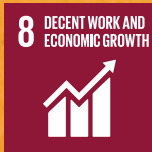


CHAPTER

# 01

## BETTER LIFE





# Better Life

## FOCUS AREAS

**COMMUNITY INVESTMENT**

**CONSUMER HEALTH & WELL-BEING**

**EMPLOYEE WELFARE &  
DEVELOPMENT**

**EMPLOYEE HEALTH & SAFETY**

**DIVERSITY & INCLUSION**

Being a responsible business, Ausnutria is committed to going beyond direct and tangible economic contribution. As part of its long-term vision to promote health and well-being for the general public and provide all levels of the community with access to nutritious dairy and healthcare products, the Group organises a large variety of community programmes that target the impoverished through leveraging its resources and expertise. The Group responds to the social needs by capitalising in areas including but not limited to poverty, child development and empowerment, and healthcare under the cooperative efforts of various businesses and overseas subsidiaries. Apart from fostering a healthy and caring community, Ausnutria strives to provide an equal, harmonious and engaging workplace for our employees in recognition of their value and contributions to the Group. Ausnutria put emphasis on diversity and inclusiveness which employees can feel respected, trusted and constantly supported, especially in times of uncertainty. The Group fully supports the personal and professional development of employees through providing a wide range of training and learning opportunities.



## KEY HIGHLIGHTS



## IN YEAR 2021

**Donated over RMB47 million worth of materials** for charitable and anti-pandemic activities.

### **Awarded in the PRC**

- Donation Enterprise with the Most Compassion Award;
- “Extraordinary Contribution Award” for the 2021 Donor of the Red Cross Society of China;
- Annual Listed Company Social Responsibility Award; and
- National Advanced Private Enterprise in Employment and Social Security.

Promoted healthy lifestyle via **sponsorship of sports events**

- 2021 China Tennis Tour – Changsha (Wangcheng) Station Opens
- SC Heerenveen football teams and Girl’s Football School in the Netherlands

**Provided assistance to local communities in the PRC, the Netherlands and Australia through**

- Hyproca Tundra Rose Project in Tibet, the PRC and supported 2,500 families;
- Donation to The Tegenkracht Foundation and Toy Bank ‘On Stilts’ to support cancer patients and children from impoverished families; and
- Partnership with the Royal Children’s Hospital Foundation in Australia to support children’s healthcare.

Ausnutria Academy was

- awarded as the **“Chinese Model Corporate Education Platform (中國企業標杆學習平台)”**; and
- Recognised as one of **the top corporate universities** in the PRC 5 years in a row.

**Zero cases** of work-related fatalities over the past three reported years.



## COMMUNITY INVESTMENT Awards

Ausnutria's commitment to serving the community has received recognitions from the business sector. In Year 2021, the Group has received multiple awards in recognition of its contribution.



With its continuous commitment in the field of philanthropy, Ausnutria U-foundation won the "Extraordinary Contribution Award" for the 2021 Donor of the Red Cross Society of China.



Ausnutria won the "Annual Listed Company Social Responsibility Award" for the second consecutive year and Ms. Ng Siu Hung, executive director of Ausnutria and Honorary Chairman of Ausnutria U-Foundation, receive the "Annual Public Welfare Figure Award" for the third consecutive year.



The 4th "Hunan Charity Award" commendation meeting.

Ausnutria was awarded the "Donation Enterprise with the Most Compassion Award" at the commendation conference jointly organised by the Department of Human Resources and Social Security of Hunan Province, the Department of Civil Affairs of Hunan Province and the Hunan Charity Federation. Being the highest level of government philanthropic award in the province, it recognises Ausnutria's continuous exploration, commitment and prominent contributions in the field of public welfare and philanthropy, particularly in the poverty alleviation and the prevention and control of the COVID-19 pandemic.



Ausnutria was honoured with the title of "National Advanced Private Enterprise in Employment and Social Security" at the "National Employment and Social Security Advanced Private Enterprises and Caring Employees to Achieve Win-Win Commendation Conference" for recognising its outstanding performance in aspects of fulfilling social duties, increasing job opportunities, proactively undertaking social security responsibilities, and building harmonious labour relations, etc.

Ausnutria was selected to be included in the "2020 Changsha Charity Influence List – Corporate Influence List" organised by the Changsha Charity Affairs Centre.



## THE AUSNUTRIA U-FOUNDATION

To advocate corporate social responsibility and promote social harmony systematically, Ausnutria U-Foundation was launched with major focus on poverty alleviation, natural disaster relief and public health improvement. In celebrating Ausnutria's tenth anniversary of public listing in Year 2019, the Group pledged to inject RMB100 million in cash or in-kind donations into the foundation in ten years. To better understand the needs of the communities, Ausnutria continues to actively reach out to the needy through various channels. By establishing strategic partnerships with academia and charitable organisations, Ausnutria and the foundation aim to encourage community investment and create positive impacts for community betterment. In Year 2021, Ausnutria U-Foundation donated more than RMB47 million in cash or in-kind donations to provide tangible assistance to the community and received a number of corresponding awards. Going forward, the Group will continue to take proactive actions to fulfil the social responsibility as an industry pioneer.



## FIGHTING AGAINST THE PANDEMIC

The Group recognises the detrimental impacts brought by COVID-19, particularly towards social groups in the most vulnerable situations. In view of this, Ausnutria provided extensive assistance for organisations on anti-pandemic measures and the impoverished by donating cash and various kinds of resources including nutritional and healthcare products and anti-pandemic supplies. Ausnutria aims to promote social inclusion, eliminate social inequality and eradicate poverty through leveraging its resources.



### Cash and in-kind Donations to Support Anti-pandemic Work



Ausnutria donated 24,000 cans of Holisure Child formula milk to the Hunan Mass Charity Commonwealth Foundation, the PRC, which cost RMB6,730,560.

In the PRC, Ausnutria has manifested its expeditious response to control the spread of COVID-19 by participating in the anti-pandemic work since the beginning of the outbreak. Ausnutria provided assistance to various institutions and organisations such as the Hunan Mass Charity Commonwealth Foundation, the Guangdong Women and Children's Foundation and the Hyproca 1897 Henan's branch. Cash and in-kind donations, in the forms of formula milk, nutritional and healthcare products, as well as medical supplies, were donated to help the impoverished under the governmental policies such as social distancing or lockdown and to strengthen their awareness of maintaining sufficient personal hygienic measures. In order to express the Group's heartfelt gratitude to the frontline anti-pandemic workers, Ausnutria also donated formula milk to support their daily intensive tasks.



Hyproca 1897 BU donated thousands of cans of formula milk to some members of the Hyproca 1897 Henan's branch, the PRC.



Hyproca 1897 BU donated hundreds of cans of Hyproca 1897 formula milk to Guangdong Women and Children's Foundation, the PRC.



## PROVIDING HEALTH SUPPORT FOR TIBETAN FAMILY

The “Hyproca Tundra Rose Project (海普诺凯格桑花)” is Ausnutria’s ongoing charity project in Tibet for five consecutive years. Ausnutria U-Foundation and Hyproca 1897 BU collaborated with multiple external parties including the Health Science Centre of Peking University, Red Cross Society of Xizang, the Tibet University and the Tibet Mother and Child Association to provide infant care and quality maternity to the poverty-stricken regions in the PRC. The Shannan Maternity and Child Health Hospital became an official partner for the programme in 2020 as well.

Ausnutria U-Foundation deploys its resources to maintain an influential science learning platform in hospitals, clinics and other healthcare facilities. Through organising healthcare professional training and knowledge exchange activities, and rendering cash and in-kind donations, the programme aimed to enhance the quality of healthcare services and nurture local maternal and child health workers. Meanwhile, mothers and mothers-to-be in the region were also provided with nutritious diet advice at occasions like charitable clinics and family visits to raise their awareness of the significance of nutrition intake for vigorous infant development, and to promote good hygiene, healthy diet and feeding habits.

By interacting with both medical practitioners and the maternal population, Ausnutria hopes to foster the physical well-being of Tibetan mothers and infants. To date, the programme has supported around:



**10 charitable**  
clinics events



**20 rounds**  
of donations



**19 academic**  
exchange



**800 doctor specialists**  
trained



**2,500**  
families



Ausnutria U-Foundation donated RMB740 thousand worth of goods to the Red Cross Society of Xizang.



Tundra Rose Charitable Clinic was held in Tibet to support the mothers, children and infants.

## CARING FOR THE IMPOVERISHED THROUGH KABRITA U LOVE PLAN

Since 2013, Ausnutria has demonstrated its social responsibility by launching the Kabrita U Love Plan, which is one of the flagship community investment programmes, to provide tangible support to the underprivileged. Collaborating with employees, customers, distributors and industry practitioners, childcare supplies and milk formula have been provided by Kabrita BU to infants and toddlers from underprivileged families and social welfare institutions.

Ausnutria and Kabrita BU have collaboratively revamped in 2020 the Kabrita U Love Plan project, namely "Chinese Cuties" (中國嬰你更美), to offer support to the China Social Welfare Foundation more systematically. A total of 1,500 volunteer hours and RMB 36.5 million worth of materials were contributed in Year 2021.

Over the past 10 years, through U Love Plan has:



**30 provinces in the PRC**  
with Ausnutria's footprint



**387 regions**  
covered



**5,399 rounds**  
of donation organised



**Around RMB300 million**  
worth of cumulative donations

## HELPING HAND FOR THE NEEDY

Ausnutria is committed to fostering the well-being of people with diseases by sponsoring various fundraising projects and giving monetary support to an array of charitable organisations.



### Partnership with Healthcare Foundation For Children

Ausnutria supported the UooUoo art trail project organised by The Royal Children's Hospital with a donation of AU\$15,300.

In Year 2021, Ausnutria Australia has continued to maintain its partnership with The Royal Children's Hospital Foundation to support children's healthcare. Nutrition outpatient services were provided by the foundation to children diagnosed with cancer, and the monetary donation was also allocated to support the research into solid tumours. Committing itself as a major sponsor of the UooUoo art trail project, the Group assisted to raise funds to support the development of the patient and family care centre. It is Ausnutria's long-term mission to support and promote better healthcare and better nutrition for children with diseases and bring happiness to their lives.



## PROMOTING HEALTHY LIFESTYLES IN THE COMMUNITIES

Ausnutria aims to contribute to a better world in which everyone regardless of his/her social background and status, is empowered to live a healthy and prosperous life. The Group has formed a variety of strategic partnerships with an aim of promoting healthy lifestyles while revitalising its marketing strategy. Ausnutria hopes to promote sports and raise public awareness of the significance of maintaining a healthy diet and lifestyle.



Press release in December 2021 regarding the extension of main sponsorship of SC Heerenveen by Ausnutria Netherlands until 2024.



### Sponsorship for sc Heerenveen football teams in the Netherlands

To support sports development for all stakeholders in the province of Friesland and in particular, Heerenveen, and promote brand awareness in the Netherlands, Ausnutria Netherlands continued its sponsorship contract with sc Heerenveen throughout the 2021/2022 football season, covering the whole club including youth and women's teams. Ausnutria wants to contribute to a better world in which everyone has the strength to lead a healthy and prosperous life. This goes beyond nutrition and also embraces the pursuit of opportunities for personal development. Sponsoring sc Heerenveen fits that picture perfectly. During this sponsorship Ausnutria Netherlands will pay a lot of attention to the welfare of children to help them bring the best out of their future.

To continue to make a fundamental contribution to the further development of sc Heerenveen and offer children in Friesland an additional helping hand to grow up as healthily as possible, Ausnutria Netherlands has extended the sponsorship of sc Heerenveen until 2024.



### Sponsorship for Girls' Football School in the Netherlands



Ausnutria Netherlands sponsored the Girls' Football School, with the goal of empowering girls and allowing them to reach their full sporting potential. In general, males receive the majority of attention in soccer, whereas females must work harder to gain recognition, resulting in fewer training facilities, and lower pay and sponsorships for professional female players. By sponsoring the Girls' Football School, the Group aims to contribute to a future in which men and women compete on an equal playing field.



### Sponsorship for 2021 China Tennis Tour – Changsha (Wangcheng) Station Opens

Collaborating with the Chinese Tennis Association, the Group continued its commitment as the exclusive title sponsor of the 2021 China Tennis Tour – Changsha (Wangcheng) Station Opens, a professional tennis tournament. The Group also seeks to promote the beauty of Changsha City, the hometown of the Group's headquarters, via the reporting on the tournament on TV, internet and other media.





## PARTNERING WITH EMPLOYEES IN COMMUNITY PROGRAMMES

Since 2018, Ausnutria Netherlands has utilised the employee-led charitable initiative to increase and reward the motivation of the employees in participating in community programmes and proposing initiatives that are conducive to local communities, especially children. Ausnutria emphasises proactivity and creativity and provides financial support to the selected projects for execution. It is optimistic that Ausnutria can effectively identify and support community programmes with purposes that will reconcile with the needs of the local communities.



### Cash and in-kind Donations to The Tegenkracht Foundation

The Tegenkracht Foundation is an organisation which offers tailor-made sports coaching for cancer patients. In Year 2021, Ausnutria donated €1500 on behalf of our colleague who recovered from cancer disease with the immense assistance from this foundation. She suggested this organisation in the hope that it can help stimulate the foundation financially and raise public awareness towards the foundation, thereby providing a helping hand to more cancer patients during their recovery process.



### Cash and in-kind Donations to The Toy Bank 'On Stilts'

In Year 2021, Ausnutria makes donation to The Toy Bank 'On Stilts' which collects unwanted toys and hands them out to underprivileged children. Since the children who visit their center often have a migration background or inadequate accessibility to books, the organisation also provides material assistance to help them overcome language barrier.



2021 Ronald McDonald Rally.

### Donations to the Ronald McDonald House



Ausnutria Netherlands has hosted the yearly Ronald McDonald Rally for lunch on the grounds of its plant in Heerenveen. This rally is a classic old-timer rally, the proceeds of which benefit the Ronald McDonald House in Zwolle. Parents, brothers and sisters of children who have been admitted to the Isala hospital can stay in this Ronald McDonald House. Here they can be within walking distance of the hospital bed, to read a story, to give a good night kiss, or for the moment when every second counts. For the sick child it is a safe feeling to have his or her parents close by and for parents it is a reassuring thought to be close to their sick child. An initiative that Ausnutria wholeheartedly supports. One of Ausnutria's colleagues in the Netherlands has been a volunteer of the rally for years and Ausnutria has rewarded her efforts by hosting this lunch.

## CONSUMER HEALTH AND WELL-BEING

Ausnutria is committed to building long-term trust and relationship with its customers as it highly prioritises their health and well-being. The Group believes that breast milk is the best source of nutrition for the growth and development of infants and young children. As such, Ausnutria fully supports breastfeeding and does not promote stage 1 (0-6 months) in alignment with the World Health Organization's recommendations. In the PRC, the promotion of stage 2 (6-12 months) infant formula are also due to legislative provisions. The Group actively contributes to the R&D of milk formula with better nutrition through various studies of breastmilk nutrition. In the PRC, multiple breast milk banks have been established as one of the strategic approaches of Ausnutria to deepen its understanding of the nutrition content of breast milk for infants and young children. By collecting samples for the breastmilk composition studies, Ausnutria could develop milk formula that is able to better cater to the nutrition needs of infants in rural villages in the region. In the Netherlands, the R&D department also carried out research continuously to gain scientific insights and understanding, and to develop products with the best nutrition for babies. Hence, an elaborate project was initiated in close collaboration with the University of Wageningen in the Netherlands. Through performing a large observational cross-sectional study, we aim to determine and understand the relationship between the breast milk composition and ethnicity, maternal dietary intake, and/or offspring health. Based on the outcome, Ausnutria will be able to develop infant nutrition that can fully support the specific needs of infants.

All products and promotional materials will be subjected to a stringent review process in accordance with the Group's branding requirements to ensure that the information on product labels and statements is fair, accurate, and impartial. All products are subjected to final approval in accordance with the requirements of distributors or local brands before market distribution to ensure full compliance with local laws and regulations. To establish well-structured procedures for reviewing and approving market materials, the Compliance Management System is laid out to outline the roles and responsibilities of all corresponding departments along the process in Kabrita. In Australia, the Group participated in the Voluntary Incidental Trace Allergen Labelling Programme. Prior to announcing "allergen-free" on the product label, all nutritional products are required to undergo a comprehensive and strict allergen screening for each ingredient.

## EMPLOYEE WELFARE AND DEVELOPMENT

Ausnutria fully conforms to relevant laws and regulations regarding employment practices in its multiple operating locations as the foundation of being a responsible employer. Business under Ausnutria's operational control, child and forced labour are strictly forbidden. To avoid such occurrence, the human resources department continuously monitors the recruitment process to guarantee that the candidates are qualified for legal employment. In the event of a disagreement, management will be notified immediately so that the Group can act in the best interests of the individual.

The Group launched a three-year global human resources strategy plan in 2019 with the aim of achieving "One Ausnutria, One Team, One Direction," through consolidating resources and aligning related practices across subsidiaries. Ausnutria has been reviewing internal policies, updating management methods, increasing efficiency, and strengthening its corporate culture. The Group has also invested substantial resources in human resources development to integrate regional day-to-day management processes into a multipurpose group-wide online portal. Ausnutria has been optimising its human resources management system on an ongoing basis to enable easier internal communication and higher efficiency in human resources management. Besides, the Group also launched its plan in strengthening company culture, and kickstarted various corporate culture research and improvement projects accordingly.

The Group utilises multiple communication channels such as email, newsletter, mobile application, social media and intranet to share information to maintain effective communication with employees, as well as to let employees be well-informed of the latest corporate news. In the PRC, Ausnutria continues to share information with employees with the tailor-made mobile application (U享家) and social media platform like WeChat. The Group also organise forums regularly with new employees to understand their needs.





The Group emphasises open and honest communication between management and employees, and values input from all levels of employee on workplace experience. Employees are encouraged to express their concerns through proper channels. Ausnutria recognises that effective communication is essential for creating a productive and dynamic workplace in which employees can freely share their ideas and thoughts with management and among each other.

The principles, rights, and responsibilities of effective communications are outlined in the Workplace Communication and Consultation Policy, the Communication Protocol, and other documents to ensure meaningful dialogues between employees and management. In the form of formal and informal meetings, the Group encourages employees to express their work expectations, career development aspirations and work concerns for more efficient work collaborations.

In Australia, employees are welcome to express their opinions and needs through the feedback form and surveys. Internal emails are also utilised for effective circulation of corporate updates. In the Netherlands, the Group has launched a new and improved intranet for employees to inform the Groups' latest developments, such as construction of the new factories in Heerenveen.

To collect opinions and feedback from employees in an objective and open manner, a company-wide employee satisfaction survey was undertaken in Year 2021 in the PRC and Australia. Employees were actively engaged and the Group has received constructive suggestions on how to enhance current employment standards and solicited employees' expectations of the Group more thoroughly. With employees' active participation, the Group will broaden the scope of the study to include other subsidiaries in the future.

To foster effective communication between management of Ausnutria and employees, official Works Councils are set up in the Netherlands. The Works Council represents employees and protects their interests through possessing consultation rights and approval rights in significant management decisions regarding employment policies proposed by Ausnutria. The new Works Council in Dutch head office Zwolle, which was formulated in Year 2021, consists of seven members, including employees and elected members, to engage in regular meetings with the management every two months on issues such as daily operation of the workplace. This allows all parties within the subsidiary to be well-informed about the corporate, management decisions and daily operations. All locations in the Netherlands now have a Works Council in place.

Ausnutria has established standard procedures for resolving disputes or unfair treatment when employees meet unfair treatment or notice disagreements in the workplace. Under the principles outlined in the Code of Conduct and Employee Handbook, employees have the right and responsibility to report the situation to their supervisor. Whistleblowers will be protected and their identities will be kept anonymous. Within a specified timeframe, all issues will be addressed properly. The case will be raised to a senior level if needed, involving the HR department and senior management, until a consensus is reached. In PRC, a special performance appeal and feedback process has been set up, integrating both online or offline channels to enhance the efficiency to handle and resolve any cases of disputes or unfair treatment.



### Regular R&D Conference with employees



To enhance the communication between employees in R&D in the PRC, the management organised symposiums regularly with members of the research institute. During the conference, employees are enabled to understand the needs of R&D personnel, hence, to ensure they are equipped with the essential skills and industry knowledge to achieve career advancement.

To help employees to develop their skills and grow professionally, Ausnutria provides access to a wide range of learning opportunities and resources. Several subsidiaries have established annual training plans for employees to ensure that they receive sufficient training and supervision at work, and to strengthen the consolidation of training resources and manage human capital. All new recruits are required to attend a thorough induction training programme that equips them with the essential skills to adjust to and thrive in the workplace.



## New headquarters established in the PRC



To facilitate employees ongoing learning and training, Ausnutria aims to create a working environment that provides comfort and strengthens productivity for our employees. This year, the Group had completed the construction of the new headquarters in the PRC and the brand-new building has commenced operation. The new headquarters offers a spacious and refreshing atmosphere for our staff to thrive at work. It includes functional areas for employees from all BUs to attend training, conduct business meetings and engage in team-building events.



To enhance employees' capability and productivity, a wide variety of training courses are available to all levels of employees, which include:

- Professional on-the-job training based on specific position and job duty
- Standard Operating Procedure (SOP) training
- Health and Safety training
- Quality training
- Human Resources training
- External training (e.g. first aid training and software training)

To educate employees in a more efficient way, Ausnutria Netherlands promotes the use of the e-learning platform namely, "Dairy Academy". Practical knowledge regarding raw materials, technology application, production processes and quality monitoring of Ausnutria's products are provided on the digital knowledge and learning platform through online courses. Employees can acquire knowledge about operation expertise through the platform. Furthermore, Ausnutria Netherlands has started the Senior Leadership Development Programme, a tailor-made curriculum in cooperation with the Nyenrode Business University to increase leadership skills. In Year 2021, the managing board and the first fifteen senior leaders have been trained by the University. This programme will continue throughout Year 2022. In addition, Ausnutria Netherlands is also developing a new training programme for all levels of employees. The programme is scheduled to launch in Year 2022.



Ausnutria China uses Ausnutria Academy as a major platform to provide learning opportunities to employees since 2015. With its unique principles, concepts and operation, Ausnutria Academy received widespread recognition for its talent development capabilities. The Group strives to enhance quality, optimise organisational performance, nurture a culture of excellence and instil a belief in lifelong learning.



Ausnutria Academy constantly organises training programmes to enhance employees' knowledge and skills in management, professional expertise, and general workplace abilities, based on individual needs. It continued to set up a management pipeline with training that is organised in multiple career development stages to suit the needs of different management levels. There are a total sixteen assemblies of a six-level talent development system held in Year 2021. Training covers topics such as crisis management, public relations, and global consumer operation. Ausnutria seeks to foster talents and professionals for continuous development by providing courses with high-quality training resources. This year, in recognition of the design and operation of this human resource development scheme, Ausnutria Academy were awarded as the "Chinese Model Corporate Education Platform (中國企業標杆學習平台)" on the 10th Chinese Model Corporate Education Platform Forum (第十屆中國企業標杆學習平台論壇活動). To take a greater stride in achieving its 10-year "Golden Decade" strategic goals, Ausnutria will continue to train and nurture employees in becoming industry professionals.



B.U-Project 2021.

Ausnutria has also established a formal staff appraisal system to assess individual employee performance. The appraisal system targets to encourage accountability and enhances productivity on a personal, departmental and organisational level. The system has been implemented in the PRC and Australia, with plans to extend coverage to other subsidiaries. The 'a+b+N' Evaluation Model was introduced to Ausnutria China to evaluate and review employees' performance in a structured yet flexible way. According to the system, the employee will be rewarded based on their annual performance and evaluation results, including technical expertise, communication and interpersonal skills, and approach towards action plans and development goals. There are multiple incentives provided to employees who excel in key positions, such as innovation bonus, rewards for high-performing employees, share rewards and year-end bonus. The model aims to motivate employees to continuously improve their work performance and productivity and reward them accordingly.

## EMPLOYEE HEALTH AND SAFETY

Ausnutria ensures all employees are entitled to a safe and healthy working environment. All local occupational health and safety ("OH&S") laws and regulations are strictly complied to within the Group's operations. Internal standards and procedures are established in all subsidiaries and are constantly reviewed to align with the latest national and regional regulations. To ensure full compliance to relevant policies, the Group disseminates relevant guidelines among employees to deepen the understanding of their roles and responsibilities.

A health and safety committee or officer is responsible for monitoring relevant performance at each production facility to ensure all health and safety procedures are properly and effectively executed. To maintain employees' high awareness of OH&S, all employees working at upstream factories are required to sign the "Work Safety Responsibility Acknowledgement" in the PRC. The acknowledgement ensures employees understand their roles in compliance with internal regulations as well as the potential consequences of any irresponsible actions.



MBA Plus Class (澳藍計劃) 2021.



MBA Class (澳橙計劃) 2021.



Pre-MBA Class (澳青計劃) 2021.

At the subsidiary level, internal and external risk assessments are undertaken on a regular basis to evaluate workspaces and prevent any potential risks. The results of such inspections are then reported to the committee or responsible officers for further actions. In the Netherlands, the reports of monthly risk investigation and evaluation are shared with the general staff, raising awareness on existing black spots and preventing the occurrence of similar incidents. In Australia, the Standard Operation Procedures are reviewed and updated by the Group from time to time, while regular site checks and risk assessments are carried out to inspect new machinery and manufacturing procedures. In the PRC, the management performed large-scale inspections in the production facilities before long holidays like Chinese New Year and the Mid-Autumn Festival. To avoid abnormalities during these seasons, such comprehensive inspections covered site safety, fire safety, hazardous chemical use, and waste treatment. Annual third-party inspections of workplace risks are also conducted at production sites in the PRC. Ausnutria will remain cautious in its operations practice pertaining to OH&S on a regular basis to eliminate workplace dangers.

The Group believes misunderstandings and accidents can be avoided with effective communication between departments and personnel. To promote active communication and enhancements on OH&S issues, Ausnutria has initiated OH&S Meetings at its subsidiaries. In Australia, OH&S Meetings have been held throughout the year.

To equip employees in handling incidents and risks of its operation in subsidiaries, the Group strengthens employees' OH&S knowledge and skills through organising training and safety drills. In Australia, specialised training on OHS knowledge are provided for relevant staff, which cover fire warden, first aid, injury, hazard and accident reporting. In the PRC, training is held according to the Group's standard protocol, covering topics on fire safety, food safety and production safety in order to prepare employees for potential hazards and handling emergency. On-site safety regulation training is provided for logistic service providers every month while safety management training is provided for part-time safety officers every quarter. With the above measures, the Group strives to create a pleasant and safe work environment for all workers, ensuring their health and safety.

Ausnutria is also dedicated to promoting mental well-being among its employees. Ausnutria Australia introduced the Employee Assistance Programme in Year 2021, through which employees can call and get professional support at confidential counselling sessions. For Ausnutria Netherlands, employees can reach out to counsellors for concerns such as harassment, bullying, aggression, violence, discrimination and conflicts with superiors. If employees are facing any of the aforementioned concerns at work, they are highly urged to speak with counsellors. The counsellors will offer them advice and may even take further actions in some serious situations. Also, Ausnutria China held counselling talks every year to strengthen employees' awareness on topics such as mental wellness and stress relief.

Safeguarding its employees' health and safety is the Group's utmost priority, especially during the COVID-19 pandemic. The Group and its subsidiaries closely monitored the development of the pandemic and the government's latest health policies in each operating area. To protect employees' health while maintaining smooth and efficient operation during this critical time, Ausnutria has enhanced internal guidelines on health and safety. Emergency meetings are organised among senior management regularly to discuss the implementation of hygiene policy in response of the latest development of the pandemic.

Ausnutria has also increased its efforts to ensure a safe working environment in fighting the pandemic. All office and manufacturing locations undergo sanitisation frequently. Meanwhile, operations in various regions have implemented tailored measures based on local situations and requirements. In the Netherlands and Australia, there have been stringent visitor policies and all personnel are required to wear face masks when entering all premises. In the PRC, employees are required to check their temperatures upon their arrival at the building and report their daily health status. To practice physical distancing and minimise social contacts in workplace, work from home arrangement is also planned to encourage employees to work remotely if possible or follow rotation schedules.





To further support its employees in combatting COVID-19, the Group has provided them with anti-pandemic products like face masks, face shields, gowns and hand sanitisers, to ensure they have sufficient protection. In Australia and the PRC, the Group has installed nutrition supply stations and provides employees with free fruits to promote healthy eating habits and strengthen their immune systems. To maintain excellent personal hygiene in workplace, Ausnutria provided training for employees on the proper use and disposal of face masks and personal protective equipment. Posters are also displayed in office areas to provide tips on maintaining good personal hygiene.

## DIVERSITY AND INCLUSION

Ausnutria believes a diverse and inclusive working environment is the cornerstone of having a sustainable and dynamic business growth. The Group continuously strives to foster an equal, harmonious and rewarding workplace, which allows employees to feel respected, trusted and constantly supported at all times.

Ausnutria's regional Code of Conduct and Employee Handbooks have clearly defined all the Group's values, standards and expectations of employees' behaviours. Policies and procedures are also included to guide its subsidiaries in handling employment-related issues, including those relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunities, diversity, anti-discrimination, training and development, OH&S, and other benefits and welfare. Information is easily accessible and widely distributed among employees through effective communication channels during their onboarding or whenever updates are available.

The Group adheres to the meritocracy and non-discrimination principles by treating all employees fairly and openly. During the recruitment process, all regional teams must follow a set of standard operating procedures. These procedures are evaluated and updated on a regular basis to keep in pace with changing industry practices and local requirements. Apart from regular recruitment channels, the Group also seeks to recruit talent from other recruitment platforms. In PRC, the Group has organised the Management Trainee Programme on a yearly basis to strengthen the talent pipeline. In Year 2021, the Group has hired a total of 237 graduates with high potentials and provided various resources to equip them with specialised skills in food manufacturing.



Management Trainee Programme 2021.



To show the Group's appreciation of its employees' efforts and contribution at work, Ausnutria provides employees with competitive remuneration and attractive benefits. Employees are entitled to leave, allowances, bonus and subsidies according to their ranks, positions and years of service. To show the Group's recognition of employees' diligence, Ausnutria Australia continued to organise the Employee of the Month nomination programme to reward outstanding members of the team.



Employee of the Month in 2021.

Ausnutria strives to create an inclusive culture that caters employees' different needs while maintaining a smooth and efficient operation. The Group understands the value of family bonding and is committed to developing a family-friendly culture within the Group. To meet the needs of employees and their families, Ausnutria has implemented flexible arrangements at the subsidiary level. Special adjustments are made to enable employees a better work-life balance and enable them to spend time with their families. For instance, in the PRC, if an employee has difficulties to reunite with their spouse due to separation in different regions during public holidays, the employee is entitled to enjoy a half-day excused leave for family visit every month.

The Group also strives to provide a mother-friendly environment for employees by introducing breastfeeding facilities and flexible working arrangements. In the PRC, all mothers with a child under the age of one are given half an hour of breastfeeding leave every day. The Group has created opportunities for employees and their families to enjoy quality time together during special occasions. On Children's Day, working parents are welcome to bring their children to work and spend time together to play family games.



### “Sint drive-through” and “Easter drive-through” Events During the Holidays

In Year 2021, Ausnutria Netherlands continued the celebration of the national feast “Sinterklaas” and Easter with its employees and their families by organising a “Sint drive-through” and an “Easter drive-through”. Drive-through stations were set up during the two special occasions for employees to receive presents and giftpacks. Ausnutria hopes to create a festive environment which employees could enjoy and celebrate the joyful holidays with their loved ones.



### Soccer Clinic for Children of Ausnutria Employees

To facilitate family bonding and promote a family-friendly culture within the Group, we have organised a soccer clinic for the children of employees to participate. In the soccer clinic, children have the opportunity to be trained by professional coaches of SC Heerenveen and learn different techniques to enhance their performances in soccer. This initiative promotes family-friendly sport to our employees and encourages employees to spend family time playing soccer with their children. Around 55 children participated in the soccer clinic and enjoyed a special meet and greet session with a few players of SC Heerenveen.

