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SUSTAINABILITY REPORT





One of the
largest employers
in the areas in which it operates,
particularly in the rural regions
where its plantations are located.



Local governments continue to
benefit from Green Resources AS'
investments through
tax payments
and domestic purchases of
required operational inputs.



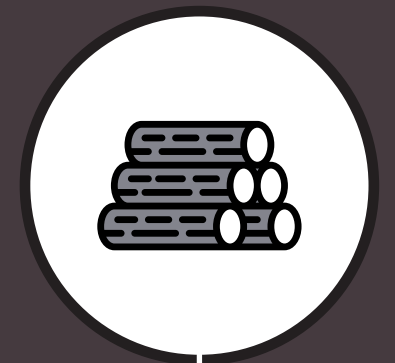
**Investments in
local communities**
and social upliftment activities
such as improving road networks,
building and providing supplies
for schools, helping communities
gain access to clean and safe
water and development of small
businesses through engagement
in Green Resources AS's
activities.



The investments associated with
Green Resources AS' activities
in these areas have brought not
only employment but additional
development including community
development projects and new
business opportunities, such as
helping to
**develop local
skills for improved
livelihoods,**
as well as local marketplaces.



**Carbon
sequestration**
through its plantation
development



Green Resources AS
provides access to
**firewood for both
household and
commercial use.**
Use of biomass (firewood) in
commercial application is
substituting unsustainable sources
of energy such as natural forests
as well as HFO and Coal.



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FOREWORD

CEO'S LETTER



We are aligning our sustainability reporting period to our financial year and as a result we are now publishing our second Sustainability Report within a six-month period. Going forward it will be easier to understand the impacts of our business in relation to the financial metrics.

The Integrated Management System (IMS) that was launched at the end of 2019 is now fully incorporated in the way we work. Recent FSC audits in Mozambique and Tanzania both received positive comments on the quality, accessibility and user-friendly layout of our management processes and procedures. We believe that access to and understanding of the IMS is a critical aspect to delivering on our sustainability goals.

Our Ugandan and Tanzanian operations are making great progress with the switch from a project-driven community development program to a "shared-value" approach where communities will have more control over the benefits flowing from the company's presence. In Mozambique, Green Resources AS (GRAS) and USAID entered into a partnership agreement that will ultimately lead to a complete review of GRAS's landholding in the country. The aim is to rationalize our landholding and to create an asset base that is a

better reflection of the current strategic direction of the business. We are super excited about this collaboration as we recognize the sensitive nature of our landholding and we believe that through partnership we will improve community relations in our project area.

As the plantations are maturing in all three countries, we are seeing a marked shift from investments into plantation development to industrial investments. We believe this is a pivotal moment in the development of GRAS as industrial activities next to our plantation assets will drive further development of the surrounding areas through employment, taxes and development of supply chains.

As always, we welcome both positive and negative feedback. We believe constructive criticism helps us to improve both our relationships with stakeholders and our operations. If you feel aggrieved by GRAS' operations or wish to share your views and suggestions, please contact us at speakout@greenresources.no

Hans Lemm
Chief Executive Officer

SCOPE OF THE REPORT

This sustainability report covers a concise and balanced account of the performance of Green Resources AS (GRAS) during the first six months of 2020. The report explores how GRAS aims to be a responsible player in the national and regional economies of East Africa while achieving a positive impact on its stakeholders and the environment. The report shows how GRAS works in harmony with its operating environment and how it deals with the needs of its stakeholders as well as risks and opportunities. It aims to demonstrate how it measures itself half a year down the line and improve where improvement is needed.

The report covers GRAS's approach to the social, economic, environmental and governance aspects of the business. It employs both a historical and forward-looking approach in reporting. It covers achievements from January to June 2020 only in an effort to align our reporting to the new financial year which runs from July to June.

The Global Reporting Initiative Standards as well as the UN's Sustainable Development Goals have been referenced as the basis for disclosure of sustainability information.



BOARD OF DIRECTORS AND MANAGEMENT



The Board of Directors is responsible for the governance of the company and for the proper organisation of its activities in accordance with the legislation and the Articles of Association. The Board establishes the strategy, organization, accounting and control of the Company and appoints the CEO, who acts in accordance with the orders of the Board of Directors and is responsible for the day-to-day management of the company's affairs.

The subsidiary companies have their own boards in all key countries of operations consisting of GRAS's employees and in some instances external members who represent minority shareholders and act in an advisory capacity.

OUR MISSION, VISION AND VALUES

At Green Resources AS (GRAS) we believe that social and environmental impacts are material to the value of investments and therefore this information is highly relevant for our shareholders and clients. We also recognize that the social and environmental impacts of our investments are important to other stakeholders, including the people who live in communities that are affected by our investments, the workers who are employed directly or indirectly by our investment

activities as well as their families, the general public, governments, and civil society.

GRAS's strategy is based on the sustainable development of the areas in which it operates. The company believes that forestation is one of the most efficient ways of improving social and economic conditions for people in rural areas and aims to be the preferred employer and partner for local communities in these areas.



SCOPE OF ACTIVITIES

LOCATION AND OPERATIONS



We are a private Norwegian company, **established in 1995**, with both private and institutional investors



Our administrative headquarters are located in **Dar es Salaam, Tanzania**



We manage **38,118 ha** of FSC certified plantation forests in Mozambique, Tanzania and Uganda

We operate through our wholly owned subsidiaries:

- Sao Hill Industries Ltd. (SHI),
- GRL Tanzania Ltd (GRL),
- Busoga Forestry Company Ltd. (BFC)
- Green Resources Niassa (GRN) in Mozambique which emerged from the merger of three GRAS's subsidiaries (Niassa Green Resources SA, Chikweti Forests of Niassa and Florestal do Planato)



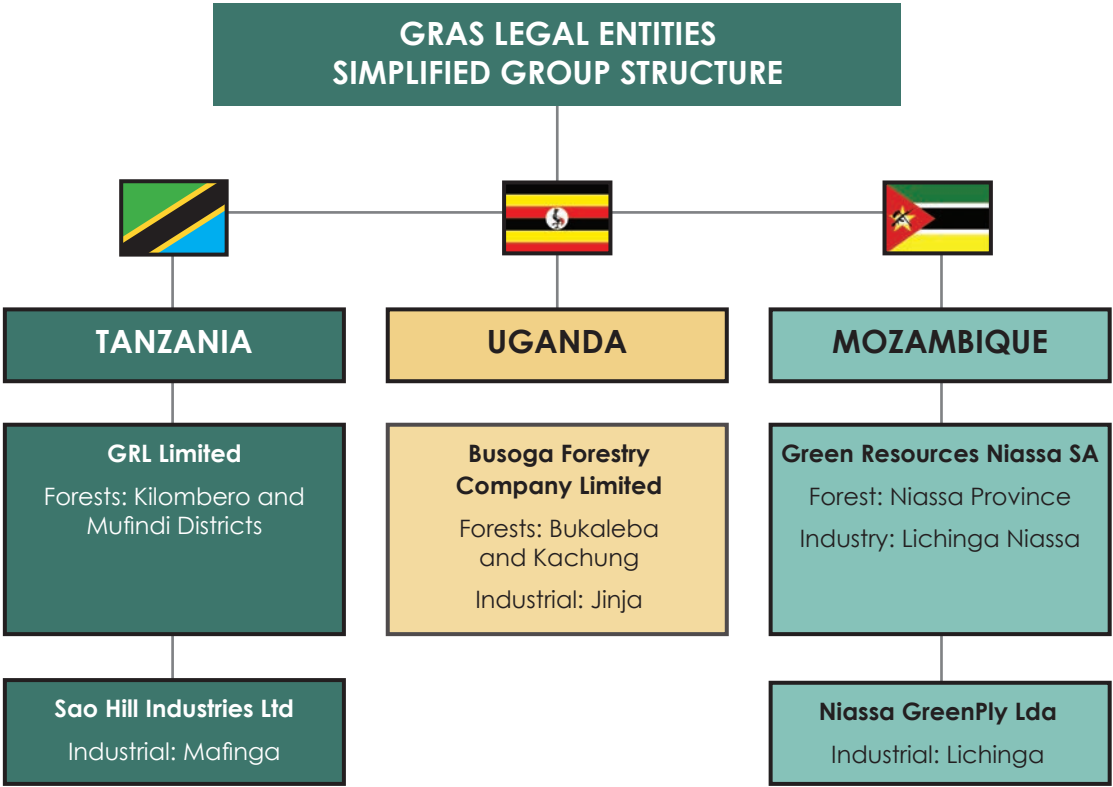
We have a substantial share of the East African forest, timber and transmission poles markets. This is a result of our sustainable biological assets, well-managed forestry operations, close attention to customer needs and our ability to deliver quality products.

GRAS's primary products and services include the establishment and management of pines and eucalyptus plantations as raw materials for own sawmills and third-party wood processing industries. The company is one of the largest suppliers of transmission poles for rural electrification in

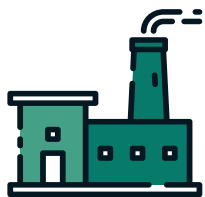
Mozambique, Uganda and Tanzania. It achieves this by adhering to international and national standards to supply treated utility poles with high quality and durability. These plantations and wood processing industries produce a variety of products as shown below:

Product	Mozambique	Tanzania	Uganda
Standing Forests & Sawlogs	●	●	●
Peeler Logs	●	●	●
Biomass & Firewood	●	●	●
Briquettes		●	
Sawn Timber		●	●
Pallets		●	●
Treated Transmission Poles	●	●	●
Building & Fencing Poles	●	●	●
Veneer (available from mid-2021)	●		

GRAS's sawmills supply high quality timber for construction and furniture thus reducing demand for unsustainable harvest of natural forests and importation of wood and steel furniture. The company supplies biomass and firewood to third party companies and surrounding communities. The supply of firewood has a directly positive impact on natural forests and improves community relationships. In addition GRAS's forests act as a carbon sink in the fight against climate change and some of GRAS's plantations are registered with VERRA and CDM to issue verified carbon units (VCUs)



Currently, the company operates industrial facilities including **two sawmills**



three pole treatment plants
one timber kiln
one briquetting plant

The two kilns, each in Uganda and Tanzania, will increase efficiency in production and add quality to timber and pole drying to meet supplier standards. The veneer production factory that is currently under construction in Mozambique is a landmark industrialization initiative with a goal of vertical integration of the plantation resources. This factory comprises of a \$2.8 Million investment in a high-tech timber peeling facility that will produce high quality veneer from a Eucalyptus species.

In addition, during this reporting period, GRAS has commissioned the **construction of two** extra kilns. One in Uganda for timber drying and the other in Tanzania for pole drying. GRAS is also currently constructing a veneer production plant under the banner of Niassa GreenPly (NGP).

The construction of the kilns and the veneer plant will result in additional employment of around 100 people. The veneer production will be exported and generate foreign exchange and many other opportunities for suppliers and contractors.

Both projects have successfully undergone Social and Environmental Impact Assessment (SEIA) based on national guidelines and regulations and awarded environmental license to proceed.

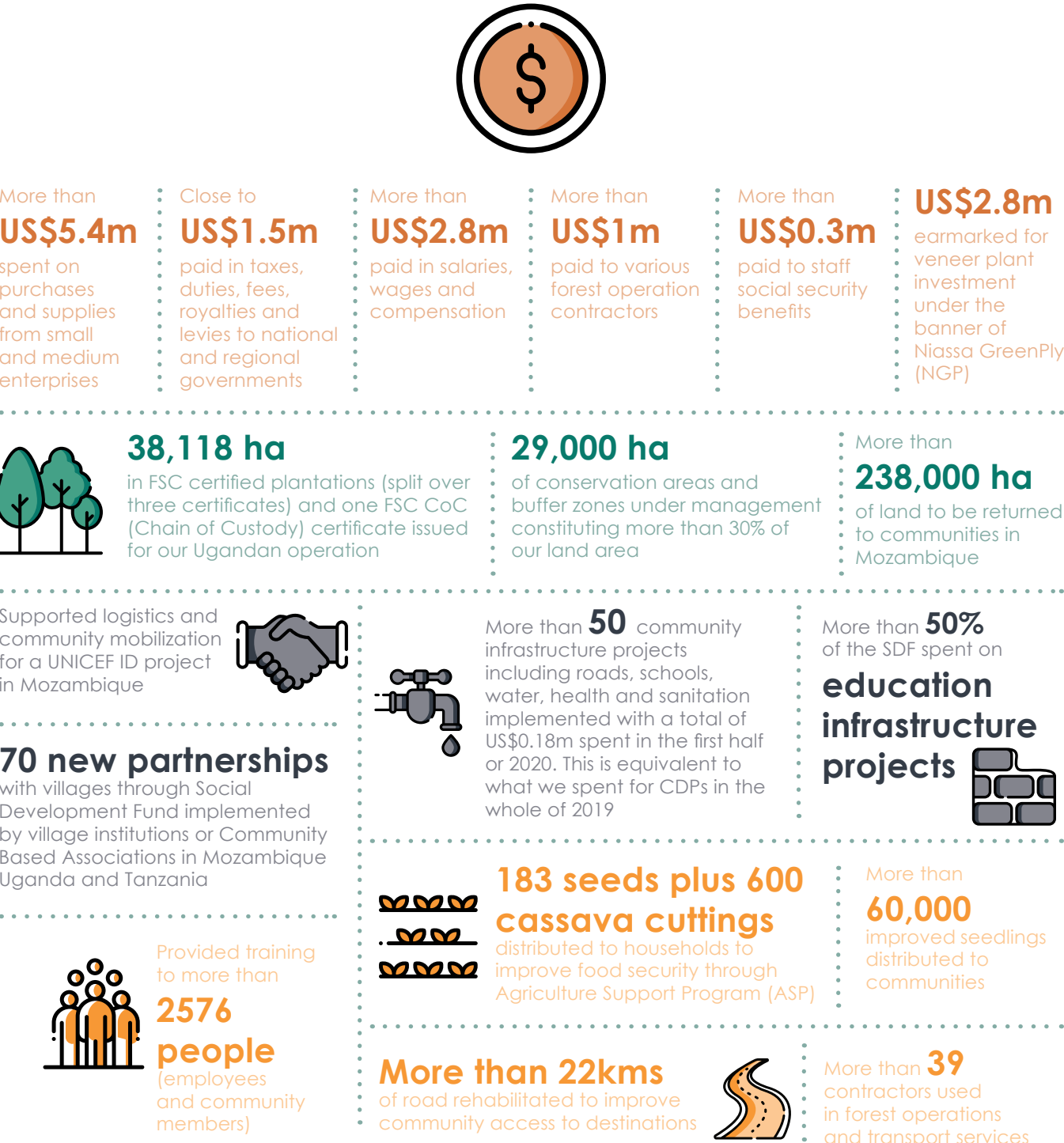
MANAGEMENT STRUCTURE AND RESPONSIBILITIES

Management of Green Resources AS (GRAS) is structured in a tier format with the Board of Directors, GRAS Corporate Management team and Operations Management teams, forming the key delivery teams for the organization.



ORGANIZATIONAL KEY IMPACT

GRAS is a responsible corporate citizen in the communities where it operates. It strives to improve lives and positively impact development. The impact of our operations is closely aligned with the United Nation's Sustainability Development Goals (SDGs) through protecting the environment, promoting economic prosperity and investing in social development. GRAS is committed to playing its role in the attainment of these goals, supporting governments and working with other stakeholders to build thriving communities.



SUSTAINABILITY COMMITMENTS AND GOVERNANCE

LEGAL COMPLIANCE

The table below shows a list of compliance obligations the Group subscribes to.

All	Mozambique	Tanzania	Uganda
Business License	●	●	●
Environmental Impact Assessments & Certificates	●	●	●
Fire & Rescue Certification of Workplace	●	●	●
Import & Export Licenses	●	●	●
Investment Promotion Certificates	●	●	●
Land Use Rights and Land Rent	●	●	●
Motor Vehicle Licences	●	●	●
Operating Licences	●	●	●
Radio License	●	●	●
National Bureau of Standards		●	●
Timber Transport Permits		●	
Water Permits	●	●	●
Work & Resident Permits for Foreign Employees	●	●	●
Workers Compensation Insurance	●	●	●
Workplace Registration and Compliance Licenses	●	●	●



THIRD PARTY AUDITS & INSPECTIONS

GRAS is committed to adhere to international best practices and standards as well as comply with national legislation and DFIs lender requirements. In order to demonstrate compliance, GRAS undergoes frequent third-party assessments.

INSPECTIONS BY OPERATION



AUDITS BY OPERATION



The list below shows third-party audits which took place during the reporting period and those scheduled to take place in the second half of 2020:

Mozambique:

An FSC™ 4th surveillance audit scheduled in **September 2020**

Tanzania:

An FSC™ 2nd surveillance audit scheduled in **October 2020**

Uganda:

FSC certificate is still valid until the **14th April 2021**

In February 2020, the Ugandan operation was audited against the FSC™ Chain of Custody. Two pre-conditions and one observation to certification were raised. The company was successfully awarded a CoC certificate. This is a landmark achievement as timber products from our Ugandan operations can trade under an FSC™ logo to increase the market appeal for our products and fulfill customer requirements.

Ugandan operations were also audited against the **ISO14001/OSHAS18001 standards** as well as **ISO9001** for the pole treatment operations

All certificates were maintained

38,118 Hectares of our plantation areas are certified according to the Forest Stewardship Council (FSC™) standard: the world's leading standard for responsible forest management (Mozambique: Niassa FSC-C107952; Uganda: BFC FSC-106074; Tanzania: GRL FSC-C015169).

FSC CERTIFICATION AND HECTARAGE
PER OPERATION

Country	Plantations Certified	Total Area Certified
Uganda – BFC	Bukaleba	6,465 ha
	Kachung	2,669 ha
Tanzania – GRL	Mapanda	6,258 ha
	Uchindile	6,647 ha
	Idete	11,653 ha
Mozambique – NGR	Malulu	4,426 ha
TOTAL		38,118 ha



FSC CORRECTIVE ACTION NUMBERS BY
OPERATION – 6 YEAR COMPARISON

Country	Licence Number	Corrective Action Requests							
			2014	2015	2016	2017	2018	2019	H1-2020
Mozambique	FSC-C107952	Minor	14	4	9	0	1	2	2
		Major	4	0	0	2	0	0	0
		Total	18	4	9	2	1	2	2
Tanzania	FSC-C015169	Minor	3	6	7	4	6	0	0
		Major	3	0	1	4	0	0	0
		Total	6	6	8	8	6	0	0
Uganda	FSC-106074	Minor	5	5	1	3	2	1	0
		Major	1	0	0	0	0	0	0
		Total	6	5	1	3	2	1	0
GROUP	All	Minor	22	15	17	7	9	3	2
		Major	8	0	1	6	0	0	0
		Total	30	15	18	13	9	3	2

One of GRAS' objectives is to strive toward quality and customer satisfaction. In this context, plans are underway to extend the scope of FSC certification to other forest management units in the group. GRL has scheduled a pre-assessment FSC audit in December 2020 to extend the scope of extension from the current 22,558 ha to 35,063 ha covering Kitete plantation in the process.

Further process is underway to extend the scope of ISO 9001 Quality Management System (QMS) to Mozambique and Tanzania pole treatment operations following successful implementation of ISO 9001 in Uganda. The ISO 9001 will improve poles treatment operational process and increase efficiency and effectiveness of the process and ultimately deliver quality products.



INSPECTIONS & OTHER VERIFICATIONS

A total of five inspections were held by government authorities and agencies. SHI had two inspections, one by Tropical Pesticide Research Institute (TPRI) and one by Tanzania Electrical Supply Company (TANESCO). BFC had only one inspection by the Ministry of Gender Labour and Social Development (MGLSD) while

Mozambique had two inspections by the Provincial Director of Health and Social Action and Provincial Environmental Authority.

Summary of findings from the inspections:

Operational	Inspection Authority	Inspection Findings
BFC	OSH inspection by safety inspectors from the Ministry of Gender Labour and Social Development (MGLSD)	Findings: Workplace dully registered and the pre-employment and routine medical examination for staff has been introduced as per the previous recommendation. Recommendations: • Sawmilling area to be demarcated for trucks and workers, • Maintain premises by improving drainage to get rid of stagnant water; and • Maintain the safety management system in consultation with workers.
SHI & GRL	Tanzania Electrical Supply Company (TANESCO)	No non-conformities raised.
	Tropical Pesticide Research Institute (TPRI)	Recommendation: • Plant operator to attend the annual medical examination • Chemical leakage and spills at pole plant should be minimised and controlled • Install a wall or fence around the place where shredder machine chip CCA containers
NGR	Provincial Department of Health and Social Action	The provincial health team was satisfied with the company's level of preparation regarding COVID-19 and even considered it one of the best companies in the Lichinga city.
	Provincial Environmental Authority (DEPTADER)	EIA for the new veneer plant under the banner of Niassa GreenPly was approved and Environmental License and Building Permit issued for the construction to proceed.



INTERNATIONAL BEST PRACTICES, PRINCIPLES AND INITIATIVE

Green Resources AS is committed to comply with both international best practices, national legislation, guidelines and standards related to its businesses, including, but not limited to:

- International Organization for Standardization (ISO), currently applicable in Uganda and will soon be rolled out to other operations.
- International Labour Organisation (ILO)'s declaration on Fundamental Principles and Rights at Work.
- International Finance Corporation's (IFC) Performance Standards on E&S Sustainability.
- Verified Voluntary Carbon Standard (VCS) and the Clean Development Mechanism (CDM) under the Kyoto protocol.
- The FAO's guidelines on Occupational safety and health in forest harvesting and silviculture.
- World Bank Policy on Involuntary Resettlement.

For a number of the above as well as other certification schemes and company obligations, Green Resources AS is frequently assessed through third parties to demonstrate our adherence and commitment to such standards and practices. On some occasions, national laws are sufficient to cover some of the above audits and compliances.

SUPPLIER & CONTRACTOR MONITORING

GRAS is committed to ensure that a mutually beneficial relationship based on productivity and responsibility is maintained with our suppliers and customers. We encourage them to carry out business with integrity, adhering to GRAS's safety, business ethics and quality principles.

These include:

- Information sharing,
- Job creation,
- Income generation, and
- Monitoring of off-site impacts of our operations.

GOVERNANCE AND ANTI-CORRUPTION

We have a zero-tolerance stance towards corruption, and this is clearly stated in our Business Ethics and Principles Policy. Green Resources AS continues to ensure that all new staff and stakeholders are provided copies and trained on this policy.

No record of corruption was discovered during the reporting period. However, there were two incidents of theft in Tanzania and three in Uganda. Details and occurrence rates have been listed below.

Theft of chemicals is a serious problem and costly to the forest operations. Management continuously improve its controls to curb all types of theft.

All incidences were investigated internally, and none are outstanding with appropriate disciplinary action being taken and the issues being reported to the police.

Country	Theft Records Jan – June 2020
Mozambique	In February, a group of thieves installed a sawmill inside Mitava Chimbonila plantation and harvested 1.5ha of pine logs illegally
Tanzania	About 150 eucalyptus poles were illegally harvested from the Incomet plantation
	A motorbike was stolen at Chogo camp in Mapanda plantation
Uganda	In January 2020 161 drums of CCA chemical worth US\$ 33,070 were stolen from a storage container at the pole plant in Masese
	On 28 th Jan 2020 a battery for the strength testing machine was stolen
	On the 11 th Feb 2020 a bell logger battery was stolen

THEFT AND COLLUSION/
CORRUPTION INCIDENTS
BY OPERATION



GOVERNANCE & ANTI-CORRUPTION
TRAININGS & AWARENESS TO STAKEHOLDERS

The Tanzania operation has taken a step on raising awareness on corruption by displaying the company anti-corruption policy on all the notice boards. Nine pine customers were informed of the company's anti-corruption policy through new contracts that were initiated. This information is communicated before the finalization of any contracts with the company.

Uganda: The Business Ethics and Principles Policy which covers anti-corruption management forms part of the

agenda items in all stakeholder engagement meetings at village and sub-county level. At operational sites, the policy is strategically published on the notice boards, visible to all stakeholders including employees, customers, suppliers and visitors.

The Business Ethics and Principles Policy is available on the GRAS's website.

PEOPLE

ORGANIZATIONAL CHANGES

Four restructures took place in the first half of 2020:

- **Appointment of a new ESG Manager** in Mozambique effective 1st of January 2020.
- The **Group ESG Manager** joined the company in June 2020.
- The **interim Group ESG Director** left the company in June 2020.
- Uganda has hired a **new Community Relation Officer** to boost capacity in the ESG team.

In addition to the above major changes in personnel there were a number of operational restructures which took place to streamline the organization and improve efficiencies whilst reducing costs. Most

of the forest operations have been outsourced to contractors.

We currently have exciting projects under development and construction in Tanzania, Uganda and Mozambique. In Uganda we recently completed a sawmill upgrade and are currently adding kilns to the sawmill complex. In Tanzania we are undergoing a major kiln expansion for which the civil work has already started.

A few years ago we successfully introduced the Matriarch Skogger at our Ugandan operations (a first in East Africa) and we have added a new skogger to the fleet in Mozambique. The addition of the skogger together with an additional Bell Logger will increase our harvesting capacity ahead of the veneer plant development.



EQUAL OPPORTUNITY

GRAS promotes equal employment opportunities irrespective of gender, sexuality, race or religion. The company promotes fair opportunities to its employees with a focus on female participation. All employees are given a chance to participate fairly in all programs including training and development opportunities. There are two disabled people employed during the reporting period.

GRAS continues to create opportunities for jobs, skills development and income generation for the community. A total of 1,323 staff were employed as of 30th June 2020 of which 597 were permanent employees and 726 seasonal employees. In addition the company indirectly employs 700 people through a system of contractors.

Permanent employees represent the number of people employed at the end of the half calendar year in full-time equivalents (FTE) whilst seasonal employees refer to the number of seasonal and contract employees who have worked for GRAS in the last half-calendar year in fulltime equivalents (FTE). The above statistics show almost 30% female share in employment.

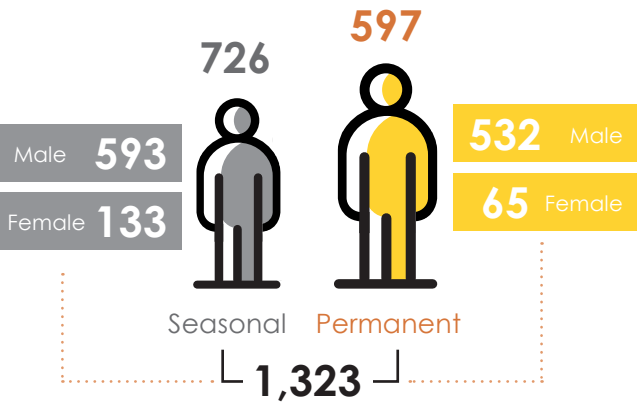
GRAS is committed to improving gender equality both within the organization's companies, and in

the communities in which we operate. GRAS values and respects its female employees and is committed to a work environment free from discrimination and harassment. The company is focused on empowering women to achieve their career aspirations. In line with this, GRL and SHI is planning to reactivate the Green Resources AS Gender Initiative which aims to empower women in our workplace and enhancing the reporting channels for sexual harassment issues.

On the 8th March 2020, in celebration of International Women's Day, a group of women from GRL and SHI visited Makalala-Mchanganyiko Primary School located about 15kms from Mafinga town, to donate various items to disabled children and at the same time raise awareness on the role of women in society.

In line with equal treatment, during the reporting period, GRL invited the Director General of Tanzania Commission for AIDS (TACAIDS) and his team to provide training to the appointed GRL's HIV/AIDS focal point, and to connect the company with the TACAIDS electronic database system of which GRL will be sending data on HIV/AIDS patients. This will facilitate support to the victims in terms of counseling and provision of ARV drugs. In addition, the management met with the HIV/AIDS coordinator for Mufindi District to arrange for awareness training and the provision of condoms during the company's new financial year, 2020/2021.

EMPLOYEE HEADCOUNT BY TYPE AND GENDER (EXCLUDING CONTRACTORS)



MANAGEMENT DISTRIBUTION BY GENDER

Operation	Male	Female
Tanzania – GRL	9	0
Tanzania – SHI	10	1
Uganda – BFC	8	4
Mozambique – all operations	19	4
Corporate office	3	2
Total	49	11

TRAINING AND DEVELOPMENT HIGHLIGHTS

At Green Resources AS we invest in the development of our employees and we aim to broaden the knowledge base in the company. Below is a high-level summary of the major trainings that were carried out during the reporting period.

A total of 2576 people were trained in various skills ranging from Occupational Health and Safety (OHS), to technical operations to environmental management and to best farming practices.

TRAININGS AND DEVELOPMENT HIGHLIGHTS

GRAS is making significant progress with its community engagement programs and is launching a number of new initiatives. BFC has established an agricultural training program around the Bukaleba Plantation with an international NGO. The first batch of farmers will receive training in October on land made available by BFC for training purposes. These

demonstration sites will be used to train farmers in sustainable farming techniques and to demonstrate the improved crop performance to tackle food security around Bukaleba communities. Over 150 community members have participated in the food security training during the reporting period.

GRAS has also incorporated the Integrated Management System (IMS) in its operations, during this period. The IMS is designed to bring together best practices across our operations and translate these into a single Management System. The IMS has assisted GRAS in standardizing the way it conducts business across its operations. This project aligns the documentation of the organization in line with the international standards and best practices measures. The IMS allowed Green Resources AS to have a single standardized document repository system ensuring improved effectiveness and efficiency. A number of employees have been trained on IMS on various occasions.



Training/Awareness Programs 2020 Jan-Jun	Trainees		
	Total	Female	Male
TANZANIA			
Preventative and Pandemic Training and Awareness	201	39	162
Health and Safety Training and Awareness	186	36	150
IMS Training and Awareness	9	1	8
Technical Skills	0	0	0
Business Skills	11	1	10
Environmental Management Training	184	38	146
Total number of staff trained	591	115	476
UGANDA			
Preventative and Pandemic Training and Awareness	340	240	100
Health and Safety Training and Awareness			
IMS Training and Awareness	8	2	3
Technical Skills/Chain Saw Operators	13	2	11
Business Skills	3	2	1
Best Farming Practices and Food Security Training	151	72	89
Environmental Management Training			
Total number of staff trained	515	318	204
MOZAMBIQUE			
Preventative and Pandemic Training and Awareness	1 005	152	853
Health and Safety Training and Awareness	252	35	217
IMS Training and Awareness	207	28	179
Technical Skills	6	0	6
Business Skills	0	0	0
Environmental Management Training	0	0	0
Total number of staff trained	1 470	215	1 255
TOTAL	2 576		
COVID RELATED TRAININGS	1 546		
WORK RELATED TRAININGS	1 030		

EMPLOYEE BENEFITS

GRAS offers a range of employee benefits at different levels as outlined in its Employee Handbook. This is in compliance with national legislation but often exceeds national requirements. All employees at GRAS are paid in excess of the National Minimum Wages for the respective countries.

GRAS provides transportation benefits to majority of employees who lives outside company's housing. With facilities around our operating areas improving the company aims to reduce the number of staff staying in company housing and actively promotes members of staff to live in the surrounding communities to improve integration.



GRAS provides **housing to approximately 250 people** with the bulk of those in Tanzania where the company has around 200 houses at SHI.



OCCUPATIONAL HEALTH & SAFETY

GRAS recognizes that strong OHS management requires a culture committed to safety and the wellbeing of every worker. This responsibility goes beyond our immediate employees but also covers contractor employees, visitors and community members. Our business is committed to ensure that all our employees and contractors go home safely every day.

OCCUPATIONAL HEALTH & SAFETY PERFORMANCE

In the first half of 2020, GRAS had a total of four work related injuries including two accidents classified as Lost Time Injuries (LTI), one occurred in Uganda and one in Mozambique. No work-related fatalities were recorded during the reporting period however there were 10 property damage incidents including an incident of the 161 stolen drums of CCA chemical worth more than US\$ 33,000 in the Uganda operation.

All accidents were investigated and remedial action plans developed and put in place to prevent recurrence.

GOING FORWARD

GRAS continues to strive to improve its health and safety performance. The company installed car tracking in all its vehicles and plans to roll out the same to contractors' vehicles. This is coupled by controlled speed limit and no driving at night. Others include increased reporting discipline, internal inspections and in-house and external OHS trainings. Systems are also being revisited and teams are being motivated to focus on key learning points from each reported safety incident from within the company, to improve on safety performance.

The following are some of the systems interventions that have been considered and will be focused on:

- Contractor management;
- Mental health promotion;
- Vehicles and mobile equipment safe use; and
- Harvesting operations

SAFETY KEY PERFORMANCE INDICATORS

Key Performance Indicator	TZ	UG	MZN	TOTAL
Work Related Fatalities	0	0	0	0
Lost Time Injuries	0	1	1	2
Minor Injuries	2	0	0	2
TOTAL INCIDENTS	2	1	1	4

Property Damage	2	6	2	10
Governance (Theft/Corruption)	2	3	1	6
Fires	2	1	2	5

COMMUNITY

COMMUNITIES & SOCIAL IMPACT

We believe that our success depends on the extent to which we create value for all stakeholders. Sharing value is a core pillar in our approach to doing business.

During the reporting period, GRAS scaled up the implementation of its Social Development Fund (SDF) in all its operations. The SDF is a novel approach designed to provide continuous support to communities given

the nature of the long-term investment. The program is part of risk mitigation strategy and allows for a social license to operate. The SDF allowed for the decentralization of powers to the communities where GRAS becomes a facilitator while communities become the decision makers on what development project is needed in each community.

The concept of the Social Development Fund is that annually GRAS donates towards a selected community project in each of the associated villages. Funds made available through the social fund are deposited into a joint account and will only be released against an approved project.



Various Community Development Project's (CDP's)* were implemented during the reporting period:

Mozambique Construction of: 22 classroom blocks 5 market places 5 pre-maternity waiting areas 1 bridge 9 school ablution facilities 1 hospital house 2 maize mills 1 silo: grain storage facility 1 religious place	Tanzania Construction of teacher house at Kitete village Renovation of teacher house using carbon fund at Chogo village Clean water project at Kitete village Provision of 60,000 improved seedlings to the communities	Uganda Environmental Protection and Natural Resources Management through Village Contracts (CBNRM program) Sanitation: 1 community borehole for safe clean water Health: Drug supply to local health centres Food Security: 183 seeds plus 600 cassava cuttings distributed, Farmer Field School (FFS) in best agricultural practices Rehabilitation of 14kms road in Kachung and 8 kms road in Bukaleba Firewood provision to Bukaleba and Kachung communities
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* These projects were implemented and funded through the company's Social Development Fund and the communities directly managed project implementation.



Money from the **social fund** has been used for infrastructure projects, educational projects, community projects and many others

US\$40,000

total sum paid to communities around GRAS's operations in 2019

US\$180,000

total spent for community development initiatives during the first half of 2020

Of the **US\$180,000**

a sizable amount (\$0.085) was paid to 33 Community Development Associations in Mozambique as part of the Social Development Fund. The associations used the funds to build 46 community development infrastructures

SOCIAL DEVELOPMENT FUND PERFORMANCE

The pilot phase of supporting community projects through social development fund started in Mozambique in 2019 and rolled out to Uganda and Tanzania in 2020.

The 33 Community Development Associations translates to 33 community agreements with GRAS. This is a cost-effective, win-win community partnership that will improve our relationship with communities and hopefully reduce plantation risks such as fires.

GRAS has staggered its disbursement process with the balance due to be paid off in 2020 and 2021. The disbursement in phases allows for control mechanisms to be implemented and tested. Disbursements in previous years have suffered from misappropriation and new control systems have been introduced during 2020.

OTHER COMMUNITY ENGAGEMENTS HIGHLIGHTS

Uganda

Busoga Forestry Company (BFC) in Uganda made significant progress with its community engagement programs. A total of 35 bank accounts for Community Based Organizations (CBO's) have been opened and through these CBO's the communities will be participating in a Social Fund program which will support infrastructure development based on priorities identified by members of the communities. A total of US\$ 40,000 is earmarked to be deposited into these CBOs.

70

new partnerships with villages through Social Development Fund implemented by village institutions or Community Based Associations in Mozambique, Uganda and Tanzania.

In addition to the SDF, Uganda made an agreements with both Bukaleba and Kachung communities to benefit from felled moribund eucalyptus stands in a controlled manner and use such fiber to make charcoal at nearby villages. There is approximately 200 000 m³ of timber allocated to this project and initial felling's have started at both plantations. During the reporting period three villages with over 200 households in Lwanika parish in Bukaleba have benefitted from Eucalyptus trees for charcoal burning. This fiber will contribute towards poverty alleviation programs in the beneficiary villages.

In addition to the above, the Uganda operation has established an agricultural training program around the Bukaleba Plantation with an international NGO. The first batch of farmers will receive training in October 2020 on land made available by BFC for training purposes. These demonstration sites will be used to train farmers in sustainable farming techniques and to demonstrate the improved crop performance.

The team in Uganda signed a Partnership Programme with an NGO in Uganda which will result in GRAS supporting cervical cancer testing and treatment of women around the Bukaleba Plantations. This is a change in strategy from the previous focus on provision of drugs to health centers to a more beneficial approach where support is channeled through a local NGO. The NGO will deliver cervical cancer tests to over 300 women of child bearing age. It is expected that 10% of these women based on individual levels of disease progression. The initiative has been identified as a priority project for the communities around BFC's plantation in Bukaleba. BFC is searching for a potential partner to cover the Kachung plantation through a similar approach.

Other partnership programs under development will focus on Technical Skill Training and Education and BFC is actively looking for partners to roll out more programs in and around its plantations.

STAKEHOLDER ENGAGEMENT & RELATIONSHIP MANAGEMENT

STAKEHOLDER RELATIONSHIP MANAGEMENT APPROACH

As part of our efforts to maintain our social license to operate, we continue our efforts of regular engagement with all stakeholders including neighbouring communities with a focus on community development and continuing to implement corporate social investment programs.

Green Resources AS is cognizant of the critical space it occupies in its wider community of stakeholders and the interdependent nature of our relationships. We therefore emphasize our commitment to creating shared value and upholding stakeholder engagement as an integral part of our business operations. This commitment is enshrined in our Stakeholder Relationship Management Policy.

KEY STAKEHOLDERS IDENTIFICATION AND MANAGEMENT

GRAS's internal stakeholders are its shareholders, management and employees while its external stakeholders include governments authorities, communities, customers, suppliers, media, NGOs and lobby groups. Identification of stakeholders is achieved through a process of assessing (or mapping) how they directly and indirectly impact the company or how the company impacts them.

Prioritisation of stakeholders is done following the company's strategic objectives and risk register. Our ongoing efforts to build and maintain sustainable relationships with all stakeholder groups have been

critical in enabling us to meet our commitments, and to manage expectations and deal with challenges.

To identify its material issues, Green Resources AS uses a wide range of criteria and processes:

Identify any areas of concern and/or interest for the various stakeholder groups.

Focus on the areas of concern, or possible benefit, and identify possible ways to engage with the key issues for mutual benefit between the stakeholder group and the company.

Understand the views, needs, perceptions and expectations associated with identified areas of concern/interest in relation to both the local and the global environment.

STAKEHOLDER ENGAGEMENT

GRAS's stakeholder management approach looks at effective engagement processes. A key aspect of effective engagement is communication. As such, GRAS holds regular formal and informal meetings with different stakeholders. During the reporting period GRAS staff held 63 meetings with a range of stakeholders.

A breakdown of the number of meetings held during the reporting period is given below.

NUMBER OF MEETINGS HELD DURING THE REPORTING PERIOD

Mozambique:
30 planned
17 ad hoc

The large number of meetings was mainly due to the operationalization and legalisation of community association with regards to the social funds issue. Meetings were held with local communities, banks, NGO's, government departments and universities.



Tanzania:
5 planned
6 ad hoc

Meetings were held with the local communities, government departments and other stakeholders during the reporting period.

Uganda:
5 planned
0 ad hoc

STAKEHOLDERS ENGAGEMENT HIGHLIGHTS

Mozambique Land Project Partnership

GreenResources AS and USAID have signed a partnership agreement that will ultimately lead to a complete review of GRAS's landholding in Mozambique. GRAS will embark on a project to rationalize its landholding in Mozambique and to create an asset base that is a better reflection of the current strategic direction of the company.

Green Resources AS is excited about the collaboration with USAID's Integrated Land and Resource Governance Program. We recognize that land matters are sensitive and we believe that this partnership will help us improve community relations in our project areas.

Community Reward System

In addition to other community engagement program, Uganda is piloting Community Based Natural Resource Management (CBNRM) program by contracting communities to participate in protection of forest plantation in Kachung and in Bukaleba. The establishment of a CBNRM program will be based on community based organization and groups whose membership is drawn from the community members willing to work with BFC to achieve a common objective of protecting the forest resource.

A collaboration agreement will be signed between the CBO and BFC. The agreement will contain key performance indicators and defined role and responsibilities of either party. The forest management unit will be divided into four sectors where each group is given responsibility to protect the forest through forest patrols, boundary maintenance, as well as fuel load reduction through weeding.

To ensure effective protection of the entire forest, participation of groups in protection initiatives outside their area of responsibility will attract bonus points using performance reward system. Contrary, poor performance in one group will also result in loss of points or reduction in rewards for other groups. This is intended to avoid potential incidents of sabotage from other groups.



GRIEVANCES

Feedback (both positive and negative) from our stakeholders is important for Green Resources AS. We believe feedback helps us to improve our relationships with stakeholders, and improve the company's operating activities.

GRAS has an effective grievance mechanism in place, which ensures that all stakeholders are able to raise issues and ensure that they are dealt with in an effective and timely manner.

Issue	Mozambique		Tanzania		Uganda	
	Number raised	Number closed	Number raised	Number closed	Number raised	Number closed
Staff grievances with supervisors or mangers	15	0	5	5	0	0
Community grievances with supervisors or managers	0	0	2	2	4	4
Lack of required resources for staff	0	0	0	0	0	0
Issues with Community Development Projects / Funds	10	9	0	0	0	0
Illegal activities	1	1	0	0	0	0
Claims and requests for compensation from GRAS	9	7	0	0	1	1

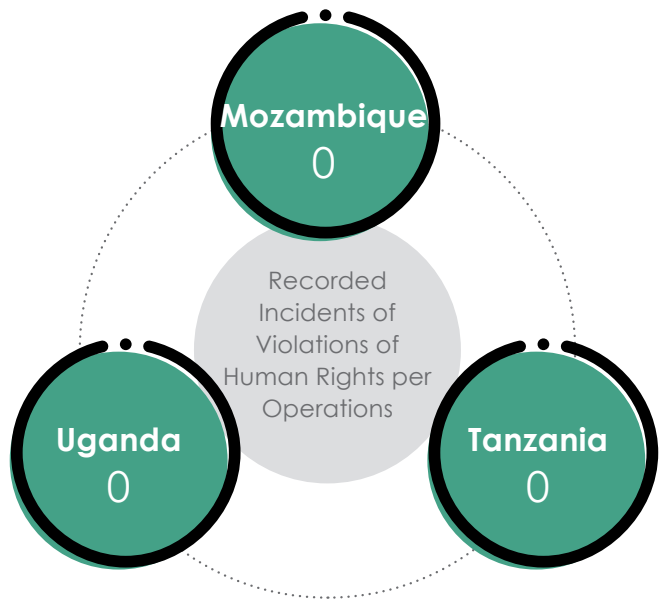
HUMAN RIGHTS

All our operations and activities take consideration of human rights and social impact, within the framework of the International Finance Corporation's Environmental and Social performance standards. Our employees and contractors are trained on human rights policies and the ESG include human rights awareness training in their community work.

According to the national laws in Uganda, Mozambique, Tanzania and international statutes, none of the local communities in our areas of operation are considered "indigenous peoples."

GRAS values its relationships with communities and does not condone actions that undermine these relationships which we feel goes against our Social License to operate. During the reporting period, GRAS has increased checks and balances to minimize human rights violations and risks associated with hiring security contractors around our operations. A set of extra four security-related procedures were developed in the first half of 2020 in addition to the already existed seven security-related procedures. These procedures as well as the Security Management Policy assist management in controlling this vital part of the business. The Security Management Policy is available on our website and in the annexure of this report under GRAS Policies.

There were no incidents of violation of human rights in our operations during the reporting period.



ENVIRONMENTAL MANAGEMENT

Green Resources AS is committed to ensuring the long-term sustainability of all resources within all areas of operations. All activities are guided by a policy of reducing impacts and understanding the interaction between fauna, flora, company activities and surrounding communities. The company manages its operations in line with the Principles and Criteria of the Forest Stewardship Council and is ISO14001 certified in Uganda.

We comply with all environmental laws and regulations applicable to our activities. We engage relevant regulatory authorities to ensure timely renewal and approval of our licenses, permits and agreements.

Environmental management procedures and instructions are in place to guide our operations in complying with the applicable environmental laws, regulations and codes. We track new environmental laws and regulatory changes and amendments applicable to our business.

The carbon absorbed by forests is essential in combating climate change globally. In Africa, deforestation is a significant concern and the continent's major contributor to climate change.

ENVIRONMENTAL INCIDENTS

A total of five fires occurred on or near our plantations as well as one minor vehicle oil spills which was cleaned up in line with existing procedures. No other environmental incidents took place.



ENVIRONMENTAL INCIDENTS PER OPERATION

Country	Total number of fires	Total hectares lost	Total # of spills	Total amount spilled (litres)
Mozambique	2	0	0	0
Tanzania	2	3	1	5
Uganda	1	0	0	0



BIODIVERSITY CONSERVATION AND MANAGEMENT

This chapter presents a summary of key biodiversity monitoring issues across the group.

Tanzania

For continuous environmental monitoring, GRL conducted training on monitoring RTE and invasive species in the conservation areas as well as maintenance of Areas of special interest (ASIs) such as grave yards and cultural sites. The control of invasive species was conducted on a total of 250ha of conservation areas and 72 man-days were used for the maintenance of ASIs.

Mozambique

As part of our environmental compliance obligations, Biodiversity and socio-economic assessment was conducted in Niassa operation. The report highlighted key performance area and indicators to be monitored which the team will implement. The ESG team received training on monitoring of biodiversity using tablet software. The biodiversity monitoring using the tablets will be conducted in the fourth quarter of 2020.



17 people
received training on RTE
monitoring and controlling
Invasive Species

CLIMATE CHANGE MITIGATION & MANAGEMENT ISSUES

CARBON EMISSIONS AND FOOTPRINT MONITORING

Green Resources AS is progressively integrating climate change mitigation into core business operations. It is aligning processes with the climate change and the company-wide strategies and greenhouse gas (GHG) assessments with the aim of:

- Reducing our carbon footprint as part of our voluntary commitment to mitigate climate change impacts
- Identifying areas for mitigation and efficiencies
- Reducing carbon emission emanating from both direct and indirect GHG emissions

The greenhouse gas and carbon impacts of GRAS forest-based activities especially those involving production of wood products are computed using The Forest Industry Carbon Assessment Tool (FICAT) The FICAT (<http://ficat.odel.org>) framework understands forest products value chain begins in the forest and encompasses all subsequent activities related to production use, reuse and end-of-life of forest products. FICAT addresses these and other aspects of the forest products value chain. The FICAT assessment is structured according to the carbon footprint framework developed by the National Council for Air and Stream Improvement (NCASI).

In the first half of 2020, GRAS sequestered 490,073 tonnes CO₂ equivalent (Total Forest Flux) but also emitted 73,882 tonnes of CO₂ equivalent. Thus our carbon flux assessment gives a net carbon footprint of 416,191 tonnes of CO₂ equivalent which is the amount of carbon sequestered from the atmosphere by our plantations.

GRAS is committed in the reduction of GHG emissions. In line with this, among other measures that had been place, GRAS has introduced air travel monitoring,

energy and fuel use consumption monitoring as well as vehicle monitoring system (vehicle tracking) that helps to curb unnecessary use of company vehicles thereby reducing carbon emissions.

ENERGY CONSUMPTION

Green Resource AS recognizes that the efficient use of energy and adoption of clean energy is critical in achieving sustainable development goals. We consume both renewable and non-renewable energy throughout our operations. All our sawmills are connected to a national power grid with diesel generator on standby and only used during power outage.

We believe that harnessing renewable energy sources is essential in combating climate change. Key initiatives that reduce energy and emission intensities in our operations have included the installation of energy efficient equipment and increasing the use and uptake of solar lighting and heating.

CARBON PROJECTS PORTFOLIO AND UPDATES

GRAS was one of the first companies globally to receive carbon revenue from its plantation forests. It is a leader in carbon finance with three verified reforestation projects. The company has three carbon projects. Two are in Uganda, (one certified under Voluntary Carbon Standard and the other under CDM) and one VCS certified carbon project in Tanzania.

A total of 17,064 tonnes of verified carbon emission reduction units were sold under VCS scheme during the reporting period which generated USD \$40,000 carbon revenue. 10% of all proceeds from carbon sales will be invested back into the communities around its carbon projects.

Green Resources AS is experiencing increased interest in carbon credits and we believe this demand will to continue to grow and add value to the company operations in future.

CARBON EMISSIONS AND FOOTPRINT MONITORING

Country	January – June 2020		
	Total Forest Flux (tonnes CO ₂ eq/yr)	Emissions Generated (tonnes CO ₂ eq/yr)	Net Carbon Footprint (tonnes CO ₂ eq/yr)
Mozambique	-167 590	27 484	-140 106
Tanzania	-210 583	34 100	-176 484
Uganda	-111 899	12 298	-99 601
Total	-490 072,94	73 882	-416 191

Our forests absorb more carbon than they emit – we are therefore carbon positive

ENERGY CONSUMPTION PER OPERATION

Company	Energy Type	Consumption
GRL	Electrical (kWh)	1 417
	Fuel (Litres)	29 209
	Gas (Kg's)/Lubricants (Litres)	10
SHI	Electrical (kWh)	537 685
	Fuel (Litres)	110 164
	Gas (Kg's)/Lubricants (Litres)	71
NGR	Electrical (kWh)	61 634
	Fuel (Litres)	70 175
	Gas (Kg's)/Lubricants (Litres)	4 860
BFC	Electrical (kWh)	31 571
	Fuel (Litres)	59 243
	Gas (Kg's)/Lubricants (Litres)	0



CARBON PROJECTS PORTFOLIO UPDATE

Country	Project	Carbon Standard	Emission Reduction Sold (tonnes CO ₂)	Verification & Other Updates
Tanzania	Uchindile/Mapanda	VCS & CCBA	17 064	Verification underway
Uganda	Bukaleba	VCS	0	Verification underway
	Kachung	CDM	0	No verification was done in 2020

WASTE MANAGEMENT

Our activities generate quantities of hazardous and non-hazardous waste streams which, if not adequately managed, can have adverse environmental impacts. The management of waste is guided principally by the national applicable and associated regulations. We have internal waste management procedures which also provide guidance on waste management practices throughout our operations. We continue to focus on complying with the waste regulations, reducing waste and improving on our waste recycling initiatives.

The main hazardous waste produced during the reporting period are empty chemical containers (used to hold CCA and Glyphosate), used oil, contaminated clothes, fluorescent tubes, empty ink cartridges, medical and soiled PPEs. Proper disposal and wherever possible, reuse of the waste is encouraged. Empty containers of CCA are

shredded and disposed following applicable national requirements and company procedures.

In the plantations, the empty chemical containers are mainly reused in plantations to store water for firefighting activities and the others are kept at the plantation store facilities. Contaminated clothes and soiled PPEs are incinerated. GRAS follows the procedures laid out in the ILO's Safety and Health in Forestry Work.

ENVIRONMENTAL PERFORMANCE MONITORING & REPORTING – SPECIAL HIGHLIGHT

Green Resources AS has improved the accuracy of recording vital environmental data; monthly reports are issued for monitoring, ensuring any discrepancies are actioned. These reports give a detailed breakdown of the data input to the sustainability report and other reports as required by the companies' investors.

WASTE GENERATED PER OPERATION

Operating unit	Waste Type	Litres	Kg's	# of Units
Tanzania	Hazardous	1 937	0	0
	Non-Hazardous	0	39 150	0
	Recycled waste	0	0	0
	TOTAL			
Mozambique	Hazardous	22 927	0	0
	Non-Hazardous	0	106 507	0
	Recycled waste	200	0	0
	TOTAL	0	0	0
Uganda	Hazardous	105 919	0	0
	Non-Hazardous		0	0
	Recycled waste		0	0
	TOTAL			
GRAS TOTALS	Hazardous	130 783	0	0
	Non-Hazardous	0	145 657	0
	Recycled waste	200	0	0
	TOTAL			



GRAS POLICIES

GRAS's key ESG policies are: Business Ethics and Principles Policy; Occupational Health and Safety Policy; Human Resources Management Policy; Environmental Policy; Communications and IT Policy; Stakeholder and Community Relations Policy and Security Management Policy. The company undertook a new Environmental and Social Management System Project in 2019, in which all of its ESG policies, procedures and

reporting were reviewed, updated and organized into Integrated Management System (IMS) ensure better synergy, reporting and compliance across the organisation.

Below are summaries of the company policies. The full versions and copies are available on the GRAS website. www.greenresources.no

1. BUSINESS ETHICS AND PRINCIPLES POLICY

PREAMBLE

Green Resources AS is committed to contribute to the sustainable development and good governance in the countries where we work. To do this we ensure full compliance with relevant laws, observe high standards of corporate governance and be committed to transparency and fair dealings. Our policy sets out the standards of conduct we strive to maintain at every level within GRAS, our subsidiaries, joint ventures and associates, in terms of high standards of integrity wherever we work.

POLICY

To achieve this, GRAS implements applicable business ethics principles, procedures and guidelines according to relevant national and international laws into its policy which covers the

following areas:

- Anti-corruption and bribery
- Tax and royalties
- Exercise of improper influence
- Conflicts of interest
- Interactions with government officials and lobbying
- Speak up / whistle blowing

INTEGRITY DEFINES THE WAY WE DO BUSINESS

In our internal dealings, we subscribe to the principles set by the policy. Violations of this policy will lead to disciplinary action in accordance with company disciplinary procedures.

2. COMMUNICATIONS AND IT POLICY

PREAMBLE

Green Resources AS aspires to be a leader in the forest industry in Africa and to achieve this we are committed to bringing international best practices into our Communication and IT Systems. The company strives to continuously train and develop staff in the use of technology and to provide efficient IT services for enhanced productivity, protection of company assets and to provide value – addition to all our stakeholders.

POLICY

To achieve this, GRAS will implement systems to ensure that business functions progress without any loss of company data or infrastructure while upholding security standards. To achieve this the policy provides rules and guidelines in the following

areas:

- Company IT infrastructure
- Access
- Emails usage
- Data storage and protection
- IT and communication competence
- Internet access and usage

OUR SYSTEMS DEFINE OUR BUSINESS

In order to remain competitive and viable in our industry, we will continuously upgrade our IT and Communications systems to ensure a productive and cooperative work environment.

3. ENVIRONMENTAL POLICY

PREAMBLE

Green Resources AS recognizes that the scale of its operational activities will inevitably impact on the environment. Responsible environmental stewardship is therefore essential in the company's management of environmental impacts and of our relationships with host communities, regulators and other stakeholders. The company will adhere to all applicable legislation, taking into account applicable relevant international and regional laws, conventions, treaties and environmental agreements of the countries we operate in. The company will adhere to FSC Principles and IFC Performance Standards governing environmental management.

POLICY

The company will identify negative environmental impacts, establish programs for continuous improvement and monitor developments in the understanding of environmental aspects of its operations. In order to guide responsible

environmental management, the policy covers the following areas:

- Biodiversity
- Water
- Soils
- Chemicals and hydrocarbons
- Harvesting
- Waste and pollution prevention
- Training and awareness

GREENER, BETTER, TOGETHER

We recognize that our future development is inevitably tied to how we take care of our environment and natural resource base. Sustainable and responsible environmental management is therefore a key to maintaining stakeholder relationships, reputation and operational efficiency.

4. HUMAN RESOURCES MANAGEMENT POLICY

PREAMBLE

Green Resources AS strives to be an employer of choice in the African Forestry Industry. The company works to foster an atmosphere of mutual trust, mutual benefit, harmony and respect amongst our employees, contractors and the customers we serve. The aim is to create, develop and lead highly motivated competent teams who have appropriate skills to develop a long-term sustainable and successful business.

POLICY

To achieve this, GRAS implements labour and human resources management procedures according to relevant national and international laws, conventions, treaties and social agreements on a local level. The company aims to work in full compliance with the requirements of international best practice standards including the FSC Principles,

IFC Performance Standards, the ILO Fundamental Conventions and the UN Declaration of Human Rights related to labour and human resources management guided by the HR policy within the following areas:

- Labour and working conditions
- Workers' organisations and trade union membership
- Non-discrimination and equal opportunity
- Grievance mechanism
- Modern slavery and child labour

TEAMWORK MAKES THE DREAM WORK

As a company our goal is to be consistent and fair to all our stakeholders. We therefore strive to treat all our employees fairly and respect their self-worth, well-being and diversity.

5. OCCUPATIONAL HEALTH AND SAFETY POLICY

PREAMBLE

Green Resources AS recognizes that its developments and activities, typical to the forestry and wood processing industry, can have an impact on the Health and Safety of its employees, contractors and other stakeholders. The Company manages its operations in such a way as to minimize occupational health and safety risks. The company firmly believes that a high standard of health and safety contributes to improved employee satisfaction, higher productivity and increases shareholder value.

The company aims to achieve high health and safety standards through continuous measurement of incident rates and by identifying and mitigating risks. Continual improvement is strived for, based on performance monitoring, learning from incidents and accidents, and risk identification.

POLICY

Green Resources AS aims to adhere to all laws and regulations covering Health and Safety and subscribes to OSHAS 18001:2007 and ISO 45001

standards as well as FSC™ Health and Safety related principles. The following areas are covered by the Policy:

- Accessible health and safety guidelines
- Risk assessment
- Safety training
- Correct use of safety equipment
- Accident record keeping
- Emergency preparedness and response procedures
- Health and Safety committees
- Employment of qualified and professional safety officers and managers

OCCUPATIONAL HEALTH AND SAFETY ALL DAY, EVERY DAY

Health and safety are the responsibility of all people working for and with GRAS. The commitment to health and safety is driven by the Senior Management Team and cascades down to all levels of the company. GRAS's goal is to provide a safe and healthy work environment that is free from workplace injury or illness.

6. STAKEHOLDER AND COMMUNITY RELATIONS POLICY

PREAMBLE

Green Resources AS recognizes that the scale of its operational activities will inevitably impact our stakeholders and host communities. The company aims to make a lasting, positive contribution to the countries and communities in which it operates through mutually beneficial relationships and understanding and maximizing the positive influence it has on local development.

POLICY

To achieve this, GRAS implements procedures and programs in compliance with relevant national and international laws, conventions, treaties and social agreements on a local level. The company subscribes to the requirements of international best practice standards including the FSC Principles,

IFC Performance Standards and the ILO Core Labour Standards. The policy covers the following areas:

- Community
- Employee consultation and communication
- Human rights and HIV/AIDS

WE ARE OUR PEOPLE

We recognize that our operating license and our productivity depend on our relationship with our stakeholders. We strive to integrate our stakeholder and community management work into our business processes and operations to optimize mutual benefits.

7. SECURITY MANAGEMENT POLICY

PREAMBLE

Green Resources AS recognizes that security and respect for people and human rights is fundamental to safeguarding the integrity of company personnel and property. An effective security program is fundamental in the protection of our people, products, assets and reputation.

POLICY

To achieve this, GRAS will operate in accordance with relevant national and international laws, conventions, treaties and social agreements on a local level. The company will subscribe to the requirements of international best practice standards including the FSC™ Principles and IFC Performance Standards with regards to Security Operations and Management. The policy covers the following areas:

- Upholding of human rights
- Provision of resources and expertise
- Compliance to legal and other obligations
- Professionalism, knowledge and integrity
- Safe patrol
- Incident management response
- Security of Information and communication
- Travel risk management

RISK MANAGEMENT

We will measure and report progress against this policy and review performance on a periodic basis to ensure ongoing management of security risks.

8. QUALITY POLICY

PREAMBLE

Green Resources AS is committed to providing customers with service of the highest possible level of quality. In order to achieve this, we are continually improving processes, products and services, meeting and exceeding customer satisfaction always. The implementation of the quality policy is the responsibility of all staff members, with overall responsibility residing with the Executive Management Team and the Board of Directors. It is expected that all employees recognize and accept our philosophy of quality service delivery and thereby accepting accountability for their own output.

POLICY

To achieve this, GRAS will meet all laws, regulations and specifications regulating the quality and performance of its products: GRAS subscribes to ISO9001:2015 as well as to national quality standards. The policy covers the following:

- Identify customers and their needs
- Monitor and review services and processes and make adjustment
- Improve skills and human capital
- Ensure optimum business performance
- Maintain standard of excellence
- Maintain honesty and integrity
- Ensure functional quality management system
- Continue to improve the quality of service
- Ensure management support policies and procedures

QUALITY IS OUR STANDARD

The effectiveness of our quality system is monitored by planned audits, management reviews and customer satisfaction surveys to ensure quality service delivery.

GRI AND SDG REFERENCES

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