

Corporate Social Responsibility (CSR) Report

The SGX Approach to CSR

Sustainable development has been defined as ‘meeting the needs of the present without compromising the ability of future generations to meet their own needs’¹. It has gained much more attention today as the global supply of natural resources and supporting eco-system services have come under increasing scrutiny in the face of insatiable demand for these resources. At SGX, we have used the term, ‘Corporate Social Responsibility’, to present our approach to the issue of sustainable development.

SGX as The Asian Gateway, is at the epicentre of dynamic growth and diverse capital activities. Being a leading exchange, we aim to attract leading companies with leading standards into our markets. We are committed to upholding a sustainable, quality marketplace for our listed companies and market participants. SGX has long focused our efforts on governance practices and is also committed to fostering and improving our environmental and social initiatives. In June 2011 we launched our Sustainability Reporting Guide in an effort to promote the increased disclosure of Environmental, Social and Governance (ESG) issues by SGX listed companies.

SGX views Corporate Social Responsibility (CSR) as a key pillar of our corporate culture. We recognise that our accountability for risk mitigation extends to our various stakeholders. As a listed company, we are responsible for meeting the needs of our employees and shareholders. SGX is also committed to actively engaging our staff in CSR initiatives. As a corporate, we believe we can further the common good and make a positive impact in our community. We are delighted to report our inclusion in the FTSE4Good Index Series for the first time in 2011. As a market operator, we serve the marketplace by upholding high regulatory standards and maintaining an efficient and robust infrastructure. In this role, SGX is committed to building a highly trusted marketplace for the long-term benefit of all investors and issuers.

Moreover, we plan to better institutionalise our CSR reporting by the recent establishment of a CSR Committee that will comprise senior SGX staff from across our main functions. These EXCO members are charged with promoting CSR throughout SGX and supporting more staff initiatives. Our CSR Committee reports directly to the CEO, a member of the SGX Board, and we will use our 2011 indicators as a base line for comparison with future years.

About this Report

This report outlines the various CSR initiatives undertaken by SGX and how these initiatives benefit respective stakeholders over the financial year, 1 July 2010 to 30 June 2011. The initiatives include policies and practices SGX adopts in each of the three key areas: Environmental, Social and Governance (ESG). This year we have selected over 20 ESG indicators by which our progress can be measured. There has been no re-statement of information provided in the CSR Report from the last financial year, 1 July 2009 to 30 June 2010.

Global Reporting Initiative

We currently use the Global Reporting Initiative (GRI) G3.1 Guidelines in combination with the Financial Services Sector Supplement to prepare our CSR Report. The Global Reporting Initiative is a network-based organisation that pioneered the world’s most widely used sustainability reporting framework. GRI’s core goals include the mainstreaming of disclosure on environmental, social and governance performance. The ‘GRI Content Index’ found on page 80 of this report outlines the specific GRI reporting elements and indicators that we address and for which we satisfied the requirements for GRI Application Level ‘C’.

The complete GRI Content Index can be found on our website, www.sgx.com, under the SGX Annual Report 2011.

¹ The Brundtland Report, United Nations General Assembly A/RES/42/187 Report of the World Commission on Environment and Development, 11 December 1987

Environmental Sustainability at SGX

SGX is aware of the various issues relating to climate change we are facing today and is trying to minimise the impact our business has on the environment through various initiatives.

Given the nature of our business and the financial products and services we offer, SGX is a relatively small emitter of greenhouse gases. Following the launch of our new SGX Data Centre in 2011, we will adopt a 'Green Data Centre' policy later this year. This will reinforce our commitment to energy efficiency. In addition, we still strive to keep the environmental impact of our business to a minimum. For example, we have a policy of maintaining indoor ambient temperature at 23.5 degrees Celsius, and we use energy-saving lighting systems in our facilities. In addition, our employees are always encouraged to print double-sided copies to reduce our paper consumption and to re-use recycled paper.

In 2011, we consumed 1,754,997 kWh of electricity, which is equivalent to 1,334 tons of greenhouse gases emitted into the environment. Our office paper consumption was 24.4 tons, which corresponds to 46.5 tons of greenhouse gases.

Currently SGX prints and mails broker contract statements, CDP confirmation notes and CDP account statements to CDP account holders. In 2010, SGX printed and mailed 19.3 million such notifications (or an equivalent of 144 tons of paper or 266 trees²) to investors. This number has been reduced to 18.0 million in 2011

(or an equivalent of 142 tons of paper or 262 trees). From the next financial year onwards, we aim to further reduce the amount of paper consumption, storage and wastage with the introduction of electronic statements.

We employ the services of Shred-it, which not only protects the privacy and confidentiality of our operations but also allows the documents to be recycled into a variety of useful paper products after being destroyed. In 2011, this initiative has allowed us to save an equivalent of 44 trees. While this is small compared to the total amount of paper used by SGX, it signals our commitment to the recycling of paper and promotes responsible use of resources among our staff.

In 2010 we also engaged CISCO Recall and CROWN to assist in the confidential destruction of sensitive documents, waste and other business items for recycling. Over 90 tons of cartons were destroyed, another small but important step in our responsible waste management practices.

As SGX operates in leased office premises, our water supply and discharge are controlled by the building management which considers the provision of such data for individual occupants not feasible.

Over the last few financial years, SGX has offered our shareholders the option to receive the Annual Report, AGM and EGM documents in digital format instead of traditional printed copies. This is one of several efforts to reduce our carbon footprint by saving paper and therefore reducing our impact on the environment. Mindful of our position as a leading exchange, we hope that we can be a good example for our listed companies. In the coming financial years, we aim to fully eliminate the need to deliver hard copies of our Annual Report to our shareholders.

In the coming years, our CSR Committee and staff will develop new ways to promote environmental sustainability across SGX. We will also be setting specific targets to reduce our impacts.

The table below summarises our current metrics:

2011 Metrics	Unit	Performance
Resource Consumption		
Electricity	kWh	1,754,997
Office paper	ton	24.4
GHG Emissions (CO₂ equivalent)		
Electricity usage	ton	1,334
Paper consumption	ton	46.5
Waste collected for recycling	ton	111

² Based on trees of 100 to 500 years old in virgin forest in excess of 75 feet

Social Sustainability at SGX

Building a Sustainable Workforce

SGX has mapped out four roles for ourselves to translate our human resources philosophy into actions and activities. These roles are:

- Equal Opportunity Employer
- Proponent of Learning and Development
- Guardian of Staff Welfare
- Advocate of Work-Life Balance

Equal Opportunity Employer

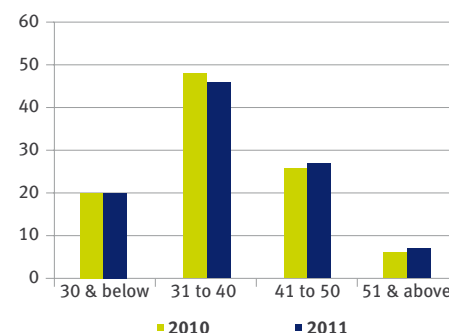
Managing talent is the key to our success. SGX continues to fine-tune performance management processes to enable us to remain competitive, to drive performance improvement and to reinforce our “pay for performance” philosophy. Performance distributions are aligned with rewards and will promote transparency by encouraging effective communication and performance feedback between managers and employees.

At SGX, all 590 employees are assured of equal opportunities and benefit from merit-based promotions, rewards and retention. SGX celebrates diversity in the workplace in terms of age, ethnicity and gender. We believe that diversity creates a dynamic environment where new ideas and perspectives, experience and knowledge can be constantly shared and discussed. Employees can also benefit from the continuity, mentoring and leadership which exist as a result of the presence of longer-serving colleagues.

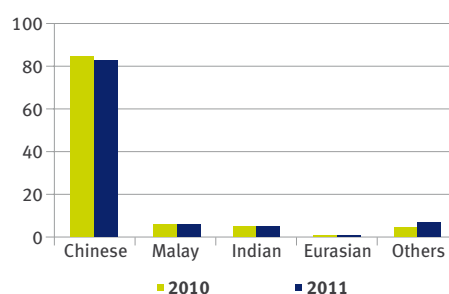
SGX’s social sustainability metrics include employee turnover and demographics on diversity, training and health and safety. We have a healthy balance of gender diversity with males forming 44% of our staff while women make up the remaining 56%. SGX employee bench strength is well supported by a large pool of experienced employees between the age group of 30–50 years, which make up about 73% of the total population.

Our sick leave absentee rate is well maintained at approximately 1% on average annually. Employee turnover at 14% of the total staff population is generally below the financial industry norm of between 16–18%.

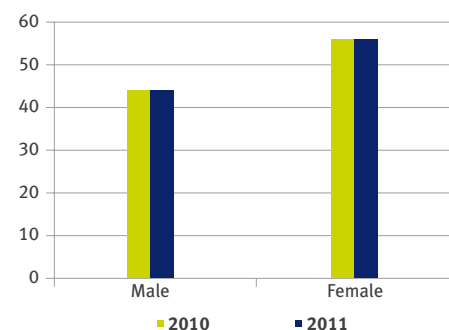
Diversity of Employee by Age (%)



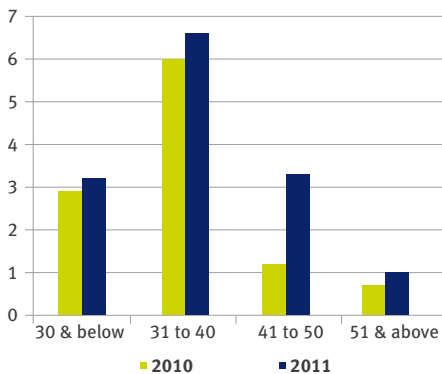
Diversity of Employee by Race (%)



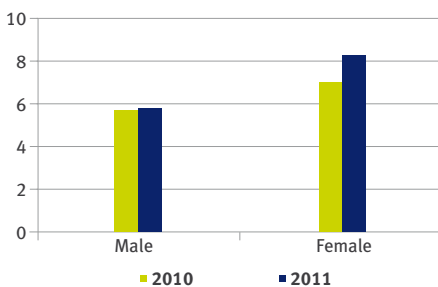
Diversity of Employee by Gender (%)



Employee Turnover Rate by Age (%)



Employee Turnover Rate by Gender (%)



Proponent of Learning and Development

The SGX scholarship programme is currently in its 11th year. The scholarships are awarded to talented students pursuing their tertiary studies at National University of Singapore, Nanyang Technological University and Singapore Management University to nurture and develop these gifted individuals to be the future of SGX. In 2011, SGX awarded three students the scholarship which brings the total number of scholarships offered to date to 41.

The Management Associate (MA) Programme was launched in 2006 to engage and develop bright and promising talent through active learning and a mentorship framework. To date, we have offered this fast track programme to 15 management associates with four of them still in the process of completing their programme. Since 2008, we have also introduced the Technology Associate (TA) Programme to build our technology strength for the future. We have hired seven technology associates to date on this programme.

At SGX, we also believe in constant training and development so that our staff can remain competitive by equipping themselves with the relevant knowledge and skills needed in this environment. One example is our staff job rotation that allows more lateral movement and exposure in SGX to other functional areas. About 11% of our staff were rotated to new assignments during 2011. Further, our Brown Bag sessions, which have been conducted over lunch time, facilitate greater understanding of the functional areas within the Exchange and provide the context within which every job contributes to SGX's strategic direction. On balance, 90% of SGX's employees undergo at least one training course per year, with an achievement of 25–26 hours of training per employee per year on average.

In addition to the regular training programmes, we have the Continuous Learning Programme, which consists of courses leading to academic qualifications such as certificate, diploma, degree and even up to post-degree qualifications. The Financial Scholarship Programme saw us sponsoring an employee to the UK to pursue her Master degree in Finance at the University of Cambridge. She has since returned to take up a role in our Risk Management team.

Guardian of Staff Welfare

To ensure that the work environment is accommodative and vibrant and that the overall productivity of the organisation is well maintained, SGX provides in-house counselling support services to our staff. We maintain a panel of three professional counsellors, who are accessible to all employees during working hours on weekdays.

SGX is also active in promoting workplace health. Our Workplace Health Programme focuses on engaging employees to take active responsibility towards their personal health and to achieving a balance between work and personal wellbeing. The activities incorporated in the programme promote bonding and provide opportunities for staff to socialise broadly across the company and personal enrichment. These activities include exercise classes, education and enrichment talks and interactive workshops, including mental wellbeing programmes. For our efforts in this area, SGX was awarded the Silver HEALTH Award and the Mental Wellbeing Award by the Health Promotion Board.

SGX follows the MAS Guidelines on Risk Management and imposes a mandatory block leave requirement on staff at all levels. All employees must utilise their annual leave and be away from the office for a period of seven consecutive calendar days, starting on a working day. Their authority is delegated to a covering officer during this period as an institutionalised internal control policy.

SGX places high importance on security and the safety of our staff. Although security at SGX is outsourced, we take a keen interest in ensuring that security staff are well-trained. Security staff at the SGX premises are required to either be certified with Workforce Skills Qualifications for the Security Industry, or be otherwise exempt due to past employment with the police or other relevant services.

Advocate of Work-Life Balance

SGX runs a Parents Support Network. This support group, moderated by one of our professional counsellors, aims to encourage peer support in parenting, empower parents with effective parenting tools and provide an open platform to discuss parenting issues. For working parents who find it challenging to maintain a healthy balance between their job and domestic parenting demands, SGX is a keen supporter of part-time work arrangements that allow employees to vary their schedules and hours worked according to individual needs. Our staff are also able to take extended leave to accomplish personal goals.

Our Kids-At-Work programme, where we hold an annual open day for employees to bring their children to work for a day, is well received. The orientation agenda includes a visit to their parent's work place to gain an appreciation of the work environment. Various activities are also organised to engage the children in active programmes of learning and fun.

The SGX Movie Nights held bi-annually are also well received by staff. These events allow employees to enjoy an evening out to socialise with each other.

Our Social Recreation Club (SRC), organised and managed by a cross section of our employees, aims to engage employees in healthy interaction, teaming and building camaraderie among staff. Recreational programmes such as sports and games, outings, and competitions are held regularly throughout the year.

A summary of the key staff metrics can be found below:

Metrics	Unit	2010 Performance	2011 Performance
Total Workforce	Person	604	590
Diversity			
By age			
30 & below	%	20	20
31 to 40	%	48	46
41 to 50	%	26	27
51 & above	%	6	7
By race			
Chinese	%	84	82
Malay	%	6	6
Indian	%	5	5
Eurasian	%	1	1
Others	%	4	6
By gender			
Male	%	44	44
Female	%	56	56
Employee Turnover Rate (Voluntary)			
By age			
30 & below	%	3	3
31 to 40	%	6	7
41 to 50	%	1	3
51 & above	%	1	1
Overall	%	11	14
By gender			
Male	%	6	6
Female	%	5	8
Overall	%	11	14
Training			
Staff training expenses	\$'000	617	666
Proportion of employees trained	%	92	90
Average hours of training per employee	Hour	26	26
Health & Safety			
Absentee rate	%	1	1

Supporting our Community

As a corporate citizen, we further the common good and make a positive impact in our community. We aim to contribute to community development by fostering community partnerships and providing appropriate support by means of donations and employee volunteering.

The Bull Charge 2010

The Bull Charge 2010 raised \$1.34 million. The charity fun run, in its seventh year, involved 118 of our staff who generously donated \$187,640 out of the total funds raised and made a big impact across a variety of charitable groups, with a specific focus on the elderly. The main beneficiary was the Bright Hill Evergreen Home. Funds raised for the Home will be used to enhance residential facilities, medical and nursing care for the elderly and those dependent on public assistance.

Held for the second year around The Float @ Marina Bay, this exciting route creates a sense of bonding and achievement for participants. Coupled with new features and initiatives in 2011, the event has become more impactful, memorable and exciting than ever before. We believe that these initiatives will continue to have a positive impact on our beneficiaries as well as creating a bridge between the financial and corporate community.

Japan Crisis Fund

SGX raised \$300,000 for the Japan Disaster Relief. The amount has been given in support of the relief efforts coordinated by the Singapore Red Cross. The collective amount raised by SGX comprised the total clearing fees received for trading the Nikkei products on Friday, 25 March 2011, staff contribution and cash donations from SGX member firms.

Shared Services Charities

SGX was one of the founding members of the Shared Services for Charities Limited (SSC) in December 2008. SSC was set up to bring subsidised professional shared services to all

charities for better governance and organisational excellence.

SGX supports SSC's aims of being a one-stop facilitator and manager of shared professional resources, thereby allowing charities to focus on service delivery to their beneficiaries. This unique and innovative concept seeks to bring charities together to share in the cost of professional resources, such as internal audit, financial and risk management, fund raising and public relations. Through such combined efforts, SSC is able to achieve economies of scale, which can lower costs and result in greater value to stakeholders.

Fulfilling our Shareholders' Interests

SGX has conscientiously increased and delivered on its dividend commitments to shareholders.

This year marks our 11th year as a listed company. Our shareholder register continues to reflect a good balance across various types of investors. Our retail investor base stands at over 47,000 as at 30 June 2011, having grown continuously since we first listed.

As with previous financial years, our Investor Relations (IR) team continues to engage the investment community across numerous platforms, addressing the concerns and questions they have regarding SGX's business and financial performance. These platforms include conference calls, face-to-face meetings, local and overseas investor conferences and road shows.

Maintaining our commitment towards increasing corporate transparency, stakeholders are now able to participate

in our quarterly results briefings to analysts and the media via a live video web-cast on our SGX website. Analysts and investors viewing the web-cast are able to send in their questions as well. Our annual IR Open Day was held in August 2010 when shareholders were able to mix with over 100 SGX staff and engage senior management. What made our IR Open Day different last year was a celebration of our 10th anniversary as a listed company that featured a public, interactive exhibition and a series of seminars to educate investors in our retail products and services.

Our IR performance and efforts are measured by an independent annual perception study in which our target audience of existing and prospective shareholders, as well as leading research analysts, assesses our performance. SGX has consistently been one of the top-ranked companies for its IR among Singapore blue chips and peer exchanges. In the most recent study by Carter Research Consulting, Global Market Barometer 2010, we scored 4.37 (2009: 4.25) on a scale from 1 to 5. This compared well with the mean score of 3.71 for other Singapore companies and peer exchanges.

As an exchange and a listed company, SGX takes a keen interest in promoting IR in the broader marketplace. We continue to be an active Charter Member and supporter of the Investor Relations Professionals Association (Singapore) (IRPAS), which was established in 2006 to develop the IR profession in Singapore and raise the profile of IR among SGX-listed companies. Moreover, we have also supported the annual IR Magazine South East Asia Conference by hosting this IR event at SGX in 2010.

Governance at SGX

SGX ensures a fair, orderly and transparent marketplace in three aspects of our governance framework: Self-Regulatory Organisation Governance, Corporate Governance and Advocacy.

Self-Regulatory Organisation Governance

As a Self-Regulatory Organisation (SRO), SGX ensures that our regulatory decision making is not compromised by our commercial objectives. SGX works closely with our statutory regulator Monetary Authority of Singapore (MAS) with regard to SRO governance and the maintenance of high regulatory standards.

Full details of our SRO governance practices are reported in the 'SRO Governance Report' found on page 32.

Corporate Governance

As both market operator and front-line regulator, SGX takes a leading role in upholding corporate governance in Singapore's capital market. Please refer to 'Corporate Governance Report' on page 36.

SGX ranked second, up one place from 2010 to our highest ever position, in the 2011 Governance and Transparency Index (GTI) which rated Singapore listed companies on their corporate governance, transparency and investor relations practices. The GTI is a collaboration between the Corporate Governance and Financial Reporting Centre, and The Business Times, sponsored by CPA Australia and supported by the Investment Management Association of Singapore. Most recently, SGX won the Singapore Corporate Awards 2011, Best Managed Board (Bronze).

At SGX, we also recognise that risk management is vital to our success as an organisation. In particular, two main areas we continue to focus on are Enterprise Risk Management and Clearing and Counterparty Risk Management. Please refer to 'Risk Management Report' on page 84.

Advocacy

As a regulator and leading financial institution, SGX promotes high standards of Corporate Governance for SGX-listed companies. Corporate Governance sets out the principles, standards, and processes by which companies, through their board of directors and senior management, conduct their business activities. Our principles balance safe and sound business operations while complying with relevant laws and regulations. This year we also launched the SGX Sustainability Reporting Guide for our listed companies, which represents our efforts to raise sustainability reporting standards in Singapore and to support companies embarking on this journey.

SGX participates in the activities of the Corporate Governance Council that is reviewing the Code of Corporate Governance. As a front-line regulator, we approve initial public offerings and enforce continuing obligations under our listing rules. Through our robust surveillance activities, we contribute to timely corporate disclosure. We also work together with the Singapore Institute of Directors and other institutions on activities that foster director awareness and training.

We maintain a “Regulators Column” to keep market participants informed of our regulatory philosophy and practices as well as our views on emerging issues and market developments. Before making rule changes, we typically publish consultation papers to explain the issues and elicit market perspectives for our understanding and effective regulation.

The following consultation papers were issued in 2011:

No.	Title	Date Issued	Date Closed
1	Consultation Paper on Proposed Rule Changes on General Meetings to Increase Shareholder Engagement and Enhance Corporate Governance Practice	2-Jun-11	17-Jun-11
2	Public Consultation on Proposed Changes to the SGX-ST Opening and Closing Routines	1-Jun-11	15-Jun-11
3	Consultation Paper on Proposed Introduction of SICOM TSR 20 Rubber Contract and SICOM RSS 3 Rubber Contract on SGX-DT Market	2-Mar-11	11-Mar-11
4	Consultation Paper on Proposed Introduction of lead, tin and steel billet futures on SGX-DT Market	31-Jan-11	9-Feb-11
5	Consultation Paper on Proposed Launch of SGX Options on S&P CNX Nifty Index Contract	30-Dec-10	14-Jan-11
6	Consultation on Proposed Regulatory Framework for Admission of Remote Trading Members	27-Dec-10	24-Jan-11
7	Consultation Paper on Proposed Introduction of SGX Robusta Coffee Contract on SGX-DT Market	22-Nov-10	8-Dec-10
8	Consultation Paper on Callable Bull / Bear Contracts	9-Nov-10	30-Nov-10
9	Proposed Introduction of Continuous All-Day Trading for SGX Securities Market	19-Oct-10	9-Nov-10
10	Consultation Paper on the Proposed Launch of LME-SGX Non-Ferrous Metals Futures	31-Aug-10	9-Sep-10
11	Proposed Policy Statement and Guide to Sustainability Reporting for Listed Companies	28-Aug-10	19-Nov-10
12	Consultation Paper on SGX EURO STOXX 50 Index Futures and Options specifications	12-Aug-10	23-Aug-10
13	Consultation Paper on Proposed Amendments to the SGX-DC Clearing Rules to Allow for Greater Participation in CCP Clearing Services for OTCF Contracts	6-Aug-10	23-Aug-10
14	Consultation Paper on Implementation of Marking of Sell Orders	23-Jul-10	12-Aug-10

Building a Sustainable Future

Investor Education

Investor education is a key priority for SGX. The SGX Academy conducts training in our listed products throughout the year. In 2011, SGX launched online initiatives, in consultation with market participants, the Securities Investors Association (Singapore) and the Consumer Association of Singapore, to support retail investors in their understanding and trading of 'Specified Investment Products'³ listed on SGX. In addition, SGX collaborates with academic institutions for research.

The Investor Education Fund (IEF) was set up to support initiatives that promote investors' understanding and ability to make better-informed investment decisions. The Investor Education Committee (IEC) comprises industry practitioners and senior management of SGX. It is tasked with administering the Fund which is derived from fines collected by SGX.

Please refer to 'SRO Governance Report' on page 32.

Our efforts to promote and support sustainable development will continue. Each year we have added what we consider to be relevant and timely for SGX and the broader marketplace we operate in. 2011 marks a watershed for SGX in that we launched our Sustainability Reporting Guide and have begun to compile some base line metrics to monitor the integral aspects of 'Environmental' and 'Social' sustainability that SGX plans to build on. 'Governance' is, at the same time, presented under our Corporate Governance Report. We look forward to actively promoting our own CSR within SGX and to supporting our listed companies in their ESG efforts too.

Marketing Communication

SGX strictly adheres to the Singapore Code of Advertising Practices and the Financial Advisers Act. Upholding a high standard of ethics in our communications and marketing materials, SGX ensures that materials are clear, fair and reasonable, presenting a balanced view of products and services provided.

³ 'Specified Investment Products' are products listed on SGX that include Exchange-Traded Funds, Exchange-Traded Notes, Structured Warrants, Futures and Options.

G3.1 Content Index

Standard Disclosures Part 1: Profile Disclosures

Profile Disclosure	Description	Cross-Reference	Page(s)
1.	Strategy and Analysis		
1.1	Statement from the most senior decision-maker of the organisation.	Joint Letter from Chairman and CEO	14–17
1.2	Description of key impacts, risks, and opportunities.	Risk Management Report/ Operating and Financial Review	84–87/ 88–89
2.	Organisational Profile		
2.1	Name of the organisation.	Corporate Information	201
2.2	Primary brands, products, and/or services.	SGX The Asian Gateway/ Our Business Model/ SGX, Asia with Global Reach Organisation Chart	2–3/ 4–7/ 10–11 65
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	Corporate Information	201
2.4	Location of organisation's headquarters.	Notes to the Financial Statements	141–142
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		
2.6	Nature of ownership and legal form.	Corporate Information	201
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Operating and Financial Review	88–99
2.8	Scale of the reporting organisation.	Organisation Chart	65
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Statistics of Shareholdings	196
2.10	Awards received in the reporting period.	Corporate Governance Report/ Corporate Social Responsibility Report	37/ 77
3.	Report Parameters		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Corporate Social Responsibility Report	70–83
3.2	Date of most recent previous report (if any).	Corporate Social Responsibility Report	70–83
3.3	Reporting cycle (annual, biennial, etc.)	Corporate Social Responsibility Report	70–83
3.4	Contact point for questions regarding the report or its contents.	Corporate Information	201
3.5	Process for defining report content.	Corporate Social Responsibility Report/ GRI G3.1 Content Index	70–83/ 80–83
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Corporate Social Responsibility Report	70–83
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Notes to the Financial Statements	141–142
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.		
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Corporate Social Responsibility Report	70–83
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Corporate Social Responsibility Report	70–83
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Corporate Social Responsibility Report	70–83
3.12	Table identifying the location of the Standard Disclosures in the report.	Corporate Social Responsibility Report GRI G3.1 Content Index	70–83/ 80–83
3.13	Policy and current practice with regard to seeking external assurance for the report.	Corporate Social Responsibility Report	70–83

Profile Disclosure	Description	Cross-Reference	Page(s)
4.	Governance, Commitments, and Engagement		
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Corporate Governance Report	36–57
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Board of Directors	20–27
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Board of Directors	20–27
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Corporate Governance Report	36–57
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	Remuneration Report	58–64
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Self-Regulatory Governance Report	32–35
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Corporate Governance Report	36–57
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Corporate Social Responsibility Report	70–83
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Self-Regulatory Governance Report/ Corporate Social Responsibility Report	32–57/ 70–83
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Self-Regulatory Governance Report/ Corporate Social Responsibility Report	32–57/ 70–83
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Corporate Governance Report	36–57
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	Corporate Social Responsibility Report	70–83
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Corporate Social Responsibility Report	70–83
4.14	List of stakeholder groups engaged by the organisation.	Corporate Social Responsibility Report	70–83
4.15	Basis for identification and selection of stakeholders with whom to engage.	Corporate Social Responsibility Report	70–83
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Corporate Social Responsibility Report	70–83
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Corporate Social Responsibility Report	70–83

Standard Disclosures Part 3: Performance Indicators

Performance Indicator	Description	Cross-Reference	Page(s)
FS13	Product and Service Impact Access points in low-populated or economically disadvantaged areas by type.	Corporate Social Responsibility Report	70–83
FS14	Initiatives to improve access to financial services for disadvantaged people.	Corporate Social Responsibility Report	70–83
FS16	Initiatives to enhance financial literacy by type of beneficiary.	Corporate Social Responsibility Report	70–83
EC1	Economic Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Group Financial Highlights and Performance	18–19
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Corporate Social Responsibility Report	70–83
EC3	Coverage of the organisation's defined benefit plan obligations.	Remuneration Report	58–64
EC4	Significant financial assistance received from government.	Notes to the Financial Statements	127
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Remuneration Report	58–64
EN1	Environmental Materials used by weight or volume.	Corporate Social Responsibility Report	70–83
EN2	Percentage of materials used that are recycled input materials.	Corporate Social Responsibility Report	70–83
EN3	Direct energy consumption by primary energy source.	Corporate Social Responsibility Report	70–83
EN5	Energy saved due to conservation and efficiency improvements.	Corporate Social Responsibility Report	70–83
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Corporate Social Responsibility Report	70–83
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Corporate Social Responsibility Report	70–83
EN8	Total water withdrawal by source.	Corporate Social Responsibility Report	70–83
EN9	Water sources significantly affected by withdrawal of water.	Corporate Social Responsibility Report	70–83
EN10	Percentage and total volume of water recycled and reused.	Corporate Social Responsibility Report	70–83
EN16	Total direct and indirect greenhouse gas emissions by weight.	Corporate Social Responsibility Report	70–83
EN17	Other relevant indirect greenhouse gas emissions by weight.	Corporate Social Responsibility Report	70–83
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Corporate Social Responsibility Report	70–83
EN21	Total water discharge by quality and destination.	Corporate Social Responsibility Report	70–83
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Corporate Social Responsibility Report	70–83

Performance Indicator	Description	Cross-Reference	Page(s)
	Social: Labor Practices and Decent Work		
LA1	Total workforce by employment type, employment contract, and region	Corporate Social Responsibility Report	70–83
LA2	Total number and rate of employee turnover by age group, gender, and region.	Corporate Social Responsibility Report	70–83
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Corporate Social Responsibility Report	70–83
LA4	Percentage of employees covered by collective bargaining agreements.	Corporate Social Responsibility Report	70–83
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Corporate Social Responsibility Report	70–83
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Corporate Social Responsibility Report	70–83
LA10	Average hours of training per year per employee by employee category.	Corporate Social Responsibility Report	70–83
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Corporate Social Responsibility Report	70–83
LA12	Percentage of employees receiving regular performance and career development reviews.	Corporate Social Responsibility Report	70–83
	Social: Human Rights		
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	Corporate Social Responsibility Report	70–83
	Social: Society		
SO4	Actions taken in response to incidents of corruption.	Disciplinary & Appeals Committee	66–69
	Social: Product Responsibility		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Disciplinary & Appeals Committee	66–69