

SUSTAINABILITY REPORTING

LEARN
FROM
ASIA'S
BEST

SECRETS REVEALED IN
AWARD WINNING REPORTS

2016

GRI Standards

Certified Training Course on Sustainability Reporting

The GRI Standards Certified Training Course aims to prepare participants to understand how to use the GRI Standards for the sustainability reporting process.

This course helps participants understand the value of reporting and the various steps involved in sustainability report development.

Whether you are an experienced sustainability reporter or going to be a first-time reporter, the Certified GRI Standards Course prepares you for a smooth implementation of the reporting process within your organisation.

CSRWorks International

GRI's Certified Training Partner in Singapore

www.csrworks.com

For more information on GRI Standards Certified Training Course, please contact training@csrworks.com



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Introduction



“ **Objective and transparent sustainability reporting will help companies effectively communicate how they are playing their part.**

Companies brave enough to be honest and open in their sustainability reporting will also be future-proofing their business while ensuring long-term growth. ”

Welcome to the second edition of Sustainability Reporting - Learn from Asia's Best or SR-LAB as we love to call it!

Sustainability reporting demands hard work, courage and commitment. Winning an ASRA is a true measure of success that reflects the outstanding quality and pedigree of a sustainability report. In SR-LAB, we chronicle the inspiring stories of how the ASRA winners produced such world-class sustainability reports. You will also be treated to intimate insights into their sustainability approach and strategy.

We need to transform our world, to secure it for the future generation. And we need to ensure universal peace, prosperity, justice and equality. Never before in the history of humanity has any generation had such a grave responsibility. Sustainability reporting plays a vital role in ensuring and guiding this transformation.

The United Nations' Sustainable Development Goals (SDGs) recognise the importance of reporting, and SDG-12 includes a target for “the number of companies publishing sustainability reports.” This high-level commitment illustrates just how crucial sustainability reporting is in making the world a better place.

More than \$2 trillion in annual investment is needed to realise the SDGs by 2030. An additional \$1 trillion in yearly investment will be required to transition to a lower carbon economy that will limit the rise in global temperature to under 20Celsius above pre-industrial levels—the goal set by the Paris Agreement.

Companies need to play an active role in achieving the SDGs and building a sustainable economy by reimagining their approach to business. Moreover, companies can expect increased scrutiny by investors and other stakeholders who will be looking for evidence of responsible business practices. Objective and transparent sustainability reporting will help companies effectively communicate how they are playing their part. Companies brave enough to be honest and open in their sustainability reporting will also be future-proofing their business while ensuring long-term growth.

In this edition of SR-LAB, you will read encouraging stories from companies which are already doing so. I sincerely hope their stories will inspire many more companies to join the sustainability reporting journey.

Thank you very much for your continued support to ASRA, and I hope you will enjoy reading this latest issue of SR-LAB.

Best regards,

Rajesh Chhabara
Managing Director
CSRWorks International
Singapore

About the Asia Sustainability Reporting Awards

ASRA Vision

To be the most inspiring recognition for sustainability reporting in Asia.

ASRA Values

Integrity

Independence

Impartiality

Objectivity

Transparency

ASRA ORGANISERS

ASRA is a not-for-profit multi-stakeholder initiative created by Singapore's reputed sustainability consulting firm CSRWorks International. The Awards have been created as part of CSRWorks' own corporate responsibility programme. The Awards are organised by csmatters, a unit of CSRWorks International, dedicated to celebrating sustainability excellence in Asia.

This Publication

This publication features the winners of the Asia Sustainability Reporting Awards 2016 aimed at sharing their experience in producing highly effective sustainability reports.

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ASRA 2016 Categories

Asia's Sustainability Report of the Year

This is the judges' choice of the best of the best. Separate entry is not required for this category. All entries in other categories are automatically considered for this top qualifying award. The winner of this award is announced during the Awards ceremony along with the rest of the winners.

Asia's Best Sustainability Report

Companies which publish standalone sustainability reports are invited to submit their entry for this category. This award goes to the organisation which demonstrates overall excellence in reporting on social, environmental and economic issues that really matter to business as well as to its stakeholders in an engaging, cohesive and transparent manner. The winning report, produced as a standalone sustainability report, will show a strategic link between the organisation's business goals and its social and environmental goals. The winner will prove that its report presents a candid and meaningful account of its sustainability performance while providing a glimpse of its future plans.

Asia's Best Integrated Report

The winning report would demonstrate integrated thinking, decision-making, actions that focus on the creation of value and disclosures about matters that substantively affect the organisation's ability to create value over the short, medium and long term. The winner would show how it takes into account the connectivity and interdependencies between the range of factors that affect the organisation's ability to create value over time. The report should also provide insight into the nature and quality of the organisation's relationships with its key stakeholders.

Asia's Best First Time Sustainability Report

This award is for those organisations which have published their first sustainability report during the qualifying period. The winning report will demonstrate a promising start by producing a well-rounded report focused on material topics and stakeholder engagement.

Asia's Best Sustainability Report (SME)

This category is for the Small and Medium Enterprises (SMEs) with less than \$100 million in annual group-level revenue. The award will go to the SME which clearly demonstrates its understanding of its material topics, stakeholder importance and how it considers sustainability risks and opportunities to become a better business.

Asia's Best CSR Communication within Annual Report

This category is for those organisations which have not yet started publishing their full sustainability report but provide meaningful information about their corporate social responsibility initiatives and how these initiatives create value for its business and intended stakeholders.

Asia's Best Sustainability Report within Annual Report

Companies which publish their sustainability report within their annual report are invited to submit their entry for this category. This award goes to the organisation which demonstrates overall excellence in reporting on social, environmental and economic issues that really matter to its business as well as to its stakeholders in an engaging, cohesive and transparent manner. The winning sustainability report, produced within an annual report, will show a strategic link between the organisation's business goals and its social and environmental goals. The winner will prove that its report presents a candid and meaningful account of its sustainability performance while providing a glimpse of its future plans.

Asia's Best Online Sustainability Reporting

This award will go to an organisation which has gone beyond once-a-year sustainability reporting and embarked on a more frequent or real-time communication about its social, environmental and economic performance on its website or a dedicated micro-site. The organisation's openness to actively engage stakeholders through online platforms will be taken into account as well.

Asia's Best Materiality Reporting

This category is for recognising the best practice in materiality assessment and disclosure. The winner would show a deep understanding of its material issues, including the challenging and complex issues, boundaries of various issues and would have successfully explained how it prioritises issues and how it addresses the material issues. The organisation would clearly demonstrate its understanding of material impacts, risks and opportunities, and its strategies to deal with each of these.

Asia's Best Stakeholder Reporting

The award of this category will go to the report which clearly demonstrates the organisation's strategies, goals and objectives in engaging with key stakeholders and using the engagement to develop effective sustainability programmes. This organisation provides evidence of real engagement with crucial stakeholders.

Asia's Best Environmental Reporting

The category celebrates the leading edge in environmental reporting by fully taking into account the most material environmental impacts of the reporting organisation. The winner demonstrates the strategic importance of its environmental initiatives to its business and to its stakeholders.

Asia's Best Carbon Disclosure

The reporting organisation would apply international standards and best practices for measuring, monitoring and reporting its GHG emissions as well as other applicable emissions. This award goes to a reporter which has effectively communicated its understanding of the impacts, risks and opportunities from climate change. The organisation would have demonstrated its plans and strategies to transition to low-carbon economy including reduction and mitigation.

Asia's Best Workplace Reporting

This category recognises the organisation which has shown its leadership in workplace matters to develop a truly engaged, motivated and productive workforce. The organisation's employment policies and results clearly show its ability to attract, grow and retain talent to stay competitive and ahead of the curve. The winner is expected to demonstrate how it promotes diversity and gender equality at all levels. Other important performance areas would include human rights, occupational health and safety, labour and management relations, and employee engagement.

Asia's Best Supply Chain Reporting

This award is for the best supply chain disclosure. The winner would clearly describe its value chain, key impacts along the value chain and what it is doing to reduce adverse impacts in its supply chain and to create value for all. Effective supplier engagement is a key criterion for this category. The winner would have demonstrated how it addresses the risks and opportunities in supply chains.

Asia's Best Community Reporting

This award goes to the winner who provided a coherent account of its community investment, impacts and the difference made. The winner will be the one which goes beyond the traditional charity and takes a more strategic view of its role in the community by implementing policies and programmes which not only help it retain a "license to operate" but also help reduce its business risks and enhance its overall reputation as a good corporate citizen.

Asia's Most Transparent Report

The winner of this exceptional award shows that it is equally at ease when discussing "the bad news" or what did not go quite right. This award recognises the most honest account of an organisation's sustainability performance including mentions of shortcomings, failings and difficult challenges or situations where there were no immediate solutions. Honest accounts of recent public crisis, if any, and how the organisation dealt with it and what it learnt in the process would demonstrate the organisation's commitment to transparency. Other examples of transparent disclosures would include incidents of stakeholder action, regulatory actions or sanctions, violations in supply chain, executive pay and ratio of basic salary and remuneration of women to men, and ratio of the annual total compensation for the organisation's highest-paid executive to the median annual total compensation for all employees (excluding the highest-paid executive).

Award Winning Reports 2016

CATEGORY	WINNER	HIGHLY COMMENDED
Asia's Sustainability Report of the Year	Baoviet Holdings, Vietnam	
Asia's Best Sustainability Report	Hang Lung Properties Ltd, Hong Kong	Olam International Ltd, Singapore
Asia's Best Integrated Report	Baoviet Holdings, Vietnam	YES Bank Ltd, India
Asia's Best First Time Sustainability Report	Arvind Ltd, India	
Asia's Best Sustainability Report (SME)	Siloso Beach Resort, Singapore	
Asia's Best CSR Communication within Annual Report	Salcon Berhad, Malaysia	
Asia's Best Online CSR Communication	Suntory Group, Japan	
Asia's Best Materiality Reporting	Arvind Ltd, India Qatar General Electricity and Water Corporation, Qatar	
Asia's Best Stakeholder Reporting	Qatar General Electricity and Water Corporation, Qatar	
Asia's Best Environmental Reporting	Hang Lung Properties Ltd, Hong Kong	
Asia's Best Carbon Disclosure	PT Pertamina (Persero), Indonesia	
Asia's Best Workplace Reporting	Trina Solar Ltd, China	YTK PowerSeraya Pte Ltd, Singapore
Asia's Best Supply Chain Reporting	HP, Singapore	
Asia's Best Community Reporting	Singtel Ltd, Singapore	
Asia's Most Transparent Report	Hang Lung Properties Ltd, Hong Kong	
Asia's Best Sustainability Report within Annual Report	StarHub Ltd, Singapore	



Baoviet Holdings

VIETNAM'S LARGEST INSURANCE COMPANY

Baoviet is the leading financial-insurance group in Vietnam. As Vietnam's leading financial– insurance group, Baoviet boasts 50 years of development as the top prestigious brand on the market with more than 6,000 employees, over 150,000 agents and consultants with the most extensive experience in the financial–insurance market. Baoviet was the first insurance company incorporated in Vietnam, providing a comprehensive range of financial services, including insurance, banking, fund management, securities and investments. Currently, Baoviet is as the largest composite insurance group in Vietnam and maintains its number one position in the life insurance and non-life insurance markets in Vietnam. Baoviet is a public listed company with large market capitalisation. As at 30 June 2017, the group has total assets of nearly USD4 billion ●

About the Reports



Sustainability Report



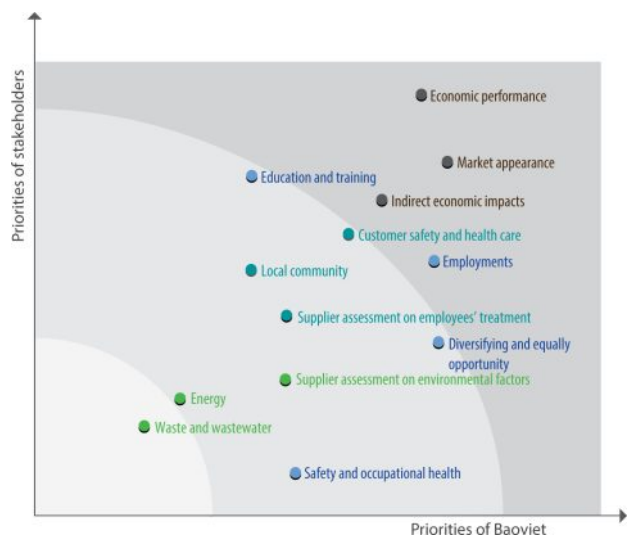
Integrated Report

Theme	Shared Values	Long-Term Value Creation
Reporting period	Calendar year 2015	Calendar year 2015
Format:	PDF	PDF
Pages	142	228
Coverage	Baoviet Holdings and other subsidiaries of Baoviet Group (same for both reports)	
GRI	G4 standard, core option, including GRI Financial Sector Disclosures	
Other standards	ESG Reporting Guide in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong	Integrated Reporting Framework (IR), the AMCF (Asian Capital Markets Forum governance scorecard)
Assurance	Yes (both financial and sustainability information is assured)	
Report history	4th standalone sustainability report	
Number of material impacts listed	13 (same matrix for both reports)	
Number of Performance Indicators reported	31	



Baoviet's long-term value creation schematic, Integrated Report 2015.

MATERIALITY MATRIX



Baoviet's materiality matrix, Integrated Report and Sustainability Report 2015.

The best of all worlds in an aligned approach

Baoviet's complementary Integrated and Sustainability Reports present all angles of the Group's performance and impacts. You do not need to spend too much time perusing the pages of Baoviet's Integrated or Sustainability Report to see that serious consideration and investment has taken place in the development of these two reports. The production of two documents, each serving a different purpose but both with a shared purpose, has clearly been led with meticulous attention to detail, clarity of vision and aesthetic presentation. They have the same look and feel, and share certain core elements, so that each has a little piece of the other, making both whole and fit for purpose. As siblings in the Baoviet reporting family, they share a connection: the Integrated Report is called Creating Long-Term Value while the Sustainability Report is called Shared Values. At the root of Baoviet's reporting is a defined set of core values that create value for the enterprise and for society. It is this overall, strategic, integrated, holistic and impassioned approach that inspired the judges to select Baoviet's reports as both the Sustainability Report of the Year and the Best Integrated Report—it seems fitting that one should accompany the other.

Baoviet's Integrated Report starts by setting the scene for sustainable business and long-term value creation with a model that places sustainable values at the center and defines the connection to all stakeholder groups. The report continues in a structured way, addressing the material topics raised by stakeholders and describing Baoviet's actions and the resulting value (outcomes) for stakeholders. This content is common to both reports, as is the materiality matrix. At the top of the matrix are economic performance, market appearance and indirect economic impacts (tax contribution, community investment, supplier engagement and responsible investment) which represent both core business growth drivers as well as contributions to a sustainable society. Direct environmental impacts are at the lower end of the matrix.

The most impressive aspect of Baoviet's Integrated Report is the seamless interplay between financial aspects of the business and sustainability themes and impacts. In the 2016 implementation plan, sustainable themes interweave with business strategies, making it clear that Baoviet's success is dependent upon both, while reports of actions taken to advance the business in 2015 similarly reflect financially and non-financially driven elements. In addition to using the GRI G4 sustainability reporting

G4-LA9

In 2015, data were synthesized according to the data of the parent company and affiliates. In particular, the training data in the parent company and Baoviet General Life Insurance Company accounted for 53% of total training hours across the Holdings have been ensured by independent auditors.

Average number of training hours and attendees

	In 2014					In 2015				
	By Gender		By Title		Total	By Gender (*)		By Title		Total
	Male	Female	Managerial titles	Non-managerial title		Male	Female	Managerial titles	Non-managerial title	
Training hours	61,217	51,632	24,003	88,846	112,849	74,654	47,569	40,904	81,319	122,223
Training following training map	32,526	26,021	10,726	47,821	58,547	58,204	37,462	28,686	66,980	95,666
Functional training	28,691	25,611	13,277	41,025	54,302	16,450	10,107	12,218	14,339	26,557
Attendees	2,768	2,375	1,182	3,961	5,143	2,906	3,496	1,582	4,821	6,402
Training following training map	1,765	1,500	686	2,579	3,265	1,853	1,647	1,051	2,449	3,500
Functional training	1,003	875	496	1,382	1,878	1,053	1,849	531	2,371	2,902

Clear data-tables in Baoviet's Sustainability Report 2015.

framework, the 2015 Integrated Report is also guided by leading disclosure and quality frameworks such as IR(Integrated Reporting Framework), the AMCF (Asian Capital Markets Forum governance scorecard), ISO 9001, ISO27001 and the Quality Environment 5S Certification, as well as being fully audited and having all sustainability information assured.

Baoviet's Sustainability Report offers a deep dive into sustainability influences, trends, drivers and actions, while making the relevant connections to business strategy and financial performance. Defining the trends that impact the evolution of sustainable development, and in the context of the UN Sustainable Development Goals, Baoviet's report addresses the material impacts identified with credibility and meticulous transparency. A most interesting part of this report is the section on community-oriented products, such as a voluntary group pension plan designed for organisations or micro-insurance products for rural and urban families living in poverty. These examples demonstrate how sustainability is embedded in the business lines. Baoviet's 141-page Sustainability Report is also packed with relevant disclosures and data about Baoviet' economic contribution to society, engaged workforce and environmentally-conscious operational practices.

Both reports are available on the web and via IOS and Android apps. Neither report is particularly brief, but each offers multi-channel accessibility and interactivity to ease navigation. The design language for both reports is matched, like a pair of gloves that are mirror images of each other. It is pleasantly clean, using imagery, tables, graphs and charts that complement the narrative well and are easy to understand ■

An interview with Baoviet's Chairman, Dao Dinh Thi

Why does your company publish a Sustainability Report?

“Sustainability reporting adds value to our company by highlighting the values that drive the long-term growth. It helps us understand the connections between social value and environmental value. At Baoviet, sustainability has been embedded in every corner of our business as a long-term strategy. Publishing our Sustainability Report (SR) is a means to review our sustainable development journey as well as to re-evaluate our daily operations. The preparation of the SR puts Baoviet in a good position to develop specific KPIs, identify key issues, ensure the balance of stakeholder interests and keep track of its activities and communication systematically.”

How do you use your Sustainability Report?

“Baoviet has used the Sustainability Report as a tool to engage with stakeholders in a clear manner about the company's direction, strategy, plan, and how to use resources to create sustainable values. Our report provides investors and other stakeholders with a comprehensive view of the performance of the business, thus helping to make long-term investment decisions. Baoviet's view is that the report is also a measurement tool for assessing the yearly effectiveness of the sustainable development strategy. We invest in the report to improve performance and serve the information needs of stakeholders/interested parties. Currently, fewer than 30% of companies listed on the Vietnam Exchange are currently reporting on ESG matters and less than 10% of listed companies publish a standalone sustainability report. Baoviet Holdings is a pioneer in integrated reporting and transitioning our Sustainability Report from G44 to GRI Standards.”

What benefits does your company gain from preparing and publishing a Sustainability Report?

“One of the greatest benefits of the sustainability reporting approach is that it quickly created a better understanding across the organisation, fostering more ‘sustainability thinking’. There is so much more interaction between different departments now thanks to sustainability reporting. We now build better relationships and collaborate. This is one of the big values of doing integrating reporting.

Q&A



“ One of the greatest benefits of the sustainability reporting approach is that it quickly created a better understanding across the organisation, fostering more sustainability thinking. ”

Sustainability reporting helps us recognise where we are and where we must go next to create long-term value for the business. Via sustainability reporting, our company can redefine the scope of information that is relevant to a strategic goal in the long run. Based on a business strategy review with multiple stakeholders, including society and the environment, we can plan appropriate strategic goals to allocate and deploy resources.”

What were you most proud of about your Sustainability Report?

“Sustainability reporting is not new in the world, but it had not been introduced in Vietnam until 2012. As a pioneer in Vietnam, when we started our 2012 Sustainability Report, the first standalone report in the market, documents on sustainability reporting were still very scarce. Common reporting frameworks (as introduced by IFC and GRI) were

mostly in English at the time, and there was no specific guidance on how to do it in the financial services sector. However, after many years of constant research and development, we have continually improved the content of the report by applying the most advanced standards for sustainability reporting which domestic and international auditors, and prestigious awards recognise. Although GRI Standards is set to be applied as of 2018, with the agreement of the Board of Directors and the Board of Management, Baoviet strives to understand and participate in the pilot application for the Report this year to learn from experience together, from such practical implementation. Our enterprise was also involved in drafting and reviewing the Vietnamese version of GRI with GRI representatives in Vietnam and other partners (PWC and IFC), helping to launch a friendlier version of the GRI Standards for Vietnamese enterprises. Reporting and disclosing information can also provide us with lessons and guidelines on how we can become a world-class company.”

What will you change in your company as a result of publishing your latest Sustainability Report?

“With our business characteristics in the financial services sector, Baoviet has little direct impact on the environment. However, Baoviet has implemented a green lifestyle in the workplace through a series of internal initiatives to improve awareness of staff in the system. Baoviet also aligns sustainable development activities along individual work objectives via many specific activities: from the smallest individual tasks such as saving stationary and minimising waste in the office, to working in the field, planting trees in the area and broad-based community activities such as investing in the

younger generation, helping people overcome difficulties in disaster affected areas or raising funds for war martyrs and other charitable activities. With these practical actions, Baoviet wishes to contribute more in raising awareness for sustainable development within the Group, but also to attract the participation of people and other businesses in the community. The specific changes we envisage include:

- Enhancing awareness: Raise more awareness and action in society for sustainable development in Vietnam.
- Engaging community participation: Mobilise the participation of the entire system, sectors, localities, agencies, business community, mass organisations, communities, and development partners in the implementation of sustainable development through Baoviet activities.
- Mobilising resources: Take part in strengthening and mobilising domestic and foreign financial resources to implement the Vietnam National Action Plan.
- Increase coordination: Strengthen the leadership and direction of all internal and external levels and sectors, coordination among agencies, business community and organisations in implementing sustainable development goals and ensuring the integration of goals.
- Strengthening international cooperation: Strengthening international cooperation in the implementation of sustainable development goals and mobilising and effectively utilising international resources for the achievement of Vietnam’s sustainable development goals.” ■



Baoviet’s sustainability reports from 2012 to 2016



“**Baoviet's reports provide investors with a comprehensive view of the performance of the business, thus helping make long-term investment decisions.**”

What were you most proud of about your Sustainability Report?

“All the awards for Sustainability Report that Baoviet has achieved over the past years reflect Baoviet's efforts in measuring, evaluating, and controlling the process and results of sustainable development, in order to make timely adjustments with step by step realisation of our development strategy in the direction of: innovation - growth - efficiency. The Sustainability Report is a tool to help businesses understand themselves and know how to develop. The specific aspects of our Sustainability Report this year that we are proud of include:

- Our reports were developed collectively by 1,000 staff at Baoviet in a collaborative effort.
- This year, our report was designed using Baoviet's employees' children, as part of a painting competition with the theme of “Save our Ocean”.
- The implementation of the standalone and Integrated Reports helps the information in Baoviet's Sustainability Report to be fully integrated and aligned with a full range of indicators in all aspects of sustainable business.
- Baoviet has used the report as a tool to engage with stakeholders in a clear manner about the direction, strategy, plan, and use of resources to create sustainable value. Baoviet's reports provide investors with a comprehensive view of the performance of the business, thus helping make long-term investment decisions.
- Baoviet's standalone Sustainability Report adopted GRI Sustainability Reporting Standards (GRI Standards) ahead of the official deadline, and has therefore been a pioneer in converting to GRI G4 standards.
- The Sustainability Report was assured by internal and independent auditors.”

What was your biggest challenge in writing your Sustainability Report?

“From our perspective, any new report must always be better than the previous year's report, which is the driving force behind our continuous learning and creativity in conveying our message to our readers. With a belief that information is only convincing when it is based on actual implementation in the enterprise, Baoviet attaches importance to the substance of the report, transparency of information and consistency in our messages and images. The illustrations give our readers a clear picture of the activities of the business. Our reporting process can be described as that of a heartfelt journey made up of hard working efforts by our reporting team. Some aspects that were challenging this year include:

- Integrated reporting is a sophisticated model and it is a completely new model in Vietnam. It takes time to catch up with international best practice in non-financial reporting.

“ From our perspective, any new report must always be better than the previous year's report, which is the driving force behind our continuous learning and creativity in conveying our message to our readers. ”

- We did not use any advisory service or consultancy companies, nor did we take any training courses on integrated reporting practices; we challenged ourselves to deliver the reports in-house.
- We needed to ensure that we had the relevant expertise to collect the relevant data, organising, selecting and auditing the data received from departments and divisions, and managing new calculations such as the carbon footprint calculation, etc.
- Refreshing and renewing the report content each year while still providing enough data and structuring the report in line with GRI.”

What was your biggest surprise during the preparation of your Sustainability Report?

“Our preparation period of the report can be described as an extremely memorable time for the members of the editorial team. With the hope of a "masterpiece", the passionate team spirit embedded gave us the power to bring to readers the most complete and engaging publication in both content and form. Time was limited and the volume of information to handle was enormous, therefore the consideration of using tables, data, information, images as well as how to present them in a new, attractive way pushed us to continue researching, learning, accumulating and creating.”

What were your biggest learnings in preparing your latest Sustainability Report?

“Our implementation team finds that if sustainability information is audited, it will help increase the level of credibility, transparency and professionalism, and help businesses improve their reputation in the eyes of domestic and international investors. If you come to Baoviet and ask about our Annual Report, our leaders and employees consider it a product of

intellectual and collective strength, as well as an integrated part of the business culture. By redefining the scope of information that is relevant to a strategic goal in the long run, sustainability reporting will help businesses recognise where they are and where they must go next to create long-term value for the business.”

How does the Sustainability Reporting process empower you or others in your organisation?

“At Baoviet, the implementation of sustainability reporting is spread through the business at all levels from the Board of Directors, the Executive Management Board to the member subsidiaries and each employee. From the implementation of the report, the activities of the business are gradually shaped towards the trend of sustainable development such as the definition of sustainability criteria to empower employees making business decisions, investment decisions and even the everyday daily activities such as saving energy, paper and ink.”

What will you do differently in preparing your next report?

“Our next report will be improved in three areas:

Restructure the report to improve completeness: Improve narrative on key content and the process of identifying and consulting stakeholders regarding reporting issues. Use indicators to measure the effectiveness of policies and assess the level of achievement of ESG goals.

Increase reliability: Adopt international guidelines and standards (ISO, IFC guidelines, GRI reporting standards) and include a description of the governance system. Include data on compliance issues and achievements in the reporting period, and improve the internal audit process and response to the opinion of the independent audit.

Simplify presentation, visuals, concept and increase compatibility: Use easy-to-understand visuals, and adopt a creative presentation and approach. Provide easy access, such as via website, print, video, mobile applications (IOS, Android) and an information mechanism and feedback for users to submit comments to Baoviet” ■



Hang Lung Properties

A TOP-TIER PROPERTY DEVELOPER IN HONG KONG AND MAINLAND CHINA

Hang Lung Properties Limited is the operating arm of Hang Lung Group Limited, a leading Hong Kong company with an extensive real estate portfolio in Hong Kong. They have also been building, owning and managing world-class commercial complexes in key cities on the Chinese Mainland since the 1990s. Hang Lung is publicly traded on the Hong Kong's Hang Seng Index, the Hang Seng Corporate Sustainability Indices, and the Dow Jones Sustainability Asia Pacific Index since 2017. Hang Lung's vision is to become the highly admired and leading national commercial property developer in Hong Kong and China. In 2016, Hang Lung generated revenues of HK\$13,059m and employed more than 4,800 people ●

About the Report



Sustainability Report

Theme	We Do It Right
Reporting period	1 January 2015 to 31 December 2015
Format:	PDF
Pages	68
GRI	GRI G4 (Core) including the Construction and Real Estate sector disclosures
Other standards	ESG Reporting Guide (Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong)
Assurance	Yes
Report history	4 th stand-alone Sustainability Report
Number of material impacts listed	29
Number of Performance Indicators reported	20

About our Reporting Design

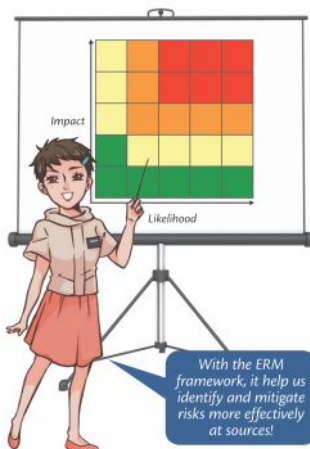
Our readers will find that our Sustainability Reports are evolving. At Hang Lung Properties, we are committed to articulating our reports in an engaging and comprehensive manner for all of our stakeholders - to ensure that our report is an enjoyable read while informative for professionals. To enhance your experience, we are proud to unveil the newest addition to our Sustainability Unit, Emily, who will guide you through the journey of our Sustainability Vision.

Bella Chhoa
Chairperson, Sustainability Steering Committee

Hello I am Emily.
Nice to meet you!



Hang Lung's reporting guide, Emily.



Providing services for the elderly is one of the three key focus areas of our community investment program.



Emily in action at Hang Lung.

Style and substance – a winning formula

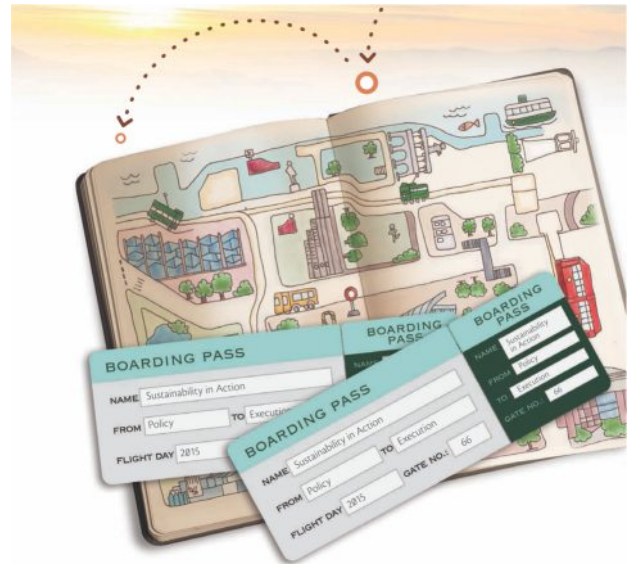
The worst thing that can happen to a sustainability reporting team is that no one notices their report. Feedback and even criticism is essential to every reporting team and for every report as part of an ongoing process of improvement and calibration of reporting to the needs of stakeholders. So, one thing that you can say about Hang Lung Properties' 2015 Sustainability Report quite clearly is: it gets noticed. And that is just for starters.

Once again, Hang Lung delivered a creative, fun and entirely distinctive sustainability report this year, following on from the company's success in ASRA 2015 in delivering the Asia's Sustainability Report of the Year and Asia's Best Sustainability Report. In ASRA 2016, Hang Lung takes three awards that reflect strong overall reporting performance in general and strong topical reporting more specifically.

Hang Lung's 2015 Sustainability Report is designed with just enough light-hearted creativity to keep us mesmerised and engaged, without detracting from the very serious nature of the content. The report also comes with a free guide person, Emily. Emily pops up throughout the report, in different activities and outfits, walking us through the narrative and making the occasional comment to highlight specific points or help us navigate the content. This is more than a design element; it's demonstrative of real consideration of what might appeal to stakeholders reading the report and helps to maintain their interest. In a world where sustainability reports are often condemned as most people's idea of utter boredom, Hang Lung makes the reporting experience fun and, by extension, effective.

Early in the report we are introduced, with names and headshots, to the sustainability steering team at Hang Lung, with a description of the role of each of the 16 members, helping us get to know and trust that each one is committed to playing a full role. Sustainability is always a collaborative effort across the business, but so many reporters fail to disclose who is doing the work. When we see the real people behind the action, our trust in the company's disclosures automatically increases.

Hang Lung's report includes a stylish materiality matrix that highlights the 12 most material impacts, supported by a detailed three-year action plan for 2015-2017. It describes progress made in 2015 and further actions for 2016 and 2017 in five core



Creative design from Hang Lung.



Hang Lung's environmental data.

sustainability impact areas. Each area is underpinned by one or more targets. The report also includes examples of practice in the form of case studies which illustrate achievements in different areas. A summary performance table at the end of the report provides three years' worth of data in all key performance areas, including new metrics in 2015 that were not available in prior years, such as employee training hours, some demographics, and details of turnover by gender and age.

The environmental section, which earned Hang Lung an award this year, includes extensive disclosures regarding the environmental performance of Hang Lung's built and managed properties, including a case study of the new shopping mall construction in Dalian and its sustainability features. Direct environmental impacts of Hang Lung's operations over three years are disclosed in colourful charts.

No surprise, then, that Hang Lung scored a hat trick with three awards for their 2015 report. Investing both in doing as well as reporting, Hang Lung remains a model for many businesses ■



Q&A

An interview with Hang Lung's Managing Director, Philip Chen

Do investors or other stakeholders ask you about your Sustainability Report and performance?

"We indeed received an increasing number of enquiries from investors on our sustainability performance, especially over the past two years. They are interested as to whether we are genuinely committed to sustainability developments. They look for a solid plan and data. They are also interested in a longer timeframe regarding how the company looks at sustainability, say, over the next 10 years."

How does your Board of Directors get engaged with your Sustainability Reporting?

"Adriel, one of our Board Executive Directors, is now overseeing our sustainability reporting exercise starting from 2017. That arrangement has made us far more effective in taking into account the expectations of our Board members for the overall sustainability reporting exercise."

Was there any new personal learning for you in the last reporting cycle?

"As I've always asserted, sustainability is a fast-evolving trend that surprises us almost every day, and this is particularly true in Hong Kong. Following the official launch of the new ESG reporting guide by the HKEX lately, we can expect an influx of new ideas on sustainability reporting in the foreseeable future. We can also see the global trend development. For instance, GRI launched their new reporting standard early last year, and even the Chinese Academy of Social Sciences was launching their new CSR reporting guidelines. We have to keep learning to catch up with the trends."

Looking forward, how do you feel your sustainability reporting should evolve?

"Sustainability reporting is conventionally regarded as an annual exercise, which is a static process, for many companies in the region. Nonetheless, I have a gut feeling that sustainability reporting will eventually turn into a dynamic process since stakeholders are expecting ever-higher levels of transparency. Instead of reviewing our sustainability performance just once a year, companies should, for instance, put some live data online, so that stakeholders can always have a grasp of our latest developments from time to time" ■

“With no doubt, transparency remains the most critical element of our report.”

You have now completed five cycles of sustainability reporting. Please describe the benefits gained from five years of transparency.

"I'd prefer to describe it as five years of increasing transparency instead. Transparency would help us and our stakeholders in identifying gaps and finding ways of improvement. As stakeholders are aware of our culture, reporting in a transparent manner arouses interest of stakeholders in reviewing our sustainability developments in detail, and their feedback is solid, constructive and pragmatic."

What is now most important for you about your report? What guidance do you give your sustainability reporting team?

"With no doubt, transparency remains the most critical element of our report. Hence, we shall not be complacent with what has been achieved and shall take every opportunity to produce a more transparent, balanced and inclusive report. We have just finished our first three-year plan and it is time to consider our next three-year plan in a more comprehensive manner. Also, we have to be more robust in checking the progress of our plan."



An interview with Hang Lung's Sustainability Director, Bella Chhoa

How have your data collection processes improved?

"We did make some continual improvement in the data collection process, through better internal communication and enhanced data management systems. In our last report, we have already included some new indicators, and we will add more in our next report to ensure that our stakeholders are well-informed of our latest developments. Another tip is that one must diligently verify the data at regular intervals. Do not ask your colleagues for data at the last minute."

What will you do differently in preparing your next report?

"I think we are already on the right track in preparing for our sustainability report. Rather than keep changing our reporting practice in the forthcoming years, we will put stronger emphasis on exploring how to keep the momentum of our reporting exercise and expanding our engagement efforts in mainland China, the home to our core business and where our future lies, so that we can really bring positive changes in the long run."

Was there any new personal learning for you in the last reporting cycle? If so, please share.

"When people first start to work on a sustainability report, it is easy to make it like an annual showcase of achievements. Honestly it took us some time to avoid this pitfall, to gradually understand the importance of transparency over how well we have performed. This is also one of the key reasons why we took a very different approach to compile our last full report. Over the last year, we have been drilling very hard into all kinds of internal data and information, to see how much more we can disclose. This is certainly a brand new experience to me."

Why are you so passionate about reporting? What's the key interest for you?

"Business is business, which is unavoidably about making money. But then one day I learnt that there is something called "sustainability" and, by pursuing sustainability, you can contribute to the wider benefits of the society and environment while continuing to make money. How can you not be passionate about it? I can't wait to tell the world about sustainability through our report!" ■

Please share your insights about how your reporting process has evolved over the years.

"I am always frank to tell people that we produced an unimpressive report back in 2013. This is inevitably a trial and error process though. Over these five years, we remained humble all along by responding to criticisms and learning from the best practices. We are very happy to know that people are talking about our reports nowadays."

Your 2016 Sustainability Report has a more formal look than recent reports. Why?

"Yes indeed, we produced a more formal and comprehensive report to cater to the demand of those who opt for a higher level of transparency. Meanwhile, please don't miss our Sustainability Highlights, produced for the very first time in a magazine format, which complement our full report yet retain the usual engaging and fun style suitable for all readers."

You have said that nobody read your first report which caused you to reconsider ways of engaging stakeholders. What has changed?

"The sustainability reporting exercise is not about producing a report, putting it somewhere and then expecting stakeholders to read it. We should leverage the exercise to proactively engage stakeholders and build sustainability awareness among them. In brief, we have switched our focus from producing the report itself, to the process of ongoing stakeholder engagement and creating shared values altogether. Producing the report is only part of the engagement, albeit an important one."

KAHRAMAA

QATAR'S STATE-OWNED CORPORATION FOR SUPPLYING ELECTRICITY AND WATER

The Qatar General Electricity and Water Corporation (“KAHRAMAA”) has the privilege of being the sole transmission and distribution system owner and operator (TDSOO) for the electricity and water sector in Qatar with the mission of providing high quality and sustainable electricity and water for better living in Qatar. KAHRAMAA was established in July 2000 in accordance with the terms of Law #10 to regulate and maintain the supply of electricity and water to customers. KAHRAMAA’s core areas of business include buying, distributing and selling electricity and water. KAHRAMAA employs more than 3,200 people ●

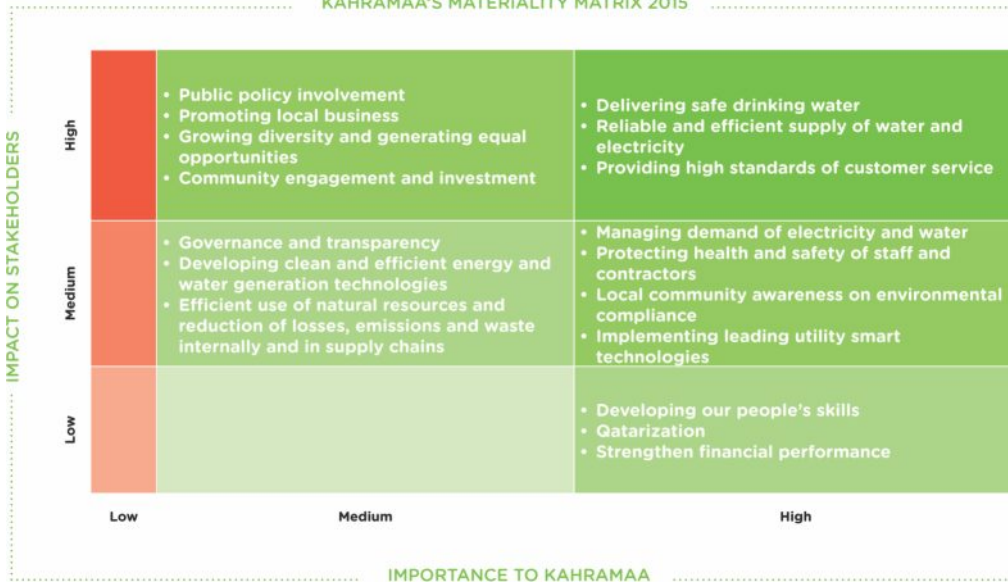
About the Report



Sustainability Report

Theme	Conserving Resources, Creating Value
Reporting period	Calendar year 2015
Format:	PDF
Pages	68
GRI	GRI G4 Core option including the GRI Electric Utilities Sector Disclosures
Other standards	
Assurance	No
Report history	3 rd report
Number of material impacts listed	17
Number of Performance Indicators reported	35

KAHRAMAA'S MATERIALITY MATRIX 2015



KAHRAMAA's Materiality Process

2015 Materiality Process

Building on our previous years' experience, we identified four key objectives for our materiality process:

- Review and update the materiality assessment from previous years and enhance the prioritization process;
- Identify the most important topics to be covered in our 2015 Sustainability Report;
- Engage with internal and external stakeholders on issues that are important to them;
- Inform business strategy and sustainability performance by identifying key gaps.

This year we decided to engage directly on more in-depth one-to-one sessions with internal and external stakeholders, improve our understanding and delineation of most material issues, provide more details of our prioritization approach, and enhance the alignment of our disclosures to better explain how KAHRAMAA addressed each material issue. The process we followed in the preparation of KAHRAMAA's 2015 Sustainability Report is described in detail below.



Sustainable practice and disclosure in the national interest

KAHRAMAA's essential connection to the sustainable development and economic success of Qatar is evidenced in the reference of Qatar's Minister of Energy and Industry, H.E. Dr. Mohammed Bin Saleh Al-Sada, in KAHRAMAA's 2015 Sustainability Report, of Qatar's mission to become a "modern, outward-looking state, capable of rising to the challenges of the modern era." Qatar's National Vision for 2030 sets out sustainable development strategies in which KAHRAMAA has a significant role to play. This connection between the national interest and corporate sustainability weaves a theme through the disclosure of KAHRAMAA and reinforces the mission critical nature of the business KAHRAMAA undertakes and the need for a sustainable approach.

KAHRAMAA's 2015 report, its third, covers all these aspects of the company's role in society- always making the connection to the national interest. This starts with the way KAHRAMAA provides a reliable and efficient supply of water and electricity, including supply capacity development, renewable energy initiatives and resource preservation, such as an analysis to assess and improve water reservoirs, and the development of a Renewable Energy Atlas in Qatar to identify optimum locations for solar energy technologies. A range of customer service initiatives, including digital offerings, provide reassurance that Qatar takes reliability and efficiency seriously as elements of strategic sustainable supply.

Similarly, as an employer, KAHRAMAA has a role to play in upskilling a national workforce, because "in Qatar's fast-growing economy, the Power and Utilities sector feels the pressure of skills shortages brought on by an increasingly globalised and competitive marketplace." With a workforce of more than 3,000 in a country with a modest national population of under 2.6 million, KAHRAMAA works toward the national objective of 50% Qatarization, reaching 35% in 2015. Gender diversity is another cultural and national challenge and KAHRAMAA addresses its progress in this area as well.

KAHRAMAA completes the picture of its essential national role, describing initiatives creating economic value for Qatar as well as shaping sustainable society through a range of interventions. These include, for example, a series of competitions to raise environmental awareness in the community to a workshop for Imams to raise awareness of the



KAHRAMAA's stakeholders

religious aspects of Qatar's National Program for Conservation and Energy Efficiency

In this context, materiality and stakeholder engagement go beyond a simple analysis of business impacts. They must address the long-term national interest and reflect the expectations of both government and the population in large measure. It is the way that KAHRAMAA invests in managing and disclosing such stakeholder engagement and materiality processes that earned this company two ASRA16 awards. In addition to reminding readers of the background to the materiality approach in 2013 and 2014, KAHRAMAA describes the new analysis conducted in 2015, learnings derived and the detailed approach to prioritisation of issues. KAHRAMAA also defines plans to improve its materiality process in coming years. In terms of stakeholder interactions, KAHRAMAA describes the channels of engagement and each stakeholder group's unique importance to the company, the material topics raised by each stakeholder group and KAHRAMAA's response in terms of actions taken and progress made. The report also includes several external stakeholder voices: always a positive way of demonstrating that stakeholders have a trusting relationship with the company.

Overall, this report presents a fascinating and credibly presented overview of the role of business in society, the role of KAHRAMAA in Qatar's present and future, and the company's contribution to sustainable development. Far more than reporting on sustainability in its own operations, KAHRAMAA aligns its reporting with the national need ■

What were you most proud of about your Sustainability Report?

“Getting identified by other countries through participating in ASRA last year. We hope to succeed this year (2016) as well as 2017”.

What was your biggest challenge in writing your Sustainability Report?

“Meeting expectations of our stakeholders for the year before and even surpassing them.”

What was your biggest surprise during the preparation of your Sustainability Report?

“The women empowerment we now have in KAHRAMAA with women in middle management increasing by 40% against two years ago.”

What were your biggest learnings in preparing your latest Sustainability Report?

“We must concentrate on some areas in customer services through surveys and surprise shoppers.”

How does the Sustainability Reporting process empower you or others in your organisation?

“It ensures that my colleagues and I are working in a healthy occupational environment that respects both internal and external customer needs and expectations and that there’s a sustainability standard to which we refer.”

What will you do differently in preparing your next report?

“Highlighting more state of art and smart solutions we apply in KAHRAMAA, and trends for innovative spending and resources.”

What are the key elements of your report that helped you gain recognition in the ASRA16 Awards for the category/categories you entered?

“Our materiality and stakeholder reporting. In addition, our detailed and valued supply chain, and our overall report covering of economic environment and social aspects” ■



“ Highlighting more state of art and smart solutions we apply in KAHRAMAA, and trends for innovative spending and resources. ”

Why does your company publish a Sustainability Report?

“We present our sustainability report which highlights the impacts of our operations on the environment, society and Qatar’s economic development. We understand that the scale and the complex nature of the sustainability challenges often require a joined up and integrated approach involving various stakeholder groups. By providing a clear and transparent picture of where we are today and what our future commitments are, this report aims to engage our customers, partners, suppliers, employees and other stakeholders in a discussion about the role we all have in the delivery of Qatar’s National Vision 2030 and the Qatar National Development Strategy-II (2017-2022).”

What benefits does your company gain from preparing and publishing a Sustainability Report?

“The benefits of sustainability reporting go beyond relating KAHRAMAA's financial risk and opportunity to performance along ESG dimensions and establishing license to operate. Sustainability disclosure can serve as a differentiator in competitive industries and foster investor confidence, trust and employee loyalty. Analysts often consider a company’s sustainability disclosures in their assessment of management quality and efficiency, and reporting may provide KAHRAMAA better access to capital, bigger projects and above all customer satisfaction.”

What were you most proud of about your Sustainability Report?

“Relating to our stakeholders and introducing the true efforts of conserving our resources through the national program for conservation and energy efficiency “Tarsheed” where Qatar brought down per capita consumption of electricity and water by 18% and 20% from 2012-2016. We were definitely also proud of winning two categories, Best Stakeholders Reporting and Best Materiality Reporting, in the ASRA16.”

What did you personally learn from the reporting process?

“Complete transparency and follow-up of commitments get you customer satisfaction. Also,



“ Sustainability disclosure can serve as a differentiator in competitive industries and foster investor confidence, trust and employee loyalty. ”

the synergy between economic, environment and social goals for sustainable development.”

What will you change in your company as a result of publishing your latest Sustainability Report?

“More commitment from our employees and more understanding from our stakeholders that we are working together hand in hand” ■



Olam International

A LEADING AGRI-BUSINESS OPERATING FROM SEED TO SHELF IN 70 COUNTRIES

Olam International is a leading agri-business operating across the value chain in 70 countries, supplying various products across 18 platforms to over 23,000 B2B customers worldwide. From a direct sourcing and processing presence in most major producing countries, Olam has built a global leadership position in many of its businesses. Headquartered in Singapore and listed on the SGX-ST on February 11, 2005, Olam currently ranks among the top 30 largest primary listed companies in Singapore in terms of market capitalisation. In 2016, Fortune magazine recognised Olam at #23 in its 'Change the World' list ●

About the Report



Sustainability Report

Theme	Investing, Improving, Innovating
Reporting period	Calendar year 2015
Format:	PDF
Pages	176
GRI	Uses disclosures from G4
Other standards	
Assurance	No
Report history	9 th report
Number of material impacts listed	7
Number of Performance Indicators reported	57

2016 - 2020 Objectives	2015 Target	Achieved against 2015 target	2020 Target	Outlook for 2020 Target
GOAL 1: Economic opportunity and inclusion (Material area: Livelihoods)				
11. Smallholder farmers are supported through the Olam Livelihood Charter (OLC) principles	450,000 farmers in the OLC	344,408 farmers by end of 2015. Target 77% achieved due to business restructuring. Refer to Livelihoods Q&A section of this report.	Bring 1 million hectares under the OLC with an estimated 500,000 farmers. Metric revised in line with business restructuring. Refer to Livelihoods Q&A section of this report.	⊖
12. Suppliers comply with the Supplier Code	Connected to our network of partners via the Supplier Code 50% overall coverage (of which 80% is from large-scale farmers).	Progress behind schedule. 30% of overall coverage now under the Supplier Code (of which 80% is from large-scale farmers). For challenges in implementation see Supplier Code section under 'How We Do It' of this report.	100% of priority products covered by the Supplier Code: cashew, cocoa, coffee, cotton, hazelnut, palm and rubber.	⊖
13. Women are economically empowered within our supply chain	Train 50% of Olam Livelihood Charter (OLC) female farmers.	Target achieved. 63% of female OLC farmers (87708).	Support 100,000 women to access economic opportunities, including female farmers, processors, distributors, and workers supported or employed by Olam. Metric expanded to support women across our supply chain, in addition to OLC farmers.	⊖
14. Elimination of child labour	As new objective, no target set in 2015.		No breaches in compliance reported or observed in audits.	+
15. People have improved livelihoods potential through enhanced skills, economic resources and infrastructure	As new objective, no target set in 2015.		750,000 beneficiaries, including estimated 500,000 smallholders, plus other beneficiaries of capacity-building, cooperative support, school support, access to finance, producer goods, and economic infrastructure initiatives.	+

Farmers are trapped in a spiral of low productivity



Olam: material objectives, targets & performance.

Olam: describing social needs.

Priorities within each material area

Livelihoods: impacts the smallholders in our third-party supply chain

Key focus areas raised by stakeholders include how we:

- Help smallholders improve incomes through better yields and quality
- Help smallholders gain access to markets
- Help smallholders diversify incomes
- Measure systematically the impact of our initiatives
- Support women

Land: impacts our direct and indirect operations

Key focus areas raised by stakeholders include how we:

- Undertake due diligence in land development
- Ensure community rights and land tenure
- Protect biodiversity
- Protect High Carbon Stock forest/reduce deforestation
- Improve soil quality/reduce degradation
- Better understand the smallholder landscape

Q&A with Chris Brown
Vice President, Corporate Responsibility and Sustainability

1. Olam is calling for a carbon tax. Based on Olam's 2015 carbon footprint, what would be the potential tax impact?

Ahead of COP21, Olam called for a tax of between 2015 and 2016 per tonne. We believe that if a measure in place is likely to result in a significant rise in the carbon price, it will be a positive outcome for Olam.

2. How can you tell whether an impact is related to climate change versus cyclical weather occurrences such as El Niño? And are all impacts negative?

It has to involve using a range of factors to work out the likelihood of a climate-related impact. For example, if the weather is warmer than the last decade, and that decade was warmer than the decade before, that's a sign of a trend. Priority the impact we are seeing in the markets to which we operate is negative. Agriculture needs a degree of predictability.

Climate change is affecting the productivity of our crops and the way we manage them. It's not just about the weather, it's about the way we manage them. It's about the way we manage them. It's about the way we manage them. It's about the way we manage them.

Olam: providing details of each material topic.

OLAM: Q&A sections with business leaders

Growing sustainability from seed to shelf

Olam International's Corporate Responsibility and Sustainability Report 2015 is a lesson in clarity of focus and methodical and systematic progress. The first thing that impresses you with this report is the message from the CEO. This is often an overlooked part of any sustainability report, where you often find plastic, meaningless, generic types of statements being attributed to CEOs who probably never even read the statement let alone the report. In Olam's report, you get the feeling that Sunny Verghese knows what's important and why. Far from being a token statement, this two-page memo sets the tone for the remaining 150+pages: addressing the big topics head-on ("we are not a charity"), understanding and aligning with global sustainable development priorities ("if we are to feed more than nine billion people by 2050 without depleting the world's natural resources, we must prioritise agricultural research"), and establishing an authentic tone and approach ("Brave means accepting we don't have all the answers, but we're not afraid to challenge the status quo"). Reading this statement inspires you to read the report.

The next section of the report clarifies Olam's material impacts and defines goals, objectives, and targets for 2015, progress made and longer-range targets for 2020. **In each of 10 broad goal areas, Olam has impressively quantitative targets and metrics and doesn't shy from noting where targets in 2015 were not achieved.** The stakeholder engagement section references the 17 NGOs and eight industry associations which Olam consulted on sustainability topics. In addition to reconfirming Olam's material priorities, Olam describes opportunities that arose from these engagements, demonstrating the value of such activities beyond the immediate objective of writing a sustainability report. Stakeholder concerns are transparently disclosed, and Olam's position clarified.

For each material topic, Olam presents an overview of the elements that have been raised by stakeholders. Under the topic of "Livelihoods", for example, there are five sub-topics covering the sustainability priorities facing Olam in each area, setting the scene for detailed narratives that follow. Olam starts with an explanation of why each topic is material and the key challenges in the region, with the people, resources or processes. It is simply fascinating. In the livelihoods section alone, issues of culture, multiple languages and dialects in different

“ Olam's report is a classic example of how to approach sustainability from the outside in—what the world needs and how the company is responding—against a core set of material topics. ”

regions, engaging female farmers, farmer literacy and numeracy, access to healthcare, poor logistics and infrastructure, farming yields and post-harvest losses represent just some of the contextual issues Olam describes. These challenges provide a backdrop for the way Olam works to address each issue through the way it does business. Around each issue is a story of what Olam is doing and how the company is making a difference. To round things off, each section ends with a Q&A session with a sustainability leader in the Olam business.

Throughout all this narrative, Olam boldly states the challenges and the shortcomings of solutions applied to date, providing rationale for ongoing targets and continued activity. The generous detail provided by Olam in each area makes for a very long report—at 178 pages it's almost an encyclopaedia. **In terms of quality, transparency and authenticity, this report is a masterpiece.** But not everyone will be able to read the entire report; those who have a specific interest in certain parts of Olam's activities, or in certain material topics, however, will surely find the detail they need among the pages. An additional feature is a set of opinion pieces (perspectives) dispersed throughout the report which enable a fuller understanding in each area.

Olam's report is a classic example of how to approach sustainability from the outside in—what the world needs and how the company is responding—against a core set of material topics. Context, materiality, response and stakeholder voices all find their place in this magnificent report ■

Why does your company publish a Sustainability Report?

“Sustainability for Olam is not an exercise to score PR “brownie points” but fundamental to the business. As one of the world’s largest agri-businesses, we have our own plantations, concessions and farms, and we also buy from more than 4.3 million farmers. We then transport, process and distribute products from cocoa to coffee, almonds and cashews. Our role in supporting farmer livelihoods and feeding a growing world population in a way that respects planetary boundaries is clear. We intend to make a difference in the world by “re-imagining” the status quo in agriculture. Olam can and will be both a valuable business and a sustainable one. Reporting on our sustainability performance is therefore one of our most important means of demonstrating and holding ourselves accountable to this commitment.”

How do you use your Sustainability Report?

“As a key part of Olam’s engagement toolkit, our sustainability reporting serves to shed more light on topics of interest to our stakeholders, from investors and customers to NGOs and employees. By stating our ambitions clearly and showing how we are meeting or exceeding international best practices and standards, we ensure transparency and accountability. In areas where we may have fallen behind, this also means we have sight of a clear pathway to recalibrate for greater success. It is also a living document to listen and learn from stakeholders to inform and improve our sustainability plans year to year. For example, for FY2016, we combined our Sustainability Report into our Annual Report to show how economic, social and environmental performance are interlinked, and how we create value across all three fronts. This was in response to feedback that we solicit from all important stakeholders after the release of each report.”

What benefits do your company gain from preparing and publishing a Sustainability Report? “As an agri-business, we recognise our sector draws on natural resources and we need to respect planetary boundaries while producing enough food to feed a rapidly growing population. Sustainability reporting is part of our holistic approach to make Olam a resilient and sustainable business over the long-term by balancing Profits, People and Planet.



“ Sustainability reporting is part of our holistic approach to make Olam a resilient and sustainable business over the long-term by balancing Profits, People and Planet. ”

- **Profits:** Demonstrating how we execute a clear sustainability strategy enhances our governance and risk management as we are better able to identify, track and respond to any material areas of impact. Being able to show how we deliver sustainable products at scale also bolsters our competitive advantage, as companies, investors and other financial partners can trust that we will endure and thrive. Having a unifying core purpose also drives improved employee loyalty and engagement. All these factors drive our commercial performance.



"When my husband passed 10 years ago, I started growing cocoa to support my 3 children but my hope for a better income from cocoa became less and less every year with disease and bad harvests.

Since then, the training, supports and motivation I have received from Olam helps me be more knowledgeable and energetic and I have increased my farm's cocoa production. I am hopeful that if this situation remains, my family's economy will be improved.

I promise to share my gained knowledge and encourage other farmers to put lots of efforts and maximise the benefits from the valuable knowledge, skills and supports of the programme so there will be more successful cocoa farmers from my village."

- **People:** By showing that we unlock mutual value through partnerships, improve the lives of communities where we operate and ensure a safe, healthy and fair workplace, we prioritise people and earn a social license to operate.
- **Planet:** We safeguard our environment by having clear sustainability targets and ambitions, meeting or exceeding international standards and pursuing traceability for our products. We also catalyse solutions to environmental issues in the wider business community through collaboration and highlighting our progress on those fronts. This establishes a strong platform to engage with developmental agencies, NGOs and other customer partners."

What were you most proud of about your Sustainability Report?

"True to embedding sustainability across our operations, our FY15 Sustainability Report was the culmination of hard work from various corporate functions and business units working hand in glove

with our Corporate Responsibility & Sustainability team. Thanks to the dedication of our people, and our Values, we have built a unique organisation that not only supports but also enhances our delivery of both business and sustainability objectives. The Sustainability Report is just one example of many individuals reflecting a shared belief in our core purpose that drives our dedicated and talented team at Olam to excellence."

What did you personally learn from the reporting process?

"At Olam, we believe increasingly that companies that are clear about their purpose will be the ones to endure and thrive in the future. A sustainable business must also create long-term value for investors: we can't simply start philanthropic programmes without there being a clear business case.

We follow GRI for our sustainability reporting which has proven to be a valuable tool and benchmark. The UN Sustainable Development Goal targets also provide a useful framework, particularly when talking to governments. A key learning is therefore to utilise external guidelines but ensure that your reporting is meaningful not just for investors but across all stakeholder groups. "

What will you change in your company as a result of publishing your latest Sustainability Report?

"We have consistently recalibrated our approach to sustainability reporting to reflect the needs of our stakeholders. We do this by ensuring we always have clear feedback channels for our stakeholder reports and acting on key learnings as relevant. The decisions to combine our Sustainability Report into the Annual Report for FY16 and ensure a more robust online presence are among some initiatives that drew from stakeholder feedback. For our FY16 report, some key learnings include:

- Overwhelming support to keep sustainability reporting combined with the Annual Report
- Strong desire to see fewer printed copies of the report in the future
- Online platforms are the main channel of accessing the report

We will actively consider how we can apply these in the coming year" ■

An interview with Olam International's Global Head of Corporate Responsibility and Sustainability, Dr. Christopher Stewart



What were you most proud of about your Sustainability Report?

"I was most pleased to see it being used as a reference book by colleagues around the business."

What was your biggest challenge in writing your Sustainability Report?

"It's the short window of time for the data collection after the close of the year. Extensive demands are placed on the business at this time of year for both the Annual and Sustainability Reports, plus we also had a separate Olam Livelihood Charter Report. Getting the data in, cross-checking and combining with relevant qualitative information and managing approvals is an issue to which most company sustainability and comms teams will relate."

What was your biggest surprise during the preparation of your Sustainability Report?

"The sheer number of initiatives and programmes we are undertaking to tackle some deeply entrenched issues from poverty to food insecurity and water scarcity. Sometimes it's not until you see them all bound together that you appreciate the scale and the efforts of our teams across the world."

What were your biggest learnings in preparing your latest Sustainability Report?

"For FY2016, we combined our sustainability reporting with our Annual Report which was

received very well. However, there is a constant tension between people wanting shorter and shorter documents, and those who want detailed information. We are now looking at how we can better utilise digital and videos, etc. so that people can access exactly what they need. It also means that the information 'lives' and is utilised throughout the year. So much work goes into the preparation of these documents and the risk is that you don't maximise the content. One other key piece of feedback is how we can better show improvement of our community programmes over time, rather than just an assessment over one year."

How does the Sustainability Reporting process empower you or others in your organization?

"Certainly, for the Corporate & Responsibility teams it is our handbook. But it's also used by sales teams with customers or by Treasury with financiers. It acts very much like an extended corporate brochure although it certainly doesn't seek to present a glossy picture—a far more accurate description would be of the challenges we are navigating, where we are succeeding and where improvements need to be made."

What will you do differently in preparing your next report?

"We are already starting the data collection for the Global Reporting Initiative questions much earlier!"

What are the key elements of your report that helped you gain recognition in the ASRA16 Awards for the category/categories you entered?

"Our report was built on listening to stakeholders and shows that we don't operate in isolation. It is accessible to all yet comprehensive. A huge factor is that we don't shy away from difficult questions or from being accountable, and have outlined the 10 goals most aligned to our business needs, mapping them to the world's biggest development challenges, including the SDGs" ■

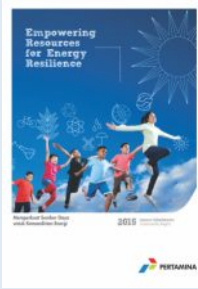


PT Pertamina (Persero)

INDONESIA'S STATE-OWNED OIL AND NATURAL GAS CORPORATION

PT Pertamina (Persero) or 'Pertamina' is a State-Owned Enterprise that serves as a national energy company with an integrated operation from upstream to downstream. Since 2011, Pertamina's company vision is 'To be a world-class national energy company'. Pertamina plays a strategic role in the development of Indonesia by providing energy supply, saving the national oil and gas reserves, commercialising new and renewable energy and distributing the energy to all corners of the Nation. Now with the support of 27,318 workers, Pertamina makes efforts to achieve its vision by implementing 5 Strategic Priorities since 2015. It includes transformation projects in various sectors aiming to maintain the energy security and sovereignty of Indonesia ●

About the Report

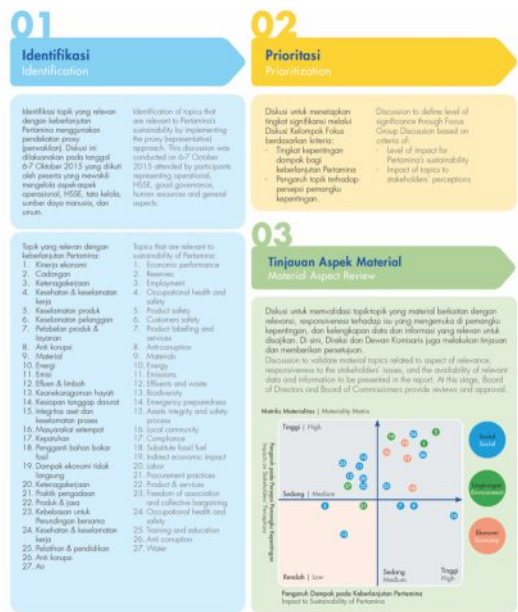


Sustainability Report

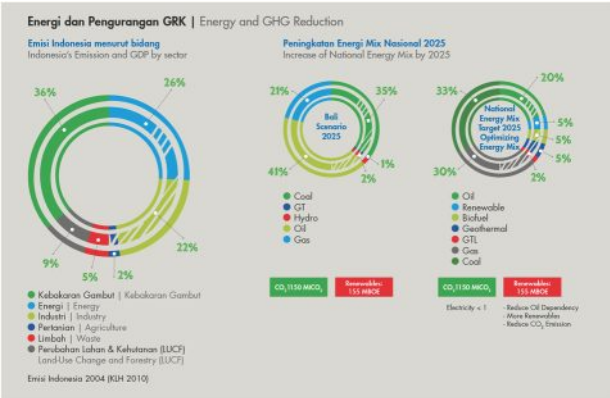
Theme	Empowering Resources for Energy Efficiency
Reporting period	Calendar year 2015
Format:	PDF, dual language
Pages	220
GRI	GRI-G4 Core option and Oil and Gas Sector Disclosure
Other standards	
Assurance	Yes
Report history	5 th report
Number of material impacts listed	27
Number of Performance Indicators reported	21



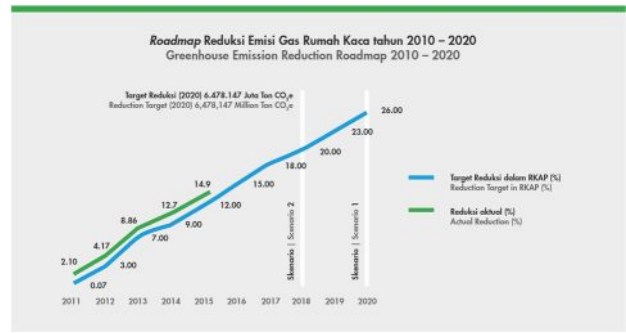
PERTAMINA: Business strategic pillars.



PERTAMINA: Identifying & prioritising material impacts.



PERTAMINA: GHG Reduction.



PERTAMINA: GHG Reduction roadmap.

Looking forward to energy security in Indonesia

Pertamina plays an integral role in securing the supply of energy to the Indonesian nation, and must adopt a sustainable strategy that includes energy efficiencies, affordable access to energy throughout the nation, and reliable quality and supply. All these elements are critical from a sustainability standpoint, especially in a growing economy, and serve as a backdrop to Pertamina's sustainability disclosure. The context is provided by Pertamina: "Indonesia is currently facing the energy trilemma namely energy security, climate change and fulfilling energy needs. Most of the people of Indonesia have not gained access to energy; only 68% of population have access to electricity and it will be increased to 90% in 2020." Clearly, in the face of increasing energy demands, fossil fuel alternatives are imperative if climate change effects are to be mitigated.

Pertamina's business strategy is expressed in five pillars which represent the company's imperatives to support Indonesia in self-sustaining its energy supply. Pertamina takes the long view of sustainability and presents its strategy, its integrated business processes and its supply chain to help us gain an appreciation of all the impacts of the business both upstream and downstream. Pertamina's strategic approach is also reflected in the detailed 2020 plans that Pertamina shares on energy, renewables, infrastructural development and more. Most sustainability reports dwell so much on past performance that they are irrelevant by the time they are published. **Pertamina's approach is highly forward-looking and this is an inspiration.**

Pertamina notes challenges in the pursuit of sustainable performance, including those relating to energy security and low-carbon energy supply, access to energy and long-term management of oil and gas reserves as well as in other areas such as attraction and retention of employees. Referencing specific challenges in a sustainability report is always a bold move and Pertamina does so in a way that invites credibility and trust. No company is perfect, so admitting that there are improvements to be made serves to make the entire disclosure more credible. Similarly, in each material area, Pertamina presents first the challenges and then the activities undertaken by the company.

Pertamina's 2015 Sustainability Report has six main sections: energy supply, governance, society, climate change, safety, people and products. Each section

Studi Kasus - Case Study

Meningkatkan Kesejahteraan Petani melalui Sentra Pemberdayaan Tani (SPT)

Increase Farmers' Welfare Through Farmers Empowerment Center (SPT)

Perubahan iklim, berkurangnya lahan pertanian, dan keterbatasan kemampuan petani untuk memasarkan hasil pertanian merupakan tiga kendala besar bagi kebanyakan petani di Indonesia. Untuk menjawab kendala tersebut, Pertamina bekerja sama dengan Yayasan Obor Tani dan pemerintah daerah membina para petani melalui Sentra Pemberdayaan Tani (SPT).

Climate change, decrease of agricultural land, and the limited ability of farmers to market their crops are three major obstacles for most farmers in Indonesia. To answer these challenges, Pertamina in cooperation with the Yayasan Obor Tani and local governments fosters farmers through Farmer Empowerment Centers (SPT).

Sentra Pemberdayaan Tani (SPT)

adalah sebuah SENTRA, dimana di kawasan tersebut dilakukan usaha dan upaya untuk memberdayakan petani, sehingga petani di sekitar SPT mampu menggapai tarafnya dalam bidang pertanian, yang hasilnya dapat memberikan kehidupan yang layak bagi keluarganya, secara berkelanjutan.



Farmers Empowerment Center (FEC)

is a CENTER, where efforts to increase and to empower farmer happens in that place, so the farmer around SPT is able to cultivate on their land, as the results they can provide a decent and sustainable life for the family.



5 Unsur Sentra Pemberdayaan Tani
5 Components of Farmers Empowerment Center

<p>1 Waduk Mini Sudah Habis, Di perbaiki bukit Val. 6.000 - 10.000 m³ Sistem Irigasi Cisarani, Berbasis Geomembran</p> <p>Mini Reservoir Rashed. On a hilltop, Val. 8.000-10.000 m³ Gravity Irrigation System, Layered geomembrane</p> 	<p>2 Nih & Kapetan Pewati minimal 100 Petani Itri (PITI) dan diadika 20 orang menjadi Kayawan Pemeliharaan Tanaman (Kapetan)</p> <p>Nih & Kapetan Participants least 100 Core Farmers (PITI) and selected 20 people to become employees of Plant Maintenance (Kapetan)</p> 	<p>3 Kebun Buah Bukh Unggul, Tani 20 hektar, Radius max. 1 km dari Waduk Mini, Topografi Kelereng mendapat alokasi tanah max. 2.000 m²</p> <p>Orchard Superior quality Fruit. A total of 20 hectares. Radius max. 1 km from Mini Reservoir. Each head of family received an allocation of planting max. 2.000 m²</p> 	<p>4 Wisma Tani Tempat tinggal 2 kobar Obor Tani, tempat petani mendapat informasi, pelatihan & bimbingan, tempat transaksi sampai dengan Panen</p> <p>Wisma Tani A house where 2 Obor Tani officers stay, a place for farmers to receive information, training and learning. Warehouse, Orchard harvest processing</p> 	<p>5 Sistem Pemberdayaan Terdapat 2 kobar Obor Tani tinggal di Desa sekitarnya jalaora 3,5 khah, dan mulai transasi sampai dengan Panen</p> <p>Empowerment System Integrated, 2 Obor Tani officers live in the village and nurture the farmers group for 3.5 years from planting to harvesting</p> 
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presents challenges, actions, relevant data and, in several instances, case studies that offer examples of practice and achievement.

In terms of carbon reporting, for which Pertamina won the ASRA16 Best Carbon Reporting Award, Pertamina first presents its Greenhouse Gas Emission Roadmap 2010-2020. Having already made significant progress from the 2010 baseline year, exceeding the targeted reduction to date, Pertamina sets out the remaining planned reductions by year to achieve a total of 6.48 gigatonnes of avoided CO₂e emissions over 10 years by 2020, as well as indicating the key means of achieving these reductions. The disclosure on emissions covers several areas, including gas development, a roadmap for renewables development to 2025, and geothermal and own biofuel production expansions.

While the dual language format, which is typical of Indonesian reports, Pertamina's narratives are mainly short and they are supplemented with cleverly designed charts and tables, using representative imagery and colourful graphics. This helps split up the narrative to pace the reader and helps to visualise the actual operations of Pertamina, making the report very appealing ■

Why does your company publish a Sustainability Report?

Pertamina perceives sustainability as an integral part of doing business to meet our objective to become world-class energy company. The Sustainability Report plays an important role in engaging our stakeholders, as well as part of governance by being transparent; our intention is not only providing information to the readers but also inviting people to join our conversation of future sustainable energy. This Sustainability Report is part of our concern, moral responsibility and commitment to transparency in the increasing demand for corporate initiatives for and support of sustainability issues at the national and global level.

How do you use your Sustainability Report?

The report is used widely both for external and internal stakeholders. Communication in sustainability is published based on disclosures in the report since it has been externally assured. Internally, we use the report to bridge communication between corporate and subsidiaries. Also, this Sustainability Report is intended to provide information to stakeholders in the areas of governance, social and environmental performance. More specifically, the report presents efforts to support Indonesia's energy security, manage the environment and climate change, and social development through investment and participation in community development.

What benefits does your company gain from publishing a Sustainability Report?

Pertamina has been publishing sustainability reports since 2011 and we keep improving the process of reporting. In doing so, we increase our learning process in the sustainability area from within to a global level. Externally, we gain better reputation and acknowledgment from our effort in managing energy sustainability in the country. Publishing a Sustainability Report itself is one of our undertakings to become a world-class national energy company.

What were you most proud of about your Sustainability Report?

The most important aspect of any report is the quality of information in it. Since our first report, everyone can see how we can consistently provide information on Pertamina's governance, climate change, community investment and people development, and how we continue to improve both the quality and clarity of the information.



What did you personally learn from the reporting process?

Pertamina is the only national energy company in the world with an integrated operation from upstream to downstream, along with a mandate to ensure Indonesia's energy sovereignty. To create a quality report, we work with and learn from each other, obtain a new understanding as a whole company and our role in the society. There are many issues in sustainability that require us to engage with people from different directorates, across departments or subsidiaries to get correct and timely information. Publishing a sustainability report also comes with greater responsibility. We recognise the importance of balance in the quality of the report, by providing both positive as well as challenging situations in the reporting period. Through sustainability reporting, we had the opportunity to communicate what we had done and our future approach to sustainability challenges.

What will you change in your company as a result of publishing your latest Sustainability Report?

Considering the global economy and energy, Pertamina must improve its business performance and seek a new approach to ensure energy sustainability. We also consider human resources as the foundation of Pertamina today and in the future. The management will strengthen our long-term corporate strategy, "Aggressive Upstream, Profitable Downstream", in which the Company seeks to expand its upstream business while making the downstream business more efficient and profitable. At the same time, we will develop human resources capacity, capability, and competency in the business, and this includes improving our health and safety performance ■

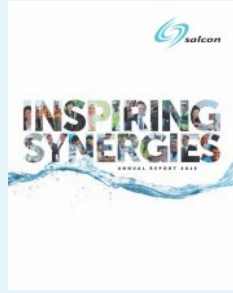


Salcon

A LEADING WATER AND WASTEWATER ENGINEERING COMPANY

Salcon Berhad (Salcon) is the leading water and wastewater engineering company in Asia, offering value-added services in the investment, design, construction, commissioning, operation and maintenance of water and wastewater treatment plants and ancillary facilities. Since its inception in April 1974, Salcon has successfully completed more than 900 water and wastewater treatment projects in Malaysia, Thailand, Vietnam, Sri Lanka and China. Currently Salcon owns and operates a water treatment plant in Ho Chi Minh City, Vietnam with a capacity of 100 million litres per day (MLD) ●

About the Report



Sustainability Report

Theme	Inspiring Synergies
Reporting period	Calendar year 2015
Format:	PDF
Pages	16 dedicated sustainability report pages within full Annual Report
GRI	References GRI disclosures
Other standards	
Assurance	No
Report history	-
Number of material impacts listed	N/A
Number of Performance Indicators reported	N/A



ENVIRONMENTAL: Achievement and ongoing progress:

- Effective water, energy, waste and dust management
- Recycling effort at all offices and project sites
- Environmental conservation with community to convey importance of resources conservation and climate change issue



WORKPLACE: Achievement and ongoing progress:

- Respecting human rights and zero tolerance on child and forced labour
- Effective employee communications
- Talent development
- Creating a safe workplace

Salcon Berhad: Reporting in each area of the company's activities.

Completing the picture in the Annual Report

As a company that delivers inherently sustainable products and services, which support the development of water and wastewater technologies, it might be possible to argue that all Salcon Berhad's Annual Report is about is creating sustainable value and not just economic value. Rather than having to force-fit sustainability around a business model that does not have a sustainable essence, Salcon Berhad is in the fortunate position of having a core that advances sustainability through water conservation business initiatives.

Salcon Berhad's Corporate Responsibility Report is embedded in its Annual Report to shareholders and investors. Taking up a full 16 dedicated pages, this disclosure makes it clear that Salcon Berhad values corporate responsibility and sustainability as part of the way business gets done. This was also reflected in 2015 with Salcon Berhad's inclusion as one of 34 companies in the FTSE4Good Bursa Malaysia Index (F4GBM Index), which measures the performance of public listed companies demonstrating strong environmental, social and governance (ESG) practices. Corporate responsibility is also referenced

in the Chairman's Statement in the Annual Report, confirming its significance at Board level.

The sustainability disclosure in the Annual Report includes an overview of Salcon's stakeholder groups and the ways Salcon engages with them. The subsequent sections cover Salcon's operations in the market, with a focus on ethical business, economic impact and supply chain integrity; workplace sustainability with a focus on human rights, diversity, engagement and safe working; environmental protection and climate change covering energy, water, waste and conservation; and a community sustainability section which covers the community contributions and initiatives undertaken by Salcon and its employees.

While this disclosure is arguably more limited than a standalone sustainability report, its inclusion in the Annual Report ensures that shareholders, investors and analysts cannot fail to notice it. **Salcon's corporate responsibility report completes the picture of Salcon's overall impacts in a compact way ■**

C O R P O R A T E R E S P O N S I B I L I T Y R E P O R T



At Salcon, it is our utmost priority to create long-term values for our stakeholders through effective and lasting solutions to meet ever increasing environmental and social sustainability challenges. Over the years, we have continuously improved our efforts in our Corporate Responsibility (CR) strategies and activities to ensure more sustainable growth.

We incorporate sustainability best practices and the highest standards of ethics into our business operations, corporate culture, mission and core values to further enhance our position as a responsible and caring organization.

Recognition by the FTSE Russell

We achieved a significant milestone in December 2015 where we are honoured to be recognized under the FTSE4Good Bursa Malaysia Index (F4GBM Index) by the FTSE Russell. The F4GBM Index measures the performance of public listed companies (PLCs) demonstrating strong environmental, social and governance (ESG) practices. Out of the many stocks listed on Bursa Malaysia which were screened in accordance to well-defined ESG criteria, Salcon was selected and included as one of 34 constituents of the F4GBM. Under third party independent assessment, we have met stringent environmental, social and governance criteria, and are positioned to capitalize on the benefits of responsible business practice.



We are proud to be recognized under the FTSE4Good Bursa Malaysia Index.

Salcon Berhad:
Corporate responsibility
cover page within the
Annual Report

Why does your company publish a Sustainability Report?

“Salcon’s journey of sustainability reporting started in 2008 and, since then, the Sustainability Report has been used as a communication tool between the Board and our diverse stakeholders where our values and commitments towards sustainability are shared effectively through the report in a transparent and responsible manner. In the process of sustainability reporting, we can identify gaps in our approach as new and emerging social and environmental issues are often revealed, learn how other companies are addressing key sustainability challenges and identify what our stakeholders are interested in. As the demand for sustainability information keeps increasing, these initiatives enable us to measure where we stand and where we can improve along the journey of sustainability reporting. Stakeholders are also given another perspective to evaluate the company’s performance along with other non-financial indicators, which is one of the elements in building credibility of the company.”

How do you use your Sustainability Report?

“It serves as a communication tool for the company to relate our sustainability performance and impacts to our key stakeholders. We strive to engage our stakeholders by highlighting issues that are most material to our operations and stakeholders and, at the same time, embed processes and frameworks to measure our non-financial performance, set goals and manage changes more effectively.”

What benefits does your company gain from publishing a Sustainability Report?

“Ever since we started to incorporate sustainability reporting into our Annual Report, we have seen the evolution of our report to a structured framework which is guided by local and international reporting standards such as the FTSE4Good Bursa Malaysia Index Rating Guide, GRI G4 Guidelines, Bursa Malaysia Sustainability Reporting Guide and ACCA Malaysia Sustainable Reporting Guidelines. The formation of our Sustainability Committee has given us the opportunity to explore new perspectives in analysing our strengths and weaknesses, which has led to more robust and wider ranging visions and strategies for the company. We have seen improved coordination and understanding amongst various functional departments and subsidiaries for data collection along the years.

**What were you most proud of about your Sustainability Report?**

“We first started with community related initiatives within our operations, and gradually saw the impact and extent of our business from a new perspective where sustainability indicators such as environmental protection, wealth distribution, promotion of diversity, protection of biodiversity, etc., have increasingly been taken into account in the everyday tasks of employees and suppliers. Looking at our sustainability reporting along the years, I am proud to say that Salcon is moving in the right direction where our business operations are running in a more sustainable manner.”

What did you personally learn from the reporting process?

“Sustainability is a long-term effort which involves organised teamwork and lots of preparation work. Throughout the reporting process, it is important to understand that sustainability is not about media publicity but a mission to create long-term values for all stakeholders.”

What will you change in your company as a result of publishing your latest Sustainability Report?

“After identifying our material aspects throughout our business operations, we plan to enhance our materiality assessment system by improving and strengthening stakeholder engagement in materiality assessment whilst at the same time obtaining feedback from different major stakeholders” ■

An interview with Salcon's sustainability head, General Manager - Corporate, Chern Meng Gaik

What were you most proud of about your Sustainability Report?

"In comparison with our first integrated sustainability report published in 2008, we are proud to see a more comprehensive and structured sustainability reporting framework in terms of content and reporting of non-financial performances in our latest SR. More importantly, we can enhance the awareness of sustainability issues amongst all functional departments and subsidiaries as well as the employees through the process of preparing the sustainability report. We are also extremely proud and honoured that the integrated sustainability report 2016 received recognitions from several prestigious bodies."

What was your biggest challenge in writing your Sustainability Report?

"One of the earliest and biggest challenges we encountered was collecting relevant and accurate data from the respective heads of project sites, subsidiaries and departments. I would say the data collection systems for the early reports are immature and fragmented due to the lack of understanding and awareness on the materiality of sustainability issues within the organisation."

What was your biggest surprise during the preparation of your Sustainability Report?

"Along the journey of developing the Sustainability Report throughout the years, we have learnt to prepare a better and more transparent report. We are glad to note that the commitment and shared values to the environment, social and governance are reflected through our subsidiaries' initiatives. It was a pleasant surprise to see how far we have come and what we have achieved thus far, considering we are a small-cap company. The recognition of notable sustainability awards and the company's inclusion in the FTSE4Good Bursa Malaysia Index are significant recognitions for us."

What were your biggest learnings in preparing your latest Sustainability Report?

"We learnt to engage diverse stakeholders by using varied communication channels with different groups of stakeholders and engaging with them in a respectful, fair, transparent, inclusive and responsive manner. In our latest integrated sustainability report, we tabled out our major stakeholders with approaches, frequency of engagement,



achievements and the newly added material area alignment. Using a structured approach and framework, we are able to understand and further align our business practices with societal needs and expectation, helping to drive long-term sustainability and shareholder value as well as identify potential business opportunities and manage risks at an early stage."

How does the Sustainability Reporting process empower you or others in your organisation?

"The reporting process has the power to inspire new goals and strategies, connect individuals across all disciplines and spark new initiatives. By viewing the process as a tool for change, we can leverage on the reporting process to further integrate sustainability thinking throughout the organisation, and further develop and implement the company's core business strategy."

What will you do differently in preparing your next report?

"For the next report, our focus is to enhance our materiality assessment and analysis by identifying and engaging with our external stakeholders more effectively. In doing so, we hope to obtain relevant feedback and point of views from different groups of stakeholders, so that a more complete and accurate materiality assessment can be conducted."

What are the key elements of your report that helped you gain recognition in the ASRA16 Awards?

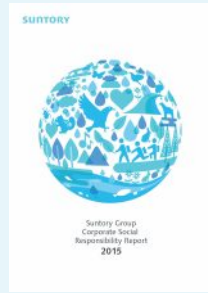
"We believe our report had met most of the criteria set by the judging committee, which includes adherence to GRI reporting guidelines, clear presentation on data and non-financial performances" ■

Suntory Group

A MULTIFACETED FOOD AND BEVERAGE COMPANY WITH GLOBAL MARKETS

Suntory Group is among the world's leading consumer products companies, with \$25 billion in annual sales, offering a uniquely diverse portfolio of beverage products enjoyed by millions around the world: from award-winning Japanese whiskies Yamazaki and Hibiki, The Premium Malt's beer, and iconic American spirits Jim Beam and Maker's Mark to non-alcoholic favourites Orangina, Lucozade, Ribena, TEA plus, BOSS coffee, Iyemon tea, and Suntory Tennensui water. Suntory also produces wellness products and operates a flower business. Founded as a family-owned business in 1899 in Osaka, Japan, Suntory Group has grown into a multinational corporation, with operations throughout the Americas, Europe, Asia and Oceania. Suntory is driven by Yatte Minahare, the spirit of bold ambition, and has 38,000 employees worldwide. Suntory Group is committed to its founding promise to coexist with people and nature: protecting water resources, nurturing communities and fostering the arts ●

About the Report



Sustainability Report

Theme	Follow Your Nature
Reporting period	Calendar year 2015
Format:	Online with PDF download
Pages	43 pages (PDF)
GRI	G4 core
Other standards	Ministry of the Environment Reporting Guidelines (2012 edition) ISO 26000
Assurance	Environmental data
Report history	5 th report
Number of material impacts listed	6
Number of Performance Indicators reported	N/A



Suntory: Navigate to any key sustainability topic for a deeper dive in.

Suntory: Each topic is supported by several stories.

Data Sheet

GRI Guideline (G4) Reference

Our sustainability reporting is done in accordance with "Core" level of the 4th Edition of the Global Reporting Initiative (GRI) Guidelines.

General Standard Disclosures

* Only indicators for "Core" level are listed.

Item	Reference page
STRATEGY AND ANALYSIS	
G4-1	a. Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability. • Top Commitment
Organizational Profile	
G4-3	a. Report the name of the organization. • Corporate Overview
G4-4	a. Report the primary brands, products, and services. • Our Business
G4-5	a. Report the location of the organization's headquarters. • Corporate Overview

Suntory: GRI Content Index online.

Suntory: CSR stories from different subsidiaries.

A wealth of sustainability online


Suntory's 2015 Sustainability Report is structured around six primary issues that reflect the impacts of Suntory as a branded, consumer-facing food and beverage company. Each section contains a series of several vignettes and short highlights of activities and practices that illustrate and substantiate the impacts of Suntory in different regions of the world. Each story is showcased with photos, charts, schematics and a lot of colour. This type of reporting approach provides a full mosaic of stories and reflects the sheer wealth of contributions and impacts of this major food and beverage company. As a PDF download this works well, where the compact 43-page report becomes a document that is easy and fun to review, and is accessible to a range of stakeholders, including consumers, as it is presented in language that everybody understands. Environmental stewardship is "coexisting with nature", for example.

The online presentation of Suntory's sustainability disclosures is extensive, easily navigable and aesthetically formatted. It is fully supported by an online GRI Index, while online ISO26000 reference, assurance statements and all other relevant information complete the CSR picture. An online feedback form makes it easy to send comments to Suntory's sustainability team.

The sustainability landing page is accessible right from the top menu of the corporate website, so that no one can miss it. As you proceed, you reach a menu that takes you to any part of Suntory's CSR story that you want to see: the priority (material) topics, the stakeholder interaction, the framework content indexes, a collection of Suntory's sustainability data across several years starting with 2012, presented with graphs and charts and all relevant notes. Drilling down in any section is easy, and all relevant references are hyperlinked in each section, so it's always easy to dive deeper. A fixed top line menu always assures you can get back to your start point or start exploring another section of the report. A "What's new" section takes you to the newsroom where sustainability stories are updated throughout the year.

There is no doubt that Suntory has invested in making its sustainability communications and reporting accessible to anyone who has an interest, and that includes those who do not regularly read sustainability reports, such as consumers. This is

Six Prioritized CSR Initiatives

Prioritized Initiatives 1 ...P.21 We provide products and services that contribute to the safety, reliability, and healthy lifestyles of our customers first and foremost.	
Prioritized Initiatives 2 ...P.25 We coexist with Nature by committing to "Water Sustainability" and reducing environmental impact. <small>Feature 1 Coexisting with Nature... P.13</small>	
Prioritized Initiatives 3 ...P.29 Based on the spirit of "Sharing the Profit with Society," we contribute to the enrichment of culture and lifestyles, as well as strengthening support for next generation. <small>Feature 2 Activities to Support Recovery from the Great East Japan Earthquake... P.17</small>	
Prioritized Initiatives 4 ...P.33 We celebrate diversity while promoting the career development of our employees who are all united by the "Yatte Minabare—Go for it!" spirit.	
Prioritized Initiatives 5 ...P.37 We promote CSR throughout our entire supply chain, working with our business partners.	
Prioritized Initiatives 6 ...P.39 We commit to responsible marketing and reducing harmful drinking as a leading alcoholic beverage company.	

Suntory: six sustainability priorities.

because both the language and the presentation of the online disclosure is executed in a way that considers the needs of a wide range of different stakeholders, in language they understand, and enables each to make an active selection of the content that is relevant to them. For those who do not have a permanent internet connection, or who simply prefer to read a booklet rather than navigate a website, the downloadable report provides the key information. So many online reporters fail to make content downloadable, and this restricts the way stakeholders can access the disclosure.

Suntory's online sustainability report has all the winning elements and offers a very positive reporting experience ■



Q&A

An interview with Suntory Beverage & Food Asia's CEO, Kazuhiro Saito

“ I am pleased that we can showcase our various initiatives in our report based on our mission: In Harmony with People and Nature. ”

Why does your company publish a Sustainability Report?

“Suntory wants to be transparent in communicating our environmental, social and governance initiatives and to emphasise our vision of Growing for Good. It not only keeps our business in check in terms of doing business the right way, but also spurs us to set bolder targets and achieve them. Additionally, we want to show that our Suntory Group strives to be a truly sustainable business that is ‘Growing for Good’.

How do you use your Sustainability Report?

“Our Sustainability Report is first widely distributed digitally to our own employees, for the many fruits of their labour were all published in the report and to let them know that their hard work has contributed significantly to a better future for our next generation. On top of that, we also share our Sustainability Report with our investors and business partners, as we recognise that they are paying increasing attention to our sustainable efforts, and are more than willing to collaborate with us to achieve a common goal together. Finally, we share them with any interested members of the public through our websites to showcase our journey towards sustainability.”

What benefits does your company gain from publishing a Sustainability Report?

“Apart from yearly benchmarking to determine if we’ve met our targets, we also benchmarked ourselves against like-minded businesses that have a similar agenda to contribute to a more sustainable future. This allows us to continually identify key areas that requires more attention and helps us revise our targets and goals to realign to the SDGs. Fundamentally by tracking the performance of our business in relation to the 3BL indicators, we are able to improve our operational efficiencies and improve our competitive advantage.”

What were you most proud of about your Sustainability Report?

“As a global company, we aim to create a fulfilling lifestyle for our consumers through providing the highest quality of products and services. At the same time, we want to achieve this goal while ensuring that we give back to the communities in which we operate and help conserve the resources given by Mother Nature. I am pleased that we can showcase our various initiatives in our report based on our mission: In Harmony with People and Nature. Our focus on Water Sustainability is what we are most proud of among the many initiatives because water is such a pervasive aspect of our varied businesses.”

What will you change in your company as a result of publishing your latest Sustainability Report?

“I would like to see more reporting alignment relating to the SDGs since we have pledged our support to achieve these goals. As such, we have identified Goal 6: Clean Water & Sanitation as the most relevant goal for Suntory as water is an integral resource for our business. Since 2003, we have built up an entire conservation and education programme that supports what we call the Natural Water Sanctuary projects in Japan. The success of these projects inspired similar water education projects in Vietnam called Mizuiku, tailored to the needs of the Vietnamese community. I would like to see more of such water projects rolled out in other parts of the world and will be proud to share them with our audience in the next few Sustainability Reports” ■

What were you most proud of about your Sustainability Report?

Sustainability is an important driver for our business, which was why we dedicated great efforts to communicating our initiatives on our website. We grouped our CSR initiatives to reflect our impact on Customers & Partners, Nature, Society and our Employees. By using case studies to demonstrate each initiative's activities, we believe these stories relate better to our readers and they recognise our determination to conduct activities that matter to the community.

What was your biggest challenge in writing your Sustainability Report?

I think the biggest challenge is always to identify the right information to put in the report that can relate to multiple stakeholders. Ultimately, we do not want to end up with a 100-page report filled with words that are difficult to digest. Gone are the days when we used only words to tell a great story. An authentic sustainability report should capture the essence of our activities, not all the details of our activities.

What was your biggest surprise during the preparation of your Sustainability Report?

I would say the enormous scale and breadth of our business was the biggest surprise, especially when seen together with our entire value chain. Suntory Group does make a significant impact on the lives of many communities around the world.

What were your biggest learnings in preparing your latest Sustainability Report?

With Suntory's pledge to help fulfil the 17 SDGs, it is also important for us to align our report to record our progress in contributing to the SDGs. However, we have also been reporting based on the GRI framework. To avoid confusing our readers, we have chosen to identify the SDGs that are most relevant to our business and then integrate them with the GRI reporting framework.

How does the Sustainability Reporting process empower you or others in your organization?

It empowers our people by letting them understand that working in a sustainable company will make their work more satisfying and meaningful. They are



“ An authentic sustainability report should capture the essence of our activities, not all the details of our activities. ”

able to contribute to sustainability through their own efforts and even through their own initiatives. It also empowers our people to work as a team to harness the synergies that are found through our sustainability efforts.

What will you do differently in preparing your next report?

We aim to report more about Suntory Group's Sustainable Water Philosophy as water is an integral part of our business. In addition, we will also include more case studies on initiatives that we have done outside of Japan ■

Arvind, India

Established in the 1930s to cater then to the immediate and pressing need for quality fabrics, Arvind is today one of the leading manufacturers of textiles in India. In a journey spanning over 80 years, Arvind has remained relevant and veritably value-driven. A growing presence in the domain of readymade garments has further put Arvind on the top as a one-stop solutions provider for leading global and domestic apparel brands. In addition to manufacturing fabrics, they have diversified business interests comprising garments, advanced materials, chemicals & dyes, retail, engineering, real estate, sustainable agriculture and telecommunications ●

About the Report		Sustainability Report
Theme	Fundamentally Right	
Reporting period	FY ending March 2014	
Format:	PDF	
Pages	88	
GRI	GRI 3.1	
Other standards		
Assurance	No	
Report history	First report	
Number of material impacts listed	6 clusters	
Number of Performance Indicators reported	45	

Highlights

- Full range of sustainability disclosures in a well- considered structure-impressive for a first report.
- Groups material issues into six clusters, supported by a detailed materiality matrix which includes many sub-topics.
- Strong description of materiality process and topic selection.
- Very detailed section on cotton and sustainable cotton supply.
- Clearly designed charts and presentation of three years' data.
- Glossary of acronyms.



On 1st November 2015, Hewlett-Packard Company separated into two companies: HP Inc. and Hewlett Packard Enterprise. HP Inc. (HP) is a leading global personal systems and printing business. Their vision is to create technology that makes life better for everyone, everywhere: every person, every organisation and every community around the globe. This motivates and inspires us to do what we do, to make what we make, to invent, and to reinvent. To engineer experiences that amaze. HP is backed by nearly 50,000 employees (as of November 2015) and built on a 76-year legacy of engineered innovation ●

About the Report



Sustainability Report

Theme	Keep reinventing
Reporting period	FY15 ending October 2015
Format:	Global report online with download
Pages	154
GRI	G4 core
Other standards	
Assurance	Yes
Report history	Reporting since 2001
Number of material impacts listed	5 of high importance, 21 additional material topics
Number of Performance Indicators reported	49

Highlights

- Global report, including disclosures relating to Asian markets such as Singapore.
- Includes four-page executive summary.
- Groups material issues into nine clusters, of which five are most material and others are supported by a detailed materiality matrix.
- Five years of performance summary tables.
- Detailed conflict mineral and supplier diversity disclosures.

Siloso Beach Resort

Siloso Beach Resort is an Ecological Resort on the island of Sentosa in Singapore. It is a recognised and certified eco-hotel by TUV-Rheinland and the Singapore Environment Council (certified from 2010/2011) ●

About the Report



Sustainability Report

Theme	The unique story of Siloso Beach
Reporting period	Calendar year 2015
Format:	PDF
Pages	171
GRI	G4 core
Other standards	ISO26000
Assurance	No
Report history	4 th
Number of material impacts listed	5 top priority, 134 in total
Number of Performance Indicators reported	56

Highlights

- Very creative report with a unique design that includes visuals, charts, tables, photography and several design elements.
- Uses two animal characters, a monitor lizard and a squirrel, to tell the story throughout the report.
- Has seven core sections on governance, environment, employment, human rights, society, product responsibility and economics.
- Very extensive environmental disclosures about all aspects of the eco-environment of the report.
- Includes case studies in each section showcasing the performance and photos of many views and installations.
- Serves as a UNGC COP.

Singtel

The Singtel Group is Asia's leading communications group providing a portfolio of services including ICT, pay TV as well as voice and data solutions over fixed, wireless and internet platforms. The Group has a presence in Asia, Australia and Africa with over 600 million mobile customers in 25 countries, including India, Indonesia, the Philippines and Thailand. They also have a vast network of offices throughout Europe and the United States. Singtel is listed on the Singapore Exchange (SGX) and the Group employs more than 25,000 people worldwide, with about 13,000 employees in Singapore and 9,000 in Australia ●

About the Report		Sustainability Report
Theme	N/A	
Reporting period	FY to March 2016	
Format:	PDF	
Pages	56 pages	
GRI	GRI G4 Core	
Other standards		
Assurance	Yes	
Report history	Reporting since 2010	
Number of material impacts listed	13	
Number of Performance Indicators reported	30	

Highlights

- Good overview page with key highlights and separate performance data summary for two years for key sustainability metrics.
- Uses GRI disclosure labels throughout the report to help navigation.
- Strong three-page CEO statement.
- Detailed description of value chain and impacts throughout the product lifecycle.
- Serves as a UNGC COP.
- Links performance and impacts to UN SDGs.
- Clear, easy to read design with strong visuals.
- Performance summary tables with two years of key sustainability data.

StarHub

StarHub is Singapore's fully integrated infocommunications company, offering a full range of information, communications and entertainment services for both consumer and corporate markets. StarHub operates a mobile network that provides 4G and 3G services. It also manages an island-wide HFC network that delivers multichannel pay TV services (including HDTV, Internet TV and on demand services) as well as ultra-high speed residential broadband services. StarHub operates an extensive fixed business network that provides a wide range of data, voice and wholesale services. Over Singapore's fibre-based Next Generation Nationwide Broadband Network, StarHub offers a broad range of home and business broadband plans, as well as commercial and residential IPTV services. Launched in 2000, StarHub has become one of Singapore's most innovative infocommunications providers, and the pioneer in 'hubbing': the delivery of unique, integrated and converged services to all its customers. StarHub, listed on the main board of the Singapore Exchange since October 2004, is a component stock of the Straits Times Index and the MSCI Singapore Free Index ●

<p>About the Report</p>		<p>Sustainability Report</p>
<p>Theme</p>	<p>N/A</p>	
<p>Reporting period</p>	<p>Calendar year 2015</p>	
<p>Format:</p>	<p>Annual Report</p>	
<p>Pages</p>	<p>38 pages of sustainability report within 194 pages of Annual Report</p>	
<p>GRI</p>	<p>GRI G4 Core with Media and Telecom sector disclosures</p>	
<p>Other standards</p>	<p></p>	
<p>Assurance</p>	<p>Sustainability information not assured</p>	
<p>Report history</p>	<p>5th report</p>	
<p>Number of material impacts listed</p>	<p>23</p>	
<p>Number of Performance Indicators reported</p>	<p>51</p>	

Highlights

- List of material issues by category and indication of where material impacts occur.
- Description of all areas of value creation with challenges and beneficiaries.
- Detailed descriptions of stakeholder engagement with progress made in 2015 and plans for 2016 for all stakeholder groups.
- Sustainability value creation scorecard with three years of data across key metrics.
- Clear performance charts for environmental impacts.
- Publication of customer survey results.
- Use of case studies to demonstrate practice.

Trina Solar

As the world's leading provider of smart solar solutions, Trina Solar delivers photovoltaic (PV) products, applications and services to promote global sustainable development. Through constant innovation, they continue to push the PV industry forward by creating greater grid parity of PV power and popularising renewable energy. Their mission is to boost global renewable energy development around the world for the benefit of all of humanity. Through 2016, Trina Solar has delivered more than 30GW of solar modules worldwide, accounting for over 10 percent of global market share. This makes us the largest solar module supplier in the world and earned us the 19th spot on the “2016 Global Top 500 New Energy Enterprises.” In addition, our downstream business includes solar PV project development, financing, design, construction, operations & management and one-stop system integration solutions for customers. At the end of 2016, these solar projects connected approximately 1.5GW to the global power grid. Currently, Trina Solar is pioneering development in Smart PV Energy and Energy Internet Solutions ●

About the Report		Sustainability Report
Theme	N/A	
Reporting period	Calendar year 2015	
Format:	PDF	
Pages	84	
GRI	G4 comprehensive	
Other standards		
Assurance	No	
Report history	6 th report	
Number of material impacts listed	20	
Number of Performance Indicators reported	82	

Highlights

- List of material issues by category and indication of where material impacts occur.
- Extensive disclosure and position on climate change, including key results of IPCC assessments and perspectives.
- Includes the full text of an Open Letter from CEOs to World Leaders Urging Climate Action supporting a climate-positive deal in Paris.
- Extensive workplace disclosures covering employee rights, contribution, engagement, development, health and safety (including traffic safety) and work-life balance.
- Summary of performance data with key metrics over five years.
- Uses attractive charts and visuals to represent key areas of policy and performance.

YES BANK

YES BANK, India's 5th largest private sector bank is a private Indian bank catering to the future businesses of India. Since inception in 2004, YES BANK has bloomed into a 'Full Service Commercial Bank' that has steadily built Corporate Banking, Financial Markets, Investment Banking, Corporate Finance, Branch Banking, Business and Transaction Banking, and Wealth Management business lines across the country. They are well equipped to offer a range of comprehensive products and services to corporate and retail customers. YES BANK is headquartered in Mumbai, and now has a pan-Indian presence with a footprint of over 860 branches and more than 1,600 ATMs across all 29 states and seven Union Territories in India ●

About the Report



Sustainability Report

Theme	Deepening Mind Share, Growing Market Share
Reporting period	Fiscal year to March 2016
Format:	PDF
Pages	55 pages in Annual Report of 264 pages
GRI	N/A
Other standards	N/A
Assurance	N/A
Report history	N/A
Number of material impacts listed	N/A
Number of Performance Indicators reported	N/A

Highlights

- YES BANK also publishes a standalone sustainability report covering the same reporting period. That report is GRI-compliant and includes material topics and relevant indicators. This Annual Report includes sustainability information and value creation aspects for an investor audience primarily.
- Discloses value creation from a sustainability standpoint across the six capitals of the Integrated Reporting Framework.
- Includes an Annual Business Responsibility Report as mandated by the Indian government.
- Includes key metrics performance data charts with three years' data.
- Detailed environmental impacts reporting including Scope 3 emissions over three years.

YTL PowerSeraya

YTL PowerSeraya Pte. Ltd (YTL PowerSeraya) is a wholly-owned company of YTL Power International Berhad, which is listed on the Kuala Lumpur stock exchange. YTL PowerSeraya owns and manages power generation and desalination plant assets. The plants produce electricity and high-pressure steam which form the primary revenue stream of YTL PowerSeraya. YTL PowerSeraya’s vision is to be the leading provider of integrated utilities and energy solutions for a sustainable future ●

<p>About the Report</p>		<p>Sustainability Report</p>
<p>Theme</p>	<p>It gets brighter</p>	
<p>Reporting period</p>	<p>July 2014 to June 2015</p>	
<p>Format:</p>	<p>PDF</p>	
<p>Pages</p>	<p>76</p>	
<p>GRI</p>	<p>GRI G4 with Electric utilities sector disclosures</p>	
<p>Other standards</p>	<p></p>	
<p>Assurance</p>	<p>YES</p>	
<p>Report history</p>	<p></p>	
<p>Number of material impacts listed</p>	<p>18</p>	
<p>Number of Performance Indicators reported</p>	<p>46</p>	

Highlights

- Strong Chairman’s message with an overview of the challenging business context.
- Presents a strategic overview of sustainability approach with five CSR thrusts.
- Clear explanation of overall sustainability context and approach to materiality.
- Includes external stakeholder voices in the stakeholder section.
- Solid reporting of people and workplace impacts.
- Very clear presentation of charts and tables with three to four years of data.
- Nicely hyperlinked PDF for ease of navigation.

Sustainability Reporting: Tips from Asia's Best

Secrets of award winning reports

TOP TIPS TO TAKE AWAY WHEN YOU *ELECT* TO REPORT

ENGAGEMENT

Involve as many stakeholders as possible, especially internally. This will help you develop a more holistic report.

LEADERSHIP

From data collection to content approval, your reporting process will be smoother and richer in content when the top management are actively involved and supportive.

EASE

Present your report in a clean and simple to understand format. This will better engage the reader and facilitate communication.

CURRENCY

Make sure that you adhere to the latest laws, regulations, guidelines and frameworks. This will allow you to present the most relevant information.

TRANSPARENCY

Be open about your disclosures, even the less than positive aspects. This courage will foster deeper trust by the stakeholders.

I **Bella Chhoa, Sustainability Director, Hang Lung Properties**

- Support from the top management remains at the top of the list as usual; we could barely do anything without their support.
- Data comes next as expected: the overall quality of the report is basically determined by how accurately and comprehensively the data is presented.
- Thirdly, this year I would emphasise transparency more, even though nobody would expect a company to do perfectly well. So, don't bother to cover up yourselves with "achievements". Reporting is not just about what has been done but is also about what is still lacking. Stakeholders will appreciate that for certain.

I Nguyen Anh Tuan, Chief Sustainability Officer, Baoviet

- **Completeness:** Focus on the process and reasons for selecting key environmental and social issues for presentation. Identify the audience using the report and describe the process of identifying and consulting stakeholders regarding reporting issues. Describe the operation of the enterprise (product, service, production and business efficiency) in the context of the social and environmental management system in which the enterprise is operating. Use indicators to measure the effectiveness of policies and assess the level of achievement of ESG goals.
 - **Reliability:** Include how stakeholders' feedback is used and how they affect the operation of the business and data on compliance/non-compliance issues, as well as outstanding achievements in the reporting period.
 - **Simplify presentation, visuals and concept:** use an appropriate outline and format, as well as easy-to-understand language;
 - **Solid Structure:** have a brief report or focus section highlighted, then use thorough orientation throughout the report with references/links to other reports to provide more information.
 - **Compatibility:** provide easy access via multiple channels and an information mechanism and feedback for users to report/submit comments to the reporters.
 - **Keep learning** from your report, your business and your market to add into your report.
 - **Keep up-to-date** with benchmarks, standards and legal frameworks.
 - **Keep sharing** ideas with other stakeholders to understand their need for information, share with other experts to improve the quality of reports.
 - **Keep improving.**
 - **Keep in touch.**
-

I Philip Chen, Managing Director, Hang Lung Properties

- My top tip for other companies is to just do it. I know that some companies in the region still hesitate about reporting their sustainability performances. When you do it right, it is like doing an annual physical check-up for your company, so just do it.
 - Once you commence the process, do it with passion. Don't take it as a matter of compliance; you can always identify ways to optimise your business through sustainability reporting and bring about actual benefits.
 - Engage as many people as possible throughout the exercise. Sustainability should not be confined to just engaging top management's attention. The more stakeholders you engage and involve, the greater impact you could achieve. The whole organisation needs to be involved. In order to engage, directions and decisions have to be made clear to all internal stakeholders across the board. For external stakeholders, be brave in being transparent in your reporting.
-

I HE ENG. Essa Bin Hilal Al-Kuwari, President, KAHRAMAA

- Complete transparency with stakeholders.
- Communicate to your people.
- Continuous improvement.

I Eng Abdulaziz AlHammedi, Conservation & Energy Efficiency Manager, KAHRAMAA

- Involve your employees.
 - Engage your stakeholders and always be credible with facts and figures.
-

I Sunny Verghese, Co-Founder & Group CEO, Olam International

- Reporting alone has merit; rooting your reporting in a wider purpose will help to motivate employees and bring about wider understanding of your business. I truly believe that Olam today is an extraordinary company, but it's the Olam of tomorrow that really excites me. We aim to do much more than simply build our business. What drives us forward is our unique sense of purpose: Re-imagining Global Agriculture. This now underpins all that we do and we will do so by growing responsibly. This shared belief is what drives us to excellence in sustainability reporting. As Olam's Co-founder and CEO, my responsibility is to ensure I lead by example and ensure there is utmost support from the top level down in sustainability matters. I am passionate about sustainability and so is my team.
 - One report a year will not satisfy your main stakeholders; sustainability requires continued engagement. Transparency and trust are integral to our business—we have to keep earning the right to operate from stakeholders. We have to set clear and ambitious goals and be honest about our progress, holding ourselves accountable. It also means we acknowledge criticism and concerns from stakeholders, even if we may not always agree, to move forward constructively together. It means learning and listening to what your stakeholders are saying about you, and internalising insights to deliver a better experience year-on-year.
 - Individual company goals and targets are important; encouraging others to share in those goals for the scale of change required to meet SDG 2 alone is crucial. We recognise what a huge challenge it is to build a sustainable agri-business industry. But even in a highly competitive sector like ours, we have always felt that ambitious goals to tackle major developmental challenges that confront our sector cannot be achieved on our own. I am encouraged that so many of our peers share this belief. At Olam's Building Sustainable Futures Forum in 2016, the Global Agri-business Alliance (GAA) was launched. It is the first CEO-led private sustainability initiative in the sector, and demonstrates a growing commitment for companies to jointly solve the seemingly intractable problems facing our sector. Demonstrating the business value and opportunities of the sustainability journey in our reporting can help to galvanise other companies to join us.
-

I Dr. Christopher Stewart, Global Head of Corporate Responsibility and Sustainability, Olam International

- Be up front about challenges or difficult situations: sustainability is a journey as we all know. Sustainability reporting is an opportunity to share the context and your learnings far beyond your direct stakeholder group.
- Really think through how you can demonstrate positive impact over the long-term: showing progress is vital.
- Think about your different audiences and how they consume the information: not just investors but employees, customers, governments, etc. How can you maximise your reporting to really drive awareness of your activities?

I Elia Massa Manik, CEO, PT Pertamina Persero

- Focus on what matters in describing your role in sustainability.
 - Engage with more stakeholders to get better understanding.
 - Quality reporting requires quality data.
-

I Ooi Cheng Swee, CEO, Salcon

- Engagement: We strive to share our sustainability values to all stakeholders by engaging them through various approaches. Through effective stakeholder engagement, we can align and strategise our initiatives towards a holistic and sustainable business model which takes into account the environmental, societal and governance aspects.
 - Leadership: A top-down approach works effectively in getting the support and cooperation from stakeholders, especially our internal stakeholders. Sustainability reporting is an effort contributed by every personnel in the organisation, and the key to getting everyone involved is the Board and Management's involvement. We believe in driving initiatives via the heads of various divisions to enable a smoother reporting process.
 - Consistency: Sustainability is a journey, not a destination. Therefore, we continually review our sustainability practices and standards of ethics in our business operations every year based on our sustainability goals.
-

I Chern Meng Gaik, Sustainability head, General Manager - Corporate, Salcon

- Firstly, arm yourself with the knowledge of the various reporting frameworks and structures and then choose or adapt your report to one which is most suited for your company depending on where you are on your sustainability journey. As a company which is new to sustainability reporting, it might not be easy to start immediately on reporting based on GRI Sustainability Reporting Guidelines, for example. However, these guidelines can help to form a basic structure for the context and to identify the material issues throughout the business operations.
 - Secondly, it is important to obtain the buy-in from the Board and senior management, i.e. top-down approach as the respective heads of departments or subsidiaries may be less aware of sustainability reporting at the beginning stage of data collection for the report. Apart from the support of the Board and the management team, briefings with respective heads are also an important process to enable better understanding of the objective of sustainability practices and to smoothen the workflow of the entire process of report preparation.
 - Sustainability reporting is a long journey of learning towards fulfilling our responsibilities as a corporate citizen and improving on our social and environmental performances. As such, it is important to continually review our sustainability practices and standards of ethics in our business operations to ensure that we continue to stay relevant and add value to our stakeholders.
-

I Kazuhiro Saito, Beverage & Food Asia's CEO and Daniel Quek, CSR Head, Suntory Beverage and Food Asia

- Be transparent and candid—it is ok to admit that certain targets have not been met but outline what you will do to achieve them.
- Be engaging—you don't have to include every story but tell those that mean something to your readers.
- Be clear who is the target audience for the Sustainability Report—then you can ensure that the appropriate communications presentation style and content will be well received.

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