



# Better Society: Well-Being Of Our People, Communities And Societies

F&N's successes over the last 139 years were made possible through the commitment of our people, the contributions of our consumers, and the support of communities in which we operate. Continuing to build collaborative relationships with these stakeholders is crucial to us.

We do so by offering a strong portfolio of good quality and nutritious products for consumers, providing vulnerable groups with the support they need, empowering our employees by providing tools for long-term growth and rewarding work environments, and respecting the human rights of all stakeholders.

This section elaborates on our approach in promoting the well-being of our key stakeholders, including:

- Nutrition
- Community Development and Inclusive Growth
- Human Rights
- Human Capital Development
- Employee Safety, Health and Well-being

## Material Topic and Targets for Better Society

### Nutrition

67% of beverage and dairy products (based on formulation), excluding canned milk and cordials, comply with the Nutritional Guidelines by 2025

### Community Development and Inclusive Growth

10% increase in the number of annual community programmes F&N provides (from a 2020 baseline) by 2025

### Human Capital Development

Provide an average of at least 18 hours of training to Executives and 11 hours of training to Non-executives by 2025

### Employee Safety, Health and Well-being

Reduce the LTIFR to 0

## Contributing to SDGs

### Primary



### Secondary



## Creating Value for Society

F&N believes that as a corporate citizen, valued should be created for our consumers, and the communities in our operational markets. As an industry leader in the F&B sector, it is only sensible to create value for society through the introduction of healthy products for our consumers, supporting local communities and advocating for human rights. Our efforts are further elaborated in the following sections:

- Nutrition
- Community Development and Inclusive Growth
- Human Rights

### NUTRITION

GRI Index: GRI 416-1, GRI 416-2

#### SDG's



Improving consumers' health is F&N's top priority. Our philosophy of 'Pure Enjoyment. Pure Goodness' is our commitment to consumers to deliver tasty and good quality products packed with nutritional goodness. Together with promoting an active lifestyle, F&N aims to offer products that satisfy our consumers and enhance their health and well-being.

Consumer F&B trends across the world are shifting. "Quality" is redefined by consumers to focus on affordable nutritious products. Yet many see cost as a barrier to improving their diet and health. This drives F&N to constantly reinvent, reformulate, and release new and improved products annually by focusing on reducing the sugar level of our beverages and fortifying the key nutrients in our products, to expand the availability of affordable nutritional beverages.

The F&N Nutrition Charter outlines our commitment to developing products that are healthy for consumers and guides us through our product development.

#### APPROACH

Our increasing health and nutrition ambition focuses on:

- Reducing sugar levels
- Catering to consumers with diverse dietary needs

F&N's product development team continues to expand the health and nutrition profile of our portfolio. It is important for F&N to provide products with healthier option that do not compromise on our consumers' enjoyment. More details on the new products can be found in the 'Innovation' chapter of this Report.

F&N has also established an internal advisory panel on Health & Nutrition, through the Scientific and Regulatory Affairs department, a special unit under the purview of the Group R&D Department. This special unit focuses on health and nutrition and works closely with relevant regulators in setting the nutrition policy and leading local industry players in shaping future beverages regulation.



Led by our brand promise of 'Pure Enjoyment. Pure Goodness' to consumers - to deliver products which are not only great-tasting but also packed with nutritional goodness



To develop products based on proven scientific evidence and research, and consumer insights and tastes relevant to evolving Asian lifestyles



To actively self-regulate and ensure accountability via strong corporate governance



To provide safe, high-quality and affordable products to all our consumers



To innovate and constantly refine our products to meet the changing needs of all our consumers and ensure consistent delivery of good taste and the right nutritional values



## 2025 TARGET

67% of beverage (excluding cordials) and dairy (excluding canned milk) products (based on formulation) in compliance with Nutritional Guidelines.

- In 2022, 68% of beverage (excluding cordials) and dairy (excluding canned milk) products (based on formulation) are in compliance with Nutritional Guidelines.

## PERFORMANCE

### GRI 416-1 (2016)

Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.

- 93% of significant product categories for which health and safety impacts are assessed for improvement

### GRI 416-2 (2016)

Incidents of non-compliance concerning the health and safety impacts of products and services

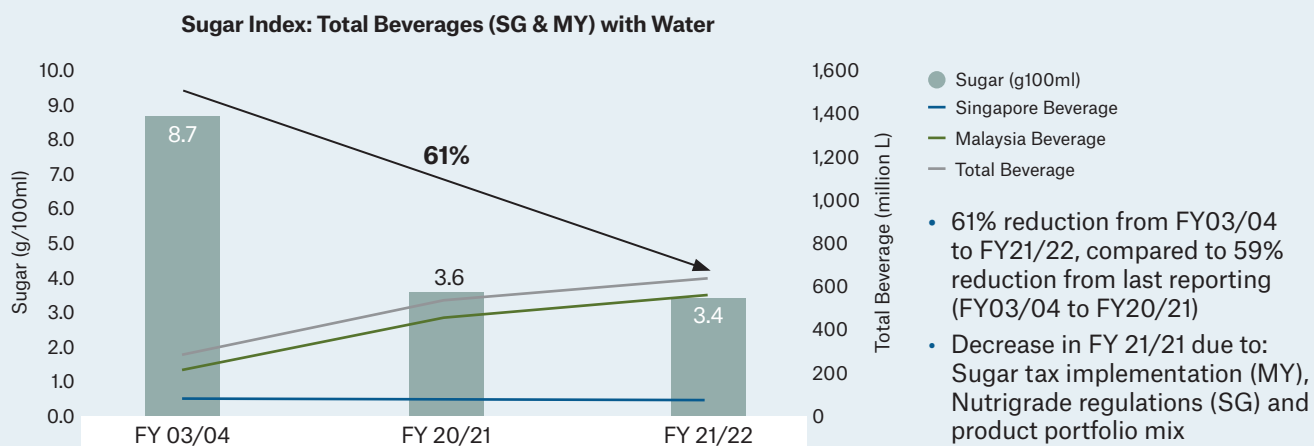
- In FY2022, we maintained our health and safety standards with no significant incidents of non-compliance with regulations resulting in fine, penalty or warning.

## INITIATIVES



### Reducing Sugar Content

Over 68% of our RTD products portfolio this year are certified HCS/HCL. Since 2004, F&N has taken deliberate steps in reducing the sugar content of our RTD products. We have achieved a further reduction of 2% in the sugar index (grams of sugar content per 100ml) across our range of RTD beverage products, in Singapore and Malaysia, as compared to last year.



### Catering to consumers with dietary restrictions and preferences

F&N provides alternative, and healthier options for consumers with food intolerances, such as lactose free milk. Lactose free milk is available in Singapore and Thailand, and F&N plans to expand this offering to Malaysia.

F&N increased its products certified with HCS/HCL, from around 50 in FY2020 to over 140 in FY2022, to cater to the increasing preference for healthier products from consumers.

# Creating Value for Society

## COMMUNITY DEVELOPMENT AND INCLUSIVE GROWTH

GRI Index: GRI 413-1

### SDG's



F&N recognises that the scale of our operations in the region goes beyond impacting our consumers. We connect and support local communities by maintaining positive relationships and strengthening them between different cultures to promote social inclusion.

### APPROACH AND INITIATIVES

In each market F&N operates in, we undertake several short and long-term programmes that serve to create greater social equity. We identified **five areas** to focus our community endeavours:

#### 1. Supporting Flood Relief

The flood in Malaysia at end 2021 was one of their worst in years, covering many parts of Peninsular Malaysia, with Selangor being hit the hardest. Videos posted on social media showed overflowing rivers, landslides, and cars submerged on abandoned streets. This had forced over 22,000 people to leave their homes.

F&NHB had quickly contributed more than 600 cartons of F&N ICE MOUNTAIN drinking water for direct distribution to the flood victims and people in affected areas through non-profit organisations like Red Crescent and Asia Crisis Response Alliance. For employees, they had distributed an estimated RM400,000 (about SGD 120,000) in crisis assistance funds to close to around 220 employees affected by the flood.

#### 2. Strengthening Vulnerable Groups

The Ukraine-Russia war has widespread effects on the global economy, causing significant disruptions in trade and food and fuel price shocks, all of which are contributing to high inflation and subsequent tightening in global financing conditions. This would no doubt have devastating effects on the vulnerable and marginalised groups. The toll from the conflict will further deepen inequality causing a greater global challenge. Our consumers and employees come from all segments of society and the widening inequality of wealth and opportunities undermine the development potential of our communities and also our business.

##### Malaysia: F&NHB International Computer Driving License ("ICDL") Annual Programme for Children

Since 2010, F&NHB has invested a total of RM200,000 (about SGD 60,000) to equip the F&N Information Technology Corners, two at Montfort Boys Town in Shah Alam and one in Montfort Youth Center in Melaka, with the necessary computer equipment, printers, projectors, internet access, as well as funding to conduct the ICDL programme.

To date, 585 children have excelled and graduated with the ICDL certification. Montfort Boys Town records a total of 414 graduates, while Montfort Youth Centre in Melaka records a total of 171 graduates. ICDL is the world's leading computer skills certification, with the course enjoying the participation of more than 16 million people in over 100 countries through 24,000 ICDL Accredited Test Centres worldwide.

##### Singapore: Supporting Vulnerable Groups

F&N supported other initiatives in Singapore:

- Sponsorship of products for charity golf events, such as Singapore Island Country Club May Day Charity 2022, Singapore Institute of Directors Charity Golf 2022 and Halogen Foundation Charity Golf 2022, raising funds for underprivileged sectors
- Collection of food items for distribution to those in need with Food Bank
- Book donations to underprivileged children through Care Corner Singapore, Big Heart Student Care, Southeast Community Development Council, and World Vision Philippines.

#### 3. Promoting Environmental Consciousness

Companies have a critical role to play in minimising our environmental footprint and leading sustainable development in societies. As we continue to move towards a circular economy model in our business, we exchange knowledge with communities and learn from them to better implement our ideas. Establishing partnerships with communities to promote environmental consciousness is our key priority.

##### Malaysia and Thailand: F&NHB School Recycling Program

After a two-year break due to the COVID-19 pandemic, F&NHB again kick-started its annual nationwide School Recycling Programme in Malaysia. Promoting the 5R philosophy, Reduce, Reuse, Recycle, Rethink and Reinvent, this initiative aims to instil good recycling habits in students from kindergartens, to primary and secondary schools.



The Waste Bank and Recycling Project was set up in two local schools in Thailand, approximately THB 150,000 (about SGD 6,000) was spent on improving the waste management infrastructure – setting up recycling stations to renovating waste storage areas. Through these projects students get inculcated with good recycling habits and obtained tangible monetary benefits by selling the recyclables collected.

#### Singapore: Recycle N Save

Recycle N Save is a joint initiative by F&N and the National Environment Agency (“NEA”) of Singapore. To date, the initiative saw the collection of more than 12 million aluminium cans and PET bottles for recycling. More details can be found in the ‘Packaging’ section of this Report on pages 81 to 82.

### 4. Spreading Festive Cheer

Our community development programme regards our F&N brand promise – “Pure Enjoyment. Pure Goodness” by encouraging communities to connect with each other by spreading festive cheers and strengthening relationships between different cultures.

#### Malaysia: F&NHB Celebrates Hari Raya with Underprivileged

F&NHB shared the joys of Hari Raya Aidilfitri with an annual nationwide programme to support over 500 individuals and families from vulnerable communities, totaling over RM 45,000 in contribution distributed. The programme was conducted across States of Malaysia, including Kuala Terengganu, Kota Bahru, Kuantan, Johor Bahru, Seremban, Penang, Perak, Klang Valley, Kota Kinabalu and Kuching, and saw 70 F&N volunteers contributing over 170 hours to the community.

#### Singapore: Distribution of Hari Raya Festive Hampers to underprivileged families

F&N partnered with the Indian Muslim Social Service Association to spread the festive cheer to underprivileged families by donating F&N products – F&N SEASONS Ice Lemon Tea – for including in the festive hampers.

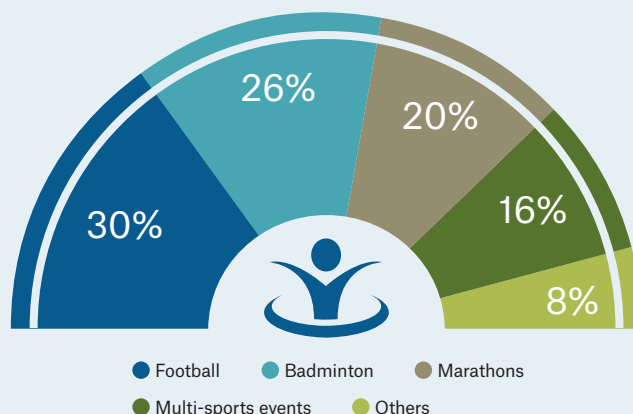
### 5. Promoting Active Lifestyles

F&N's products contribute to the health and wellbeing of our communities. We have a long and proud tradition of promoting active lifestyles in the community, from grassroots developments to elite levels. We believe sports have an important role in all societies and is a powerful tool to support nation-building.

Lowering the barrier of access to sports and encouraging participation among youth is vital because it teaches core values like cooperation and respect, while instilling discipline and confidence within the individual. It is for this reason that 100PLUS is passionate in supporting schools and grassroots sports programmes, especially in football and badminton, to nurture future generations of champions.

#### Long-term Partnerships with Sporting Associations (Grassroots programmes)

F&NHB has been a long-term partner of the Football Association Malaysia, Badminton Association of Malaysia, National Sports Council, and Malaysian Football League by supporting the football and badminton sports programmes through our 100PLUS brand. F&NHB's allocation of investment in sports development is as follows:



#### Advocating for Healthy and Active Lifestyle

F&N continues our commitment to encourage our consumers to lead an active lifestyle by supporting major runs, marathons and sports activities, such as HSBC Women's World Championship 2022, Standard Chartered Kuala Lumpur Marathon and KL Car Free Morning. The initiatives are synonymous with our brand essence to advocate an active lifestyle amongst our consumers.

### 2025 TARGET

10% increase in the number of community programmes F&N provides from 2020 by 2025

- Number of community programmes F&N provided this FY (24 community programmes) remains unchanged from 2020 baseline

### PERFORMANCE

#### GRI 413-1 (2016)

Operations with local community engagement, impact assessments and development programmes

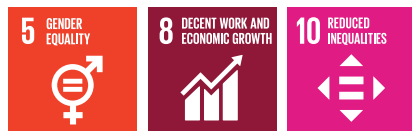
- 100% of our operations have implemented local community engagement, impact assessments and development programmes

# Creating Value for Society

## HUMAN RIGHTS

GRI Index: GRI 2-24, GRI 2-25, GRI 2-30, GRI 3-3

### SDG's



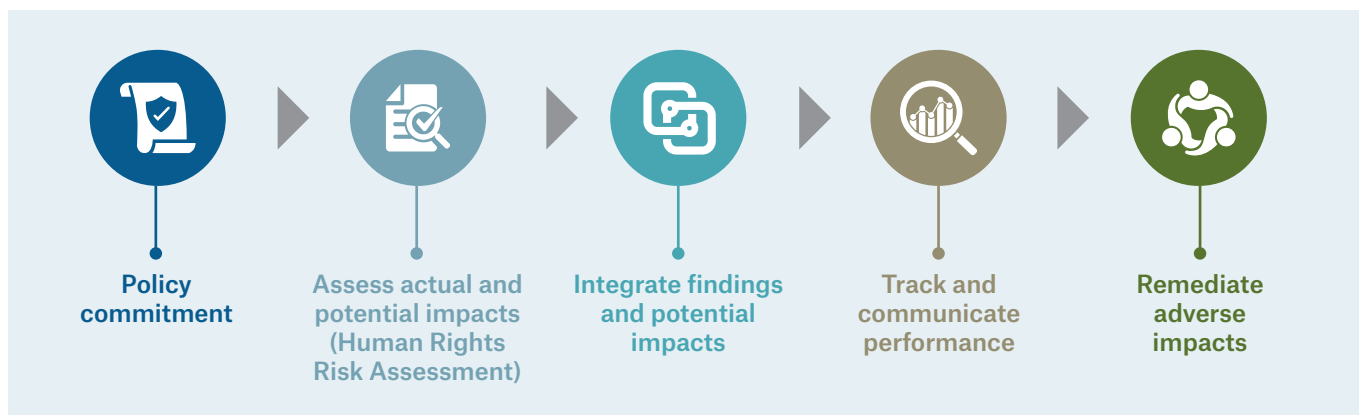
F&N is one of the region's oldest and most established F&B companies. Our success and longevity rely upon our stakeholders – including employees, business partners, suppliers and communities throughout our value chain. It is fundamental for our business to respect and promote the human rights of our stakeholders. We continuously work to improve their health and well-being and treat all our stakeholders with dignity, respect, and fairness.

### APPROACH

#### Human Rights Due Diligence (“HRDD”) Process

F&N is committed to upholding and promoting the human rights of all our stakeholder groups. F&N had conducted a HRDD process for the first time in 2021 to understand actual and potential human rights issues faced by our stakeholder groups.

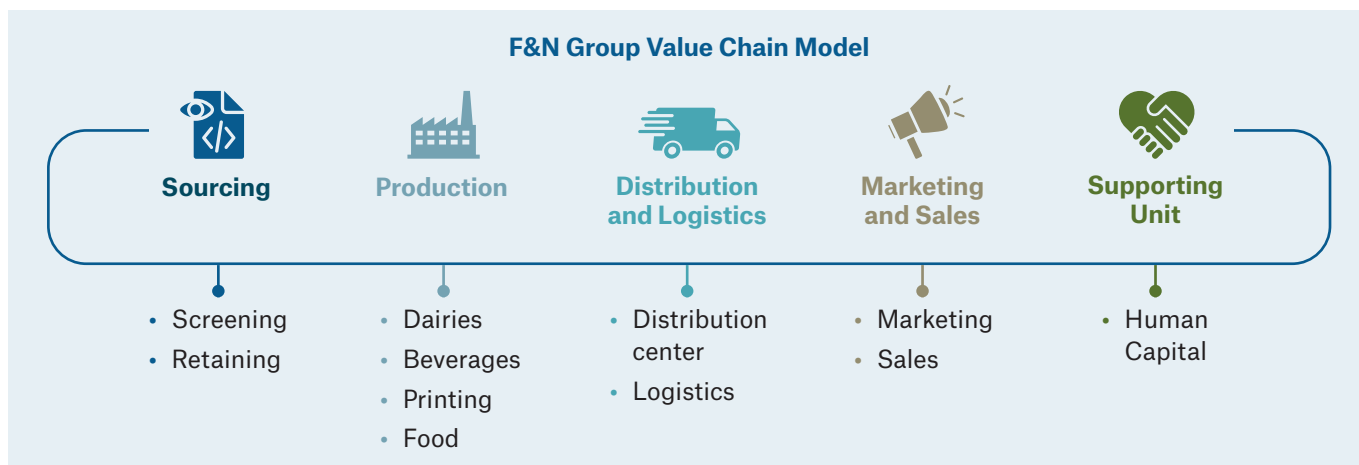
Over 29% of our full-time employees are covered by collective bargaining agreements. While for employees not covered by collective bargaining agreements, F&N adheres to existing local workforce regulations and international safety standards. Additionally, compensation and benefits are reviewed according to prevailing local market rates and practices.



#### Human Rights Risk Assessment (“HRRR”) Process

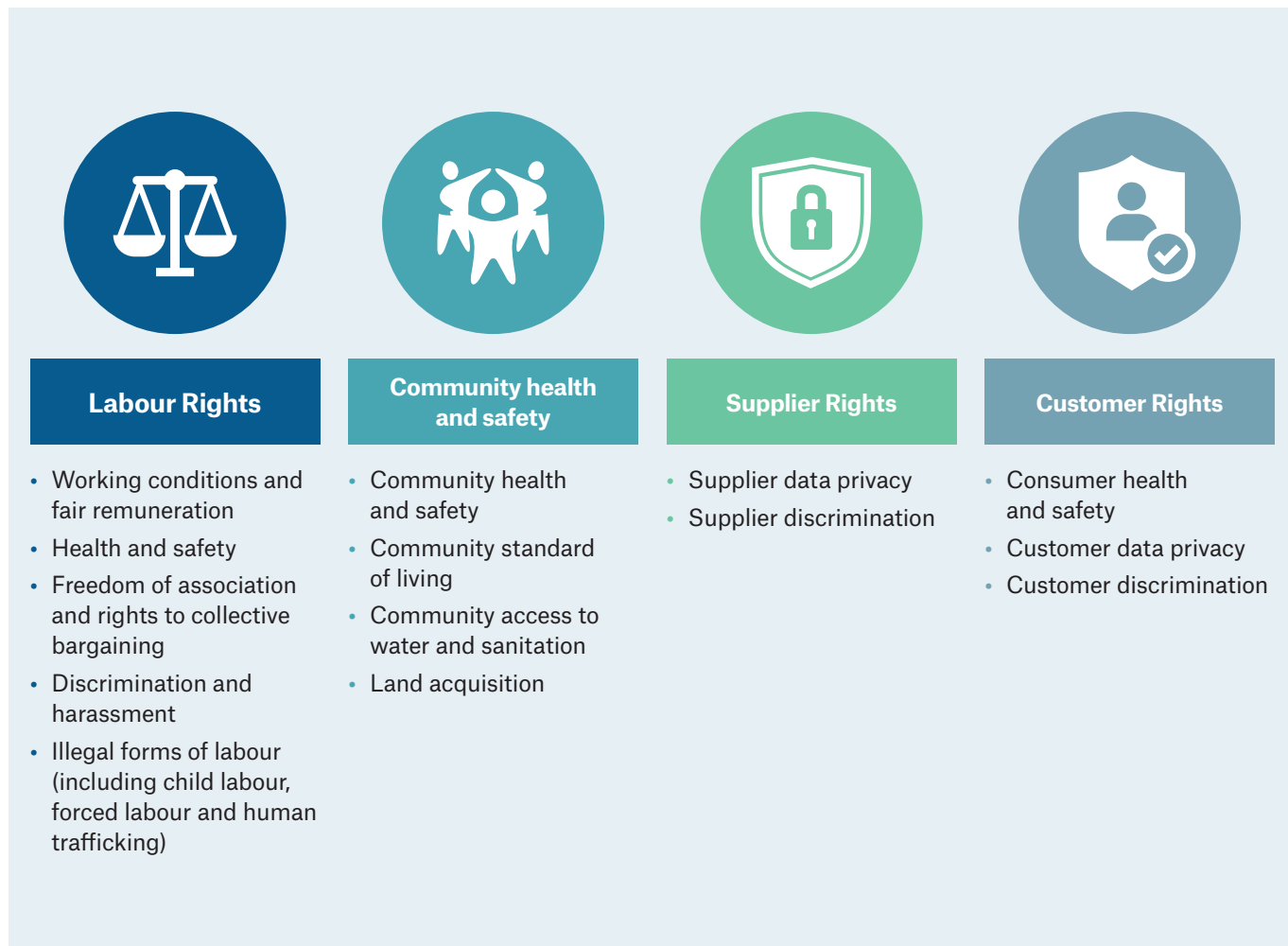
##### Scope of HRRR

The scope of HRRR aligns with this Report and covers the material business activities across F&N's operational sites in Singapore, Malaysia and Thailand for all segments of the value chain, including Sourcing, Production, Distribution and Logistics, and Marketing and Sales, and the supporting function, Human Resources.



The HRRA considered actual and potential human rights issues across F&N's value chain and identified the considerations of vulnerable groups (e.g. migrant workers, LGBTQI+, and elderly) that F&N works with.

- Consideration of actual and potential human rights issues:



- Consideration of employees and at risk or vulnerable groups:

Women/ Pregnant women	Migrant Workers	LGBTQI+	Children
3 <sup>rd</sup> party contracted labour	People with Disabilities	Indigenous Peoples	Local Communities
Elderly	Other minorities (e.g. stateless, refugee)		

## Methodology of HRRA

### 1. Human Rights Issues identification

Identify human rights issues for F&N Group's own operations, value chain and new business relations by considering the impact to the business and on potential rights holders. We benchmarked peer companies in the dairy and beverage sectors and acknowledged global human rights trends to improve our understanding on the impact of human rights issues.

### 2. Inherent Risk Ranking

Rank risks of the identified human rights issues that do not have controls and/or measures in place.

### 3. Residual Risk Ranking

Rank risks of identified human rights issues that exist even with the company's controls and/or measures.

### 4. Risk Prioritisation

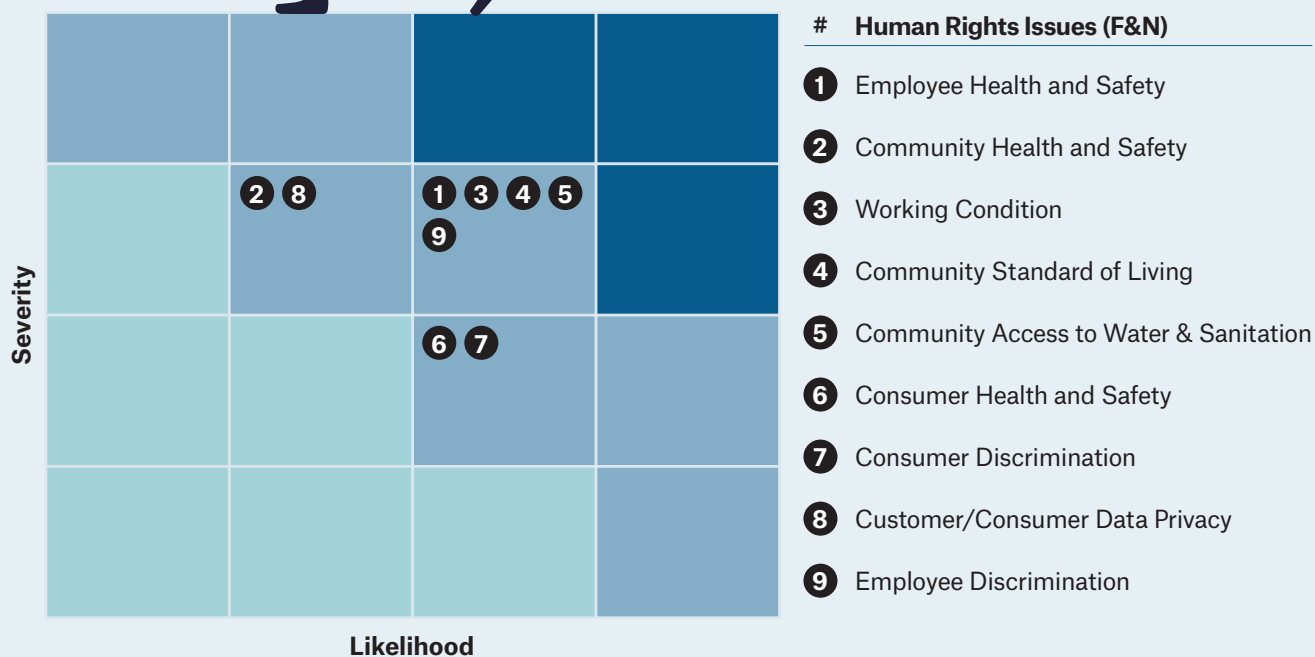
Prioritise salient human rights issues, and issues with high residual risk.

## Creating Value for Society

### Results of HRRA



**9** salient human rights issues were identified for the F&N Group in 2021.



### Policy Commitment

The results of our HRRA in 2020 led to the formulation of our current Human Rights Policy. The policy describes our commitments, particularly in the following areas:

- Prohibition of child labour, forced labour, human trafficking, and discrimination and harassment.
- Respecting and promoting fairness, diversity, the right to freedom of association and collective bargaining, fair remuneration and fair working conditions.
- Respect and promote health and safety, data privacy and the environment of our stakeholders.

F&N Human Rights commitment applies to all employees of F&N, including our stakeholders throughout our value chain – such as suppliers and business partners.

F&N Human Rights Policy was developed in accordance with related human rights principles under international standards – the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, UN Global Compact, the International Bill of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. The Human Rights Policy upholds under domestic and international laws, rules, and regulations. The Human Rights Policy extends to all companies under the F&N Group.



## Integrate Findings and Potential Impacts

F&N designs and implements mitigation measures with preventive and corrective actions to reduce the actual and potential impacts of human rights issues.

## Examples of Salient Human Rights Issues and Mitigating Measures Identified

Employee Health & Safety	
Actual Issues	Mitigation Measures
<ul style="list-style-type: none"> <li>Marketing &amp; Sales: Client-focused departments have an increased risk of contracting the COVID-19 virus during work hours since they meet people in high frequencies</li> <li>Production + Human Capital: Minor work injuries and accidents</li> <li>Logistics: Road accidents during transportation, minor vehicle malfunction (e.g. flat tires)</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Public Health Regulations on COVID-19 measures, e.g. face masks, hand sanitizers, temperature checks</li> <li>Approved paid leaves for vaccinations and launched a vaccination program for employees</li> <li>Track employees' vaccination progress</li> <li>Offer doctor consultations and in-house panel clinics in large-scale production plants</li> <li>Increased safety training and safety briefing to identify potential risks at the start of the workday</li> </ul>
Community Health and Safety & Community Standard of Living	
Actual Issues	Mitigation Measures
<ul style="list-style-type: none"> <li>Marketing &amp; Sales: Spread of COVID-19 virus from employees infecting members of the community, e.g. during large scale events</li> <li>Marketing &amp; Sales: Road accidents will increase health and safety risks for community members</li> <li>Marketing &amp; Sales: Reckless driving complaints of the distributor in the local area</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Public Health Regulations</li> <li>Provide personal protective equipment (PPE), such as face masks, face shield, hand sanitisers, to employees</li> <li>Increased safety training and safety briefings to identify potential risks at the start of the workday</li> <li>F&amp;N Voice channel available for employees to report on safety risks and concerns</li> </ul>
Employee Discrimination	
Actual Issues	Mitigation Measures
<ul style="list-style-type: none"> <li>Human Capital: An employee felt uncomfortable to report a case of verbal harassment until after resigning from the company</li> </ul>	<ul style="list-style-type: none"> <li>Inform employees the various channels and measures available to raise discrimination and harassment issues anonymously, e.g. welfare committee, reporting channel, mental health hotline</li> <li>Implement additional trainings for supervisors on preventing discrimination and harassment of employees</li> </ul>
Customer/ Consumer Discrimination	
Potential Issue	Mitigation Measures
<ul style="list-style-type: none"> <li>Discrimination by prioritising against certain groups of customers/ consumers</li> </ul>	<ul style="list-style-type: none"> <li>Ensure F&amp;N's products are targeted to all consumers</li> <li>Marketing strategies are suitable for a multi-racial society and ensure no content are inappropriate or discriminatory against one's gender, race, culture, etc.</li> </ul>

## Creating Value for Society

### Track and Communicate Performance

- The Group continuously tracks, monitors, and assesses our human rights risks to stay informed on issues and concerns relating to human rights violations.
- F&N communicates and educates all employees on our human rights practices. This year, we rolled out the Human Rights Policy across the F&N Group and incorporated the Human Rights Policy in the F&N Group Executive Human Capital Handbook for employees to read, understand and uphold. F&N evaluates the implementation of human rights policies and mitigation measures by tracking and monitoring processes.
- We promote and support cooperation from all directors, executives, employees, and all groups of stakeholders within the business value chain to report any forms of human rights suspicions, incidents, and violations arising from business operations through established and dedicated communication channels. Feedback from these channels is used to consider improvements, and to develop appropriate mitigation and remediation measures.
- We are determined to conduct the HRDD process regularly to identify, review and evaluate any risks and impacts relating to a violation of human rights caused by the Group's business operations and associated activities.
- Our human rights performance will be reported annually in our Report.

### Remediate Adverse Impacts

- F&N recognises our business activities may potentially contribute to or be linked with human rights violations of relevant stakeholders. F&N is committed to mitigate such potential human rights risks and violations.
- Our ongoing commitment is supported through a revised assessment of human rights risks within an appropriate timeframe. Additional mitigation measures will be established to remediate and reduce the possibility of human rights violations caused or endorsed by business activities of F&N.
- There were no human rights violation cases in 2022. Thus, no remediation measures were taken.

F&N plans for an annual systematic review of the human rights assessment, and to conduct the assessment every three years.

### PERFORMANCE

#### GRI 412-1

Operations that have been subject to human rights reviews or impact assessments

- 100% of our material operations in Singapore, Malaysia and Thailand have been subjected to human rights reviews or impact assessments in FY2021.



# Empowering Our People

At F&N, we value our people and believe they are key to our long-term success. Their dedication, knowledge and performance bring life to F&N's strategy and drive our business. As such, our employees are encouraged to pursue continual learning and development through Group-wide learning programmes. F&N cares for our employee's health and well-being, and we work towards creating a safe and healthy workplace for all. Our efforts are further elaborated in:

- Human Capital Development
- Employee Safety, Health and Well-being

## HUMAN CAPITAL DEVELOPMENT

GRI Index: GRI 2-7, GRI 3-3, GRI 401-1, GRI 401-2, GRI 401-3, GRI 404-1, GRI 404-2, GRI 404-3, GRI 405-1

### SDG's



F&N empowers our employees by developing employment opportunities that are accessible to all. We keep our employees engaged and challenge them to perform at their highest potential, rewarding them fairly for their merits.

Building a company that consumers choose, and trust requires a good understanding of the richness and cultural diversity of the societies we serve. F&N celebrates and promote diversity and inclusion at all levels. We strive to offer equal opportunities for all, regardless of race, gender, age, religion, and any other attributes unrelated to employment requirements.

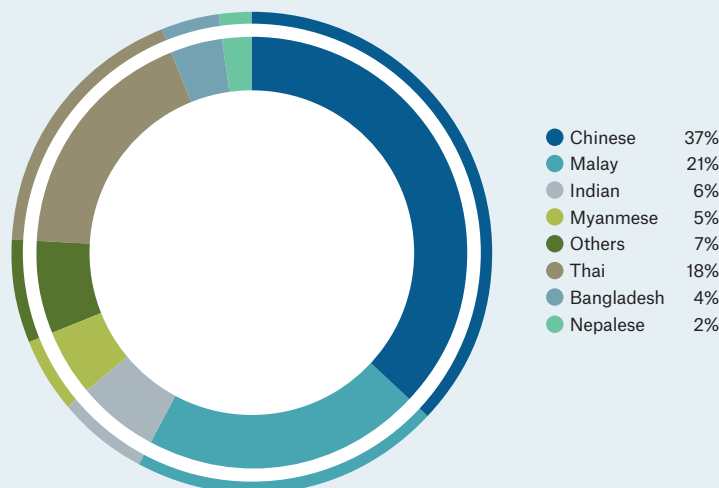
As of 30 Sep 2022, F&N has over 6,700 FTE employees across all operations. The FTE employees consolidated at the end of the reporting period does not fluctuate significantly from our previous reporting period. Most employees work full-time, and about 13% of all hires are working under temporary contracts. Over 35% of all F&N employees have been with the company for over a decade, and the employee turnover rate sits at about 29% this year.

In recent years, we made good progress towards gender equality in our workforce with females making up 37% of all employees at F&N. Within the ranks of management, 46% of managerial positions are held by female employees. In Singapore, F&N employs staff beyond the statutory retirement age of 62, providing employment to older individuals.

Training is growing in importance for workers across generations. It remains important for F&N help our employees to remain employable, relevant, and competitive. We prepare our people through training and resources and equip them with important skills to safeguard their future employability.

F&N contributes to the UN SDG 8's target to achieve full and productive employment and decent work for all through our approach detailed below.

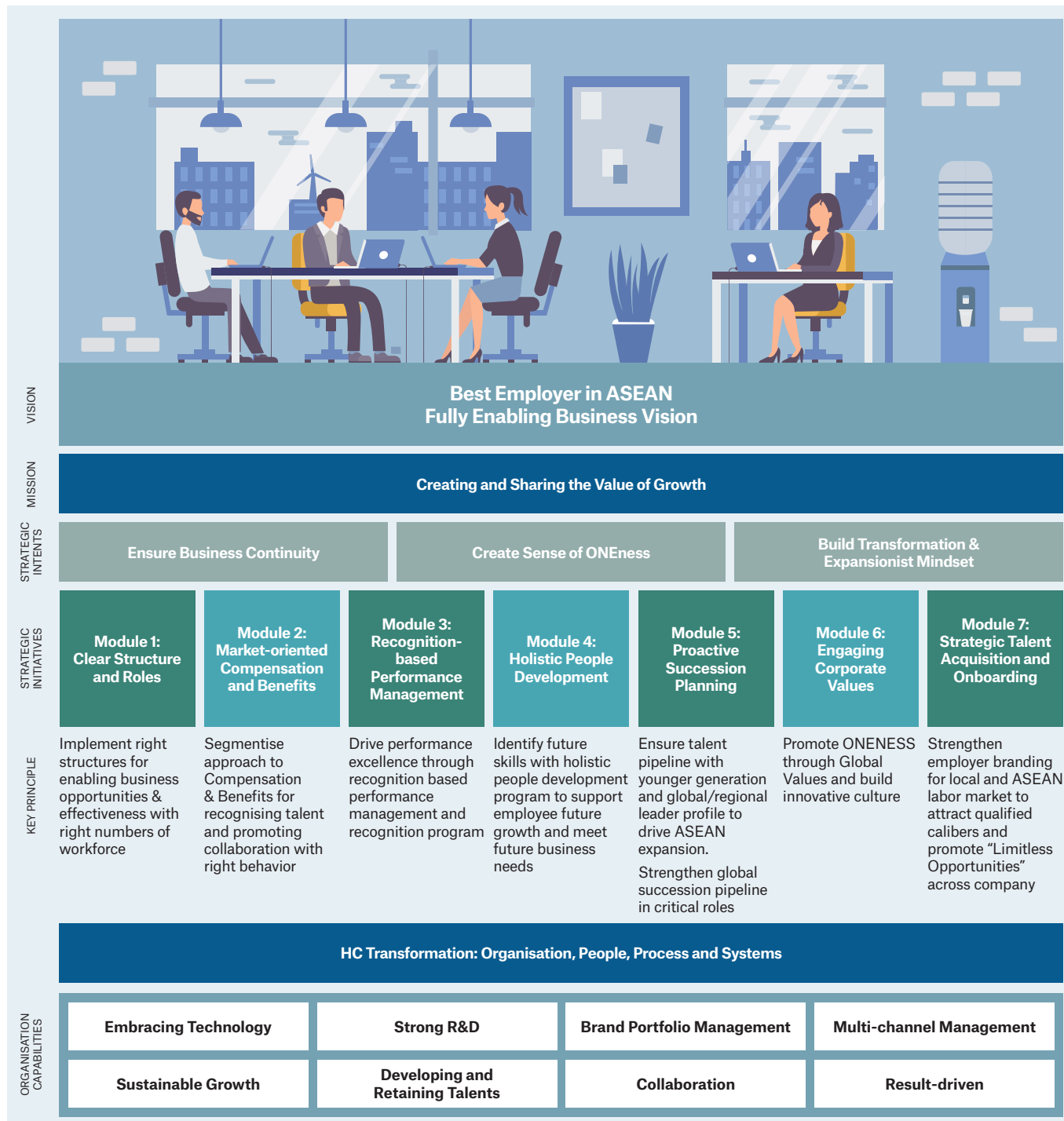
Employees by race



# Empowering Our People

## HUMAN CAPITAL ROADMAP AND STRATEGY

Apart from focusing on Diversity and Inclusion, F&N Group has developed a Human Capital Roadmap and formulated a strategy to groom our employees. The seven modules for strategic human capital transformation are as follows:



### Clear Structure and Roles

F&N adopts the 'Beverest' system to integrate our Human Capital processes and systems across the Group – from recruitment and on-boarding to performance reviews and career development. The system ensures that the expectations and responsibilities of each employee are well-communicated.

### Market-Orientated Compensation and Benefits

We pay our employees competitive wages and offer competitive benefits. F&N regularly reviews our remuneration packages to ensure alignment with those of our peers and in harmony across the Group. Some of the benefits provided to all full-time employees include life insurance, health care, disability and invalidity coverage, parental leave, retirement provision, and stock ownership options (share-based incentive plans).

	Singapore	Malaysia	Thailand
<b>Life insurance</b>	Yes, by job level	Yes, by job grade	Yes, by job grade
<b>Health care</b>	Yes, by staff category and/or job level	Yes, by age, staff category and/or job grade	Yes, by age, staff category and/or job grade
<b>Disability and invalidity coverage</b>	Yes, by job level	Yes, by job grade	Yes, by job grade
<b>Parental leave</b>	Yes, to all eligible employees under the law	Yes, to all eligible employees under the law	Yes, to all eligible employees under the law
<b>Retirement provision</b>	No, (as per statutory requirements)	Yes, for certain categories of employees	Yes, for certain categories of employees
<b>Stock ownership</b>	Yes, for eligible executives only	Yes, by job grade	No
<b>Others</b>	<ol style="list-style-type: none"> <li>1. Company product/ allowance (Non-Executives only)</li> <li>2. Long- Service Awards</li> <li>3. Annual Membership Subscription to Professional Body (Executives Only)</li> <li>4. Mobile Line Subsidy (selected departments / employees only)</li> </ol>	<ol style="list-style-type: none"> <li>1. Car Loan (Executives only)</li> <li>2. Long Service Award (All employees)</li> <li>3. Annual Membership Subscription to Professional Body (executives only)</li> <li>4. Phone Subsidy (selected departments / employees only)</li> <li>5. Festive Drinks (All departments)</li> </ol>	<ol style="list-style-type: none"> <li>1. Provident fund</li> </ol>

### Recognition-Based Performance Management

A Performance Assessment Review occurs annually for our employees to appraise their outcomes and identify development opportunities together with their supervisors. This year, 100% of employees received their assessment reviews.

Our policy supports the provision of 'Limitless Opportunities' to employees from the moment they join F&N. Employees develop their Individual Development Plans ("IDP"), which has four stages:

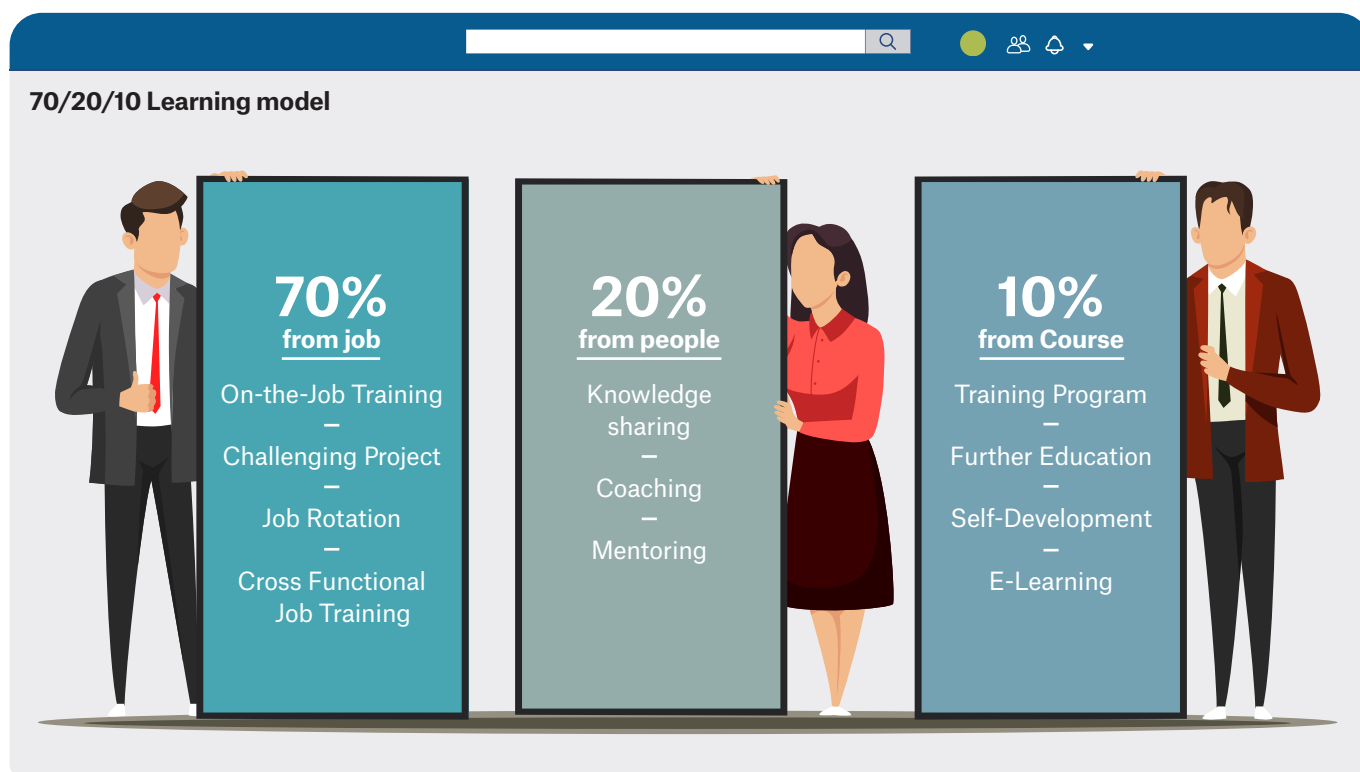




# Empowering Our People

## Holistic High Performer Retention and Development

F&N accelerated our transition to focus on the future of work, as we adapted to the COVID-19 pandemic. Through the 70/20/10 Learning Model, F&N's employees were reskilled and upskilled with the mandatory training and development courses online.



All of our Executive Employees were required to complete at least 16 hours of training on average and all Non-Executive employees were required to complete at least 10 hours of training on average.

We are committed to supporting our employees throughout their lifelong learning journey. As such, F&N's 2025 target is to increase the average training hours to 18 hours for Executives and 11 hours for Non-Executives.

The key development programmes for F&N this year included topics around digitalisation, leadership, and corporate governance. Some key training courses that were promoted are outlined below:

Theme	Program	Employees Targeted
Self-management & interpersonal skills	7 Habits of Highly Effective People (webinar)	Executives and Sup-Con
Technical skills	Cyber Security Training	Finance Department
	SAP training	
	Digital Transformation Awareness	Executives and Sup-Con
	Industry 4.0	
	Data Analytics	Executives
	Workshop on TCFD	
	Strategic Sales Planning and Consultative Selling	Bargainable
	Sales Development Program for Non-Alcoholic Beverages Van Sales	
Soft Skills	Design Thinking E-Learning Series	Executives and Managers
	Transformative Mindset Courses	
	Critical Thinking	Executives
Leadership	Leadership Mentorship Program	Managers
People Management	Coaching Workshop	

### Proactive Succession and Workforce Planning

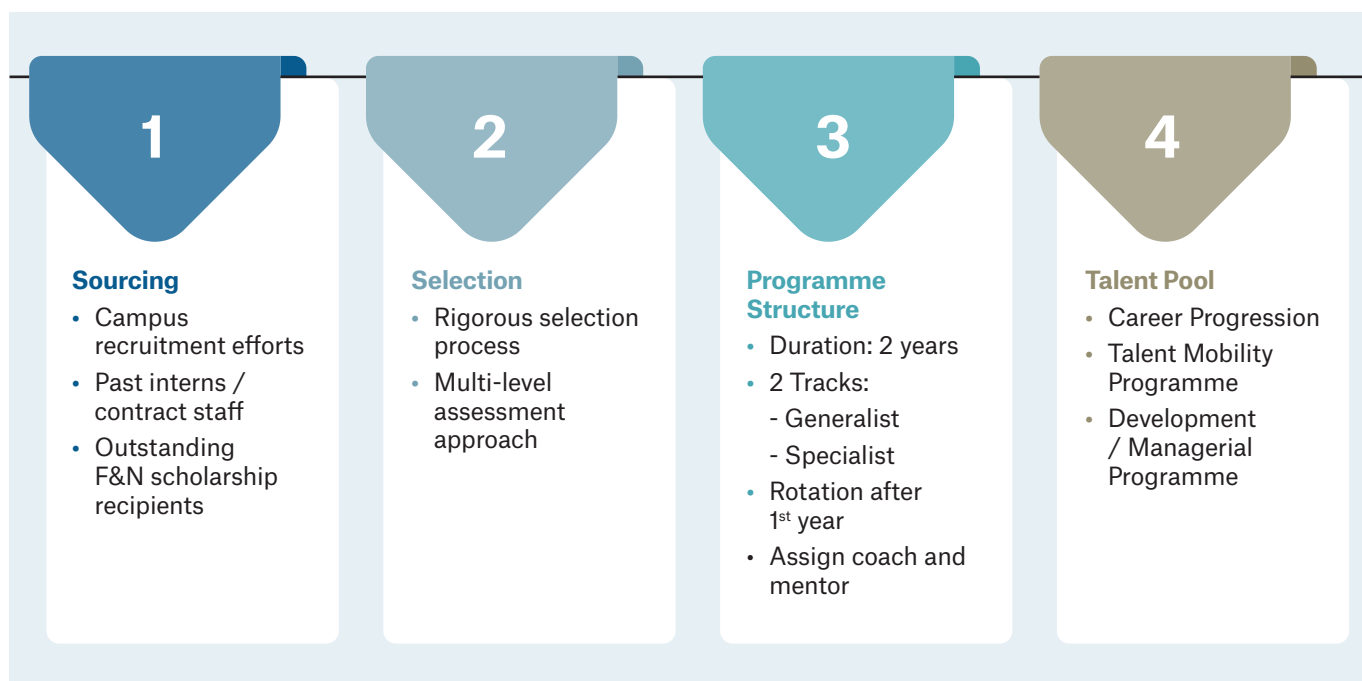
With the support of F&N's Talent Management Team, we groom employees identified with the potential to become future leaders at F&N. These employees gain access to opportunities, such as job rotations and transfers, to enhance their understanding of F&N's operations.

### Engaging Corporate Culture

F&N promotes a culture of engagement and inclusion. At the heart of this is our Global Values which emphasise on optimal outcomes when we work together. More details on our Global Values, can be found on page 13.

### Strategic Talent Acquisition and On-Boarding

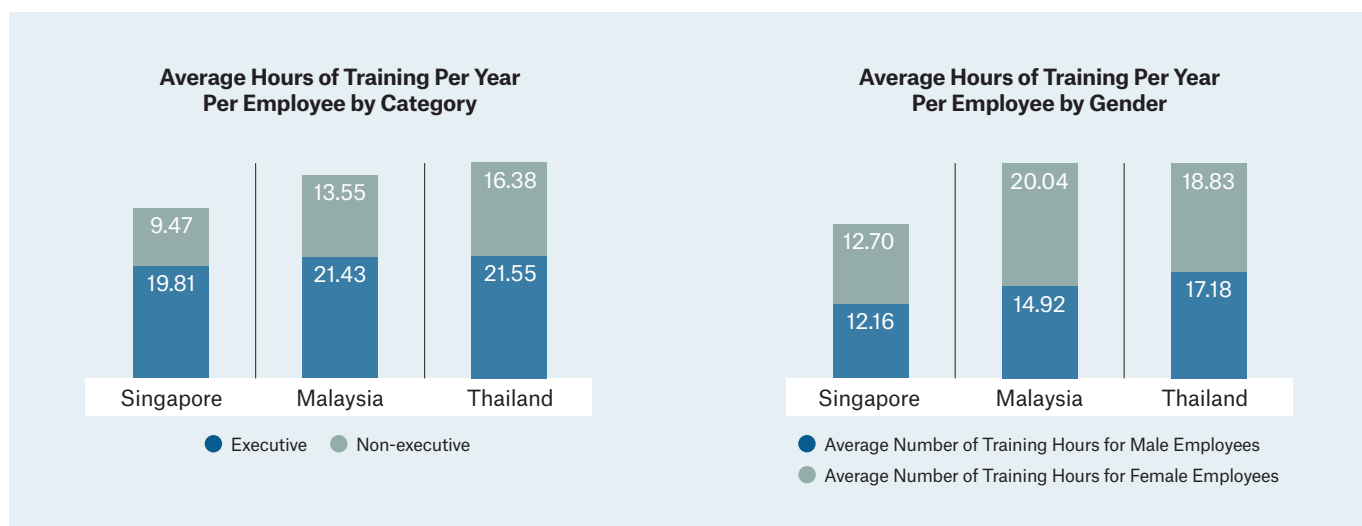
F&N maximises opportunities available for our own talent and seeks to promote employees up through the ranks. When it is not possible, our Human Capital team ensures a variety of assessment tools are used to maintain a fair and rigorous process in recruiting suitable candidates that match the company's needs. We ensure that all new recruits benefit from a comprehensive and consistent on-boarding programme across the Group. This includes a mix of self-serve e-learning and one-on-one support.



### 2025 TARGETS

Provide an average of at least 18 hours of training to Executives and 11 hours of training to Non-Executives by 2025

- 21.11 training hours provided to Executives and 13.40 training hours provided to Non-Executives



# Empowering Our People

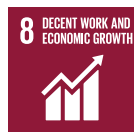
## PERFORMANCE

<b>GRI 401-1</b> New employee hires and employee turnover	• See 'Performance Summary' section in this Report on pages 86 and 87
<b>GRI 401-2</b> Benefits provided to full time employees not provided to temporary or part-time employees	• See page 65
<b>GRI 401-3</b> Parental Leave	• See 'Performance Summary' section in this Report on pages 86 and 87
<b>GRI 404-1</b> Average hours of training per year per employee	• See 'Performance Summary' section in this Report on pages 86 and 87
<b>GRI 404-2</b> Programmes for upgrading employee skills and transition assistance programmes	• See page 66
<b>GRI 404-3</b> Percentage of employees receiving regular performance and career development reviews	• See 'Performance Summary' section in this Report on pages 88 and 89
<b>GRI 405-1</b> Diversity of governance bodies and employees	• See 'Performance Summary' section in this Report on pages 88 and 89

## EMPLOYEE SAFETY, HEALTH AND WELL-BEING

GRI Index: GRI 403-9, GRI 403-10

### SDG



The COVID-19 pandemic has further highlighted the importance of health, hygiene, and safety. F&N ensures our employees are safe from work hazards and workplaces are aligned with the national government's COVID-19 strategy. We enforce strict protocols to physically protect our employees on the ground and enable better work-life balance practices to boost the mental health of our employees working from home.

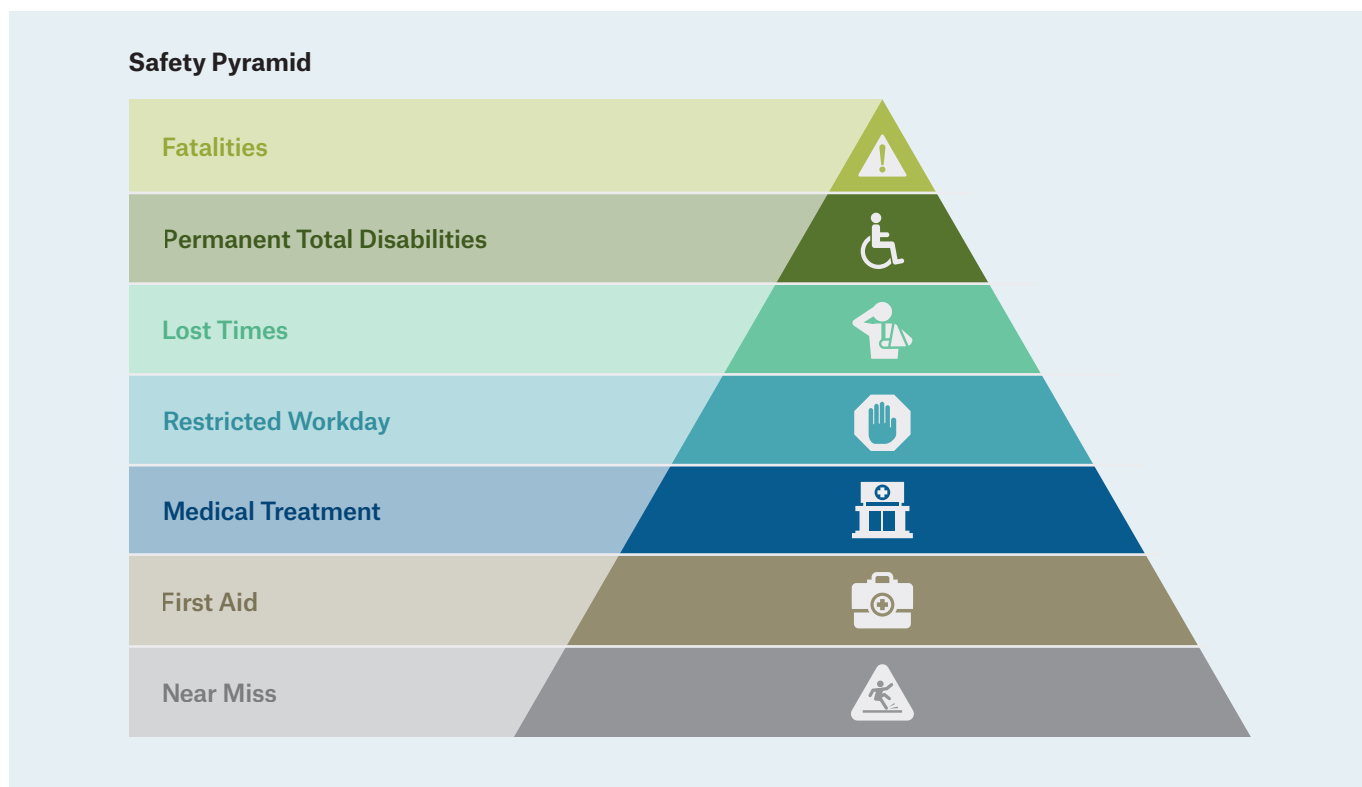
F&N believes that working as a team is the only way to achieve our target of zero LTIFR. We foster a proactive 'safety first' culture for employees to be aware of their responsibilities to themselves and their colleagues.

## APPROACH

The safety of our people, and those who work with us, is one of our top priorities. To ensure our employees and contractors' employees carry out their functions aligned with F&N's safety protocols, various safety training programmes were conducted.

F&N's commitment is further strengthened with the incorporation of these two key performance indicators for our executives to prioritise:

- LTIFR; and
- Number of safety and health initiatives conducted



### Creating a Safety Culture

F&N strictly adheres to the ILO guidelines, Singapore's Workplace Safety and Health ("WSH") Council WSH guidelines, Thailand's Labour Protection Act and Malaysia Employment Act 1955. We go beyond national regulations by complying with ISO 14001 and ISO 45001 at all our major sites. Guidelines and legal requirements of these policies have been extended to our internal Workplace, Safety, Health and Security Policy, signalling F&N's commitment to creating a safety culture for all.

F&N integrates safety across our operations through the implementation of ESH systems and monitoring processes. All employees, workers and activities are covered under our ESH systems. Workers are to receive adequate training and safety equipment wherever appropriate.

Every plant has a Safety Committee, which includes representatives from the management and the workers. The main objective of these committees is to oversee F&N's safety systems and programmes to ensure their effectiveness. This is supported by:

- Periodical meetings to discuss accidents or near-misses and determine appropriate corrective actions
- Audits of ESH systems
- Development of annual safety plans
- Initiating programmes to increase awareness of health and safety issues among employees

On the ground, our Company Emergency Response Teams are trained to mobilise quickly and attend to any incidents.

Employees are encouraged to report any potential risks or hazards by informing their safety representative or supervisor, or by a formal channel to safety committees with an option to remain anonymous.

### Employee Safety Training and Awareness

Our safety trainings remained effective with over 700, 1,460 and 650 attendees participating in over 1,000, 15,100 and 1,700 hours of safety trainings in Singapore, Malaysia and Thailand, respectively. The safety topics our manufacturing staff covered in FY2022 included noise exposure and personal hearing protection, plant safety awareness, chemical handling, first aid, ergonomics, etc.

F&N conducts frequent checks on our employees to detect early onset symptoms from potential hazards in their day-to-day work. Audiometric tests are conducted regularly for all at-risk workers annually, with follow-up doctor consultations when hearing impairments are identified.

# Empowering Our People

## Conducive Working Environment

The Safety Committees comprises skilled personnel trained to comprehensively evaluate areas where employees may be exposed to health risks and are supported by accredited Occupational Health and Safety (“OHS”) consultants. All employees and contractors have access to OHS services, including hygiene services, ergonomic tools, protective equipment, and first aid kits.

Air quality, brightness, temperature and noise levels are monitored in all of F&N’s facilities. By monitoring noise levels at our facilities regularly, F&N is able to ensure that the noise level is within the recommended range. For instances where workers are exposed to high noise levels, hearing protection equipment is provided.

To promote a better work-life balance, F&N has implemented flexible working hours for office employees.

### 2025 TARGETS

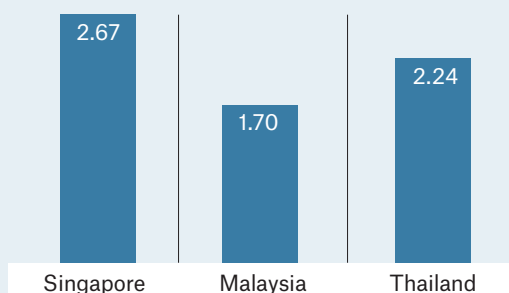
- Reduce the LTIFR to 0
- 1.90 LTIFR in FY2022

### PERFORMANCE

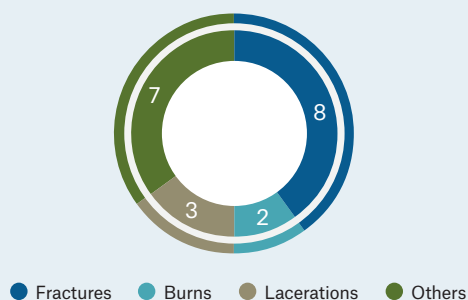
#### GRI 403-9

#### Work-related injuries

##### Employment Work-related Injuries Rate

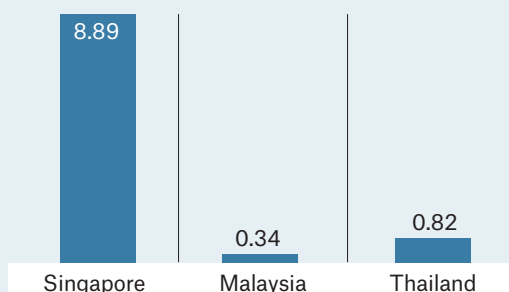


##### Employees Work-related Injuries by Type

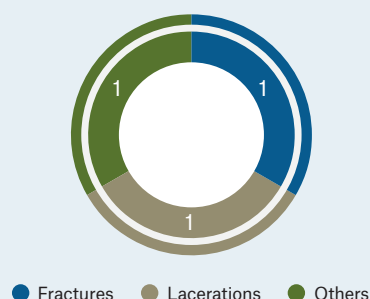


- In FY2022, there were 20 employee work-related injuries. None of the incidents were high-consequence work-related injuries or resulted in fatalities.

##### Non-Employee Work-related Injury Rate



##### Non-Employees Work-related Injuries by Type



- In FY2022, there were 3 non-employee work-related injuries. None of the incidents were high-consequence work-related injuries or resulted in fatalities.

#### GRI 403-10

#### Work-related ill health

- There were zero incidents of work-related ill health at F&N in FY2022.