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# SUSTAINABLE SQUARE










## 2018 SUSTAINABILITY REPORT

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IMPACT  
**REDEFINED**

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# ABOUT THIS REPORT

# ABOUT THIS REPORT

(102-54) (102-51)

We are happy to share our second consecutive sustainability report to reflect our commitment to environmental, social and governance sustainability. Whenever possible, we have presented performance indicators across the years 2017 and 2018 to show progress. This report has been prepared in accordance with the GRI Standards: Core Option. In addition, the report refers to other sustainability guidelines including the United Nations Sustainable Development Goals (SDGs) and the principles of the United Nations Global Compact (UNGC).

## ASSURANCE (102-56)

No third party external assurance was applied to the process and all information for material topics has been collected internally and consolidated to provide accurate content. The data disclosed has been analysed thoroughly to assure stakeholders that the information is legitimate and aligns fully with the scope.

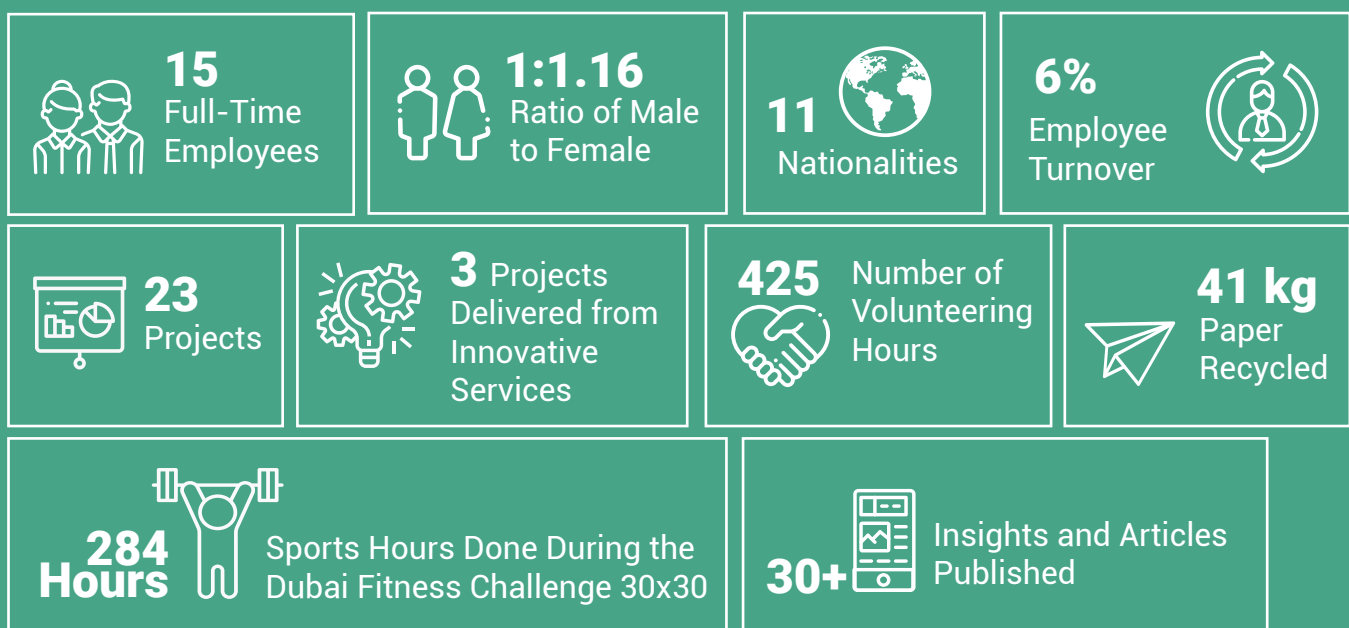
## SCOPE (102-52) (102-50)

In this report, we will be reviewing our sustainability performance for the calendar year 2018 across our UAE, India, and Kenya offices. All monetary values are expressed in Arab Emirates Dirhams (AED), unless otherwise stated.

## CONTACT POINT (102-53)

For further information on our performance and activities mentioned in this report, please contact:  
Eric Hensel at [eric@sustainablesquare.com](mailto:eric@sustainablesquare.com)

## SUSTAINABLE SQUARE AT A GLANCE



## LETTER OF THE GROUP CEO / FOUNDING PARTNER (102-14)

This year marks Sustainable Square's 7th year of operation. We have witnessed many exciting changes over the years; including the growth of our organisation and our global expansion. As we reflect on our journey, we are proud to have emerged as one of the most trusted regional players in the field of sustainability and social impact, with clientele across ten markets.

The industry has come a long way. Today, the business case of sustainability and social impact is clearer than ever before. Investors regard environmental, social and governance (ESG) matters as mainstream. Private sector executives understand that their current and future success depends on addressing ESG issues, as well as creating economic value. As for governments, we are witnessing an increase in regulations that promote sustainable practices and transparency in disclosure. The nonprofit sector is also playing a crucial part as it moves more towards creating partnerships with the private sector focused on long-term impact versus sporadic charity projects.

All these trends have positively contributed to our growth during this year. Sustainable Square now operates in three countries; UAE, India and Kenya. Our UAE office represents our headquarters, from which we oversee our global operations and serve clients across the Middle East. In 2018, our UAE office grew due to consolidating a number of partnerships we had in the Gulf Cooperation Council (GCC) countries. In India, our focus was aimed at building our reputation by taking on the role of a knowledge partner and contributing to conferences, generating context-responsive and stakeholder-driven practices and collaborating with leading companies. As for our office in Kenya, which serves the East African region, we gained momentum through positioning our brand as a competitive alternative to conventional existing practices in the market.

On the innovation front, we are happy to continue investing in the automation of our services. Soon, our clients will be given an option to either continue using traditional services, switch to automated sustainability management platforms or use a hybrid model. This aims to optimise workflows, help clients get information faster and minimise the time they need to make ESG-related decisions.

We continue to work closely with our clients to create customised solutions that tackle their needs and help them achieve ambitious and realistic targets along their sustainability journey. This close relationship with our clients helped us roll out three new services this year; Portfolio Impact Assessment, revamped ESG Reports and customised capacity building programmes.

All this work couldn't have been done without the passion, hard work and dedication of our team. Our colleague's expertise and passion are at the centre of our continued success and underpin our commitment to providing a 'best in class' global offering.



We continue to offer an open culture that celebrates growth and diversity. Employee engagement is paramount, and we are happy to have witnessed an increase in our employee engagement scores in this year's Employee Engagement Survey; making our results aligned with the sector globally.

Finally, I would like to thank all of our stakeholders for being the reason we prosper and invite you all to join us in an open conversation by sharing your thoughts on our ESG performance highlighted with full transparency in this report.

Sustainably Yours,

**MONAEM BEN LELLAHOM**

Group CEO / Founding Partner

# WHO WE ARE

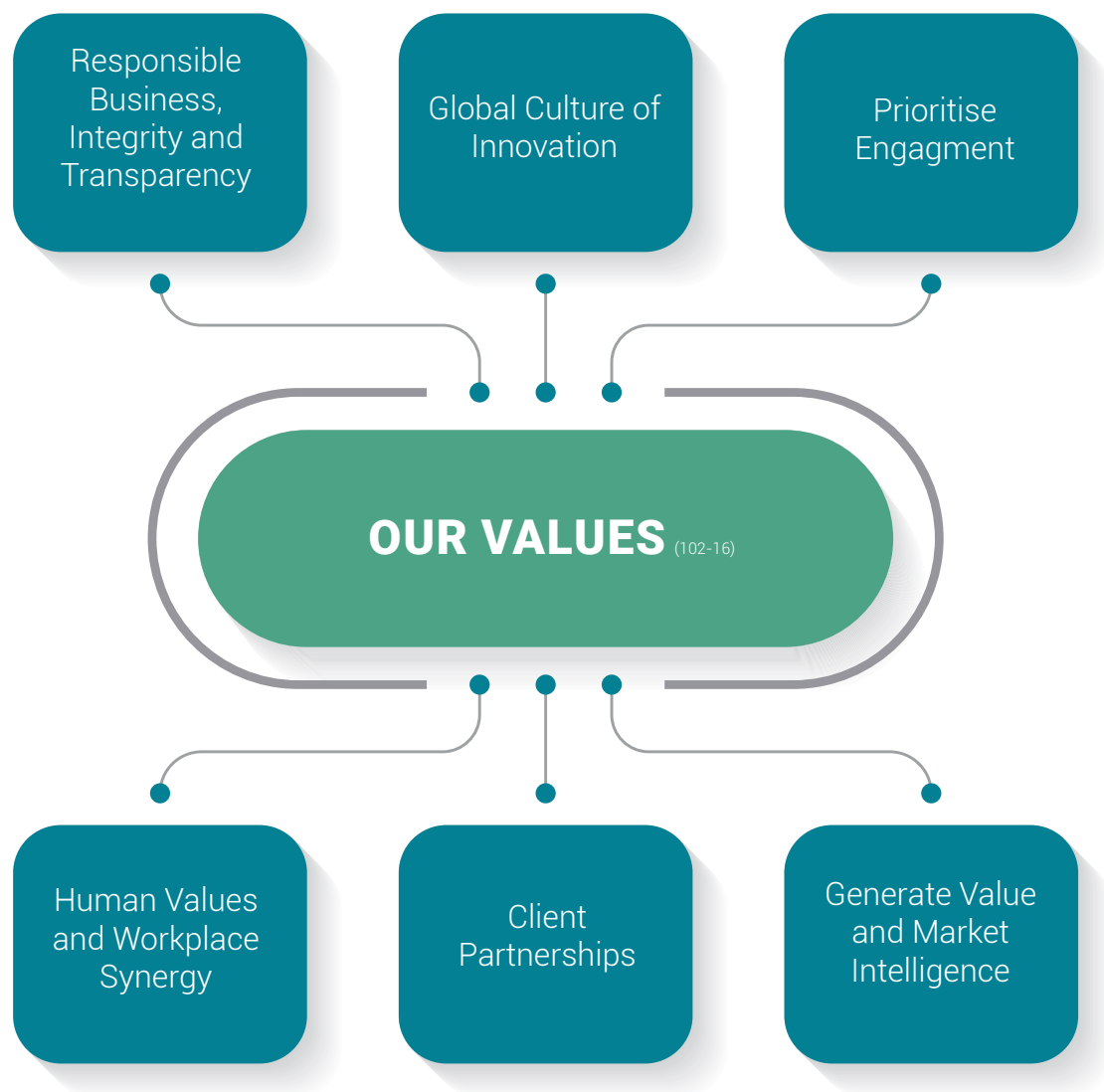
(102-1), (102-3), (102-4), (102-7)

# OVERVIEW

(102-1), (102-3), (102-4), (102-7)

Sustainable Square is an advisory firm that delivers positive impact through redefined solutions in the fields of Responsible Investment, Sustainability and Social Impact.

We support organisations in identifying their Environmental, Social and Governance (ESG) risks, empowering them to become more resilient, driving and enhancing their impact, and assisting them in conducting their operations in a responsible and inclusive manner. We focus on developing the most advanced practices in the field by generating new concepts and challenging existing models, as we endeavour to create purpose-built strategic services for the benefit of our clients, partners, and the industry at large. Starting off with just one office in Dubai, Sustainable Square has grown to become a trusted expert on sustainability and social impact issues across 3 continents, with 3 offices including Dubai, Nairobi and Mumbai.



**7 Years** of operation



Over **80** clients served



Over **100** projects delivered



**15** markets of operations

## OUR EXPERTISE AND SERVICES (102-2), (103-1), (103-2), (103-3)

We work hand in hand with our clients to help them successfully navigate through their sustainability journeys. This entails understanding our clients' needs to innovate services and solutions that create shared value for all. Our services include:



- Performing ESG Due Diligence
- Implementing ESG Strategies
- Conducting ESG Benchmarking
- ESG Analysis and Reporting



- Impact Portfolio Strategy Development and Management
- Designing Impact Funds/Bonds and Transaction Advisory
- Impact Portfolio Evaluation and Management
- Impact Investment Ecosystem Building



- Sustainability Benchmark and Materiality Analysis
- Sustainability Strategy and Integration
- Sustainability Reporting and Assurance
- Sustainable Supply Chains and Procurement
- SDGs Alignment and Strategies
- Climate Change Risk Assessment
- GHG Protocols and Reporting
- Corporate and Products Carbon Footprints



- Social Investment Strategies
- Human Rights Impact Assessments
- Social Impact Monitoring
- Evaluation and Measurement
- Community Needs Assessments
- Charity and Philanthropy Management

## PROJECTS DELIVERED

We continued our partnership with our existing clients and on-boarded new clients during 2018. We delivered 23 projects; each with their unique set of challenges. The below table shows the percentage of projects we delivered per service type.

### PROJECTS BY SERVICE

SERVICE	2016	2017	2018
Impact Assessment	29%	45%	31%
Sustainability Disclosure and Reporting	12%	14%	32%
Sustainability Integration and Strategies	12%	3%	10%
Researches and Studies	6%	-	3%
Social Investment Strategies	18%	10%	3%
Capacity Building and Training	12%	7%	21%
Other	11%	21%	-

### PROJECTS BY COUNTRY/REGION (102-6)

COUNTRY/REGION	2016	2017	2018
Middle East	94%	73%	83%
India	6%	17%	17%
East Africa	-	10%	-



## PROJECTS BY SECTOR

SECTOR	2016	2017	2018
Energy	12%	20%	14%
Healthcare	-	-	7%
Nonprofit Organisations	17%	7%	10%
Banking & Financial Services	17%	13%	10%
Retail & Hospitality	-	7%	4%
Industrials, Manufacturing & FMCG	12%	13%	14%
Construction & Building Materials	12%	7%	17%
Governments	6%	7%	7%
Education	18%	-	7%
Transportation & Logistics	6%	6%	3%
IT & Telecommunication	-	20%	7%

## OUR SUPPLIERS (102-9), (103-1), (103-2), (103-3), (204-1), (414-1)

As our operations grow, so does the list of our suppliers. We ensure that any supplier we onboard is aligned with our vision and values. We pride ourselves in ensuring long-term relationships with suppliers based on honest two-way communication and focus on the prosperity of both parties. We have never faced such a case so far, but if we encounter any misconduct, or a breach to any environmental, social or governance practice, we plan to communicate with our supplier and take corrective action. In 2018, the majority of our suppliers were local.



*"The exceptionally high level of professionalism, responsiveness, clarity of requests and objectives that characterizes work with Sustainable Square has advanced our partnership to become one that is granted top priority. As the working relationship has, and continues to, progress with Sustainable Square over several jobs, a greater understanding of the particularities, requirements and terms of the industry has developed, resulting in better articulated, more applicable and effective sustainability reporting end-products."*

**Nada Samman** - CEO at InterScribe - Language Services, Training & Coaching

## AWARDS AND RECOGNITION

- Monaem Ben Lellahom recognised by H.E. Abdullah Al Salmi, President of the Capital Market Authority and Chairman of the Oman Centre for Governance and Sustainability after his successful contribution to the First Oman Sustainability Conference.
- Eman Hussain participated as a judge at MEED Sustainable Business of the Year award. More than 400 entrepreneurs and small business leaders representing 99 finalists attended the awards ceremony. The awards seek to recognise and celebrate the achievements of the best small businesses and entrepreneurs in the UAE.

## MEMBERSHIPS AND ASSOCIATIONS (102-13)

We actively participate in associations related to our field to discuss the dynamic shifts in sustainability and take the lead in shaping conversations. We have been fortunate to have had the opportunity to partake in fascinating debates about sustainability through the below memberships:

- Dubai CSR Majlis, Dubai, UAE
- Tunisian Business Council in Dubai and Northern Emirates
- Social Value International, London, UK
- AA1000 AccountAbility, New York, USA
- Bombay Chamber of Commerce, Mumbai, India
- PHD Chamber of Commerce New Delhi, India

## SPEAKING OPPORTUNITIES (102-12)

- 1st Sustainability Conference - Muscat, Oman
- Global Landscapes Forum - Bonn, Germany
- Kenyatta University Green Week 2018 - Nairobi, Kenya
- 12th International Seminar on Sustainable Regions - Gran Canaria, Spain
- CSR in Action Initiative - Dubai, UAE
- 15th Social Impact Summit - Dubai, UAE
- 2nd National Summit on Sustainability hosted by PHD Chamber of Commerce - Delhi, India
- Annual CSR Summit by BIMTECH - Mumbai, India
- Annual Investment Meeting - Dubai, UAE
- India International CSR Conclave - Delhi, India
- Narsee Monjee Institute of Management Studies - Bangalore, India
- Federation of Karnataka Chambers of Commerce and Industry - New Delhi, India
- Bombay Chamber of Commerce - Mumbai, India



# OUR BUSINESS & SUSTAINABILITY APPROACH

(102-6), (102-45)



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# OUR BUSINESS AND SUSTAINABILITY APPROACH

(102-6) (102-45)

Every year, we gather all our team members for an intensive two-day off-site that we branded as #Squarely. This meeting enables us to come together and reflect on all the achievements of the past year, and set priorities and goals for the coming year.

During 2018, we developed a region-specific growth strategy. We followed a bottom-up approach where all team members were involved in reflecting on current market conditions, and planning for ambitious growth targets.

## **SUSTAINABLE SQUARE UAE/MIDDLE EAST - GROWTH THROUGH CONSOLIDATION**

Our UAE office represents our headquarters, from which we oversee our global operations and serve clients across the Middle East. In 2018, our UAE office grew due to consolidating a number of partnerships we had in the Gulf Cooperation Council countries.

## **SUSTAINABLE SQUARE INDIA - GROWTH THROUGH PARTNERSHIPS**

Our operations in India are aimed at building our reputation by taking on the role of a knowledge partner and contributing to conferences, generating context-responsive and stakeholder-driven practices and collaborating with leading companies. This approach helped our team to establish partnerships with the Bombay and the PH Chambers of Commerce.

## **SUSTAINABLE SQUARE KENYA - GROWTH THROUGH BRAND POSITIONING**

Our office in Kenya is our most recent operation and was established to serve the East African region. The Kenyan government has been actively introducing mandates on companies to give back to their local communities and commit to social responsibility. Our Kenyan office is gaining momentum through positioning the Sustainable Square brand as a strong alternative to conventional existing practices in the market.

## OUR SUSTAINABILITY APPROACH (102-20), (102-21), (102-40), (102-42), (102-43), (102-44)

In 2017, Sustainable Square conducted a materiality analysis that remains applicable in 2018. The assessment involved engaging with multiple internal and external stakeholders' groups, identifying stakeholders as groups or individuals that have a strong influence on our operations or are affected by them – including the direct and indirect impact of our work.

The table below lists all the stakeholder groups that we have identified:

Stakeholder Group	Frequency of Engagement	Engagement Avenues	Material Topics Identified
<b>Sustainable Square</b>	Daily	<ul style="list-style-type: none"> <li>• Daily engagement through meetings and project tasks</li> <li>• Weekly wrap-up meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Company culture and values</li> <li>• Innovation</li> <li>• Systemisation</li> <li>• Employee Wellness</li> <li>• Coaching and Mentoring</li> </ul>
<b>Governance Board</b>	Monthly	<ul style="list-style-type: none"> <li>• Bi-annual meetings with the Board of Advisors</li> <li>• Quarterly reports and communication</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Accountability &amp; transparency</li> <li>• Financial stability</li> </ul>
<b>Sustainability Practitioners</b>	Occasionally	<ul style="list-style-type: none"> <li>• Industry events and panel discussions</li> <li>• Annual conferences and summits</li> <li>• Collaborative projects</li> <li>• Online discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Industry knowledge and expertise</li> <li>• Products' and services' innovation</li> <li>• Communicating practices and achievements</li> <li>• Publishing data, studies and research</li> </ul>
<b>Partners</b>	Monthly	<ul style="list-style-type: none"> <li>• Collaborative projects</li> <li>• Industry events</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for collaboration</li> <li>• Future development of the partnership</li> <li>• Knowledge sharing</li> </ul>
<b>Suppliers</b>	Weekly	<ul style="list-style-type: none"> <li>• Weekly maintenance services</li> <li>• Collaborative projects</li> </ul>	<ul style="list-style-type: none"> <li>• Future business opportunities</li> <li>• Bargaining, offers and discounts</li> <li>• Fair selection of suppliers</li> </ul>
<b>Clients</b>	Daily	<ul style="list-style-type: none"> <li>• Meetings and engagements</li> <li>• Conference calls</li> <li>• Industry events</li> <li>• Panels and conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Fair pricing</li> <li>• Data privacy and confidentiality</li> <li>• Technical quality servicing</li> <li>• Brand and reputation</li> <li>• Ethics and integrity</li> <li>• Products and services innovation</li> </ul>

# MATERIALITY AND IDENTIFYING THE SCOPE OF THE REPORT

(102-43), (102-44)

Identifying Sustainable Square's material sustainability topics enables us to align our strategies, operations and processes accordingly. To determine our material topics, we followed the principles of Stakeholder Inclusiveness and Materiality as per the GRI Standards.

## THIS PROCESS INCLUDED THE FOLLOWING STEPS:

### 1 RESEARCH AND REVIEW

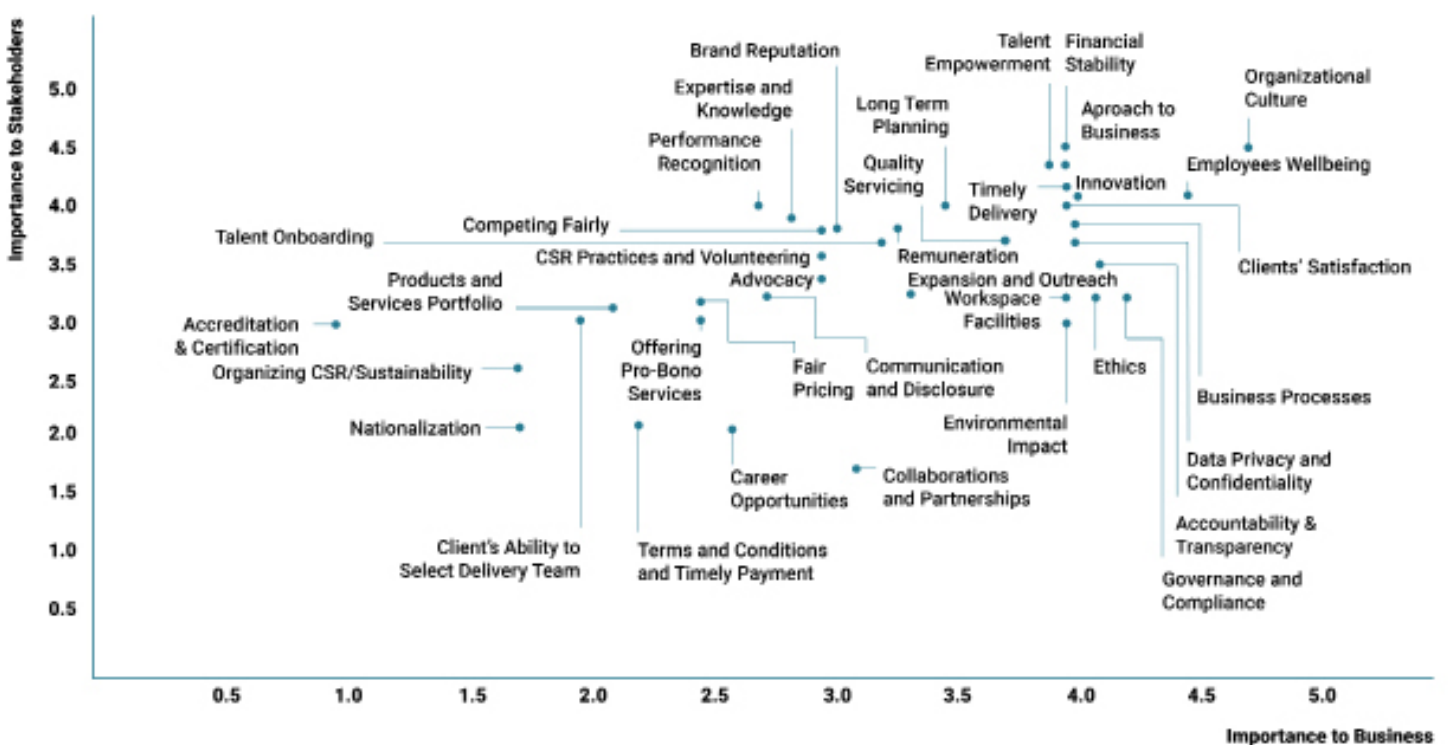
We used our expertise in the field to determine the topics that could potentially be material for our business and stakeholders. We then conducted a thorough review of our business model, strategies, operational plans, goals and KPIs to come up with the final list of 38 topics to be rated by our stakeholders.

### 2 STAKEHOLDERS' RATINGS

We conducted an anonymous survey to allow our stakeholders to rate the materiality of these topics from their individual perspectives, and we asked our team of management and employees to rate the same topics from their perspectives as well. The rating system used was a scale from 1 to 5, 1 being the least material and 5 being the most material.

### 3 OUTCOMES

The topics were then mapped on the materiality matrix in three areas: high, medium and low materiality. The content of the report was then based primarily on the topics that were considered highly material; which received a rating of 3.50 and above, and which can be seen in the top right. We also addressed other select topics ifrom the matrix to shed some light on additional sustainability efforts.



# MATERIAL TOPICS AND IMPACT BOUNDARIES (102-46), (102-47)

No	Material Theme	GRI Material Topic	Impact Boundary
1	<b>Company culture and values</b>	Organisational profile (Products and Services), Employment (401)	Employees
2	<b>Investment in colleagues' well-being</b>	Occupational Health and Safety (403)	Employees
3	<b>Financial stability</b>	Economic performance	Employees, Suppliers
4	<b>Communication, engagement and attitude</b>	Economic performance	Clients, Partners, Governance Board
5	<b>Timely delivery</b>	Organisational profile (Products and Services)	Clients
6	<b>Talent empowerment</b>	Employment (401)	Employees
7	<b>Advisory services innovation</b>	Organisational Profile (Products and Services)	Employees, Clients, Partners
8	<b>Clients' satisfaction</b>	Organisational Profile (Products and Services)	Clients
9	<b>Internal business processes</b>	Organisational Profile (Products and Services)	Clients, Partners, Governance Board
10	<b>Data privacy and confidentiality</b>	Customer privacy (418)	Clients, Partners, Governance Board
11	<b>Accountability &amp; transparency</b>	Governance (102-18), Ethics and Integrity (102-16)	Clients, Partners, Governance Board
12	<b>Governance and compliance</b>	Governance (102-18)	Clients, Governance Board
13	<b>Ethical practices and integrity</b>	Ethics and integrity (102-16)	Employees, Clients, Partners, Governance Board
14	<b>Technical quality Servicing</b>	Ethics and integrity (102-16)	Clients, Partners
15	<b>Workspace facilities</b>	Employment (401)	Employees
16	<b>Remuneration</b>	Employment (401), Governance (102-35)	Employees
17	<b>Recruitment and induction</b>	Employment (401)	Employees
18	<b>Environmental impact</b>	Employment (401)	Employees
19	<b>Industry and market knowledge</b>	Organisational profile (Products and Services)	Clients, Partners, Governance Board
20	<b>Brand and reputation</b>	Organisational profile (Products and Services)	Clients, Partners, Governance Board
21	<b>Performance recognition</b>	Employment (401)	Employees
22	<b>Competing in a responsible and fair manners</b>	Ethics and integrity (102-16)	Clients, Governance
23	<b>Market presence</b>	Organisational profile (Products and Services)	Clients, Partners, Governance Board
24	<b>CSR practices and volunteering</b>	Local communities (413)	Local Communities
25	<b>Supporting regulatory framework</b>	Governance (102-18)	Clients, Partners, Governance Board
26	<b>Communication and disclosure</b>	Ethics and integrity (102-16)	Clients, Partners, Governance Board
27	<b>Offering pro-bono services</b>	Organisational profile (Products and Services)	Clients, Partners
28	<b>Products and services portfolio</b>	Organisational profile (Products and Services)	Clients, Partners
29	<b>Bargaining, offers and discounts</b>	Organisational profile (Products and Services)	Clients, Partners, Suppliers
30	<b>Client's ability to select delivery team</b>	Organisational profile (Products and Services)	Clients
31	<b>Collaborations and partnerships</b>	Collaborations and partnerships	Clients, Partners, Governance Board
32	<b>Career opportunities</b>	Employment (401)	Employees
33	<b>Terms and conditions and timely payment</b>	Governance (102-18)	Clients
34	<b>Organising CSR/sustainability meetups</b>	Local communities (413)	Local Communities
35	<b>Accreditation &amp; certification</b>	Organisational profile (Products and Services)	Clients
36	<b>Nationalisation</b>	Employment (401)	Employees

## OUR SUSTAINABILITY FRAMEWORK

Together with our stakeholders, we focus on operating our business in a sustainable manner by creating economic growth, tackling social challenges and promoting environmental sustainability in our communities.

Our commitment is manifested on an organisational level through our own practices, and through the impact we enable our clients to achieve.

Our commitment to sustainability is detailed in the #Impact\_Redefined Sustainability Framework.





## BUSINESS STRATEGY (102-15)

Our motto “#Impact\_Redefined” serves as a key strategy for our business, since it features our ever evolving impact-creating practices. Our strategy sets our organisational direction, yet we remain flexible in order to adapt it to unforeseen circumstances and subsequently make the required adjustments. To realise this, we have aligned our operational tactics and strategies with our organisational purpose by formulating a comprehensive yet simple Balanced Scorecard. The Balanced Scorecard is a tool to determine the Critical Success Factors (CSF) and Key Performance Indicators (KPIs) to achieve our organisational aspirations. Therefore, The Balance Scorecard showcases our performance and allows us to make decisions and to take corrective measures in due time.

In 2018, we made a few changes to our strategy to better align it with the reality of the market and industry. Below is a framework representing our reviewed strategy:

<b>IMPACT</b>	Vision, Mission, Approach		
<b>FINANCIAL SUSTAINABILITY</b>	Financial Stability and Management	Sources of Incomes and Diversification	
<b>CLIENT SERVICING</b>	Enchanting Customer Experience Industry Specialisation Integrated & Comprehensive Offering	<b>POSITIONING AND OUTREACH</b>	Consistent & Proactive Engagement Thought Leadership Deepening Market Penetration
<b>PROCESSES</b>	Efficiency-Driven Automated Workflow Knowledge Management	<b>TALENT EMPOWERMENT</b>	Structured Knowledge Sharing Goal Setting & Orientation
<b>GOVERNANCE, ETHICS AND CULTURE</b>	Sound Governance System	Integrated Ethics and Values	One Innovative Global Culture

## RISK MANAGEMENT (102-11)

Identifying and addressing operational, financial, reputational, market, and legal risks, amongst others, is a fundamental business practice to foresee and to prepare our company for growth.

Risks	Low Risk	Medium Risk	High Risk
Lack of Client Knowledge and Experience			
Standardising and Systemising our Operations			
A Compliance-Driven Market			
Increased Taxes			
Geopolitics of our Markets			
Talent Sourcing			
Expansion & Market Entry			
Market Instability			
Competition, Pricing and Payment Practices			
Localisation & In-Country Value			
Corruption			
Tender Evaluation and Negotiation			

# GOVERNANCE AND ETHICS

(102-5), (103-1), (103-2), (103-3), (205-1)

# GOVERNANCE AND ETHICS

(102-5), (103-1), (103-2), (103-3), (205-1)

Sustainable Square is built on a sound governance. Our values of ethics, transparency and disclosure are enforced by our governing board. This enables us to create shared value for all our stakeholders.

## OUR SHAREHOLDING STRUCTURE

(102-5), (102-18), (102-19)



**Monaem Ben Lellahom**  
Holds 50% Ownership



**Hana Alawi**  
Holds 50% Ownership



**Eric Hensel**  
Legal Secretary of  
Sustainable Square

## OUR CODE OF CONDUCT

(102-17), (205-1), (205-2)

In 2018 the code of conduct was refreshed and signed by all Sustainable Square employees. It is still inspired by the International Ethics Standards Board for Accountants® (IESBA®) and highlights the same values regarding human and labor rights, transparency, accountability and conflict of interest. During this year, Sustainable Square did not encounter any cases concerning the violation of employee human rights or corruption.

### BELOW ARE SOME EXAMPLES OF THE ADDITIONS WE MADE TO OUR CODE OF CONDUCT

#### ETHICALITY

All our employees are expected to exhibit individual leadership as role models for maintaining the highest standards of ethical conduct. In the same way, everybody is ethically responsible for promoting and fostering fairness and justice for all employees.

#### CULTURE OF OPERATION

Our Culture of Operation is to operate within the scope of the law and culture of the "place" where we work, while living up to our own interpersonal culture, which always includes the following:

- Enjoying everything we do
- Giving it our all
- Clearly understanding our work and life priorities
- Keeping our values consistent
- Maintaining a relaxed workplace feel and appearance
- Being diligent and prompt with communications

# TALENT EMPOWERMENT AND CAREER DEVELOPMENT

(103-1), (103-2), (103-3)

# TALENT EMPOWERMENT AND CAREER DEVELOPMENT

(103-1), (103-2), (103-3)



*Our people are our most important asset. In our industry, the happiness, knowledge and fulfillment of our advisors enable us to continue existing and growing. For this reason, we are highly invested in the growth, learning and development of our employees.*

## OUR DYNAMIC WORK CULTURE (401-2)

We're empowering our team to be the best they can be by:

Building a continuously improving working environment to reflect agility and diversity. For this reason, we hire people with different backgrounds and expertise to generate creativity, internal leadership, and collaboration, in an open-minded culture.

Encouraging open dialogue, personal connection and honest communication. Not only are we working together, but also cultivating long-term genuine relationships

Supporting our employees to gain the right skills for the present and the future.

Moreover, to attract unique individuals; Sustainable Square is governed by two sets of guidelines:

## FUNDAMENTAL POLICIES (412-1)

All employees receive formal employment contracts upon joining the organisation. This ensures their protection under all labour laws in countries in which they work, and protection under international labour and human rights laws.

All our employees are entitled to health insurance, vacation days and other leaves as granted per the law.

## ADDITIONAL PRACTICES (402-1)

We have informal guidelines, to remove unnecessary bureaucracy and give flexibility in different areas as mentioned in the following paragraphs.

### AUTONOMY (401-2)

**Flexibility in the workplace:** We offer our employees flexibility in terms of working hours and locations. We believe that this flexibility motivates our employees to find their focus, productivity and creativity. At the same time, it empowers our team to control their work and their time, enabling work-life balance.

**Flexibility in leave:** As an international advisory firm with its headquarters in Dubai, we know that our employees usually work far from their hometowns and countries. Therefore, our employees can take holidays freely and have the option of working remotely.

### ENDORING A CULTURE OF OPEN COMMUNICATION (401-2)

We encourage open communication and honest feedback. We see this as the only way to cultivate a culture of personal development and growth. Employees are empowered to share their opinions freely and offer constructive criticism that has the company's interest at its core.

## DIVERSITY AND INCLUSION (102-8), (103-1), (103-2), (103-3), (405-1)



In our workplace, diversity can also be divided into two different categories:

- **Nationalities:** As a global company where the headquartered is in an international city, we are proud to host a number of diverse nationalities in our organisation. Every year, with the help of AIESEC UAE (a global youth organisation that empowers young people with opportunities to pursue career and skill development), we try to find the best talent that would fit in smoothly with our organisation's culture. Also, having our CEO on AIESEC's international board assists us in working closely with the group in Kenya and India as well.
- **Gender:** We perform exceptionally well in diversity as a consequence of holding a female majority workforce (54% in 2018).

### EMPLOYEES BY GENDER (102-8)

GENDER	2016 & 2017	2018
Number of Full-Time Employees	17	15
Females	53%	47%
Males	47%	53%

### EMPLOYEES BY AGE (102-8)

AGE	2016 & 2017	2018
18 - 24 Years	18%	14%
25 - 34 Years	70%	73%
35 - 44 Years	12%	13%

### EMPLOYEES BY YEARS OF SERVICE (401-1)

YEARS OF SERVICE	2016 & 2017	2018
0 - 2 Years	59%	47%
2 - 6 Years	23%	33%
+6 Years	18%	20%

### NEWLY HIRED EMPLOYEES ANNUALLY (401-1)

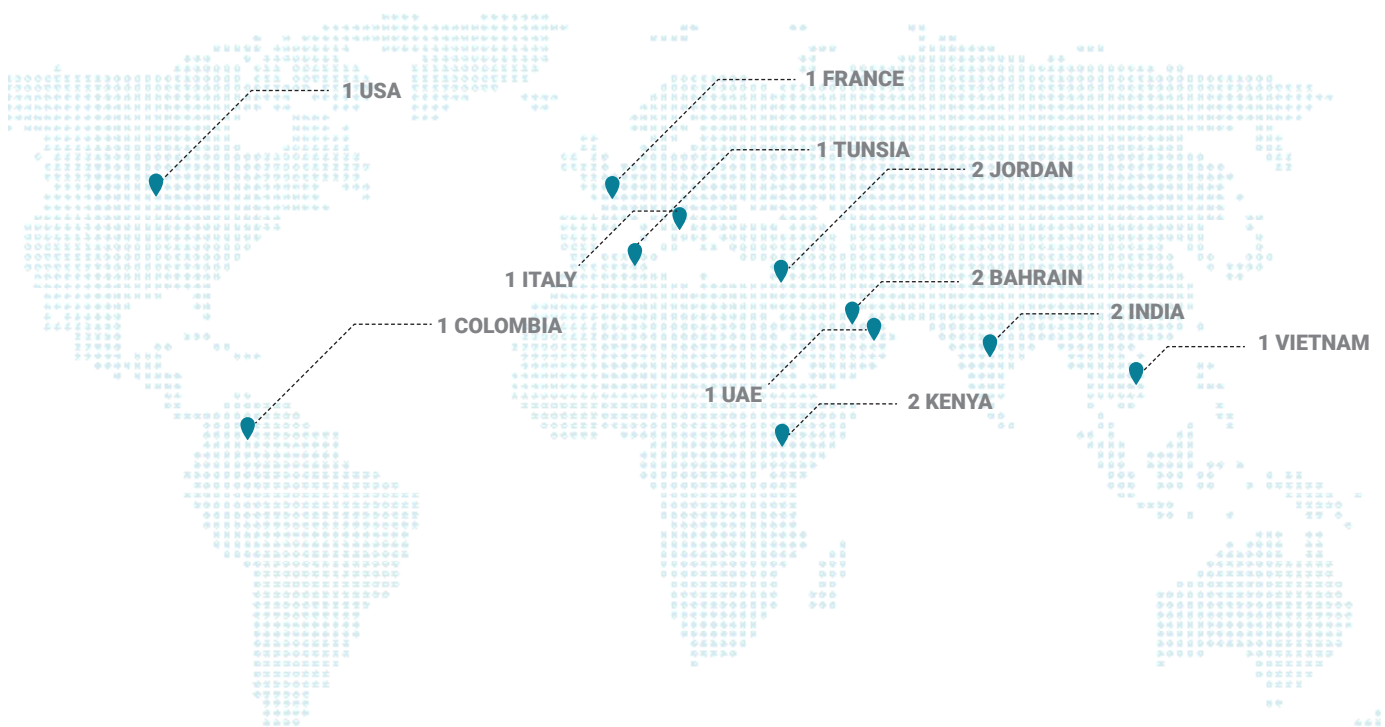
NEW HIRES	2016	2017	2018
All Employees	3	7	3

### TURNOVER RATE OF ALL EMPLOYEES (401-1)

TURNOVER RATE	2016 & 2017	2018
All Employees	0%	6%

### EMPLOYEES BY NATIONALITY (102-8)

We celebrate a diverse team that comes from eleven different countries across five continents. Diversity in ethnicity and national origin brings a wealth of experience and perspective to our team that in turn enriches our work culture.



## EMPLOYEE ENGAGEMENT

Our culture encourages openness and exchange of feedback to provide development opportunities for the company and all employees. We have created several engagement opportunities for all employees to express their opinions and ideas including:

- One-on-one meetings between employees and management, held at least twice a year.
- Our annual off-site meeting, "Squarely", in which we engage in a review of the achievements of the past year and plan for the coming year.
- An annual employee engagement survey that helps employees reflect on improvement areas related to the organisation in general and their personal and career development.

## TALENT DEVELOPMENT

We are responsible for supporting our clients' sustainability journeys by equipping them with the latest knowledge and best practices. We are able to do this by investing in our the development and knowledge of our employees. Through employee engagement channels, we're able to identify the growth opportunities for each employee taking into account their personal passions, skill sets and what the market requires. Employees are then matched either with clients in certain industries, or given the change to participate in industry-specific training programs.

We take pride in the fact that most of employees who joined Sustainable Square as interns, stayed with us long enough to get promoted to Advisors. It's sometimes a challenge to find employees with the right cultural fit, talent and passion. So, when we do find such talent, we intend to hold on them and provide them with the right growth opportunities.

## EMPLOYEE HEALTH AND WELLBEING (103-1), (103-2), (103-3), (403-2)

We are advocates of work-life balance and our policies help us walk the talk. Through continuous engagement with our employees we are able to bring flexibility into our work place to integrate different personal and professional needs together. We don't view our personal and professional life as separate. We believe that someone cannot necessarily do their work right if they are worried about an issue at home. Therefore, we try to create policies that simply our lives and allow us to have an enriching personal and professional life that leave no room for criticism, worry or guilt. Some of our policies include:

### REDUCED AND FLEXIBLE WORKING HOURS

Our official working hours are 9:00 am to 4:00 pm, which results in less working hours than the norm in our industry (which is 8 hours a day). We believe in quality of work over quantity of hours spent working. In addition, ending work at 4:00 pm gives our employees the chance to attend to personal matters before the day ends; whether its running errands, working out or spending some time with their children before they put them to bed.

Employees can also choose to come later than 9:00 am and leave later than 4:00 pm. In short, our culture focuses on getting work done rather than counting hours.

### WORKING REMOTELY

Employees can choose to work from the office, a client's office, home, a cafe or any other place of their choice. We value spending time together at the office, because that's when insightful discussions happen and exchange of ideas takes place, so we make sure that being in the office is a rewarding experience. However, employees who need to be working remotely for one reason or another are encouraged to do so.





## FLEXIBLE LEAVE (401-3)

All our employees are granted leave as per the labour laws of the country in which they're employed. We encourage employees to finish all their leave days so that they feel refreshed and balanced. Employees requesting leave go through a simple process of informing their team that they're taking leave and coordinating who will take care of what while they're gone.

In addition to vacations, new mothers and fathers are given adequate leave as per labour laws, and additional days in case they need them with the option to work reduced hours remotely.

## PROMOTING AN ACTIVE LIFESTYLE

In 2018, Sustainable Square participated in the Dubai Fitness Challenge (DFC) - an annual programme which transforms the city into the most active in the world. DFC took place from 26 October to 24 November 2018, where the city kept moving through a month-long calendar of exciting events. Every resident was urged to exercise for at least 30 minutes a day for 30 days. Our team was committed to the Challenge and the spirit of healthy competition took over our Dubai office. We are happy to report the below numbers as a result of our participation in DFC:

OUR 2018 DUBAI FITNESS CHALLENGE			
NUMBER OF ACTIVITIES	DISTANCE COVERED (KM)	HOURS	RANK AMONG DUBAI CORPORATES
289	613	284	10

# OUR CLIENT'S EXPERIENCE: EMPOWERED RELATIONS

(103-1), (103-2), (103-3)



# OUR CLIENT'S EXPERIENCE: EMPOWERED RELATIONS

(103-1), (103-2), (103-3)

## CLIENT SERVING

Everyday, we help our customers embark on their sustainability journeys. How we manage the relationship with our client, and how we extend our collaboration is paramount to the growth of Sustainable Square. The Sustainable Square Client Servicing Principles are five guidelines that we developed to govern how we deliver services to our clients:

### THE SUSTAINABLE SQUARE CLIENT SERVICING PRINCIPLES

01

#### Creating the right expectations

Working closely with the client to set the right expectations by explaining the project's scope, timeline, potential challenges, solutions and desired outcomes. Advisors are proactive in engaging clients in every phase of the project, to ensure agility and efficiency.

02

#### Matching expertise with projects

Pairing clients with the most capable and suitable Sustainable Square advisors and giving them access to the in-depth knowledge needed to generate the most impact and value, based on their project needs.

03

#### Innovation

Striving to provide innovative solutions that introduce new processes, methods, practices and technologies.

04

#### Social Engagement

Part of our client engagement strategy is to maintain client networks in the region by attending social activities and meet-ups. Annually, Sustainable Square attends dinners, cultural events, industry conferences and volunteering activities in order to build friendly relationships with clients.

05

#### Value-Added Services

Throughout the life cycle of the project, Sustainable Square provides pro-bono value-added services as seen fit, and according to an internal evaluation process. During the lifecycle of projects, clients might need additional services that were not foreseen during the initial planning phase. We deliver on these services to ensure the final completion of projects and to encourage clients to return and collaborate on new projects.

## DATA PROTECTION AND CLIENT CONFIDENTIALITY <sup>(418-1)</sup>

Every day, clients trust us with their sensitive information. It is, therefore, our responsibility to take all necessary measures to safeguard this data.

### Data Protection Policies

Before starting any project, a Non-Disclosure Agreement (NDA) is signed by the client and Sustainable Square. Having these contracts of confidentiality ensures security, trust and competence during a project and when sharing company data.

We invest in the cybersecurity of our systems and devices to protect online data. In addition, we carry out regular data security checks to make sure that all our systems are protected. Potential threats and compromises are identified and plans for remediation are implemented quickly.

### Protection of Ideation

It is our responsibility to ensure that clients' ideas and concepts remain completely confidential from other customers' ideas and concepts in the same sector. Therefore we approach each client differently to offer each of them a unique experience and to present customised services and solutions without compromising innovation and ideation.

## CONTINUOUS INNOVATION

### DIGITISATION

In our quest to better serve our clients, we continue to innovate new services and processes that enable us to advise our clients more efficiently. This year, we have invested in developing 'Squarely', our online digital platform to automate sustainability management, aiming to become a leader in sustainability software services in our markets of operations. The platform is being tested across several phases, positioning itself to automate services that require a high degree of manual work first, like GRI reporting, and then expand to other services such as Portfolio Assessment and Impact Measurement.

## OUR NEW SERVICES

### PORTFOLIO ASSESSMENT

We keep enhancing this service as we learn more from our client's experiences. We adapt our methodology to suit different sectors and countries. A Portfolio Assessment provides a comprehensive and thorough analysis of the change that has occurred in certain communities, because of the efforts, investments and initiatives undertaken by an organisation. It is a methodology that provides an overview of the results of the social investment operation of an organisation, specified by themes of impact.

This methodology is developed for any organisation that has 4 projects or more (running or concluded) and wants to understand their collective impact, but instead of an individual impact assessment, wants to understand the social value created across different themes.

### REVAMPED ESG REPORTS

We rolled out this service in 2018, which is ideal for clients who are interested in issuing a summarised sustainability report, without fully adhering to the GRI Standards. This helps clients align with certain sustainability guidelines, that could be introduced by their local governments, or requirements of financial markets in which they are publicly listed. This service gives the client the flexibility to report on key sustainability topics relevant to them and issuing a report in a relatively shorter time than what a typical GRI report usually requires.

## SUSTAINABILITY TRAINING

We offer basic and advanced training programmes on sustainability topics for our clients. By training key departments on the fundamentals of sustainability management, the evolution of best practices in each industry, and the proper monitoring and evaluation tools, clients become independent and able to grow internal expertise.

Our training programmes are highly customised to suit the needs of each client, depending on how advanced they are in sustainability management. Furthermore, our material takes into consideration the client countries of operation, industry, size and key material topics.





# OUR COMMUNITY IMPACT

(413-1)



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# OUR COMMUNITY IMPACT

(413-1)

## REGIONAL STUDY: THE STATE OF SUSTAINABILITY AND CSR IN THE MENA REGION

Through our work across the Middle East and North Africa (MENA) region, we have identified that one of our chief obstacles preventing the evolution of sustainability and Corporate Social Responsibility is a lack of comprehensive data regarding practices amongst organisations in the region. In meetings and conferences, data cited is usually taken from other countries or regions, such as the US and Europe, thus failing to provide insights relevant to the MENA region and ultimately preventing effective evaluation and efficient progress in this area. This issue creates a skewed perception of sustainability across Middle East and North Africa, we realise that it is important to recognise that the comprehension and integration of sustainability in organisations is unique to each country and region.

In 2018, we decided to take action to tackle this issue and create a comprehensive database in order for ourselves, organisations, and governments across the region, to better understand how sustainability and CSR are currently being managed. In order to collect relevant data for evaluation, we launched a survey targeting 1,500 organisations (of which 638 responded) from 18 different countries across the Middle East and North Africa.

Not only can the findings of our study be used by organisations to better assess and benchmark their own sustainability practices on both a national and regional level, but they can also be used by governments as a reference point to regulate sustainability performances in the private sector and identify where improvements need to be made.



**READ THE STUDY** 

## VOLUNTEERING ACTIVITIES (103-1), (103-2), (103-3), (413-1)

Since our establishment, we have utilised our passion, expertise and resources to give back to our local communities across multiple volunteering activities. During 218, our team volunteered for 425 hours across various causes. Below are a few examples:

### SPECIAL OLYMPIC WORLD GAMES

The city of Abu Dhabi hosted the IX MENA Games 2018. It unifies athletes with intellectual disabilities and such as the Olympics, many games are organised like basketball, tennis, table tennis and football competitions. Some of our colleagues volunteered for the Special Olympics helping the organisation of the event.



### ZAHA ENTERPRISE

Zaha is a platform that enables people to interact, bond and reshape the way they relate to each other through exploring the intangible heritage of human cultures. It offers a safe space for people coming from all walks of life to come together and celebrate the diversity and richness of their cultures.

We met Asma Ahmed, the Founder of Zaha Enterprise, a few months after establishing Zaha and volunteered to guide her on forming her theory of change and look into the impact she wants to create.

### ART WITH CHILDREN WITH AUTISM

Emirates NBD is one of our clients in the UAE with a unique and nationally-recognised volunteering programme titled "Exchanger". During the Holy Month of Ramadan, a group of employees participated in a volunteering event aimed at developing the artistic talent among children with Autism.



### SEA CLEANUP

Our Sustainability Advisor, Davide Del Deo, participated in Project AWARE, a global movement for ocean protection. During his two dives in the Emirate of Al-Fujairah in the UAE, Davide helped pick up trash and plastic disposed into the sea.

**"Diving is an amazing experience that puts my body and soul in close connection with nature. By helping in the cleanup, I take a small step in preserving our rich sea life."**

### LIGHTS, CAMERA, LEARN

LIGHTS, CAMERA, LEARN is an international non-profit organisation that produces localised edutainment content by kids, for kids. Through their edutainment camps, they unite Filmmakers and Educators with children of different backgrounds to direct their own movies, thus individualising and innovating their educational experience.

We worked with the Founder of the organisation, Amal Bahloul, to provide guidance on how the organisation can create long-lasting social impact. We shared with her the methods and tools to conduct, measure and report on social change.







*"Working with Sustainable Square was incredible! The amount of dedication they have to making sure my organisation is not only successful but impactful and efficient is truly heartwarming. They recognise the ability that we have to truly leave a measurable impact on our communities around the world and they are passionate about empowering us as an to realise our full potential."*

**Amal Bahloul**

## THE DUBAI SUSTAINABILITY MAJLIS

Our Group CEO / Founding Partner, Monaem Ben Lellahom, initiated the creation of the Dubai CSR Majlis, a monthly event that invites sustainability and csr practitioners across the country to share knowledge, expertise and best practices. The Majlis has been growing and adding more interested members every month.

## KNOWLEDGE SHARING

Our role involves working to advance insights in sustainability and social impact. Over the years, our Advisors have been proactive in publishing thoroughly researched articles, industry roadmaps, white papers and country and market insights, for the purposes of not only demonstrating our expertise but sharing our insights with our long-term stakeholders.

We make it a point to publish findings in several languages including French, English and Arabic, to cater to all our markets and to ensure that this information is accessible for all.

For more information please visit our website: [www.sustainablesquare.com/insights](http://www.sustainablesquare.com/insights)

## WATERSCAPES BY SUSTAINABLE SQUARE INDIA

Our office in India held a round-table on the 22nd of March in conjunction with UN World Water Day. Water experts, implementation agencies, NGOs, CSR managers and foundations leaders attended to discuss ideas and commit to contributing to water management projects.

Participants presented their works on water management in rural and urban regions to identify common working areas, water bodies, geographies, resources and tools. The group examined a water project in the city of Bengaluru and discussed a collaborative model that could potentially improve the efficiency of how the project is being managed. Our main partner, Ms. Anagha Mahajani, working in Ambuja Cement Foundation presented the story of Kodinar, Gujarat, reversing the salinity



through local community support and key role of subject matter experts and other stakeholders.

## PARTNERSHIP WITH THE DELHI CHAMBER OF COMMERCE & INDUSTRY

We have an ongoing partnership with the Delhi Chamber of Commerce & Industry. Through this partnership, we collaborate to produce relevant research, reports and case studies on sustainability in India.

# OUR ENVIRONMENTAL IMPACT

(103-1), (103-2), (103-3)



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# OUR ENVIRONMENTAL IMPACT

(103-1), (103-2), (103-3)

We recognise our responsibility to mitigate our negative environmental impact. Due to the nature of our operation, most of our impact comes from the use of electricity and fuel for transport. However, we believe that we create most positive impact not only when we preserve resources at our offices, but when we advise our clients on their own environmental practices.

Below is a demonstration of how we manage and monitor our own resources to control our carbon footprint and preserve our environment.

## ENERGY CONSUMPTION

(103-1), (103-2), (103-3), (302-1), (302-2), (302-4)

Most of our energy consumption comes from electricity usage to power our offices and fuel consumption for transport.

ELECTRICITY CONSUMPTION	2016	2017	2018
Electricity Consumption within the Organisation (in KWH)	610	1,831	2,324
Average Electricity Consumption per Employee (in KWH)	153	243	211
FUEL CONSUMPTION	2016	2017	2018
Estimated fuel consumption by employees commuting to work and returning home (Petrol, Litres)	4,246	6,053	5,869

## OUR CARBON FOOTPRINT

(103-1), (103-2), (103-3), (305-2), (302-3), (305-4)

The scope of our carbon footprint includes carbon emitted as a result of using electricity to power our offices, fuel consumption for our employees to commute to the office back and forth, and business flights.

OUR CARBON FOOTPRINT	2016	2017	2018
Scope 2: Indirect Emissions: Electricity Consumption (tCO <sub>2</sub> e) - UAE	0.580	0.578	1.49
Scope 3: Other Emissions: Emissions by Employees Commuting and Air Business Travel (tCO <sub>2</sub> e)	153	243	211
Emissions by employees commuting and air business travel (tCO <sub>2</sub> e)	25	30	17

## WATER CONSUMPTION

(103-1), (103-2), (103-3), (303-1)

We purchase utility water from local authorities and pay monthly bills. As for drinking water, we purchase big bottles from private companies and reuse them. We do not purchase any single-use plastic water bottles.

WATER CONSUMPTION	2016	2017	2018
Utility Water (Litres)	10,183	30,550	33,095
Drinking Water (Litres)	1,141	1,137	2,273
Total Water Consumption (Litres)	11,324	31,686	35,368
Average Water Consumption Per Employee (Litres)	2,831	3,961	3,215

## WASTE MANAGEMENT (103-1), (103-2), (103-3), (306-2)

We have minimal waste in our offices represented mostly in paper, plastic and organic waste.

In 2016, we partnered with InfoFort to manage our paper waste through their Green Box recycling Initiative. Our Green Box helps us track and measure:

1. Weight of recycled paper
2. Gallons of water saved
3. Gallons of oil saved
4. Offset carbon footprint

YEAR	PAPER RECYCLED (KG)	GALLONS OF WATER SAVED	GALLONS OF OIL SAVED	OFFSET tCO2e
2018	41	287	15.74	0.67
2017	53	377	20.32	0.88
2016	11	0.18	4.22	0.18

### PLASTIC WASTE

We have minimal plastic usage in the office. Every few weeks, we collect all gathered plastic in a dedicated bin and take it to local recycling facilities. We are very mindful of our plastic use and avoid single-use plastic.



# GRI STANDARDS CONTENT INDEX

(102-55)

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.



GRI Content Index					
GRI Standard	Disclosure	Page number(s) or URL references	Chapter	UNGC Principles	
<b>GRI 101: Foundation 2016</b>					
<b>General Disclosures</b>					
<b>Organizational Profile</b>					
GRI 102: General Disclosures 2016	102-1 Name of the organization	Pages 6 - 7	Who We Are	No Specific COP Requirements	
	102-2 Activities, brands, products, and services	Page 8			
	102-3 Location of headquarters	Pages 6 - 7			
	102-4 Location of operations	Pages 6 - 7			
	102-5 Ownership and legal form	Pages 18 - 19	Governance and Ethics		
	102-6 Markets served	Pages 8,12,13	Who we are, Our Business and Sustainability Approach		
	102-7 Scale of the organization	Pages 6 - 7	Who We Are		
	102-8 Information on employees and other workers	Pages 22 - 23	Talent Empowerment and Career Development		
	102-9 Supply chain	Page 9	Who We Are		
	102-10 Significant changes to the organization and its supply chain	There have been no significant changes to the organization and its supply chain.			
	102-11: Precautionary Principle or approach	Page 17	Our Business and Sustainability Approach		
	102-12 External initiatives	Page 10	Who We Are		
	102-13 Membership of associations	Page 10			
<b>Strategy</b>					
	102-14 Statement from senior decision-maker	Page 5	About this Report	Statement of Continuing Support	
	102-15 Key impacts, risks, and opportunities	Page 17	Our Business and Sustainability Approach		
<b>Ethics and Integrity</b>					
	102-16 Values, principles, standards, and norms of behavior	Page 7	Who We Are	No Specific COP Requirements	
	102-17 Mechanisms for advice and concerns about ethics	Page 18-19	Governance and Ethics		
<b>Governance</b>					
	102-18 Governance structure	Page 18-19	Governance and Ethics	Principles 1-10	
	102-19 Delegating authority	Page 18-19			
	102-20 Executive-level responsibility for economic, environmental, and social topics	Page 13	Our Business and Sustainability Approach		
	102-21 Consulting stakeholders on economic, environmental, and social topics	Page 13			
<b>Stakeholder Engagement</b>					
	102-40 List of stakeholder groups	Page 13	Our Business and Sustainability Approach	Principles 1-10	
	102-41 Collective bargaining agreements	Collective bargaining is not permitted within the UAE, Not existence of such a structure in india and kenya.			
	102-42 Identifying and selecting stakeholders	Page 13			
	102-43 Approach to stakeholder engagement	Page 13-14			
	102-44 Key topics and concerns raised	Page 13-14			
<b>Reporting Practice</b>					
	102-45 Entities included in the consolidated financial statements	Page 12	Our Business and Sustainability Approach	No Specific COP Requirements	
	102-46 Defining report content and topic Boundaries	Page 15	Our Business and Sustainability Approach		
	102-47 List of material topics	Page 15			
	102-48: Restatements of information	There are no restatements.			
	102-49: Changes in reporting	There are no changes in reporting.			
	102-50: Reporting period	Page 4	About This Report		
	102-51: Date of most recent report	Page 4			
	102-52 Reporting cycle	Page 4			
	102-53 Contact point for questions regarding the report	Page 4			
	102-54 Claims of reporting in accordance with the GRI Standards	Pages 4			
	102-55 GRI content index	Page 37	GRI Content Index		

GRI Content Index				
GRI Standard	Disclosure	Page number(s) or URL references	Chapter	UNGC Principles
<b>GRI 102: General Disclosures 2016</b>	102-56 External assurance	Page 4	<b>About This Report</b>	<b>No Specific COP Requirements</b>
<b>Material Topics</b>				
<b>GRI 200 Economic Standard Series</b>				
<b>Procurement Practices</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Page 9	<b>Who We Are</b>	<b>Principles 1 - 10</b>
	103-2 The management approach and its components	Page 9		
	103-3 Evaluation of the management approach	Page 9		
<b>GRI 204: Procurement practices 2016</b>	204-1 Proportion of spending on local suppliers	Page 9		
<b>Anti-corruption</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Pages 18-19	<b>Governance and Ethics</b>	<b>Principles 1 - 10</b>
	103-2 The management approach and its components	Pages 18-19		
	103-3 Evaluation of the management approach	Pages 18-19		
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Pages 18-19		
	205-2 Communication and training about anti-corruption policies and procedures	Page 19		
<b>GRI 300 Environmental Standards Series</b>				
<b>Energy</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Pages 34-35	<b>Our Environmental Impact</b>	<b>Principles 7,8,9</b>
	103-2 The management approach and its components	Pages 34-35		
	103-3 Evaluation of the management approach	Pages 34-35		
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Page 35		
	302-3 Energy intensity	Pages 35		
	302-4 Reduction of energy consumption	Pages 35		
<b>Water</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Page 35	<b>Our Environmental Impact</b>	<b>Principles 7,8,9</b>
	103-2 The management approach and its components	Page 35		
	103-3 Evaluation of the management approach	Page 35		
<b>GRI 303: Water 2016</b>	303-1 Water withdrawal by source	Page 35		
<b>Emissions</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Page 35	<b>Our Environmental Impact</b>	<b>Principles 7,8,9</b>
	103-2 The management approach and its components	Page 35		
	103-3 Evaluation of the management approach	Page 35		
<b>GRI 305: Emissions 2016</b>	305-2 Energy indirect (Scope 2) GHG emissions	Page 35		
	305-3 Other indirect (Scope 3) GHG emissions	Page 35		
	305-4 GHG emissions intensity	Page 35		
<b>Effluents and Waste</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Page 36	<b>Our Environmental Impact</b>	<b>Principles 7,8,9</b>
	103-2 The management approach and its components	Page 36		
	103-3 Evaluation of the management approach	Page 36		
<b>GRI 306: Effluents and Waste 2016</b>	306-2 Waste by type and disposal method	Page 36		
<b>GRI 400 Social Standards Series</b>				
<b>Employment</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Pages 20-21	<b>Talent Empowerment and Career Development</b>	<b>Principle 6</b>
	103-2 The management approach and its components	Pages 20-21		
	103-3 Evaluation of the management approach	Pages 20-21		

GRI Content Index				
GRI Standard	Disclosure	Page number(s) or URL references	Chapter	UNGC Principles
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 23	Talent Empowerment and Career Development	Principle 6
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 21-22		
	401-3 Parental leave	Page 25		
<b>Labor/Management Relations</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 20-21	Talent Empowerment and Career Development	Principle 6
	103-2 The management approach and its components	Pages 20-21		
	103-3 Evaluation of the management approach	Pages 20-21		
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Page 22		
<b>Occupational Health and Safety</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 24	Talent Empowerment and Career Development	Principle 6
	103-2 The management approach and its components	Page 24		
	103-3 Evaluation of the management approach	Page 24		
GRI 403: Occupational Health and Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 24		
<b>Diversity and Equal Opportunity</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 22	Talent Empowerment and Career Development	Principle 6
	103-2 The management approach and its components	Page 22		
	103-3 Evaluation of the management approach	Page 22		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 22		
<b>Human Rights Assessment</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 20-21	Talent Empowerment and Career Development	Principle 6
	103-2 The management approach and its components	Pages 20-21		
	103-3 Evaluation of the management approach	Pages 20-21		
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	Page 24		
<b>Local Communities</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 32	Our Community Impact	Principle 1
	103-2 The management approach and its components	Page 32		
	103-3 Evaluation of the management approach	Page 32		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 31-32		
<b>Supplier Social Assessment</b>				
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 9	Who We Are	Principle 1
	103-2 The management approach and its components	Page 9		
	103-3 Evaluation of the management approach	Page 9		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 9		



GRI Content Index				
GRI Standard	Disclosure	Page number(s) or URL references	Chapter	UNGC Principles
<b>Marketing and Labeling</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Page 8	<b>Who We Are</b>	<b>No Specific COP Requirements</b>
	103-2 The management approach and its components	Page 8		
	103-3 Evaluation of the management approach	Page 8		
<b>GRI 417: Marketing and Labeling 2016</b>	417-2 Incidents of non-compliance concerning product and service information labeling	<b>This information is handled by the legal department and is considered confidential.</b>		
	417-3 Incidents of non-compliance concerning marketing communications			
<b>Customer Privacy</b>				
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Pages 26-27	<b>Our Client's Experience: Empowered Partnerships</b>	<b>Principle 1</b>
	103-2 The management approach and its components	Pages 26-27		
	103-3 Evaluation of the management approach	Pages 26-27		
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 28		



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