



# Sustainability and ESG Data Supplement 2021



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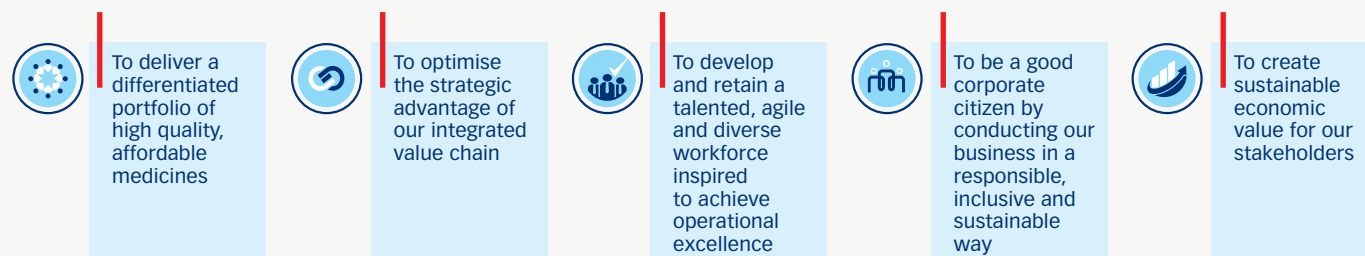
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## Navigation

Throughout our report, we use the following icons to show the connectivity between our strategic objectives, our capitals and the value we create for our key stakeholders.

## Our strategic objectives

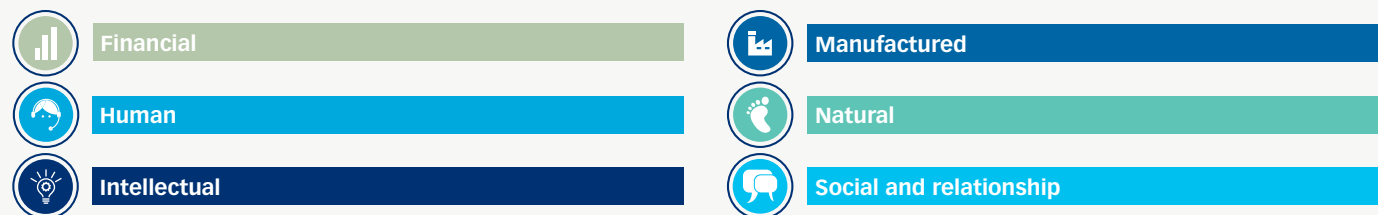
Our strategic objectives provide the foundation to deliver our strategy of creating long-term value for our stakeholders.



## Our capitals

Value creation, preservation and erosion are the consequence of how we apply and leverage our unique value drivers within our six capitals to effectively execute our strategy and implement our business activities.

## Six capitals



## Other navigation icons

	This icon indicates that further information is available online
	This icon directs you to further information in this report

The Sustainability and ESG Data Supplement ("SDS"), Integrated Report and Supplementary Documents are available online.

[www.aspenpharma.com](http://www.aspenpharma.com)

## Contact details

Queries regarding our sustainability information can be directed to the Group Head: Risk and Sustainability at [jenglund@aspenpharma.com](mailto:jenglund@aspenpharma.com).



## About Aspen

We are a global specialty and branded pharmaceutical company, improving the health of patients across the world through our high quality, affordable medicines. Active at every stage of the value chain, we are uniquely diversified by geography, product and manufacturing capability.

### Our business segments

We focus on marketing and manufacturing a broad range of post-patent, branded medicines and domestic brands covering both hospital and consumer channels through our key business segments.



#### Commercial Pharmaceuticals



**46%**  
of total revenue

**Regional Brands** – a widely diverse range of trusted medicines with a strong domestic or regional presence.



**28%**  
of total revenue

**Sterile Focus Brands** – comprising our branded products in anaesthetics and thrombosis therapy areas.



#### Manufacturing

**26%**  
of total revenue

Internal and third-party supply of chemical and biochemical APIs and finished dose form pharmaceuticals.

Total revenue  
**R37,8 billion**  
from continuing  
operations

### Our people

**Our greatest strength is our diverse and talented team who work together every day, united in our purpose to improve the health and quality of life of patients.**



Approximately  
**9 100**  
employees in 69 offices  
in over 50 countries  
and territories



**52%**  
Men



**48%**  
Women

### Our global presence

Headquartered in South Africa, we have a strong presence in both emerging and developed markets.

**65%**

of Commercial Pharmaceuticals  
revenue from emerging markets

<https://www.aspenpharma.com/global-presence/>

### Our manufacturing capabilities

Our manufacturing capabilities span a wide variety of product types including steriles, oral solid dose, liquids, semi-solids, biologicals and active pharmaceutical ingredients ("APIs"). Our manufacturing sites hold international approvals from some of the most stringent global regulatory agencies.

**7**

Active pharmaceutical  
ingredient facilities

**23**

Facilities

**16**

Finished dose form facilities

<https://www.aspenpharma.com/manufacturing-capabilities/>





# Introducing our Sustainability and ESG Data Supplement

Aspen Pharmacare Holdings Limited (the Company or Aspen and, when referred to with inclusion of all its subsidiaries, the Group) is a South African headquartered global specialty and branded pharmaceutical company listed on the Johannesburg Stock Exchange ("JSE").

We are pleased to present our 2021 Sustainability and Environmental, social and corporate governance ("ESG") Data Supplement. This is a supplementary document to the 2021 Integrated Report in which we aim to provide a balanced and accurate reflection of our strategy and business model, risks and opportunities, our performance for the financial year ended 30 June 2021 as well as our future outlook to all our stakeholders.

## Delivering value through our purpose

We believe that everyone should have access to the medicines they need to live a healthy and fulfilled life.

In the midst of the COVID-19 pandemic, this sense of purpose drives our actions to find innovative solutions to support the global efforts aimed at ensuring that patients everywhere get the medicines they need.

We have adapted our production schedules and supply chains to be responsive to the changing demand for medicines used in the treatment of critically ill patients.

We have prioritised the health and safety of our employees and contributed to the health response in the communities in which we operate.

We are particularly proud of being selected by Janssen Pharmaceuticals Inc. and Janssen Pharmaceuticals NV, two of the Janssen Pharmaceutical Companies of Johnson & Johnson to manufacture their COVID-19 vaccine (the "Johnson & Johnson COVID-19 vaccine") at our flagship Gqeberha-based manufacturing site in South Africa. This is a positive step forward in developing our technological know-how and capacity to contribute to meeting the needs of patients in Africa and around the world.

In everything we do, we have one common goal – to deliver high quality, affordable medicines to the patients who need them.

Through these actions we have been true to our credo of **Healthcare. We Care.**

### Our purpose

To improve the health and quality of life of patients.



### Our vision

To deliver value to our stakeholders as a responsible corporate citizen that provides high quality, affordable medicines globally.

### Our values

Defining the foundation on which Aspen has been built. These are the values we share as we work together toward achieving the vision of the Group.

### Our commitment to sustainability

Delivered through our four sustainability pillars, our commitment is to create value for our stakeholders in a manner that is responsible, transparent and respects the rights of all.






# About this data supplement

This Sustainability and ESG Data Supplement is designed to provide our stakeholders with more data on sustainability-related indicators.


In preparing the Group's 2021 Integrated Report, we were guided by the International Integrated Reporting <IR> Framework, published by the International Integrated Reporting Council. We have therefore integrated key material sustainability matters into the Integrated Report and accordingly, a separate Sustainability Report is not prepared.

In addition to the Group's 2021 Integrated Report, the following supplementary documents are available  online and provide further detail and context to the key sustainability matters:

- Group and Company Annual Financial Statements ("AFS") for the year ended 30 June 2021
- Supplementary documents:
  - Social & Ethics Committee Report
  - Audit & Risk Committee Report
  - Broad-Based Black Economic Empowerment Report
- 2021 Carbon Disclosure Project for Climate Change ("CDP-CC") and for Water Security ("CDP-WS") submissions
- Communication on Progress Report in respect of the United Nations Global Compact's ("UN Global Compact") 10 Principles for 2021

## Combined assurance

Selected sustainability information in the Integrated Report has been independently assured by IBIS Environmental Social Governance Consulting Africa Proprietary Limited ("IBIS") in accordance with AccountAbility's AA1000ASv3 (2020) (AA1000AS) – Type II moderate level requirements on whether Aspen adheres, in all material respects, to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact. Our Broad-Based Black Economic Empowerment ("BBBEE") scorecard has been assured by Empowerdex. All material key performance indicators ("KPIs") have been verified, using a combined assurance approach.

The 2021 sustainability assurance statements from IBIS can be accessed  online and the Ernst & Young Inc ("EY") assurance statement can be made available on request. Our Group Internal Audit function ("Internal Audit") has provided limited assurance on selected KPIs and, based on the audit work performed, concluded that the tested KPIs have been prepared in accordance with the defined reporting criteria and are free from material misstatements. Recommendations for improvement arising from the 2021 combined assurance processes will be addressed as part of the continuous improvement processes.

## Scope and boundaries

Except for, as set out in this section, the information reported in this Sustainability and ESG Data Supplement includes all operating subsidiaries controlled by the Group.

For the purposes of the Sustainability Data Supplement, data has been grouped into the following regional categories:

- Africa Middle East;
- Americas;
- Asia;
- Australasia; and
- Europe and the Commonwealth of Independent States and the former Soviet Republics ("Europe CIS").

For the purpose of reporting, due to its nature and size, the API manufacturing site, API Inc., based in Sioux City, USA is combined with the Netherlands-based Oss site, and is therefore included in the Europe CIS region.

The scope and boundary for each KPI is set out in the table on the following page. KPIs are implemented across business units with reference to the following criteria:

- relevance and suitability of the KPI to the effective measurement of performance at a commercial, manufacturing or combined business unit;
- relevance of these KPI measures to the key risk management objectives at a business unit level; and
- the maturity of the business unit in terms of integration into the Group's business model and existence of appropriate reporting infrastructure and systems.

During November 2020, the European business comprising of the European thrombosis assets was discontinued. Data relating to this business has been disclosed on a discontinued basis.



## About this data supplement continued

The following material KPIs are only relevant to selected business units:

Material KPIs	Applicable business unit	Rationale
All environmental KPIs including: <ul style="list-style-type: none"> <li>• carbon emissions;</li> <li>• waste recycled;</li> <li>• water withdrawn; and</li> <li>• electricity used.</li> </ul>	Manufacturing business units only	<ul style="list-style-type: none"> <li>• environmental indicators are not measured and reported on for the commercial business units as their environmental impact is not material.</li> </ul>
Safety KPIs including: <ul style="list-style-type: none"> <li>• total recordable incident frequency rate ("TRIFR").</li> </ul>		<ul style="list-style-type: none"> <li>• the risk of work-related safety incidents and occupational diseases is highest at the manufacturing facilities, where employees are directly exposed to and in contact with production machinery as well as pharmaceutical and chemical materials;</li> <li>• permanent disabling injuries are monitored and measured at the manufacturing business units only; and</li> <li>• occupational fatalities are monitored and measured across both the manufacturing and commercial business units.</li> </ul>
Commercial KPIs including: <ul style="list-style-type: none"> <li>• number of product recalls.</li> </ul>	Commercial business units only	<ul style="list-style-type: none"> <li>• the affected product is registered in the name of the relevant commercial business unit and not the supplying manufacturing site. It should be noted that quality management and quality assurance processes are in place at the manufacturing sites to ensure compliance with pharmaceutical good manufacturing practice. These processes aim to release products to the commercial business units only after the requisite quality checks have been passed. Products are blocked for release by our Quality Assurance Department in instances where requisite quality standards are not met. This does not, however, constitute a product recall from customers; and</li> <li>• the commercial business units are responsible for identifying and launching commercially viable molecules from the product pipeline.</li> </ul>

### Material KPIs

Promoting equality KPIs including:

- BBBEE accreditation;
- percentage of black employees in South Africa; and
- percentage of black employees in top management roles in South Africa.

### Applicable business unit

South African business units only

### Rationale

- the BBBEE legislation and related transformation objectives are only applicable to the South African business; and
- employment equity is a key focus for the South African business.

### Stakeholder engagement

Stakeholder management forms part of our day-to-day business activities and the Group promotes an appropriately consultative and constructive approach to stakeholder engagement. Designated representatives, at the Group and business unit levels, are entrusted with the management of key stakeholder relationships, and engagement takes place through appropriate mechanisms including meetings, electronic communication, participation in industrial forums, regulated communication protocols and the media. The expectations of key stakeholders are considered in formulating the Group's strategy, in evaluating material risks and in reviewing business unit performance. The most material stakeholder engagement for the Group undertaken since the publication of the previous year's Integrated Report is set out on [pages 19 to 22](#) of the 2021 Integrated Report.



# Our business strategy

Page references on [page 6](#) of this Supplement relate to our 2021 Integrated Report.

Our business strategy is to build a resilient product portfolio promoted in growth territories, strategically aligned to our enhanced manufacturing capacities and capabilities, to achieve organic growth and create long-term value. Our strategy is underpinned by our overriding commitment to deliver social value for our stakeholders.

## Strategic positioning

### Our strategic positioning supports delivery of our vision.

We seek to achieve this through building a differentiated portfolio of relevant intellectual property, creating value through our complex manufacturing capabilities and enabling access through our globally integrated supply chain.

Our market positioning is focused on leveraging opportunities presented by emerging markets, balanced with presence in more established, stable developed markets.

Through our dynamic portfolio management model, we build, optimise and reshape our basket of products to achieve a global product portfolio of niche, specialty products complemented by leading regional brands, aligned to our manufacturing capability.

## Our five strategic objectives

provide the foundation to deliver our strategy of creating long-term value for our stakeholders. Our focus areas outline our plan of action over the short to medium term.

## Strategy implementation and performance measurement

### We implement our strategy by applying the resources we have available in execution of our business model to achieve sustainable growth and value creation ([page 11](#)).

We have identified KPIs designed to provide a defined measure of performance against our strategic objectives. We track our performance by reporting against these KPIs to the Board on a quarterly basis. In this way, the performance of executive directors, executives and senior management is aligned to our sustainable business strategy.

Reporting on our performance against our strategic objectives is included in Our strategic business performance ([page 51](#) to [56](#)).



To deliver a differentiated portfolio of high quality, affordable medicines

### Our focus areas

- Build and strengthen pipeline and accelerate product launches
- Focus on expanding our emerging country portfolios by establishing a meaningful presence in countries with high growth potential
- Implement initiatives to achieve security of supply
- Explore opportunities to reshape, optimise and revitalise product portfolio
- Explore opportunities to play a greater role in vaccine supply to Africa.

### KPI

- Number of product recalls ▲



To optimise the strategic advantage of our integrated value chain

### Our focus areas

- Optimise operations, drive efficiencies and reduce cost of goods
- Achieve the transfer of the manufacture of complex, sterile products to Aspen sites
- Focus on supply performance and optimise carrying levels of inventory
- Partner with multinationals to leverage excess manufacturing capacity in niche specialty sterile manufacturing, including vaccines
- Advance digital transformation across our value chain

### KPI

- Gross profit ●



To develop and retain a talented, agile and diverse workforce inspired to achieve operational excellence

### Our focus areas

- Build a culture of operational excellence and cross-functional collaboration
- Strengthen leadership capacity across the Group
- Harness the benefits of equity, diversity and inclusion
- Focus on the development and retention of required skills
- Maintain a strong health and safety culture across our operations
- Align organisational design to position the Group for success

### KPIs

- Average staff turnover ▲
- Average training spend per employee ▲
- Percentage of females in top management roles in the Group ▲
- Percentage of black employees in top management roles in South Africa ▲
- TRIFR ♦<sup>§</sup>



To be a good corporate citizen by conducting our business in a responsible, inclusive and sustainable way

### Our focus areas

- Maintain high governance and ethical standards
- Enhance relationships and reputation with our various stakeholders
- Recalibrate sustainability strategy and align ESG priorities
- Explore resource efficiency projects to secure security of supply and minimise impact on the environment
- Develop a climate change strategy

### KPIs

- BBBEE accreditation in South Africa ■
- Financial times stock exchange ("FTSE")/JSE Responsible Investment Index score
- Carbon emissions ♦
- Waste recycled ♦
- Water withdrawn ♦
- Electricity used ♦



To create sustainable economic value for our stakeholders

### Our focus areas

- Drive organic growth through the realisation of the potential of existing portfolio and territories
- Increase operating margins and generate strong free cash flows
- Remain alert to acquisition, disposal and collaboration opportunities which present strategic value
- Optimise the allocation of available capital
- Deliver economic benefits to suppliers, employees, governments, communities and shareholders

### KPIs

- Revenue growth ●
- NHEPS growth ●
- Normalised EBITDA growth ●
- Normalised EBITDA margin percentage ●
- Operating cash flow per share ●
- Return on invested capital<sup>¶</sup>
- Free cash flow<sup>¶</sup>
- Leverage ratio ●

### Assurance on our KPIs

We obtain assurance on these reported KPIs through a combined assurance approach:

IBIS ♦
Empowerdex ■
EY ●
Internal Audit ▲

Further discussion on combined assurance is included on [page 23](#)

<sup>^</sup> KPI definitions are included in this Supplement. | <sup>§</sup> To align with best practice, we have transitioned to TRIFR as our KPI for Health and Safety, replacing lost workday frequency rate ("LWDFR"), refer to [page 76](#) | <sup>¶</sup> Measured, not reported





## Our approach to sustainability

We are committed to creating value for all of our stakeholders in a manner that is responsible, transparent, and that respects the rights of all. We recognise that to achieve long-term success, we need to deliver our business strategy in a way that creates value not only to Aspen and our shareholders, but also to society and the planet.

### Our sustainability commitments

We believe that doing business in a sustainable and responsible manner is integral to our purpose, our values and our philosophy “*Healthcare. We Care*”. Our sustainability commitments are integrated into the Group’s strategic objectives and underpin the way we do business. Our sustainability commitments are determined with consideration to the following key aspects:

#### UN Global Compact

We are a signatory to the UN Global Compact and have aligned our sustainability commitments with the principles outlined in the UN Global Compact, which cover human rights, labour, environment and anti-corruption. Our Communication on Progress report, available [online](#), sets out our approach to the application of these principles.

#### SDGs

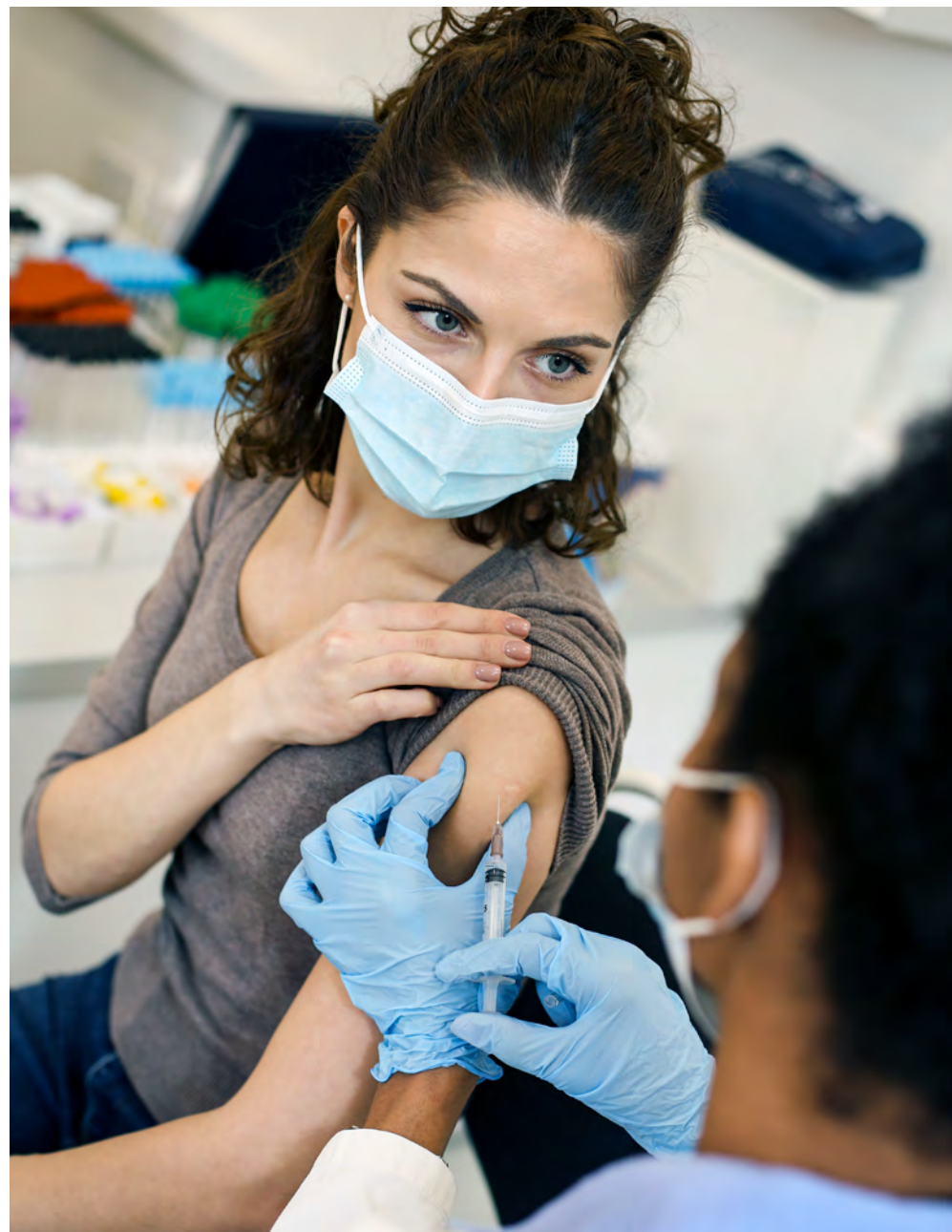
Launched in September 2015, the United Nations 2030 Agenda for Sustainable Development is a global action plan for people, planet and prosperity. The 17 SDGs aim to tackle the world’s most pressing challenges through the promotion of sustainable development. As a multinational pharmaceutical company, we play an important role in contributing to the delivery of the SDGs. While all of the SDGs are essential, we have identified eight goals where we believe we are able to have the greatest impact and we have linked these to our sustainability themes and material sustainability topics.

### Our sustainability commitments

We are continuously developing our sustainability and ESG reporting to enhance our ability to respond to the increasing disclosure expectations of our stakeholders, including our investors. In addition to our current reporting commitments to the UN Global Compact and Carbon Disclosure Project (“CDP”), we are taking further steps to strengthen our reporting in line with global best practice. We have commenced aligning our reporting with leading standards and frameworks. This year, we have included Global Reporting Initiative (“GRI”), Sustainability Accounting Standards Board (“SASB”) and Task Force on Climate-related Financial Disclosures (“TCFD”) disclosure indices in our Sustainability and ESG Data Supplement, available [online](#). We have retained our listing in the Top 30 FTSE/JSE Responsible Investment Index Series and we are a constituent of the FTSE4Good Index.

### Material sustainability topics

We performed a sustainability-related materiality assessment to identify the sustainability issues that are most critical to our business and our stakeholders. This process assists us in identifying sustainability focus areas and informs our strategy and the content of our reporting. We align our identification of material sustainability topics with the GRI standards, UN Global Compact, the FTSE/JSE Responsible Investor Index assessment criteria as well as considering information relating to the pharmaceutical sector, our regulatory requirements and matters raised during engagements with our people and our external stakeholders. More information on our sustainability materiality assessment process and outcomes can be found on [page 8](#) of this Supplement.





Page references on  page 8 of this Supplement relate to our 2021 Integrated Report.





# Sustainability materiality assessment

The business environment in which we operate and the expectations from our stakeholders continuously evolve. Our sustainability materiality assessment is used to identify which governance, social and environmental issues are of the greatest interest to our stakeholders and have the greatest impact on the business. It allows us to identify opportunities and prioritise our efforts to address the issues of significance. This analysis informs our sustainability strategies and allows us to establish meaningful metrics to evaluate our sustainability performance.

While sustainability materiality assessments have been performed in the past, in FY2021 we further enhanced the assessment by formalising the definition of sustainability topics and engaging more broadly within the Group on the identification and prioritisation of ESG topics. Our intention is to further enhance this process through engaging more broadly with our internal and external stakeholders.

## Overview of process

### 1. Sustainability issue identification

Our process began with identifying numerous of issues relevant to Aspen, by performing an external and internal context assessment using several source references. These included:

- Desktop-based research on key issues including sustainability reporting frameworks (such as GRI; SASB and TCFD); global body frameworks (such as UN Global Compact and SDGs); regulator reporting requirements; ESG rating agency questionnaires; global market and industry-specific trends;
- Assessment of industry leaders and peers;
- Media scans and reputational risk research;
- Interviews with executives, functional heads and subject matter experts across the Group; and
- Analysis of key risks and issues identified in risk registers, stakeholder engagement reports and other key business documents.

Following the comprehensive desktop review, the list of sustainability issues was consolidated into defined sustainability topics and categorised into four sustainability pillars:

- Patients
- Employees
- Society
- Environment

### 2. Prioritisation

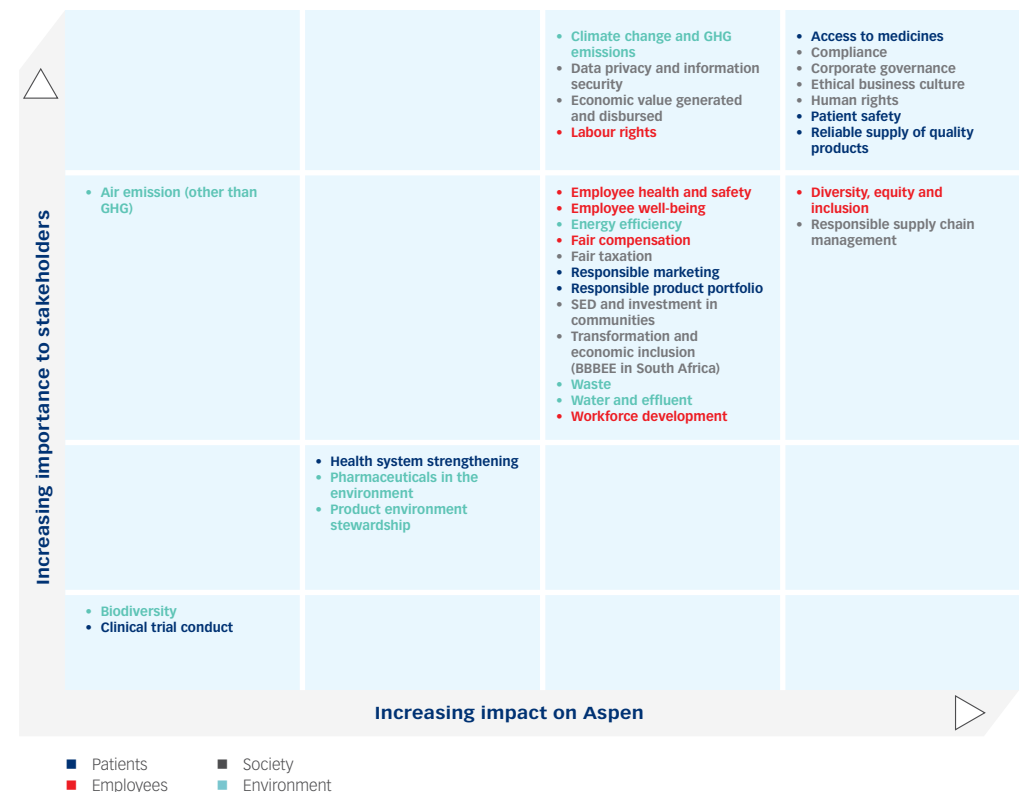
The identified sustainability topics were then prioritised based on the level of importance to our stakeholders and the impact of the issues from a financial, operational and/or reputational perspective of our business. This was achieved through engaging with the Board, Group Executive Committee and business leaders across the Group through a survey and interviews.

### 3. Validation

Finally, we mapped 31 materiality topics on the matrix according to their importance to stakeholders and impact on our business, with a select number of material sustainability topics representing potential areas where we could have the most impact. The final sustainability materiality matrix was approved by the Group Executive Committee and reviewed by the Social & Ethics Committee and Audit & Risk Committee.

## Way forward

Understanding and prioritising the issues that have the potential to substantially impact our ability to create and sustain value for our stakeholders over the short-, medium- and long-term enables us to focus on the right issues, align our business strategy to drive an effective response and ensure we provide relevant, transparent and effective reporting. The resultant matrix is being used as a key input into the refreshing of our Group sustainability strategy currently in progress and will be reviewed continuously to ensure that our approach is responsive to this rapidly evolving area.





## Intellectual capital

(This information is designed to supplement the disclosures made on [pages 62 to 66](#) of the Integrated Report.)

Sustaining life and health through access to high quality, affordable medicines

Material KPIs		2021	2020	2019	2018	2017
Number of product recalls	Number	6	10	11	17	7

Additional KPIs		2021	2020	2019	2018	2017
Product launches	Number	57	40	47	36	31

## Manufactured capital

(This information is designed to supplement the disclosures made on [pages 67 to 69](#) of the Integrated Report.)

Sustaining a cost-competitive manufacturing base

Material KPIs		2021	2020	2019	2018	2017
Gross profit percentage	%	47,1	50,9*	52,3	51,4	48,3

\* Restated for discontinued operations





# Human capital

(This information is designed to supplement the disclosures made on  pages 71 to 77 of the Integrated Report.)

## Creating an environment in which our employees can thrive

Material KPIs		2021	2020	2019	2018	2017
Average staff turnover	%	15	13	14	12	13
Average training spend per employee	Rand	4 893	4 624	5 875	6 742	4 987

Additional KPIs		2021	2020	2019	2018	2017
<b>Group employee trends</b>						
Average voluntary staff turnover	%	8	10	11	9	8
Average staff turnover (including disposals)	%	17	14	23	12	14
Permanent employees	%	94	92	93	93	93
Net growth in permanent employees	%	(5)	(2)	(7)	5	3

<b>Investment in employee training trends</b>						
Investment in training and development	R'million	43,2	42,4	56,6	65,5	46,5
Employees trained	Number of people	6 754	6 873	8 447	8 441	7 426
Training spend per employee	Rands	4 893	4 624	5 875	6 742	4 987

<b>Permanent employees trend by region</b>						
Group	Number of people	8 581	9 069	9 289	9 965	9 454
Africa Middle East	Number of people	3 866	4 116	4 246	4 662	4 484
Americas	Number of people	768	773	814	1 285	1 187
Asia	Number of people	1 214	1 157	1 184	867	618
Australasia	Number of people	538	531	515	572	595
Europe CIS	Number of people	2 195	2 492	2 530	2 579	2 570

## Additional KPIs for 2021 per region

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>Employee movement</b>							
Opening number of employees	Number of people	9 868	4 595	816	1 162	566	2 729
Appointment of employees	Number of people	1 321	473	155	340	70	283
Additions through acquisitions	Number of people	5	5	–	–	–	–
Termination of employment contracts	Number of people	(1 823)	(944)	(143)	(282)	(51)	(403)
Terminations through disposal of a business	Number of people	(189)	–	–	–	–	(189)
Transfers between business segments	Number of people	–	(1)	2	–	–	(1)
Medical retirements	Number of people	(11)	(7)	(1)	–	–	(3)
Retirements	Number of people	(45)	(23)	(2)	(1)	(1)	(18)
Deaths	Number of people	(20)	(12)	(4)	–	–	(4)
<b>Total employees at the end of the year</b>	Number of people	9 106	4 086	823	1 219	584	2 394
Percentage of Group total	%	100	45	9	13	6	27
Permanent employees	Number of people	8 581	3 866	768	1 214	538	2 195
Temporary employees	Number of people	525	220	55	5	46	199
Percentage of permanent employees	%	94	95	93	99	92	92
Percentage of temporary employees	%	6	5	7	1	8	8
Total female employees	Number of people	4 370	2 123	487	562	255	943
Total male employees	Number of people	4 736	1 963	336	657	329	1 451





## Human capital continued

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>Permanent employee ratios</b>							
Percentage of permanent female employees	%	48	52	60	46	44	40
Percentage of permanent male employees	%	52	48	40	54	56	60
Ratio of new hires to average employees	%	11	9	13	29	5	5
Average staff turnover	%	15	16	14	24	8	11
<b>Key performance assessments ("KPAs")</b>							
Percentage of permanent employees for whom KPAs are in place	%	97	94	99	100	100	100
<b>Collective bargaining councils and trade unions</b>							
Percentage of employees who are represented by collective bargaining councils	%	20	18	33	0	6	34
Percentage of employees who are members of trade unions	%	9	4	0	52	0	0
Percentage of employees who are both represented by collective bargaining councils and are members of trade unions	%	10	17	0	0	31	1

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>Employee training</b>							
Total investment in training and development	R'million	43,2	15,1	1,2	5,9	1,0	19,9
Investment in training and development as a percentage of the Group's total	%	100	35	3	14	2	46
Training spend per employee	Rand	4 893	3 800	1 576	4 991	1 792	8 503
Employees trained during the year	Number of people	6 754	2 199	802	1 286	240	2 227
Employees trained as a percentage of the Group's total	%	100	32	12	19	4	33
Training hours per employee	Hours	15	12	22	25	3	17
<b>Other</b>							
Labour days lost due to strike action	Days	9	9	0	0	0	0
<b>Absenteeism rate</b>	%	12	11	9	6	13	19
Absenteeism rate – scheduled	%	8	7	6	5	7	14
Absenteeism rate – unscheduled	%	4	4	3	1	6	5



# Human capital continued

## Providing a safe working environment

Material KPIs		2021	2020	2019	2018	2017
TRIFR	Rate	1,10	1,24	2,31	3,07	3,39

### Additional KPIs for 2021 per region

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>Number of incidents classified as disabling</b>							
Occupational fatalities (manufacturing and commercial)	Number	–	–	–	–	–	–
Irreversible occupational diseases	Number	–	–	–	–	–	–
Permanent disabilities	Number	2	2	–	–	–	–
Reversible occupational disease	Number	–	–	–	–	–	–
Lost workday cases	Number	38	24	1	–	2	11
Disabling injury cases	Number	40	25	1	–	2	12
<b>Number of incidents by other classification</b>							
High consequence cases	Number	2	2	–	–	–	–
Minor medicals	Number	36	32	–	–	2	2
Occupational illness cases (ergonomic and health exposure cases)	Number	16	9	–	–	3	4
Employee hours worked	Thousand hours	13 798	8 241	398	1 216	732	3 211
<b>Disabling Incident Frequency Rate</b>	Rate	0,58	0,61	0,50	0,00	0,55	0,75
DIFR tolerance level	Rate	1,00	1,00	1,00	1,00	1,00	1,00
<b>High Consequence Incident Frequency Rate (“HCIFR”)</b>	Rate	0,03	0,05	0,00	0,00	0,00	0,00
HCIFR tolerance level (by 2025)	Rate	0,05	0,05	0,05	0,05	0,05	0,05
<b>Lost Workday Frequency Rate</b>	Rate	0,55	0,58	0,50	0,00	0,55	0,69
LWDFR tolerance level	Rate	0,75	0,75	0,75	0,75	0,75	0,75
<b>TRIFR</b>	Rate	1,10	1,38	0,50	0,00	1,09	0,87
TRIFR tolerance level (by 2025)	Rate	2,00	2,00	2,00	2,00	2,00	2,00
<b>Fatal Injury Frequency Rate</b>	Rate	0,00	0,00	0,00	0,00	0,00	0,00
Lost work days	Days	404	207	3	–	4	190



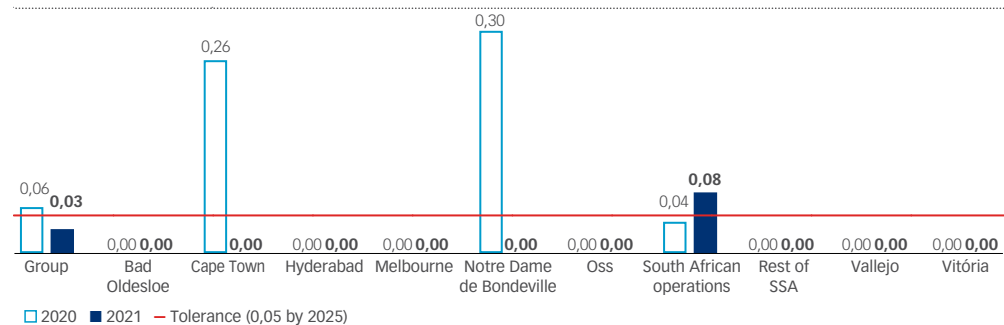
## Human capital continued

### 2021 Certifications for the Group

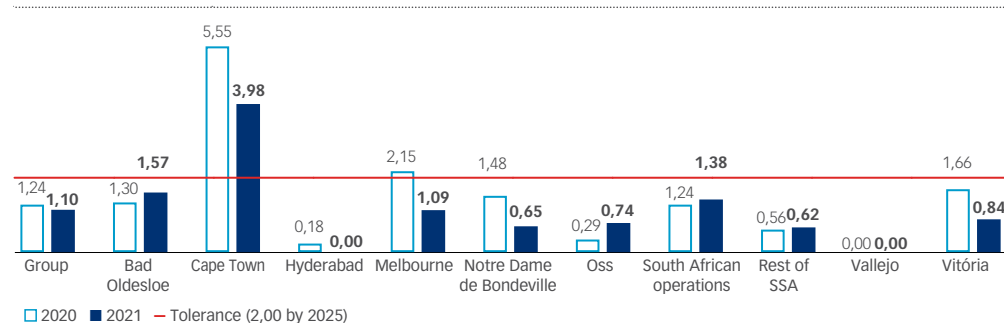
2021 Certifications for the Group		Number of facilities	Environmental certifications		Health & Safety certifications
			ISO 50001	ISO 14001	ISO 45001
Type of facility					
Regional	Number	8	–	5	5
API	Number	7	2	6	6
Primary site	Number	8	2	8	8
Total facilities	Number	23	4	19	19

Certifications are available online.

### HCIFR trend (rate)



### TRIFR trend (rate)





# Social and relationship capital

(This information is designed to supplement the disclosures made on  pages 78 to 82 of the Integrated Report.)

## Conducting our business in a responsible manner

Material KPIs		2021	2020	2019	2018	2017
FTSE/JSE Responsible Investment Index score	Score	<b>3,9</b>	4,5	3,7	4,0	3,4

### Additional KPIs for 2021 per region

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
Employees who have completed the required annual Aspen Code of Conduct declaration**	%	<b>95</b>	<b>96</b>	<b>99</b>	<b>100</b>	<b>95</b>	<b>89</b>

\*\* As at 20 September 2021.

## Promoting equality

Material KPIs		2021	2020	2019	2018	2017
Percentage of female employees	%	<b>48</b>	49	48	50	49
Percentage of females in top management roles in the Group	%	<b>26</b>	19	17	N/A*	N/A*
Percentage of black employees in South Africa	%	<b>83</b>	82	82	82	81
Percentage of black employees in top management roles in South Africa	%	<b>22</b>	27	19	N/A*	N/A*
BBBEE accreditation in South Africa	Level	<b>4</b>	4	4	4	4

\* KPI was introduced in 2020 and therefore no comparative data earlier than 2019 is available.

Additional KPIs		2021	2020	2019	2018	2017
Female Board members	%	<b>30</b>	30	36	33	30
Black Board members	%	<b>40</b>	40	36	33	40

## Contributing to enhancement of healthcare, education and basic needs in communities

Material KPIs		2021	2020	2019	2018	2017
SED	R'million	<b>19,5</b>	20,6	20,4	19,0	17,7

### Additional KPIs for 2021 per region

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>SED spend by project type</b>							
Community upliftment	R'million	<b>3,1</b>	<b>2,6</b>	–	<b>0,4</b>	<b>0,1</b>	–
Education and training	R'million	<b>9,1</b>	<b>8,8</b>	<b>0,1</b>	<b>0,2</b>	–	–
Healthcare	R'million	<b>5,7</b>	<b>5,5</b>	–	<b>0,2</b>	–	–
Mandela Day	R'million	<b>1,6</b>	<b>0,3</b>	<b>0,5</b>	<b>0,2</b>	<b>0,1</b>	<b>0,5</b>
<b>Total SED spend</b>	R'million	<b>19,5</b>	<b>17,2</b>	<b>0,6</b>	<b>1,0</b>	<b>0,2</b>	<b>0,5</b>
SED spend as a percentage of the Group's total spend	%	<b>100</b>	<b>88</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>3</b>







# Natural capital

(This information is designed to supplement the disclosures made on  pages 83 to 86 of the Integrated Report.)

## Preserving the environment

Material KPIs		2021	2020	2019	2018	2017
Scope 1 emissions*	tCO <sub>2</sub> e	44 544	43 122	48 095	44 305	48 435
Scope 2 emissions*	tCO <sub>2</sub> e	143 126	154 027	158 899	148 912	160 237
Waste recycled**	Tonnes	58 245	58 821	72 269	80 973	76 577

Additional KPIs		2021	2020	2019	2018	2017
<b>Emissions*</b>						
Ozone depleting emissions	tCO <sub>2</sub> e	1 786	2 316	2 607	1 248	2 369
Fugitive emissions	tCO <sub>2</sub> e	4 861	7 168	9 658	4 974	8 035
Ozone depleting emissions as a percentage of fugitive emissions	%	37	32	27	25	29
<b>Waste**</b>						
Non-hazardous waste generated	Tonnes	50 366	51 120	65 451	71 937	72 662
Hazardous waste generated	Tonnes	20 357	20 667	21 453	27 858	21 345
<b>Total waste generated</b>	Tonnes	<b>70 723</b>	71 787	86 904	99 795	94 007
Non-hazardous waste generated as a percentage of waste generated	%	71	71	75	72	77
Recycled waste	Tonnes	58 245	58 821	72 269	80 973	76 577
Non-recycled waste	Tonnes	12 478	12 966	14 635	18 822	17 430
<b>Total waste generated</b>	Tonnes	<b>70 723</b>	71 787	86 904	99 795	94 007
Waste recycled as a percentage of waste generated	%	82	82	83	81	81

CDP		2021	2020	2019	2018	2017
CDP-CC	score	^	C Awareness	C Awareness	B- Management	B- Management
CDP-WS	score	^	B- Management	B- Management	B- Management	B- Management

\* Carbon footprinting is calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Department for Business and Energy and Industrial Strategy ("BEIS") 2020 and local emission factors, for natural gas and electricity, have been used to calculate the GHG emissions. The emission factors used in the calculations take into account the seven main GHGs that contribute to climate change. Biogenic emissions are not calculated or measured.

\*\* Waste generated and recycled has been restated for 2020.

^ 2021 not yet assessed; assessments are done the year following the reporting year, by CDP.





# Natural capital continued

## Additional KPIs for 2021 per region

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>Carbon emissions</b>							
Scope 1 emissions*	tCO <sub>2</sub> e	44 544	14 054	1 178	765	2 187	26 360
Scope 2 emissions*	tCO <sub>2</sub> e	143 126	107 989	391	3 285	13 440	18 021
<b>Total carbon emissions</b>	tCO <sub>2</sub> e	187 670	122 043	1 569	4 050	15 627	44 381
Scope 1 emissions as a percentage of the Group total	%	100	32	3	2	5	58
Scope 2 emissions as percentage of the Group total	%	100	75	0	2	10	13
<b>Waste generated categorised</b>							
Hazardous waste	Tonnes	20 357	6 013	150	21	394	13 779
Non-hazardous waste	Tonnes	50 366	2 005	106	34	570	47 651
<b>Total waste generated</b>	Tonnes	70 723	8 018	256	55	964	61 430
<b>Waste recycled categorised</b>							
Hazardous waste	Tonnes	8 647	5 486	–	–	–	3 161
Non-hazardous waste	Tonnes	49 598	1 677	74	34	257	47 556
<b>Total waste recycled</b>	Tonnes	58 245	7 163	74	34	257	50 717
<b>Waste generated by disposal method</b>							
Biological treatment	Tonnes	1 509	–	–	–	–	1 509
Composting	Tonnes	31	3	16	–	–	12
Energy recovery	Tonnes	3 242	1 324	–	–	–	1 918
Reclamation	Tonnes	1 165	–	–	–	–	1 165
Recycling	Tonnes	52 088	5 723	51	34	257	46 023
Reuse	Tonnes	210	113	7	–	–	90
<b>Total waste recycled</b>	Tonnes	58 245	7 163	74	34	257	50 717
Co-processing	Tonnes	16	–	16	–	–	–
Incineration	Tonnes	7 839	185	2	21	340	7 291
Landfill	Tonnes	921	453	114	–	271	83
Thermal desorption	Tonnes	111	111	–	–	–	–
Treatment plant	Tonnes	3 591	106	50	–	96	3 339
<b>Total waste non-recycled</b>	Tonnes	12 478	855	182	21	707	10 713
<b>Total waste generated</b>	Tonnes	70 723	8 018	256	55	964	61 430
Waste generated per region	%	100	12	0	0	1	87
Waste recycled as a percentage of waste generated	%	82	89	29	61	27	83

\* Carbon footprinting is calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. BEIS 2020 and local emission factors, for natural gas and electricity, have been used to calculate the GHG emissions. The emission factors used in the calculations take into account the seven main GHGs that contribute to climate change. Biogenic emissions are not calculated or measured.



## Natural capital continued

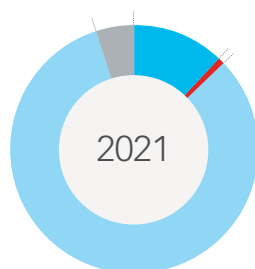
		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>Spillages</b>							
Number of spillages	Number	2	–	–	–	–	2
Volume of spillages	kℓ	1,5	–	–	–	–	1,5
Material of spillages							Methanol, cooling water and synthetic oil
Impact of spillages on the environment							None to limited impact

## Managing the efficient utilisation of scarce natural resources

<b>Material KPIs</b>		2021	2020	2019	2018	2017
Water withdrawn	Mℓ	1 096	1 204	1 693	1 584	1 667
Electricity used	GJ	641 476	660 017	689 873	663 557	692 449

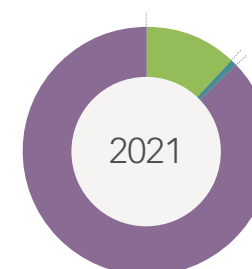
<b>Additional KPIs</b>		2021	2020	2019	2018	2017
<b>Water withdrawn by region</b>						
Africa Middle East	Mℓ	387	406	438	464	526
Americas	Mℓ	46	47	126	153	156
Asia	Mℓ	31	30	0	0	0
Australasia	Mℓ	53	48	53	45	42
Europe CIS	Mℓ	579	673	1 076	922	943
<b>Group</b>	Mℓ	<b>1 096</b>	1 204	1 693	1 584	1 667

## Waste generated by disposal method (70 723 tonnes) (%)



Incineration 12  
Landfill 1  
Recycled 82  
Treatment plant 5

## Waste generated by region (70 723 tonnes) (%)



Africa Middle East 12  
Australasia 1  
Europe CIS 87



## Natural capital continued

Additional KPIs		2021	2020	2019	2018	2017
<b>Water by source and destination</b>						
Water withdrawn by source*	Mℓ	1 096	1 204	1 693	1 584	1 667
Third party (municipal)	Mℓ	953	1 042	1 134	1 206	1 357
Ground	Mℓ	143	162	559	378	310
Water discharged by destination	Mℓ	857	857	1 308	1 220	1 226
Third party (municipal)	Mℓ	797	773	1 279	1 191	1 212
Ground	Mℓ	60	84	0	0	0
Water recycled for third-party use (donated)	Mℓ	0	0	29	29	14
Water consumed	Mℓ	239	347	385	364	441
Recycled water	Mℓ	16	11	12	19	24
<b>Electricity used</b>						
Africa Middle East	GJ	383 824	406 443	419 373	383 545	400 607
Americas	GJ	22 558	23 281	49 674	50 679	49 454
Asia	GJ	15 728	15 772	0	0	0
Australasia	GJ	47 436	46 178	47 331	46 109	46 829
Europe CIS	GJ	171 930	168 343	173 495	183 224	195 559
Group	GJ	641 476	660 017	689 873	663 557	692 449

\* Refer to energy certifications on [page 14](#) of this Supplement.

### Additional KPIs for 2021 per region

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>Water</b>							
<b>Water withdrawn by source</b>							
Third party (municipal)	Mℓ	953	373	26	8	53	493
Ground	Mℓ	143	14	20	23	–	86
<b>Total volume of water withdrawn</b>	Mℓ	<b>1 096</b>	<b>387</b>	<b>46</b>	<b>31</b>	<b>53</b>	<b>579</b>
<b>Water discharged by destination</b>							
Third party (municipal)	Mℓ	797	272	4	1	35	485
Ground	Mℓ	60	–	–	–	–	60
<b>Total water discharged</b>	Mℓ	<b>857</b>	<b>272</b>	<b>4</b>	<b>1</b>	<b>35</b>	<b>545</b>
Quality of water discharged		Compliant with the required local municipal and/or legal standards with minor non-compliances at the Cape Town, De Geer and Ghana sites.					
<b>Recycled water</b>							
Water recycled for own use	Mℓ	16	15	–	1	–	–
Water recycled for own use as a percentage of water withdrawn	%	0	0	0	0	0	0
<b>Water consumed</b>	Mℓ	<b>239</b>	<b>115</b>	<b>42</b>	<b>30</b>	<b>18</b>	<b>34</b>

### Water stressed areas\*

		Extremely high water stressed	High to medium- high water stressed	Medium- low to low water stressed	Total
Water withdrawn	Mℓ	345	480	271	1 096
Water discharged	Mℓ	218	431	208	857
Water consumed	Mℓ	127	49	63	239
Water withdrawn	%	31	44	25	100
Water discharged	%	25	51	24	100
Water consumed	%	53	21	26	100

\* As determined by the World Resources Institute in the Aqueeduct World Risk Atlas as of September 2021.





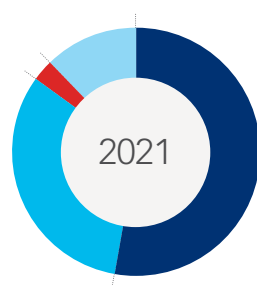
# Natural capital continued

## Additional KPIs for 2021 per region

		Group	Africa Middle East	Americas	Asia	Australasia	Europe CIS
<b>Energy consumption</b>							
Electricity	GJ	641 476	383 824	22 558	15 728	47 436	171 930
Natural gas (excluding natural gas used to produce steam consumed by third parties)	GJ	378 308	–	15 737	–	42 509	320 062
Steam purchased	GJ	32 602	32 602	–	–	–	–
Fuel	GJ	141 310	131 796	185	8 498	23	808
<b>Total energy consumption</b>	GJ	<b>1 193 696</b>	<b>548 222</b>	<b>38 480</b>	<b>24 226</b>	<b>89 968</b>	<b>492 800</b>
<b>Natural gas used to produce steam consumed by third parties</b>	GJ	<b>123 797</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>123 797</b>
<b>Resource savings*</b>							
Volume of water saved	Mℓ	57	48	–	–	–	10
Electricity saved	GJ	20 153	20 136	–	–	–	17
<b>Environmental monetary fines and non-monetary sanctions issued by authorities</b>							
Number of non-monetary sanctions	Number	6	5	0	0	0	1
Number of monetary fines	Number	0	0	0	0	0	0
<b>Total number of sanctions and fines</b>	Number	<b>6</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total monetary value of fines</b>	Rand	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

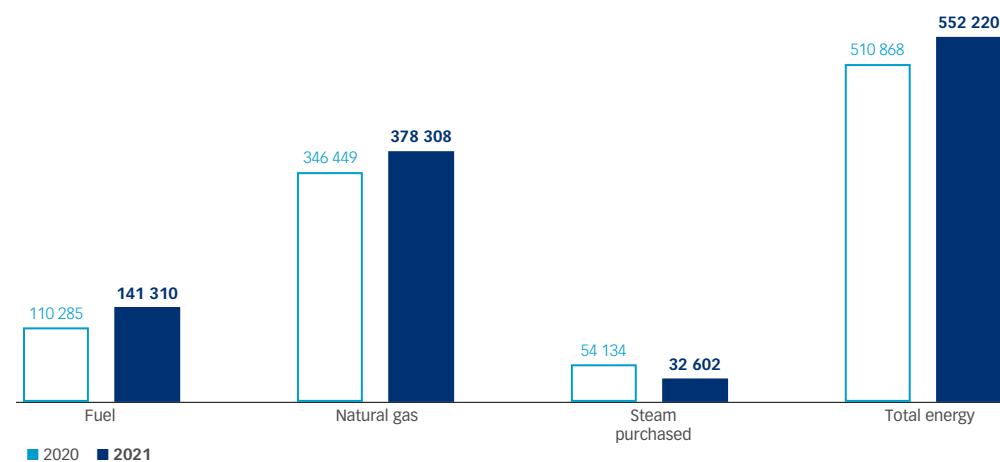
\* Amounts reported have either been estimated or measured internally and have not been subject to audit.

## Energy usage by source type (1 193 696 GJ) (%)



Electricity	53	Purchased steam	3
Natural gas	32	Fuel	12

## Energy usage by source type excluding electricity (GJ)





# Financial capital

(This information is designed to supplement the disclosures made on [pages 87 to 89](#) of the Integrated Report.)

## Adding economic value to stakeholders

Material KPIs		2021	2020	2019	2018	2017
Revenue growth	%	12 <sup>^</sup>	9	2	3	16
NHEPS growth	%	10 <sup>^</sup>	9	(7)	10	16
Normalised EBITDA growth	%	3 <sup>^</sup>	7	(2)	5	13
Normalised EBITDA margin	%	26,3	28,6*	28,9	28,8	27,7

Additional KPIs		2021	2020*	2019	2018	2017
Weighted number of permanent employees	Number of employees	8 581	9 069	9 289	9 128	9 155
Revenue	R'million	37 766	33 659	35 514	38 314	41 213
Value added from operations	R'million	16 352	14 278	13 574	17 304	16 615
Revenue per employee	R'000	4 401	3 711	3 823	4 197	4 161
Value added per permanent employee <sup>#</sup>	R'000	1 906	1 574	1 461	1 896	1 815
Wealth created per employee	R'000	1 922	1 592	1 509	1 933	1 846

Components of value distribution as a percentage of the total						
Employees	%	46	47	55	43	42
Finance costs	%	7	12	16	12	14
Capital distribution and dividends paid to shareholders	%	0	0	10	7	7
Governments	%	8	7	9	7	8
Reinvested in the Group	%	39	34	10	31	29

<sup>^</sup> Growth calculated on 2020 restated figure for discontinued operations.

<sup>#</sup> The value added per employee using the total weighted number of employees of 9 106 (2020: 9 868), with the inclusion of total temporary employees, is R1 796 thousand (2020\*: R1 447 thousand).

\* Comparable information for 2019 is not split between continuing and discontinued operations.

## Maintenance of financial health

Material KPIs		2021	2020	2019	2018	2017
Operating cash flow per share	Cents	1 495,3	1 809,6	1 314,9	1 537,3	1 421,4
Leverage ratio	Ratio	1,74	2,90	3,62	3,78	3,25

Additional KPIs		2021	2020	2019	2018	2017
Net interest cover	Times	8,6	6,2	3,1	6,3	5,8

Capital composition						
Net borrowings	R'million	16 326	35 228	38 984	46 780	37 131
International	R'million	7 532	25 255	29 634	34 708	25 860
South Africa	R'million	7 498	7 696	7 661	9 932	8 706
Asia Pacific	R'million	1 296	2 277	1 689	2 140	2 565
Ordinary shareholders' equity	R'million	65 627	69 217	54 213	49 375	43 138
Capital	R'million	81 953	104 445	93 197	96 155	80 269



## Financial capital continued

### Group value added statement

for the year ended 30 June 2021

	Change %	2021 R'million	%	2020* R'million	%
Revenue	12	37 766		33 659	
Sterile Focus Brands	11	10 691		9 615	
Regional Brands	3	17 183		16 751	
Manufacturing	36	9 892		7 293	
Other operating income		1 067		515	
Less: Purchased materials and services	13	(22 481)		(19 896)	
Value added from operations	15	16 352	99	14 278	99
Investment income		140	1	156	1
<b>Total wealth created</b>	14	<b>16 492</b>	<b>100</b>	14 434	100
Employees	11	7 538	46	6 805	47
Providers of capital – finance costs	(28)	1 223	7	1 688	12
Governments	36	1 380	8	1 013	7
Reinvested in the Group	29	6 351	39	4 928	34
Depreciation and amortisation		1 637	10	1 555	11
Deferred tax		(84)	0	(7)	0
Income retained in the business		4 798	29	3 380	23
<b>Total value distribution</b>	14	<b>16 492</b>	<b>100</b>	14 434	100







\* Restated for discontinuing operations and segmental reclassifications.

	Change %	2021 R'million	%	2020* R'million	%
<b>Value added statistics</b>					
Number of permanent employees		8 581		9 069	
Revenue per employee ('000)	19	4 401		3 711	
Value added per employee ('000)	21	1 906		1 574	
Wealth created per employee ('000)	21	1 922		1 592	
Number of total employees		9 106		9 868	
Revenue per employee ('000)	22	4 147		3 411	
Value added per employee ('000)	24	1 796		1 447	
Wealth created per employee ('000)	24	1 811		1 463	
<b>Monetary exchanges with government</b>					
Current taxes (excluding deferred tax)	55	1 275		825	
Customs and excise duty	(67)	56		172	
Rates and similar levies	206	49		16	
Gross contribution to central and local governments	36	1 380		1 013	
<b>Additional collections on behalf of government</b>					
Employees' taxes	34	1 553		1 160	
Withholding taxes	115	43		20	
Net value added tax paid	10	2 453		2 233	
	19	4 049		3 413	



# GRI index

Sustainability topics which are disclosed are identified through a structured materiality assessment process. This is reviewed periodically to ensure that possible changes in reporting topics are considered in light of the changing business footprint, products, processes and stakeholder expectations. We report on our sustainability performance with reference to the current GRI standards. This GRI index cross-references to the SDGs and other disclosures such as CDP as well as the Integrated Report and supplementary documents which are available [online](#). The GRI standards most material to Aspen have been referenced below.

SDG	GRI Standard	Disclosure	Reference/s
<b>102: General disclosures</b>			
<b>Organisational profile</b>			
	102 – 1	Name of the organisation	IR page 2
	102 – 2	Activities, brands, products, and services	IR page 5
	102 – 3	Location of headquarters	IR page 6
	102 – 4	Location of operations	IR page 6
	102 – 5	Ownership and legal form	IR page 2
	102 – 6	Markets served	IR page 6
	102 – 7	Scale of the organisation	IR page 5
	102 – 8	Information on employees and other workers	IR page 71 SDS page 11
	102 – 9	Supply chain	IR page 11
	102 – 10	Significant changes to the organisation and its supply chain	IR page 43 and 46
	102 – 11	Precautionary principle or approach	IR page 83
	102 – 12	External initiatives	IR page 14
	102 – 13	Membership of associations	IR page 78
<b>Strategy</b>			
	102 – 14	Statement from senior decision-maker	IR page 43
	102 – 15	Key impacts, risks and opportunities	IR page 23
<b>Ethics and integrity</b>			
	102 – 16	Values, principles, standards, norms and behaviour	IR page 2
	102 – 17	Mechanisms for advice and concerns about ethics	IR page 79










## GRI index continued

SDG	GRI Standard	Disclosure	Reference/s
<b>Governance</b>			
	102 – 18	Governance structure	IR page 37
	102 – 19	Delegating authority	IR page 37
	102 – 20	Executive-level responsibility for economic, environmental and social topics	IR page 34
	102 – 21	Consulting stakeholders on economic, environmental, and social topics	IR page 19
	102 – 22	Composition of highest governance body and its committees	IR page 34
	102 – 23	Chair of the highest governance body	IR page 34
	102 – 24	Nominating and selecting the highest governance body	IR page 37
	102 – 25	Conflicts of interest	IR page 80
	102 – 26	Role of highest governance body setting purpose, values, and strategy	IR page 37
	102 – 27	Collective knowledge of highest governance body	IR page 38
	102 – 28	Evaluating the highest governance body's performance	IR page 40
	102 – 29	Identifying and managing economic, environmental, and social impacts	IR page 23
	102 – 30	Effectiveness of risk management processes	IR page 23
	102 – 31	Review of economic, environmental, and sustainability topics	IR page 14
	102 – 32	Highest governance role in sustainability reporting	IR page 37
	102 – 33	Communicating critical concerns	IR page 19
	102 – 34	Nature and total number of critical concerns	IR page 19
	102 – 35	Remuneration policies	IR page 91
	102 – 36	Process for determining remuneration	IR page 91
	102 – 37	Stakeholders' involvement in remuneration	IR page 91










## GRI index continued

SDG	GRI Standard	Disclosure	Reference/s
<b>Stakeholder engagement</b>			
	102 – 40	List of stakeholder groups	IR page 19
	102 – 41	Collective bargaining agreements	IR page 73
	102 – 42	Identifying and selecting stakeholders	IR page 19
	102 – 43	Approach to stakeholder engagement	IR page 19
	102 – 44	Key topics and concerns raised	IR page 19
<b>Reporting practice</b>			
	102 – 45	Entities included in the consolidated financial statements	AFS page 131
	102 – 46	Defining report content and topic boundaries	IR page 3 SDS page 4
	102 – 47	List of material topics	IR page 15 SDS page 9
	102 – 48	Restatements of information	IR page 4
	102 – 49	Changes in reporting	IR page 13 SDS page 4
	102 – 50	Reporting period	IR page 2
	102 – 51	Date of most recent report	IR page 2
	102 – 52	Reporting cycle	IR page 3
	102 – 53	Contact point for questions regarding the report	IR page 4
	102 – 55	GRI content index	This index
	102 – 56	External assurance	IR page 4  Online






# GRI index continued

SDG	GRI Standard	Disclosure	Reference/s
<b>200: Economic</b>			
<b>201: Economic performance</b>			
		Management approach	IR page 87
	201 – 1	Direct economic value generated and distributed	IR page 88 SDS page 21 AFS page 15
	201 – 2	Financial implications and other risks and opportunities due to climate change	SDS page 34
	201 – 3	Defined benefit plan obligations and other retirement plans	AFS page 73
<b>203: Indirect economic impacts</b>			
		Management approach	IR page 10
	203 – 2	Significant indirect economic impacts	IR page 62
<b>204: Procurement practices</b>			
		Management approach	IR page 82 BBBEE certificate is available  online
<b>205: Anti-corruption</b>			
		Management approach	IR page 79
	205 – 1	Operations assessed for risks related to corruption	IR page 79
	205 – 2	Communication and training about anti-corruption policies and procedures	IR page 79 COP page 5
	205 – 3	Confirmed incidents of corruption and actions taken	IR page 79
<b>206: Anti-competitive behaviour</b>			
		Management approach	IR page 64
	206 – 1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	IR page 64






## GRI index continued

SDG	GRI Standard	Disclosure	Reference/s
<b>207: Tax</b>			
		Management approach	IR page 88
	207 – 1	Approach to tax	IR page 88
	207 – 2	Tax governance, control and risk management	IR page 88
<b>300: Environmental</b>			
<b>302: Energy</b>			
		Management approach	IR page 86
	302 – 1	Energy consumption within the organisation	IR page 86 SDS page 20 CDP-CC page 51
	302 – 4	Reduction in energy consumption	IR page 86 SDS page 20
<b>303: Water</b>			
		Management approach	IR page 85
	303 – 2	Management of water discharge-related impacts	IR page 85 SDS page 19 CDP-WS page 12
	303 – 3	Water withdrawal	IR page 85 SDS page 19 CDP-WS page 7
	303 – 4	Water discharge	IR page 85 SDS page 19 CDP-WS page 11
	303 – 5	Water consumption	IR page 85 SDS page 19 CDP-WS page 8
<b>304: Biodiversity</b>			
	304 – 1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	IR page 85
	304 – 2	Significant impact of activities, products and services on biodiversity	IR page 85









## GRI index continued

SDG	GRI Standard	Disclosure	Reference/s
<b>305: Emissions</b>			
		Management approach	IR page 84
	305 – 1	Direct (Scope 1) GHG Emissions	IR page 84 SDS page 16 CDP-CC page 37
	305 – 2	Energy indirect (Scope 2) GHG emissions	IR page 84 SDS page 16 CDP-CC page 38
	305 – 3	Other indirect (Scope 3) GHG emissions	CDP-CC page 39
	305 – 4	GHG emissions intensity	CDP-CC page 44
	305 – 5	Reduction of GHG emissions	IR page 84 SDS page 16 CDP-CC page 27
	305 – 6	Emissions of ozone depleting substance	SDS page 16
<b>306: Waste</b>			
		Management approach	IR page 85
	306 – 1	Waste generation and significant waste-related impact	IR page 85 SDS page 16
	306 – 2	Management of significant waste-related impacts	IR page 85
	306 – 3	Waste generated	IR page 85 SDS page 16
	306 – 4	Waste diverted from disposal	IR page 85 SDS page 16
	306 – 5	Waste directed to disposal	IR page 85 SDS page 17
<b>307: Environmental compliance</b>			
		Management approach	IR page 83
	307 – 1	Non-compliance with environmental laws and regulations	IR page 84 SDS page 20
<b>308: Supplier environmental assessment</b>			
		Management approach	IR page 84
	308 – 1	New suppliers that were screened using environmental criteria	Not yet disclosed. We are considering options for future disclosure.
	308 – 2	Negative environmental impacts in the supply chain and actions taken	



# GRI index continued

SDG	GRI Standard	Disclosure	Reference/s
<b>400: Social</b>			
<b>401: Employment</b>			
		Management approach	IR page 71
	401 – 1	New employee hires and employee turnover	IR page 72 SDS page 11
<b>403: Occupational health and safety</b>			
		Management approach	IR page 75
	403 – 1	Occupational health and safety management system	IR page 76 SDS page 14
	403 – 2	Hazard identification, risk assessment, and incident investigation	IR page 76
	403 – 3	Occupational health services	IR page 75
	403 – 4	Worker participation, consultation, and communication on occupational health and safety	IR page 76
	403 – 5	Worker training on occupational health and safety	IR page 76
	403 – 6	Promotion of worker health	IR page 75 SDS page 36
	403 – 8	Workers covered by an occupational health and safety system	IR page 76
	403 – 9	Work-related injuries	IR page 76 SDS page 13
	403 – 10	Work-related ill-health	IR page 76 SDS page 13
<b>404: Training and education</b>			
		Management approach	IR page 72
	401 – 1	Average hours training per employee	SDS page 12
	401 – 2	Programmes for upgrading employee skills and transition assistance programmes	IR page 72 SDS page 12
	404 – 3	Percentage of employees receiving regular performance and career development reviews	IR page 73 SDS page 12
<b>405: Diversity and equal opportunity</b>			
		Management approach	IR page 74
	405 – 1	Diversity of governance bodies and employees	IR page 74




## GRI index continued

SDG	GRI Standard	Disclosure	Reference/s
<b>406: Non-discrimination</b>			
		Management approach	IR page 73
	406 – 1	Incidents of discrimination and corrective actions taken	IR page 73
<b>407: Freedom of association and collective bargaining</b>			
		Management approach	IR page 73
	407 – 1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	IR page 73
<b>408: Child labour</b>			
	408 – 1	Operations and suppliers at significant risk for incidents of child labour	IR page 73
<b>409: Forced or compulsory labour</b>			
	409 – 1	Operations and suppliers at significant risk for incidents of forced labour or compulsory labour	IR page 73
<b>413: Local communities</b>			
		Management approach	IR page 80
	413 – 1	Operations with local community engagement, impact assessment and development programmes	IR page 80 SDS page 15
<b>414: Supplier social assessment</b>			
		Management approach	IR page 80
	414 – 1	New suppliers that were screened using social criteria	Not yet disclosed. We are considering options for future disclosure.
	414 – 2	Negative social impacts in the supply chain and actions required	



## GRI index continued

SDG	GRI Standard	Disclosure	Reference/s
<b>415: Public policy</b>			
		Management approach	IR page 80
	415 – 1	Political contributions	IR page 80
<b>416: Customer health and safety</b>			
		Management approach	IR page 65
	416 – 1	Assessment of the health and safety impacts of products and service categories	IR page 65
	416 – 2	Incidents of non-compliance concerning the health and safety impacts of products and services	IR page 65 SDS page 10
<b>417: Marketing and labelling</b>			
		Management approach	IR page 64
	417 – 1	Requirements for product and service information and labelling	IR page 65
	417 – 2	Incidents of non-compliance concerning product and service information and labelling	IR page 65 SDS page 10
	417 – 3	Incidents of non-compliance concerning marketing communications	IR page 51 SDS page 10
<b>419: Socio-economic compliance</b>			
		Management approach	IR page 80
	419 – 1	Non-compliance with laws and regulations in the social and economic area	IR page 80





# SASB index

In an effort to further improve our sustainability reporting and transparency, this is an index to the location of our disclosures that align with the SASB Standards for Biotechnology & Pharmaceuticals. Our reporting against the SASB Standards is a voluntary disclosure to support the evolving information needs of our investors. This is our first SASB index and we expect to further develop our alignment to the required disclosures over time.

Topic	Metric Code	Accounting Metric	Page/s	Comments
Safety of Clinical Trial Participants	HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	IR page 65	Aspen undertakes very limited clinical trials.
	HC-BP-210a.2	Number of United States Food and Drug Administration ("US FDA") Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated and (2) Official Action Indicated		Nil
	HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries		Nil
Access to Medicines	HC-BP-240a.1	Description of actions and initiatives to promote access to healthcare products for priority diseases and in priority countries as defined by the Access to Medicine Index	IR page 62	Aspen's initiatives to promote access to medicines is described in our report, but not in respect of the priority diseases and priority countries as defined by the Access to Medicine Index.  Aspen's supplies medicines to 53 of the 106 priority countries included in the Access to Medicine Index.
	HC-BP-240a.2	List of products on the World Health Organization List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme		 <a href="https://extranet.who.int/pqweb/medicines/prequalified-lists/finished-pharmaceutical-products">https://extranet.who.int/pqweb/medicines/prequalified-lists/finished-pharmaceutical-products</a>
Affordability & Pricing	HC-BP-240b.1	Number of settlements of Abbreviated New Drug Application litigation that involved payments and/or provisions to delay bringing an authorised generic product to market for a defined time period		Nil
	HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across United States product portfolio compared to previous year		Not reported  Commercial Pharmaceutical revenue generated in the USA less than 0,4% of Commercial Pharmaceutical revenue.
	HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year		Not reported
Drug Safety	HC-BP-250a.1	List of products listed in the US FDA's MedWatch Safety Alerts for Human Medical Products database		Nil
	HC-BP-250a.2	Number of fatalities associated with products as reported in the US FDA Adverse Event Reporting System		Nil
	HC-BP-250a.3	Number of recalls issued, total units recalled	IR page 65	Total units recalled not reported.
	HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal		Not measured
	HC-BP-250a.5	Number of US FDA enforcement actions taken in response to violations of current Good Manufacturing Practices, by type		Nil



## SASB index continued

Topic	Metric Code	Accounting Metric	Page/s	Comments
Counterfeit Drugs	HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	IR page 65	
	HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products		Not reported
	HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products		Not reported
Ethical Marketing	HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims		Not reported
	HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	IR page 64	
Employee Recruitment, Development and Retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	IR page 73	Disclosures related to our talent pool in general, not specifically for scientists and research and development personnel. Since Aspen is not a drug innovator, this type of skill is not a critical issue for us.
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	IR page 72 SDS page 11	Employee turnover rates are not reported by job grade.
Supply Chain Management	HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third party audit programs for integrity of supply chain and ingredients	IR page 65	We do not use third-party auditing organisations. A description of our quality programme is referenced.
Business Ethics	HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	IR page 79	
	HC-BP-510a.2	Description of code of ethics governing interactions with healthcare professionals	IR page 64	
Other	HC-BP-000.A	Number of patients treated		Not measured
	HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)		(1) Number of products in portfolio (defined by brand) is ~840 (2) Aspen is not an originator of new drugs



# TCFD disclosures

During 2021 Aspen committed to support management recommendations on the TCFD. For our first disclosure we outline our governance framework, climate strategy and risk management approach. We are in the process of developing an ambitious target for climate action and we aim to include goals, metrics and related performance criteria in future disclosures. This disclosure builds on our CDP-CC disclosures and by incorporating TCFD recommendations in our reporting obligations we will continue to disclose climate-related topics and performance to all stakeholders.

## Governance

### Board oversight

The Aspen Board of Directors is collectively responsible for setting the strategic direction for the Group and approving the Group's strategic objectives, one of which is "to practise good corporate citizenship". The Board is responsible for the oversight of performance against this strategic objective by considering both the financial aspects of the business and the impact that the business operations have on the economic, physical and social environments in which Aspen operates. Aligned to the Group's strategic objectives, the Board ratifies the Group's material KPIs annually, which includes KPIs relating to carbon emissions and energy usage. The Deputy Group Chief Executive presents the Group's performance against these objectives and KPIs to the Board at each of its scheduled quarterly meetings.

### Management oversight

Operational responsibility for climate-related issues lies with the Site Heads, who are responsible for developing and executing the business unit strategy in alignment with the overall Group strategy. Site Heads are responsible for ensuring that site risk assessments, which would include climate-related risks, are conducted and maintained and for driving performance aligned to the Group's KPIs. In respect of operational aspects, Site Heads report to Group Executives, who ensure strategic alignment across the Group's operations.

Aspen's Executive Risk Forum, comprising the Deputy Group Chief Executive, the Group Chief Operations Officer, the Group Finance Officer, the Group Chief Corporate Services Officer and the Group Chief Strategic Development Officer, present the top enterprise-wide risks to the Group Audit & Risk Committee at the scheduled quarterly meetings. These include significant climate-related risks that have been identified. The Board reviews how the proposed risk mitigation has been considered in the business plan of the impacted business units. Any major capital expenditure needed to implement the proposed mitigation would be included in the review and approval processes, as per the Group's approval framework. To measure our performance, the Group Risk & Sustainability function presents key environmental compliance indicators to the Social & Ethics Committee on a quarterly basis.

## Applicable disclosures

### TCFD recommended disclosures

Describe the Board's oversight of climate-related risks and opportunities.

Describe management's role in assessing and managing climate-related risks and opportunities.

### Aspen disclosures

CDP-CC Questions C1.1a and C1.1b

CDP-CC Questions C1.2 and C1.2a

## Strategy

A structured sustainability materiality assessment was concluded during 2021 (refer to [page 9](#)) and climate change and GHG emissions were identified as highly important issues to stakeholders. This outcome supports the urgency of our climate strategy, with specific focus on setting, disclosing and realising climate-related targets. Climate change is likely to have a notable effect on our direct manufacturing functions as well as our value chain. The product portfolio of Aspen may also be impacted as a result of climate change since independent research points to the possible increased prevalence of vector-borne and other diseases linked to increased global temperatures and humidity. Access to medicines, in particular in Africa, is one of our most material suitability topics, and an increased demand for medicines to combat ill-health linked to climate change will be continually monitored and assessed.

## Risks and opportunities

During 2021, an initial strategic climate risk assessment was performed with due consideration to material climate change drivers recommended by TCFD. We applied our strategic risk assessment methodology to identify and assess current and future climate-related risks. Further work is planned to quantify the identified risks. Prominent risks were then profiled, as outlined below, to ensure that our risk management approach is aligned with material risks.

- Increased pricing of GHG emissions will result in increased operating costs, affecting our manufacturing facilities in South Africa. Carbon prices in South Africa are likely to remain stable until 2023. Following this, the carbon tax will be reviewed, and some of the current allowance mechanisms are likely to be removed. Given the rising risk of climate change, there are likely to be additional costs related to carbon pricing in other jurisdictions. We aim to conduct scenario analyses of different carbon pricing scenarios per jurisdiction to understand and quantify the real potential cost impact. This will assist in making the business case for addressing climate change.
- Increased stakeholder concern or negative stakeholder feedback which could result in reduced capital availability as well as reduced revenue as a result of negative impacts on workforce management and planning such as employee attraction and retention. We intend to publish our position statement on climate change during 2022 which will outline our climate strategy together with short-, medium- and long-term goals.
- We currently have limited emission data on our supply chain. Not having a comprehensive Scope 3 emission profile was identified as a transition risk which we plan to manage through a structured Scope 3 strategy. A supplier sustainability assessment programme has been initiated and is currently in development.



## TCFD disclosures continued

Outputs of facility-level risk assessments are essential for us to understand, anticipate and plan for physical and regulatory risk in the different regions in which we operate. For our 2021 CDP-CC submission we disclosed risks, identified by our manufacturing facilities, that relates to carbon pricing mechanisms, ozone depleting agents and also increased stakeholder concern or negative stakeholder feedback. Where possible, potential financial impacts of these reported risks are determined and disclosed. Through our annual water risk assessment process, we assess current and future risks that relate to climate-induced water stress and floods and we will continue to identify and disclose facility locations that are vulnerable to physical risk.

Opportunities to manage identified climate-related risks are continually identified and implemented where feasible. Energy consumption and efficiency is a strategic sustainability priority to reduce our carbon footprint. The investment in such climate action initiatives is therefore actively promoted within the Group. Feasibility studies are conducted at a facility level in order to motivate improvement in resource conservation and return on investment. Approved energy-saving projects are formally established and managed through continual improvement programmes, as documented in our certified environmental management systems. Performance on these energy consumption and efficiency initiatives is monitored and reported internally and externally through management review meetings and public disclosures.

### Applicable Disclosures

TCFD recommended disclosures	Aspen disclosures
Describe the climate-related risks and opportunities the organisation has identified over the short-, medium-, and long-term.	CDP-CC Questions C2.1a, C2.3a and C2.4a
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	CDP-CC Questions C2.1b, C2.3a, C2.4a, C3.3 and C3.4
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Scenario analysis is yet to be conducted.

### Risk management

#### Climate-related risk assessment processes

Our strategic risk assessment is performed in accordance with the approved Group Risk Management Policy and Group Risk Management Framework. A predefined four-point scale categorises impacts, taking into account the potential financial impact, impact on the viability of the current and future planned business model and supporting systems, the impact on compliance obligations and/or the impact on the Group's reputation and/or that of our stakeholders. Key elements that are considered in our assessment includes effectiveness of environmental management systems, responsible management of energy and carbon footprint, and both physical and transitional climate risks.

Our risk assessment methodology requires the assessment of the identified risks in relation to the potential impact and the probability. The application of a likelihood assessment (from "almost certain" to "unlikely") to the impact rating results in an overall inherent risk rating. The effectiveness of the risk mitigations is assessed to determine the residual level of risk. These inherent and residual risk assessments are used to rank risks relative to each other. Facility-level risk assessment is conducted and maintained in line with environmental certification requirements specified in ISO 14001 and ISO 50001. Our risk assessment processes are structured, consistent and repeatable.

### Management of climate-related risk

Risk management is an embedded attribute of Aspen's corporate culture and is inherent in all its business decisions, activities and transactions. An integrated approach to risk management is implemented and gives due consideration to economic, environmental and social indicators impacting the Group and its stakeholders. Outputs of risk assessments performed at the different levels and functions in the Group are used to establish our climate risk profile, from where we start to initiate our responses to identified material risks. Proposed solutions and resources required for mitigating significant risks and impacts are presented to Executive Management for approval. The status of the risk mitigation plans is reported on a regular basis during the site safety, health and environment performance review meetings.

Previously stated energy-saving projects at facility level are currently the primary mechanism to drive the reduction of our carbon footprint. With our aspiration to include an absolute Group target in future disclosures, these facility-level projects will be planned, scoped and prioritised in terms of materiality to ensure that our efforts and resources are optimised for best possible results.

### Applicable disclosures

TCFD recommended disclosures	Aspen disclosures
Describe the organisation's processes for identifying and assessing climate-related risks.	CDP-CC Questions C2.1, C2.1a, C2.2 and C2.2a
Describe the organisation's processes for managing climate-related risks.	CDP-CC Questions C2.1, C2.1a and C2.2
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	CDP-CC Questions C2.2

### Metrics and targets

We are developing metrics and targets to measure our climate impact and assess climate-related risks and opportunities. We consistently measure and report on our energy usage, water consumption and carbon emissions (Scope 1 and 2).

### Applicable disclosures

TCFD recommended disclosures	Aspen disclosures
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk.	CDP-CC Questions C2.1, C2.1a, C2.2 and C2.2a
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	CDP-CC Questions C6 and C7
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Group metrics and targets are in development.





# Salient information for South Africa

## Human capital

(This information is designed to supplement the disclosures made on [pages 71 to 77](#) of the Integrated Report.)

### Creating an environment in which our employees can thrive

#### Employee trend

	2021	2020	2019	2018	2017
Permanent employees	3 222	3 451	3 566	3 984	3 837

#### Employee information for 2021

##### Employee movement

Opening number of employees	Number of people	3 897
Appointment of employees	Number of people	399
Termination of employment contracts	Number of people	(848)
Medical retirements	Number of people	(6)
Retirements	Number of people	(20)
Deaths	Number of people	(11)

<b>Total employees at the end of the year</b>	Number of people	<b>3 411</b>
Percentage of Group total	%	38
Permanent employees	Number of people	3 222
Temporary employees	Number of people	189
Percentage of permanent employees	%	94
Percentage of temporary employees	%	6
Total female employees	Number of people	1 858
Total male employees	Number of people	1 553

##### Permanent employee ratios

Percentage of permanent female employees	%	54
Percentage of permanent male employees	%	46
Ratio of new hires to average employees	%	8
Average staff turnover	%	16

##### KPAs

Percentage of permanent employees for whom KPAs are in place	%	92
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#### Collective bargaining councils and trade unions

Percentage of employees who are represented by collective bargaining councils	%	21
Percentage of employees who are members of trade unions	%	5
Percentage of employees who are both represented by collective bargaining councils and are members of trade unions	%	18

#### HIV/AIDs

Employees who participated in the voluntary HIV/AIDS testing*	Number of people	8
Employees who tested HIV positive as a percentage of total employees*	%	0

#### Employee wellness

Employees participating in the voluntary counselling programme	Number of people	64
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#### Employee training

Total investment in training and development	R'million	11,1
Investment in training and development as a percentage of the Group's total	%	26
Training spend per employee	Rand	3 340
Employees trained during the year	Number of people	1 597
Employees trained as a percentage of the Group's total	%	24
Training hours per employee	Hours	12

#### Other

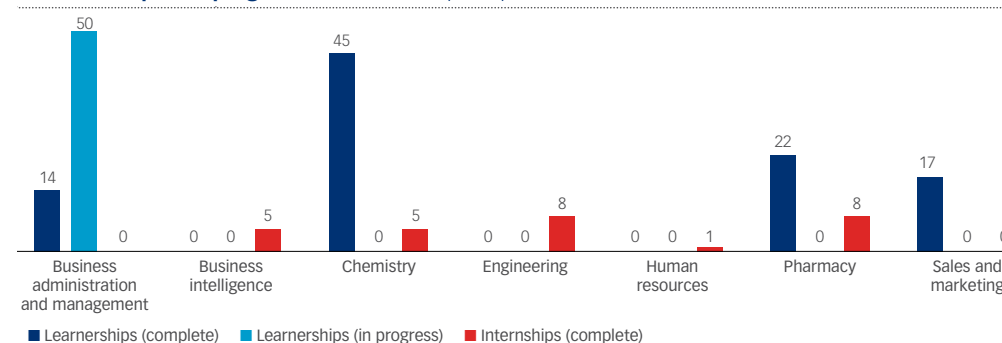
Labour days lost due to strike action	Days	9
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#### Absenteeism rate

Absenteeism rate – scheduled	%	8
Absenteeism rate – unscheduled	%	4

\* Includes contract workers who could not be isolated due to confidentiality of individuals.

#### Skills development programmes (number of participants)





## Salient information for South Africa *continued*

### Providing a safe working environment

#### Information on incidents for 2021

<b>Number of incidents classified as disabling</b>		
Occupational fatalities (manufacturing and commercial)	Number	–
Irreversible occupational diseases	Number	–
Permanent disabilities	Number	2
Reversible occupational disease	Number	–
Lost workday cases	Number	23
Disabling injury cases	Number	24
<b>Number of incidents by other classification</b>		
High consequence cases	Number	2
Minor medicals	Number	25
Occupational illness cases (ergonomic and health exposure cases)	Number	9
Employee hours worked	Thousand hours	5 666
<b>Disabling Incident Frequency Rate</b>	Rate	<b>0,85</b>
DIFR tolerance level	Rate	<b>1,00</b>
<b>High Consequence Incident Frequency Rate (“HCIFR”)</b>	Rate	<b>0,07</b>
HCIFR tolerance level	Rate	<b>0,05</b>
<b>Lost Workday Frequency Rate</b>	Rate	<b>0,81</b>
LWDFR tolerance level	Rate	<b>0,75</b>
<b>TRIFR</b>	Rate	<b>1,73</b>
TRIFR tolerance level	Rate	<b>2,00</b>
<b>Fatal Injury Frequency Rate</b>	Rate	<b>0,00</b>
Lost work days	Days	204

## Social and relationship capital

(This information is designed to supplement the disclosures made on  pages 78 to 82 of the Integrated Report.)

### Conducting our business in a responsible manner

#### Information on conduct for 2021

Employees who have completed the required annual Aspen Code of Conduct declaration**	%	95
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\*\* As at 20 September 2021.

### Contributing to enhancement of healthcare, education and basic needs in communities

#### SED trends

	2021	2020	2019	2018	2017
<b>SED projects supported by type</b>					
Community upliftment	Number 19	44	59	52	38
Education and training	Number 40	40	34	24	28
Healthcare	Number 5	8	11	7	38
HIV/AIDS	Number 0	1	0	0	0
Mandela Day	Number 3	5	6	7	10
<b>Total SED projects</b>	Number 67	98	110	90	114
SED project spend	R'million 16,0	16,1	15,9	15,0	14,9

#### SED spend for 2021

<b>SED spend by project type</b>	R'million	%
Community upliftment	2,1	13
Education and training	8,7	54
Healthcare	5,1	32
Mandela Day	0,1	1
<b>Total SED spend</b>	<b>16,0</b>	<b>100</b>
SED spend as a percentage of the Group's total spend		82



# Salient information for South Africa continued

## Natural capital

(This information is designed to supplement the disclosures made on pages  pages 83 to 86 of the Integrated Report.)

### Preserving the environment

#### Environmental information for 2021

<b>Carbon emissions</b>		
Scope 1 emissions*	tCO <sub>2</sub> e	<b>12 282</b>
Scope 2 emissions*	tCO <sub>2</sub> e	<b>106 606</b>
<b>Total carbon emissions</b>	tCO <sub>2</sub> e	<b>118 888</b>
Scope 1 emissions as a percentage of the Group total	%	<b>28</b>
Scope 2 emissions as percentage of the Group total	%	<b>74</b>
<b>Waste generated categorised</b>		
Hazardous waste	Tonnes	<b>5 853</b>
Non-hazardous waste	Tonnes	<b>1 702</b>
<b>Total waste generated</b>	Tonnes	<b>7 555</b>
<b>Waste recycled categorised</b>		
Hazardous waste	Tonnes	<b>5 486</b>
Non-hazardous waste	Tonnes	<b>1 523</b>
<b>Total waste recycled</b>	Tonnes	<b>7 009</b>
<b>Waste generated by disposal method</b>		
Composting	Tonnes	<b>3</b>
Energy recovery	Tonnes	<b>1 324</b>
Recycling	Tonnes	<b>5 600</b>
Reuse	Tonnes	<b>82</b>
<b>Total waste recycled</b>	Tonnes	<b>7 009</b>

Incineration	Tonnes	<b>45</b>
Landfill	Tonnes	<b>284</b>
Thermal desorption	Tonnes	<b>111</b>
Treatment plant	Tonnes	<b>106</b>
<b>Total waste non-recycled</b>	Tonnes	<b>546</b>
<b>Total waste generated</b>	Tonnes	<b>7 555</b>
Waste generated as a percentage of the Group total	%	<b>11</b>
Waste recycled as a percentage of waste generated	%	<b>93</b>
<b>Spillages</b>		
Number of spillages	Number	<b>0</b>
Volume of spillages	kl	<b>0</b>

\* Carbon footprinting is calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. BEIS 2020 and local emission factors, for natural gas and electricity, have been used to calculate the GHG emissions. The emission factors used in the calculations take into account the seven main GHGs that contribute to climate change. Biogenic emissions are not calculated or measured.



## Salient information for South Africa *continued*

### Managing the efficient utilisation of scarce natural resources

#### Resource trends

		2021	2020	2019	2018	2017
Water withdrawn	Mℓ	327	314	366	306	383
Electricity used	GJ	366 134	390 856	404 382	370 302	388 242

Refer to energy certifications on  page 14 of this supplement.

#### Resource consumption for 2021

<b>Water</b>		
Water withdrawn from third party (municipal)	Mℓ	327
Water discharged to third party (municipal)	Mℓ	266
<b>Water consumed</b>	Mℓ	61
Quality of water discharged		Compliant with the required local municipal and/or legal standards with a minor non-compliance at the Cape Town site.
<b>Recycled water</b>		
Water recycled for own use	Mℓ	10
Water recycled for own use as a percentage of water withdrawn	%	0
<b>Energy consumption</b>		
Electricity	GJ	366 134
Steam purchased	GJ	32 602
Fuel	GJ	118 426
<b>Total energy consumption</b>	GJ	517 162
<b>Resource savings*</b>		
Volume of water saved	Mℓ	2
Electricity saved	GJ	19 903
<b>Environmental monetary fines and non-monetary sanctions issued by authorities</b>		
Number of non-monetary sanctions	Number	1
Number of monetary fines	Number	0
Total number of sanctions and fines	Number	1
<b>Total monetary value of fines</b>	Rand	–

\* Amounts reported have either been estimated or measured internally and have not been subject to audit.



# Abbreviations

Abbreviation	Full name
Africa Middle East	Includes Middle East, Mauritius, South Africa and Rest of SSA
AFS	Annual Financial Statements
Americas	Includes North America and South America
Asia	Includes China, Hong Kong, India, Malaysia, Philippines, Taiwan and Vietnam
Australasia	Includes Australia
Aspen and/or Group	Aspen Pharmacare Holdings Limited and/or its subsidiaries as set out in note 23 to the Company financial statements, as the context demands
API Inc.	Aspen API Incorporated, a wholly owned subsidiary of AGI incorporated in the United States
Bad Oldesloe	The manufacturing site based in Bad Oldesloe, Germany
BBBEE	Broad-Based Black Economic Empowerment
BEIS	Department for Business and Energy and Industrial Strategy
CDP	Carbon Disclosure Project
CDP-CC	Carbon Disclosure Project for Climate Change
CDP-WS	Carbon Disclosure Project for Water Security
EBITDA	Normalised EBITDA, comprising of operating profit before depreciation and amortisation adjusted for specific non-trading items
Empowerdex	An independent economic empowerment rating agency in South Africa
ESG	Environmental, social and corporate governance
Europe CIS	Europe and the Commonwealth of Independent States and the former Soviet Union
EY	Ernst & Young Inc
FCC	Fine Chemicals Corporation (Pty) Limited
FTSE	Financial Times Stock Exchange
GHG	Greenhouse gas
GJ	Gigajoules
GRI	Global Reporting Initiative
HCIFR	High consequence incident frequency rate
IBIS	IBIS Environmental Social Governance Consulting Africa Proprietary Limited

Abbreviation	Full name
Internal Audit	The Aspen Group Internal Audit function
IR	Integrated Report
JSE	Johannesburg Stock Exchange
KPA	Key performance assessment
KPI	Key performance indicator
Mandela Day	The Nelson Mandela International Day
Mℓ	Megalitres
Melbourne	The manufacturing site based in Dandenong, Melbourne in Australia
NHEPS	Normalised headline earnings per share
Notre Dame de Bondeville	The manufacturing site based in Notre Dame de Bondeville in France
Oss	The manufacturing sites based in Moleneind, De Geer and Boxtel in the Netherlands and the API Inc., an API manufacturing site in Sioux City, USA
Rand	South African Rand
Rest of SSA	Includes Accra, Ghana; Dar es Salaam, Tanzania; Kampala, Uganda; Lagos, Nigeria; and Nairobi, Kenya
SASB	Sustainability Accounting Standards Board
SDS	Sustainability and ESG Data Supplement
SDGs	United Nations Sustainable Development Goals
SED	Socio-economic development
South African operations	The manufacturing sites in Port Elizabeth and East London
SSA	Sub-Saharan Africa, which includes South Africa and Rest of SSA
tCO <sub>2</sub> e	Tonnes of carbon dioxide equivalent
TCFD	Task Force on Climate-Related Financial Disclosures
TRIFR	Total recordable incident frequency rate
UN Global Compact	United Nations Global Compact
US FDA	United States Food and Drug Administration
Vallejo	The leased manufacturing site based in Vallejo, Mexico
Vitória	The manufacturing site based in Vitória, Brazil





# Calculation of ratios supporting the material sustainability KPIs

Ratio	Calculation
Average staff turnover (%)	$\frac{\text{Total number of permanent employee departures excluding business disposals}}{\text{Average number of permanent employees}}$
Average training spend per employee (Rand)	$\frac{\text{Total investment in employee training during the year + value of bursaries granted}}{\text{Average number of permanent employees}}$
Gross profit (%)	$\frac{\text{Gross profit from continuing operations}}{\text{Revenue from continuing operations}}$
Leverage ratio <sup>^</sup>	$\frac{\text{Net debt}^{\wedge}}{\text{Normalised EBITDA}^{\wedge}}$
NHEPS growth (%)	$\frac{\text{NHEPS (current year)} - \text{NHEPS (prior year)}}{\text{NHEPS (prior year)}}$
Normalised EBITDA growth (%)	$\frac{\text{Normalised EBITDA from continuing operations (current year)} - \text{Normalised EBITDA from continuing operations (prior year)}}{\text{Normalised EBITDA from continuing operations (prior year)}}$
Normalised EBITDA margin (%)	$\frac{\text{EBITDA from continuing operations}}{\text{Revenue from continuing operations}}$
Normalised headline earnings from continuing operations	<p>Normalised headline earnings from continuing operations are headline earnings from continuing operations adjusted for specific non-trading items, being transaction costs and other acquisition, and disposal-related gains or losses (including any gains or losses arising from the remeasurement of the fair value of liabilities for future contingent and/or milestone payments relating to intangible asset acquisitions accounted for under the cost accumulation method), restructuring costs, settlement of product-related litigation costs, net monetary adjustments and currency devaluations relating to hyperinflationary economies and significant once-off tax provision charges or credits arising from the resolution of prior year tax matters.</p>

\* As defined in the Employment Equity Act.

<sup>^</sup> Calculated in accordance with the Group's long-term debt agreements.

Ratio	Calculation
Percentage of black employees	$\frac{\text{Permanent black* employees in South Africa}}{\text{Permanent employees in South Africa}}$
Percentage of black employees in top management roles in South Africa	$\frac{\text{Number of black* employees in top management roles in South Africa}}{\text{Number of top management roles in South Africa}}$
Percentage of female employees	$\frac{\text{Permanent female employees}}{\text{Total permanent employees}}$
Percentage of females in top management roles in the Group	$\frac{\text{Number of females in top management roles in the Group}}{\text{Number of top management roles in the Group}}$
Operating cash flow per share (cents)	$\frac{\text{Cash generated from operating activities}}{\text{Weighted number of shares in issue}}$
Revenue growth (%)	$\frac{\text{Revenue (current year) from continuing operations} - \text{Revenue from continuing operations (prior year)}}{\text{Revenue from continuing operations (prior year)}}$
TRIFR (rate)	$\frac{\text{Sum of total recordable incident cases}^{\#} \times 200\,000}{\text{Number of employee hours worked over rolling 12 months}}$ <p><sup>(#)</sup> A recordable incident includes a work-related incident including occupational fatalities, high consequence incidents, cases of unconsciousness resulting from any workplace exposure (irrespective of duration), lost time injuries and illness/diseases, substitute work (restricted work cases), minor medical cases or injuries requiring treatment by a medical professional. First aid cases are not considered as a recordable incident.)</p>



## Disclaimer

We may make statements that are not historical facts and relate to analyses and other information based on forecasts of future results and estimates of amounts not yet determinable. These are forward looking statements as defined in the U.S. Private Securities Litigation Reform Act of 1995. Words such as “prospects”, “believe”, “anticipate”, “expect”, “intend”, “seek”, “will”, “plan”, “indicate”, “could”, “may”, “endeavour” and “project” and similar expressions are intended to identify such forward looking statements, but are not the exclusive means of identifying such statements. By their very nature, forward looking statements involve inherent risks and uncertainties, both general and specific, and there are risks that predictions, forecasts, projections and other forward looking statements will not be achieved.

If one or more of these risks materialise, or should underlying assumptions prove incorrect, actual results may be very different from those anticipated. The factors that could cause our actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward looking statements are discussed in each year’s Annual Report. Forward looking statements apply only as of the date on which they are made, and we do not undertake other than in terms of the Listings Requirements of the JSE Limited, any obligation to update or revise any of them, whether as a result of new information, future events or otherwise.



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