

# SUSTAINABILITY REPORTING

LEARN  
FROM  
ASIA'S  
BEST

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Insights from award-winning reports

2017



# CSRWorks International

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# Introduction

**“ As sustainability reporting continues to gain momentum to become mainstream, companies featured in this publication are already at the forefront setting best practice examples for others. ”**

It is my pleasure to present the 3rd edition of Sustainability Reporting. Learn from Asia's Best (SR-LAB), our yearly publication featuring the winners of the Asia Sustainability Reporting Awards (ASRA).

In this edition, you will find useful insights from several companies which have established new benchmarks for excellence in sustainability reporting. These companies are inspiring examples for those who aspire to develop world-class reporting to communicate with stakeholders.

The most important highlight of this issue is the insightful interviews with the leaders of Bangchak Corporation, Charoen Pokphand Group, Golden Agri-Resources, Kerry Properties, PT. Pertamina Hulu Energi West Madura Offshore, Singtel and Sinyi Realty. The interviews provide a clear view of how the top management at these companies has committed to integrating sustainability into their business decisions.

Sustainability reporting has become a critical tool for organisations to identify, prioritise, measure and communicate how they manage their significant economic, environmental, social and governance impacts, risks and opportunities. There is growing evidence coming from sustainability reporting leaders that the reporting process helps organisations to reduce risk and maximise value.

Integrated reporting is also on the climb, as is evident from the rising number of integrated reports produced worldwide. The rise in integrated reporting is attributable to the realisation that the non-financial performance of an organisation has a direct bearing on financial performance.

Increasingly, investors have started to consider sustainability or non-financial performance as essential in assessing the actual value of an organisation. Capital markets regulators continue to legislate sustainability reporting to build and support a culture of transparency and disclosure to meet investors' information needs.

As sustainability reporting continues to gain momentum to become mainstream, companies featured in this publication are already at the forefront setting best practice examples for others.

I thank everyone who has been supporting ASRA to achieve our goal of inspiring every organisation to embrace sustainability reporting. I sincerely hope you enjoy reading the stories in this edition 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.

## ASRA Values

Integrity

Independence

Impartiality

Objectivity

Transparency

## SUSTAINABILITY REPORTING, LEARN FROM ASIA'S BEST

Sustainability Reporting, Learn from Asia's Best (SR-LAB) is a yearly publication that features the winners of the Asia Sustainability Reporting Awards (ASRA). The purpose of SR-LAB is to showcase best practice in reporting.

## ASRA

The Asia Sustainability Reporting Awards (ASRA), a non-profit initiative, is the most prestigious recognition for excellence in reporting. ASRA is open to all organisations which produce a sustainability report or an integrated report in Asia.

## CSRWorks International

CSRWorks International, a trusted name in sustainability advisory, training and thought leadership, has created ASRA as a not-for-profit initiative. SR-LAB is a part of a series of thought leadership programmes championed by CSRWorks to drive innovative thinking in sustainability.

## This Edition

This issue of SR-LAB features the winners of the Asia Sustainability Reporting Awards 2017 aimed at sharing their experience in producing highly effective sustainability reports.

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# Award Categories

The 2017 Asia Sustainability Reporting Awards were offered in the following categories:

## Asia's Sustainability Report of the Year

Asia's Sustainability Report of the Year is the Judges' Choice. Separate entry is not required for this category. All entries are automatically considered for this top award. The winner of this Award is announced during the Awards Ceremony along with the rest of the winners.

## Asia's Best Sustainability Report (Stand-alone)

Companies which publish stand-alone sustainability 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 business as well as to its stakeholders in an engaging, cohesive and transparent manner. The winning report, produced as a stand-alone sustainability report, will show a strategic link between the organisation's business goals and its social and environmental goals. The winner will have proven that its report presents a candid and meaningful account of its sustainability performance while providing a glimpse of its future plans.

## 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 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 have proven 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 have demonstrated integrated thinking, decision-making and actions that focus on the creation of value over the short, medium and long term. The winner would have shown how it takes into account

the connectivity and interdependencies between the range of factors or capitals that affect an organization's ability to create value over time. The report must include disclosures about matters that substantively affect the organization's ability to create value over the short, medium and long term. The report should also provide insight into the nature and quality of the organization'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 the 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 business and its intended stakeholders.

## Asia's Best Online Sustainability Reporting

This award will go to an organisation which has gone beyond once-a-year sustainability report 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 recognizing the best practice in materiality assessment and disclosure. The winner would have shown 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 have clearly demonstrated 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 an evidence of a real engagement with crucial stakeholders.

### Asia's Best Carbon Disclosure

The reporting organisation would have applied 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 would be expected to have demonstrated 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 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 Community Reporting

This award goes to the winner who has 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 "license to operate", they also help reduce its business risks and enhance its overall reputation as a good corporate citizen.

### Asia's Best Report on the SDGs

This award recognises leadership in reporting on the Sustainable Development Goals (SDGs) clearly demonstrating the organisation's commitment to the Goals. The winner would have gone beyond just aligning the SDGs with existing sustainability metrics and demonstrated strategic links between the Goals and the business.

### Asia's Best Supply Chain Reporting

This award is for the best supply chain disclosure. The winner would have clearly described 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 criteria for this category. The winner would demonstrate how it addresses the risks and opportunities in supply chains.

### Asia's Most Transparent Report

The winner of this exceptional award would have shown 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 organization's highest-paid executive to the median annual total compensation for all employees (excluding the highest-paid executive).

# Award Winning Reports 2017

CATEGORY	WINNER	HIGHLY COMMENDED
Asia's Sustainability Report of the Year	Bangchak Corporation, Thailand	
Asia's Best Sustainability Report	Baoviet Holdings, Vietnam	China Resources Power Holdings Company Ltd, Hong Kong / China
Asia's Best Integrated Report	Tata Steel Limited, India	Talawakelle Tea Estates PLC, Sri Lanka
Asia's Best First Time Sustainability Report	Charoen Pokphand Group, Thailand	
	Kerry Properties Limited, Hong Kong	
Asia's Best Sustainability Report (SME)	Hair O'right International Corporation, Taiwan	
Asia's Best Reporting on the SDGs	Phu Nhuan Jewelry Joint Stock Company, Vietnam	Sime Darby Property Berhad, Malaysia
Asia's Best CSR Comms within Annual Report	Salcon Berhad, Malaysia	
Asia's Best Online CSR Communication	Sinyi Realty Inc, Taiwan	Thai Union Group PLC, Thailand
Asia's Best Materiality Reporting	Bangchak Corporation, Thailand Qatar General Electricity & Water Corp. "KAHRAMAA"	
Asia's Best Stakeholder Reporting	Bangchak Corporation, Thailand	Baoviet Holdings, Vietnam
Asia's Best Environmental Reporting	PT. Pertamina Hulu Energi West Madura Offshore, Indonesia	
	China Resources Power Holdings Company Limited, Hong Kong / China	
Asia's Best Carbon Disclosure	Singtel, Singapore	Sime Darby Plantation Berhad, Malaysia
Asia's Best Workplace Reporting	Sinyi Realty Inc, Taiwan Qatar General Electricity & Water Corp. "KAHRAMAA"	
Asia's Best Supply Chain Reporting	Golden Agri-Resources, Singapore	Thai Union Group PLC, Thailand
Asia's Best Community Reporting	Bangchak Corporation, Thailand	CTBC Financial Holding Co.,Ltd. Taiwan
Asia's Most Transparent Report	China Resources Power Holdings Company Limited, Hong Kong / China	Chunghwa Telecom, Taiwan
Asia's Best Sustainability Report within Annual Report	Olam International, Singapore	



# Bangchak Corporation

A THAI ENERGY COMPANY WITH SOCIAL AND ENVIRONMENTAL STEWARDSHIP

**B**angchak Corporation Public Company Limited, established in 1984 and headquartered in Thailand, has core businesses consisting of oil refining, marketing, bio-products, renewable energy, oil and gas exploration and production, and downstream innovation. Bangchak's goals are to enhance national energy security and to develop sustainable innovative businesses in harmony with the environment for creating values for society while stepping into new business ventures for corporate continuity and sustainability. The company's vision is: Evolving Greenovation – To be the leading Asian Greenovative Group, founded on Good Corporate Governance, through Inclusiveness and Sustainability ●

## About the Report



## Sustainability Report

<b>Theme</b>	Realising sustainable policies in practice
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	129
<b>GRI</b>	GRI G4 Core - Oil & Gas Sector Supplement
<b>Other standards</b>	UNGC
<b>Assurance</b>	Yes
<b>Report history</b>	12 <sup>th</sup> report
<b>Number of material impacts listed</b>	25
<b>Number of Performance Indicators reported</b>	48

### A differentiating approach

No surprise that Bangchak Corporation picks up so many awards in 2017 – including the coveted Asia’s Best Sustainability Report of the Year. Bangchak has an entirely distinctive and differentiating approach that is apparent from the minute the reader starts to browse its pages. From the company’s vision of Evolving Greenovation, to the Sufficiency Economy, to the Bangchak Way, inextricably tied to the Thai economy and priorities, it’s clear that Bangchak is serious about sustainability and smart about sustainability reporting.

The company’s social mission is well branded, with a language all its own, serving as a promise of the disruptive, inclusive and enlightened approach we can expect from this corporation. Peppered with references to and quotes from Thailand’s His Majesty the late King Bhumibol’s wisdoms and pronouncements on sustainable themes, Bangchak’s Thai pride and connection to national prosperity are obvious to any reader. This is a good thing – our global Agenda can only be met if individual countries play their role. While Bangchak honors the UN Sustainable Development Goals that are global in nature, the application for this corporation is in making a difference where this Agenda meets the needs and opportunities of the people of Thailand.

### Materiality Matrix



### Stakeholders

Bangchak’s stakeholder reporting – winning this category award – is quite granular. The company lists 10 stakeholder groups – far more than the usual minimal six-pack approach of employees, customers, suppliers, regulators, communities and the environment. Here, other distinct groups such as service-station owners and transport operators have needs and expectations all their own, and these are listed, in detail, along with those of 8 other groups, with detail of how Bangchak responded to these stakeholders and its performance in responding in the reporting year.



## An interview with Bangchak's Chief Executive Officer, Chaiwat Kovavisarach

### Why does your company publish a sustainability report?

We started publishing our Sustainability Report since 2005. Initially, we wanted to track sustainability metrics in all dimensions in order to improve our economic, environmental, and social performances. Gradually, we found that our Sustainability Reports serve as another channel for us to transparently communicate how responsible the Corporate are to our stakeholders, especially our shareholders prior to the Annual General Meeting.

### How do you engage the Board's in the reporting process?

At the Board level, through the Governance Committee, we address all sustainability issues involving Corporate Governance (CG), Sustainable Development Goals (SDGs), etc. of which coming from Sustainability Policy Committee (SPC) chaired by the CEO of the Bangchak Group. Sustainability

direction, targets and strategies for dealing with sustainability issues are deployed down to working committees for the implementation of initiatives, performance monitoring and reporting.

### What guidance do you give to your sustainability reporting team?

As CEO, my job is to ensure that Bangchak has clear vision and strategy that are in line with our Sustainable Development Policy. We place emphasis on making sure that our strategy and plans are not just only there to support business objectives but are also inclusive of our stakeholders. To that end, our sustainability reporting team ensures that we conduct stakeholder engagement to obtain balanced and diverse views from all our stakeholders in order to present the most completed and balanced sustainability reports. It is the action of two-way communication to get their feedback on our activities.

### How has your company benefitted from disclosing sustainability performance?

Disclosing our sustainability performance can safeguard ourselves in all business activities and help the company sustain its way of conducting businesses.

### How do you use sustainability reporting in making business or operational decisions?

It helps us beat the "water mark" which measures how we get better each year and make an impact to society.



Q&A

“ Our sustainability reporting team ensures that we conduct stakeholder engagement to obtain balanced and diverse views from all our stakeholders in order to present the most completed and balanced sustainability reports. ”

## What did you personally learn from the reporting process?

Firstly, conducting comprehensive stakeholder engagement through in-depth engagement methods allows the company to understand stakeholders' needs deeply in order to set corporate strategies and targets in response to their needs and expectations precisely and accurately. Secondly, sustainability reporting facilitates the monitoring of business performance and development progresses to raise awareness and to keep our operation on tracks. In addition, sustainability performance monitoring can prevent issues that might occur in the operations since we are able to forecast the future trend by using our available data. Lastly, the integration of SDGs into our reporting processes allows us to see how our businesses can help fulfil the global goals of sustainability. Furthermore, the SDGs integration stimulates performance improvement of the company and new initiatives to ensure that we can accomplish the SDGs.

## Can you share examples of the changes you have made in your organization as a result of sustainability reporting?

Due to sustainability reporting, we have made three significant changes as the followings;

1. More systematic stakeholder engagement and in-depth analysis have been developed and implemented to cover all our stakeholder groups. We currently categorize our stakeholders into nine groups instead of five previously. This helps us better identify and understand specific needs and expectations of our stakeholders. As a result, we can formulate more appropriate and accurate corporate targets and strategies to respond to their needs and expectations.
2. Emerging risks have been analyzed and included in our corporate sustainability risks analysis due to the global changes and megatrends. Because of this, it is important for the company to be agile and adaptive to emerging risks in order to sustain the businesses in the long run.
3. Functional KPIs and performance associated with our materiality topics are linked with the SDGs in order to encourage the advancement of corporate sustainability and new sustainability initiatives to respond to materiality topics and to support the SDGs ●



### Transport Suppliers

- |   |   |  |
|---|---|--|
| <ol style="list-style-type: none"> <li>1. Acquiring suitable, consistent, and fair income from contracted volumes of work to ensure business security</li> <li>2. Joint business development</li> <li>3. Enjoying a good quality of life at work</li> </ol> | <ol style="list-style-type: none"> <li>1. Improving transport plans using large trucks and 24-hour delivery</li> <li>2. Improving the Transportation Management System (TMS) and monitoring via CCTVs to make information accessible to Bangchak, transport operators, and service station operators through an application</li> <li>3. Improving Bangkok oil depots, transport operators' offices, its parking area, and canteen</li> <li>4. Conducting a survey to gauge mutual satisfaction levels</li> <li>5. Implementing safety measures and complying with laws, such as truck driver training on safe driving, firefighting, product loading, using experienced personnel as training facilitators</li> <li>6. Expanding contracts from three years to five or eight years</li> </ol> | <ol style="list-style-type: none"> <li>1. Use of large trucks for product transport increasing by 25%</li> <li>2. A steady drop in the number of complaints on product transport</li> <li>3. One accident involving delivery trucks (with damage over THB 1 million) recorded</li> <li>4. Managing all contracts efficiently and fairly (80% achieved)</li> <li>5. Reducing losses by using backhaul for carrying ethanol, resulting in a cost saving on feedstock delivery of THB 0.5 million per year</li> </ol> |
|---|---|--|



Q&A

## An interview with Bangchak's Head of Sustainability, Dr. Chongprode Kochaphum

“ The trust we gained by being transparent and responsive allow us to have production relationship with our stakeholders which support our goals of growth and sustainability. ”

### How do you engage the senior management and other internal stakeholders in developing sustainability reports?

We first study relevant international reporting standards in order to make recommendations for report development to the division head. Once the direction is set, we communicate it to all personnel who are responsible for providing data and information to the report. The Sustainability Management Team is responsible for making sure that the overall message is in line with the agreed upon direction.

### How does sustainability reporting contribute to achieving your organization's business goals?

Our goal is sustainable growth. Sustainability Report is an important tool that helps us communicate our message to our investors and stakeholders in a transparent manner. The trust we gained by being transparent and responsive allow us to have production relationship with our stakeholders which support our goals of growth and sustainability.

### What are the biggest challenges you face in developing your sustainability report?

The first challenge is having our report competes for awards at the regional and global levels. This is why we challenge ourselves to improve our report every year. The second challenge is expanding our reporting boundary as Bangchak expands into new businesses and geographies.

### What have been your most useful learnings in preparing your sustainability reports?

Third party audit is very useful both for identifying mistakes or shortcomings in our reporting prior to publishing the report as well as for improving our data collection process.

### How does the sustainability reporting process empower you or others in your organization?

Collaboration is the key. Each division is responsible for developing the content for their respective chapters so everyone has an appreciation of how their work contributes to the sustainability of the organization.

### How do you think your sustainability reporting will evolve in the next three years?

We hope to move away from a hardcopy report that is published once a year to an online dashboard and multimedia that are updated on a quarterly basis. We envision the Bangchak Sustainability Performance Dashboard to include both major and minor performance indicators as well as linkages to international reporting standards such as GRI and Integrated Report ●



# Charoen Pokphand Group

THAILAND'S LARGEST CONGLOMERATE

C.P. Leadership Institute in Thailand is a corporate training center that provides best-in-class leadership learning practices through action learning programmes that will prepare C.P. leaders for the challenges of Industry 4.0

**C**haroen Pokphand Group (C.P. Group) operates across various industries including Agro-Industry and Food, Retail and Distribution, Media and Telecommunications, E-commerce and Digital, Property Development, Automotive and Industrial Products, Pharmaceuticals and Finance and Investment sectors in 21 countries around the world. C.P. Group manages its business based on the “Three-Benefit Principle.”

To ensure that its sustainable development commitment is fulfilled in all its business operations, the Group has voluntarily published annual sustainability reports since 2016, covering all affiliates. C.P. Group also publicly declared its 2020 Sustainability Goals consisting of 12 measurable targets under its “Heart-Health-Home” strategy which C.P. Group and its affiliates strive to achieve within 2020.

Charoen Pokphand Group headquarters are located in Thailand, and the Group has over 300,000 employees ●

## About the Report



## Sustainability Report

<b>Theme</b>	Force for a Sustainable Life
<b>Reporting period</b>	Calendar year 2016
<b>Format:</b>	PDF
<b>Pages</b>	187
<b>GRI</b>	GRI G4 Core
<b>Other standards</b>	UNGC
<b>Assurance</b>	Yes
<b>Report history</b>	First group-wide report
<b>Number of material impacts listed</b>	12
<b>Number of Performance Indicators reported</b>	37

### A mammoth report with a coherent structure

Charoen Pokphand Group's first group-wide report covers 57 individual companies that form this sprawling conglomerate, operating across multiple industries in 21 countries. How do you bring together such a diverse range of operations, stakeholders, topics and insights in a coherent way in one report? What an incredible challenge! The fact that this report stood out in its category (first-time reporter) is an indication that Charoen Pokphand rose to the challenge admirably. What serves the Group well is a core approach to sustainability that the Group calls "Heart, Health, Home":

- Heart: Commitment to Sustainable Business
- Health: Commitment to Sustainable Society
- Home: Commitment to Sustainable Environment

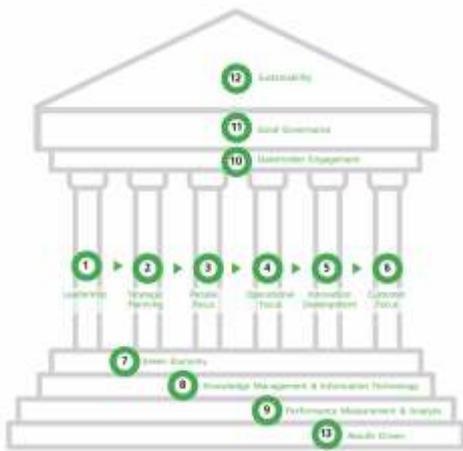
These three pillars provide a logical structure for the main narrative of the report and they are well explained in the introductory sections. The material topics selected by Charoen Pokphand are aligned with these pillars too, with four topics per pillar, perfectly symmetrical. The materiality matrix is cleanly presented, showing these twelve topics, without the clutter of several lower priority issues that many companies include. Having said that, the material topics are rather generic – a list that could apply to almost any



business anywhere – but perhaps that's an indication of the trade-offs necessary when preparing a mammoth report – getting granular in materiality could simply add clutter.

### A suite of goals that harmonize standards while advancing performance

Completing this overall framing of Charoen Pokphand's approach is a set of 2020 strategic goals – also a symmetric four goals per pillar. All 12 goals represent meaningful performance aspirations and are measurable. Some are more of an alignment aspiration throughout the Group (for example, "all businesses in the Group will conduct human rights due diligence") while several others offer specific



**C.P. Excellence Structure**

performance targets (for example, “reduce greenhouse gas emissions intensity by 10%”). This level of public commitment to a suite of goals for such an extensive and diverse business is very encouraging. So many companies agonise over which goals to share, often ending up with a loose concoction of wishy-washy goals that have been diluted to the point of becoming meaningless. In this case, Charoen Pokphand uses its goal framework to establish minimum basic standards of performance in critical areas across the group, while making a promise to improve its overall impacts in several areas. The hope is that, in setting the goals, the Group has also established appropriate data collection mechanisms and aligned measures for reporting progress against each of them. This will be evident in future reports.

### **Evidence of strong commitment over time**

This report opens with three leadership letters from the Senior Chairman, Chairman and Chief Executive, which, as a family-based organization, drives home the tone from the top. Additionally, the inclusion of six external stakeholder recommendation is a commitment to transparent sharing of external feedback. External stakeholders are also quoted throughout the report, evidencing a genuine culture of engagement and listening. But, the strongest evidence of commitment is the consistency with which Charoen Pokphand reports – each section of the report provides significant detail – the management framework, the detailed performance and case studies that show overall results and outcomes. In some cases, the company includes performance and actions relating to several years back – while this is a little unnecessary, and legacy performance can be briefly summarized if required – it does show the long-term evolution of this Group’s actions to advance sustainable development.

“ The hope is that, in setting the goals, the Group has also established appropriate data collection mechanisms and aligned measures for reporting progress against each of them. ”

### **Data that builds trust**

Charoen Pokphand provides three-year performance data summary tables at the back of the report – always a useful inclusion for readers to look at data trends and overall comparative progress. In addition to presenting the summary for 10 business divisions that form the entire group, Charoen Pokphand includes individual performance summaries for each individual business division. Considering the diversity of the company’s business, and therefore the diversity of sector-specific stakeholders who will take an interest, this is a smart approach. It’s also evidence of a considerate approach to stakeholder data needs, as well as transparency – it’s all too easy for companies to hide behind global data.

### **It can be shorter**

Length is always the dilemma when preparing sustainability disclosures. Exhaustively detailed or compactly high-level? Today’s trends are towards more compact reporting for many reasons: it’s easier for stakeholders to get to the most important issues; and the report itself is easier to prepare and deliver – although it requires smarter planning to ensure balance. Charoen Pokphand should aim to trim its report in future years. While the historic perspective is interesting, it is history. The focus should be on the immediate reporting period and equally important – the future. Similarly, certain policy elements could be moved to a website, so that the annual sustainability report focuses on the most important performance in the current relevant period. The fact that this is a mammoth report is not what gained it the edge as a winning report – it’s the smart, strategic logical, clear and transparent delivery. This can also be achieved in fewer pages ●

## **An interview with Charoen Pokphand Group's Chief Sustainability Officer, Noppadol Dej-Udom**

### **How do you engage the senior management and other internal stakeholder in developing sustainability reports?**

"Knowing why" is the key to jump start motivation in everyone, not just senior management, to take on such a new, previously unaccounted for, challenge like developing our annual sustainability report. Having a good communications plan and an effective execution are the means to earn engagement from all relevant parties in order to create a truly collaborative effort throughout the organization. The success of this great effort can be measured not only by timely published our comprehensive and transparent sustainability report but by having decision-making by all C.P. employees be driven by our sustainability principles.

By having our Senior Chairman, Chairman and CEO lead the way with their passion for sustainable development; they genuinely believe that sustainability is critical to the future success of our organization. "Tone at the Top" plays a major role in paving the way to elevate the importance of sustainability in practice and to provide much needed energy to persist on this sustainable business.

### **How does sustainability reporting contribute to achieving your organization's business goals?**

The reporting helps us to understand and communicate our sustainability performance to internal and external audiences in a structured and transparent way. We use the findings to measure progress year-on-year and to make sure our sustainability objectives are closely aligned to our overall business goals. Operational insights which we learn from preparing for the report also enable us to increase efficiency and optimize our operational performance.

### **What are the biggest challenges you face in developing your sustainability report?**

We have operations in 21 countries around the world. Each country is characterized by its unique sustainability priorities, as well as specific economic, social, and cultural parameters. How we can gain the same appreciation in our sustainability target setting and apply the same measurements in very different

circumstances is our number one challenge. Another one is how to ensure ongoing collaboration between executives and employees in each country that enable them to enhance knowledge, develop the required systems and processes, and embed sustainability principle throughout the organization. The other challenge is to collect sustainability performance data and activities from businesses around the world, including efforts in understanding and engaging with stakeholders in all the communities where we operate.

### **What has been your most useful learning in preparing your sustainability reports?**

Sustainability reporting really helps us understand and address the needs and concerns of both internal and external stakeholders. We previously had no such structured and comprehensive system in place to build and enhance trust amongst key stakeholders



“ The sustainability reporting process gives us a fresh new perspective on our own organization and business. It is the source of energy on which we draw to be better in what we do sustainably by revealing positive measurable impacts resulting from our extra efforts. ”

pertaining to sustainability issues. At the same time, by using an internationally recognized reporting framework, our stakeholders can benchmark us against other companies. Thus, we ensure transparency and accountability.

### How does the sustainability reporting process empower you or others in your organization?

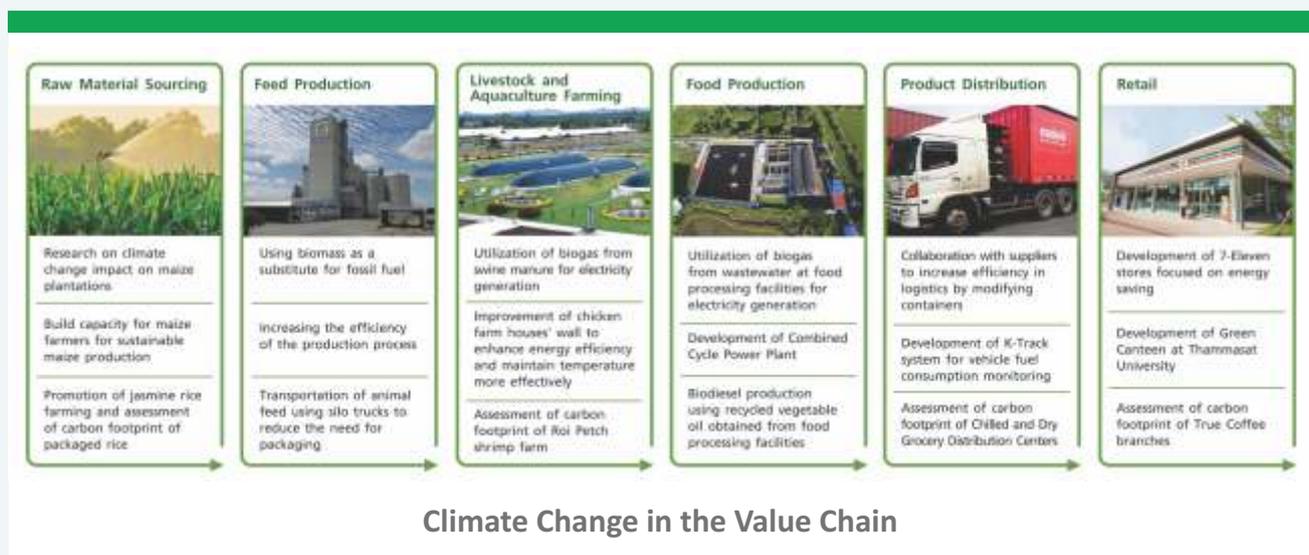
The sustainability reporting process gives us a fresh new perspective on our own organization and business. It is the source of energy on which we draw, and to be better in what we do sustainably by revealing positive measurable impacts resulting from our extra efforts.

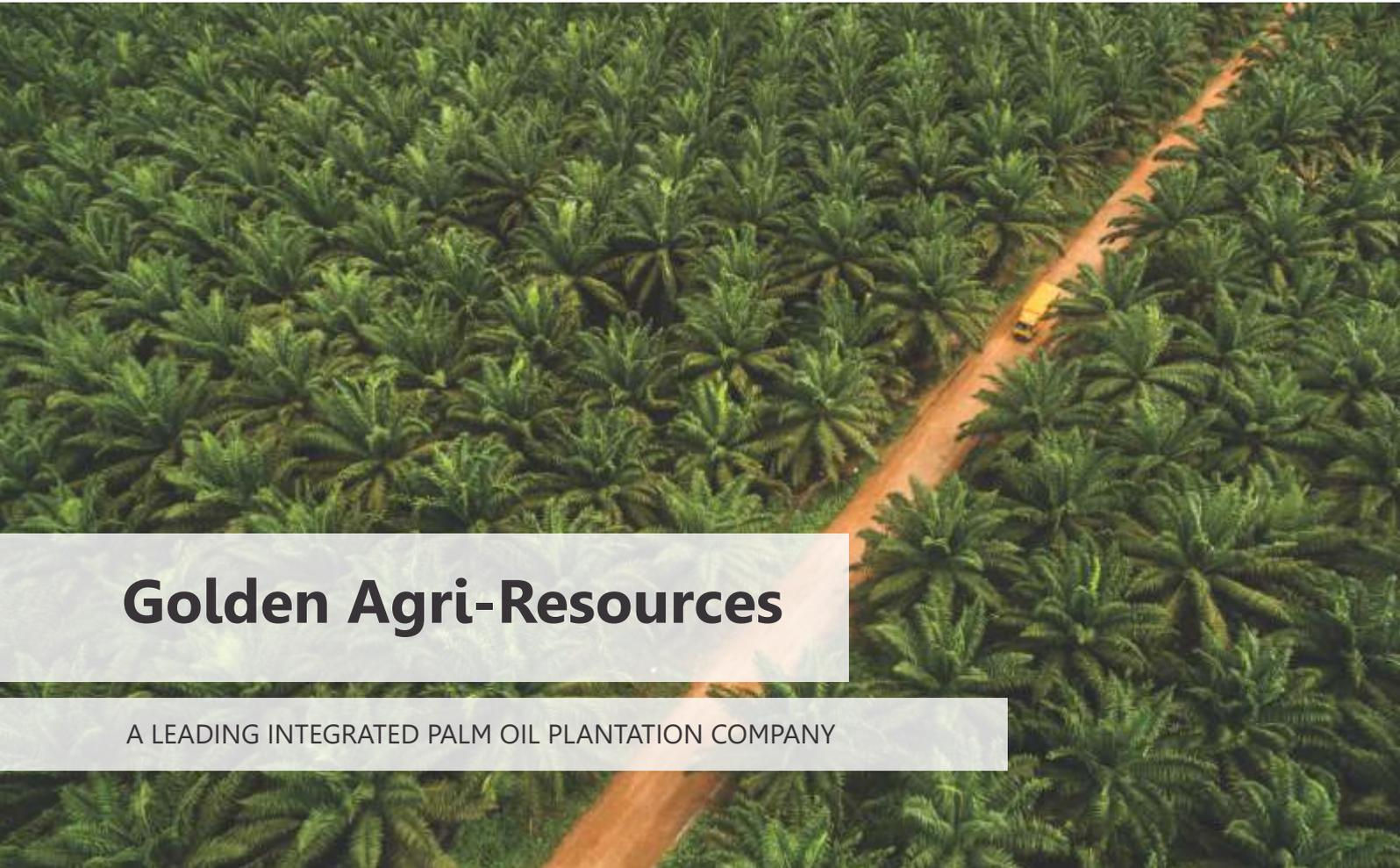
### How do you think your sustainability reporting will evolve in the next three years?

Our goal is to achieve the 12 sustainability targets by 2020, before we will celebrate 100 years in business in 2021. Throughout the next few years we will expand the reporting coverage and extend the scope of certification from 3rd party verifiers. We will continue to challenge ourselves with more admirable sustainable development goals and look for new and innovative ways to ensure we can meet them.

### What will be your top three tips for other companies writing sustainability reports?

1. To clearly communicate unified targets and goals together with their reasons across business units
2. To proactively work with business units on embedding sustainability initiatives in all decisions and business processes
3. To keep improving on accuracy, transparency, and performance monitoring system to generate reliable data for the sustainability
4. To make sure that the periodic performance report for top management includes sustainability performance in order to actively drive “Tone at the Top”





## Golden Agri-Resources

A LEADING INTEGRATED PALM OIL PLANTATION COMPANY

Listed on the Singapore Exchange since 1999, Golden Agri-Resources (GAR) and its subsidiaries form one of the leading integrated palm oil plantation companies in the world. GAR has a total planted area of around 500,000 hectares (including plasma smallholders) as at 31 March 2019, in Indonesia.

GAR is focused on responsible palm oil production. In Indonesia, its primary activities include cultivating and harvesting of oil palm trees; processing of fresh fruit bunch into crude palm oil (CPO) and palm kernel; refining CPO into value-added products such as cooking oil, margarine, shortening, biodiesel and oleo-chemicals; as well as merchandising palm products throughout the world. It also has operations in China and India including a deep-sea port, oilseeds crushing plant, production capabilities for refined edible oil products as well as other food products such as noodles ●

# About the Report



# Sustainability Report

Theme	Realising sustainable policies in practice
Reporting period	Calendar year 2016
Format	PDF
Pages	72
GRI	GRI Standards – Core option
Other standards	UNGC
Assurance	Yes
Report history	6 <sup>th</sup> report
Number of material impacts listed	15
Number of Performance Indicators reported	22

## Materiality overview

Our Most Material Sustainability Issues	Our Key Sustainability Commitments	Key Achievements/ Progress 2016	Ongoing and Future Targets
Deforestation of High Carbon Stock (HCS) forests and peat lands. Related UN SDG.	No development of and the conservation of HCS forests.	<ul style="list-style-type: none"> <li>Identified up to 18,846 hectares of HCS forests in our concessions.</li> <li>Rollled-out HCS Approach in GAR's 13 concessions.</li> <li>Carried out conservation planning with local communities – secured agreement from 10 villages to protect over 7,000 hectares of HCS forests.</li> </ul>	<ul style="list-style-type: none"> <li>Complete community conservation planning in PT PGM, PTP and KPC.</li> <li>Start the process in four other PTs.</li> </ul>
No development of and the conservation of peat lands of any depth. Develop strategies for long-term rehabilitation of peat lands.	No development of and the conservation of peat lands of any depth.	<ul style="list-style-type: none"> <li>Progressed with physical rehabilitation of 2,600-hectare Peat Ecosystem at PT AMNL, West Kalimantan – restored water levels and began seedling nursery.</li> <li>Launched Alternative Livelihood pilot at Lembah Hijau 2 Village to support community conservation partnership in PT AMNL.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to consult and engage local communities in the Peat Ecosystem Rehabilitation Project.</li> <li>Continue rolling out Alternative Livelihood Programmes.</li> <li>Mapping of peat depth in line with government regulation.</li> <li>Peat management study in cooperation with University Sainsungara, Pontianak.</li> </ul>
No burning for new plantings, replantings or other development. Zero Burning Policy!	No burning for new plantings, replantings or other development. Zero Burning Policy!	<ul style="list-style-type: none"> <li>Virtually zero fire incidents on our concessions.</li> <li>Desa Segi Api community fire prevention pilot successful, expanded to Desa Makmur Redui Api programme – focus on fire prevention, conservation, food security.</li> <li>Three village clusters at national showcase.</li> </ul>	<ul style="list-style-type: none"> <li>Continue working with relevant stakeholders on long-term fire prevention.</li> </ul>

## Sustainability milestones



## Supply chain highlights

**Full traceability**  
to mills: **429**  
independent supplier mills in 2016

**Supplier support:**  
site visits to **36** suppliers since 2015

**Dedicated Supplier Support Helpline**

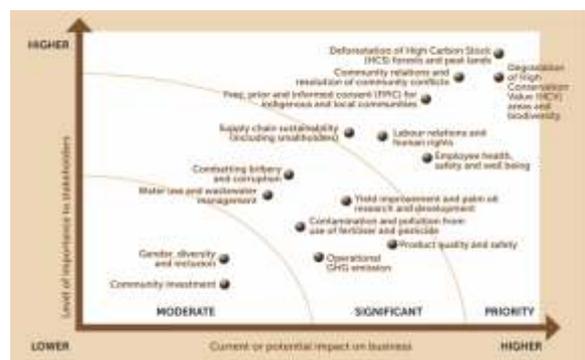
**88% TTP** for GAR mills in 2016

**15** GAR mills full TTP in 2016

**100% TTP** GAR mills end 2017

**100% TTP** 3rd-party mills 2020

## Materiality matrix



## Clear, slick and comprehensive

What's the first thing you look for in any sustainability report? Well, what's most important and what the company is doing about it. This is exactly how this report opens up. Spread over a few pages, it lists all the material topics, key commitments, progress in the reporting year and future targets, all linked to the UN Sustainable Development Goals (SDGs). You can't get clearer than that. This presentation is a very effective way of building credibility. And just so we are clear that this didn't start yesterday, GAR presents an infographic of sustainability milestones going back to 1997 which demonstrates the company's leadership in palm oil sustainability over the years.

## Relevant materiality

Golden Agri-Resources is a very large business – more than 170,000 employees and more than 480,000 hectares of palm oil estates and 45 palm oil mills. While this is massive scale, it's also a focused business that lends itself well to the development of a clear position on sustainability. This focus enables a much more company-sector specific materiality attention than is seen with other large companies where the business is made up of different activities in different sectors. Material topics such as: Deforestation of High Carbon Stock (HCS) forests and peat land; Free, prior and informed consent (FPIC) for indigenous and local communities, and Community relations and resolution of community conflicts are good examples of materiality that really reflect GAR's impacts. So many companies include only broad generic material topics – climate change, health and safety, community engagement etc., that you can look at the matrix and it could apply to any company, anywhere. Here, GAR has obviously done the work to identify the specific topics that are relevant to its unique group of stakeholders. Stakeholder engagement is also well detailed in this report.

## Supply chain reporting

GAR was the 2017 winner in the Best Supply Chain Reporting category, and this is covered well, as cleanly and meticulously as the rest of the report. Starting with a nicely visualized overview of the supply chain, from palm oil sources to end-use products with customers, traceability is a big objective, and challenge, in this sector. GAR presents several detailed case studies, showing how GAR works with suppliers to enhance traceability and improve controls all the way through the supply



“ GAR presents an infographic of sustainability milestones going back to 1997 which demonstrates the company's leadership in palm oil sustainability over the years. ”

process. In addition, there are several smaller case studies showing how GAR engages with smallholders and helps them improve their livelihoods. For example, GAR helps small suppliers manage their compliance responsibilities, providing guidance on invoicing, taxation and other tasks. In other words, we are able to understand not only how GAR manages its supply chain, but also the interventions it makes along the way to ensure supply, and suppliers, are sustainable. A clear and thoughtful supply chain report, a fitting winner in this category.

## And a word about design

While substance always trumps form in sustainability reporting, good design makes the information in the report more accessible, easier to understand and fun to read. GAR's report is beautifully designed – symmetry, clean lines, appealing font and spacing, good layout that is neither too cramped nor too empty, use of infographic presentation to show processes or highlights, interesting images and extremely clear presentation of charts and graphs. It's truly a pleasure to read this report, as the content is carefully developed and the layout on the page is appealing and inviting ●

## An interview with Golden Agri-Resources Chairman and Chief Executive Officer, Franky Oesman Widjaja

### Why does your company publish a sustainability report?

We started publishing a sustainability report in 2011 before it became mandatory because we wanted to report transparently on our progress against the commitments we had set in our sustainability policies. A few years down the road we can see that both external and internal stakeholders have benefitted from knowing more about our sustainability milestones and progress. The Sustainability Report is more than just a compliance document, it allows us to tell the story of what we are really doing in our business, how we are working with communities, protecting the environment and taking care of our employees and suppliers – it enables us to articulate that our purpose is beyond securing monetary returns for our shareholders.

### How do you engage the Board in the reporting process?

The Sustainability Committee which comprises leaders of all Business Units reports to me as Chairman and CEO. The Board, in turn, is briefed on and discusses sustainability matters during board meetings – this includes urgent issues, material issues and management approaches. The Board is also briefed on the sustainability reporting thematic areas and key content before signing off on the report.

### What guidance do you give to your sustainability reporting team?

The sustainability reporting team has a mandate to report accurately and truthfully in accordance with the chosen framework, in our case the GRI reporting framework, as well as in line with regulatory requirements.

### How has your company benefitted from disclosing sustainability performance?

We have improved our reputation for transparency in disclosure of material issues. This has helped build stronger trust and relationships with external stakeholders such as investors, banks, customers and government agencies. The Sustainability Report also serves as the main reference document for external agencies seeking information on our ESG performance.

### How do you use sustainability reporting in making business or operational decisions?

Reporting helps us track our progress in key material issues. This helps us to plan better and mitigate risks, as we can see which areas are lagging and need renewed attention or different management approaches.

### Can you share examples of the changes you have made in your organization as a result of sustainability reporting?

We have a dedicated team for data collection and reporting. The Board is more involved and updated on sustainability matters and we have taken on board external trends such as looking at how our company will contribute to the UN Sustainable Development Goals ●



“ We have improved our reputation for transparency in disclosure of material issues. This has helped build stronger trust and relationships with external stakeholders such as investors, banks, customers and government agencies. ”

Q&A

## **An interview with Golden Agri-Resources Managing Director, Sustainability and Strategic Stakeholder Engagement, Agus Purnomo**

### **How do you engage the senior management and other internal stakeholders in developing sustainability reports?**

Senior management from key business units sit on the Sustainability Committee and are therefore fully supportive and aware of the importance of sustainability reporting. Every year, we also run workshops and townhall sessions to train, engage and involve internal stakeholders in sustainability reporting.

### **How does sustainability reporting contribute to achieving your organization's business goals?**

In order to report, we have to measure, and what gets measured, gets managed. Reporting helps to make us aware of both our progress as well as any shortcomings. This then means we are able to plan better especially with regards to addressing lagging areas and mitigating risks.

### **What are the biggest challenges you face in developing your sustainability report?**

As we have diverse operations ranging from seed to shelf, i.e. from plantation to producing end consumer products, we face the challenge of having to work with many internal stakeholders in order to collect the data. Currently more than 70 staff and 40 departments are involved in the data gathering for the Sustainability Report. We also have to go through a few levels of internal review. This can make the production of the Sustainability Report a very long process and careful planning is required in order to meet the publication deadline.

### **What have been your most useful learnings in preparing your sustainability reports?**

In carrying out reporting according to international standards and frameworks we are exposed to stakeholder expectations as well as international best practices in all areas of ESG and upcoming trends and concerns. This helps us to continuously improve internally.

### **How does the sustainability reporting process empower you or others in your organization?**

Sustainability reporting allows us to tell the story of what we really do in GAR and how we are doing it beyond the financial numbers and metrics in the

Annual Report. For example, beyond the data that we provide, we also tell our stakeholders about the pioneering initiatives we are carrying out in forest conservation and our supply chain transformation programme that we are working on with our suppliers.

### **How do you think your sustainability reporting will evolve in the next three years?**

Companies will move away from just focusing solely on their own material issues to thinking about how they are responding to or are taking part in external trends or movements and this will be reflected in sustainability reporting. One example is the reporting on UN Sustainable Development Goals that many companies have begun. This is still relatively new, and companies will probably start by mapping the SDGs but then will move on to show more strategic approaches in contributing to SDGs achievement ●



**“ Sustainability reporting allows us to tell the story of what we really do in GAR and how we are doing it beyond the financial numbers and metrics in the Annual Report. ”**





嘉里建設有限公司  
KERRY PROPERTIES LIMITED

# Kerry Properties

A WORLD-CLASS PROPERTY DEVELOPER

**K**erry Properties Limited is a world-class property company with significant investments in Asia. The Group's major focus is on developing high quality residential and mixed-use developments encompassing office towers, apartments, shopping malls and hotels in prime locations. Beyond the delivery of quality properties, the Group offers professional management and value-added services. Kerry Properties is listed on The Stock Exchange of Hong Kong Limited (SEHK) (Stock code: 683) and is also selected as a constituent stock in the Hang Seng Corporate Sustainability Benchmark Index ●

## About the Report



## Sustainability Report

Theme	The Converging of Minds
Reporting period	Calendar year 2016
Format:	PDF
Pages	81
GRI	References GRI G4 Sustainability Reporting Guidelines with special reference to the Construction and Real Estate Sector Disclosure
Other standards	Hong Kong Stock Exchange
Assurance	Yes
Report history	First year
Number of material impacts listed	20 topics, 9 most material
Number of Performance Indicators reported	37

## Sustainability principles

**Sustainability Principles**

We build our business on a unique set of sustainability principles focusing on three areas.

PEOPLE

PROPERTIES

COMMUNITY

**We aim:**

- To build and manage properties for optimal environmental efficiency
- To safeguard the welfare of our staff in every aspect of their daily duties
- To provide equal opportunity for all, including career development
- To maintain highest ethical standards in the conduct of our business
- To nurture the wellbeing and development of communities in which we operate

**In our operations, we are committed to:**

- Sustainability goals targeting a positive impact on society and the environment
- Expecting our business partners, including suppliers and contractors, to be socially and environmentally responsible
- Giving back to the community, so that the living standards of others may be improved
- Creating value for all our stakeholders, communicated via engaging dialogue
- Consistently improving through innovation, monitoring and reporting

## Multi-year sustainability targets

**Five-Year Sustainability Targets**

- Achieve paper products material content of 10% of recycled materials
- 100% certification of LEED Gold or above for all new investment properties in the Mainland
- 100% certification of BEAM Plus for all new residential and commercial buildings in Hong Kong
- Complete Climate Vulnerability Assessment and formulate a Climate Response Plan for 100% of managed investment properties in Hong Kong and the Mainland
- Maintain zero fatality rate in all our operations

- Achieve an average of 3-days or equivalent training per year for 50% of our employees
- Achieve 100% of managed investment properties attaining OHSAS 18001 accreditation
- 100% of our suppliers and contractors be bound by Vendor Code of Conduct including sustainable practices
- 100% certification of ISO 14001:2015 standards for all managed properties in Hong Kong and managed investment properties in the Mainland
- Develop an Ethical Manual and ensure 100% of employees are being offered with training courses

## Simply right – first time reporting with mind and heart

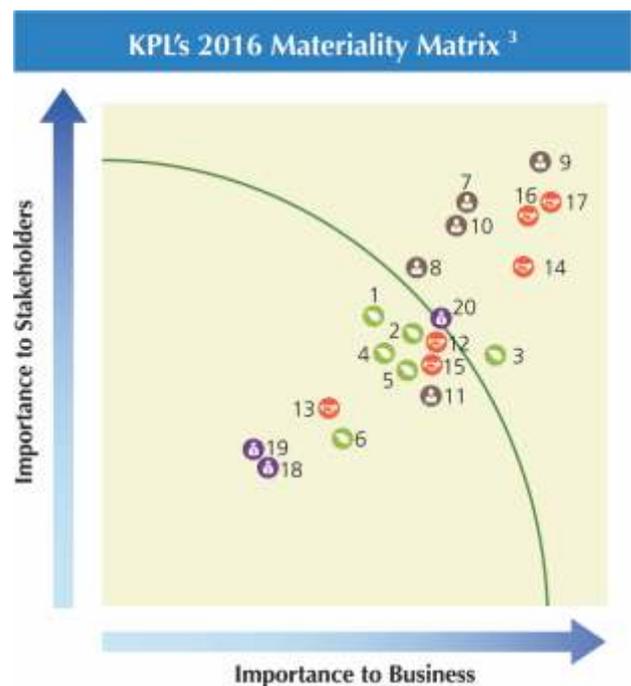
A first report is always a complex affair, fraught with a multitude of questions that the organization asks itself for the first time – what to disclose, how to frame the disclosure, what stories to tell, how to present the report, what reporting framework to use and a thousand more questions that plague the reporting team before and during the preparation of the report. A Sustainability Report is not just a document, but a process which reflects both sustainability approach and performance as well as many challenging organizational decisions, some taken at the highest level of the company. That’s why a first-time report – no matter how basic – is always special. And when the report is done especially well, it earns readers’ absolute admiration as well. Such is the case with this first report from Kerry Properties (KPL). It’s a thorough and creatively-prepared report, presented in everyday language, and a pleasure to read.

### Putting people first

KPL’s first report is written with mind and heart, making it clear that people come first. Inspirational messages are embedded throughout the report, at the start of the letter from the company President and as introductory thoughts to each chapter. This reflects an emotional connection to sustainability themes and a desire by KPL to engage readers as individuals with feelings rather than as analysts with numbers. The messages cause us to stop and think for a moment, reflect on the wider purpose and connection of this report to what’s beautiful about the world and what really matters in the grand scheme of things.

The first main content chapter in the report, “Caring for Our People”, is 17 pages long, more than any other section, covering a full scope of people disclosures, supported by multi-year data on workforce composition, training and development, employee wellbeing, safety and labor standards. The chapter includes case studies and short callouts that illustrate the breadth of support for KPL people. Particularly noteworthy is a range of family-friendly initiatives including paying for employees’ travel to visit their families at the Chinese New Year. Impact data is often provided, for example, in the new Kerry WeChat Academy, a training system delivered accessibly via mobile phones, KPL reports that 73% of staff check the academy updates each day,

“ KPL’s Report demonstrates both a thoughtful approach to what matters most in sustainability for its business and stakeholders, as well as an acceptance of accountability.”



showing its penetration and usefulness to the workforce. The style and tone of this chapter clearly indicates a strong priority for people processes and a people-centric culture at KPL – which is the basis for strong business performance, innovation and positive stakeholder relationships in any company. No wonder, then, that KPL achieved the highest property sale in its history in 2016.

### Strategic focus

Inspirational messages and people focus, however, are not what solely define this report. KPL opens up with a sustainability framework that includes a policy statement, a set of guiding principles and commitments, a sustainability governance structure and a strong set of 10 quantitative five-year targets covering environmental, people, safety, supply chain



and ethical conduct performance. The willingness to publicly commit to multi-year targets is something that many companies find so challenging – it's often one of the hardest aspects of reporting. KPL's Report demonstrates both a thoughtful approach to what matters most in sustainability for its business and stakeholders, as well as an acceptance of accountability. KPL describes a systematic process for stakeholder engagement that informed a materiality matrix with 20 topics, nine of which are considered most material. These nine topics are discussed in the report, showing an alignment between materiality and disclosure.

### Transparent on environment

KPL's environmental reporting is comprehensive, and even with a first report, KPL presents multi-year data from 2011, demonstrating that KPL's environmental commitment and consciousness well preceded its disclosure. Performance across all metrics, including all Scopes emissions reporting, is strong, and includes disclosures of individual properties' emissions performance with frank discussion where metrics failed to show improvement. Waste management and project waste generation by construction contract is positive transparency, showing that KPL has its finger on the pulse of the impacts of its operations, including management of contractor performance. All data charts and tables in the report are clear and easy to read.

### Opportunity for more impactful reporting

While KPL's report is very strong on reporting the direct impacts of its operations, there is an opportunity to express more of the impacts of its business on economic and social development in the locations in which it develops and manages properties. Aside from the environmental impacts of

buildings, and a strong green construction approach which is well presented by KPL in the report, the urban environment plays a significant role in determining the quality of life in cities where people live, work and relax. A responsible approach to property development can help transform community life, providing shared spaces for making personal connections, promoting commerce, recreation, accessibility, wellbeing, and so much more to help people cope with the challenges, stresses, and often isolation, of city living. An exploration of the ways in which KPL addresses these aspects of social impact could make this report even more compelling ●



### Top five highlights from the report

- 1 Well designed, well presented, easy to read
- 2 Systematic process for stakeholder engagement and materiality assessment
- 3 Five-year sustainability targets
- 4 KPL's journey of stakeholder engagement
- 5 Comprehensive carbon disclosure



“ Sustainability is a fast-evolving trend. We recognize the importance of involving our stakeholders in the journey of sustainability development. ”

### Why does your company publish a sustainability report?

Sustainability has always been a top management priority. We published our first Sustainability Report in 2017, ahead of Stock Exchange of Hong Kong requirement for ESG reporting. In our second report, we made further efforts to expand the scope of reporting and adopted stricter standards. We use the exercise as an opportunity to review and enhance our performance on issues relating to environment, social and governance.

### What benefits does your company gain from publishing a sustainability report?

Sustainability became a more significant issue in our business operations. We understood the importance of having a specific task force to implement our sustainability practices and monitor our performance. Staff are more involved in sustainability issues, and they'll now proactively incorporate sustainability considerations in their work. It helps us to acquire and retain talent who value a company's sustainability performance.

## An interview with Steven Ho, CEO, Kerry Properties Ltd.

### Do investors or other stakeholders ask you about your sustainability performance?

Yes, there is growing concern about a company's sustainability performance from the general public. In fact, stakeholder engagement began when we set out to determine the scope of the report. We communicated with a broad range of stakeholders to collect their views on the materiality of different sustainability issues. Some investors particularly prefer investing in sustainable business. Investment databases seek company sustainability data to generate their research reports and provide investment recommendations and advice to investors.

### What were you most proud of about your sustainability report?

The spirit behind the making of the Sustainability Report i.e. collective efforts among staff and stakeholders. The report is a true picture of our work. We deliver what we pledge and report.

### How do you use your sustainability report?

Our Sustainability Report helps communicate with our stakeholders about our performance other than financials and benchmark our performance with our peers and industry leaders in sustainability. We also use it to promote ourselves to socially conscious and responsible investors.

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

Sustainability is a fast-evolving trend. We recognize the importance of involving our stakeholders in the journey of sustainability development. We gain better insight into different stakeholders' interests and areas of concern. To implement a successful sustainability strategy, we believe the involvement of stakeholders is essential.

### What will you change as a result of publishing your latest sustainability report?

We will seek continuous improvement in our sustainability work. Greater emphasis on sustainability will have an influence on our management decisions, and ultimately the company's corporate and business direction ●



“Through various stakeholder engagement exercises such as focus group discussions, we became closer with our stakeholders and we can understand the material issues in their focus.”

### What were you most proud of about your sustainability report?

Being recognized as the ‘Asia’s Best First Time Sustainability Report’ in the ‘Asia Sustainability Reporting Awards’ for our first Sustainability Report. We covered a reasonably broad scope of material issues in the report.

### What was your biggest challenge in writing your sustainability report?

Our portfolio of properties spreads around a number of cities in the PRC. Each city may have their own ways and format to collect sustainability data. We must invest in verifying and ensuring data accuracy. We have to ensure that data collected from different cities and properties are comparable, so we standardize the data collection format for every project leader. Many sustainability initiatives had been launched by our various business units so it is hard to select what to report in detail – many items were worth mentioning but we couldn’t cover all the stories.

## An interview with Michelle Lam, Director - Corporate and Marketing Communication, Kerry Properties Ltd.

### What was your biggest surprise during the preparation of your sustainability report?

When we approached different departments, we found that many colleagues already had their sustainability idea in mind. They offered meaningful and practical ideas for the report. We easily received support from general staff, and they’re eager to take part in initiatives we launched. When designing sustainability initiatives, we often found that our staff were already adopting such practices in their daily life and their ideas could be shared within the company.

### How does the sustainability reporting process empower you and your organization?

Since the report is published to public, we can officially plan and implement measures to involve representatives from different business functions. Sustainability practices can now be conducted in a more organized and systematic way. Our Sustainability Steering Committee now holds meetings regularly to discuss and review our practices in aspects such as (i) environment; (ii) employee engagement; (iii) corporate social responsibility and community; and (iv) corporate governance.

### What were your most significant learnings in preparing your sustainability report?

We did extensive research during the preparation of our first Sustainability Report. This research enabled us to understand about global trends of doing business with sustainability considerations. Through various stakeholder engagement exercises such as focus group discussions, we became closer with our stakeholders and we can understand the material issues in their focus.

### What will you do differently in preparing your next report?

We will expand the reporting scope to include more properties in Mainland China. Our target is to include our entire operation in the sustainability report in future. To cope with expanding reporting scope in Mainland China, we will centralize our data collection point by different hubs. Each hub is responsible for sustainability data collection and the key contact point of the head office ●

An aerial photograph of a large offshore oil rig in the middle of the ocean. The rig is a complex of steel structures, including a central derrick and various platforms. A smaller support vessel is visible in the foreground, and another rig is partially visible in the background. The water is a deep blue-grey color.

## PT Pertamina Hulu Energi West Madura Offshore

PURSUING A VISION TO BE A WORLD-CLASS OIL AND GAS COMPANY

**P**T Pertamina Hulu Energi West Madura Offshore (PHE WMO), a subsidiary of PT Pertamina Hulu Energi (PHE) as the strategic operating arm of PT Pertamina (Persero) in managing upstream oil-gas business activities, is a Production Sharing Contract (PSC) Contractor of Special Taskforce for Upstream Oil and Gas Business Activities (SKK Migas) engaged in the business of oil and gas exploration and exploitation. PHE WMO has become operator of oil & gas field in WMO Block since May 7, 2011 until 2031.

The operating areas of PHE WMO are located offshore of northern Madura Island, some are in the south of Madura Strait and onshore area namely Onshore Receiving Facility (ORF) located in Sidorukun Village, Gresik Regency. The areas of PHE WMO activities cover the Regency of Gresik, Bangkalan on Madura Island, Pasuruan, and Lamongan, in East Java Province.

PHE WMO has achieved the GOLD Awards, initiated by Ministry of Environment and Forestry Indonesia, as the highest rank on PROPER (Indonesia's Program for Pollution Control, Evaluation, and Rating) through its efforts in preserving environment and carry out social responsibilities programs. The organisation's goal is to become a world class company achieving sustainable growth by increasing production that will add values to stakeholders ●

## About the Report



## Sustainability Report

<b>Theme</b>	Engaging stakeholders, performing better
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	141
<b>GRI</b>	GRI G4 Core - Oil & Gas Supplement
<b>Other standards</b>	International Sustainability Rating System (ISRS) 8th Edition
<b>Assurance</b>	No
<b>Report history</b>	2 <sup>nd</sup> report
<b>Number of material impacts listed</b>	8
<b>Number of Performance Indicators reported</b>	53

## Biodiversity Impacts

### Bentuk Dampak dari Kegiatan Operasi dan Upaya Mitigasi [GRI-15.3.3.7][GA-EN12]

Forms of Impact from Operations and Mitigation Measures

Bentuk Dampak Form of Impact	Mitigasi Mitigation
Polusi udara Air pollution	Melakukan penanaman mangrove untuk mengurangi polusi (menyerap karbon di udara) serta menghasilkan oksigen dari penanaman mangrove tersebut. Planting mangroves to reduce pollution (absorbing carbon in the air) and generate oxygen from the mangrove planting.
Keberadaan spesies invasif dan wabah penyakit The existence of invasive species and disease outbreaks	Melakukan pemantauan keanekaragaman hayati rutin (setiap 6 bulan sekali), untuk mengetahui kondisi dan status keanekaragaman hayati apabila ada spesies – spesies invasif yang masuk. Perform routine biodiversity monitoring (once every 6 months), to determine the condition and status of biodiversity when there are incoming invasive species.
Pengurangan spesies Reduction of species	Melakukan pemantauan keanekaragaman hayati rutin (setiap 6 bulan sekali) untuk mencatat jumlah spesies disekitar wilayah konservasi, adanya pengurangan atau penambahan spesies. Perform routine biodiversity monitoring (once every 6 months) to record the number of species around the conservation area, any reduction or addition of species.
Konversi habitat Habitat conversion	Melakukan pemantauan keanekaragaman hayati rutin (setiap 6 bulan sekali) untuk mengetahui kondisi dan status keanekaragaman hayati serta kegiatan penandaan burung pantai di sekitar wilayah konservasi. Perform routine biodiversity monitoring (every 6 months) to determine the condition and biodiversity status as well as coastal bird banding activities around the conservation area.
Perubahan ekologi Ecological changes	Selalu melakukan pemantauan keanekaragaman hayati rutin (setiap 6 bulan sekali) untuk mengetahui kondisi dan status keanekaragaman hayati, dengan melihat adanya perubahan ekologi yang diketahui dari nilai indeks keanekaragaman hayati, serta pemantauan kondisi lapangan secara langsung mengenai perubahan ekologi. Continuously conduct routine biodiversity monitoring (once every 6 months) to determine the condition and status of biodiversity, by observing the ecological changes that can be identified from the biodiversity index value, as well as direct field monitoring on ecological changes.

### A strong, focused report

As a division of the larger PT Pertamina Group, this division, focusing specifically on the West Madura Offshore operation is a unique sort of report. Very few companies publish reports relating to a specific part of their operations – several global companies publish local reports covering a region or a country, but not many take the trouble to deliver a comprehensive, GRI-based report for one operation. This is positive, providing truly local content and ensuring that all local stakeholders have the opportunity to engage.

### A winning environmental report

Achieving joint winner in the environmental category is a demonstration of PHE WMO’s attention to detail on all matters of energy use and other environmental impacts. A significant material aspect of any energy company is its impacts on biodiversity. PHE WMO provides a full description of its biodiversity impacts and mitigation actions. Similarly, detailed is PHE WMO’s natural resources programs disclosure including on greenhouse gas emissions reduction, energy efficiency, water conservation, 3R waste and hazardous waste programs.

### A data-based report

This report goes easy on narrative and supplies most of its content through data tables in each area of sustainability. This is not a report that one has to sit down to read and get absorbed by the stories of how the organization is advancing sustainability. This is a report that stakeholders can practically use to assess performance based on three years of data supplied in each area.

### Careful application of the GRI Framework

This report includes GRI disclosure labels throughout the report, so we are very clear on what PHE WMO is reporting. This reflect a systematic approach to reporting that adds to the credibility of this report. Prepared in two languages, as are most reports coming out of Indonesia, PHE WMO should be commended on its consideration of English-speaking stakeholders.

PHE WMO covers all the bases in this report and, with its detailed environmental disclosure, this is a useful and comprehensive sustainability report ●

“ PHE WMO’s natural resources programs disclosure including on greenhouse gas emissions reduction, energy efficiency, water conservation, 3R waste and hazardous waste programs. ”



CSR Governance Cycle



## An interview with PHE WMO's General Manager, Kuncoro Kukuh

### Why does your company publish a sustainability report?

The sustainability report had been published in order to convey our Company's performance, from economic, social and environment perspectives, especially in supporting sustainable development goals. Therefore, its results were clear that the Company had been able to maintain a synergistic collaboration with stakeholders and foster trust with a good reputation.

In addition, the Indonesian government has encouraged all companies that comply under Company Law to publish its sustainability report in regular basis which also represents as one of the monitoring tools for corporate social activities and support for the achievement of sustainable development goals. Henceforth, as a part of a large state-owned company in Indonesia, PT Pertamina Hulu Energi West Madura Offshore (PHE WMO) is committed to publish a comprehensive sustainability report annually in accordance to prevailing rules and regulations.

### How do you engage the Board's in the reporting process?

Engagement was made since the earliest stage of its pre-production through a Focus Group Discussion with Senior Management Team (SMT) to capture Stakeholder aspirations which have been absorbed at high management level, therefore the sustainability performance presented in Sustainability Report can reflect the Company's response to Stakeholder expectations.

### What guidance do you give to your sustainability reporting team?

PHE WMO provided necessary guidance in preparing its sustainability report that includes in-depth analysis of all economic, social and environment aspects and measure how it will reflect stakeholders' roles as well as progressing through sustainability evaluation process. We explained the need of accurate data required in the report and the consequences of data measurement to improve performance. Moreover, another guidance has been applied in meeting with Sustainability Reporting Guidelines (SRG) of the Global Reporting Initiative (GRI) Standard. The report also features the Oil and Gas Supplement Sector (OGSS) indicators, as well as the International Sustainability Rating System (ISRS)



**“ We believe that through disclosing the sustainability performance in the Sustainability Report, we have been transparent, therefore the Company has opportunity to get positive feedback from stakeholders that will be important to carry out our continuous improvements. ”**

8 section 15 on Reporting to Stakeholders as references. Understanding those data required in the report will lead to understanding all information needed by stakeholders.

### How has your company benefitted from disclosing sustainability performance?

We believe that through disclosing the sustainability performance in the Sustainability Report, we have been transparent, therefore the Company has opportunity to get positive feedback from stakeholders that will be important to carry out our continuous improvements

In addition, it will help the Company to perform at the highest level thus its performance integration could create an added global value chains. This situation will ultimately result in the Company's growth.

### How do you use sustainability reporting in making business or operational decisions?



The materiality aspect stated in the report resulted in our key stakeholders' recognition towards our proficiency in developing a comprehensive sustainability report. We incorporate the materiality into the Company's preparation for its strategic plan thus, improving the quality of the Company's sustainability performance.

### What did you personally learn from the reporting process?

I can understand the report clearly and focus more on important issues or aspects which disclosed in the Sustainability Report. These material topics

described the Company's performances and Stakeholder's aspirations which are important to be managed properly.

In addition, materiality in sustainability report was determined through conducting a Focus Group Discussion both internal and external. , It will lead us to gain more understanding of the business process, relevant issues and engage deeper analysis with other colleagues within business process.

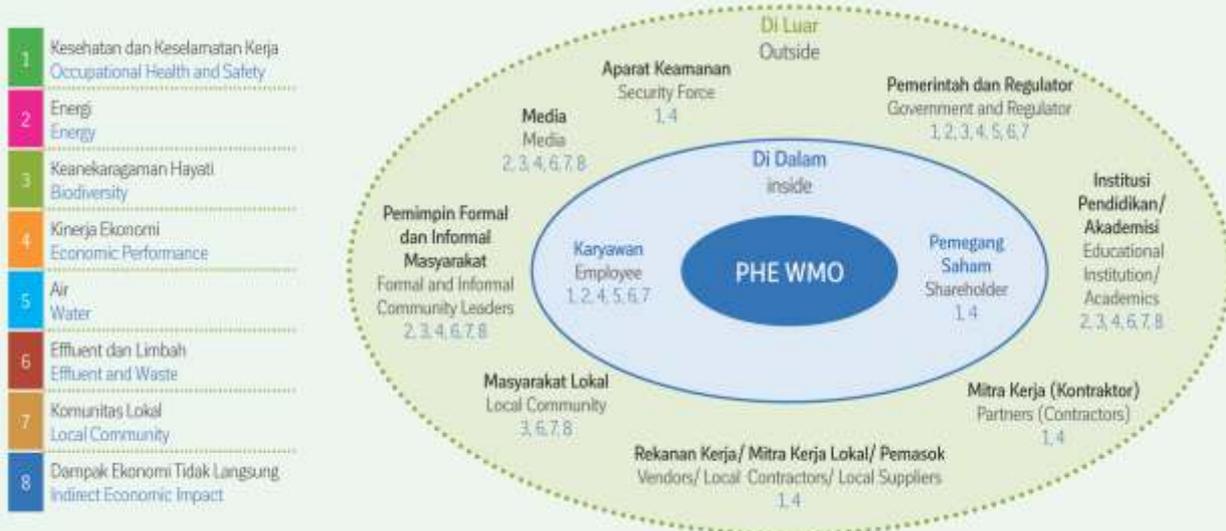
### Can you share examples of the changes you have made in your organization as a result of sustainability reporting?

As sustainability reporting is one of our performance measurements, every time the report publishes, we always review the content. One example that we always manage to do was the zero-fatality accident which we always disclose in our safety performance review. We integrate the environmental quality improvement program with community empowerment as an innovation of community involvement and development that we consider important for business continuity ●

## Materiality Overview

### ASPEK MATERIAL DAN PEMANGKU KEPENTINGAN TERDAMPAK (14-20, G4-21)

Material Aspects and Affected Stakeholders



## An interview with PHE WMO's QHSSE Operations Manager, Harnanto Djamal



**“ I guess during the development of sustainability reporting, I and also other staffs learn the most important aspects of ‘sustainability’ concept, which raise our awareness in doing good and ethical business while also maintaining environment and having synergy with our society. ”**

### **How do you engage the senior management and other internal stakeholders in developing sustainability reports?**

We engage them through Focus Group Discussion (FGD) and occasionally, in the discussion to define materiality aspect, validation process and collecting data for the report.

### **How does sustainability reporting contribute to achieving your organization’s business goals?**

We use the Sustainability Report as a record of the Company's sustainability performance and as a reference in managing the risks and impacts of sustainable management of the Company.

### **What are the biggest challenges you face in developing your sustainability report?**

The biggest challenge are data integration and data depth as GRI parameters required.

What have been your most useful learnings in preparing your sustainability reports?

1. Build awareness of corporate culture on sustainability aspects.
2. Data consistency and reliability

### **How does the sustainability reporting process empower you or others in your organization?**

I guess during the development of sustainability reporting, I and also other staffs learn the most important aspects of ‘sustainability’ concept, which raise our awareness in doing good and ethical business while also maintaining environment and having synergy with our society.

### **How do you think your sustainability reporting will evolve in the next three years?**

With increasing awareness of the organization in maintaining the Company’s sustainability, Stakeholders, and environment, therefore our SR can be more qualified by presenting deeper materiality ●

An aerial photograph of a satellite ground station. The facility includes several large, white parabolic satellite dishes mounted on metal structures. In the foreground, a curved array of solar panels is visible. The site is surrounded by green grass and trees under a blue sky with scattered clouds.

# Singtel Group

ASIA'S LEADING COMMUNICATIONS TECHNOLOGY GROUP

**H**eadquartered in Singapore, the Singtel Group is Asia's leading communications technology 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 over 650 million mobile customers across Asia, Australia and Africa. Singtel has 140 years of operating experience and played a pivotal role in the country's development as a major communications hub.

The Group also has a vast network of offices throughout Europe and the United States to serve enterprise customers. Optus, the Group's subsidiary in Australia, is a leader in integrated telecommunications, constantly raising the bar in innovative products and services.

Singtel is one of the largest listed Singapore companies on the Singapore Exchange (SGX) by market capitalisation. The Group employs more than 24,000 people worldwide, with about 12,600 employees in Singapore and 7,800 in Australia ●

## About the Report



## Sustainability Report

<b>Theme</b>	Sustainability Report
<b>Reporting period</b>	1 April 2016 to 31 March 2017
<b>Format</b>	PDF
<b>Pages</b>	64
<b>GRI</b>	GRI Standards Core
<b>Other standards</b>	UNGC
<b>Assurance</b>	Yes
<b>Report history</b>	3 <sup>rd</sup> Group report/8th Singtel report
<b>Number of material impacts listed</b>	16
<b>Number of Performance Indicators reported</b>	27

### A delightful report

Singtel's 2017 Sustainability Report is one of those where, from the first second you open it, you know it's going to be a delight to read and use. It's clear, carefully planned and organized, compactly written and nicely designed – a report that you trust from the very first moment. Not many reports have this effect of love-at-first-sight. Many require a deeper dive in order to truly understand the company's message and appreciate the detail of the content. Singtel's report stands out from the crowd as a professional,

thorough, fastidious report that makes it easy for readers to engage with. Expect no fancy frills, no overly creative imagery, no emotive storytelling – what you get is just first-class reporting, relevant, rigorous and useful.

Starting with a detailed joint letter from both the Chairman and the Group CEO, which gives an overview of the business context and sustainability strategy and achievements, Singtel's report goes on to list 2020 targets in all material areas, alongside 2017 achievements. This includes two areas which Singtel highlights where targets are in development. It is rare to find a company that commits to (mostly quantitative) 2020 targets all the way across the sustainability program – most restrict targets to key environmental impacts and perhaps a couple of others. This comprehensive approach and public commitment makes Singtel's disclosure entirely credible.

### Materiality clarity

Singtel does a great job of taking us through the considerations and process for refreshing the company's materiality focus. The issues are presented in two ways: the first in a matrix that places issues in the relevant priority boxes and the second in an analysis that shows where each material topic shows up along the value chain and



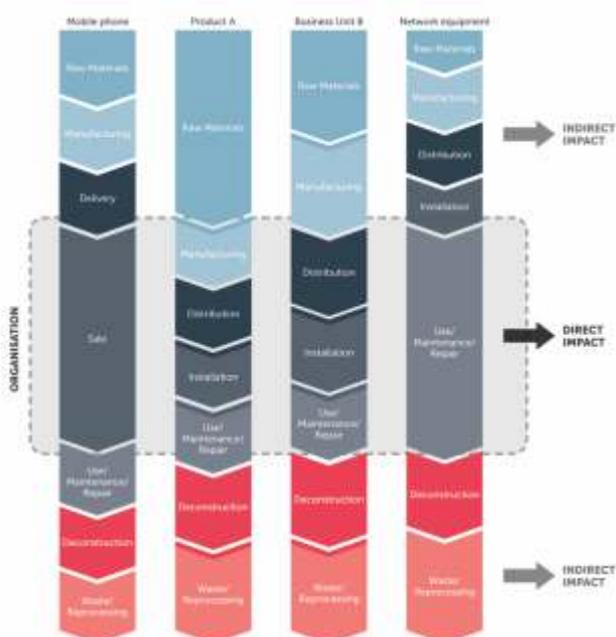
Sustainability Framework

where the impacts occur. In addition, Singtel aligns its business with the Sustainable Development Goals, showing what the company is doing against 11 selected goals, with a reference to more information in the different chapters of the report.

Following this framing of strategy and materiality, the report continues with a traditional structure: Environment, Social, Governance. ESG is often the focus of investor analysis so this structure may work for financial stakeholders. However, alternative ways of structuring the content could be considered in order to reflect the truly important issues in alignment with their material priority. Marketplace and customers, for example, are included in the Governance section in this report, which is somewhat of a misplacement. Rather, it would be great to see this much earlier in the report, reflecting customer satisfaction which is a highest priority material topic. Digital citizenship and online safety are covered in the community section, part of the Social chapter, which, although defined as medium priority in the materiality matrix, is a core and critical impact of this company and its sector. Climate change is not the highest priority from a material standpoint, but it's the first content piece in the report. However, the good news is that everything is there, and the report is clear about what is where, so it's not so difficult to locate these disclosures.

### Carbon clarity

A winner in the carbon disclosure category, Singtel's meticulous reporting shows us how it's done.



### Impact assessment

“ Singtel’s report stands out from the crowd as a professional, thorough, fastidious report that makes it easy for readers to engage with. ”



### Case study

Detailed metrics for three years show greenhouse gas emissions across different business lines and all emission Scopes. Working with a life cycle analysis of carbon impacts through the company's value chain, Singtel's 2020 commitments include a 50% carbon intensity reduction by 2030. In addition, Singtel commits to developing science based targets in the future and has undertaken the preparatory work to define what this should include. An overview of Singtel's approach to carbon reduction in current business programs and future plans covers everything from energy-efficient mobile base stations to alternative energy sourcing to green building.

### Content clarity

At 64 pages, this report covers all the key impacts we might expect from a leading telecommunications provider and is therefore both comprehensive and compact. With enough detail and transparent disclosure for us to appreciate the ways in which this company affects the lives of its stakeholders, Singtel reports in a factual, professional manner, with data presented in a way that is easy to understand and compare. Occasional case study to provide examples of practice. Overall, Singtel presents a clear and credible report, that is a delight to read ●

## An interview with Ms. Chua Sock Koong, Group CEO, Singtel



**“ We see sustainability reporting as part of good corporate governance and transparency, reflecting how we operate our business holistically. ”**

### **Why does your company publish a sustainability report?**

We have been publishing annual sustainability reports since 2010 to communicate with our stakeholders interested in the Environmental, Social and Governance (ESG) and sustainability strategies, initiatives and performance of our Singapore operations. In 2015, we began to include the ESG performance of our wholly-owned subsidiary Optus in Australia in a standalone Singtel Group Sustainability Report. This was unlike previous years, where sustainability efforts were mainly described in a section within Singtel’s annual report. We see sustainability reporting as part of good corporate governance and transparency, reflecting how we operate our business holistically. It is also an engagement platform for us to seek feedback from stakeholders so we can better identify longer term risks and opportunities to help improve our sustainability programmes and performance.

### **How do you engage the Board in the reporting process?**

The Board reviews and approves the material topics that have been identified from our materiality assessment and stakeholder engagement. Board directors also formally review and sign off on the Group’s sustainability strategy and performance, which are published annually in the Sustainability Report.

### **What guidance do you give to your sustainability reporting team?**

The team’s mandate is to produce a transparent, balanced and reader-friendly report that our stakeholders can trust. The implication of this is that we report the good and the bad – our achievements as well as areas that we need to work on.

The report must be driven by what is material and relevant to our stakeholders and focus on the strategic value that Singtel can add from the impact of our sustainability efforts. To ensure accuracy and reliability, our sustainability reports since 2012 have been externally assured.

### **How has your company benefitted from disclosing sustainability performance?**

The reporting process has helped us identify and address topics and issues that our stakeholders are interested in. In many instances, it has enabled us to proactively engage in these issues before they developed into mainstream topics that formed part of the national dialogue in Singapore and Australia. We were able to create and drive some key sustainability efforts and initiatives that have helped Singtel become a recognised industry leader in strategic community engagement, social innovation and climate action, among others.

### **How do you use sustainability reporting in making business or operational decisions?**

The ESG-issues lens provides our businesses with an added perspective of risk, opportunity and approach when making business decisions. This can result in creative solutions with positive outcomes for all relevant stakeholders – a win-win for all. For example, we have achieved business savings in packaging and energy costs even as we looked to reduce our carbon footprint – all of which are disclosed in our sustainability report.

## What did you personally learn from the reporting process?

When it comes to sustainability, different stakeholders could hold varied and even divergent views on our business operations that extend beyond financial performance. The challenge is to find common ground while adopting a long-term view.

## Can you share examples of the changes you have made in your organisation as a result of sustainability reporting?

Sustainability reporting has enabled us to effectively track our programmes year on year while

highlighting the other areas that we can improve on. This is why we have appointed a senior leader to head up the sustainability function at the Group level. The team has also expanded over the years due to our sustainability strategy and programmes – from two to six employees in Singapore, including a dedicated environment manager, a role that did not exist in the company four years ago. We have also included a sustainability agenda in the Singtel Management Committee and Risk Management Committee meetings when strategy and related topics need to be discussed ●



## 2020 Targets



We have set the following 2020 targets across our four sustainability pillars.

TOP MATERIAL ISSUES FOR THE SINGTEL GROUP	2020 TARGET	FY2017 ACHIEVEMENTS
<b>ENVIRONMENT</b>		
<b>To manage and minimise our environmental footprint across our business value chain</b>		
 Climate Change And Carbon	Reduce our carbon emissions intensity of kWh/TB by 30% by 2020 and 50% by 2030 using 2015 as baseline	Our energy consumption grew by 2.5% YOY as we expanded our network coverage and capacity to provide our customers with the best experience. However we delivered better data and carbon efficiency on our networks where we achieved 49% improvement in our intensity measure of kWh/TB against baseline year of FY2015. While we are well ahead of our original target of reducing our carbon emission intensity of kWh/TB by 50% between 2015 and 2030, it is our intent to develop additional Science Based Targets (see page 23–25)
 Waste Management	+	Over 85% of our hazardous waste was recycled in FY2017 (see page 25)
<b>PEOPLE</b>		
<b>To be an admired employer known for fair and inclusive employment practices which promote diversity and equal opportunity</b>		
 Diversity	+	Launched a Group Diversity microsite on our staff portal Espresso to help drive staff awareness by serving as a one-stop information and resource site (see page 29)
 Talent Attraction and Retention	Increase 2% pipeline and intake for management associates and cadets, improve gender mix and retention of talent pool by 2% YOY using 2015 as baseline	Launched Singtel Apprenticeship Programme with Singapore Institute of Technology to nurture ICT and cyber security talents (see page 32)
 Training and Education	Training investment of S\$100 million between 2016 and 2020	Total training investment of S\$25.1 million in FY2017 (see page 34) Cumulative S\$47.2 million of training investment since FY2016
 Employee Health and Safety	Zero fatality rate	Zero fatality rate (see page 35)
<b>COMMUNITY</b>		
<b>To enable the inclusion and well-being of people, and help them realise their potential through our digital technologies and innovative programmes</b>		
 Inclusion of Vulnerable Groups	Community investment of S\$100 million to support vulnerable persons through our various enabling and inclusion programmes between 2016 and 2020	Continued with our community programmes and community investment in FY2017 was S\$16.8 million (see page 38) Cumulative S\$52.4 million of community investment since FY2016
 Digital Citizenship and Online Safety	Reach at least half a million students, parents and educators in Singapore and Australia through our digital citizenship and outreach programmes between 2016 and 2020	Our digital citizenship programmes reached over 60,000 students in Singapore and Australia in FY2017 (see page 42–43) Cumulative >160,000 students reached since FY2016

\* We are in the process of target setting as these topics have only been identified from our recent materiality assessment.

## An interview with Mr. Andrew Buay, Vice President of Group Sustainability



**“ As different parts of the business have different relevance and impact for each material topic, it is vital that there is clarity on where data and accountability lie within the company. ”**

### **How do you engage the senior management and other internal stakeholders in developing sustainability reports?**

Engagement is guided by our materiality matrix where we focus on what the business needs to do to address the topics identified. As different parts of the business have different relevance and impact for each material topic, it is vital that there is clarity on where data and accountability lie within the company. Engagement is a continuous process for us as we collaborate with the business to formulate strategies and programmes. It is important to agree on the metrics which they will use to measure and report performance and outcome.

### **How does sustainability reporting contribute to achieving your organisation's business goals?**

We want to be a sustainable business while being able to have positive impact and influence on our

stakeholders. The discipline and process leading up to sustainability reporting have helped us better manage risks, identify partnerships and formulate programmes that have helped our business in areas such as cost reduction and operational efficiency. It has also contributed positively to the reputation of the company and our licence to operate in diverse markets.

### **What are the biggest challenges you face in developing your sustainability report?**

The main challenges are the early development of relevant, strategic programmes as well as tracking the progress, performance and impact for subsequent reporting. These can take time to develop together with the business, depending on the complexity of the material issue being addressed. Impact measurement for our social programmes would also involve engaging the non-profit organisations we work with over some time.

### **What have been your most useful learnings in preparing your sustainability reports?**

Sustainability reporting should not be limited to the process of producing the report once a year, but operationalised and communicated throughout the year, even if it is the report that consolidates and formalises all the information. There needs to be clear alignment with key stakeholders on the data that is the most material for reporting. It helps to work with a credible third party which is experienced in bringing the lens of global standards and best practice.

### **How does the sustainability reporting process empower you or others in your organisation?**

The sustainability reporting process provides the business with a structured and reliable basis which informs our engagement with key stakeholders. We have also found it easier to get management buy-in and support internally when initiatives and programmes are modified or created to address the company's material topics.

### **How do you think your sustainability reporting will evolve in the next three years?**

With digital channels, we have plans to make our sustainability reporting more regular with perhaps even real-time updates for certain disclosures, rather than publishing a report annually ●



# Sinyi Realty Inc.

A STAKEHOLDER-FOCUSSED REAL ESTATE BROKERAGE AND DEVELOPMENT COMPANY

**F**ounded in 1981, Sinyi Realty Inc. (Sinyi for short) provides innovative and comprehensive real estate services and builds on its mission of upholding and promoting the security of real estate transactions. Headquartered in Taiwan, Sinyi is the only listed real estate brokerage corporate in Taiwan Stock Exchange and has branched out internationally into China, Japan, and Southeast Asia. The Sinyi Group is vertically structured into different business units that encompass the primary business of real estate, including real estate services and construction across international markets, and a special unit for culture and public welfare.

In line with its motto: “Sinyi begins with trust and ends with perfection”, Sinyi has reshaped the structure of the real estate industry in Taiwan by constantly initiating high-quality services that surpassed the industry average, as evidenced in customer satisfaction rates.

Grounded in Confucianism, Sinyi’s business operations and strategy give prime importance to their societal obligation and address the needs and concerns of various stakeholders. Sinyi’s successful integration of traditional philosophy into modern business ethics and practices has also been studied by researchers ●

# About the Report



# Sustainability Report

<b>Theme</b>	Realising sustainable policies in practice
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	93
<b>GRI</b>	GRI G4 Comprehensive
<b>Other standards</b>	<ul style="list-style-type: none"> <li>• Corporate Social Responsibility Best-Practice Principles for TWSE/GTSM Listed Companies</li> <li>• UN Global Compact</li> <li>• ISO 26000 - Guidance on Social Responsibility.</li> </ul>
<b>Assurance</b>	Yes
<b>Report history</b>	8 <sup>th</sup> report
<b>Number of material impacts listed</b>	47, of which 19 are highly material
<b>Number of Performance Indicators reported</b>	37

## Sustainable Development



## 2016 Performance Highlights

<b>TOP 5%</b> <b>Listed Company Corporate Governance Evaluations Ranking</b> Received outstanding ranking (top 5% of listed companies) for three consecutive years in TWSE Corporate Governance Evaluations.	<b>TOP 1</b> <b>Steady at the Top of the Real Estate Agency Industry</b> Number one in reviews for 21 consecutive years, a steady seat at the top of the real estate agency industry.	<b>582</b> <b>Directly-operated branches in Asia</b> 493 in Taiwan, 140 in China, 9 in Japan, and expanded business into Malaysia in 2016, a demonstration of our ongoing growth despite oil constraints.
<b>NT\$ 924 million</b> <b>After-tax Net Profits</b> 2016 2015 2014	<b>9.6%</b> <b>Market Share</b> Sinyi Realty continues to strengthen its commitment to doing what should be done, and as a result, we enjoyed a 3.2% growth in market share compared with the previous year.	<b>95.55%</b> <b>Customer Satisfaction</b> Rose by 1.1% over 2015's level of 94.46%. In 2014, the figure was 91.45%.
<b>97 staff members</b> <b>Requests of NT\$1,000 grant for birth of their second children</b> With the highest maternity benefits in the nation, NT\$1,000, we have awarded staff members a total of NT\$148 million in grants. In 2016, a total of 117 new children joined the Sinyi family (both first- and second-born).	<b>3,922</b> <b>Employees</b> As of the end of 2016, this was the total number of Sinyi Realty staff. In 2015, this was 3,909. In 2014, this was 4,058.	<b>Innovative Recruitment Approaches</b> <b>50+30</b> We continued to implement our policy of a guaranteed monthly salary of NT\$10,000 and another NT\$50,000 for the first month after a 30-day probation, along with a 30-day work appreciation plan, thus continuing to optimize our recruitment and training mechanism.
<b>14,335</b> <b>Hours of Volunteer Service by Sinyi Staff</b> In 2016, our volunteer efforts had a total of 1,874 participants helping all across Taiwan.	<b>95</b> <b>Sinyi Lecture Hall Lessons</b> In 2016, 95 lessons were a total of 14,478 participants with an average of 171 people per lesson.	<b>100%</b> <b>Percentage of Suppliers Signed on to Human Rights Clause</b> From July 2013, we have required suppliers contracts to include clauses dealing with suppliers rights and procurement ethics standards.
<b>58gCO2e/person-transaction</b> <b>GreenPass Gas Emissions</b> Year on year, per-capita emissions are declining.	<b>10% Reduction</b> <b>Carbon Footprint per Successful Transaction</b> 2016 2015 2014	<b>1st in the World</b> <b>Passed Carbon Labeling and ISO 50001</b> We are the first real estate brokerage in the world to receive Carbon Labeling and pass ISO 50001 energy management. Also we are the real estate brokerage to pass PAS 2025 Carbon Footprint and ISO 26001 certification.

## Meticulous reporting

You don't need to get very far into Sinyi Realty's report before you realize that it is a masterpiece of well-organized disclosure. Meticulous in its transparency and alignment with leading frameworks, the report underwent three GRI checks: the content index check, the materiality disclosures check and the SDGs mapping, as well as external assurance. This is indicative of a company that wants to leave nothing to chance when it comes to relevant, transparent reporting and alignment with key frameworks. Another early win for Sinyi Realty in this report is the very precise way it sets out its strategic approach – from long to medium to short term strategy, it all fits together to provide an overview of goals, alignment with SDGs and GRI, and relevant chapter in the report that contains the detail. This overview is excellent and provides the reader with confidence very early on that sustainability is serious at Sinyi.

The next part of the report contains several pages of ESG highlights, forming a concise overview of all sustainability programs and progress made in the reporting year, including goals not accomplished. So far, all this provides a sort of executive summary that tells you all the key things you need to know at a high level, leaving the reader to decide whether to delve into the detail in the individual report chapters.

## Workplace reporting

It's easy to see why Sinyi Realty's 2016 report won the workplace reporting category – such a carefully developed chapter, coming early on in the report, immediately after the first chapter on governance, showing the importance of people at this company. Starting with an overview of how investing in human capital aligns with the Sustainable Development Goals, we again see the clarity of Sinyi's reporting in the overview of people goals and performance in the reporting year.

With 17 crammed pages of content, the section on Caring for People is the longest section in the report. No detail is spared, from the gender pay ratios at different levels of the organization, to the details of the workforce by age, level, region and even education level (Bachelors, Masters, Doctorate) to new hires and turnover. These are details which many companies struggle with, either because they do not have good data collection processes, or because they are overly sensitive about disclosing at such a detailed level about the workforce. Once you get past the data, the latter part of the chapter is

“ Starting with an overview of how investing in human capital aligns with the Sustainable Development Goals, we again see the clarity of Sinyi's reporting in the overview of people goals and performance in the reporting year. ”



more qualitative, such as the description of the Happy Health Management Center and the ways in which the company is addressing health and wellbeing, work-life balance and employee recreation.

## Consistent high quality

The rest of this 93-page report is developed with equal rigor and extensive disclosure on every relevant aspect in each chapter. All chapters start with the overview and SDG alignment, continue through goals and performance and then examples of practice and relevant data.

The design, like many Asian reports, is packed, with each page completely filled with narrative and graphics including many diagrams and flow charts. This works well to get the information across, but it works less well for those who actually want to read the report as opposed to simply extracting the data. Perhaps a less dense design coupled with a little less detail in some areas could make future reports a little easier to read. Overall, however, Sinyi Realty has delivered a truly exceptional report, meticulous in all aspects of disclosure, transparent to an impressive degree and appealing with fun design elements interspersed with the data tables and narrative ●

## An interview with Sinyi Realty's CEO, Liu Yuan-Chih

### Why does your company publish a sustainability report?

In 1980 at the start of Sinyi, our founder, Mr. Chun-chi Chou, wrote the corporate mission which is clearly describes the ethical relations with respective stakeholders. One is that Sinyi pursues reasonable profits while sharing with stakeholders rather than maximizing profits. As a result, when we met sustainability report such a global communication tool, we would like to take the approach in accordance with our goal meanwhile to communicate with stakeholders as our first step. Moreover, Stakeholders also play a crucial role in identifying these risks and opportunities for us, particularly those that are non-financial. This increased transparency leads to better decision making, which helps build and maintain trust in Sinyi and our stakeholders.

### How do you engage the Board's in the reporting process?

Sinyi initiated The Total Ethical Management Committee (TEM) that is convened and chaired by the chairman of the Board of Directors, with the members drawn from senior management, including me, the chiefs of staff, the VP of sales, and senior departmental managers. TEM Compiles CSR report and provides it to the Board for review and issuance. In addition, every year our CSR head will report to the

board on the Sinyi's CSR situation reporting on the implementation of the company's CSR with regard to all stakeholders and putting a plan for the year ahead.

### What guidance do you give to your sustainability reporting team?

Since the proposal by the United Nations of 17 Sustainable Development Goals (SDGs), we have built on our long-time commitment to our role as a global citizen by actively focusing on both our major stakeholders and the SDGs. To this end, I and other executives have set out six major sustainability strategies, as guidance for our sustainability team.

### How has your company benefitted from disclosing sustainability performance?

Obviously, better reputation met the expectations of employees, improved access to capital, increased efficiency and waste reduction, and so forth. As you can see, the list of benefits is long. Sustainability reporting requires us to gather information about processes and impacts that they may not have measured before. This new data, in addition to creating greater transparency about Sinyi performance, can provide Sinyi with knowledge necessary to reduce our use of natural resources, increase efficiency and improve our operational performance. Besides, sustainability reporting can



### Caring for Staff

Helping Employees as Partners and Attracting Quality Talent  
Creating a Healthy Workplace and Protecting Employees Wellbeing

Statistics on Employees Applications for Parental Leave and their Returns to Work

The company is in full adherence to all relevant laws and regulations with regard to staff applications for unpaid parental leave, and all staff who apply for such leave may apply for reinstatement to their previous positions upon the completion of their leave period. In 2016, our reinstatement rate for both male and female staff was over 80%, and after looking at the gender breakdown of such reinstatement, we see that Sinyi Really supports both genders equally in their family commitments.

Type	Gender	2014	2015	2016
Number of Employees that Were Entitled to Parental Leave	Male	221	270	240
	Female	142	146	138
	Total	363	416	378
Number of Employees that Took Parental Leave	Male	27	26	28
	Female	40	43	44
	Total	67	69	72
Number of Employees Due to Return to Work after Taking Parental Leave (A)	Male	20	16	33
	Female	20	18	38
	Total	40	34	71
Number of Employees that Did Return to Work after Parental Leave (B)	Male	13	12	10
	Female	16	10	26
	Total	29	22	36
Return to Work Rate (B/A)	Male	65%	75%	30%
	Female	80%	58%	74%
	Total	1	11	10
Number of Employees Returning from Parental Leave in the Prior Reporting Periods (C)	Male	5	16	10
	Female	4	15	8
	Total	9	31	18
Number of Employees Retained 12 Months after Returning to Work following a Period of Parental Leave (D)	Male	0	12	10
	Female	4	15	8
	Total	4	27	18
Retention Rate (D/C)	Male	-	80%	50%
	Female	80%	94%	80%

Note: Return to Work Rate = Number of Employees that Did Return to Work after Parental Leave (B) / Number of Employees Due to Return to Work after Taking Parental Leave (A) x 100%  
Rate: Retention Rate = Number of Employees Retained 12 Months after Returning to Work following a Period of Parental Leave (D) / Number of employees returning from parental leave in the prior reporting periods (C) x 100%

**“ We dedicated to reducing our carbon footprint 17.96% and Carbon emission per person 45 %. Every action of employees became sustainable gradually, saving energies is not a slogan but truly realized by our staff. ”**

prepare us to avoid or mitigate environmental and social risks that might have material financial impacts on our business while delivering better business, social, environmental and financial value - creating a virtuous circle.

#### **How do you use sustainability reporting in making business or operational decision?**

Sustainability reporting needs to be incorporated into the policies and processes of a business if it is to follow sustainable development principles. Setting an effective management framework for sustainable development requires addressing both decision-making and governance. We integrated both into business planning, management information, and control system to provide the reports performance measurements against these strategies. Establishing sustainable development objectives, systems and monitoring mechanisms requires leadership on the part of senior management and a commitment to continuous improvement, as a result, we had a team of executed management for this topic and convened based on the structure.

#### **What did you personally learn from the reporting process?**

According to the different principles released by international organizations such as GRI standards and SDGs, we have a framework of reporting and also directions for an enterprise to clarify its goal. Besides, the criteria are universal tools for corporate to communicate with each aspect of stakeholders easily.

By publishing and reviewing sustainability report every year, we collect information from both external and internal that indicated if we were on the expectation track. Then we could adjust our strategies and become more related to global



guidelines and our core value when we intend to do the good things. One day, the concept of sustainability will be realized not only in Sinyi but every global citizen.

#### **Can you share examples of the changes you have made in your organization as a result of sustainability reporting?**

We strive to be a sustainable enterprise as a target, whereas Sinyi monitored and interviewed with internal experts to identify our material topics before we adopted sustainability reporting. Now, thanks to the reporting process, we collect more diverse information from stakeholders to analyze diverse main issues systematically. In addition, we initiated TEM composed kinds professionals for formulating sustainability report related themes, goals, and approaches. For instance, based on the climate change issue has become severe recently, we dedicated to reducing our carbon footprint 17.96% and Carbon emission per person 45 %. Every action of employees became sustainable gradually, saving energies is not a slogan but truly realized by our staff ●

## **An interview with Sinyi Realty's Executive Manager, Dan-ni (Nico) Chen**

### **How do you engage the senior management and other internal stakeholders in developing sustainability reports?**

For internal stakeholders, we have various channels to collect their opinions, e.g. internal meetings, communications platform, departmental service hotline, etc.

We set up The Total Ethical Management Committee to discuss internal stakeholders' opinions and comments. The Committee, which meets at least once a month and whenever otherwise convened, discussing material issues, is convened and chaired by the chairman of the Board of Directors, with the members drawn from senior management, including the general manager, the chiefs of staff, the VP of sales, and senior departmental managers.

### **How does sustainability reporting contribute to achieving your organization's business goals?**

Sustainability reporting helps us to measure, understand and communicate our economic, environmental, social and governance performance, and then set goals, and manage change more effectively. For Sinyi, sustainability report is the key platform for communicating sustainability performance and impacts – whether positive or negative.

### **What are the biggest challenges you face in developing your sustainability report?**

The social category items that mentioned in the GRI guidelines, such as labor practices, fair working conditions, and human rights, are not normally regarded as issues in Taiwan, so very few companies make references to them in their sustainability reports. Generally speaking, Taiwan companies tend to be strong in the environment (E) category and weaker in the social (S) and governance (G) areas of ESG. Strengthening these components of socially responsible management will be a challenge for Sinyi for the future.

### **What have been your most useful learnings in preparing your sustainability reports?**

Through material topics evaluation, it gives us opportunities to find new and emerging social and environmental issues and to manage potential risk and opportunities at an early stage.

**Q&A**



**“ Through material topics evaluation, it gives us opportunities to find new and emerging social and environmental issues and to manage potential risk and opportunities at an early stage. ”**

By reading benchmark companies sustainability report, we can learn how other companies address key sustainability challenges and best practice in CSR, which give us insight into potential gaps in our approach.

### **How does the sustainability reporting process empower you or others in your organization?**

The reporting process is complex and most people involved play a challenging role. This process can

empower at all levels, from internal content providers to senior management, CEOs and other organizations. All those involved in the reporting process-at any stage and to any degree-are empowered by it in some way. This is one of the unsung and grossly underestimated benefits of sustainability reporting. The way in which a report is developed and the people it touches inside and outside the organization creates great sustainable value which is often not quantified and not even recognized. Our report is not only about corporate performance, it speaks much about the people involved in their preparation, reaching far and wide beyond me.

## How do you think your sustainability reporting will evolve in the next three years?

Sustainability data will be digital. We believe adopting digital tools and systems could decrease the risk associated with time, cost, and accuracy while collecting data.

We will disclose more frequently than annual communications and use creative and diverse methods of communication and make our information more accessible and usable for data users. The reliability of the data will be essential for building trust with stakeholders ●

## Material Topics Management

Based on the information collected through the aforementioned channels, we have collected a total of 47 issues of concern, as laid out below:

- |  |   |  |  |
|--|---|--|--|
| 1 Operating Performance                            | 12 Talent Training and Development                      | 24 Transaction Security                    | 31 Promotion of Culture and Creativity             |
| 2 Governance Structure                             | 13 Organizational Climate                               | 25 Marketing Communication                 | 32 Industrial Development and Policy Communication |
| 3 Legal Compliance                                 | 14 Remuneration and Benefits                            | 26 Quality of Service and Customer Rights  | 33 Green Purchasing                                |
| 4 Corruption Prevention                            | 15 Opportunities for Staff Diversity and Equality       | 27 Information Disclosure and Transparency | 34 Water Resource Management                       |
| 5 Ethics and Integrity                             | 16 Forced Labor   | 28 Corporate Image                         | 35 Biodiversity                                    |
| 6 Risk control                                     | 17 Freedom of Association and Collective Bargaining     | 29 Housing Justice                         | 36 Greenhouse Gas Emissions                        |
| 7 Shareholder Equity                               | 18 Workplace Health and Safety                          | 30 Community Building                      | 37 Waste Management                                |
| 8 Audit Mechanisms                                 | 19 Staff Identity and Retention                         | 31 Employment Opportunities                | 38 Ecological Protection                           |
| 9 Financial Transparency                           | 20 Work-Life Balance                                    | 32 Lifelong Learning                       | 39 Green Services                                  |
| 10 Stakeholder Engagement and Complaints Mechanism | 21 Customer Relations                                   | 33 Anti-Competitive Behavior               | 40 Supply Chain Management                         |
| 11 Labor Relations                                 | 22 Service Innovation                                   | 34 Social Philanthropy and Donations       | 41 Fair Purchasing                                 |
|  | 23 Protection of Personal Information and Trade Secrets | 35 Changes in Population Structure         | 42 Supplier Labor Conditions Assessment            |



- |                          |  |
|--------------------------|--|
| <b>Level</b>             | <b>Response</b>  |
| ■ High : 91 or above     | ■ High : Details of strategies and methods in response can be found in an independent section of this report |
| ■ Medium : 65 to 90      | ■ Medium : Responses are included in the text of this report or on our sustainability website                |
| ■ Ordinary : 64 or below | ■ Ordinary : Not responded to specifically in this report  |

# Baoviet Holdings Vietnam

**B**aoviet 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 capitalization ●

Asia's Best Sustainability Report (Stand-alone)  
Asia's Best Stakeholder Reporting (Highly Commended)

## About the Report



## Sustainability Report

<b>Theme</b>	Save our Ocean
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	285
<b>GRI</b>	GRI Standards Core Option
<b>Other Standards</b>	-
<b>Assurance</b>	Yes
<b>Report history</b>	5 <sup>th</sup> Report
<b>Number of material impacts listed</b>	18

## Highlights

- Detailed risk descriptions and review of mitigation plans
- Review of trends and developments relating to the SDGs and details statements of progress
- Attractive design themed with children’s drawings under the theme of save our ocean
- Commentaries from external stakeholders on sustainable development
- Detailed description of stakeholder issues and company responses by group to inform materiality
- Description of process for determining material topics
- Report structured in line with GRI standards

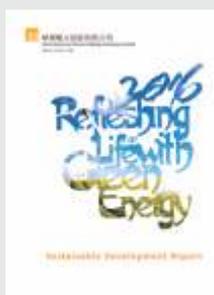
# China Resources Power Holdings

## Hong Kong / China

China Resources Power Holdings Co., Ltd., was founded in August 2001 and was listed on the Main Board of the Hong Kong Stock Exchange in November 2003. CR Power was later incorporated as one of the constituent stocks on the Hang Seng Index in June 2009. The Company is a flagship Hong Kong listed company of China Resources (Holdings) Co., Ltd. and is one of the most efficient integrated energy companies in China. Its business mainly covers thermal power, wind power, hydro power, distributed energy, photovoltaic power generation, and coal ●

Asia's Most Transparent Report  
 Asia's Best Environmental Reporting (Joint Winner)  
 Asia's Best Sustainability Report (Highly Commended)

### About the Report



### Sustainability Report

<b>Theme</b>	Refreshing life with green energy
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	109
<b>GRI</b>	GRI G4 Core Option
<b>Other Standards</b>	CASCSR3.0 / HK-ESG
<b>Assurance</b>	Yes
<b>Report history</b>	6 <sup>th</sup> Report
<b>Number of material impacts listed</b>	14

### Highlights

- Stakeholder interactions and engagement detailed in visual presentation
- Includes feedback form for stakeholders
- Includes rating of the report from CSR Research Center
- Beautiful design with watercolor images and strong photography
- Several case studies and stories

# Chunghwa Telecom Taiwan

Chunghwa Telecom is the largest integrated telecommunication carrier in Taiwan. In August 2005, Chunghwa became a privatized company as the ownership by the government was reduced to less than 50%, and the management system officially transformed from a state-owned enterprise to a privately - owned enterprise. The main business consists of three major areas: fixed, mobile, and data communications, providing voice services, private circuits, Internet, broadband Internet, smart network, virtual network, e-commerce, corporate customer integration ICT services and various value-added services. There are 742 service locations. Chunghwa Telecom is also an important business partner of other international telecommunication carriers ●

Asia's Most Transparent Report (Highly Commended)

## About the Report



## Sustainability Report

<b>Theme</b>	Smart CSR leads smart city
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	-
<b>GRI</b>	GRI Standards Core Option
<b>Other Standards</b>	-
<b>Assurance</b>	Yes
<b>Report history</b>	10 <sup>th</sup> Report
<b>Number of material impacts listed</b>	16

## Highlights

- Includes alignment with SDGs and performance details by SDG
- Informative report with discussion on contribution of ITC to SDGs and prospects for innovative technology and more
- Positive disclosure on critical issues – concerns about electromagnetic waves from base stations and a fatality
- Includes environmental profit and loss statement
- Data mostly provided for 3 years

# CTBC Financial Holding Taiwan

CTBC Financial Holding Co., Ltd. was established on May 17, 2002. Headquartered in Taipei City, Taiwan, CTBC Holding employs over 26,000 members of staff worldwide with business involvement spanning 8 major areas, including banking, life insurance, securities, venture capital, asset management, investment trust, security, and lottery. CTBC Holding's main subsidiary - CTBC Bank currently has 150 branches in Taiwan and 108 branches overseas spread across 14 countries and regions, making it the most globalized financial institution in Taiwan ●

Asia's Best Community Reporting (Highly Commended)

## About the Report



## Sustainability Report

<b>Theme</b>	Corporate Responsibility Report
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	147
<b>GRI</b>	GRI G4 Core Option
<b>Other Standards</b>	-
<b>Assurance</b>	Yes
<b>Report history</b>	10 <sup>th</sup> Report
<b>Number of material impacts listed</b>	21

## Highlights

- Performance highlights pages infographics
- Alignment with SDGs
- Description of materiality process
- Details of material topics with performance in 2016 against goals and targets for 2017
- Extensive use of tables, charts and infographics throughout the report

# Hair O'right International Taiwan

**H**air O'right International Corporation was registered on August 28, 2001 and is a leading supplier of green hair products and cosmetics. "O" represents a round, green earth, and the company's philosophy is to only create products that do "right" by the earth and promote a healthy, sustainable balance between human society and the planet. Hair O'right uses only natural ingredients in its product line ●

## Asia's Best Sustainability Report (SME)

### About the Report



### Sustainability Report

<b>Theme</b>	Changing the world with a shampoo
<b>Reporting period</b>	Calendar year 2015
<b>Format</b>	PDF
<b>Pages</b>	43
<b>GRI</b>	No
<b>Other Standards</b>	-
<b>Assurance</b>	No
<b>Report history</b>	-
<b>Number of material impacts listed</b>	No materiality matrix

### Highlights

- Five chapters focusing mainly on green aspects of operations
- Includes financial statements for 4 years
- Details of Asia's first GMP certified green cosmetics plant
- Discussion of various types of sustainable packaging
- Details of green procurement volumes

# Olam International

## Singapore

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 capitalization. In 2016, Fortune magazine recognized Olam at #23 in its 'Change the World' list ●

Asia's Best Sustainability Report Within Annual Report

### About the Report



### Sustainability Report

<b>Theme</b>	Maximizing value and purpose
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	88 pages strategy report covering sustainability topics
<b>GRI</b>	No
<b>Other Standards</b>	-
<b>Assurance</b>	No
<b>Report history</b>	-
<b>Number of material impacts listed</b>	No material topics defined

### Highlights

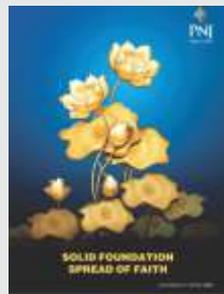
- Details of 10 sustainability goals
- Description of full value chain and strategies
- Alignment with SDGs
- Social impacts with outcomes in supporting farmer livelihoods
- Extensive section on employees
- Interviews with senior managers

# Phu Nhuan Jewelry Vietnam

**P**hu Nhuan Jewelry Joint Stock Company (“PNJ”) is a leading jewelry manufacturer and retailer in Vietnam with over 300 retail stores nationwide. PNJ’s business activities include manufacturing, export/import and trading of gold, silver, jewelry and gemstones. PNJ employs over 1,000 skilled workers and staff. With a production capacity to produce 4 million pieces a year, PNJ serves both domestic and overseas markets. The company offers its products under the CAO Fine Jewellery, PNJ Gold Jewellery, PNJ Silver, and Jemma brands ●

Asia’s Best Reporting on the SDGs

## About the Report



## Sustainability Report

<b>Theme</b>	Solid Foundation Spread of Faith
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	133
<b>GRI</b>	GRI Standards, Core Option
<b>Other Standards</b>	-
<b>Assurance</b>	Yes
<b>Report history</b>	-
<b>Number of material impacts listed</b>	18 highest priority - 15 additional

## Highlights

- Strategy 2017-2022 aligned with Sustainable Development Goals with specific 2017 targets
- Full details of all functional areas responsible for sustainable development with contact details
- Materiality matrix using GRI standards plotted on matrix
- Detailed description of supply chain and distribution management
- Very comprehensive workplace disclosures
- Beautiful design

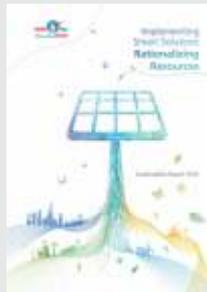
# General Electricity & Water Corp.

## Qatar

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 ●

Asia’s Best Materiality Reporting (Joint Winner)  
Asia’s Best Workplace Reporting (Highly Commended)

### About the Report



### Sustainability Report

<b>Theme</b>	Implementing solutions, rationalizing resources
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	81
<b>GRI</b>	GRI Standards Core Option and GRI Electric Utilities Sector Supplement
<b>Other Standards</b>	-
<b>Assurance</b>	No
<b>Report history</b>	4 <sup>th</sup> Report
<b>Number of material impacts listed</b>	10 high priority - 14 additional

### Highlights

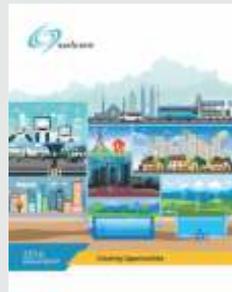
- Introduction from the Minister for energy and Industry
- Section on setting the broader context for electricity and water supply
- Corporate objectives aligned with Qatar’s national vision and strategy and sustainable Development Goals
- Detailed description of materiality process
- Appealing design with strong imagery and charts
- Community engagement calendar showing activities throughout the year

# Salcon Berhad Malaysia

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 waste water 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 liters per day (MLD) ●

Asia's Best CSR Communication Within Annual Report

## About the Report



## Sustainability Report

<b>Theme</b>	Creating opportunities
<b>Reporting period</b>	Calendar year 2016
<b>Format</b>	PDF
<b>Pages</b>	32 pages within Annual Report
<b>GRI</b>	No
<b>Other Standards</b>	-
<b>Assurance</b>	No
<b>Report history</b>	-
<b>Number of material impacts listed</b>	5 high priority - 11 other

## Highlights

- Stakeholder feedback aligned to material topics
- Good overview of each section showing key topics covered
- Includes outcomes of community engagement
- Three years of metrics provided on environment and social metrics
- Appealing data presentation with clear pie charts and infographics

# Sime Darby Property Malaysia

Sime Darby Property is a public company incorporated in Malaysia under the Companies Act, 1965. It is a multiple award-winning integrated property developer based in Malaysia, involved in property development and property investment & asset management, with assets in Australia, Singapore, Vietnam and the United Kingdom. The Company has over 40 years of experience in delivering sustainable communities, with 23 active townships/developments and has approximately 28,000 acres of land bank in four main corridors spanning from Selangor to Johor, which includes 10,800 acres earmarked for future development ●

Asia's Best Reporting on the SDGs (Highly Commended)

## About the Report



## Sustainability Report

<b>Theme</b>	Building thriving communities
<b>Reporting period</b>	July 2015 to 30 June 2016 (FY2016)
<b>Format</b>	PDF
<b>Pages</b>	103
<b>GRI</b>	GRI G4 Core
<b>Other Standards</b>	UNGC
<b>Assurance</b>	No
<b>Report history</b>	2 <sup>nd</sup> Report
<b>Number of material impacts listed</b>	27

## Highlights

- Clear overview of performance highlights at the start of the report
- Material topics aligned with SDGs
- Carbon disclosure by business group and by source
- Nicely presented colorful performance charts at the end of the report with 3 – 6 years of data
- Several interesting case studies in each chapter
- Appealing design

# Sime Darby Plantation Malaysia

Sime Darby plantation Berhad (“Sime Darby Plantation”) is the world’s largest oil palm plantation Company by planted area, accounting for about 4% of total global crude palm oil (CPO) production in 2017. A strong proponent of responsible agriculture, Sime Darby Plantation is a founding member of the Roundtable on Sustainable Palm Oil (RSPO), and about 96% of the palm oil Produced from its plantations is Certified Sustainable Palm Oil (CSPO). With a market capitalisation of RM36.3 billion (as of 30 June 2018) and a global operation across 17 countries supported by a workforce of more than 97,000 employees, SDP is among the largest companies listed on Bursa Malaysia ●

Asia's Best Carbon Disclosure (Highly Commended)

## About the Report



## Sustainability Report

<b>Theme</b>	Innovating for the future
<b>Reporting period</b>	Financial Year ending 30 June 2016
<b>Format</b>	PDF
<b>Pages</b>	96
<b>GRI</b>	GRI G4 Core
<b>Other Standards</b>	UNGC
<b>Assurance</b>	No
<b>Report history</b>	2 <sup>nd</sup> Report
<b>Number of material impacts listed</b>	6

## Highlights

- Clear overview of performance highlights at the start of the report
- Use of the GHG Protocol to measure and report carbon footprint
- Carbon disclosure by business group and by source
- Clearly stated targets
- Performance charts with 7 years of data for better comparability
- Participation in Clean Development Mechanism (CDM)

# Talawakelle Tea Estates

## Sri Lanka

Talawakelle Tea Estates PLC is engaged in producing and processing of Tea and Rubber. The Company is engaged in the cultivation and manufacture of black tea and the subsidiaries are engaged in generation of hydro power. The Company's segments include Tea, Rubber and Mini Hydro Power. The Company offers tea under brands, including Dimbulla Tea and Ruhuna Tea. The Company has approximately 20 tea estates spreading out on over 6,490.55 hectares of land Sri Lanka ●

Asia's Best Integrated Report (Highly Commended)

### About the Report



### Sustainability Report

<b>Theme</b>	Surmounting a watershed year
<b>Reporting period</b>	1st April 2016 to 31st March 2017
<b>Format</b>	PDF
<b>Pages</b>	-
<b>GRI</b>	G4 Comprehensive
<b>Other Standards</b>	Integrated Reporting <IR> Framework and other regulatory frameworks
<b>Assurance</b>	No
<b>Report history</b>	-
<b>Number of material impacts listed</b>	14 high priority - 30 additional

### Highlights

- Description of overall value chain including sustainability, responsibility and profitability! Great adaption of sustainability language!
- Presentation of integrated sustainability objectives, goals and achievements against the six capitals framework with four years of data
- Very detailed social and human capital disclosures
- Biodiversity section with great detail including conservation efforts for a wide range of fauna
- GRI disclosure labels included throughout

# Tata Steel India

Established in Jamshedpur in 1907, Tata Steel, a Company that took shape from the vision of Jamsetji N. Tata, is today a global business enterprise having products and services in over 150 countries. Being the world’s second-most geographically diversified steel producer, Tata Steel operates in 26 countries, has a commercial presence in over 50 countries and employees spread across five continents ●

Asia’s Best Integrated Report

## About the Report



## Sustainability Report

<b>Theme</b>	Towards a Sustainable Future
<b>Reporting period</b>	April 1, 2016 to March 31, 2017
<b>Format</b>	PDF
<b>Pages</b>	380 total pages
<b>GRI</b>	No
<b>Other Standards</b>	International Integrated Reporting Council (IIRC) - UNGC
<b>Assurance</b>	Yes
<b>Report history</b>	2 <sup>nd</sup> Integrated Report
<b>Number of material impacts listed</b>	Not listed

## Highlights

- Strong infographic overview of how Tata Steel makes a difference through its products and solutions
- Integrated report is 65 pages, remaining pages are statutory and financial reporting
- Aligned with six capitals and SDGs throughout
- Includes key achievements, mitigation strategies and impacts in each section
- Key performance data for five years included
- Symmetric design for each chapter, extensive use of charts and tables

# Thai Union Group Thailand

Thai Union is a global seafood leader with ambitious growth goals and a dedication to sustainability and innovation. With brands across North America, Europe, and Asia and the Pacific, Thai Union’s vast selection of shelf-stable, chilled and frozen foods and related products makes meal times delicious, dynamic, easy and healthy for millions of families worldwide ●

Asia’s Best Online CSR Communication (Highly Commended)  
Asia’s Best Supply Chain Reporting (Highly Commended)

<h2>About the Report</h2>		<h2>Sustainability Report</h2>
<b>Theme</b>	Sustainability Report	
<b>Reporting period</b>	Calendar year 2016	
<b>Format</b>	PDF	
<b>Pages</b>	114	
<b>GRI</b>	(GRI) G4 - Food Processing Sector Supplement (FPSS)	
<b>Other Standards</b>	UNGC	
<b>Assurance</b>	No	
<b>Report history</b>	4 <sup>th</sup> Report	
<b>Number of material impacts listed</b>	8	

### Highlights

- SeaChange® sustainability strategy update including links to UN Global Compact and Sustainable Development Goals
- States 2020 targets and progress made
- Well documented process of stakeholder consultation
- Detailed supply chain and traceability considerations for different sourcing types
- Includes well-crafted case studies throughout the report
- Data performance summaries covering two years at the end of the report

# Sustainability Reporting: Tips from Asia's Best

## Secrets of award winning reports

### TOP TIPS FOR A GREAT REPORT

#### ENGAGEMENT

Engage with internal and external stakeholders to produce relevant content.

#### MATERIALITY

Focus on the topics that are important to stakeholders and also represent the most significant impacts of business activities.

#### BALANCE

Report both positive as well as not-so-flattering performance.

#### CONCISENESS

More is generally not better. Present your report in a brief but comprehensive style.

#### CLARITY

Avoid jargons. Use simple and easy to understand language for writing your report.

### Chaiwat Kovavisarach, Chief Executive Officer, Bangchak Corporation

Sustainability reporting must be supported by the entire organization. Everyone needs to understand importance and benefits of the reporting process in terms of further improvement. In addition, it is an opportunity for everyone to show their sustainability performance achievements, opinions and creativity through sustainability reporting in order to share the common vision of the corporate sustainability.

Sustainability data from the reporting process must be used for the management reviews and operational performance improvement that can promote mutual learning and more challenging sustainability target setting.

### **| Chongprode Kochaphum, Head of Sustainability, Bangchak Corporation**

Enjoy the process: Every step is a learning opportunity, make a game out of challenging yourself to identify where you can improve the report whether it be content, writing, formatting or presentation.

Get in touch with the essence of what the company stands for: there are plenty of indicators and plethora of explanations that the company must report in accordance with the various standards, but we shouldn't cramp everything in otherwise our report will become like a dense textbook that no one wants to read.

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### **| Franky Oesman Widjaja, Chief Executive Officer, Golden Agri Resources**

Recognise that sustainability reporting is a value-add for the business and can bring benefits beyond compliance with regulatory requirements

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### **| Agus Purnomo, Managing Director, Sustainability and Strategic Stakeholder Engagement, Golden Agri Resources**

Don't panic. There are numerous frameworks and requests for disclosure out there so it's useful for companies to remember that their starting point for reporting should be their most material issues.

Be authentic and honest and do not be afraid to admit that sometimes the best-laid plans do not work out and targets are not achieved. The key thing is to show stakeholders that you are aware of this and have a backup plan.

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### **| Kuncoro Kukuh, General Manager, PHE WMO**

Focus on Stakeholder expectations as an important starting point in the preparation of the SR.

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### **| Harnanto Djama, QHSSE Operations Manager, PHE WMO**

Involve both internal and external stakeholders to get comprehensive insights.

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### **| Liu Yuan-Chih, Chief Executive Officer, Sinyi Realty**

Be open and authentic, it is your comprehensive introduction.

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### **| Dan-ni (Nico) Chen, Executive Manager, Sinyi Realty**

Be honest and set realistic goals.



“ There is no tool for development more effective than the empowerment of women. ”  
 - Kofi Annan



## Asia's Top Sustainability Superwomen

A tribute to outstanding women leaders driving a positive change

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Chief Executive, Global Reporting  
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- **Jonathan Labrey**, Chief Strategy  
Officer, International Integrated  
Reporting Council (IIRC)

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