

Enabling CSR Journeys

Knowledge Sharing for Sustainability

Edited by Evelyn S Wong

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Kwek Leng Joo
President, Singapore Compact for CSR

Many say our world is at a tipping point. The global business revolution has fundamentally changed the world and how its resources are being managed. Although we are slowly starting to understand the impact of our decisions, there is still a fragmentation of views of the relationship between business and society. The complex challenges that the world is facing has led to the need for wide ranging global solutions that encompass economic, social, political, ethical, legal and environmental concerns. Corporate Social Responsibility (CSR) is an enabler for that. At the UN Rio+20 Conference held in June 2012, world leaders finalised an agreement that will advance action on sustainable development, as businesses, governments, civil society and multilateral development banks announced hundreds of voluntary commitments to shape a more sustainable future for the benefit of the planet and its people.

As UN Secretary General Ban Ki-moon said, “Rio+20 has given us a solid platform to build on. It has affirmed fundamental principles, renewed essential commitments and has given us new direction.”

Global initiatives are only effective when it enables companies operating in their local communities to be both responsible and profitable. For most successful and effective businesses, CSR is now a major consideration in overall strategic planning. It is essential that businesses realise that CSR is a growing global trend and an effective way to achieve a balanced triple bottom line and most importantly, long term sustainability. We need to provide business leaders and managers with the knowledge and tools for their CSR journey. This project, introduced in this publication, aims to meet that need.

This project will also meet one of the key strategic thrusts of Singapore Compact - to provide more resources and practical support to companies to kick start their CSR programmes and sustainability reporting.

Today, society expects that, in addition to the pursuit of profits, businesses should be responsible to their employees, communities and other stakeholders, even if companies have to sacrifice some profits. These expectations will increase over time, with changes in society and the operating environment. Thus in order to meet these changing expectations, CSR can be said to be an unending journey.

I am pleased that the project team has provided a platform for more contributions to build up the repository of knowledge. It is my pleasure to share CDL's CSR journey started in the mid-1990s and my own experience in it. I sincerely hope that more companies and leaders will share their insights and experiences for the benefit of the new CSR adopters.

Last but not least, I would like to thank Fuji Xerox Singapore for supporting the project and the production of this publication. It is with such support that our efforts to raise awareness and build capacity will bear fruit.

I hope that this project will inspire many to kick start your CSR journey, which I have found enriching and rewarding from my own experience.

Thomas Thomas

Executive Director, Singapore Compact for CSR

The title of this publication “Enabling CSR Journeys – Knowledge Sharing for Sustainability” is an apt description of this project. This collaboration with Fuji Xerox Singapore (FXS) is in line with Singapore Compact’s continuing efforts to fulfill the mission of raising awareness, building capacity and sharing the CSR journey.

This project introduces a collaboration to contribute to the repository of knowledge in the Singapore Compact through sharing CSR learning journeys. It is premised on the strategic value of integrating knowledge management with sustainability implementation in organisations, and the belief that personal perspectives and experiences are the most impactful way to impart knowledge to others. It will reinforce the view that CSR is good for the enterprise and is in the wider interest of Society.

I hope more organisations and leaders are inspired and will come forward to share their experiences and grow this project.

Acknowledgments

I thank the contributors who passionately volunteered their time, wisdom and expertise in realizing this project. I specially acknowledge Ms. Evelyn Wong, Mr. Mok Chee Hong and Dr. Karuna Ramanathan for collaborating with us to achieve this initiative and for their untiring contributions to the CSR movement.

This project would not be possible without the companies that conducted business in responsible, transparent and ethical ways benefitting both internal and external stakeholders who have shared their journeys with Singapore Compact. In this publication, we have been able to cite only a few examples; details of all case studies in the 2009-2010 projects are

available. The CSR award winners over the years have good stories to share too. I hope they will contribute to building up the repository of knowledge and experience.

I thank FXS for sponsoring this publication to introduce a meaningful project. I recognise Mr Bert Wong, the Senior Managing Director for his leadership and support as well as many of his colleagues who also contributed in many ways to the development of this project. It is aligned with FXS’s many sustainability initiatives, especially its Sustainability Innovation Hub.

I also thank the members of Singapore Compact’s management committee for all the support and encouragement and colleagues in the secretariat who had gladly provided support for this project.

Moving Ahead

At Singapore Compact for CSR, we want to deliver more to enhance the practice of CSR in Singapore. I hope that we will see this initiative grow, with a portal to encourage everyone to upload and share their stories. I believe sharing best practices will lead to continuous improvements and better impact on the enterprise and Society.

We will continue to work with our stakeholders to build the repository of knowledge and experience using the tools of knowledge management. I hope this publication inspires many organisations to move forward in a way that will inculcate new ideas and ways to entrench CSR in their organisations.

Finally, I hope this collaborative effort will encourage greater support for Singapore Compact as I invite everyone to do more, do well and do good for long-term sustainability.

Since Singapore Compact was established in 2005, among its aims has been to serve as a repository of knowledge to help practitioners get started, progress and share insights from their CSR journeys to help others.

Fuji Xerox supports this vision and is partnering with Singapore Compact in a project to develop its knowledge base of CSR journeys.

The project is premised on the strategic value of integrating knowledge management (KM) with sustainability implementation in organisations, and the belief that personal perspectives and experiences are the most impactful way to impart knowledge to others.

While the ISO26000 framework and other international guidelines such as UN Global Compact (UNGC) and Global Reporting Initiative (GRI) provide the foundation of capacity-building efforts to help integrate social responsibility throughout an organisation, personal insights will be a significant feature in the Singapore Compact repository of CSR journeys. Personal experiences connect CSR concepts and tools with the most critical driver needed to make it happen – people.

Knowledge Sharing for Sustainability– Enabling CSR Journeys

This publication is an introduction to the project and an invitation to Singapore Compact members and networks to join in building the repository of knowledge of CSR in practice in Singapore and the region. This Singapore Compact – Fuji Xerox Singapore initiative will be referred to as ECJ project.

The Singapore Compact – Fuji Xerox project team would like to thank all who have contributed, and appreciate all who will be contributing through sharing their personal experiences, challenges and achievements to inspire and enable others in their CSR journeys. Enabling CSR Journeys through knowledge sharing (ECJ) will be a work-in-progress with kindred spirits. We look forward to enjoying the journey together.

We will start with personal perspectives of CSR champions who were keynote speakers at the Singapore Compact Distinguished CSR Lectures.

Why Am I a Social Responsibility Champion

Sir Mark Moody-Stuart

Chairman UN Global Compact Foundation

Chairman, Anglo American, former Chairman and CEO of Royal Dutch Shell

Highlights from Inaugural Singapore Compact CSR Distinguished Lecture 2006

Profit - an essential enabler, not an end in itself

Whether one speaks of a bank, a beverage company, a media company, a communications company, transportation, manufacturing, healthcare or construction, the business has as its key role, the provision of goods or services to its customers, who form a larger or smaller segment of society at large. That is the real aim of a business.

Different people have different skills and enjoy working in different industries, but unless they focus on the essential objectives of the business, they will almost certainly fail.

Of course it is necessary to make profits, but I would argue that profit is an essential enabler, not a pure end in itself. Profit is also a very useful indicator of the efficiency with which the business is using resources and capital. This may seem to be just a question of semantics, but I believe it to be fundamental to the way in which we set about doing business.

Do something useful and enjoy

When I was a teenager, my father asked me what I wanted to do. We lived on an island in the Caribbean and he was a sugar planter. I used to go round with him seeing ploughing or cutting of the cane. It was a great job and you could really see the results of the human effort working with nature, essentially producing sugar loaded into ships, but with large employment and many challenges. I said I wanted to do that. He said that that era had come to an end. I should go and do something else useful. So I taught myself geology at school and then studied it at university and eventually joined Shell as an exploration geologist.

It is very important for people to enjoy and feel committed to their work. It is not just the ethics of the business or the utility of the product – whether you are a carpenter, an artist, an exploration geologist or a financial wizard – it is important to enjoy it and apply your talents.

Build trust

If business is to work with others in societies around the world to address issues critical to that society – be they issues of employment, of governance, of corruption, of the environment or whatever – it is essential to build trust. For trust in business, particularly big business, is generally low.

How can trust be built between companies, NGOs and the public at large? One way is through very open reporting on standardised indicators such as those developed by the Global Reporting Initiative (GRI).

On UN Global Compact

The UN Global Compact provides a forum where businesses, civil society and labour organisations can develop practical approaches to the delivery of the high level principles. A second contribution is the development of local and regional networks where different sectors of society can work together on issues critical to that country.



Singapore Compact for CSR launched the Singapore network of UN Global Compact (UNGC) with 10 founding signatories in 2005. Today there are 65 members who are now also part of the wider ASEAN CSR network of signatories.

The Real Purpose of an Industrial Organisation

B, Muthuraman

Board Member, UN Global Compact

Vice-Chairman, then Managing Director, TataSteel

Highlights from Singapore Compact CSR Distinguished Lecture 2007

Do well to do good

Among the great men who founded their industrial empires in the 19th century was Jamsetji Tata, the Founder of the Tata Group in India. He was different from the other great men in that he had a compelling vision for the real purpose of an industrial organisation. For him, the progress of the enterprise, the health of the environment and the welfare of the people were inextricably linked.

The Tata Group was founded with the philosophy that the prime purpose of an industrial enterprise was to improve the quality of life of people around and to achieve this prime purpose, the industrial organisation needs to be run well and profitably so that what comes from the people goes back to the people.

Our former Chairman, Mr J.R.D. Tata, in a speech he delivered in 1969 said this: 'Every Company has a special continuing responsibility towards the people of the area in which it is located and in which its employees and their families live. In every city, town or village, large or small, there is always a need for improvement, for help, for relief, for leadership and for guidance. I suggest that the most significant contribution organised industry can make is by identifying itself with the life and problems of the people of the community to which it belongs, and by applying its resources, skills and talents, to the extent that it can reasonably spare them to serve and help them. Let industry established in the countryside "adopt" the villages in its neighbourhood; let some of the time of its managers, its engineers, doctors and skilled specialists be spared to help and advise the people of the villages and to supervise new developments undertaken by the co-operative effort between them and the company. Assistance in family planning in the villages would be a particularly valuable form of service.'

Beyond charity

None or little of this need is to be considered as charity. While no doubt some free services and financial relief may at times be required, most of such activities could and should be in the form of co-operative self help ventures between the company and the people of the villages. The benefits of such a joint venture will no doubt initially flow chiefly to the villages, but it is also clearly in the interest of industry that surrounding areas should be healthy, prosperous and peaceful.

What gets measured gets done

Very rarely you will find industrial corporations adopting social responsibility as part of its business. This requires vision and a founding philosophy and a conviction to carry forward the philosophy through all times. You need to change measurement systems. People behave on the basis of how they get measured. If we continue to measure industrial corporations on the basis of their short term profits or market capitalisation, they will behave in a manner that enhances these. Today's world of investors and media claps for short term quarterly profits and market capitalisation. So the behavior of industry will not change. We need to change the measurement system to Total Returns to the Society and then things will change.

We have 'Social Audit' on Tata Steel done every 10 years. We started this 1981 and 3 or 4 independent and eminent people from the society spend time and effort to study the Company from a social and environmental point of view and the impact of the Company on Society.



NatSteel became a wholly owned subsidiary of Tata Steel in 2005. Adopting the Tata Code of Conduct has further strengthened its long-established standing as a socially responsible employer and corporate citizen. NatSteel introduced a formal CSR programme in 2007, and adopting Tata Steel's Vision 2012 has enabled the company to put sustainability at the heart of business operations.

CSR as Competitive Advantage

Toshio Arima

Board Member, UN Global Compact

Executive Corporate Advisor, former President, Fuji Xerox

Highlights from Singapore Compact CSR Distinguished Lecture 2008

Importance of the mind

Using the analogy of business as a computer, Mr Arima focused on the mind which, like the CPU, is the most important element of a computer system that drives the process and determines outcomes.

Analogy

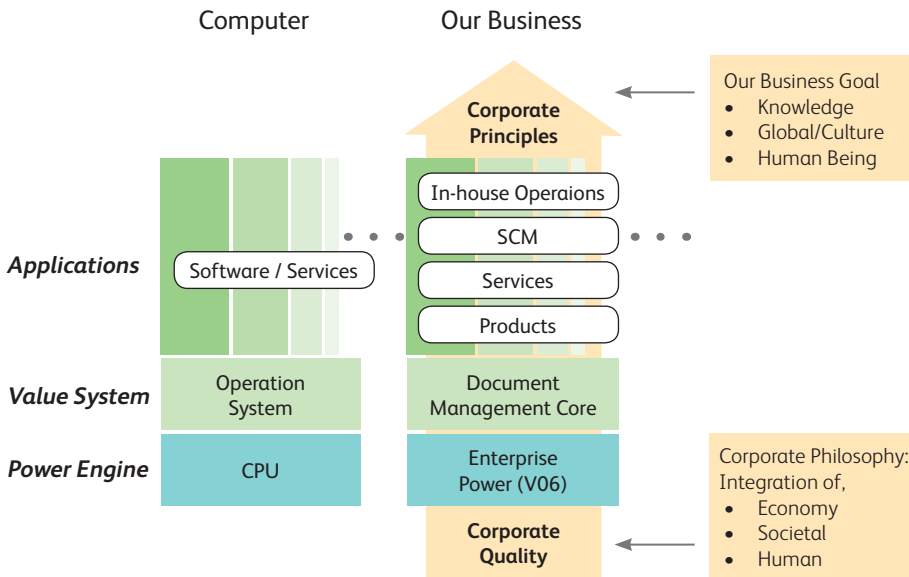


Figure 1*

* Source: Presentation by Mr Toshio Arima, CSR Distinguished Lecture 2008

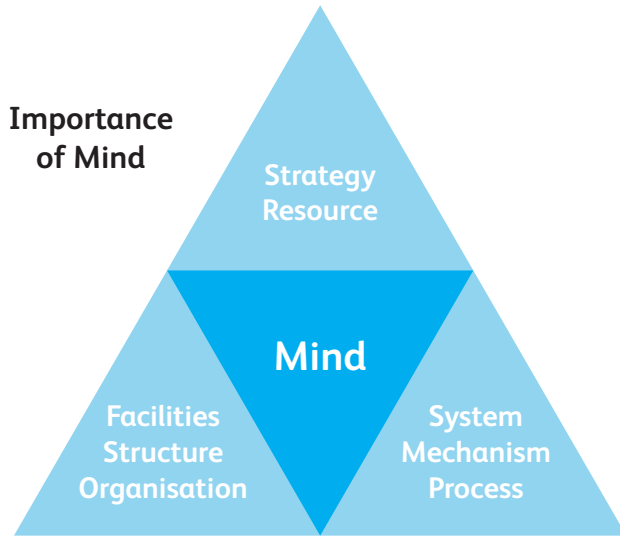


Figure 2 *

Leadership provides the values and guidance for the whole organisation.

Guiding and driving the business are clear business goals, core principles and corporate philosophy.

3Rs as market strengths

Fuji Xerox provides office products and services, but has differentiated itself by integrating its social responsibilities into its business planning, organisation and structure, and processes, anchored in core values and values system.

For example, its integrated recycling system contributes social value to the environment, and economic value in becoming profitable with the collection rate of end-of-life products (100 % collected with zero landfill) and innovation in design and technology , and the 3Rs (Reduce, Reuse, Recycle) becoming strengths in the market.

Personal Conviction and Perseverance

Mr Arima shared the enormous challenges he had faced, including resistance from within management, in achieving his vision to bring Fuji Xerox’s landfill rate down from 15 % to zero. He persevered and personally saw the realisation of a seemingly impossible target. His foresight and perseverance created a competitive advantage for Fuji Xerox as a responsible supplier of choice which has been difficult to replicate.

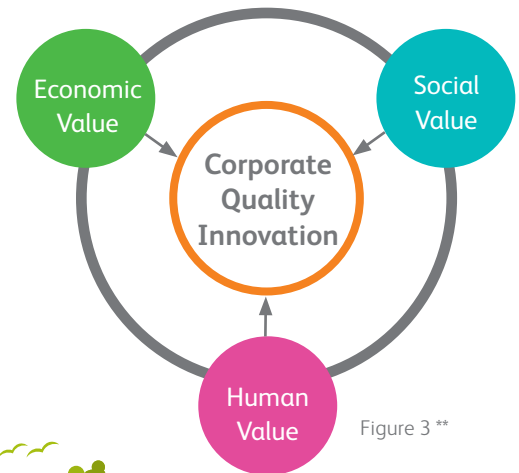


Figure 3 **



The Global Compact Japan Network (GCJN) was launched in 2003 as a platform for UNGC initiatives in Japan. Mr Arima was appointed Chair of GCJN in 2008. Seeking to reinvigorate its activities, the GCJN transformed its organisational structure in 2008. Now guided by executives of GCJN participants, it has expanded its scope year by year, with a focus on learning and dialogue.

* Ibid
**Ibid

Timeline

2004

National Tripartite Initiative on CSR (NTI)*

Vision: Singapore as CSR hub for business excellence, trust, knowledge and innovation

Mr Cedric Foo, then Minister of State for Defence and Chairman, SPRING Singapore (at launch of NTI on CSR 2004)

Corporate Social Responsibility or CSR covers a wide spectrum of issues from business ethics, corporate governance and human rights to environmental sustainability and community investment. It also includes employers' attitudes towards their workforce.

Companies that have embraced CSR have found real and significant competitive advantages in the form of improved financial performance, enhanced brand image, increased ability to attract and retain a quality workforce, more effective risk management, and reduced long term costs.

Today, CSR has a somewhat patchy presence in Singapore. There are various stakeholders advocating different areas of CSR.

The individual initiatives on CSR are beneficial. However, Singapore needs to embrace CSR as a co-ordinated national initiative – to view the issues holistically and address any gaps at the national level.

2005

Launch of Singapore Compact for CSR

Mr Alex Chan, then Vice President Singapore National Employers Federation

The formation of the Singapore Compact is an important step in engaging companies and their stakeholders in the whole issue of corporate social responsibility. Good employment practices are essential for companies to achieve sustainable growth.

CSR however extends beyond industrial and employee relations to investor relations, public relations, environment management and more. As a founder member, SNEF intends to help shape the CSR agenda on behalf of employers and businesses.

* Founding Members: National Trade Union Congress, Ministry of Manpower, Singapore Business Federation, Singapore National Employers Federation

Supporting Organisations: Ministry of Community Development Youth and Sports, Consumer Association of Singapore, Singapore National Cooperative Federation, Singapore Institute of Directors, SPRING Singapore, National Volunteer and Philanthropy Centre, National Environment Agency, Ministry of Trade and Industry

Mdm Halimah Yacob, then Assistant Secretary-General, NTUC

CSR is crucial for the achievement of sustainable and fair economic development. It is a multi-faceted movement needing many supportive stakeholders, and has to start from the workplace, with unions, employers and government having key roles to play. The tripartite partners in Singapore are key stakeholders and have important roles to play in bringing the CSR movement forward for sustainable and effective implementation. We strongly believe in the positive role that employers can play in contributing and improving the quality of life of its employees and their families, as well as the local community.

Mr Heng Chee How, then Minister of State for Trade and Industry

The attitude that companies take towards CSR is increasingly critical to the outcomes. CSR is not about theory. It is about good business practices bringing real positive impact on real people's lives and their futures.

The Singapore Government believes that properly crafted CSR initiatives (will) improve both the quality of life and the competitiveness of companies.

2006

CSR Journeys – the Singapore Experience
1st Singapore Compact publication

Doing Well

Competitive and innovative business ➡ create quality jobs, products, services and wealth ←
good governance with transparency and accountability, respect and care for workers, their families and community

Doing Good

Healthy society and environment ↔ Healthy companies

Working Together

The Challenge

- Integrating social values and mission with business decisions
- Making a Positive Difference
- Actions speak louder than words

Singapore's CSR Journey

Timeline

2006

Ms. Claire Chiang, 1st President of Singapore Compact for CSR 2005 - 2009

CSR covers almost any activity of a business. There is a good chance you may be doing something already. Every business has an impact on society through what it produces, how it develops its people, and how it relates to its environment and community at large. CSR must be embraced not as cost burden but for long term business sustainability. Beyond philanthropy, CSR is about Working Together, Doing Good. (1st Annual Report 2006)

2006

Inaugural Distinguished CSR Lecture

2006 - 2007

Doing Well, Doing Good

National conferences in cooperation with NVPC *

2008

Ministry of Trade and Industry baseline survey **

Findings: low awareness and practice of CSR in Singapore

2008

Business response to social issues – getting it done

Asian Forum for CSR, co-hosted by Asian Institute of Management and Singapore Compact

Dr. Vivian Balakrishnan, then Minister for Community Development, Youth and Sports

What has been the Singapore experience in CSR? Since independence in 1965, our belief is that people are our most valuable asset, our only asset. The key to our survival was the creation of good jobs for our people. The role of the Government had thus been to create a conducive environment for job creation. One key advantage we had was the spirit of tripartism where business, government and labour worked together to collectively create good jobs. The key was trust between all stakeholders, a deep commitment to fairness, a long term view of issues and a practical approach to problem solving. We didn't invent the concept of CSR, but I would like to believe that Singapore has been a working model of CSR before it even became fashionable.

* A supporting partner of National Tripartite Initiative on CSR

** Conducted at the request of Singapore Compact, the findings showed that there was much to be done

2009

Strategy for Sustainability and Success

Inaugural Annual International CSR Summit

- Launch of 1st publication of CSR journeys, company best practices

Ms. Olivia Lum, President of Singapore Compact, 2009 - 2012

CSR is something I believe many companies in Singapore already practise as it is intrinsic to our Asian values of realising we exist as part of a larger community. It always makes good business sense to treat your people, environment and community with Respect and Appreciation as these translate into a more Enjoyable, Profitable and Sustainable way of conducting business. (2009 Annual Report)

2010

Strategy for Sustainability and Success

- Inaugural Singapore Compact CSR Awards

- 2nd publication of CSR journeys, company best practices

- Launch of ASEAN CSR Network. CEO and Secretariat in Singapore Compact

2011

Values for Sustainability

- Inaugural CDL-Singapore Compact Young CSR Leaders Award

- Published report on “Sustainability Reporting in Singapore – non financial reporting among mainboard listed companies in Singapore”

2012

Trends, Threats, and Opportunities

The Journey Continues

Insights gained from thought leaders and practitioners in various platforms such as the annual conferences and projects of Singapore Compact since 2005 have inspired progressively better understanding and practice of CSR in Singapore and the region – to invest in the community beyond signing a cheque for charity, recognise doing good and doing well as two sides of the same coin, tap the potential of mutually beneficial partnerships between corporates and non-profit organisations, embed CSR throughout the organisation as a corporate strategy for sustainability, and reap the real value of CSR in creating opportunities for innovation and transformation. Enlightened organisations not only recognise that they are part of the problem, they are also committed to finding solutions, and recognise that they have the resources and capabilities to make a difference. The case studies and CSR awards highlight such enlightened companies based in Singapore.

However

A study commissioned by the Lien Centre for Social Innovation in 2011 assessed Singapore as falling short in comparisons of CSR across countries, with many Singapore-based companies continuing to regard CSR with wariness or indifference.*

And

In a recent survey of 200 Singapore-based companies commissioned by Fuji Xerox Singapore's Sustainability Innovation Hub (SIH) in 2012, while an encouraging 88 % of respondents considered CSR important to their organisations and 53 % said they have increased CSR activities and spending over the

past 3 years. Only 9 % of the companies see CSR contributing to their bottom line, with 6 % attributing CSR programmes to have boosted revenue.**

The 2011 study highlights two potential drivers to raise the presence and profile of the CSR movement in Singapore:

- ISO26000 guidance standard as a catalyst
- the promotion of CSR as social innovation and/or a good platform, again, as catalyst.

and

Two areas where the “CSR eco-system” can grow:

- a concerted move towards corporate reporting on sustainability.
- collaboration with other businesses, non-governmental organisations and government agencies.

As the national focal point for the UN Global Compact, Singapore Compact was involved in the ISO26000 Working Group and it is an organisational stakeholder of the Global Reporting Initiative (GRI), the most widely used framework for sustainability reporting.

* Tan, Eugene, State of Play of CSR in Singapore (Singapore: Lien Centre for Social Innovation, 2011)

** Sim JY, Daniel, CSR and Enterprise: A collaborative strategy for growth(Singapore: Fuji Xerox Singapore , 2012)

ISO26000 (2010)

ISO26000 framework provides guidance for the integration of social responsibility throughout an organisation. The comprehensive guidance was drafted by a working group comprising 450 leaders and experts from 99 countries and 42 international and regional liaison organisations. The standard includes an annex that is a useful reference on voluntary initiatives and tools for social responsibility, both cross-sectoral and sectoral-specific.

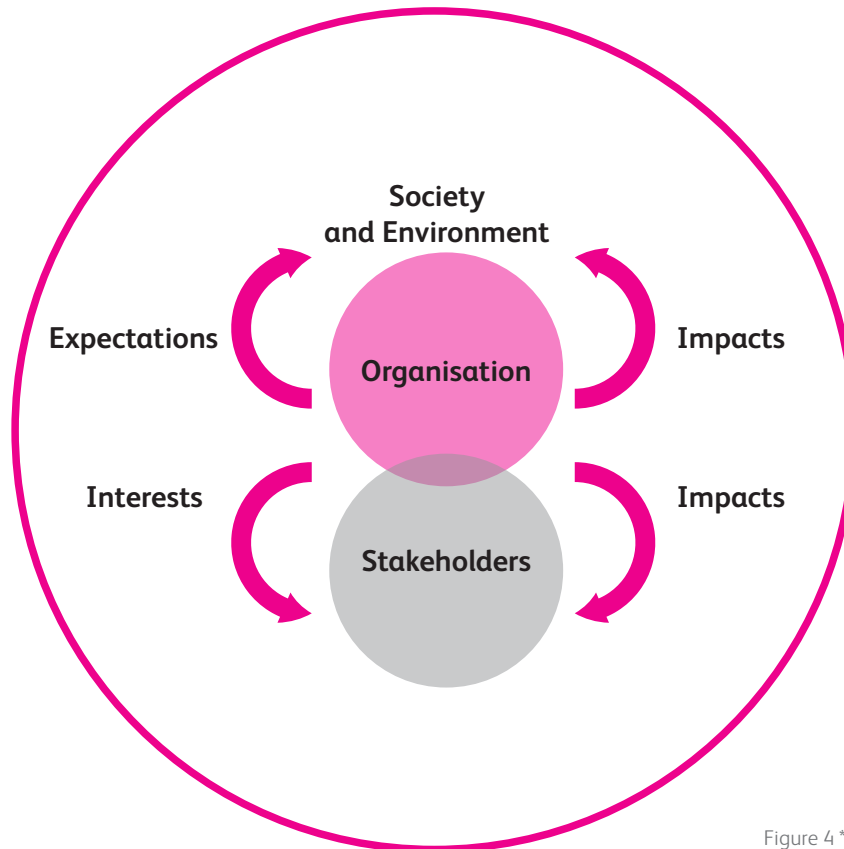


Figure 4*

Relationship between an organisation, its stakeholders (people and groups that are affected by the actions of the organisation) and society

* This figure is extracted from ISO/26000 and is reproduced with permission from international Organisation for Standardization, ISO. Copyright remains with ISO.



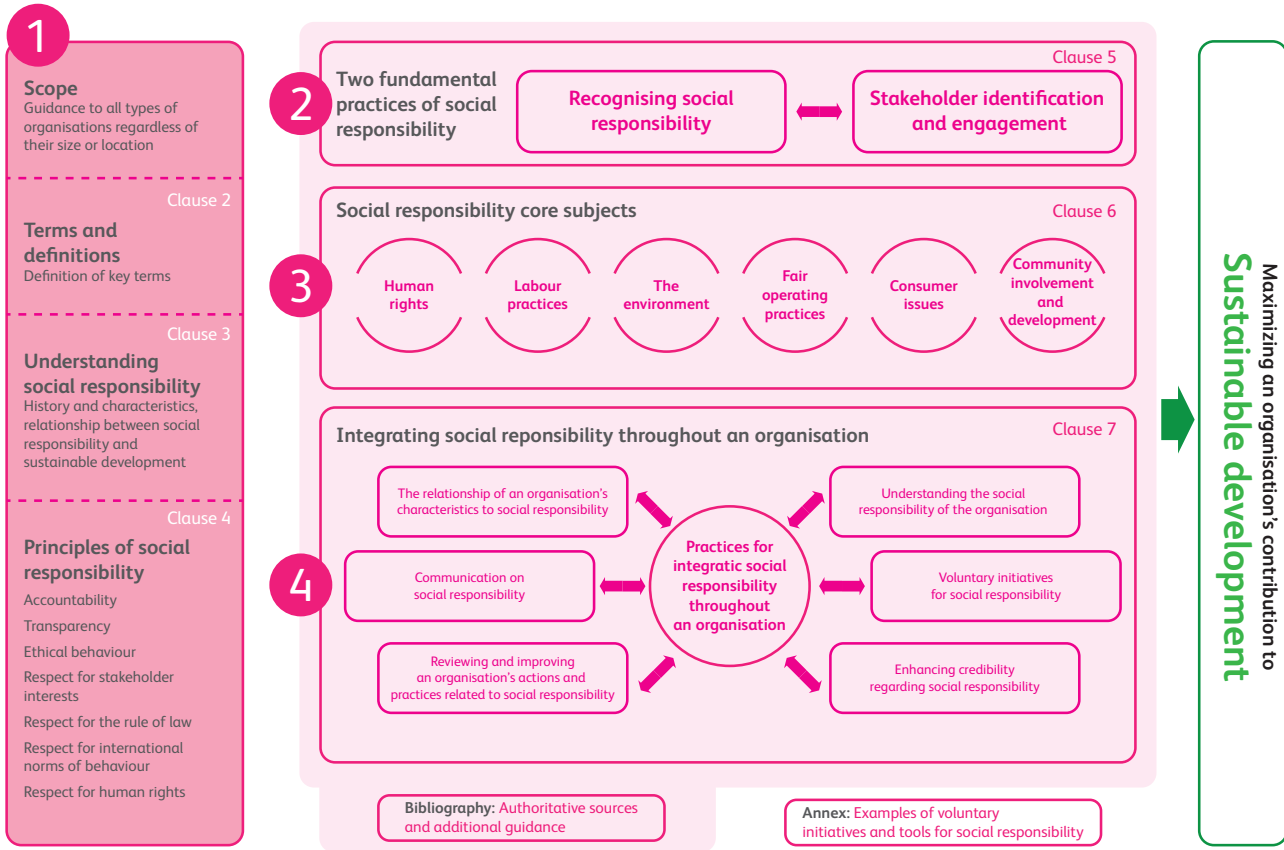
Figure 5 *

7 core subjects that socially responsible organisations should address** :

- *Organisational governance* – practising accountability and transparency at all levels; leadership promotes responsibility
- *Human rights* – treating all individuals with respect; making special efforts to help members of vulnerable groups
- *Labour practices* – providing just, safe and healthy conditions for workers; engaging in two-way discussions to address workers’ concerns
- *Environment* – identifying and improving environmental impacts of your operations, including resource use and waste disposal
- *Fair operating practices* – respecting the law; practicing accountability and treating all partners fairly, including suppliers
- *Consumer issues* – providing healthy and safe products, giving accurate information, and promoting sustainable consumption
- *Community involvement and development* – being involved as a good neighbour for the betterment of local community

* Source: ibid

** Source: <http://www.ecologia.org/isosr/ISO26000Handbook.pdf>



Implementation Framework (Schematic Overview)

1. **Why – ethical focus**
2. **How – fundamental practices**
3. **What – content focus**
4. **How - process focus**

Figure 6*

* Source: ibid

5 Step Process : Integrating social responsibility into the organisation*

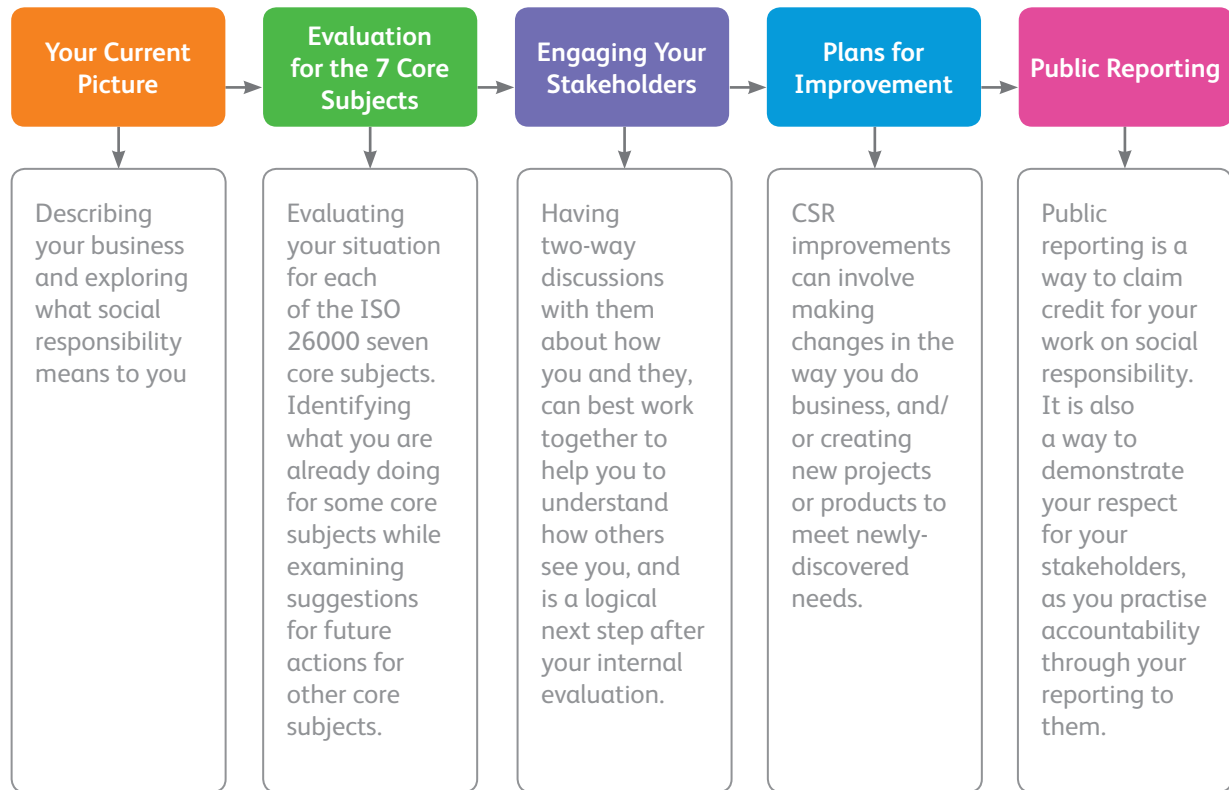


Figure 7

* Source : <http://www.ecologia.org/isosr/ISO26000Handbook.pdf>

A simple guide to get started*

1. Understand what corporate responsibility is all about
2. Get leadership commitment
3. Develop an organisational sustainability vision. Think hard about the long-term goals of the company and ask: What kind of organisation do we want to become? What are our values?
4. Prioritise! Focus on the company's strengths and areas of greatest relevance.

The ISO26000 framework and other international guidelines such as the UN Global Compact (UNGC) and Global Reporting Initiative (GRI) provide the foundation of capacity-building efforts to help integrate social responsibility throughout an organisation. The most critical driver to make it happen is simply the people involved with the organisation. Personal insights will be a significant feature in the Singapore Compact repository of CSR journeys. Personal experiences connect CSR concepts and tools with the most critical driver needed to make it happen – people.

The Knowledge Sharing for Sustainability– Enabling CSR Journeys initiative, or ECJ for short, is based on the premise that the strategic value of integrating knowledge management (KM) with sustainability implementation in organisations, and the belief that personal perspectives and experiences are the most impactful way to impart knowledge to others.

* Thomas T, Chin Ituilin, Sustainability Reporting in Singapore – Non-financial reporting among mainboard listed companies in Singapore (Singapore: Singapore Compact 2011)

Knowledge Management – Sustainability Implementation Framework

Knowledge management (KM) is widely recognised as an essential tool for business continuity management. It can be a strategic tool for corporate sustainability. KM concentrates on the processes and people involved in an area and aims to distil the most relevant information necessary to solve a problem or integrate processes (Learning for Sustainability, 2010)*

Figure 8 is a proposed framework linking KM and sustainability within an organisation in order to sustain growth. At the heart of the framework are sustainability pillars needed in a company to support the triple-bottom line business outcomes – financial, social and environmental performance.

The artery and vein that transport data to the heart of the framework are Stakeholder Engagement and Market Research, respectively.

Stakeholder Engagement enables the company to engage and discuss its sustainability vision, values, best practices, knowledge, feedback and value-added contributions to its stakeholders. Market Research enables the gathering of data pertaining to the needs and wants to facilitate the development of sustainable innovations and competitive advantages.

KM is integrated to the sustainability heart, artery and vein through the following knowledge lifecycle processes: knowledge solicitation, production, creation, transfer, and sharing.

The ECJ project will be exploring practical ways in which companies can apply the KM-Sustainability framework in engaging its internal stakeholders.

* Source: Mok Chee Hong, “Knowledge Management as a Strategic Tool for Corporate Sustainability” in Karuna Ramanathan (ed), Knowledge Management: Singapore Perspectives 2011 (Singapore edition: Information & Knowledge Management Society, 2012)

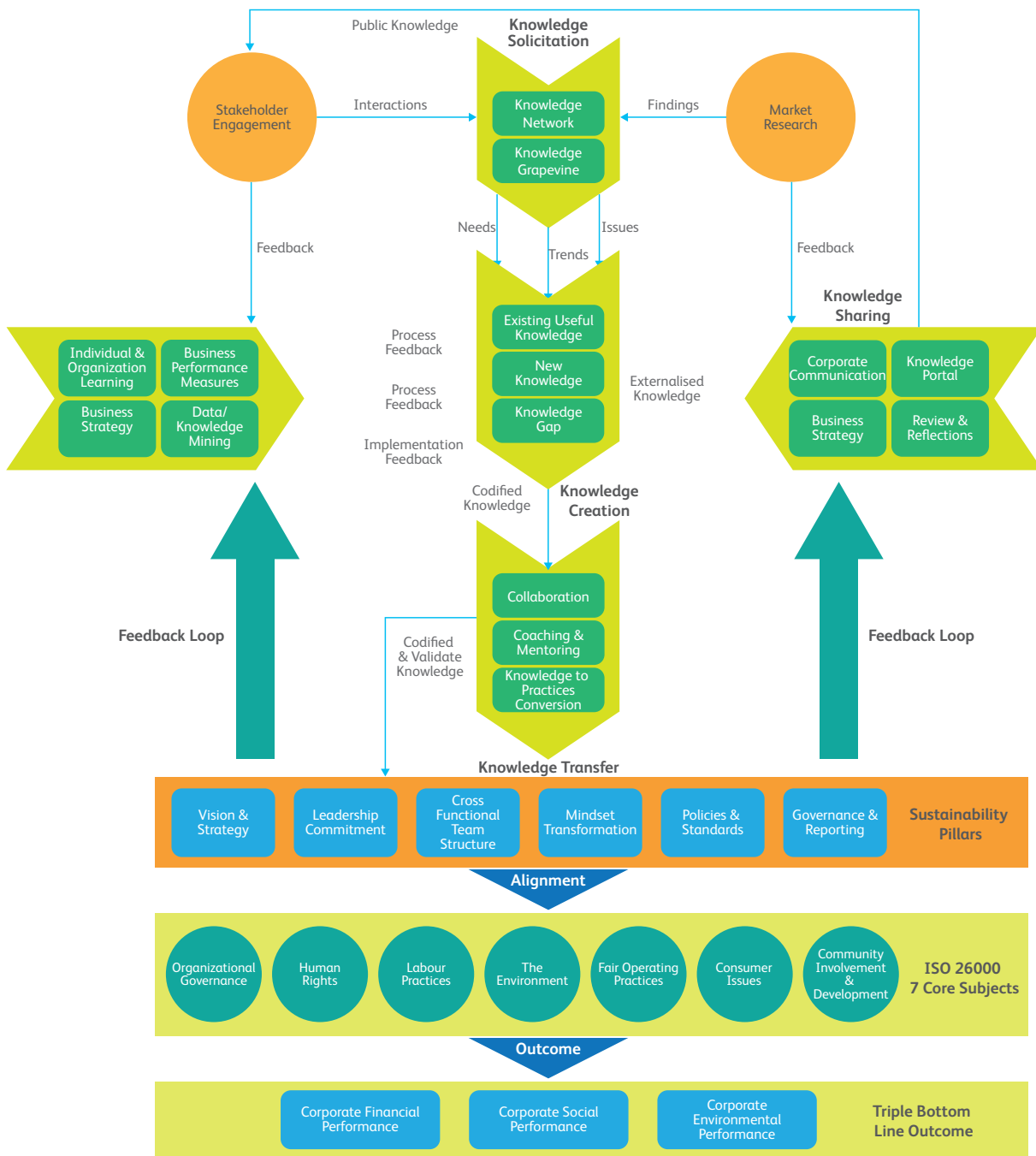


Figure 8 *

* Ibid, diagram modified

CSR Journeys in Singapore

The first building block in the Singapore Compact repository are insights into the CSR journeys of over 30 organisations.

Companies based in Singapore have shared their perspectives and experiences in case studies published by Singapore Compact in 2009 and 2010 and/or as recipients of CSR awards that have been conferred since 2010. They are listed below.

The cases were written by a project team of academics and consultants from Singapore Compact's CSR network who volunteered their professional expertise and time to contribute to the repository of CSR practices in Singapore and Asia. In the first project, CSR practitioners shared their company's motivation, process, challenges and opportunities in adopting an integrated approach to CSR aligned to business. The second collaborative effort in 2010 provided insights into CSR initiatives, innovations and impact in areas material to business. Many of the companies published were working towards publishing sustainability reports.

The ECJ repository will include information publicly available in the organisation's websites, annual reports and sustainability reports of these companies, as well as CSR Award recipients. It will also continue to build the repository of case studies of companies in Singapore.

Student teams involved in the CDL-Singapore Compact Young CSR Leaders Awards will be encouraged to share their learning journeys. Launched in 2011, the competition aims to provide a platform for young aspiring leaders to apply CSR principles within real-life business scenarios in SMEs and demonstrate that responsible business practices can help any company regardless of their size.

Company Perspectives and Experiences on CSR

Best practice case studies of companies based in Singapore*

1. CapitaLand Limited – *Building People*
2. Cerebos Pacific Limited – *Community Engagement, Community Well-Being*
3. Citi Singapore – *Corporate Citizenship through Financial Education*
4. City Developments Limited – *Industry Leadership in Business and CSR*
5. ComfortDelGro Corporation Ltd – *Towards Human and Environmental Sustainability*
6. Fairmont Hotel Singapore – *Leading in Sustainable Tourism*
7. Holcim Singapore Pte Ltd – *Real Profit & Product Improvement through CSR*
8. Keppel Land Limited – *Building Green Credentials*
9. NatSteel Holdings Limited – *Sustainability at the Core of Business*
10. NTUC FairPrice Co-operative Ltd – *Best Place to Shop, Best Place to Work, Best Corporate Citizen*
11. Origin Exterminators Pte Ltd – *Small, Smart and Sustainable*
12. Philips Electronics Singapore – *Integrating Sustainability, A Global Responsibility*
13. Sembcorp Industries Ltd – *Vital Stakeholders, Sustainable Solutions*
14. Senoko Energy Pte Ltd – *Powering Singapore Responsibly*
15. Shell Companies in Singapore – *Sustainable Development, Responsible Energy*
16. Sin Hwa Dee Foodstuff Industries Pte Ltd – *Caring Stories Behind a Jar of Sauce*
17. Singapore Telecommunications Ltd – *Going Beyond Compliance, Gaining Global Trust*
18. SMRT Corporation Ltd - *Moving People, Enhancing Lives*
19. Wilmar International Limited - *Closing the Legitimacy Gap*
20. YTL PowerSeraya Corporation - *Stakeholder Engagement, Reducing Energy Consumption*

* Socially Responsible and Sustainable – Company perspectives and experiences, ed. Evelyn S Wong (Singapore: Singapore Compact for CSR and Straits Times Press, 2011); CSR for Sustainability and Success, ed. E S Wong (Singapore: Singapore: Marshall Cavendish Editions, 2009)

Singapore Compact CSR Award Recipients

Green Champion

City Developments Ltd (CDL) 2010 – for its voluntary disclosure of greenhouse gas emissions and climate change strategies in the Carbon Disclosure Project (CDP).

Samwoh Corporation 2011 – for their research, use and promotion of environmentally friendly building materials.

Natsteel Holdings Ltd 2012 – for having environmental sustainability at the heart of their business and operating one of the most efficient steel mills in the world producing reinforcement steel from 100 % recycled metal waste.

Best Community Developer

NTUC Fairprice Cooperative Ltd (2010) – for its social efforts in advancing the welfare of workers through the ‘Lend a Hand, Give a Heart’ initiative to help workers worst hit by the recession.

Citi Singapore (2011) – for their long-term efforts in financial education for students and women.

CapitaLand Limited (2012) – credo is “Building People” and works through their corporate foundation, CapitaLand Hope Foundation to especially support underprivileged children in their shelter, education and healthcare needs in countries in which they operate.

Best Workplace

Singapore General Hospital (2010) – for their sensitivity in recruitment, training and development by ensuring job advertisements and selection processes are non-discriminatory and based on skills and qualifications.

Maybank Singapore (2011) – for employee engagement efforts and overwhelmingly positive staff feedback.

NTUC Fairprice Co-operative Ltd (2012) – for making staff wellbeing the core of the organisation and for implementing schemes to ensure equality, diversity, work-life balance and staff development as the core of its employment practices.

Accountable Marketer

PaperlinX Singapore (2010) – actively developed brands of paper manufactured from sustainable forest sources and/or recycled material in making them.

Caring Employer

ThaiExpress Concepts Pte Ltd (2010) – has employed and shown care for the socially-disadvantaged including the disabled, ex-offenders and youths-at-risk.

KFC Management (2011) – for their extensive commitment and efforts in working with people with hearing disabilities, and their bold initiatives.

Adrenalin Events and Education (2012) – a social enterprise for their strong commitment to hire and train the physically challenged, deaf, and youth-at-risk as part of its team.

Special Mention

Tolaram Corporation Pte Ltd(2010) – has established two foundations that are raising awareness on the challenges faced by certain groups of people and restoring their self-confidence, while changing public attitudes.

Siloso Beach Resort (2011) – has created an Environmental Management Committee to oversee the design and construction of the eco-resort, and implemented several green policies and practices.

Adrenalin Events and Education (2011) and Mirage Landscape Design & Contract (2011) demonstrated clear dedication to hiring the less-advantaged, with emphasis on integration, communication and skills development.

Green Champion Award Special Mention (2012)
Keppel Land Limited – for their proactive approach to environment sustainability by implementing green policies and initiatives.

Best Community Developer Award Special Mention (2012)

Shell Companies in Singapore – for enhancing the vitality of communities through various initiatives.

Caring Employer Award Special Mention (2012)

Holiday Inn Singapore Atrium – for establishing a non-discriminatory hiring policy and employing people with disabilities in their housekeeping and stewarding departments.

CDL-Singapore Compact Young CSR Leaders Award

2011 Awards

Winner

Student team “Precise Consultancy” from SMA Institute of Higher Learning – Murdoch University designed a programme for ADDP Architects which focused on green behavioural changes and a check list to guide office purchases.

1st Runner-up

“The Changemakers” from Singapore Management University who had been assigned to Siloso Beach Resort.

2nd Runner-up

“Team NUS” from National University of Singapore, assigned to Mainguard Security Services.

2012 Awards

Winner

Team “SMILE INC” from Nanyang Technological University highlighted challenges faced by security guards and proposed initiatives for Mainguard Security Services to increase public awareness and appreciation of their work.

1st Runner-up

Team “Muvericks” from the SMA Institute of Higher Learning – Murdoch University, assigned to ORIGIN Exterminators.

2nd Runner-up

Team “Sunshine” from Nanyang Technological University, assigned to Langdon & Seah.

Knowledge Sharing for Sustainability– Enabling CSR Journeys

The key feature of the Singapore Compact knowledge base will be the personal perspectives and experiences of individuals and groups within and outside the company who have been or are directly involved in CSR journeys in companies based in Singapore.

First – Leadership

The first key element in communicating an organisation’s CSR journey recommended in GRI guidelines for sustainability reports is the Chairman/CEO statement, demonstrating the company’s commitment to corporate responsibility and sustainability.

Leadership vision and action are fundamental to organisational success. Communicating leadership as CSR champions more widely in annual reports and sustainability reports establishes CSR as a long-term commitment throughout the organisation not only to investors, but to all stakeholders and the wider community.

The ECJ repository of personal CSR journeys will start with Chairpersons and CEOs, and build the knowledge base with experiences and perspectives of other CSR champions, CSR teams and individual stakeholders within and outside the organisation on specific issues. The ECJ project group appreciates the first contributions by leaders to the repository, in response to questions posed by the team to facilitate their reflections as CSR champions in Singapore. They are shared in the following section and at the end of this publication.

CSR Champions in Singapore : First - Leadership

Mr. Kwek Leng Joo

Managing Director, City Developments Limited (DL)
President, Singapore Compact for CSR

What sparked my personal awareness of CSR

My late father and founder of the Hong Leong Group, Mr Kwek Hong Png, strongly believed in sharing the success of his business with the community and this is a belief I have personally subscribed to since young. Over the years, our CSR efforts in CDL have expanded beyond the traditional confines of philanthropy, adopting a more holistic approach of “doing good and doing well”.

How my passion for photography has inspired my perspective on CSR

Photography has been a hobby since my teenage days when I had my first camera. However the turning point came in 1999 after obliging to a simple request to contribute photographs to CDL’s corporate calendar. My passion was rekindled and I realised that photography could serve as more than a hobby if one knows how to use it as a means to understand and discover the truly important things in life.

I would say that photography has taught me to be more sensitive towards the people and things around me; and more importantly, it has made me more aware and appreciative of the fragile balance between man and his habitat. This all the more spurs my personal commitment to ensure that good sustainability practices are part and parcel of day-to-day operations in CDL.

At a national level, CDL has also been nurturing young local photographic talents through its support of various photography programmes, including the biennial Singapore Young Photographer Award (SYPA). To

nurture young local talents, the Award features a junior and youth category – The CDL Young Architectural Photographer Award recognises those with a creative eye for architecture and building.

There is also another reason why photography remains such an intricate part of my life and this is more personal. I am privileged to have been able to use photography, throughs the sale of my works and art books, as a platform to promote meaningful causes that are close to my heart. To know that my work can help make a difference to the lives of the disadvantaged and the environment at large makes my photographic journey even more meaningful and memorable.

Mr Kwek was conferred the prestigious Lifetime Creative Achievement Award by the American Creativity Association (ACA) in August 2012

The most important values I believe we must embrace to become a CSR champion and a truly innovative leader in business and in the community

This might not be considered a value but I feel that having true passion and firm commitment to “walking the talk” are very important to raise the innovation bar in our business. CSR and sustainability have been an integral part of CDL’s corporate vision and mission since the mid 1990s. We take deliberate and strategic effort to integrate CSR into business operations. Performance data are tracked and disclosed to maintain high standards of transparency and prompt communications with stakeholders. We are glad that our unwavering commitment and efforts have been well recognised both locally and internationally.

Even though we have been early adopters of the green building movement, we still wish to further improve our performance. No one is perfect in this world and all businesses have their fair share of challenges. Most importantly, one has to learn from mistakes and is committed to rectify and improve. Continuous assessments are done to identify performance strengths and gaps and we then look at how to close these gaps. We constantly explore investing in initiatives that will encourage capacity building and innovation for a greener economy. For instance CDL embraced the incorporation of three different types of solar technology in our commercial development - Tampines Grande, as a showcase to promote renewable energy.

Our CSR efforts have been rewarding. It has helped CDL differentiate our brand and product and also gained recognition amongst stakeholders, both local and overseas.

The proudest achievement in my CSR journey so far

There might not be one specific achievement but there are a number that have definitely encouraged me to carry on with our CSR efforts. CDL has achieved many firsts – we were the first BCA Green Mark Champion in 2008, the first BCS Built Environment Leadership Platinum Award winner in 2009, the first local MNC to win the Corporate Citizen Award by the National Volunteer & Philanthropy Centre in 2006.

I am also delighted that CDL has become the only Singapore company listed in all three of the world's top sustainability listings; namely FTSE4Good Index Series since 2002, the Global 100 Most Sustainable Corporations in the World for 3 consecutive years since 2010 and the Dow Jones Sustainability Indexes since 2011. CDL is also the first and only Singapore listed company whose Sustainability Report has achieved GRI A+ level to-date.

In the 1990s, as our group's business grew significantly and geographically, we felt the need to review our business model and direction. We were determined to change the perception that the building industry had a negative impact to the environment. We believed that it is possible to conserve as we construct, if we take a conscious effort to be more environmentally responsible. As a developer, we believed that we were in the position to make a difference. This led to the company integrating CSR into our corporate vision and mission. Since then, we have been firmly committed to embracing CSR into our business operations, engaging not only internal stakeholders but also our supply chains and external stakeholders. We are glad that our early take-up of CSR is well recognized and we take pride in making the change in how the building sector operates its business. Today many industry players are more conscious about responsible business practices.

CDL could not have achieved the successes we have today without the commitment of all staff, our supply chains and tenants. We recognise that we are by no means experts and continually attempt to improve our standards and practices. We are a firm supporter of the Government's 3P model of collaboration between People, Private and Public sectors and have made it a principle to actively engage stakeholders to respond to the fast changing needs of the community and the environment.

I am glad to say that my journey in both business and community works has been a rewarding one. I sincerely consider it a blessing for me to be able to lead change in the company, industry and the community. I'm also glad that I have many opportunities to give back to the community through various platforms as I believe that life should not be just about personal enjoyment or generating wealth.

Mr. Seah Kian Peng

Chief Executive Officer (Singapore), NTUC Fairprice Co-operative Limited
Past Vice-President, Singapore Compact for CSR

What sparked my personal awareness of CSR

I believe that for everyone, we would have in the course of our life journey, been helped in many ways by different people. In my case, having come from a very humble background, my family was assisted at different times by different groups. I benefitted from financial aid provided to help our family get by from relatives, friends, clans (bursary etc) and also from government [scholarship] that enabled my family and I to tie through certain difficult periods. I also experienced and witnessed several different acts of kindness and consideration given to other individuals, groups, community and also the environment that we live in.

In turn, in our own ways, I believe we have also helped others too. I have also realised that every big change starts small and individually, we can all make an impact - be it to another individual, another group, community or the

environment. My stint in NTUC in the early part of my career reinforced this belief as I could see the positive social impacts driven by the labour movement and its group of co-operatives to make life better for its workers, its members and the community/environment that it operates in. My involvement in grassroots activities deepened and sharpened these values and philosophy and approach to people, communities and environment.

My greatest personal challenge in managing a social enterprise in a competitive industry

It would be trying to strike a balance in meeting the KPIs of doing well and doing good. Both are equally important if one wants to run and manage an effective social enterprise on a sustainable basis - one where the social impact it creates is significant and yet can stand tall against the professional and leading market players in the industry. The satisfaction comes whenever we are able to weather a crisis and come out stronger for it.

Why FairPrice is devoting time and resources to produce an online CSR report based on GRI guidelines

As a social enterprise, FairPrice's social mission has always been to moderate the cost of living in Singapore. At the same time, as a leading retailer with over 100 supermarket and hypermarket stores, we believe we can go beyond moderating prices to create bigger impact in social responsibility. That is why we have stepped forward to develop a CSR framework (aligning with international GRI guidelines) encompassing measurable targets in 4 key areas: Responsible Retailing, Community Care, Sustainable Environment and Wonderful Workplace.

As we also envision being a leading responsible retailer, this has motivated us to invest resources in producing and maintaining an ongoing online CSR Report. The online report is our way of communicating with our stakeholders, including customers and business partners, to share how we are progressing and to gather feedback.

How reporting can benefit social enterprises

Social enterprises serve to increase the social impacts and benefits to the society/community-at-large. FairPrice reports the progress of our CSR targets, for example, tracking the number of staff volunteer hours/volunteer activities per year, number of plastic bags saved per year, our internal quality audit ratings, and staff turnover rate. Reporting helps to keep social enterprises connected with our stakeholders, whom we serve. It helps social enterprises set more specific and measurable milestones in CSR objectives and develops a more accountable approach in communicating positive social impacts to the community. It encourages greater engagement and knowledge sharing within both the industry and community.

Mr. Bert Wong

Senior Managing Director, Fuji Xerox Singapore
Vice President, Singapore Compact for CSR

My recollections of CSR in Fuji Xerox when I first joined the company

When I joined Fuji Xerox our machines were still using drums and toner powder which was very smelly and dusty. I was in sales. Many customers asked if the toner was safe. Would continued exposure to the chemical damage their health? I engaged with them one by one, assuring them our product was safe. We did not use the term “CSR” then. But deep down I was asking myself if we were being responsible; was the toner we were using scientifically proven not to be a health hazard. I trusted the company’s integrity, and twenty years later I know the toner was safe. But that early challenge from customers made a deep impression on me on the importance of everyone in the company, not just the top management, being knowledgeable about the health and environmental safety of our products.

Aftermath of the devastating Tsunami in Japan

Joining our staff who volunteered to help in the recovery efforts in Miyagi prefecture was a touching and emotional experience. I saw first-hand how devastating natural disaster can be in this world. I felt the pain and agony of people who survived. The experience refocused my perspective on CSR in the community. Corporates can play a major role in helping people to rebuild their lives. Business must get their fundamentals right, to generate income in order to contribute to truly improving people’s lives. Businesses must be profitable, but they must also be willing to put resources to giving back to society in a meaningful and sustainable way.

My CSR champion

Our former President, Toshio Arima, has been my CSR champion since I joined Fuji Xerox. He is an extremely passionate and inspirational leader who has always “walked-the-talk”. He transformed the company from selling machines and services to being a green business innovator. He is a CSR champion in our operations worldwide, in his extensive business networks in Japan and internationally through the UN Global Compact, and in the community.

Why I'm a strong advocate of CSR personally, and as a business strategy

I grew up in a kampong with nature around me, raising pigs and chickens, eating vegetables from our backyard. We collected water 500 metres from our home. I grew up knowing nature is important to conserve because we needed it for survival and for a livelihood. We did not have money to buy meals and things. My brother sacrificed his education so that I could continue. I also learned to value the importance of helping others.

When I started working, I saw business and the economy as a subset of nature. It was important for me to understand how to do business without depleting our natural resources, without hurting the environment. I'm concerned to know that 15 % of the world's population are using 50 % of our resources. This is not sustainable, and we have to think about what we can do and get it done. I also believe that whatever you make, you should give back to society whether as an individual or an organisation. This is a value I have held since I was young until today.

Have I faced obstacles including CSR in our business strategy? Yes. I'm always asked what is the return for being environmentally and socially responsible in measurable terms. For example, recycled paper is more expensive for both the customers and the company. But I insisted we start marketing environmental friendly paper in the 1990s. Today, this move as an early adopter of environmental stewardship has helped to position

FXS as a supplier of choice, and thereby contributing to the enhancement of our competitive advantage. The biggest challenge is surviving the transition. Effective communications are critical to help others understand the value and win their hearts and minds to join you on the same band wagon.

Sustainability Incubation Hub (SIH)

The inauguration of Sustainability Incubation Hub (SIH) is one of the most forward-looking and challenging initiatives that I have embarked on. The concept of marrying profitable business ideas with a strong Corporate Social Responsibility (CSR) mission that will benefit FXS and the society as a whole is revolutionary in the history of my tenure in FXS. SIH is setting out to seek equilibrium on the triple bottom line of CSR - Planet, People and Profit, in order to build business competitive advantage and value creation for FXS and its stakeholders.

If implemented well, this initiative will serve as a platform to create a culture of intrapreneurship and ground-up innovation from within Fuji Xerox Singapore, based on the Fourth Sector concept. A key element to the success of this initiative will be to reach out and collaborate with external stakeholders to create and nurture business services that optimise economic and social values.

CSR CHAMPIONS

The first building block in the ECJ repository comprises organisations that are committed to adopting a holistic approach to CSR as integral to their business. They are listed in an earlier section. While some are now benchmarking themselves against the ISO26000 guidance, all reflect the standard's principles and aims.

This section illustrates how the CSR priorities that are material to business featured in case studies before ISO26000 was published can be categorized under the 7 core subjects identified as focal areas in ISO26000. Only one example is cited in each of the subject areas, with titles used in the case studies and excerpts from leadership statements in the most recent annual/sustainability reports – the first key element in the communication of an organisation's commitment and progress in its CSR journey, according to GRI guidelines.

Organisational Governance

Singapore Telecommunications Limited

Going beyond compliance, gaining global trust

In the 2009 CSR journeys project, SingTel, a signatory to the UN Global Compact, shared its priority on adopting best-in-class governance. Having achieved international recognition for its high standards in corporate governance, it planned to build on the momentum to enhance and broaden CSR initiatives, and start producing a stand-alone CSR report benchmarked against international standards. CSR activities were, in the meantime, reported in its Annual Report, UNGC Communication on Progress Report, and Carbon Disclosure Project.

In 2011, SingTel was the first recipient of Inaugural Audit Excellence Award in the SIAS Investors' Choice Awards. Insights into its continuing CSR journey can now be found in its sustainability report which is based on the GRI Index.

Annual sustainability report

[http://info.singtel.com/sustainability-report/2010-11/SingTel % 20SR % 202010.pdf](http://info.singtel.com/sustainability-report/2010-11/SingTel%20SR%202010.pdf)

Ms. Chua Sock Koong

Group CEO, SingTel

Sustainability Report 2011, "Making the Connection, Creating the Impact"

While we sharpen our focus on maintaining our market leadership position and delivering strong financial returns to our shareholders, we remain committed to being an employer of choice, supporting community development and managing our environmental footprint.

I am pleased that our efforts to be a responsible company are recognised by, for example, Corporate Governance Asia: Asian Excellence Awards for Best CSR and Best Environmental Responsibility. And for the second year running, SingTel is the only Asian telco to be included among the 'World's Most Ethical Companies' by US-based think-tank Ethisphere

Institute for our strong governance approach and practices.

In the new financial year, we will also commence an extensive Stakeholder Engagement exercise that will cover many major stakeholder groups. We will be seeking their views on sustainability issues pertaining to our business which they are most concerned with. This will help us refine our programmes around our four key sustainability pillars of marketplace, people, environment and community as well as structure the way we report on our sustainability performance in future.

Human Rights

Wilmar International

Closing the legitimacy gap

In the 2010 CSR journeys project, Wilmar shared how the land rights issue in Indonesia was a defining moment for the company, giving them the impetus to develop a CSR strategy based on globally recognized standards such as UNGC and RSPO (Roundtable on Sustainable Palm Oil). It was one of the first palm oil companies to achieve RSPO. With a dedicated CSR team it was taking a more pro-active approach such as developing a multi-stakeholder relationship management process.

Wilmar issued its first Sustainability Report in 2009 based in GRI guidelines, noting that it marked a significant step towards greater transparency and constructive engagement with its stakeholders.

Annual sustainability report

[http://www.wilmar-international.com/sustainability/resources/Wilmar % 20SR % 202011 % 20- % 20 FINAL.pdf](http://www.wilmar-international.com/sustainability/resources/Wilmar%20SR%202011%20-%20FINAL.pdf)

Mr. Kuok Khoon Hong

Chairman & CEO, Wilmar International

Sustainability Report 2011, "Staying the Course Through Challenging Times"

This report provides readers with in-depth accounts of both our successes and challenges. I hope our stakeholders will recognise the efforts we are putting into continuing our progress and resolving issues through dialogue and transparency.

Some stakeholders, both internal and external, may ask whether it is worth it. If the cost of sustainability is to deal with controversy on a regular basis, why choose to stick your head above the parapet? I believe we do not have a choice: gone are the days when shareholders are only concerned about profitability. As one of the leading companies in our industry, sustainability measures are equally vital in establishing and maintaining our license to operate. There is no other way and we are committed to staying the course through challenging times.

Labour Practices

Maybank Group

Maybank Singapore won the 2011 Singapore Compact Best Workplace Award for employee engagement efforts and overwhelmingly positive staff feedback. During the CSR Summit, Ms Pollie Sim, Chief Executive Officer, conveyed her personal commitment to CSR: “We do not C – cut pay; S – suspend bonus; R – retrench staff”

Maybank Singapore has received much recognition as a socially responsible employer, including many from the tripartite partners in Singapore (www.maybank2u.com.sg) :

- Singapore & Employer Gold Award, Asian Banking & Finance Retail Banking Awards 2012
- first and only bank to receive the People Excellence Award at enterprise level, awarded by the Singapore Quality Award Governing Council, 2011
- Recognition as Model Company on Re-employment Efforts & Practices, National Trades Union Congress, 2011

- Exemplary Employer Award, Tripartite Alliance for Fair Employment Practices (TAFEP) 2010
- Work-Life Excellence Award, Tripartite Committee on Work-Life Strategy -only Bank to receive 3 times 2006, 2008 and 2010.
- Singapore's first recipient of the Excellence in Employee Engagement Award, Asian Banker Excellence in Retail Financial Service Awards 2010.
- Triple certification for Singapore Quality Class, Singapore Service Class and People Developer from SPRING Singapore in 2009, and certification Innovation Class in 2010. first and only Bank to achieve all 4 certifications

Annual sustainability report

[http://www.maybank.com.my/files/corporate_information/maybank % 20sustainability % 20 report % 202011/Maybank-Sustainability_Report_2011.pdf](http://www.maybank.com.my/files/corporate_information/maybank%20sustainability%20report%202011/Maybank-Sustainability_Report_2011.pdf)

Dato' Sri Abdul Wahid Omar

President & CEO, Maybank

Corporate Sustainability Report 2011, “Humanising Our Journey to Sustainability

WORKPLACE

Successful and sustainable businesses are driven by empowered and motivated people. At Maybank, we are building a culture that creates opportunities and rewards achievement.

Through a wide variety of programmes we foster diversity, teamwork, personal development and leadership, ensuring that staff are fully engaged and invested both in their own growth and that of the Group.

In 2011, we demonstrated that Maybank is among the best places for women and fresh graduates to work, while overall levels of employee satisfaction – measured independently and compared against our peers – show that we exceed both local and global norms of best practice.

The transformation of our workplace has also catalysed improvements in business performance. In 2011 alone, net income per employee rose 4.4 % while profit before tax per head shot up nearly 12 % .

Environment

Keppel Land Limited

Building green credentials

In the 2010 case study, Keppel Land shared insights into its environmental blueprint for 2008-2020 with its first achievement on ISO14001 certification in 2008. With minimum benchmarks set to achieve at least BCA Mark Awards for all projects in Singapore or an equivalent certification such as LEED for overseas projects, it invested in increasing its internal capabilities with a target for all project managers to be GMM-certified by 2013, to enable them to achieve measurable progress.

Initial challenges included buy-in from staff, suppliers and contractors in its overseas offices, and reliable data collection. The environment management committee increased its environmental outreach efforts to convince staff to embrace the cause and help to influence others.

Annual sustainability report

http://www.keppelland.com.sg/sr2011/eMag/pdf/KLL_SR2011.pdf

Mr. Kevin Wong

Group CEO, Keppel Land Limited

Sustainability Report 2011, 'Definitively Keppel'

In this current Sustainability Report, we have upped the ante by taking into account the ISO 26000 guidelines on social responsibility and 10 principles covered under the United Nations Global Compact. Our aim is to integrate the ISO 26000, with its wide coverage of issues ranging from policy, reporting and assurance to social and ethical, environmental and financial aspects, into our business operations to achieve a more sustainable outcome.

At the national level, the Singapore government recently passed a new Energy Conservation Act to help Singapore achieve the target of a 35 % improvement in energy intensity by 2030, from 2005 levels.

In tandem with national efforts, Keppel Land's Carbon Management Plan will guide the Company

towards reducing its carbon emissions through improving its buildings' energy efficiency. Benchmarked against our 2010 levels, we are committed to lower our carbon emission by 16 % by 2020.

We have also developed a set of environmental design guidelines for our new properties. These include sourcing 40 % of our construction materials within 1,000 km, ensuring that 30 % of building materials have recycled content and 70 % of the gross floor area is well-lit by natural light as well as maintaining 20 % and 40 % of the total site area for commercial and residential developments respectively as green spaces. This integrated approach will improve our environmental performance.

Fair Operating Practices

Philips Electronics Singapore Pte Ltd

Integrating sustainability, a global responsibility

Philips Electronics Singapore shared insights into the global Supplier Involvement Programme in the 2010 CSR journeys project. Launched in 2003, the programme is based on active risk management and comprises a series of mechanisms to select, engage and continuously assess suppliers in compliance with the company's ethical and environmental policies and international standards. Singapore personnel collaborate closely with Supplier Sustainability teams in China where the largest number of suppliers for Philips Singapore are located.

Philips Electronics published sustainability reports until 2007. With sustainability so embedded in company strategy, it decided there was no longer a need for a separate report. Since 2008 a section on "Sustainability" is in its integrated annual report.

Annual report

<http://www.annualreport2011.philips.com/>

Mr. Frans van Houten

CEO, Philips

Annual Report, 2011 – Financial, Social and Environmental Performance

Accelerate! The journey to unlock our full potential.

Our mission remains to improve people's lives through meaningful innovation. And we have now tightened the vision that guides us:

At Philips, we strive to make the world healthier and more sustainable through innovation. Our goal is to improve the lives of 3 billion people a year by 2025. We will be the best place to work for people who share our passion. Together we will deliver superior value for our customers and shareholders.

Consumer Issues

YTL PowerSeraya

Stakeholder engagement, reducing energy consumption

In recent years before 2009, Power Seraya had been progressively embedding a CSR framework into company strategy and core values, particularly in energy solutions such as efforts to motivate staff, suppliers and customers to adopt energy conservation practices to mitigate climate change. While initiatives to help customers minimize electricity costs, raising their environmental awareness and enabling them to lower their carbon footprint may reduce consumption of its product, such CSR strategy is credited for contributing to increasing customer satisfaction and enhancing the company's reputation.

A significant milestone in communication with its stakeholders was publishing its first sustainability report in 2009. Its efforts were recognized as the Best Sustainability Report and Best First Time Report Award by ACCA. It has since progressed to produce its first integrated report in 2011, combining its previously printed annual report and online sustainability report "so that (its) stakeholders are able to better appreciate the connection and relevance of sustainability in Power Seraya's business." Corporate Accountability Report 2011

Annual corporate accountability report

http://www.ytlpowerseraya.com/corporateaccountabilityreport_ne

Tan Sri Dato' (Dr) Francis Yeoh Sock Ping

Chairman, YTL PowerSeraya

Corporate Accountability Report 2011

For corporations to thrive in the long-term, they should see sustainability as being essential to their business. Yet true sustainability is more than working within the constraint of resources in a business environment. It goes beyond being 'green' and encompasses the company's wider social efforts and subsequently, impact to society. Evidently, a company's collective actions can make a greater difference than an individual.

That is why at PowerSeraya, we press on with our sustainability efforts, while keeping in mind the need to return to the community in which we have grown our business.

Community Involvement & Development

Cerebos Pacific Limited

Community engagement, community well-being

In the 2009 case study project, Cerebos highlights its CSR focus on the health and well-being of individuals and the community. While community development and giving back to society will remain its priority CSR focus, the company is maturing in its CSR philosophy and implementation beyond philanthropy and community engagement to a more holistic, strategic approach.

As a subsidiary of Suntory Group since 1990, Cerebos embraces the Group's philosophy and activities towards CSR – to strive to become a company "Growing for Good"

Annual reports

http://www.cerebos.com/financial/ReportPDF/Cerebos_AR_2011_web.pdf

http://www.suntory.com/csr/report/pdf/2011/report_all.pdf

Mr. Teo Chiang Long

Chairman, Cerebos Pacific Limited

2011 Annual Report "All Set to Take on the Altitudes"

We have already taken the first steps in our aspiration to become a 'Best Practice' company in the Asia Pacific by making strategic investments that will improve Cerebos' environmental, social and governance performance over the coming decade. The benefits will be incremental but eventually also synergistic and will build an enduring business with sustainable returns.

Nobutada Saji

Chairman of Board, Suntory Holdings Ltd

Suntory Group CSR Report 2011

Shinjiro Torii, the founder of Suntory, strongly believed that "We are able to run our business smoothly thanks to stakeholders and society. This helps us not only to provide services to our customers and business partners and reinvest in our business, but also to make a contribution to society." On that basis, he took on social welfare activities with a passion.

This belief has been developed further over the years and is with us today as the spirit of "Sharing the Profit with Society" which underpins the CSR activities of the Suntory Group.

Next Steps

This brief publication is an introduction to the project “Knowledge Sharing for Sustainability – Enabling CSR Journeys”, a Singapore Compact initiative to develop a knowledge base of CSR journeys, in collaboration with Fuji Xerox Singapore.

The project is premised on the strategic value of integrating knowledge management (KM) with sustainability implementation in organisations, and, the belief that personal perspectives and experiences are the most impactful way to impart knowledge to others.

The strategic use of KM techniques such as sharing personal experiences through story-telling can serve both as a form of knowledge resource – for example, extracting good practices, CSR challenges & solutions/workarounds, critical success factors, leadership traits - to facilitate more effective sustainability implementation and management, as well as an effective communication approach to attach a human face to the Sustainability/CSR efforts that companies embark on with internal and external stakeholders.

Personal perspective will be a significant feature in the Singapore Compact repository of CSR journeys. Personal experiences connect CSR concepts and tools with the most critical driver needed to make it happen – people.

Next steps

1. Continue building the Singapore Compact repository of companies' CSR journeys
2. Build a repository of personal CSR learning journeys of CSR teams, and individuals
3. Compile good practices, challenges and solutions extracted from the CSR stories
4. Using KM techniques, convert good practices (#3) into resources and references that companies can easily use to suit their own purpose
5. Create a platform (e.g. IT architecture, face-to-face forums) for companies to share CSR stories in the form of knowledge resources that could be used to meet real-world CSR issues & challenges
6. Develop training programs/workshops out of knowledge created from the publications to benefit Singapore Compact members that may require guidance to implement/manage CSR initiatives.

Singapore Compact extends an invitation to members and networks to join in building the repository of knowledge of CSR in practice in Singapore and the region.

We end with a personal CSR journey shared by a co-owner of a family business, an SME, who first asked 'why'?

CSR Champion

Ms. Deanne Ong

Business Development Director

ORIGIN Exterminators Pte Limited

Why we decided to make environmental responsibility an integral part of our family business as a pest control company

My parents bought the business in 1990. My brother, Carl, and I joined in 1997. My father shared his views on the business. He told us “Our business is not about chemicals or in the supply of manpower to the field, it has to be more than that.” He then added, “It’s how you shape it.” Thankfully, he let us make this relevant and allowed us the autonomy to make this happen.

I started in a venture capital company and thought I would be working in the financial sector. When I joined our company, I started work as a technician, through to sales as well as other areas of the company. I enjoyed meeting different people from households and businesses in many different industries. My brother has a biotechnology degree, and was interested in applying the technology, developing new techniques and products.

We discussed how we wanted the business to develop with our parents. My brother and I wanted it to be based on science and innovation. We were not concerned about it being the biggest but wanted the company to be the most professional. To be the most professional, we decided we needed to be responsible and be expected to go beyond the market norm.

The question was how. We started introducing new products. The first was a termite baiting system that was a move away from chemicals. We then went on

to mosquitoes and other pests. We strongly believe that we can use nature to help and based on this we are exploring new ways to promote science based innovation through insects. We have since started the development of hospital grade maggots known as MediFly for use in Singapore and for export to some regional countries.

My greatest personal challenge in establishing ORIGIN as a responsible steward of the environment

Introducing the termite baiting system, our first new product that moved away from chemicals was a challenge for all of us. It was a more involved process and cost more but we were confident it would be more effective. This needed a complete mindset change. It was tough on our staff initially because we were not getting clients. It took one year to persuade our first client and we did this by assuring them that if it didn’t work, we would have them reimbursed. The breakthrough was having a chance to prove that it worked. With our first success, and then another, those who were skeptical were persuaded and the product gained traction. Now it’s one of our largest business units.

We embarked on ISO14001 in 2000. This was largely a nudge from my father who felt it important we start quantifying what we did and felt it was also an important tool to allow us to differentiate ourselves.

At times I feel frustrated, largely resulting from resistance when swimming against the tide. What has kept me going was and still largely resides in the family support. They encourage me not to give up and that it will pay off in the end. My children have come with me to our community programmes, and have seen what we do. They think pest management is the best thing in the world because we help people!

Why I decided to produce regular sustainability reports

Most important is the ability to communicate and form the emotional glue, a sense of belonging beyond the people I work with our employees, customers and networks overseas.

I did the first report. We've done 3 annual reports and are just now following the GRI guidelines. A few of us took the course on GRI. We followed the guidelines in the website and sent it in. GRI corrected it, and we learned. We had a lot of help and strong encouragement from SEC and ACCA who emphasised that "What gets measured gets done".

How do we benefit from doing this report? Doing the report helps us to focus on what we value most, and why we are doing it. It was tough doing our first sustainability reports, but I tried to make it fun, an opportunity for us to sit down together. When we received an award for our report, I asked a staff to receive it on our behalf. Those who help prepare the report feel a real sense of achievement when they see such external recognition.

Most of our staff can't relate to GRI and the technical information we need to report. We highlight what we have

achieved in a separate communication. But in the report, in the annex, we showcase individuals who have moved up the ranks - their individual stories, not just about work. Everyone likes to read this section. We ask them what brings them to work. A mother of 4 said it's because we're the best, because we're responsible. If we hadn't measured and reported on what we do, how would we have been able to communicate this to our staff?

My proudest achievement in innovation as a socially responsible business

I haven't really thought about this. I'm proud seeing someone who has been shaped by working with us and is growing. I want to encourage entrepreneurs in our company who share our values and passion to make a positive difference in everything they do. The business is a reflection of me, what I believe in. We allow staff to work from home (except technicians who need to be out there with our clients) because I want what they do for the company to be a natural extension of themselves. It doesn't work for everyone. With increasing education and opportunities, today's generation have higher aspirations and many ask why should they go into pest management? I want the company to be a vehicle for growth – for themselves as well as for the company. It's not just a job. We give our employees a stake in what they're doing, with profit-sharing in managing our overseas business and joint ventures. We are also growing beyond pesticides to provide environmental consultancy and are willing to invest in new ideas.

At a recent CSR seminar with SMEs, I was invited to share our experiences. As a family business, what is most important is the purpose of our business. We want our products and services to make a difference. We want the company to be multi-generational, so we have to think through what we need to do. I have a different definition of “CSR”. For me, CSR stands for Common Sense and Reality. We need to look after staff, engage with them, encourage new ideas, and recognise and reward them. We’re fortunate to have established ourselves with innovations in niche markets and we want to maintain the trust we have built. Even where we’re the only one in the market, we don’t charge high, just what’s fair because a cheap buck today will not make long term business sense. A lot of SMEs are living for

today. But it’s important to look forward to tomorrow. And sometimes it helps fix today’s problems or identify a new opportunity. I had asked our team to think about how we control mosquitoes, and imagine how people will feel 5-10 years from now - fogging and fogging. They developed a new product and it has taken dominance in a niche market.

I want the business to be multi-generational, to last beyond me, so we have to make decisions on what makes sense and do what is right. We can’t take shortcuts. Years from now and looking back, I hope to see a group of people thriving in a business that’s running on its own. I can dream. To me, it’s important to dream and picture the ORIGIN of tomorrow.

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