

# Sustainability

## Our Approach to Sustainability

Sustainability is firmly embedded in our core business strategy and operations. We will continue to demonstrate our commitment to advancing sustainable agriculture and spearheading collective action to expedite supply chain transformation.

We are committed to evaluating and reporting our sustainability performance against our No Deforestation, No Peat, No Exploitation (NDPE) Policy regularly. In 2017, we took a step further to increase the transparency and accountability of our operations by expanding our reporting scope to include all upstream operations where we have a major presence and over 50% shareholding and operational control. This means that for the first time, we are reporting the sustainability performance of our sugar business. For downstream operations, we include palm oil processing and sugar refining.

Our sustainability progress in the last year is summarised in the following pages, and will be detailed in our full 2017 Sustainability Report available on our dashboard ([www.wilmar-international.com/sustainability](http://www.wilmar-international.com/sustainability)) at the end of May 2018.

## Alignment with Sustainable Development Goals

In September 2015, world leaders adopted the 2030 Agenda for Sustainable Development which comprises 17 Sustainable Development Goals (SDGs)

and 169 associated targets that address the world's most pressing economic, social and environmental challenges. Recognising that the private sector plays an important role in this global mobilisation, we have identified five SDGs that are particularly relevant to our business and towards which we are contributing.



## SDG 4 – ENSURE INCLUSIVE AND QUALITY EDUCATION FOR ALL AND PROMOTE LIFELONG LEARNING

Wilmar provides training and educational assistance to our workers and their children, smallholders and local communities so that they are empowered to improve their living standards and for the future generations. We also contribute to the development and funding of educational infrastructure such as schools.

### Smallholder Training Programmes

Smallholders are an integral part of the palm oil industry. They account for 40% of global palm oil production. The Roundtable on Sustainable Palm Oil (RSPO) estimates that sustainable and best practices will improve smallholder productivity by

up to 85%, thereby enhancing incomes and livelihoods.

We engage in ongoing consultations with our oil palm and sugar smallholder suppliers and provide them with technical assistance to support their compliance with our NDPE policy. These smallholders benefit from better yields with the application of good agronomic inputs and practices as well as improved market access. We also work with a variety of partners on smallholder empowerment projects.

### Wilmar Smallholders Support in Honduras (WISSH)

Honduras is the third largest palm oil producer in Latin America and an important palm oil supplier to Europe. Smallholders own more than 40% of the total planted area of oil palm in Honduras.

In partnership with the Industrial Association of Palm Oil Producers in Honduras, we developed the WISSH programme to enhance smallholders' technical capacity on best agricultural management practices, in order to bring about better environmental outcomes, yield improvement and increase in income.

By 2017, 426 training sessions had been conducted for 3,200 independent and associated smallholders. A survey of the associated smallholders showed that 97% were satisfied with the WISSH programme while 99% applied the knowledge acquired on their plantations.

The last two trainings with independent smallholders will be conducted in 2018, after which a series of assessments will commence to review the implementation of best practices.

### Wilmar Small Growers Support Colombia (WISSCo)

Modelling the success of the WISSH programme, we partnered the Sustainable



An independent smallholder family in front of their house.

Trade Platform – Solidaridad and NES Naturaleza to launch WISSCo in Colombia. This programme reaches independent smallholders and independent small growers supplying to 10 mills, focusing on growers with land below 500 hectares (ha). 235 small growers, owning a total area of 28,715 ha, are expected to benefit from eight training sessions. The first training was conducted in August 2017.

#### **Training and Certification of Independent Smallholders in Riau, Indonesia**

We piloted a training programme to facilitate smallholders in Riau in attaining the Indonesia Sustainable Palm Oil certification. 225 smallholders covering 450 ha from the Sekato Jaya Lestari cooperative participated in the initial training in August 2017. This programme can scale up to benefit 4,300 smallholders with a total land area of 8,600 ha.

#### **Support for Sugar Smallholders in Myanmar**

Our joint venture Great Wall-Wilmar Sugar Mill in Maung Kong, Yangon, is the biggest sugar mill in Myanmar with a market share of nearly 30%. Since 2016, we have been conducting training programmes for smallholder farmers who account for a significant supply of sugarcane to our mill. By improving technical capacity and knowledge in best management practices, the farmers have benefited from higher

yields and incomes. The training workshops is also a platform for farmers to share their experiences and seek help in overcoming challenges in their farms.

#### **Improving Access to Quality Education for Children**

As part of our endeavour to ensure that the children of our plantation workers as well as members of the local communities in which we operate have access to quality education, we have embarked on a school redevelopment programme in Indonesia, Nigeria and Ghana.

In addition to facilities such as computer labs, science labs and a well-stocked library, students can participate in extra-curricular activities ranging from music and arts to sports and uniformed groups. Outstanding students are offered scholarships to further education in provincial and national universities.

In Indonesia, two pilot schools have been completed and will be replicated across the 15 schools in Wilmar's plantation estates; redevelopment work is underway in five schools.

In Nigeria, redevelopment work has commenced for two secondary schools and a primary school near our estates. We plan to redevelop all schools in the vicinity of our

estates. In Ghana, one junior high school has been redeveloped and there are plans to expand the programme to more schools.



### **SDG 8 - PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, EMPLOYMENT AND DECENT WORK FOR ALL**

#### **Strengthening Labour Practices and Industrial Relations**

We have put in place several improvements in labour practices in our upstream operations over the past year. In December 2017, we published a progress report detailing the extensive range of actions we have taken to strengthen our labour practices. Despite challenges, we have made meaningful progress with the support from stakeholders, especially our employees.

We conducted internal reviews as well as regular assessments by external parties including the International Sustainability and Carbon Certification (ISCC), RSPO, Business for Social Responsibility (BSR) and Verité Southeast Asia (Verité). Improvements were made in three main areas:

#### **1. Wages and Employment**

- Reduced the dependency on temporary workers in our plantations by converting temporary contract holders to permanent contract workers
- Standardised payslips to provide greater clarity to workers on their pay, incentives and deductions such as social security payments
- Abolished informal volunteer work arrangements and established a policy for formal application for overtime work on official rest days



Students participating in extra-curriculum activity at the newly redeveloped school at PT Gersindo Minang Plantation in Indonesia.



Occupational Safety and Health trainings are conducted regularly to explain Personal Protection Equipment specifications and practices.

### 2. Caring for Children in our Plantations

- Launched the Child Protection Policy, which supersedes our longstanding No Child Labour Policy, to address issues of children's rights and welfare more holistically
- Enhanced access to quality education for the children of our workers and local communities through the school redevelopment programme

### 3. Health and Safety

- Better allocation and efficacy of Personal Protective Equipment
- Clearer explanation of workers' health screening results by doctors in our estate clinics

In the last 12 months, we have taken a more proactive approach to working with labour unions in Indonesia and have built a good rapport with key unions. We have also engaged with our suppliers through trainings involving speakers from the government, unions and civil society organisations.

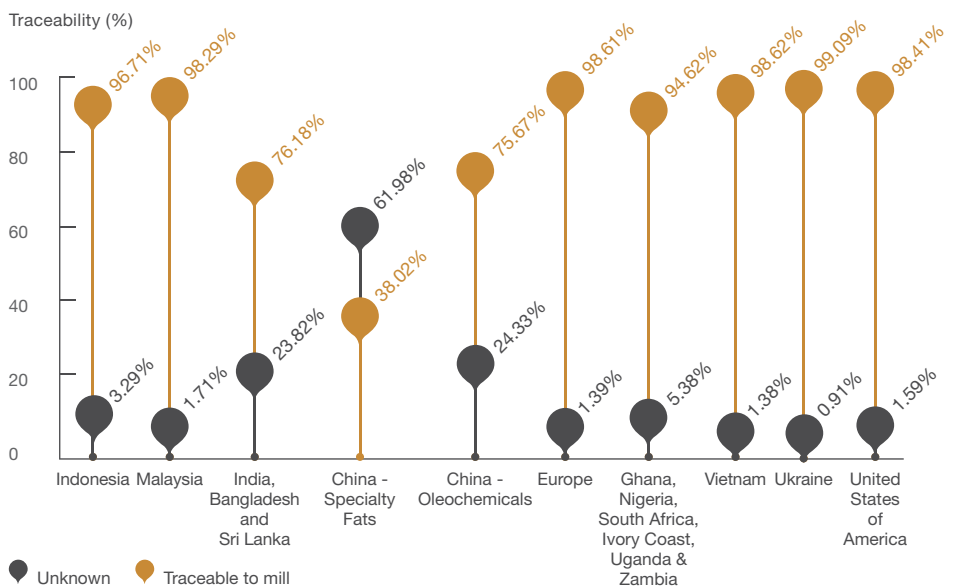
A collective effort involving industry partners and stakeholders is needed to mitigate and address labour issues that still occur in the palm oil industry. We are actively participating in various multi-stakeholder collaborations, such as within the RSPO, to find lasting solutions to these issues.

### Child Protection Policy

We launched the Child Protection Policy (CPP) in November 2017 to enhance the welfare of children living in oil palm plantations where their parents work. The CPP applies to the Group's global operations including joint ventures, third-party suppliers and contractors, making it the first in the palm oil industry that explicitly covers external parties.

The CPP is developed based on the principles of the United Nations Convention on the Rights of the Child

The chart below illustrates the traceability status of Wilmar's operations globally from October 2016 to September 2017.



and seeks to protect and safeguard all children within our premises, operations and the associated services provided by the Group such as nurseries, schools and school buses.



### SDG 12 - ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

We were the first in the palm oil industry to launch an integrated NDPE Policy across our entire supply chain in 2013. In implementing the Policy, we work tirelessly with our supply base to understand the challenges and provide support to enable sustainable practices.

### Traceability

We trace supply flows from ports and refineries back to palm oil sources to map our supply base, evaluate suppliers' performance against our NDPE policy,

and engage with our suppliers to make improvements where needed.

Achieving full traceability has not been possible due to the ongoing challenges of commodity transportation and trading. In palm oil procurement and trading, the supply network to refineries is not limited to direct purchase of crude palm oil and/or palm kernels from mills. Refineries may also procure bulk and redistributed oil from third-party refiners or traders, in which case the mill origin may not be available.

For traceability to plantation, we disclose the fresh fruit bunches sourcing of our own mills in Malaysia on our sustainability dashboard.

### Supply Chain Transformation

We adopt the Aggregator Refinery Transformation (ART) approach to improve supplier compliance to our NDPE Policy and as part of risk management. Field assessments are conducted based on a selected sample of direct palm oil suppliers in a specific region. Results of these assessments are anonymised and consolidated into a wider generalised report that is shared with all suppliers in the region. The objective of ART is to provide a collaborative framework of solutions and shared best practices to overcome common issues faced by mills and growers in a region.

As of 2017, we have completed 69 assessments of mills in Indonesia, Malaysia, Latin America, and West Africa.

### Industry Certification and Standards

Certification is an important aspect in our sustainability endeavour and forms the basis for sustainable practices yielding improvements in efficiency and productivity.

#### Roundtable on Sustainable Palm Oil (RSPO)

As of 2017, 28 mills and more than 80% of our planted area across Malaysia, Indonesia and Ghana are RSPO-certified, producing about 880,000 MT and 190,000 MT of certified sustainable palm oil and palm kernels respectively.

For midstream and downstream operations, we have 56 sites certified against the RSPO Supply Chain Certification Scheme which are capable of delivering palm products under the Segregated and Mass Balance supply chain models.

#### Indonesian Sustainable Palm Oil (ISPO)

We support the ISPO certification which is implemented by the Ministry of Agriculture to improve the competitiveness of Indonesian palm oil in global markets, meet the country's commitment to reduce greenhouse gas (GHG) emissions and focus on environmental issues.

As of 2017, we have eight mills and their supply bases certified against the ISPO standard.

#### International Sustainability & Carbon Certification (ISCC)

We are a member of the ISCC Association which seeks to establish an international, practical and transparent

system for the certification of biomass and bioenergy. ISCC is oriented towards the reduction of GHG emissions, sustainable use of land, protection of natural biospheres and social sustainability.

As of 2017, we have 35 sites, covering the biodiesel supply chain, certified against the ISCC standard.

#### Smartcane BMP

Smartcane BMP is a world-class best practice system for sugarcane growing in Australia, developed by industry researchers and sugarcane farmers based on productivity, profitability and sustainability. Smartcane BMP consists of seven modules covering key aspects of sugarcane growing.

Our sugarcane farming operations are progressively working towards accreditation of the Smartcane BMP core modules. As of 2017, over 80% of our sugarcane farm is accredited for the three core modules. To encourage early Smartcane BMP uptake by our suppliers, we offer growers a one-off financial incentive of 15 cents per tonne of cane when they obtain Smartcane BMP accreditation for all core modules.

#### Bonsucro

Bonsucro is a global standard for responsible sugarcane production that is designed to create lasting value for people, communities, businesses, economies and eco-systems in all cane-growing areas. The Bonsucro Production Standard uses six principles to achieve sustainability in the production of sugarcane and its derived products, while the Bonsucro Chain of Custody Standard is concerned with the traceability of a product and adheres to five fundamental principles to ensure high performance and consistency.

As of 2017, about 54% of our sugarcane farm area as well as one raw sugar mill in Australia are certified against the Bonsucro Production Standard and Bonsucro Chain of Custody Standard.

### Smartcane BMP

#### Core modules

- Soil health and plant nutrition management
- Pest, disease and weed management
- Drainage and Irrigation management

#### Non-core modules

- Crop production and harvest management
- Natural systems management
- Farm business management
- Workplace health and safety management



Photo from one of the camera traps installed in our estate's conservation area to monitor wildlife.

Another two mills and their supply bases in Australia have completed the certification audits in 2017 with certificates to be issued in 2018. Further down the supply chain, we have also obtained the Bonsucro Chain of Custody certification for all sugar refineries and warehouse operations in Australia and New Zealand, Jawamanis sugar refinery in Indonesia as well as the sugar trading office in Singapore.

We offer a one-off incentive of 10 cents per tonne of cane to growers who are eligible to be included in the Bonsucro certification process.



### **SDG 15 - SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, HALT AND REVERSE LAND DEGRADATION, HALT BIODIVERSITY LOSS**

#### **Conservation Initiatives PONGO Alliance**

Launched in June 2017, the PONGO Alliance aims to support the management of orangutans and other

wildlife in palm oil landscapes. We are one of the founding members together with wildlife conservation experts, non-government organisations and other palm companies.

#### **Atewa Living Waters**

The Atewa Forest Reserve is one of the Guinean Forest Biodiversity hotspots, and is one of Ghana's high biodiversity significant areas. The forest also serves as a watershed for three main rivers.

Wilmar's subsidiary, Benso Oil Palm Plantation, is a member of the Atewa Living Waters' private sector working group which facilitated the establishment of a conservation plan for the Atewa Forest. Following the project completion in March 2017, the working group formed the Business in Environment Stewardship Network to continue advocating the conservation of the Atewa Forest.

#### **Mitigating Climate Change Reducing Greenhouse Gas (GHG) Emissions**

Our best practices in plantation and mill operations include the building of methane capture and power generation facilities to reduce GHG emissions from palm oil mill effluent. These facilities also provide alternative sources of electricity for our operations and help to reduce overall fossil fuel consumption.

As of 2017, we have 22 commissioned and operational methane capture-power

generation facilities, with another three in various stages of construction.

We are the largest producer of renewable energy from biomass in Australia. Our eight sugar mills operate on renewable steam and electricity generated onsite by burning bagasse (a by-product of sugar milling) and have a total generation capacity of about 199 megawatts. A significant portion of the electricity produced is exported into the Queensland power grid, thereby reducing the region's overall GHG emissions. Three of our mills – Invicta, Pioneer and Victoria – have upgraded cogeneration facilities to increase their export capacities and further drive the efficient use of biomass. To ensure a supply of renewable energy to the grid beyond the cane crushing season, surplus bagasse produced from our mills during the crushing season is stockpiled on large specially designed pads.

#### **Mitigating Fire and Haze in Southeast Asia**

We adhere strictly to a No Burn policy in our palm operations. We employ only mechanical methods in land development and the preparation for new plantings or re-planting activities. Our oil palm concessions are equipped with fire-fighting infrastructure and equipment, and staffed with an on-site fire brigade. We also have a dual fire monitoring system to alert us of fires in and within a 5-km radius of our concessions, and a fire prevention and suppression programme to minimise the incidence and impact of fire and haze. Personnel in our oil palm concessions are trained to be vigilant and to proficiently respond to fire incidences. All our suppliers are aware that any deliberate breach of our No Burn policy will result in an immediate termination of business relations.

In 2017, the number of fire incidences and affected hectareage was relatively low due to favourable weather conditions.

## Number of fire incidences and area affected in Indonesia

Region	2016				2017			
	Total no. of hotspots	No. of fires within concession	Affected area (ha)	No. of fires within 5km radius of concession	Total no. of hotspots	No. of fires within concession	Affected area (ha)	Number of fire within 5km radius of concession
Central Kalimantan	57	17	82.88	25	23	14	230.20	10
West Kalimantan	504	5	1.37	0	281	1	0	1
Sumatra	255	1	0.02	0	174	1	0	1
<b>Total</b>	<b>816</b>	<b>23</b>	<b>84.27</b>	<b>25</b>	<b>478</b>	<b>16</b>	<b>230.20</b>	<b>12</b>



## SDG 17 - REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

### Multi-Stakeholder Partnerships

The drivers of deforestation are complex global forces that are beyond any one industry or company to overcome. We believe that collective endeavour by businesses, governments, communities and civil society is required to effect a real and enduring change on the ground, therefore we contribute actively to partnerships and collaborations aimed to achieve transformation at the landscape level.

### Sabah Jurisdictional Approach Steering Committee

The state government of Sabah is one of the first in the world to make a commitment to sustainable palm oil within its entire jurisdiction. We are part of the Sabah Jurisdictional Approach Steering Committee helping the Sabah government achieve its vision of 100% RSPO-certified sustainable palm oil in Sabah by 2025. The steering committee comprises public, private and civil society organisations, such as the Sabah state government agencies, Sabah Environmental Protection

Association, World Wide Fund for Nature (WWF), Kinabatangan Orangutan Conservation Programme, UNICEF and Borneo Samudera, amongst others. Forever Sabah and RSPO are advisors to the process.

As Wilmar's representatives are also co-chairs of RSPO's Smallholder Working Group and Biodiversity and High Conservation Value (HCV) Working Group, we are leading the discussions on enabling smallholder certification and HCV compensation and remediation processes for the state.

In 2017, the Steering Committee gained the support of the High Carbon Stock (HCS) Approach Executive Committee in funding a pilot project to assist in the development of the HCS assessment at the jurisdictional level, in support of the Sabah jurisdictional certification initiative. The HCS assessment will propose a revised methodology that will fulfil the HCS decision tree and can be applied at the state level. The funds will also enable the HCV Resource Network to provide guidance on the newly launched Integrated HCV-HCS Assessment Manual, in support of the Sabah Jurisdictional process in producing a state-level HCV and HCS map.

### Tropical Forest Alliance (TFA) 2020

Wilmar's Chief Sustainability Officer is a member of the TFA 2020 Steering Committee, together with the Heads of Sustainability of various consumer business companies as

well as government officials from forest countries.

We participated in TFA 2020's Africa Palm Oil Initiative's Country Implementation Dialogues in February 2017. The forum provided a platform for multi-stakeholder engagement in the implementation of the Marrakesh Declaration and identification of how public-private collaboration can help deforestation-free palm oil development in Cote d'Ivoire, Ghana and Liberia.

We also participated in the TFA 2020 Steering Committee meeting in November 2017.

### Fire Free Alliance (FFA)

The FFA is a voluntary multi-stakeholder platform which aims to aid in the solution to land and forest fires in Indonesia. As a founding member of the FFA, we have been actively socialising the Fire-Free Community programme to villages in the vicinity of our estates in Indonesia.

### Barratta Creek Action Group (BCAG)

Wilmar Sugar Australia is a founding member of the BCAG, made up of sugarcane farmers, the government and providers of research, development and extension. Since 2016, BCAG has been monitoring the water quality of four Barratta Creek sub-catchments located in the Burdekin region of Queensland, Australia. BCAG captures baseline data about nutrient and pesticide loads in runoff water from sugarcane farms, and uses this data to influence on-farm

## Sustainability

activities to improve the quality of water flowing to the Great Barrier Reef.

In 2017, the project has provided advice to a number of sugarcane farmers in Burdekin region and has seen an improvement in the quality of water leaving these farms.

### Australian Packaging Covenant (APC)

The APC is a sustainable packaging initiative that aims to encourage resource

efficiency through sustainable design while reducing disposal wastages and increasing recycling. The APC brings government and industry together to find and fund solutions to packaging sustainability issues.

Wilmar, through Sugar Australia Pte Ltd, is a signatory to the APC since 2001 and actively works with key suppliers to identify opportunities in packaging and supply

chain efficiencies and where those changes make good business sense, implement them. A review and trials of improved packaging were conducted for the CSR branded 15kg and 25kg industrial sacks. All packaging sacks were converted to the new specifications by March 2017, resulting in a 9% reduction in composite packaging material usage for the same sugar tonnage.

## CONTRIBUTING TO SDGs IN CHINA

In tandem with our growth in China and our belief in sharing the fruit of our success with the local communities, we are contributing to China's implementation of four SDGs.



### SDG 3 - ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES

It matters to us that the communities around us, especially the underprivileged, lead healthy and meaningful lives.

We have been funding cataract operations for the needy since 2008. To date, 25,100 patients in 16 provinces have benefited, including 1,491 in 2017.

In 2015, we started to support those in need of artificial limbs. 420 artificial limb operations have been carried out, including 150 out of an initial target of 200 in 2017.



More than 25,000 patients in China have benefited from cataract operations funded by Wilmar since 2008.

The remaining 50 will be completed within the first quarter of 2018, in addition to the 2018 target.

Towards the well-being of the disadvantaged, we contributed over

US\$627,000 to orphanages, nursing homes, and to the care of the physically disabled in 2017.

In addition, about US\$271,000 went towards poverty relief efforts.



#### **SDG 4 – ENSURE INCLUSIVE AND QUALITY EDUCATION FOR ALL AND PROMOTE LIFELONG LEARNING**

To improve access to quality education, we have built 31 schools in the rural parts of China since 2007, of which two were completed in 2017 and one more will be completed in 2018. A total of 26,600 students, including the 2017 cohort of 14,531 students, have enrolled in Wilmar schools which range from kindergartens to junior high schools.

In 2017, over US\$3.8 million worth of scholarships were awarded to primary schools as well as undergraduate programmes in local universities.



#### **SDG 8: PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, EMPLOYMENT AND DECENT WORK FOR ALL**

As of 2017, we operate over 270 plants in 46 locations, providing full-time employment to more than 25,000 locals and close to 13,000 contractors that provide services directly to our plants. In 2017, revenue from our operations in China was US\$22.39 billion, which corresponds to approximately 0.17% of China's GDP.

This has contributed to socio-economic development and other spinoffs such as infrastructural development and growth of supporting industries that supply or service our factories.



#### **SDG 17: REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT**

China is a key signatory of the Paris Climate Agreement. We are doing our part to promote the sustainability agenda and provide sustainable palm oil to the Chinese consumers. We are actively engaging with the China Roundtable on Sustainable Palm Oil and WWF China to heighten awareness and consumer interest in sustainable supply chains for palm oil.

Since the first RSPO certification attained in 2013 by our subsidiary, Shanghai Kerry Oils & Grains, we have to date 13 separate RSPO Supply Chain Certified Sites in Shanghai, Chiwan, Tianjin, Lianyungang, Dongguan, Guangzhou and Qinhuangdao.

#### **Locations of our plants in China**

1. Akesu	13. Guangzhou	25. Qingdao	37. Xingping
2. Anyang	14. Guigang	26. Qinhuangdao	38. Yancheng
3. Baicheng	15. Hangzhou	27. Quanzhou	39. Yantai
4. Beijing	16. Harbin	28. Shanghai	40. Yanzhou
5. Changji	17. Jiamusi	29. Shenyang	41. Yichun
6. Chengdu	18. Jilin	30. Shenzhen	42. Yingkou
7. Chongqing	19. Kunming	31. Shijiazhuang	43. Yueyang
8. Dezhou	20. Kunshan	32. Tai'an	44. Zhangjiagang
9. Dongguang	21. Lianyungang	33. Taizhou	45. Zhengzhou
10. Fangchenggang	22. Mishan	34. Tianjin	46. Zhoukou
11. Fujin	23. Nanchang	35. Wuhan	
12. Guanghan	24. Panjin	36. Wuhu	

Sustainability Performance

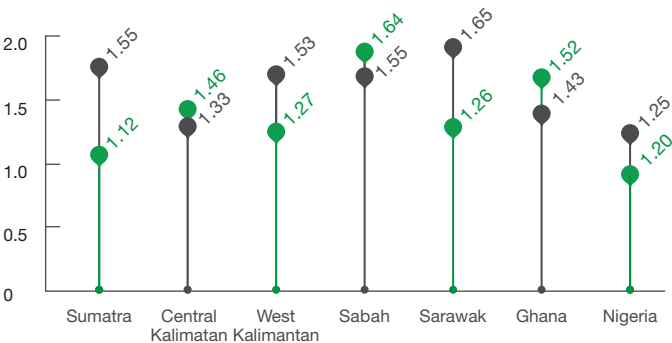
To effectively evaluate our performance against measurable targets, we monitor key performance indicators pertaining to the environment as well as health and safety.

Note: Sustainability performance indicators have not undergone limited assurance engagement at the time of printing.

Environment

Water Usage

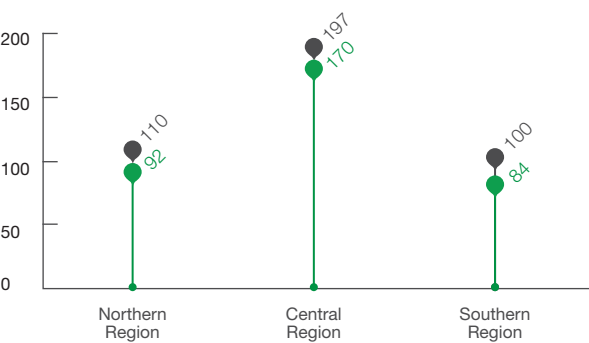
Water Use per tonne of FFB processed - Mills (m³)



Chemical Oxygen Demand (COD) Levels - China

COD is the amount of oxygen required to oxidise all organic matter in water. It is a standard method for indirect measurement of pollution that cannot be oxidised biologically in water.

Chemical Oxygen Demand (mg/L)

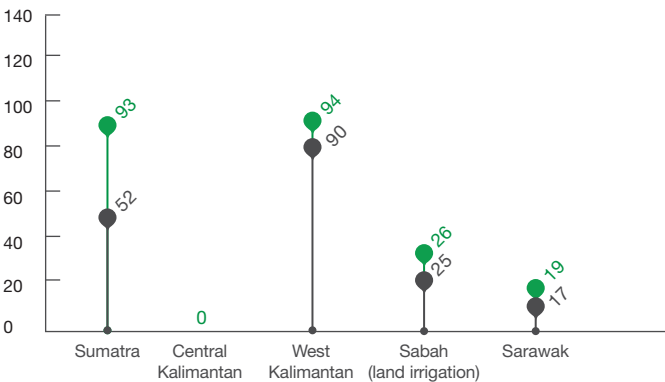


Biological Oxygen Demand (BOD) Levels

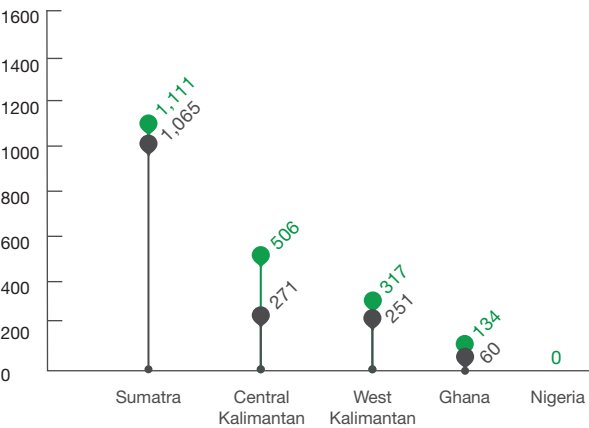
BOD is the amount of oxygen used when organic matter undergoes decomposition by microorganisms. Testing for BOD is done to assess the amount of organic matter in water.

BOD levels by Region and Discharge Destination - Mills (mg/L)

River Discharge



Land Application



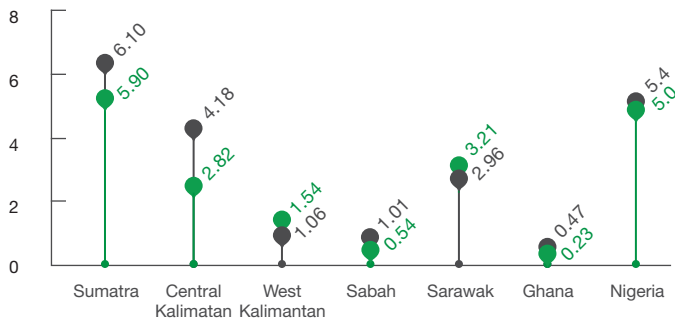
● 2016 ● 2017

## Health & Safety

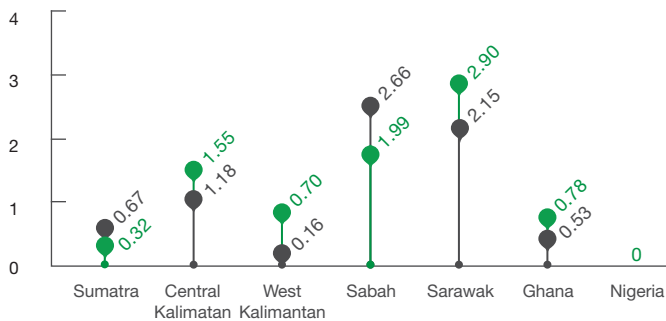
### Lost Time Incident Rate

To reduce the lost time incident rate, the Group will intensify efforts in health and safety awareness and training programmes.

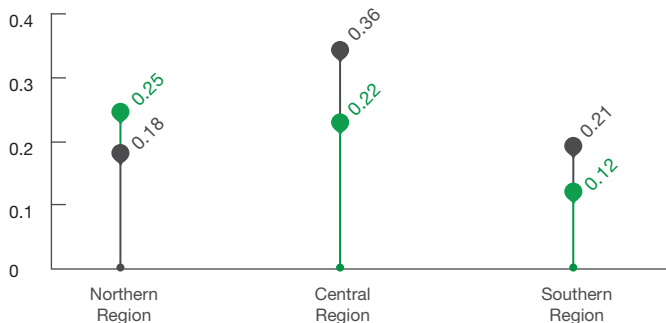
#### Plantations (per 200,000 working hours)



#### Mills (per 200,000 working hours)



#### China (per 200,000 working hours)



● 2016 ● 2017

### Fatalities

Every unfortunate fatality is followed by a thorough review of cause and actions to prevent recurrence. The reviews are reinforced with continued efforts in training and protective equipment use to minimise, if not eliminate, risks.

#### Plantations (Number of work-related deaths)

	2016	2017
Sumatra	0	2
Central Kalimantan	0	0
West Kalimantan	0	0
Sabah	1	1
Sarawak	0	0
Ghana	0	0
Nigeria	0	0

#### Mills (Number of work-related deaths)

	2016	2017
Sumatra	0	1
Central Kalimantan	0	1
West Kalimantan	0	0
Sabah	0	0
Sarawak	0	0
Ghana	0	0
Nigeria	0	0

#### China (Number of work-related deaths)

	2016	2017
Northern Region	0	0
Central Region	4	0
Southern Region	0	0