



SUSTAINABILITY REPORT

20
21





2021

About this report

Welcome to Cenergi SEA Berhad's third voluntary Sustainability Report ("Report"), which communicates our sustainability journey and performance. Our first Sustainability Report was published in 2018 and the last one was in 2019. Detailing our sustainability initiatives, data, goals and targets, this Report provides a comprehensive description of how we identified opportunities and mitigated risks in the last two years to continue to create value for our stakeholders and ensure sustainable business growth.

Reporting Period and Cycle

This Report covers Cenergi's sustainability performance from 1 January 2021 to 31 December 2021, unless stated otherwise.

Scope and Boundaries

The data and initiatives in this Report are limited to Cenergi Group's operations, comprising Cenergi SEA Bhd, Cenergi EPC Sdn Bhd, Cenergi Operations and Maintenance Sdn Bhd, Cenergi EE Holdings Sdn Bhd, Cenergi RE Sdn Bhd and Cenergi REfuel Sdn Bhd.

Guidelines and Standards

This Report has been prepared with close reference to the following reporting frameworks:

- Bursa Malaysia Sustainability Reporting Guide 2nd Edition
- Global Reporting Initiative (GRI) Universal Standards and GRI Topic Standards

Feedback and Comments

We welcome any feedback or comments on our report. For further information or to provide feedback, please contact our Sustainability Team at sustainability@cenergi-sea.com or +603 5885 0454.

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Who We Are

About Us

Cenergi is headquartered in Petaling Jaya, Selangor. Incorporated in 2013 and led by experienced and diverse individuals, Cenergi is a subsidiary of Khazanah Nasional Berhad with award-winning businesses in three core business segments:

- Renewable Energy (RE)
- Energy Efficiency (EE)
- New Ventures

With close to a decade of experience and expertise in sustainable energy solutions, we provide the full spectrum of design, construction, technical, financing and operational capabilities for clean energy and energy efficiency projects in all the three business segments. Equipped with innovative technology and sustainable financial growth, we will continue to:

- develop renewable energy projects from start to end, focusing on biogas, solar PV and small hydro.
- provide corporations and institutions with innovative and cost-saving energy efficiency solutions.
- seek and invest in alternative technologies that reduce carbon footprint and propel the sustainability movement.
- strive towards our mission to turn emissions into energy and policy into actions.

In the last two years, we have expanded our businesses by increasing the number of assets in the Renewable Energy segment and venturing into biomass pellets.

Cenergi SEA Berhad and its group of companies (“Cenergi”) is a premier sustainable energy solutions company specialising in reducing carbon footprint through investment in renewable energy and energy efficiency projects.



Vision, Mission and Core Values



Vision

To be the premier sustainable utilities company in Southeast Asia.



Mission

- 200 MW of RE capacity.
- RM200 million investment in Energy Efficiency and Sustainable Ventures.
- 500,000 tonnes of annual CO₂ emissions avoidance.



Core values

Cenergi is guided by its core values which define how the Group operates every day. In 2022, we enhanced our five core values that serve as a holistic guide to enable the Group to accelerate its journey towards achieving its mission and vision.



Agility

Pivoting towards rapid change and adapting with flexibility.



Integrity

Maintaining high standards of ethics, honesty and moral principles in all business conduct.



Respect

Achieving greater goals by acknowledging each other's similarities and differences.



Innovation

Developing new ideas, encouraging curiosity and willingness to take calculated risks.



Sustainability

Integrating sustainable developments and committing towards a safe and harmonious future for all.

Message from the Management



Dear stakeholders,

As a sustainable energy solutions provider, we are in the position to accelerate the transition towards a low-carbon future. Our investment mandate is to invest and develop clean and sustainable energy projects that will result in carbon emissions reduction or avoidance.

Although the last two years were disrupted by the pandemic, I must say that we have made a remarkable achievement in carbon emissions reduction. I am pleased to report that our projects are indeed close to achieving our 2025 goal of reducing 500,000 tCO₂e annually. Through our operating assets and investments, we have successfully saved more than 1 million tCO₂e from 2019 to 2021, and over 1.68 million tCO₂e from August 2013 to December 2021. This is equivalent to saving emissions from 191,976 homes' energy use for one year or 328,390 gasoline-powered passenger vehicles driven for one year.

As a sustainable energy solutions company specialising in reducing carbon emissions, Cenergi SEA Bhd made exceptional achievements in 2020 and 2021 amid challenges from the unprecedented COVID-19 health crisis. Despite the pandemic, the Company was able to expand its business operations and increase its renewable energy capacity, further contributing to the nation's journey towards carbon neutrality by 2050. Underpinned by the pillars of People, Planet and Profit, Cenergi is moving towards its vision to be the premier sustainable utilities company in Southeast Asia.

Aligning our sustainability priorities to Malaysia's My Renewable Energy Roadmap (myRER), the 12th Malaysia Plan, as well as the COP26 Pledges has provided us with various opportunities in renewable energy and energy efficiency apart from allowing us to participate in carbon offsetting schemes locally. Furthermore, our biomass pellet business addresses the palm oil mill's waste issue and adopts a circular economy model where a waste by-product is effectively converted into pellet and utilised as sustainable fuel. With the future opportunities of third-party access and direct renewable energy purchase, Cenergi is well-positioned to tap into this growing industry. In this context, we have set our medium and long-term strategies of developing viable business models in the areas of biogas, biomass and water recovery.

In terms of business growth, the various Movement Control Order (MCO) periods, whilst manageable compared to other industries, were disruptive to our construction projects. Despite this, our team managed to commission eight projects (five biogas and three solar) in 2020 and 2021 and complete our first Empty Fruit Bunch (EFB) pellet plant. We further strengthened our business growth in 2021 by issuing our first RM210 million Green Sukuk Wakalah under Cenergi's Sukuk Issuance Programme, which allows issuances up to RM1.5 billion. We are proud to have been assigned an A1/ Stable rating, as well as assigned environmental benefit ratings for the Green Sukuk Framework, which outlines that all our projects will have positive environmental benefit. With this Programme in place, Cenergi is well positioned for its next phase of growth.

Since the establishment of Cenergi, sustainability has been the core of our business while our long-term goals and core values are embedded with the sustainability principles of People, Planet and Profit. We have developed a robust Sustainability Policy¹ that sets out Cenergi's commitment to embedding sustainability in its culture, corporate strategy and operations. The policy aims to integrate Cenergi's business operations with sound practices that focus on the Economy, Environment, Social and Governance (EESG). We also enhanced our sustainability governance by moving sustainability management from the Health, Safety, Environment and Sustainability unit (now known as Health, Safety and Environment) to Corporate Strategy and Sustainability.

We regularly engage with our employees to meet their needs through relationship building programmes and ensure job satisfaction. During the pandemic, we held "Building Mental Resilience" to raise awareness on mental health and address related issues. As for workplace health and safety, we are pleased to note that we maintained zero fatalities and will continue to drive a safety culture at our workplaces.

Moving Forward

We will continue to participate actively in the biogas and solar segment, as well as exploring innovative solutions and business models. We recently secured our first 11 MWp New Enhanced Dispatch Arrangement (NEDA) project, which will be our first non-PPA large scale solar PV plant in Kedah. This project represents one of the approaches to diversify the Group into non-concession based markets. With palm oil mill effluent accounting for almost 24% of Malaysia's emissions, the potential bioenergy solutions will contribute greatly to Malaysia's GHG reduction targets. Leveraging on our biogas strength, we are working closely with partners to develop bio-compressed natural gas (bioCNG) projects as an alternative use for the biogas produced in palm oil mill's methane capture systems.

In 2021, our EFB pellet plant successfully met specifications for Japanese and Korean power plants. With a readily available market, 2022 will see continued efforts in developing this business model which effectively converts an under-utilized POM waste into biomass fuel. We foresee increased competition in the renewable energy market, especially in the solar segment, and thus we are committed to expanding our business to stay relevant and ahead in the RE industry. This includes exploring opportunities in small hydro as well as developing viable business models for bioCNG and water recovery projects.

Acknowledgements

I would like to thank the Board and our employees for their support and contribution. Our achievements today are also due to the undivided support and contribution of our external stakeholders, namely, our investors, business partners, SEDA and ST stakeholders, whom we greatly appreciate. We thank you for your participation and for giving us the opportunity to keep improving our value creation journey. We will continue to create value for all our stakeholders and leave long-lasting positive impacts for our future generations.

Group Chief Executive Officer,

Hairol Azizi Tajudin

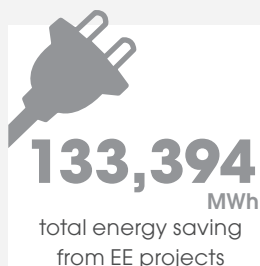
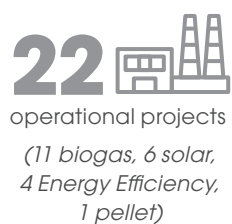
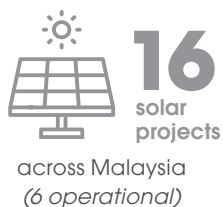
¹ To read about Cenergi's full Sustainability Policy, please go to www.cenergi-sea.com/about-us/sustainability



Business Overview

At a glance (as of 31 December 2021)

With over 29 MW generation capacity, we are the largest grid-connected Palm Oil Mill Effluent ("POME") biogas power plant developer in Malaysia.



17%
RM7.8 million
from solar

8%
RM3.8 million
from energy
efficiency



75%
RM34.7 million
from biogas

Revenue:
RM46.3
MILLION

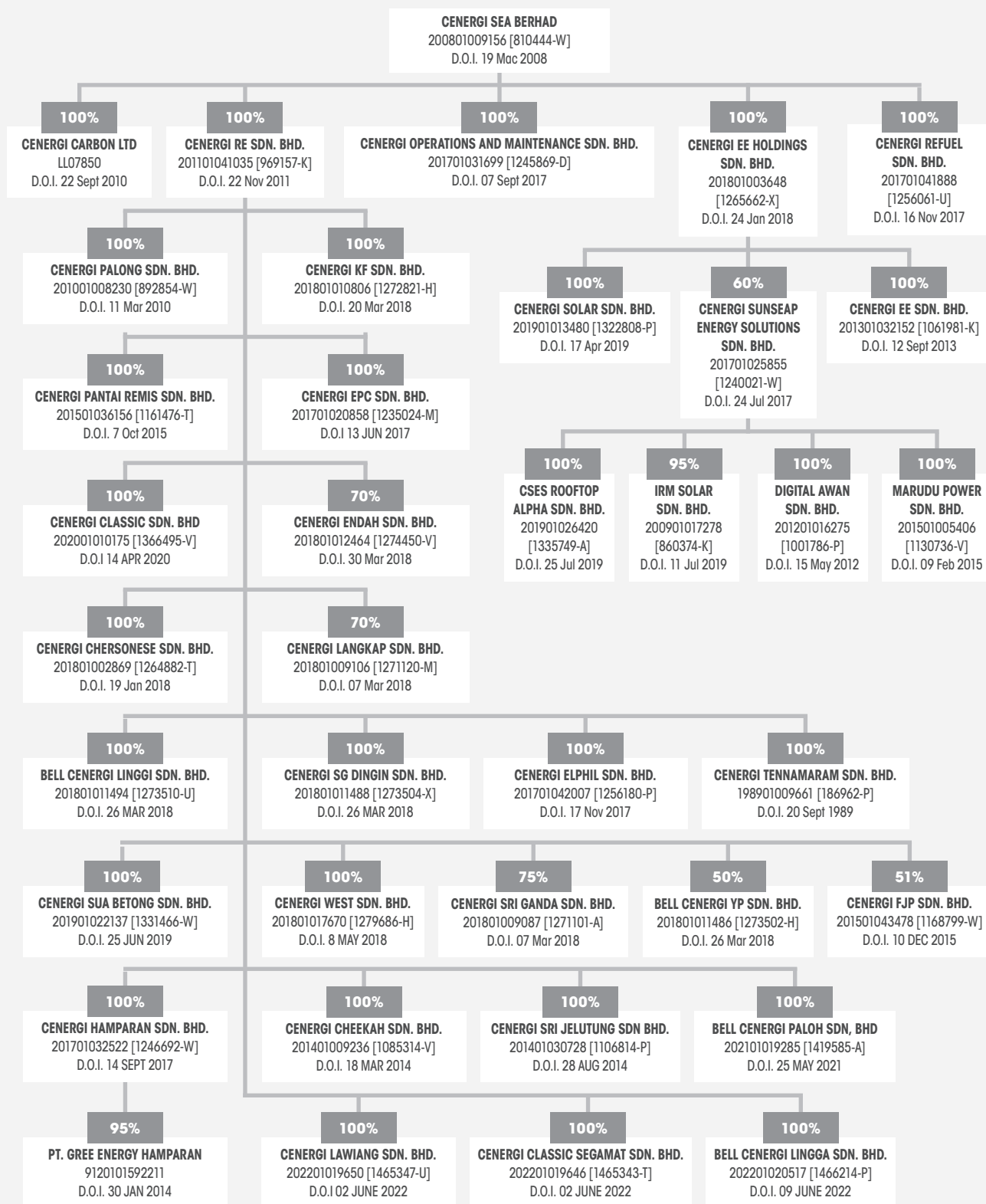
Total Assets:
RM446.3
MILLION

Shareholders
equity:
RM142.8
MILLION

Corporate structure and portfolio

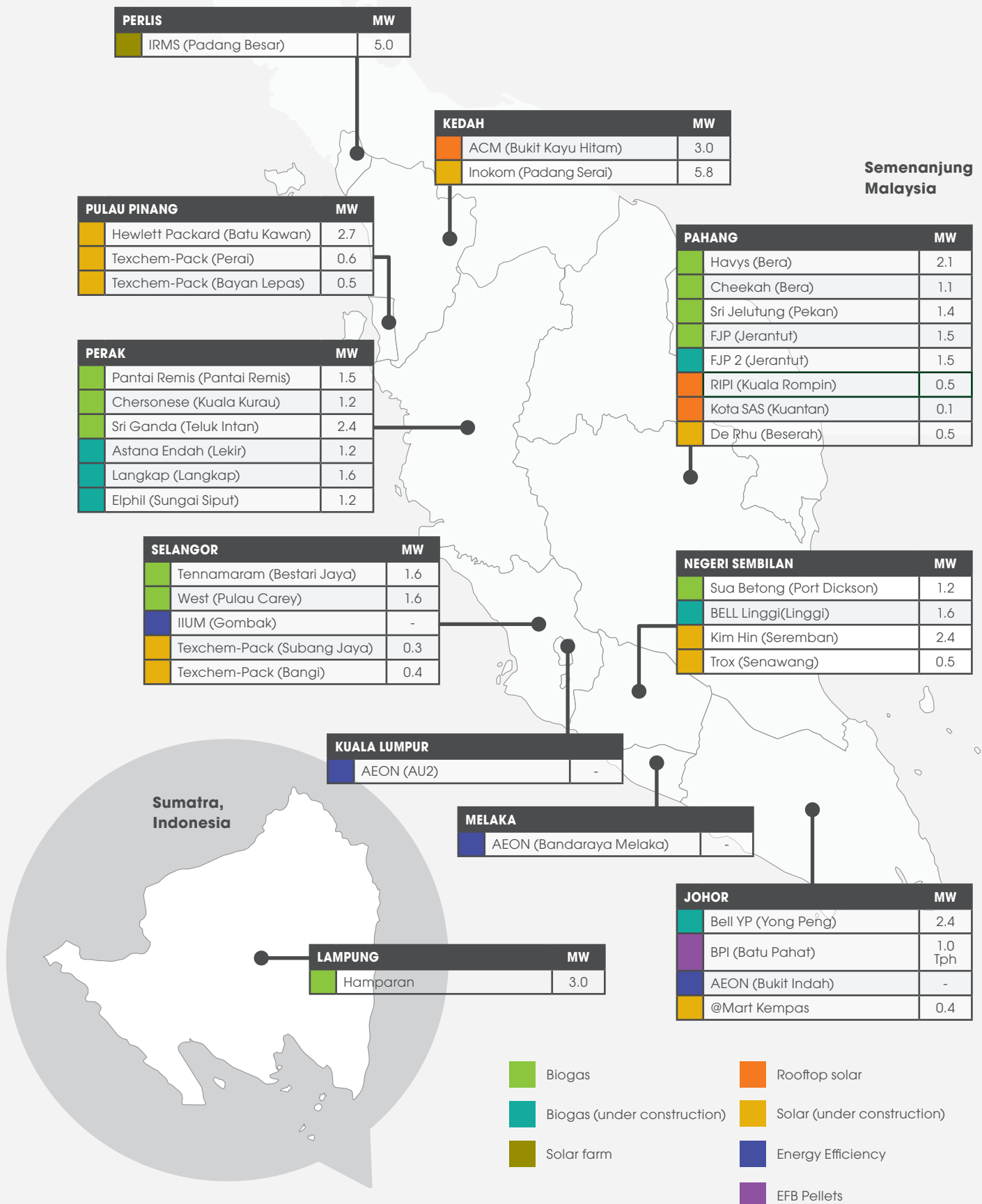
In 2021, we became a public company and changed our name to Cenergi SEA Berhad. Cenergi SEA Berhad is the holding company and entity for the Cenergi Group, with Cenergi RE Sdn Bhd and Cenergi EE Holdings Sdn Bhd as its key subsidiaries. We divested our Sawira plant and expanded our biogas business to Hamparan, Indonesia, while our pilot Empty Fruit Bunch (EFB) Pellet Plant was commissioned in September 2021.

Corporate structure as of 7 June 2022



Cenergi's Renewable Energy Portfolio

Cumulative from 2013 to 2021



Bioenergy

Bioenergy is one of our core businesses, where we develop, design, finance, build, own and operate biogas projects that turn organic waste streams to renewable energy. This involves treating POME wastewater to produce biogas and using it as a fuel for power and/steam generation, while cutting down on greenhouse gas (GHG) emissions and improving wastewater effluent quality. Over the last few years, we had expanded our biogas power plants from seven plants in 2019 to 11 plants in 2021. We are currently developing at least five more biogas plants, which will increase our total generation capacity up to 37.5 MW.

Solar

Solar power generation is our second largest core business in the Renewable Energy business segment. Our solar power business includes investment, development, operation and maintenance of utility scale solar PV farms and rooftop solar PV systems. The utility scale solar farm projects are based on a build-own-operate (BOO) business model while the rooftop solar power projects are via purchase agreements with commercial and industrial customers for own consumption. We own 18 solar projects across Malaysia, with the largest one having 11.4 MWp capacity and expected to begin operations in 2023.

Energy Efficiency

We provide customised solutions in energy resource management systems to enable our clients conserve energy from the demand and supply side. Our objective is to reduce clients' electricity consumption through identifying inefficient equipment and systems and help them improve their electricity usage efficiency. As of 2022, we have completed four Energy Efficiency projects, allowing our clients to save RM53 million in energy costs and more than 144,000 GWh.

Pellets

Cenergi has invested in its maiden Empty Fruit Bunch ("EFB") Pellet Plant in Johor, which is a research and development plant, and was commissioned in September 2021. The EFB pellets business is a promising segment, as global demand for sustainable biomass fuel increases. Our EFB pellets project allows us to venture into providing an additional solution to the country's circular economy efforts aside from unlocking the value of the underutilised EFB. It will serve as an avenue for us to harness the benefits of EFB as an alternative source for renewable energy for both the local and the international export market.

New Ventures

New Ventures is a business segment that leverages on innovation and technology to accelerate Cenergi's journey towards being the premier sustainable utilities company in Southeast Asia. We have continuously invested in innovation and technology to ensure we remain competitive and at the forefront of the industry. We adopt a venture capitalist approach when evaluating projects with high value growth potential to continue to diversify our investment portfolio. Among the projects that we are actively exploring and evaluating include bio-compressed natural gas (bioCNG), small hydro and water recovery solutions.

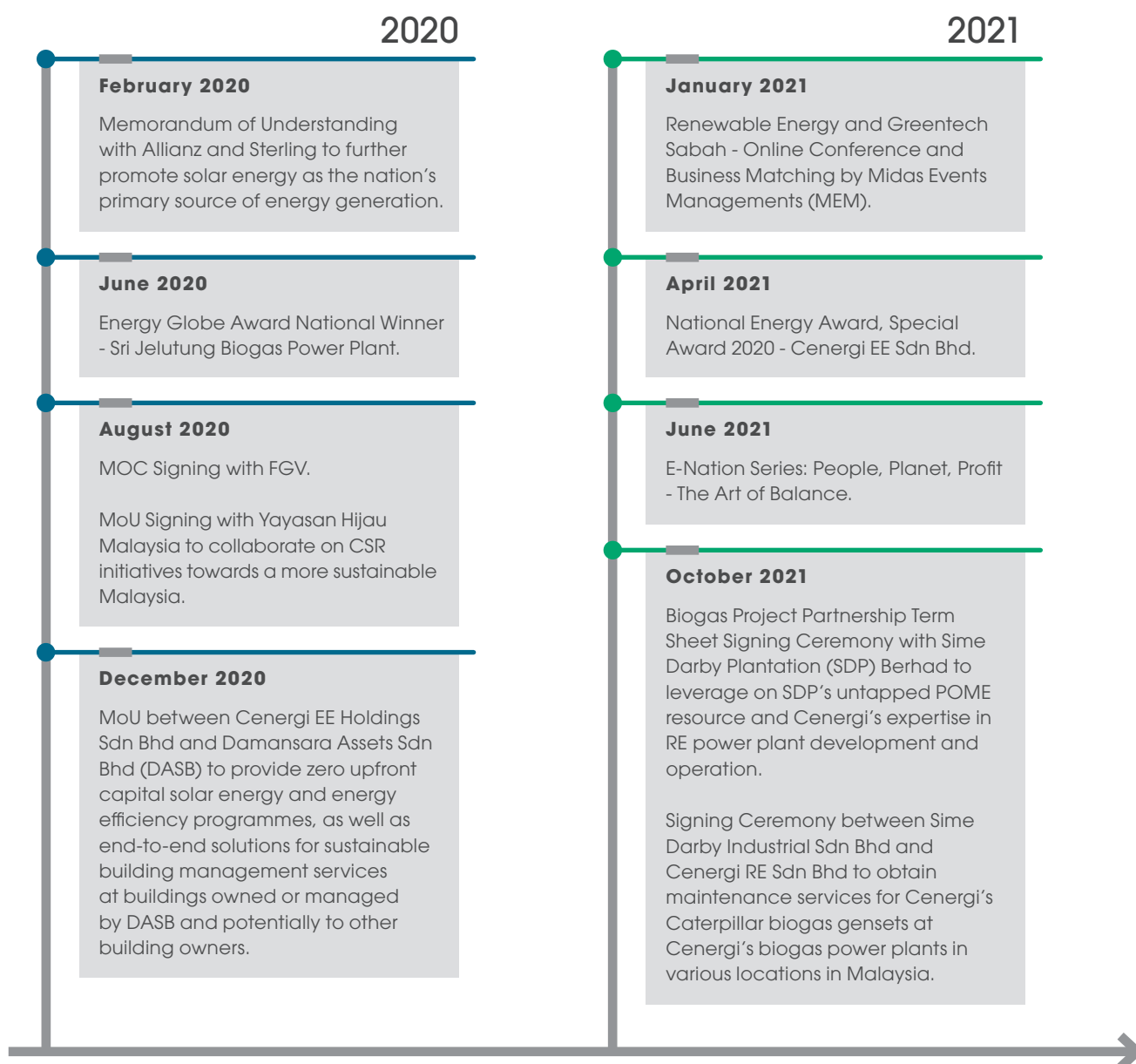


Membership of Associations

Cenergi actively participates in the energy industry to stay relevant and up to date. We are a member of:

1. Malaysia Association of Registered Electrical Engineer Manager (MAREEM)
2. Malaysia Association of Energy Service Companies (MAESCO)
3. Registered Energy Service Company (ESCO) – ST
4. Registered Solar Photovoltaic Investor Under NEM – SEDA (RPVI)
5. Malaysian Photovoltaic Industry Association (MPIA)
6. Construction Industry Development Board (CIDB) Malaysia
7. My Hijau Certified - Malaysian Green Technology and Climate Change Corporation (MGTC)

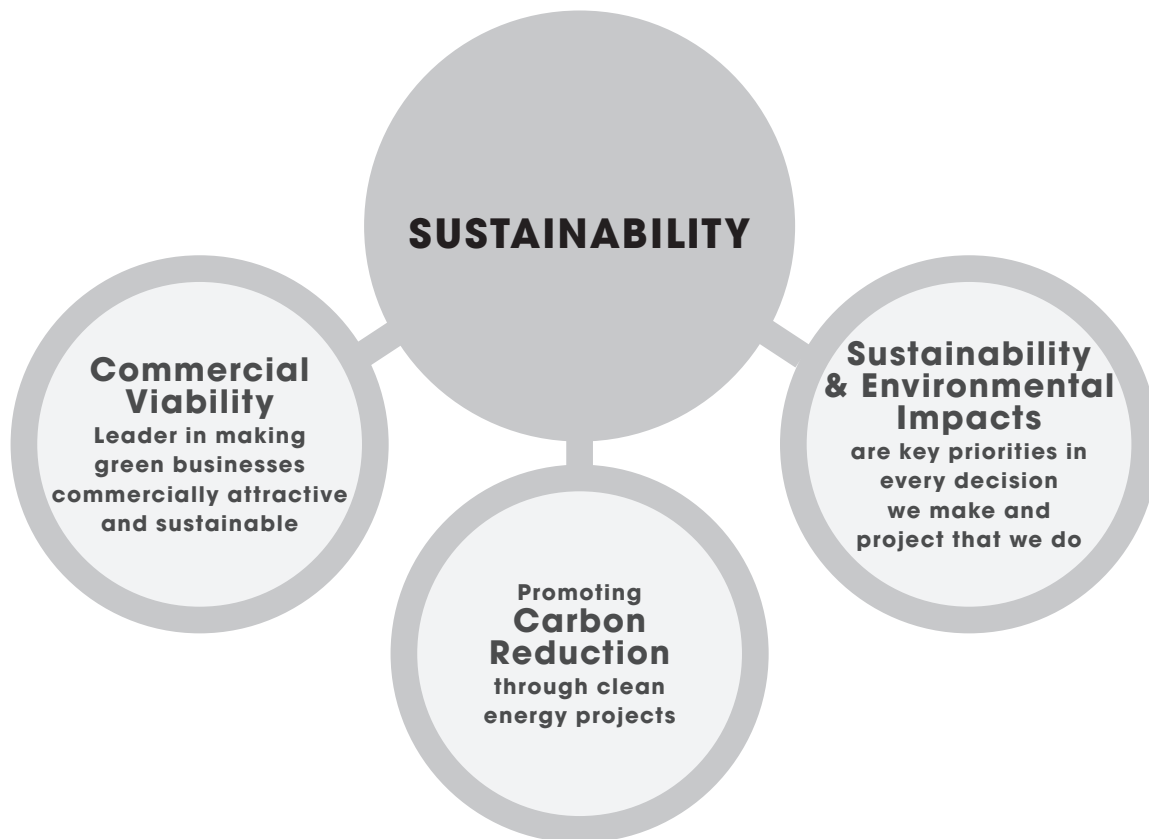
Industry Participation and Recognition



Our Sustainability Approach

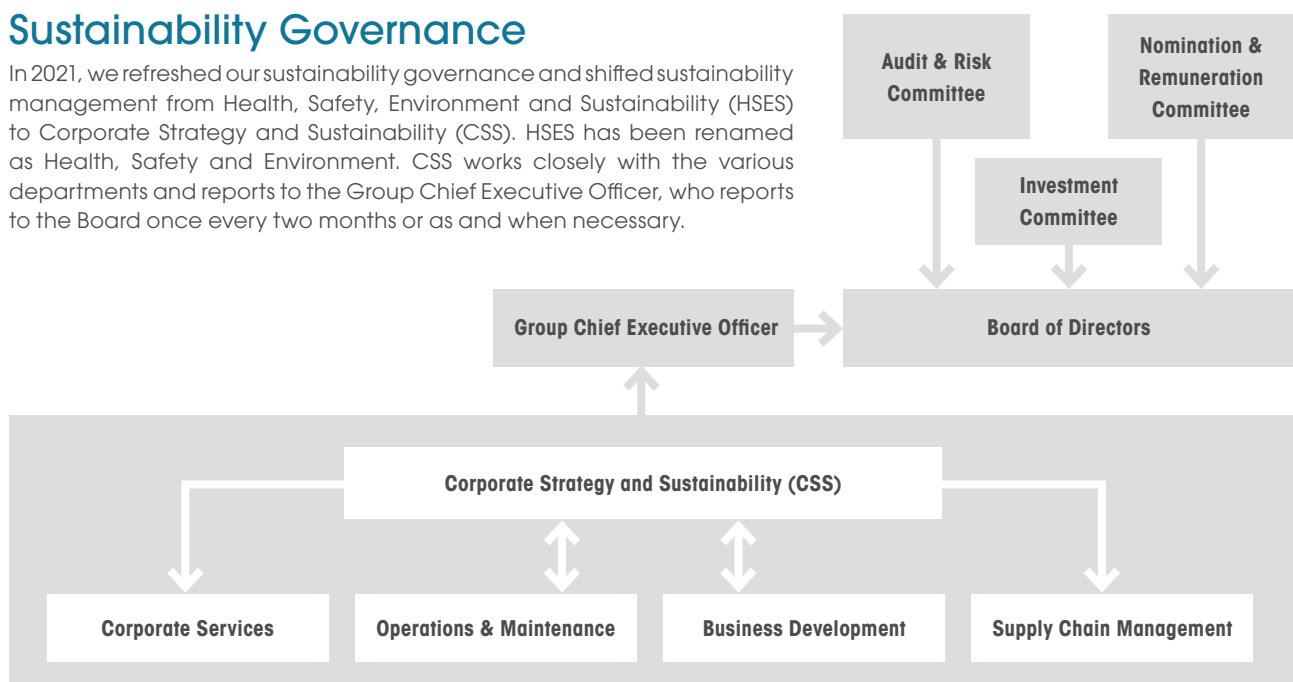
Sustainability Philosophy and Aspirations

Sustainability has been the cornerstone of the organisation since the establishment of Cenergi SEA. Aiming to be ASEAN's leading renewable energy provider by focusing on carbon emission reduction through sustainable solutions, we are actively expanding our renewable energy business segment. To entrench sustainability in our value chain and in the industry, we are guided by three sustainability pillars to ensure value creation while minimising adverse environmental and social impacts. The values of the three pillars are reflected in our corporate strategy, decision making, as well as products and services, as we seek to create long-lasting positive impacts for our stakeholders, the environment, the community and our future generations. Our three sustainability pillars are shown in the following infographics:



Sustainability Governance

In 2021, we refreshed our sustainability governance and shifted sustainability management from Health, Safety, Environment and Sustainability (HSES) to Corporate Strategy and Sustainability (CSS). HSES has been renamed as Health, Safety and Environment. CSS works closely with the various departments and reports to the Group Chief Executive Officer, who reports to the Board once every two months or as and when necessary.



Stakeholder Engagement

Stakeholders	Engagement Methods	Frequency of Engagement	Topics and Concerns Raised	Our Response
Employees	<ul style="list-style-type: none"> Internal communications Events Face to face meetings Townhall Surveys 	Daily or when required.	<ul style="list-style-type: none"> Health and safety concerns Pay & benefits Training and development Carbon footprint avoidance 	In light of the unprecedented pandemic, we closely adhere to the SOPs announced by Ministry of Health. We also ensure all employees have received Covid-19 vaccinations while providing office sanitisation, self-test kits, hand sanitisers and face masks to employees.
Clients/ business partners	<ul style="list-style-type: none"> Emails Meetings Conferences 	Regularly or when required.	<ul style="list-style-type: none"> Investment returns Project-related concerns Regulator concerns 	We build strong customer relationships by understanding and delivering customers' needs while seeking feedback for continuous improvements.
Shareholders/ Investors	<ul style="list-style-type: none"> Board representation Financial reports Emails Meetings 	Regularly or when required.	<ul style="list-style-type: none"> Investment returns Financial performance Industry outlook Business strategy Dividends payout 	We safeguard shareholders and investors' capital by investing in feasible projects and to maximise their return/value. We also uphold best corporate governance practices to ensure their interests are protected.
Members of the Board	<ul style="list-style-type: none"> Briefing papers, emails Board meetings Committee meetings 	Quarterly or when required.	<ul style="list-style-type: none"> Company finances Project-related concerns Employee conditions or benefits Risk and integrity related 	Management actively seek Board's expertise for corporate governance and project approvals. The strategy and business plan adopted were aligned with Board's vision. Board members receive constant updates of our business performance.
Financial Institutions	<ul style="list-style-type: none"> Emails Meetings Events and conferences 	Regularly or when required.	<ul style="list-style-type: none"> Investment returns Loan repayments Financial covenants 	We maintain strong banking relationships to gain competitive rates and terms for our project fundings.
Government bodies	<ul style="list-style-type: none"> Emails Meetings Industry syndication events 	Regularly or when required.	<ul style="list-style-type: none"> Global concerns such as climate change Project-related concerns Industry targets and concerns 	We continue to regularly engage the relevant government bodies on project-related matters like legal issues and to address their concerns and support national targets (e.g. achieving the national target for RE by 2025 etc.)
Regulators	<ul style="list-style-type: none"> Emails Meetings Industry syndication events 	Regularly or when required.	<ul style="list-style-type: none"> Project-related concerns Industry targets and concerns 	We continue to organise regular ongoing engagement to address issues faced when managing projects and to be up-to-date on the latest RE initiatives or incentives.
Local community at project sites	<ul style="list-style-type: none"> Social media 	Regularly or when required.	Operational effect on the community such as pollutions, job creations, etc.	Whilst no CSR events were conducted in 2021 due to the pandemic, we continue to create job opportunities to local community within the project sites. At the same time, engagements are done through social media for job vacancy postings, celebration greetings and latest news/achievement updates.
Suppliers	<ul style="list-style-type: none"> Emails Meetings Conferences 	Regularly or when required.	<ul style="list-style-type: none"> Industry competitiveness Providing good products and services Project-related concerns like delivery timeline, terms and conditions 	We develop efficient supply chain planning by continuous engagement with our suppliers to achieve competitive advantage and to explore new technologies in the market.
Rating Agency	<ul style="list-style-type: none"> Emails Meetings Site visits 	Annually or when required.	<ul style="list-style-type: none"> Financial performance Financial covenants Industry outlook Business strategy 	We give full cooperation to the rating agency to conduct annual credit rating exercise as required for our Sukuk Wakalah programme.

Materiality Assessment

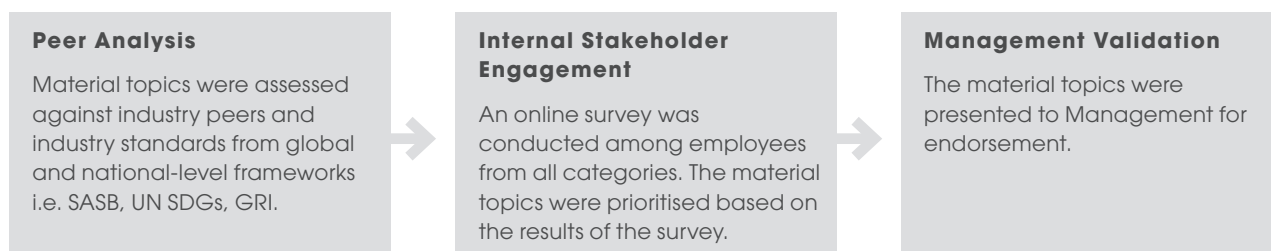
Materiality assessment is a process where we identify the sustainability issues that matter most to our business and to our stakeholders. We conduct a materiality assessment every two years, which also allows us to identify the opportunities and mitigate the risks of each material matter.

In 2021, we conducted a materiality assessment by assessing the material topics against industry peers and industry standards from global and national-level framework. A list of material ESG topics were sent out to our employees through an online survey to gather their views on the importance of the topics for Cenergi and its stakeholders. As a result, 17 material matters were finalised, with 11 of them categorised as prioritised matters, before they were presented to the Management for validation. Although six of the material matters were considered lower priority, they are still important to Cenergi but do not require as much focus as the higher prioritised issues. This is because they are already well-managed by Cenergi, which allows the Group to focus on the more important material issues.




Compared with 2019, all the names of the material matters were refreshed and enhanced to reflect the current trend. New material matters were also added, and they include environmental compliance, product quality and customer satisfaction, innovation and responsible development, human rights and labour practices, responsible supply chain, circular economy, and climate impact and low carbon transformation.

Based on the research of peers and frameworks, as well as the survey responses, we shifted the level of priority for some of the material matters to better address the needs of the Company and the stakeholders. Economic excellence and sustainable growth (previously financial growth and performance) is now considered low priority, as sustainable economic growth is by default an important factor for any business organisation. Meanwhile, community impact and development (previously engaging with local communities), and water and wastewater (previously safe & efficient waste management) were shifted to higher priority. On the social aspect, employee safety, health & wellbeing, employee engagement and training & development were consolidated as two new material matters and aptly renamed 'employee engagement and well-being', and 'employee development and satisfaction.'

Cenergi SEA's 2021 Materiality Assessment



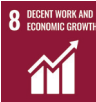

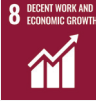

List of Material Matters

2019	2021	
Financial growth and performance	Renewable energy development ¹	 Environmental  Social  Economic/ Governance
Renewable energy growth and solutions	Occupational health and safety ¹	
Risk management and responsible investment	Climate impact and low carbon transformation ¹	
Fair and ethical business practices	Water and wastewater ¹	
Employee safety, health and wellbeing	Circular economy ¹	
Employee engagement	Ethics and compliance ¹	
Training and development	Responsible supply chain ¹	
	Employee engagement and well-being ¹	
	Human rights and labour practices ¹	
	Employee development and satisfaction ¹	
	Community impact and development ¹	
Safe and efficient waste management	Environmental compliance	
Diversity and gender equality	Economic excellence and sustainable growth	
Engaging with local communities	Product quality and customer satisfaction	
Reduction of CO ₂ emissions through clean energy	Innovation and responsible development	
Biodiversity protection	Impact on biodiversity and conservation	
	Diversity and inclusion	

¹ The material topics that are deemed as high priority issues by peers and sustainability frameworks.

The 11 material issues that were rated as high priority are defined as below and aligned with the relevant SDGs.

Material issue	Description of issue	Boundary	SDG
ENVIRONMENTAL			
Renewable energy development	Expanding the service offerings of renewable energy and developing the industry to contribute to the nation's aspiration of achieving carbon neutrality by 2050	<ul style="list-style-type: none"> Internal impact to employees External impact to the industry and the nation 	   
Climate impact and low carbon transformation	Focusing on carbon emission reduction through renewable energy solutions to accelerate low carbon transformation	<ul style="list-style-type: none"> Internal impact to employees External impact to the industry and the nation 	   
Water and wastewater	Ensuring efficient management of water consumption and waste generation to optimise efficiency level	<ul style="list-style-type: none"> Internal impact to employees External impact to the environment and community 	  
Circular economy	Transforming waste to energy to reduce carbon emissions and expand the renewable energy industry	<ul style="list-style-type: none"> Internal impact to operations External impact to the industry 	   
SOCIAL			
Occupational health and safety	Targeting zero fatalities and accidents and inculcating a culture of safety at the workplace	<ul style="list-style-type: none"> Internal impact to employees and operations External impact to business partners and regulators 	
Employee engagement and well-being	Listening to employees and meeting their needs while promoting work-life balance to boost employees' morale and shape a high performing workforce	<ul style="list-style-type: none"> Internal impact to employees and operations 	
Human rights and labour practices	Respecting the human right of every employee and contractor's worker and upholding zero tolerance for modern slavery and child labour across the Group's operations	<ul style="list-style-type: none"> Internal impact to employees and contractors' workers External impact to contractors, vendors and suppliers, and business partners 	
Employee development and satisfaction	Supporting employees' career progression through providing learning and development to ensure employee satisfaction and talent retention	<ul style="list-style-type: none"> Internal impact to employees and operations 	
Community impact and development	Contributing directly and indirectly to the local communities to uplift their livelihoods and leave long-term positive impacts	<ul style="list-style-type: none"> Internal impact to employees External impact to local communities 	

Material issue	Description of issue	Boundary	SDG
GOVERNANCE			
Ethics and compliance	Upholding the highest standards of good business ethics and regulatory compliance to entrench strong corporate governance across the business operations	<ul style="list-style-type: none"> Internal impact to employees and operations External impact to business partners, contractors, vendors and suppliers, and regulators 	 
Responsible supply chain	Practising responsible procurement practices and advocating good sustainability practices among vendors and suppliers for smooth business operations	<ul style="list-style-type: none"> External impact to business partners, contractors, and vendors and suppliers 	 



Environmental Management

Environmental stewardship plays a key role in our pursuit to reduce carbon emissions and provide sustainable energy. In all that we do, we go beyond regulatory compliance and profit-making to conserve natural resources and protect the environment through efficient environmental management.

Our aim is to fully embed environmental sustainability practices in our daily operations to minimise negative environmental impacts, as reflected in our Sustainability Policy*. The purpose of our core businesses of providing sustainable energy to industries in the Southeast Asian region underscores our commitment to achieving our goals of avoiding 500,000 tCO₂e annually and generating 200 MW of renewable energy capacity by 2025.

**Please refer to our corporate website at [cenergi-sea.com/about-us/sustainability](https://www.cenergi-sea.com/about-us/sustainability) to read more about Cenergi's Sustainability Policy.*

Renewable Energy Development

As a sustainable energy solutions provider, Cenergi's objective is to develop and invest in projects that generate green energy and/or contribute to carbon emissions avoidance, in line with our corporate vision and mission. We constantly seek to expand our renewable energy portfolio in our endeavour to become the premier sustainable utilities company in Southeast Asia. Solar and Biogas remain our largest business divisions and we have more than tripled our renewable energy operations and energy capacity since 2016.

With our Cenergi Sunseap subsidiary catalysing our end-to-end energy solutions, we expect to see increased solar investment and development in Malaysia. Not only does our rooftop solar leasing service help to cut operational costs, but it also reduces carbon emissions and negative environmental effects. As of 31 December 2021, we have 11 biogas power plants and six solar farms and rooftop solar in Malaysia and Indonesia with a total capacity of 29.2 MW.



4.2
MW
capacity



5.6
MW
capacity



7.1
MW
capacity



17.2
MW
capacity



20.4
MW
capacity



29.2
MW
capacity

Climate Impact and Low-Carbon Transformation

With our core businesses focusing on avoiding and/or reducing carbon emissions, we play a key role in accelerating climate action and the transformation to a low-carbon future. Pursuing our goals, vision and mission will enable our clients in the Southeast Asian region to significantly cut their greenhouse gas (GHG) emissions and contribute to the Paris Agreement's goal of lowering global temperature rise to 1.5°C.

This is in addition to our projects that inherently produce lower carbon emissions. While our biogas projects capture large amounts of methane and prevent them from being released into the atmosphere, our solar projects generate clean energy and our energy efficiency solutions reduce clients' energy consumption. Since August 2013, Cenergi has saved 1.68 million tCO₂e through all of its operating assets and investments. This translates to saving approximately emissions from 191,976 homes' energy use for one year or 328,390 gasoline-powered passenger vehicles driven for one year.

Project	GHG Emissions Avoided (tCO ₂ e)		
	2019	2020	2021
Biogas	205,704	321,693	447,537
Solar	4,131	4,993	7,588
Energy Efficiency	16,696	24,199	25,855
TOTAL	226,531*	350,885	480,980

**The data for 2019 annual emissions reductions has been restated to include CO₂ emissions reduction from methane biogas capture.*

Water And Wastewater

As part of our environmental stewardship, we are committed to safeguarding water resources for our future generations. Water is required in our operations for scrubber cleaning process and domestic purposes at the biogas facility and in the EFB pellets operation. We do not operate in areas of water stress, and we withdraw water from the municipal supply. In 2022, we started planning for rainwater harvesting projects to further conserve natural resources and reduce our consumption from municipal supply.

Our operations generally do not discharge wastewater into the public sewage system, drains or surface water. In our pellets operation, effluent from washing EFB pressed and shredded fibre washing has a biochemical oxygen demand (BOD) and chemical oxygen demand (COD) value of 2,000 and 6,290 mg/L, respectively. The effluent can either be sent to the mill's anaerobic ponds for treatment or an anaerobic digester (in the presence of a biogas plant) to increase biogas production and generate electricity.

In biogas projects, the biogas plant is part of the wastewater treatment process of the palm oil mill. It is an improved process with higher COD removal efficiency, and more importantly, methane capture feature. The COD inflow value of palm oil mill effluent must be reduced by more than 85% before being discharged back to the mill's effluent treatment pond.

Water Withdrawal by Source: Municipal Water (Megalitres)

2019	2020	2021
-	-	2.4

Water Discharge by Destination: Mill's Anaerobic Pond* (Megalitres)

2019	2020	2021
-	-	2.4

**This data is limited to the pellets business segment.*

Waste Management

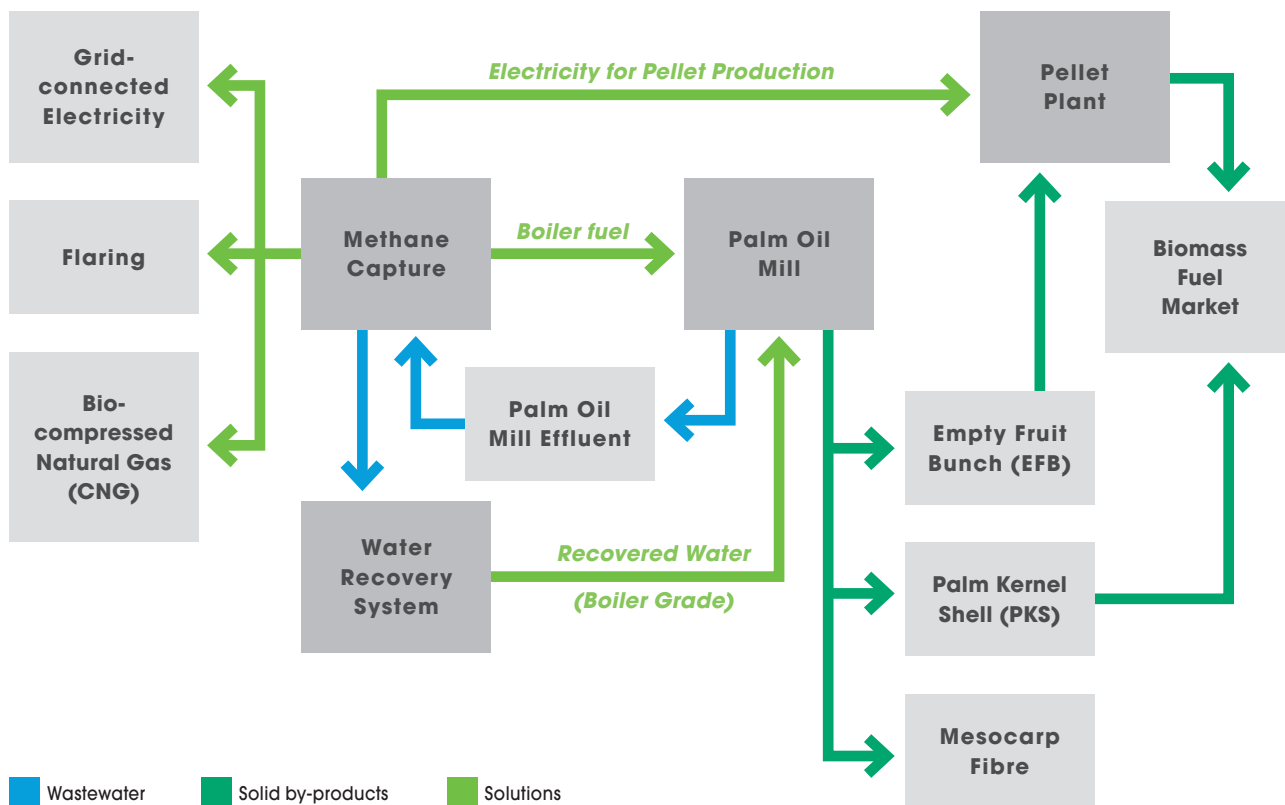
Ensuring efficient waste management is vital in our daily operations and demonstrates Cenergi's good corporate responsibility in minimising negative environmental impacts in its operations. Poor or non-existent waste management will affect our operating licence and expose the organisation to legal, financial and reputational risks.

We acknowledge that some of our operational processes, such as maintaining engines and pumps, could potentially impact the environment. As such, we take proactive measures by ensuring our general and scheduled waste are well managed and handled by contracted licensed vendors. We also employ a Certified Environment Professional in Scheduled Waste Management to manage scheduled waste. In addition, we monitor the collection and disposal of our scheduled waste via the Electronic Scheduled Waste Information System (eSWISS). All scheduled waste is disposed of according to the Department of Environment's requirements.

No.	Scheduled Waste	Waste Code	Producing Area	Disposal method	Amount generated (kg)	
					2020	2021
1	Waste containing mercury or its compound	SW109	Laboratory sampling	Sent to approved disposal / treatment facility.	140	10
2	Waste from electrical or electronic device	SW110	Workshop/ operational area	Sent to approved disposal / treatment facility.	0	0
3	Used engine/ lubricating oil	SW305	Workshop	Sent to approved disposal / treatment facility.	15,990	15,430
4	Sludge from desludging	SW311	Covered lagoon	Sent to approved disposal/ treatment facility.	0	0
5	Contaminated rags/ gloves	SW410	Operational area (engine) and laboratory sampling	Sent to approved disposal / treatment facility.	440	60

Circular Economy

A circular economy is the concept of producing and consuming a product involving sharing, reusing, repairing, refurbishing and recycling existing materials for as long as possible. At Cenergi, we promote circular economy by turning waste into renewable energy. For instance, we turn palm oil mill by-products/waste by transforming EFB pellets into biomass fuel. Our pilot EFB pellet plant was commissioned in 2021 and will provide an alternative source of sustainable fuel for the local and international export market. Our biogas segment also plays a key role in promoting circular economy, as it involves turning waste into energy, and we are currently exploring the possibility of producing bio-compressed natural gas in the near future. Here is an example of a circular model of a zero discharge Palm Oil Mill:



Environmental Compliance

We are committed to complying with all the necessary laws and regulations to ensure smooth daily operations and mitigate operational, legal and financial risks. We comply with:

- Environmental Quality Act 1974
- Environmental Quality (Clean Air) Regulations 2014
- Environmental Quality (Scheduled Waste) Regulations 2005
- Environmental Quality (Compounding of Offences) Rules 1978.

We are pleased to report that there were no fines or notices of improvement or penalties issued by the Department of Environment in the year under review.



People and Us

As the backbone of the Company, our people are our most valuable asset and they determine the success and growth of Cenergi.

Thus, the physical and mental health, safety and well-being of our employees are of paramount importance. Satisfied and happy employees perform at their best, creating better value for the Company.

We strive to foster a positive and productive environment through constant employee engagement to meet the needs of our employees and ensure job satisfaction. This includes supporting the professional aspirations of our people by providing them with training and development to enable them to achieve their full potential. We constantly develop and revise policies, goals and targets to ensure our approach remains relevant and we retain the best talents. Employee matters are regularly discussed in management committee meetings chaired by the GCEO.

Diversity and Inclusion

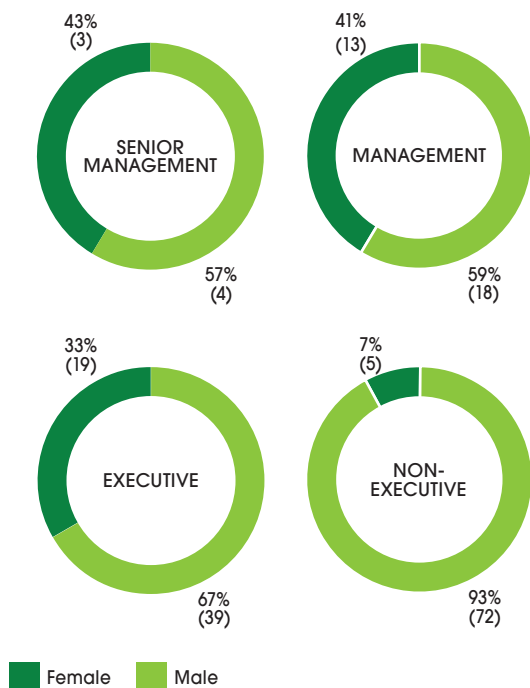
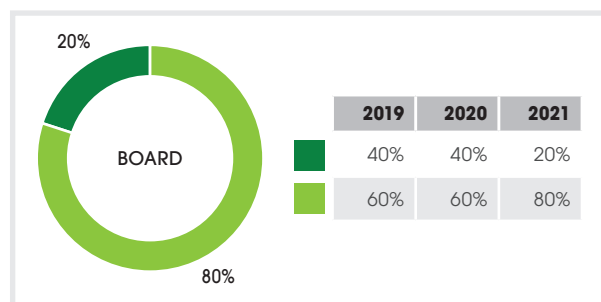
Embracing diversity at the workplace allows us to tap the various talents, skillsets and experience of employees from diverse backgrounds, which will contribute to the organisation's sustainable growth. At Cenergi, we strive to uphold diversity and inclusion at the workplace by providing equal opportunities to all. We hire and promote based on merit and do not discriminate against age, gender, race, religion, nationality and disabilities. We are pleased to note that there were zero reported cases of discrimination and corrective actions taken in the year under review.

In 2021, the gender balance at our headquarters was 55:45. While we have yet to achieve our 50:50 gender balance target, we aspire to balance the gender scales to support gender equality and enable the Company to make better business decisions. Cenergi believes that a good work-life balance will lead to higher productivity. We also provide opportunities for flexible working hours to accommodate employees to work from home and to support those who have family commitments especially due to COVID-19.

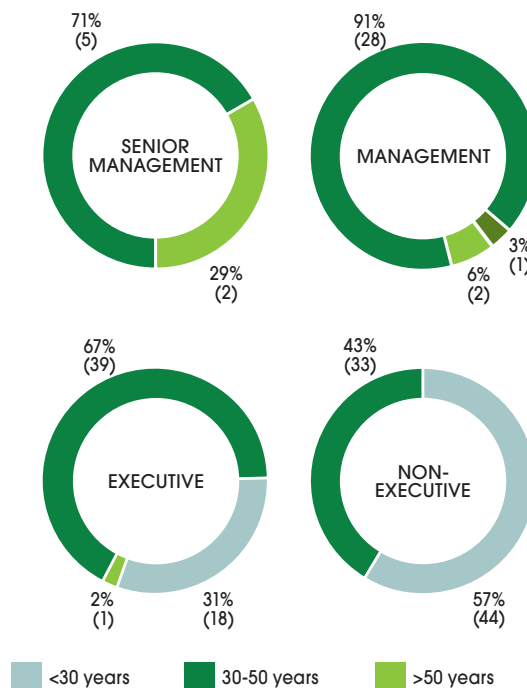
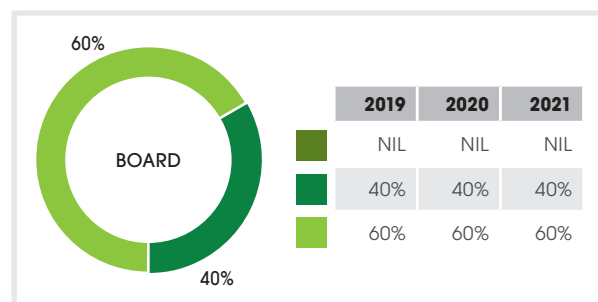
As an organisation that contributes to the communities in which we operate, we prioritise local talent when recruiting employees across our operations, especially at our clean energy plants. We hire through engaging with key stakeholders including local factories, business partners and local staff engagement. We also advertise vacancies on our corporate website and various media platforms such as Jobstreet, Jabatan Tenaga Rakyat and JobsMalaysia, as well as LinkedIn, Twitter, Instagram, Facebook, Indeed and Telegram, to allow local communities ample opportunities to apply for jobs at Cenergi. We are proud to report that 100% of our Senior Management and employees are locals, which refer to individuals who are part of the community in which we operate.

Diversity Performance Data 2021

By Gender



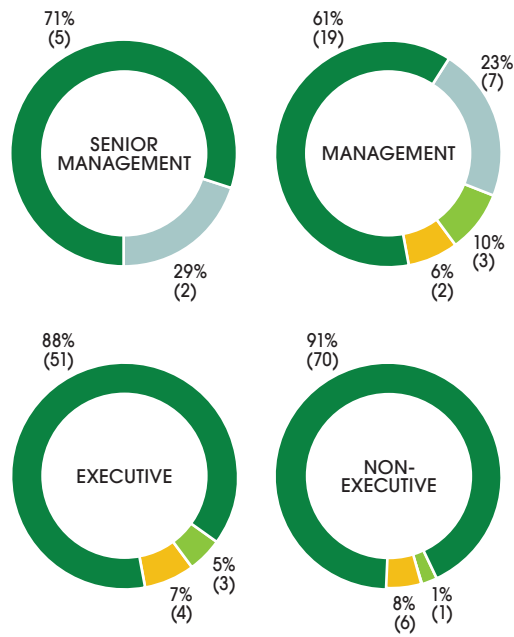
By Age Group



Female Male

<30 years 30-50 years >50 years

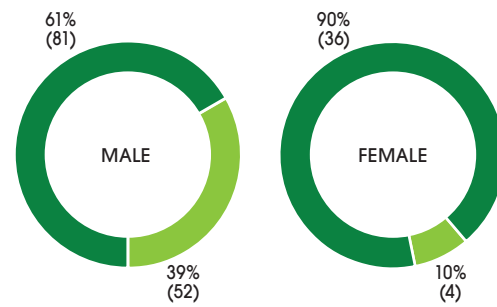
By Ethnicity



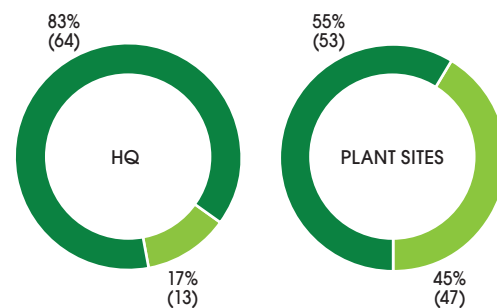
	2019	2020	2021
Chinese	7%	7%	7%
Bumiputera	81%	81%	84%
Indian	8%	4%	2%
Others	4%	8%	7%

Employees by Employment Contract Type*

By Gender



By Region



■ Permanent Contract ■ Temporary Contract

*The employment type for all employees is full-time.

Total number of workers who are not employees and whose work is controlled by Cenergi: 12

Types of Workers	No. of Headcount
Apprentices	8
Contractors	4

New Hires

In 2021, Cenergi's total new hires was 37 compared to 57 in 2020. This was largely because some of the workers for commissioned plants in 2021 were hired in 2020. All employees are required to go through an initiation programme to enable them to familiarise themselves with all aspects of the Company. This includes understanding their role and responsibilities, the nature of our business and the standard operating procedures that they need to follow. Each employee is given an Employee Handbook as soon as they are hired, which outlines information about their employment as well as the standards of professional behaviour expected from all staff.

Total number of new employee hires for 2021 was 37 employees. New hires rate for 2021 was 21%.

	2019		2020		2021	
	Number of Hires	Rate of Hires	Number of Hires	Rate of Hires	Number of Hires	Rate of Hires
AGE GROUP						
<30 years	31	20%	29	19%	21	33%
30-50 years	25	16%	26	17%	15	14%
>50 years	2	1%	2	1%	1	3%
GENDER						
Men	47	30%	48	31%	35	26%
Women	11	7%	9	6%	2	5%

Turnover

In the year under review, Cenergi recorded a turnover of 10.4%. We will continue to retain our talent by organising more impactful employee engagement activities and providing comprehensive benefits to meet employee satisfaction.

Total turnover number for 2021 was 19 employees.

	2019		2020		2021	
	Turnover Number	Rate of Turnover	Turnover Number	Rate of Turnover	Turnover Number	Rate of Turnover
AGE GROUP						
<30 years	10	6.5%	24	15.0%	9	14.0%
30-50 years	17	11.0%	20	13.0%	9	9.0%
>50 years	1	0.7%	2	1.0%	0	0%
GENDER						
Men	18	11.6%	31	20.0%	16	12.0%
Women	10	6.5%	15	10.0%	2	5.0%

Employee Engagement and Well-Being

At Cenergi, we strive to ensure that our employees are fully engaged to boost productivity and to cultivate a positive working environment. Employee engagement will allow us to identify and meet the needs of our employees, ensuring job satisfaction. Our employees are provided with various avenues such as townhalls and employee engagement surveys as well as access to the Human Capital Management team, to share their concerns on the growth and development of the Company, as well as to discuss personal matters. To promote unity and a sense of belonging, we encourage employees to build rapport with colleagues and the Management.

Cenergi is respectful of upholding the rights of its employees. While we do not have union workers, we prioritise employees' rights by giving advanced notice with regards to any significant operational changes due to any restructuring, expansions or mergers that take place during the course of our business operations. Employees are given a minimum notice of one to three months if any changes result in termination of employment. With regards to changes in working hours, employees will be given at least one week's notice before the change is put into effect.

Regular townhall sessions were also conducted on a quarterly basis to provide an opportunity for our staff to share feedback on the Company's growth and performance and to promote transparency across the board. In 2021, some of the concerns raised included our financial performance and growth amid challenges from the pandemic and our targets for the future.

We recognise the need to prioritise the mental health of employees during challenging times arising from COVID-19. During lockdown periods, we organised "Building Mental Resilience" to create awareness among all employees on the importance of mental health. The online session addressed issues such as the symptoms and severity of mental health.

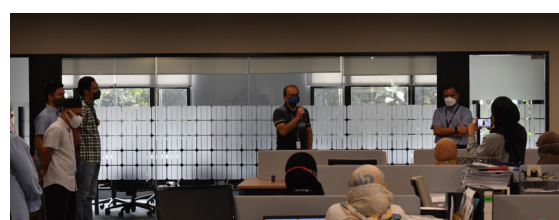
Employee Engagement Initiatives 2021: Events

12 January 2021: Bacaan Yaasin dan Solat Hajat



12 April 2021: Program Tazkirah Ramadan

5 May 2021: Jamuan Berbuka Puasa Bersama



11 October 2021: Welcome Breakfast for New Employees

Employee Engagement Initiatives 2021: Talks

1. Cenergi Insurance and Medical Benefits Coverage

Date: 10 February 2021

Speaker: Health Connect, AXA Affin and Etiqa

2. Topic: Critical Thinking & Problem-Solving Skills for Effective Decision Making

Date: 23 April 2021

Speaker: En. Mohammed Salim Ashedoff

Trainer: Right Trainer Academy

3. Financial Management in the New Norm

Date: 10 May 2021

Speaker: En. Ahmad Muslihuddin (AKPK)

4. Mental Health Awareness: Taking Care of Your Mental Health

Date: 31 May 2021

Speaker: En. Ahmad Mushlihuddin (AKPK)

5. Microsoft Excel Workshop 2.0 - Beginner and Intermediate Module

Date: 10 June 2021

Speaker: En. Noorsyazwan bin Nazri (Cenergi SEA)

6. IT Awareness Talk

Date: 14 July 2021

Speaker: Mr. Shannon Alexander (SRKK Group)

7. PMF Refresher Workshop

Date: 21 July to 4 August 2021

Speaker: HCM Team

8. ERP Portal System Training (Latest Finance System)

Date: 11 August 2021

Speaker: BC System Consultant, Tecsa

9. Self-Empowerment & Mental Resilience Program (Executive Levels)

Date: 30 September & 1 October 2021

Speaker: Master Trainer, Dr. Harjit Singh (Quantum Achievers)

10. Building Mental Resilience (Managers Level)

Date: 7 & 8 October 2021

Speaker: En. Azman Shah Dato' Aziz (Performance Development Consultants (PDC))

Employee Performance Review

Employees at Cenergi receive an annual performance review, which serves as a platform for sharing feedback, exchanging ideas, identifying areas for improvement, and determining the training and development needs of each employee. In 2021, 100% of our employees received an annual performance review.

Employee Development and Satisfaction

Providing training and development is essential in ensuring our workforce remains relevant and agile in our pursuit to shape a future-proof workforce. Furthermore, upskilling our employees will increase employee satisfaction and retain our talent. We continue to provide technical and non-technical training such as functional and soft skills, professional certification training and management trainee programmes to develop and refine the skills of our people.

Employee Satisfaction Survey

In 2021, we conducted our annual Employee Satisfaction Survey (ESS) to determine the factors that motivate employees to perform better and gauge employees' commitment towards the Company's goals, values and organisational success. The ESS was also to ensure that employees were committed towards enhancing their own sense of wellbeing.

A total of 159 employees across the Group participated in the survey, where we scored 76.5%, higher than 2020's score of 74%. The survey covered issues on employee engagement, job satisfaction, health and safety, leadership and alignment, training and development, collaboration and teamwork, organisation communication and culture, pay and benefits, work environment, as well as work-life balance.

We are pleased to note that we achieved our target of having less than 15% of our talent pool resign, demonstrating high employee engagement and job satisfaction in our workforce.

KPI	Target	Actual
Employee Satisfaction Survey Score	50-60%	Achieved. ESS Score: 75.6%
Retention	Less than 15% resignations from Talent Pool	Achieved. Resignation: 12.8%

Based on the findings on the survey and feedback provided by employees, Cenergi will make improvements on:

1. Training and Development

- To provide external technical training
- To provide on-job training at Biogas Plants conducted by subject matter experts
- To create a Cenergi Training Hub digital platform

2. Organisation Culture

To conduct engagement/communication sessions with all staff on a quarterly basis.

3. Pay and Benefits

To revise salary benchmarking and comply with the minimum wage as gazetted by the Government.

4. Work Environment and Work-Life Balance

To organise more indoor engagement activities such as birthday celebrations, Cenergi Get Togethers, festive celebrations and other events.

Management Trainee Programmes

Our Management Trainee Programmes provide graduates the opportunity to gain experience and knowledge in the renewable energy industry to enable them to contribute to the workforce and build up the industry. Established in 2018, the programme is available to graduates from any discipline with a minimum requirement of 3.0 CGPA. As of 2021, two trainees were recruited as full-time employees and absorbed into various departments.

Internal Training Programmes

We continued to develop and enhance the skills of our employees based on their respective Training Needs Analysis, which is conducted annually. Our training programmes comprise technical, functional, soft skills and professional certificate. While the functional and technical training are meant to improve employees' operational skills, the soft skills programmes cover critical thinking and problem solving for effective management decision making as well as time management.

In the last two years, the number of training programmes implemented was affected by disruptions from the pandemic.

76 functional training

4 technical training

2 soft skills

3 Professional Certificate

Training Hours

BY GENDER						
Training Hours/ Gender	2019		2020		2021	
	Male	Female	Male	Female	Male	Female
Total No. of Employees	110	46	117	40	134	40
Total No. of Training Hours	2,294.0	1,786.0	1,572.0	936.5	2,289.5	1,208.0
Average Training Hours Per Employee	20.9	38.8	13.4	23.4	17.1	30.2

BY EMPLOYEE						
Employee Category	2019		2020		2021	
	Total No. of Training Hours	Average Training Hours Per Employee	Total No. of Training Hours	Average Training Hours Per Employee	Total No. of Training Hours	Average Training Hours Per Employee
Non-Management	392.0	6.8	784.0	10.2	784.0	10.2
Management	3,601.0	37.9	2,560.5	28.5	2,560.5	28.5
Senior Management	87.0	29.0	153.0	21.9	153.0	21.9

Employee Benefits

We go beyond providing monthly wages and obligatory benefits to compensate employees for their time, hard work and dedication. We have a unique benefit scheme, whereby each operation and division within the Group has its own specific employee benefit scheme. Our employees enjoy competitive benefits that are unique to each individual based on the employee's performance, qualifications and/or experience. Our full-time employees are given the following the benefits, based on their respective job grade:

- Group Term Life insurance coverage for contract and permanent employees
- Maternity and Paternity leave for contract and permanent employees
- Flexible working hours
- Marriage and examination leave
- Performance bonuses for eligible contract and permanent employees
- General Hospitalisation and Surgical Insurance benefits for in-patient and outpatient coverage for contract and permanent employees
- Dental benefits
- Maternity benefits
- Parking allowance
- Reimbursement for phone claims, car maintenance and professional membership fees
- Annual increment for contract and permanent employees

Parental Leave

	Male	Female
Total number of employees that were entitled to parental leave	134	40
Total number of employees that took parental leave	8	3
Total number of employees that returned to work in the reporting period after parental leave ended	8	3
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	7	3
Return to Work Rate	100%	100%
Retention Rate	88%	100%

Human Rights and Labour Practices

We uphold the human rights of our employees and workers through the implementation of our Code of Business Conduct (COBC). The Group prohibits any form of harassment, threats and violence be it verbal, physical or visual and we do not condone the use of illegal substances or criminal activities. Anyone found committing any wrongdoing will be punishable by law and will be dealt with in accordance with the Group's policies and procedures.

We continue to treat our employees with fairness without any form of judgement or discrimination and we do not condone any form of slavery, including modern slavery and child labour in our operations. To ensure no exploitation or human trafficking activity in our supply chain, assessments are conducted on the foreign workers by requiring a photocopy of their passports and permits. We also ensure that we comply with the approved working hours as per the Employment Act 1955 and pay our workers with wages above the minimum requirement with EPF and SOCSO provided. Regular weekly meetings are held on site between workers and contractors to perform safe work practices. Further to that, our employees are provided with housing while sub-contractors' workers are provided living quarters within the palm oil mill premises, or in rented accommodation or homestays, in compliance with the Workers' Minimum Standards of Housing and Amenities Act 1990 (Act 446). We regularly check the workers' quarters, which are also audited by the Malaysian Palm Oil Board (MPOB) and the Construction Industry Development Board (CIDB).

Occupational Health and Safety

Occupational health and safety are our priority as we endeavour to protect our people and make sure that they go home safely. We strive to achieve zero fatality through the continual improvement of the Group's Health, Safety and Environment (HSE) performance. Our aim is to improve our HSE practices based on external/ internal issues, legal requirements and other regulations, and planned or performed work-related activities. In the year under review, there were no notices or penalties issued by the authorities regarding HSE matters.

We continue to set targets to raise our HSE standards and in 2021, we achieved 100% of our targets.

2021 Targets	Progress	Notes
Maintain zero lost time incident	● Achieved	Zero Lost Time Injury (LTI) maintained.
Maintain HSE compliance with all applicable legal and other requirements in Malaysia	● Achieved	No notice/ penalty was issued by the authorities, i.e.: DOSH, DOE & EC.
Maintain scheduled waste storage at all sites	● Achieved	Certified Environment Professional in Scheduled Waste Management (CePSWaM) has been appointed at each biogas plant to maintain the scheduled waste being generated.
Enhance safety culture at workplace	● Achieved	Based on the annual HSE audit in 2021, all plants made improvements. Average increase for all plants is about 19.3%.

Occupational Health and Safety Management System

We are guided by our HSE Policy Statement, which is available on our corporate website and aims to drive home the message that HSE is everyone's responsibility. Our HSE practices reflect the management system of ISO 45001 based on the Plan-Do-Check-Act (PDCA) cycle to achieve the occupational health and safety targets set by the organisation. While we have yet to attain an ISO certification, we benchmark our management system against ISO standards to provide a safe and healthy workplace. Our Occupational Health and Safety Management System covers all our employees, visitors and members of the public within the vicinity of our premises and operations to safeguard them from any unexpected incidents.

We have been integrating a culture of safety at the workplace by conducting an annual HSE audit, which aims to ensure regulatory compliance and stringent health and safety measures are conducted across our operations. In 2021, we conducted an internal audit on 11 operational plants and found that the plants were in excellent condition, scoring 81% to 100%. This was a marked increase compared to 2019. Many of our operational plants reported an average improvement of 19.3% in their HSE practices while the biogas plant in Palong, Pahang was one of the operational plants that improved the most, from 54% in 2019 to 89% in 2021. We will continue to make improvements and close gaps in our OSH management plan to manage our hazards, risks and accidents effectively.

Health and Safety Governance

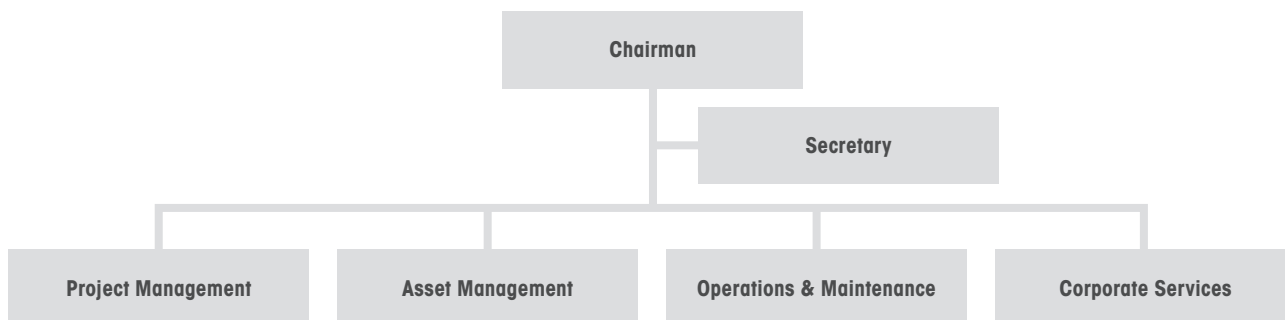
Our health and safety is governed by:

- Group Safety and Health Committee,
- Project Delivery Safety and Health Committee; and
- Operation & Maintenance Safety and Health Committee.

The committees meet every three months to examine and discuss any issues faced by workers. Each committee comprises an employer representative, employee representative and safety personnel (as secretary), where decisions are made by the employer representative who functions as the chairman of the committee.

Safety and Health Committee (SHC) Group Chart

The Group's Safety and Health is chaired by the Chief Executive Officer, who is supported by a Secretary. The Committee comprises representatives from the Management and employees from Project Management, Asset Management, Operations and Maintenance, and Corporate Services. Members of the Committee work hand in hand to implement Health and Safety initiatives to minimise the occurrence of workplace injuries and fatalities. The Committee discusses important issues including injuries, accidents, work-related illnesses and carry out investigations on any reported incidents at the workplace.



Hazard Identification and Risk Assessment

We conduct Hazard Identification, Risk Assessment and Risk Control (HIRARC) prior to the commencement of every project and site activity. The identified hazards and our existing control measures will enable us to identify the severity and likelihood of potential hazards. From there, the risk matrix will be identified, ranging from 1-25 (1-4 low risk; 5-12 medium risk; 13-25 high risk).

Prior to any project, a HSE Plan is required where HIRARC, Emergency Response Team (ERT) and Plan (ERP), and environmental management issues are addressed. This is to ensure that every aspect of health and safety including emergency contact persons and steps needed to be taken are covered. Additionally, a detailed Job Method Statement (JMS) is required to assess the hazard that might occur in each step of the work process. The documentation of all these must be prepared prior to the commencement of any work-related activity.

Beyond HIRARC, we do all we can to avoid any safety incidents. This includes ensuring the first aid kits in the Headquarters and all operational sites are checked once a month to make sure that the items are sufficient and in good condition. All our sites are appointed with well-trained first aiders to handle minor incidents like cuts and bruises. Employees are sent to the nearest clinic for more serious injuries that require proper medical treatment.

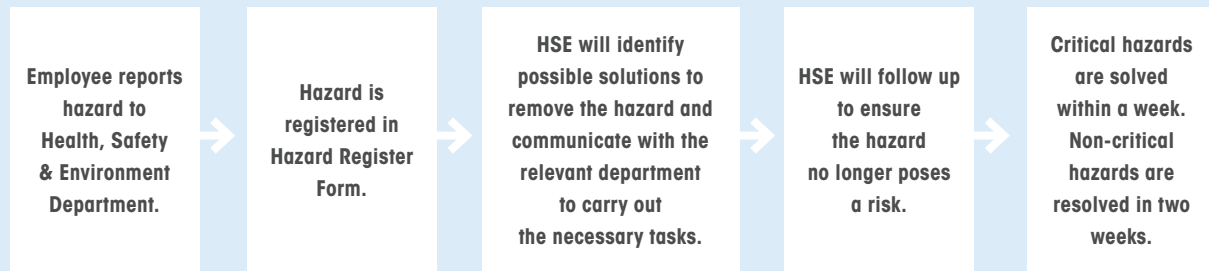
Incident Investigation

The Occupational Safety and Health Act of 1994 (Act 514) requires an employer to notify the nearest Department of Occupational Safety and Health (DOSH) office of any accident, dangerous occurrence, occupational poisoning and occupational disease that has occurred in a workplace. At Cenergi, we comply with the DOSH requirement and ensure that all incident/ accident investigations are carried out based on DOSH Guidelines on Safety and Health (Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease) Regulations 2004 (NADOPOD).

When an incident/ accident occurs, the site supervisor is expected to report the incident directly to the HSE department or relevant authorities. An investigation team will be formed comprising representatives from HSE, operation staff/ supervisor/ plant head and engineers from headquarters. The team will recreate how the accident took place and conclude on the root cause. Once the root cause is determined, corrective and preventive action will be developed to prevent recurrence of similar incidents/accidents in the future. The recommended actions must be implemented within two months and a second site visit will take place to ensure that the recommended actions have been implemented. A brief report will be prepared and shared with the respective plant, business segment and senior management team involved to determine if further improvements are needed and lessons learned are shared across all the departments in the business unit.

Safety hazard reporting

Employees are encouraged to report hazards to the HSE Department and they are dealt with in a systematic and timely manner.



Occupational Health Services

We have in place an Unsafe Act and Unsafe Condition Reporting (UAUC) system that allows staff to easily report any act or situation they deem unsafe, that may injure workers. The UAUC forms are available in soft and hard copies for easy access at every operational site as well as Headquarters and are under the responsibility of plant heads/supervisor and HSE team. HSE is responsible for the follow-up of corrective actions and ensuring these actions are made in the report. Actions will be taken based on the identified hazards, or unsafe act and condition. In 2021, seven unsafe acts and five unsafe conditions were identified and reported via the UAUC. The system, which was first introduced in 2017, aims to encourage employees to be proactive in minimising safety risks and eliminating hazards.

Raising Awareness on Health and Safety at Work

Training and educating employees on health and safety measures are vital to establish a culture of safety awareness and compliance. All our employees and contractors are given safety briefings on Cenergi's HSE policy, evacuation plan, hazards, risks and internal HSE department processes to ensure they understand the process of reporting hazards or incidents and what action to take during emergency situations. We also conduct Toolbox Talks to brief contractors on safety issues.

In 2021, we organised several internal and external training programmes for the benefit of our employees and contractors. Some of the programmes included:

Internal Training

- Safety Induction
- Safety Briefing
- Toolbox Meeting
- Emergency Response Training

External Training

- Confined space training
- Basic Occupational First Aid
- AED Training, Scheduled Waste Training

HSE Performance

Cenergi and its various divisions recorded two million safe man-hours at the end of 2021. This was the direct result of the collaborative efforts between our employees and contractors who demonstrated that health and safety are a core value at Cenergi.

There were zero reported cases of fatalities and injuries due to work-related ill health for both employees and non-employees in the year under review. However, there were two recordable work-related ill health, with one case each in the employee and non-employee category.

OSH Performance Data

Work-related Injuries	2019		2020		2021	
	Number	Accident Rate (%)	Number	Accident Rate (%)	Number	Accident Rate (%)
EMPLOYEES						
Fatalities	0	0	0	0	0	0
High-consequence work-related injuries	0	0	0	0	0	0
Recordable work-related injuries	4	3.8	0	0	1	1.9
CONTRACTORS						
Fatalities	0	0	0	0	0	0
High-consequence work-related injuries	0	0	0	0	0	0
Recordable work-related injuries	0	0	0	0	1	1.9

Note: Per million hours worked.

Work-related ill health	2019	2020	2021
EMPLOYEES			
Fatalities due to work-related ill health	0	0	0
Recordable work-related ill health	0	0	0
CONTRACTORS			
Fatalities due to work-related ill health	0	0	0
Recordable work-related ill health	0	0	0

Lost Time Injury Frequency Rate (LTIFR)

2019	2020	2021
0	0	0

Note: Per million hours worked.

Community Impact and Development

As a socially responsible organisation, we are committed to giving back to the local communities in which we operate. We aim to empower the communities around us by contributing to a sustainable future for all.

However, due to COVID-19 restrictions, we could not engage with the local communities or organise community programmes and initiatives in the year under review. We hope to resume our community engagement activities in the coming year.



Good Governance and Sustainable Growth

Sound corporate governance practices are crucial for enhancing shareholders' value, instilling business integrity and increasing investors' confidence for us to achieve our corporate objectives and vision.

Cenergi's Board of Directors, internal committees and employees are dedicated to achieving and maintaining the highest levels of corporate governance. We constantly strive to improve the Company's corporate governance practices and processes and will always uphold the four corporate governance pillars, namely ethical behaviour, accountability, transparency, and sustainability.

The Board is committed to ensuring that the Company's Corporate Governance Framework complies with the requirements and guidelines under Companies Act 2016 (CA 2016, Act) and the Malaysian Code on Corporate Governance 2021 (MCCG 2021). We are pleased to report that there were no fines or non-monetary sanctions incurred in relation to non-compliance with laws and regulations in the year under review.

We believe that ethical behaviour and good corporate citizenship is key to our ability to continue to operate, maintain our legal and social licences and remain resilient especially in the face of current economic headwinds and challenges brought on by disruptive external influences.

Board of Directors and Internal Committees

The Board directs and oversees the management of Cenergi's business and affairs with the goal of achieving long-term success and delivering sustainable value to its stakeholders. Comprising four members, the Board determines the Company's strategic direction, monitors Senior Management's strategy execution and the Company's financial performance. It is also responsible for making major policy decisions.

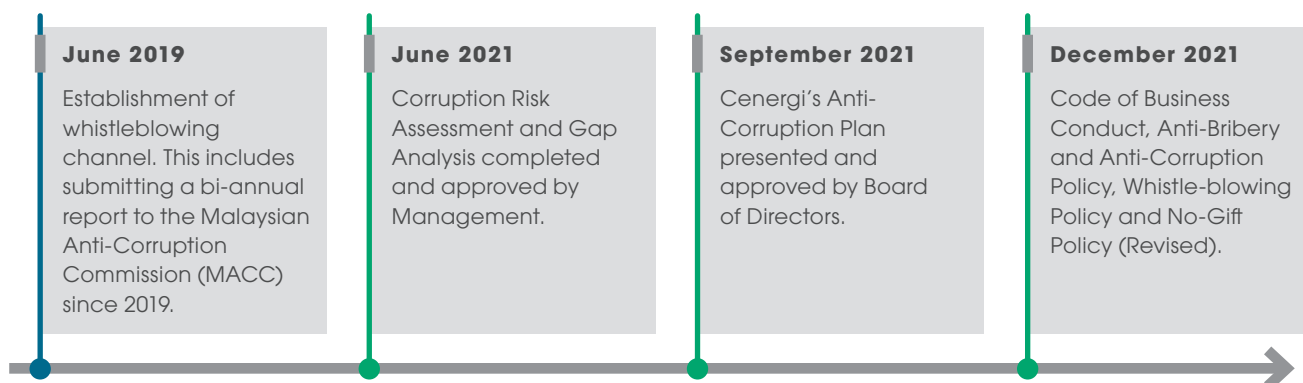
The Board is guided by the Board Charter, which defines the Board's roles and responsibilities, the principles for the Board's operation, Board's evaluation and remuneration, Code of Conduct and Ethics and matters reserved for the Board. To ensure that the Board Charter remains relevant to the Company's operating environment and regulatory compliance, the Board reviews the Board Charter as and when necessary.

The Board retains the overall management and control of the Company's business and affairs. The Board may, if necessary, revise its policy to reflect the change in the Company's operating environment. The Board is chaired by Mr. Zainul Rahim Mohd Zain, who does not hold any senior executive position in the Company.

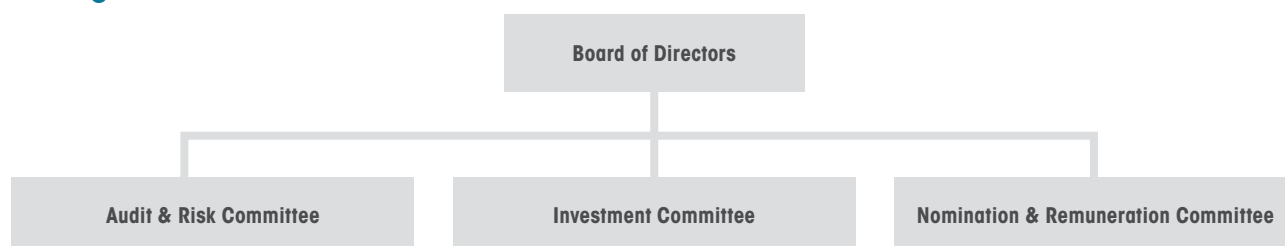
To uphold transparency and good governance, the Board has a general duty to disclose conflicts of interest according to Section 219 (Property and Offices) and 221 (Disclosure of Interest in Contracts) of the Companies Act 2016. This would enable the Company to identify conflict of interest transactions as and when they are entered.

While we generally are not obliged to disclose conflicts of interest, our Code of Business highlights general ways of avoiding conflicts of interest. This is supported by other Company policies including Anti-Bribery and Anti-Corruption Policy, and No Gift Policy.

Our policies have been reviewed to include the following:



Cenergi's board committees



The Board is supported by Board Committees that are formed to oversee specific tasks for which the Board is responsible, within the confines of clearly defined terms of reference. This ensures that Board members can spend their time efficiently, while Board Committees are given the delegated authority to look into specific issues.

Responsibilities of Board and Internal Committees

Board of Directors

- In charge of the Board's leadership.
- Creates space for open communication/ discussion or information sharing.
- Promotes and supervises the highest levels of corporate governance.
- Manages the day-to-day operations of the Company.
- Designs and approves Company strategies and objectives.

Chair:

Zainul Rahim Bin Mohd Zain
Chairman of the Board

Investment Committee

- Assists the Board in reviewing significant matters related to all existing and potential investments and making appropriate recommendations to the Board.
- Reviews the Group's investment portfolio to assess the performance of the Group, including emergency risks and opportunities, market outlook, economic indicators, currency market, regulatory developments as well as key business developments.

Chair:

Michael Robert Ashburn
Director

Nomination & Remuneration Committee

- Oversees the nomination and selection of Board members and Senior Management.
- Assesses and monitors the Board's composition and effectiveness.
- Assesses and monitors the Board's composition and effectiveness.
- Undertakes development needs and succession planning initiatives.
- Recommends and reviews remuneration structure for the Board and Company as a whole.

Chair:

Zainul Rahim Bin Mohd Zain
Director

Safety and Health Committee (SHC)

- Assists an employer in safety and health awareness programmes to promote a safe conduct of work at the place of work.
- Reviews the safety and health procedures at the workplace
- Investigates any complaints or other related matters that are raised.
- Holds regular discussions with the employer on issues relating to safety and health at the workplace.

Chair:

Hairol Azizi Tajudin
Group CEO

Audit & Risk Committee

Assists Board in carrying out statutory and fiduciary responsibilities relating to:

- Monitoring financial risk processes, accounting practices, system of internal controls.
- Managing financial reporting practices.

To accomplish this, the Audit Committee:

- Oversees the reports of external and internal auditors.
- Protects integrity of financial reporting.
- Ensures a sound system of internal controls to protect and enhance Company's value.

Chair:

Elaine Ong
Director

Corporate Social Responsibility (CSR)

- Fulfil our vision in caring for the community and environment.
- Managed through our Corporate Administration and Events team.

Human Capital Management & Organisational Development

- Improving the company efficiency through its people.
- Building employees capacity so that it may contribute to the company efficiently.



Ethics and Compliance

The Board establishes a Code of Conduct and Ethics for the Company and implements its policies and procedures together with management. This includes managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering. Cenergi has a zero-tolerance policy with regards to breaches of trust, ethics violations or conflicts of interest. Any reported incidents are dealt with seriously and parties in breach will face stern disciplinary action. All matters regarding integrity, ethics and key corruption risks are under the purview of the Senior Management.

The Company expects all its internal and external stakeholders to comply with the Group's No-Gift Policy and Code of Conduct. Our employees and anyone dealing with us are expected to behave in a manner that is above reproach at all times, to be fair, just and moral especially with regard to how the Company deals with people and matters that affect its reputation. We are dedicated to upholding integrity and ethical standards of the highest calibre in all our dealings, as we aim to set the benchmark not just for our employees but the industry as well.

We have been submitting the Fungsi Teras Unit Integriti and Governance report to the MACC on a bi-annual basis since 2019, in compliance with the MACC's requirement. The report proves that Cenergi has undertaken anti-corruption initiatives.

In February 2020, the Risk Management unit organised an integrity talk in collaboration with Khazanah Nasional Berhad. Covering topics such as Satu Perjalanan Integriti – An anecdote of a former civil servant (a magistrate) who was convicted for bribery and corruption during his tenure of service with the government, the talk was attended by all our employees at Headquarters and operational plants.

Strengthening our integrity

In 2020, we enhanced our integrity by replacing the Governance and Integrity Committee with a fully trained Certified Integrity Officer (CeIO) from the Risk Management and Corporate Affairs department. The training, which was completed in September 2020, was certified by the MACC. The CeIO is responsible for spearheading and coordinating initiatives to strengthen and embed integrity in the DNA of Cenergi.

Anti-Bribery and Anti-Corruption Policy

At Cenergi, we acknowledge that bribery and corruption will destroy the goodwill of our organisation, its long-term prospects and licence to operate. The perception of being corrupt or open to accepting bribes would irreparably damage the trust people have in Cenergi's brand and its reputation.

We are guided by our Anti-Bribery and Anti-Corruption Policy, as well as a No-Gift Policy in our commitment to upholding ethics and integrity. Under our No-Gift Policy, corporate gifts are acceptable if the gift complies with the policies and guidelines set by the Company. We neither solicit nor grant bribes as defined by the MACC Act 2009 and we submit reports and updates of our policies to the MACC on a bi-annual basis. In the year under review, there were zero confirmed incidents of corruption and actions taken.

We communicate our Anti-Bribery and Anti-Corruption Policy through formal meetings to our Board of Directors and through briefings, talks and townhall meetings to our employees and external stakeholders. We also keep our employees updated on a weekly basis via internal What's App chat group on any issues pertaining to corruption. Our updated Anti-Bribery and Anti-Corruption Policy and No-Gift Policy are accessible via our corporate website, as well as Cenergi's internal portal and shared server.

In 2021, 100% of our Board and employees were informed of the policy and received training on anti-corruption. Further to that, we constantly engage with the MACC to keep up to the date with the latest regulations on integrity. In September 2021, the Board was briefed by the MACC on the Section 17A MACC Act 2009.

Our anti-corruption risk assessments are conducted as and when the need arises and where there is a change of business or market conditions, legal or regulatory requirements, or when the Board deems fit. In the year under review, 100% of our 19 operations were assessed internally for corruption risks. The assessment found that there were significant risks related to giving gratification to either regulatory officers, business partners or external parties to influence decision making, secure business contracts, attain certificates or licenses and secure financial assistance. To this end, we have developed an Organisational Anti-Corruption Plan (OACP) in September 2021 to roll out various measures, programmes and activities to further embed anti-corruption practices across our operations and value chain.

Organisational Anti-Corruption Plan

We extend our integrity and anti-corruption programmes to all our subsidiaries and vendors, and we seek to work with companies that have similar policies and ideals. Among the measures we have taken included:

- Conducting a **Corruption Risk Assessments & Gap Analysis** exercise with all the relevant HODV or HOD.
- Preparing a **Summary Corruption Risk Register** to update and obtain approvals from the Senior Leadership Team.
- Continuously monitoring and updating the Government's Policy and Procedures with regards to issues pertaining to Anti-Corruption and its requirements.
- Organising **Anti-Corruption Talks** for Board members in December 2021.
- Sharing daily news on corruption cases with all employees to create awareness on anti-corruption and promote a culture of integrity.
- Incorporating the **Corruption Risk Register** into the **Enterprise Risk Register** of the Company.
- Developing a **Code of Business Conduct**.
- Developing the **Whistleblowing Policy and Procedures**.
- Developing **Anti-Corruption Policy and Procedures**; and
- Revising **No-Gift Policy**.

Whistleblowing Policy

We have in place a Whistleblowing Policy that provides employees and third parties a proper avenue and procedure to disclose cases of improper conduct such as criminal offences, fraud, corruption and breach of Group policies and Code of Conduct or other malpractices without fear of reprisal. The policy, which was revised in December 2021 and approved by the Board, ensures that whistle-blowers are assured confidentiality of identity, to the extent that is reasonably practicable. This includes protecting the whistle-blowers from detrimental actions that may result from the disclosure of improper conduct, provided that the disclosure is made in good faith.

The policy also ensures that fair treatment is provided to both the whistle-blower and the alleged wrongdoer when a disclosure of improper conduct is made. The Whistleblowing Policy and procedures are available on our corporate website and accessible by employees, business partners, vendors and all third parties dealing with Cenergi.

In addition to the policy, whistleblowing can be made to the MACC. We are pleased to report that there were zero reports received via the Whistleblowing Policy and zero reports made to the MACC in the year under review.

Economic Excellence and Sustainable Growth

Economic performance is essential to support the business operations and the Group's value chain to ensure long-term business continuity. Our revenues are used to fund our daily operations, pay employees' wages and welfare, fund corporate social activities and make new responsible investments which will further reduce GHG emissions in the environment. To ensure economic excellence and sustainable growth, we continuously look out for investment opportunities in renewable energy and sustainable businesses.

We are guided by our various Group policies such as our Investment (including Green Sukuk framework) and Sustainability Policy to invest in projects that will reduce carbon emissions. Our target is to achieve 200 MW in renewable energy capacity and invest RM200 million in Energy Efficiency (EE) and Sustainable Ventures by 2025.

To ensure our approach is efficient, regular internal and external audits are conducted across the Group to manage challenges or close gaps, through measuring the Company's performance against goals and targets. We engage an external party for regular statutory financial audits. Internally, we track our performance of targets regularly including the Health, Safety and Environment performance, while our Operations & Maintenance conduct internal operational audits. This will further determine whether there is growth or changes in the Group arising from the approach taken. To this end, we have an Investment Committee for project approvals and an Audit & Risk Committee for progress or performance updates at Board level. Management Committee Meetings are conducted at management level twice a month.

While building resilient business growth remains our priority, generating indirect economic impact, such as creating jobs for the local community is equally important in our journey of value creation. Our project sites, which are mainly construction (civil and structural) works and labour-intensive, allow us the opportunity to engage local subcontractors. As of 2021, we have created 174 jobs from 87 operational sites for the local communities in which we operate.

Economic Value Generated	Economic Value Distributed	
Operating Revenue: RM46.3 million	Operating Costs	RM22.0 million
Other Income: RM0.8 million	Employee Wages and Benefits	RM17.1 million
	Taxes	RM1.2 million

Cenergi's Green Sukuk Wakalah







In ensuring sustainable growth, Cenergi SEA launched its first Green Sukuk Wakalah programme in December 2021 for our next stage of growth. The Islamic notes issuance programme of up to an aggregate amount of RM1.5 billion in nominal value (Sukuk Programme) first issued RM210 million Senior Islamic Medium-Term Notes in November 2021 to enable the Company to expand its business and enhance the renewable energy sector. This is in support of the nation's aspiration of achieving carbon neutrality by 2050. Proceeds from the sukuk issuance will be used to refinance Cenergi's existing loans and to fund its upcoming RE projects.

The RM210 million ASEAN SRI Green Senior Sukuk Wakalah issuance comprises a five-year RM85 million sukuk due in 2026 with a profit rate of 5.3% per annum and a seven-year RM125 million sukuk due in 2028 with a profit rate of 5.55% per annum respectively. The sukuk programme was assigned a final rating of A1/Stable for the senior sukuk wakalah and A3/Stable for the perpetual sukuk wakalah by RAM Rating Services Bhd.

Based on the Syariah principle of Wakalah Bi Al-Istithmar, the sukuk programme is guided by Cenergi SEA's Green Sukuk Framework, which complies with the Securities Commission Malaysia's (SC) Sustainable and Responsible Investment (SRI) Sukuk Framework, the ASEAN Green Bond Standards (GBS) issued by the ASEAN Capital Markets Forum, and the Green Bond Principles (GBP) issued by the International Capital Market Association.

The Green Sukuk Framework received a second opinion from RAM Sustainability Sdn Bhd, a provider of Environment, Social and Governance analytics and the first ASEAN-based provider of sustainability ratings and second opinions. The second opinion, which is available on our corporate website, concluded that the Green Sukuk Framework is clear about the intended use of proceeds, project evaluation and selection, management of proceeds and reporting commitments. It also stated that the Green Sukuk Framework is aligned with the transparency and disclosure requirements of the SRI Sukuk Framework, the ASEAN GBS and the globally recognised GBP. The Green Sukuk was assigned Environmental Benefit (EB) ratings by RAM Sustainability for Cenergi's six green solutions as shown in the table:

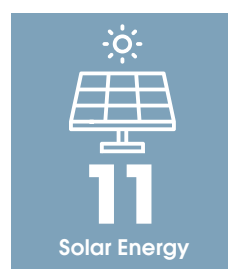
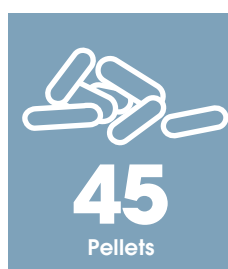
The assigned EB Ratings to Cenergi's eligible projects

SRI Sukuk Framework, ASEAN GBS and GBP Eligible Project Category	Cenergi's Eligible Project Category		RAM Sustainability EB Rating	
<ul style="list-style-type: none"> Pollution Prevention and Control Circular Economy Adapted Products, Production Technologies and Processes Renewable Energy Renewable Energy 	Biogas			Environmental Benefit: Tier 1
	Solar			Environmental Benefit: Tier 1
Renewable Energy	Other Renewable Energy	Wind, Mini-Hydro		Environmental Benefit: Tier 1
		Biomass		Environmental Benefit: Tier 2 to 3
Energy Efficiency	Energy Efficiency			Environmental Benefit: Tier 2
<ul style="list-style-type: none"> Pollution Prevention and Control Circular Economy Adapted Products, Production Technologies and Processes 	Sustainable Biomass Fuel			Environmental Benefit: Tier 2 to 3

Responsible Supply Chain

Having a sustainable supply chain is vital in ensuring smooth business operations and delivering excellence. Our supply chain involves the development and operation of renewable energy and energy efficiency projects. We provide end-to-end services from Engineering, Procurement, Construction and Contracts (EPCC), from operation and maintenance to asset management. Our biogas and solar plants sell electricity to Tenaga Nasional Berhad while rooftop solar plants sell energy to C&I customers.

In 2021, we contracted over 300 suppliers from across our business segments:



We strive to maintain good business relationships with all suppliers who are contract-based and we support local suppliers and industries that are in proximity to our project sites to save cost and time, besides minimising our carbon footprint. Most of our suppliers provide equipment, machinery, designing, engineering, logistics and manpower for labour-intensive work.

To advocate a responsible supply chain, we strive to include sustainability considerations into our supplier selection process such as principles of good governance, environmental impacts and cost savings. This information will be required by the procurement team as supporting documents in the selection of suppliers and the findings may influence our decision in appointing vendors who embed sustainability practices in their operations. Moving forward, we will continue to ensure that our suppliers are in compliance with best practices and adhere to our Procurement Policies and Procedures.

In the year under review, the estimated procurement payment made out was about RM49.2 million, of which 98% went to goods and services by local suppliers.

Note: Local refers to suppliers within the region we operate.

GRI Content Index

Statement of Use: Cenergi SEA Berhad has reported the information cited in this GRI content index for the period 1 January to 31 December 2021 with reference to the GRI Standards.

GRI 1 Used: GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
GRI 2: GENERAL DISCLOSURES 2021			
THE ORGANISATION AND ITS REPORTING PRACTICES			
2-1	Organisational details	About This Report	
2-2	Entities included in the organisation's sustainability reporting	About This Report	
2-3	Reporting period, frequency and contact point	About This Report	
2-4	Restatements of information	Pg. 17	
2-5	External assurance	-	This report has not been externally assured.
ACTIVITIES AND WORKERS			
2-6	Activities, value chain and other business relationships	Pg. 2, 7-9, 37	
2-7	Employees	Pg. 21-22	
2-8	Workers who are not employees	Pg. 22	
GOVERNANCE			
2-9	Governance structure and composition	Pg. 32-33	
2-10	Nomination and selection of the highest governance body	-	Not applicable. Cenergi is not a publicly listed company and hence it is not obliged to report on this disclosure.
2-11	Chair of the highest governance body	Pg. 32	
2-12	Role of the highest governance body in overseeing the management of impacts	Pg. 32-33	
2-13	Delegation of responsibility for managing impacts	Pg. 33	
2-14	Role of the highest governance in sustainability reporting	Pg. 11	
2-15	Conflicts of interest	Pg. 32	
2-16	Communication of critical concerns	Pg. 35	
2-17	Collective knowledge of the highest governance body	Pg. 32-33	
2-18	Evaluation of the performance of the highest governance body	-	Not applicable. Cenergi is not a publicly listed company and hence it is not obliged to report on this disclosure.
2-19	Remuneration policies	-	Not applicable. Cenergi is not a publicly listed company and hence it is not obliged to report on this disclosure.
2-20	Process to determine remuneration	-	Not applicable. Cenergi is not a publicly listed company and hence it is not obliged to report on this disclosure.
2-21	Annual total compensation ratio	-	Not applicable. Cenergi is not a publicly listed company and hence it is not obliged to report on this disclosure.

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
STRATEGY, POLICIES AND PRACTICES			
2-22	Statement on sustainable development strategy	Pg. 4-5	
2-23	Policy commitments	Pg. 16, 27, 32, 35	
2-24	Embedding policy commitments	Pg. 16, 27, 32, 35	
2-25	Processes to remediate negative impacts	Pg. 35	
2-26	Mechanisms for seeking advice and raising concerns	Pg. 35	
2-27	Compliance with laws and regulations	Pg. 19, 31	
2-28	Membership associations	Pg. 10	
STAKEHOLDER ENGAGEMENT			
2-29	Approach to stakeholder engagement	Pg. 12	
2-30	Collective bargaining agreements	-	Not applicable. Cenergi does not have union workers.
GRI 3: MATERIAL TOPICS 2021			
3-1	Process to determine material topics	Pg. 13	
3-2	List of material topics	Pg. 13	
STANDARD DISCLOSURES			
MATERIAL MATTER: ECONOMIC EXCELLENCE AND SUSTAINABLE GROWTH			
3-3	Management approach	Pg. 36	
201-1	Direct economic value generated and distributed	Pg. 36	Part a: ii. Economic value retained. Cenergi is not a publicly listed company and hence it is not obliged to report on this disclosure.
MATERIAL MATTER: RESPONSIBLE SUPPLY CHAIN			
3-3	Management approach	Pg. 37	
204-1	Proportion of spending on local suppliers	Pg. 37	
MATERIAL MATTER: ETHICS AND COMPLIANCE			
3-3	Management approach	Pg. 34-35	
205-1	Operations assessed for risks related to corruption	Pg. 35	
205-2	Communication and training about anti-corruption policies and procedures	Pg. 35	
205-3	Confirmed incidents corruption and actions taken	Pg. 35	
MATERIAL MATTER: RENEWABLE ENERGY DEVELOPMENT			
3-3	Management approach	Pg. 17	
MATERIAL MATTER: CLIMATE IMPACT AND LOW CARBON TRANSFORMATION			
3-3	Management approach	Pg. 17	
305-5	Reduction of GHG emissions	Pg. 17	

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
MATERIAL MATTER: WATER AND WASTEWATER			
3-3	Management approach	Pg. 18	
303-2	Management of water discharge-related impacts	Pg. 18	
303-3	Water withdrawal	Pg. 18	
303-4	Water discharge	Pg. 18	
306-3	Waste generated	Pg. 18	
306-5	Waste directed to disposal	Pg. 18	
MATERIAL MATTER: CIRCULAR ECONOMY			
3-3	Management approach	Pg. 19	
MATERIAL MATTER: ENVIRONMENTAL COMPLIANCE			
3-3	Management approach	Pg. 19	
MATERIAL MATTER: EMPLOYEE ENGAGEMENT AND WELL-BEING			
3-3	Management approach	Pg. 23	
402-1	Minimum notice periods regarding operational changes	Pg. 23	
404-3	Percentage of employees receiving regular performance and career development reviews	Pg. 24	
MATERIAL MATTER: EMPLOYEE DEVELOPMENT AND SATISFACTION			
3-3	Management approach	Pg. 24-25	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pg. 26	
401-3	Parental Leave	Pg. 26	
404-1	Average hours of training per year per employee	Pg. 25	
404-2	Programmes for upgrading employee skills and transition assistance programmes	Pg. 25	Part b – There were no transition assistance programmes carried out in the year under review.
MATERIAL MATTER: HUMAN RIGHTS AND LABOUR PRACTICES			
3-3	Management approach	Pg. 26	
MATERIAL MATTER: OCCUPATIONAL HEALTH AND SAFETY			
3-3	Management approach	Pg. 27	
403-1	Occupational health and safety management safety	Pg. 27	
403-2	Hazard identification, risk assessment and incident investigation	Pg. 28-29	
403-3	Occupational health services	Pg. 29	
403-4	Worker participation, consultation and communication on occupational health and safety	Pg. 27-28	
403-5	Worker training on occupational health and safety	Pg. 29	
403-8	Workers covered by an occupational health and safety management system	Pg. 27	
403-9	Work-related injuries	Pg. 30	
403-10	Work-related ill health	Pg. 30	

GRI STANDARD	DISCLOSURE	LOCATION	OMMISSION
MATERIAL MATTER: DIVERSITY AND INCLUSION			
3-3	Management approach	Pg. 21	
401-1	New employee hires and employee turnover	Pg. 22-23	
405-1	Diversity of governance bodies and employees	Pg. 21	
MATERIAL MATTER: COMMUNITY IMPACT AND DEVELOPMENT			
3-3	Management approach	Pg. 30	



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