



SYSTAINABILITY ASIA

Industry and Marketing Research Report
2011

The current report presents a comprehensive research on trends and opportunities in the area of sustainability consulting in four SE Asian countries: Singapore, Thailand, Malaysia and Indonesia. The report was commissioned by and is for the exclusive use of Systainability Asia.

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Executive Summary

The Company- Systainability Asia was founded in 2005 as a senior affiliate of AtKisson Group International. It is a sustainability consulting business that is headquartered in Thailand and has had projects in Indonesia, Malaysia and Vietnam. The value proposition it brings to its clients is: cost efficiency, enhanced brand names, operational efficiency, risk mitigation, inclusion in sustainability indices on the major stock exchanges which gives companies access to socially responsible investment opportunities.

Our goal: By doing a country by country analysis of industries and researching company reporting patterns, we were able to address appropriately our initial goal, namely to create a go-to-marketing strategy in Southeast Asia by identifying key industries in each of the four countries and finding specific target companies. The target companies were identified on the basis of lack or poor sustainability reporting and practices overall. We analyzed companies with multinational presence as well as companies that are in industries employing extensive use of scarce resources like mining and oil.

Our recommendations: On the basis of our comprehensive industry and marketing research, we recommend that Systainability Asia target a cluster of specific industries in each of the researched countries. Apart from naming concrete target companies we strongly encourage Systainability Asia to establish lasting partnerships with local NGOs in each targeted country. The rationale behind this is that NGOs are driving forces behind changes especially when government regulations are not in place. Second, Robert should brand himself as the veteran in the industry and the cost effective option as a result of his low overhead costs. Additionally, we recommend an overhaul of the website to include success stories and a more detailed to description of the services offered.

Indonesia- Limited Liability Company Law Number 40 requires companies that do business activities in the realm of natural resources to engage in CSR Programs. Additionally, the Central Bank of Indonesia is about to roll out a green financing policy in Indonesia. As a result Systainability Asia should focus on Banking, Mining, Palm Oil, and Pulp and Paper.

Thailand- The stock exchange of Thailand requires listed companies to have clear policies, but does not stipulate CSR prerequisites. Industries to focus on are Auto-Manufacturing and Parts, hotels, property and development, banking, petrochemical, as well as electronic and electrical equipment.

Singapore- Singapore Stock Exchange encourages list companies to do sustainability reporting and international pressure has been mounting because most companies in Singapore are multinationals. Industries to focus on are electronic and electrical equipment, forestry and paper, real estate, and agri-business.

Malaysia- Malaysia Stock Exchange requires description of CSR activities. Industries to focus on are palm oil, pulp and paper, and mining because they are susceptible to illegal logging.

Company Profile:

Sustainability Asia was formed in 2005 and is a senior affiliate of AtKisson Group International. It is located in Bangkok, Thailand but also operates in Indonesia, Malaysia, and Vietnam. Currently, it is in the growth stage of business and defining their core customers as it establishes its niche within the market as a company that promotes sustainability through a systems thinking and learning organization approach.

Some of the company's key success factors include the following:

- Network of colleagues and partnerships in the region to conduct trainings and do projects:
 - AtKisson Group; Trisakti University MM-CSR programme (Jakarta, Indonesia); ISIS Academy; Singapore Environment Institute; LEAD Indonesia; Social Impact-Asia; UNEP/Tongji University, SEEK Phuket and The Network.
- Growing recognition in the UN system, with regional governments, and the private sector:
 - International clients include UNDP and UNEP (ROAP), UNESCO and IBE, UNU-IAS, AIT/UNEP, ASEAN Secretariat, Earth Charter Steering Committee, Levis Straus and Company, TVE-AP, USAID/USAEP, and UNESCAP (See Appendix: Table 2)

I. Industry Analysis

The Global State of the sustainability reporting

Sustainability is emerging as a strong driver of business innovation and growth for many companies, driven by rising regulatory and customer pressures, the need to enhance their brands as well as competitive differentiation. According to Forrester's projection for the sustainability consulting services market, an expected rise in demand for IT-for-green and green business services over the coming years is projected. Leading will be the North American market.

The origin of sustainability reporting can be traced back to environmental reporting, which began in 1980s and was first performed by the chemical industry. Gradually, by the 1990s many companies started to enlarge their environmental reports to include social issues along with impact on environment by the organization and sustainability reporting emerged.

Corporate sustainability reporting plays a big part in sustainability reporting. Corporate Sustainability reporting did not exist 20 years ago. Very few corporate environmental reports came out in the early 90s. Social reports began to be issued in the mid-90s. With the first true sustainability reports as we know them today, being issued towards the end of the decade. This came into existence with the establishment of the Global Reporting Initiative whose first set of reporting guidelines were issued in 1999. If one accounts for the fact that it has taken more than 200 years for financial reporting to reach its current state, the development of a corporate reporting framework has come a long way in a remarkably short period of time.

Global forecasts for the sustainability consulting business estimate a \$9.6 Billion Market in 2015.ⁱ More than 80% of the market share is currently concentrated in North America and Europe.

Sustainability Reporting in South East Asia

Sustainability reporting began to gain popularity in South East Asia in the last 4 years. The growth rates of the industry are still hard to define because of its comparatively recent introduction to the area. As a business service, sustainability consulting remains highly cyclical and linked to overall government regulation and private stock exchange requirements.

Currently, there are three main types of consulting firms incorporating sustainability consulting as part of their professional services. Large, diversified organizations, Medium-sized management consultancies and Boutique firms which have focused areas of consulting expertise in specific industries, functional areas, technologies, or regions of the world.

Market Size for Countries

Thailand—The relevant market size includes a total of 74 businesses consisting of private companies and public corporations that lack GRI reports, a CSR or Sustainability or Environmental report, adoption of the UN Global Compact, high ASR ratings, or Green Leaf Certification. Therefore, the relevant market size of \$1,470,000 consists of a fraction of the actual companies in each industry. The potential revenues are based on 9 target companies \$157,500.

Singapore—Should Sustainability Asia decide to target Singapore the scope of the relevant market size encompasses all current companies that have poor or no sustainability reporting at all, preferably such that have multinational participation. The market size based on research conducted (see excel database) is: \$660 000. The potential revenues are based on 14 target companies and come up to \$ 280 000 (for detailed analysis look at supplemental excel spreadsheet prepared by our team).

Malaysia—There are 851 companies listed on the Kuala Lumpur Stock Exchange. Reporting requirements are minimal and do not merit outsourcing reporting to a third party. Therefore, Sustainability Asia should market its services to high-risk industries such as palm oil, agriculture and forestry, pulp and paper, and mining. The total market size of the 39 companies (listed in attached excel file) is \$546,000.

Indonesia- The market size in Indonesia includes 258 companies in Banking, Mining, Palm Oil, Pulp and Paper, and Oil and Gas. Based on an average of 25 contact days per year and a price of 750 dollars/day the total market size for these industries is 4,837,500 dollars(see supplemental spreadsheet)..

Revenue Model

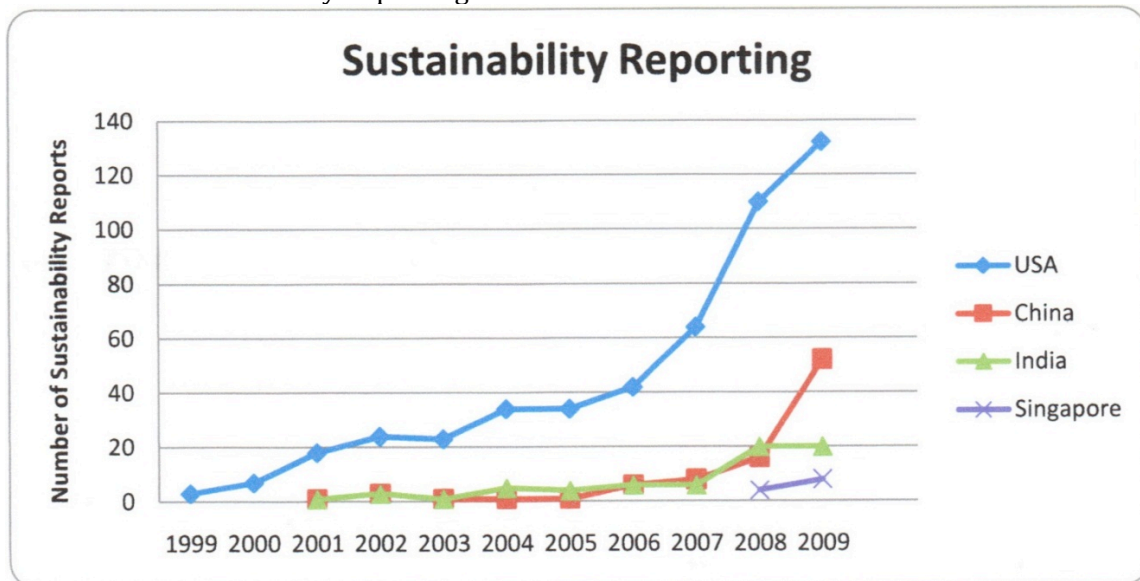
The consulting industry charges on time and materials basis, billing staff consultants based on the hours worked plus out-of-pocket expenses such as travel costs. During the late 1990s and early 2000s, there was a shift to more results-based pricing. This was done by fixed bids for defined deliverables or some form of results-based pricing in which the firm would be paid a fraction of the

value delivered. The current trend favors a hybrid based on fixed pricing and risk-sharing by the consulting firm and the client.

Trends

The use of sustainability consultancy is becoming more prevalent in business fields; most private companies, especially big corporations form their own sustainable development departments. The need of sustainability consultants will be higher for smaller and middle-sized companies once they become aware of the opportunities that employing sustainable practices will give them in respect to strengthening brand names and differentiation. Big corporations resort to the services of third party independent auditors for reporting and certification purposes.

Global Trends in Sustainability Reportingⁱⁱ



Main Reporting Frameworks

The Global Reporting Initiative (GRI) has been the driver of the world's most widely used Sustainability Reporting Framework. It sets out the principles and indicators that organizations can use to measure and report their economic, environmental and social performance. As of January 2009 more than 1500 organizations from 60 countries use these guidelines to produce their sustainability reports.

The Carbon Disclosure Project (CDP) is an independent non-profit organization holding the largest database of companies' climate change information in the world. Around 2,500 organizations across the world's largest economies measure and disclose information through it. The data is collected annually. It is used by socially responsible investing funds, business and policy decision making.

ISO 26000—ISO, the International Organization for Standardization, launched an International Standard providing guidelines for social responsibility (SR) on 1 November 2010. It offers guidance on socially responsible behavior and possible actions; it does not contain requirements and, therefore, in contrast to ISO management system standards, is not certifiable.

Sustainability Asia's Position in the Industry

Sustainability Asia has forged key partnerships with the AtKisson Group, LEAD Indonesia, Trisakti University MM-CSR program (Jakarta, Indonesia), Social Impact Ventures - Asia, The Network. Those strategic partnerships together with the growing demand from foreign stakeholders for more transparency and overall sustainable practices in South East Asia are of great advantage for the company. The main disadvantage is lack of government regulations requiring companies to keep to sustainable practices and reporting. This makes reporting and sustainability voluntary and many companies do not do it unless they are under pressure to do so by foreign stakeholders.

II. Competitive Analysis

Direct Competitors

Sustainability Asia has direct competitors that serve the same target market and offer similar products and services, such as CSR reporting and training, stakeholder engagement, risk assessments, strategy development, and certification guidance. The major competitors include CSR Asia, Accenture, Paia Consulting, K.I.Asia, AICON, CSR Works, and Social Ventures Asia, which serve one or more of the target countries.

- CSR Asia has a presence in 14 countries and is the most well-known organization in Southeast Asia offering CSR Intelligence and Training, Stakeholder Engagement, Reporting and Communications, Consultancy, Diversity and Inclusion, Factory Improvement Training (FIT), Non-Financial Risk Assessment, Community Investment and Development, Environmental Services, and Climate Change Services in addition to conferences, newsletters and a partnership program. However, in 2009 CSR Singapore was involved in controversy over claims that it attempted to ruin a competitor's CSR conference.
- Accenture offers many services worldwide and has unmatched resources, but cannot match the personalized touch of a small company.
- Paia Consulting works in Singapore and Malaysia but they present more of a threat in Singapore at this time. Their services include stakeholder engagement, strategy development, materiality assessments, climate change advisory, GRI guidance, investor relations, ISO26000 advice and AA1000 assurance.
- K.I.Asia is based in Thailand and provides training, policy and strategy development, program design, project implementation, assessment and evaluation, and research services.
- PT AICON Global Indonesia provides consulting services on strategic sustainability management, which includes coaching, workshops and training, management system, research, and developing sustainability reports.
- CSR Works operates in Singapore and offers advisory, program development, training and workshops, social responsibility audits, certifications, stakeholder management, CSR reporting and communication, research, and project management services to organizations of all sizes in all sectors.
- Social Ventures Asia, based in Thailand, hosts talks, visits, college, conference and awards, and a CSR journal.

The primary weaknesses for Paia Consulting, K.I.Asia, PT AICON, CSR Works and Social Ventures Asia is that they are relatively small companies, some of which consist of a small number of consultants but ultimately, they lack the name recognition, reputation and resources of an industry leader, such as CSR Asia. There are approximately 9 minor competitors, such as OWW Consulting and One4AllCSR, among others but these companies do not pose a large threat to Sustainability

Asia's market share. Instead, it illustrates that there is a large enough customer demand for products and services similar to those of Sustainability Asia's but also, that the market for these consulting services has not been saturated.

Indirect Competitors

Indirect competitors that serve the same target market with different products and services, include GRI Certified Training Programs and ISO Training Companies. Three companies National Center for Sustainability Reporting, PwC, and Yayasan Pembangunan Berkelanjutan provide GRI training for Indonesia, Malaysia and Thailand and five companies SynTao - Sustainability Solutions, Goldenbee Management Consulting Co., Ltd, Intertek Testing Services HK Limited, SGS HK Limited, and Systain Consulting Asia offer GRI training in Singapore. If there are existing GRI Training partners in a country, then GRI does not add organizations, which creates a large barrier and a near monopoly of this service for current partners.ⁱⁱⁱ In terms of ISO Training Companies specializing in certification (does not include 26000), this particular market is heavily saturated with many competitors.

Sustainability Asia's Competitive Advantage

Sustainability Asia has built strategic partnerships, which allow it to offer a wide range of services and products with a limited number of employees. It contracts those with experience and expertise to conduct trainings and projects in the area. In economic downturns, this can allow it to function as a lean business with less overhead and in times of growth, it can easily expand and partner with more experts. Another competitive advantage is its' growing recognition in the UN system, with regional governments, and the private sector. Recently, Robert Steele helped to develop guidelines, performance indicators and basic to platinum certification for Singapore. His expertise in the field is recognized and word-of-mouth networking and positive feedback may attract in new clients.

IV. Market Analysis by Country

Malaysia

Malaysia has undertaken many positive steps toward encouraging corporate social responsibility among companies recently. However, sustainability reporting to the degree where there is a ripe market for third-party consulting is still minimal.

In Malaysia, multinational corporations and companies under foreign ownership are most likely to adopt sustainability reporting particularly if they operate in highly scrutinized industries such as mining, timber, or palm oil and they export to markets such as Europe where sustainability-conscious consumers are a strong force.^{iv}

Many European consumers have discontinued purchasing biscuits with palm oil over concerns that the oil may have come from plantations built on land cleared of rainforest. The Roundtable on Sustainable Palm Oil has responded by encouraging Certified Sustainable Palm Oil through Utz or Green Palm. CSPO labels allow consumers to ensure that the palm oil used in products they purchase has been produced in a way following sustainability practices.^v MNCs in the European Union such as Unilever, Nestle, and Body Shop plan to purchase CSPO certified oil and market hundreds of products with the RSPO certified logo. As a result, palm oil producers face the threat of

lost contracts if they do not adhere to proper sustainability practices. Sustainability reporting for industries like these will become increasingly important.

NGOs have also successfully pressured companies to improve sustainability practices. Greenpeace publicly derided HSBC for having invested in companies that were involved in illegal logging. In 2010, the bank announced that it was going to pull 30% of its funding from the palm oil industry in Malaysia.^{vi}

Despite this pressure from European buyers and NGOs, many industries are reluctant to adopt CSR practices. Traditionally, there has been little government or public pressure on firms to conform to CSR standards. Many companies do not see the benefits of reporting and the Malaysian public does not generally view companies as having a large impact on the environment.^{vii} Internationally recognized some companies in Malaysia have adopted reporting frameworks such as ISO 26000 and Global Reporting Initiative, but overall their impact has been marginal. ISO 26000 is merely a guideline and not a standard. Meanwhile Global Reporting Initiative has found that many Malaysian companies report parsimoniously.^{viii}

The Kuala Lumpur Stock Exchange requires annual sustainability reporting for its listed companies, but there are no specifications about which CSR activities must be detailed in the report or complied with in practice. Therefore, while reporting is mandatory, companies can volunteer what information they choose to share.

While the government and KLSE have had only limited success in getting firms to adopt stronger CSR policies, other forces have gradually been encouraging companies to report more. The EU Forest Law Enforcement, Governance and Trade initiative has been working on establishing a certification process for Malaysian timber to be sold in the European market.^{ix} Public recognition in Malaysia is important to companies, so awards like the Association of Chartered Certified Accountants (ACCA) can be a strong incentive for sustainability reporting.^x

A survey by the Malaysian Institute of Management in 2009 attempted to find out to what extent CSR activities had been adopted by companies in Malaysia. It is important to note that only 110 of the 2000 companies sent the survey responded. Of these respondents, 88% of MNCs and 58% percent of SMEs reported being engaged in CSR activities while others indicated that they were unaware of the CSR concept altogether. SMEs highlighted the need for CSR training that was specifically tailored for their business and budgets. Other companies mentioned that while they had implemented CSR activities for many years, the implementation had not been professionally structured and that their staff that worked on the CSR component of the companies lacked proper knowledge and training.^{xi}

The fact that many companies view CSR reporting solely as a means of improving their image means that further measures are needed to induce companies to improve reporting practices. Many companies find it difficult to perceive any quantitative benefits from reporting, which makes the expenditure on consulting and training services harder to justify. Consulting firm OWW in conjunction with Malaysian Reserve newspaper established the Social Responsibility Index to compare CSR activities between Malaysian companies. The index, which measured stock performance between 2006 and 2009, found that companies with good CSR programs had returns of 19.3% while the KL Composite Index had returns of 17.9% over the same period.^{xii}

Recommendations for Malaysia

Therefore, to market Sustainability Asia's services, it is imperative that the company highlight clearly the benefits of reporting and the dangers of not reporting. The company should emphasize the consequences of lost contracts and quantitatively show that improving reporting may actually help business performance. Lastly, as it becomes available, Sustainability Asia should study the architecture of the Economic and Social Governance Index, which Bursa (KLSE) plans to implement in 2012. This index may provide new opportunities for Sustainability Asia to market its services to KLSE-listed companies.

Thailand

Government regulations and Stock Exchange of Thailand (SET) requirements

One initiative in the SET Corporate Governance Code requires "clear policies on environmental and social issues" by all companies that are publicly listed. But the initiative lacks teeth and fails to stipulate CSR prerequisites or any need to disclose their actual policies on the environment and social issues. However, SET is in the process of establishing guidelines that comply with the GRI to be available by 2010 but to date, this has yet to be completed.^{xiii} In 2007, the SET established the Corporate Social Responsibility Institute to promote sustainable practices and encourage companies to be more engaged with society and the environment. The SET has focused more of its efforts to stimulate CSR disclosure on voluntary proposals, as evident by the awards it presents to companies for CSR projects, establishing a CSR Promotion Fund in 2008, proposing a road map for listed companies and developed a CSR Handbook.^{xiv}

The Sufficiency Economy Philosophy (SEP) is promoted by His Majesty but no clear guidelines have been set on the SEP implementation. Other efforts include the establishment of a CSR department at the Royal Foundations, and The NETWORK of NGO and Business Partnerships for Sustainable Development in Thailand. The clearest form of any government regulation is the Thai Labour Standard (TLS 8001-2003), which was established by the Ministry of Labour given that it includes requirements for CSR and reporting. However, this too has been a voluntary code that companies mainly use to demonstrate their social responsibility practices.

Trends of CSR Activities and Sustainability reporting in Thailand

Twenty-two companies have produced a standard sustainability, corporate citizenship, environmental and or CSR report from 2001 to 2009. Similar to Singapore, the industries that produce the most reports tend to be the ones that have the greatest environment and social impacts. These industries include the Electrical and Electronics sector generating 32% of reports, Oil and Gas creates 14% of reports and Construction and Building Materials make up 14% of total reports.^{xv}

Without political leadership or a coordinating government body, Thailand's private sector has been reluctant to embrace sustainability and primarily focus on internal aspects of CSR activities, such as corporate giving, charity for philanthropic actions and employee volunteering. Ideally, companies would voluntarily embrace human rights, labor standards, environment and good governance, but the lack of awareness and cultural importance, besides the importance of performing good deeds, provide little incentive for companies to move toward external programs that offer greater benefits

for society and the environment.^{xvi} In addition, the absence of government regulation and prerequisites on the SET results in a lack of consumer demand for businesses to move toward socially and environmentally responsible practices.

Yes, despite the lack of enforcement to encourage corporate responsibility, Thailand has been exposed through some pressure through multinational corporations (MNCs). Environmental, social and corporate governance (ESG) issues can affect performance and have a negative impact on MNCs, and as a result, MNCs have promoted the implementation of CSR practices in their subsidiary companies. For Thai export companies to remain competitive, they must also place the management of ESG factors at the core of their business, especially if it becomes an important component of nontrade barriers.

Thailand Marketing Analysis

From the 22 selected companies that have issues CSR, Sustainability, or Environmental Reports, 5 were listed on the SET, 17 are private companies, and about 4 use the GRI guidelines to assist with reporting.^{xvii}

The industries analyzed include auto-manufacturing and parts, hotels, banking, and electronics and electrical equipment. The relevant market size includes a total of 74 businesses consisting of private companies and public corporations that lack GRI reports, a CSR or Sustainability or Environmental report, adoption of the UN Global Compact, high ASR ratings, or Green Leaf Certification. Therefore, the relevant market size of \$1,470,000 consists of a fraction of the actual companies in each industry.^{xviii} The potential revenues of \$157,500 are based on 9 target companies, please see appendix Table 4.

Recommendations for Thailand

The strategy for growth in Thailand involves focusing on providing third-party auditing for GRI application levels B and C. This is especially critical for those companies that comply with the majority of disclosure requirements but in order to reach the B+ or C+ status, they will need assurance from an external assessor.

In terms of ISO requirements, Systainability Asia does not need to compete in a saturated market for companies that need ISO 14000, SA 8000 or AA 1000. Instead, a different approach would be to focus on the ISO 26000 guidelines, where there are fewer competitors because the guidelines are newer and constantly changing. Systainability Asia can support companies in their efforts to stay up-to-date, which ties in with the company's "learning organization" approach as improvements are continuously being sought.

Overall, the plan for moving beyond a start-up is to focus on ESG factors because this will increase internal benefits, such as staff morale and retention, risk management, brand and reputation, productivity and efficiency, new Opportunities, professional development for staff. This proposal also includes adding the service of reporting in order to externalize the benefits of improved ESG factors by distributing information regarding the companies' improvement in internal processes in order to strengthen their image and reputation because stakeholders want information on their sustainability impact, outcomes, and workplace practices. According to the ACAA Sustainability Report, there are no clear leaders in terms of CSR Reporting Training, unlike CSR Asia in Malaysia or NCSR in Indonesia, which is another opportunity to consider.^{xix}

Singapore

Government regulations and Singapore exchange requirements

On 28th August 2010, the Singapore Stock Exchange (SGX) issued voluntary guidelines to listed companies to incorporate sustainability reporting as part of their public disclosure documents. According to the SGX's "Proposed Policy Statement and Guide to Sustainability Reporting for Listed Companies," it is up to a company's Board of Directors to consider matters related to sustainability.^{xx}

While the guidelines are voluntary, the SGX holds the view that as more companies become inspired to adopt sustainability reporting, more reporting will be done and at one point it will become natural to take the next step on guidelines and standards leading to rules.

The Government could not make sustainability reporting an integral part for an organization in Singapore due to lack of rigorous rules and regulations regarding the reporting and hence is trying to motivate sustainability reporting through SGX strategies and policies.

Trends of CSR/Sustainability reporting in Singapore

The publication of the ISO 26000 Social Responsibility Guideline has had an impact within ASEAN countries, especially in Singapore and Malaysia which favor the use of international certification. While ISO 26000 is not a certification standard it is still widely promoted and used with ASEAN countries to demonstrate compliance with international norms.

Twenty one Singaporean companies have produced fifty-nine reports in the past decade. In accordance with global trends the industry producing the highest number of reports is the electronics sector, reflecting the high level of interest in this area. Unsurprisingly companies with high environmental and social impacts are also producing the most reports. The oil and gas industry comes just behind the electronics sector.^{xxi}

Singapore is an exception to this overall trend with initiatives that cover specific areas of sustainability disclosure rather than the entirety, for example in relation to employment practices. The same is true for sustainability reporting awards and monitoring. While there are a growing number of 'CSR Awards', very few address disclosure and most are in respect of specific areas such as: community investment project or environmental impact reduction rather than a holistic approach that encompasses all areas of sustainability and disclosure of progress in all of them.^{xxii}

Competitors to Sustainability Asia in Singapore

With the launching of the Asian Sustainability Rating (2009) and ISO 26000 social responsibility guidelines (2010), the sustainability consulting industry has experienced a significant growth during the last year. Sustainability Asia faces competition from established consultancy companies that have started work in this area.

Direct Competitors providing management and sustainability consulting: Accenture, Deloitte Consulting, Ernst & Young, ENVIRON, Corporate Value Consulting, Newton Circus, Bain & Company etc.

Direct Competitors specializing in sustainability consulting solely: CSRWorks, CSR Asia, Paia Consulting and OWW Consulting.

Indirect Competitors: More than 37 providing ISO management systems certification, financial, accounting and other corporate consulting services.^{xxiii}

Marketing Analysis

Out of the 21 selected companies that have issued reports, 10 are listed on the SGX, 11 are private, 6 companies use the GRI guidelines to report. Out of those GRI certified only one company is graded B+ with the majority of companies covered minimal requirements for GRI certification and graded C.

The highest percentage of companies reporting is from the electrical and electronic equipment industry- 28%, followed by forestry and paper 9%, and real estate 9%.^{xxiv} Those are considered big businesses with more than 300 employees. Please see Appendix for detailed statistics.

According to CSR Works and CSR Asia, two of the leading sustainability consulting companies in Singapore, CSR Works registered 50% more enquires by Singapore companies while CSR Asia reported a four-fold increase in the number of sustainability reports compared to last year.^{xxv}

Should Sustainability Asia decide to target Singapore the scope of the relevant market size encompasses all current companies that have poor or no sustainability reporting at all, preferably such that have multinational participation. The market size based on research conducted (see excel database) is: \$660 000. The potential revenues are based on 14 target companies and come up to \$ 280 000 (for detailed analysis look at supplemental excel spreadsheet prepared by our team).

Recommendations for Singapore

Based on current trends and recent development in sustainability reporting sector, our team would like to give the following recommendation for Singapore:

1. Target middle size and big corporations in the following seven industry categories: electronics, paper industry, real estate and agri-business, banking, transportation, media, oil and gas. The rationale behind this recommendation is that companies from those industries have been under most international pressure to start adopting sustainability practices and reporting. The majority of them have foreign stakeholder involvement or are multinational corporations. Singapore and the Asian countries altogether have been strong at certifications like LEED, ISO 14001, etc. This is why focusing on the real estate sector might be good since the majority of these certification standards are incorporated in real estate and manufacturing.
2. Form strategic partnership with local governments and NGOs. Our team would strongly recommend that Sustainability Asia forge long lasting partnership with local NGOs like **Energy Carta** as well as local governments. Those are important since these types of organizations are the drivers of society changes. Since Singapore does not have formal regulations and mandatory requirements for sustainability reporting and overall practices, companies still need to be made aware of the value proposition those activities hold for them. The best way to raise awareness is employ the human and financial capital of such organizations.

Indonesia

General Overview of CSR and Sustainability in Indonesia

Indonesia has the largest potential market in Southeast Asia for sustainable development and CSR programs. In 2007, the Indonesian government passed Corporate Law No. 40, which requires companies doing business involving natural resources to enact CSR and sustainability programs as part of their operational costs as must be disclosed in their annual report. Currently no implementing regulation exists, but 3rd party monitors like Green Peace are effective in exposing dubious practices. Major industries that fall under this law are palm oil, pulp and paper, and mining, which is where are analysis focuses. Moreover, these industries require GRI and ISO certifications in order to export. Systainability Asia with the help strategic partner, lead Indonesia, can assist companies in the development of a graded GRI sustainability report. Our team chose not to focus on oil and gas, because the majority of the industry consists of multinationals that have a mandate from headquarters to engage in CSR and they likely have extensive programs. Finally, the Central Bank of Indonesia is in the process of creating a green financing policy for bank to include as standard operating procedure. There is potential for Systainability Asia to assist banks in developing a green financing strategy. ^{xxvi}

Palm Oil Industry

Indonesia is the largest palm oil producer and exporter in the world. The industry is very important to the economy, but issues have arisen in the last few years in regards to environmental degradation and a lack of sustainability initiatives in the industry. In 2009, the palm oil company PT Smart within the Sinar Mas conglomerate, was accused by Greenpeace of causing deforestation. Consequently, PT Smart lost a number of contracts with companies such as Unilever and Nestle and quickly, which drove them to adopt more sustainable practices. By 2015, it aims to have all of its palm oil production RSPO certified. RSPO is the **Roundtable on Sustainable Palm Oil**, which is a swiss based group of producers, environmentalists, and consumers that acts as the globally accepted. Additionally, in August of 2011, the **Indonesia Sustainable Palm Oil (ISPO)** certification was implemented by the Indonesian government and is now a mandatory certification. The Indonesian Palm Oil Association (GAPKI), which a 63 member organization of companies in the Palm Oil Industry, is supporting this certification and has broken away from RSPO. ^{xxvii}

Sinar Mas/PT Smart- Has an extensive CSR program and their parent company Golden Agri Resources launched their first sustainability report guided by GRI in 2010. ^{xxviii}

Musim Mas- Have strong sustainability program emphasizing a holistic approach. They were the first Indonesian member of RSPO. They deploy a phased implementation of sustainability for RPSO certification. Working on full certification of all business units by 2014. Additionally, they have a strong CSR program in place. ^{xxix}

PT Bakrie Sumatera Plantation- They have an extensive CSR/Sustainability program in place with activities focused on Education, Economic Development, Health Care, Sports, and Environmental Protection. Additionally, they have a 2010 published sustainability report based on GRI guidelines. ^{xxx}

Kencana Agri Limited- CSR section on their website with programs involving education, healthcare, and cultural activities. They have also implemented friendly environmental practices. There is no mention of a sustainability report.^{xxxii}

Indo Agri- Has an extensive CSR and Sustainability section on their website. No mention of a sustainability report.^{xxxiii}

Conclusion- The majority of the companies appear to be under the umbrella of conglomerates that have extensive CSR programs, but as a result of the changing environment and constant press in the Jakarta post, our team recommends that Sustainability Asia target all companies.^{xxxiii} Deforestation and how that affects surrounding communities are salient issues for this industry, so focus on selling Sustainability Asia's stakeholder engagement consulting services.

Banking Industry

The Bank of Indonesia is finalizing an operational guideline to make green financing a standard operating procedure. There is potential for Sustainability Asia to guide these banks in their efforts to derive a green financing strategy. The industry consists of 4 state-owned banks and 117 private banks.^{xxxiv}

State-Owned Banks

BNI- Heavily involved in CSR and the leader in green financing. Bank BNI audits the environmental records of companies applying for credit and will reject loan applications from companies that get red or black marks from the Environmental Ministry.^{xxxv}

Bank Rakyat Indonesia- Website is in Bahasa. This bank focuses on microfinance. The website has a section, BRI Cares, but there is no real mention of a CSR program or green financing.^{xxxvi}

PT Bank Tabungan Negara- Website includes a section on CSR in Bahasa. Activities include a focus on the environment and community development around the fields of education and health.^{xxxvii}

Bank Mandiri- Website has CSR section that describes the CSR Bank Mandiri program, which focuses on health, education, sports, environment, small businesses, and culture. <http://www.bankmandiri.co.id/english/index.aspx>

Foreign Exchange Banks- Based on researching the websites of the foreign exchange banks, CSR and sustainability are non-existent. Below is a list of a few banks with no CSR programs: PT Bank Mayapada, PT Bank Hana, PT Bank Metro Express, PT Bank Bumi Arta.

Non Foreign Exchange Banks- Based on researching the websites of the non-foreign exchange banks, CSR and sustainability are non-existent. Below is a list of banks with no CSR programs: PT Bank Andara, PT Bank Hafna, PT Bank Artos Indonesia, PT Bank Jasa Jakarta.

Conclusion- Focus on the Foreign Exchange and Non-Foreign exchange banks, because very few have any kind of sustainability programs. Our team recommends that Sustainability Asia focus on selling the training program "Integrating Sustainability into your Core Business" as well as the "CSR

Sustainability Planning and Program” to help companies develop a green financing strategy. Utilize your previous success with BNI to show you have provided value to this industry.

Pulp and Paper Industry

Asian Pulp and Paper (**APP**) and Asia Pacific Resources International Holdings, Ltd (**APRIL**) account for 80% of the pulp and paper industry in Indonesia. APP’s reputation as a forest destroyer is increasing as many companies have ditched contracts with them. A few include Nestle, Kraft, Adidas and even ING has stopped offering financial services to the company. The Pulp and Paper companies engage in CSR activities and certifications, but unlike the Palm Oil Industry, there hasn’t been reform for a specific Pulp and Paper Certification.^{xxxviii}

APP- Has an extensive CSR and Sustainability section on their website. CSR is heavily focused on community empowerment with projects in Health, Education, and Income Enhancement. The companies most recent Sustainability Report was in 2007. Subsidiaries include: PT. Indah Kiat Pulp and Paper Tbk, PT. Pabrik Kertas Tjiwi Kimia Tbk, PT. Pindo Deli Pulp and Paper Mills, PT. Lontar Papyrus Pulp and Paper Industry, PT. The Univenus, PT. Ekamas Fortuna, PT. Purinusa Ekapersada.^{xxxix}

APRIL- Company is headquartered in Singapore with the majority of operations in China and Indonesia. CSR is heavily focused on community development with projects focused on Social Infrastructure Support and small and medium scale enterprises. The latest CSR report covers the period 2007 until 2010 and follows the GRI guidelines for sustainability reporting. Additionally, APRIL was the first company to attain certification from the Indonesian Ecolabeling Institute for Sustainable Forest Plantation Management. There are two main production facilities: PT Riau Andalan Pulp and Paper.^{xl}

Conclusion- The pulp and paper industry is feeling a lot of heat from third party watchdogs similar to the palm oil industry. Our team recommends targeting APP. APP has not listed a sustainability report in 4 years. Sustainability Asia should try to consult them on sustainability reporting and/or sell them on the Corporate Sustainability Reporting training package with the help of strategic partner LEAD Indonesia. APRIL has developed clear and extensive CSR and Sustainability and has not been in the press. Our team doesn’t think that they have a need for Sustainability Asia at this time.

Mining Industry

The industry doesn’t appear to be in the news in regards to environmental concerns. This industry contributes most to sustainability reporting based on the ASEAN sustainability report. There are a total of 63 companies involved in mining.^{xli}

Coal Mining (27 coal mining companies and organizations in Indonesia)

PT Bumi Resources TBK- Large coal company. CSR programs focused heavily on education and community empowerment. Environmental stewardship in the form of planting trees on previously mined lands. Also providing relief to natural disaster victims. Both PT Kaltim Prima Coal and PT Arutmin Indonesia operate within PT Bumi Resources TBK. ^{xlii}

PT Kaltim Prima Coal- Has sustainability reports every year from 2003 to 2010 listed on their website and very strong in CSR. ^{xliii}

PT Arutmin Indonesia- Also under PT Bumi Resources. They have extensive CSR projects in improving health care, improving access to quality education, supporting infrastructure development, economic improvement, and social, cultural, youth, sport, and religious programs.^{xliv}

Adaro Indonesia- Includes an extensive CSR program and recent sustainability report.^{xlvi}

PT. Fajar BUMI Sakti- Very basic website and no mention of CSR activities.^{xlvi}

Berau Coal- Fairly basic website with a small section on environmental management and social responsibilities. There is only mention of commitment, but no record of any activities on their website.^{xlvi}

Nickel (2 companies)

PT INCO Indonesia- There is both an environmental section and a social responsibility section, but no developed programs in place. Projects were started in 2005 in the areas of health, agriculture, and education but none have been completed. Latest CSR report was in 2009.^{xlvi}

PT Weda Bay Nickel- This is project done by ERAMET, French mining company.^{xlix}

Copper (3 companies)

PT Freeport Indonesia- This is the largest copper and gold mining company in Indonesia. The website is in Bahasa, but they have an extensive CSR section.ⁱ

PT Antam TBK- There is an extensive CSR program including community, human rights, labor, and the environment. Also included is a section on the CSR activities, which provides information on the latest activities.ⁱⁱ

Batu Hijau Copper-Gold Mine- Operated by Newmont Mining Corporation, which has an extensive CSR and Sustainability Report in 2010.ⁱⁱⁱ

Conclusion- Within the mining industry Sustainability Asia should target companies in coal mining. There are 27 companies involved in coal mining and not all of them mention CSR on their websites. There are only a couple of companies for the other mineral resources and the majority appears to have programs in place.

V. Marketing Plan

How to Sell

- 1. Certification Requirements-** All companies involved in export activities are required to certify their products based on the world standard for their industry. The two globally accepted certifications are GRI and ISO. Sustainability Asia is a strategic partner of LEAD Indonesia, which has the exclusive rights in GRI Certification.

Systainability Asia can help companies develop a sustainability report based on the GRI guidelines with the assistance of LEAD Indonesia.

- 2. Government Laws and/or Encouragements-** Some governments have created policies requiring companies to engage in CSR activities. For example, In Indonesia, a law was passed in 2007 requiring all companies doing business in sectors that affect natural resources to create CSR programs as part of their operational costs otherwise they run the risk of sanctions and fines.
- 3. Attracting Investment-** More and more banks and investors are taking into consideration the environmental risks associated with their lending practices. Companies that have a bad environmental record are less likely to receive capital for their projects. Consequently, companies that need investment have a need for sustainability reports and CSR programs to signal to investors that they are pro-environment.

General Marketing Strategy Recommendations

Image and Branding- Robert should brand himself as a veteran in this burgeoning industry, as someone that has had experience with proven results since 2005. In order to do this, Robert needs to leverage his success stories in the industries he is targeting by demonstrating quantifiable results of how his services have provided cost savings and or attracted new clients due to improved ESG factors. Additionally, Robert should brand himself as the cost leader in the sustainability consulting industry. He has lower overhead than larger competitors, which provides the potential to do this.

Website- The website needs an extensive overhaul. Someone that has a very basic understanding of the industry won't be able to understand what Systainability Asia does and how they provide value. We recommend a section for success stories and a more detailed description of the consulting and training services. It is important to make clear why the services provide value to companies and why the AtKisson tools are an important component of the training and consulting provided by Systainability Asia.

Develop partnerships with NGOs working in the sustainability sector – We strongly recommend Systainability Asia to develop strategic partnerships with NGOs working in the sustainability sector in each targeted country. These partnerships give Systainability Asia access to human capital as well as the network of partnerships the NGO has so far. As we know NGOs are the drivers of change. Since the whole industry of sustainability consulting in SE Asia currently depends on pressure from outside and changes towards stricter policy landscape in the individual countries, those partnerships will prove to be essential.

Advertising and Targeting- Use our team's go to market strategies below for Thailand, Malaysia, Singapore and Indonesia to target specific industries and companies. Our team recommends calling companies and mailing flyers to get the Systainability Asia name out there. Based on the value proposition of Systainability Asia and the industry analysis for the region, our team recommends Indonesia, Thailand, Singapore, and Malaysia in the order listed:

- 1. Indonesia-** Indonesia requires companies that have business activities involving natural resources to include CSR programs as part of their operational costs.

Sustainability Asia can help companies create CSR programs as well as help them develop a sustainability report based on the GRI guidelines with the help of strategic partner, LEAD Indonesia. Additionally, the Central Bank of Indonesia is in the process of creating a green lending policy that assesses the sustainability of projects.

2. **Thailand-** The Stock Exchange of Thailand requires listed companies to have clear policies but does not stipulate CSR prerequisites or reporting. Additionally, Sustainability Asia is headquartered in Bangkok and seeking out business close to home will be easier.
3. **Singapore-** Singapore Stock Exchange as of this year encourages listed companies to do sustainability reports. Singapore has been under big international pressure to do more in the direction of sustainability reporting and development. Since most companies are multinational, they have been under increased scrutiny from foreign stakeholders. The pressure from abroad will be a driving factor for more reporting and work in that direction. Based on our research, the following industries will be in need/producing reports of that sort: producers of electronics and electrical parts, paper industry, real estate, textile and transportation.
4. **Malaysia-** Malaysia Stock Exchange requires description of CSR activities.

Go to Market Strategy for Each Country- Based on country specific industry analysis.

Indonesia- Target the following industries in the order listed. The decision on industries to target was based on CSR needs and how developed CSR is within these industries. Best product for natural resource sectors will be “Stakeholder Engagement.” Additionally, utilize the strategic partnership with LEAD Indonesia and focus on GRI sustainability reporting.

Banking- Focus on the foreign exchange banks and non-foreign exchange banks. Many of them don’t have CSR programs and green financing.

List of Companies to Target- PT Bank Mayapada, PT Bank Hana, PT Bank Metro Express, PT Bank Bumi Arta. PT Bank Andara, PT Bank Hafna, PT Bank Artos Indonesia, PT Bank Jasa Jakarta.

Products to Sell- “Integrating Sustainability into your Core Business” and “CSR/Sustainability Planning and Program Development.”

Mining- Focus on coal mining. There are 27 companies and some of them have little or no CSR programs.^{liii}

List of Companies to Target- PT. Fajar BUMI Sakti, Burau Coal

Products to Sell- “Sustainability/CSR Planning and Program Development” and “Stakeholder Engagement.”

Palm Oil- Focus on all companies, because of all the issues around deforestation and companies losing large contracts.

List of Companies to Target- GAPKI- 63 member palm oil organization.^{liv}

Products to Sell- “Stakeholder Engagement” and “CSR/Sustainability Planning and Program Development.”

Pulp and Paper- Two companies control 80% of the production.

List of Companies to Target- APP

Products to Sell- “Stakeholder Engagement” and “GRI Sustainability Reporting”

Thailand-

Industries- Focus on Auto-manufacturing & parts, hotels, property and development, banking, petrochemical, electronic and electrical equipment.

Companies to Target- CP Group, Bosch Automotive Thailand Co. Ltd, Narai Hotel Co. Ltd, TMB Bank Public Company Limited, Tik Manufacturing Co. Ltd, KCE Electronics Public Co. Ltd, SVI Public Co. Ltd, SNC Former Public Co. Ltd, Novinet Thailand Co. Ltd.

Size of Companies- Companies above are large.

Products to Sell- Offer traditional CSR reporting, stakeholder engagement, risk assessment, sustainability advice on ESG risks. ISO 26000 advice: current training companies focus on the older ISO certifications that are required.

Certifications to focus on-

-Don't offer training for GRI since 3 companies (same for Malaysia) have exclusive rights to GRI training.^{lv}

-Don't offer training for ISO certification; 74+ companies that train on ISO

-Focus on ISO 26000 Guidelines.

Singapore-

Industries- Equipment- electronic and electrical, Forestry and Paper, Real Estate , Banking, Oil and Gas, Mining, Health, Media, Chemical.

Companies to Target- DBS Bank Limited, OCBC Bank Ltd, Tolaram Group, JVC Electronics Singapore, Amtek Precision Technology Pte Ltd, Juken Technology Ltd, Avaplas Ltd, Singhealth, Prosafe Production Services Pte. Ltd, NTUC Fairprice Co-operative Ltd, Juong Port Private Ltd, PSA International Private Ltd, SMRT Corpotaion.

Size of the companies to target- The size of companies to target is middle sized and big corporations, predominantly those that have multinational participation, lack sustainable reporting or have covered the minimal requirements of the GRI framework (rated C).

Products to sell- Sustainability reporting (using GRI or ISO 26000 guidelines, assessment, auditing and stakeholder engagement.

Certifications to focus on- Focus on the guidelines set by ISO 26000 and GRI reporting framework.

Malaysia-

Industries- Palm Oil, Mining, Timber, Pulp and Paper, and Agriculture.

Companies to Target- Peninsular Gold, Malaysia Smelting Board Berhad, small palm oil manufacturers, and MNCs listed on the KLSE that have a highly visible brand.

Size of the companies to target- Target medium-sized enterprises, companies with foreign ownership, or multinationals who have great incentive to preserve a positive brand image or retain capital investments.

Products to sell- Sustainability reporting (using GRI or ISO 26000 guidelines, assessment, auditing and stakeholder engagement).

Certifications to focus on- Focus on the guidelines set by ISO 26000 and GRI reporting framework.

Recommendations for Systainability Asia Management Team

We recommend that Systainability Asia hire employees to write sustainability reports for companies who want to outsource this task to third-party specialists. Competitors CSR Asia and Accenture offer this service, but Systainability Asia does not. It is important to note that offering reporting services complements consulting and training services. It is anticipated that by offering report-writing services, it will increase Systainability Asia's business in training and consulting. Therefore, Systainability Asia should hire these employees in order to offer these complementary services, which should result in increased business in the services that Systainability Asia presently offers.

There are many benefits to this strategy. Report writers can identify areas that companies should improve upon based on the reports and analyses they compile. They can then pass this information up to Robert Steele, which will give him the ability to tailor his consulting services accordingly.

In addition to offering report writing services, Systainability Asia should hire a sales representative create a list of sales leads and to cultivate relationships with potential clients. This position will provides an avenue of targeted marketing.

APPENDIX

Table 1: Sustainability Asia’s Average Price

	Price/Day: Private/Corp Sector	Price/Day: Local NGOs	Price/Day: Government	Home Research & Prep	Avg Number of Contact days
International	\$1,000 - 1,200			\$150/hour	10-15 per year
Thailand	\$600 - 700	\$500 - \$600			20-25 per year
Singapore	\$1,000		\$800	\$ 120- 150/hour	20 per year
Indonesia	\$700 - 800	\$450-550	\$450-550		20 - 30 per year
Vietnam	\$550-700	\$400-550			4-5 per year

TABLE 2: Sustainability Asia’s Clients by Country

Country	Clients
Singapore	National Environment Agency (3P Partnership Department), PowerSeraya Public Company Ltd., Singapore Environment Institute (SEI)
Thailand	Ministry of Natural Resources & Environment, Thailand / Department of Environmental Quality Promotion (DEQP), Essilor Manufacturing Thailand Company Ltd., Metso Automation Ltd. (Thailand), World Wildlife Fund (WWF) – Thailand, Northern Thailand Tsunami Relief (NATR), Local Development Institute/Foundation (LDI), Trang Municipality
Indonesia	Bappenas (Indonesia National Planning Agency), Bank Negara Indonesia (BNI), PT International Nickel Indonesia Tbk, Indah Kiat Pulp & Paper, Indonesia Power, Losari Coffee Plantation Resort & Spa, Ministry of Environment - Indonesia, PT ANTAM tbk (nickel and gold mining), Riau Andalan Pulp & Paper, Hanns Seidel Foundation (HSF)
Malaysia	Malaysia Federal Department of Town & Country Planning, Malaysian Nature Society & Friends of Kota Demansara Community Forest, University Science Malaysia - Regional Center for Expertise (RCE).

TABLE 3:

Mandatory Requirements - ACCA Report




ASEAN COUNTRY	MANDATORY REQUIREMENTS	VOLUNTARY CODES	AWARDS AND MONITORING	TRAINING AND SUPPORT
Indonesia	Limited Liability Company Law Number 40/2007 Capital Market Supervisor Agency Bapepam-LK X.K.6 Regulation: "Reporting Requirements for Issuers and Public Companies- Annual Reports"	Program for Pollution Control Evaluation and Rating (PROPER)	Indonesia Sustainability Reporting Award (ISRA) KEHATI-SRI Index	NCSR - Certified Sustainability Reporting Specialist (CSRS) and the Certified Sustainability Report Assurer (CSRA)
Malaysia	Bursa Malaysia (Stock Exchange) Listing Rules requirement to provide a description of the corporate social responsibility activities or practices undertaken by the listed issuer and its subsidiaries or if there are none, a statement to that effect	Silver Book: Achieving value through social contribution. Reporting Guidelines.	ACCA Malaysia Sustainability Reporting Awards (MaSRA) Asian Sustainability RatingTM	CAUX Round Table Reporting Training CSR Asia Reporting Training OWW Consulting CSR Reporting Training
Singapore	None	Voluntary packaging agreement includes requirement for annual reporting against action plan Tripartite Alliance for Fair Employment Practices (pledge required that is made public) SIIA Anti-corruption and compliance declaration	ACCA Singapore Awards for Sustainability Reporting Asian Sustainability Rating Governance and Transparency Index (GTI) Asian Sustainability RatingTM	ACCA and Singapore Compact Reporting Training CSR Asia Reporting Training
Thailand	Corporate Governance Code requires "clear policies on environmental and social issues"	Thai Labour Standard (TLS 8001 – 2003) includes requirements for Corporate Social Responsibility and reporting.	SET CSR awards (Top Corporate Governance Awards and Best Corporate Social Responsibility Awards) mentions disclosure in each category Asian Sustainability RatingTM	None

TABLE 4: Thailand – Company Reporting Efforts and Sustainability Activities

Target Companies	Reporting and Activities
CP Group	Focus on electronic procurement, motorcycles, and software and appears to have strong CSR projects centered on education and community development and service, but their ASR ratings are rather low. In particular, CP Plastic Business Group is a company of 8,000 employees with plants in Thailand, China and Vietnam. It focuses on plastics and states that they comply with CP Group policies but no reports or activities are disclosed.
Bosch Automotive Thailand	Focus on car parts and accessories and their GRI application level is “Self Declaration Level C”. This is the lowest level of disclosure is done internally and does not require the report to be externally assured by a third party.
Narai Hotel Company	Company of 556 employees and has signed onto the United Nations Global Compact but their Communication on Progress (COP) for 2011 is currently overdue. They have not completed the comprehensive Online Environmental Self-Audit and are not Green-Eco-Leaf Rated.
TMB Bank Public	Company of 8,750 employees has programs for society, the environment and energy-saving projects, but their ASR ratings are rather low
Tik Manufacturing Company	Company of 1024 employees and has signed onto the United Nations Global Compact but their COP for 2011 is currently overdue. Their company website has no information on CSR or corporate governance.
KCE Electronics Public Company Limited	Company of 800 employees and has signed onto the United Nations Global Compact and completed a COP in 2009 but their 2011 COP is currently overdue. Although, KCE has incorporated lead-free products and halogen free material that have less of an environmental impact and participated in activities contributing to the community, religion and public, their reporting is still lacking.
SVI Public Company Limited	Company of 1006 employees and has signed onto the United Nations Global Compact, completed a COP in 2009 but their 2011 COP is currently overdue. They have CSR policies in place and activities that benefit the community but lack reporting.
SNC Former Public Company Limited	Company of 1800 employees and has signed onto the United Nations Global Compact but their Communication on Progress (COP) for 2011 is currently overdue. SNC claims sound corporate governance but due to lack of reporting and disclosures this cannot be confirmed.

FIGURE 1: Global Reporting Initiative (GRI) Standard Disclosures

GRI recommends reporters use the Checklist and table below to determine their appropriate Application Level.

Report Application Level	C	C+	B	B+	A	A+
Standard Disclosures   	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.			

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ⁱⁱ Business Response to Climate Change: Sustainability Reporting in Singapore – A Report by Emergent Ventures International

ⁱⁱⁱ <http://www.globalreporting.org/LearningAndSupport/TrainingAndWorkshops/FAQs/>

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^{vi} http://www.illegal-logging.info/item_single.php?it_id=4449&it=news&printer=1

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^{xiii} ACCA: “Sustainability Reporting: Sustainability Disclosure amongst companies in selected ASEAN member countries and responses from Stakeholders”, p.35.

^{xiv} http://www.oecd.org/document/15/0,3746,en_39048427_39049437_42246671_1_1_1_1,00.html

^{xv} ACCA: “Sustainability Reporting: Sustainability Disclosure amongst companies in selected ASEAN member countries and responses from Stakeholders”, p.27.

^{xvi} UNDP: “Research on the CSR Development in Thailand”, By The Network of NGO and Business Partnerships for Sustainable Development (Thailand), January 2009. <http://www.undp.or.th/UNV/documents/ResearchontheCSRDevelopmentinThailand.pdf>

^{xvii} ACCA: “Sustainability Reporting: Sustainability Disclosure amongst companies in selected ASEAN member countries and responses from Stakeholders”.

^{xviii} Market size is based on 84 companies x 25 median contact days x \$700 median price per contact day.

^{xix} ACCA: “Sustainability Reporting: Sustainability Disclosure amongst companies in selected ASEAN member countries and responses from Stakeholders”, p. 29.

^{xx} The policy is available at <http://www.sgx.com>

^{xxi} ACCA: “Sustainability Reporting: Sustainability Disclosure amongst companies in selected ASEAN member countries and responses from Stakeholders”

^{xxii} ACCA’s Report & Wendy Chappel and Jeremy Moon: “Corporate Social Responsibility (CSR) in Asia : A Seven-Country Study of CSR Web Site Reporting”

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- xxiii For complete list: <http://www.consultingcase101.com/forum/Thread-List-of-consulting-firms-in-Singapore>
- xxiv ACCA report
- xxv Nisha Ramchandi, The Business Time, August 10, 2011, "CSR Consultants Getting More Enquiries"
- xxvi <http://www.thejakartapost.com/news/2011/10/20/green-financing-promoted.html>
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- xxviii <http://www.goldenagri.com.sg/>
- xxix <http://www.musimmas.com/>
- xxx <http://www.bakriesumatera.com/>
- xxxi <http://www.kencanaagri.com/>
- xxxii <http://www.indofoodagri.com/>
- xxxiii The best place to locate companies is on the GAPKI homepage- <http://www.gapki.or.id/>
- xxxiv A list of banks can be found at http://en.wikipedia.org/wiki/List_of_banks_in_Indonesia
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