

# SUSTAINABILITY REPORTING

LEARN  
FROM  
ASIA'S  
BEST

SECRETS REVEALED IN  
AWARD WINNING REPORTS

2015

# MAKING YOUR BUSINESS BETTER THROUGH SMART SUSTAINABILITY STRATEGIES

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**Sustainability Strategy**  
**Sustainability Reporting**  
**Materiality Analysis**  
**Stakeholder Engagement**  
**External Assurance**  
**Carbon Footprint**  
**Supply Chain Sustainability**  
**Training**

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# INTRODUCTION

“ We firmly believe that it is very important for Asian companies to disclose their sustainability performance to stay relevant to investors, customers, employees and community at large. A good sustainability strategy makes a company future-proof. An economy with lots of future-proof companies simply means better life for everyone. ”

**Rajesh Chhabara**  
Managing Director  
CSRWorks International



When launching the first Asia Sustainability Reporting Awards earlier in 2015, I wanted to see recognition given to those companies who were showing sustainability leadership and reporting excellence. There were compelling reasons for doing that.

Currently, in Asia, companies which don't produce sustainability reports overwhelmingly outnumber those which do. Our mission therefore is two-fold: one, to honour the leaders, and two, to encourage and inspire more companies to embrace sustainability reporting.

In the process these companies are demonstrating some very good business reasons for embarking on the sustainability journey. So we want to celebrate best practices in the business of sustainability and reporting.

We firmly believe that it is very important for Asian companies to disclose their sustainability performance to stay relevant to investors, customers, employees and community at large. A good sustainability strategy makes a company future-proof. An economy with lots of future-proof companies simply means better life for everyone.

Overwhelming response to the inaugural Asia Sustainability Reporting Awards proves that there is a strong need for a regional platform to showcase best practices and for benchmarking and peer learning. We are happy to have created this platform.

In line with our vision, we decided to tell the stories of the 2015 winners of the Awards through this publication. There are some very productive lessons learned and excellent ideas freely shared by these winning companies.

Undoubtedly, these will encourage and inspire many more companies to embark on their own sustainability reporting journey.

May I have the pleasure to present to you the maiden edition of 'Sustainability Reporting. Learn from Asia's Best'!

# ABOUT THE ASIA SUSTAINABILITY REPORTING AWARDS

The Asia Sustainability Reporting Awards (ASRA) recognise and honour sustainability reporting leaders in Asia. ASRA celebrates best practices in sustainability reporting and communications, providing an annual opportunity for organisations to build trust and awareness amongst their stakeholders by showcasing their corporate social responsibility initiatives. ASRA has created a platform for sharing best practices, benchmarking and peer learning, bringing together the leaders in sustainability reporting. A key goal is to encourage and promote sustainability disclosure by honouring those who have demonstrated leadership in sustainability reporting.

The inaugural Asia Sustainability Reporting Awards took place in 2015 for reports that had been published in the 12 months preceding the closing entry date of 23rd November 2015. The winners in all categories were announced at a Gala Dinner at the official residence of the British High Commissioner in Singapore on 28th January 2016.

## ASRA Vision

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

## ASRA Values

Integrity  
Independence  
Impartiality  
Objectivity  
Transparency

## ASRA ORGANISERS

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

## This Publication

This publication features the winners of the Asia Sustainability Reporting Awards 2015 aimed at sharing their experience in producing highly effective sustainability reports.

**Writer:** Elaine Cohen, Beyond Business Ltd, a sustainability reporting expert who served on the judging panel of ASRA 2015.

**Editor:** Ken Hickson, Sustain Ability Showcase Asia (SASA) and author of "Race for Sustainability".

**Editorial Advisor:** Rajesh Chhabara

**Production Coordinator:** Terry Tan

**Design:** Creativiews

**Photos:** Provided by respective organisations

**Produced and presented by:**  
CSRWorks International Pte Ltd

CSRWorks International Pte Ltd, 2 Leng Kee Road #02-10 Thye Hong Centre, Singapore 159086

[www.csrworks.com](http://www.csrworks.com) | [www.csmatters.com](http://www.csmatters.com) | [asra@csrworks.com](mailto:asra@csrworks.com)

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# Asia Sustainability Reporting Awards

## 01 Asia's Sustainability Report of the Year

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

## 02 Asia's Best Sustainability Report

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 shows a strategic link between an organisation's business goals and its social and environmental goals. The winner will have to demonstrate that its report presents a candid and meaningful account of its sustainability performance while providing insight into its future plans.

## 03 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 a range of factors that affect an organisation's ability to create value over time. The report must include disclosures about matters that substantively affect the organisation'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 organisation's relationships with its key stakeholders.

## 04 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 by focussing on material topics and stakeholder engagement.

## 05 Asia's Best Sustainability Report (SME)

This category is for Small and Medium Enterprises (SMEs). The award goes 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.

## 06 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 have started providing meaningful information about their corporate social responsibility initiatives and how these initiatives create value for the business and its intended stakeholders.

## 07 Asia's Best Online CSR Communication

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

# Categories

## 08 Asia's Best Materiality Reporting

This category is for recognising the best practice in materiality analysis and disclosure. The winner would have shown a deep understanding of its material issues, including challenging and complex issues, boundaries of various issues and successfully explained how it prioritises issues and addresses the material issues.

## 09 Asia's Best Stakeholder Reporting

The award of this category goes 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 must provide evidence of a real engagement with crucial stakeholders as this is a particularly challenging topic to disclose, requiring discussion of sensitive topics with stakeholders. Reporting in a mature way on stakeholder engagement is a sign of a great strategy and a great report.

## 10 Asia's Best Environmental Reporting

This 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. A high quality environmental report presents complex information with clarity and comparability.

## 11 Asia's Best Carbon Disclosure

This award goes to an organisation which has applied international standards and best practices for measuring, monitoring and reporting its carbon footprint. The organisation would have also revealed its climate change policies and initiatives to mitigate climate change through effective carbon reduction activities.

## 12 Asia's Best Workplace Reporting

This category recognises the organisation which has shown its leadership in human resource management to develop a truly engaged, motivated and productive workforce. The organisation's workplace policies and results clearly shows its ability to attract, grow and retain talent to stay competitive and ahead of the curve.

## 13 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. Demonstrating effective supplier engagement is a key criteria for this category.

## 14 Asia's Best Community Reporting

This award goes to the organisation which has provided a coherent account of its community investment, impacts and the difference it has made. The winner will show it goes beyond "charity" to take a more strategic view of its role in the community, implementing policies and programmes to retain a "license to operate", and also help reduce business risks thereby enhancing its overall reputation as a good corporate citizen.

## 15 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.

# AWARD WINNING REPORTS

## Asia's Best Sustainability Reports 2015

Hang Lung Properties Sustainability Report 2014	Asia's Sustainability Report of the Year Asia's Best Sustainability Report
ACWA Power Sustainability Report 2014	Asia's Best First Time Sustainability Report
ADFIAP Sustainability Report 2014	Asia's Best Sustainability Report (SME)
Airport Authority Hong Kong 2014/2015 Sustainability Report	Asia's Best Carbon Disclosure
Birla Carbon Sustainability Report 2015	Asia's Best Materiality Reporting Asia's Best Online CSR Communication Asia's Most Transparent Report
Commercial Bank of Ceylon Annual Report 2014	Asia's Best Integrated Report
Gammon Construction Sustainability Report 2014	Asia's Best Supply Chain Reporting
Maybank Sustainability Report 2014	Asia's Best Workplace Reporting Asia's Best Online CSR Communication Highly Commended
Maynilad Water Services 2013-2014 Sustainability Report	Asia's Best Environmental Reporting Asia's Best Stakeholder Reporting
Omnicom Media Group MENA 2014 Sustainability Report	Asia's Best First Time Sustainability Report
Orient Overseas (International) Ltd Annual Report 2014	Asia's Best CSR Communication within Annual Report
YES BANK Sustainability Report 2014-15	Asia's Best Community Reporting

## Asia's Highly Commended Sustainability Reports 2015

StarHub Sustainability Report 2014	Asia's Best Community Reporting
Ayala Corporation 2014 Sustainability Report	Asia's Best Workplace Reporting
Kulim (Malaysia) Integrated Annual Report 2014	Asia's Best Carbon Disclosure
PT Pertamina (Persero) 2014 Annual Report	Asia's Best Integrated Report





### About the Report

Theme	“We Do it Right”
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	66
GRI	G4, core option, including the Construction and Real Estate sector disclosures
Other standards	ESG Reporting Guide (Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong)
Assurance	Yes
Report history	Third stand-alone Sustainability Report
Number of material impacts listed	30
Number of Performance Indicators reported	29

**Winner:** Asia’s Report of the Year  
**Winner:** Asia’s Best Sustainability Report



**H**ang Lung Properties Ltd. is the operating arm of Hang Lung Group Ltd, a leading Hong Kong company with an extensive real estate portfolio in Hong Kong and key cities on the mainland China. Hang Lung is publicly traded on the Hong Kong Stock Exchange and reported a market capitalisation of HK\$79.33 billion at the end of 2015. Hang Lung employs 4,806 people.

**“ This report makes sustainability serious, engaging and entertaining all at the same time. It’s a report you want to read! ”**

The Sustainability Report from Hang Lung was the one that immediately stood out for judges. The report makes you want to read it – even excited to read it. The creativity and fun in the presentation of this report was like no other that was submitted for the awards, and also very different from most reports that are published around the world. Hang Lung has delivered an appealing and inviting look and feel, using cartoons and visuals to present the report in a highly innovative way, with both skill and humour. And what is the purpose of a report if not to gain the interest and engagement of stakeholders in order to build trust with them? However, no matter how attractive or creative the design, if the report does not have substance, it is not meeting its objective. A detailed analysis of the nature of Hang Lung’s disclosures and the quality of the information presented, indicates that the Hang Lung report is equally strong in substance. Hang Lung articulates a clear vision for sustainability in four key areas: governance, sustainable building, employer of choice and community integration, and disclosed progress made in 2014. The company presents stakeholder feedback and targets for three years that provide a response to issues raised as well as a Materiality Assessment linking key sustainability issues to business performance. The in-depth case-studies covering different aspects of the operation

**“ The inclusion of the voices of Hang Lung employees makes the report very personal (as it should be for employees) and demonstrates high internal engagement. ”**



and performance in 2014 illuminate the quality and substance of Hang Lung’s performance and results. The inclusion of the voices of Hang Lung employees makes the report very personal (as it should be for employees) and demonstrates high internal engagement. Overall, Hang Lung’s Report stands out from the crowd as a very positive reporting example that makes sustainability serious, engaging and entertaining all at the same time. It’s a report you want to read! ●



**“ Hang Lung has delivered an appealing and inviting look and feel, using cartoons and visuals to present the report in a highly innovative way, with both skill and humour. ”**

An interview with Philip Chen,  
Managing Director, Hang Lung Properties

“Engagement is the key. A company can hardly achieve corporate sustainability without engaging its stakeholders.”



## Q&A

### Why does your company publish a Sustainability Report?

“We Do It Right” is a principle that extends beyond our core business and embraces the initiatives we undertake on behalf of our staff, the community and the environment. Guided by this principle, we are not only focusing on short-term market gains but also how we are impacting the economy, the society and the environment. We see the Sustainability Report as a good platform to share this value with our internal and external stakeholders. We also want to use the report to raise awareness of the importance of sustainability. There are growing expectations on the disclosure of non-financial information among our stakeholders. People, let’s say our investors or our colleagues, are indeed using

non-financial parameters to evaluate our performance before deciding whether they would invest in us or work with us. Publishing the Sustainability Report is the most direct and systematic way to let them know our non-financial performance. As one of the major listed companies in Hong Kong, we have to set a good example for other companies by proactively advocating sustainability as a matter of long term investment.

### How do you use your Sustainability Report?

Engagement is the key. A company can hardly achieve corporate sustainability without engaging its stakeholders. The first level of engagement is to inform. So we basically use our Sustainability Report to inform our valued stakeholders our performance, to respond to their concerns and expectations, to share our values with them, and ultimately to enhance their awareness towards sustainability.

Besides, we have publicly disclosed our sustainability targets and timeline in the report. I believe this would motivate our colleagues to achieve the targets, and hence it is also a useful tool to enhance our own sustainability performance.

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

*Structure* - Sustainability itself is multi-disciplinary, so the Sustainability Report would cover lots of data and information about our operation. This involves the collaboration of different functional departments to collect sufficient information.





To ensure the smoothness of this collaboration, we have taken a top-down approach. We established our sustainability management structure since 2012 to coordinate the reporting process as well as to formulate corporate-wide sustainability strategies. This structure is overseen by the Sustainability Steering Committee, comprising heads of different departments. After over four years of evolution, effective communication channels are in place to facilitate information exchange and functional departments are well aware of their role and responsibility to pursue sustainability. I consider this as one of the biggest rewards of preparing the Sustainability Report.

**Awareness** - Publishing a Sustainability Report has helped enhance internal awareness towards sustainability with visible changes. We did not have such a report at the time I joined the company as Managing Director, and now we are going to publish our fourth stand-alone Sustainability Report. Our colleagues are gaining knowledge on different sustainability aspects bit by bit throughout the process in preparing for the report.

**Exposure** - We gain new exposure through understanding what the market expects and how others are doing on sustainability. The report provides us with a standard framework to benchmark our sustainability performance with other key players in the industry, so that we can aim

“ **The Sustainability Report is a tool to engage everybody, including our investors, colleagues and even society at large.** ”

higher and strive for excellence. Besides, we gained recognition for our efforts in pursuing sustainability recently, which certainly adds as an encouragement to us.

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

Quite a number of companies are handling their Sustainability Report in the same way they handle their annual report. This usually makes the report investor-oriented and is difficult to be comprehended by most other stakeholders.

Meanwhile, we believe that the Sustainability Report is a tool to engage everybody, including our investors, colleagues and even society at large. The report should be able to enhance their awareness toward this subject, and at the same time to inform them how we are impacting the society. However, how would you achieve this objective if they would not even pick up the report and read it? Therefore, we have executed the Sustainability Report in a different way last year. We tried to make our Sustainability Report 2014 attractive and fun - in a serious way - by presenting our sustainability information in comic style. It was an unconventional approach but it turned out it was also a success.

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

My biggest learning from the reporting process is not about what sustainability is, but how to pursue it. Sustainability is never a task which can be accomplished by one person, so the key, which I have mentioned a lot of times, is to engage. Once your colleagues or investors share the same value as you, they will certainly support you to pursue your sustainability goals. Hence, my key involvement in the report is to set this as the tone from the top by drafting the Message from Managing Director for our report, through which I hope to reinforce our sustainability vision – to create social value.

**Case study**

**Riverside 66, Tianjin – Sustainable building development in practice**

Riverside 66, opened in September 2014, is the latest demonstration of our commitment to sustainable building development by incorporating significant environmental features in the property, engaging with and contributing to the neighboring community and preserving its cultural heritage.

**Environmental features in design and construction**

Our approach to minimizing the environmental impact of Riverside 66 throughout its development led to the LEED Gold certification of the building:

- Our building envelope was optimized with better thermal insulation during both hot and cool seasons.
- Heat recovery systems were installed that greatly enhanced energy efficiency of our chillers.
- Energy-efficient lightings, lifts and escalators were also installed to further optimize energy efficiency in the operation of the building.

Riverside 66 has a total gross floor area of 152,831 m<sup>2</sup>, which is a 'giant elephant' for our neighbor. With this in mind, we make sure that the design of the building blends in with the surroundings and provides greater connectivity in and around the neighborhood.

James Zhu, Deputy General Manager, Riverside 66

- Glass with high thermal insulation was used extensively for the curtain wall to allow natural light penetration to the lower floors of the shopping mall, lowering the use of electricity for lighting purposes.
- We are harnessing the natural energy resource located underground in the building through an innovative system that converts the constant low temperature geo-thermal energy into air-conditioning cooling for the car park.
- Construction waste generated such as steel, concrete, packaging material, wood, crushed building block, cardboard, and general mixed waste at the project site were collected and sorted. Approximately 80% of construction waste (in weight) was diverted from landfill.

**Showcasing culture, preserving heritage**

Riverside 66 is located along the Hai He River next to Heping Road, an area with a rich commercial history for over a century known as one of the "10 Most Famous Commercial Streets in China". Chinese elements reflective of this heritage were incorporated into the design to blend agreeably into the surrounding environment. Showcasing the historic features of Heping Road, the display wall on the south side incorporates the concept of traditional Chinese curio shelves. The facade on the north side is a glass structure which

Further, sustainability is unquestionably one of the fastest growing trends in the corporate world. From when almost nobody was aware of what sustainability means less than a decade ago to nowadays when we regularly hear of something new about it, this is certainly an ongoing learning process for everybody, including me.

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

With respect to sustainability or sustainability reporting, I am not, and should not be, the only one to determine what should be changed in our company. It is more about what our stakeholders, i.e. our colleagues, investors, customers, partners, want us to change. For instance, our stakeholders wanted us to narrow down the environmental performance gap between our properties in Hong Kong and the mainland China, and hence we rolled out a series of asset enhancement programmes in response to this feedback. We will continue to engage our stakeholders through different channels, so to ensure that the changes we make are aligned with their expectations.

“ Sustainability is not a stand-alone subject but a broad corporate strategy that could be integrated into every facet of the business. ”

### Please give your top three tips for other CEOs with regards to publishing Sustainability Reports.

*Top Management Support* – As mentioned, sustainability is not a stand-alone subject but a broad corporate strategy that could be integrated into every facet of the business. Under such circumstances, top management support and commitment is critical to drive initiatives of different sustainability aspects throughout the value chain. Department heads are accountable for their corresponding sustainability performance indicators, and hence they are responsible for driving continual improvement.

*Engagement* – Sustainability is about how you manage your impact on the economy, the community and the environment, and you use a Sustainability Report to tell people about how you manage these impacts. Meanwhile, you can never understand the impact better than those who have been impacted. That's why engagement is always the key to pursue sustainability and to produce a good Sustainability Report. You have to engage your stakeholders, i.e. to inform them, to consult them, and to involve them from time to time instead of doing what just you think is good or appropriate, so that you can truly manage your impacts and to report what stakeholders anticipate to see.

*Do it with passion* – This is the most difficult. Pursuing sustainability as a value will not give your company immediate tangible benefits, whilst it very likely requires ample time and resources to create this value. So sometimes, particularly at the early stage when you started to work on sustainability, you might need to put aside how much you could gain from the process and just focusing on doing the right thing with passion as a responsible corporate citizen ●

**Q&A**

**An interview with Bella Chhoa, Assistant Director – Corporate Affairs and Chairperson of the Sustainability Steering Committee, Hang Lung Properties**



**“ Our philosophy in sustainability reporting is to make it condensed, balanced, yet fun in a serious way, so that everybody could find the report easy to read and comprehend ”**

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

What we are most proud of is that we are now able to produce a report which could engage. Four years ago when almost nobody knew what a Sustainability Report should comprise, we started to prepare for our first Sustainability Report from scratch. Looking back when our first Sustainability Report was published, it was just like an ordinary corporate report that merely follows the basic reporting requirement. Although engagement is the key to pursue sustainability, we failed to achieve this objective as nobody was reading it.

Through ongoing efforts to engage internally and externally over the past few years, we are now capable of producing a more comprehensive report that goes far beyond the local requirement as well as other international reporting guidelines. We were determined to produce a report that everybody would read. Further, throughout the reporting process, we successfully identified performance gaps on corporate sustainability, and we formulated work plans and strategies to deal with these gaps. Examples include our construction health and safety practices, enterprise risk management frameworks, and our position in pursuing sustainability.

In short, it is not just one or two highlights that we are proud of about our report, but it is the whole process as we have created the report from scratch to a point where stakeholders are now aware of what Hang Lung is doing in pursuing better sustainability performance.

**Our sustainability vision and our progress**

Sustainability Vision		Key actions in 2014	
<b>Governance</b>	To ensure the highest standards of governance, transparency, honesty and integrity in our operations, and to ensure a clear management framework our sustainable successful development	<ul style="list-style-type: none"> <li>Developed a three-year action plan based on our Sustainability Vision and sustainability challenges.</li> <li>Participated in the Carbon Footprint Repository for Listed Companies in Hong Kong.</li> <li>Attained external assurance to verify the accuracy of the sustainability report.</li> </ul>	
<b>Sustainable buildings</b>	To construct world-class sustainable buildings that add significant and tangible value to the communities we serve; and maintain these buildings with a strong priority on the triple bottom line of economy, environment and society.	<ul style="list-style-type: none"> <li>Continued to benchmark the environmental performance of new and existing buildings against international and local standards such as LEED and BEAM Plus.</li> <li>Implemented environmental initiatives targeting energy, water and waste for our buildings in Hong Kong and Mainland China.</li> <li>Reduced the energy intensity of properties in Hong Kong and Mainland China by 14% as compared to 2013, achieving and surpassing our target of 10% by 2015 (target readjusted from 7.5% to 10% at the end of 2013).</li> </ul>	
<b>Employer of choice</b>	To be "the employer of choice" by ensuring a respectful, harmonious and safe working environment by providing training and career development opportunities and enabling our employees to act with integrity and feel motivated.	<ul style="list-style-type: none"> <li>Introduced more competitive remuneration package based on the results of the compensation benchmarking of key positions in Hong Kong and Mainland China.</li> <li>Completed 90% of alignment exercise on human resources and administration policies across Hong Kong and Mainland China.</li> <li>Provided tailor-made training based on training needs analysis for all staff.</li> <li>Delivered management training to enhance career development opportunities.</li> </ul>	



### What was your biggest challenge in writing your Sustainability Report?

Definitely data and information. As mentioned, it was not usual practice for companies to publish a Sustainability Report and there are no systems in place for the collection of sustainability data and information similar to those for financial reporting. At first, it really took time, perseverance, tolerance and persuasion to collect data. The key challenge was how we established the communication channel between different functional departments as well as enhance the awareness of sustainability, so that every relevant department would know what they have to feed us for the reporting process. This is a very long process which may take three to five or more years before the system is fully functioning. We are still optimising this process, but fortunately we have now a well-defined sustainability management structure in place.

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

There was probably no big surprise as the reporting process was coordinated within a structured framework. Nonetheless, maybe I was still “surprised” by the actual time and resources required to produce a good report, especially when you would like to do something different from the others.

“ We will continue to produce our Sustainability Report slightly different from the conventional approach so as to engage a wider spectrum of stakeholders. ”

Meanwhile, looking back at our journey in sustainability reporting, we are surprised by the speed with which we picked everything up from scratch. Thanks to the tone from the top and management’s vested belief in us to pursue sustainability, we had the courage to see sustainability as engagement and to take an unconventional approach to design our report to achieve the objective to engage.

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

It is how to deal with the unconventional design of our report. Every step from conceptualising the design, gauging support, to working with the design group to make it happen, the whole process is a brand new experience to the reporting team and other colleagues who contributed to the reporting process. We were all thrilled when we learnt that the approach was appreciated by external stakeholders and evidenced by the award.

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

Since sustainability reporting is an engagement process to seek feedback and to identify risks and/or opportunities, it has actually empowered everybody involved to improve the sustainability performance of the company.

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

Since we know that we are apparently on the right path for sustainability reporting, we would not use the term “differently” to describe what we are going to do next. Instead, we are now focusing on how we should progress along this path. As mentioned previously, there will always be information gaps in our reporting, so we will continue to enhance our internal system to close these gaps, and ultimately to

report more than what is required by the local and international reporting standards. We will continue to produce our Sustainability Report slightly differently from the conventional approach so as to engage a wider spectrum of stakeholders. For instance, we are planning to add one brand new component in our report in response to the feedback from our investors, and I hope it will again bring positive feedback with the publication of our Sustainability Report 2015.



## What are the key elements of your report that helped you gain recognition in the ASRA 2015 Awards for the category/categories you entered?

Our philosophy in sustainability reporting is to make it condensed, balanced, yet fun in a serious way, so that everybody could find the report easy to read and comprehend. I believe this is how a Sustainability Report should be positioned. Nowadays, we are not lacking the technology, the skills and the resources to pursue sustainability; what we desperately need is the awareness. With a position slightly different from many of the investor-oriented Sustainability Reports available in the market, this allows us to stand out from the crowd and gain recognition in the ASRA 2015 Awards ●

### Sustainability performance

Environmental Performance								
		2012		2013		2014		
		Unit	HK	MC	HK	MC	HK	MC
<b>Energy management</b>								
Energy intensity of buildings in use		kWh/m <sup>2</sup> /year	115.73	110.05	111.31	102.45	108.15	93.32
Electricity consumption		kWh	95,200,762	72,112,995	82,110,451	85,680,761	79,780,261	101,945,767
Direct energy consumption	Diesel	liters	N/A	N/A	2,744	5,395	4,407	4,007
	Towngas	m <sup>3</sup>	N/A	N/A	N/A	217,960	N/A	235,717
	Natural gas	m <sup>3</sup>	N/A	N/A	N/A	4,005	N/A	39,486
Greenhouse Gas emissions	Direct emissions (Scope 1)	tCO <sub>2</sub> e	N/A	N/A	477.77	11.76	1,754.35	659.54
	Indirect emissions (Scope 2)	tCO <sub>2</sub> e	N/A	N/A	57,477.32	65,190.96	54,888.33	90,085.18
	Intensity	tCO <sub>2</sub> e/m <sup>2</sup> /year (CTA)	N/A	N/A	0.078	0.078	0.0768	0.0886
Renewable energy generated		kWh	N/A	N/A	200	248,092	95.4	403,720
<b>Water management</b>								
Water intensity in our buildings		m <sup>3</sup> /m <sup>2</sup>	1.58	1.78	1.35	1.46	1.53	1.23
Fresh water consumption		m <sup>3</sup>	589,248	456,606	482,649	563,950	548,290.74	694,273
Water reused		%	N/A	N/A	2.6	1.2	1	1.2
<b>Waste management</b>								
Recycled waste	Paper	kg	N/A	N/A	192,896	166,300	138,721	514,746
	Metal	kg	N/A	N/A	2,484	9,600	2,174	20,160
	Food	liters	N/A	N/A	3,793,120	N/A	7,323 (kg)	N/A
	Plastic	kg	N/A	N/A	N/A	5,400	603	N/A
	Glass	kg	N/A	N/A	N/A	1,100	850	N/A
	Fluorescent light bulbs/tubes	pieces	N/A	N/A	N/A	13,000	4,330 (kg)	8,013
	Grease waste	liters	N/A	N/A	N/A	207,200	N/A	212,532
Waste disposed in landfills		tons	N/A	N/A	3,896	62,034	5,072	58,026.30

Note: The electricity data for Hong Kong in 2012 covers 33 buildings. The data in 2013 and 2014 covers 29 buildings. In 2013 and 2014, the following buildings were not included: Leguna Plaza, Star Centre, Park Building, Starhope House, Queensway Plaza, The Winsky and The Bay Bridge as some of their properties have been sold and are no longer managed by the Group. The Standard Chartered Bank Building and Corner-on-the-Mid were added. In Mainland China, the electricity data for 2012 includes Plaza 66 and Grand Gateway 66 in Shanghai. In 2013, the electricity data includes Plaza 66, Shanghai, Grand Gateway 66, Shanghai and Palace 66, Shenyang. In 2014, the data includes Plaza 66, Shanghai, Grand Gateway 66, Shanghai, Palace 66, Shenyang, and Parc 66, Jinan. The electricity consumption data includes air conditioning, lifts systems and the central treatment plant for the entire development. Electricity consumed by tenants within their own rented spaces is not included since the tenants primarily control the consumption. Data is based on meter readings. Renewable energy generated in Mainland China is from solar panels. Mainland China's direct energy consumption (Towngas) data is from Plaza 66, Shanghai; Mainland China's direct energy consumption (Natural gas) data is from Parc 66, Jinan. Hong Kong's direct emissions data includes emissions from diesel and refrigerants. Mainland China's direct emissions data includes emissions from diesel and natural gas. Hong Kong's indirect emissions include emissions from electricity. Mainland China's indirect emissions data includes emissions from electricity, towngas and steam.

Abbreviation:  
HK: Hong Kong  
MC: Mainland China





**About the Report**

Theme	“Growing Together”
Reporting period	Fiscal year to March 31, 2015
Reviewed format	<a href="#">PDF</a>
Pages	107
GRI	G4, core option including the Airport Operators Sector Disclosures and GRI Materiality Disclosures Service
Assurance	Yes
Report history	Third annual Sustainability Report
Number of material impacts listed	41 (18 “most” material)
Number of Performance Indicators reported	41

**Winner: Asia’s Best Carbon Disclosure**

**A**irport Authority Hong Kong (AAHK) is a statutory body that is wholly owned by the HKSAR Government and governed by the Airport Authority Ordinance (Chapter 483, The Laws of Hong Kong). Guided by the Ordinance and the objective of maintaining Hong Kong’s status as a centre of international and regional aviation, AAHK is responsible for the provision, operation, development and maintenance of Hong Kong International Airport (HKIA), and may also engage in airport-related activities in trade, commerce or industry. AAHK is required to conduct its business according to prudent commercial principles and with due regard for the safe and efficient movement of aircraft, air passengers and air cargo.

AAHK’s sustainability vision is to strengthen HKIA’s ability to operate and grow profitably in a changing and challenging economic, ecological, technological and social environment, while developing a robust culture of sustainability throughout the organisation ●

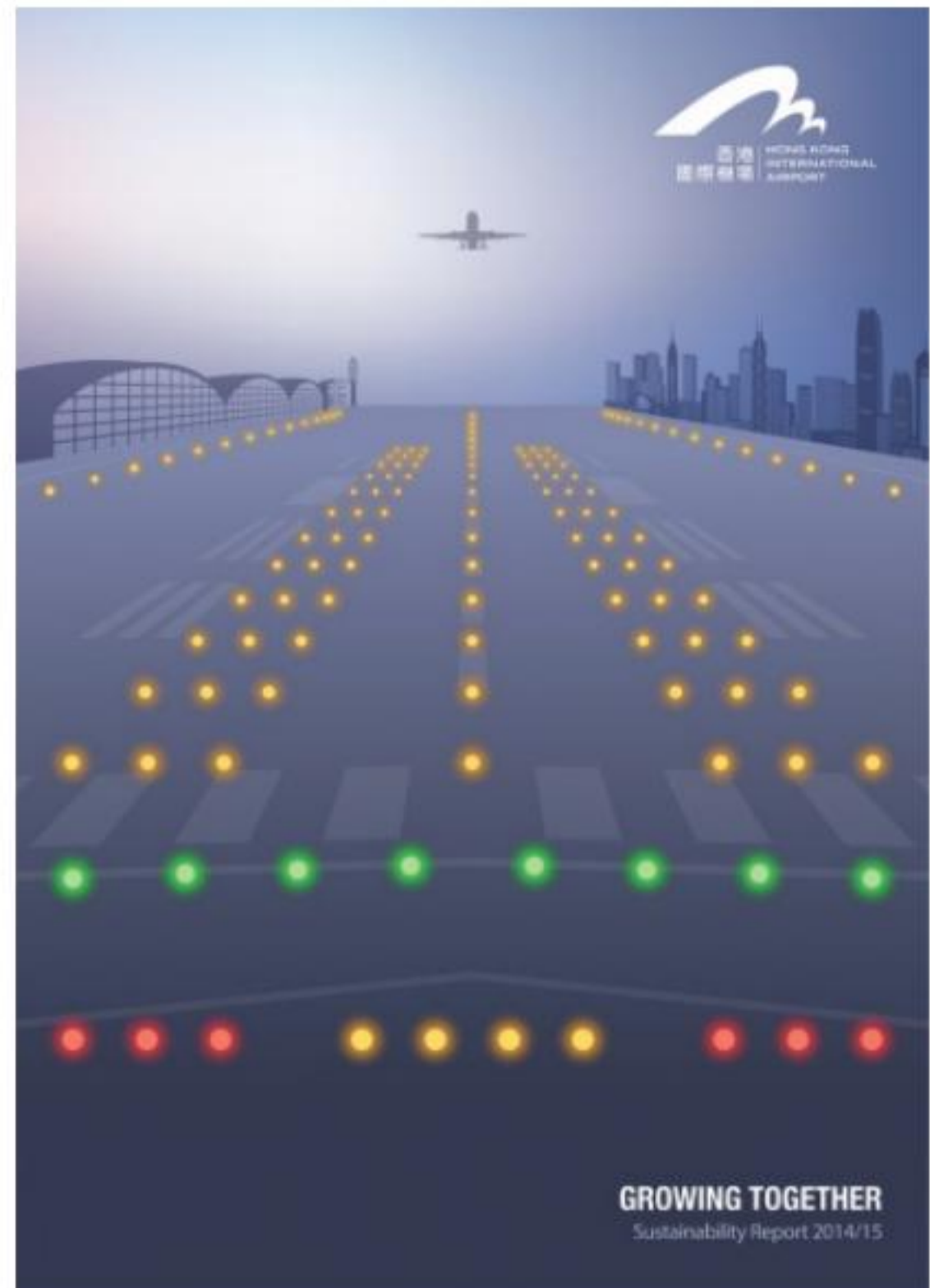
**“ A report is not only a performance review, it is also a commitment to future performance and improving impacts. ”**

The third report of Airport Authority Hong Kong (AAHK) provides a clear articulation of the organisation’s sustainability vision and approach and a detailed description of AAHK’s approach to assessing material impacts with explanation of differences versus prior year’s materiality assessment. The report has a consistent and logical structure with symmetric main sections including key achievements, future targets, management interview/perspective, strategy, 4-year performance data and case studies. Climate change reporting with emissions disclosures is well presented with clear graphs and charts.

The stakeholder focus of this report is impressive with a section devoted to stakeholder comments and AAHK’s specific response. In addition, the report includes several statements from external stakeholders about the importance of AAHK’s role in society, its economic, social and environmental impacts, and contextual perspectives about the business environment and more. Judges noted that they always like to see “stakeholder voices” in sustainability reports, as they add credibility by demonstrating a relationship that is positive enough to encourage stakeholders to speak up publicly about what’s important to them or about the partnership with the company.

Another impressive approach in AAHK’s report is the Q&As that introduce each major section of the report. An AAHK manager responds to targeted questions about some aspect of AAHK’s policy or contribution. The presentation of the senior management with both a photo and their detailed

**“ The professional approach to sustainability and reporting is demonstrated in AAHK’s clear presentation of goals, progress made and targets for the next few years. ”**



views about their accomplishments and performance of AAHK in specific areas is attractive and serves to bring us closer to the AAHK team and trust what they are telling us. Reports that present their team with pride demonstrates a corporate culture that is positive, open and rewarding.

The professional approach to sustainability and reporting is demonstrated in AAHK’s clear presentation of (long-term) goals, description of progress made in the reporting year and targets for the next few years. A report is not only a performance review, it is also a commitment to future performance and improving impacts. AAHK does this well, and this builds trust. Overall, this is a meticulous report that presents strategy, policy and performance with clarity, consistency and balance ●

**“ A meticulous report that presents strategy, policy and performance with clarity, consistency and balance. ”**

## Why does your company publish a Sustainability Report?

As a statutory organisation, Airport Authority Hong Kong (AAHK) recognises the importance of being transparent about its business strategy, operations and performance, as well as the challenges and opportunities it faces. The Sustainability Report is our principal vehicle for communicating our sustainability agenda with stakeholders and explaining the airport's contributions to, and impacts on the environment, society and the economy.

## How do you use your Sustainability Report?

We use our report to communicate the issues that are most material to our operation and our key stakeholders, and outline our approach to addressing them. We also highlight our major sustainability initiatives and achievements, as well as the key challenges and opportunities we are facing.

Internally, we see the reporting process as a valuable tool for stimulating change within the organisation. The process enables us to progressively integrate sustainability into our operations and facilitate enhancement of our sustainability framework, strategy, and performance.

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

The adoption of GRI G4 Guidelines in our last report has given us a new opportunity to directly reach out to stakeholders and understand their perspectives and concerns (through the stakeholder engagement process), assess and review our organisational focus (through the materiality assessment process), and begin to identify and address supply chain sustainability.

The steady progress and visible benefits of reporting have justified the elevation of sustainability to strategy level which will ultimately improve the future resilience of HKIA.

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

I'm proud to see the steady improvements we have made over the past three Sustainability Reports. For example, we published our first stand-alone Sustainability Report (2012/13) in 2013 which complied with the GRI G3.1 Guidelines and met the GRI Application Level B. Our second report (2013/14) complied with the GRI G3.1 Guidelines with



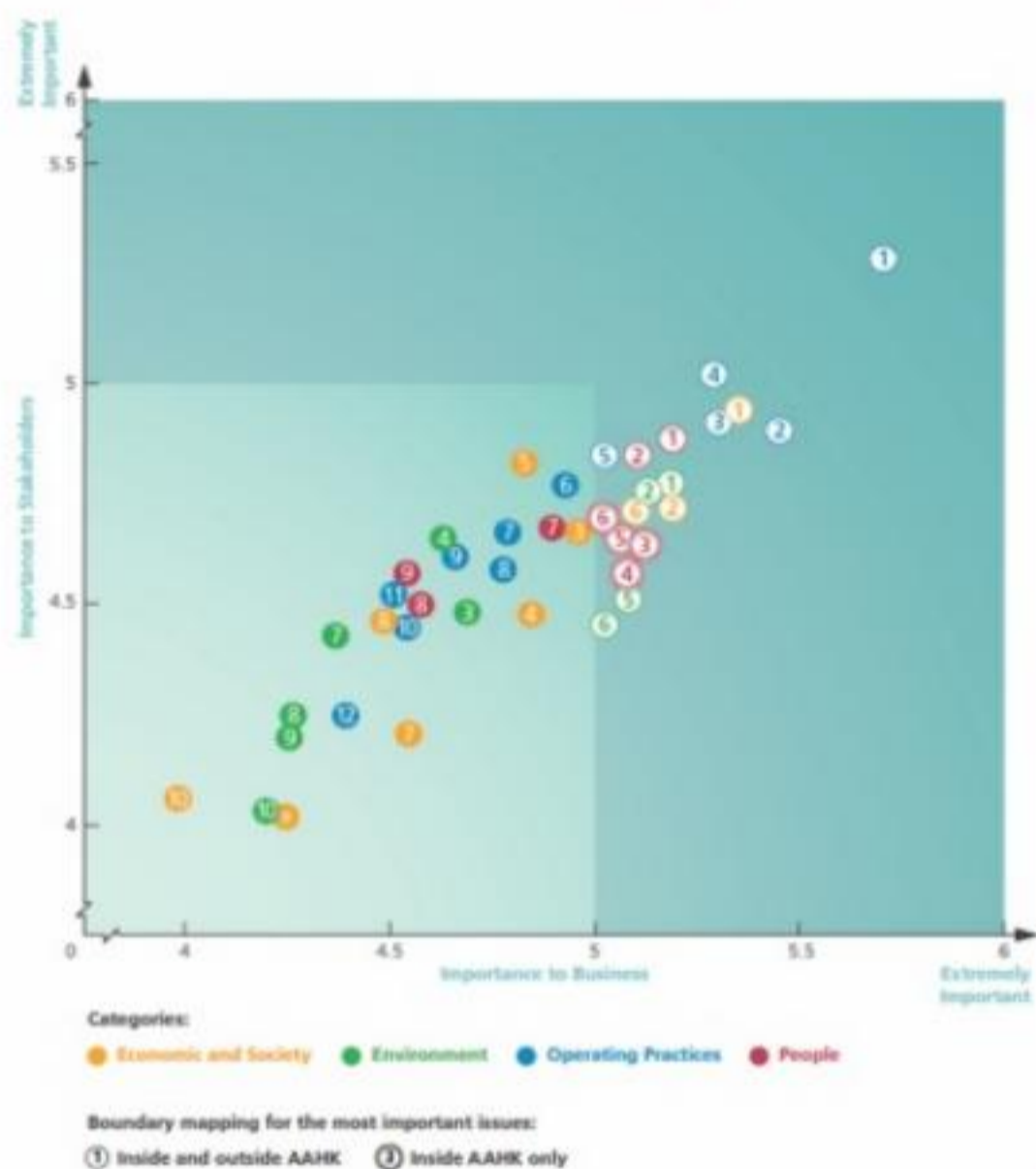
An interview with Wilson Fung,  
Executive Director, Corporate Development,  
Airport Authority Hong Kong

“Internally, we see the reporting process as a valuable tool for stimulating change within the organisation.”

increased level of disclosure to meet the GRI Application Level A+. We also conducted third party verification to enhance the credibility of our report. We adopted the GRI G4 Guidelines in our third report (2014/15) and improved our performance and disclosure on stakeholder engagement, sustainability governance and supply chain sustainability.

“ Enhance the use of the report for stakeholder communication and engagement, including the use of more interactive tools. ”

### Materiality Matrix and Boundary Mapping



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

Further enhance our supply chain sustainability performance and the related disclosure. Enhance the use of the report for stakeholder communication and engagement, including the use of more interactive tools. Further develop our community investment strategy and signature project in response to the issues of labour shortage and talent recruitment and retention as identified in the stakeholder engagement exercise last year ●

### Case Study

#### Safety on the Ramp 2014/15

The increase in air traffic and hence in ramp activity has led to the rising risk and frequency of ramp-related accidents. To address this, AAHK undertook a number of initiatives in 2014/15.

Firstly, a new ramp safety handbook outlining rules, guidelines and recommendations was published for airlines and ramp operators. The Airside Driving Offence Points Scheme and Airside Safety Dement Point Scheme were reviewed to enhance ramp discipline. The Foreign Object Damage (FOD) prevention programme was enhanced to include a quarterly apron FOD walk and a "no littering" campaign in the apron area.

AAHK also conducted intensive safety audits to check the compliance with procedures and the safety discipline of staff, supplemented with a surveillance programme and weekly joint inspections with ramp operators. A yearly Ramp Safety Recognition Award Ceremony was held to award individuals and teams making outstanding contributions to ramp safety.

Last but not least, AAHK has further improved the safety of the aircraft line maintenance staff under adverse weather by mandating the use of wireless headsets for communicating with the cockpit crew under Amber or Red Airport Lightning Warnings and by refining the aircraft pushback arrangement under the Red Airport Lightning Warning.



### Stakeholder Perspectives

Rebecca Ho, Chair of AA Staff Club:

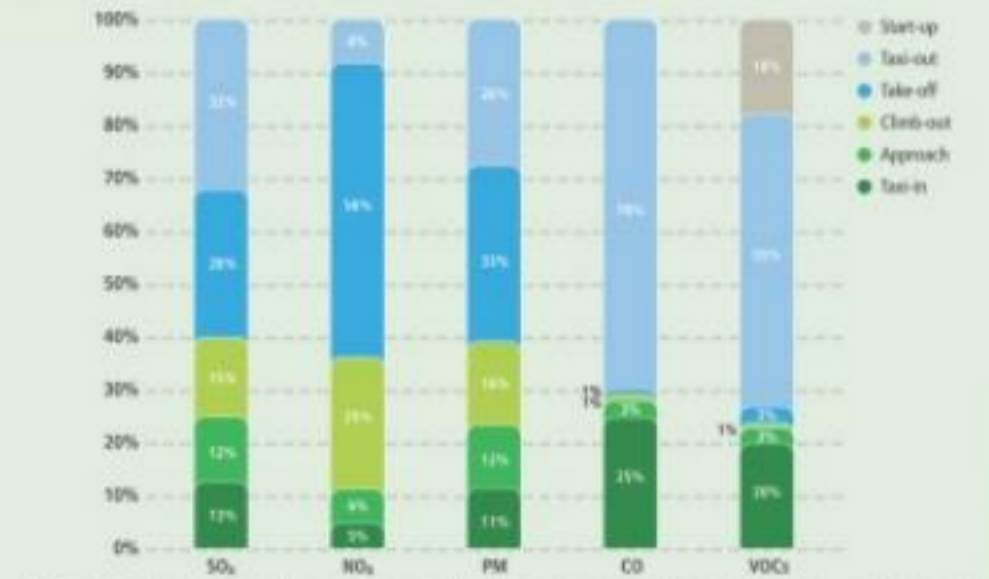
Since I took up the role of Chair of AA Staff Club in January 2015, one of the most memorable events has been the "Construction@ Hong Kong 2015" competition, in which 50 AAHK staff built a 2.4-metre tall structure of Tian Tan Buddha, a popular tourist attraction on Lantau, using over 10,000 cans of food. The canned food was later donated to local food banks. AAHK not only won the Best Design Award, earning us a place to compete in the International Construction Awards, but also claimed the Jurors' Favourite Award. Going forward, AA Staff Club will take a new direction and focus on staff bonding. There will be more fun-filled leisure events as well as sports-oriented and environmental-friendly activities for everyone to enjoy in abundance throughout the year."

### Aircraft-related Emissions Inventory

In 2014, HKUST began a study on emissions associated with the aircraft LTO cycle below 3,000 feet. This included analysis of the emissions from different phases of the LTO cycle and the mix of CAEP\* aircraft engine emission standards. The study findings have provided grounds for further investigation of potential emission-reduction control measures for aircraft on the ground, such as reduced-engine taxiing. The results are shown in the chart below.



### Aircraft emissions during different phases of the LTO cycle



The findings underline the opportunities for reducing aircraft emissions during taxi-in and taxi-out where reduced-engine taxiing or new technologies such as TaxiBot or electric aircraft tractors may be applied.

In 2015/16, HKUST will conduct another study on air emissions from the landside and marine transportation from HKIA.

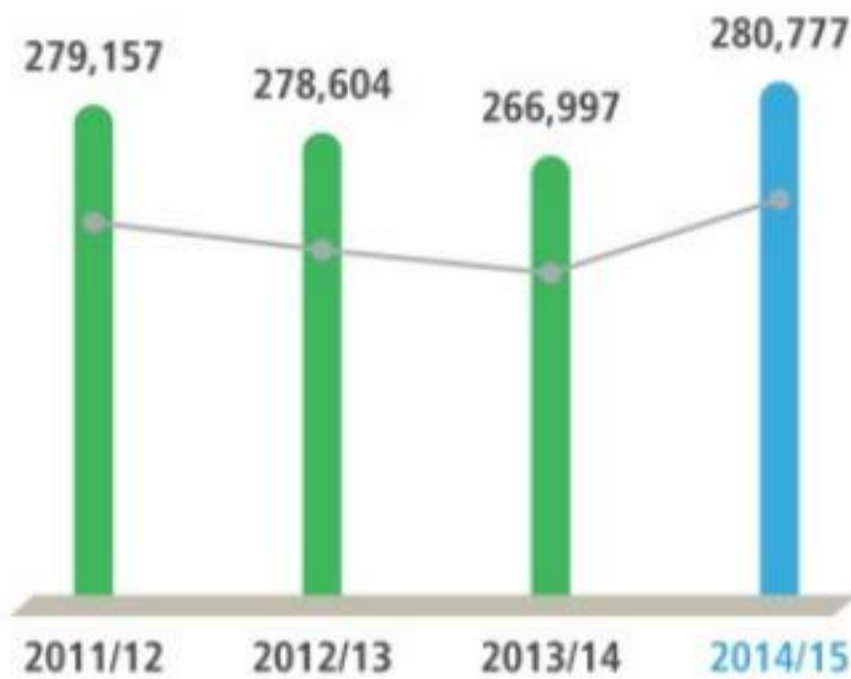
# Carbon and Energy Management

HKIA has pledged to reduce airport-wide carbon emissions by 25% per workload unit (WLU)<sup>9</sup> by 2015 based on 2008 levels. In 2014, a 22.4% reduction was achieved. As the existing carbon reduction target ends in 2015, AAHK has engaged a consultant to develop new five-year and 20-year targets and advise on the associated reduction strategies. The study is expected to be completed in 2015/16.

AAHK accounts for approximately 40% of the airport-

wide carbon emissions. Electricity consumption is the major contributor. In 2014/15, AAHK's consumption increased by 5.2% compared to 2013/14. This was mainly due to the increased usage of fixed ground power (FGP) and pre-conditioned air (PCA) systems by aircraft at frontal stand since the APU ban came into effect in December 2014, and the operation of new airport facilities at the western apron and west vehicular tunnel. Nevertheless, electricity consumption per passenger dropped to 4.34 kWh, a reduction of 1.4% compared to 2013/14.

## Electricity consumed by AAHK's facilities ('000 kWh)



## Electricity consumption (kWh / pax)



## HKIA's carbon management approach





## Q&A

### **What was your biggest challenge in writing your Sustainability Report?**

The biggest challenge was to develop a balanced report that includes both positive and negative news, i.e. what we have done well and not so well, and the lessons learnt, as well as the challenges we are facing and how we are addressing them. This is a common challenge for companies in Asia as there is generally a reluctance to disclose information on 'negative' events or incidents.

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

Last year, it was the first time for us to directly engage with both internal and external stakeholders as part of the materiality assessment process for developing the Sustainability Report. I was pleasantly surprised by the close alignment of internal and external stakeholders' perception of important issues to our business, which implies we have a good grasp of the most material issues of HKIA.

### **What was your biggest learning in preparing your latest Sustainability Report, and how does the sustainability reporting process empower you or others in your organisation?**

The direct engagement with stakeholders allowed us to hear first-hand what our key stakeholders thought were the most material sustainability issues and how they thought we were performing in terms of addressing and reporting on these issues. These findings enabled us to enrich the dialogue both internally and externally on improving our sustainability performance.

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

Strengthen the stakeholder engagement process by involving more stakeholders in the process, dive deeper into certain sustainability topics, and collaborate closer with stakeholders in identifying possible solutions ●

**An interview with Mike Kilburn,  
Acting General Manager, Sustainability,  
Airport Authority Hong Kong**

**“ The direct engagement with stakeholders allowed us to hear first-hand what our key stakeholders thought were the most material sustainability issues... ”**



### About the Report

Theme	"Let's create shared value"
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	108
GRI	G4 standard, core option, and uses GRI Materiality Disclosures service
Assurance	Yes
Report history	Sixth Sustainability Report
Number of material impacts listed	31
Number of Performance Indicators reported	43

## Highly Commended: Asia's Best Workplace Reporting

**Ayala Corporation**, which traces its roots to 1834, is one of the oldest and largest conglomerates in the Philippines. It houses some of the country's most reputable and leading brands in real estate, banking, telecommunications, water infrastructure, electronics manufacturing services, and the local automotive industry. Today, it has also ventured into power generation, transport infrastructure, healthcare and education. It is considered a pioneer in enabling shared value and innovation. Ayala, which is listed on the Philippine Stock Exchange (PSE:AC), and its subsidiaries have a market capitalisation that reaches nearly 2 trillion Pesos, and accounts for approximately 20% of the PSE Index. The group envisions to be the most relevant, innovative and enduring Philippine-based business group, enabling shared value and prosperity for the markets and stakeholders it serves. In line with this vision, its mission is to ensure long-term profitability and value creation while remaining anchored on integrity, empowering leadership, and a strong commitment to nation building.

# Let's create shared value

2014 Sustainability Report



Ayala corporation's report is a nicely laid out, well-structured and well-written report that stands out as a positive example for all companies. Framing sustainability within the shared value approach, Ayala Corporation does a good job of defining its sustainability philosophy and framework, the material impacts that drive strategy and goals, the value chain of each of Ayala Corporation's business lines and the UN Sustainable Development Goals, with key report sections aligning with specific goals by number. This demonstrates an awareness and connection to the broader social and environmental landscape and objectives. No company works in a vacuum and the role of a Sustainability Report, in part, is to make these connections between business and society, and how the business activities affect our lives now and in the future.

“**Ayala Corporation's report is comprised of fairly short, digestible narratives and good use of illustrative infographics.**”

“**Ayala corporation's report is a nicely laid out, well-structured and well-written report that stands out as a positive example for all companies.**”

Ayala Corporation's report includes a detailed section relating to employee engagement in sustainability, referencing a Sustainable Engagement Index based on a model by Towers Watson that covers Energy, Enablement, and Engagement. This is extremely interesting (and advanced) practice and Ayala Corporation talk us through the results obtained using this framework and provides the results transparently – including a not-so-positive result where just 56% of employees agree that there is sufficient staff to handle their current workload and one third of employees do not feel the amount of work expected of them is reasonable. This is a very courageous admission to include in a Sustainability Report and demonstrates Ayala Corporation's commitment, first, to listen to employees, second, to transparency and third, to accepting the challenge of addressing this issue.

Ayala Corporation's report is comprised of fairly short, digestible narratives and good use of illustrative infographics. In many of the community impact stories, a Social Return on Investment or other social outcome is reported which makes these stories more credible. With the inclusion of financials and detailed performance indicators, the judges believe this report has a wide appeal to a range of stakeholder groups including investors, employees and all those impacted by Ayala Corporation's value chain ●

“**This is a very courageous admission to include in a Sustainability Report and demonstrates Ayala Corporation's commitment, first, to listening to employees, second, to transparency, and third, to accepting the challenge of addressing this issue.**”



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

It is very fulfilling to have a tangible report coming from many and different companies of the conglomerate. But I am all the more proud of how the people involved from the different companies have worked together for this endeavor.

### **What was your biggest challenge in writing your Sustainability Report?**

With the vast amount of data gathered and diversified businesses, we had to align and find a way to ensure that we deliver the message as one – that we practice shared values and aim to contribute to nation building, regardless of which industry each company is in.

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

It was a pleasant surprise to discover that in one way or another, some of our new subsidiaries already have shared value in their business models but are unconscious of it. It shows that the vision of making the business profitable as we ensure that we contribute to society and help in conserving the environment is truly reflected.

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

That we should set definite and measurable sustainability targets to have a clearer direction for the company, and subsequently, for our next report.

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

It makes people realise the value that the company gives to society, how each of us has an effect on the environment, and how the company affects its employees in return. We then become more conscious of our strategy choices that ultimately have an impact on how we do things operationally. Each one becomes a responsible contributor to the company, inspired to uphold the highest level of integrity and commitment.

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

Stakeholder management is crucial in preparing a report, and we learned how to effectively deal with a diverse group. It is necessary that we agree on what are the specific deliverables and timeline for smooth

## **Q&A**



**An interview with Ma. Victoria A. Tan, Director of Group Risk Management, Ayala Corporation**

**“ To ensure that we deliver the message as one - that we practice shared values and aim to contribute to nation building. ”**

coordination. Keeping them engaged throughout the whole process and practicing clear communication is vital. For our next report, we aim to improve more on these facets and reach a wider network of individuals within the group.

### **What are the key elements of your report that helped you gain recognition in the ASRA 15 Awards for the category/categories you entered?**

Winning the Highly Commended Award for Asia's Best Workplace Reporting was a milestone for us. And we believe that having a framework is a vital part of the report. This puts things into better focus and made the presentation of the empirical data and conclusion seamless. Because of this, we were able to effectively show the leadership in our workplace that has kept the employees engaged and productive. We were able to demonstrate our strong drive in being the best in what we do while ensuring our employees remain fulfilled and motivated ●



**Q&A**

An interview with Mr. Jose Teodoro K. Limcaoco  
Chief Sustainability Officer, Ayala Corporation

“ Ultimately, to produce a meaningful report, keeping it simple and standing by your messages are vital. ”

**Why does your company publish a Sustainability Report?**

As a holding company with a diverse portfolio, the Sustainability Report sums up our commitment to contribute to society’s welfare and conservation of the environment. We are able to measure where we stand and where we can improve. We become more transparent with our stakeholders and show that we act upon our commitment to uphold integrity as we pursue progress.

**How do you use your Sustainability Report?**

We hope to have sustainable management approaches at the core of our strategy and operations, so a report serves as a guide as to how we are living up to this. It serves as a springboard for decisions on future actions on how we drive our business. It also gives us a view on how each of our portfolio companies are putting sustainability at the core of their decisions.

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

Our report presents a comprehensive look at the overall health of sustainability in the group. We are able to show our stakeholders our shared values, integrity and efforts to positively contribute to both society and the environment. We hope that they are empowered by what they read as well. Internally, we become more inspired with what we have achieved and this inspires us to continue our efforts towards sustainability.



**05**  
> Health and Well-being

SDG 3 AND 6: ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES; ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL.

“ Show our stakeholders our shared values, integrity and efforts to positively contribute to both society and the environment. ”

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

We are proud of the fact that it was done at a holding company such as ours which is very complex and diverse. But we are most proud that we are able to show the readers the amount of effort that the group puts into shared value.

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

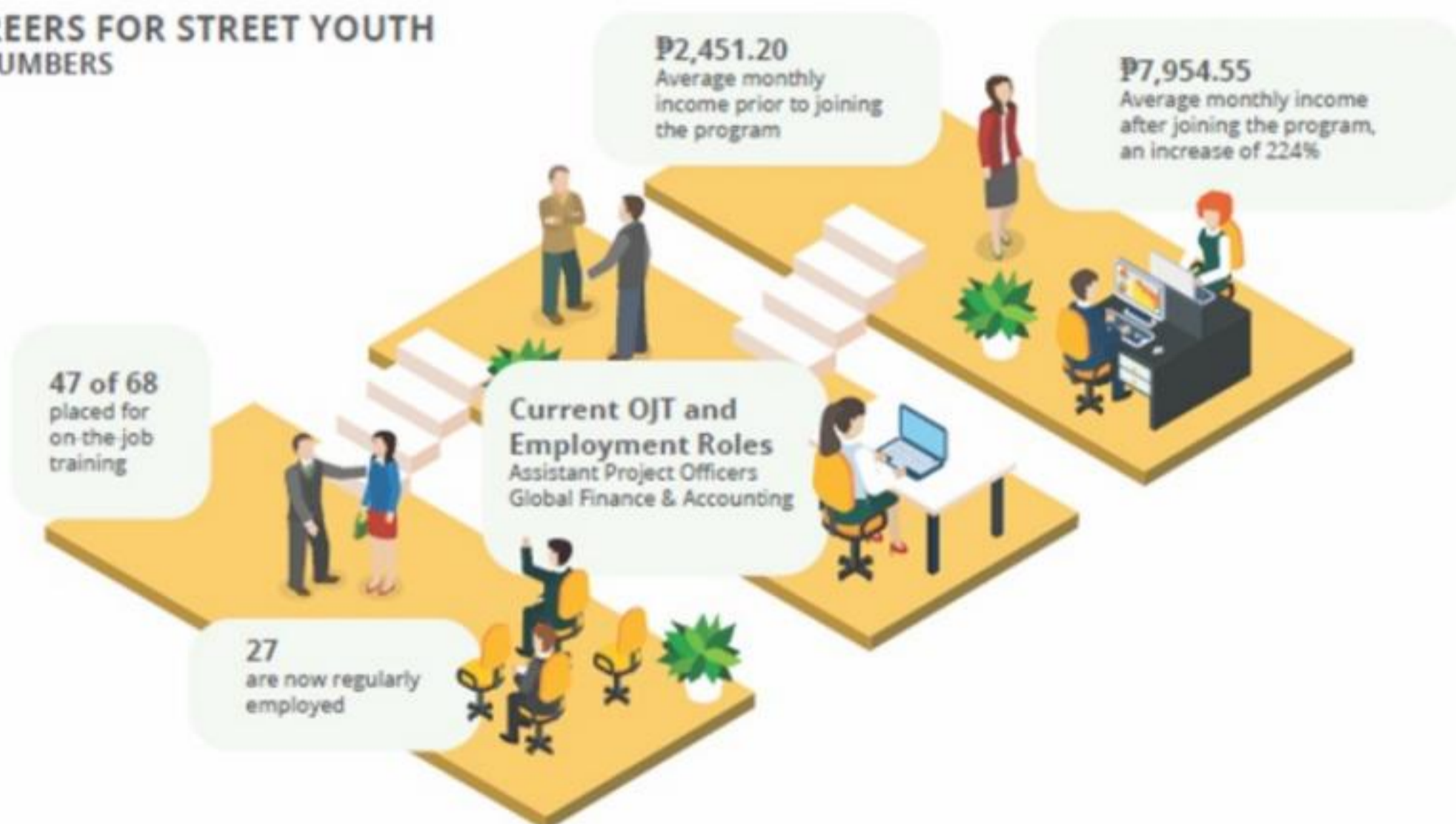
That simplicity is the key. For a big group of companies, vast amounts of data will be gathered and it is tempting to report it all, resulting into a box-ticking exercise that buries the message. Ultimately, to produce a meaningful report, keeping it simple and standing by your messages are vital.

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

Each year we learn more about ourselves and what our stakeholders want from us. We need to communicate more of what we do and how we manage ourselves, particularly with our capital allocation process and our governance structure ●



### CAREERS FOR STREET YOUTH IN NUMBERS





### About the Report

Theme	"A Journey of Excellence"
Reporting period	Fiscal year to March 2015
Reviewed format	<a href="#">PDF and online</a>
Pages	86, GRI Content Index, 27 pages
GRI	GRI G4, comprehensive option plus a separate online G4 Content Index
Assurance	Not externally assured
Report history	Third Sustainability Report
Number of material impacts listed	22 of which 9 are major
Number of Performance Indicators reported	64

**Winner: Asia's Best Materiality Reporting**  
**Winner: Asia's Best Online CSR Communication**  
**Winner: Asia's Most Transparent Report**

**B**irla Carbon is one of the world's largest manufacturers and suppliers of high quality Carbon Black and a flagship business of the US\$41 billion Aditya Birla Group. The Company's footprint extends across 13 countries with 17 manufacturing facilities. Birla Carbon provides a complete portfolio of products across ASTM (American Society for Testing and Materials) grades and specialty blacks to meet the specific end requirements across Tires, Rubber, Plastics, Coatings, Inks and other niche industries. Birla Carbon has two state-of-the-art technology centers at Marietta (USA) and Taloja (India), besides well-equipped laboratories across its manufacturing units providing for continuous R&D. As an ardent practitioner of sustainable development, Birla Carbon's Sustainable Operational Excellence (SOE) strategy focuses on employee safety, environmental stewardship, efficient use of carbon black and a key focus on conducting operations in a socially and ethically responsible manner.

**“ Sustainability is not just about doing good, it's also about doing good business. ”**



## A JOURNEY OF **EXCELLENCE** ACROSS OUR VALUE CHAIN

BIRLA CARBON  
SUSTAINABILITY REPORT 2015



In order to understand a Sustainability Report, it always helps to understand the business of the company publishing the report. Many companies see their sustainability reporting in a vacuum, separate from the core business. Birla Carbon's report opens up with a layman's explanation of the carbon black production process including the challenges that a carbon-based business faces in today's low-carbon economy thinking. The manufacturing process is laid out in an infographic which helps us understand the different stages of the carbon black supply chain. This background is helpful for the report readers and demonstrates that sustainability is not just about doing good, it's also about doing good business. A Sustainability Report which does not connect to a company's core business is not relevant enough for today's stakeholders. Birla Carbon clearly understands that.

In terms of sustainability strategy, Birla Carbon clearly articulates a Sustainable Operational Excellence (SOE) approach and refers to a process led by the Sustainability Steering Committee to gather in relevant stakeholder input for defining material impacts. Three-year performance is disclosed against long-term targets across the entire spectrum of the sustainability agenda.

Birla Carbon's report tackles tough issues head on – such as challenges related to carbon black production including whether carbon black is harmful to the environment or to health. In a section entitled “the Big questions”, the company relates to (negative) perceptions of carbon black and the damaging association of carbon black with health and safety and environmental issues, and provides responses to these and examples of the company's actions. Talking to the more sensitive issues in sustainability reports is always a credibility boost and it's impressive to see Birla Carbon doing this effectively.

The design of Birla Carbon's report is thoughtful and facilitates ease of access and navigation for the reader. Use of infographics to explain complex processes make the report digestible, the PDF is fully hyperlinked, making switching between sections quite easy and the online reporting mini-site contains the full report plus videos and other interactive and engaging features. Not surprisingly, with a report of this high quality, the leadership is strongly in evidence. Judges noted that in addition to the Chairman, CEO and Sustainability and Risk Manager, several other senior managers provide a perspective in different sections of this report. Seeing the commitment of such a wide range of management assures all stakeholders and report readers that they are engaged and involved, and that helps build trust that Birla Carbon will continue to meet its commitments. This report is a worthy winner – it is thorough, it addresses all the issues and it communicates well in a balanced way •

**“ Birla Carbon's report tackles tough issues head on, including challenges related to whether carbon black is harmful to the environment or to health. ”**



An interview with Dr Santrupt Misra, CEO, Carbon Black Business & Director, Group HR, Birla Carbon, Aditya Birla Management Corporation

“ Every year, we have further explored the finer nuances of sustainability, as one of the largest carbon black producers, and also as the Aditya Birla Group ”

## Q&A

### Why does your company publish a Sustainability Report?

Our vision is “To be the most Respected, Dynamic and Sustainable global carbon black business”. At Birla Carbon, sustainability is one of the key elements which drives our business strategy. Every year, we have further explored the finer nuances of sustainability, as one of the largest carbon black producers, and also as the Aditya Birla Group. With most of our stakeholders, including our customers and suppliers being more and more engaged in sustainability, the purpose of our report is to inform and engage every entity in the value chain through appropriate stakeholder dialogue and information dissemination. We have already seen success as two of our customers invited us to join them in discussion to partner their sustainability agenda and to enhance our contribution.

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

As one of the largest carbon black producers globally, a key advantage our customers receive from us is global supply security. In an effort to ensure this, we continually explore opportunity in sustainability - from procuring our feedstock to delivery to the customer. By sharing our Life Cycle Assessments (LCA) or ‘Cradle to Gate’ analysis in the report, we share our commitment with our stakeholders in a transparent manner.

Our employees form a critical part of our sustainability programme. We encourage them to read, understand, contribute and share what we do in sustainability. With this effort and with commitment from the leadership team, one of the biggest wins for Birla Carbon was, in the last financial year, achieving the best ever safety record in our 100-year-plus history.

Within the Aditya Birla Group, Birla Carbon was the first business to appoint a ‘Chief Sustainability Officer’ defining early its commitment. The Group provides a strategic approach towards Sustainability with a three layered model: Responsible Stewardship, Stakeholder Engagement and Future Proofing. This further strengthens Birla Carbon’s sustainability roadmap and architecture.

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

The 2015 Sustainability Report was our first paperless report. The entire report is digital and available through a website. Not a single copy was printed. The reporting process is not an annual activity. It is ongoing. Every time I look at the report, it gives new impetus and inspires action. The reporting process encourages us to focus on data and to revisit our commitments.

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

Feedback is the most important aspect of learning and we have encouraged feedback on our Sustainability Report from stakeholders including customers, NGOs, employees and our sister companies in the Aditya Birla Group. Some of our stakeholders want to understand better how Birla Carbon is contributing to the United Nations 17 Sustainability Development Goals. We will include those details in our next report. Internally, we are also revising our water risk management approach and exploring the concept of sustainable procurement through stakeholder engagement. Our sustainability journey has no end, rather we look at it as a source of new opportunities ●



An interview with Dr. Gilles Moninot, Sustainability Director, Birla Carbon

“ **Communicating on the global level is good but each individual has to feel being part of the bigger picture, contributing to something bigger.** ”

## Q&A

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

This is the third Sustainability Report at Birla Carbon and our commitment and success in bringing out the report annually is in itself a good feeling within the organisation and the sustainability team. The most important, though, is to get the attention of an increasing number of people both inside and outside our organisation. We are far from being perfect but many of our stakeholders are telling us that the way we report builds a strong sense of trust and that we have their support through our sustainability journey.

### What was your biggest challenge in writing your Sustainability Report?

As in many projects, collection of reliable and comprehensive data from our 17 facilities spread across the globe. While this was a major task when we embarked on this project, today this is a seamless activity in spite of its complexities.

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

As we go through the process of developing a Sustainability Report, many learnings emerge which we use as we build our next report. The biggest surprise for me was, the more we seem to have achieved our goal, the broader it gets. The concept of sustainability is very far-reaching and always evolving. As much as you try, you cannot address everything in one go.

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

Do your homework first. Ensure the robustness and reliability of data before publishing any report.

#### Our SOE Philosophy

 <p><b>Engage</b></p>	 <p><b>Enable</b></p>	 <p><b>Act</b></p>
<p><b>Engaging with our stakeholders</b></p> <p>To take business decisions that ensure operations remain sustainable, we frequently engage with our employees, customers and the local communities. We listen to our stakeholders to remain aligned to the relevant issues.</p>	<p><b>Enabling our people</b></p> <p>Real change is only possible when it occurs at all levels. We invest in creating the optimal governance structure and providing the necessary resources that enable our people to adopt and be a part of our sustainability vision.</p>	<p><b>Walking the talk</b></p> <p>We set ourselves business targets that require us to be agile in our operations. Through <b>responsible stewardship</b>, Birla Carbon adopts the best internationally recognized standards and tries to improve on them. Leadership in our industry demands continuous improvement and we are determined to be benchmarks of these measures.</p>



Assess clearly the materiality within the company in the various sustainability aspects and don't try addressing all the world's problems in your report. Bring in the experts to articulate messages clearly and write stories. Sustainability Report is about telling your story and not just a catalog of tables, graphs, facts and data. It has to be engaging.

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

The entire reporting process is a great tool to engage with colleagues worldwide. It puts some of our successes and challenges under the spotlight but also stimulates individuals in making them realise "I am part of it; I am part of the solution".

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

Our aim is to try and reach out deeper in the organisation and gain more regional and local understanding of sustainability issues. Communicating on the global level is good but each individual has to feel being part of the bigger picture, contributing to something bigger.

### What are the key elements of your report that helped you gain recognition in the ASRA 2015 Awards for the category/categories you entered?

Birla Carbon has evolved in its sustainability journey and our report demonstrates that maturity, giving credibility to our company. We are not perfect but we want to transparently, and in a concise way, communicate on our progress and challenges. I hope, when going through our report, our stakeholders say "we trust you".



## Guaranteeing safe product supply

**PRODUCT RESPONSIBILITY**

Product safety and stewardship

The big questions

Product quality



Thanks to our robust product safety team and our exceptional testing facilities, we can address even the most critical customer requests on our product. This ability to respond rapidly and thoroughly is essential for a company like ours, to be a credible partner for our customers. Birla Carbon's product safety approach is a business differentiator."

**Jas Sandhu**, Head, Specialty Blacks Business

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### Our key figures



**3.8%**  
of profit reinvested in Research and Development (R&D) in FY2015



**1**  
Business day – the time in which customers received an initial response to their query in 100% of cases



**>1,200**  
letters responding to customer product safety requests sent in FY2015



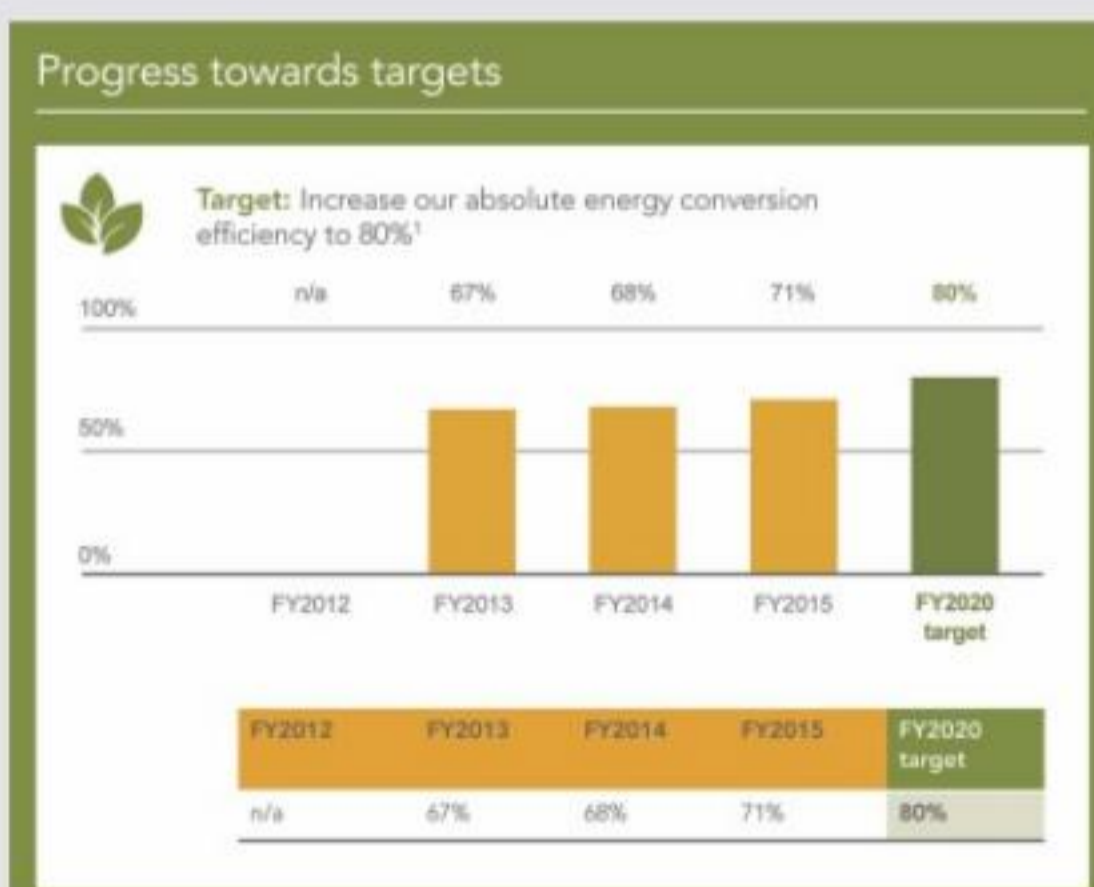
### Can carbon black cause health problems?

Black carbon is a known carcinogen; by association, our product (carbon black) is too often erroneously linked with cancer. Peer-reviewed scientific studies have shown that carbon black is neither a toxin nor a carcinogen, and there is no evidence of any adverse health effects on our employees. As the material is fully embedded in the polymeric matrices, consumers are not directly exposed to carbon black through products placed on the marketplace.



### Is carbon black harmful to the environment?

Due to the nature of our manufacturing processes, we recognize that our activities can potentially have environmental impacts. Through our practices, we are committed to ensuring that our production facilities do everything possible to prevent the release of any carbon black into the atmosphere. We are working to reduce greenhouse gases (GHG) and other air emissions by proactively studying, experimenting and investing in pioneering air emission control technologies. Furthermore, as carbon black is typically embedded in finished consumer products and difficult to extract from the rubber or plastic polymeric matrix, once these products are disposed of, the environmental impact of carbon black itself is minimal, if any.





# Birla Carbon online Sustainability Report



SUSTAINABILITY REPORT 2015

Home | Downloads | Sustainability updates | bircarbon.com

- OUR APPROACH
- GOVERNANCE AND ETHICS
- PRODUCT RESPONSIBILITY
- ENVIRONMENT
- CUSTOMERS AND SUPPLIERS
- OUR PEOPLE
- COMMUNITIES

## Sustainability updates

**Red Tag Day ensures Zero defects**

The Birla Carbon Treccate plant employees in Italy have their own unique way of ensuring the highest levels of operational excellence. Here's how they do it.

[Read More](#)

## Welcome to the 2015 Birla Carbon Sustainability Report

This is our third Sustainability Report since we began reporting in 2013, and our first online report. We present the progress made during the Fiscal Year 2015 (FY2015) in realizing our Sustainable Operational Excellence (SOE) strategy. The icons above represent our six focus areas.

[Read more about our SOE strategy](#)

- [Download report \(17.2 MB\)](#)
- [Download summary \(2 MB\)](#)
- [Download GRI index \(1.8 MB\)](#)

[Downloads](#)

## Sustainability at Birla Carbon

**“Sustainable operational excellence is no longer just an aspiration, it is becoming a reality. Our 2015 Report shows how far Birla Carbon has come.”**

Dr. Sanjivjit Misra, Chief Executive Officer

[CEO message](#)

**“It is our goal to be recognized as the clear leader in sustainable practices in the global carbon black industry.”**

Kevin Boyle, Chief Operating Officer

[Download transcript \(6.3 MB\)](#)

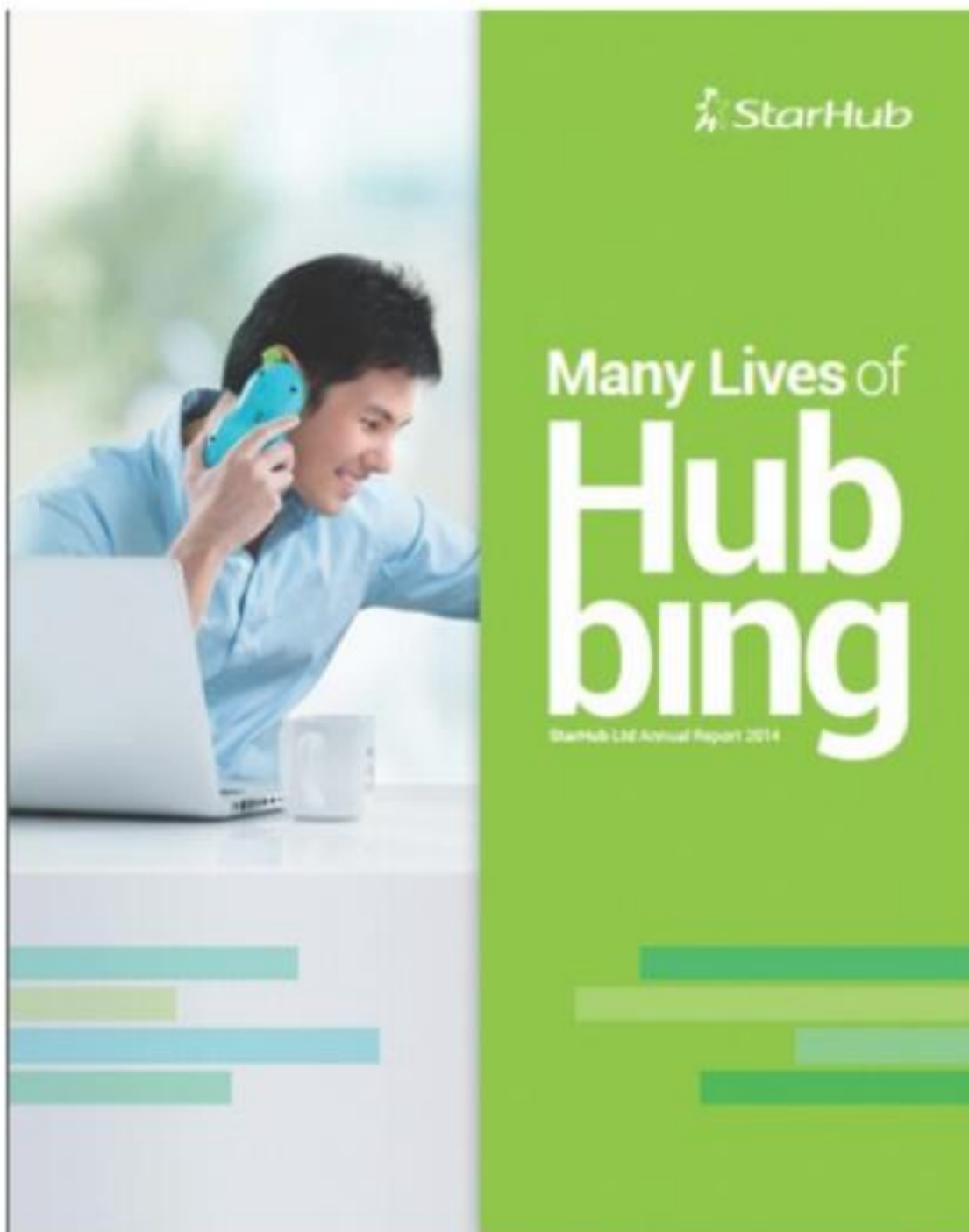


#### About the Report

Theme	"Many Lives of Hubbing"
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF and online</a>
Pages	37-page Sustainability Report as a section within the Annual Report
GRI	G4 standard, core option, GRI's Telecommunications Sector and Media Sector Disclosures
Other Standard Assurance	The GHG Protocol Not externally assured
Report history	Fourth Sustainability Report
Number of material impacts listed	23
Number of Performance Indicators reported	48

### Highly Commended: Asia's Best Community Reporting

**S**tarHub is Singapore's fully integrated info communications company, offering a full range of information, communications and entertainment services for both consumer and corporate markets. StarHub operates a mobile network that provides 4G, 3G and 2G services. It also manages an island-wide HFC network that delivers multi-channel pay TV services (including HDTV, Internet TV and on-demand services) as well as ultra-high speed residential broadband services. StarHub operates an extensive fixed business network that provides a wide range of data, voice and wholesale services. Over Singapore's fibre-based Next Generation Nationwide Broadband Network, StarHub offers a broad range of home and business broadband plans, as well as commercial and residential IPTV services. Launched in 2000, StarHub has become one of Singapore's most innovative info-communications providers, and the pioneer in 'hubbing' - the ability to deliver unique integrated and converged services to all its customers. StarHub, listed on the main board of the Singapore Exchange since October 2004, is a component stock of the Straits Times Index and the MSCI Singapore Free Index.



In this integrated report from StarHub, sustainability features up front as part of the company Chairman's opening statement. Highlighting key areas of sustainability performance and achievements in the reporting year, Mr. Tan Guong Ching makes it clear that sustainability is part of the business and not in addition to the business. The main sustainability content of this report is contained in a sub-section of the Integrated Annual Report which covers 37 pages of detailed disclosure, including the G4 Content Index – which in every way is comparable to a stand-alone report. The performance scorecard of sustainability indicators shows three years of data.

StarHub presents a detailed account of stakeholder engagement with both progress made in 2014 by each of twelve core stakeholder groups and plans to further enhance engagement and trust in the coming year. This is followed by a list of StarHub's most material impacts which link to the remaining

**“ StarHub presents a detailed account of stakeholder engagement with progress made in 2014 and plans to further enhance engagement and trust in the coming year. ”**

**“ Chairman Mr. Tan Guong Ching makes it clear that sustainability is part of the business and not in addition to the business. ”**

sections of the report. Linking materiality to the report content is strong practice – materiality should drive sustainability disclosure so this link is an important one.

In addition to the stakeholder engagement overview, StarHub includes details of a comprehensive supplier sustainability survey conducted in 2014. StarHub discloses the proportion of its vendors who report their sustainability initiatives across 15 areas of sustainability impact ranging from maintaining a recycling programme (100% of suppliers do this) to engaging in social outreach or defining an employee code of conduct. This type of survey shows a positive approach in an area where many companies are still reluctant to address. Driving sustainability through the supply chain is one of the most important challenges for companies today, and understanding supply chain risks and opportunities will become much more significant. Disclosing the results of this survey shows StarHub's leadership in improving awareness and this will surely lead to improved practice.

The community section of this report shows an impressive range of StarHub activities to improve the quality of life in local communities. One of the important aspects of this disclosure is the fact that, in many community programmes, StarHub involves its customers and business partners, and not just its employees. Creating an eco-system of community solidarity needs leadership and a collaboration mindset ●

**“ StarHub involves its customers and business partners, and not just its employees, in community activity. ”**



A word from StarHub's Chief Executive Officer, Tan Tong Hai

**“Increasingly, investors and potential investors not only want to know if a company's business is profitable, but also if the company operates responsibly....”**

**W**hen running a business, it is important to have a long-term view. Publishing a Sustainability Report each year enables us to take stock of our efforts in a holistic manner, and plan how to do even better going forward. It also gives each aspect of our business greater accountability on the sustainability front. Increasingly, investors and potential investors not only want to know if a company's business is profitable, but also if the company operates responsibly and is well equipped to stay profitable in the longer term.

In Singapore, a Sustainability Report will soon move from an important-to-have to a must-have, when SGX-listed firms are expected to publish sustainability reports starting from FY2017. This is a good move, as there is a growing demand from investors for more information on the sustainable aspects of businesses. We will continue to drive sustainability in all aspects of our business, with our customers, stakeholders and the community in mind ●

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

Publishing a Sustainability Report is not the work of one person or a handful of them. The content in the report is the result of hard work by teams cutting across many business functions within the company. Indeed, we're on this journey together. StarHub has published four Sustainability Reports and I'm proud to say that each report, we see a growing sense of commitment from our colleagues to track and improve our sustainability efforts.

**What was your biggest challenge in writing your Sustainability Report?**

That would have to be the process of data collection not only from our colleagues but also external stakeholders from the value chain. We operate in a very fast-paced industry where staying competitive and working hard to delight our customers is our full-time job. I'm glad that increasingly, our external stakeholders, such as our vendors and partners, recognise the importance of tracking sustainability efforts and have joined us on this journey.

**An interview with Jeannie Ong,  
Chief Strategic Partnership Officer, StarHub**

**“ Our Sustainability Report charts our journey and I am always pleasantly surprised at how far we have come. ”**

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

That StarHub has grown by leaps and bounds. I am very proud of what we, as a company, have achieved considering that we are only a teenager. Our Sustainability Report charts our journey and I am always pleasantly surprised at how far we have come.

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

That would have to be “up the ante”. We may have already published our fifth Sustainability Report (including the 2015 Sustainability Report), but there is always room for improvement. It is my goal to move towards total integrated reporting, infusing sustainability into every possible part of the business and our operations.



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

Our Board and CEO entrust the Corporate Sustainability and Responsibility team to lead the company's sustainability efforts. This is very much in line with StarHub's DNA of empowering StarHubbers to do what they do best. Through the process, we internalised the values of sustainability across the company.

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

For the recently published FY2015 report, we opted for greater transparency and dedicated four pages to a new chapter on Risk Management, namely our risk management structure, approach and process, and key risk considerations. For the next report, I want to go deeper into risk mitigation.

## What are the key elements of your report that helped you gain recognition in the ASRA 2015 Awards for the category / categories you entered?

A report can only be good when there is good content, so I would attribute much of the credit to the StarHubbers who did their part for the community. In addition to supporting StarHub's efforts to empower the less privileged in our community through volunteerism, StarHubbers also drive their personal social outreach efforts through our Sparkler's Initiative. What's more, StarHub is truly a company with a heart and whenever possible, we infused an element of doing good into our marketing activities too. 4G4Good, Family Time and Home by Homes are examples of our marketing campaigns that gave direct benefit to the less privileged ●



### OUR MOST MATERIAL ASPECTS

OUR MARKETPLACE	OUR WORKPLACE	OUR ENVIRONMENT	OUR COMMUNITY	OUR ECONOMIC IMPACT
<ul style="list-style-type: none"> <li>Reliable access to telecom services (GRI Telecom Sector Aspect)</li> <li>Product and Service Labeling/ Customer Satisfaction</li> <li>Customer Privacy</li> <li>Procurement Practices</li> <li>Clarity of charges and tariffs (GRI Telecom Sector Aspect)</li> <li>Customer Relations (GRI Telecom Sector Aspect)</li> </ul> <p><b>GRI Media Sector Aspect:</b></p> <ul style="list-style-type: none"> <li>Content Creation</li> <li>Content Dissemination</li> </ul>	<ul style="list-style-type: none"> <li>Employment</li> <li>Diversity and Equal Opportunity</li> <li>Training and Education</li> <li>Employee Turnover</li> <li>Occupational Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Emissions</li> <li>Water</li> <li>Effluents and Waste</li> </ul>	<ul style="list-style-type: none"> <li>Local Communities</li> </ul> <p><b>GRI Telecom Sector Aspects:</b></p> <ul style="list-style-type: none"> <li>Access to Telecom Products and Services/Bridging Digital Divide</li> <li>Access to Content</li> </ul>	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Indirect Economic Impacts</li> <li>Infrastructure (GRI Telecom Sector Indicator)</li> </ul>
Headed to detail on page 100 (Marketplace) '14	Headed to detail on page 100 (Workplace) '14	Headed to detail on page 100 (Environment) '14	Headed to detail on page 100 (Community) '14	Headed to detail on page 100 (Economic Impact) '14

### SUSTAINABILITY REPORT 2014

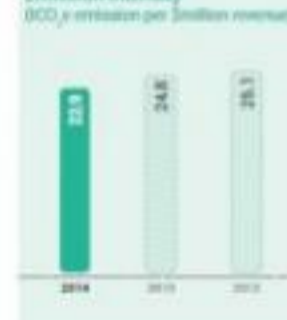
#### Our Environment

##### PERFORMANCE CHARTS

###### Source of GHG emissions (%)

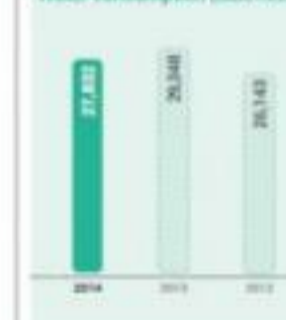


###### Emission intensity (CO<sub>2</sub>e emission per million revenue)



##### WATER CONSUMPTION

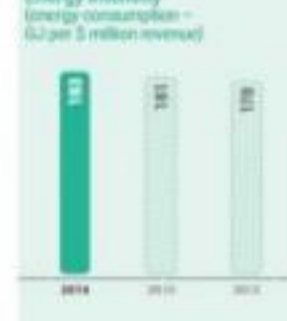
###### Water consumption (cubic metres)



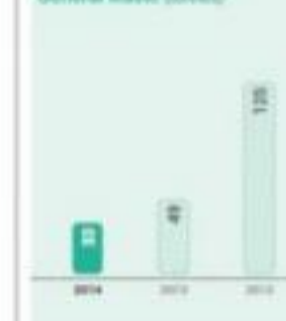
###### Electricity use (million kWh)



###### Energy intensity (energy consumption in GJ per million revenue)



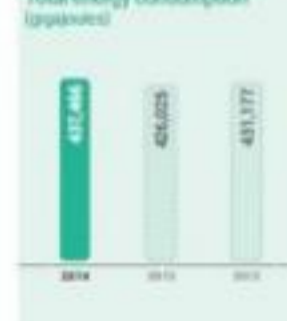
###### General waste (tonnes)



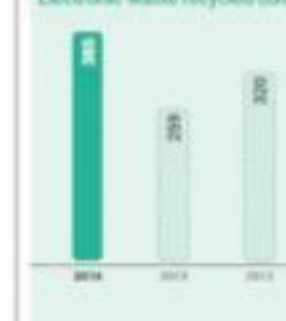
###### Fuel consumption (litres)



###### Total energy consumption (gigajoules)



###### Electronic waste recycled (tonnes)





### About the Report

Theme	"Our Valued Connections"
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	83
GRI	G4 standard, core option, and used the GRI Materiality Disclosures service
Assurance	Yes
Report history	Third stand-alone Sustainability Report
Number of material impacts listed	5 main material with 11 impact subcategories
Number of Performance Indicators reported	39

**Winner: Asia's Best Environmental Reporting**  
**Winner: Asia's Best Stakeholder Reporting**

**M**aynilad Water Services is the largest private water and wastewater services provider in the Philippines servicing 17 cities and municipalities in the Greater Manila Area. Maynilad is a concessionaire of the Metropolitan Water and Sewerage Services under the management of the DMCI-MPIC Company, Inc., a joint venture company. Maynilad's 16 sewage and septage treatment plants can process more than 40 billion litres of wastewater collected from customers. Maynilad employs 2,000 people.



One of the first things that strikes you when you start to read Maynilad’s Sustainability Report is the incredible beauty of the design – pastel green-blue shades, splashes of colour in linear or swirling forms, just like the flow of streams and rivers and the waves of oceans, provide a sort of poetic and calming backdrop to this attractive report. The judges loved this design. A report which is designed attractively and with deep consideration of its core messages makes a strong contribution to the credibility of the report as it evidences a deep connection to the content beyond simply dumping information and data into any standard format. In addition to the artistic elements, the body of the report uses clever infographics and selected photography to get the message through.

But there is far more to Maynilad’s report than an attractive design. It’s a G4 report in every way, leading off with a set of material impacts and details of stakeholder engagement processes. For each stakeholder group, Maynilad describes the issues that are most important to them and the way Maynilad engages with them to address these issues. Maynilad’s materiality framework is linked to the company’s existing 5-point plan for developing the business of becoming the leading total water solutions provider in the Asia Pacific region and the QESH (Quality, Environment Safety and Health) framework already in place. The linkage of these programmes in combination with the GRI G4 framework and material aspects and disclosures demonstrate the way both business thinking and

**“ But there is far more to Maynilad’s report than an attractive design. It’s a G4 report in every way. ”**

**“ One of the first things that strikes you when you start to read Maynilad’s Sustainability Report is the incredible beauty of the design. ”**



sustainability impacts can be treated as one holistic system to drive performance forward at different levels.

In addition to the minimum disclosure required by the G4 standard, Maynilad’s commitment to environmental transparency is evidenced by several pages of detailed charts included as an appendix at the end of the report. Judges considered it made sense to provide additional detail, even if only relevant to a portion of the readership, as long as it does not disturb the flow and narrative of the report and clutter the main messages. The level of detail provided on water quality, discharges, treatment operations and more, is surely one of the most extensive that judges have seen.

This report is presented in a clear and appealing way while demonstrating skill in reporting on stakeholder engagement and environmental issues ●

**“ This report is presented in a clear and appealing way while demonstrating skill in reporting on stakeholder engagement and environmental issues. ”**



## Why does your company publish a Sustainability Report?

For Maynilad, sustainability reporting is a form of accountability to its stakeholders. Just as an annual report seeks to document and identify financial risks to the company, a Sustainability Report seeks to recognise and report the ways by which the company manages non-financial risks and opportunities in relevant economic, social and environmental dimensions.

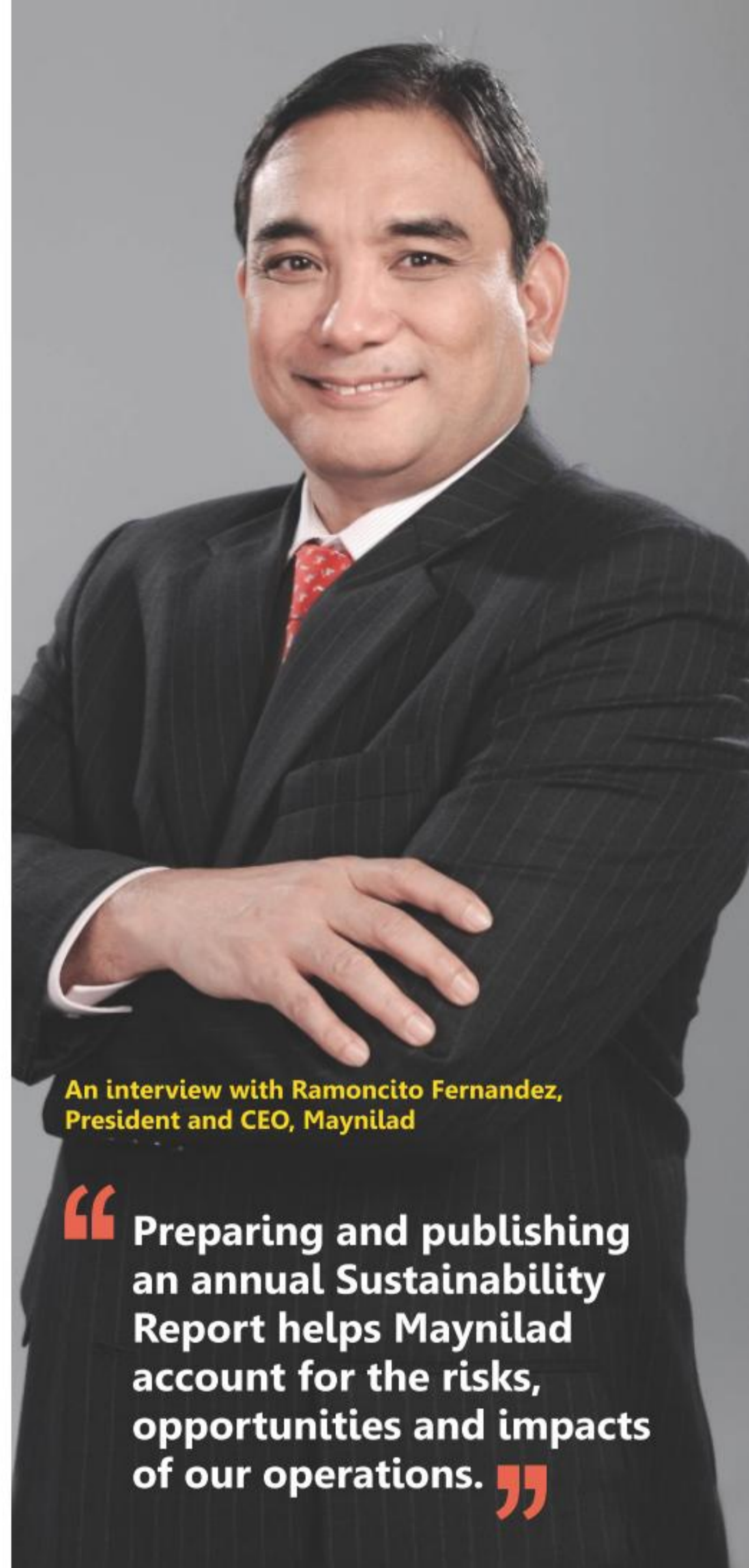
## How do you use your Sustainability Report?

More than producing a high-quality report that is in accordance to global standards and communicating our achievements, our Sustainability Reports help Maynilad account for non-financial risks, show what it is doing to manage these, and ultimately identify areas for improvement. The report, as an evaluative document, seeks to provide inputs that would funnel back to the planning stages.

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

Preparing and publishing an annual Sustainability Report helps Maynilad account for the risks, opportunities and impacts of our operations. Through the exercise, we can ensure that Maynilad's core operations and support offices adhere to global standards for quality, environment, safety and health (ISO Certifications). As such, the processes necessary for the production of the Sustainability Report - reporting, documentation, verification through regular internal and external audits - have been integrated in the management systems of the relevant departments. The report produced is also fed back into the planning processes to further improve Maynilad's operations.

One notable example of a programme that was borne out of the sustainability reporting process is Maynilad's Energy Management System. Maynilad has been conducting an annual Greenhouse Gas and Air Pollutants Inventory System that aims to determine the company's carbon emission levels. It was found that through the years, the company's carbon footprint has been growing. While initially attributed to expansion programmes and service improvement projects, it was through the conduct and review of relevant material aspects during the production of the 2013-2014 Sustainability Report that points for improvement on power consumption were determined. As such, the Energy Management



**An interview with Ramoncito Fernandez, President and CEO, Maynilad**

**“Preparing and publishing an annual Sustainability Report helps Maynilad account for the risks, opportunities and impacts of our operations.”**

System, based on ISO 50001:2011, was established. TUV Rheinland Philippines, Inc. has recommended the company for the award of EnMS certification based on the satisfactory outcome of its recent certification audit.

Overall, through the sustainability reporting process, Maynilad's stakeholders are assured that the company's operations are in accordance with global standards. This helps improve and build Maynilad's reputation locally and internationally.

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

We are proud that the Sustainability Report we produce is not just taken as a document but as an active tool in planning and evaluating programs in Maynilad. Moreover, we are very proud that our document - and, by extension, our sustainability practices - are independently certified to be in compliance with international standards. In the Philippines, where sustainability reporting is not mandatory, few companies produce Sustainability Reports recognised by the Global Reporting Initiative (GRI). In fact, Maynilad is only one of the 14 that do.

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

First, the output or the report should not be taken in isolation. The process should be seen as part of the

programme improvement cycle, and in consideration of existing management systems. This way, it can feed back into the cycle and help improve operations. Second, in sustainability reporting, it is important that there is management commitment and employee accountability.

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

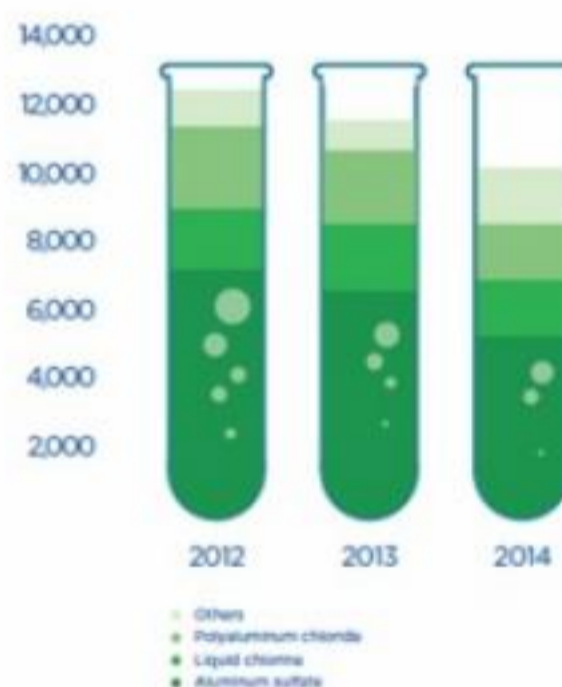
As a result of our Sustainability Report, coupled with GHG/AP reporting initiatives, we have seen how much and what we can improve to make our operations more efficient. We plan to institute the appropriate interventions or programmes to address these particular areas for improvement ●

### PROTECTING OUR ENVIRONMENT

We shall continue to manage the adverse impacts of our operations on the environment by optimising the use of our resources, reducing the generation of waste, and controlling the emission of pollutants to air, water and land.



### CHEMICAL USE FOR WATER TREATMENT IN TONNES



### MATERIALITY FRAMEWORK



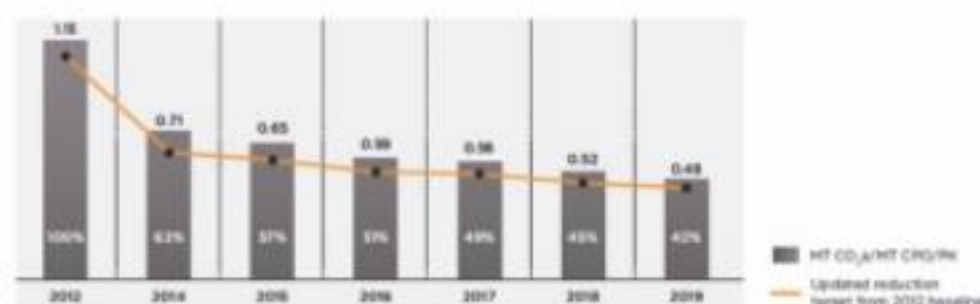
	2012	2013	2014
Scope 1 <sup>ex-works</sup>	3,756.43	4,634.92	5,488.59
Scope 2 <sup>ex-works</sup>	44,032.68	47,405.96	50,173.98
Total <sup>ex-works</sup>	47,789.11	52,020.88	55,592.57
Intensity <sup>ex-works CO<sub>2</sub>e per million liters</sup>	3.02	3.10	3.05

2012 9,368.36 kg      2013 16,501.51 kg      2014 15,262.95 kg



1000 kg Recyclables      1000 kg Residuals      1000 kg Biodegradable

### Updated projection of emissions reduction 2012 - 2019





An interview with Francisco A. Arellano,  
Head of Corporate Quality, Environment, Safety  
and Health Division, Maynilad

“ It is important to get the  
commitment of  
Management and engage  
employees for the  
development of the  
Sustainability Report. ”

## Q&A

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

We are proud that in Maynilad, we are able to produce Sustainability Reports that become valuable tools for assessing our management practices. As such, it contributes to the improvement of our company's operational efficiency.

Aside from this, we take pride in being one of the few Philippine companies that can produce third-party assured Sustainability Reports that are recognised here and abroad for its content and style.

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

Sustainability reporting breeds accountability and ownership for business process and project owners within Maynilad. This means that they are involved in all processes of the project management cycle, from planning, implementation and through the Sustainability Report development and evaluation of their programs.

This allows the lessons they have learnt in the exercise of measuring and evaluating their processes and outputs to become inputs for the further improvement of the projects. Moreover, through this, they are able to see the impact that projects have for the company as a whole and for its community of stakeholders.



### **Please give your top three tips for other companies writing Sustainability Reports?**

It is important to get the commitment of Management and engage employees for the development of the Sustainability Report.

The Sustainability Report should not simply be taken as a document, or in isolation with other sustainability projects such as greenhouse gas or air pollutants inventory and integrated management systems.

It is important to keep ourselves updated in the latest practices in terms of sustainability reporting and the latest standards.

With the release of the GRI G4 guidelines in May 2013, Maynilad's Corporate Quality, Environment, Safety and Health (CQESH) Division reviewed the merits of adapting the new guideline for Maynilad's Sustainability Report.

Aside from choosing to adopt global best practices, we also recognized the intrinsic benefits of the new

**“ It is important to keep ourselves updated in the latest practices in terms of sustainability reporting and the latest standards. ”**

guidelines. GRI G4 allows companies to select which of the materiality measures are relevant to their business. Unlike the previous GRI guidelines, the G4 guidelines allow reporting to focus more clearly on the key issues relevant to the business, thus allowing for better understanding of their impact.

The company sought to be inclusive and participative in selecting which materiality aspects were relevant to its business for its 2013 - 2014 Sustainability Report ●

**“ Sustainability reporting breeds accountability and ownership for business process and project owners within Maynilad. ”**



**About the Report**

Theme	"A New Energy"
Reporting period	Financial year ended 31 December 2014 up to 23 April 2015
Reviewed format	<a href="#">PDF</a> and <a href="#">online</a>
Pages	333 pages including a 23-page section on Sustainability plus a separate Carbon Footprint Report for 2014 of 36 pages
GRI	Follows the principles and concepts of the International Integrated Reporting Council's Integrated Reporting Framework
Assurance	Yes
Report history	Fifth Sustainability Report
Number of material impacts listed	21
Number of Performance Indicators reported	29

**Highly Commended:  
Asia's Best Carbon Disclosure**

**K**ulim is principally an investment holding company and is involved in the operation of oil palm plantations and property investment. The Kulim Group's direct and indirect landholding stands at over 91,000 hectares spread across Malaysia and Indonesia. Kulim was amongst the earliest palm oil producers to be certified to the Roundtable on Sustainable Palm Oil ("RSPO") standard. The Group employs 8,187 staff.

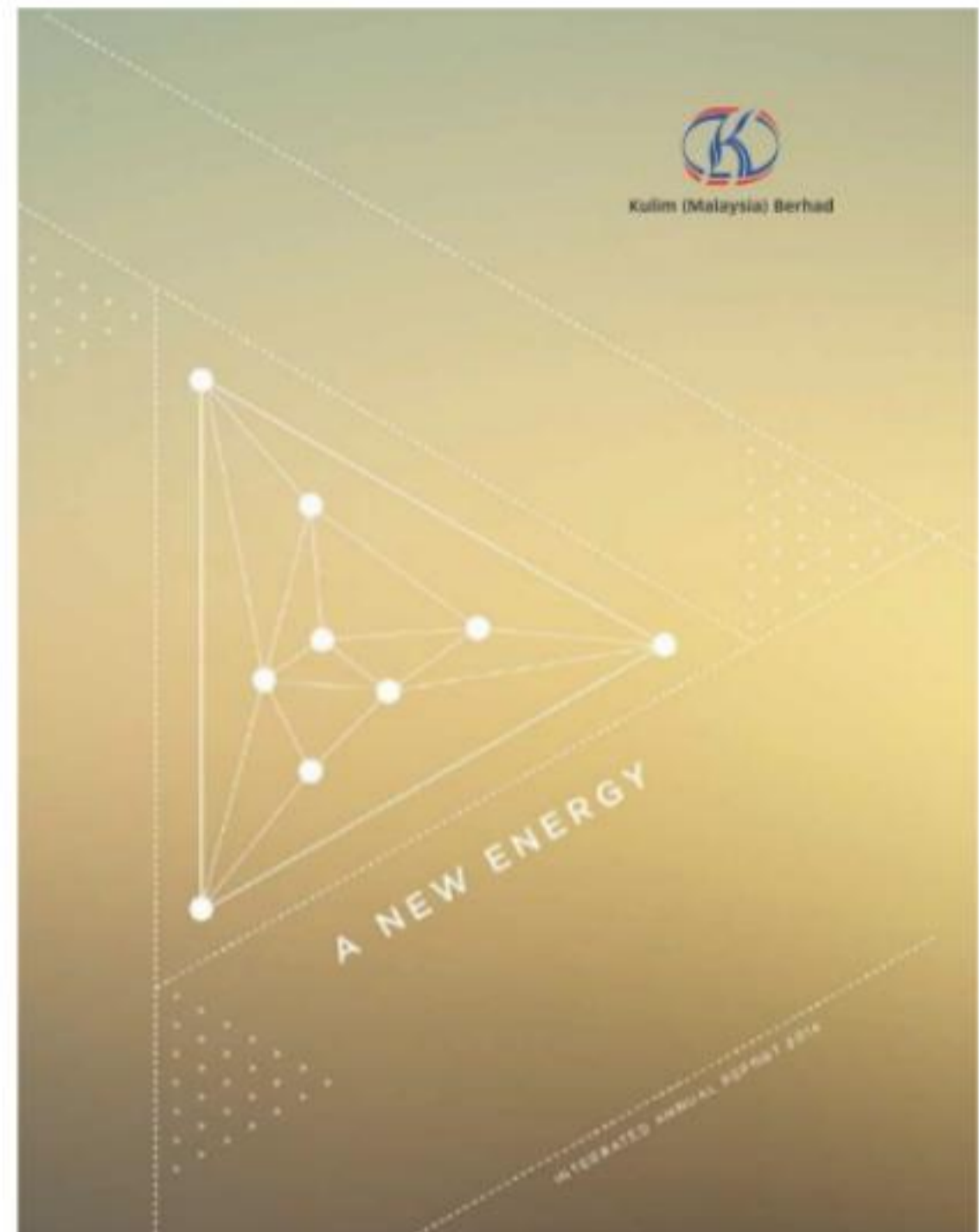
**“ A robust architecture for managing sustainability impacts will lead to robust performance. Kulim's disclosure supports this argument. ”**

**“ The sustainability section incorporated in Kulim’s Integrated Annual Report identifies sustainable value creation as a core business strategy. ”**

The sustainability section incorporated in Kulim’s Integrated Annual Report identifies sustainable value creation as a core business strategy, integrating sustainable principles into all aspects of company activities. With this mini-report split into three main parts – People, Planet and Profit – Kulim delivers a strong disclosure across material sustainability impacts of the business. The statement of Kulim’s Sustainable Development Principles helps the reader understand the value of the Sustainable Management System that Kulim has developed. A robust architecture for managing sustainability impacts will lead to robust performance. Kulim’s disclosure supports this argument.

Kulim’s pioneering approach to reporting in its sector as the first Malaysian Plantation Company to use the Roundtable on Sustainable Palm Oil (RSPO) GHG Carbon Calculator and publish a dedicated Carbon Footprint Report is an indication that Kulim knows what matters to stakeholders. In the company’s materiality matrix included in the Integrated Annual Report sustainability section, sustainable palm oil is noted as the most important issue for stakeholders.

The additional separate Carbon Footprint Report for 2014 is Kulim’s second such report, and, as you might expect, is a highly detailed view of Kulim’s climate change impacts. However, it is as much forward looking as it is in providing an account of performance in the reporting year. Starting with a



graphic overview of the palm oil production process, Kulim states 2017-2020 goals to mitigate GHG emissions. A colourful infographic showing Kulim’s emissions and reduction sources is a backdrop to the detailed description of emissions in the oil palm cultivation and the palm oil production processes.

While it is probably the environmental professional who will truly comprehend all the technical detail provided in this report, the significance of the Carbon Footprint Report goes well beyond the data it contains. It demonstrates transparency, commitment to impact mitigation and above all, a high degree of leadership and management control. A worthy winner in the Carbon Disclosure awards category, Kulim sets a high standard for companies operating in this space ●



**“ The significance of the Carbon Footprint Report goes well beyond the data it contains. ”**



An Interview with Ahamad Mohamad  
Managing Director, Kulim

**“When we embarked on this sustainability journey it was basically a compliance issue. As we embraced it, we found that it is in fact a better way for us to run our plantations.”**

### **Why does your company publish a Sustainability Report?**

Sustainability to us is not a concept to be considered in isolation but as an integral part of our governance system. In the report, we outline what we have achieved and where we are heading. Publishing the report put ourselves out for public evaluation and require us to be as what we published.

### **How do you use your Sustainability Report?**

The report serves as a reminder to our internal stakeholders of our sustainability principles so that they will be guided in their operations. This is also our way of promoting Sustainability within the industry and the larger members of the public with the hope that our fellow industry players and the public will also share the same aspiration and benefit of operating sustainably.

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

When we embarked on this sustainability journey it was basically a compliance issue. As we embraced it, we found that it is in fact a better way for us to run our plantations. We keep on trying to improve our operations and the report, and in particular the commitments we make via the reports, act as an effective driver.

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

Transparent reporting – we report areas of excellence as well as where improvement could be made and improvement plans. Our commitments towards social, environment, safety and health of our stakeholder groups.

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

The ongoing evolution of technologies to address various environment-related issues.

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

Educate and improve awareness of sustainability among employees and other stakeholder groups •

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

Kulim was among the first palm oil companies to sign up for RSPO certification and this was achieved for all its estates in January 2009. Almost all our operating units have undergone prerequisite re-certification audits in December 2013 and with some fine-tuning, the new certification was received in April 2014. As at December 2015, four (4) of our mills has been certified by RSPO certification, except Pasir Panjang Palm Oil Mill, which is expected to be certified by the year 2016.

Kulim is acutely conscious of its varied responsibilities in respect to People, Planet and Profit. Kulim is committed to continuous improvement of its performance. The implementation of a Sustainable Management System (“SMS”) will provide the framework to realise these goals. The SMS will be wholly based on the principles and criteria set out by the RSPO.

We are also proud to be among the selected corporations of Malaysian Public Listed Companies included in the new FTSE4Good Bursa Malaysia Index launched on 22 December 2014. The Index was developed in collaboration with FTSE and is one of the first in Asia to be part of the globally benchmarked FTSE4Good Index Series. Kulim

Q&A



Interview with Salasah Elias, Sustainability Head, Kulim

“Kulim is acutely conscious of its varied responsibilities in respect to People, Planet and Profit. Kulim is committed to continuous improvement of its performance.”

### KEY STRATEGIC FOCUS AND SUSTAINABLE VALUE CREATION

THE GROUP STRATEGY IS TO ACCESS THE FULL INFRASTRUCTURE LIFECYCLE



### MATERIALITY MATRIX





believes that its inclusion to the FTSE4Good Bursa Malaysia Index is a strong recognition of its commitment to its many Environment, Social and Governance ("ESG") initiatives. We are committed to sustainable business practices, socially responsible behavior and respect for the environment wherever we operate.

**What was your biggest challenge in writing your Sustainability Report?**

Setting the concept, objective, identification of required data. Identification of material issues, design of report structure and synopsis of content and content writing. Ensure understanding of the reader, especially the stakeholders.

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

The importance of the Sustainability Report in enhancing the image of the company.

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

Team-work and cooperation in the collection of data.

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

Improved understanding of the value of sustainability reporting.

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

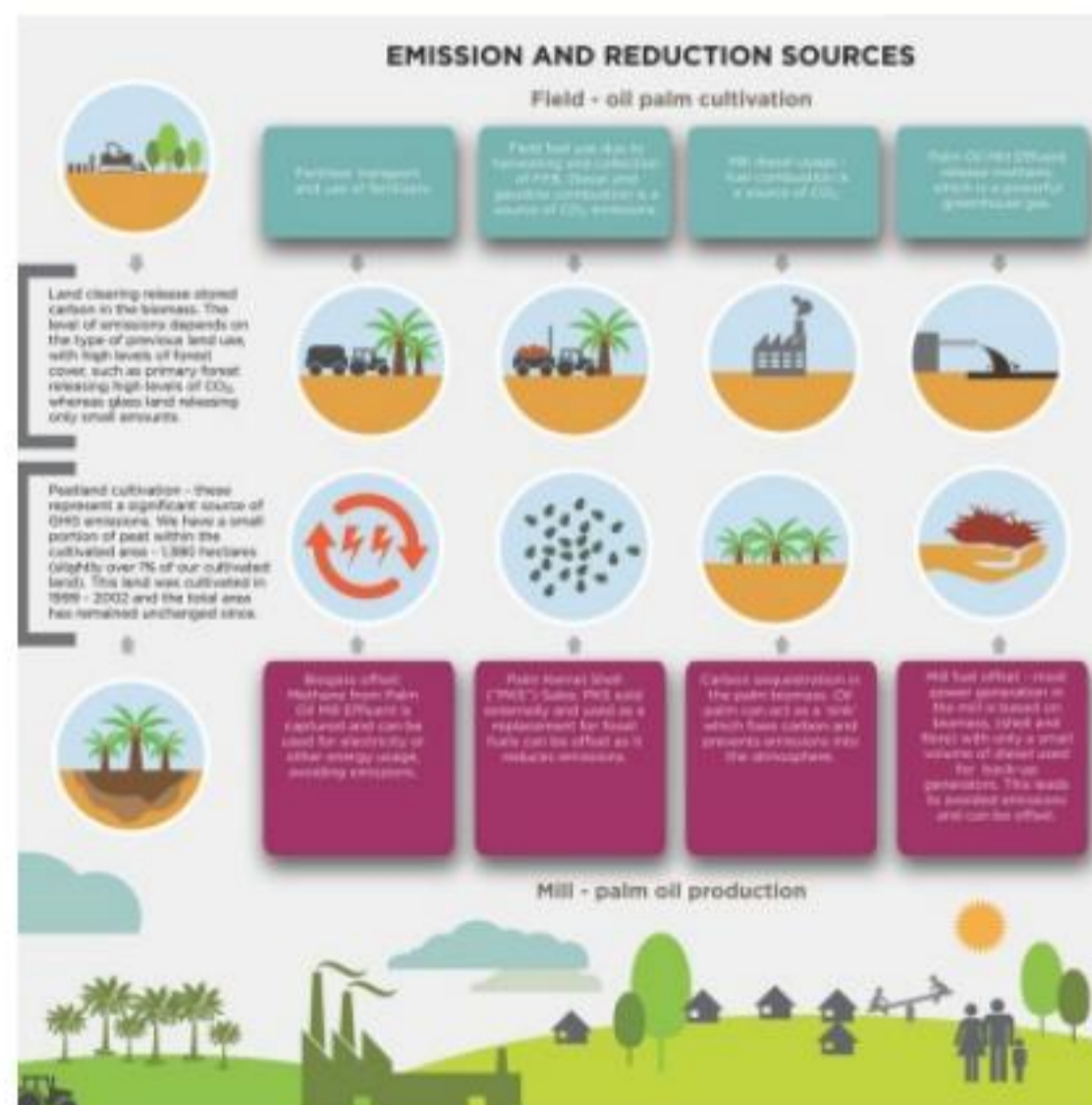
More attractive report with a view to raising the level and standard of reporting.

**“ We are committed to sustainable business practices, socially responsible behavior and respect for the environment wherever we operate. ”**

**“ The sustainability section incorporated in Kulim’s Integrated Annual Report identifies sustainable value creation as a core business strategy ”**

**What are the key elements of your report that helped you gain recognition in the ASRA 2015 Awards for the category / categories you entered?**

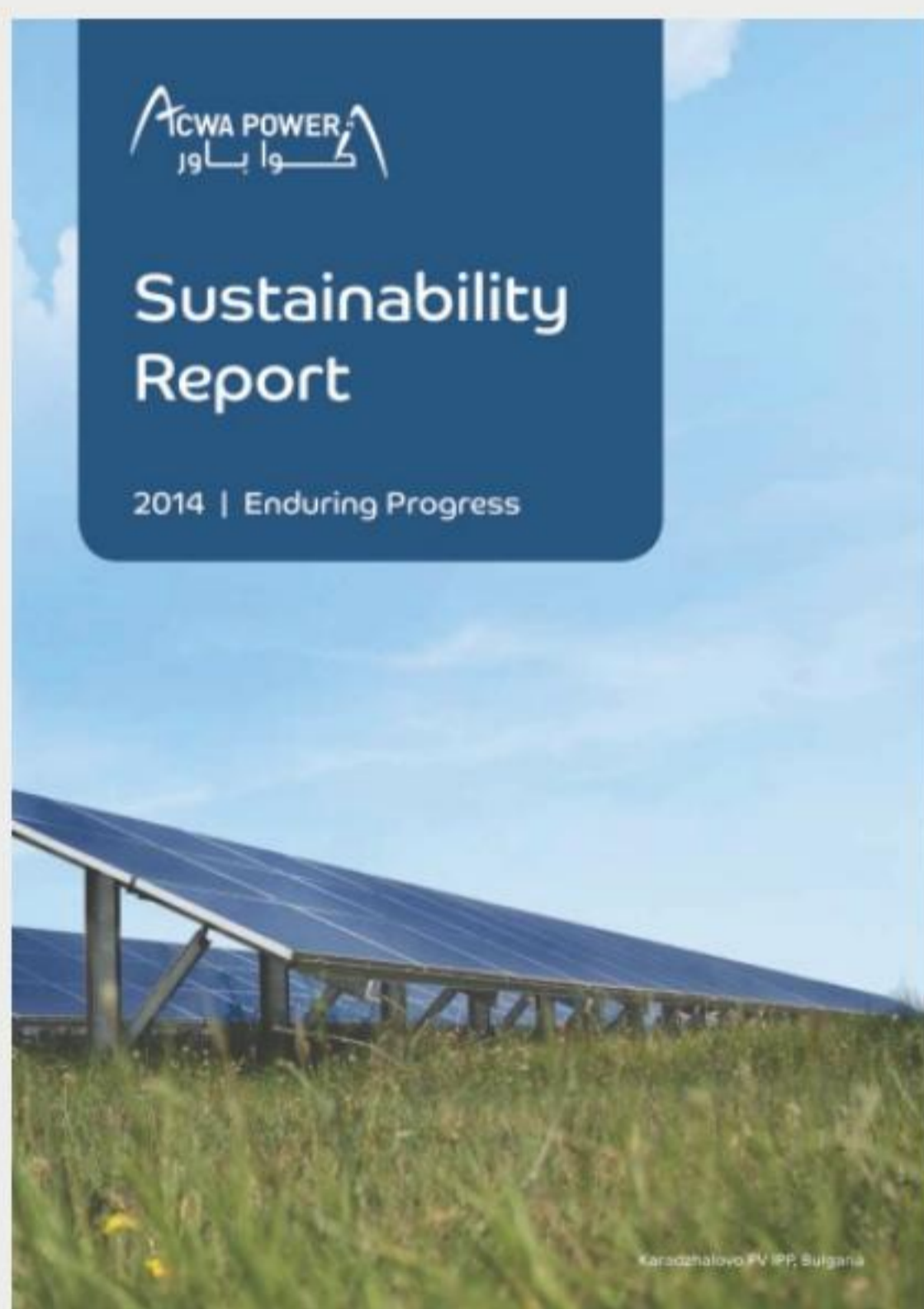
The content of the report and the level of transparency.



**Joint Winner:**  
Asia's Best First Time Sustainability Report



**A**CWA Power owns, operates and maintains an international portfolio of electricity generation and desalinated-water plants. Headquartered in Riyadh, Saudi Arabia, ACWA is privately owned by international and Saudi conglomerates along with Sanabil Direct Investment Company (owned by the Public Investment Fund) and the Saudi Public Pensions Agency. 2014 revenue was around SAR 6,696 million and the company has 2,850 employees.



#### About the Report

Theme	"Enduring Progress"
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	54
GRI	GRI G4 standard, core option, including the Electricity Utilities (EU) sector disclosures
Other Standard	References World Bank and IFC Environment and Social Performance Standards
Assurance	Yes
Report history	First Sustainability Report
Number of material impacts listed	21
Number of Performance Indicators reported	29

#### Highlights

- Very positive for a first report, this is a comprehensive review of material sustainability topics, presented in a balanced way
- Articulates a clear vision for sustainability in three key areas: compliance, driving socio-economic development and championing a sustainable (energy) future.
- Presents an overview of stakeholders engaged and key priorities
- Materiality Assessment linking key sustainability issues to business performance
- In-depth case-studies covering different aspects of operations and performance in 2014
- References challenges including sustainability risks and whistleblowing incidents
- Performance tables covering three years of key data as well as disclosures of data by facility
- Includes a glossary of terms

## Strategy and Mission



## Core Values



## Materiality Assessment Matrix



**Winner:**  
**Asia's Best Sustainability Report (SME)**



**A**DFIAP (Association of Development Financing Institutions in Asia and the Pacific) is a non-stock, non-profit organisation established in October 1976 as an umbrella organisation of development financing institutions with 101 member-institutions with operations in 40 countries and territories headquartered in Manila, Philippines with 18 employees.



#### About the Report

Theme	<b>“Creating Stronger Communities”</b>
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	32
GRI	References the GRI G4 standard and displays the Materiality Matters mark of GRI
Other Standard	References World Bank and IFC Environment and Social Performance Standards
Assurance	Not externally assured
Report history	Ninth Sustainability Report
Number of Performance Indicators reported	47

#### Highlights

- A considered and thoughtful reporting example of an umbrella organisation supporting sustainability activities of its collective membership including governance structure
- Presents a clear sustainability agenda with four pillars
- Colourful infographics to present performance highlights
- Presents the faces of all 101 member organisations, the ADFIAP secretariat members and the ADFIAP Board of Directors, making them real to the reader
- Many case studies of financed projects supported by ADFIAP that advance financial inclusion, social development and environmental stewardship by member companies in several countries



## ADFIAP 2014 HIGHLIGHTS

### ANNUAL EVENTS

**Over 120** delegates attended the 37<sup>th</sup> ADFIAP Annual Meetings in Moscow on April 23-25, 2014.



**200** delegates attended the 10<sup>th</sup> International CEO Forum organized by ADFIAP jointly with the African Association of Development Financing Institutions and the Association of Development Finance Institutions of Malaysia on November 4-6, 2014 in Kuala Lumpur.

### PARTICIPATIONS

**12** seminars, conferences, forums, and other events that ADFIAP has spoken or participated in through invitations from regional and international organizations



### PARTNERSHIPS

**10** cooperation agreements ADFIAP entered into in 2014

**13** regional and global organizations that partnered with ADFIAP in 2014



### PROGRAMS

**170** staff and officers from members participated in various capacity building programs, briefings, study tours, and seminars/workshops conducted by ADFIAP in 2014



**18** countries and island territories where the delegates of various ADFIAP capacity building programs in 2014 came from

### MEMBERSHIP

**10** institutions became new ADFIAP members in 2014:

- First Private Bank Ltd.
- Perbadanan Usahawan Nasional Berhad
- Employees Retirement Fund
- Iskandar Regional Development Authority
- Capital Bank of Mongolia
- JSC Development Bank of the Republic of Belarus
- National Investment Company P Ltd.
- Toss's Tavon Bank
- Majlis Amanah Rakyat
- Banka-Vungtau Development Investment Fund

### REGULAR MEETINGS

**80<sup>th</sup>** meeting of the ADFIAP Board of Directors held on November 4, 2014 in Kuala Lumpur, Malaysia

**15<sup>th</sup>** Extraordinary Meeting of the General Assembly held on April 23, 2014 in Moscow, Russia



(L-R)

**Octavio B. Peralta**  
Secretary General

**Sandra C. Honrado**  
Senior Executive Programs

**Vic Abainza**  
Senior Consultant

**Ms. Eloiza Rosario**  
Membership Specialist

### WORKFORCE

**18 TOTAL STAFF**

▲ 1 staff added in 2014  
0 staff turnover

Employee Categories:

- 4 Permanent
- 4 Contractual
- 4 Permanent
- 6 Contractual

### TRAINING

Average hours of training per year

576 Male

288 Female

Opportunities for formal and informal training are offered to the Secretariat staff, including coaching and counseling at work and access to ADFIAP's e-learning library.

### EQUAL OPPORTUNITY

Ratio of basic salary and remuneration of women to men by employee category:

67% 33%

A host of benefits are provided to full-time staff as per labor laws. All staff are entitled to equal retirement plans when they retire.

**Winner:**  
Asia's Best Integrated Report



**Commercial Bank of Ceylon**, the largest listed financial institution in Sri Lanka engaged in commercial banking for over 3 million customers through a network of 264 branches in Sri Lanka and Bangladesh and an office in Myanmar. The Bank has a market capitalisation of around US\$ 1 billion and 4,591 employees.

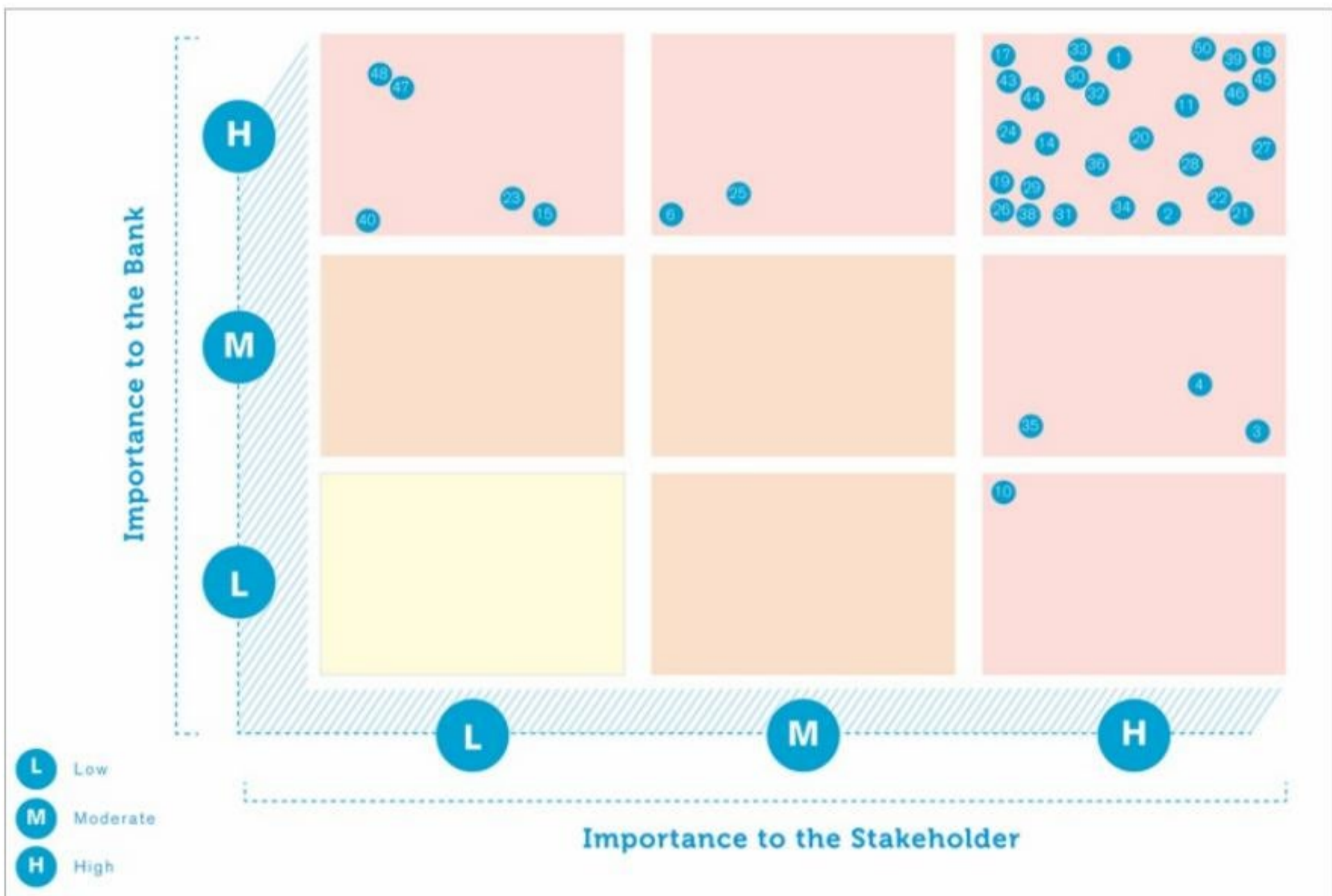
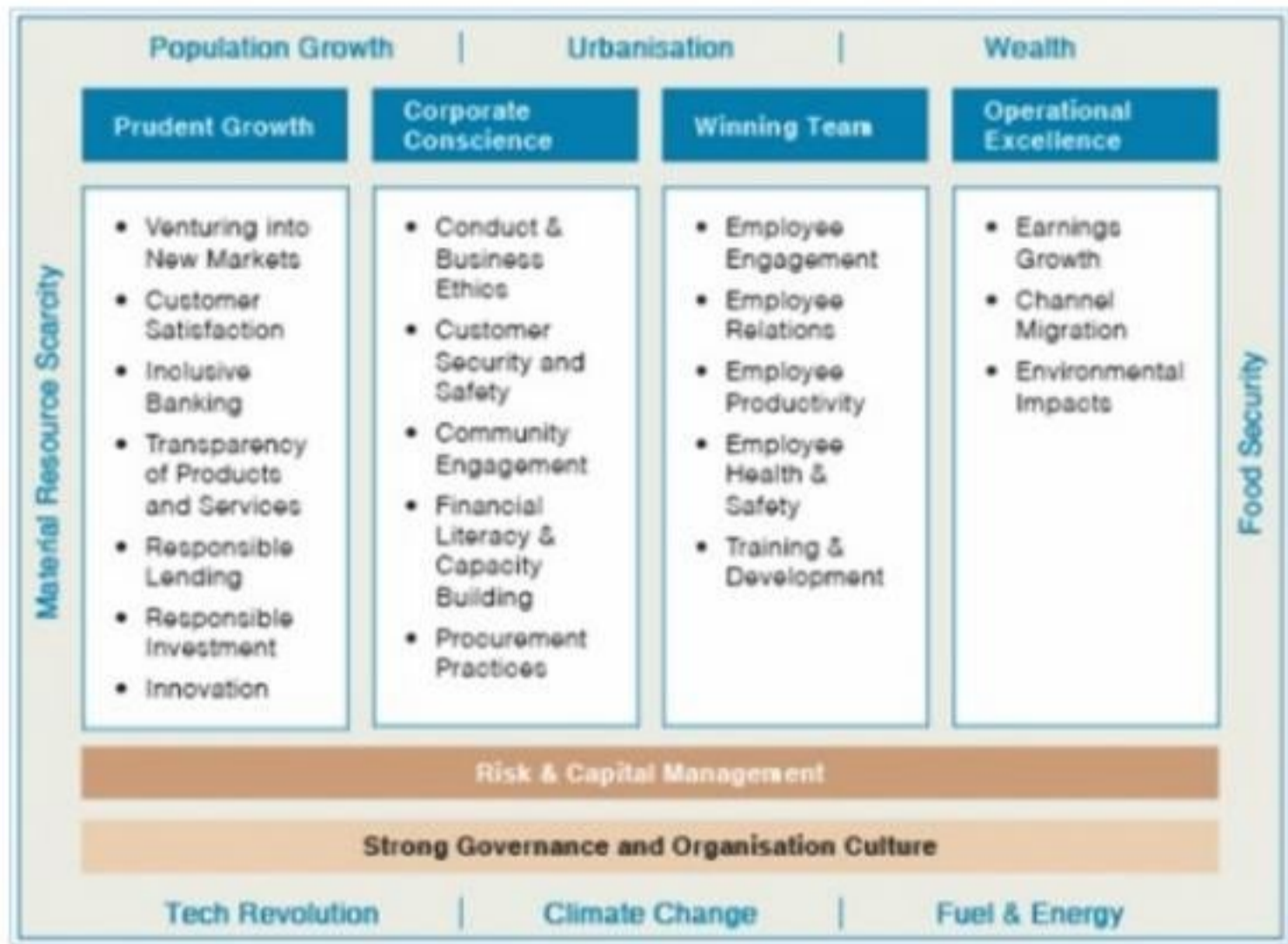


**About the Report**

Theme	<b>“Combanking”</b>
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF online interactive</a>
Pages	446 pages including 52-page Sustainability Report
GRI	GRI G4 standard, core option, including the Financial Services sector disclosures
Other Standard	Uses the International Integrated Reporting Council <IR> framework and includes a Communication on progress for the UN Global Compact
Assurance	Yes
Report history	7th Sustainability Report
Number of material impacts listed	50 material impacts of which 39 are highly material
Number of Performance Indicators reported	52

**Highlights**

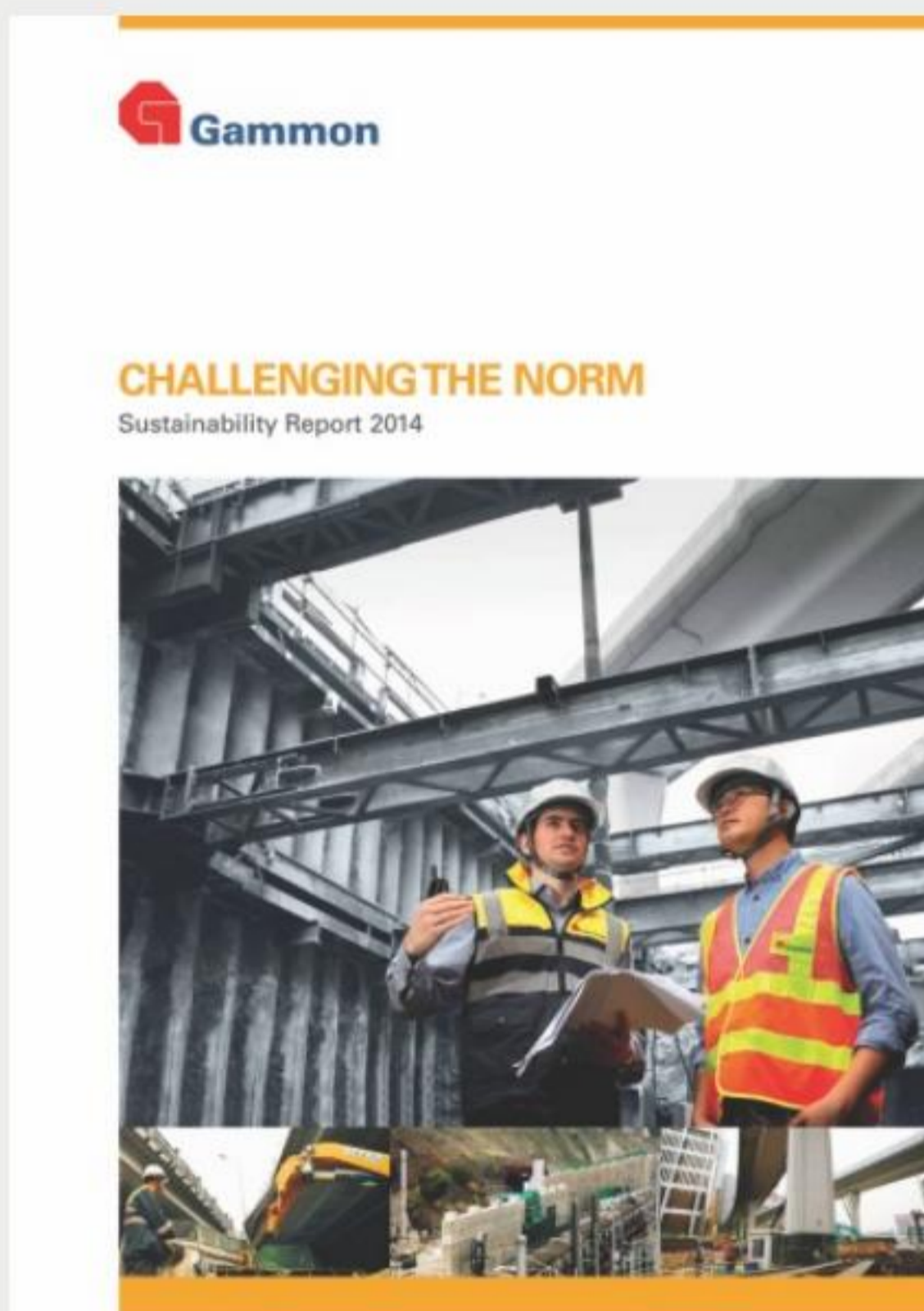
- Comprehensive detail of stakeholder interactions and engagement including topics discussed and concerns raised by each stakeholder group
- Material impacts in a materiality matrix with description of process used to determine priorities
- Clear presentation of three years of sustainability data
- Diagrams, infographics and charts to present complex data of processes
- Case studies presented relating to community involvement
- Retains the look and feel of a financial report



**Winner:**  
Asia's Best Supply Chain Reporting



**G**ammon construction is a building, construction, civil engineering services and manufacturer of fabricated steel. It is a privately-owned company, founded in 1919 and operates mainly in Hong Kong, Macau, mainland China and Singapore with an annual turnover US\$2.2 billion and more than 8,000 employees.



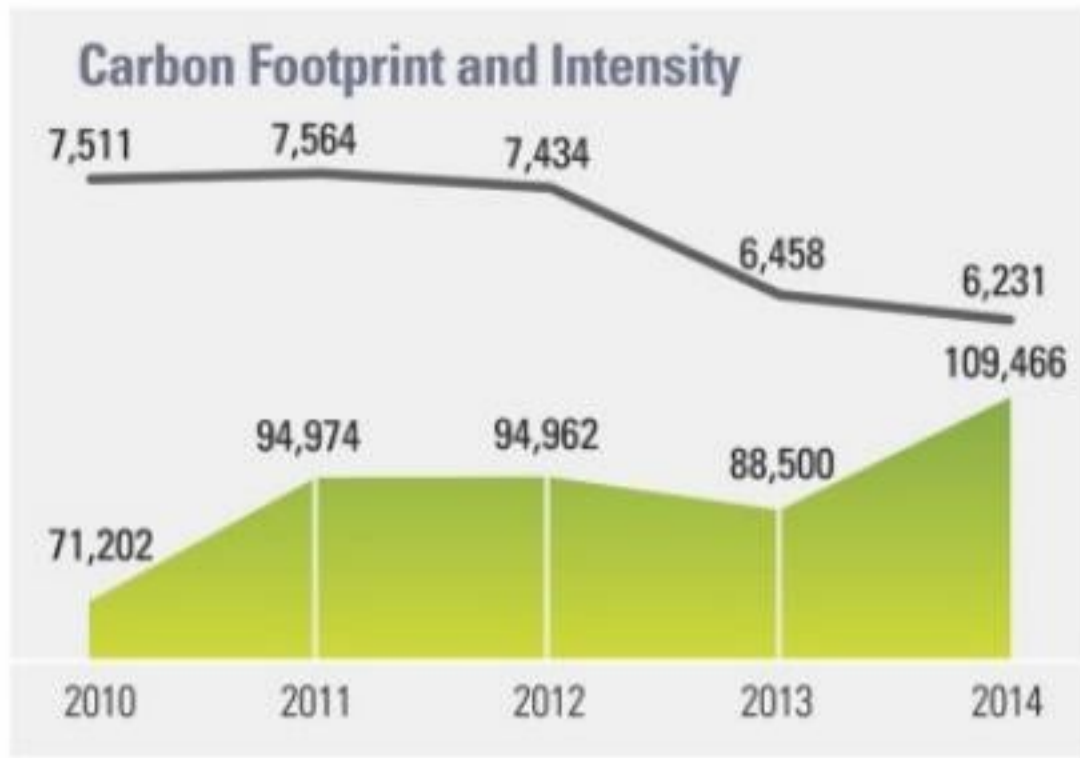
**About the Report**

Theme	<b>“Challenging the Norm”</b>
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	336
GRI	GRI G3.1 guidelines, Application Level C+”
Assurance	Yes
Report history	Reporting since 2003
Number of material impacts listed	10
Number of Performance Indicators reported	34

**Highlights**

- Presents a 2020 roadmap for sustainability
- Clear statement of material impacts identified by stakeholders and company responses
- Photos and statements from company directors
- Clear charts and visuals to present data and includes summary charts with 5 years of data
- Reports awards to suppliers who demonstrate positive environmental activities
- Describes approach to improve partnership relationships with suppliers including influencing construction standards in the industry





— Intensity (kg/HK\$1m turnover)  
 ■ Footprint (tonnes CO<sub>2</sub> equivalent)



At Gammon's Sustainability Conference 2014, themed "Creating Shared Value" our invited guests joined us in recognising suppliers' efforts

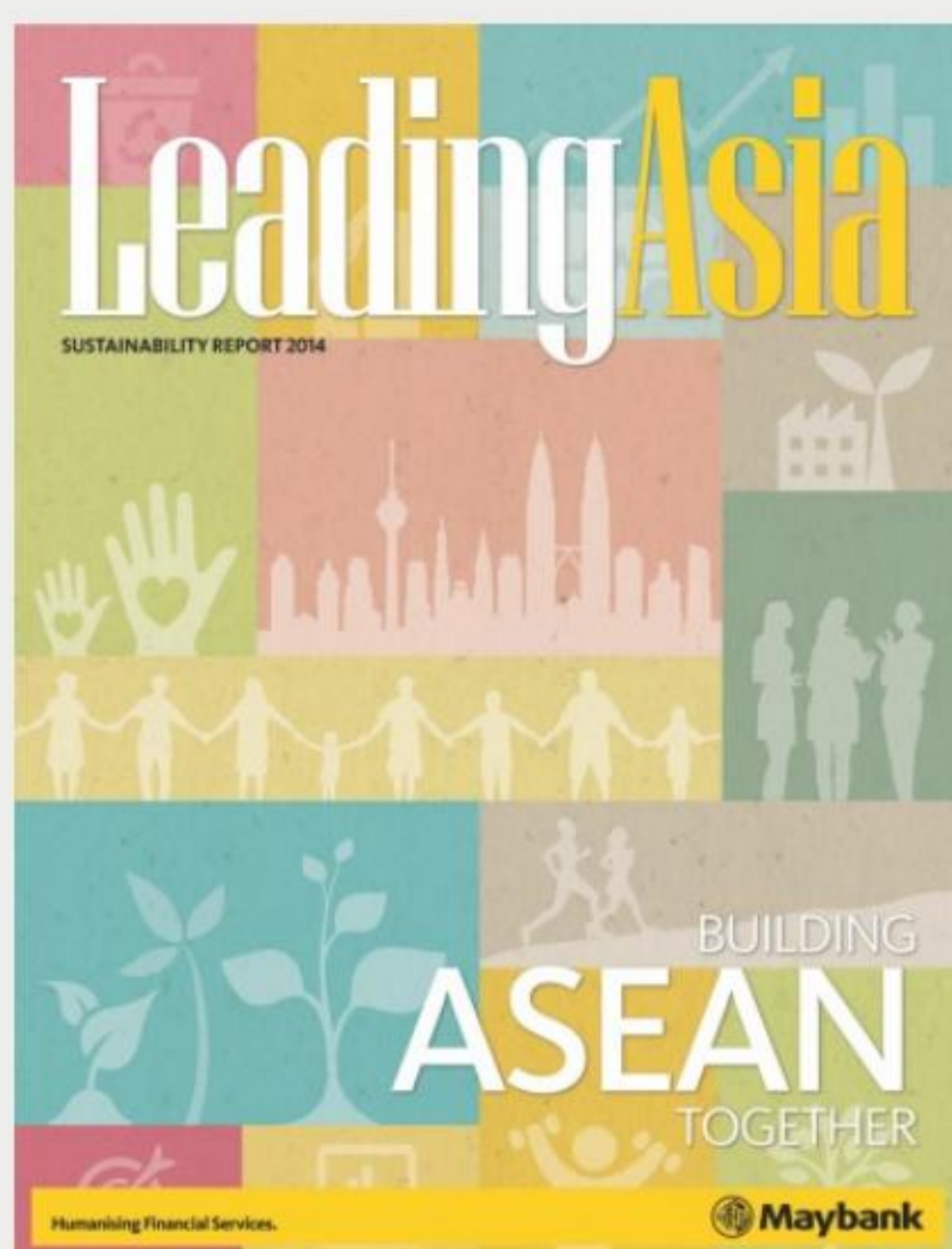
to bring more sustainable products and ideas into the market place. Our "green" awarded partners were:

- Sustainable Timber Doors
- Cordless & Rechargeable Tools
- Sustainable Timber (Formwork)
- BS Biodiesel

**Winner: Asia's Best Workplace Reporting**  
**Highly Commended:**  
**Asia's Best Online CSR Reporting**



**M**aybank is the largest financial services group in Malaysia. Established in 1960, Maybank operates from its three key 'home markets' of Malaysia, Singapore and Indonesia, across all 10 ASEAN nations and other key Asian countries with 2,400 offices and 22 million customers and RM640 billion Total Assets. Maybank employs 47,041 employees with 30 nationalities.



#### About the Report

Theme	<b>"Building Asean together"</b>
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF and online</a>
Pages	150
GRI	G4 standard, core option with the GRI Content Index service
Other Standards	Follows ESG Reporting Guide in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong
Assurance	Yes
Report history	Fifth stand-alone Sustainability Report
Number of material impacts listed	10
Number of Performance Indicators reported	22

#### Highlights

- Performance summary tables with 7 years of performance data
- Clearly states material impacts and their relevance
- Detailed overview of sustainable workplace practices over 15 pages as part of a strategic approach to sustainability
- Includes case studies in each section showcasing performance
- Range of visuals – icons, charts, infographics and photos to present information in a creative way

<h3>Community and Citizenship</h3> <p><b>Investing for Impact</b> Through the Group and Maybank Foundation, we invest in sustainable programmes to unlock social value and to realise long-term tangible results in the following areas:</p> <ul style="list-style-type: none"> <li>Education </li> <li>Community Empowerment </li> <li>Arts and Culture </li> <li>Healthy Living </li> <li>Environmental Diversity </li> <li>Disaster Relief </li> </ul>	<h3>Our People</h3> <p><b>Employee Engagement Platforms</b> Build an engaged regional workforce by putting in place employee engagement platforms.</p> <p><b>Learning and Development</b> Invest in the long-term development of our people and improve capabilities across the organisation.</p> <p><b>Talent and Leadership</b> Nurture talent by providing appropriate support for growth and the opportunity to excel in the organisation.</p> <p><b>Diverse and Inclusive Workplace</b> Maintain an inclusive workforce that embraces racial and gender diversity.</p> <p><b>Safety, Health and Well-being</b> Build a happier and healthier workforce by promoting work-life balance, as well as physical and emotional well-being.</p>	<h3>Access to Products and Services</h3> <p><b>Commitment to the Environment</b> Manage our ecological footprint by considering direct and indirect impacts on the environment as we grow regionally.</p> <p><b>Focus on Customers</b> Building relationships with customers by providing convenient access to financing, fair terms and pricing, and advising them based on their needs.</p> <p><b>Digitisation</b> Leverage as life-improving digitisation to expand our reach in order to bring our financial services closer to our customers.</p> <p><b>Product Stewardship</b> Lead the way in responsible growth and lending practices to meet our Environmental, Social and Governance (ESG) commitments.</p>
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**Who We Are**

- Group President and CEO's Message
- Our Sustainability Journey
- Corporate Governance
  - Polices

**Sustainability at Maybank**

- Our 20/20 Sustainability Plan
- Community and Citizenship
  - Overview
  - Education
  - Community Empowerment
  - Environmental Diversity
  - Arts and Culture
  - Employee Volunteerism
  - Healthy Living
- Our People
  - Overview
  - Employee Engagement

**Sustainability Reports**

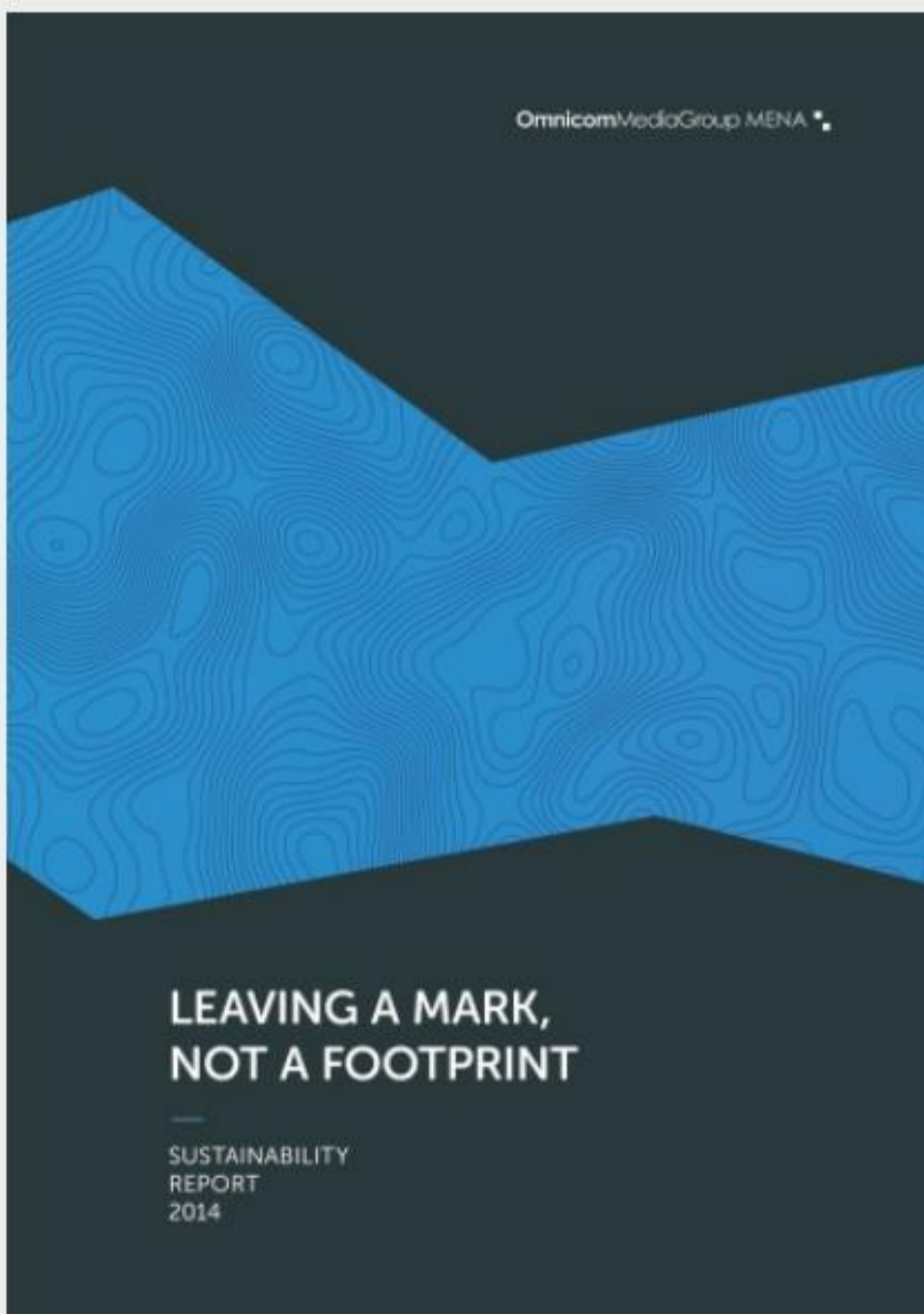
- MAYBANK SUSTAINABILITY REPORT 2014
- MAYBANK SUSTAINABILITY REPORT 2013
- MAYBANK SUSTAINABILITY REPORT 2012

**Joint Winner:**  
**Asia's Best First Time Sustainability Report**

OmnicomMediaGroup

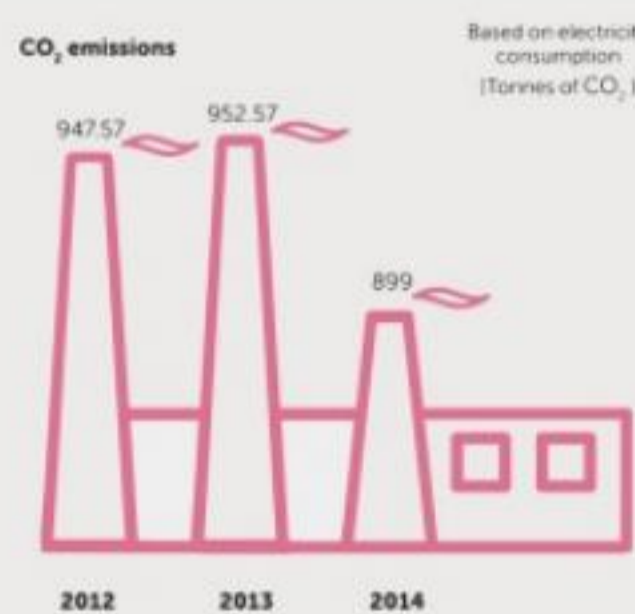


**Omnicom Media Group** is the media services division of Omnicom Group Inc., a global advertising and marketing communications services holding company headquartered in New York. Omnicom Media Group has its MENA headquarters in Dubai and employs 448 staff in the UAE, Saudi Arabia, Qatar, Egypt, Lebanon and Morocco.



**About the Report**

Theme	<b>“Leaving a mark, not a footprint”</b>
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	37
GRI	G4 standard, core option and uses the GRI Materiality Disclosures service
Assurance	Yes
Report history	First Sustainability Report in accordance with GRI.
Number of material impacts listed	31
Number of Performance Indicators reported	36



**Highlights**

- Full range of sustainability disclosures in a well-considered structure – impressive for a first report
- Articulates a clear strategic framework for sustainability, supported by three overarching priorities and targets in each area
- Presents a detailed materiality assessment
- Includes perspectives from several executives in the organisation
- Uses simple but clear infographics to present data

Our Business Sustainability Framework 2015-18



**Winner:**  
**Asia's Best CSR Communication within  
 Annual Report**



**O**rient Overseas (International) Limited operates container transport and logistics services with more than 320 offices in 70 countries and is headquartered in Hong Kong. The company generates total revenues exceeding US\$6.5 billion and is listed on The Stock Exchange of Hong Kong. Orient Overseas has 9,500 employees.



**About the Report**

Theme	<b>"Annual Report "</b>
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	163 pages, of which 8 pages are dedicated to CSR
GRI	Complemented by a standalone Sustainability Report for 2014 which includes disclosures taken from the GRI G4 standard
Assurance	Yes

**Highlights**

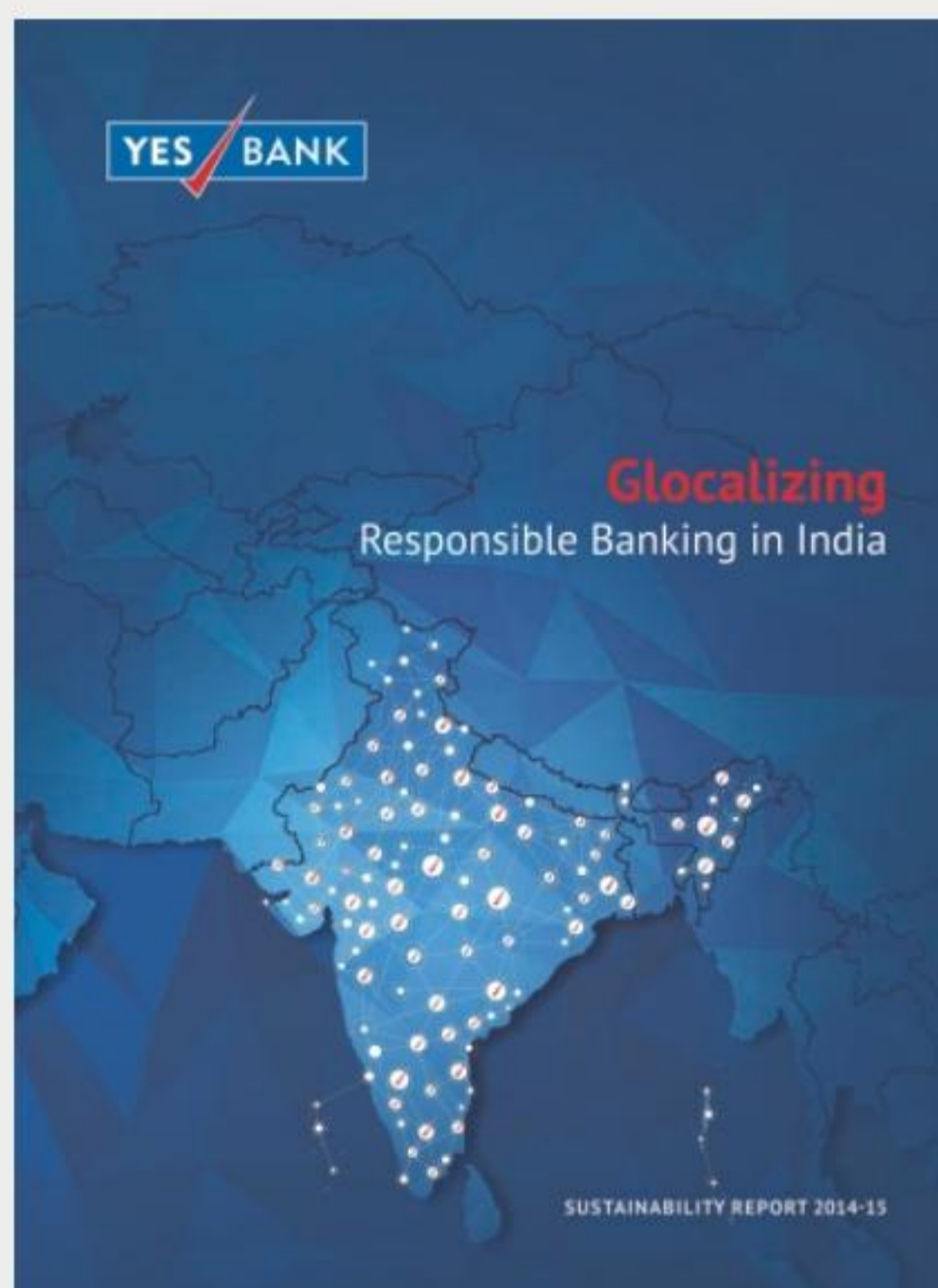
- Declares a clear commitment relating to improving social, environmental and community impacts
- Reports a range of environmental initiatives providing data about pollution reduction and resource efficiency
- Details measures to improve security of global cargo transportation
- References community and workplace initiatives



**Joint Winner:**  
Asia's Best Community Reporting



**YES BANK** is India's fifth largest private sector bank, founded in 2004 and is a 'Full Service Commercial Bank' offering a range of products and services to corporate and retail customers. YES BANK is a public limited company listed on the Bombay Stock Exchange and the National Stock Exchange of India with 2014-5 revenues of 136,184,616 Thousand Rupees. YES Bank has 10,810 employees.



#### About the Report

Theme	<b>"Glocalising Responsible Banking in India"</b>
Reporting period	Fiscal year to March 31, 2015
Reviewed format	<a href="#">PDF</a>
Pages	92
GRI	GRI G4 standard, comprehensive option, including the G4 Financial Services Sector Disclosures
Other Standards	Includes UN Global Compact Communication on Progress
Assurance	Yes
Report history	Third stand-alone Sustainability Report
Number of material impacts listed	20 material impacts of which 8 are most material
Number of Performance Indicators reported	58

#### Highlights

- Impressive detail across a wide range of activities with a strategic focus
- Extensive and interesting opening remarks from the Managing Director covering three pages
- Includes insights from external stakeholders
- Three years of performance data in clear summary charts
- Several pages of detail of community investment activities with relevant context and data on contributions with some references to outcomes achieved

## Materiality Matrix



■ Women from the Waghali village, Jalgaon District, Maharashtra, at the water purification system distribution under YES COMMUNITY – RISE, in February 2015

**Highly Commended:**  
Asia's Best Integrated Report



**P**T Pertamina (Persero) is a State-owned Enterprise (SOE) headquartered in Jakarta, Indonesia which provides oil, gas, renewable and new energy services. PT Pertamina (Persero) has 14,402 employees.



**About the Report**

Theme	"Inspiring Indonesia to the world"
Reporting period	Calendar year 2014
Reviewed format	<a href="#">PDF</a>
Pages	567 pages including a 28-page section on Corporate Social Responsibility, supported by a standalone Sustainability Report published by the company
GRI and other Standards	References 3 reporting guidelines: The Indonesian Capital Market and Financial Institution Supervisory Agency, GRI G4 and IIRC

**Highlights**

- Dual language report presented in English and Indonesian
- Highlights strategy following ISO26000 CSR standard framework
- Presents three years of key sustainability data



Tabel Jumlah Karyawan Berdasarkan Jenis Kelamin dalam 3 Tahun Terakhir  
Table of the Number of Employees by Gender in the Last 3 Years

Jenis Kelamin Gender	Jumlah Karyawan Total of Employees		
	2014	2013	2012
Laki-Laki Male	12,717	13,146	13,103
Perempuan Female	1,685	1,607	1,590
Jumlah Total	14,402	14,753	14,693

Tabel Jumlah Karyawan untuk Level Setara SVP, VP, dan GM dalam 3 Tahun Terakhir  
Table of the Number of Employees by Levels Equivalent to SVP, VP, and GM in the Last 3 Years

Kelompok Jabatan Position	Jenis Kelamin Gender	Jumlah Karyawan Total of Employees		
		2014	2013	2012
VP & GM (setara) (and equal)	Laki-Laki Male	79	69	61
	Perempuan Female	5	2	3
SVP (setara) (and equal)	Laki-Laki Male	18	20	16
	Perempuan Female	0	1	0
Jumlah Total		102	92	80

Catatan: Tidak termasuk pekerja Persero yang diperbantukan ke Anak Perusahaan  
Note: Not included Company employees that are assigned to Subsidiaries

# SUSTAINABILITY REPORTING: TIPS FROM ASIA'S BEST

Secrets of award winning reports

■ “Sustainability is not a stand-alone subject but a broad corporate strategy that could be integrated into every facet of the business. Under such circumstances, top management support and commitment is critical to drive initiatives of different sustainability aspects throughout the value chain. Department heads are accountable for their corresponding sustainability performance indicators, and hence they are responsible for driving continual improvement.”

**Philip Chen, Managing Director, Hang Lung Properties**

■ “Sustainability is about how you manage your impact on the economy, the community and the environment, and you use a Sustainability Report to tell people about how you manage these impacts. Meanwhile, you can never understand the impact better than those who have been impacted. That’s why engagement is always the key to pursue sustainability and to produce a good Sustainability Report.”

**Philip Chen, Managing Director, Hang Lung Properties**

■ “The first thing is to realise the value that Sustainability Reports bring to you and your company, second is to support Sustainable Efforts and empower your people to be part of the movement. And lastly, I believe that working together and learning from one another immensely contributes to growth. So share best practices and step toward progress.”

**Jose Teodoro K. Limcaoco, Chief Sustainability Officer, Ayala Corporation**

■ “The journey in writing a Sustainability Report may be long and challenging, so one must keep a positive outlook and strive to push forward. Working harmoniously with the team is essential because with an inspired team, a challenging journey becomes a memorable adventure. But above all, be sincere. Write not to impress but to inspire, to show what is, and what can be.”

**Ma. Victoria A. Tan, Director of Group Risk Management, Ayala Corporation**

■ “Leadership: Top-down support is crucial whenever it comes to implementing Sustainability Reporting or publishing a Sustainability Report, as it always involves inter-departmental collaboration. For instance, since every department in a company is required to provide relevant sustainability data to fulfil the reporting requirement, the stronger the support you received from the senior management, the easier you can coordinate the data collection process. Besides, in the course of pursuing corporate sustainability, it is always about formulating corporate goals and strategies that apply to all functional units within a company. Under such circumstances, it is basically a necessity to take a top-down approach in facilitating these processes.”

**Bella Chhoa, Head of Sustainability, Hang Lung Properties**

- “Data collection and the relevance of data to the organisation: Data and information and its relevance to the organization are the fundamentals of a good Sustainability Report. The quality of data and information that you put in the report determines to what extent you are responding to stakeholders’ expectation; and more importantly how your company’s sustainability performance is perceived by your stakeholders. Therefore, when you start to prepare for your Sustainability Report, you need to think about setting up a system to streamline the internal data collection process and to make sure that your expectations on data are well-communicated to all relevant colleagues within your company.

“While you might spend a lot of time struggling before the system can be fully developed, thinking of it as a system at first would allow you to monitor all processes in a more systematic manner. After all data is data. It is the analytics behind the data which tells how the company is performing. A good system would help you extract crucial information from the data and hence would facilitate continuous enhancement from time to time.”

**Bella Chhoa, Head of Sustainability, Hang Lung Properties**

- “Internal awareness: This is another core component to develop a good Sustainability Report. As a sustainability practitioner, you might think that most of the people should understand what sustainability is, and why we are doing it. However, this is probably not the case. Hence, when you are busy developing the data system or gauging management support, please always remember to enhance the internal awareness on sustainability, in whatever means that are appropriate to your company. Once the awareness is there, you would definitely find it easier to implement new strategies or to launch new initiatives, and of course to do your sustainability reporting.”

**Bella Chhoa, Head of Sustainability, Hang Lung Properties**

- “Walk the Talk, this the most important aspect of our Sustainability journey. Every organisation, big or small, must have a sustainability strategy and that’s why we need to ‘Write what we do and do what we write’. The publishing of the Sustainability Report becomes an integral part of this strategy. Moreover, industry will continue to face many challenges and instability. All we need to do is ‘continue to innovate’ our processes to address these challenges through sustainable solutions. Finally, it is not about the Report. It is about one’s commitment and purposeful actions.”

**Dr Santrupt Misra, CEO, Carbon Black Business & Director of Group HR, Aditya Birla Management Corporation**

- “Work on your materiality; develop a robust and unambiguous system to collect and manage your sustainability data; hire an outside sustainability consultant/advisor to challenge you; work with sustainability communication specialists to help you design and copy write your messages.”

**Dr. Gilles Moninot, Sustainability Director, Birla Carbon**

- “Realise the value of reporting: Sustainability report is not just a means of communication. The reporting company should try to get the most value out of the sustainability reporting process.

“Board-level support: Sustainability Report is a tool for driving change and helping the company to set goals and keep moving in the right direction. Support from the board is crucial to drive this strategic development towards corporate sustainability.

“Embedding sustainability into corporate culture: In addition to Sustainability Report, the company has to implement other measures and initiatives to embed sustainability into the corporate culture, and ultimately, to achieve corporate sustainability.”

**Wilson Fung, Executive Director, Corporate Development, Airport Authority Hong Kong**

- “Start early and monitor the sustainability progress throughout the year. If you only track once a year while preparing for the Sustainability Report, it will be too late to take corrective action for areas that may be lagging behind.

“Get buy-in from stakeholders. This will take time and regular nudges, but sustainability cuts across all teams within a company so it’s important that everyone is onboard this journey.

“Don’t do it because you have to, but because you want to. Sustainability reporting should never be seen as a chore. It is an opportunity to take stock of the company’s sustainability efforts in a holistic manner, so that we can build trust in our brand and be better stewards in our environment and community.”

**Jeannie Ong, Chief Strategic Partnership Officer, StarHub**

- “Management’s 100% commitment and support is needed, and all employees must be engaged in the process of reporting. Keep your company’s mission and strategy top of mind. Pay attention to what your stakeholders are telling you.”

**Francisco A. Arellano, Head of Corporate Quality, Environment, Safety and Health, Maynilad Water**

- “Accept the weaknesses - Embrace the gaps - Be open to improvement plans.”

**Ahamad Mohamad, Managing Director, Kulim Malaysia**

- “Clearly define your report content. Agree in advance on your level of transparency. Understand your company's and stakeholders’ needs.”

**Salasah Elias, Head of Sustainability, Kulim (Malaysia)**

# HOW TO PRODUCE AWARD WINNING SUSTAINABILITY REPORTS

Insights from the ASRA 2015 Judges

- “Companies that aspire to report well must have something to report on. In other words, they must have a guiding strategy that encompasses consideration of business impact, which is what being a responsible business is all about. From there: focus, be truthful, and demonstrate your progress through the best outcome measures you can devise.”

**Alex Mavro**, Chief of Operations, Center for Sustainability Management, Sasin Graduate Institute of Business Administration, Chulalongkorn University, Thailand

- “Award winning organisations manage to integrate sustainability performance into their strategic initiatives in delivering innovative products and services, and think long-term beyond profitability today.”

**Dr. Artie W. Ng**, Principal Lecturer & Deputy Director, School of Professional Education and Executive Development (SPEED), The Hong Kong Polytechnic University

- “Developing Sustainability Reports provides a venue for the organisation to introspect and improve while providing their narrative or story to stakeholders.”

**Dr. Avvari V. Mohan**, Associate Professor for Strategic Management, Deputy Dean for Business Engagement & External Affairs, Nottingham University Business School, Malaysia Campus

- “It goes beyond financials in order to be an award-winning sustainable firm. There needs to be a long term strategy and vision. Think generations, think growth, think triple bottom-line and think global. Every report should build on the past, the now and the future.”

**Professor Annie Koh**, Vice President, Office of Business Development, Singapore Management University

- “Sustainability Reports must clearly outline strategy, guiding principles, initiatives and measurable results. A good report showcases integration of sustainability initiatives, company purpose and employees.”

**Brigitte Holtschneider**, Executive Director, British Chamber of Commerce, Singapore

- “Transparency is the currency of trust. The prime purpose of a Sustainability Report is to build trust. Yet, interestingly, trust is built as much in the process of preparing a Sustainability Report as it is in the published output. Take care to invest in your process and your report will become a worthy testimony that can help to sustain your business.”

**Elaine Cohen**, CEO, Beyond Business, Sustainability Reporting Expert, Author and Speaker

■ "Sustainability statements are only catalysts; but making those changes and impacting lives of people are the real achievements. A good Sustainability Report authentically demonstrates contribution towards clearly defined sustainability goals."

**K. T. Ramakrishnan, Head of Operations, Worldwide Responsible Accredited Production (WRAP), India, Sri Lanka**

■ "Sustainability reporting is essentially about communicating what your company is doing to manage all of its resources as efficiently and responsibly as possible. It's about demonstrating how you are improving your sustainability performance against targets. Tell your success stories, but also honestly admit your failures and show how you are going about making changes for the better. Be transparent. Be ethical. Be clear. Be concise."

**Ken Hickson, Chairman, Sustain Ability Showcase Asia (SASA)**

■ "In a good Sustainability Report, companies should not miss 'sustainability' for the 'report'. The product is more important than the packaging - it will be easy to detect the window dressing."

**Dr. Lawrence Loh, Director, Centre for Governance, Institutions & Organisations, Deputy Head & Associate Professor of Strategy & Policy, NUS Business School, National University of Singapore**

■ "The recipe for producing a best Sustainability Report is to ensure transparency, use simple report structure to showcase achievements against targets and a clear roadmap for the way forward. Winning public trust is the key and it is certain if you follow this recipe."

**Nithyanandam Yuvaraj Dinesh Babu, Chief of Climate Change Initiative, USAID India**



# Asia Sustainability Reporting Awards

THE MOST INSPIRING RECOGNITION FOR SUSTAINABILITY REPORTING IN ASIA

## CATEGORIES

- Asia's Best Sustainability Report
- Asia's Best Integrated Report
- Asia's Best Sustainability Report (SME)
- Asia's Best First Time Sustainability Report
- Asia's Best CSR Communication within Annual Report
- Asia's Best Online CSR Communication
- Asia's Best Materiality Reporting
- Asia's Best Stakeholder Reporting
- Asia's Best Carbon Disclosure
- Asia's Best Supply Chain Reporting
- Asia's Best Community Reporting
- Asia's Best Workplace Reporting
- Asia's Best Environmental Reporting
- Asia's Most Transparent Report
- And
- Asia's Sustainability Report of the Year!

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### Is it for you?

SRE is intended for listed as well as non-listed companies who want to learn how to produce their first sustainability report or how to improve their current sustainability report. It's also a forum to discuss common issues, challenges and solutions relating to sustainability reporting. SRE is not a platform for consultants.

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