



**CORPORATE  
SOCIAL  
RESPONSIBILITY**

## CORPORATE SOCIAL RESPONSIBILITY

The QAF Group's major business activities are bakery, primary production, and the trading and distribution of food products in Singapore, Malaysia, the Philippines and Australia.

In an age of dwindling natural resources, sustainability is not an option if we are to ensure a stable food supply for future generations. Sustainability not only involves responsibility for conserving the resources that support food production, but responsibility for developing foods that benefit society.

As a major food producer and manufacturer, we are in a unique position to make efficient use of limited food resources to create healthy and nutritious diets that reduce the incidence of diet-related diseases in the population and contribute to the betterment of society.

As a responsible corporate citizen, we are also committed to conserving the world's limited resources through economically sustainable business practices. Sustainable business practices not only minimize our impact on the environment and eco-system, but enables us to remain financially viable, as higher cost efficiencies result in lower input costs.

By maintaining our price competitiveness, we are able to produce nutritious and wholesome foods that improve the quality of life of the millions of people whom we serve.

Healthy lifestyles, society and the local community, environment and the development and welfare of employees form the central focus of our corporate social responsibility initiatives.

### PROMOTING HEALTHY EATING AND LIFESTYLES

Since 1992, Gardenia has been helping people to eat and live better through various

initiatives, including healthy product innovations, community outreach programs and collaborations with health industry partners.



To promote the importance of taking breakfast, Gardenia partnered with Nestle Singapore to distribute a complimentary Healthier Choice breakfast comprising of a Milo beverage and a packet of Gardenia Wholemeal buns to more than 6,000 members of the public.

### INNOVATION OF HEALTHY BREADS

Over the years, we have developed a range of healthy bakery products to address the special nutritional needs of consumers.

Gardenia produces sugar-free breads and breads with low glycemic index suitable for diabetics, breads fortified with L-carnitine to aid in weight management, breads containing beta glucans to help lower cholesterol and breads with prebiotic properties.

To encourage people to eat more whole grains, it developed a soft and fine wholemeal bread that combines the softness of white

bread with the goodness of whole grains, and a 100% wholegrain bread made from Canadian purple wheat, an ingredient that is high in antioxidant properties.

In 2013, Gardenia expanded its whole grains range with hamburger and hotdog buns produced from wholemeal flour. The buns were the first in Singapore to carry the Health Promotion Board's Healthier Choice symbol to indicate to consumers that they were healthier options.

## HEALTH PROMOTION INITIATIVES

Gardenia actively sponsors and participates in initiatives to promote the benefits of a healthy diet and active lifestyle.

For the past 23 years, Gardenia has been a regular partner and sponsor of the Singapore Health Promotion Board's health promotion initiatives and community outreach activities.

In 2013, Gardenia took part in the Board's International Women's Day event to raise the awareness of disease and improve the overall well-being of women. It also participated in the Board's National Healthy Lifestyle Campaign held at Mapletree Business City to promote Healthy Fridays to the working population. Gardenia sponsored the events with products from its Healthier Choice whole grains range.

During the year, Gardenia partnered with Nestle Singapore in four outdoor events to promote the importance of taking a good breakfast. More than 6,000 members of the public were given a complimentary Healthier Choice breakfast comprising of a Milo beverage and a packet of Gardenia Wholemeal buns.

Diabetes is on the rise and the Diabetic Society of Singapore has estimated that there are more than 400,000 diabetics in Singapore. To celebrate World Diabetes Day, Gardenia partnered with the Diabetic Society of

Singapore and Alexandra Hospital in two events to promote Low GI foods and whole grains in a nutritious diet. More than 3,500 diabetic patients received complimentary Gardenia Low GI Nutri Multi-Grain loaves and Gardenia Wholemeal buns at these events.



In Malaysia, 20,000 copies of a children's cook book, 'My Cookbook with Bread' were produced by Gardenia to teach young children how to eat healthily and prepare their own meals. The cook books are distributed during children's activities and health events organised by healthcare professionals.

In Malaysia, Gardenia regularly partners with health care NGOs to promote healthy eating. To instil the benefits of healthy eating and an active lifestyle to reduce diet-related chronic diseases, Gardenia worked closely with the Steering Committee Members of Nutrition Month Malaysia in 2013 to produce a children's cook book entitled, 'My Cookbook with Bread'. The cookbook teaches young children how to eat healthily and how to prepare their own meals. Twenty thousand copies of the cookbook were printed for distribution at children's activities and health events organised by healthcare professionals.

In the Philippines, Gardenia's registered nutritionists visit supermarkets and offices to provide free nutrition counselling on health and diet. Services include advice on Body Mass Index, diet plans and related health issues. Through its partnerships with organizations that conduct medical and dental missions, Gardenia also reaches out to the

underprivileged, taking the message of good health and proper nutrition to communities living in depressed regions.



Gardenia's in-house nutritionists provide free nutrition counselling in offices and supermarkets in the Philippines.

## SCHOOL HEALTH FAIRS

We believe that healthy eating habits should be instilled from a young age and for over 20 years, Gardenia has been closely involved in the School Health Fair program organized by the Singapore Health Promotion Board.

The interactive School Health Fair program features a health talk, an educational skit on healthy diets and a healthy sandwich-making

competition. In 2013, more than 25,000 students from various primary schools across Singapore participated in the program to learn about healthy eating habits, the importance of taking breakfast and the benefits of eating wholegrain foods.



Primary school students in Singapore take part in a School Health Fair healthy sandwich-making competition using the Healthy Diet Pyramid provided by Gardenia.

In the Philippines, Gardenia's School Nutri-Tour program teaches school children how to incorporate good eating habits with an active lifestyle. In 2013, the Nutri-Tour program reached some 43,000 students in Metro Manila and nearby cities and provinces.



Visitors at Gardenia's free educational bread plant tour in Singapore learn about healthy eating and nutrition and the wholesome goodness of Gardenia bread.



Visitors at Gardenia's state-of-the-art bread plant in Laguna, one of the top educational tour destinations in the Philippines. More than 260,000 people visited the plant in 2013.

## EDUCATIONAL BREAD PLANT TOURS

Gardenia spreads its message of healthy eating to the larger community by opening its doors to the public and offering free educational tours of its fully-automated production facilities. The educational tour programs incorporate talks on health, hygiene, diet and nutrition.

In 2013, more than 32,000 students, youth and the elderly visited the Gardenia bread plant in Singapore.

In Malaysia, Gardenia has been welcoming visitors to its plant for the past 23 years.

Visitors get an insight into the huge logistical challenges of delivering fresh bread to consumers all over the country on a daily basis. In 2013, the number of visitors to the plant increased by more than 30%, as compared to the previous year.

In the Philippines, Gardenia's state-of-the-art bread plant at Laguna is one of the top educational plant tour destinations in the country. During the year, more than 260,000 visitors, comprising students, parents, professionals and community groups, toured the facility.

## COMMUNITIES IN NEED

We strive to be a caring corporate citizen by giving back to society through our support of various philanthropic, community and charitable causes. We actively support corporate social responsibility programs including calamity donations, entrepreneurship and sponsorships.

During the year, we were able to help the less fortunate and communities stricken by natural disasters.

## RESPONDING TO CALAMITIES AND DISASTER RELIEF EFFORTS

In December 2013, the widespread flooding in some states in Peninsular Malaysia caused much hardship to people living in low-lying regions as the inundated roads were inaccessible to traffic and cut off many communities.

In response to the situation, Gardenia had diverted six trucks, laden with fresh bakery items in Pahang and Terengganu to the flood relief centres within the vicinity, where many hungry families had been stranded without food for almost the whole day. Gardenia's quick and speedy response to the dire situation provided early relief and alleviated the hunger of the flood victims.



Gardenia rushes fresh bread to flood victims trapped in low-lying regions in Pekan, Pahang, Malaysia.

In the Philippines, Gardenia is at the forefront of relief efforts to alleviate the suffering of victims of natural disasters like floods, typhoons and fires. It regularly partners with relief and civic organizations to provide food, aid and assistance.

During the year, Gardenia donated thousands of bread loaves to victims in many flood-stricken areas where flooding caused by monsoon rains is a frequent occurrence. It also provided aid relief to families affected by oil spills in Cebu.

In October 2013, Gardenia worked with relief organizations, local government units and socio-civic groups to speedily despatch thousands of bread loaves and other food aid to victims of a massive 7.2 magnitude earthquake that devastated the Bohol area.



Distribution of Gardenia bread loaves to victims at an evacuation centre in Tubigon, Bohol, Philippines. In October 2013, a massive 7.2 magnitude earthquake devastated the area.

In November 2013, Super Typhoon Haiyan, the world's strongest tropical cyclone ever recorded, caused massive devastation to huge areas in the central regions of the Philippines, causing the loss of thousands of lives and making millions of families homeless.

Gardenia immediately responded to the disaster by donating thousands of bread loaves to the victims through the Philippine

Red Cross, Department of Social Welfare and Development, ABS-CBN Sagip-Kapamilya Foundation, GMA Kapuso Foundation, and other charitable groups and private individuals. Gardenia also initiated a calamity donation drive for the victims, some of whom included employees who had lost their homes in the typhoon. Affected employees were provided with monetary assistance, clothes and other necessities.



Gardenia donates thousands of bread loaves to evacuees of Super Typhoon Haiyan. The typhoon caused massive devastation to the central regions of the Philippines in November 2013.

The incidence of fire is very high, especially in dense urban areas of the Philippines. In June 2013, Gardenia entered into a partnership with the Rotary Club of Alabang to speedily distribute Gardenia bread loaves to fire victims

living in temporary shelters. Called the 'Response Agad (Quick Response) for Fire Victims', the project provides quick-response delivery of bread loaves to fire victims within 24 hours.

### **SUPPORT OF CHARITABLE CAUSES AND SPONSORSHIP OF COMMUNITY PROGRAMS**

We contribute our resources towards the welfare of the less fortunate through our support of social initiatives and community programs. During the year, we supported a range of charitable organisations and causes.

In Singapore, Gardenia distributed more than 300,000 loaves of heavily-subsidized bread and buns to the poor and needy from 28 charitable homes, schools and non-profit organizations, and through product sponsorships of community and corporate social responsibility programmes.



Free bread and bakery products are donated by Gardenia each day to more than 65 charity homes in Malaysia.

In Malaysia, Gardenia has been supplying free bread and bakery products to more than 65 charity homes on a daily basis since 1992.

These homes include old folks' homes, children's homes and shelters. In 2013, Gardenia added two more children's homes to its list of long-term product beneficiaries.

In December 2013, Gardenia distributed 1,000 free schoolbags to poor and underprivileged children in several schools in the Klang Valley, Malaysia. The free school bags helped struggling families defray their back-to-school expenses during a difficult economic period.

In 2013, Gardenia's 'Daily Bread' program in the Philippines donated approximately 10,000 bread loaves each week to some 40 regular beneficiaries comprising of depressed community groups and foundations.

In celebration of Happy Bread Day in the Philippines, Gardenia launched its 'I Shared Bread' charity campaign for the third year running, in October 2013. Gardenia pledged to donate three loaves of bread for every loaf of bread purchased by customers at the Happy

Bread Day fair.

The bread was distributed to two charities, and to victims of the Bohol earthquake. The 'I Shared Bread' campaign was a huge success with more than 11,000 loaves donated to the three beneficiaries.

In Australia, Rivalea provided significant sponsorships to the Amaranth Foundation and Wodonga Carer's Accommodation in 2013. These two organisations respectively, offer psychosocial support and care for families and individuals who are living with a serious, chronic or life-limiting illness, and provide emergency accommodation and support to family members and caregivers of patients predominantly suffering from cancer.

Rivalea also provided financial support and product donations to a range of other charitable organizations, local schools and sporting groups during the year.



Gardenia distributes free schoolbags to poor and underprivileged schoolchildren in the Klang Valley, Malaysia. One thousand free schoolbags were given out in December 2013 in an initiative to help struggling families defray their back-to-school expenses.

## HELPING TO ALLEVIATE HUNGER AND MALNUTRITION IN SCHOOL CHILDREN

We believe that breakfast is the most important meal of the day, especially for school children, whose academic performance declines if they go to school hungry.

To ensure that children are well nourished and ready to learn, Gardenia donated free bakery goods to several schools in Malaysia and the Philippines in 2013.

During the year, Gardenia initiated a free breakfast program in five schools in Malaysia, providing poor and needy students with a nutritious and wholesome breakfast every school day. These students were also the recipients of the free schoolbags.

In the Philippines, Gardenia's Nutrition Assistance Program aims to reduce malnutrition amongst less privileged schoolchildren in various public schools. The program, which is a health advocacy initiative that includes a feeding program, benefitted close to 6,000 students from several public elementary schools in Luzon in 2013.

Under this program, Gardenia also donated bread every day to more than 1,000 students who had been identified by their school as being severely undernourished. At the end of a 3-month period, the results showed an improvement in the health status of the children.

## TRANSFORMING LIVES THROUGH SPONSORSHIPS OF UNDERPRIVILEGED CHILDREN

During the year, Gardenia continued to take a proactive role in transforming lives through its continued support of the Tuloy sa Don Bosco Foundation.

The Foundation gives poor and abandoned children, many of whom were former drug addicts, snatchers and thieves, a chance to receive an education and be rehabilitated into responsible citizens. To enable the Foundation to earn extra income, Gardenia hires staff from Tuloy to run its in-house bakery store at its Laguna plant. It also accepts a number of Tuloy's students for on-the-job training in engineering and production, and offers employment to qualified graduates.



Gardenia donates bread to students at a public elementary school in Luzon, Philippines. Gardenia's Nutrition Assistance Program aims to curb hunger and malnourishment and improve the health status of less privileged schoolchildren.

## PROVIDING DISCOUNTED GOODS TO CALAMITY AFFECTED COMMUNITIES

In 2013, Gardenia actively participated in the Department of Trade and Industry's 'Diskwento Caravan' project.

This government-initiated project enables people in ravaged communities in Samar, Leyte and various Visayas towns, who have no access to shops, to purchase goods and basic commodities at a discount.

## COMMUNITY INVOLVEMENT

We take an active part in community activities to foster close relationships and strong ties within the communities in which we operate.

## PROMOTING KINDNESS TO THE COMMUNITY

Beyond instilling healthy lifestyles, we are committed to cultivating a kinder and more caring society. For the past nine years, we have been able to achieve this through our partnership with the Singapore Kindness Movement (SKM). During the year, Gardenia partnered with the SKM in two community projects.



In conjunction with World Bread Day 2013, Gardenia and the Singapore Kindness Movement shared buns with members of the public.

In September 2013, Gardenia collaborated with SKM in a month-long online campaign to encourage acts of kindness in daily life. Social media users were encouraged to share kindness stories and photos using the hashtag #NationofKindness on Facebook, Instagram and Twitter.

SKM donated a loaf of Gardenia bread for each hashtag to families in need. The campaign was a success, with more than 4,900 hashtags featuring acts of kindness posted on social media.

During the year, Gardenia continued its annual complimentary support of the SKM's 'Share Goodness' campaign.

Two of Gardenia's popular speciality loaves, the Gardenia Fruit & Nut loaf and Gardenia California Raisin loaf, carrying a special kindness message, 'Share Goodness, Together We Can Make Someone's Day', were used to spread SKM's kindness message to thousands of households across Singapore.

## PROVIDING VALUABLE WORK EXPERIENCE FOR THE YOUNG

We invest in the young by providing them with opportunities to undertake a work stint in our facilities.

In Malaysia, Gardenia accepts undergraduate students into its bakeries for industrial training to expose them to the real work environment.

In Australia, Rivalea provides opportunities for local high school students to undertake work experience in its production facilities. This initiative has often led to students becoming valued future employees.

## ENCOURAGING ENTREPRENEURSHIP AND HONING BUSINESS SKILLS

To harness and develop the entrepreneurial and business management skills of college students and teach them healthy eating

habits, Gardenia launched an inter-varsity sandwich-making and business idea generation competition in the Philippines called 'The Next Big Sandwich Hit'.

The contest created widespread interest with teams of students from 10 universities competing to create a healthy original sandwich and conceiving a business plan that would sell the most sandwiches at the Mercato food bazaar at Bonifacio Global City. Gardenia subsidized the 2-day stall rental fees for the contest and the ingredients used in the sandwich concoctions.

The contest provided students with invaluable experience on doing business in a real food bazaar: they also got to keep the extra money earned from their sandwich sales.

### **KEEPING THE COMMUNITY SAFE FROM CRIME**

In Singapore, NCS joined as a member of the Jurong Waters Safety & Security Network (JSSN) in 2013. The JSSN is a community and safety initiative set up by the Police Coast Guard, Immigration & Checkpoints Authority, Central Narcotics Bureau, Singapore Customs, The Maritime & Port Authority of Singapore and the Singapore Civil Defence Force. Members help to keep the community safe by looking out for smuggling and other forms of criminal activity along the coastline.

### **PROMOTING ETHICAL BUSINESS PRACTICES**

In 2013, Gardenia made a commitment to fight corruption and promote ethical business practices and good corporate governance. It participated in the INTEGRITY INITIATIVE of the Makati Business Club, Management Association of the Philippines and the European Chamber of Commerce.

Gardenia is one of the 1,000 signatories of the Integrity Pledge, acknowledging its responsibility to be an example in the fight against corruption, and pledging to operate its businesses ethically and with integrity.

### **ENVIRONMENT**

With climate change being one of the most serious issues facing the world, we are committed to minimizing and mitigating our negative environmental impacts and maximizing our positive environmental contributions.

During the year, we stepped up measures to further reduce our carbon footprint by optimizing our operations to be more sustainable, and collaborating for an environmentally sustainable world.



One of the qualifying rounds in Gardenia's 'The Next Big Sandwich Hit', an inter-varsity sandwich-making and business idea generation competition in the Philippines to create the best original healthy sandwich.

## ENVIRONMENTAL MANAGEMENT SYSTEM

In Australia, Rivalea has adopted the ISO 14001 standard for Environmental Management Systems and is currently working towards compliance with the ISO 50001 standard for Energy Management Systems. All Rivalea sites are regulated under State Environment Protection Agencies and the company regularly monitors and reports on environmental issues.

## BIOGAS TO ENERGY

We are focused on our efforts to reduce emissions. In 2009, Rivalea built its first biogas facility, two years ahead of the Australian government's Voluntary Carbon Farming Initiative 2011 to encourage farmers to reduce emissions.

Rivalea's second biogas facility, which started producing biogas in 2012, has exceeded expectations in regard to gas production. The amount of biogas produced has the potential to heat more than 500 homes per day. The carbon abatement from burning biogas is expected to be in excess of 12,000 tonnes of carbon dioxide, equivalent to taking 2,700 cars off the road.

In 2013, Rivalea reduced its annual overall greenhouse emissions by 5.2% from 2012. The reduction in emissions per unit of production also improved by 12.7% over 2012.

## POLLUTION INCIDENT RESPONSE MANAGEMENT PLANS

In 2013, Rivalea formulated Pollution Incident Response Management Plans to prepare, coordinate and mitigate the impact of any pollution incident on neighbouring communities.

The Plans included a commitment to training staff and having the resources and readiness to co-operate with the authorities should the need arise.



Rivalea's second biogas facility started producing biogas in 2012.

## RECOVERING NUTRIENTS AND WATER FROM WASTE

We recover nutrients and water from our farming operations to meet our environmental and sustainability objectives.

Rivalea's farm at Corowa uses treated waste water to grow wheat, maize and pasture crops, which in turn are milled into highly nutritious diets for its herd. Other co-products from Rivalea's operations are processed into products such as compost and protein meal.

Rivalea is currently investigating the use of algal biomass as a potential feed ingredient.

The purpose of this project is to establish a sustainable resource that can be used as an alternative source of dietary protein and energy in animal diets.



Rivalea uses nutrient-rich treated waste water from its operations to grow valuable crops.

### COMMUNITY ENVIRONMENTAL MEETINGS

Rivalea adopts a proactive approach to ensure that its neighbours are informed of any environmental impacts caused by its operations. It holds regular community meetings to discuss environmental issues and solutions to reduce or eliminate any environmental impacts. Its open channel of communications, which also includes phone calls, letterbox drops and personal visits, has enhanced the strong and effective relationships it has built over the years.

### ENERGY SAVING PROJECTS

To ensure that our practices and processes are not harmful to the environment, we have undertaken measures to use cleaner and more cost efficient energy sources.

In Singapore, NCS has completed the replacement of plant and machinery under a grant offered under the National Environment Agency's energy efficiency program. The energy efficient machinery is expected to result in savings of some \$120,000 a year in electricity usage.

In Malaysia, Gardenia has completed the switch over to the use of natural gas for its ovens and replaced all conventional diesel-fired boilers in its production lines with electrical powered steam generators to reduce carbon emissions.

In the Philippines, Gardenia strictly implements recycling and waste segregation programs. It uses liquefied petroleum gas in its baking processes and a Waste Water Facility treats used water before it is discharged into the sewers. All delivery trucks also undergo regular maintenance to reduce air pollution.

In Australia, Bakers Maison implemented a program in 2013 to reduce its carbon emissions by more than 30% over a 24-month period. It has completed the switch over to natural gas for its hot water system and ovens and the installation of LED high efficiency light fittings. The program is fully supported by the Australian Government.

### INITIATIVES TO REDUCE THE USE OF PLASTIC SHOPPING BAGS

To encourage consumers to bring their own shopping bags and reduce the usage of plastic grocery bags, Gardenia ran a marketing campaign in Singapore in 2013, giving away 70,000 reusable and foldable grocery shopping bags with the purchase of selected Gardenia products. The complimentary Gardenia bags were well received by consumers and helped to reduce the usage of plastic bags at supermarkets and hypermarkets.



To encourage consumers to use recyclable shopping bags, Gardenia gave away 70,000 reusable and foldable grocery shopping bags with the purchase of selected bread products in Singapore.

## ENVIRONMENT CONSERVATION PRACTICES

As part of its commitment to promote environment protection and conservation, Gardenia participated in a tree-planting activity in Adlaon, Cebu City, in cooperation with the Pollution Control Association of the Philippines Central Visayas. The activity is part of the National Greening Program that aims to plant 1,000 trees within a year.



Employees of Gardenia participate in a National Greening Program tree-planting activity in Adlaon, Cebu City, Philippines.

## ECONOMIC

### DEEPENING OUR BONDS WITHIN THE COMMUNITY

We are committed to ensuring that our activities contribute to the development of the communities in which we operate for the benefit of future generations. We foster close relationships and deepen our bonds within these communities through our support of key community projects.

Together with other local Australian businesses and local councils, Rivalea had for the past two years been involved in a project to develop a fishing platform on the Murray

River at Corowa. The platform is now completed and we are honoured that the local council has named it the 'Rivalea Fishing Platform' in recognition of Rivalea's support of the local community.

During the year, Rivalea also supported local commercial chef apprentices with product donations. In turn, the apprentice chefs use and promote Rivalea's products in their restaurants.

As a large local employer, Rivalea has a strong preference for using local suppliers and contractors for agriculture, farming operations and maintenance.



#### Rivalea Fishing Platform

In recognition of Rivalea's support of the local community, the local council named a new fishing platform on the Murray River at Corowa, the Rivalea Fishing Platform.

## OUR PEOPLE

Our people are at the heart of our operations and are the key driving force behind our successes and achievements. We invest in our employees through various upgrading and career development programs, in the form of external and internal training courses. The opportunity enables employees to enhance their skills and capabilities and realise their full potential.

### INVESTING IN TRAINING AND EDUCATION

Our Gardenia operations in Singapore, Malaysia and the Philippines provide local and overseas training and exposure for employees across all levels of seniority to improve their skills and equip them with the necessary knowledge and expertise to meet the changing needs of the business.

During the year, Gardenia employees in Singapore attended various internal and external upgrading and career development programs. Additionally, more than 150 staff benefitted from two major internal training programs - a Fire Awareness Seminar and a Course on Workplace Safety & Risk Management conducted by the company's Human Resource Department.

In the Philippines, Gardenia continued to provide opportunities for employees to attend training courses, seminars and conventions for their education and development. The company also sponsors the costs of education for employees who wish to pursue further studies.

At Rivalea, employees have access to various training, development and career opportunities, including tertiary education.



Gardenia employees in Singapore attend a Fire Awareness Seminar as part of an internal training program.

### INVESTING IN OCCUPATIONAL HEALTH AND SAFETY

The safety, health and well-being of our employees are of paramount importance to us, and we have implemented a number of health and safety related initiatives.

Rivalea uses the SafetyMAP standard for Safety Management Systems and is working towards gaining accreditation to ASNZ 4801 standard.

To promote the health and fitness of its staff, Rivalea employees are encouraged to participate in exercise programs in the company's gym, and running and walking tracks. Employees are also given annual flu vaccinations and information on a wide range of health and wellness topics.

Rivalea's in-house Rehabilitation Centre aids in the speedy recovery of any injured employee by providing safe alternative duties, rehabilitation and exercise programs. A new online integrated incident reporting system also allows for real time incident reporting to enable speedy investigations.

In Singapore, Ben Foods produced a Safety Guide Book for its staff in 2013. The guide identifies common risks at work and is part of

the company's Workplace Safety Program initiative.

### INVESTING IN FAMILY WORK-LIFE BALANCE

Our guiding principles are very much focused on achieving a good balance of work and family life.

In Singapore, Gardenia provides complimentary daily transportation, lunch and a loaf of bread to each employee. This initiative has helped to defray part of the costs of living for employees. Additionally, the company also provides employees with benefits such as free corporate admission passes to local attractions like the Singapore Zoo, and specially-packed mini-hampers in celebration of Singapore's National Day.

In the Philippines, Gardenia invests in the well-being of its employees through family-oriented bonding programs and activities that foster a greater sense of belonging. Gardenia hosts an annual plant visit every summer for

employees' families. The visits have proved to be a morale booster for the staff, providing an opportunity for family bonding and fostering a greater sense of belonging.

Gardenia also celebrates the successes of employees whose immediate family members graduate from elementary, high school or college. The graduates are presented with gifts and congratulatory cards. Qualified tertiary students are also welcome to undertake on-the-job training in Gardenia's facilities to help them prepare for their careers.

In Malaysia, Gardenia provides employees with free daily transportation and complimentary meals. The company also maintains a fund for the benefit of employees who require financial assistance.

In Australia, Rivalea's Employee Assistance Program provides assistance and counselling on a wide range of issues such as addictions, family matters, grief and bereavement and mental health.



Employees of Rivalea participate in an exercise program on the company's running and walking tracks.



A Christmas party organised by Rivalea for employees and their families where close to 400 children received a gift from Santa.

In 2013, Rivalea held a Christmas party for employees and their families. Close to 400 children were presented with a gift and enjoyed themselves at a Christmas party complete with rides, games, activities, refreshments and a visit from Santa.

### DIVERSITY

We are a multi-cultural employer with employees from a diverse range of nationalities. As an equal opportunity employer, we adhere to fair practices in relation to all employment issues.

In Australia, Rivalea's Equal Employment Opportunity Committee represents the interests of all its employees. New international employees and their families are

provided with educational opportunities, including studies in the English Language.

During the year, employees of Bakers Maison in Australia celebrated Harmony Day and their cultural diversity by bringing a dish from their own country and sharing its ingredients, preparation and food traditions with colleagues.

Bakers Maison employs some 70 staff hailing from 18 different countries. The event provided opportunities for staff interaction and bonding amongst an amazing array of tastes and flavours from dishes representing France, Switzerland, Greece, Lebanon, Egypt, Iraq, Afghanistan, Pakistan, India, Bangladesh, Myanmar, China, Korea, Philippines, Vietnam, Singapore, Indonesia and Australia.



Employees of Bakers Maison celebrating Harmony Day in Australia by sharing food from their home country. Bakers Maison employs some 70 staff from 18 different countries.



Gardenia employees in Singapore participate in the ComChest Heartstrings Walk 2013, a charity event organized by the Community Chest of Singapore.

## PROMOTING STAFF VOLUNTEERISM FOR A GOOD CAUSE

We believe that helping others contributes towards living a fulfilling and enriching life. Employees are encouraged to take part in community service and to reach out to the needy.

Gardenia employees in the Philippines voluntarily donate cash to the victims of flash floods through the Philippine Red Cross, and healthy employees are encouraged to donate blood to blood banks.

In 2013, Gardenia employees participated in the 'ComChest Heartstrings Walk', a mass walk around the Marina Bay area organized by the Community Chest of Singapore. The event attracted close to 7,200 participants and raised \$1.35 million for more than 300,000 beneficiaries under the care of the Community Chest.

## PRODUCT RESPONSIBILITY

Quality control is our highest priority and our foremost responsibility to our customers. We

take steps to ensure that our products and production processes are safe and comply with agreed specifications and government regulations.

All our operations hold HACCP international certifications. The Gardenia and Rivalea operations have also attained ISO 9001:2008 food safety and quality control accreditations, with Rivalea possessing Export Registered Establishment, SQF 2000, Aus Meat Animal Welfare and Feed Safe accreditations. Additionally, Rivalea also holds accreditations with many of Australia's leading supermarket chains.

In Singapore, compliance with food industry regulations at Ben Foods and NCS is overseen by an in-house Quality Assurance team. The team also ensures that the sourcing of Ben Foods' products do not harm other animals. Ben Foods' Farmland brand of tuna is sourced from suppliers who practice fishing methods that do not endanger dolphins.

In Australia, Rivalea's team of meat safety and quality assurance officers undertake daily testing of products and equipment relating to compliance, food safety and customer standards at its on-site microbiology

laboratory. The laboratory is accredited with the National Association of Testing Authorities. In Malaysia, all Gardenia products and production plants are certified Halal by The Department of Islamic Development Malaysia (JAKIM). In 1994, a special Internal Halal Committee was set up to ensure that all requirements are stringently adhered to and every aspect of the Halal regulations complied with.

In Singapore, all Gardenia and Bonjour bakery products are also certified Halal. In Australia, most of the Bakers Maison bakery products are certified Halal by the Australian Federation of Islamic Councils Inc, Australia's National Islamic Organisation, with plans to certify more products in future.

## ANIMAL WELFARE

Rivalea is committed to the respectful and humane treatment of the animals in its care and this is achieved by breeding and raising animals within systems that deliver high standards of animal welfare.

Rivalea's commitment to removing all pregnant sow stalls by 2017 was completed in 2012, five years ahead of schedule and significantly ahead of the industry. All pregnant sows are now housed in group housing pens that meet or exceed the Model Code of Practice. This ensures that they are able to move about freely.

Rivalea is the leader in its field in the research and development of many aspects of animal welfare. Research strategies include optimising

pregnant sow housing and sow grouping methods to minimise aggression, investigating alternative farrowing systems, reducing or eliminating elective husbandry procedures and free range outdoor systems. Rivalea is working alongside industry bodies to conduct research, produce recommendations and establish best practices that will be made available to the industry and the wider community.

## ACCOLADES & AWARDS

### CERTIFICATE OF APPRECIATION FROM THE SPASTIC CHILDREN'S ASSOCIATION OF SELANGOR AND FEDERAL TERRITORY

In Malaysia, Gardenia was honoured to be awarded a Certificate of Appreciation from the Spastic Children's Association of Selangor and Federal Territory for its continuous support in terms of product contributions over the last 20 years. The certificate was presented by HRH The Sultan of Selangor during the Royal Charity Dinner in November 2013.

### LAGUNA LAKE DEVELOPMENT AUTHORITY PLAQUE OF GREEN RATING FOR THE 6<sup>TH</sup> CYCLE OF PUBLIC DISCLOSURE PROGRAM FOR THE LAGUNA DE BAY REGION - GOOD ENVIRONMENTAL PERFORMANCE

In the Philippines, Gardenia's commitment to mitigating the negative environmental impact of its operations through sustainable practices was recognised when the Laguna Lake Development Authority (LLDA) awarded it with a plaque of Green rating for Good

Ingredients: Skipjack Tuna, 100% Polyunsaturated oil, Salt.

**farmland**<sup>®</sup>

**SKIPJACK Tuna LIGHT**

**SANDWICH IN POLYUNSATURATED OIL**

**DOLPHIN SAFE**

**185g NET**

This TUNA has been fished from methods which do not endanger dolphins.

Packed in Thailand for: **Ben Foods (S) Pte Ltd**  
Singapore: 1, Fishery Port Road, Jurong Singapore 619729  
Malaysia: Melody Enterprise  
70, Jalan Seroja 12, Taman Johor Jaya, 81100 Johor Bahru, Johor

The Central Islamic Council of Thailand  
DICT. HL. 44 443 004 08 44

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Environmental Performance (LdBR-GEP) on the 6th cycle of the Public Disclosure Program for the Laguna de Bay Region. The award recognised Gardenia’s exceptional environmental performance from 2010 to 2012 with regards to its achieving wastewater effluents better than applicable standards and in compliance with LLDA regulatory requirements.

**PATRON OF THE ARTS  
ARTS SUPPORTER AWARD 2013**

During the year, QAF Limited was awarded the Arts Supporter Award 2013 by the National Arts Council for its sponsorship of the arts and its support of the fundraising activities of the Wild Rice theatre company.



The Laguna Lake Development Authority Philippines awarded Gardenia for its exceptional environmental performance and commitment to mitigating the negative environmental impact of its operations through sustainable practices, and for achieving wastewater effluents better than applicable standards.



Gardenia was presented with a Certificate of Appreciation from the Spastic Children’s Association of Selangor and Federal Territory by HRH The Sultan of Selangor at the Royal Charity Dinner in appreciation of Gardenia’s product donations over the last 20 years.