



**CELEBRATING 50:
A GREAT DEAL
OF PURPOSE**

Fair, Good and Right
Sustainability Report 2023

FairPrice Group 50



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OUR SUSTAINABILITY JOURNEY THROUGH THE DECADES

Our commitment to sustainability started well before it became the buzzword today.



1983

Launched Share-A-Textbook programme to help low-income families and **promote the reuse and recycling** of textbooks.

1995

Became a member of the CIES (The International Committee of Chain Stores).

CIES later became the Consumer Goods Forum to **drive better lives through better business**.

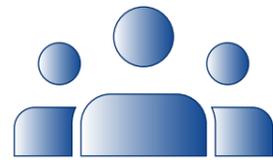


2005

Founding signatory to the Singapore network of the United Nations Global Compact, supporting the UN Principles.

2012

1st supermarket chain in Singapore to **cease selling shark fin** across all operations, in response to consumer and public feedback.



CSR

2010

Formed **FairPrice CSR Committee** to oversee sustainability initiatives.

2009

Opened **1st eco-friendly store** in City Square Mall.

- 100% Biodegradable roll bags
- Non-toxic paint on walls
- Recycled store fixtures
- Energy-saving light-bulbs



2007

Green Committee set up to manage environmental initiatives under our **Green Policy**.

Introduced **FairPrice Green Rewards Scheme** to encourage BYOB and reduce plastic bag use in stores.



2013

Pioneer partner of the **BCA Green Mark** Portfolio Programme.

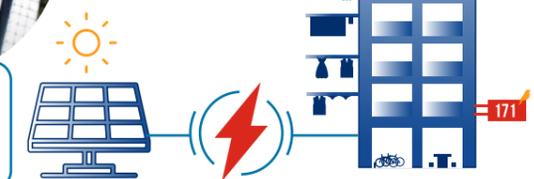
Did You Know?

48 of our stores are Green Mark-certified today!

Started deploying **Rooftop Solar System** at FairPrice Hub.

Did You Know?

Today, FPG's rooftop solar systems generate a combined amount of **5.8 million kWh annually** – enough to power 1,374 4-Room HDB flats for a year!



2015

Launched "Great Taste Less Waste" initiative as part of FairPrice-CSR Food Waste Reduction Framework.



Published our 1st Sustainability Report (voluntary).



Established long-term partnerships with food charities to donate surplus food.



2018

SEA's 1st homegrown supermarket to join the Roundtable on Sustainable Palm Oil (RSPO).



2021

100% of Housebrand dry paper products certified by Forest Stewardship Council (FSC).



2020

Introduced revamped Sustainability Framework and goals to enable Healthier Lives, Healthier Planet.

2019

Launched S\$1 million Sustainability Fund, which supported 16 environmental projects.

1st supermarket in SG to introduce a plastic bag charge under the "No Plastic Bag" initiative at 25 stores.



2022

Introduced 1st fleet of 10 electric vehicles to our operations.



2023



Established a Sustainability Committee to guide and govern FPG's sustainability efforts.



Set FPG's operational net-zero by 2045 goals and decarbonization pathways.



Joined the national Packaging Partnership Programme with commitments to reduce packaging waste in Singapore.

Appointed 1st Chief Sustainability Officer to drive FPG's sustainability ambitions.



OUR IMPACT IN 2023

ENVIRONMENT

50% reduction in Scope 1 and 2 by 2030



Launched our goal to halve Scope 1 and 2 emissions by 2030, and achieve operational net-zero by 2045

>50 tonnes of e-waste collected for recycling through FairPrice stores

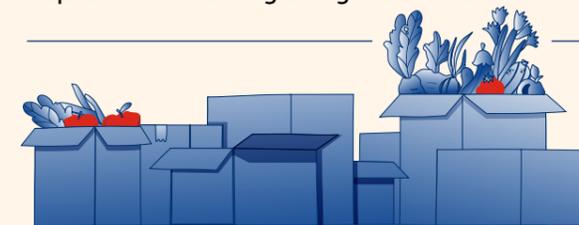


Saved **142 million** plastic bags



↓77% plastic bags used post mandatory charge - compared to the same period last year after disposable carrier bag charge took effect

5.3 million plastic straws saved by going strawless in our Kopitiam outlets



Saved **946 tonnes** blemished but edible fruits and vegetables from going to waste

by promoting them under IMperfect Fellas initiative

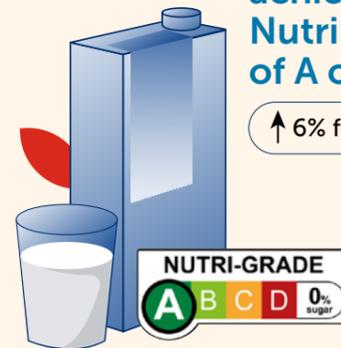
86.7% of retail stores use water-efficient fixtures



↑10.7% from 2022

SOCIAL

69% housebrand beverages achieved Nutri-Grade of A or B



↑6% from 2022

136,000 hours invested on employee training



↑51% from 2022

\$2.9 million invested for >540 SMEs



under our Suppliers Support and Development Program

>500,000 budget meals served



↑26% from 2022

>\$1.8 million donated towards food security initiatives through FairPrice Foundation



3,749 volunteer hours



↑5X from 2022

GOVERNANCE

0 Incidents of cybersecurity breaches as a result of FairPrice Group's systems



27% of board seats occupied by women



Awarded highest tier of the Cyber Security Agency Cyber Trust Mark certification



For Fairprice Online website and mobile app

FPG's commitment to sustainability is rooted in three fundamental principles:
Doing Good, Being Fair, and Acting Right.



Mr Vipul Chawla
Group Chief
Executive Officer

OUR IMPACT IN 2023

MESSAGE FROM OUR GROUP CHIEF EXECUTIVE OFFICER

FairPrice Group (FPG) was set up half a century ago with a social mission to keep daily essentials within reach for all in Singapore. In fact, purpose is in our DNA, and is closely allied with the principles of being a sustainable business. Since our establishment as a social enterprise, we have evolved to become the nation's leading retailer, prioritising embedding sustainability practices, community engagement, and responsible corporate governance into our daily work.

FPG's commitment to sustainability is rooted in three fundamental principles: Doing Good, Being Fair, and Acting Right. We act on sustainability driven by a commitment to what we call change leadership. This matters because the world today is faced with an existential crisis: climate change. The latest research has warned that based on current trajectories, we are unlikely to limit global warming to 1.5 degrees Celsius, a target that was established in the Paris Climate Summit in 2015. Unless we take urgent collective action, future generations will inherit a world that is less habitable.

We therefore have a moral obligation to do what is right for present and future generations to come. We also recognise that climate change poses significant risks for our business and the communities we serve, directly impacting our mission as a social enterprise. This is why, as the largest retailer in Singapore, we will rise to the occasion to be that change leader once again, to make a difference in our society.

Our pledge for climate change

In 2023, we took two significant steps in bolstering the focus and capacity required to deliver on our change

leadership ambitions by appointing a Chief Sustainability Officer, and forming a sustainability committee on our board of directors.

FPG then engaged in a whole-of-organisation effort to develop our net zero strategy and goals, from headquarters all the way through retail, food services, own-brands, to logistics. We have charted a clear and actionable pathway to halve our Scope 1 and 2 carbon footprint by 2030, and achieve operational net-zero for Scope 1 and 2 by 2045. We will achieve this by reducing emissions throughout our operations, enhancing energy efficiency, and transitioning to renewable energy sources. We are also developing plans to bring our ecosystem partners along on this journey.

Our Sustainability Achievements

Fair, Good and Right for the Planet

We have committed to the pursuit of net zero emissions in our electricity by 2045, ahead of Singapore's grid decarbonisation timeline, by embracing a diverse and balanced strategy that includes generating renewable energy directly at our facilities and securing renewable energy from regional sources through power purchase agreements.

We saved 142 million plastic bags through the mandatory plastic bag charge and making community bag racks available in stores to encourage the sharing and use of reusable bags. This represents a reduction of more than 75% in the number of bags issued, compared with the same period in 2022.

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Fair, Good and Right for our Customers and Suppliers

In 2023, we helped customers save over S\$15.2 million through our various national and community discount programmes and initiatives. On top of our well-loved discount schemes for seniors and vulnerable groups, we absorbed the Goods and Service Tax (GST) for 500 essential items in the first six months of 2023, and extended it in 2024, to continue supporting Singaporeans with affording daily staples and adjusting to stubborn inflation. We also supplemented the government's CDC vouchers support package with our own FairPrice Return Vouchers initiative at the start of both years.

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FPG continued to support and empower our customers in making healthier food choices through our partnerships with the Health Promotion Board. Our Kopitiam were the first in Singapore to introduce "default siew dai" (less sweet) beverages in selected food halls as well as the first to roll-out the Nutri-grade menu labelling for beverages.

In 2023, we invested S\$2.9 million in the SME Suppliers Support and Development Programme. Since 2012, FPG has committed over S\$18 million to the initiative, which has gone towards benefiting more than 500 SME suppliers in Singapore.

Fair, Good and Right for our People

In 2023, we strengthened our commitment to Workplace Safety and Health (WSH) by appointing our first Chief Safety Officer and established a Group WSH Management Committee for a unified approach to employee safety and well-being.

We also value diversity and inclusion where our teams are empowered to bring different perspectives, opinions, and backgrounds to their work everyday, and I am proud of how far we have come as a business because of it.

In 2023, women formed more than 60% of our workforce, and 50% of our new hires. Today, female representation within our executives and board of directors stands at 51% and 27% respectively, a testament to the effectiveness of diverse leadership.

In laying the groundwork to set ourselves up as a retailer of the future, we have also made sure to continue equipping our staff with the skills they need to thrive along with us. In 2023, we invested in over 136,000 hours of training for our people, providing them with more accessible and engaging learning experiences through various channels.

Fair, Good and Right for our Community

Supporting the vulnerable and giving back to the community are core to FPG's social mission.

In 2023, we donated more than S\$10.5 million to various charitable causes through the FairPrice Foundation, out of which S\$1.86 million went towards feeding those in need. Through our Day of Service employee volunteering initiative, launched in July 2023, we have increased volunteering in FPG by five times for community engagement initiatives, compared to 2022.

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We also launched our Community Fridge Restock initiative, under which we fill 15 community fridges in neighbourhoods across Singapore weekly with imperfect edibles that we rescue from our stores. This saves at least 4 tonnes of fresh produce from going to waste monthly by donating them to communities in need, ensuring that fresh, healthy options of fruits and vegetables are accessible to those who require them most.

Fair, Good and Right for our Business

Resilience and sustainability are closely linked. FPG has taken steps to ensure we have a robust incident response framework to cybersecurity threats and suspicious activities. As a result of our vigilance, there were no incidents involving leaks, thefts or losses of customer data from breaches of FPG's systems in 2023. In the same year, we were presented with the highest tier (Advocate) of the Cyber Trust Mark certification awarded by the Cyber Security Agency of Singapore, for our Fairprice Online website and mobile app.

Concluding remarks

2023 has marked many significant milestones for FPG. We leveraged our size and scale to take decisive steps forward with environmental sustainability, and remained focused on our social mission in an increasingly uncertain world by playing fair, doing good, and acting right. We look forward to pressing on with this journey together with our staff, our partners, and our customers, so that we may preserve, protect, and enhance our living environment for ourselves and for future generations to come.



Mr Vipul Chawla
Group Chief Executive Officer

ABOUT THIS REPORT

As a social enterprise, doing good is deeply embedded in our corporate purpose, which underscores our commitment to sustainability. This is the ninth edition of the voluntary sustainability report by NTUC Fairprice Co-operative Limited and our subsidiaries (collectively known as FairPrice Group). Published on 29 April 2024, this report covers the period from 1 January 2023 to 31 December 2023 corresponding with the Group's financial reporting period.

The scope of this report encompasses the sustainability performance of the Group's core Singapore operations, which includes NTUC Fairprice Co-operative Limited and the following subsidiaries: Cheers Holdings (2004) Pte Ltd, NTUC Foodfare Co-operative Limited, Foodfare Pte Ltd, Kopitiam Investment Pte Ltd, Shiok! Retail Concepts, NTUC Link Private Limited, Grocery Logistics of Singapore Pte Ltd, Origins Healthcare Pte Ltd, NTUC Enterprise Nexus Co-operative Limited and Cleaning Concept Pte Ltd.¹

This report also includes data from the prior reporting periods of 1 January to 31 December 2022, and 1 January to 31 December 2021 for comparison where applicable.

Reporting standards

This report was prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 and United Nations Sustainable Development Goals (SDGs).

External assurance

This sustainability report has been internally reviewed and is not externally assured. We will consider external assurance for future reports.

Feedback

We welcome any feedback or suggestions on FairPrice Group's sustainability report and performance. Please address your feedback to the Chief Sustainability Officer at sustainability@fairpricegroup.sg.

MEMBERSHIPS AND ASSOCIATIONS

FairPrice Group's sustainability-related affiliations include the following:

1. Consumer Goods Forum (Member)

The Consumer Goods Forum (CGF) is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide. Mr Vipul Chawla, Group CEO of FairPrice Group currently sits on the CGF Board of Directors. In 2023, Mr Vipul lent his voice to the CEO video series for the #WellbeingAtWork campaign where C-suite executives of member companies' (part of the CGF Collaboration for Healthier Lives Coalition of Action) talk about what wellbeing means to them personally and why it matters for businesses. FairPrice Group is also part of the CGF's Plastic Waste Coalition of Action, which aims to champion a more circular approach to the development and processing of plastic packaging in the consumer goods industry.

2. Global Compact Network Singapore (Founding Signatory)

NTUC FairPrice is a founding signatory to the Singapore network of the United Nations Global Compact since 2005. As a founding signatory, we are committed to supporting the progress of the 10 United Nations principles through our operations as well as various sustainability and education programmes and initiatives for our customers and the community.

3. Packaging Partnership Programme (Member)

FairPrice Group is a member of the Packaging Partnership Programme (PPP), an initiative collaboratively

led by the Singapore Manufacturing Federation (SMF) and the National Environment Agency (NEA). This membership underscores FairPrice Group's commitment to reducing packaging waste in line with the objectives of the PPP. As a member, the Group actively participates in the Programme, contributing to its goals and supporting efforts to expand its reach.

4. Singapore National Co-operative Federation (Affiliate)

The Singapore National Co-operative Federation (SNCF) is the apex body championing the co-op movement in Singapore. It aims to promote and develop co-operatives as sustainable enterprises that address social, environment and economic needs to foster a more resilient society. Mr Tng Ah Yiam, President (GCEO's Office) currently serves as the Chairman of the SNCF.

5. Tripartite Alliance for Fair and Progressive Employment Practices (Signatory)

The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) was set up in 2006 by the Ministry of Manpower, NTUC, and Singapore National Employers Federation to promote the adoption of fair, responsible and progressive employment practices. FairPrice Group is an active champion of TAFEP, fast-tracking the Progressive Wage Model to implement wage increments for eligible employees ahead of national requirements for some sectors.

¹ No adjustment to account for ownership interest has been made in consolidating the information. For the full list of entities included in our financial report, please refer to our financial report pages 44 to 47.

SUSTAINABILITY

at FairPrice Group

SUSTAINABILITY GOVERNANCE

FairPrice Group's Sustainability Governance Framework supports the Group in identifying, preventing and managing existing and emerging risks and opportunities around Environment, Social and Governance (ESG). The Sustainability Governance Framework sets out the roles and responsibilities of various stakeholders, and ensures accountability and transparency for decisions on critical sustainability issues.

FairPrice Group's Sustainability Committee convenes at least twice a year and guides the Group's overall sustainability and climate-related strategies, including its material topics. The Sustainability Committee also reviews the progress and performance of the Group's ESG commitments and strategy, which are led by the Group Chief Executive Officer and the Chief Sustainability Officer, supported by the Sustainability Office.

The Chief Sustainability Officer and the Sustainability Office take a collaborative approach to embed a culture of sustainability across the organisation, including through the Net-Zero Working Committee comprising various business units and corporate functions, who are directly responsible for steering and executing initiatives to advance towards our net-zero targets. Sustainability is also on the agenda for the monthly meetings of FairPrice Group's leadership team.



Abbreviations
 BP - Business Partner
 PM - Project Manager
 OBFS - Own Brands and Food Solutions

OUR SUSTAINABILITY PRINCIPLES – FAIR, GOOD AND RIGHT

This year, FairPrice Group celebrated 50 years of moderating the cost of living in Singapore, and pledged to do more for the next 50 years. As we looked back at the milestones of our social and corporate journey, the Group also took time to reflect on how we can sustain our growth responsibly and continue to create shared value for future generations by raising our ambitions in Environment, Social and Governance. With the inclusion of new climate-related goals into our sustainability ambitions this year, FairPrice Group has also refreshed our approach to sustainability.

Our sustainability approach is rooted in three fundamental principles: Being Fair, Doing Good, and Acting Right. These principles apply across six identified interrelated areas which impact our stakeholders: the planet, our customers, our suppliers, our employees, the community, and our business. Together, these elements form the backbone of FairPrice Group's commitment to be a force for good in all that we do.

FAIRPRICE GROUP'S SUSTAINABILITY MODEL

Being Fair, Doing Good and Acting Right



² Refers to net-zero in our direct greenhouse gas emissions in Scope 1 and Scope 2.

STAKEHOLDER ENGAGEMENT

FairPrice Group engages with our stakeholders regularly to understand and respond to their needs, expectations and concerns on material sustainability topics. Stakeholders are identified based on their influence on our operations and our impact on them.

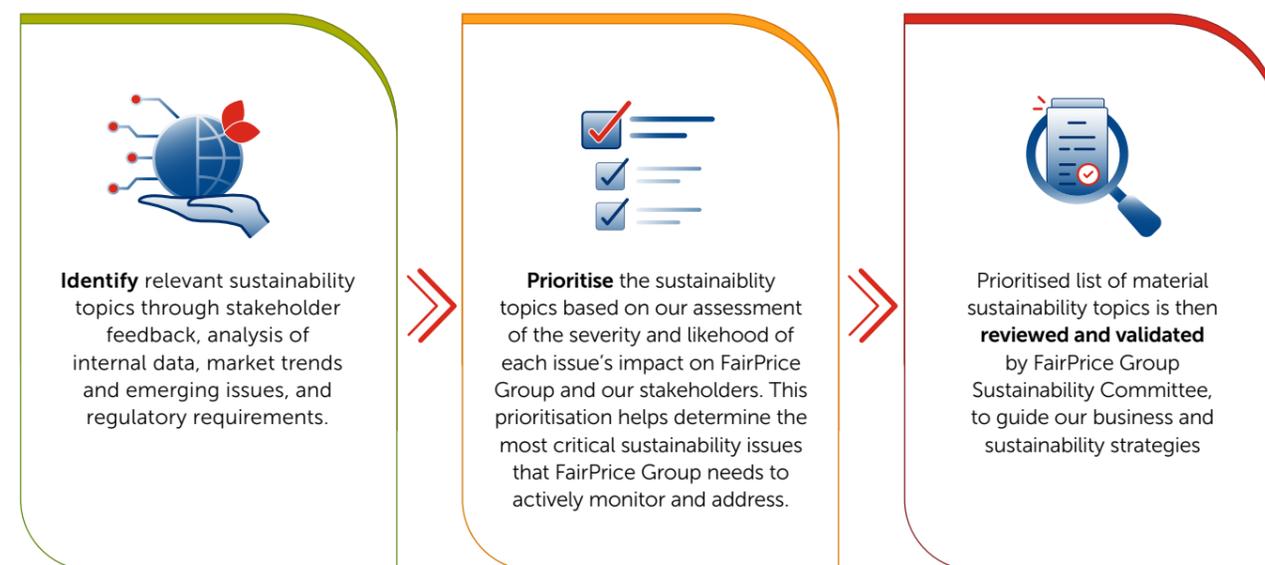
Stakeholders	Mode and Frequency of Engagement	Stakeholders' Concerns	FairPrice Group's Efforts
 Customers	<ul style="list-style-type: none"> Ongoing feedback channels through Customer Service, Sustainability and CSR contact emails Active interactions through social media Regular interactions through market research channels 	<ul style="list-style-type: none"> Affordability, availability, and quality of our product Convenience and accessibility of our stores and services Reducing waste and environmental impact 	<ul style="list-style-type: none"> Strengthened our sourcing strategies and supply chain network to fulfill our social mission Improved customer experiences through digital transformation Implemented various waste reduction initiatives across our operations Installed community bag racks across 33 stores to encourage sharing of reusable bags
 Employees	<ul style="list-style-type: none"> Regular staff meetings, dialogues and workshops Quarterly town halls at Group-wide and business-unit levels Ongoing internal communication via digital and physical platforms Regular staff volunteering activities 	<ul style="list-style-type: none"> Harmonisation of benefits across business units Provision of flexible work arrangements Personal and professional growth 	<ul style="list-style-type: none"> Continued to review and strengthen our benefits programme that provides a total rewards approach to compensation and benefits for all full-time employees Introduced the Festival Salary Advance Programme to support employees in handling larger-than-usual expenses associated with major festivals Continued to offer hybrid work arrangements Provided employees with access to more than 100 learning and development programmes
 Suppliers	<ul style="list-style-type: none"> Regular business meetings SME Suppliers Support and Development Programme (SSDP) Regular supplier town halls and Partner Appreciation events 	<ul style="list-style-type: none"> Support for product listing and promotion Partnership opportunities to further sustainability causes 	<ul style="list-style-type: none"> Continued to support suppliers through SSDP Spotlighted local produce through "Made in Singapore" Fair Adopted a collaborative approach to review and participate in suitable sustainability initiatives with suppliers Included a new partner Sustainability award to recognise efforts of our suppliers
 Government	<ul style="list-style-type: none"> Ad hoc industry consultations Regular project meetings Regulator reports and audits 	<ul style="list-style-type: none"> Support for local produce and businesses Support for and promotion of sustainable practices 	<ul style="list-style-type: none"> Continued to support local produce and businesses through SSDP Participated in engagements on the implementation of various legislations under the Resource Sustainability Act Supported national efforts to offset cost of living through FairPrice Return Vouchers initiative Partnered with Health Promotion Board to be the first in Singapore to promote healthier beverage choices for customers through our Kopitiam

Stakeholders	Mode and Frequency of Engagement	Stakeholders' Concerns	FairPrice Group's Efforts
 Charities and Non-Profit Organisations	<ul style="list-style-type: none"> Regular staff volunteerism Philanthropy efforts and in-kind sponsorships Partnerships & joint campaigns 	<ul style="list-style-type: none"> Support for donations and volunteering 	<ul style="list-style-type: none"> Supported causes aligned with FairPrice Foundation's three key strategic thrusts through sustained financial or in-kind assistance Drove social impact in the community through employee volunteering programmes Ran food donation drives with charities throughout the year to support communities in need
 Media	<ul style="list-style-type: none"> Feedback through media relations email Annual media networking Media releases and interviews on sustainability issues and announcements Sustainability report 	<ul style="list-style-type: none"> Role of FairPrice in advocating for and leading change on sustainability matters 	<ul style="list-style-type: none"> Drove sustainability share of voice through dissemination of 22 press releases covering various sustainability topics in 2023 Actively engaged with media outlets through follow-up interviews on sustainability topics of interest

MATERIALITY APPROACH AND PROCESS

FairPrice Group's approach to materiality adheres to the GRI 2021 Standards, effectively identifying and prioritising the most significant sustainability issues for our business activities, impacting the economy, environment, and people.

PROCESS TO DETERMINE OUR MATERIAL SUSTAINABILITY TOPICS



2023 MATERIALITY REFRESH

FairPrice Group conducted a materiality refresh in 2023 to ensure our sustainability reporting on key material topics remains relevant and aligned with industry best practices and evolving standards in reporting frameworks. This involved re-evaluating our existing material topics against recent developments within the retail and food services sector globally, and broader changes in the sustainability landscape. As a result, we have identified two new areas of ESG significance: Climate Change Strategy and Corporate Governance.

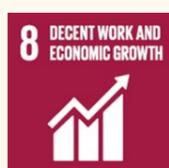
The inclusion of Climate Change Strategy not only reflects our Group's commitment to environmental stewardship, but also acknowledges the critical role of climate considerations in ensuring the resilience and reliability of food supply chains, core to FairPrice Group's business. The improved rigour on Corporate Governance highlights our dedication to maintaining exemplary standards of ethics and transparency as we grow and sustain our business responsibly.

FairPrice Group's Sustainability Pillars	Key Material Topics
 For the Planet	<ul style="list-style-type: none"> Climate change strategy Energy use and greenhouse gas (GHG) emissions Waste management Water use
 For our Customers	<ul style="list-style-type: none"> Safety, product quality and service quality Affordability for customers Customer health and nutrition
 For our Suppliers	<ul style="list-style-type: none"> Sustainable procurement Supporting local suppliers
 For our People	<ul style="list-style-type: none"> Workplace safety and health Employee engagement, well-being and development Diversity and inclusion
 For the Community	<ul style="list-style-type: none"> Supporting local communities
 For the Business	<ul style="list-style-type: none"> Corporate governance Ethical business conduct Cybersecurity and data protection

Stewardship for the United Nations Sustainable Development Goals (SDGs)

With our enhanced ambition to act against climate change, we have included one additional UN Sustainable Development Goal on Climate Action, on top of our six priority goals where FairPrice Group can make the most significant contribution and impact, through driving collaboration among our stakeholders to achieve positive outcomes.

Goal	Description	FairPrice Group's efforts
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> Alleviate hunger through hunger-relief efforts in Singapore through monetary and in-kind donations Partner food charities to provide food for vulnerable families Run the Community Fridge Restock initiative to bring imperfect but edible fruits and vegetables to communities-in-need

Goal	Description	FairPrice Group's efforts
	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Partner Health Promotion Board in promoting Healthier Choice items in our retail supermarket and kopitiam outlets Promote active and healthy ageing in the community through set up of Dementia Go-To-Points and Active Ageing Zones in our FairPrice and Unity stores across the island Bolster mental health and overall well-being of our employees with enhanced benefits programs and organisation support for them to tap into
	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Transit to renewable energy sources and cut down on energy consumption as part of our Scope 2 emissions reduction strategy
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> Appointed first Chief Safety Officer and set up Group WSH Management Committee Foster meaningful and fulfilling employment for close to 13,000 employees by continuing our investment in workforce development and training especially towards upskilling and reskilling Support equal and fair employment opportunities for persons with special needs and ex-offenders Fast-tracked the Progressive Wage Model to implement wage increments for eligible food services and retail employees ahead of national requirements, and rolled out targeted training for career progression
	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> Encouraged customers to reduce use of straws, plastic bags, and recycle their e-waste through our various touchpoints
	Take urgent action to combat climate action and its impacts	<ul style="list-style-type: none"> Launched our Net-Zero Pathway, detailing our commitments to combat climate change and achieve key climate goals, including a 50% reduction in Scope 1 and 2 emission by 2030
	Strengthen the means of implementation and revitalise the global partnership for sustainable development	<ul style="list-style-type: none"> Commit to sustainability goals through active involvement in memberships and associations for knowledge sharing and cooperation Contribute to national policies for sustainable development goals, including the Singapore Green Plan 2030

Fair, Good, And Right – FOR THE PLANET

OUR OPERATIONAL NET-ZERO PATHWAY

As Singapore’s leading food retailer, we are aware that our actions and decisions can create a significant impact on the environment and society. We aim to support global collective efforts around tackling climate change, and boost the resilience of Singapore’s food supply chains, which are fundamental in keeping daily essentials affordable for all in Singapore.

In August 2023, our Board Sustainability Committee and Board of Directors formally endorsed our operational net-zero pathway, goals, and strategies, charting a clear and actionable course for the Group to halve our Scope 1 and 2 emissions by 2030, and ultimately achieve net-zero from them by 2045.

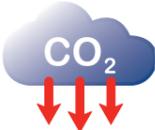
- Our long-term goal is to achieve operational net-zero greenhouse gas emissions in Scope 1 and Scope 2 by 2045.
- We also set ourselves a near-term target of 50% reduction in our Scope 1 and 2 emissions by 2030, when compared against our 2021 baseline.
- FairPrice Group is in the process of engaging key stakeholders to understand our Scope 3 carbon footprint.

CLIMATE CHANGE STRATEGY

MANAGEMENT APPROACH

Global temperatures continue to hit record highs, impacting agricultural productivity and scarcity of raw materials. This in turn can increase food prices and disrupt supply chains, which is why FairPrice Group has identified climate change as a significant risk factor for our business and our capability to deliver on our social mission to keep daily essentials affordable for all in Singapore.

Our response to climate change involves reducing emissions throughout our operations and value chain, enhancing energy efficiency and transitioning to renewable energy sources, and responsible waste management in food and packaging - identified as the top waste streams in our business.

Key Areas of Focus	Goals	How we will get there
 Scope 1	Operational net-zero by 2045	<ul style="list-style-type: none"> • Implementing low-impact refrigerants • Transitioning to electric vehicles
 Scope 2	Operational net-zero by 2045	<ul style="list-style-type: none"> • Maximising solar panel deployment • Shifting to renewable energy sources • Reducing energy consumption using data analytics and advanced technology • Investing in energy-efficient equipment

Future Developments

We will continually evaluate and communicate our progress, and adapt our methods in response to new governmental policies and emerging technologies through collective action and engagement with our stakeholders.

CLIMATE RESILIENCE

FairPrice Group is committed to better understanding climate impact and actively improving how we manage climate-related issues. We partner external consultants to perform assessments of climate-related risks and opportunities with an immediate focus on strengthening climate governance and risk management. We are studying the evolution of both international and local reporting standards and best practices. We will review the Group’s reporting disclosures, informed by these relevant developments where appropriate.

We believe this approach will help us identify both the risks and opportunities climate change presents to our business, and make us more resilient as we ramp up efforts to become more climate-conscious.



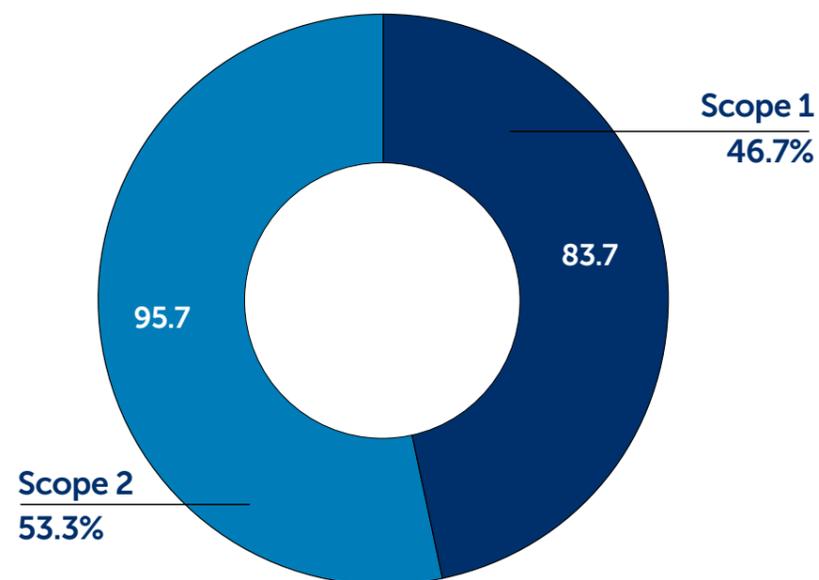
REDUCING OUR EMISSIONS AND ENERGY CONSUMPTION

MANAGEMENT APPROACH

FairPrice Group recognises the impact of energy usage in our operations across our extensive network of touchpoints. In line with our roadmap to achieve operational net-zero by 2045, we are targeting a 50% reduction in our Scope 1 and 2 GHG emissions by 2030 from our 2021 baseline.

OUR PROGRESS

Our 2023 GHG Emissions (ktCO2e)



Performance indicators	2021 (baseline)	2022	2023
Scope 1 (ktCO2e)			
Refrigerant	57.2	59.0	73.4
Fuel consumption ³	10.0	10.9	10.3
Scope 2 (ktCO2e)			
Purchased electricity	95.7	94.2	95.7
Renewable energy (GWh)			
Solar power generated	0.2	3.1	5.8

³ Fuel consumption includes mobile and stationary combustion.

SWITCHING TO LOW GWP REFRIGERANTS BY 2045

Refrigeration is a key part of our operations as a food retailer, and typically a significant source of GHG emissions. As such, FairPrice Group has committed to equipping all new and renovated stores with CO2 refrigerants, which has a significantly lower global warming potential compared to traditional refrigerants, and is also more energy efficient. This phased transition will coincide with our planned store renovations, enabling the switch from existing refrigeration systems to CO2 refrigeration systems (R744).

Our target is for all FairPrice stores to switch to CO2 or other climate-friendly refrigerants by 2045. As of 2023, two stores have transitioned to this new system.

THE IMPACT OF USING CLIMATE-FRIENDLY REFRIGERANTS



NET-ZERO ELECTRICITY

FairPrice Group is committed to the pursuit of net-zero emissions in our electricity by 2045, ahead of Singapore's grid decarbonisation timeline, by embracing a diverse and balanced strategy that includes:



On-site solar:
Generating renewable energy directly at our facilities



Power Purchase Agreement (PPA):
Partnering on local and regional projects for scalable renewable energy



Renewable energy certificates (RECs):
Complementing our energy mix and addressing short term gaps

FPG is also experimenting with various proof-of-concepts to improve our energy efficiency such as using more energy efficient backend equipment, and closely monitoring and managing electricity usage with emerging technologies.

GREENER VEHICLES

Vehicles in our fleet currently contribute about 5% of FairPrice Group's total GHG emissions. To reduce this impact, we will prioritise transitioning our diesel fleet, both owned and contracted, with electric alternatives that emit half the amount of CO₂e (through electricity consumed through the grid) compared to similar diesel-powered vehicles. We currently have 10 electric vans in our fleet, and aim to transit all FairPrice Group-owned vans to electric vehicles as part of our net zero roadmap. We are also actively engaging with our partners who manage our contracted fleet to support their plans for transitioning to electric vehicles.

We will continue to monitor advancements in technology and charging infrastructures, as well as regulatory frameworks in Singapore to stay nimble in our implementation strategy.



ECO-FRIENDLY FEATURES IN OUR STORES

We actively manage energy consumption in our retail stores by implementing eco-friendly features to optimise resource usage and reduce emissions. These features include energy-efficient lighting setups, zonal lighting circuits, implementing an Energy Saving System, and motion sensors that ensure that lights are only activated when needed. We also utilise water-efficient fittings to minimise water usage in our stores.

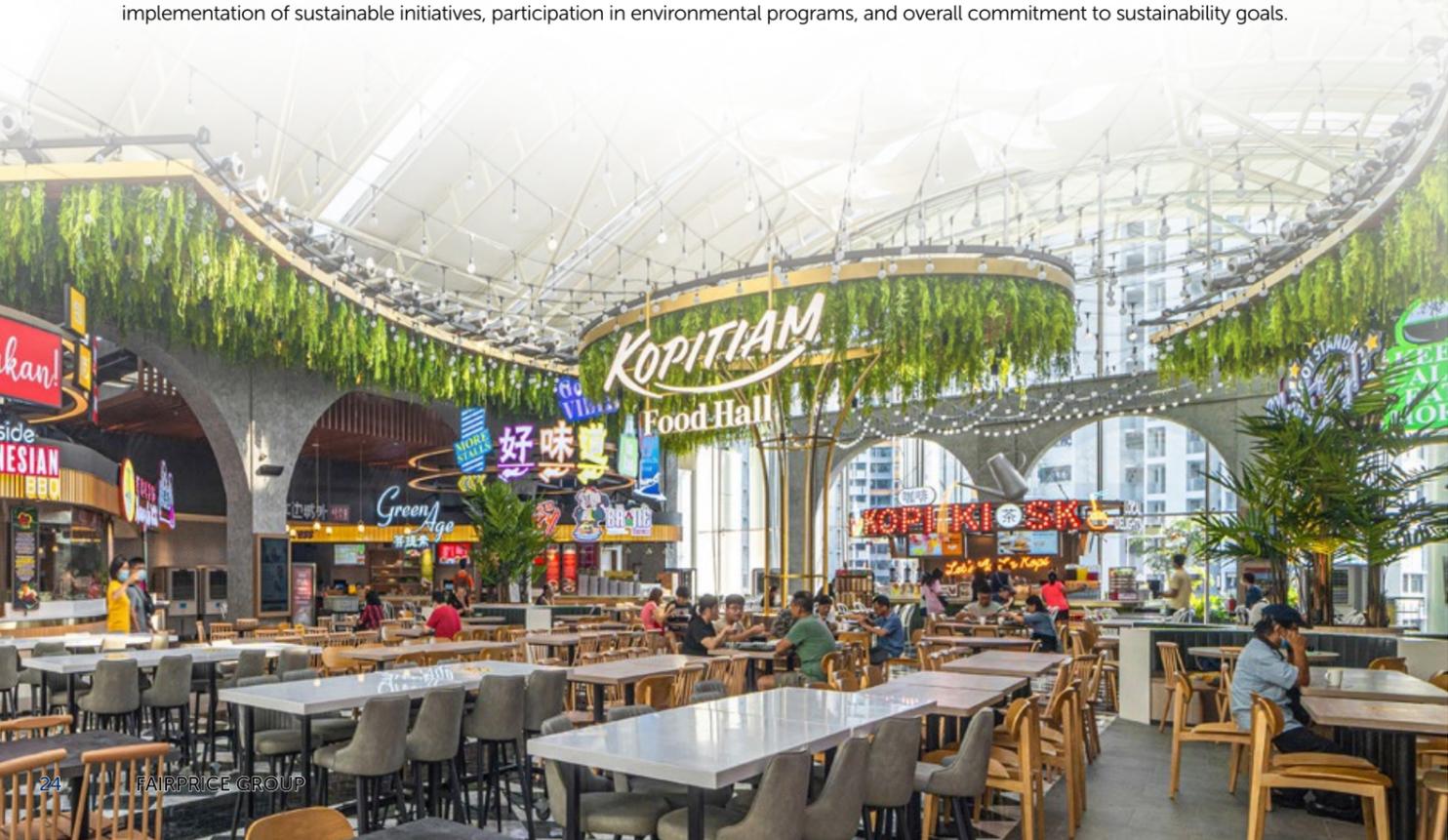
48 of our retail stores were certified with the Building and Construction Authority (BCA) Green Mark⁴ in 2023 in recognition of these efforts.



93%

of our stores were designed with at least five eco-friendly features, up from 76% in 2022.

⁴ The Green Mark Certification is awarded to stores that demonstrate excellence in various aspects of sustainability, such as energy efficiency, waste reduction, water conservation, and the use of eco-friendly materials. Stores may be evaluated based on their implementation of sustainable initiatives, participation in environmental programs, and overall commitment to sustainability goals.



REDUCING WASTE AND PACKAGING

MANAGEMENT APPROACH

To collaboratively tackle food waste and packaging waste - among the top waste streams in Singapore, and in support of the Singapore Green Plan 2030, FairPrice Group is ramping up efforts to promote sustainability within the organisation and with our customers through new waste reduction initiatives, and stakeholder engagement and education.

RALLYING OUR CUSTOMERS IN PROMOTING A CIRCULAR ECONOMY

FairPrice Group is committed to supporting national Producer Responsibility programmes across our network of over 570 touchpoints in Singapore. Together with our customers, we achieved the following environmental impact in 2023:



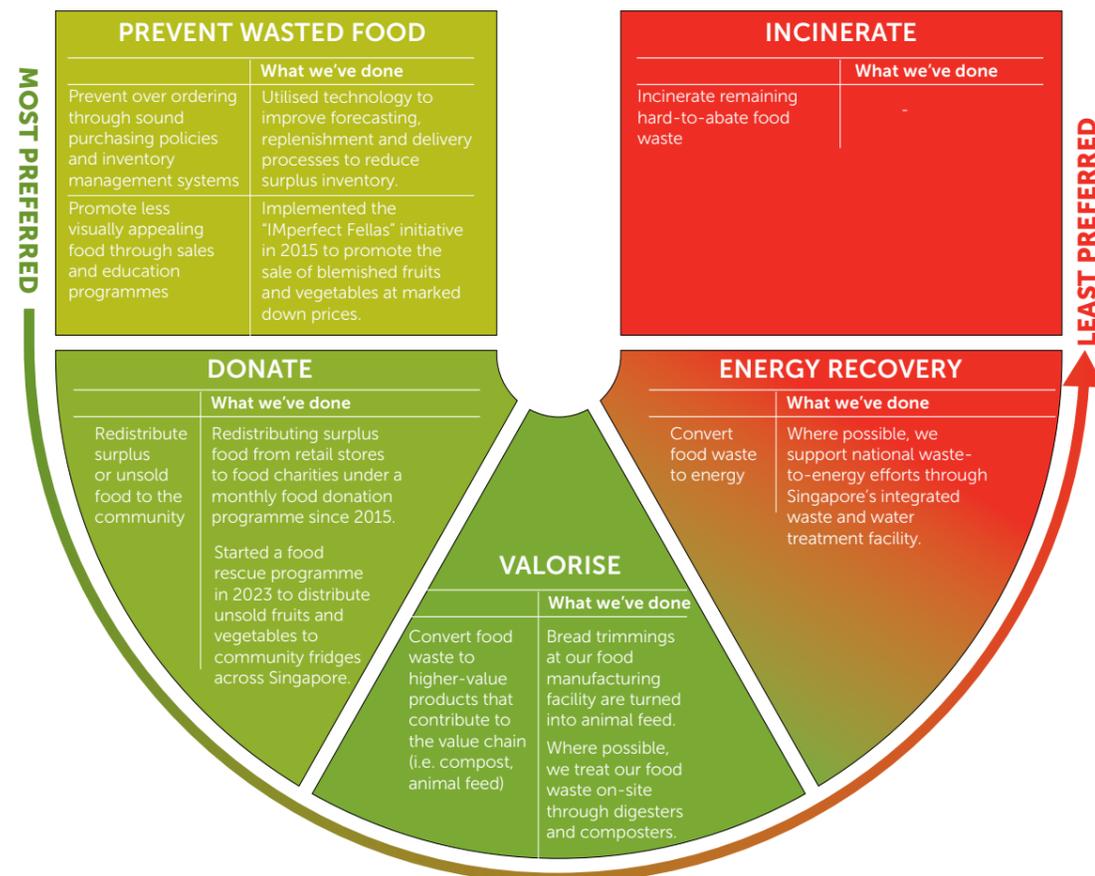
DID YOU KNOW?

As part of our efforts to reduce waste, we switched to using thinner thermal printing paper for customer receipts in 2023, which will see more than 105 tonnes of paper being saved a year.

FOOD WASTE

As Singapore's largest food retailer, we are committed to reducing food waste.

Our approach is anchored by our Food Waste Framework. This framework steers our waste reduction initiatives across our retail and F&B businesses. Our strategy goes beyond operational changes - it also involves influencing behavioural shifts among our stakeholders. We actively look out for innovative approaches and partnerships to further our efforts in food waste reduction and stakeholder education.



SAVING MORE WITH IMPERFECT FRUITS AND VEGETABLES

FairPrice Group implemented the "IMperfect Fellas" label in 2015 to sell blemished fruits at heavily reduced prices. In 2023, the budget-friendly initiative was expanded to include vegetables, and contributed to **saving 946 tonnes of fruits** that would otherwise be discarded.

PLASTICS AND PACKAGING WASTE

In 2023, FairPrice Group joined the Packaging Partnership Programme led by the Singapore Manufacturing Federation and the National Environment Agency to signal our commitment to sustainable packaging practices in our own operations, and also advocating for it with our business partners and suppliers.

To achieve a reduction in virgin plastics used in our own product packaging, we are taking a two-pronged approach - direct material reduction initiatives and educating our customers and suppliers on sustainable packaging practices.

OUR APPROACH TO PROMOTING SUSTAINABLE PACKAGING PRACTICES:

OWN PRODUCTS AND PACKAGING



Eliminating excess through better design



Switching to sustainable materials

STAKEHOLDER ENGAGEMENT



Promote sustainable packaging efforts by suppliers



Consumer education efforts on reducing, reusing and recycling

OUR PROGRESS

Disposable carrier bags:

	2021	2022	2023
No. of disposable carrier bags saved in retail stores	15.6 million bags	57.9 million bags	142 million bags ⁵



GOING GREEN FOR OUR VEGETABLES

As part of our efforts to reduce virgin plastics in our own brand packaging, we conducted a trial to eliminate excess headspace in the packaging of our *Pasar* and *Simply Finest* brands of vegetables. This reduced 3% of packaging content from each pack of vegetables, removing more than 230 kg of virgin plastics from our vegetable packaging in 2023.

⁵ Figures tracked after the implementation of mandatory disposable carrier bag charges on 3 July 2023.

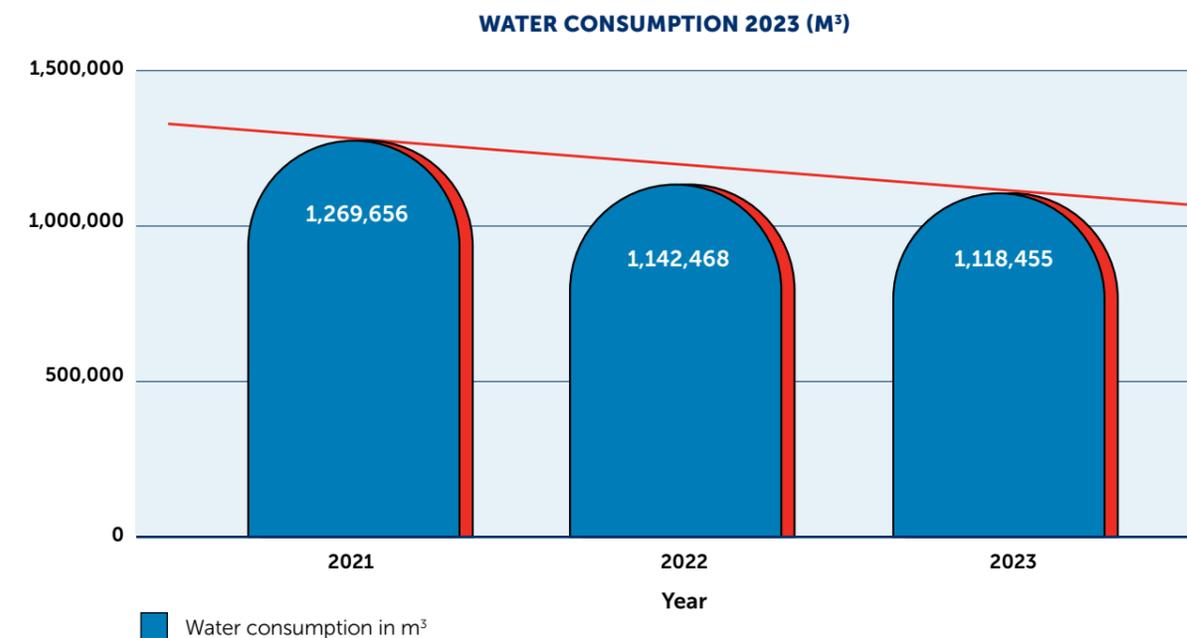
REDUCING WATER USAGE

MANAGEMENT APPROACH

Water is used across FairPrice Group's operations in various ways, and we strive to do our part in conserving and reducing our water usage where possible. We are also progressively installing water-efficient fixtures across our retail stores.

OUR PROGRESS

We have shown a steady reduction in FairPrice Group's water usage over the past three years. In 2023, despite our growing operations, we consumed **1,118,455.28m³** of water in our operations, 2% less than in 2022.



*The primary use of water in our operations is for sanitisation, product preparation, cleaning and dishwashing.

86.7%

(↑10.7% vs. 2022)

of our retail stores implemented water-efficient fixtures approved by the Water Efficiency Labelling Scheme in 2023.



Fair, Good, And Right FOR OUR CUSTOMERS



FairPrice Group was established with the mission to keep daily essentials within reach for all in Singapore. This mission continues to guide us, even amid stubborn inflation and rising costs. As the leading retailer in Singapore, we serve half a million customers daily, delivering value by benchmarking the prices of staples and prioritising their health and safety.

ENSURING QUALITY AND SAFETY

MANAGEMENT APPROACH

Our customers' health and well-being are a top priority. We hold ourselves up to stringent internal and external audit standards for quality and food safety. We constantly review our comprehensive Food Safety and Quality management system to ensure that it meets our stakeholders' expectations.

Product and service categories	Percentage of which health and safety impacts are assessed for improvements (%)
Retail Business	100% of our retail stores are audited annually for food safety and hygiene.
Own Brands and Food Solutions Business	100% of Own Brand suppliers are reviewed annually in accordance with our Supplier Risk Assessment framework, with corresponding action plans for identified suppliers for continuous improvement.
Food Services Business	100% of the food services business is audited annually for food safety and hygiene.

RETAIL BUSINESS

All FairPrice stores must comply with our Quality Policy and Food Safety Policy, assessed through annual internal audits for hygiene, food safety, and cleanliness. Follow-up visits are conducted for stores not meeting standards, to monitor progress and offer guidance for improvements. In 2023, we introduced a new internal award programme to acknowledge stores demonstrating exemplary cleanliness and hygiene practices.

OWN BRANDS AND FOOD SOLUTIONS BUSINESS

Our dedicated Quality Assurance (QA) team manages a holistic end-to-end QA programme for our Own Brand products, ensuring food safety and product quality. It covers a stringent supplier onboarding with thorough process control such as plant audits and verification of manufacturing certifications and food safety systems, as well as detailed product testing. The QA team also focuses on regulatory compliance management for all ingredients and formulations used in the products, followed by extensive post-market testing and verification. All Own Brand suppliers are reviewed under our Supplier Risk Assessment framework and our QA team is in charge of developing action plans for continuous improvement for select suppliers where needed.

FOOD SERVICES BUSINESS

Our Food Services business operates under detailed operational protocols for housekeeping, food handling, and personal hygiene. Hygiene audits, surface swab tests, and hand hygiene checks are conducted regularly. Laboratory testing of food samples is carried out periodically, with employees undergoing annual refresher training on food safety practices. Our outlets maintain a regular cleaning schedule for high-contact surfaces.

DELIVERING ON CUSTOMER SERVICE

We value transparent communication and encourage customers to connect with us through various channels, including in-store service counters, our hotline, and online form. We promptly relay customer feedback to relevant teams to enhance our practices and processes to better meet customer expectations.

As part of our commitment to customer centricity, FairPrice Group introduced an operational Net Promoter Score monitoring system in 2023. The system provides a unified platform to increase visibility and actionability on customer feedback across the Retail Business and Food Services business, by allowing us to gauge customer satisfaction in real-time and guiding interventions accordingly.

MARKETING AND LABELLING PRACTICES

We are committed to providing our customers with accurate product information. In retail stores, our Fresh Food Task Force implements guidelines that govern the packing and labelling of fresh items, with store supervisors conducting spot checks for adherence to weight and labelling standards before display.

For prepacked items, our Food Safety and Quality team conducts routine checks to ensure compliance with labelling requirements set by the Singapore Food Agency and Singapore Food Regulations. Own Brand product specifications and labelling information undergo a rigorous verification process before production.

The Food Safety and Quality team conducts regular audits on all products to ensure they meet our internal guidelines, ISO 9001 and ISO 22000 international standards for quality & food safety, as well as all legal labelling requirements. Product recalls are initiated as a precaution in cases of non-compliance related to legal and safety. We also have refund processes in the event of customer feedback due to marketing and labelling issues.



0 summons or warnings for marketing and labelling non-compliance in 2023

INCIDENTS OF HEALTH AND SAFETY NON-COMPLIANCE

In 2023, FairPrice Group received one penalty and three warnings in the retail business, while food services incidents led to 14 penalties and one warning, with one case incurring a substantial monetary fine. These penalties stemmed mainly from public hygiene related issues, such as instances of mosquito breeding and pest detection, and failure to enforce no-smoking policies in designated areas. The cumulative fines levied against FairPrice Group amounted to S\$4,900.

In response to these cases of non-compliance, FairPrice Group has taken proactive measures such as tightening our Standard Operating Procedures and conducting training to mitigate against future instances of non-compliance.

MAINTAINING ACCESSIBILITY AND AFFORDABILITY

MANAGEMENT APPROACH

FairPrice Group focuses on benchmarking prices and keeping food and daily essentials accessible and affordable for all in Singapore. In 2023, stubborn inflation led to increased living and business costs. Against these challenges, we delivered on our social mission.

To address the increased cost pressures, we maintained several cost moderation initiatives in 2023:

- First supermarket in Singapore to announce a GST offset initiative on 500 essential items, in response to the increase in the national Goods & Services Tax from 7% to 8%.
- Supplemented the government's Community Development Council (CDC) support package by issuing additional FairPrice vouchers to customers who use their CDC supermarket vouchers at FairPrice stores, to enable customers to maximise their savings.
- Helped seniors and underprivileged families stretch their dollar through various community discount schemes.
- Ran discount and promotion programmes throughout the year in celebration of our 50th anniversary.
- Maintained the price of breakfast sets and hot beverages at our Kopitiam outlets.
- Introduced mandatory budget meals in coffee shops and hawker centres.
- Expanded concessionary meal programmes to non-FairPrice Group owned sites, and larger segments of the community through halal options.

In 2023, we helped customers save over

\$15.2 million

through our various national and community discount programmes and initiatives.

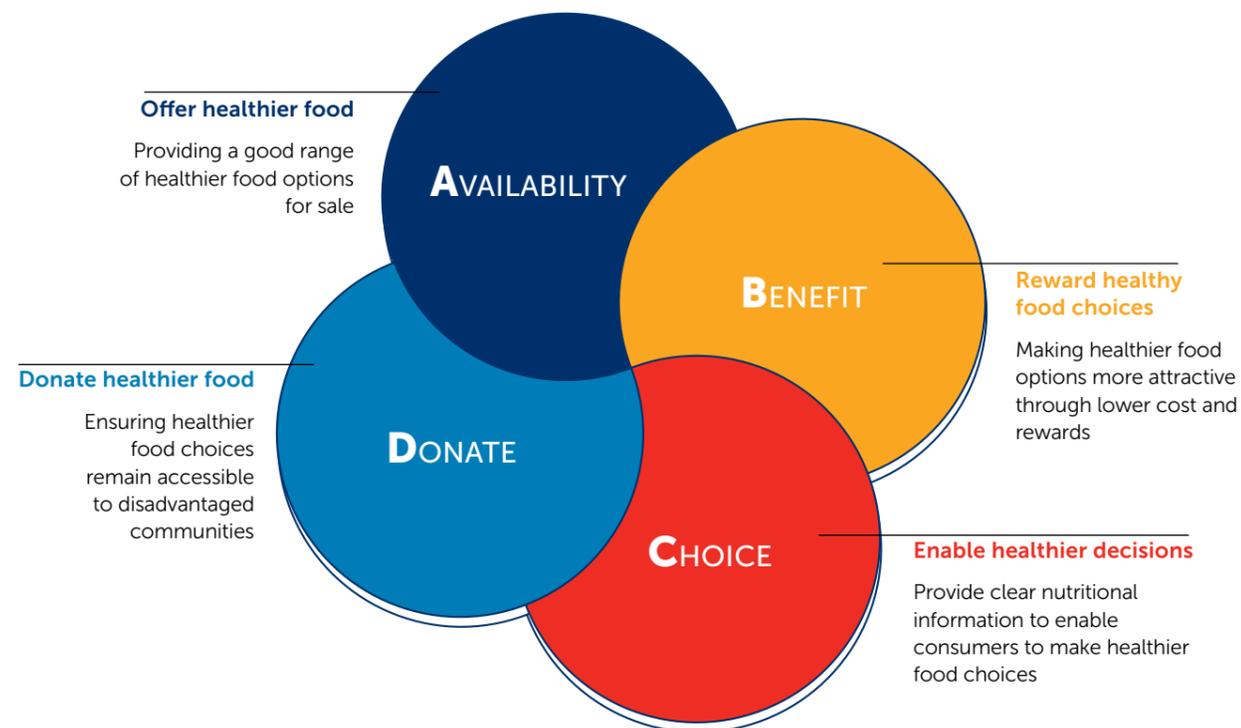
In 2021, our Own Brands and Food Solutions business launched the SmartChoice brand, with the aim of providing a core range of basic essential items at the lowest entry price point. SmartChoice launched with 24 products such as cooking oil, rice, bathroom tissues and household cleansers, and has now expanded its offering to 36 products in 2023.

PROMOTING HEALTH & NUTRITION

MANAGEMENT APPROACH

FairPrice Group champions healthy eating by making healthier, nutritious food options more accessible and affordable. We also partner closely with the national Health Promotion Board to ensure our offerings contribute towards national healthy eating goals.

We adopted an “ABCD” approach in championing healthy eating:



OUR PROGRESS

AVAILABILITY

- Consumers have access to more than 2,200 products with Healthier Choice Symbols in our stores.
- 100% of our housebrand food products have been trans fat-free since 2020.
- Every stall at our Kopitiam outlets is required to offer at least one Healthier Choice dish in their menu.
- We align our institutional offerings with the Health Promotion Board’s Healthier Catering Programme and Healthier Meals for Preschools Programme.

CHOICE

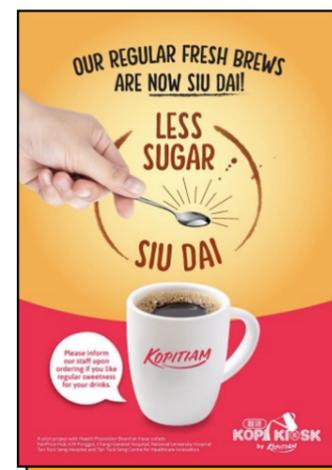
- We provide clear nutritional information to enable consumers to make healthier food choices through the Healthier Choice Symbol and Nutri-Grade label.
- In 2023, our Kopitiam outlets were the first in Singapore to implement the Nutri-Grade rating for freshly prepared drinks, and offer less sweet coffee and tea recipes by default.

BENEFIT

- We make healthier food options more appealing to our customers through benefits such as cost savings and rewards.
- Despite increasing inflation, we maintained prices below the market average for coffee and tea without milk and sugar.
- Customers who purchase items with the Healthier Choice symbols can receive Health Promotion Board’s health points to redeem rewards.

DONATE

- We strive to keep healthier food choices accessible to low-income communities through initiatives like the NTUC FairPrice Walk for Rice, Singapore Red-Cross FairPrice Meals with Love Programme and Community Fridge Restock initiative.



LEADING THE FIGHT AGAINST DIABETES

The Nutri-Grade label is a mandatory national nutrition label that came into effect on 30 December 2023. It also imposes advertising conditions for beverages with a C or D Nutri-Grade.

FairPrice Group launched the labels ahead of the mandated timelines as part of our commitment to enabling healthier food choices earlier. Kopitiam was also the first in Singapore to introduce the default ‘siew dai’ (less sweet) initiative in 2023 across its drinks stalls.

HEALTHIER FORMULATION IN OWN BRAND FOOD PRODUCTS

We have progressively expanded our housebrand and private label product offerings to include more healthy food products, such as red and brown rice, high quality baked nuts and wholegrain cereals. In 2023, 69% of our housebrand beverages achieved a Nutri-Grade of A or B, 6% more than in 2022.

We also stay updated on consumer and market trends, especially through our collaboration with the Government agencies, to guide the development of our Own Brand products and procurement processes.



LOWER IN SUGAR AND SODIUM

Introduced low to no-sugar options in popular product categories like bread spreads, condiments and ready-to-drink beverages



MORE WHOLEGRAINS

Expanded our Own Brand assortment to include more whole grain options in our FairPrice Rice, Bread, Wraps and Pasta products



HEALTHIER OILS

Expanded the affordable healthier oil options in our homebrand product offerings, including organic Olive oil, extra virgin Olive oil and extra virgin Coconut oil

Fair, Good, And Right – FOR OUR SUPPLIERS



Our suppliers are key in delivering on our social and environmental missions. Our approach towards our suppliers is rooted in two key areas: ensuring a resilient supply of food and essentials and supporting the growth of local businesses.

SUSTAINABLE PROCUREMENT

MANAGEMENT APPROACH

Our extensive network of business partners extends to over 100 countries and markets worldwide, collaborating with us to enhance the resilience of our global supply chain. From farmers to manufacturers producing various product categories retailed in our stores, all our suppliers play a vital role in building a strong and reliable supply chain.

Governed by stringent guidelines, our Supplier Code of Conduct outlines clear expectations for ethical business practices, prioritising the protection of the interests of our customers and stakeholders. These guidelines are effectively communicated to both existing and new suppliers during the onboarding process, ensuring a shared commitment to responsible and transparent practices. The guidelines can be found below:

 <p>Laws and regulations</p> <p>Suppliers to comply with all relevant laws and regulations in the jurisdictions where they operate.</p>	 <p>Ethics and integrity</p> <p>Suppliers to uphold ethics and integrity in their business conduct, aligning with FairPrice Group's ethical business standards, which include a commitment to anti-corruption principles.</p>	 <p>Occupational safety and health; product safety and quality</p> <p>Suppliers to observe applicable laws concerning product safety, as well as occupational safety and health, in all their activities.</p>	 <p>Sustainability</p> <p>Suppliers to adopt sustainable business practices and actively support our endeavours towards fostering a circular and low-carbon economy.</p>
 <p>Human rights and employment practices</p> <p>Suppliers to respect labour rights, including those established in the International Labour Organisation's Labour Standards.</p>	 <p>Confidentiality and data protection</p> <p>Suppliers to honour the terms of non-disclosure and confidentiality.</p>	 <p>Business continuity planning</p> <p>Suppliers are expected to implement policies aimed at mitigating exposures to incidents that may threaten business continuity.</p>	 <p>Implementation and compliance</p> <p>Suppliers to demonstrate that their policies and procedures align with and comply with our Supplier Code of Conduct.</p>

Responsible Sourcing

-  FairPrice Group carries over 40 seafood products accredited by the Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC) and Friends of the Sea.
-  All Housebrand dry paper products are certified by the Forest Stewardship Council (FSC). All national brand paper products must be certified by FSC or an equivalent organisation.
-  All Housebrand cooking oil products are procured from suppliers certified by the Roundtable on Sustainable Palm Oil (RSPO).

We recognise that the actions of our suppliers have a strong influence on the sustainability impact of our operations. As such, we take a collaborative approach with our suppliers to improve both the environmental and social impact of our value-chain. We also instituted a new Sustainability award in the annual FairPrice Partner Excellence Awards to recognise suppliers who have been exemplary in their sustainability efforts.

SUPPORTING LOCAL SUPPLIERS

Our FairPrice stores currently carry more than 10,000 locally-made food products. We work with more than 20 local farms to offer our customers a variety of locally produced vegetables, eggs and fish in a shorter farm-to-table timeframe, resulting in a smaller carbon footprint.

These efforts support the government's goal to build up the local agri-food industry to meet 30% of Singapore's nutritional needs by 2030. In 2023, we hosted the 12th "Made in Singapore" Fair, an annual event we organise in collaboration with the Singapore Food Agency aimed at providing a platform for local farmers and producers to showcase their products, reinforcing our support for the growth and visibility of homegrown businesses. The fair featured over 40 Singapore-made products, from fresh vegetables, domestically farmed fish and eggs, ice cream, and soy sauce.

For our indirect procurement⁶ needs, 97% of our product suppliers are locally registered companies. They currently represent 99% of our total spend on indirect procurement.

SME SUPPLIERS SUPPORT & DEVELOPMENT PROGRAMME

In 2023, we demonstrated our commitment to support local small and medium enterprise (SME) partners by disbursing S\$2.4 million in the SME Suppliers Support and Development Programme (SSDP). Originally launched in 2009 to assist SME partners on cash flow during the global financial crisis, the SSDP addresses restructuring challenges by offering benefits such as accelerated payments with shorter terms, discounts on listing fees, and the sharing of industry insights. Since then, FairPrice Group has committed over S\$18 million to the initiative, which has gone towards benefiting more than 540 SME suppliers in Singapore.

Established in 1947, Tai Hua Food Industries is one of Singapore's most well-loved brands of sauces and condiments.

Tai Hua's relationship with FairPrice is deep-rooted in more than 40 years of history. They are also one of the suppliers supported under FairPrice's SME Suppliers Support and Development Programme (SSDP). Under this programme, FairPrice's suppliers benefit from shorter payment terms which improves their cash flow, and also enjoy a slew of other support packages including significant discounts on fees as well as marketing and promotional support.



Thomas Pek, Managing Director, Tai Hua Food Industries said: "FairPrice's extensive network has provided Tai Hua with a strong and reliable platform to reach a large segment of consumers in Singapore. Under the SME SSDP, FairPrice also actively supports Tai Hua in various aspects of our business, such as ensuring the supply of goods remain uninterrupted during the Covid-19 pandemic, as well as collaborating on launching healthier product options like our Lite series soy sauce. We look forward to many more years of rewarding partnership with FairPrice."

⁶ Indirect procurement refers to the acquisition of goods and services that support our corporate and business operating needs and are not goods meant for sale to customers.

Fair, Good, And Right – FOR OUR PEOPLE



In addition to our commitment to customers, FairPrice Group also prioritises the well-being and development of our workforce.

CARING FOR OUR PEOPLE

WORKPLACE SAFETY AND HEALTH

MANAGEMENT APPROACH

In 2023, we appointed our first Chief Safety Officer and launched a dedicated Group Workplace Safety and Health Committee. Led by the Safety Office, the committee comprises representatives from our Business Units, Corporate Functions, and the Union to take a collaborative approach in addressing health and safety issues.

The establishment of the Group WSH Committee is complemented by our continued adherence to the bizSAFE programme, supported by the Ministry of Manpower, which forms the backbone of our WSH framework. We achieved the bizSAFE Level 3 certification across our retail business, warehouses, central kitchen, institutional catering, and camp operations. This certification entails rigorous risk management audits and aligns with our efforts to continuously enhance workplace safety.

Our approach:



Build competency

- Appointed risk management champions and risk assessment team leaders undergo training by a Ministry of Manpower-accredited bizSAFE-approved training organisation. Representatives from our leadership team also signal their commitment by attending sessions on Top Executive Workplace Safety and Health.
- First-aiders in their respective workplaces attend occupational first-aid training and refresher courses regularly
- All new hires participate in comprehensive safety training, emphasising our proactive approach to building a safety-conscious workforce
- We disseminate regular Workplace Safety and Health communications to all employees



Audits and Assessments

- We conduct routine risk assessments in line with Workplace Safety and Health regulations, including site inspections and audits
- The Workplace Safety and Health committee in each business unit conducts monthly meetings to review inspection results, issues and recommendations for correction and prevention



Incident management and Reporting

- Each business unit has established standard operating procedures for workplace incident reporting and investigation
- Appointed in-house Workplace Safety and Health officers responsible for accident prevention and implementing timely corrective actions to mitigate risks
- Our whistleblowing and disciplinary management policies are in place to empower employees and contractors to report any hazards or unsafe conditions

WORKPLACE SAFETY, HEALTH AND WELFARE

Through collaborative leadership and concerted efforts, we have fostered a culture that prioritises the well-being of our workforce and the wider community. Our in-house campaigns, including those targeting Slip/Trip/Fall hazards and Work-at-Height protocols, exemplify our proactive approach to mitigating risks and cultivating a secure working environment. By involving frontline personnel in these initiatives, we aim to raise awareness of critical causative factors and empower our teams to champion safety practices.

In 2023, FairPrice Group maintained a record of zero work-related fatalities. Our major injury rate was 2.6 per 100,000 workers, significantly lower than the national major injury rate average of 16.1⁷. Our minor injury rate was 162, well below the national minor injury rate of 606. Work-related injuries primarily resulted from slips, trips, and falls. No incidents led to a significant monetary fine⁸.

	2021	2022	2023
No. of fatal injuries	0	0	0
Major injury rate	4.2	3.4	2.6
Minor injury rate	169.8	187.8	162

HOLISTIC WELL-BEING

FairPrice Group is a pro-family employer and strives to stay in tune with redefined workplace expectations in a post-pandemic world, including those relating to mental well-being. To enable positive work-life integration for our people, we have implemented various initiatives and policies that offer more flexibility and support, including:

- An Employee Benefits Policy that caters to all eligible employees, providing extensive healthcare coverage including group outpatient insurance (co-payment with no annual limit), group specialist insurance, and a portable medical benefits scheme for continued medical benefits inpatient and hospitalisation benefits, even when our employees decide to change employers
- A flexible working arrangement and improved office environment
- A Flexible Benefits Cash Allowance programme for employees to utilise on well-being needs
- Expanded leave benefits to include family, matrimonial, study, event, and compassionate leave
- A Festival Salary Advance Programme to support employees in handling larger-than-usual expenses associated with major festivities
- A 'Care Angel' programme that offers confidential and professional counselling services for employees who need a listening ear

ENCOURAGING HEALTHIER LIFESTYLES

We support our employees in leading healthier lifestyles. Some of our efforts include enhancing our gym and clubhouse facilities at FairPrice Hub, organising fitness and wellness programmes, health screenings, and introducing interest groups for areas like sports, environment, and parenting.

In 2023, we formed a dedicated Employee Experience team to champion workplace health and well-being. We also assigned the month of October as our Employee Wellness Month, where our Employee Experience team organises a slew of health and wellness activities for employees.



⁷ Major and minor injury rates are calculated per 100,000 workers employed. National statistics are from the Ministry of Manpower's Workplace Safety and Health Report 2023.

⁸ A significant monetary fine is defined as a fine of more than S\$500 per incident.

DEVELOPING OUR WORKFORCE FOR THE FUTURE



LEARNING AND DEVELOPMENT

MANAGEMENT APPROACH

FairPrice Group is dedicated to empowering our employees' growth and developing their knowledge and skills to prepare them for the future of work. Our employees can tap on a wide range of job opportunities to meet different or changing career aspirations. They also have various avenues to upgrade their competencies through the curated programmes and courses developed by our Learning and Development team.

In partnership with NTUC LearningHub, we offer over 100 courses in areas such as digital literacy, productivity optimisation, people management and other soft skills to equip our workforce, from frontline workers to executives and managers, with the essential skills needed to face the workplace challenges of tomorrow.

Our digital literacy courses cover topics including data analysis, data visualisation, cybersecurity awareness, and robotic process automation. These courses empower our employees to use digital tools confidently, enhance their skill sets and work productivity. Our Digital and Technology team also conducts internal training on digital workspace and productivity tools, ensuring our employees can leverage these tools in their daily work.

In 2023, we began investing in training and development programmes to support our employees under the retail and food services Progressive Wage Model (PWM) for upskilling, career progression, and eligibility for higher wages. We offer a targeted training plan for our frontline employees in the retail and food services sectors, covering inventory control, service challenges, sales closures, operating devices, and improving customer service. These enable our employees, particularly our frontline workers and lower-wage workers, with access to training that is a gateway to higher wages and a higher standard of living. In the same year, we also introduced Growth Mindset Workshops for our executives to support their professional development.

As a result, we saw a 64% increase in the average training hours per employee in 2023. Our employees collectively spent over 136,000 hours on training, with an average of 10.5 training hours per employee, compared to an average of 6.4 training hours in 2022.

To provide more accessible and engaging learning experiences for our diverse workforce, we introduced more alternative learning methods such as using videos and microsites. While these alternative approaches offered flexibility and convenience, their impact may be understated in the reported training hours due to tracking limitations.

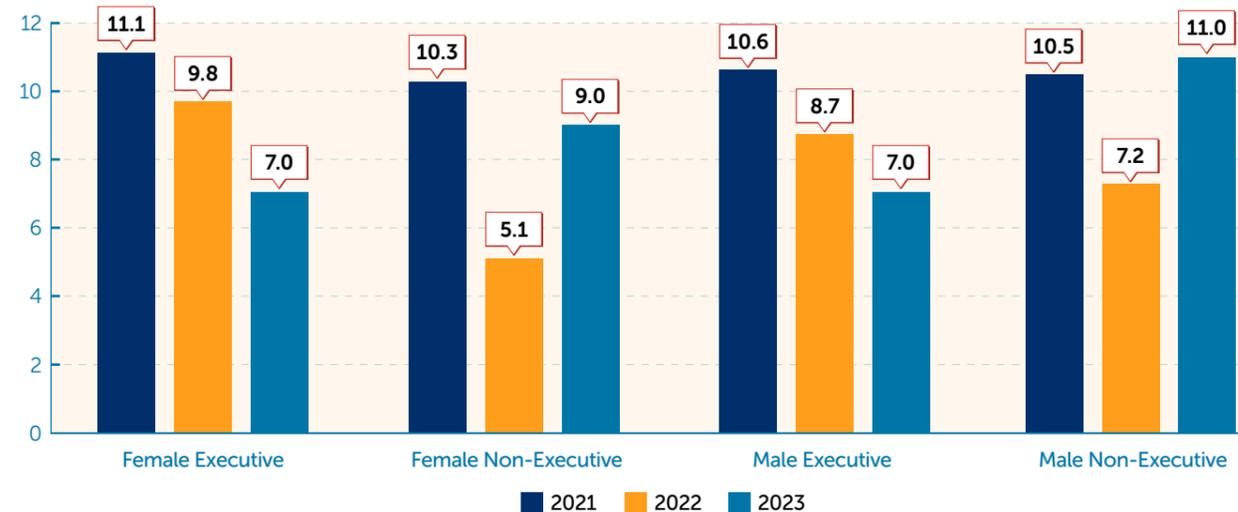
Average training hours of FairPrice Group employees in 2023



Total training hours



Average number of training hours FairPrice Group employees have undertaken



PERFORMANCE MANAGEMENT

All employees including part-time workers receive performance reviews. In 2023, 96% of employees received regular performance and career development reviews, compared to 99% in 2022. 4% of employees did not receive performance reviews in 2023 due to attrition, or because they were new hires who had not yet joined the performance review cycle.

Since 2021, we have implemented a harmonised Job Grade Structure to give employees, including frontline employees, clarity about their career path within our organisation, across the various business units and corporate functions. Employees have access to our Performance Management Guidelines to help them assess their performance and behaviour at work, align themselves with the organisation's business vision and mission, and take charge of their own performance and career development.

DIVERSITY AND INCLUSION

MANAGEMENT APPROACH

FairPrice Group prioritises diversity, equity and inclusion in all aspects of our operations. Being a fair and inclusive employer, our Code of Conduct prohibits discrimination in the workplace based on gender, age, race, religion, marital status, political beliefs, sexual orientation, disability, or nationality. Our commitment is to build and foster a diverse workplace that is based on trust and equal opportunity for all, where every employee feels valued, heard, and included. Employees experiencing discrimination can report their grievances through our established procedure for prompt remediation.

FairPrice Group works closely with the Food, Drinks and Allied Workers Union and the Singapore Manual and Mercantile Workers' Union to achieve better wages, better welfare and better work prospects for our employees. As of 2023, 87% of our employees are covered under collective agreements.

We ensure fair and comparable working conditions for all our employees based on their job scope and skills, irrespective of their coverage under collective agreements.



CHAMPIONING AN INCLUSIVE WORKPLACE

Our diverse workforce brings unique value to FairPrice Group's culture and business performance.



Our progressive employment policies place value on the experience of older workers and support them in continuing their careers beyond the traditional retirement age. In 2023,

79% of our employees over the age of 63⁹

continued to stay in our employment. While it is not a direct comparison, the employment rate for individuals over the age of 65 in Singapore was 30.6% in 2023¹⁰.



Women formed **62%** of our total workforce and 50% of our new hires in 2023.



Female representation within our executives and Board of Directors stands at **51%** and **27%** respectively.

We work closely with community partners such as SG Enable and special education schools for training and hiring individuals with special needs. Due to a restructuring in our hiring and internship programmes last year, we had to temporarily pause our intake of special needs colleagues, resulting in 8 inclusive hires compared to 35 inclusive hires in 2022.

To help ex-offenders address the challenges of reintegrating into the workforce, FairPrice Group committed to a partnership with the Yellow Ribbon Singapore, a statutory board under the Ministry of Home Affairs, to provide ex-offenders with jobs, training and career development in food services, logistics and retail. In 2023, we matched 4 individuals to careers in FairPrice Group through Yellow Ribbon Singapore.

THRIVING IN AN INCLUSIVE AND SUPPORTIVE WORKPLACE

19-year-old Syukri is an intern at FairPrice Finest Woodleigh store under the APSN Delta Senior School's Work Experience Programme. Leveraging his strengths like attention to detail, Syukri supports this team in ensuring shelves are constantly replenished with precision and attends to customers' queries.

Syukri finds joy in coming to work every day because of the supportive culture.



“The team has been incredibly friendly and approachable. I've learned a lot from them because they're willing to share their experiences. They reassure me not to worry if I forget a task that was assigned to me and offer encouragement,” said Syukri.

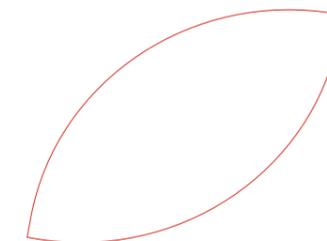
His supervisor, Yock Chong, affirms his good work:

“Though Syukri is shy, he has been building positive relationships with stakeholders and providing great service. He has displayed his ability to adapt to changes within a dynamic retail environment, and has since forged some strong friendships within the team.

I am proud to be working in an inclusive organisation like FairPrice Group that allows us to tap into a wider talent pool and attract individuals with unique skills and perspectives.

⁹ 63 years old is the official retirement age in Singapore.
¹⁰ Based on the Ministry of Manpower's Labour Force in Singapore Report 2023.

Total number of employees



8,053

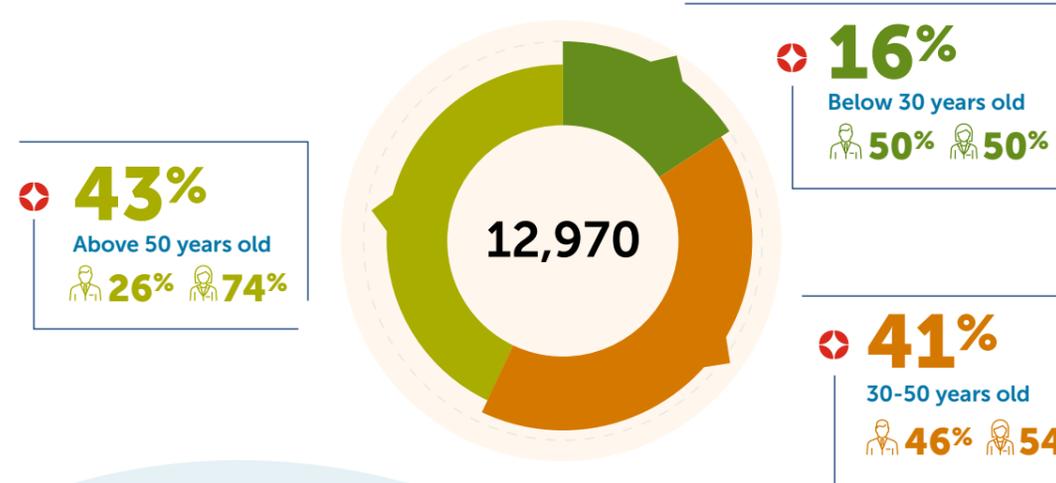
62%



4,917

38%

Employee demographics



Fair, Good, And Right – FOR THE COMMUNITY



Community engagement is a critical component of FairPrice Group's social mission. Through our initiatives and programmes, we aim to actively contribute to the wellbeing of all in Singapore, especially the vulnerable in our community.

BUILDING RESILIENT COMMUNITIES

MANAGEMENT APPROACH

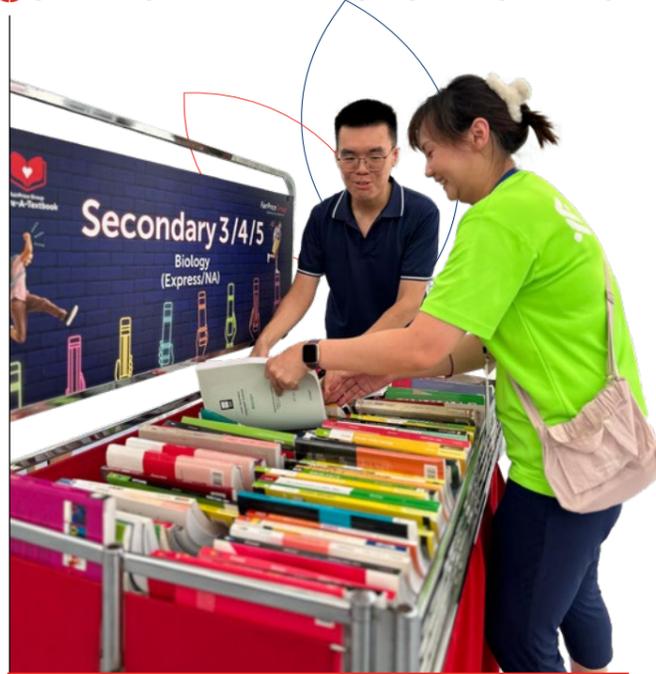
FairPrice Group is an active community partner, serving the needs of different groups in society through a wide range of initiatives and programmes. Beyond the benefits delivered through our products and services, we also extend our social impact through the FairPrice Foundation, our dedicated philanthropic arm and registered charity in Singapore.

We take a data-driven approach in assessing local needs and determining appropriate support measures. While FairPrice Foundation supports charities that conduct their own needs assessments, our dedicated Community Engagement & Sustainability team also engages in direct dialogue with key community partners to ensure our outreach programmes remain relevant and meaningful.

Behind every step made by FairPrice Group lies our social mission beyond commercial considerations. FairPrice Group has chosen trade-offs on our bottom line in the last five decades so that we can keep our way of life in Singapore and serve the vulnerable among us.

- Vipul Chawla, FairPrice Group CEO

STAYING RELEVANT TO TODAY'S NEEDS



First launched in 1983, Share-A-Textbook is Singapore's largest textbook donation drive and one of FairPrice Group's flagship community initiatives for promoting the values of sharing, circularity, and recycling. For four decades, the programme has rallied individuals and families in support of those in need, providing all in Singapore with an avenue to help the community and get the educational materials they need for free.

In 2023, we conducted the Share-A-Textbook Survey 2023 to understand the change in needs of families affected by recent price hikes and to identify relevant educational materials for students and parents. Interestingly, the survey found that assessment books, revision guides and past exam papers were most popular with families – 86% of respondents said that this was their top request when it came to education materials needed, followed by MOE-approved mathematics, mother-tongue and English textbooks.

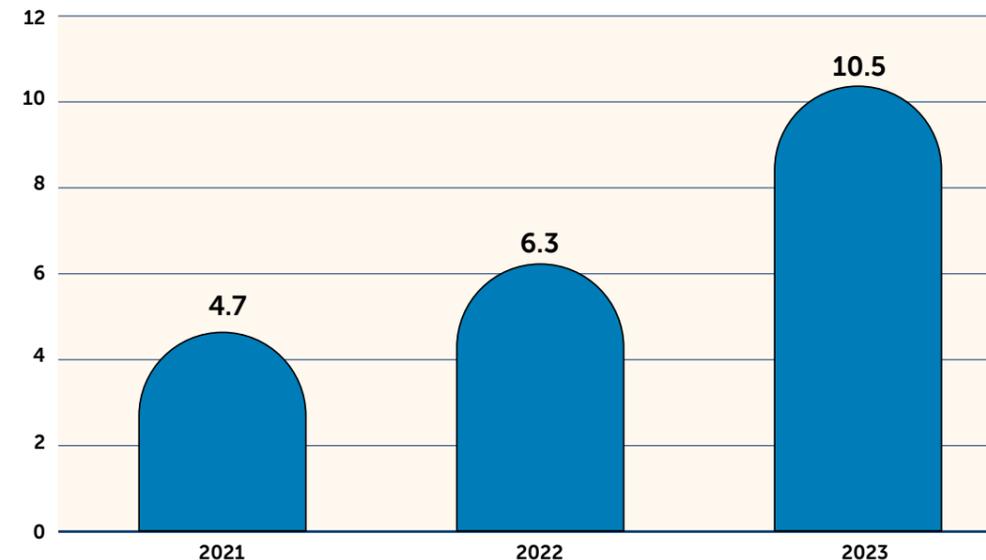
As a result, in the 2023 edition of Share-A-Textbook, we made a more intentional effort to rally the community to share their pre-loved assessment books and enrichment guides apart from textbooks, thus offering a wider range of resources for more than 10,000 beneficiaries to take home and support their educational needs.

MAKING A DIFFERENCE TO THOSE IN NEED

In 2023, we contributed S\$10.5 million through the FairPrice Foundation that supported various programmes aimed at sustaining the poor and needy, deepening community bonds, and promoting workers' welfare. Out of this contribution, S\$1.86 million went towards hunger-relief efforts in Singapore, including the Singapore Red Cross - FairPrice Meals with Love Program, FairPrice Walk for Rice+ @ South East, and other charity programmes.

To mark our 50th anniversary, FairPrice Foundation also committed S\$50 million towards the Health for Life Fund, which will benefit seniors, especially those in lower-income groups, by improving their well-being and funding quality and affordable community-based services. This is FairPrice Foundation's largest donation to date.

PHILANTHROPIC CONTRIBUTIONS (S\$ MILLION)



We are very thankful for the supermarket vouchers. It enabled us to purchase nutritious food such as chicken, beef, vegetables and rice. With our groceries and necessities taken care of, we were able to save money to buy a laptop and books for my son.

- Erlina Mohd Jasni, mother of five and beneficiary of the Singapore Red Cross-FairPrice Meals with Love Programme.



FairPrice Foundation committed S\$1.2 million in 2021 to the three-year programme, which has provided an estimated 5,500 individuals from 1,200 vulnerable families with fresh and nutritious food.



FairPrice Group also collaborated with over 100 community partners and schools to drive social impact and serve the vulnerable in Singapore.



HELPING VULNERABLE CHILDREN FULFIL THEIR POTENTIAL

FairPrice Group is committed to supporting programmes that help children from disadvantaged backgrounds achieve their full potential. In 2023, we contributed S\$150,000 to programmes focused on the educational needs of children.

Through our annual Charity Car Wash initiative organised jointly with ExxonMobil, we raised over S\$111,000 for Children's Aid Society.

FIGHTING FOOD INSECURITY TOGETHER WITH OUR CUSTOMERS

In 2023, we empowered our 2.4 million Link members to donate their accumulated Linkpoints to food charities including Food from the Heart and Food Bank Singapore, through the FairPrice Group app. Members had the option to donate the equivalent of S\$5 or S\$10 in Linkpoints, that was distributed to the two charities. Over S\$4,800 was donated through this initiative.

We also continued to run festive food donation drives in our physical stores as well as through our online stores, encouraging customers to purchase food items for donation to our charity partners for distribution to underprivileged communities. In 2023, more than S\$297,000 worth of food items were donated through our campaigns to serve more than 107,000 beneficiaries across four charities.

COMMUNITY FRIDGE RESTOCK INITIATIVE

Every day, a significant amount of food goes to waste, while many in our community face challenges in putting meals on their tables. In 2023, we launched the Community Fridge Restock initiative, a programme that provides communities and individuals in need with unsold but edible fruits and vegetables rescued from our stores for free, through 15 community fridges across Singapore. Through this initiative, we divert approximately 1 tonne of food a month from disposal.

RECOGNITION FOR OUR COMMUNITY PARTNERSHIPS

We are honoured to be recognised for our efforts in uplifting the community in 2023:

-  **People's Association** - Community Spirit Merit Award
-  **South East Community Development Council** - Corporate Social Ownership Award
-  **Community Chest** - Charity Platinum Award

EMPLOYEE VOLUNTEERISM

We strive to empower our people to contribute meaningfully to the community through our corporate volunteering programmes.

Through close collaboration with our community partners, these programmes address targeted community needs.

In 2023 we launched the Day of Service programme, giving employees across the organisation year round opportunities to support vulnerable groups. This programme resulted in 3,749 volunteer hours contributed across the organisation in 2023, five times more than 2022.



ACTIVE AND HEALTHY AGEING

As Singapore's largest retailer, FairPrice Group serves all segments of the population, including seniors. We believe in helping our customers live well and age well through our products and initiatives.

BUILDING A DEMENTIA-FRIENDLY COMMUNITY

Since 2022, FairPrice outlets have been designated as dementia Go-To-Points (GTPs), where members of the public can take a person living with dementia if they appear to be lost or are unable to identify themselves or remember their way home. As of 31 December 2023, all 159 FairPrice stores are designated as the dementia GTPs.



ACTIVE AGEING ZONES AT UNITY PHARMACIES

As part of our commitment to promoting active and healthy ageing, FairPrice Group frequently provides free health checks at Unity pharmacies and various FairPrice stores, as well as during community events such as Community Clubs and FairPrice Super Block Parties.

These health checks include blood pressure measurement, body composition analysis, and advice on lifestyle management for health and wellness. Additionally, selected Unity pharmacies within FairPrice stores feature Active Ageing Zones, offering products and information geared towards supporting an active lifestyle. These zones provide education on nutrition, general health diagnostics, supplements for bone and joint health, and exercise equipment to encourage an active lifestyle among the ageing community.





Fair, Good, And Right FOR THE BUSINESS

Strong corporate governance and responsible business practices are fundamental to achieving our business, environmental and social objectives. FairPrice Group emphasises robust governance structures and ethical practices to guide our initiatives.



SUSTAINING GROWTH RESPONSIBLY

CORPORATE GOVERNANCE

MANAGEMENT APPROACH

As of 31 December 2023, the NTUC FairPrice Co-operative Limited's Board of Directors, our highest governance body, comprises 11 members. The Board is supported by various committees, including the Audit and Risk Committee, Executive Committee, Nominating and Remuneration Committee, and Sustainability Committee.

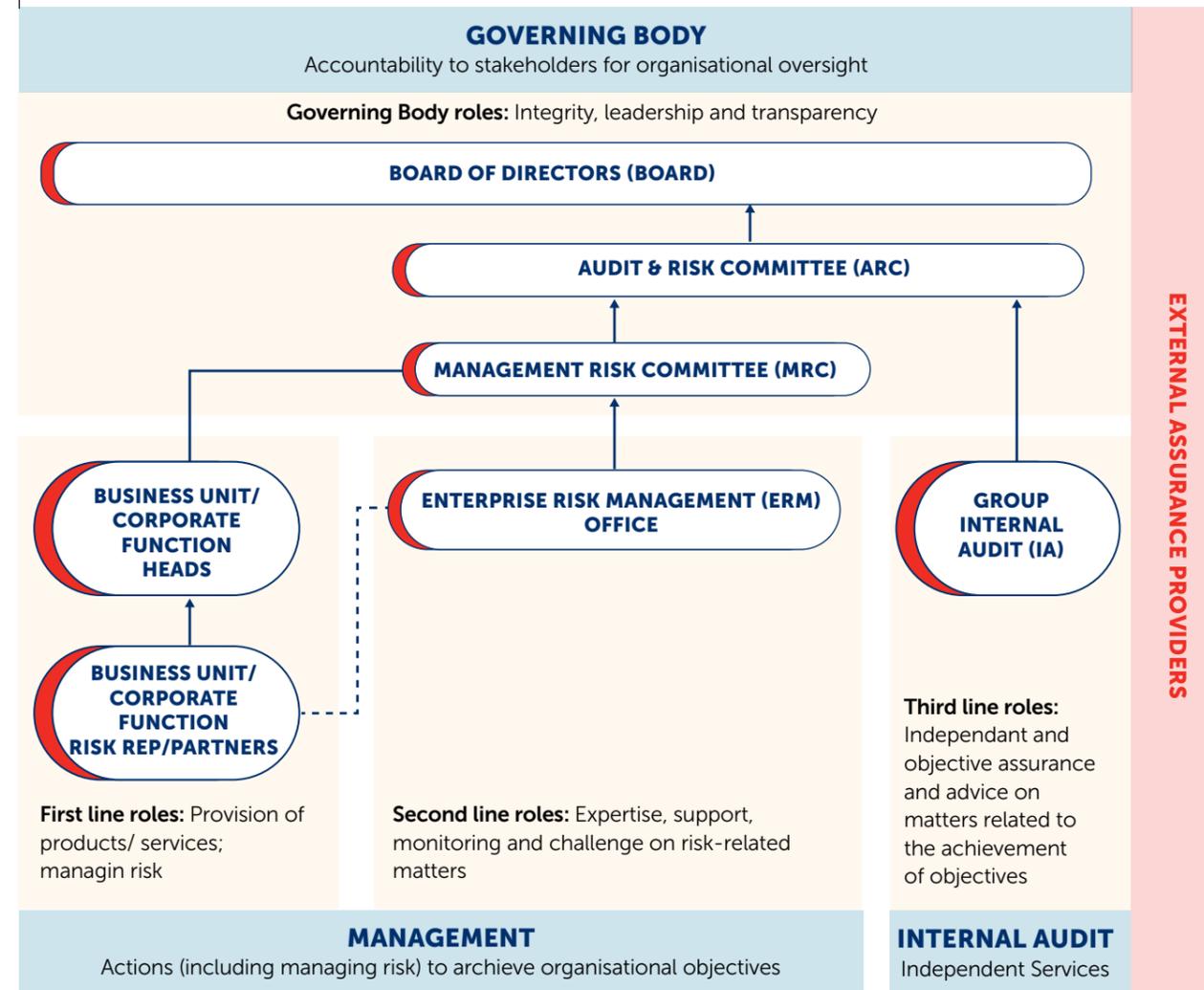
We have established a structured process for nominating and electing our Board of Directors. Candidates are presented for election at the annual general meeting (AGM) in accordance with the Co-operative's by-laws. The effectiveness of the Board, both collectively and individually, is subject to periodic review, ensuring continuous improvement and alignment with our organisational goals.

	FY2023
Director independence: Independent directors as a percentage of all directors	82%
Director diversity: Female directors as a percentage of all directors	27%

The Board of Directors has also endorsed a "Guide on Directors' Duties, Conflict of Interest and Disclosure" to assist each member of the Board of Directors in discharging their fiduciary duties.

RISK GOVERNANCE AND MANAGEMENT

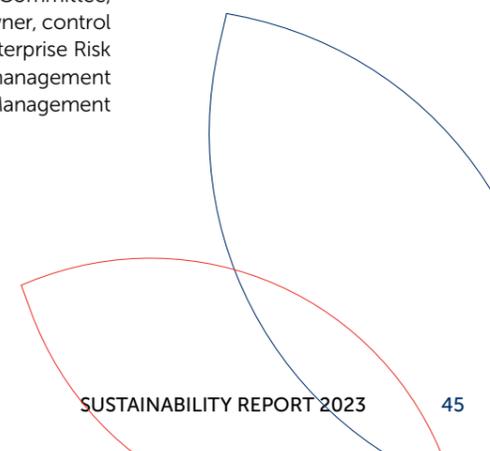
FairPrice Group has adopted the Institute of Internal Auditors "Three Lines Model" to establish the risk governance structure that best assists the achievement of our objectives and facilitates strong governance and risk management.



Legend

Direct Reporting →
Indirect Reporting - - - - -

The risk governance structure encompasses the Board of Directors, Audit and Risk Committee, Management Risk Committee, Enterprise Risk Management Office, Internal Audit, risk owner, control owner, business unit and corporate function representatives, and all employees. Our Enterprise Risk Management framework defines the responsibilities of the various key roles in the management of risk within the organisation, our risk philosophy and appetite, as well as our Risk Management approach and process.



ETHICAL BUSINESS CONDUCT

MANAGEMENT APPROACH

FairPrice Group is committed to upholding high standards of responsible business conduct with employees, suppliers, and affiliates. In 2023, there were no legal actions pertaining to anti-competitive behaviour, antitrust, or monopoly practices.

We empower stakeholders to speak up and expose any wrongdoings through our whistleblowing programme, governed by our Whistleblowing Policy. This programme enables both internal and external parties to report concerns about potential fraudulent, unethical misconduct, or irregularities relating to our employees, suppliers, or third parties. Managed by the Internal Audit department, this policy ensures that relevant cases and investigation results are thoroughly reviewed and then presented to the Audit and Risk Committee and the Board.

The communication channels for whistleblowing:

Email:
whistleblow@fairprice.com.sg

Address by mailing:
1 Joo Koon Circle, #13-03, Singapore 629117.
Attention to Head of Internal Audit.

Phone number:
9846 3830 / 6888 1882

Website:
<https://www.fairpricegroup.com.sg/contact-us/#whistleblowing>

ANTI-BRIBERY AND CORRUPTION

FairPrice Group is guided by the Employee Code of Conduct, Supplier Code of Conduct, Fraud Risk Management Policy, and Anti-Corruption Policy, to ensure responsible business operations. Compliance checks, including annual fraud risk assessments for operations, are conducted to maintain ethical practices.

Launched in 2022, our Risk Awareness Orientation is a mandatory e-learning programme for all new hires that covers various topics on ethics and integrity, such as FairPrice Group's policies on Code of Conduct, Gift & Hospitality, and Whistleblowing. All new hires are required to pass the e-learning tests before they are able to complete their Risk Awareness Orientation.

In December 2023, we also introduced Anti-Corruption as an additional topic to the Risk Awareness Orientation. More than 150 new hires have completed the Anti-Corruption e-learning course to date. We also launched our first Fraud Awareness Newsletter in conjunction with International Fraud Awareness Week.

ACCOUNTABILITY IN OUR CHARITABLE CONTRIBUTIONS

We also have processes in place to ensure that charitable donations and sponsorships (financial and in-kind) that are made to other organisations are not used as a disguised form of bribery. As a charity registered with the Commissioner of Charities in Singapore - the national governing body for charities, FairPrice Foundation is guided by the Commissioner's requirements and guidelines on charity governance matters, including anti-money laundering and terrorism financing.

Fairprice Foundation has established a robust governance and internal control framework. The Board conducts annual reviews of past donations and approves donations to future charitable causes in alignment with the Foundation's strategic priorities. Clear delegation of authority and segregation of duties are implemented for the review and approval of grant applications, as well as the disbursement of funds to partner charities.

FairPrice Foundation operates within a well-defined charter that outlines its strategic priorities, ensuring that supported activities fall within its mission. The Foundation only collaborates with reputable and established charities and organisations to fulfil its charitable objectives. Partner charities and organisations provide a clear outline of the activities that will be undertaken with the funding from Fairprice Foundation, ensuring transparency and accountability in the utilisation of funds.

VIOLATIONS IN CODE OF CONDUCT

FairPrice Group maintains a zero-tolerance policy for any behaviour violating our Code of Conduct. The Code establishes principles of personal and professional conduct, and all employees are required to adhere to these standards. Annual Code of Conduct eLearning, acknowledgments of compliance with the Code of Conduct, and Conflicts of Interest and Financial Standing declarations are mandatory for all employees.

In 2023, three ex-employees of FairPrice Group were served with jail sentences and monetary penalties for conspiring to corruptly obtain bribes from fish suppliers. The ex-employees were first charged in court in 2022. In keeping with our zero tolerance stance towards any behaviour that is in violation of our Code of Conduct, FairPrice Group has since terminated the services of the offenders and also terminated all business relations with the suppliers offering bribes. Since the incidents, Fairprice Group has also conducted thorough reviews of our procurement processes and implemented remedial actions to strengthen our controls and governance.

ETHICAL MARKETING

We are guided by the Singapore Code of Advertising Practice for our marketing efforts. In 2023, we did not receive any reported violations on marketing communications resulting in penalties.



CYBERSECURITY AND DATA PROTECTION

MANAGEMENT APPROACH

In today's digital landscape, as we pursue enhanced digital adoption across our operations and strive to provide a seamless digital integration for our customers, we recognise that more areas within our business are exposed to cybersecurity threats, potentially leading to data breaches that could jeopardise the business and customer privacy. This could result in significant financial loss and loss of customer trust, making cybersecurity and data protection matters a significant concern for FairPrice Group.

Our Enterprise Risk Management framework incorporates data protection risk as a critical area overseen by the Board's Audit and Risk Committee. Led by the Head of Legal, who also serves as the Data Protection Officer, the Data Protection Office ensures compliance with the Singapore data protection laws - Personal Data Protection Act (PDPA). Working together with the Data Governance team, the teams have established a comprehensive Data Governance Framework and associated data policies that outlines FairPrice Group's approach to collecting, using, and disclosing data.

To address the ever-evolving cyber threat landscape, we established the Group-wide Cyber Security Policy (CSP) that adopts a comprehensive approach to IT risk management, aligned with ISO 27001, the leading international standard for information security. This includes controls for user access, vulnerability identification and remediation, incident response protocols, and robust data backup and recovery procedures. The Cyber Security Policy serves as the cornerstone of our IT security posture and is reviewed annually to ensure alignment with the latest industry best practices.

We prioritise the security of our information systems and infrastructure through robust cybersecurity practices. This commitment is reflected in our comprehensive approach, which integrates regular vulnerability assessments, penetration testing, and Security Risk Assessment (SPA) reviews of our IT systems. We believe in building cyber resilience, and to that end, have implemented a structured incident management process. This ensures a timely and effective response to security breaches, minimising both internal and external disruptions.

Since 2021, we have also empowered security researchers and the community to play a vital role in our security posture

through our Vulnerability Disclosure Programme (VDP). This program provides a secure channel for reporting vulnerabilities in our public websites and mobile apps, and we continue to operate the channel in 2023, receiving a total of 17 reports from the community. Our team acknowledges all reports within three working days and works with the relevant team internally to verify the report within 30 calendar days and remediate vulnerabilities within 90 days.

Our Internal Audit department also takes a proactive approach to safeguarding our IT systems and controls. In 2023, Internal Audit completed an audit of two key applications containing sensitive customer data, ensuring the effectiveness of controls in mitigating cyber threats and safeguarding privacy. In late 2023, another resilience theme audit was initiated that strategically evaluated our preparedness for disruptions, analysing backup, disaster recovery, and incident response protocols. These comprehensive audits provide independent assurance on the effectiveness of our controls, mitigating cyber risks, data privacy concerns, and minimising potential operational disruptions.

In response to the surge in phishing websites and malicious apps mimicking our brand, we formed a dedicated internal task force in 2023 to streamline and accelerate our response to such incidents, leveraging both public notifications and insights from our subscribed threat intelligence services.

To empower our employees, we maintain a comprehensive cybersecurity awareness program. This program disseminates educational materials covering topics like scam recognition, phishing avoidance, and ransomware protection. Monthly cyber tips and regular newsletters distributed via email and internal communication platforms reinforce these crucial practices. Our commitment to user behaviour improvement is exemplified by the mandatory Phishing Remedial Programme, implemented in November 2023. This monthly program provides targeted training for employees who have clicked on phishing emails twice or more within a three-month period, in order to reinforce their knowledge in identifying phishing threats.

By adhering to these rigorous practices, we aim to continuously strengthen our cybersecurity posture and safeguard our valuable information assets.

DATA INCIDENTS

We actively monitor data breaches from FairPrice Group's systems and those resulting from human error. In 2023, there were no incidents involving leaks, thefts, or losses of customer data due to FairPrice Group's system breaches. However, there were five data incidents attributable to human errors in 2023, resulting in two queries by the Personal Data Protection Commission Singapore (PDPC).

PERFORMANCE

We were also awarded the highest tier (Advocate) of the Cyber Security Agency Cyber Trust Mark certification for the Fairprice Online (eCommerce website and mobile app) Services. The certification is valid till 2026 with a surveillance audit to be performed annually.

GRI CONTENT INDEX

FairPrice Group is transitioning our sustainability reporting disclosures to GRI 2021 standards and is committed to progressively improve our disclosures and alignment to GRI 2021 standards.

Statement of use	FairPrice Group has reported the information cited in this GRI content index for the period from 1 January 2023 to 31 December 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	The organisation and its reporting practices		
	2-1	Organisational details	FairPrice Group is headquartered in Singapore and has operations in Singapore. "About this report" section, page 13.
	2-2	Entities included in the organisation's sustainability reporting	Page 13
	2-3	Reporting period, frequency and contact point	Page 13
	2-4	Restatements of information	The information is currently not available.
	2-5	External assurance	Page 13
	Activities and workers		
	2-6	Activities, value chain and other business relationships	FairPrice Group is active in the retail trade industry primarily for food and consumer goods. For more information on our business activities, please refer to our corporate website at: https://www.fairpricegroup.com.sg/our-businesses/ FairPrice Group has a network of suppliers spanning over 100 countries and markets worldwide that supply the food and consumer goods sold at our stores. Through the FairPrice Foundation, our registered charity arm that is mainly funded by FairPrice Group, we share our profits with the community for good (please refer to the FairPrice Foundation website for more information: https://www.fairpricegroup.com.sg/fairprice-foundation/).
	2-7	Employees	We have a total of 12,970 employees based on headcount as of the end of 2023. Please refer to pages 38 and 39 for more details.
	2-8	Workers who are not employees	This information is currently not available
	Governance		
	2-9	Governance structure and composition	Page 45
	2-10	Nomination and selection of the highest governance body	Page 45
	2-11	Chair of the highest governance body	Refer to Annual Report pages 4-7.
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 14
	2-13	Delegation of responsibility for managing impacts	Page 14

	2-14	Role of the highest governance body in sustainability reporting	Page 14
	2-15	Conflicts of interest	Page 46
	2-16	Communication of critical concerns	Page 46
	2-17	Collective knowledge of the highest governance body	Refer to Annual Report page 7.
	2-18	Evaluation of the performance of the highest governance body	The information is currently not available.
	2-19	Remuneration policies	The information is currently not available.
	2-20	Process to determine remuneration	The information is currently not available.
	2-21	Annual total compensation ratio	The information is currently not available.
Strategy, policy and practices			
	2-22	Statement on sustainable development strategy	Pages 11-12
	2-23	Policy commitments	Pages 28, 34, 35, 46, 47
	2-24	Embedding policy commitments	Pages 28, 34, 35, 46, 47
	2-25	Processes to remediate negative impacts	Pages 28, 29, 34, 46, 47
	2-26	Mechanisms for seeking advice and raising concerns	Page 46
	2-27	Compliance with laws and regulations	Pages 28, 29, 34, 46, 47
	2-28	Membership associations	Page 13
Stakeholder engagement			
	2-29	Approach to stakeholder engagement	Pages 16-17
	2-30	Collective bargaining agreements	Page 39
Material topics			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Pages 17-18
	3-2	List of material topics	Page 18
Fair, Good, And Right - For The Planet			
Reducing our emissions and energy consumption			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 20-22
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Page 22
	305-2	Energy indirect (Scope 2) GHG emissions	Page 22
Reducing water usage			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 27
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Page 27
	303-5	Water consumption	Page 27
Reducing waste and packaging			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 25-26
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Pages 25-26
	306-2	Management of significant waste-related impacts	Pages 25-26

Fair, Good and Right - For Our Customers			
Ensuring quality and safety			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 28-29
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of products and service categories	Page 28
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 29
GRI 417: Marketing and labelling 2016	417-1	Requirements for product and service information and labeling	Page 29
	417-2	Incidents of non-compliance concerning product and service information and labeling	Page 29
	417-3	Incidents of non-compliance concerning marketing communications	Page 29
Maintaining accessibility and affordability			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 29
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts	Page 29
Promoting health and nutrition			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 30-31
Fair, Good, And Right - For Our Suppliers			
Supply chain management			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 32-33
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Page 33
GRI 403: Occupational Health and Safety 2018	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 32
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Page 32
	308-2	Negative environmental impacts in the supply chain and actions taken	Pages 32-33
Fair, Good, And Right - For Our People			
Caring for our people			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 34-35
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Page 34
	403-2	Hazard identification, risk assessment, and incident investigation	Page 34
	403-3	Occupational health services	Page 35

	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 34
	403-5	Worker training on occupational health and safety	Page 34
	403-8	Workers covered by an occupational health and safety management system	Pages 34-35
	403-9	Work-related injuries	Page 35
Developing our workforce for the future			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 36-37
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 35
GRI 403: Occupational Health and Safety 2018	403-6	Promotion of worker health	FairPrice Group provides healthcare to all employees as required by law. Please refer to page 35 for enhanced benefits for full time employees.
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Pages 36-37
	404-2	Programs for upgrading employee skills and transition assistance programs	Page 36
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 37
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Pages 37-39
Fair, Good, And Right - For The Community			
Building resilient communities			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 40
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Pages 40-43
Fair, Good, And Right - For The Business			
Ethical business conduct			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 46
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	Page 46
	205-2	Communication and training about anti-corruption policies and procedures	Page 46
	205-3	Confirmed incidents of corruption and actions taken	Page 46
GRI 206: Anti-Competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 46
Cybersecurity and data protection			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 47
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 47