



2020 Sustainability Report

Sustainability reporting @TES

TES is pleased to present an overview of our strategy and performance aligning to the goal of sustainable development.

The 2020 Sustainability Report includes performance data for all 40 TES operational sites referencing the Global Reporting Initiative (GRI) framework and standards. We are proud to share our vision, mission and sustainability strategy together with specific targets and actions that will deliver a decade of difference by 2030.

COVID-19 has impacted our business and world, requiring changes to our lives as we continue to protect, preserve and provide for society and the environment. Despite these challenges, 2020 was a strong year for TES. We grew our network, capabilities, team, culture and financial standing.

We commenced our environment, social and governance (ESG) reporting journey in 2018 covering 8 countries representing 85% of the TES workforce and expanding in 2019 to cover all 20 countries – while also delivering a materiality assessment and sustainability policy.

In 2020, we are proud to announce our commitment to sustainable development with our strategy and aligned targets and activities. On this journey, we will continue to improve systems, processes, stakeholder engagement and climate commitments. We endeavour to lead our industry and progress toward foundational reporting principles of GRI that provide full transparency and enable investors, employees and society to make sound decisions on TES' sustainability performance.

This 2020 Sustainability Report covers the period 1 January 2020 to 31 December 2020.

Who is TES?

Since our formation in 2005, TES has grown to become the global leader in sustainable information technology (IT) lifecycle services with bespoke solutions that help clients manage the commissioning, deployment and retirement of IT assets and end of use batteries. We understand the common challenges faced when managing technology hardware through its lifecycle and the benefits of providing value added solutions that maintain compliance to local and international security, environmental and industry regulations.

As a private company majority owned by Navis Capital Partners with headquarters in Singapore, TES processes millions of devices annually through 40 sites in 20 countries. We service some of the largest brands in the world including original equipment manufacturers (OEM), blue-chip multinational companies, hyperscale cloud providers, financial and leasing businesses, electric vehicle manufacturers, and more.

TES delivers outstanding value for clients, employees, stakeholders and the global community. We maximise resource and value recovery, protect data and intellectual property, mitigate regulatory and business risk and support circular and low carbon economy ambitions through investments in facilities, capabilities, people and systems.

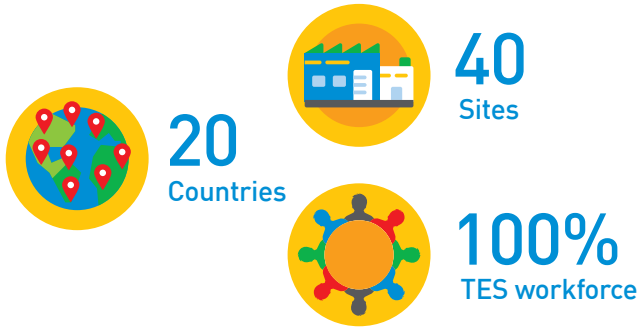
We are passionate drivers of true end-to-end services in owned and operated locations, which sets us apart and establishes TES as a preferred lifecycle services partner for global organisations. As a sustainable organisation we are change makers and example setters to influence industry, partners, suppliers, customers, the community and our people.

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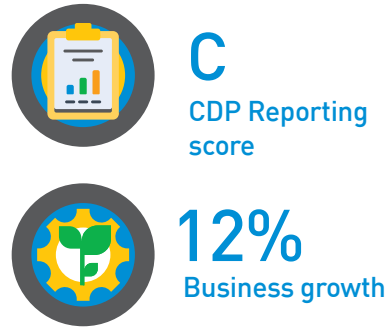
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Report highlights

Report Representation



Business Sustainability



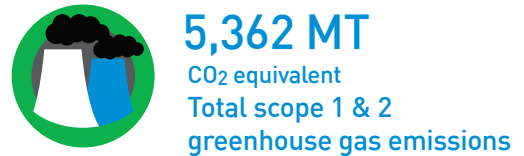
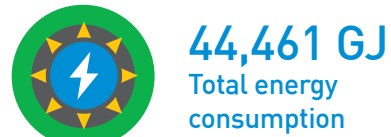
Protect

Data Security



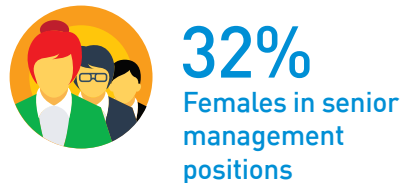
Preserve

The Environment

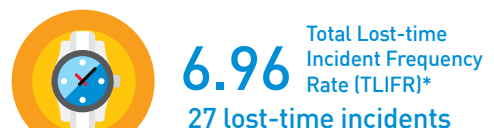


Provide

Our People



Health and Safety



CEO message

TES is Sustaining Tomorrow with a clear strategy for the future.

Welcome to the third TES Sustainability Report charting out progress during 2020.

I am proud to share that during 2020 we have raised the profile of sustainability within the TES organisation and developed our sustainability strategy for the next 10 years – Sustaining Tomorrow.

The COVID-19 pandemic has impacted progress towards some of our goals, however we have adapted to this changing business environment and remained focused on the safety of our people while supporting our teams and communities. We have modified our business operations to facilitate more home working where possible and continued providing sustainability services to our clients.

Our people are the glue that keeps TES together. This year we feature some of the (many) key women in our diverse organisation and their pivotal roles in helping TES grow internationally.

We have established targets and a 2019 baseline for scope 1 and 2 emissions reductions and the use of renewable energy. In the second half of 2020, we developed the details of our Sustaining Tomorrow roadmap and initiated training for all our team.

Despite the pandemic, we continued to open new greenfield sites in Hong Kong, Singapore and the United States, and a larger site in Sweden, as well as growing employee numbers in several locations. Our capabilities also expanded with the opening of battery recycling facilities in Singapore and France.

In 2021, as we move forward with our goal of sustainable development, we will work even more closely with our teams, clients, partners and stakeholders to ensure we continue to deliver value without adverse impact to the environment and future generations.

On behalf of TES, our team and communities, we thank you for your interest in our sustainability journey and look forward to your ongoing partnership in Sustaining Tomorrow together.



A handwritten signature in blue ink that reads "Gary Steele".

Gary Steele
Group Chief Executive Officer

Impacts in 2020

TES and the COVID-19 Pandemic

2020 will be remembered as the year of the global coronavirus pandemic, COVID-19.

On 20 January 2020, the World Health Organisation (WHO) declared a Public Health Emergency. TES responded with a goal to protect the team, and within one week had issued our first global COVID-19 safety notice and advised all sites to procure non-contact thermometers and face masks. More company-wide safety notices followed.

In March, the WHO declared it a pandemic. Some TES sites were temporarily closed as prescribed by national governments. TES managers monitored and acted as the infection spread. Business travel restrictions for TES people were introduced before government-initiated travel bans.

TES guidance was to support home working for the team wherever possible, and a Pandemic Business Continuity Plan was developed for all of TES.

Globally TES fared relatively well in 2020 and had no COVID-19 outbreaks at any facilities.

Customers were informed that TES was taking precautions, while remaining open for business. Risk assessments were revised for TES' sites and mobile workers. Safety posters were issued and displayed. Online meetings and video conferencing replaced air travel.

As facilities reopened, TES shared guidance on how employees could return safely to work, and erected protective screens, implemented social distancing protocols and regularly sanitised facilities. Notices on monitoring and supporting the mental health of TES people were issued to manage reactions to the pandemic and lockdown.



Sustaining Tomorrow

In 2020, TES launched “Sustaining Tomorrow” – a new vision, mission and strategy developed with stakeholders to represent our values.

Our goal is to be a global sustainability leader

To generate long term value for our shareholders, customers, employees and society, we believe that we must comply with all legal requirements and be true to our vision, mission and core values.

TES Mission

To make a decade of difference – to securely, safely and sustainably transform and re-purpose 1 billion kilograms of assets by 2030.

This mission will be achieved by **protecting**, **preserving** and **providing** for people and the planet.



Protect

The privacy, brand, intellectual property, data and trust of our customers



Preserve

Our natural environment, and the use of scarce resources



Provide

A safe, diverse and inclusive workplace and community for people to thrive

Our plans and actions are underpinned by these values:



Safety

We build safe environments, from both the physical and emotional perspectives.



Understanding

We demonstrate respect and empathy for others, building relationships which are mutually beneficial.



Service

We assist, empower, and support each other and our customers.



Teamwork

We celebrate each other's value, and recognise the power of working together.



Attitude

We focus on the positives, and the things that matter most.



Integrity

We always do the right thing and do what we say.



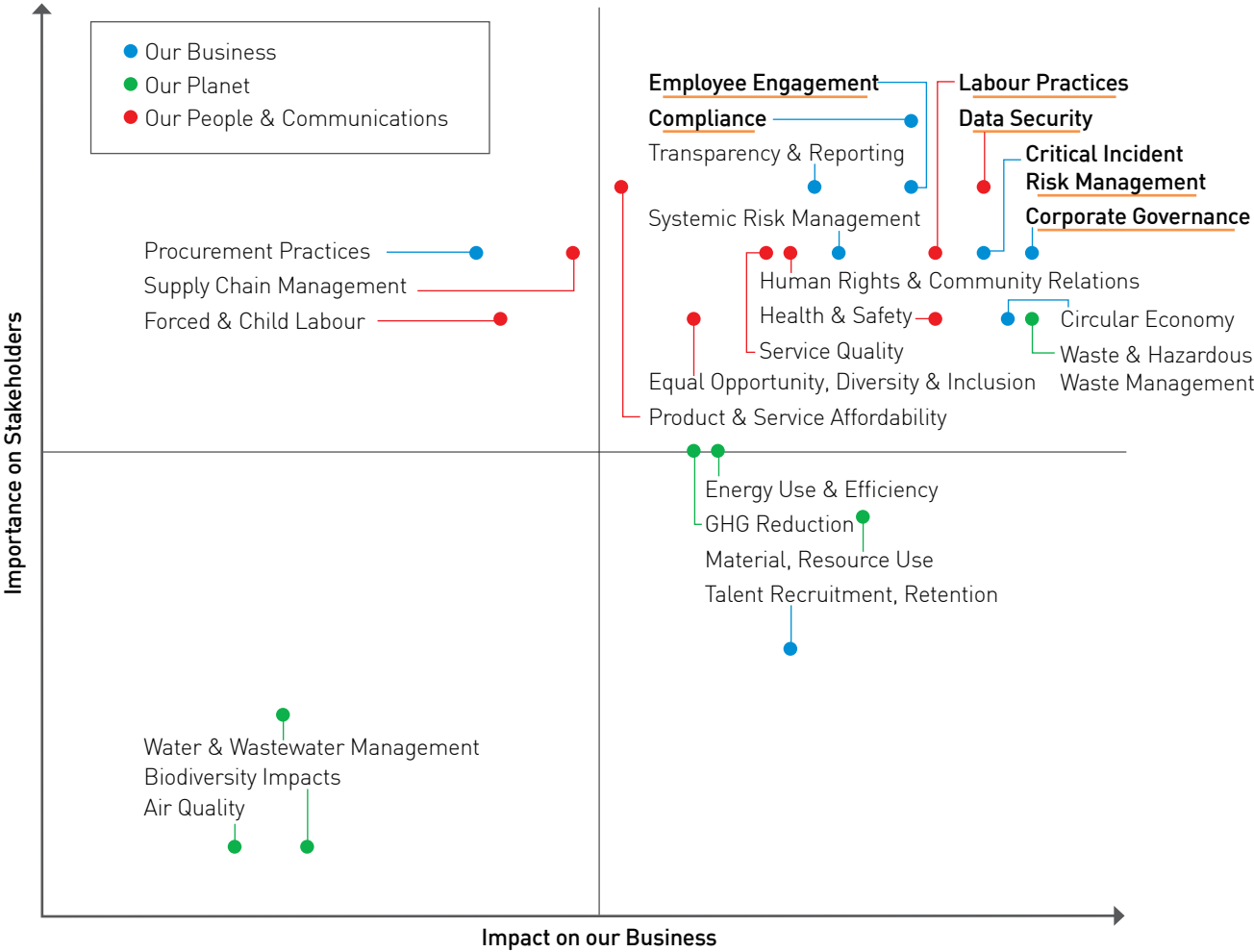
Never Give Up

We build resilience and perseverance by learning from success and failure.

This strategy has been informed by our materiality assessment which was conducted in 2019, and led by the Sustainability Council. The assessment involved engagement with internal and external stakeholders, where they were asked to score the importance of issues to them. The results of the assessment were plotted on the matrix with the position of stakeholder importance relative to the impact on our business, and is presented below. The issues identified that mattered most to our stakeholders and business were used to inform our strategy, and associated targets and activities.




To ensure our approach to sustainable development remains current, the materiality assessment will be conducted every 3 years. Results of future assessments will be used to refine our approach.

Our Materiality Assessment



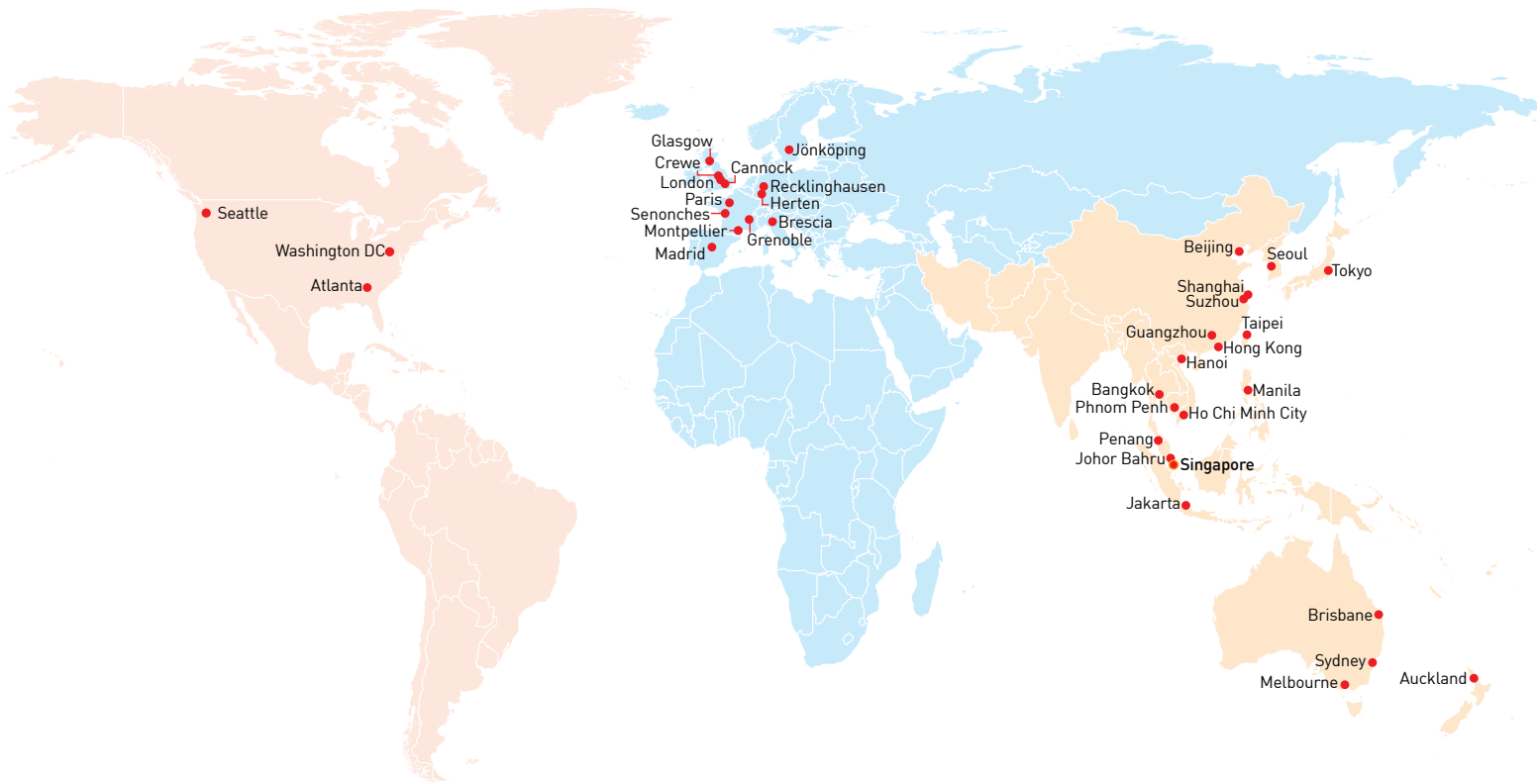
To make meaningful progress, we defined targets and initiatives to collectively advance sustainability through the organisation. Some measurable targets are listed in the following table, with further actions detailed in the following sections of this report.

Our Sustainability Targets

Strategy	Area	Goal	Measurable Target
 Protect	Data security	Zero leakage incidents	0 incidents
	Ethics and governance	All employees undergo ethics and governance training	100% of staff
	Utility cost savings	Cost reduction per tonne of materials processed by 2025	-15%
 Preserve	Extend life	Transform and repurpose assets by 2030	1,000,000,000 kg
	Waste management	Waste to landfill by 2025*	0%
	Natural resource use	Reduce energy consumption by 2025 per tonne of materials processed by 2025	-15%
		Energy from renewable energy sources by 2025	25%
		Reduce scope 1 and 2 GHG emissions per tonne of materials processed by 2025	-15%
 Provide	Engage, develop and motivate staff	Employee satisfaction	80%
		Approved compliance and other training per employee	12 hours
		Employees have a documented career development discussion	100%
	Diversity and inclusion	Gender parity in management**	50:50
	Community engagement	Site organised events and activities	1 activity per site/year

*A site is considered zero waste if <1% of its total waste is disposed to landfill or incineration without energy recovery in a 12 month period
 ** Based on roles becoming available and tracked for performance

2020 Global Coverage



2020 Global Certifications and Standards

^ISO 45001/OSHA18001

Country	Sites at 31 December 2020	R2 Certified	ISO 9001	ISO 14001	ISO 45001 [^]	ISO 27001	TAPA FSR
Australia	Brisbane	✓	✓	✓	✓		
	Melbourne	✓	✓	✓	✓		
	Sydney	✓	✓	✓	✓		
Cambodia							
China	Beijing	✓	✓	✓	✓		
	Guangzhou	✓	✓	✓	✓		
	Shanghai	✓	✓	✓	✓	✓	FSR A
	Suzhou		✓	✓	✓		
France	Grenoble		✓	✓	✓		
	Montpellier	✓	✓	✓	✓	✓	
	Senonches		✓				
	Paris	✓	✓	✓	✓		
Germany	Herten		✓	✓	✓	✓	
	Recklinghausen	✓	✓	✓	✓	✓	
Hong Kong	Yip Cheong St	✓	✓	✓	✓		
	On Luk Mun St	✓	✓	✓	✓		
Indonesia	Jakarta		✓	✓	✓		
Italy	Brescia		✓	✓	✓	✓	
Japan	Tokyo	✓	✓	✓	✓	✓	FSR C
Malaysia	Johor		✓	✓	✓		
	Penang		✓	✓	✓		

Country	Sites at 31 December 2020	R2 Certified	ISO 9001	ISO 14001	ISO 45001 [^]	ISO 27001	TAPA FSR
New Zealand	Auckland	✓	✓	✓	✓		
Philippines	Manila		✓	✓	✓		
Singapore	Singapore	✓	✓	✓	✓	✓	FSR A
	TES B		✓	✓	✓		
South Korea	Seoul		✓	✓	✓		
Spain	Madrid	✓	✓	✓	✓	✓	
Sweden	Jonkoping	✓	✓	✓	✓	✓	
Taiwan	Taipei	✓	✓	✓	✓		
Thailand	Bangkok		✓	✓	✓	✓	
United Kingdom	Crewe (VSL)						
	Cannock (SMG)						
	Cannock (TSI)		✓	✓	✓		
	London	✓	✓	✓	✓	✓	
United States	Glasgow		✓	✓	✓	✓	
	Atlanta	✓	✓	✓	✓		
	Seattle						
	Washington	✓	✓	✓	✓		
Vietnam	Hanoi		✓	✓	✓		
	Ho Chi Minh		✓	✓	✓		



Protect

We will protect the privacy, brand, intellectual property, data and trust of our customers

Goal 1

Data security

We will provide robust systems, standards and certifications to achieve zero data leakages.

Data security is identified as a material consideration for internal and external stakeholders as identified in our materiality assessments. In 2020, TES achieved zero data breaches¹ from the 3 million assets processed.

Enhancing our internal audit program

TES' team of experienced internal auditors ensure processes and procedures are effective. We welcome audits from customers to verify and validate our compliance with laws and regulations, and their own requirements.

TES planned to enhance our audit program in 2020 with more internal auditing activity and added new team members in the UK and France to support these plans. However, this was impacted by COVID-19, with travel to sites restricted due to lockdowns and facility closures. We adapted by developing virtual audit protocols to view and validate data collected in pre-audit questionnaires.

These protocols assisted customers to conduct similar remote auditing activities. Certification bodies responsible for TES' ISO and R2 certifications also commenced remote auditing after confirming such practices were acceptable with their accreditation bodies.

As a result, the number of audits increased significantly with 82 internal audits and 194 external audits completed by certification bodies and customers.

Of the 276 audits conducted, 65% were done remotely, which proved to be an effective alternative to physical inspections. Due to the success of virtual auditing, we expect this format will become more prevalent in the future.



¹ A data breach is the intentional or unintentional release of secure or private/confidential information to an untrusted environment. Other terms include unintentional information disclosure, data leak, information leakage, data spill.



Standardisation of certification programs across TES

TES commenced the integration of certification programs within our “One TES” management system including standard processes across our operations globally. One TES will provide uniform processes and procedures, replacing the different management systems currently in use within TES acquired companies. This project will be implemented by the end of 2021, as will a review of the certification bodies used by TES.

Certification highlights:

- TES Hong Kong moved to a larger facility and successfully migrated ISO and R2 certifications in early 2020.
- TES Sweden moved to a larger facility within the town of Jonkoping and successfully migrated certifications in December 2020.
- New TES facility in Fredericksburg, Virginia achieved ISO and R2 certification in September 2020.

Women in TES – Leadership in compliance

Lily Cheok

APAC Environment and Compliance Manager
Singapore



Tell us about yourself

Besides raising a family of two very smart boys, I love watching tear jerking Korean dramas and visiting Korea during the snow season! Being Singaporean, I love living here and partaking in our famous food culture. This balances the serious job I have working in compliance for TES.

What is it like working for TES?

I joined TES in 2007 after spending several years as an Environmental, Health and Safety (EHS) officer with a multinational corporation. I lead a team that manages EHS for Singapore and the APAC region. There is a lot of communication with site representatives in each country to support audit requirements and the rollout of compliance measures. We also support sustainability and greenhouse gas (GHG) emissions reporting efforts for the group. I am very proud to have been given the opportunity to shape policy and practice within TES and to train people in responsible management of electronics and batteries.

What does sustainability mean to you?

Sustainability is about balance and sticking with your plan despite challenges such as a pandemic.

How do you feel about diversity within TES?

TES is well represented with diverse people from all walks of life. I believe the multi-racial mix and numbers of females at all levels is higher than most other organisations in the industry. I feel empowered to be my best and feel respected and recognised for the work I do.



Goal 2

Ethics and governance

We will demonstrate our values in action throughout our operations and business relationships.

TES is a privately controlled company, disclosing publicly. It is governed and managed in the best interest of clients, employees and shareholders.

The board of directors has established an Executive Committee (Ex-Co) that includes directors, the Chief Executive Officer, and other senior executive leaders. The Ex-co acts on behalf of the Board, providing organisational direction and oversight of all TES operations.

In 2018, the Ex-co established the Ethics and Compliance (ECC) and Sustainability Councils to ensure ESG commitments and responsibilities are achieved.

Ethics and governance training

Internal governance and code of conduct training was impacted by COVID-19, with our focus on operations and business continuity. As a result, several training and communication initiatives did not proceed. We will progress more work in 2021, enhancing our code of conduct and delivering organisation-wide campaigns to reinforce this, and grievance and whistleblowing mechanisms. This program will utilise visual collaterals such as posters and pocket cards to keep ethics and governance front of mind.

A “roadmap for governance” will also be developed, reviewed and maintained for new and existing staff training and will include indicators to measure performance that align to GRI Disclosure 205-2. In 2020 there were no reported whistle blower incidences.

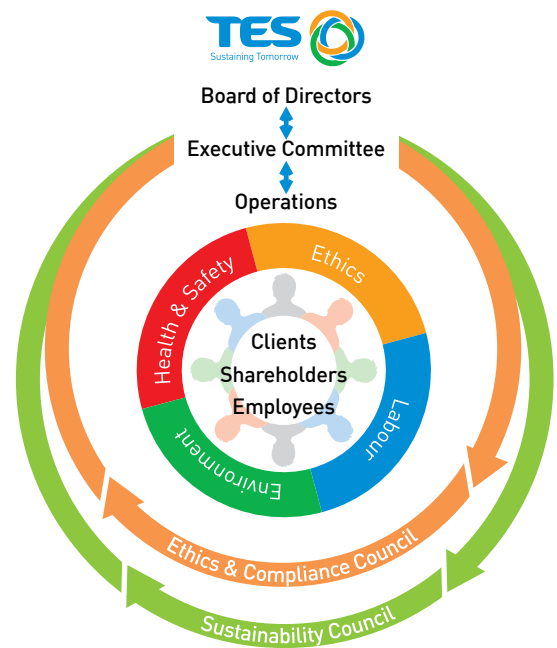
Continuous improvement of risk processes

TES is developing a more robust risk awareness strategy that recognises that risks can be presented from both internal and external sources, and can be pervasive in all areas of business. It does not just exist as hazards on the shop floor or as notated in operational risk registers. We understand that risk must be managed. The earlier we identify a risk, assess it and take appropriate action to mitigate it, the faster we will be in addressing the risk.

Risk management entails constant review to be mindful of potential short and long-term pitfalls and opportunities. Toward this goal, we will undertake the formation of a risk committee that is resourced and represented to consider and respond to any threats and opportunities identified for our business including risks resulting from the effect of climate change and changing regulatory environments.

Keeping abreast of regulatory and best practice developments

We assess and review our processes in all regions and countries to keep abreast of regulatory changes. Our current processes, mostly managed at a local level, have been sufficient in keeping us updated. We will continue to assess current protocols and consider further actions, as necessary. As we expand countries, facilities and products, the regulatory landscape will become more complex and require more effort to track and manage. In 2020, we are pleased to report there were no regulatory non-compliance incidents or environmental compliance breaches.





Goal 3

Business sustainability and thought leadership

We will lead engagement in best practice to deliver service excellence and be regarded as a strategic partner of choice.

Sustainable action

TES' clear vision and mission embraces sustainability and engages our people at all levels to act and deliver our strategy. Sustainability training commenced in late 2020 to build common understanding, alignment and unity to our goals. Teams will be set up to champion sustainable change.

In 2022, our performance management framework will incorporate sustainability metrics to ensure our business scorecard aligns to our sustainability commitments.

The Sustainability Council will also be expanded to include broader participation from functional leaders working with committees for reporting, community and other initiatives.

Sustainability Growth

Ongoing business success is interconnected with our sustainability efforts. We strive to achieve 20% year on year business growth and extend our position as the largest global Information Technology Asset Disposal (ITAD) company through our sustainability strategies. This will enhance our reputation, increase competitive advantage, reduce cost of capital, motivate our team and generate cost savings and efficiencies. In 2020, group revenues increased by 12%.

Carbon reporting services

TES will undertake analysis to map and quantify carbon reduction opportunities from product reuse and recycling at an asset level. This analysis will inform possible options for generating carbon credits or quantifying avoided emissions from asset disposal services to assist customers with climate action ambitions.

Utility cost savings

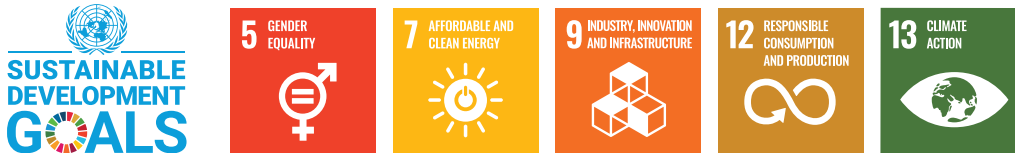
TES has a target to reduce electricity costs per tonne of materials processed by 15% to enhance and complement our natural resource reduction targets. Such reduction will be cumulative and represent an annual average reduction of 3% between 2021 and 2025. Planned reductions will be achieved through operational efficiency and installation of renewable energy generation.





United Nations Global Compact

TES' strategy is positively aligned with the United Nations Sustainable Development (SDGs) goals including:



It also aligns with the 10 principles of the UN Global Compact (UNGC) that we have committed to join. We will begin this process in 2021 and commence annual reporting in 2022. Reporting against the UNGC framework will measure our success against other participating companies, helping us to learn and remain informed.

CDP supply chain report

TES will aim to achieve "A (Leadership)" score for the CDP supply chain report before 2025. We want to demonstrate leadership in our GHG emissions initiatives. In 2021, we will implement systems to more effectively capture and report our emissions. This will allow us to define new efforts in working towards the targets that have been established and delivering enhanced services for our customers.

Two-way communication with staff, customers, partners and suppliers

In late 2020, we trained and created awareness internally of TES' vision, purpose, mission and actions. Training and a call to identify Sustainability Champions within the business has helped shift our culture. With support from volunteers, we will commence work with site management to rollout local and global initiatives to accelerate change.

During COVID-19, we continued to stay connected through various channels such as internal newsletters, town halls, coffee mornings and even online team lunches.

We have appointed an international partner manager to support partnerships and extend our reach in providing seamless global services. This role will manage a standardised formal process to assess, onboard and manage suitably qualified partners to extend our reach utilising suitably qualified companies. It will also deliver a responsible downstream supply chain for lifecycle services.

Participation in industry dialogue and forums

TES is active in international stakeholder engagement. By advocating for customers and the ITAD industry, we raised awareness of potential changes to the Basel Convention that would impact repair activities by OEMs and stifle the transition toward a circular economy, therefore jeopardising the legitimate global trade in used IT.

We connected with customers and associations including the Association of Service, Communications, Data & ITAD Providers (ASCDI), Service Industry Association (SIA) and FreelCTEurope, other industry players, partners and national governments to provide greater perspective, knowledge transfer and action supporting more sustainable approaches to facilitate circular economy outcomes and environmentally sound management of end-of-life electronics.

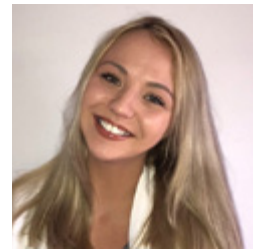




Women in TES – Driving Partnership

Stephanie Divers

International Partner Manager
UK



Tell us about yourself

I'm 28 years young and am from the North East of England. I live with my greyhound Montgomery (named after the Simpsons cartoon character Montgomery Burns). I love packing up the car and travelling up to the local beauty spots for a good hike with my dog. It has done wonders for my state of mind throughout lockdown. I also enjoy Pilates and am a deft poker player.

What does an International Partner Manager do?

I am responsible for seeking out partners in geographies where TES does not have a presence and crucially, ensuring these partners operate to the same high standards as TES. It is essentially a four-stage process of identifying and onboarding partners including strict due diligence and contract negotiation which can take many months. Our aim is to have partner coverage at the same level of service in every part of the world which I believe is absolutely possible!

Your interest in sustainability

I've always been very conscious about doing my part for the environment. I try to only buy what I need, bulk cook to reduce food waste, I'm a frequent visitor to charity shops, and walk, rather than drive distances under 2 miles. From a personal perspective, working at a company that's core focus is sustainability has made me even more mindful and knowledgeable about how I can do more to help the environment and promote sustainability. I believe the biggest threat to the planet sadly comes from us humans and it's only us that can help change things for the better.

What you like about TES

There's a lot to like about TES. For me, the autonomy you're given to do your job is absolutely crucial and we certainly have that freedom here. I love the fact that I'm able to help shape the future operations of TES from a partner perspective and it's really important to me to see how my work positively impacts the business as a whole. I am also very proud to be a part of such an ambitious company, the phenomenal growth we've experienced even just in the short time I've been here is amazing and we don't appear to be slowing down – I really enjoy being a part of that.



Goal 4

A responsible supply chain

We will engage and communicate our standards to encourage improved responsible, ethical and sustainable performance.

Establish a responsible supply chain policy

TES strives for a socially responsible supply chain. We will continue to look closely at our operations to identify and address other impacts and to take remedial actions necessary to address supply chain issues. Our responsible supply chain policy and roadmap will be rolled out to all operational sites and cascade to all suppliers, partners and contractors starting with those with the highest volume of business activity.

All suppliers and partners are provided with TES code for business conduct and audited for compliance

Currently all suppliers and partners are provided with the TES code of conduct which has been adopted from the Responsible Business Alliance (RBA). Suppliers of goods and services, and business partners must adhere to business principles consistent with our own. These requirements include:

1. Prohibit discrimination, forced, trafficked and child labour
2. Committed to safe and healthy working conditions and the dignity of the individual
3. Support the right to freedom of association and collective bargaining and effective information and consultation procedures
4. Committed to environmental sustainability and community engagement as articulated in our Sustainability Policy
5. Prohibit any and all forms of bribery, corruption, extortion or embezzlement and require adequate procedures to prevent bribery in all commercial dealings
6. Suppliers must implement and agree to our Supplier Code of Conduct
7. Suppliers and partners must agree to ensure transparency, remedy any shortcomings and drive continuous improvement
8. Clear strategic benefits and/or risk mitigation opportunities in building supplier relationships or partnerships
9. Mutually beneficial outcomes for TES and our suppliers and partners
10. Assess adoption of best collaborative working practices as set out in ISO44001
11. Extend our grievance mechanism to include third parties, suppliers and partners

Assess adoption of ISO44001 and extend our grievance mechanism

TES will also assess adoption of best collaborative working practices as set out in the international standard ISO44001, and extend our grievance mechanism to all employees across all sites to reinforce awareness of how to access and use it.

We will create awareness of the mechanisms for our third parties, suppliers and partners and encourage or require them to implement it across their own activities. In 2020, no grievances were reported via this mechanism. We will continue to be transparent on the nature and number of grievances that we receive.



Preserve

Our natural environment,
and the use of scarce resources

Goal 5

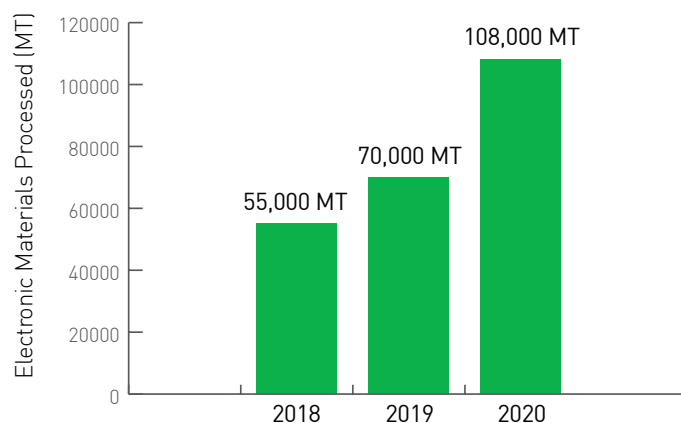
Extending life

Maximise the circularity of materials and equipment to reduce the demand on primary resources.

Transform and repurpose 1,000,000,000 kg of assets by 2030

Our mission is to securely, safely and sustainably transform and re-purpose 1 billion kilograms of assets by 2030. The graph below shows volumes processed in 2020 and previous years.

Volumes processed by TES



2019 volumes influenced our 10 year target. 2020 volumes were incrementally higher, reflective of a positive business outlook despite the pandemic. As many organisations commit to longer term strategies focused on remote working, we expect to see a more pronounced transition from desktops to laptops which will significantly affect tonnages available for transformation and repurposing. We will reassess our mission ambition in future years to ensure that we continue to do as much as we can to deliver meaningful impact on the volumes available for processing.



Find higher use applications for low value materials by investing in new technologies and research activities

Case Study

Extending the battery lifecycle – Genplus

TES continues to innovate with new technologies and research for better use of batteries and other materials. In 2020, we made a strategic investment in Genplus, a leading Southeast Asian provider of energy storage systems (ESS) and power systems across the Asia Pacific region. The investment enables TES to close the loop on battery technology and complements our S\$25 million investment in battery recycling facilities in Singapore and France.



Genplus supports TES' higher use ambitions by testing, certifying, engineering and delivering stationary ESS projects built from end of first life electric vehicle batteries. Stationary ESS facilitates using 2nd life repurposed batteries to accelerate adoption of renewable energy by reducing upfront capital costs of investing in batteries whilst also overcoming intermittency issues of wind and solar thus providing a real alternative to coal and fossil fuel energy generation. Genplus is a critical piece of battery lifecycle solutions offering enabling reuse and repurposing outcomes that replicate our circular Information Communication Technology (ICT) business model.

Case Study

Plastics alchemy

Changes to the Basel Convention require the export of plastics to be subject to prior informed consent procedures in member states from 2021. The trade presently in mixed plastics by irresponsible operators, and the media attention that this attracts, has raised the profile of this issue in many developing countries most notably in Southeast Asian governments.

Solutions to the issue of recycling electronic waste plastics are complicated due to the difficulty of separating the many different polymer types including flame retarded plastics. It is both low value and low volume relative to other single use plastics such as those from drink bottles. TES is tackling the recycling of electronic waste plastics by focusing on the economics.



In 2020 we acquired technology to transform low value waste plastics streams into high value carbon nanotube materials (CNT). CNT materials are highly sought after due to their strength, conductivity, elasticity and light weight properties which are widely used in electronics, biotechnology and energy applications.

The proprietary thermo-chemical production process will also produce hydrogen, which will significantly increase value add whilst also safely treating any toxic emissions. The first commercial facility is expected to be commissioned in Singapore in 2022 with plans to build more plants integrated with our recycling site network to offer sustainable local solutions that alleviate export concerns.



Continuous review of safety, performance testing, repair and refurbishment capabilities

COVID-19 has doubled our focus to ensure all health and safety measures are quickly and effectively communicated to all parties both internally and externally. The pandemic allowed us to re-evaluate our position and undertake future scenario analysis planning. Fortnightly updates to keep customers informed of the status of facility operations status were well received. We also tested and improved overall crisis management and business resilience.

Changing demands of technology from working from home improved demand for a wider range of products such as IT peripherals, communication devices and displays. This facilitated opportunities to add further testing, repair and refurbishment capabilities creating stability for our employees and increased sales on e-commerce and other channels and markets.

Stewardship and governance of end of life devices

TES is an actor in the used IT supply chain. As proponents of product stewardship, it is incumbent on us to set an example, similar to producers taking responsibility for the products they put in the market. We believe good stewardship starts with appropriate systems to track where IT is sent and provide takeback arrangements at end of life. With greater focus on channelling products through local e-commerce platforms, TES will effectively facilitate either direct or indirect collection and recycling in each country we operate.



Continuous review of downstream supply channels based on evolving best available recycling technologies

As TES focuses on closing the loop on electronics and battery waste, we will increase actions to identify appropriate actors to connect with customer manufacturing supply chains. This will substitute and reduce demand for scarce virgin resources from below ground mining. We will disclose further actions in future reports.





Women in TES – Management

Sharon Selwood

General Manager – Australia and New Zealand
Australia



What I do

I have many responsibilities including taking care of our people across Brisbane, Melbourne, Sydney and Auckland, staying up to date with the latest market developments and regulatory changes, improving processes and procedures and winning new opportunities.

How do you lead?

I am a hands-on leader and like to understand the details. I am always saying “let’s give it a go and review/change as we go along.” Some leaders are afraid to make mistakes, but that is the only way we can learn.

Tell us an interesting fact about you.

I own a Tesla Model S, and my primary motivator was that I was not too fond of the chore of putting petrol in a car. Fantastic vehicle and I would never go back to an internal combustion engine vehicle.

How important is it for you to have diversity in the organisation?

Extremely! No one person can be all and everything. Diversity in your team, brings different strengths and viewpoints and when you provide for a trusting, open team, everyone can share and grow.

What does it mean to you to work for an organisation which is Sustaining Tomorrow?

Working for TES gives me a sense of pride and duty. I am contributing to the environmental, social and financial goals and providing opportunities to our team. Together we are contributing towards, dare I say it, “saving the planet for future generations”.

How have you managed your team during the pandemic and what does the future look like?

Our priority continues to be the safety and wellbeing of our team. I was so proud of my team for supporting and accepting changes to work hours, how we worked and where we worked. We kept our teams connected by hosting open video conference calls and our virtual “Fat Friday Lunch” catch-ups where everyone stayed in contact over a meal.

Post-COVID, we will continue with a hybrid workplace as we are more comfortable turning on our video cameras at home. The traditional roadshow or conference will also operate as a hybrid and customers will have more choice to seek out services with differentiation and proven expertise.



Goal 6

Waste management

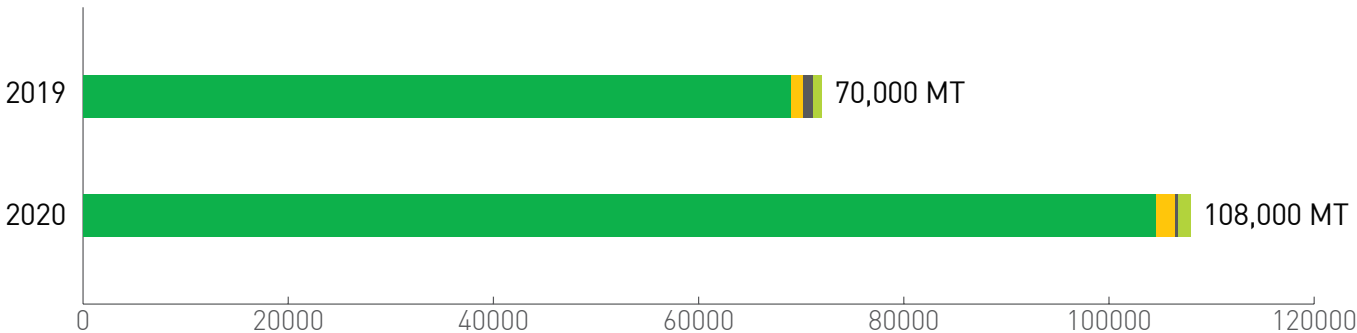
Reduce, reuse and recycle to eliminate waste to landfill.

Zero waste disposed to landfill by 2025

In 2020, we processed almost 108,000 metric tonnes (MT) of electronic assets and achieved a reuse, recycling and recovery rate of 98.7%. Despite maintaining the same rates, there was a 55% increase in volumes processed. We are committed to improving this performance by understanding opportunities and challenges that facilitate informed decision making on actions we must take to achieve zero waste². We will continue to report on our progress annually.

Volumes Processed

- Recycling & Reuse
- Recovery
- Incineration
- Landfill



Reduce total waste program

In connection with our zero waste to landfill initiative, we will look at the waste we generate from both operational and non-operational processes. Examples of non-operational include reviewing and auditing waste generated from our offices to identify opportunities to develop a holistic program to avoid, reduce, reuse and recycle.

Re-use packaging program

TES is identifying ways to reduce use of packaging including capturing better data of what we use or receive from customers to assess and implement appropriate actions in 2022.

Working with customers, we will look at barriers to achieving re-use as well as possible multi-use packaging material options to address any utility considerations and security or potential brand risks from re-using branded packaging for refurbished products.

² A site is considered zero waste if <1% of its total waste is disposed to landfill or incineration without energy recovery in a 12 month period



Goal 7

Transparency and accountability

Provide traceability to ensure materials are managed in an environmentally sound manner.

Disclose downstream disposal channels of products and materials by geographies

As a Navis portfolio company, TES operates to high levels of governance and standards in the regions we operate. Our standards surrounding downstream disposal or sale of products and materials aligns with Navis International sanctions guidance, with appropriate due diligence to ensure that no TES entity has any direct or indirect arrangements with sanctioned individuals, entities or regimes. We will strive to raise the bar by demonstrating greater transparency to customers of where we ship our products and materials to, working with and auditing over 70 primary downstream vendors.

Assess the potential of block-chain technologies and collaboration opportunities with stakeholders across the technology value chain

The use of material passports based on block chain technology is an emerging area that could create potential benefits and increase trust for the electronics/battery reuse and recycling industry. TES has started to evaluate investments in this technology to provide traceability of electronic waste and battery materials and is initiating conversations with manufacturers and other actors in the supply chain to show provenance. Further announcements in this area will be made in subsequent releases and annual reports.

Goal 8

Natural resource use

We will conserve energy and adopt renewables to reduce emissions.

These goals include:

- Reduce energy consumption by 15% per tonne of materials processed (vs 2019 baseline) by 2025
- 25% of total energy consumed within TES operations from renewable energy sources by 2025
- Reduce scope 1 and 2 GHG emissions by 15% per tonne of materials processed (vs 2019 baseline) by 2025
- Consider adoption of science-based target initiatives

Climate action and progress on the circular economy are central to our environmental plans and activities. Activities to prolong the lifespan of IT assets and batteries fit with circular economy goals, therefore reducing demand for new products and preserving embodied carbon. Through our refurbishment and recycling activities, we are taking pressure off the mining and production of virgin materials.

In 2020, total energy consumption for our operations was 44,461 gigajoules (GJ), representing an increase of <1% from the previous year. Purchased electricity accounted for 76% of energy consumption, with the remainder coming from fuel usage. The intensity of our energy use per tonne of materials processed was 0.412GJ per tonne of materials processed, representing a reduction in energy consumed by 32.7% on our baseline target. Our total Scope 1 and 2 GHG emissions was 5,362 MT of carbon dioxide equivalent (CO₂-e).

Scope 1 contributed to 16% of the emissions and 84% to Scope 2. This represented a marginal increase of less than 1% from the previous year. The intensity of GHG emissions per tonne of materials processed was 0.050 MT per tonne of materials processed, representing a 32.8% reduction on the 2019 baseline target. Reduction of energy and GHG emissions per tonne of materials processed were more than 2 times the targeted 15% reduction.

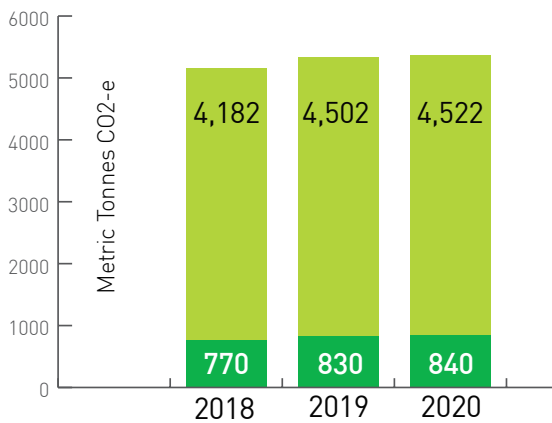


When targets were established we accounted for increased volumes of materials processed over time, as well as considering the addition and expansion of new and existing facilities. The volume of materials received in 2020 was extremely positive, however unanticipated.

Furthermore, our new facilities were not at full processing capacity. We expect in 2021, that data may be more representative of the operations. Nevertheless, we will continue to monitor and may revise our targets to demonstrate our ongoing focus on improving environmental responsibility.

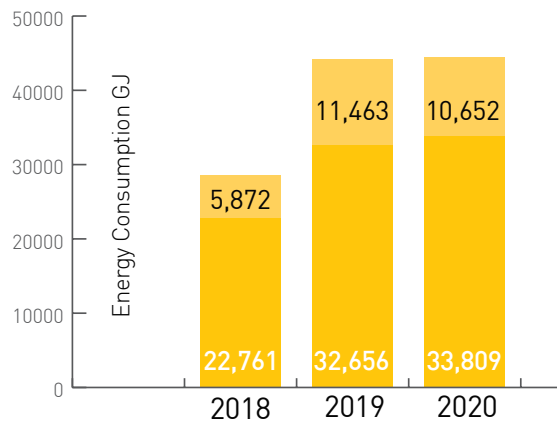
Greenhouse Gas Emissions (Scope 1 and 2)

- Scope 1
- Scope 2



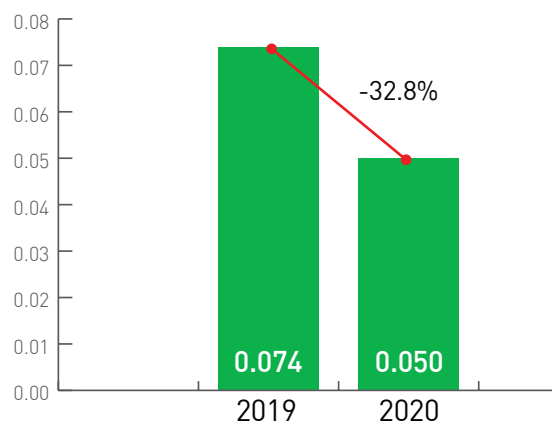
Energy Consumption

- Fuel
- Electricity



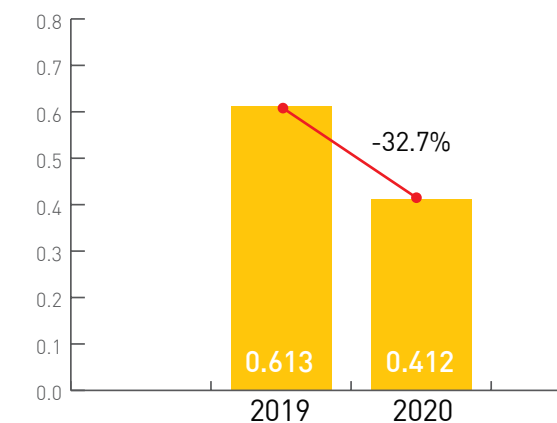
CO2-e Reduction

(Metric Tonnes CO2-e / MT processed)



Energy Reduction

(Energy Consumption GJ / MT processed)



As we look to grow our services to deliver on Sustaining Tomorrow, we will assess the amount and type of energy we are using in our operations and apply the energy management hierarchy to eliminate, realise efficiencies, adopt renewables and offset (if needed) where possible. It will be easier in some countries than in others. Currently China, Singapore, United Kingdom, Australia, Malaysia and France collectively account for over 80% of TES' energy and GHG emissions footprint and efforts will focus on these countries.

To support such efforts, we will implement an online sustainability reporting system to better manage our performance. We will also engage an external organisation to independently validate our Scope 1 and 2 data and reporting. Further work to fully determine Scope 3 emissions which occur in our upstream and downstream value chain will also be undertaken.



Provide

A safe, diverse and inclusive workplace and community for people to thrive

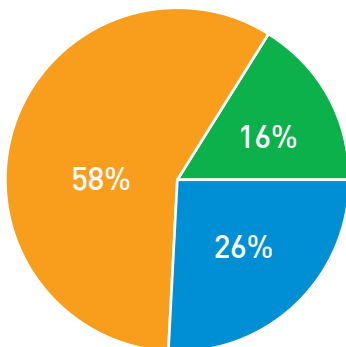
Goal 9

Engage, develop and motivate our people

Foster openness, train and build capability with competence in our people.

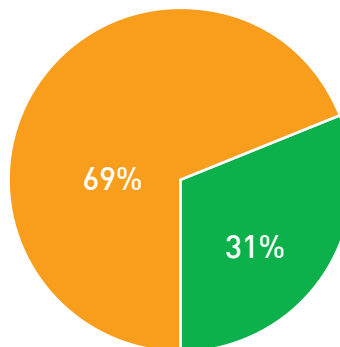
Workforce by Age

- < 30 years old
- 30-50 years old
- > 50 years old



Workforce by Gender

- Male
- Female



Employee engagement goals

TES recognises that people are our most important resource and are critical to ongoing success. A workplace that is safe and empowering fosters loyalty, productivity and creativity. We will continue to raise the bar to continually improve our relationships. In 2021, we will consult and capture feedback from all employees in every area of engagement through independent external consultants.

Feedback and learnings will help inform the development of our strategic human resources (HR) plan and build our reputation as an employer of choice ranked and tangibly verified against independent industry benchmarks. In addition to employee engagement surveys, we will continue with initiatives to build a diverse and inclusive work environment where employees are recognised and appreciated for the work they do and their loyalty to the company.



Our goals can be summarised as:

- 80% of employees enjoy working for TES
- Develop and implement a strategic HR plan
- Comprehensive employee engagement survey conducted on an annual basis
- TES employee appreciation day
- Independently verified employer of choice
- Diversity and inclusion

Training and development

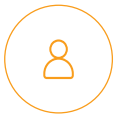
- Minimum of 12 hours of approved compliance and other training per employee in 2021 with increasing targets in successive years
- 100% of employees to have a documented career development discussion with their managers
- Rollout sustainability training across all sites

Total training hours in 2020 exceeded hours in 2019 by over 27% with average hours per employee rising from 6.5 to 8.0 hours. Further increases in training hours and content in future years will be enabled via the rollout of a global learning management system (LMS) expected to commence in 2021 in Australia and UK. With systems in place, formal training and development programmes will be developed for all staff following a comprehensive needs analysis for all roles in TES.

At the end of 2020, an interactive training package was launched to communicate our Sustaining Tomorrow vision, mission and sustainability strategy. Sustainability training was targeted to unite and align the sustainability effort and culture with over 1,000 operations, supervisory and executive/managerial staff.

As part of the training, we also put out a call for 'Sustainability Champions' to encourage participation and obtain feedback. Efforts to drive sustainability will be bolstered by this group who will work closely under the guidance of local site management to develop environmental, social and governance actions internally and with partners, suppliers and the community.





Goal 10

Health and safety

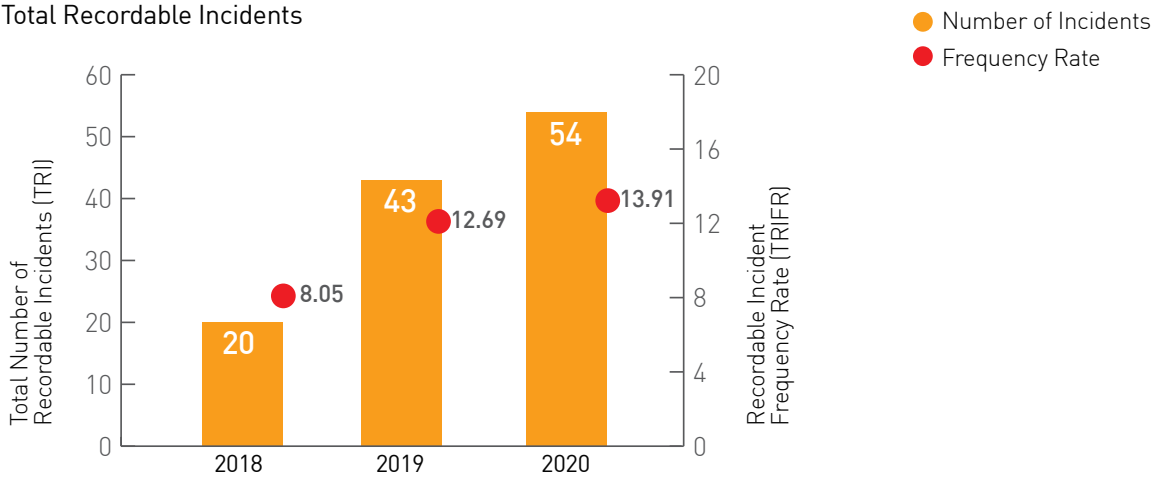
Continue to improve the safety and health of our work environments to achieve zero harm and improve employee wellbeing.

Close to 100% of TES sites are certified or are in transition to being certified to ISO45001 standards. The operation of such an occupational health and safety system recognises the need to manage risk in this area and the system scope covers all activities and locations of TES entities.

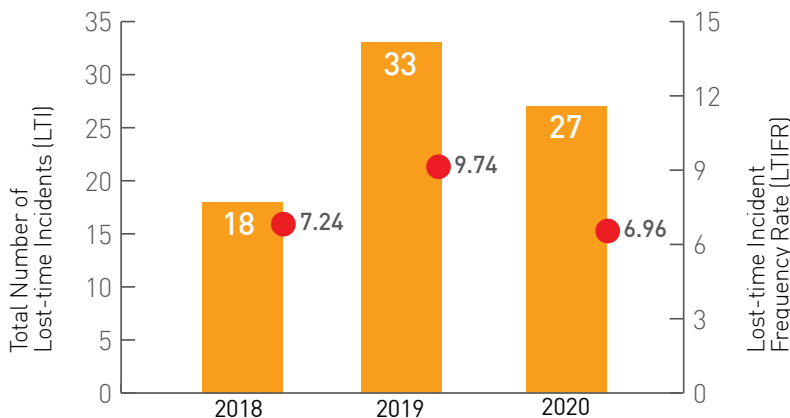
Set annual reduction (rolling) targets for incidents and accidents based on previous year performance

Our performance in managing incidents and accidents remains a work in progress. Whilst our lost-time incident rate decreased from the previous year, our work-related total recordable incident rate increased from 12.69 to 13.91. We will continue to work with our facilities to ensure that targeted programs to improve health and safety are implemented, and aligned with the reduction targets.

Total Recordable Incidents



Lost-time Incidents





With the implementation of our incident management system in early 2022, we will more regularly report and share learnings in various internal channels and forums across all sites.

To improve our reporting going forward, we will present workplace incidents and accidents by TES and non-TES employees.

Establish global health and safety council

We will look at health and safety beyond the operational shopfloor and consider all aspects of our organisation. Toward these goals, we will establish a health and safety council in 2021 with cross functional representation from all levels to ensure appropriate capture and consideration of risk and opportunities for improvement.

Establish hazard (unsafe acts and conditions) reporting program

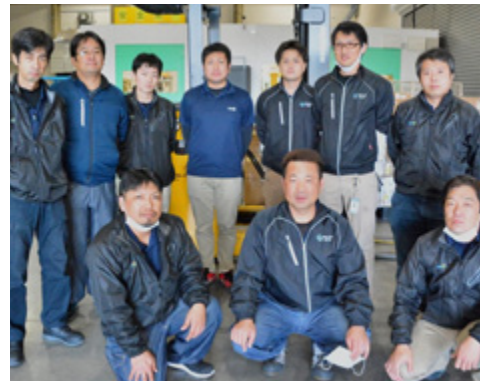
As we progress our health and safety culture within TES, we will drive our hazard observation reporting program, ensuring unsafe acts and unsafe conditions are identified at every site, and corrective action is taken to prevent a more serious issue. We will continue to enhance awareness and understanding for all employees and stakeholders to ensure a healthy and safe work environment for all.

Develop an employee wellbeing program

Fostering employee wellbeing is good for our people and the organisation. Promoting wellbeing with TES can help reduce stress and create positive working environments where individuals and the organisation can thrive. Good health and wellbeing can be a core enabler of employee engagement and organisational performance.

By developing a wellbeing programme, we will be investing time and resources in supporting employees' physical and mental health. We will introduce a program providing services to employees that can be leveraged as needed. To implement a programme that will be utilised, we will take the following steps to be inclusive in our preparation:

- Create a wellbeing committee with a cross-section of employees who can offer a variety of insights
- Hold forums or town halls to unveil the programme.
- Solicit input from employees on an ongoing basis





Goal 11

Diversity and inclusion

Support or promote a diverse and inclusive workplace and supply chain.

Establish Diversity and Inclusion Council

Establishing a Diversity and Inclusion Council that reports to the executive committee will help TES make necessary changes to achieve our diversity and inclusion goals. A diverse, equitable and inclusive workplace can help attract and retain talent. It can also help drive cultural change within TES.

The Council will ensure TES has an appropriate governance structure to provide clear, consistent leadership and accountability for diversity and inclusion. The Council will oversee the development of the strategic framework for diversity and inclusion, and ensure accountability for delivering on the organisation's goals and commitments.

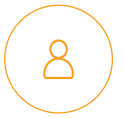
Rollout unconscious bias training across all sites by end of 2021

TES is mindful that social stereotypes about certain groups of people that individuals form are outside the individual's own conscious awareness. Bias in any form has no place in our organisation and we will undertake unconscious bias training to help eliminate prejudices and facilitate harmony and advance collaboration within our teams.

Move to gender parity (50:50) in management roles

The company believes strongly that individual merit is the overarching driver of promotion or placement into a role irrespective of gender, race, age or sexual orientation. Equality or parity of gender in management roles is an important area that we are intentionally focussed on improving. We will be conscious to identify and remove any unconscious barriers in our organisation that restricts the opportunities for any group of people. There are practical considerations including role availability and tracking performance, however we are pleased to maintain a composition of above 30% female senior managers at TES. We will continue to report our progress in attracting the right talent and ultimately achieve this parity in future years.





Women in TES – Customer Services

Mika Ozaki

Customer Service Manager
Japan



Tell us about yourself

I am the Customer Service Manager for TES Japan. I was born and raised in Tokyo and love dogs. I also enjoy Pilates, watching Netflix, travelling and my dream is to visit all the best beaches of the world.

What do you do now for TES?

I have been with the company for over 8 years. The people along with the atmosphere make it enjoyable. I am currently working in global customer service where alongside the sales activity, we receive queries from all over the world and coordinate different projects. I am very grateful to my overseas team for all their support.

Your interest in sustainability

Sustainability is a very important concept. It means I need to change old bad habits and be more forward looking. Even though a process is working well, and it may seem like consumption and resources are abundant, we should always seek better ways of doing things and preserve our planet.

What you like about TES

TES is a place where there is constant learning. When I first joined, I thought I would never understand what we do as I came from a different background. But thanks to the culture of support I became competent and able to do my job. My role has given me the opportunity to interact with people from all over the world and has permitted me to learn about different cultures and practices which I wouldn't have been exposed to if I were working elsewhere. The friendly environment has also developed my creativity. I really feel glad to wake up every morning to go to work.



Goal 12

Community engagement

We will engage and support the communities in which we operate.

People and relationships are at the core of any consideration in TES. We are part of a local community and can act globally as leaders in an industry that can make a difference in the lives of those around us. Despite COVID-19, we continued with different forms of community engagement in 2020. These engagements varied by country and included:

- Direct financial support for education project “AYI Potato” providing living and transport subsidies for volunteer teachers in the poverty stricken Da Liang Mountains in China
- Donations of food and cash to the underprivileged in various countries
- Donations of medical ventilators in Indonesia
- Bridging the digital divide - donations of IT for classrooms in the US and Singapore.
- Staff Tree Planting Day at a disadvantaged children’s village school in Kanchanaburi, Thailand

A corporate social responsibility policy and framework will be established in 2021 to create further impact and guide more strategic community engagement activities that also provide partnership opportunities with customers.





Case Study

Staff day at Moo Baan Dek, Thailand

Planting mango and coffee trees isn't in the job description for staff but on a sunny morning in December it was the work order of the day. TES Thailand dropped its shutters, setting out for some team building at Moo Baan Dek Children's Village School in Kanchanaburi. The school supports disadvantaged kids with difficult situations at home. TES made a 70,000THB donation of food, milk and school supplies with additional contributions from 70 staff who planted 70 trees and purchased event t-shirts with proceeds donated to the school. When mature, the trees will provide ongoing income from sales of coffee beans and mango at the nearby market.

Overall, it was a fun day for the team who got to know the 120 friendly children and teachers. The team bonded in the beautiful sunshine and natural surroundings outside of the office.



Case Study

Covid-19 support in Indonesia

The plight of the poor and underprivileged are especially poignant during a pandemic. This was a reason behind initiating outreach to a group with no safety net. TES Indonesia came together to support the purchase, packing and distribution of hundreds of care packages of food and masks on Jakarta's streets to rideshare bikers, road sweepers, grass cutters, homeless and other vulnerable groups.

Management also purchased several ventilators to donate to RS Hermina Galaxy and RSPI Sulianti Saroso hospitals to provide critical treatment for COVID-19 patients. These acts have been a truly rewarding experience showing the charitable spirit that exists in the TES Indonesia team.



Summary of indicators

Our Company	2020	2019	2018
Company Facts and Figures			
Number of employees worldwide	1816	1705	> 1,400
Number of employees for scope of performance reporting	1816	1705	1,172
Number of countries for scope of performance reporting	20	20	8
Operational sites	40	37	19
Ethics and Business Conduct			
Policies and Procedures			
Communication			
Number of senior leaders that anti-corruption and other ethics policies and procedures have been communicated to	nc ¹	102	56
% of senior leaders that anti-corruption and other ethics policies and procedures have been communicated to	nc	100%	100%
Number of employees that anti-corruption and other ethics policies and procedures have been communicated to	nc	1705	1094
% of employees that anti-corruption and other ethics policies and procedures have been communicated to	nc	100%	98%
Training			
Number of senior leaders that received training on anti-corruption and other ethics policies and procedures	nc	7	56
% of senior leaders that received training on anti-corruption and other ethics policies and procedures	nc	13.5% ²	100%
Number of employees that received training on anti-corruption and other ethics policies and procedures	nc	583	1094
% of employees that received training on anti-corruption and other ethics policies and procedures	nc	100% ²	98%
Ethics and Business Conduct Compliance			
Number of confirmed breaches of Code of Conduct	0	0	2
Number of confirmed incidents in which employees were disciplined or dismissed for breaches of Code of Conduct	0	0	1

¹ Not completed (nc). Proposing to align future reporting indicators to GRI 205-2.

² Refers to all new employees trained

Protecting the Environment	2020	2019	2018
Environmental Compliance			
Number of breaches of environmental laws and/or regulations	0	1	0
Total value of environmental fines received from breaches of laws and/or regulations	0	< 40,000	None
Number of unplanned environmental releases	0	0	0
Number of environmental complaints	0	0	0
Energy and Greenhouse Gases			
Total energy consumption (gigajoules)	44,461 GJ	44,1189 GJ	28,633 GJ
Total energy consumption by type:			
Electricity (gigajoules)	33,809 GJ	32,656 GJ	22,761 GJ
% Electricity	76%	74%	79.5%
Fuel (gigajoules)	10,652 GJ	11,463 GJ	5,872 GJ
% Fuel	24%	26%	20.5%
Greenhouse Gas Emissions in metric tonnes of CO ₂ equivalent emitted			
Scope 1 (CO ₂ equivalent)	840 MT	830 MT	770 MT
Scope 2 (CO ₂ equivalent)	4,522 MT	4,502 MT	4,182 MT
Electronic Material Management			
Total volume of electronic materials received (metric tonnes)	108,000 MT	70,000 MT	55,000 MT
Management of materials:			
% Reused, recycled and recovered	98.7%	98.7%	99.1%
% Landfill	1.3%	1.3%	0.9%

Our People	2020	2019	2018
Employment³ and Diversity			
Total number of employees (as at 31/12)	1816	1705	1172
Workforce by Gender (as at 31/12):			
% Females	31.5%	31.9%	37.3%
% Males	68.5%	68.1%	62.7%
Number of women leaders in the company	32	33	20
% Women leaders in the company	31.7%	32.4%	35.7%
Workforce by age:			
% < 30 years old	26.6%	26.9%	27.4%
% 30-50 years old	57.8%	60.0%	58.0%
% > 50 years old	15.6%	13.1%	14.6%

³ Information provided is based on full-time employees

	2020	2019	2018
Recruitment and Redundancy			
Number of employees recruited	536	484	484
Rate of new employees recruited	29.5%	28.4%	41.3%
Rate of new employees recruited by age:			
% < 30 years old	37.7%	50.0%	51.4%
% 30-50 years old	50.5%	42.6%	42.0%
% > 50 years old	11.8%	7.4%	6.6%
Rate of new employees recruited by gender:			
% Males	73.0%	71.1%	70.7%
% Females	27.0%	28.9%	29.3%
Number of employee turnover	437	497	491
Rate of employee turnover	24.1%	29.1%	41.9%
Rate of employee turnover by age:			
% < 30 years old	45.5%	53.0%	41.9%
% 30-50 years old	42.6%	41.0%	51.6%
% > 50 years old	11.9%	6.0%	6.5%
Rate of employee turnover by gender:			
% Males	71.6%	75.3%	68.2%
% Females	28.4%	24.7%	31.8%
Training and Development			
Number of hours of training for employees	14,600	11,167	15,130
Average hours of training per employee	8.0	6.5	12.9
Average hours of training per employee by age:			
< 30 years old	10.1	9.4	17.8
30-50 years old	8.0	5.8	15.0
> 50 years old	4.2	4.0	11.0
Health and Safety			
Number of hours worked	3,881,280	3,389,080	2,484,943
Total number of work-related fatalities	0	0	0
Total number of work-related lost-time incidents (LTI)	27	33	18
Lost-time incident rate – LTIR (per 1,000,000 hours worked)	6.96	9.74	7.24
Total number of work-related recordable incidents (TRI)	54	43	20
Total recordable incident rate – TRIR (per 1,000,000 hours worked)	13.91	12.69	8.05

How we report

Scope and Boundary

The information presented in this report is from all TES controlled sites that were operating in FY2020.

The scope of our reporting does not include our partners or joint venture operations.

The report has been prepared in general accordance with the framework and standards of the Global Reporting Initiative (GRI).

The indicators adopted are detailed in the 'GRI and Other Index' Section.

The Path Forward

The Sustainability Report for 2020 represents the third year of the TES reporting journey, and highlights the progress we have made in regard to our reporting standard and how we demonstrate our values and communicate our goals and ambitions.

We will continue to refine and improve our reporting to be in accord with the GRI standard - core option.

As part of our management approach we will evaluate our performance against all relevant material topics including changes to internal systems and processes. We will implement an online sustainability reporting system in 2021 and assess external independent verification in 2022.

International management standards certification verified by independent certification bodies as well as regulatory audits by local authorities and client compliance audits serve to provide ongoing validation of our environmental, security, social and governance efforts.

We will make commitments to sign up to the United Nations Global Compact as well as determine setting Science Based Targets.

GRI and Other Index

GRI standard	Disclosure	Page
General Disclosures		
Organisational profile	102-1 to 6, 7-9 (partial)	2, 4, 10, 34, 38
Strategy	102-14	5
Ethics and Integrity	102-16, 17 (partial)	7, 13, 17
Governance	102-18	13
Stakeholder engagement	102-40 (partial), 43 (partial)	7, 15
Reporting practice	102-47, 50, 52, 53, 55, 56	2, 8, 37, 38 This report was not externally assured
Economic Performance		
Anti-Corruption	205-2, 3	13
Materials		
Materials	301-1, 2, 3	18, 22
Energy	302-1, 2 (partial), 3, 4	24
Emissions	305-1, 2, 4, 5 (partial)	24
Waste	306-1, 2, 3, 4, 5	18, 24
Environmental compliance	307-1	4, 34
Employment		
Employment	401-1	35
Occupational health and safety	403-1, 2, 9 (partial)	27
Training and education	404-1	26, 35
Diversity and equal opportunity	405-1	29, 34
Customer Privacy	418-1 (partial)	11
Other		
Energy and Greenhouse Gas Emissions	Internal reporting standard, based on WRI The GHG Protocol, A Corporate Accounting and Reporting Standard (WBCSD and WRI)	24



TES-AMM Singapore Pte Ltd
A Navis Capital Partners company
9 Benoi Sector
Singapore 629844
T +65 6408 8600
sustainability@tes-amm.com
www.tes-amm.com