

EVERY DAY, MADE A

Little Better

SUSTAINABILITY REPORT 2024



FairPriceGroup

Every Day, Made A Little Better

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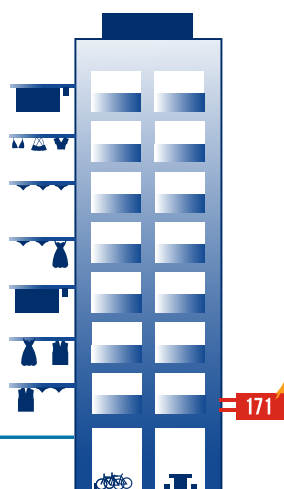
FairPrice Group's Sustainability Journey



2013

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

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



2012

1st supermarket chain in Singapore to **cease selling shark fin** across all operations.



2015

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



2009

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



1983

Launched Share-A-Textbook programme to support 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.

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.



Published our 1st **Voluntary Sustainability Report**.



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)**.



2019

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

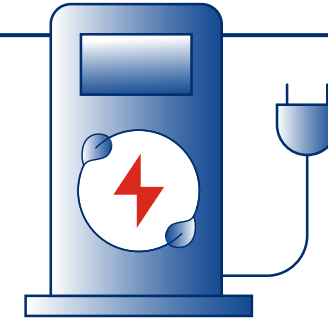


1st supermarket in SG to introduce a **plastic bag charge** under the "No Plastic Bag" initiative at 25 stores.



2022

Introduced a fleet of **10 electric vehicles** to our operations.



2024

Opened our **flagship sustainable store** in City Square Mall.



First in Singapore to **receive regulatory approval to trial autonomous vehicles** on public roads for cargo transportation.



2023

Established a **Sustainability Committee** and appointed 1st Chief Sustainability Officer to guide and drive FairPrice Group's sustainability efforts.



Set **FairPrice Group's operational net-zero** by 2045 goals and decarbonisation pathways.



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



Our Impact In 2024

ENVIRONMENT

14 stores

fitted with energy efficient and low GHG refrigerants to-date,

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

3,000 tonnes

CO₂e reduced

through transition to green refrigerants for 5 new stores in 2024

145 million

plastic bags saved

in our supermarkets in 2024

▲ 2% from 2023

SAY NO TO PLASTIC BAGS

1,095 tonnes

of blemished but edible fruits and vegetables saved

through our IMperfect Fellas initiative

▲ 9.8% from 2023

35 electric vans

in our fleet

▲ 250% from 2023

~10 million

plastic straws avoided,

based on the number of canned and cold drinks sold in Kopitiam in 2024, which are now served without straws.

SOCIAL

\$200 million

returned to our members, customers and the community, in discounts, rebates, contributions and donations.

▲ ~ 40% compared to 2023

4,636

volunteer hours

▲ 24% from 2023

>\$12.7 million

donated

to the community through FairPrice Foundation

▲ 24% from 2023

44

Rice Garden stalls in operation,

bringing nutritious and affordable economic rice sets to benefit more in the community

▲ 16% from 2023

111,339

dedicated training hours for our employees

68%

Own Brands beverages achieved NutriGrade A or B

GOVERNANCE

0 incidents of cybersecurity breaches

as a result of FairPrice Group's systems

68%

of board seats occupied by independent directors

Retained

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

For FairPrice Online website and mobile app

27%

of board seats occupied by women

Message From Our Group Chief Executive Officer

At FairPrice Group (FPG), ensuring that we build and maintain a sustainable business has been in our DNA ever since we were founded in 1973.

Our brand ethos of “Making Everyday a Little Better” draws on that long-standing purpose and guides everything we do. This means we’re not just committed to providing affordable groceries and a seamless shopping experience, but also to doing our part for the planet – making it “Easy on the Planet” for all.

We contribute back to society and support the communities we serve - not just in making fresh and nutritious food accessible to families and those in need, but also in helping and encouraging our customers to make healthier and more sustainable choices. We will always uphold the highest standards of governance, transparency, accountability and ethical conduct in all that we do.

This 10th edition of our voluntary Sustainability Report marks a decade of dedication to this cause. It’s a testament to our journey towards minimising our environmental impact and maximising our social impact, contributing to a more sustainable and resilient Singapore.

Environment

We’re making strides towards our goal to achieve net-zero goal in our operations by 2045. This includes initiatives like transitioning our stores to environmentally friendly refrigerants and introducing electric vehicle charging points at our distribution centres to encourage our partners to adopt greener practices.

In 2024 we became the first organisation in Singapore to receive approval to trial autonomous vehicles on public roads for cargo transportation, highlighting how we

are pioneering innovative solutions for a greener logistics network. Through this pilot, FPG aims to incorporate autonomous vehicles into our vehicle fleet to make it more efficient and drive greater sustainability outcomes across our supply chain business.

We’re particularly proud of our flagship sustainable store at City Square Mall. This store, with its lower carbon footprint, focuses on local produce, and zero food waste policy - as well as shopping carts and trolleys made with recycled plastics - has been recognised internationally, being named as both the IGD Top Store to visit in 2025 and IGD Store of the Month (December 2024).

At the Singapore Retailers Association (SRA) Awards 2024, we were presented with the Best Retail Sustainability Initiative award for our food waste reduction efforts across the organisation. Our IMPerfect Fellas programme - which re-packages blemished but otherwise perfectly edible fruits and vegetables at discounted prices - helped us save over 1,095 tonnes of fresh produce from going to waste in 2024, and through our Neighbourhood Food Share initiative we distribute similar fruits and vegetables for free to communities and individuals in need across Singapore.

Our commitment goes beyond our own operations. We’re also empowering others to join us on this journey, in particular the small- and medium-sized enterprises (SMEs) that work with us as suppliers and in other ways. We are doing this through our inaugural Supplier Sustainability Education programme, which is helping SMEs to embrace sustainable practices by making it easier to take the first step towards decarbonising their operations.

We continue to champion locally farmed products, including through

a recent partnership with the Singapore Agro-Food Enterprises Federation. With them, we launched a six-month pilot programme to sell locally grown vegetables and tilapia fish from more than one producer in a single package. The producers work together to aggregate supply and demand, lowering production costs while maximising efficiencies in logistics, branding and packaging, thereby cutting prices for customers.

Social

Championing sustainability while maintaining value for our customers is unique to FPG’s proposition. It is also core to our social mission.

Food and grocery spending represents around 20 per cent of an average household’s budget, with lower-income groups bearing a higher burden. Our laser focus on setting the benchmark for prices of daily staples amid supply chain disruptions and a rising cost environment has enabled us to keep essentials within reach for Singaporeans who need them most.

Through our initiatives and programmes, we contribute significantly to the wellbeing of all in Singapore, especially the vulnerable in our community. In 2024, the Group returned almost \$200 million in discounts, rebates, contributions and donations to members, customers and the community, representing a close to 40 per cent increase from the previous year. Our employees are significant contributors to our engagement efforts and committed 24 per cent more volunteer hours as we identified new ways to serve the needs of the community.

Mr Vipul Chawla
Group Chief
Executive Officer

We are also committed to finding new and innovative ways of driving positive social impact in our communities, such as improving access to and understanding of nutrition – something that the underprivileged often can't afford to pay as much attention to these days. That's why, led by FairPrice Foundation, we launched a series of nutrition-focused programmes in 2024: the Cheers Breakfast Club, the Start Strong, Stay Strong initiative, and A Full Plate: Singapore's largest food donation drive.

The Cheers Breakfast Club is a first-of-its-kind initiative aimed at providing Primary Six (P6) students with the nourishment and encouragement they need to get a strong head start with preparing to cross the final milestone of their primary school life – the Primary School Leaving Examinations (PSLE). Start Strong, Stay Strong is Singapore's first preschool nutrition and sustainability education initiative aimed at empowering kids and families to live happier, healthier lives through better nutrition. It includes an interactive classroom session featuring games and group exercises that teach kids about the different food groups and essential nutrients that make up a balanced diet.

These efforts were recognised by the National Volunteer and Philanthropy Centre (NVPC), who conferred their esteemed Champion of Good accolade on us in 2024. This acknowledgement reflects the dedication of our people to drive positive social change in the

communities we serve, and make a difference in the lives of Singapore's vulnerable.

Governance

Governance remains a cornerstone of our sustainability strategy. Transparency, accountability, and ethical business practices underpin our decision-making, ensuring that we uphold the highest standards of integrity while delivering sustained value to our stakeholders.

With evolving cybersecurity risks, FPG takes a proactive approach to cybersecurity risk management. In 2024, we bolstered our cybersecurity resilience through a series of assessments, simulations and internal awareness programmes.

To better prepare ourselves to handle cybersecurity crises, FPG conducted a cybersecurity crisis management exercise in 2024, involving senior leaders and key stakeholders. These simulations, based on realistic attack scenarios like phishing and data exfiltration, tested our decision-making, communication, and coordination skills under pressure.

We also refreshed our assessment methodologies to make it more relevant to real-world threats today, and expanded our coverage to ensure a more comprehensive understanding of the current security landscape, to enable the Group to better identify vulnerabilities and prepare our defences.

On climate-related risks, we strengthened our governance framework to integrate climate-related risks and opportunities into the leadership team's roles and responsibilities. This includes establishing dedicated oversight mechanisms at the board and executive levels to assess and address climate-related challenges. We also continuously refine our risk management processes to enhance scenario planning, resilience, and long-term sustainability. By embedding climate considerations into governance structures, we reinforce our commitment to responsible and forward-thinking leadership.

Conclusion

While we've made significant progress, we acknowledge there's more to do. We remain committed to transparency and continuous improvement as we navigate the challenges and opportunities ahead.

We want to make this world liveable for future generations and will lead the charge in embracing sustainable practices to reduce our carbon impact and food waste. Our aspiration is to be a change leader and we invite our customers, suppliers and partners to be part of this journey together.

Mr Vipul Chawla
Group Chief Executive Officer

“

In 2024, the Group returned almost \$200 million in discounts, rebates, contributions and donations to members, customers and the community, representing a close to 40% increase from the previous year.

”

About This Report

As the largest retailer in Singapore, FairPrice Group is dedicated to making a positive impact in our community as well as our environment. This report marks the tenth edition of voluntary sustainability reporting by NTUC FairPrice Co-operative Limited and its subsidiaries (collectively known as FairPrice Group).

The scope of this report encompasses the sustainability performance of the Group's core Singapore operations, which include NTUC FairPrice Co-operative Limited and the following subsidiaries: Cheers Holdings (2004) Pte Ltd, NTUC Foodfare Co-operative Limited, Foodfare Catering Pte Ltd, Kopitiam Investment Pte Ltd, Shio! Retail Concepts Pte Ltd, 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.

Published on 9 May 2025, this report covers the period from 1 January 2024 to 31 December 2024, corresponding with the Group's financial reporting period. For a thorough understanding of the Group's business operations and performance, we recommend reading this report in conjunction with our Annual Report.

This report includes data from the reporting periods of 1 January to 31 December 2024, and 1 January to 31 December 2023 for comparison where applicable.

Reporting standards

This report was prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, Sustainability Accounting Standards Board (SASB) 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 from our stakeholders 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, member-driven network that promotes the worldwide adoption of practices and standards within the consumer goods industry. Mr. Vipul Chawla, Group CEO of FairPrice Group, serves on the CGF Board of Directors. Additionally, FairPrice Group participates in the CGF's Plastic Waste Coalition of Action, which advocates for a circular approach to plastic packaging development and processing within the industry, as well as CGF's Collaboration for Healthier Lives Coalition of Action to empower people to live healthier and more sustainable lives.

2 Global Compact Network Singapore (Founding Signatory)

Since 2005, NTUC FairPrice has been a founding signatory of the Singapore network of the United Nations Global Compact. As a founding member, the Group is dedicated to advancing the 10 United Nations principles through its operations and various sustainability and education programmes for its customers and the wider community.

3 Packaging Partnership Programme (Member)

FairPrice Group is a member of the Packaging Partnership Programme (PPP), an initiative jointly led by the Singapore Manufacturing Federation (SMF) and the National Environment Agency (NEA). This membership highlights the Group's commitment to reducing packaging waste in alignment with the PPP's objectives. FairPrice Group actively engages in the Programme, contributing to its goals and supporting efforts to broaden its impact.

4 Roundtable on Sustainable Palm Oil (Member)

In 2018, NTUC FairPrice Co-operative Ltd became Southeast Asia's first homegrown supermarket retailer to become an RSPO member. Our move to join the RSPO is an important step towards our sustainability efforts and further shows our commitment in championing responsible industry practices.

5 Singapore National Co-operative Federation (Affiliate)

The Singapore National Co-operative Federation (SNCF) serves as the apex body for the co-op movement in Singapore. It seeks to promote and

develop co-operatives as sustainable enterprises addressing social, environmental, and economic needs, fostering a more resilient society. Mr. Tng Ah Yiam, President (GCEO's Office), currently chairs the SNCF.

6 Tripartite Alliance for Fair and Progressive Employment Practices (Signatory)

The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) was established in 2006 by the Ministry of Manpower, the National Trades Union Congress (NTUC), and the Singapore National Employers Federation (SNEF) to advocate for fair, responsible, and progressive employment practices. FairPrice Group actively supports TAFEP's initiatives, including the accelerated implementation of the Progressive Wage Model.



Sustainability

At Fairprice Group

FAIRPRICE GROUP'S SUSTAINABILITY PRINCIPLES

FairPrice Group is committed to responsible growth and shared value creation by ensuring our products and services remain affordable, accessible, and environmentally friendly. Our sustainability strategy is guided by three core principles: Being Fair, Doing Good, and Acting Right, which influence our six key focus areas: the planet, our customers, our suppliers, our employees, the community, and our business. For over five decades, we've made it our mission to provide daily essentials at reasonable prices, and this dedication continues to drive our commitment to sustainability. Our enhanced sustainability goals now include climate-related risks and opportunities, further solidifying our dedication to responsible business practices.

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

We recognise the diversity and significant influence of our stakeholders on our operations, as well as the impact our actions have on them. Therefore, we are committed to fostering strong, positive relationships with all stakeholder groups through regular, transparent, and meaningful communication.

We have various formal and informal channels to engage our stakeholders, including daily transactions, dialogue, surveys, forums, and collaborative initiatives. These engagements are tailored in frequency and approach to address key issues and ensure continuous communication.

Through these engagements, we gain valuable insights that allow us to understand and effectively address stakeholders' needs, expectations, and concerns, particularly regarding material sustainability topics.

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 emailsActive interactions through social media and learning journeysRegular interactions through market research channels	<ul style="list-style-type: none">Affordability, availability, and quality of our productHealthier and more sustainable choicesReducing waste and environmental impact	<ul style="list-style-type: none">Strengthened our sourcing strategies and supply chain network to fulfill our social missionImplemented various waste reduction initiatives across our operationsLaunched our flagship sustainable store in City Square Mall that educates consumers on making more sustainable shopping choicesConducted learning journeys to inspire the industry on adopting circularity and low carbon effortsPublished a report that explores the challenges that Singaporeans face with regards to food and nutrition
 Employees	<ul style="list-style-type: none">Regular staff meetings, dialogues and workshopsQuarterly town halls at Group-wide and business-unit levelsOngoing internal communication via digital and physical platformsRegular staff volunteering, wellness and sustainability engagement activitiesRegular engagements and dialogues with our unions	<ul style="list-style-type: none">Personal and professional growthCompensation and benefitsFlexibility of work arrangementsSafety and mental well being	<ul style="list-style-type: none">On going reviews to strengthen our benefits programme that provides a total rewards approach to compensation and benefits for all full-time employeesMaking available hybrid and flexible work arrangementsProvided employees with access to learning and development programmes and ongoing coachingSet up a safety office, and introduced programmes to strengthen employee safety and mental well-being
 Suppliers	<ul style="list-style-type: none">Regular business meetings and joint business planning sessionsRegular supplier town halls and Partner Appreciation events	<ul style="list-style-type: none">Support for product listing and promotionPartnership opportunities to further sustainability causes	<ul style="list-style-type: none">Spotlighted local produce through the annual "Made in Singapore" FairAdopted a collaborative approach to review and participate in suitable sustainability initiatives with suppliersIncluded a partner Sustainability award to recognise the efforts of our suppliersOur stores showcased and highlighted sustainably-sourced, sustainably-made and products with better packaging at no cost to suppliers



Stakeholders	Mode and Frequency of Engagement	Stakeholders' Concerns	FairPrice Group's Efforts
<div> Government</div>	<ul style="list-style-type: none">Industry consultationsRegular project meetingsRegulator reports and audits	<ul style="list-style-type: none">Support for local produce and businessesSupport for and promotion of healthier choice products and sustainable practicesImplementation of Extended Producer Responsibility laws	<ul style="list-style-type: none">Participated in industry pilot that helps aggregate demand and supply from local farmers to bring down costs for farmers and customersParticipated in engagements on the implementation of various legislations under the Resource Sustainability Act and the development of the Good Samaritan Food Donation Bill in SingaporeSupported national efforts to offset cost of living through FairPrice Return Vouchers initiativePartnered with Health Promotion Board (HPB) to be the first in Singapore to promote healthier beverage choices for customers through our KopitiamFirst grocery retailer to integrate the FairPrice mobile app with HPB's Healthy 365 app - allowing customers to earn Healthpoints more easily when they make healthier food purchases.
<div> Charities and Non-Profit Organisations</div>	<ul style="list-style-type: none">Regular staff volunteerismPhilanthropy efforts and in-kind sponsorshipsPartnerships & joint campaigns	<ul style="list-style-type: none">Support for donations and volunteer requests	<ul style="list-style-type: none">Supported causes aligned with FairPrice Foundation's three key strategic pillars through sustained financial or in-kind assistanceDrove social impact in the community through employee volunteering programmesRan food donation drives with charities to support communities in need, and initiatives to strengthen community welfare and engagement throughout the year
<div> Media</div>	<ul style="list-style-type: none">Feedback through media relations emailAnnual media networkingMedia releases and interviews on sustainability issues and announcementsAnnual Report and 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 press releases covering various sustainability topicsActively engaged with media outlets through follow-up interviews on sustainability topics of interest


MATERIALITY APPROACH AND PROCESS

FairPrice Group refreshed our materiality assessment in 2024 to ensure that we continue to capture material sustainability issues relevant to our business.

We re-evaluated our existing material topics against recent developments in the global retail and food services sector, as well as broader shifts in the sustainability landscape. Peer disclosures provided valuable industry insights, while our review of GRI Standard 2021 and the Sustainability Accounting Standards Board (SASB)'s Multiline and Specialty Retailers & Distributors and Food Retailers and Distributors standards ensured alignment with the key sustainability standards.








KEY MATERIAL TOPICS IN 2024

FairPrice Group's Sustainability Pillars	Material Topic	Why this is material to us
<div> For the Planet</div>	Climate change strategy	FairPrice Group recognises the impact of climate change on food security, supply chain stability, and operational resilience. Proactive climate strategies, including carbon reduction commitments and adaptation measures, ensure long-term business sustainability while mitigating environmental harm.
	Energy use and greenhouse gas (GHG) emissions	As a key player in retail and food services, FairPrice Group's operations are energy intensive, as we rely on refrigeration to transport and preserve our goods. We are committed to doing our part to minimise the environmental impact of our operations.
	Waste management	Effective waste management reduces environmental pollution, supports circular economy principles, and ensures compliance with waste reduction regulations. FairPrice Group focuses on reducing food and packaging waste, increasing recycling efforts, and implementing sustainable waste management practices.
	Water use	Sustainable water management is critical for operational efficiency and environmental conservation. FairPrice Group ensures responsible water consumption across our supply chain, food processing, and retail operations to reduce wastage and support water security.
<div> For our Customers</div>	Safety, product quality and service quality	Product and service quality directly impact consumer trust and business reputation. FairPrice Group upholds high safety and quality standards in food handling, processing, and distribution to ensure customer satisfaction, regulatory compliance, and public health protection.
	Affordability for customers	Keeping the cost of daily essentials affordable is FairPrice Group's mission. We do so by pricing competitively, operating efficiently, sourcing effectively, and promoting FairPrice's Own Brands products.
	Customer health and nutrition	As a leading grocery retailer and food service provider, FairPrice Group supports consumers in making informed dietary choices. We do this through healthier product offerings, transparent nutritional information, and various wellness initiatives.

FairPrice Group's Sustainability Pillars	Material Topic	Why this is material to us
 For our Suppliers	Sustainable procurement	FairPrice Group prioritises responsible procurement practices to drive sustainability throughout our supply chain. Through our Suppliers Code of Conduct, we promote ethical and environmentally friendly sourcing and packaging, and fair labour practices, so as to enhance its supply chain resilience and avoid negative social and environmental impacts.
	Supporting local suppliers	FairPrice Group helps to build a more resilient food ecosystem for Singapore by supporting local produce and strengthening the business for local farmers. It also allows us to bring fresher, more nutritious and quality produce to consumers.
 For our People	Workplace safety and health	Employee health and safety is integral to FairPrice Group's operational success. The company enforces stringent workplace safety protocols, health programmes, and training initiatives to ensure a safe working environment across all business units.
	Employee engagement, well-being and development	A motivated and skilled workforce is key to business success. FairPrice Group invests in employee development programmes, wellness initiatives, and engagement strategies to enhance job satisfaction, retention, and productivity.
	Diversity and inclusion	FairPrice Group fosters an inclusive work environment that values diverse perspectives and promotes equal opportunities. Policies and initiatives supporting gender equality, fair hiring practices, and an inclusive workplace culture enhance organisational strength and innovation.
 For the Community	Supporting local communities	FairPrice Group actively contributes to local communities through corporate social responsibility initiatives, food donations, and partnerships with non-profits. These efforts strengthen community resilience and align with FairPrice Group's commitment to social impact.
 For the Business	Corporate governance	Strong corporate governance ensures ethical business operations, regulatory compliance, and stakeholder trust. FairPrice Group upholds transparency, accountability, and board oversight to safeguard long-term value creation.
	Ethical business conduct	Integrity and ethical decision-making are core to FairPrice Group's business model. The company enforces anti-corruption measures and compliance frameworks to uphold our reputation and legal obligations.
	Cybersecurity and data protection	FairPrice Group implements robust cybersecurity measures, data privacy protocols, and regulatory compliance frameworks to protect stakeholders from cyber risks and data breaches.

STEWARDSHIP FOR THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

Given our enhanced ambition to mitigate climate change, we have intensified our efforts towards the Sustainable Development Goals where FairPrice Group can generate the most substantial contribution and impact.

Goal	Description	FairPrice Group's efforts
 2 ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none">• Provide food for vulnerable families through distributing surplus food to food charities and communities• Both Community Health Assist Scheme (CHAS) Blue and Orange card holders to benefit from our weekly discount schemes for vulnerable communities• Conducted a study that explores the challenges that Singaporeans face with food and nutrition. The report's findings led to the launch of A Full Plate: Singapore's largest food donation drive to feed and nourish underprivileged communities with healthier food staples and hot meals
 3 GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none">• First grocery retailer to integrate the FairPrice mobile app with Health Promotion Board's Healthy 365 app - allowing customers to earn Healthpoints more easily when they make healthier food purchases across our supermarkets, Unity pharmacies and Kopitiam's• Promote active and healthy ageing in the community through the set up of Dementia Go-To-Points and Active Living Zones in our FairPrice and Unity stores across the island• Strengthened the role of Unity pharmacies as community health partners which offer flu vaccinations and preventive care services, beyond dispensing medicine.• Bolster mental health and overall well-being of our employees with enhanced benefits programmes and organisation support for them to tap into
 7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none">• Transit to alternative energy sources and cut down on energy consumption as part of our Scope 2 emissions reduction strategy• Champion green logistics solutions to encourage our fleet of contractors to transit to electric vehicles, such as installing fast-speed EV charging infrastructure for industrial use at our distribution centres to minimise their downtime
 8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none">• Build strong workplace health & safety culture and maintain a zero-fatality, low injury-rate workplace• 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 different needs and backgrounds• 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
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none">• Champion the reduction of food waste and plastic packaging waste in our operations through various initiatives• Encourage customers to reduce use of straws and plastic bags, and recycle their e-waste through our various touchpoints• Implemented a multi-year in-store consumer education programme on sustainable food production and consumption
 13 CLIMATE ACTION	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 emissions by 2030• Introduce programmes to engage and support our suppliers in their decarbonisation journey
 17 PARTNERSHIPS FOR THE GOALS	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• Support the efforts of organisations championing sustainability• Contribute to national policies for sustainable development goals, including the Singapore Green Plan 2030

¹ Orange CHAS card holders have a total gross household monthly income per family member living together ranging from S\$1,501 – S\$2,300. Our existing discount schemes for vulnerable communities cover Blue CHAS card holders (household monthly income per family member is <S\$1500), as well as Merdeka and Pioneer Generation card holders for seniors.

Fair, Good And Right For The Planet

Towards A Sustainable Future

SUSTAINABILITY GOVERNANCE

Management Approach

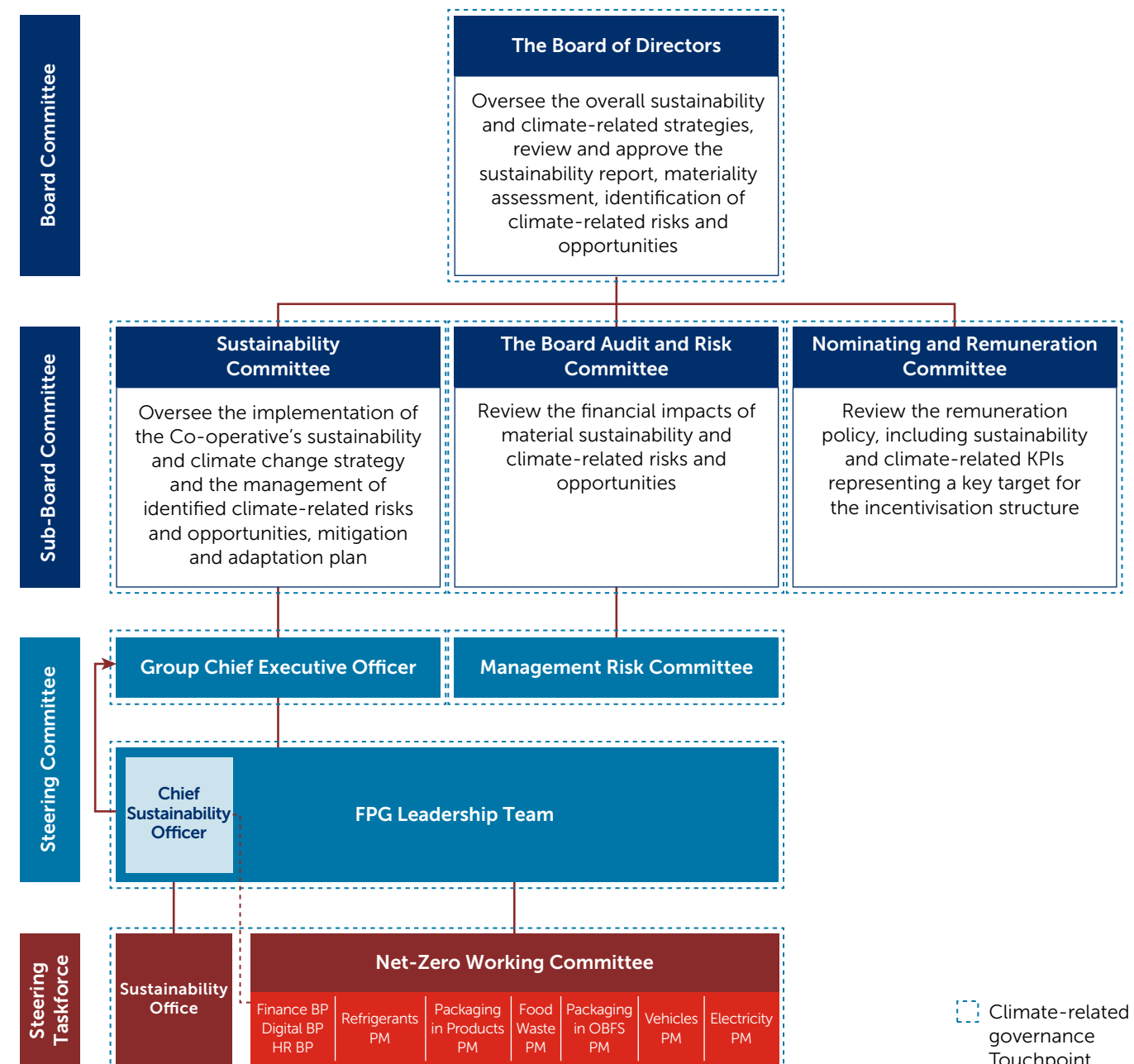
FairPrice Group is committed to supporting Singapore's net-zero effort, leveraging our leadership in the retail industry to drive decarbonisation and sustainable practices.

We have set an ambitious target to achieve operational net-zero emissions by 2045, and halving our Scope 1 and Scope 2 emissions by 2030². Our strategy focuses on reducing emissions through improving energy efficiency in retail operations, optimising logistics and transportation, and engaging suppliers in sustainable practices. With decarbonisation and climate resilience as central pillars of our sustainability strategy, we are dedicated to embedding these principles into every aspect of our business.

Governance

FairPrice Group's governance structure includes stringent processes to effectively engage the Board, steering committees, and working groups in managing climate-related risks and opportunities.

In 2024, we took significant steps to enhance our sustainability governance structure by embedding climate-related risks and opportunities into the core responsibilities of our leadership and operational teams. This integration ensures that climate considerations are systematically addressed in decision-making processes and strategic planning across the organisation. By aligning these efforts with our broader sustainability priorities, we aim to drive meaningful progress toward our sustainability goals. For further details, please refer to the Climate Change Strategy section.



² Compared to baseline year 2023 emissions.

Board Oversight

Board Committee

The Board oversees FairPrice Group’s overall sustainability and climate-related strategies. The Board reviews and approves the annual sustainability report with materiality results, the identification of climate-related risks and opportunities, the progress and performance of the sustainability and climate commitments, as well as the formulation of strategies and policies. The Board discusses sustainability matters as part of its agenda.

Board Sub-committee

The Board Sustainability Committee (SC) oversees the development and implementation of FairPrice Group’s sustainability and climate change strategy. The SC is tasked with providing information and advice as necessary to aid the Board on reporting and disclosure requirements and provides oversight on FairPrice Group’s sustainability report and climate-related disclosures. It oversees FairPrice Group’s identified sustainability and climate-related risks and opportunities as well as its mitigation and adaptation plan to ensure business resiliency against the impact of climate change. The SC meets three times a year to discuss sustainability and climate-related matters.

The Board Audit and Risk Committee (ARC) oversees the adequacy and effectiveness of FairPrice Group’s internal control systems, including financial, operational, compliance, and climate-related risk management processes. It reviews the financial statements to ensure fair presentation and consistency of material sustainability and climate-related risks and opportunities, and recommends risk management strategies to the Board.

The Nominating and Remuneration Committee (NRC) oversees the remuneration policy and compensation structure for non-executive directors and the leadership team. The FairPrice Group Balanced Scorecard (BSC), which accounts for 40% of the bonus calculation, includes sustainability as one of its six key outcome areas that it tracks towards our corporate goals.

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Management’s Role

Steering Committee

The Management Risk Committee (MRC) reviews and monitors the identification of climate-related risks and their mitigation and adaptation plans. The MRC also integrates climate-related risks into the existing ERM framework, ensuring that the identified climate-related risks are relevant and monitor FairPrice Group’s exposure to the identified risks.

The Group Chief Executive Officer (GCEO) leads the Leadership Team and supports the Sustainability Committee. The GCEO is responsible for approving the sustainability targets, including the climate-related targets proposed by the Chief Sustainability Officer (CSO). The Group CEO and CSO report back the results of their review of the sustainability progress and strategy at least three times a year to the Sustainability Committee.

The CSO is responsible for establishing policies on sustainability practices, including climate change, executing and galvanising the company on sustainability initiatives, monitoring progress and managing risks and impacts. The CSO oversees the management of sustainability and climate-related matters, including FairPrice Group’s sustainability performance, the relevance of FairPrice Group’s sustainability road map, and regulatory compliance on sustainability matters.

The Sustainability Office is responsible for developing and executing commitments, policies and work plans on the FairPrice Group’s sustainability and climate change roadmap, identifying and refreshing FairPrice Group’s climate-related risks and opportunities, and drafting FairPrice Group’s annual sustainability report and climate-related disclosures that are in line with international reporting standards and frameworks, including but not limited to, the Global Reporting Initiative Standards (GRI), the Taskforce on Climate-related Financial Disclosures (TCFD), and the International Sustainability Standards Board Standards (ISSB). The Sustainability Office also monitors and provides timely reports on FairPrice Group’s sustainability performance to the Chief Sustainability Officer.

CLIMATE-RELATED STRATEGY

Management Approach

Climate change presents both challenges and opportunities for the FairPrice Group. As a leading retailer, we understand how climate-related risks could impact our business, whether by disrupting our supply chain, affecting customer needs, or increasing operational costs. By identifying and assessing these risks, we can take proactive steps to protect our business, strengthen resilience, and continue providing essential goods and services to our customers.

We assess climate-related risks under two main categories:

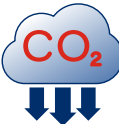
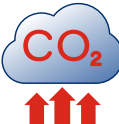
- **Physical Risks** — These arise from extreme weather events such as floods, heatwaves, and wildfires. Such events may damage infrastructure, disrupt transportation and logistics, increase energy consumption, and lead to supply shortages that could impact our stores and distribution networks.
- **Transition Risks** — These arise from the shift to a lower-carbon economy. Changes in government policies, emerging technologies, and evolving consumer expectations may affect our costs, reputation, and competitive landscape.

In 2024, we began analysing different climate scenarios and how it may impact our business. Our climate-related risk analysis covers Southeast Asia and Oceania, where FairPrice Group operates and sources key supplies.

The following time horizons are considered throughout our scenario analysis process:





- **Short term (Present – 2030)**
- **Medium term (2031-2045)**
- **Long term (2046 and beyond)**



We have selected two climate scenarios derived from the Shared Socioeconomic Pathways (SSPs) and the Network for Greening the Financial System (NGFS) for our analysis. These frameworks are widely used in global climate risk assessments and provide structured pathways for understanding potential future climate conditions:

Scenario	Key Assumptions & Implications	
 Lower Carbon Scenario (NGFS Below 2°C)	<p>A future where global efforts to reduce carbon emissions are successful, keeping temperature rise below 2°C in line with the Paris Agreement. This scenario assumes strong policies, technological advancements, and industry-wide shifts towards sustainability. It results in higher transition risks (e.g., stricter regulations and evolving market expectations) but lower physical risks (e.g., reduced extreme weather impacts).</p>	<p>Coordinated global action helps stabilise climate conditions, but businesses must adapt to regulatory changes, invest in cleaner technologies, and navigate shifts in consumer and investor expectations.</p>
 High Carbon Scenario (SSP5-8.5)	<p>A future where little action is taken to curb emissions, leading to continued fossil fuel reliance and temperature increases of 3.3°C to 5.7°C. This scenario assumes minimal policy intervention, rising greenhouse gas emissions, and worsening extreme weather events. It results in higher physical risks (e.g., more frequent flooding, heatwaves, and wildfires) but lower transition risks (e.g., limited regulatory changes and slower technological shifts).</p>	<p>Weak climate policies lead to severe physical disruptions, affecting supply chains, infrastructure, and food security, which could impact FairPrice Group’s ability to maintain stable operations.</p>

Outcomes

As a first step, we have mapped the potential impacts on FairPrice Group to both High Carbon and Lower Carbon scenarios as illustrated below. These findings will serve as the foundation for future in-depth risk assessments and response strategies.

High Carbon Scenario		
Under the High Carbon Scenario, extreme weather events become more frequent and intense, increasing physical risks that may disrupt FairPrice Group's operations		
Physical Risks	Potential Impact on FairPrice Group	Our Strategy
 Flooding	Product stock-outs and/or poorer product quality due to climate change events' impact on production processes, resources, and/or agricultural yields	<ul style="list-style-type: none">Continue strategic diversification of supply chainOur SScope supply chain nerve centre drives real-time, end-to-end visibility to enable early detection of disruptions, enabling swift intervention to minimise impact on our operations
 Extreme heat		
 Wildfire		
 Extreme heat	Increased energy consumption for cooling requirements, and increased need for the installation and repair of cooling and refrigeration systems, resulting in higher operating costs and capital expenditure	<ul style="list-style-type: none">FairPrice Group has started evaluating energy efficient or environmentally friendly cooling measures and systems

Lower Carbon Scenario		
Under the Lower Carbon Scenario, governments and businesses accelerate climate action, increasing transition risks that FairPrice Group need to navigate		
Transition Risks	Potential Impacts on FairPrice Group	Our Strategy
 Policy & Legal risk	Increasing sustainability-related regulations such as Producer Responsibility schemes ³ and sustainability reporting requirements may cause FPG to incur higher compliance costs	<ul style="list-style-type: none">Proactive and regular communications with the relevant authorities to keep abreast of latest developments, and ensure FairPrice Group is well-prepared for implementation
	Increased utility costs due to passing down of carbon tax by utility companies to FairPrice Group	<ul style="list-style-type: none">Actively pursue energy saving projects; transit to on-site solar and purchase of renewable energy
	Delays in renewable energy import due to geopolitical issues may affect FPG's net-zero roadmap and timeline	<ul style="list-style-type: none">Work closely with renewable energy developers and government agencies to track progress and foresee potential outcomes
	Public backlash and negative media coverage resulting from poor environmental or ethical practices or non-compliance	<ul style="list-style-type: none">Regular engagement with relevant stakeholders on FairPrice Group's efforts in managing climate-related risks and opportunities, and the company's effort in transitioning to a low carbon futureActively support our value chain in transitioning to more sustainable business practices through our various programmesEnsure transparent reporting on ESG performance, and investing in a reliable data management platform and processes.
 Technology risk	Slower pace of development in electric trucks and infrastructure in Singapore may affect FPG's net-zero roadmap and timeline	<ul style="list-style-type: none">Actively participate in innovative and sandbox projects to drive adoption of new technologies
	Increased reliance on technology and interconnected systems makes FairPrice Group more vulnerable to cyberattacks or system outages	<ul style="list-style-type: none">Review our Group-wide Cyber Security Policy annually to reflect best practices and address emerging risksConduct regular crisis simulation and management exercises with key stakeholders to ensure we have processes in place to maintain operational continuity
	The risks inherent in investing in technological advancements for climate change transitions stem from uncertainties in both innovation and evolving regulations. The rapid pace of development in areas like renewable energy, energy storage, and smart grids increases the likelihood of technological obsolescence, potentially resulting in stranded assets or financial losses	<ul style="list-style-type: none">Robust governance and risk management processes are in place to carefully assess and manage these risks to avoid stranded assets or financial lossesProactive engagement with various players to stay informed, and remain agile to stay competitive and minimise the chances of being locked into outdated infrastructure

³ Please refer to the [NEA website](#) for more information on existing Producer Responsibility schemes.

Risk Management

In 2024, we conducted an assessment to identify and prioritise the climate-related risks for FairPrice Group, including physical and transition risks. The assessment was in line with the TCFD recommendations and involved a four-step approach illustrated below:

Step 1

Scoping
Define the scope of climate-related risks screening and establish the assessment boundaries for the physical assets and supply chain activities.

Step 2

Identification
Leveraging a comprehensive list of potential climate-related risks and opportunities aligned with the TCFD framework, we identify the specific risks faced by Singapore, where our physical assets are located, and where supply chain activities are conducted.

Step 3

Impact Pathway Mapping
Assess the potential business and financial impacts of the identified climate-related risks on FairPrice Group's operations, strategy, and financial performance.

Step 4

Prioritisation
Conduct workshops with the key stakeholders to prioritise the identified climate-related risks aligning with FairPrice Group's business strategy.

Climate risk adaptation and mitigation measures are monitored year-round by the Management Risk Committee in collaboration with the Steering Committee and Steering Taskforce. These risks are assessed alongside other business risks, such as supply chain vulnerabilities and operational challenges, to provide a comprehensive view of their potential impact on FairPrice Group. We aim to further integrate climate-related risk management into FairPrice Group's Enterprise Risk Management (ERM) framework and enhance our understanding of the potential financial impact of the climate-related risks through quantitative assessments.


Opportunities

The challenges of climate change also create opportunities for us to enhance our business resilience and drive long-term value. By aligning with regulatory policies, adopting sustainable operational practices, and responding to evolving consumer preferences, we can strengthen our market position and build stakeholder trust.

Area	Opportunities
 Assets & Operations	<ul style="list-style-type: none">FPG will consider available grants and financing to support us in our transition to more sustainable business practices, reducing our operational costsOur initiatives to improve energy efficiency and reduction can yield significant savings in energy costsOur commitment to being an environmentally friendly retailer will reinforce our market leadership and brand reputation to be the preferred retailer in Singapore and be more relevant to customers and talent of the future
 Supply Chain	<ul style="list-style-type: none">By greening our supply chain and partnering environmentally responsible suppliers, we can better cater to shifting consumer preferences for healthier and more sustainable products and potentially expand our market share

Metrics And Targets

FairPrice Group's climate strategy focuses on reducing emissions across our operations. We have established key metrics and targets and remain committed to regularly monitoring and disclosing our progress. Looking ahead, we will explore incorporating additional metrics and targets aligned with ISSB requirements to improve our monitoring of climate-related risks and opportunities.

Area	Metrics	Opportunities
	Scope 1 GHG emissions	Operational net-zero greenhouse gas emissions in Scope 1 and Scope 2 by 2045
	Scope 2 GHG emissions	50% reduction in Scope 1 and 2 emissions by 2030 (2023 as baseline)
	Scope 3 GHG emissions	We have undertaken a study in 2024 to better understand the emissions in our value chain. We intend to adopt a phased approach to engage our supply chain partners

Next Steps

Building on the progress we have made this year, we will continue strengthening our climate risk management and reporting processes while advancing our scenario analysis capabilities. Moving forward, we remain committed to continuously enhancing our reporting practices to align more closely with ISSB standards. By doing so, we aim to provide our stakeholders with greater transparency and a clearer understanding of how we manage climate-related risks and opportunities that impact our business.



DECARBONISING OUR OPERATIONS

Management Approach

FairPrice Group is committed to achieving net-zero emissions and has defined clear pathways to reach this goal. We intend to achieve net-zero emissions by focusing on the key areas below:

Switching to low-impact refrigerants for all upcoming and renovated stores	Transitioning our owned and contracted fleet of delivery vehicles to electric vehicles	Improve energy efficiency in our operations and transition to renewable energy

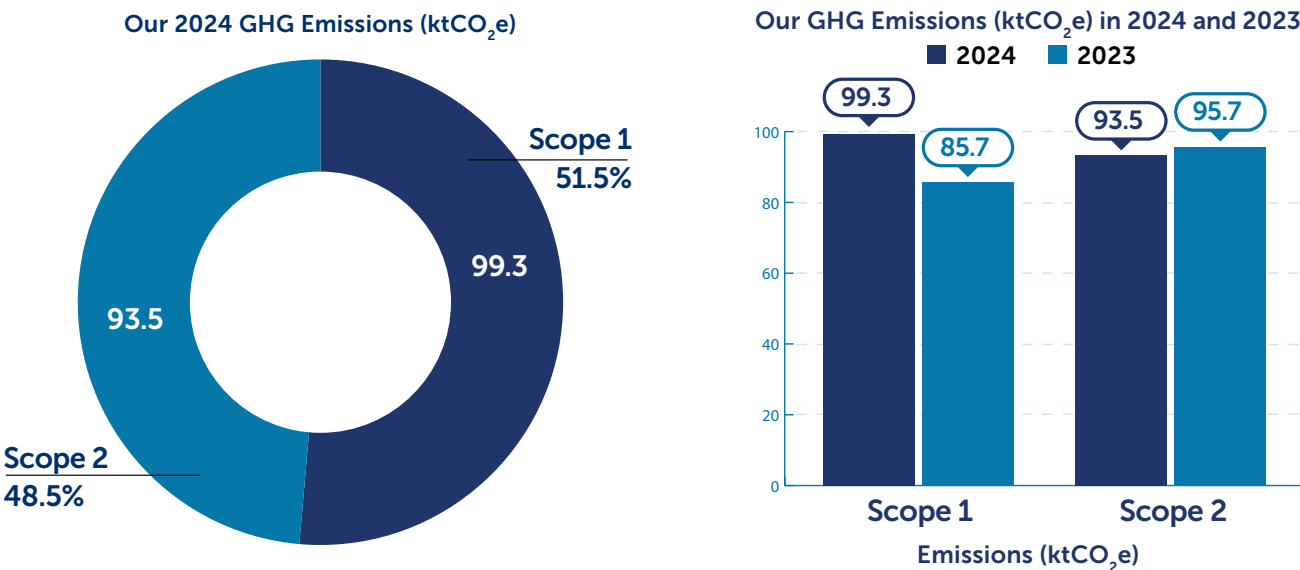
Revision in Scope 1 and Scope 2 base year

Over the past year, we have invested in improving our sustainability data tracking and reporting to enhance data governance and accuracy. Through this effort, we found that our initial GHG emission baseline, established in 2021, was underestimated due to data collection challenges and missing data points. In particular, the manual collection of refrigerant consumption data from multiple vendors introduced inconsistencies and underreporting. Tracking electricity consumption across more than 400 locations was also challenging given the reliance on manual processes and varying invoice arrangements. As a result, the 2021 emissions footprint did not fully reflect our operational impact.

Given the limitations in collecting accurate historical emissions data, recalculating the baseline was not feasible. With enhanced systems now in place, including a digital carbon management platform and standardise data methodologies, we are better equipped to monitor emission data accurately. As such, we have decided to update our GHG emissions inventory base year from 2021 to 2023, where the 2023 data is verified.

This change in base year will provide greater confidence in the veracity of FPG’s emission data. We have since implemented continued process improvements to enhance data accuracy and transparency. We will continue to track our emissions performance as we work towards our target of 50% reduction in Scope 1 and 2 GHG emissions by 2030, based on the revised 2023 baseline, and achieving operational net-zero emissions by 2045.

Our Progress



Emissions (ktCO ₂ e)	2024	2023 (baseline)
Total emissions	192.8	181.4
Scope 1	99.3	85.7
Refrigerant	88.8 ⁴	75.4 ⁵
Mobile Combustion	9.6	9.8
Stationary Combustion	0.9	0.6
Scope 2	93.5	95.7
Electricity and Cooling Purchased (Location-based)	93.5 ⁶	95.7

Energy Management (MWh)	2024	2023 (baseline)
Electricity and Cooling Purchased	254,140	244,540
Solar Energy Generated	5,726	5,722
Solar Energy Consumed	3,974	3,959
% of electricity backed by renewable sources	1.6%	1.6%

Building a better supermarket for the planet and the next generation

In August 2024, we opened our most sustainable FairPrice supermarket in City Square Mall - a store that was projected to be 30 per cent lower in operational carbon footprint compared to the average FairPrice supermarket in Singapore. The store’s sustainable design – from cooling systems and lighting, to general fixtures – facilitates a shopping environment that is both better for the planet, and customers. Store fridges use carbon dioxide (CO₂) refrigerants for cooling, an eco-friendly alternative to the more traditional fluorocarbon refrigerants, that has significantly lower greenhouse gas emissions. All in-store lighting is LED, consuming half the amount of energy compared to conventional fluorescent lighting.

Apart from being highly energy efficient, the store also features a zero-food waste policy, sustainably produced fittings and shopping carts, as well as FPG’s widest range of local fresh produce delivered to the store within 24 hours.

FairPrice City Square Mall marks a milestone on FPG’s decarbonisation roadmap and its journey to supporting the nation’s sustainability agenda. It has been internationally recognised by the Institute of Grocery Distribution (IGD) as the Store of the Month (December 2024) and also one of IGD’s “Top Stores to Visit” in 2025.



⁴ The increase in refrigerant emissions was attributed to leakage from concealed pipes in older stores. FPG is collaborating with a refrigerant systems expert to review our leak management system and further mitigate future leakages.

⁵ This figure has been adjusted from the previous reporting in the FPG Sustainability Report 2023 due to improved data quality and availability in 2024.

⁶ The emission factor (EF) based on the International Energy Agency (IEA) was 0.3914 kg CO₂e/kWh in 2023 and 0.3678 kg CO₂e/kWh in 2024. The reduction in reported Scope 2 GHG emissions is primarily attributable to the lower EF in 2024, despite an increase in purchased electricity consumption due to expanded operations for central kitchen business.

Powering Up In Solar Energy Generation

Our solar energy generation has increased significantly over the years. In 2024, we achieved a 1.6% renewable energy penetration, demonstrating the growing impact of our solar initiatives. In line with market-based reporting methodologies, we will also be registering and retiring 5.7GWh of solar energy certificates. This action reflects our commitment to transparent and verifiable renewable energy claims.



We completed the installation of solar panels on our Sunview Distribution Centre in 2024, which will contribute significantly to our solar energy generation.

Our Commitment To Sustainable Logistics

Our electric van fleet expanded to 35 in 2024 with the addition of 25 new electric vans. On top of that, FairPrice Group is committed to supporting our contractors to adopt more sustainable practices without compromising their operational efficiency. Through feedback sessions with our contractors, we believe that offering dedicated electric vehicle (EV) charging services directly on our premises for contractors can help them save valuable time instead of having to search externally for charging services which are limited at the moment. Moreover, allocating priority loading bays for EVs will incentivise our contractors to transition from diesel to electric vehicles.

To encourage our contractors to convert to EVs, we implemented a proof-of-concept last year for fast-speed EV charging infrastructure for industrial use at our distribution centres, where our contracted fleet of delivery EVs can recharge their batteries during loading without impacting their operational productivity. The outcomes have been positive so far, and we intend to strengthen our engagement with our fleet contractors in 2025.



Through a proof-of-concept offering industrial-use charging stations in our distribution centres, we aim to encourage the conversion of 10% of our contracted fleet to EVs.

Breaking New Ground On The Use Of Autonomous Vehicles In Singapore

In 2024, FairPrice Group was the first organisation in Singapore to receive approval from the Land Transport Authority (LTA) for the final stages of trials to use autonomous vehicles on public roads for cargo transportation. The trial represents a significant milestone on our roadmap to optimising our supply chain's operational agility, efficiency, and flexibility, through technology integration. Upon successful completion of the trial, FPG will add Zelos Z10s to its fleet that will transfer palletised goods between its Benoi and Joo Koon distribution centres. Through the pilot, FPG aims to enhance operational efficiencies and drive greater sustainability outcomes across its supply chain business.



Through the pilot, FPG aims to enhance operational efficiencies and drive greater sustainability outcomes across its supply chain business.

Decarbonisation In Our Value Chain

FPG is committed to working with our suppliers to reduce our Scope 3 emissions and build a more sustainable value chain. We have undertaken a study in 2024 to better understand the emissions in our value chain. We intend to adopt a phased approach to tackle our Scope 3 emissions, with a focus on supplier capacity building.

Key Initiatives	
<p>Supplier Collaboration</p> <p>We have identified 200 key suppliers who contribute to close to 70% of our Scope 3 emissions. We will develop a programme to support these suppliers in embarking on their decarbonisation journey, with a focus on building awareness, driving action, and accelerating our collective impact.</p>	<p>Sustainability Education</p> <p>We launched the Supplier Sustainability Education Programme in collaboration with the Global Compact Network Singapore and Enterprise Singapore. A pilot batch of more than 50 suppliers successfully participated in this programme in 2024, which will be subsequently extended to the rest of our suppliers.</p>

CHAMPIONING WASTE REDUCTION

Management Approach

FairPrice Group, as the leading retailer in Singapore, recognises the significant impact that food and packaging waste have on the lifespan of Semakau Landfill, the country’s only landfill. To address this, we have implemented various initiatives to actively reduce food waste and plastic packaging within our operations. Our focus is on minimising waste both internally and among our customers. We are achieving this through waste reduction and education initiatives, enhanced recycling programmes, and stakeholder engagement to promote a circular economy.

Minimising Food Waste

The Food Waste Framework is central to our food waste management strategy. This framework prioritises the optimisation of operational procedures, including inventory management and in-store practices, while also addressing broader concerns such as behavioural changes among our customers and stakeholders. We actively collaborate with partners to expand food waste reduction efforts and divert waste from landfills.

Food Waste Framework

Most Preferred	PREVENT WASTED FOOD	
	Description	What we’ve done
	Prevent over ordering through sound purchasing policies and inventory management systems	Utilised technology to improve forecasting, replenishment and delivery processes to reduce surplus inventory.
	Promote less visually appealing food through sales and education programmes	1,095 tonnes of blemished fruits and vegetables sold under the “IMperfect Fellas” initiative in 2024.
	DONATE	
	Description	What we’ve done
	Redistribute surplus or unsold food to the community	Close to 75 tonnes of surplus and unsold food were distributed from our retail stores to food charities and community fridges in 2024.
	VALORISE	
	Description	What we’ve done
	Convert food waste to higher-value products that contribute to the value chain (i.e., compost, animal feed)	Bread trimmings at our food manufacturing facilities are turned into animal feed. Where possible, we treat our food waste on-site through digesters and composters.
Least Preferred	ENERGY RECOVERY	
	Description	What we’ve done
	Convert food waste to energy	Where possible, we support national waste-to-energy efforts through Singapore’s integrated waste and water treatment facility.
	INCINERATE	
	Description	What we’ve done
	Incinerate remaining hard-to-abate food waste	-

Our Progress

FairPrice Group introduced the “IMperfect Fellas” label in 2015 to offer blemished fruits at significantly reduced prices. In 2024, this budget-friendly initiative was expanded to include vegetables, helping to save 1,095 tonnes of produce that would have otherwise been discarded, which is an improvement of 9.8% from 2023.

In addition to our long-running surplus food donation programme to food charities in Singapore, we also expanded our Neighbourhood Food Share Initiative, a community-driven programme aimed at ensuring access to fresh produce while reducing food waste. In partnership with Residents’ Networks and grassroots organisations, imperfect yet edible produce is redistributed at community distribution points by volunteers. Practical tips on identifying edible produce are shared with the community, empowering them to make informed choices for healthier, more sustainable diets. Close to 75 tonnes of surplus and unsold food were redistributed from our retail stores to food charities and community distribution points in 2024.

This year, our Food Services team installed three more food waste digesters in our hawker centres and central kitchens to further advance our food waste management efforts. Additionally, FairPrice Group collaborates closely with building owners where our supermarkets and food courts

are located to segregate food waste in our operations and send it for valorisation at the available facilities. Our Kopitiam and FairPrice Finest supermarket located in Causeway Point were also recognised as champions of the mall’s Food Waste Valorisation Programme in 2024 for our efforts in diverting food waste away from direct incineration.



For our exemplary efforts in addressing food waste and promoting environmental responsibility, FairPrice Group’s food waste management programme was awarded the Best Retail Sustainability Initiative at the Singapore Retail Association Awards 2024.

Reducing Plastic and Packaging Waste

In 2023, FairPrice Group joined the Packaging Partnership Programme, an initiative led by the Singapore Manufacturing Federation and the National Environment Agency. This underscores our commitment to adopting sustainable packaging practices within our operations and promoting these practices among our business partners and supply chain.

We are addressing the issue of packaging waste through a dual approach: directly reducing the use of virgin plastics in our packaging and raising awareness about sustainable packaging among our customers and suppliers.



Our Approach to Promoting Sustainable Packaging Practices

For Own Brands Products and Packaging

Eliminating excess through better design	Switching to more sustainable materials
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Stakeholder Engagement

Promoting sustainability packaging efforts by suppliers	Consumer education efforts on reducing, reusing and recycling
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Innovating for Sustainability

In August 2024, we launched a partnership with our supplier to introduce the first household cleaning refill station in a Singapore supermarket. The refill station, located in our flagship sustainability store in City Square Mall, allows customers to bring any empty container to fill with their preferred household cleaning product. This initiative not only reduces plastic packaging waste but also saves customers more than 20% in costs. Since its launch in August 2024, the machine has saved 1,016 bottles⁷.

We also launched plastic reduction initiatives for our Own Brands products. In 2024, we redesigned packaging for selected bottled water and bathroom tissue products, piloting a new reduced format. This initiative yielded an annual reduction of 8.8 tonnes of virgin plastic for bottled water and 23 tonnes of virgin plastic for bathroom tissue⁸.



Our Progress

In 2024, we saved approximately 145 million disposable carrier bags in our retail stores, reflecting a positive shift in consumer habits toward sustainable lifestyles. Proceeds from the Disposable Carrier Bag Charge (DCBC), implemented by the National Environment Agency in 2023, are directed towards supporting various social and environmental projects that contribute to the United Nations Sustainable Development Goals. Read our full 2023 DCBC Report [here](#).

	2024	2023 ¹⁰	2022
Number of disposable carrier bags saved in retail stores	145 million	142 million	57.9 million

To complement national DCBC efforts, we also introduced community bag racks at 37 stores, encouraging customers to share or pick up reusable bags. We've further strengthened this initiative through partnerships with schools and community groups on upcycling projects, reflecting our belief in customers as active partners in sustainability.

Other In-store Recycling Efforts in 2024		
44 tonnes of e-waste	161 tonnes of styrofoam boxes	10,752 tonnes of cardboard

Reducing Water Usage

Water is essential for FairPrice Group's operations, mainly for sanitation, product preparation, cleaning, and dishwashing. We are committed to responsible water management by minimising water usage wherever possible. As part of this commitment, we are gradually implementing water-efficient fixtures in our retail stores.

Our Progress

In 2024, FairPrice Group's water consumption was 1,249,781m³ across our distribution centres, retail and Kopitiam operations. This increase is being monitored to determine the causes so that we can take appropriate action. We remain committed to managing our water usage through initiatives such as installing water-efficient fixtures in our retail stores.

	2024	2023	2022
Water consumption (m ³)	1,249,781	1,118,455	1,142,468



⁷Based on the number of units sold on the machine from 30 August 2024 to 31 December 2024.
⁸Based on 2024 sales quantity.
⁹Data is based on the number of plastic bags used by stores from 1 January to 30 June 2023, and the number of plastic bags sold under the DCBC from 1 July - 31 December 2023.
¹⁰The Disposable Carrier Bag Charge commenced on 1 July 2023.

Fair, Good And Right For The Customers Delivering Excellence



UPHOLDING QUALITY AND SAFETY

Management Approach

As a leading retailer in Singapore, we prioritise the safety and quality of our products, adhering to stringent internal and external audit standards for food safety and quality. Our Food Safety and Quality Management System is regularly reviewed to ensure it meets stakeholder expectations.

Product and service categories	Percentage of which health and safety impacts are assessed for improvements (%)
Grocery Business	100% of our retail stores, warehouses and e-commerce operations are audited annually for food safety and hygiene.
Own Brands and Food Solutions Business	100% of Own Brands 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. On top of internal protocols, ISO 22000 standards, and regulatory requirements, we also engage independent third-party auditors to ensure unbiased assessments, and implement structured follow-up mechanisms to promptly address findings.

Grocery Business



summons and penalties related
to food safety in 2024

Our commitment to quality and food safety is the cornerstone of our Grocery Business, ensuring our customers receive only the best. We achieve this through a comprehensive, multi-layered approach that spans our entire supply chain, from sourcing to delivery.

We partner with reputable suppliers who adhere to stringent food safety requirements, aligning with international standards. Our rigorous quality assurance programmes encompass thorough audits, meticulous testing, stringent hygiene checks, and continuous supplier monitoring across upstream, midstream, and downstream operations. In our retail stores, we maintain a relentless focus on cleanliness, with frequent cleaning regimes and regular internal audits assessing hygiene, food safety, and housekeeping standards. To further elevate our standards, we introduced an internal award programme in 2024, recognising stores that demonstrate exemplary cleanliness and hygiene practices.

Our cold chain management process is meticulously designed to preserve the freshness and safety of perishable goods. We ensure optimal temperatures are maintained throughout storage and transportation, with rigorous visual checks and segregated storage for products like poultry, meat, seafood, and vegetables. In 2024, our e-commerce operations achieved a significant milestone by adopting the Singapore Standard (SS) 687, solidifying our commitment to best practices in food e-commerce.

We proactively address any potential safety concerns through a robust product recall system, initiated as a precaution in cases of non-compliance. Furthermore, we maintain transparent and efficient refund processes to address customer feedback related to marketing and labelling issues, demonstrating our dedication to customer satisfaction and trust. Our annual internal audits, follow-up visits, and adherence to our Quality, Food Safety, and Halal Policies ensure consistent compliance across all FairPrice stores, reinforcing our unwavering commitment to providing safe, high-quality food for our customers.

In 2024, our Grocery Business acted swiftly on 15 product recall directives issued by the Singapore Food Agency (SFA) for supplier products. These recalls addressed various issues identified by the SFA, such as undeclared allergens and misleading product labelling. This dedication to rigorous standards and proactive measures resulted in the Omni Business receiving zero warnings and penalties related to food safety in 2024, a testament to the effectiveness of our comprehensive food safety programme.

Own Brands and Food Solutions Business



summons and penalties related to food safety and labelling in 2024

Our Quality Assurance (QA) team oversees a comprehensive QA programme for Own Brands products to ensure food safety and quality. This includes rigorous supplier onboarding with plant audits, certification verification, and food safety system assessments, as well as detailed product testing. The team ensures regulatory compliance for ingredients and formulations, followed by thorough post-market testing. All our suppliers are assessed under our Supplier Risk Assessment framework, with action plans developed for improvement when needed.

Food Services Business



in no. of summons and penalties related to health and food safety in 2024

Food safety is a top priority for our Food Services division. We maintain strict protocols for housekeeping, food handling, and personal hygiene, and conduct regular hygiene audits, surface swab tests, and hand hygiene checks. Food samples are also periodically tested in laboratories. All employees receive annual food safety training, and high-contact surfaces are cleaned regularly.

In 2024, we took additional steps to reinforce our commitment to store hygiene and food safety. We increased the frequency of surface swab tests and hand hygiene checks, enhanced

cleaning protocols to include high-risk areas, and introduced interactive e-learning platforms and internal campaigns to raise food safety and hygiene awareness among our employees. To ensure unbiased assessments, we engaged independent third-party auditors, and implemented structured follow-up mechanisms to promptly address any findings.

These enhancements demonstrate our dedication to maintaining the highest standards of food safety and hygiene, which not only aligns with our sustainability goals but also builds trust with our customers and stakeholders.

The Food Services Business incurred a total of S\$2,400 in fines, of which S\$2,000 were imposed in 2024 for incidents that occurred in 2023, while the remaining S\$400 were for incidents that occurred in 2024. The Food Services Business also incurred two summons and two warnings for food safety and hygiene lapses. This is a marked improvement from the previous year, where 15 penalties and warnings were received. Proactive measures have been implemented to enhance compliance and prioritise health and safety in response to these incidents.

Elevating Customer Experience Through Innovation & Dedication

Since 2023, we've actively measured real-time customer feedback through our operational Net Promoter Score system, driving continuous improvement across our Grocery Business and Food Services Business. We prioritise accessible communication via in-store counters, hotlines, and online platforms. Building on this foundation, 2024 marks a significant leap, with the integration of AI to enhance customer service efficiency and availability.

To cultivate a customer-centric culture, we launched the inaugural Customer Fanatic Festival, uniting 200 store leaders for service leadership training with industry experts. We refreshed our service guidebooks and reinforced our "Service from the Heart" values, empowering our teams to deliver exceptional experiences.

FairPrice Group's commitment to excellence has been recognised through multiple prestigious awards. Specifically, our Customer Service team received three accolades at the Contact Centre Association of Singapore Awards 2024, including Gold for Best Quality Assurance Specialist, Silver for Best Contact Centre Trainer, and a Judges' Mention for Best Contact Centre Team Leader. Further highlighting our dedication to innovation and customer satisfaction, FairPrice Group also garnered the "Singapore's Best Customer Service Award" from The Straits Times, a Bronze at the Asia eCommerce Awards 2024, and both the "Innovator of the Year" and "Team of the Year" awards at the Singapore Business Review Management Excellence Awards 2024.

Marketing and Labelling Practices



summons or penalties for marketing and labelling non-compliance in 2024

We strive to do our best to provide accurate, clear, and transparent information to help customers make informed choices with confidence.

For fresh items, the Fresh Food Task Force ensures proper packing and labelling through established guidelines, with supervisors performing spot checks for weight and labelling compliance before display.

For prepackaged items, the Food Safety and Quality team conducts regular checks to ensure compliance with Singapore Food Agency standards and regulations. Rigorous verification of Own Brands product specifications and labelling information for all products are carried out before production.

To maintain high standards, routine audits are conducted to confirm adherence to internal guidelines, ISO 9001 and ISO 22000 standards, and legal requirements. Product recalls are swiftly initiated as a precautionary measure in cases of non-compliance, and our refund processes address any customer concerns related to marketing, packaging, or labelling.



MAINTAINING ACCESSIBILITY AND AFFORDABILITY

Management Approach

FairPrice Group’s founding mission is to ensure daily essentials are accessible for all in Singapore. Our laser focus on setting the benchmark for prices of daily staples amid supply chain disruptions and a rising cost environment has enabled us to keep essentials within reach for Singaporeans who need them most.

Since 2019, FairPrice Group has returned more than S\$1 billion in the form of discounts, rebates, contributions, and donations to members, customers, and the community. These efforts are part of the Group’s wider commitment to make every day a little better for those it serves by proactively helping Singaporeans stretch their dollars against a backdrop of stubborn inflation.

Stretching Your Dollar with Own Brands Products



FairPrice Own Brands was created to deliver quality and value to all in Singapore. It started out in the daily essentials category, providing customers with affordable rice, oil, and sugar. Over the years, it has expanded to over 3,500 housebrand and private label products over 70 categories. Today, shoppers enjoy rolled oats, olive oil, potato chips, and more - in addition to timeless essentials.

Our housebrand products are carefully sourced to offer quality that matches leading brands, all while being priced 10% to 15% lower on average. Launched in 2021, our SmartChoice housebrand provides essential products, such as cooking oil, rice, bathroom tissues and household cleansers, at the lowest entry price point. The SmartChoice product range has grown from its initial 24 products to 34 products in 2024.

Greater Value Everyday

FairPrice Group has put in place several initiatives to bring greater savings to our customers and vulnerable communities everyday.

Since 1994, we have curated a basket of ‘Everyday Low Price’ items comprising essential goods that are popular among households, to bring greater savings to consumers. This basket has since grown to more than 500 items, including fresh fruits, vegetables, dairy, detergent, and more. These products continue to be priced low to provide the best value to the community.	We offer weekly discounts on selected items at FairPrice, allowing shoppers to enjoy savings on a wider range of products.	Various discount schemes are available for Pioneer Generation (PG), Merdeka Generation (MG), Seniors Discount and CHAS Blue card holders from Monday to Thursday. On top of discounts, seniors and underprivileged communities also enjoy the usual member rebates and Linkpoints. We also honour seniors and workers through the FairPrice senior discount and periodic 50% off discounts for NTUC Union and Link members for specially selected items.



Affordable and nutritious meals for vulnerable communities

Launched in 2009, FairPrice Group’s Rice Garden Community Project aims to provide affordable and nutritious meals for everyone, especially vulnerable groups. By partnering with hawkers across Singapore, the initiative offers economic rice sets at heavily subsidised prices. The Rice Garden programme expanded to 44 stalls in 2024, compared to 38 stalls in 2023.

Our Progress

To mitigate rising cost pressures on daily essentials, we sustained various cost moderation initiatives throughout 2024.



The FairPrice return voucher initiative complements the Government's ongoing efforts to help Singaporeans cope with daily expenses.

Absorbed the 1% increase in the national Goods & Services Tax from 8% to 9% on 500 staple items for the first six months of the year.

Supplemented the government's Community Development Council (CDC) support package by offering FairPrice return vouchers to customers who used their CDC supermarket vouchers at FairPrice stores.

Froze prices on popular seafood and exclusive promotions for produce ahead of Chinese New Year.

Provided S\$4.5 million worth of special deals for NTUC Union and Link members for May Day across our supermarkets and selected Kopitiam outlets for May and June - more than double the amount contributed for May Day 2023.

Introduced Singapore's first Community Health Assist Scheme (CHAS) Orange discount scheme for groceries.

Continued to offer a range of schemes, supporting seniors and underprivileged families in maximising their budgets through various community discount programmes.

Continued the Save Every Day campaign, which offered customers more than 400 exclusive savings coupons valued at over \$2,000.



In 2024, we returned almost

\$200 million

in discounts, rebates, contributions and donations to members, customers and the community.

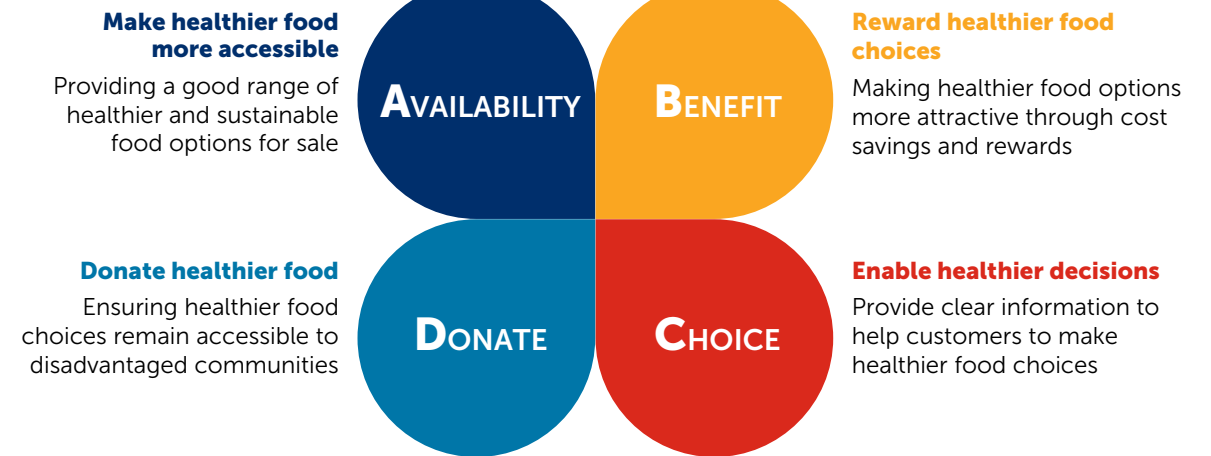
▲ 40% compared to 2023

PROMOTING HEALTH AND NUTRITION

Management Approach

As a leading grocery retailer and food service provider, FairPrice Group plays a vital role in promoting public health. Through healthier product offerings, transparent nutritional information, and wellness initiatives, FairPrice Group supports consumers in making informed dietary choices that are better for their health and for the planet. We are also a member of the Consumer Goods Forum's Collaboration for Healthier Lives Coalition of Action, which promotes best practices in the industry to empower people to live healthier and more sustainable lives.

Our ABCD Framework



Our Progress



“As the nation's largest retailer, we are energised to work with HPB to leverage our network of over 570 touch points across the island to help reward Singaporeans when they make healthier choices in their daily lives.”

- Vipul Chawla, FairPrice Group CEO

AVAILABILITY <ul style="list-style-type: none"> Consumers can choose from more than 2,000 products with Healthier Choice Symbols in our stores. We align our institutional offerings with the Health Promotion Board's Healthier Catering Programme and Healthier Meals for Preschools Programme and Healthier Meals for Schools Programme. 	BENEFIT <ul style="list-style-type: none"> We are the first grocery retailer to integrate the FairPrice mobile app with HPB's Healthy 365 app - allowing customers to earn Healthpoints more easily when they make healthier food purchases across our supermarkets, Unity pharmacies and Kopitiams.
CHOICE <ul style="list-style-type: none"> We assist consumers in making healthier food choices by providing clear nutritional information through the Healthier Choice Symbol and Nutri-Grade label. This is applicable to both retail products and freshly prepared drinks at our Kopitiam outlets. Kopitiam was the first food services operator in Singapore to commit to offering less sweet coffee and tea recipes by default at selected outlets. 	DONATE <ul style="list-style-type: none"> We strive to keep healthier food choices accessible to low-income communities through initiatives like our Neighbourhood Food Share programme, as well as the donation of 45,000 fresh eggs in 2024. We launched Singapore's largest food donation drive that raised S\$1.6 million for over 600,000 beneficiaries, providing them with nutritious groceries and hot meals.

Healthier and Affordable Own Brands Products

We stay informed on consumer and market trends, as well as evolving government regulations. These insights help shape the development of our Own Brands products which include housebrands and private label products. We have steadily increased our offerings to include healthier food options

over the years. In 2024, 68% of our Own Brands beverages achieved an A or B Nutri-Grade¹¹ rating, which means over two-thirds of our pre-packed beverages are healthier options. In addition, we further expanded our range to include “better-for-you” options for popular food such as the FairPrice No Added Sugar & Salt Peanut Butter line of products, FairPrice No Added Sugar Kaya, and FairPrice Lower Sodium Salt.



Cultivating Healthier Communities

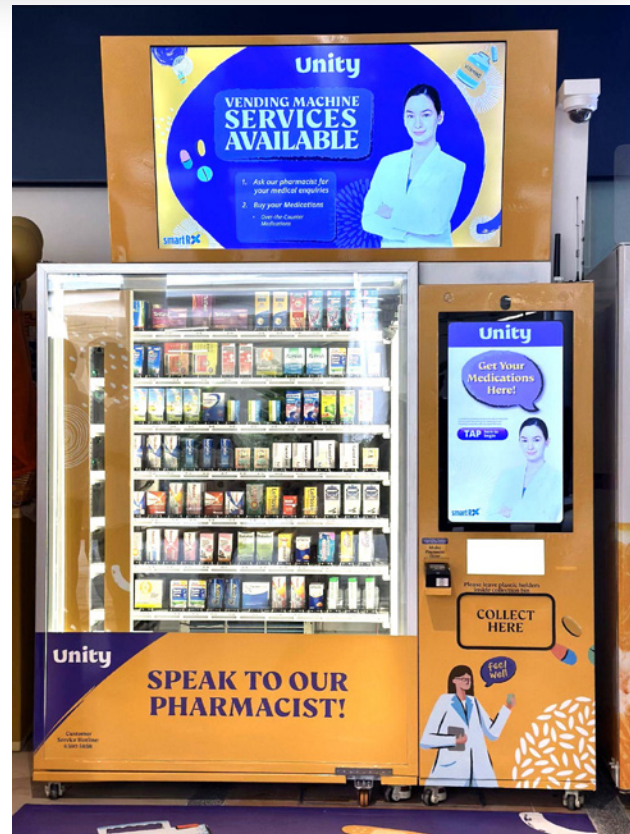
FairPrice Group is committed to fostering a culture of health and wellness across Singapore, extending far beyond traditional retail. We recognise that a healthy community is a thriving community, and we are dedicated to building a sustainable future where everyone has access to the resources they need to live well. We champion active ageing and preventive health through diverse initiatives, including our designation of FairPrice stores as Dementia Go-To-Points, providing crucial support for vulnerable individuals.

At the heart of our community health strategy lies Unity Pharmacy, where we are redefining the role of pharmacists as proactive health partners. Since 2023, Active Living Zones within Unity stores have provided accessible resources and support. Building on this, 2024 marks a pivotal moment in Unity’s transformation.

We are proud to be pioneers in the Ministry of Health’s trial to expand influenza vaccination access in the community, where the public can receive their influenza vaccination from our trained pharmacists. Furthermore, our collaboration with the National Healthcare Group expands our preventive and care services, offering smoking cessation counselling and medication therapy management. Unity pharmacists now provide personalised interventions, monitor patient progress, and ensure seamless coordination with referring institutions.

Unity’s commitment to accessibility extends to our Telemedicine Service, providing convenient video consultations and timely medication delivery. In 2024, we introduced Singapore’s first retail community pharmacy vending machine, ensuring 24/7 access to essential medicines.

Through these innovative initiatives, FairPrice Group is shaping the future of community health, placing our pharmacists at the forefront of accessible, personalised, and proactive care.



Healthier Eating Out

The Food Services team actively supports the Health Promotion Board’s (HPB) initiatives for healthier diets, aligning offerings with HPB’s guidelines on Healthier Dining, Catering, and Meals in Preschools and Schools. Continuous monitoring of scientific research, market trends, and customer feedback informs our product development, recipe reformulation, and ingredient sourcing for institutional catering.

In 2024, our participation in the national Sodium Reduction Pledge led to partnerships with suppliers, food technologists, and nutrition experts to co-develop healthier ingredient options, like sodium-reduced sauces and natural sweeteners, now used in Institutional Catering and Kopitiam operations.

We have also progressively enhanced the nutritional quality of our food offerings by incorporating more Healthier Choice Symbol ingredients across various sectors. This includes lower sodium condiments in selected childcare centres, wholegrain flour in baked goods, healthier oils for cooking, and low-fat dairy options such as condensed and evaporated milk in our recipes. These efforts reflect our ongoing commitment to providing healthier meals while maintaining taste and quality.

Empowering Children to Make Healthier Choices



In 2024, FairPrice Group and FairPrice Foundation launched Start Strong, Stay Strong, Singapore’s first preschool programme integrating nutrition and sustainability education. Developed with various education and health and nutrition partners including NTUC First Campus and Singapore’s KK Women’s and Children’s Hospital, the Start Strong, Stay Strong programme is designed to educate children and their families to make informed food choices that are better for their health, and for the planet.

Through a comprehensive curriculum and interactive activities beyond the classroom, children aged 4 to 6 years old gain a deeper understanding of nutrition and learn how their daily habits impact the world around them. They are encouraged to take an active role in shaping their household’s eating habits, creating ripple effects of positive change. Start Strong, Stay Strong is expected to reach 16,000 pre-schoolers by the end of 2025.

¹¹ The Nutri-Grade system is a labelling requirement for beverages introduced by Singapore’s Ministry of Health and Health Promotion Board in 2022, based on sugar and saturated fat content.

Fair, Good And Right For The Suppliers

Building Resilient Supply Chains

SUSTAINABLE PROCUREMENT









Management Approach

FairPrice Group benefits from a vast network of business partners spanning over 100 countries and markets worldwide. Our supplier ecosystem includes local farmers and international manufacturers, both playing a critical role in supporting our sustainable procurement strategy. This extensive global reach allows us to strengthen the resilience and flexibility of our supply chain, ensuring that we can deliver quality products consistently to our customers.

To maintain the highest standards of integrity, FairPrice Group enforces a Supplier Code of Conduct to ensure that all business practices meet our strict expectations for transparency, accountability, and fairness. We prioritise

responsible and sustainable practices throughout our supply chain, and these expectations are clearly communicated to both new and existing suppliers as part of our onboarding process. Additionally, we have invested in training for our procurement teams, certifying a pilot batch as sustainable procurement managers.

Our Supplier Code of Conduct articulates clear expectations for responsible business practices, emphasising the protection of consumer rights and stakeholder interests. These guidelines are diligently communicated to both existing and prospective suppliers during onboarding, fostering a shared commitment to ethical, transparent, and sustainable procurement practices.

 <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>	

Environmentally-friendly Products

We also incorporate sustainability considerations into our procurement processes. Specifically, we have implemented weighting for environmental criteria in the procurement of corporate product categories that have significant environmental impact, such as vehicles, office and store appliances, IT equipment, office paper etc. This initiative incentivises suppliers to offer environmentally friendly products and services, contributing to our overall goal of reducing our environmental footprint.

Empowering Suppliers through Capacity Building



“

Tong Seng Produce is committed to building a responsible rice business for our future generations. The hands-on workshop offered practical resources that allowed Tong Seng Produce to track and optimise our ongoing efforts to reduce emissions and achieve tangible, measurable environmental goals. We definitely encourage our fellow suppliers to participate in this programme and contribute to building a more sustainable world.

”

- **Ally Ng**, Marketing Director, Tong Seng Produce and a participant of FPG's Supplier Capacity Building for a Sustainable Future programme

FairPrice Group recognises the crucial role our suppliers play in achieving our sustainability goals. We believe in fostering strong partnerships and providing support to empower our suppliers in adopting sustainable business practices. In 2024, we partnered with the Global Compact Network Singapore (GCNS) to launch the “Supplier Capacity Building for a

Sustainable Future” programme. This fully funded programme aims to equip SME supplier partners with the knowledge and resources needed to transition towards more sustainable operations. The inaugural programme attracted more than 50 participants, demonstrating a strong commitment from our supplier network to embrace sustainability.

Recognising and Promoting Sustainable Suppliers

We are dedicated to promoting sustainable products and recognising our suppliers' efforts in this area. We have implemented initiatives to spotlight sustainable products in our stores through clear eco-labelling, making it easier for customers to identify and choose environmentally preferable options. Furthermore, we are actively educating customers on credible third-party certifications, such as those from the Roundtable for Sustainable Palm Oil (RSPO), Rainforest Alliance, and Marine Stewardship Council (MSC), to promote informed purchasing decisions and increase demand for responsibly sourced products. This initiative, launched in



our flagship sustainable store in City Square Mall, will be expanded to all new stores. To further acknowledge our suppliers' commitment to sustainability, we have introduced a new Sustainability Award category in our annual FairPrice Partner Excellence Awards to celebrate those who demonstrate exemplary sustainability performance. As a result, four suppliers were recognised for championing sustainability efforts during the year at the FairPrice Partner Excellence Awards 2024.

Through these collaborative efforts, we aim to create a more sustainable and responsible supply chain that benefits our customers, our suppliers, and the environment.

Our Progress

FairPrice Group ensures that all housebrand and national dry paper products are responsibly sourced by requiring certification from the Forest Stewardship Council (FSC) or an equivalent organisation. All of our housebrand cooking oil products are procured from suppliers certified by the Roundtable on Sustainable Palm Oil (RSPO).

In 2024, FairPrice Group also received recognition from the Marine Stewardship Council (MSC) as one of Singapore's Sustainable Seafood Leaders. FairPrice Group was the only food retailer in Singapore to receive this recognition, which highlights the Group's commitment to ensuring sustainably-sourced seafood remains affordable and available to customers, empowering them to make choices that protect the oceans.

SUPPORTING LOCAL SUPPLIERS

Management Approach



FairPrice Group is committed to supporting Singapore’s “30 by 30” goal for food sustainability, which aims to build local capacity to meet 30% of the nation’s nutritional needs by 2030. To achieve this, we partner with industry stakeholders and government agencies to implement various “Support Local” initiatives year-round. We also produce in-store materials to raise awareness of local farmers and the benefits of locally grown produce.

FairPrice Group Showcasing Singapore’s Homegrown Brands

In collaboration with the Singapore Food Manufacturer’s Association, we celebrated the 13th edition of the Made in Singapore Fair this year, which is a platform designed to showcase products from local farmers and producers. We are firm believers in the critical role local farmers play in shaping

Singapore’s sustainable food future, and remain dedicated to supporting the growth and visibility of small and medium-sized enterprises (SMEs). The fair featured over 40 locally made products, ranging from fresh vegetables and domestically farmed fish to soybeans and coffee, demonstrating the diversity of Singapore’s homegrown brands.

Expanding Market Access for Local Produce



Launch of aggregated local produce at FairPrice Xtra Supermarket with (from left) Leroy Seow, Managing Director and Head of Products, FPG; Vipul Chawla, FairPrice Group CEO; Koh Poh Koon, Senior Minister of State for Sustainability and the Environment; Ken Cheong CEO, SAFEF; Damian Chan, CEO, Singapore Food Agency

This year, we partnered with the Singapore Agro-Food Enterprises Federation (SAFEF) and the Singapore Food Agency to launch a Local Produce Retail Shelf Pilot project. Under the pilot, the commercial supply of produce from multiple local farmers were aggregated and sold in selected FairPrice stores under a common brand “SG Farmers’ Market” for Leafy Vegetables & “The Straits Fish” for fish. This arrangement benefits our local farmers in overcoming challenges related to bulk volume supply and logistics costs.

“The partnership was a valuable experience, helping SAFEF and our local farms collaborate more effectively with FairPrice Group for the best results. It truly embodied the spirit of “Growing together, selling together, and learning together”. We look forward to deepening this partnership to deliver high-quality, affordable produce to Singapore.

- Ken Cheong, CEO, SAFEF

Fair, Good And Right For Our People

Caring for Our People



WORKPLACE SAFETY AND HEALTH

Management Approach

At FairPrice Group, the health and safety of our people is paramount. We recognise that a safe work environment is fundamental to employee well-being, productivity, and the overall resilience of our business. Guided by the FPG Workplace Safety and Health Policy, we are committed to minimising workplace hazards, ensuring full compliance with regulations, and fostering a strong safety culture across the organisation.

Our dedicated Group Workplace Safety and Health (WSH) Committee governs all health and safety matters, ensuring

a structured and proactive approach. Led by the Safety Office, the committee includes representatives from our Business Units, Corporate Functions, and the Union, promoting collaboration and shared accountability in workplace safety management.

In 2024, we further strengthened our workplace safety approach by focusing on competency building, robust incident management and reporting, and regular audits and risk assessments.



Leadership Commitment and Collaboration

Our Group CEO, Vipul Chawla, emphasised FPG's commitment to workplace safety at the Singapore WSH Conference 2024. During his address on creating "A Sustainable, Safe, and Secure Workplace for All", he highlighted the importance of leadership commitment, strong collaboration with government agencies, unions, and business partners, and a focus on continuous improvement through new technologies and digitised processes.

WSH Committee Structure and Function

Each active entity within FairPrice Group has established its own dedicated WSH Committee, comprising both management and worker representatives. These committees play a crucial role in reviewing processes and control measures related to workplace safety in their own domains. Chaired by senior management staff, these committees meet monthly to ensure ongoing attention to safety matters.

Building Competency

We invest in the training and development of our safety personnel. Risk management champions and risk assessment team leaders participate in training provided by a Ministry of Manpower-accredited bizSAFE-approved organisation. Our leadership team also demonstrates its commitment by attending sessions on Top Executive

Workplace Safety and Health. We ensure that first-aiders receive regular occupational first-aid training and refresher courses. Comprehensive safety training is provided to all new hires, reinforcing our proactive approach to building a safety-conscious workforce. Regular WSH communications are disseminated to all employees and we hold regular Safety Days to keep safety top of mind.

Incident Reporting and Response

We have established standardised operating procedures for workplace incident reporting and investigation across all business units. Designated in-house WSH officers oversee accident prevention and implement prompt corrective actions to mitigate risks. Our whistleblowing and disciplinary management policies empower employees and contractors to report hazards and unsafe conditions without fear of reprisal. To enhance our safety culture, we introduced the “My Safety First Portal”, a mobile incident reporting platform designed to streamline the reporting of safety concerns for employees and facilitate swifter resolutions.

bizSAFE Certification and Performance

The bizSAFE programme, supported by the Ministry of Manpower was designed to help companies build workplace safety and health capabilities. In 2024, we successfully renewed our bizSAFE Level 3 certification across all key operational areas, including retail stores, warehouses, central kitchens, institutional catering, and camp operations, demonstrating our commitment to continuous improvement in workplace safety.

Our Progress

In 2024, FairPrice Group maintained a record of zero work-related fatalities. Our major injury rate was 0.7 per 100,000 workers, significantly lower than the national average of 15.9¹². Our minor injury rate was 185.7 per 100,000 workers, also well below the national average of 584. Work-related injuries primarily resulted from slips, trips, and falls. No incidents resulted in significant monetary fines¹³.

	2024	2023	2022
No. of fatal injuries	0	0	0
Major injury rate	0.7	2.6	3.4
Minor injury rate	185.7	162	187.8

Audits and Assessments

Regular risk assessments, including site inspections and audits, are conducted in accordance with WSH regulations. Our Safety Officers are guided by our WSH checklists when conducting both routine and non-routine inspections at all workplaces to ensure completeness in our checks. Each business unit’s WSH committee holds monthly meetings to review inspection results, address safety issues, and recommend corrective and preventive actions.

SUPPORTING OUR EMPLOYEES

Management Approach

FairPrice Group actively invests in its employees’ well-being, recognising its importance to both individual and organisational success. We are committed to fostering a supportive and thriving work environment by prioritising the holistic well-being of our people, encompassing both physical and mental health. Our approach is multifaceted, focusing on proactive risk mitigation, comprehensive benefits, flexible work arrangements, and a robust culture of well-being.

Comprehensive Employee Benefits:

We provide a comprehensive suite of benefits that goes beyond statutory requirements, demonstrating our commitment to a dynamic and rewarding work experience. These benefits are designed to support our employees’ diverse needs and include:

• **Healthcare Coverage:** All employees receive comprehensive healthcare coverage, including group outpatient insurance (with no annual co-payment limit), specialist insurance, and a portable medical benefits plan, ensuring continued coverage even after leaving the company.

• **Flexible Benefits:** Employees receive a flexible benefits cash allowance, empowering them to allocate funds towards their individual well-being needs.

• **Expanded Leave Benefits:** We offer generous leave provisions, including family leave, matrimonial leave, study leave for professional development, event leave, and compassionate leave.

• **Financial Support:** Our Festival Salary Advance Programme assists employees with larger-than-usual expenses during major festivities.

• **Mental Health Support:** The Care Angel Programme provides confidential, professional counselling services for mental health support.

Promoting Work-Life Balance through Flexible Work Arrangements:

FairPrice Group is committed to supporting our employees in achieving a healthy work-life balance. Aligned with the Tripartite Guidelines on Flexible Work Arrangements (FWA), we formalised a new FWA policy that builds upon the existing Hybrid Work Arrangement Policy and other options that we already offer, such as staggered working hours and part-time work arrangements. These policies provide a clear framework for balancing professional responsibilities and personal commitments, outlining expectations and best practices for remote work.



¹² 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 2024.
¹³ A significant monetary fine is defined as a fine of more than S\$500 per incident.

Cultivating a Culture of Well-being:

We actively promote a culture of well-being through various initiatives and programmes.

• **Health and Wellness programmes:** FairPrice Group collaborates with the Singapore Health Promotion Board to organise health-related programmes, including mental well-being workshops and peer support workshops.

• **Wellness Week:** Our annual Wellness Week offers health screenings, wellness programmes, and valuable nutrition advice from our in-house nutritionists.

• **Dedicated Employee Support:** Our Employee Experience team partners with the Safety Office to drive comprehensive programmes that foster a healthier lifestyle and champion workplace health and wellness. These initiatives are designed to empower our employees to thrive both personally and professionally.

Providing holistic employee support

“
Mental health should never be a silent struggle, it’s time for us to make it a common conversation. I’m committed to learn more about this topic, not just for myself, but to truly make a difference in the lives of those around me. I want to let others know it’s okay not to be okay.
”

- Chua Ee Sin, Supply Chain



FPG recognises the critical importance of employee well-being, encompassing both physical and mental health. In 2024, we reinforced our commitment to this priority by investing in programmes designed to foster a supportive and healthy work environment. These initiatives included peer supporter workshops and mental health talks, providing our employees with valuable resources and knowledge to manage stress, prioritise self-care, and achieve a healthier work-life balance.

INVESTING IN OUR PEOPLE’S GROWTH

Management Approach

FairPrice Group is dedicated to fostering continuous learning and professional development for all our employees. Equipping our people for the future of work is a key driver of FairPrice Group’s performance. Our approach is multifaceted, encompassing structured training programmes, digital upskilling initiatives, career progression pathways, and a focus on cultivating a growth mindset.

Developing Our Talent

We offer a diverse range of training programmes designed to equip employees at all levels with the competencies needed to thrive in a dynamic work environment.

Our strategic collaboration with NTUC LearningHub has resulted in a robust training programme encompassing over 100 courses. These courses address critical areas such as digital literacy, productivity optimisation, effective people management, and a wide range of soft skills. This initiative ensures that employees from frontline roles to senior management have access to relevant and impactful development opportunities.

Digital Skills Enhancement

Recognising the importance of digital proficiency in today’s workplace, we offer targeted digital literacy courses covering topics such as data analysis, data visualisation, cybersecurity awareness, and robotic process automation. Our Digital and Technology team further supports this effort through internal training sessions promoting the adoption of digital workspace and productivity tools. In 2024, these sessions saw the participation of 244 employees.

Empowering Frontline Teams and Supporting Career Progression

We are particularly committed to supporting the development and career progression of our frontline employees in retail and food services, aligning with our commitment to the Progressive Wage Model.

• **Targeted Training for Frontline Roles:** We provide targeted training plans focused on enhancing the skills and knowledge of our frontline teams in areas such as inventory control, service excellence, sales techniques, technology proficiency, and customer service. This investment empowers them to excel in their current roles and advance their careers, ultimately increasing their earning potential and improving their quality of life.

• **Supporting Career Transitions:** FairPrice Group actively supports employee participation in Career Conversion Programmes offered by Workforce Singapore. In 2024, nearly 300 employees benefitted from these programmes. This commitment to workforce transformation was recognised by the Singapore Retailers Association with the Workforce Transformation Award for the Retail Sector.

• **Improving Value of Frontline Roles:** In addition to the training programmes, we are also exploring new ways to enhance the efficiency of our frontline operations by enabling them to focus more on value-adding activities instead of administration. A pilot initiative using human capital management technology is underway to improve schedule management and streamline administrative tasks for our Food Services frontliners.



FairPrice Group was conferred the Workforce Transformation Award (Non-SME category) at the Singapore Retailers Association Retail Awards 2024. This was in recognition of our efforts to help frontline employees unlock new skills and opportunities through tailored Career Conversion Programmes, and empower them to help shape the future of retail.

Fostering a Culture of Continuous Learning

We believe that a growth mindset is crucial for navigating the evolving landscape of work. Cultivating a growth mindset is integrated into our training programmes, encouraging a proactive and resilient approach to learning and career development. We also offer dedicated training programmes specifically designed to enhance growth mindset and equip

employees with the tools and strategies to navigate challenges effectively and achieve their career aspirations. By embedding this focus on continuous learning and embracing challenges as opportunities, we empower our employees to reach their full potential and contribute meaningfully to FairPrice Group’s success.

Supporting Career Growth through Upskilling and Sustainability Training

As we continue to integrate technology into our stores, such as expanding self-checkout options, and implement in-store sustainability initiatives, we are committed to equipping our frontline teams for success in this evolving environment. FPG’s tailored Career Conversion Programme (CCP) is designed to support their career growth, future-proof their roles, and provide them with foundational sustainability knowledge.



“
The CCP training has been very helpful for my work. I’ve gained so much product knowledge, and learnt more about eco-friendly practices. I can now confidently answer customer enquiries and share what I’ve learned.
”

- **Mdm Chua Jia Ling**, cashier at FairPrice Bukit Merah store, with over 10 years of experience in FairPrice Group

Performance Management

Our structured performance management system provides a framework for aligning individual aspirations with business objectives, promoting transparency, and empowering employees to excel in their roles.



Key Components of Our Performance Management System:

- **Structured Performance Reviews:** All employees, including part-time workers, participate in regular performance reviews, facilitating ongoing feedback and development discussions. These reviews help employees understand their strengths, identify areas for improvement, and align their career goals with the company’s strategic direction.
- **Harmonised Job Grade Structure:** Our harmonised job grade structure, implemented in 2021, provides clear career pathways for employees across all levels and functions, including frontline roles, business units, and corporate functions. This structure enhances transparency in career progression opportunities, facilitates internal mobility, and ensures consistent job levelling across departments.

- **Performance Management Guidelines:** Employees have access to comprehensive Performance Management Guidelines, which outline performance expectations, behavioural standards, and assessment criteria. These guidelines serve as a valuable resource for employees to understand their role in achieving FairPrice Group’s vision and mission, and to take ownership of their career development.
- All employees including part-time workers receive performance reviews. In 2024, 94% of employees received regular performance and career development reviews, compared to 96% in 2023. 6% 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. By providing clear expectations, structured feedback, and transparent career pathways, we empower our employees to contribute their best work and achieve their full potential.

Table 1. Total training hours¹⁴

2024	2023	2022
111,339	136,000	90,000

Table 2. Average training hours for FairPrice Group employees by gender

	2024	2023
Average training hours per employee	8.8	10.5
Average training hours per female employee	8.4	9
Average training hours per male employee	9.4	11

Table 3. Average training hours for FairPrice Group employees by gender and employee category

	2024		2023		2022	
	Male	Female	Male	Female	Male	Female
Average training hours - Executives	10.6	8.5	7	7	8.7	9.8
Average training hours - Non-executives	9.1	8.3	11	9	7.2	5.1

¹⁴ The implementation of the Progressive Wage Model programme led to a one-time increase in training hours in 2023. As FPG shifts towards empowering executives with greater control over their development, executives have the flexibility to pursue external training relevant to their roles, even though these hours may not be reflected in the recorded training hours.

DIVERSITY AND INCLUSION

Management Approach

We believe that a merit-based, diverse and inclusive workforce fosters innovation, strengthens our connection with the communities we serve, and creates a more engaging and rewarding environment for all employees.

Our Commitment to Equal Opportunity and Merit

We are an equal opportunity employer, ensuring that all employment decisions are based on merit and qualifications, free from any form of discrimination. We uphold this commitment across all aspects of our operations, regardless of gender, age, race, religion, marital status, political beliefs, sexual orientation, disability, or nationality.

A Fair and Equitable Workplace for All

We work closely with the Food, Drinks and Allied Workers Union (FDAWU) and the Singapore Manual and Mercantile Workers’ Union (SMMWU) to enhance wages, welfare, and career prospects for our employees. In 2024, 90% of our workforce was covered under collective agreements. We ensure fair and comparable working conditions for all employees, regardless of union membership, aligning job scope and skills with equitable employment practices.

	2024	2023	2022
Percentage of active workforce covered under collective bargaining agreements	90%	87%	87%

Promoting Inclusion and Equal Opportunity

FairPrice Group adopts a bias-free and equal opportunities approach in our hiring policy. Our partnerships with organisations such as unions, the Employment and Employability Institute (E2I), SG Enable, and the Ministry of Home Affairs support our efforts to create a diverse and inclusive workforce.

Key Diversity Metrics:

- **Gender:** Women represent 61% of our total workforce in 2024. Female representation within our leadership team stands at 38% and 27%¹⁵ on our Board of Directors.
- **Age:** We value the experience of our older employees and actively support them in extending their careers beyond the traditional retirement age. In 2024, 91.9% of our employees over the age of 63 continued their employment with us, significantly exceeding the national employment rate of 31.7% for individuals over 65 in 2024.

We are dedicated to continuous improvement in our inclusivity efforts, ensuring that FairPrice Group remains a welcoming and supportive workplace for all.

Inclusive Hiring for an Expanded Talent Pool



Trainees from the Autism Resource Centre demonstrate their food preparation capabilities in our central kitchen.

¹⁵ This figure is higher than the average of 22.7% female representation in the Boards of the Top 100 SGX-listed companies in Singapore, as reported in the ‘Progress on Singapore Women’s Development’ 2024 report by the Ministry of Social and Family Development published in May 2024.

In 2024, our Food Services Business partnered with the Autism Resource Centre (ARC) to offer job training and employment to differently-abled individuals. The partnership started with four trainees in the Central Kitchen’s Meat Marination Department, who received mentorship from ARC job coaches and Food Services hiring supervisors. Upon completing their training and assessments, successful trainees were subsequently hired as permanent part-time employees.

“

NTUC Foodfare has set a leading example for other organisations by demonstrating how employers can create meaningful employment opportunities for differently abled individuals through a structured process in collaboration with ARC. We are deeply grateful for the unwavering support of both its management and frontline staff. We eagerly look forward to strengthening our partnership to positively impact even more lives.

”

- **Jacelyn Lim**, Executive Director, Autism Resource Centre

Table 1. Total number of employees by age group and gender

Age group	2024			2023			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
< 30 years old	931	879	1,810	1,009	1,018	2,027	1,170	1,160	2,330
30 - 50 years old	2,563	2,841	5,404	2,453	2,920	5,373	2,394	3,171	5,565
> 50 years old	1,409	4,049	5,458	1,455	4,115	5,570	1,510	4,193	5,703
Total:	4,903	7,769	12,672	4,917	8,053	12,970	5,074	8,524	13,598

Table 2. Employees above retirement age who continued to stay in our employment

2024	2023	2022
92%	79%	87%

Table 2. Average training hours for FairPrice Group employees by gender

	2024	2023
Total number of employees who took parental leave	1,541	1,437
Total number of female employees who took parental leave	701	696
Total number of female employees who returned to work after parental leave ended that were still employed 12 months after their return to work	528	498
One year retention rate of returning mothers	75%	78%

Table 4. Female representation in management

	2024	2023
Female representation in executive roles ¹⁶	38%	42% ¹⁷

¹⁶ Where Executive roles are defined as the leadership team.
¹⁷ The data for 2023 has been adjusted from the initially reported 51% due to an updated definition of executive roles.



Fair, Good And Right For The Community

Building **Resilient Communities**



COMMUNITY ENGAGEMENT

Management Approach

FairPrice Group is deeply committed to serving the community, extending our impact beyond products and services through meaningful initiatives and programmes. As part of this commitment, FairPrice Foundation, our philanthropic arm and registered charity in Singapore, plays a key role in driving positive change, supporting underserved communities, and championing social causes that create lasting impact.

We prioritise embedding sustainability practices, community engagement, and responsible corporate governance into our daily work and were an early adopter

of the National Council of Social Service (NCSS) Sustainable Philanthropy Framework. This has enabled us to better align our community engagement initiatives with our strategic business objectives and social mission.

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.

Making a Difference in 2024

Throughout the year, FairPrice Foundation led a series of signature programmes aimed at ensuring food security for the poor and needy, strengthening community welfare and engagement, and supporting workers' welfare. These included uplifting the community during festive seasons, such as an \$80,000 pledge to seniors for Chinese New Year and the distribution of 60,000 buka puasa snack sets during Ramadan.

For May Day, we sponsored special 50-cent coffee and tea discounts as part of supporting workers' welfare, followed by a donation of 45,000 eggs to provide essential protein for vulnerable groups.

Ahead of the Primary School Leaving Examinations (PSLE), we also distributed 12,000 nutritious breakfast bundles to support children and their families, giving them a strong start for the final milestone of primary school.



The Cheers Breakfast Club is a first-of-its-kind initiative aimed at providing Primary Six students with the nourishment and encouragement they need to get a strong head start during the Primary School Leaving Examinations. Each breakfast bundle, worth over \$20, includes milk, wholemeal bread, Brand's Essence of Chicken and other nutritious breakfast essentials.

Evolving to Meet Current Needs

To gain deeper insights into Singaporeans’ food and nutrition challenges, FairPrice Group commissioned a study on the nutritional state of the nation. While the findings indicate that Singaporeans are on the right track with prioritising health and nutrition, they also highlight areas where more can be

done across the food ecosystem to support consumers on this journey. Recognising the need for more holistic support, we launched A Full Plate, Singapore’s largest food donation drive. Through A Full Plate, we raised S\$1.6 million for over 600,000 beneficiaries of 10 charity partners, providing them with nutritious groceries, including fresh food items that are not typical in food donation drives, as well as hot meals.



“

When I first received the food supplies, it was such a relief. Getting fresh ingredients like carrots, corn, and eggs allowed me to cook healthier meals for my children. The groceries we received helped me regain stability and focus on rebuilding our life.”

”

- Mdm Suzanna, a mother of six who lost her job during COVID, is a beneficiary of RiverLife Community Services, a FairPrice Foundation charity partner on A Full Plate.

Employee Volunteerism

We are dedicated to enabling our employees to make a meaningful impact on the community through our Day of Service programme, a corporate volunteering initiative where we connect employees with meaningful community projects. These include, food rescue drives and food distribution to

vulnerable communities regularly across the year. In 2024, our employees contributed a total of 4,636 volunteer hours, reflecting a 24% increase from 2023. This growth underscores FairPrice Group’s steadfast commitment to fostering a culture of volunteerism, strengthening social ties, and making a tangible impact on society.

Our Progress

In 2024, we donated S\$12.7 million through the FairPrice Foundation to support a variety of programmes that aid vulnerable communities, strengthen social ties, and enhance workers’ welfare. This marked a 21% increase in our philanthropic contributions compared to the previous year. For our philanthropic contributions to society, we were

conferred the Platinum Award by Community Chest, the philanthropy and engagement arm of the National Council for Social Service.

For our efforts in promoting environmental and social good, FairPrice Group is proud to be a selected group of companies in Singapore to be recognised as a Champion of Good by the National Volunteerism and Philanthropy Centre in 2024.



FPG volunteers came together to distribute festive care packs to more than 4000 seniors from 29 nursing homes and active ageing centres across the island during the Chinese New Year period.

	2024	2023	2022
Philanthropic contributions (S\$Million) through the FairPrice Foundation	12.7	10.5	6.3
Total employee volunteer hours	4,636	3,749	743

Fair, Good And Right For The Business

Sustaining Growth Responsibly



CORPORATE GOVERNANCE

Management Approach

At FairPrice Group, we believe that strong governance and ethical practices are essential for long-term sustainability. They provide the foundation for our initiatives and guide us in fulfilling our mission and upholding our values.

Board of Directors and Committees

The NTUC FairPrice Co-operative Limited's Board of Directors, our highest governing body, comprises 11 members as of 31 December 2024. Our Board plays a critical role in shaping the long-term success of FairPrice Group, working closely with management to set strategic direction and define our approach to corporate governance. This includes cultivating a strong organisational culture, upholding our core values, and establishing the highest ethical standards for conduct at all levels. The Board's role extends beyond oversight; it actively engages in guiding the organisation's trajectory. We believe that a well-constituted, strong, and independent Board, with diverse skills and perspectives, is essential for good corporate governance, fostering robust discussions, leading to better decision-making, and ultimately driving enhanced business performance.

Specialised Board Committees

The Board is supported by four specialised Board committees: the Audit and Risk Committee, the Executive Committee, the Nominating and Remuneration Committee, and the Sustainability Committee. Each committee plays a vital role in overseeing key areas of governance, risk management, and sustainability, ensuring that FairPrice Group operates with integrity and responsibility.

To maintain relevance and effectiveness, the Board reviews and approves the terms of reference for all Board Committees periodically. The overlapping membership of these committees facilitates coordination and ensures a holistic view of risk across the organisation. This integrated approach allows us to effectively manage risks while pursuing our strategic objectives.

Board Nomination and Review

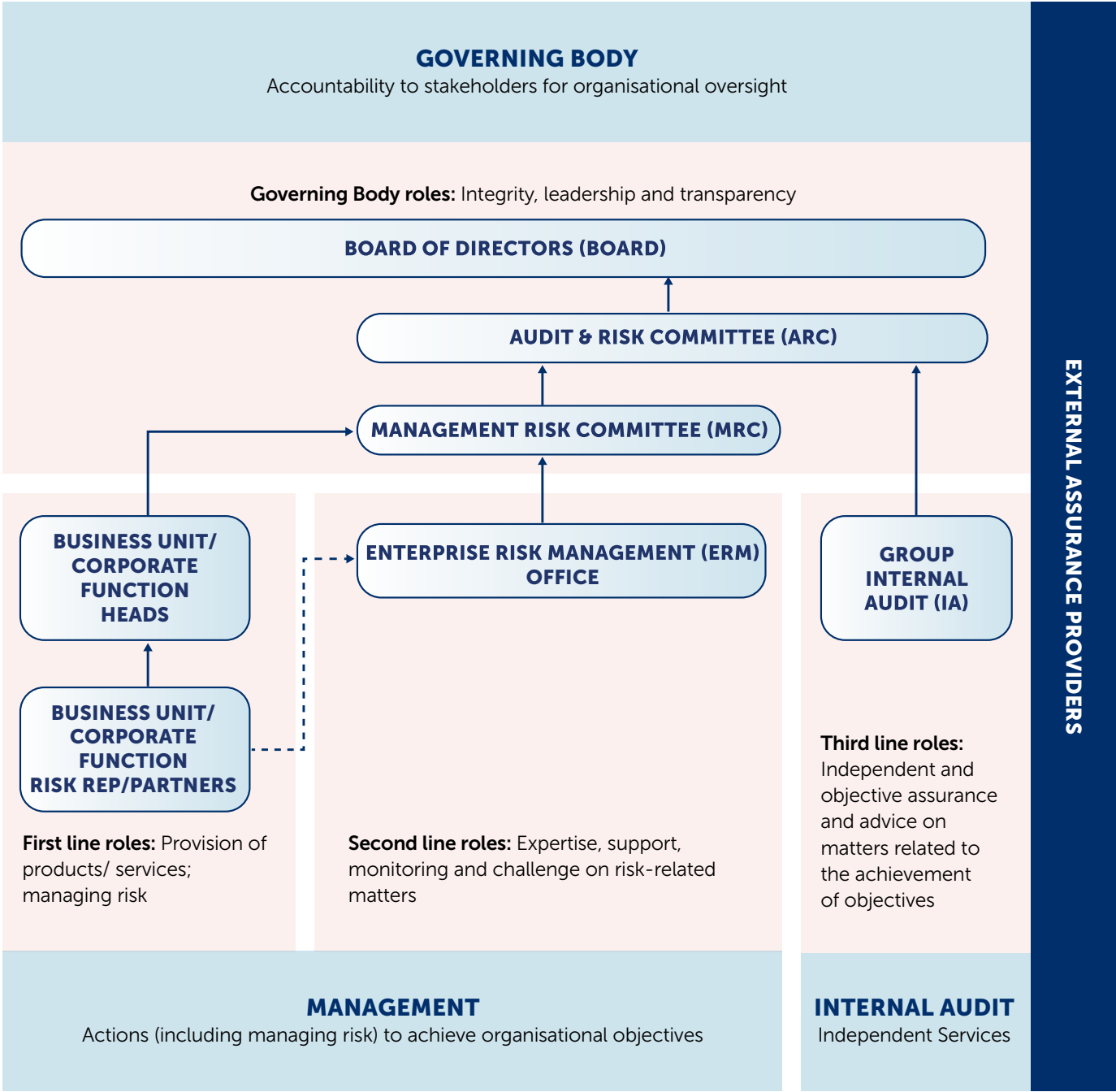
We have a structured process for nominating and electing our Board of Directors. Candidates are presented for election at the Annual General Meeting (AGM) in accordance with the Co-operative's by-laws. We also conduct periodic reviews of the Board's effectiveness, both individually and collectively, to ensure continuous improvement and alignment with our strategic goals.

Risk Governance and Management

We recognise that effective risk management is crucial for FPG's long-term success. Our comprehensive risk governance structure ensures that risks are identified, assessed, and mitigated across all levels of the organisation. This structure encompasses the Board of Directors, the Audit and Risk Committee, the Management Risk Committee, the Enterprise

Risk Management Office, Internal Audit, risk owners, control owners, business unit representatives, and corporate function representatives. This multi-layered approach ensures that risk management is integrated into all aspects of our operations. Our risk philosophy, appetite, approach, and processes are clearly defined, providing a robust framework for proactive risk 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 - - - ->

Building a Risk-Aware Culture

At FairPrice Group, we believe that effective risk management requires collaboration and shared understanding. Our inaugural FPG Risk Awareness Day, held in 2024, provided a platform for business leaders and risk champions to engage in discussions about critical risks, such as fraud and corruption, and cybersecurity. This event reinforced our commitment to building a strong risk-aware culture across FairPrice Group.

Our Progress

Table 1. Director Independence and Diversity

	2024	2023
Director Independence Independent directors as a percentage of all directors	64%	82%
Director Diversity Female directors as a percentage of all directors	27%	27%

FairPrice Group's Key Compliance and Governance-related Certifications



ETHICAL BUSINESS CONDUCT

Management Approach

FairPrice Group is committed to the highest standards of ethical conduct in all our interactions—with employees, suppliers, and affiliates. Our operations are guided by a comprehensive framework of policies and procedures, including the Employee Code of Conduct, Supplier Code of Conduct, Category Manager Code of Practice, Fraud Risk Management Policy, and Anti-Corruption Policy. This framework applies to our Board of Directors, our Management, and our workforce. We regularly conduct compliance checks, including annual fraud risk assessments, to ensure these standards are maintained across our operations.

Whistleblowing and Grievance Mechanisms

We encourage transparency and accountability through our confidential whistleblowing programme, governed by our Whistleblowing Policy. This programme provides a secure channel for internal and external stakeholders to report concerns about potential fraud, unethical behaviour, or irregularities involving employees, suppliers, or third parties. Managed by the Internal Audit department, all reported cases and investigation outcomes are thoroughly reviewed and reported to the Audit and Risk Committee and the Board, ensuring robust governance and oversight.

We value feedback and offer multiple channels for employees to share concerns or comments:

Email:
whistleblow@fairprice.com.sg

Mail:
1 Joo Koon Circle, #13-03, Singapore 629117

Phone number:
9846 3830 / 6888 1882

Website:
<https://www.fairpricegroup.com.sg/whistleblowing>

Upholding Our Code of Conduct

FairPrice Group maintains a zero-tolerance policy toward any violation of our Code of Conduct. This Code outlines the principles of personal and professional conduct expected of all employees, and adherence is mandatory. All employees are required to complete annual e-learning on the Code of Conduct and submit declarations regarding compliance, conflicts of interest, and financial standing. This reinforces our commitment to ethical behaviour and accountability across the organisation.

Combating Bribery, Corruption, and Fraud

We rigorously assess our operations throughout the year to identify and mitigate potential risks, including fraud, bribery, or collusion involving employees, third parties, or processes such as procurement, receiving, storage, distribution, and payment.

Since 2023, all new hires have been required to complete a mandatory Risk Awareness Orientation, an e-learning programme covering ethics and integrity, including the Code of Conduct, Gift & Hospitality Policy, Whistleblowing Policy, and Anti-Corruption Policy. Successful completion of the e-learning tests is required before concluding the orientation.

To further reinforce fraud awareness, FairPrice Group supported the 2024 International Fraud Awareness Week, an initiative of the Association of Certified Fraud Examiners (ACFE). Our activities included displaying fraud awareness posters at FairPrice Hub offices and several subsidiaries, distributing printed materials with fraud prevention messages to staff, and sending organisation-wide email communications highlighting fraud prevention red flags and sharing videos on lessons learned from past fraud cases.

Responsible Giving and Grant Management

As the philanthropic arm of FairPrice Group, FairPrice Foundation maintains well-defined processes to ensure that all charitable grants, donations, and sponsorships (both financial and in-kind) are used solely for their intended purpose and are never disguised forms of bribery. As a registered charity with the Commissioner of Charities in Singapore, the national governing body for charities, FairPrice Foundation adheres to all regulatory requirements and guidelines on charity governance, including those related to anti-money laundering and terrorism financing.

FairPrice Foundation operates with a robust governance and internal control framework. All grant applications undergo

a thorough review process based on established evaluation criteria to ensure alignment with the Foundation's mission. Clear delegation of authority and segregation of duties are implemented for the review, approval, and disbursement of funds. The Board conducts annual reviews of past donations and approves future charitable causes in line with the Foundation's strategic priorities.

FairPrice Foundation's charter clearly defines its strategic priorities, and the Foundation partners exclusively with reputable and established charities and organisations to achieve its charitable objectives. Partner organisations provide detailed outlines of the activities they will undertake with FairPrice Foundation funding, ensuring transparency and accountability in the utilisation of donated funds.



Ethical Marketing

We are guided by the Singapore Code of Advertising Practice for our marketing efforts. In 2024, we did not receive any reported violations on marketing communications resulting in penalties.

Our Progress

In 2024, we had no legal actions related to violations of our Code of Conduct, anti-competitive behaviour, antitrust violations, or monopoly practices.

CYBERSECURITY AND DATA PROTECTION

Cybersecurity Governance at FairPrice Group

At FairPrice Group, we understand that trust is paramount, especially in today’s digital world. That’s why we’re deeply committed to protecting our customers’ data and ensuring a secure customer experience. Our commitment is reflected in our robust governance framework and proactive approach to mitigating cyber threats.

Oversight and Framework

Our approach to cybersecurity starts at the top. The Board Audit and Risk Committee provides oversight of our Enterprise Risk Management framework, placing data protection front and centre. Our dedicated Data Protection Office, led by our Head of Legal and Data Protection Officer, ensures we comply with Singapore’s Personal Data Protection Act (PDPA). We have established clear data governance policies that guide how we collect, use, and disclose personal information.

Cybersecurity Policy and Maturity

Our Group-wide Cyber Security Policy (CSP), aligned with the internationally recognised ISO 27001 standard, is the bedrock of our IT security strategy. This policy outlines our approach to user access controls, vulnerability management, incident response, and data backup and recovery. Because the cyber threat landscape is constantly evolving, we review and update the CSP annually to reflect best practices and address emerging risks.

We believe in continuous improvement. That’s why, in 2024, we launched a new Cybersecurity Maturity Assessment (CMA) cycle in partnership with a leading cybersecurity firm. The 2024 CMA goes beyond a routine check-up, employing realistic attack simulations to proactively identify vulnerabilities and strengthen our defences against real-world threats. We’ve also expanded the scope of this assessment to ensure we have a comprehensive view of our security posture.

Cybersecurity Awareness and Training



Cybersecurity is a shared responsibility at FairPrice Group. Our Phishing Remedial Programme provides targeted training to staff who need additional support in identifying phishing emails, reinforcing a culture of vigilance. To further elevate cybersecurity awareness, we launched our inaugural Cybersecurity Week in 2024, coinciding with Singapore International Cybersecurity Week. This initiative included

interactive activities like the “Spot the Risk” contest and on-site engagement where staff demonstrating strong cybersecurity practices were recognised and rewarded. Cyber Awareness Day capped off the week with expert-led sessions from the CSA and Google Mandiant, covering critical topics from cyber safety fundamentals to ransomware mitigation strategies.

Incident Response and Crisis Communication



To better prepare ourselves to handle cybersecurity crises, FPG conducted a cybersecurity crisis management exercise in 2024, involving senior leaders and key stakeholders. These simulations, based on realistic attack scenarios like phishing and data exfiltration, tested our decision-making, communication, and coordination skills under pressure. A key focus was crisis communication, including mock media interviews, to ensure we can communicate transparently and maintain trust during a crisis.

Building a Community of Cybersecurity Excellence

In 2024, recognising the power of collaboration, FairPrice Group initiated and collaborated with other businesses across the NTUC Enterprise portfolio to form the CISO community. This quarterly forum brings together Chief Information Security Officers from across our NTUC family of businesses, fostering a collaborative environment for knowledge sharing and the development of harmonised best practices in cybersecurity and cyber threat mitigation. By facilitating information exchange and leveraging economies of scale, this community strengthens our collective defence and cyber resilience.

Our Progress

We actively monitor data breaches from FairPrice Group’s systems and those resulting from human error. In 2024, there were no customer data leaks, theft, or loss occurred due to system breaches. However, there were 4 personal data incidents attributable to human errors in 2024, where none of them were notifiable to the Personal Data Protection Commission Singapore (PDPC) after in-depth assessments were done.

We also value the contributions of the security research community and continue to engage them through our Vulnerability Disclosure Programme (VDP) launched in 2021. Our VDP provides a secure channel for reporting potential vulnerabilities in our public websites and mobile apps. In 2024, we received 14 vulnerability reports, each contributing to the continuous improvement of our security. Our team remains committed to promptly acknowledging, verifying, and remediating reported issues, adhering to our established service level agreements.

We’re also proud to have maintained the highest tier (Advocate) of the Cyber Security Agency Cyber Trust Mark for our FairPrice Online services (eCommerce website and mobile app). This certification, which is audited annually, reflects our ongoing commitment to cybersecurity best practices.

Appendix

GRI CONTENT INDEX

Statement of use	FairPrice Group has reported the information cited in this GRI content index for the period from 1 January 2024 to 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GENERAL DISCLOSURES		PAGE NO./ REFERENCE
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 We have revised our GHG emission baseline year from 2021 to 2023 to better reflect our enhanced data collection and monitoring system. More details refer to Page 30.
	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/ourbusinesses/ 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 12,672 employees based on headcount as of the end of 2024. Please refer to page 63 for more details.
	2-8	Workers who are not employees This information is currently not available.

	Governance		
	2-9	Governance structure and composition	Pages 69-71
	2-10	Nomination and selection of the highest governance body	Page 69
	2-11	Chair of the highest governance body	Refer to Annual Report pages 5-7.
	2-12	Role of the highest governance body in overseeing the management of impacts	Pages 23-24
	2-13	Delegation of responsibility for managing impacts	Pages 23-24
	2-14	Role of the highest governance body in sustainability reporting	Pages 23-24
	2-15	Conflicts of interest	Page 72
	2-16	Communication of critical concerns	Page 72
	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	Page 24
	2-20	Process to determine remuneration	Page 24
	2-21	Annual total compensation ratio	The information is currently not available.
	Strategy, policy and practices		
	2-22	Statement on sustainable development strategy	Page 16
	2-23	Policy commitments	Pages 24, 31, 55, 56, 72, 74
	2-24	Embedding policy commitments	Pages 24, 31, 55, 56, 72, 74
	2-25	Processes to remediate negative impacts	Page 40, 56, 72, 74
	2-26	Mechanisms for seeking advice and raising concerns	Page 72
	2-27	Compliance with laws and regulations	Pages 40, 41, 46, 49, 55, 56, 72, 74
	2-28	Membership associations	Page 14
	Stakeholder engagement		
	2-29	Approach to stakeholder engagement	Pages 17-18
	2-30	Collective bargaining agreements	Page 62
	Material topics		
	GRI 3: Material Topics 2021	3-1	Process to determine material topics Page 19
		3-2	List of material topics Pages 19-20

For The Planet			
Sustainability Governance			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 23
Climate-related Strategy			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 25
Decarbonising Our Operations			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 30-33
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Page 31
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Page 31
	305-2	Energy indirect (Scope 2) GHG emissions	FPG uses an operational control approach as defined by the GHG Protocol to consolidate greenhouse gas (GHG) emission data. FPG accounts and reports energy indirect (Scope 2) GHG emissions based on the location-based method. The reported Scope 1 GHG emissions cover those from diesel, petrol, natural gas, liquefied petroleum gas (LPG), and refrigerants. Conversion factors were primarily sourced from the UK Department for Environment, Food and Rural Affairs (DEFRA). For refrigerants such as R-22 and carbon dioxide (CO ₂), emission factors from the French Environment and Energy Management Agency (ADEME) and the Global Logistics Emissions Council (GLEC) were also used.
Championing Waste Reduction			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 34
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Page 34
	306-2	Management of significant waste-related impacts	Pages 34-36
	306-3	Waste generated	Page 36
Reducing Water Usage			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 37
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Page 37
GRI 303: Water and Effluents 2018	303-5	Water consumption	Page 37

For Our Customers			
Upholding Quality and Safety			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 39 to 41
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of products and service categories	Page 39
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Pages 39 to 40
GRI 417: Marketing and labelling 2016	417-1	Requirements for product and service information and labelling	Page 41
	417-2	Incidents of non-compliance concerning product and service information and labelling	Pages 40 to 41
	417-3	Incidents of non-compliance concerning marketing communications	Page 41
Maintaining Accessibility and Affordability			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 43
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts	Page 44
Promoting Health and Nutrition			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 45
For Our Suppliers			
Sustainable Procurement			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 49
GRI 403: Occupational Health and Safety 2018	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 49
Supporting Local Suppliers			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 52-53



For Our People			
Workplace Safety and Health			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 55
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Page 55
	403-2	Hazard identification, risk assessment, and incident investigation	Page 56
	403-3	Occupational health services	Page 57
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 55
	403-5	Worker training on occupational health and safety	Page 55
	403-8	Workers covered by an occupational health and safety management system	Pages 55-56
	403-9	Work-related injuries	Page 56
Supporting Our Employees			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 57
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 57
	401-3	Parental leave	Page 63
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 57 for enhanced benefits for full time employees.
Investing In Our People's Growth			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 59
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Page 61
	404-2	Programs for upgrading employee skills and transition assistance programs	Pages 59-60
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 61
Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 62
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Page 63

For The Community			
Community Engagement			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 65
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Pages 65-67
For The Business			
Corporate Governance			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 69
Ethical Business Conduct			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 72
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	Pages 72-73
	205-2	Communication and training about anti-corruption policies and procedures	Pages 72-73
	205-3	Confirmed incidents of corruption and actions taken	Page 73
GRI 206: Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Page 73
Cybersecurity and Data Protection			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 74
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 75

SASB INDEX

Table 1. Sustainability Disclosure Topics & Metrics

Food Retailers & Distributors					
Topic	SASB Code	Metric	Category	Unit of Measure	Remarks / Page Reference
Air Emissions from Refrigeration	FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	Quantitative	Metric tons (t) CO ₂ -e	(1) 88.8 ktCO ₂ e
Energy Management	FB-FR-130a.1	(1) Operational energy consumed, (2) percentage grid electricity (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 258,114 MWh, or 929,210.4 GJ (2) 98.4% (3) 1.6%
Data Security	FB-FR-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	(1) 4 (2) 100% (3) 0
	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	Our Group-wide Cyber Security Policy (CSP), outlines our approach to user access controls, vulnerability management, incident response, and data backup and recovery. Refer to “For The Business - Cybersecurity and Data Protection” sections for more details. Pages 74-75
Food Safety	FB-FR-250a.2	Number of recalls,	Quantitative	Number, Percentage (%)	15
Product Health & Nutrition	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Discussion and Analysis	N/A	FairPrice Group tracks consumer trends, market shifts and regulations to shape our Own Brands products, including housebrands and private labels. Refer to “For Our Customers - Promoting Health and Nutrition” sections for more details. Pages 45-47
Product Labelling & Marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labelling and/or marketing codes	Quantitative	Number	0
	FB-FR-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labelling practices	Quantitative	Presentation currency	\$0
Labour Practices	FB-FR-310a.2	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	90%

Food Retailers & Distributors					
Topic	SASB Code	Metric	Category	Unit of Measure	Remarks / Page Reference
Management of Environmental & Social Impacts in the Supply Chain	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	N/A	FairPrice Group partnered with the Global Compact Network Singapore (GNCS) to launch the “Supplier Capacity Building for a Sustainable Future” programme to empower suppliers in adopting sustainable business practices. Refer to “For our Suppliers - Sustainable Procurement” sections for more details. Pages 49-51
	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	FairPrice Group joined the Packaging Partnership Programme, and has a dual approach to address the issue of packaging waste. Refer to “For our Planet - Championing Waste Reduction” sections for more details. Page 35
Multiline and Specialty Retailers & Distributors					
Energy Management in Retail & Distribution	CG-MR-130a.1	(1) Total energy consumed, (2) percentage grid electricity (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 258,114 MWh, or 929,210.4 GJ (2) 98.4% (3) 1.6%
Workforce Diversity & Inclusion	CG-MR-330a.1	Percentage of gender and racial/ethnic group representation for (1) management (2) all other employees	Quantitative	Percentage (%)	Leadership team: 38% (Female), 62% (Male). Total workforce: 61% (Female), 39% (Male).
Product Sourcing, Packaging & Marketing	CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	FairPrice Group joined the Packaging Partnership Programme, and has a dual approach to address the issue of packaging waste. Refer to “For our Planet - Championing Waste Reduction” sections for more details. Page 35