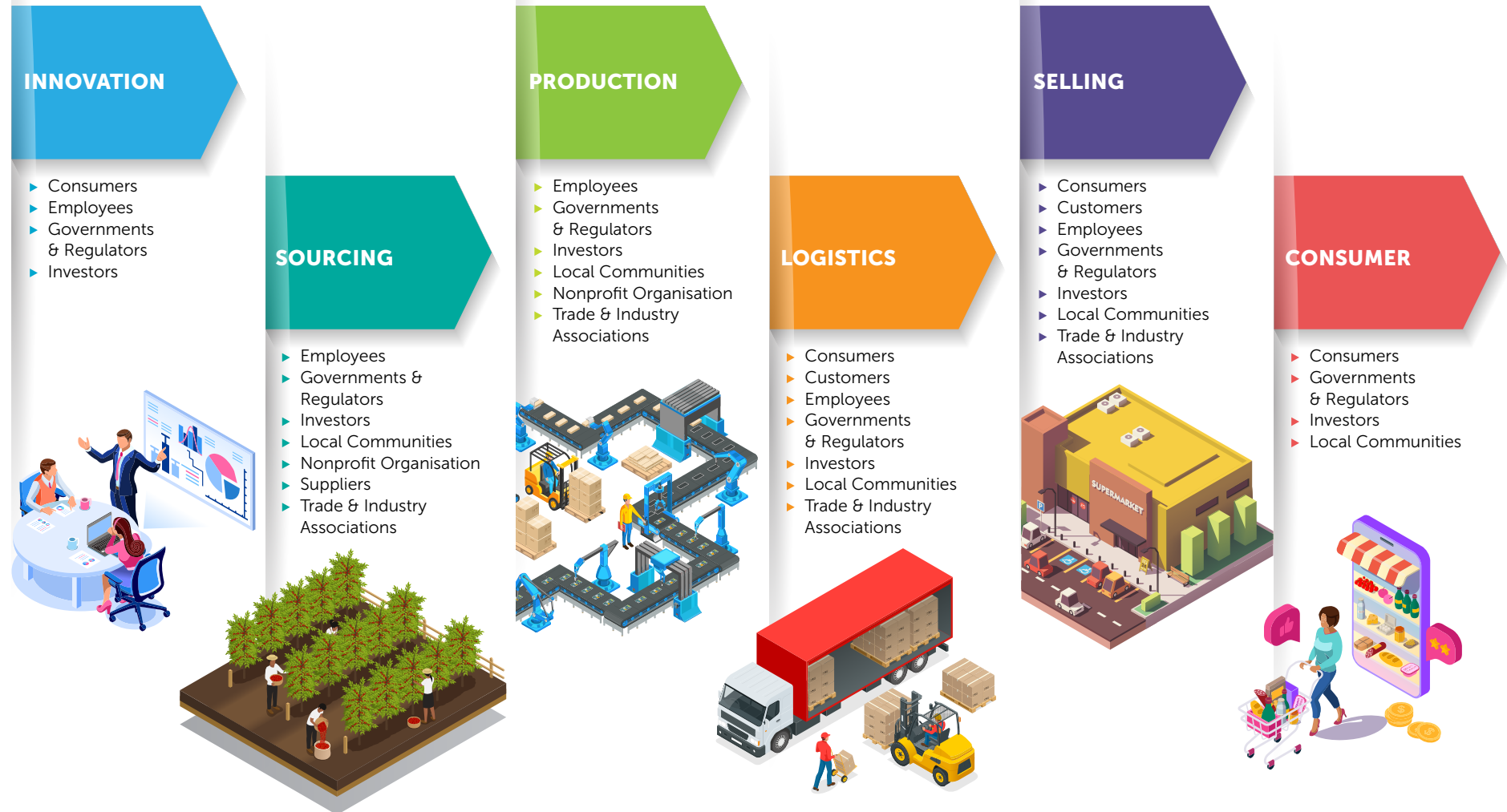
Sustainable Value Creation Pillars	Key Matters	Mapped GRI Standards Topics	Page
 Governance	 <b>Supply Chain Assessment</b>	<b>GRI 308:</b> Supplier Environmental Assessment  <b>GRI 414:</b> Supplier Social Assessment	35



# OUR VALUE CREATION CHAIN

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We consider our impact on sustainability at all points along our value creation chain as shown below:



# GRI General Disclosure and Topic-Specific Standards

# LIVING WITH COVID-19

The COVID-19 pandemic ("COVID-19") has been a defining global health crisis over the last two years, creating social and economic challenges worldwide. Delfi has taken proactive steps to reduce the impact of the pandemic on our business and our stakeholders. In particular, our priorities are to protect our employees' well-being and implementing business continuity plans to ensure that our operations are carried out safely and smoothly.

Key highlights of our COVID-19 response for our key stakeholder groups are summarised below.

## GROUP EMERGENCY MANAGEMENT COMMITTEE ("GEMC")

The GEMC oversees our response to any emergency risk. It:

- ensures a holistic assessment of emergency risks as it includes senior representatives from our business, operations and management
- oversees all relevant policies
- ensures our corporate assets are adequately protected for business continuity
- guides the Country Emergency Management Committees ("CEMCs") to implement relevant strategies within their respective countries.

### CONSUMERS

Extensive measures were implemented across our entire supply chain to minimise operational disruptions and prioritise consumers' health.



### PARTNERS AND DISTRIBUTORS

Our partners and distributors benefit from their use of our audit standards and best practices to ensure safety and business continuity across our value chain.



### EMPLOYEES

**US\$ 600,000**

was invested in FY2021 in staff safety equipment to combat the spread of COVID-19. This is in addition to our expenditure of US\$1 million in FY2020 for similar equipment.



### COMMUNITY

**Over 24,000 people**

including healthcare workers, benefitted from donations of our Delfi chocolate, local snacks and other items in FY2021. This builds on our donation efforts in FY2020 where we distributed similar items to 18,000 beneficiaries.



## THE DELFI MINDSET AND STRONG MANAGEMENT SUPPORT

Delfi has consistently maintained our preparedness for contingencies and "Black Swan" events that could potentially threaten our business, by annually updating and 'mock testing' our Group's Business Continuity Plan ("BCP"). Since the start of the pandemic, we have acted swiftly to protect our staff and our business ahead of local government prompting. Our tenacious mindset in the fight against COVID-19 has been critical. Throughout 2021, we have consistently monitored and adapted to our safe management measures, so that we can transition to a "new normal" of living with COVID-19. Our GEMC continues to provide regular guidance to our respective Country Emergency Management Committees ("CEMCs") and receives feedback from our CEMCs on their COVID-19 measures.

# LIVING WITH COVID-19

## STAFF WELL BEING – A TOP PRIORITY

Our top priority has always been the health and well-being of our staff.

Since March 2020, our employees have worked in split teams. Staff who can work from home are required to do so, while we implement staggered working hours or customised schedules for staff required to work on-site as part of safe distancing measures. Our production staff are further 'compartmentalised' so that team members are physically separated by installed structures such as polyvinyl chloride (PVC) or acrylic panels, enabling team members to operate as smaller independent sections, and reducing their risk of potential exposure.

Travel restrictions continue to apply to our staff. Business travel has been much reduced, and we require staff to take safety precautions when travelling and observe a 'stay-home' quarantine on arrival at their destination.

In 2021, we invested heavily in safety equipment for our staff, spending US\$600,000 in addition to US\$1 million spent the

year earlier. This equipment includes operational upgrades, medical and safety equipment, personal protection equipment ("PPE"), gloves, hazmat suits, thermal scanners and COVID self-testing kits. We also conduct systematic and randomised COVID-19 testing to pick up any asymptomatic cases early to better manage our risks. We regularly sanitise our premises and staff are reminded to take appropriate measures to maintain high levels of hygiene.

As COVID-19 vaccines became available in early 2021, Delfi included vaccination in our multi-pronged approach against COVID-19. We strongly encouraged our staff to get vaccinated, where medically possible. In Indonesia for example, we organised vaccination drives to facilitate vaccination en masse. As of December 2021, 100% of all our staff across the Delfi group are fully vaccinated.

736 Delfi employees unfortunately contracted COVID-19 in 2021. They were detected through our established protocols, immediately isolated and cared for. We ensure that all affected staff continued to enjoy their income and benefits, as they received medical attention to aid in their recovery and return to their normal lives.



Delfi donated a variety of products in appreciation of 24,000 beneficiaries including frontline workers

# LIVING WITH COVID-19

## CONTACT TRACING

Delfi conducts rigorous contact tracing. All staff who have been in close contact with a suspected or confirmed COVID-19 positive case are immediately quarantined and tested for COVID-19. Staff may only come back to work only after their quarantine ends and after passing a COVID-19 test.

In addition, other Delfi employees who have been in close contact with quarantined staff would also be placed on a stay-home notice for the required period, to ensure that they and their teams are kept reasonably safe.

We have also implemented protective measures at our premises and continue to require health and travel declarations for staff and visitors alike who visit our premises.

## THINKING OF THE COMMUNITY AT LARGE

At Delfi, we believe in the importance of recognising the people who put themselves at risk daily in the fight against the pandemic. In 2021, we donated a wide range of chocolates, confectionery, snacks, and basic medical

supplies to over 24,000 beneficiaries (including healthcare workers in Indonesia, Malaysia, Philippines, and Singapore). This included a donation of 10,000 SilverQueen chocolate bars to Indonesian healthcare workers and food delivery drivers for Valentine's Day 2021 as well as 3,600 boxes of chocolate to Singapore healthcare workers for Christmas 2021.

## SUPPLY OF OXYGEN CONCENTRATORS INITIATIVE IN INDONESIA

In August 2021, as Indonesia was suffering from a shortage of oxygen concentrators at the height of COVID-19 wave of infections, Delfi also purchased over US\$7,000 worth of oxygen concentrators and donated these concentrators to 4 local hospitals in Indonesia.

As the world transits to a new normal in the wake of the COVID-19 pandemic, Delfi hopes that our proactive efforts will ensure minimal impact on our business operations while ensuring the continued well-being of all our stakeholders. We will continue to provide support to the people and communities within our sphere of influence, to drive positive change and create new opportunities in the long term.



Delfi donated a variety of products in appreciation of 24,000 beneficiaries including frontline workers

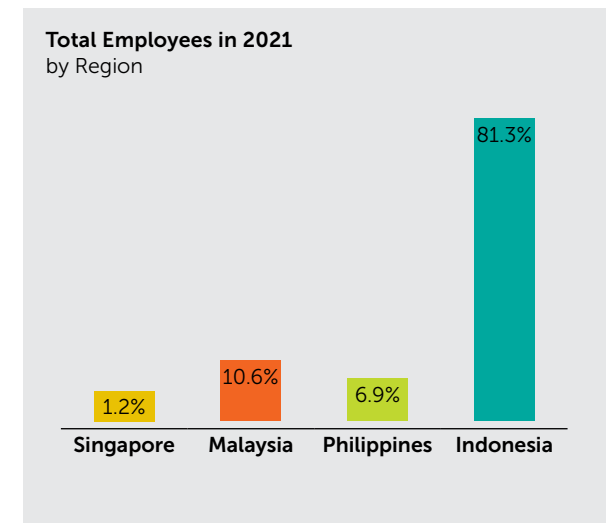
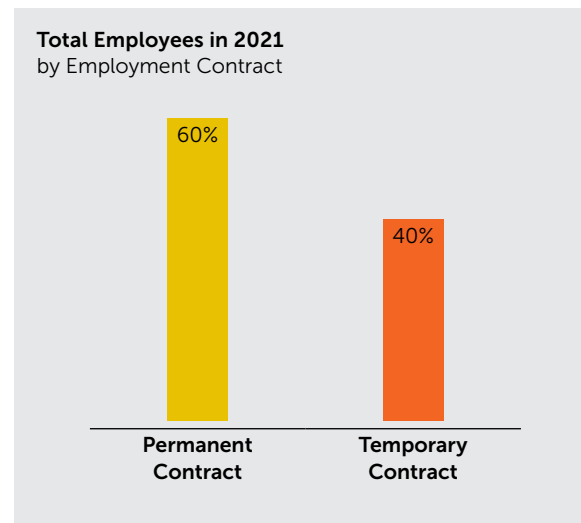
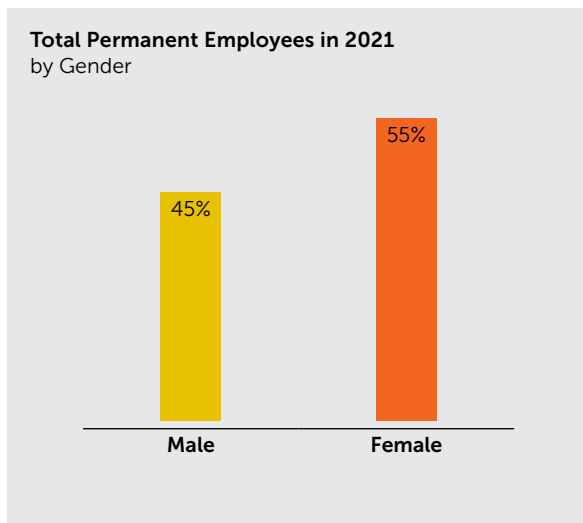
# OUR PEOPLE

## PROFILE OF OUR WORKFORCE

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People are at the heart of our organisation. As of 31 December 2021, we had a total of 4,257 employees across Singapore, Indonesia, the Philippines, and Malaysia, of which 2,544 were hired on a permanent contract basis. The average length of service of our permanent staff is about 10.0 years.

We hire based on merit and are committed to upholding fair employment practices. No form of discrimination has any place in our organisation, and we believe strongly in providing our people with equal opportunities for them to reach their full potential. We comply with all relevant labour laws in the countries in which we operate. The semi-seasonal nature of our work accounts for the use of temporary workers.



# GRI General Disclosure and Topic-Specific Standards

# EMPLOYEE WELL-BEING

## SIGNIFICANCE OF IMPACT

<103-1>#

Sound human resource practices are critical to our organisation as it is important that our staff are treated fairly. This allows Delfi to attract and retain the right talent to foster growth, creativity and value creation. We understand that having the right individuals in the right positions can have a profound positive impact on the Group's performance. We acknowledge that our continued success is based on the commitment and effort of our employees.

## MANAGEMENT APPROACH

<103-2> <103-3>#

### POLICY



At Delfi, we believe that effective human resource policies should encompass all aspects from strong hiring practices, employee performance and employee conduct.

Our hiring policy ensures that we hire the right number of individuals with the right expertise to ensure the smooth operation of the organisation. In addition, we strongly adhere to the principle of non-discriminatory hiring and promoting. For employees, we conduct periodic performance reviews to ensure that every individual has a fair chance to progress within the organisation and is given room for personal development.

Delfi has a strong Ethics policy that guides employees on their conduct to ensure that there is no conflict of interest between the employee and the company. Additionally, Delfi has an anti-sexual harassment policy and a Code of Conduct that promotes racial and religious harmony, as well as anti-bullying, to ensure that such behaviours are not tolerated at the workplace.

We comply with all relevant labour laws.

### COMMITMENTS & TARGETS



We are committed to building a working environment that is inclusive and diverse.

In addition, we have the following targets:

Scope	Current Targets	FY2021
Group-level	Conduct yearly performance and career development reviews	Achieved
Group-level	To send staff for regular training and education	Achieved

# GRI General Disclosure and Topic-Specific Standards

# EMPLOYEE WELL-BEING

## PRACTICES AND PERFORMANCE

<103-3> <401-1> <401-2>#

### New Hires and Turnover<sup>1</sup>

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There was sufficient manpower to meet our core operational needs during the year. However, to meet anticipated surges in demand during yearly festive periods such as Ramadan and Christmas, temporary workers are recruited which often include rehiring those familiar with our operations and those with a preference for such short-term contracts, thereby accounting for the overall turnover rate and correspondingly, new hire rate of 80%. Our permanent staff turnover rate was at about 14.3% for 2021.

### Employee grievance mechanisms

At Delfi, we believe that any grievances raised should be handled in a supportive environment, and employees are encouraged to raise their concerns without fear of reprisal. Employees can do so through their Heads of Departments

(escalated accordingly to HR and the Executive Directors as necessary) or union-management channels (union directly reports to HR or through bipartite meetings between Representative Management and Union every month). We seek to investigate and resolve all confirmed cases as soon as practicable and carry out counselling and dialogue sessions to ensure all issues are addressed amicably. All grievance proceedings and records will be kept in confidence.

### Employee benefits

<401-2>#

Delfi cares about its people. Beyond rewarding employees with remuneration that is commensurate with the efforts and performance delivered in helping the business achieve its goals, Delfi is invested in the well-being and morale of our employees. In our belief that happy employees will in turn raise productivity and efficiency, Delfi offers a range of employment benefits tailored for our full-time employees. Apart from the provision of baseline benefits mandated by local labour regulations, the HR team works closely with the country units in reviewing the non-monetary performance-

based rewards and programs offered. Our benefits package may include life insurance, medical care benefits, disability coverage, parental leave and retirement provisions. We only partner with globally-recognised and reputable third party medical and financial organisations, with the aim to provide quality healthcare services and a holistic coverage for our employees.

### Advancing workforce diversity and inclusion

Delfi acknowledges the importance in establishing a work environment that respects and nurtures employees who come from a range of backgrounds. At Delfi, we promote a culture of inclusion where everyone is valued for their uniqueness and individuality, and employees are allowed to share their ideas, thus fostering a sense of belonging. For instance, as a testament to equitable and fair gender representation in Delfi, our permanent workforce had a ratio of 45:55 men to women in 2021. Embedding the principles of diversity and inclusion at the workplace is a source of competitive advantage for Delfi and helps to strengthen innovation in the way we conduct business.

## FLOOD RELIEF FOR DELFI EMPLOYEES IN MALAYSIA

After days of heavy rain in December 2021, some areas in the state of Selangor was hit by catastrophic floods, leading to the destruction of homes, roads, and infrastructures. In the face of calamity, Delfi quickly provided flood relief assistance to our Malaysian employees who were severely affected by the floods. Our employees were given additional leave days and compassionate financial assistance which aimed to alleviate their recovery process.

Protecting the safety and well-being of our employees remain our top priorities at Delfi, and we remain committed to act quickly and support our employees in the event of natural disasters and emergencies.



## Number (and Rate) of New Hires and Turnover<sup>2</sup> by Gender

	Male	Female
New Hires	2,159 118%	1,256 52%
Turnover	2,094 115%	1,172 48%

# GRI General Disclosure and Topic-Specific Standards

1 Rates are computed as a percentage of total employee numbers by gender, as at end of financial year 2021.

New hire rates are calculated as: Number of new hires (by gender) / Number of employees as at end of financial year 2021 (by gender)

Turnover rates are calculated as: Number of employees who leave the organisation (by gender) / Number of employees as at end of financial year 2021 (by gender)

2 Total Turnover Rate was driven largely by temporary short-term contract workers and part-time workers, who prefer not to be bound by long-term or permanent contracts.

# OCCUPATIONAL HEALTH AND SAFETY

## SIGNIFICANCE OF IMPACT

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At Delfi, a culture of safety is deeply rooted in our organisation and everything we do. As such, we place great emphasis on Occupational Health and Safety (“OHS”). We are fully aware that in our workplace, we are responsible for the health and safety of our employees. We review our practices on a regular basis to avoid workplace incidents and ensure the overall safety of our people. This includes proper training and identification of workplace hazards to ensure our employees acquire the necessary knowledge for the safe and hygienic performance of their duties. Another key mitigating measure is to provide our employees with appropriate protective measures, and enforce their use, to minimise risk of accidents and reduce their possible consequences.

## MANAGEMENT APPROACH

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### POLICY



Our workforce is the heart of our operations; their health and safety are of utmost importance. We meet and strive to exceed the relevant occupational health and safety standards. Our internal OHS policy, which covers all employees, aims to eliminate workplace hazards and prevent occupational illnesses in compliance with the applicable laws and other requirements.

Employees in our Indonesia factory site are also covered by an International Organisation for Standardisation (“ISO”) 45001:2018 certified OHS Management System which is internally audited biannually, and externally audited annually. We adhere to the requirements prescribed by the Philippines government through the Department of Labour and Employment and plan to go beyond to attain Occupational Health and Safety Assessment Series (“OHSAS”) certification where practicable.

### COMMITMENTS & TARGETS



We are committed to offering a healthy working environment to our workforce. We aim for zero work-related fatalities and to continuously improve our safety performance across all our operations. We seek to be fully compliant with all relevant laws.

We have the following target:

Scope	Current Targets	FY2021
Group-level	Zero work-related fatalities, yearly	Achieved



# OCCUPATIONAL HEALTH AND SAFETY

## PRACTICES AND PERFORMANCE

<103-3> <403-2> <403-3> <403-5> <403-6> <403-7>#

### Hazard Identification, Prevention and Incident Investigation

<403-2> <403-9>#

Delfi conducts regular safety risk assessment checks at its Indonesia and Philippines manufacturing facilities to identify and record any work-related hazards. Some potential work-related hazards that we have identified in our operations include working from heights, in confined environments or areas with high electricity current, and using older machines with fewer safety devices. After identification of these risks, Delfi undertakes the actions necessary to eliminate them based on the hierarchy of controls, prioritising hazards with higher severity and likelihood. For instance, proactive control measures for employees working from heights include the use of standard scaffolding, ensuring workers' adherence to safety signs, and enforcing use of safety body harnesses.

In our ongoing pursuit to achieve an accident-free workplace, we commit ourselves to internal and external audits that enables us to identify areas for improvement. Where practicable, we implement new technologies to replace manual processes to improve safety. For example, we are currently replacing manual transfers using forklifts with a pumping system in our Indonesia facility to reduce occupational hazards.

As an employer, Delfi recognises that a safe work environment increases our people's mental and physical well-being. We constantly encourage our people to flag unsafe working conditions across our operations. An example is our "Near Miss" system that encourages all employees to report near miss incidents they encounter and any safety suggestions. All employees must follow strict procedures when operating specific machines to safeguard them and their co-workers from any unexpected issues that may arise.

At Delfi, we regard all incidents that occur as important. Documentation of the incident is detailed in a corrective action report post-investigation and subject to further review and approval by a safety and health coordinator. Subsequent follow-ups are conducted to ensure that preventive measures are implemented, such as activity-based audits, enhancement of Lock-out/Tag-out ("LOTO") procedures and risk assessment training.

### Access to Health Services

<403-3> <403-6>#

Delfi safeguards the physical and mental health of our employees by ensuring that both occupational and non-occupational health services are readily accessible. All employees are also covered under our group hospital and medical insurance plans, and undergo an annual medical check-up provided by certified healthcare practitioners. Regular announcements are made to remind and update employees of their health benefits. Transport to medical facilities is arranged readily where necessary. Our Philippines manufacturing facility also has an internal clinic manned 24/7 by qualified nurses during work-week operations to serve the needs of our employees.

### Stakeholder participation, consultation, and communication

<403-4> <403-5> <403-7>#

All employees, including workers, supervisors and managers, are involved in risk analysis processes. The Safety Committee, comprising of observers from both management and workers, meets monthly to monitor recent safety performances, discuss any recent incidents and implement any actions to prevent future occurrences.

An initiative – "Safety Wednesday" has been launched to encourage staff collaboration to improve work processes to build a safer work environment for all. Employees are awarded points for exemplary safety behaviour.

Comprehensive training programmes are conducted for all employees annually, in several languages including Bahasa Indonesia and Tagalog, to facilitate better awareness of our safety culture across all sites. For operations with higher safety risks, employees are required to undergo technical safety awareness trainings and pass qualifying exams before deployment. Training needs are analysed and the effectiveness of these trainings are also reviewed.

Recognising our responsibility to mitigate any negative OHS impacts, we conscientiously work with our business partners and suppliers to conduct mandatory inspections of their packing facility and processes before we engage them. More information on our responsible supply chain management measures can be found in the 'Supply Chain Assessment' section of this report.

# OCCUPATIONAL HEALTH AND SAFETY

## PERFORMANCE

<403-8> <403-9>#

Our goal is being 'accident free' and we had zero work related fatalities in FY2021 for our employees. There were four recordable work-related injuries pertaining to hand injuries.

In FY2021, our non-employees worked a total of 445,382 hours. There was one recordable injury in our non-employees which resulted in 1 lost workday.

There were no serious work-related injuries in FY2021 for our employees and non-employees.

In FY2021, our manufacturing processes and output were significantly affected by the COVID-19 pandemic. Despite this, we continue to focus on the health and well-being of all our employees in the workplace and minimising the impact on the business. This year, there was a slight increase in lost day and absentee rates as working hours reduced due to the unprecedented impact of COVID-19 on production capacity and precautions taken to reduce physical contact at our facilities. We will continue to assess the safety aspects of our facilities and stay proactive in the implementation of initiatives to drive workplace safety results.

	FY2020	FY2021
Our Employees	Total	Total
<b>Number of hours worked</b>	6,485,087	5,178,881
<b>Work-related fatalities</b>	0	0
<b>Injury rate<sup>1</sup></b>	0.17	0.18
Injury rate (Male)	0.18	0.22
Injury rate (Female)	0.15	0.10
<b>Lost work day incident rate<sup>2</sup></b>	0.03	0.14
Injury rate (Male)	0.05	0.16
Injury rate (Female)	0	0.10
<b>Occupational disease rate<sup>3</sup></b>	0	0
<b>Lost day rate<sup>4</sup></b>	0.57	1.67
Lost day rate (Male)	0.92	2.28
Lost day rate (Female)	0	0.51
<b>Absentee rate<sup>5</sup>(%)</b>	1.76	2.64
Absentee rate (Male)	1.94	2.58
Absentee rate (Female)	1.49	2.73

# GRI General Disclosure and Topic-Specific Standards

These rates are used for occupational health and safety statistics in the industry.

1 Injury rate is calculated as: Number of recordable incidents x 200,000, to total hours worked

2 Lost work day incident rate is calculated as: Number of lost work day incidents x 200,000, to total hours worked

3 Occupational disease rate is calculated as: Number of occupational disease incidents x 200,000, to total hours worked

4 Lost day rate is calculated as: Number of lost man-days x 200,000, to total hours worked

5 Absentee rate is calculated as: Number of absentee days, to total days scheduled to be worked

# CONSUMER HEALTH AND SAFETY, AND MINDFUL CONSUMPTION

## SIGNIFICANCE OF IMPACT

<103-1>#

Consumers today call for greater transparency in disclosure of raw material origins, employee welfare and food safety programs. Fuelled by these increasing stakeholder expectations, government regulations and innovation, Delfi continues to sharpen its focus on consumer health and safety as a key sustainability matter.

As an established chocolate confectionery company, Delfi strongly believes in our social responsibility to promote mindful consumption of our products – especially in our younger consumers. We continually allocate resources in food science research and product innovation to design a wider range of healthier treats for the world to enjoy.

In our commitment to provide healthier products for our customers, we are working to gradually switch to the use of natural food colouring, as well as the production of products with less sugar while also making sure that the taste profile of our chocolate confectionery remains appealing to our loyal consumers.

Delfi continues to explore incorporating healthy ingredients such as grains and real fruits, and fortifying our products with additional vitamins and minerals, to provide added nutritional benefits for our consumers. We also continue to develop new product concepts each year based on our understanding of consumer demand. This year, we have started exploring the incorporation of more plant-based ingredients, such as fruits, oats, nuts, and plant-based milk to accommodate our consumers' growing interest in vegan products. We are also pleased to share the launch of our new range of "Van Houten Dark Milk Chocolate" which has higher cocoa content and less sugar.

## MANAGEMENT APPROACH

<103-2> <103-3>

### POLICY



Consumer health and safety, and mindful consumption are a priority for Delfi. We are proud of our Food Safety Management System which ensures compliance with international and local food safety standards. Our Food Safety Management System is certified in accordance with internationally recognised standards (e.g. the FSSC 22000 Food Safety System Certification is internally and externally audited on an annual basis).

Our product quality policy emphasises:

- ▶ Consistency in quality
- ▶ Microbiologically safe
- ▶ No foreign materials and no contamination
- ▶ Hygienically packed and sealed.

### COMMITMENTS & TARGETS



We are committed to deliver our brand promise of quality and safety to our consumers. We seek to be fully compliant with all relevant consumer health and safety laws.

In addition, we have the following targets:

Scope	Current Targets	FY2021
Group-level	No incidents of material non-compliance with applicable laws and regulations for consumer health and safety	Achieved
Group-level	No incidents of material non-compliance with applicable laws and regulations for product information and labelling	Achieved



# GRI General Disclosure and Topic-Specific Standards

# CONSUMER HEALTH AND SAFETY, AND MINDFUL CONSUMPTION

## PRACTICES AND PERFORMANCE

<103-3> <416-2> <417-2>#

### Our Food Safety Management System

As part of our overall Food Safety Management System, we have made significant investments in quality assurance systems to achieve high manufacturing standards. These include:

#### Good Manufacturing Practice ("GMP")

GMP was established by the Food and Drug Administration in the USA in 1967. These guidelines provide minimum requirements that a food product manufacturer must meet to ensure that their products are of high quality and do not pose any risk to the consumer. Our GMP is audited on a monthly basis.

#### Hazard Analysis and Critical Control Point ("HACCP")

HACCP is a comprehensive food safety program for our production process. Assessments are made of the applicable risks (e.g. microbiological, chemical, physical, food safety and quality standard). Based on such assessments, the critical control points are determined within the production process to control identified hazards. Procedures for monitoring and taking corrective actions are established for each control point. Therefore, any problem is traceable to a specific point in the production process and/or the specific raw material utilised.

We conduct process testing to ensure our products are of high quality. This includes testing product samples for quality defects and for compliance to our strict microbiological content specifications to ensure that our products are always safe for human consumption.

Each delivery of products is given a unique lot identification code printed on its packing and accompanying documents which incorporates the date of manufacture. This information can be used to trace the complete production history of the product starting from the source of raw materials.

Any delivery breaching our quality standards can thus be identified and stopped before the products are delivered to our customers. HACCP reviews are conducted annually to ensure effectiveness of this management system.

#### FSSC 22000 Food Safety System Certification

FSSC 22000 provides a framework for effectively managing the Group's food safety responsibilities. FSSC 22000 is fully recognised by the Global Food Safety Initiatives ("GFSI") and is based on existing ISO Standards. While our manufacturing facility in the Philippines follows version 5 certification, we have additionally upgraded the FSSC 22000 certification to version 5.1 in our Indonesia facility.

#### High hygiene standards

Delfi observes high hygiene standards. We practice proper segregation of production areas in the factory based on differing hygiene requirements with our operations and restrictions necessary to protect products from potential contamination. Regular training and checks are conducted on our personnel at our facilities. These includes stringent requirements on attire, footwear and personal hygiene. During the onset of COVID-19, we replaced body checks for employees, visitors and contractors with metal detectors and increased checks on personal belongings.

#### Innovation and technology

We draw on innovation and technology to improve our food safety standards. For example, we tap on the use of surveillance in our production facilities and continue to improve upon our controlled and locked access systems to enhance food security.

#### Labelling and communication

The provision of information on our products is important to our consumers as well as being the subject of many regulations. To that end, we strive to provide transparent access to reliable and accurate information on our products through responsible labelling. Our labels include the

product's expiry date, recommended storage conditions, allergen declaration, ingredients and compliance to halal standards. We also highlight information on the nutritional value of our confectionary products on our product labels where applicable, such as use of vegan-friendly ingredients, natural colours and flavours, or additional cocoa mass. We continuously seek to improve the contents of our product labels with greater emphasis on the sustainability impact of our products.

#### Customer care portal

We value feedback from our customers. We ensure that all customers and consumers can be heard through our customer care portal. All our products manufactured in Indonesia and the Philippines bear the address of the relevant portal (<http://www.delfilimited.com/custcare/> and/or <https://www.vanhoutenchocolates.com/custcare/>). This provides a direct avenue for all customers to reach out to Delfi and is also a central system for the business to maintain an overview of the quality of the products, service delivery and feedback received.

Delfi adopts a unified Consumer Customer Care Procedure that standardises our approach in addressing all customer health and safety related grievances across all business units and ensures that each complaint is addressed promptly. We adopt a continuous improvement methodology to manage all feedback received and use it to inform our business decisions and improve on our processes.

#### Product Storage

Our prescribed standards and best practices for storage in our value chain ensure that our products are safe and fit for human consumption, as well as fresh enough for our customers to enjoy our products.

In 2021, we have met our target of no incidents of material non-compliance with applicable laws for consumer health and safety as well as for product information and labelling.

# ENERGY MANAGEMENT

## SIGNIFICANCE OF IMPACT

<103-1>#

As a responsible steward of the environment, Delfi recognises that optimising our energy use can reduce greenhouse gas emissions, and our actions can play a part in combating wider environmental issues such as climate change and air pollution. Bearing in mind the COP 26 held in late 2021, as well as the global commitments countries have taken to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change, Delfi has an important role to play as an organisation to cut its own carbon emissions. We support the shift towards a climate-friendly economy and support climate resilience across our value chain.

In line with this view, recognising that energy is necessary for our production processes, efficient energy usage remains key in our planning and operations, and we will continue to keep a close eye on our energy usage to ensure we do not use more than we need, we reduce variable consumption where practicable and we explore the use of energy efficient systems.

## MANAGEMENT APPROACH

<103-2> <103-3>#

### POLICY

Delfi understands the importance of saving energy to the company and the environment and we are focused on using our energy sources efficiently. We have in place internal energy management policies related to energy reduction that seek to fully comply with the relevant laws. As a testament to our commitment, we have further obtained ISO14001:2015 certification over the environmental management system at our Indonesia facility to ensure proper governance of environmental matters. This is internally audited every six months and externally audited on an annual basis.



### COMMITMENTS & TARGETS

Delfi is committed to managing our carbon footprint by investing in energy efficient technologies and making the shift to cleaner fuels across our operations.



In addition, we have the following targets:

Scope	Current Targets	FY2021
Group-level	5% reduction in total electricity usage (mWh) relative to prior year	Not achieved*
Group-level	3% reduction in variable electricity usage (mWh/metric tonne) relative to prior year	Not achieved*
Group-level	Elimination of the use of bunker fuel oil by FY2021	Achieved

\* In FY2021, our total output were significantly affected by the COVID-19 pandemic. Also, we ran split shifts which increased energy consumption. Therefore, the Group level targets in electricity usage reduction were not achieved. Despite this, we will keep up our efforts to ensure that our operations continue to make efficient use of energy consumption.

# ENERGY MANAGEMENT

## PRACTICES AND PERFORMANCE

<103-3> <302-1> <302-3>#

At Delfi, we believe we can be an environmentally-conscious contributor towards a more sustainable food system. We constantly monitor our energy consumption to ensure that our energy usage is optimised. We have appointed certified energy managers with the relevant expertise to oversee environmental matters at our manufacturing facilities in Indonesia.

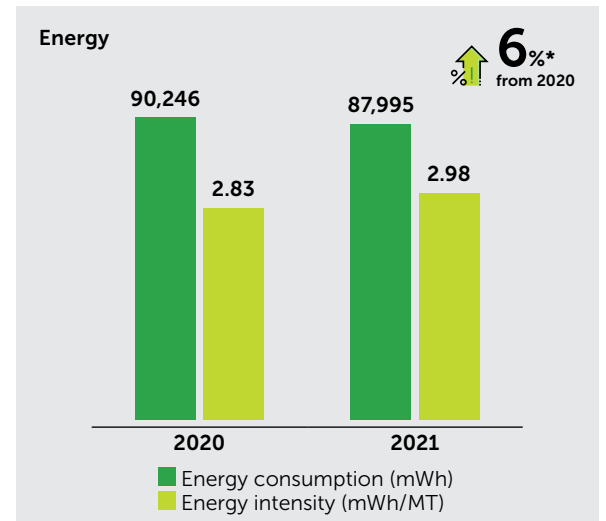
Sources of energy consumption at Delfi come mainly from fuel in our manufacturing facilities in Indonesia and the Philippines, specifically electricity usage, liquified petroleum gas ("LPG"), bunker fuel oil ("BFO") (Philippines only) and natural gas (Indonesia only). While BFO was already previously eliminated in our Indonesian facility, we are pleased to announce that we have completely eliminated the use of BFO by replacing with a cleaner source of fuel, LPG, at our manufacturing facility in the Philippines, as LPG is a lower-carbon alternative.

During the year, several retrofits were carried out in our commitment to reduce our energy consumption levels. They include replacement of fluorescent lamps with LED lamps, installation of electricity monitoring devices, repair of air compressor leakages and optimisation of compressed natural gas ("CNG") consumption. In Indonesia, Delfi consulted industry experts in implementing an energy-

saving system at our manufacturing facility and optimising the consumption of fuel in our production facilities. Monitoring systems are also in place to keep track of each machine's energy consumption levels, and we ensure that any leakage detected in our air compressors is fixed as soon as possible. Delfi Indonesian employees also attended an ISO 50001 seminar as well as an ISO 50006 Energy Base Line and Energy Performance Indicator training session to build up their knowledge of energy management systems. Energy consumed by us at the facility was reduced as a result.

In 2021, our total internal energy consumption, including both fuel and electricity usage, amounted to 87,995 mWh, a fall of 2.49% from the 90,246 mWh consumed in 2020. Our conservation efforts and established control procedures to limit unnecessary energy usage have contributed to the fall in energy consumption across both our manufacturing facilities.

\*On a per metric ton basis, the total amount of energy consumed for 2021 was 2.98 mWh/MT, which was an increase of 6% from 2020. This increase was mainly due to an increase of energy consumption driven by additional COVID-19 safety protocols, resulting in inevitable inefficiencies in our operations. Delfi has already implemented several initiatives to mitigate the long-term impacts of COVID-19 (see "Living with COVID-19"), and moving forward, Delfi will continue to invest in efforts to reduce our fixed energy consumption<sup>1</sup>.



## FLASH STEAM RECOVERY PROJECT IN INDONESIA

In FY2021, we implemented a flash steam recovery system in our Indonesia facility which enabled heat energy to be recovered and reused in our manufacturing processes. A flash steam recovery system releases steam generated during our production processes into a vessel rather than directly into the atmosphere. This enables the recovery of heat energy to be reused in our hot water generators, providing the energy input for jacketed heating that is also required in our manufacturing process.



# GRI General Disclosure and Topic-Specific Standards

1 Fixed energy consumption refers to consumption that occurs regardless of production output levels.

# RESPONSIBLE WATER USE

## SIGNIFICANCE OF IMPACT

<103-1>#

Water is precious in every sense of the word, for human life, the well-being of individuals and the health of the community as a whole. With this in mind, we at Delfi, exercise utmost care in managing our water usage. We are conscious of using only what the Group needs and engage in recycling at every available opportunity so as not to strain the water supply for the people in the community and the environment at large.

## MANAGEMENT APPROACH

<103-2> <103-3>#

### POLICY

We believe in investing in good environmental housekeeping practices and technologies designed to enable sustainable water security for both the business and people who depend on water availability in the long-term. Our water management policies seek to fully comply with relevant laws and regulations.



### COMMITMENTS & TARGETS

We are committed to responsible water use across all our operations. We seek to be fully compliant with all relevant laws and regulations.



In addition, we have the following targets:

Scope	Current Targets	FY2021
Group-level	20% reduction in total water usage (m <sup>3</sup> ) relative to prior year	Achieved
Group-level	10% reduction in variable water usage (m <sup>3</sup> /metric tonne) relative to prior year	Achieved

In FY2021, our manufacturing processes and output were significantly affected by the COVID-19 pandemic. Despite this, we have managed to meet our water use targets, and will continue to seek efficiencies going forward to minimise the impact of COVID-19 on our business.



# GRI General Disclosure and Topic-Specific Standards

# RESPONSIBLE WATER USE

## PRACTICES AND PERFORMANCE

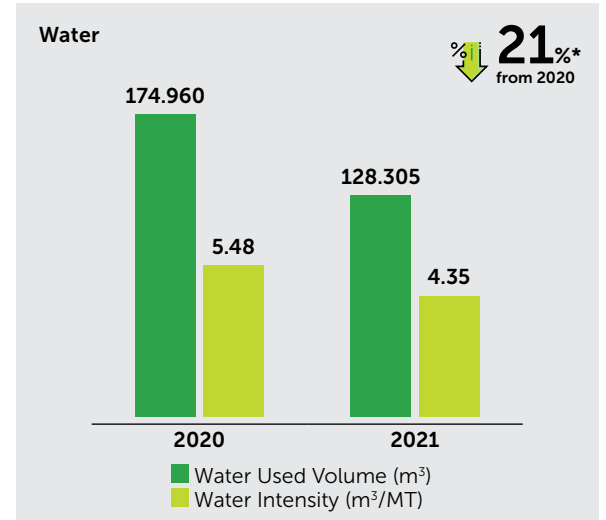
<103-3> <303-3>#

We seek to ensure that our operations use water<sup>1</sup> responsibly and efficiently. We rely on locally-sourced groundwater (as well as the municipal water supply in the Philippines) for our needs, drawing water within the permissible daily limits granted by the relevant governing agencies. We continue to manage our water usage consciously and ensure that we do not use more than we need. When there is a surplus in our water storage, we would also share this with our neighbouring local community.

In 2021, the overall volume of water used amounted to 128,305 m<sup>3</sup> in Indonesia and the Philippines, which was a 27% reduction from the 174,960 m<sup>3</sup> consumed in 2020. Our Indonesia facility withdrew 115,869 m<sup>3</sup> from groundwater amounting to 90% of the total water used, while the remaining 10% is attributed to our facility in the Philippines, with 298 m<sup>3</sup> from municipal water supply and 12,138 m<sup>3</sup> from groundwater. This achievement was largely due to

conservation efforts to limit unnecessary water use during production at our facilities. More notably, our commitment to increase the use of treated water that has undergone processing by our wastewater treatment plant at our facilities continues to play a significant part in reducing our consumption from external sources.

\*On a per metric ton basis, the total volume of water used for 2021 was 4.35m<sup>3</sup>/MT, which was a decrease of 21% from 2020. This decrease can be attributed in part to our continued efforts to reduce water usage where practicable and also adopt the use of reclaiming water for non-potable activities such as comfort rooms, gardening, cooling towers and boilers. Delfi continues to implement several initiatives to mitigate the long-term impacts of COVID-19 (see "Living with COVID-19"), and moving forward, Delfi will continue to invest in efforts to reduce our water usage and safeguard this precious resource.



## CONTRIBUTION OF CLEAN WATER SUPPLY TO THE COMMUNITY

Beyond our customers, consumers, and business partners, Delfi recognises the importance of enriching lives and building sustainable relationships with the communities in which we operate.

One of our key contributions is the supply of clean water (estimated at 70m<sup>3</sup> per day) to the community living close to the factory in Indonesia. Water that is supplied to the surrounding communities undergoes treatment and meets the clean water standards of Indonesia - Permenkes No. 492/MENKES/PER/IV/2010. This ensures that water received by the local communities is drinkable and their basic welfare and needs are met.



# GRI General Disclosure and Topic-Specific Standards

1 Water sourced and used in our operations has Total Dissolved Solids (TDS) equal to or below 1,000 mg/litre i.e. freshwater.



# TREATMENT AND DISPOSAL OF WASTE AND EFFLUENTS

## SIGNIFICANCE OF IMPACT

<103-1>#

Waste and effluents management is critical for human health and the environment. For our communities to prosper and enjoy a high quality of life, we have to conscientiously monitor our discharge into the environment and seek to eliminate or reduce any ecological impact. It is thus vital to prioritise waste disposal methods that minimise any potential impacts, such as reusing, recycling and recovery. Treatment of our effluents is also crucial in ensuring that hazardous substances do not leach into ecosystems and undergo bio-amplification along the food chain. Managing waste also brings about potential cost-savings to our organisation. Looking into resource efficiency in our production will enable us to create more with less and deliver greater value to our stakeholders.

## MANAGEMENT APPROACH

<103-2> <103-3>#

### POLICY

We believe in investing in good environmental housekeeping practices that will minimise our environmental footprint. Our waste and effluent management policies seek to fully comply with relevant laws and regulations.



### COMMITMENTS & TARGETS

We are committed to an efficient use of resources and reduction of waste and pollution.



In addition, we have the following targets:

Scope	Current Targets	FY2021
Group-level	Reduction in total waste produced (kg) relative to prior year	Not achieved*
Group-level	Reduction in variable waste produced (kg/metric tonne) relative to prior year	Not achieved*
Facility-level (Indonesia)	In 2021, we will continue to implement the steps needed to achieve a "PROPER" <sup>1</sup> Green rating through improving our environmental management procedures beyond the expected compliance level.	In progress (achieved "PROPER" Blue rating)

\* In FY2021, our manufacturing processes and output were significantly affected by the COVID-19 pandemic. Despite this, we continue to ensure that proper waste treatment processes are carried out efficiently, and reduce the generation of unnecessary waste output where practicable.



# GRI General Disclosure and Topic-Specific Standards

1 Indonesia's Program for Pollution Control, Evaluation, and Rating ("PROPER") is a national-level public environmental reporting initiative. The objective of this regulatory tool is to promote industrial compliance with pollution control regulations, facilitate and enforce the adoption of practices contributing to clean technology, and to ensure a better environmental management system. The program uses a five colour-coded performance rating – gold (excellent), green, blue, red and black (poor).

# TREATMENT AND DISPOSAL OF WASTE AND EFFLUENTS

## PRACTICES AND PERFORMANCE

<103-3>

### Effluents

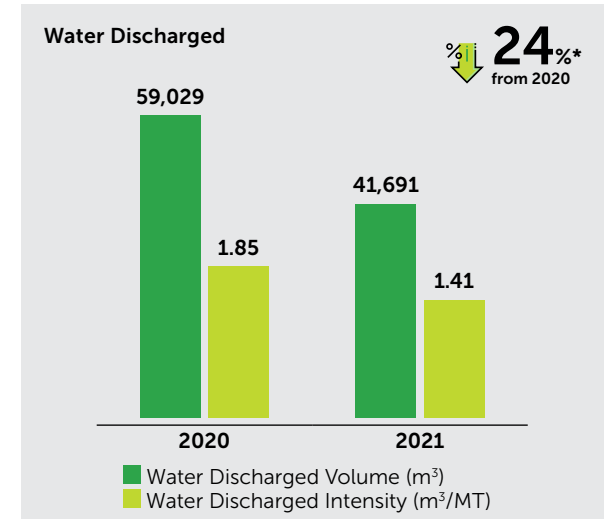
<303-2> <303-4>#

We closely monitor our water discharge in both our manufacturing facilities in Indonesia and the Philippines. The wastewaters from our facilities are biologically treated and tested before being discharged into the city sewers or nearby rivers as freshwater. We utilise wastewater quality indicators to measure and ensure that wastewater quality is in a generally acceptable range<sup>1</sup> before discharge into the natural environment. In Indonesia, our manufacturing plant is ISO14001 certified, and has been assigned a "Blue" (Adequate) rating under the PROPER scheme which promotes compliance with existing water pollution regulations. We are in progress towards achieving a "Green" (Good) rating by improving our environmental management procedures beyond the expected compliance level.

Delfi also implemented a Zero Processed Water Discharge project which aims to ensure that 100% of the processed wastewater produced by our Indonesia and Philippines facilities are treated and repurposed for use in toilets or gardening purposes. As a result, Delfi has reduced approximately 40,000 m<sup>3</sup> of freshwater consumption in our manufacturing facilities in FY2021 compared to FY2020.

In 2021, a total volume of 41,691 m<sup>3</sup> water was discharged in Indonesia and the Philippines. Our Indonesia facility discharged 3,004 m<sup>3</sup> into a treatment facility and 28,487 m<sup>3</sup> into nearby rivers. Our facility at the Philippines discharged 210,200 m<sup>3</sup> into the city sewers; majority of the water produced here is recycled in treatment facilities and recycled under the Zero Processed Water Discharge project to be repurposed. The volume of water discharged in 2021 fell by 29% from 59,029 m<sup>3</sup> in 2020.

\*On a per metric ton basis, the total volume of water discharged for 2021 was 1.41 m<sup>3</sup>/MT, which was a decrease of 24% from prior year. This decrease can be attributed to our efforts to reduce our water usage in Delfi as well as from our various water-saving initiatives including the Zero Processed Water Discharge project.



# GRI General Disclosure and Topic-Specific Standards

<sup>1</sup> Generally acceptable ranges of our water quality indicators include Chemical Oxygen Demand (COD) below 100 mg/litre, Biochemical Oxygen Demand (BOD) below 50 mg/litre, Total Suspended Solids (TSS) below 70 mg/litre, pH of 6.5 to 9.0, Total Dissolved Solids (TDS) equal to or below 1,000 mg/litre.

# TREATMENT AND DISPOSAL OF WASTE AND EFFLUENTS

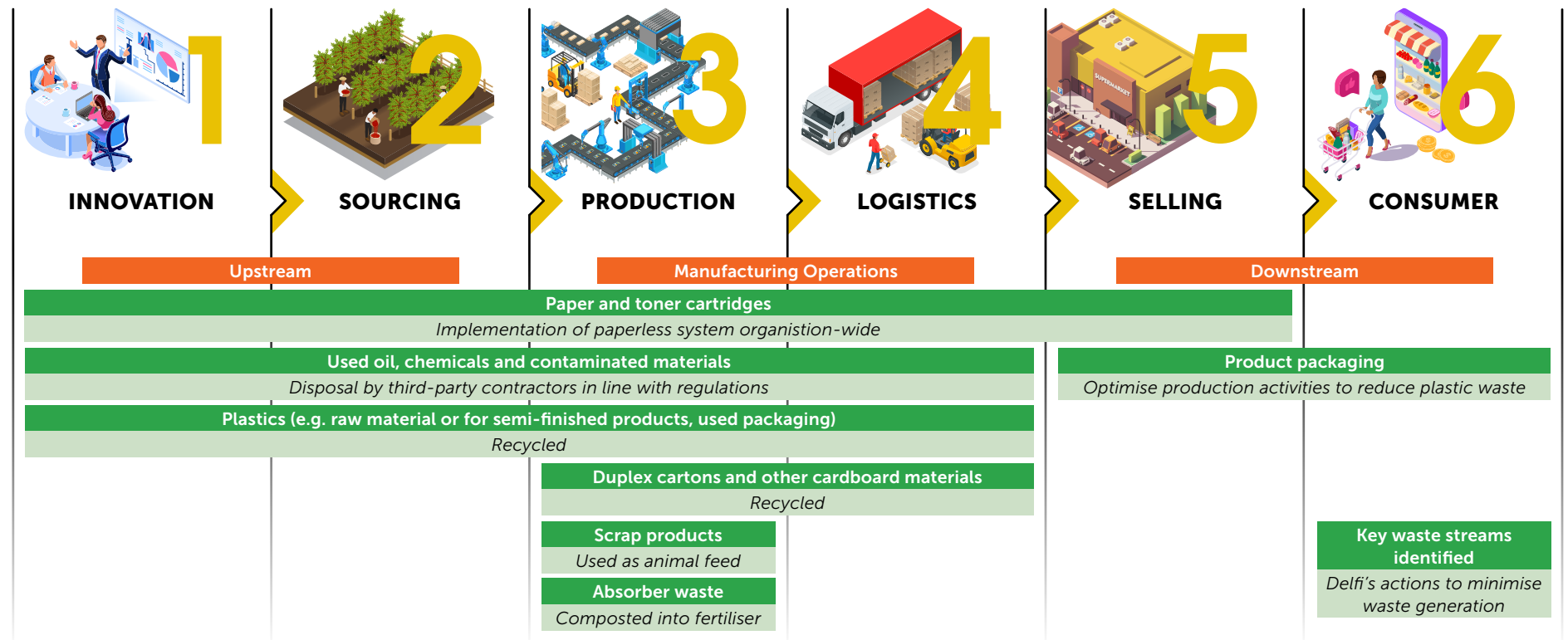
## Waste

### Resource management in Delfi <306-1> <306-2>#

At Delfi, we ensure that our waste is safely disposed of to ensure that we do not contaminate our environment.

Key activities that produce waste in Delfi include manufacturing activities from procurement of raw materials to production and packaging for distribution, as well as overall governance, maintenance, and facility activities. By assessing the resources used at each stage of our value chain, Delfi was able to seize opportunities to transform waste into valued resources, thereby reducing waste directed to landfill and minimizing environmental impacts of our operations.

The following chart summarises key waste streams generated from our operations. We strive to implement closed-loop strategies in our organisation to minimise waste disposal and contribute towards a circular economy ideal, such as composting our absorber sludge waste or transforming scrap products into animal feed. Where possible, we also take steps to eliminate unnecessary waste, such as implementing electronic approval systems and referring to e-documents in place of printing physical copies in our offices.



# GRI General Disclosure and Topic-Specific Standards

# TREATMENT AND DISPOSAL OF WASTE AND EFFLUENTS

## Management of generated waste

<306-3> <306-4> <306-5>#

Waste production is monitored closely, with monthly reviews of recorded data to ensure accuracy and that the necessary follow-up actions are conducted. The terms hazardous and non-hazardous waste are terms used in accordance with GRI Standards.

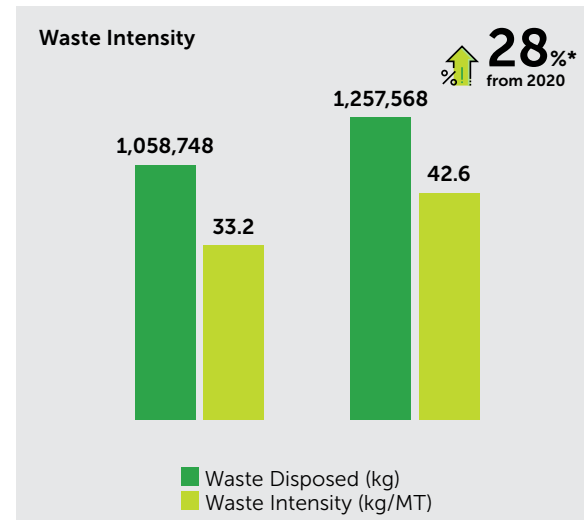
In 2021, the volume of overall waste amounted to 1,257,568 kg in our Indonesia and the Philippines facilities, an increase of 19% from 1,058,748 kg in 2020. This increase in waste generated was due to greater recycling of our processed water which resulted in additional waste by-product. This waste by-product is biodegradable and is composed of 40% water and 60% nutrients. We donate this waste by-product to local farmers for use as fertilizers. Going forward, one of our key objectives for 2022 is to reduce the total amount of waste by-product produced.

\*On a per metric ton basis, the volume of overall waste for 2021 was 42.6 kg/MT, which was a 28% increase from the prior year. This increase was mainly due to a fall in production output across our manufacturing facilities due to the unprecedented impact of COVID-19 this year. Delfi has already implemented several initiatives to mitigate the long-term impact of COVID-19 (see "Living with COVID-19").

Non-hazardous waste consisted of packaging, production peripherals comprising of paper, plastic and metallic materials, and residual waste sludge, produced as a by-product of the wastewater treatment process. Hazardous waste relates to waste from our analytical laboratory (e.g. laboratory chemicals), maintenance activities (e.g. transformer oil), as well as biohazardous waste. Such waste is stored securely before being disposed of in compliance with all regulatory requirements.

In respect of our overall non-hazardous waste produced, which made up 98.9% of our total waste, 90.2% was recycled, 2.6% was accounted for through recovery, 1.8% was reused, 3.4% was directed to landfill and the remaining 1.9% was disposed by contractors in compliance with local regulations. Our hazardous waste, which amounted to 1.1% of our total waste, was managed and disposed of in compliance with local regulations by authorised waste contractors.

The following table breaks down the waste diverted from and directed to disposal in Delfi in 2021:



2021 Waste			
	Hazardous	Non-hazardous	Total (kg)
Preparation for reuse	0	22,436	22,436
Recycled	2,839	1,121,286	1,124,126
Other recovery options <sup>1</sup>	0	32,654	32,654
<b>Waste diverted from disposal</b>	<b>2,839</b>	<b>1,176,377</b>	<b>1,179,216</b>
Incineration	2,071	24,107	26,178
Landfilling	2,963	42,782	45,745
Other disposal options <sup>2</sup>	6,429	0	6,429
<b>Waste directed to disposal</b>	<b>11,463</b>	<b>66,889</b>	<b>78,352</b>
<b>Total waste generated</b>	<b>14,302</b>	<b>1,243,266</b>	<b>1,257,568</b>

# GRI General Disclosure and Topic-Specific Standards

1 Other recovery options refer to use of scrap products generated, which are recovered as animal feed.

2 Other disposal options refer to the disposal of hazardous waste, which requires treatment before being disposed of in compliance to all regulatory requirements

## SUSTAINABILITY IN SECURING AGRICULTURAL PRODUCTS

### SIGNIFICANCE OF IMPACT

<103-1>#

At Delfi, we understand that agricultural practices can potentially bring about adverse environmental impacts. It is therefore a key objective for our sourcing function that all the agricultural products used are derived sustainably and purchased responsibly along our direct supply chain. Delfi practices due diligence in our operations in ensuring minimal adverse environmental impacts, such as engaging with partners who believe in the same sustainability agenda as we do, and continuously improving our sourcing approach to advance our sustainability vision.

Details of the management approach, practices and performance are disclosed under the Supply Chain Assessment section of this Report on pages 35 to 37.



## ECONOMIC

Value creation for all our stakeholders has always been integral to our business and viewed with priority here at Delfi. We have been positively impacting the community by creating jobs for over 70 years, and providing a source of stable income, and we aim to achieve even more in the future, in line with our emphasis on value creation. We support over 4,000 jobs within our operations across Singapore, Indonesia, the Philippines, and Malaysia.



# COMPLIANCE WITH IMPORT, EXPORT AND TRADE REGULATIONS

## SIGNIFICANCE OF IMPACT

<103-1>#

Delfi is a responsible organisation – through our value creation chain, our materials and products move across international borders daily. Any failures in compliance with import, export and trade regulations would directly impact our organisation and may lead to socioeconomic, civil, or even criminal penalties. Non-compliance could also cause significant business disruption such as loss of business opportunities, custom clearance and shipment delays, or government sequestration. Such disruptions would ripple across our organisation – affecting our production and delivery schedules, greatly impacting our stakeholders along the value chain and our brand reputation. On a financial level, these costs collectively would have a significant bearing on our financial bottom line.

## PRACTICES AND PERFORMANCE

<103-3>#

Our cross-functional teams support one another in ensuring that our approach towards being fully compliant remains robust. We conduct regular internal meetings to update each other on any changes to the relevant laws and regulations at the local, national and international level. These laws and regulations are complex, dynamic and require close monitoring.

We work closely with Badan Pengawas Obat dan Makanan (“BPOM”) Republik Indonesia and participate in BPOM’s focus group discussions for the formulation of regulations. This has strengthened our channels of communication with BPOM, providing us an official platform to directly engage and build on good sector practices shared in enhancing our compliance track record for food safety and quality.

In 2021, there were zero material incidents of non-compliance with applicable import, export, and trade regulations.

## MANAGEMENT APPROACH

<103-2> <103-3>#

### POLICY

To ensure smooth cross-border operations, we continuously update and refine our compliance systems to ensure our compliance with the relevant laws in all jurisdictions that we do business.



### COMMITMENTS & TARGETS

We are committed towards full compliance with all applicable import, export and trade regulations in all the countries that we operate in.



In addition, we have the following target:

Scope	Current Targets	FY2021
Group-level	Zero material incidents of non-compliance with applicable import, export, and trade regulations, yearly	Achieved

### Categories of laws and regulations that impact Delfi’s internal policies, procedures and practices

Free trade agreements	Transactions and tax regulations	Cargo security	Customs regulations
Import valuation and classification	Export control regulations	Trade embargoes and economic sanctions	

# GRI General Disclosure and Topic-Specific Standards

# GOVERNANCE

## OUR VALUES

<102-16>#

Integrity, excellence, and commitment are values that guide all of us at Delfi as we seek to enhance our organisation’s development, performance, and growth. These core values are embedded within our concept of corporate governance and form an integral part of our culture.



## CODE OF CONDUCT

<102-17>#

Our Code of Conduct provides a framework for ethical decision making and good conduct for the Group. The Code contains important core values and principles of the Company’s professional conduct and governance. The Board of Directors, Management and all employees are dedicated to upholding the Code.

Delfi has an Ethics Code, within our Code of Conduct, to which advice on matters of ethical concerns and grievances may be sought by our internal and external stakeholders. These matters will be handled objectively and subject to further investigation, disciplinary action/s or legal process, where justified and necessary.

In addition, Delfi has a whistle blowing policy that seeks to encourage reporting of matters which may comprise misconduct without fear of reprisal, whilst ensuring that all stakeholders are treated fairly.

With regard to issues relating to our ESG concerns, external stakeholders can also file their feedback or concerns through our general corporate relations channels. Internal stakeholders can do so through human resources or union-management channels. We seek to investigate and resolve all cases as soon as practicable. All grievance proceedings are confidential.

## CORPORATE GOVERNANCE

<102-18>#

The Board of Delfi comprises 3 executive Directors and 5 non-executive Directors. There is a clear separation of the roles of the Chief Executive Officer and the Chairman. One of our 3 executive Directors serves as CEO and Managing Director. The Board meets regularly and is provided with timely updates and information. As and when there are urgent commercial or other corporate matters, Board meetings are convened to provide guidance. All Directors are expected to act in good faith, and to act in the interests of all Delfi shareholders. The Board is supported by the Executive Committee, the Audit Committee, the Remuneration Committee, the Nominating Committee, the Risk Management Committee and the Market Sustainability and Strategy Committee. These committees (with the exception of the Executive Committee) provide guidance and regularly review matters within their purview.

A full report on our corporate governance practices in compliance with the Code of Corporate Governance 2018 can be found under our Corporate Governance Report in our Annual Report 2021

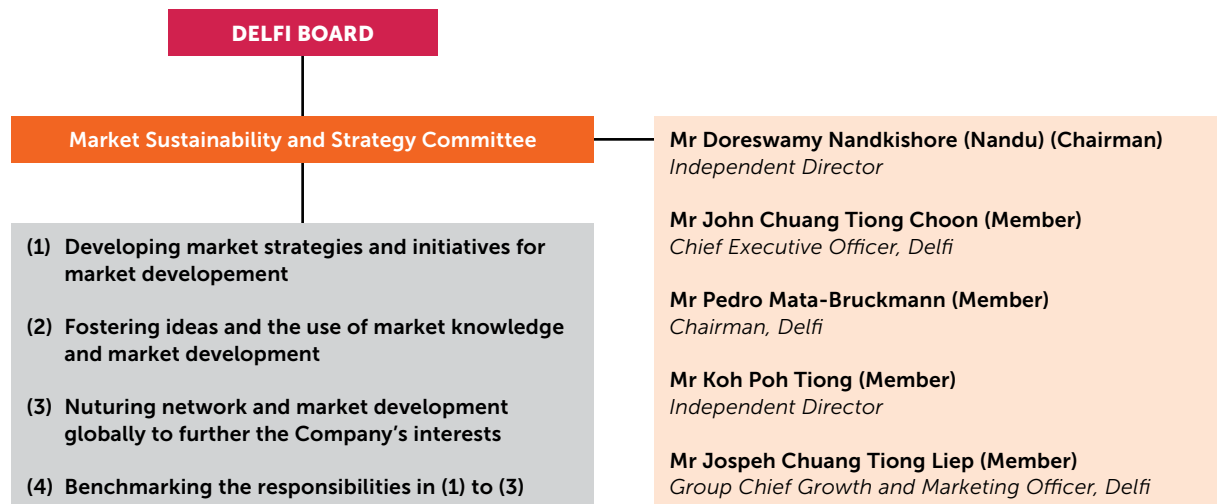


# GOVERNANCE

## SUSTAINABILITY GOVERNANCE

<102-18> <102-32>#

The Board, supported by the Market Sustainability and Strategy Committee ('MSSC'), is collectively responsible for our sustainability policy. The MSSC charter requires the MSSC to be composed of 3 or more directors, with a majority of whom shall be independent directors. Its mandate is:



The Board works closely with Management in determining and overseeing the management and monitoring of Delfi's material sustainability matters. The Board has the ultimate responsibility for Delfi's sustainability reporting process.

# GRI General Disclosure and Topic-Specific Standards

# GOVERNANCE

## CORPORATE SOCIAL RESPONSIBILITY

Beyond our customers, consumers and business partners, Delfi recognises the importance of enriching lives and building sustainable relationships with the many communities we serve.

### Milk Drinking Movement

In 2021, Delfi has successfully completed a 3-year project to partner with elementary schools in Bandung, Indonesia to bring the Milk Drinking Movement (Gerakan Minum Susu) to life. The students in the program are given fresh milk to boost their nutrition and encourage healthy growth.

The initiative is in keeping with our regulatory commitment with Indonesia's Ministry of Agriculture, to help energise the development of the domestic fresh milk industry locally.



### Our Food From the Heart Initiatives

We regularly partner with charitable organisations to support people in need. Our initiatives in 2021 include our partnership with Charis Old Folks Home in Malaysia, to donate daily necessities to the elderly such as food, biscuits, and other essentials.

A total of US\$1,940 was contributed through this donation, and we hope that our support alleviates some of the burden during these challenging times.



### Delfi Limited's Race Against Cancer

At Delfi, we believe that no one should fight cancer alone and we believe in the importance of uniting as one to join in the fight to save lives, while simultaneously complying with safe distancing measures. Therefore, we participated in the Race Against Cancer (RAC), organised by the Singapore Cancer Society, to raise funds for cancer treatment subsidies, cancer rehabilitation, cancer screenings, research, public education, and cancer support group initiatives. Delfi employees successfully fundraised a total of US\$2,560 for this cause. We hope that our contributions could help in the fight for a cancer-free community.



# SUPPLY CHAIN ASSESSMENT

## SIGNIFICANCE OF IMPACT

<103-1>#

Securing socially and environmentally sustainable agricultural products is important to Delfi and our stakeholders. We recognise that our impact on people and the environment extends beyond our own business activities. These impacts can occur as a result of our business relationships throughout our supply chain. Therefore, due diligence is expected of Delfi in taking concrete steps to prevent and mitigate all forms of adverse social and environmental impacts that are directly linked to our operations and products. To that end, we seek to drive the sustainability agenda along our supply chain and collaborate with like-minded business partners to mutually advance our shared sustainability vision.

## MANAGEMENT APPROACH

<103-2><103-3>#

### POLICY



Our emphasis is to work with suppliers who support sustainable practices. Sustainability is a core criterion in our supplier evaluation, and we are continuously improving our sourcing approach to drive the sustainability agenda.

Our Standards comprise our minimum ESG requirements expected from our suppliers. Our approach is based on international laws, regulations and the core conventions as defined in the fundamental principles of Human Rights at work, namely:

- ▶ The Universal Declaration of Human Rights (UN, 1948)
- ▶ Convention on the Rights of the Child (UN, 1989)
- ▶ ILO Declaration (ILO, 1998)
- ▶ The Rio Declaration on Environment and Development (UN, 1992)
- ▶ The Ten Principles of the UN Global Compact Framework (UN, 2000)
- ▶ The Johannesburg UN World Summit on Sustainable Development (UN, 2002)

Delfi Indonesia has a sustainable sourcing strategy for the acquisition of raw materials that is aligned with the Rainforest Alliance certification requirements.

### COMMITMENTS & TARGETS



We are committed to sustainable procurement and in promoting positive socioeconomic and environmental impact through our supply chain.

In addition, we have the following targets:

Scope	Current Targets	FY2021
Group-level	All new suppliers to complete the Supplier Self-Assessment Program based on revised evaluation matrix.	In progress
Group-level	All existing suppliers to complete the Supplier Self-Assessment Program based on revised evaluation matrix.	In progress



# SUPPLY CHAIN ASSESSMENT

## PRACTICES AND PERFORMANCE

<103-3><308-1><414-1>#

### Delfi Limited's Prescribed Standards

We urge all our partners and suppliers to uphold our Prescribed Standards, Requirements and Practices for the Environment, Social and Working Conditions ("Standards").

We recognise that our business has an impact on people and the environment. We believe that we are empowered to choose to act responsibly, with integrity and to do good while fulfilling our intent of being a good business partner. Upholding this principle is a pre-condition to our future growth; a growth that will be achieved along with other like-minded responsible business partners and suppliers who share and identify with our vision, mission and approach to doing business.

As a result, Delfi requires business partners and suppliers to acknowledge and agree to our Standards, for the management of businesses, the purchase of materials and the delivery of services. Ultimately, it is the spirit of our Standards that is important to us, and it is with this spirit that we consistently urge our business partners to stand shoulder to shoulder with us in upholding our Standards. Likewise, in our bid to uphold ethical business practices and supply chain transparency, our Indonesia facility undergoes yearly SMETA audit, an ethical audit format which reports on the Sedex pillars of Labour, Health and Safety, Environment and Business Ethics. Delfi is a member of Sedex – one of the world's leading ethical trade membership organisations.

## THE FOLLOWING TABLE SUMMARISES THE ELEMENTS COVERED IN OUR STANDARDS

SUMMARY OF ELEMENTS IN THE DELFI'S PRESCRIBED STANDARDS, REQUIREMENTS & PRACTICES FOR THE ENVIRONMENT, SOCIAL & WORKING CONDITIONS		
<b>ENVIRONMENT</b> <ul style="list-style-type: none"> <li>▶ Air pollution</li> <li>▶ Noise pollution</li> <li>▶ Water and ground pollution</li> <li>▶ Energy reduction</li> <li>▶ Reduction of other environmental impacts</li> <li>▶ Storage, transportation and handling of chemicals</li> <li>▶ Storage, handling and transportation of hazardous and non-hazardous waste</li> </ul>	<b>SOCIAL</b> <ul style="list-style-type: none"> <li>▶ Health and safety</li> <li>▶ Safety hazards and fire prevention</li> <li>▶ Housing facilities and accommodation</li> <li>▶ Wages, benefits and working hours</li> <li>▶ Child Labour</li> <li>▶ Forced and bonded labour</li> <li>▶ Discrimination</li> <li>▶ Freedom of association</li> <li>▶ Harrassment, abuse and disciplinary action</li> </ul>	<b>GOVERNANCE</b> <ul style="list-style-type: none"> <li>▶ Legal compliance</li> <li>▶ Confidentiality and intellectual property</li> <li>▶ Ethics and business</li> </ul>

In 2021, in response to the COVID-19 crisis, Delfi remained alert to the potential adverse impact to the supply chain. As such, Delfi continued its practices and procedures to ensure efficient stock and raw materials management and control, keeping a watchful eye on key ingredients, and where appropriate or necessary nurturing or keeping 'back-up' supplies and suppliers who would be able to meet our needs.

In particular, our Manufacturing & QA team ensured that our supply chain remained secure by conducting external virtual COVID-19 audits to assist suppliers in implementing a checklist for COVID-19 protocol. Each supplier was rated based on the safety requirements each supplier has integrated into their processes, and action plans were designed based on any identified discrepancy. A total of 316 audits were performed in 2021 on distribution centres, raw & packaging suppliers and wholesalers across Indonesia, Malaysia, and the Philippines.

There was no material negative or adverse impact on our supply chain in 2021 as a result of COVID-19.

# GRI General Disclosure and Topic-Specific Standards

# SUPPLY CHAIN ASSESSMENT



## SUPPLIER SELF-ASSESSMENT (“SSA”) PROGRAM

In our SSA program, we assess our existing and new potential suppliers using an evaluation matrix which incorporates social and environmental criteria to check our suppliers’ ESG compliance. The SSA questions are based on internationally recognised standards (e.g. ISO14001 Environmental Management Systems, SEDEX membership and OHSAS), and local environmental conservation laws.

In 2021, 37% of our new suppliers have completed the SSA. 100% of our existing and new suppliers in our Philippines manufacturing facility have completed the SSA while we are still in the process of assessing our existing and new suppliers in Indonesia using the revised SSA, in line with our phased approach.



## RAINFORREST ALLIANCE CERTIFICATION

The Rainforest Alliance is an international non-profit organization that aims to protect forests, promote the rights of farmers and forest communities, and adapt to the climate crisis by making responsible business the new normal. Rainforest Alliance certification (formerly known as UTZ) is an internationally renowned certification program for sustainable farming of cocoa and other raw materials, and it affirms to consumers that products have been sourced in a sustainable manner.

To demonstrate our commitment to more sustainable supply chains, Delfi Indonesia continued to be certified by the Rainforest Alliance certification in 2021. This certification is helpful in that it is an external assurance from an independent non-governmental organisation that Delfi Indonesia has a sustainable sourcing strategy for the acquisition of raw materials and is able to supply Rainforest Alliance certified products to its customers.



## SUSTAINABILITY PROJECTS AND INITIATIVES

Delfi believes in collaborating with businesses, communities, governments and non-governmental organisations (‘NGOs’) to tackle systemic sustainability concerns that may be prevalent in our sector. So, for example, in the chocolate industry, it is imperative that we do our part in helping to address these concerns and work against known ills such as child labour, forced labour, human rights violations, cruelty against animals, deforestation, and pollution, while we also focus on promoting good policies and practices in employment, health, safety and governance.

# STAKEHOLDER GOALS

<102-40> <102-42> <102-43> <102-44>#

At Delfi, passion for people has always been at the heart of what we do. Focusing our connections with all our stakeholders is vital for us to constantly meet and hopefully exceed their expectations. Our conversations with our stakeholders allow us to understand their key concerns and respond accordingly. Our sustainable value creation approach draws upon these outcomes. We connect with our stakeholders through various modes of regular engagement including meetings, briefings, phone calls and other forms of communication.

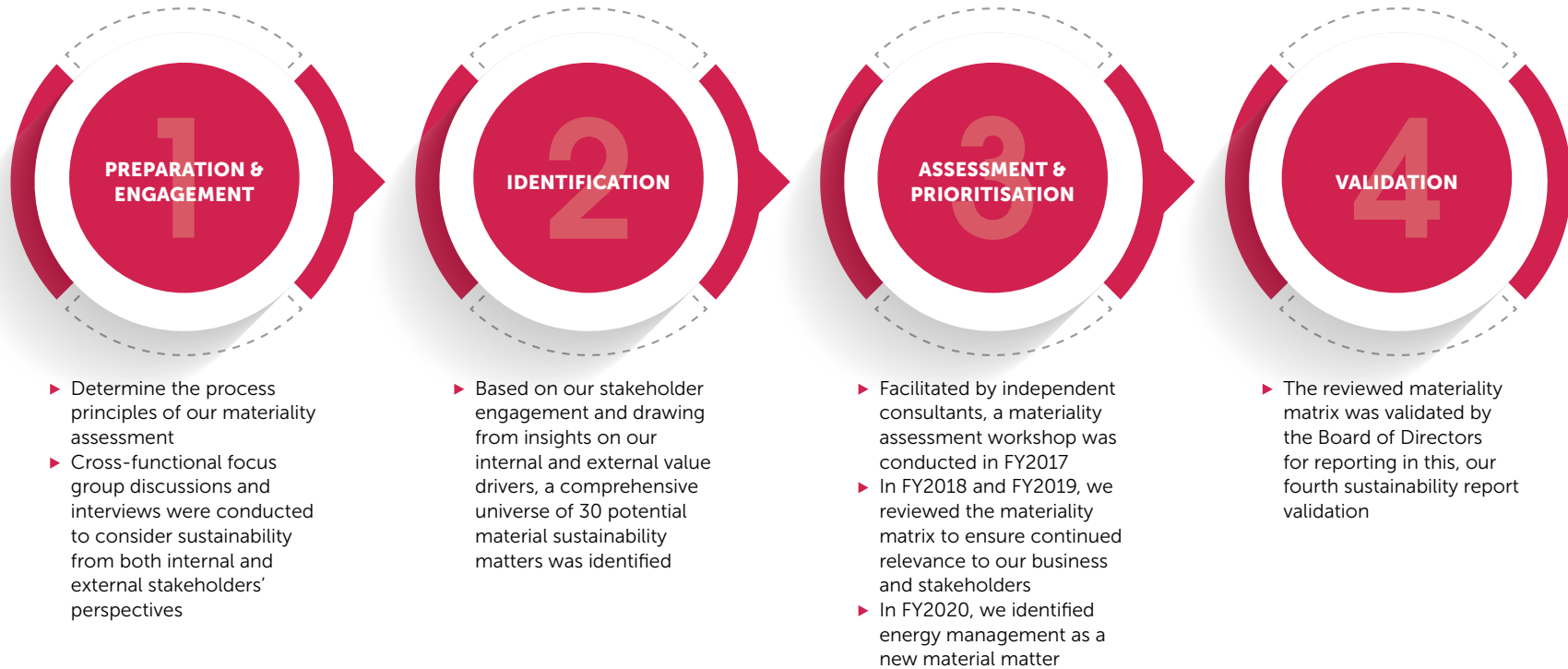
 <p><b>Investors</b></p>	<p>We aim to promote investors' understanding of our strategy and performance through timely, appropriate and accurate dissemination of corporate information.</p> <p>In the long-term, we seek to build trust-based relationships with our investors through our emphasis on governance structures and collaborative dialogue.</p>	 <p><b>Consumers</b></p>	<p>We are committed to going the extra mile to consistently provide superior quality for our consumers – many of whom have been with us across generations – with a superior Delfi experience.</p> <p>We emphasise continuous product development and quality enhancement in our journey to meet the needs of our broad range of consumers.</p>	 <p><b>Employees</b></p>	<p>We provide a livelihood for our employees. Our aspiration is to create a workplace that all our employees and workers are proud of – a true Delfi family.</p> <p>Our focus is on treating our employees and workers fairly, fostering close labour union relations and advocating excellence in occupational health and safety.</p>
 <p><b>Local Communities</b></p>	<p>We respect the communities we operate in, and are keen to advance the interests of the Company and the community in lockstep.</p> <p>As a good corporate citizen, we aim to achieve our goals through actively shaping and participating in community programs and initiatives.</p>	 <p><b>Suppliers</b></p>	<p>As we view our suppliers as business partners, our objective is for mutual growth through fair and transparent dealings in compliance with relevant laws and regulations.</p> <p>We are also increasingly seeking out and working with suppliers that subscribe to our sustainability agenda. We audit our original product manufacturers and key suppliers for sustainable value creation.</p>	 <p><b>Customers</b></p>	<p>At Delfi, we see distributors, wholesalers and retailers as our customers as well as our partners in expanding our reach to our consumers, and ultimately driving sales for the company.</p> <p>Our goal is to create a fair and mutually beneficial arrangement, through clear and open communication lines on expectations.</p>
 <p><b>Governments &amp; Regulators</b></p>	<p>We have the utmost respect for the rule of law, and continually extend our cooperation with governments and regulators.</p> <p>It is our priority to ensure compliance with the relevant laws and regulations in the jurisdictions in which we do business.</p>	 <p><b>Trade &amp; Industry Associations</b></p>	<p>Our goal is to play an active role in the trade and industry associations of which we are members, to help further the interests of the group.</p> <p>We hope to lend our support and contribute to the various initiatives that will help advance our sustainability agenda.</p>	 <p><b>Non-profit Organisations</b></p>	<p>We seek to constructively engage non-profit organisations, align on common social causes and explore models for further partnership where feasible.</p>

# GRI General Disclosure and Topic-Specific Standards

# MATERIALITY ASSESSMENT

<102-46> <102-47> <102-49>#

At Delfi, we believe that our Sustainability mission is built on the four intertwined themes of social, environmental, economic and governance issues which we call our “Four Sustainable Value Creation Pillars”. We take a four-step approach to identify and focus on the sustainability material matters within each of these Pillars as we believe them to be the most relevant to our business and our key stakeholders.



# GRI General Disclosure and Topic-Specific Standards

# GRI CONTENT INDEX

<102-55>#

**Reference:**

SR – Delfi’s Sustainability Report 2021

AR – Delfi’s Annual Report 2021

Delfi’s Limited’s Sustainability Report 2021 references the following disclosures from GRI Standards 2016, 2018 and 2020 where applicable:

GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
<b>General Disclosures 2016</b>		
<b>Organisational Profile</b>		
102-1	Name of the organisation	Board Statement (SR Pg 2)
102-2	Activities, brands, products, and services	Introduction (SR Pg 6)
102-3	Location of headquarters	Introduction: About Delfi (SR Pg 6); About this report: Feedback (SR Pg 4)
102-4	Location of operations	Introduction: About Delfi (SR Pg 6)
102-5	Ownership and legal form	Introduction: About Delfi (SR Pg 6)
102-6	Markets served	Introduction: About Delfi (SR Pg 6)
102-7	Scale of the organisation	Our People: Profile of our Workforce (SR Pg 13); Introduction (SR Pg 6); Our Brands (SR Pg 6) Five-Year Financial Highlights & Review (AR Pg 18)
102-8	Information on employees and other workers	Our People: Profile of our Workforce (SR Pg 13)
102-9	Supply chain	Introduction: Our Value Creation Chain (SR Pg 9)
102-10	Significant changes to the organisation and its supply chain	Business Review: Key Developments in 2021 (AR Pg 18)
102-11	Precautionary principle or approach	Corporate Governance Report: Principle 9 – Risk Management and Internal Controls (AR Pg 65)
102-12	External initiatives	Not applicable
102-13	Membership of associations	Delfi is a member of the following: <ul style="list-style-type: none"> <li>• Southeast Asia Alliance on Sustainable Palm Oil (SASPO)</li> </ul> For more information, refer to: <a href="http://www.delfilimited.com/corporate_sustainability.html">http://www.delfilimited.com/corporate_sustainability.html</a>
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Board Statement (SR Pg 2)
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behavior	Governance: Our Values (SR Pg 32)
102-17	Mechanisms for advice and concerns about ethics	Governance: Code of Conduct (SR Pg 32); Corporate Governance Report: Whistle Blower Protection Mechanism & Policy (AR Pg 67)

# GRI General Disclosure and Topic-Specific Standards



# GRI CONTENT INDEX

<102-55>#

GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
<b>General Disclosures 2016</b>		
<b>Governance</b>		
102-18	Governance structure	Governance: Corporate Governance (SR Pg 32); Governance: Sustainability Governance (SR Pg 33); Board of Directors (AR Pg 8-15); Corporate Governance Report: Principle 1 – The Board’s Conduct of Affairs (AR Pg 52)
102-23	Chair of the highest governance body	Governance: Corporate Governance (SR Pg 32); Corporate Governance Report: Principle 1 – The Board’s Conduct of Affairs (AR Pg 52)
102-25	Conflicts of interest	Corporate Governance Report: Principle 2 – Board Composition and Guidance (AR Pg 57); Principle 5 – Board Performance (AR); Disclosure under SGX-ST Listing Manual Requirements – (a) Interested person transactions and conflicts of interest (AR Pg 178)
102-29	Identifying and managing economic, environmental, and social impacts	Board Statement (SR Pg 2); Corporate Governance Report: Principle 1 – The Board’s Conduct of Affairs (AR Pg 52)
<b>Stakeholder Engagement</b>		
102-32	Highest governance body’s role in sustainability reporting	Board Statement (SR Pg 2); Governance: Sustainability Governance (SR Pg 33)
102-40	List of stakeholder groups	Stakeholder Goals (SR Pg 38)
102-41	Collective bargaining agreements	88.2% of our total employees are covered under collective bargaining agreements
102-42	Identifying and selecting stakeholders	Stakeholder Goals (SR Pg 38)
102-43	Approach to stakeholder engagement	Stakeholder Goals (SR Pg 38)
102-44	Key topics and concerns raised	Stakeholder Goals (SR Pg 38)
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	About this Report: Reporting Period and Scope (SR Pg 4)
102-46	Defining report content and topic boundaries	Materiality Assessment (SR Pg 39)
102-47	List of material topics	Materiality Assessment (SR Pg 39)
102-48	Restatement of information	Not applicable
102-49	Changes in reporting	Materiality Assessment (SR Pg 39)
102-50	Reporting period	About this Report: Reporting Period and Scope (SR Pg 4)
102-51	Date of most recent report	About this Report: Reporting Period and Scope (SR Pg 4)
102-52	Reporting cycle	About this Report: Reporting Period and Scope (SR Pg 4); Delfi to perform sustainability reporting on an annual basis.
102-53	Contact point for questions regarding the report	About this Report: Feedback (SR Pg 4)
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared with reference to GRI 2016 Standards.
102-55	GRI content index	GRI Content Index (SR Pg 40)
102-56	External assurance	About this Report: Independent Assurance (SR Pg 4)

# GRI General Disclosure and Topic-Specific Standards

# GRI CONTENT INDEX

<102-55>#

GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
<b>Material Topic: Energy Management</b>		
<b>Management Approach</b>		
<b>103-1</b>	Explanation of the material topic and its boundary	Energy Management (SR Pg 21)
<b>103-2</b>	The management approach and its components	Energy Management (SR Pg 21)
<b>103-3</b>	Evaluation of the management approach	Energy Management (SR Pg 21-22)
<b>Energy 2016</b>		
<b>302-1</b>	Energy consumption within the organisation	Energy Management (SR Pg 22)
<b>302-3</b>	Energy intensity	Energy Management (SR Pg 22)
<b>Material Topic: Responsible water use</b>		
<b>Management Approach</b>		
<b>103-1</b>	Explanation of the material topic and its boundary	Responsible Water Use (SR Pg 23)
<b>103-2</b>	The management approach and its components	Responsible Water Use (SR Pg 23)
<b>103-3</b>	Evaluation of the management approach	Responsible Water Use (SR Pg 23-24)
<b>Water and Effluents 2018</b>		
<b>303-1</b>	Interactions with water as a shared resource	Responsible Water Use (SR Pg 24)
<b>303-3</b>	Water withdrawal	Responsible Water Use (SR Pg 24)
<b>Material Topic: Treatment and Disposal of Waste and Effluents</b>		
<b>Management Approach</b>		
<b>103-1</b>	Explanation of the material topic and its boundary	Treatment & Disposal of Waste & Effluents (SR Pg 25)
<b>103-2</b>	The management approach and its components	Treatment & Disposal of Waste & Effluents (SR Pg 25)
<b>103-3</b>	Evaluation of the management approach	Treatment & Disposal of Waste & Effluents (SR Pg 25-28)
<b>Water and Effluents 2018</b>		
<b>303-2</b>	Management of water discharge-related impacts	Responsible Water Use (SR Pg 26)
<b>303-4</b>	Water discharge	Treatment & Disposal of Waste & Effluents (SR Pg 26)
<b>Waste 2020</b>		
<b>306-3</b>	Waste generated	Treatment & Disposal of Waste & Effluents (SR Pg 27)
<b>306-4</b>	Waste diverted from disposal	Treatment & Disposal of Waste & Effluents (SR Pg 27)
<b>306-5</b>	Waste diverted to disposal	Treatment & Disposal of Waste & Effluents (SR Pg 27)
<b>Material Topic: Sustainability in Securing Sustainable Agricultural Products</b>		
<b>Management Approach</b>		
<b>103-1</b>	Explanation of the material topic and its boundary	Sustainability in Securing Sustainable Agricultural Products (SR Pg 29) Supply Chain Assessment (SR Pg 35)
<b>103-2</b>	The management approach and its components	Supply Chain Assessment (SR Pg 35)
<b>103-3</b>	Evaluation of the management approach	Supply Chain Assessment (SR Pg 35-36)

# GRI General Disclosure and Topic-Specific Standards

# GRI CONTENT INDEX

<102-55>#

GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
<b>Material Topic: Supply Chain Assessment</b>		
<b>Management Approach</b>		
103-1	Explanation of the material topic and its boundary	Supply Chain Assessment (SR Pg 35)
103-2	The management approach and its components	Supply Chain Assessment (SR Pg 35)
103-3	Evaluation of the management approach	Supply Chain Assessment (SR Pg 35-36)
<b>Supplier Environmental Assessment 2016</b>		
308-1	New suppliers that were screened using environmental criteria	Supply Chain Assessment (SR Pg 36) Introduction: 2021 Highlights (SR Pg 7)
<b>Supplier Social Assessment 2016</b>		
414-1	New suppliers that were screened using social criteria	Supply Chain Assessment (SR Pg 36) Introduction: 2021 Highlights (SR Pg 7)
<b>Material Topic: Employee Well-being</b>		
<b>Management Approach</b>		
103-1	Explanation of the material topic and its boundary	Employee Well-being (SR Pg 14)
103-2	The management approach and its components	Employee Well-being (SR Pg 14)
103-3	Evaluation of the management approach	Employee Well-being (SR Pg 14-15)
<b>Employment 2016</b>		
401-1	New employee hires and employee turnover	Employee Well-being (SR Pg 15)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Well-being (SR Pg 15)
<b>Material Topic: Occupational Health and Safety</b>		
<b>Management Approach</b>		
103-1	Explanation of the material topic and its boundary	Occupational Health & Safety (SR Pg 16)
103-2	The management approach and its components	Occupational Health & Safety (SR Pg 16)
103-3	Evaluation of the management approach	Occupational Health & Safety (SR Pg 16-17)
403-1	Occupational health & safety management system	Occupational Health & Safety (SR Pg 16)
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health & Safety (SR Pg 17)
403-3	Occupational health services	Occupational Health & Safety (SR Pg 17)
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health & Safety (SR Pg 17)
403-5	Worker training on occupational health and safety	Occupational Health & Safety (SR Pg 17)
403-6	Promotion of worker health	Occupational Health & Safety (SR Pg 17)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health & Safety (SR Pg 17)

# GRI General Disclosure and Topic-Specific Standards

# GRI CONTENT INDEX

<102-55>#

GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
<b>Occupational Health and Safety 2018</b>		
<b>403-8</b>	Workers covered by an occupational health and safety management system	Occupational Health & Safety (SR Pg 18)
<b>403-9</b>	Work-related injuries	Occupational Health & Safety (SR Pg 18)
<b>Material Topic: Consumer Health and Safety, and Mindful Consumption</b>		
<b>Management Approach</b>		
<b>103-1</b>	Explanation of the material topic and its boundary	Consumer Health & Safety, and Mindful Consumption (SR Pg 19)
<b>103-2</b>	The management approach and its components	Consumer Health & Safety, and Mindful Consumption (SR Pg 19)
<b>103-3</b>	Evaluation of the management approach	Consumer Health & Safety, and Mindful Consumption (SR Pg 19-20)
<b>Customer Health and Safety 2016</b>		
<b>416-2</b>	Incidents of non-compliance concerning the health and safety impacts of products and services	Consumer Health & Safety, and Mindful Consumption (SR Pg 20)
<b>Marketing and Labeling 2016</b>		
<b>417-2</b>	Incidents of non-compliance concerning product and service information and labeling	Consumer Health & Safety, and Mindful Consumption (SR Pg 20)
<b>Material Topic: Compliance with Import, Export &amp; Trade Regulations</b>		
<b>Management Approach</b>		
<b>103-1</b>	Explanation of the material topic and its boundary	Compliance to Import, Export & Trade Regulations (SR Pg 31)
<b>103-2</b>	The management approach and its components	Compliance to Import, Export & Trade Regulations (SR Pg 31)
<b>103-3</b>	Evaluation of the management approach	Compliance to Import, Export & Trade Regulations (SR Pg 31)
--	Incidents of non-compliance concerning import, export and trade regulations	Compliance to Import, Export & Trade Regulations (SR Pg 31)

# GRI General Disclosure and Topic-Specific Standards