

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, Australia and China.

Since 1992, we have been a strong advocate of the importance of healthy diets and healthy lifestyles. As a major food producer and manufacturer, we are in a position to make efficient use of the world's limited food resources to produce healthy and nutritious foods that improve the quality of life of our customers.

As a responsible corporate citizen, we are committed to the conservation of the world's limited resources through economically sustainable business practices that minimise our impact on the environment and ecosystem. Sustainable business practices not only help to ensure a stable food supply for future generations, but enable 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 at a lower cost.

We are committed to the production of healthy and nutritious foods while reducing our environmental footprint. The central focus of our corporate social responsibility initiatives are the promotion of healthy eating and lifestyles, support for society and the local community, conservation of the environment, and the development and welfare of our employees.

PROMOTING HEALTHY EATING AND LIFESTYLES

Gardenia is committed to helping people to live and eat better. It advocates life-long healthy eating habits through the development of nutritious products, and involvement in health awareness programs and community outreach activities that seek to educate consumers on the benefits of a healthy diet and an active lifestyle.

Over the years, Gardenia has developed a range of healthy bakery products to address the special nutritional needs of consumers. They include 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, breads with prebiotic properties, and wholegrain bread made from Canadian purple wheat, an ingredient high in anti-oxidants.

To encourage Singaporeans to make healthier food choices and eat more whole grains, Gardenia has also developed a Wholegrains range of high-fibre bakery products that carry the Singapore Health Promotion Board's 'Healthier Choice Symbol'. In 2015, Gardenia expanded the range with a new wholemeal bread that has the soft texture of white bread - the Super Fine & Soft Wholemeal Bread, baked with 100% extra fine wholemeal flour.



► Educating consumers at a Singapore Health Promotion Board roadshow on the benefits of whole grains.



► Bread sampling at a World Bread Day event in Singapore.



We are in a position to make efficient use of the world's limited food resources to produce healthy and nutritious foods that improve the quality of life of our customers.

During the year, Gardenia developed a Spelt, Quinoa & Purple Wheat Country Loaf with sourdough, olive oil, flaxseeds and sunflower seeds. It also enhanced the formulation of the Gardenia Hi Calcium Milk Bread with the addition of vitamin D3, prebiotics (inulin) and lutein.

Health promotion initiatives

In 2015, Gardenia organised several campaigns to encourage consumers of white bread to switch to healthier wholemeal products. These included an exchange activity during the World Bread Day celebrations where customers could exchange any white bread wrapper for a free loaf of Gardenia Super Fine & Soft Wholemeal Bread, a nation-wide lucky draw contest called 'Wholemeal, Wholesome, Whole lot of fun!', a collaboration with 7-Eleven where customers were able to win cash prizes by selecting Gardenia wholemeal products, and an online contest conducted through the Friends of Gardenia Facebook page.

For more than two decades, Gardenia has partnered with the Singapore Health Promotion Board ('HPB') in various initiatives and community outreach activities to raise awareness of how chronic diseases like diabetes and obesity can be prevented through a healthy diet and lifestyle.



► Encouraging consumers of white bread to switch to wholemeal. Customers are able to exchange any white bread wrapper for a free loaf of Gardenia Super Fine & Soft Wholemeal Bread.



► Gardenia spreads the message of eating more whole grains during the World Bread Day event at the Ng Teng Fong Hospital in Singapore.

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During the year, Gardenia collaborated with HPB in two major HPB campaigns – ‘Shop Healthy. Get More from Life’ and ‘Healthy Lifestyle Festival SG’. Roadshows were held at various heartland supermarkets to teach shoppers how to make better nutritional choices by selecting Healthier Choice Symbol products.

With the rising incidence of diabetes, Gardenia continued to support healthcare professionals and hospitals in several diabetes-related health events.

To increase awareness of the health benefits of a low-GI diet, Gardenia’s Low GI Nutri Multi-Grain loaves were distributed at the World Diabetes Day event organised by the Diabetic Society of Singapore in November 2015.

In Malaysia, Gardenia regularly partners with hospitals and healthcare NGOs to educate the public on reducing the risk of diet-related chronic diseases by leading an active lifestyle and cultivating healthy eating habits that incorporate whole grains.

During the year, Gardenia distributed low calorie, low-GI sandwiches and recipe leaflets to diabetics and their caregivers at a 3-day World Diabetes Day event held at the University Hospital. The event was organised by the Diabetes Care Unit of the University of Malaya Medical Centre.

Gardenia also distributed 2-slice packs of low-GI 100% Wholegrain with Canadian Purple Wheat bread and information leaflets to the young participants of Diabetes Camp 2015 organised by the Paediatric Endocrine Unit, University of Malaya Medical Centre. The camp teaches patients with type 1 diabetes how to take control of their diabetes, gain confidence and independence and lead a healthy life.

During Nutrition Month Malaysia 2015, Gardenia co-sponsored the ‘Eat Right, Move More: Prevent Diabetes from Young’ educational carnival organised by the Nutrition Society of Malaysia in collaboration with the Malaysian Dietitians’ Association and Malaysian Association for the Study of Obesity. The highlight of the carnival was a healthy sandwich-making competition for young children and their parents to encourage healthy eating habits in the family. The carnival was held in a mall and attracted more than 100,000 visitors.

In the Philippines, Gardenia’s registered nutritionists visited 205 offices and supermarkets as part of their Supermarket Wellness Camp and Corporate Wellness Movement activities in 2015. During the year, some 10,000 shoppers, households and office workers received free nutrition counselling and advice on diet plans and general health matters.



► Nutrition Month Malaysia Carnival 2015 themed ‘Eat Right, Move More: Prevent Diabetes from Young’.



► Healthy Sandwich-making Competition at the Nutrition Month Malaysia Carnival 2015 aims to teach the young the importance of healthy eating habits.



► Happy visitors at the free educational tour to the Gardenia bread plant in Singapore.

School Health Fairs

We believe that healthy eating habits should be taught from a young age, and for over 20 years, Gardenia has collaborated with the HPB in its School Health Fair program to teach healthy eating habits to schoolchildren.

In the Philippines, Gardenia's School Nutri-Tour program reached more than 90,000 students in various public and private schools in 2015. The program is a comprehensive health and wellness initiative that promotes the health benefits of taking breakfast and having an active lifestyle, conveyed through an informative talk and exciting educational games.

Educational bread plant tours

Gardenia spreads the message of healthy eating and lifestyles to the larger community by providing free daily educational tours of its fully-automated production facilities. The educational tours not only showcase the bread production process, but more importantly, incorporate talks on health, hygiene, diet and nutrition.

During the year, more than 30,000 students, youths and the elderly visited the Gardenia bread plant in Singapore and got to sample its Healthier Choice range of wholegrain products. In Malaysia, the Gardenia plant received more than 35,000 visitors in 2015.

In the Philippines, a visit to the Gardenia plant at Laguna is one of the top educational field trip destinations in the country, attracting students from schools in Aparri and Laoag in the northernmost part of Luzon, to Sultan Kudarat and General Santos City in the southernmost regions of Mindanao. In addition to learning about healthy eating, hygiene and the importance of an active lifestyle, students visiting the plant receive a values enhancement education through the Rotary Four-Way Test. The Philippines plant has played host to more than three million visitors since 2002.



In Malaysia, Gardenia regularly partners with hospitals and healthcare NGOs to educate the public on reducing the risk of diet-related chronic diseases by leading an active lifestyle and cultivating healthy eating habits that incorporate whole grains.

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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.

Supporting charitable causes and sponsoring community programs

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

- Gardenia Singapore collaborates with the Rotary Club of Singapore North to provide heavily subsidised loaves each week for a period of one year, to less fortunate families staying in the Teck Ghee area.



In Singapore, QAF Limited and Ben Foods continued their support of the fundraising activities of Wild Rice, a local theatre company and a registered charity whose mission is to build a theatre culture in Singapore.

In April 2015, Ben Foods supported the Dover Park Hospice's fundraising activities by sponsoring the food and drink for its Charity Golf 2015 event, and donating several bottles of premium wines that were auctioned off to raise funds for the hospice.

Through various partnerships and collaborations, Gardenia provided product sponsorships to 64 charitable homes, schools and non-profit organisations in Singapore, donating more than 100,000 complimentary bread loaves and buns. During the year, it also collaborated with the Rotary Club of Singapore North on a weekly bread distribution initiative to provide heavily subsidized loaves, for a one year period, to less fortunate families staying in the Teck Ghee area.

In Malaysia, Gardenia has been supporting more than 65 charity homes with regular product donations since 1991. In 2015, Gardenia donated more than 250,000 units of bakery products to various charitable causes, including the Orang Asli Settlement, single parents, the homeless, and in support of blood donation drives.



- Twiggies Wagon distributing free Gardenia Twiggies buns to the students of Telok Gadong Primary School, Klang, Malaysia.



- Fifty Gardenia employees participate in a run to raise funds to rebuild the homes of victims of a massive flood in Kelantan.

During the year, Gardenia organised a Teachers' Day party for the teachers and special needs children at Telok Gadong Primary School, Klang. To help develop the social skills of these children, Gardenia sponsored gifts for the children to present to their teachers at the party, as a gesture of appreciation. The highlights of the celebration were the happy smiles on the teachers' faces, and the children's joy at the delicious cakes and buns that were distributed from the colourful Gardenia Twiggies Wagon parked in the school compound.

In October 2015, Gardenia provided financial support to a charitable run that was organised to raise funds to re-build the homes of victims of a massive flood in Kelantan in 2014. In order to raise more money for the flood victims, 50 Gardenia employees also participated in the run.

In December 2015, Gardenia partnered with Media Prima Berhad's TV3 station to sponsor the costs of bringing several poor families to Kuala Lumpur for a school holiday treat. The families were featured in a reality program 'Bersama Mu', a weekly television program that highlighted the plight of needy families and enabled viewers to help them with donations.

During the year, Gardenia continued its annual Bag-to-School school bag distribution program, giving out some 600 school bags to needy schoolchildren living in villages in Selangor and Kuala Lumpur. The school bag donations were made in collaboration with the National Population and Family Development Board, and helped struggling families defray their back-to-school expenses.

In the Philippines, Gardenia makes regular bread donations to 46 charitable organisations and foundations through its Daily Bread program. These include institutions that house abandoned and abused children, and former street kids.

In celebration of World Bread Month 2015, Gardenia continued its I Shared Bread charity campaign, pledging to donate to charity, twice the number of loaves purchased by plant tour visitors at its plant bread store over a 2-week period. At the end of the two weeks, Gardenia collected 1,674 bread loaf G-locks. It will be donating 3,348 bread loaves to two charities: the Bahay Tuluyan ng mga Bata (Home for Girls) in Dasmariñas, Cavite and the SOS Children's Village in Mandaue, Cebu, over the course of 2016.



► Families from the Bersama Mu charity reality TV show are treated to a Gardenia factory tour.



► Children of a village in Jenjarom, Selangor receive free school bags under Gardenia's Bag-to-School Program in 2015.

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In Australia, Rivalea provided financial support to a range of charitable and non-profit organisations.

In China, Gardenia continued to support several nursing homes and social welfare institutions with free long-term bread donations.

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In 2015, Rivalea supported several major local community projects. It made a significant donation towards the construction of the Albury Wodonga Regional Cancer Centre, a major development for the local community. On completion, the Centre will house the most up-to-date cancer treatment facilities in the region. Rivalea's donation will assist in purchasing life-saving cancer equipment, fund cancer research, support staff training and other related expenditure.

Rivalea also made monetary donations to The Amaranth Foundation to support the establishment of an Advanced Chronic and Palliative Care Program for persons living with a chronic or terminal illness, and to the Corowa Rutherglen Football Club, to enable it to upgrade the lighting at their home ground. A donation to the Corowa Pre School also enabled four local families to send their children to preschool.

In July 2015, Bakers Maison and its employees celebrated We Care! Day with a donation in support



► A nursing home in Fuqing city is one of Gardenia's long-term beneficiaries of free bread.



► Rivalea donates to The Amaranth Foundation to support the establishment of an Advanced Chronic and Palliative Care Program for persons living with a chronic or terminal illness.

of White Ribbon Australia, an organization that aims to stop violence against women. Bakers Maison also supported Foodbank and the Tower Street Public School with monetary donations.

Responding to calamities and disaster relief efforts

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 organisations to provide food, aid and assistance.

In 2015, more than 4,000 loaves were distributed to victims of Typhoon Lando in Manila, Bulacan, Nueva Ecija and Tarlac, and the survivors of a fire in Pasay City under Gardenia's Response Agad (Quick Response) for Fire Victims program.

Supporting government-initiated consumer programs

During the year, Gardenia continued its active participation in several Diskwento Caravans in the Metro Manila, Laguna and Bicol areas. Diskwento Caravan is a government-initiated program between the Department of Trade and Industry ('DTI') and local food manufacturing companies, to sell basic goods at discounted prices to people living in ravaged communities.

To provide affordable bakery items to the masses, Gardenia also supported the DTI's Pinoy Tasty and Pinoy Pandesal projects, a joint project between the DTI and a group of local bakers.

Helping to alleviate hunger and malnutrition in schoolchildren

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

During the year, Gardenia donated more than 75,000 bakery items to various schools in Malaysia.

In the Philippines, Gardenia put some 1,800 students from eight public elementary schools in Luzon and Cebu under its Nutrition Assistance Program for a period of one year. The Nutrition Assistance Program is a health advocacy initiative and a feeding program that aims to reduce malnutrition in less privileged schoolchildren. Under the program, children were taught the importance of eating a well-balanced breakfast and provided with free bread. The nutritional status of the children and their performance in school will be monitored for signs of improvement.



► Gardenia Philippines' Nutrition Assistance Program aims to reduce malnutrition in less privileged schoolchildren.

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Transforming lives through sponsorships of underprivileged children

During the year, more than 100 children from the Reception and Study Center for Children in Quezon City, Tulay ng Kabataan Foundation, Inc and White Cross Children's Home celebrated Beneficiaries' Day at the Gardenia plant. Beneficiaries' Day is an annual corporate social responsibility activity where selected charities or foundations for less privileged children, such as abandoned children, former street children and addicts, are treated to a fun-filled day with volunteers from Gardenia. The program aims to bring hope and cheer into the children's lives.

COMMUNITY INVOLVEMENT

Beyond instilling healthy lifestyles, we are committed to cultivating a kinder and more caring society. We take an active part in community activities to foster close relationships and strong ties within the communities in which we operate.

Promoting kindness in the community

For the past 11 consecutive years, Gardenia has partnered with the Singapore Kindness Movement to actively contribute to community initiatives that foster a kind

and caring society. In 2015, Gardenia helped to spread the Kindness message, 'Spread Joy & Share Goodness with Your Neighbours' by printing the Kindness message on the bread packaging of selected Gardenia loaves that were then sold at more than 3,500 retail outlets.

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 Singapore, Gardenia works closely with educational institutions such as Temasek Polytechnic, Nanyang Polytechnic and the Institute of Technical Education to provide industrial attachment opportunities to selected students pursuing food science studies. These attachments enable students to acquire real-life working experience in the bakery industry.

In 2015, Gardenia collaborated with Temasek Polytechnic in the School of Applied Science's Project Show, where Baking & Culinary Science students designed culinary menus and prepared sandwiches using Gardenia products.

In Malaysia, Gardenia provides similar industrial attachment opportunities for undergraduate students.



► Children from the White Cross Children's Home enjoy a fun-filled day at the Gardenia bread plant in the Philippines on Beneficiaries' Day.

In Australia, international and local high school and university students are able to undertake work experience in Rivalea's production facilities and participate in key research projects. This initiative has often led to students becoming valued future employees.

Keeping the community safe from crime

In Singapore, we participate in initiatives to keep the community safe and crime-free.

NCS is a member of the Jurong Waters Safety & Security Network ('JSSN'). Together with other members, NCS helps to keep the community safe by looking out for smuggling and other forms of criminal activity along the coastline. 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.

Promoting ethical business practices

In the Philippines, Gardenia is committed to fighting corruption and promoting ethical business practices and good corporate governance. It is a participant of Integrity Initiative, an effort launched by the Makati Business Club, Management Association of the Philippines and the European Chamber of Commerce, to fight against corruption.

ENVIRONMENT

We are committed to minimising and mitigating our negative environmental impacts and maximising our positive environmental contributions. During the year, we stepped up measures to further reduce our carbon footprint by optimising our operations to be more sustainable, and collaborating for an environmentally sustainable world.

To deter flies and rodents that are usually attracted to food storage facilities, NCS took the initiative to ensure the proper disposal of food and other waste products by providing tenants of its cold store with waste bins that are emptied daily by a waste-disposal company.

A National Environment Agency ('NEA') licensed pest-control company maintains the pest-free status of the cold store, and a NEA-accredited trade effluent service company disposes of trade effluent on a regular basis.

Environmental Management System

In Australia, Rivalea is working towards the ISO 14001 Environmental Management System to assure its stakeholders of its commitment to improving all environmental aspects of its operations.

Pollution incident response management plans

Rivalea continues to action its pollution incident response management plans through staff training, hazard identification and risk assessments of potential incidents, and appropriate mitigation measures. This approach ensures that Rivalea is well prepared to mitigate and respond to any potential pollution incident.

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.

Community environmental meetings

In Malaysia, Gardenia takes a pro-active role in maintaining open lines of communication with the community heads of the five locations where it has production facilities. This has resulted in close relationships and better understanding within the communities.

Rivalea also adopts a proactive approach to ensure that its neighbours are informed of any potential environmental impacts caused by its operations. It holds regular community meetings to discuss environmental issues and solutions to reduce or eliminate any potential environmental impacts. Through its open channel of communications, Rivalea seeks to build effective relationships with all its stakeholders.

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Biogas to energy

We are focused on our efforts to reduce emissions and have taken steps to contribute to global carbon emissions reduction.

Rivalea built its first biogas facility in 2009; its second facility commenced biogas production in 2012 and currently produces enough biogas to heat the equivalent of more than 500 homes per day. Rivalea has long-term plans to further reduce its reliance on fossil fuels for electricity and heat.

In 2015, the Federal Government launched the Emissions Reduction Fund for the purpose of compensating businesses that reduce greenhouse gas emissions. Rivalea was successful in winning a contract with the

Emissions Reduction Fund to sell 112,000 tonnes of greenhouse gas abatement over the next seven years. This will be achieved by combusting methane captured from wastewater. Combusting methane reduces its global warming potential by 21 times, as compared to carbon dioxide. Rivalea's carbon emissions from the LPG, natural gas and electricity used in its operations have been reduced by 5.6% from its 2013-2014 figures. This represents a reduction of 1,300 tonnes of carbon dioxide in the atmosphere, or around 275 cars worth.

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, the replacement of plant and machinery at the NCS Cold Store in 2013 has resulted in savings in electricity consumption.

In Malaysia, Gardenia uses natural gas for most of its ovens and electrical-powered steam generators in order to reduce carbon emissions.

In the Philippines, Gardenia strictly implements recycling and waste segregation guidelines in its plant operations. It uses LPG in its baking processes, and a Waste Water Facility treats used water before it



- As part of its environmental protection efforts to reduce the use of plastic bags, Gardenia Singapore gave away 100,000 reusable and foldable SG50 shopping bags.



- Gardenia's environmental protection efforts extend to Fujian where it gave away 50,000 reusable and foldable non-woven shopping bags to customers.

is discharged into the sewers. All delivery trucks also undergo regular maintenance to reduce air pollution.

In Australia, Bakers Maison uses natural gas and LED high-efficiency lighting in its factory. In 2015, it saved \$80,000 in energy consumption after the conversion of its blast freezer to an ammonia gas system, and the installation of solar power.

Initiatives to reduce the use of plastic shopping bags

As part of its environmental protection efforts to reduce the use of plastic bags, Gardenia ran several marketing campaigns in Singapore to encourage shoppers to use reusable shopping bags. A total of 100,000 reusable and foldable shopping bags were given away. The red and white design of Gardenia's SG50 bags were well received as they also commemorated Singapore's 50th birthday.

In China, Gardenia also held similar awareness campaigns, giving away some 50,000 reusable and foldable non-woven shopping bags to customers.

Environmental conservation practices

Gardenia is committed to the promotion of environmental protection and conservation. In 2015, seventy Gardenia employee volunteers in the Philippines planted some 2,000 rubber tree seedlings in Kalayaan, Laguna, over an area of approximately two hectares. When fully grown, the rubber trees will be a source of livelihood for the local community. Gardenia has committed to maintain and monitor the growth of the seedlings in co-ordination with the Environment and Natural Resources Office (CENRO) Laguna, a sub-organization of the Department of Environment and Natural Resources (DENR). The tree-planting initiative is part of the National Greening Program of the Philippines, which aims to plant an area of 1.5 million hectares with 1.5 billion trees by the end of 2016.

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 and local businesses.

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

To deepen its bonds within the community, Rivalea has pledged to sponsor a children's festival to be held in Corowa in 2016. The last children's festival, also sponsored by Rivalea, was held in 2014 and was attended by many employees' children, attracting close to 6,000 people from the local community and surrounding districts.



- In support of the Philippines' National Greening Program, 70 volunteers from Gardenia help to plant some 2,000 rubber seedlings in Kalayaan, Laguna.

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► Gardenia's drivers in Malaysia attend a defensive driving course to improve their skills and maximise fuel savings.

OUR PEOPLE

Our people are the key driving force behind our successes and achievements. We invest in our employees through various upgrading and career development programs. The opportunities enable our employees to enhance their skills and capabilities and realise their full potential.

Investing in training and education

The Gardenia operations in Singapore, Malaysia and the Philippines provide local and overseas training and exposure for their employees. In Singapore, internal training sessions are regularly conducted on a bi-monthly basis, with an emphasis on food safety, product knowledge and workplace safety.

In 2015, Gardenia staff across all levels in Singapore were enrolled in various upgrading and career development programs, both internal and external. These training initiatives are designed to improve employees' skills and equip them with the necessary knowledge to meet the changing needs of the business.

In Malaysia, Gardenia partnered with Shell Malaysia Trading Sdn Bhd and TC Trucks After Sales Sdn Bhd for the second year running, to conduct the Intelligent Defensive Driving Course and the Basic Truck Operation Course for its drivers. These courses have improved the drivers' skills and helped the company to maximise fuel savings.

In the Philippines, Gardenia sponsors the costs of education for employees who wish to pursue further studies.



► Employees of Gardenia Fujian attend the Outward Bound course as part of their staff training and skills upgrading.

In China, Gardenia regularly organizes staff training and skills upgrading courses for its employees. In 2015, Gardenia's sales and marketing team attended the Outward Bound course to learn to realise their full potential, foster team building and creativity, and hone negotiation skills.

During the year, four NCS personnel attended the fire safety and first aid programs conducted by the Singapore Civil Defence Force.

At Rivalea, employees have access to various training, development and career opportunities, including tertiary education. Rivalea has an in-house learning and development team and is equipped with its own dedicated training facilities and tailored resources. In 2015, Rivalea supported 11 employees with bachelor and post-graduate studies and over 70 employees with nationally-accredited qualifications; it also conducted many workshops, training sessions and courses. Rivalea supports employees who are studying, not only by providing them with financial assistance, but also by providing resources and access to its internal learning and development specialists, who can offer mentoring and advice.

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 employees are given annual flu vaccinations and provided with information on a wide range of health and wellness topics. To promote the health and fitness of its staff, employees are strongly encouraged to take advantage of the company's running and walking tracks.

In 2015, Rivalea held Red Apple Day in support of Bowel Cancer Australia. Every employee was given a red apple and information flyers on the disease to increase their awareness and understanding of bowel cancer.

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



► Four NCS personnel attend the fire safety and first aid programs conducted by the Singapore Civil Defence Force.



► Rivalea employees support Bowel Cancer Australia on Red Apple Day with a red apple and information flyers on the disease.

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Investing in family work-life balance

We value the importance of family bonds and are focused on achieving a good balance between work and family life. We strive to provide a caring and family-oriented work environment that promotes family time and work-life balance.

In Singapore, Gardenia staff are provided with complimentary daily transportation to and from work, a convenience that has enabled them to cut down on commuting time and enjoy more personal time with their families. All office staff and shift production workers are also provided with complimentary meals in Gardenia's in-house cafeteria. The meals incorporate healthy salads, fruits and vegetables, and the communal dining arrangement encourages employees of all levels to bond with their colleagues from different departments.

Employees are given a complimentary loaf of Gardenia bread every day. To encourage the consumption of more whole grains, Gardenia also provides wholemeal loaves. On special occasions, speciality loaves such as the premium Gardenia Fruit & Nut Loaves are distributed to all employees.

Other employee benefits include free corporate admission passes to the Singapore Zoo for families and friends. Specially-packed mini-hampers are also given out to employees each year to celebrate Singapore's National Day, and to employees to celebrate the birth of their newborn children.

In Malaysia, Gardenia also provides employees with free daily transportation and complimentary meals to defray part of their living costs.

Gardenia places great importance on family bonds and promotes the close relationship between employees and their families. Employees who require financial assistance to pay the costs of medical treatment for their immediate family members are able to obtain interest-free loans from the Staff Welfare Fund to partially defray the costs of treatment. The Fund also provides financial assistance to the families of deceased employees, and families who are victims of natural disasters.

In the Philippines, Gardenia invests in the well-being of its employees through family-oriented bonding programs that enhance family relationships, and activities that foster a greater sense of belonging. Gardenia hosts an annual family plant tour every summer for employees' families. The plant tour creates an opportunity for family bonding and enables family members to see the working environment of their loved ones. The tour program includes a briefing on the company and its operations, and a fun games segment that is usually accompanied by much laughter. At the end of the tour, everyone gets to take home a goodie-bag of breads and snacks. The visits have proven to be a morale booster for the staff.

To foster a greater sense of belonging, Gardenia also celebrates the successes of employees whose immediate family members graduate from elementary school, high school or college. The graduates are presented with gifts and congratulatory cards. Family members who are qualified tertiary students are welcomed to undertake on-the-job training in the company.

Gardenia also conducts free livelihood training sessions and seminars for employees' dependents in co-operation with the Alternative Learning System, a sub-division of the Department of Education and Sta. Rosa Livelihood Organization, Laguna. In 2015, classes were conducted on coconut candy making, fruit jam processing and water lily handicraft-making.

Gardenia Philippines celebrates Wellness Week twice a year for its employees. The week-long activity includes a blood donation drive, a health risk assessment, free blood sugar and cholesterol tests, body massages, dental consultation, warts cauterization and financial seminars. Talks are also given on common health concerns such as dengue haemorrhagic fever, allergic dermatitis, hypertension and lower back pain. Participants receive health product samples from the participating sponsors.

In Australia, Bakers Maison celebrated Labour Month by honouring its employees at a Meet the Bakers Day event in October 2015. The event celebrated the

valued contribution of each employee in his role in the organization, with the highlight of the occasion being a 'Bakers Wall' that featured individual photographs of each smiling employee at work. The Bakers Wall was an inspiration to all, and each employee got to take home his photo as a memento.

In November 2015, Bakers Maison held a Pizza Day for its employees in appreciation for the hard work and long hours put in to keep up with the demands of the business. Pizza was delivered throughout the day for all staff, including the evening shift production staff.

Christmas is a time for family, and Rivalea hosts children's Christmas parties for its employees at its various sites. The company's Employee Assistance Program also provides assistance and counselling on a wide range of personal matters.

Diversity

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

In Malaysia, Gardenia takes a pro-active approach towards racial harmony and integration by actively supporting the many celebrations and festivals in the country. To bring joy to the less fortunate, Gardenia products are distributed to the needy at Christmas parties, Hari Raya gatherings, Thaipusam, Wesak Day celebrations, and other major festivals.

In Australia, Bakers Maison fosters a culture of open-mindedness and acceptance of cultural diversity. In April 2015, employees celebrated Harmony Day, sharing dishes from the 27 different home countries



► Bakers Maison employees from 27 different home countries celebrate Harmony Day in Australia.

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of its staff. To make the event more meaningful and lend colour to the occasion, some employees donned the national costumes of their countries of origin.

At Rivalea, the company's Equality 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.

Promoting staff volunteerism for a good cause

We believe that helping others contributes towards living a fulfilling and enriching life.

In the Philippines, many Gardenia employees voluntarily donated blood and made donations to victims of flash floods, through the Philippine Red Cross.

During the year, Gardenia employees visited the SOS Children's Village in typhoon-ravaged Tacloban to treat the children to a day of food, fun and presents. The SOS Children's Village is a foundation that houses abandoned and former street children that was adopted as one of Gardenia's beneficiaries in 2014.

Gardenia employees also visited Elsie Gaches in Alabang, a centre for abandoned and neglected children with special needs such as mental retardation, autism and other developmental disabilities, and Marillac Hills Village, which houses formerly abused and exploited women. Some 40 Gardenia employee volunteers took part in these visitations to bring joy to the 110 residents at both foundations.

In China, Gardenia employees volunteered to undertake cleaning jobs at various social welfare institutions and nursing homes, and put on skits and shows to entertain the residents.

During the year, Bakers Maison employees got together to build three children's bicycles in a team building charity event called Bikes for Tykes. The completed bicycles were donated to Pens Place Doonside, a crisis accommodation centre for mistreated women and their children.



► Employees of Bakers Maison build three children's bicycles in the Bikes for Tykes charity event in aid of Pens Place Doonside, a crisis accommodation centre for mistreated women and their children.



► The multi-racial employees of Bakers Maison celebrate their diversity by donning their national costumes on Harmony Day.



► Gardenia employees visit the SOS Children's Village in typhoon-ravaged Tacloban to treat the children to a day of food, fun and presents.



► Gardenia volunteers bring cheer to a nursing home in Fuzhou city.

Corporate Social Responsibility

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 in Singapore, Malaysia, the Philippines and Australia meet the stringent requirements of the HACCP international certifications.

The Gardenia operations in Singapore, Malaysia and the Philippines, and the Rivalea operations, have all attained ISO 9001:2008 certification. In June 2015, the Gardenia operations in China attained ISO 22000:2005 food safety management systems accreditation.

Rivalea also possesses Export Registered Establishment, SQF 2000, Australian Animal Welfare Certification, Australian Industry Quality Assurance Program and FeedSafe accreditations, as well as accreditations with many of Australia's leading supermarket chains.



In Australia, most of Bakers Maison's products have been certified Halal by The Australian Federation of Islamic Councils Inc, Australia's National Islamic Organisation, with plans to certify more products in future.



Many of our products are independently tested and verified by recognised independent sources. In Malaysia, the nutritional information on all Gardenia products is verified by the American Institute of Baking, and the GI values of its sandwich loaves are tested by the University of Sydney. In China, Gardenia bread samples are sent to the Quality and Technology Supervision Bureau for testing every six months.

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

In Malaysia, all Gardenia production plants and products have received Halal certification by The Department of Islamic Development Malaysia (JAKIM). Back in 1994, Gardenia took a pro-active role to set up a special Internal Halal Committee to ensure that all requirements were stringently adhered to and every aspect of the Halal regulations was complied with. This initiative was taken before the introduction of the 'halal' certification and logo in Malaysia and has served to reinforce Malaysian consumers' trust and confidence in the Gardenia brand.

In Singapore, compliance with food industry regulations at Ben Foods and NCS is overseen by an in-house Quality Assurance team. The team 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 support of responsible and sustainable farming and production practices, Ben Foods has been taking steps to work with factories that practice sustainable and ethical methods of production. Its Cowhead Le Chocolatier bars from France are made from cocoa beans that are UTZ certified. The UTZ program covers good agricultural practices, farm management, social and living conditions, and the environment.

In Australia, Rivalea's team of meat safety and quality assurance officers at its on-site microbiology laboratory undertake daily testing of both products and equipment to ensure compliance with food safety and customer standards. The laboratory is accredited with the National Association of Testing Authorities.

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 is a proactive leader in welfare and is leading the Australian industry in the research and development of many aspects of animal welfare. With growing consumer awareness in the way animals are raised, Rivalea has embarked on a number of major programs. These include the removal of pregnant sow stalls, the establishment of two free range farming sites, the development of loose farrowing pen systems, development of environmental enrichment programs as well as research into essential husbandry procedures.

Rivalea's newly established free range farms see animals kept outdoors for their whole lives. In these systems the animals are able to display natural behaviours such as wallowing and maternal and social behaviours.

Rivalea is amongst the largest private investors in Australia in research directed towards enhanced welfare systems. The results and practical experiences we are gaining through this research is valuable to the industry. Rivalea is working alongside industry bodies, universities and animal welfare groups to conduct research, produce recommendations and establish best practices.

ACCOLADES AND AWARDS 2015

Food Safety Excellence Scheme, Agri-Food & Veterinary Authority, Singapore

In recognition of its consistently high food safety standards, Gardenia became the first bakery in Singapore to be awarded the prestigious Platinum Award by the Agri-Food & Veterinary Authority for achieving Grade A in the Food Safety Excellence Scheme for 20 consecutive years.

National Greening Program, Department of Environment and Natural Resources, Philippines

In the Philippines, Gardenia received a Certificate of Appreciation from the regional office of the Department of Environment and Natural Resources in recognition of its contribution to the National Greening Program in the tree planting activity at Kalayaan, Laguna.



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SOS Children's Village, Philippines

Gardenia was presented with a plaque of appreciation by the SOS Children's Village in the Philippines in recognition of its support of the three SOS Children's Villages at Tacloban, Alabang and Lipa.

Workplace Health & Safety, Australian Meat Industry Council, Australia

In recognition of its proactive approach to the safe management of people working on and around forklifts, Rivalea was awarded the People's Choice Workplace Health & Safety Best Practice Award by the Australian Meat Industry Council.