




LAMPIRAN 1

COVER SUSTAINABILITY REPORT

No.	Emiten	Cover
<p>© Hak Cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)</p> <p>Hak Cipta Ditundangi Undang-Undang</p>	<p>PT Unilever Indonesia Tbk</p>	
<p>© Hak Cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)</p> <p>Hak Cipta Ditundangi Undang-Undang</p>	<p>Wilmar International</p>	
<p>© Hak Cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)</p> <p>Hak Cipta Ditundangi Undang-Undang</p>	<p>Kao</p>	



1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.





No.	Emiten	Cover
4 C Hak cipta milik IBI KKG (Institut	Charoen Pokphand Foods	
5 Bisnis dan Informatika	Vitasoy	
Kwik Kian Gie)	Fonterra	
Institut Bisnis dan Informatika Kwik Kian	Essity	

Hak Cipta Ditindungi Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



No.	Emiten	Cover
8 C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)	Henkel	
9	Nestle	

Sumber : Data diolah kembali

Hak Cipta Ditundangi Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

LAMPIRAN 2

SAMPEL/OBJEK PENELITIAN

C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)

Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Informatika Kwik Kian

No	Sektor	Kode Emiten	Nama Bursa Efek	Tanggal Berdiri	Tanggal Go Public
1	<i>Consumer Goods</i>	UNVR	Bursa Efek Indonesia (BEI)	5 Desember 1933	11 Januari 1982
2	<i>Consumer Goods</i>	F34.SI	Singapore Exchange (SGX)	1 April 1991	8 Agustus 2006
3	<i>Consumer Goods</i>	CPF	Stock Exchange of Thailand (SET)	17 Januari 1978	21 Desember 1987
4	<i>Consumer Goods</i>	0345	The Stock Exchange of Hong Kong Limited (HKG)	3 April 1940	30 Maret 1994
5	<i>Consumer Goods</i>	4452	The Tokyo Stock Exchange (TYO)	Juni 1887	16 Mei 1949
6	<i>Consumer Goods</i>	ESSITY-A	Stockholm Stock Exchange (STO)	15 Juni 2017	15 Juni 2017
7	<i>Consumer Goods</i>	HEN3	The Frankfurt Stock Exchange	26 September 1876	Oktober 1985
8	<i>Consumer Goods</i>	NESN	SIX Swiss Exchange	1866	25 Oktober 1905
9	<i>Consumer Goods</i>	FCG	New Zealand Exchange (NZE)	16 Oktober 2001	03 Desember 2001

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



Obyek Sektor
Consumer Goods
PT Unilever Indonesia Tbk

Hak Cipta Dilindungi Undang-Undang

<p>102-46-a</p> <p>Wawasan Topik Penting (Materi) Dalam Laporan</p> <p>Wawasan penting laporan ini adalah informasi yang disajikan mengenai kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022. Laporan ini menyajikan informasi mengenai kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022. Laporan ini menyajikan informasi mengenai kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022.</p> <p>1. Menganalisis bagaimana kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022. Laporan ini menyajikan informasi mengenai kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022.</p> <p>2. Menganalisis bagaimana kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022. Laporan ini menyajikan informasi mengenai kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022.</p> <p>3. Menganalisis bagaimana kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022. Laporan ini menyajikan informasi mengenai kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022.</p> <p>4. Menganalisis bagaimana kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022. Laporan ini menyajikan informasi mengenai kinerja keuangan PT Unilever Indonesia Tbk pada periode 2021-2022.</p>	<p>102-46-b</p> <p>Outing Expert's Important Topics</p> <p>The report is an essential source of information that is the source of information for the company. The report is an essential source of information that is the source of information for the company. The report is an essential source of information that is the source of information for the company.</p> <p>1. Financials The report is an essential source of information that is the source of information for the company. The report is an essential source of information that is the source of information for the company.</p> <p>2. Sustainability The report is an essential source of information that is the source of information for the company. The report is an essential source of information that is the source of information for the company.</p> <p>3. Governance The report is an essential source of information that is the source of information for the company. The report is an essential source of information that is the source of information for the company.</p> <p>4. Risk Management The report is an essential source of information that is the source of information for the company. The report is an essential source of information that is the source of information for the company.</p>
--	---

(Halaman 45)

LAMPIRAN 3

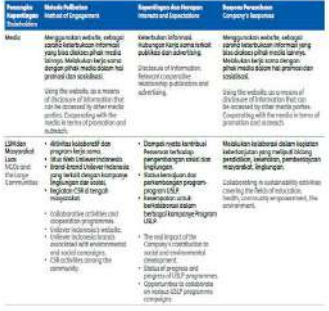
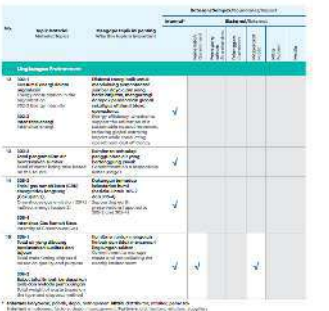

PENERAPAN STANDAR 102-46 & 102-47




<p>102-46-b</p> <table border="1"> <thead> <tr> <th>Penyaji</th> <th>Isi/Informasi</th> <th>Kejelasan dan Peringkat</th> <th>Kejelasan/Pengantar</th> </tr> </thead> <tbody> <tr> <td>1. Pendahuluan</td> <td>1.1. Deskripsi umum</td> <td>1.1.1. Kejelasan dan Peringkat</td> <td>1.1.1. Kejelasan/Pengantar</td> </tr> <tr> <td>2. Analisis</td> <td>2.1. Analisis</td> <td>2.1.1. Kejelasan dan Peringkat</td> <td>2.1.1. Kejelasan/Pengantar</td> </tr> <tr> <td>3. Kesimpulan</td> <td>3.1. Kesimpulan</td> <td>3.1.1. Kejelasan dan Peringkat</td> <td>3.1.1. Kejelasan/Pengantar</td> </tr> </tbody> </table>	Penyaji	Isi/Informasi	Kejelasan dan Peringkat	Kejelasan/Pengantar	1. Pendahuluan	1.1. Deskripsi umum	1.1.1. Kejelasan dan Peringkat	1.1.1. Kejelasan/Pengantar	2. Analisis	2.1. Analisis	2.1.1. Kejelasan dan Peringkat	2.1.1. Kejelasan/Pengantar	3. Kesimpulan	3.1. Kesimpulan	3.1.1. Kejelasan dan Peringkat	3.1.1. Kejelasan/Pengantar	<p>Klausul 6.1</p> <p>-</p>
Penyaji	Isi/Informasi	Kejelasan dan Peringkat	Kejelasan/Pengantar														
1. Pendahuluan	1.1. Deskripsi umum	1.1.1. Kejelasan dan Peringkat	1.1.1. Kejelasan/Pengantar														
2. Analisis	2.1. Analisis	2.1.1. Kejelasan dan Peringkat	2.1.1. Kejelasan/Pengantar														
3. Kesimpulan	3.1. Kesimpulan	3.1.1. Kejelasan dan Peringkat	3.1.1. Kejelasan/Pengantar														

<p>102-47</p> <p>Permasalahan yang Dihadapi (Aspek Material)</p> <table border="1"> <thead> <tr> <th>No.</th> <th>Spek Masalah</th> <th>Mengapa spek ini penting</th> <th>Intervensi</th> <th>Kejelasan/Detail</th> <th>Kejelasan/Detail</th> <th>Kejelasan/Detail</th> <th>Kejelasan/Detail</th> <th>Kejelasan/Detail</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>102-47.1</td> <td>102-47.1.1</td> <td>102-47.1.1.1</td> <td>102-47.1.1.1.1</td> <td>102-47.1.1.1.1</td> <td>102-47.1.1.1.1</td> <td>102-47.1.1.1.1</td> <td>102-47.1.1.1.1</td> </tr> <tr> <td>2</td> <td>102-47.2</td> <td>102-47.2.1</td> <td>102-47.2.1.1</td> <td>102-47.2.1.1.1</td> <td>102-47.2.1.1.1</td> <td>102-47.2.1.1.1</td> <td>102-47.2.1.1.1</td> <td>102-47.2.1.1.1</td> </tr> </tbody> </table>	No.	Spek Masalah	Mengapa spek ini penting	Intervensi	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	1	102-47.1	102-47.1.1	102-47.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	2	102-47.2	102-47.2.1	102-47.2.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	<p>102-47</p> <p>Problem Faced (Material Aspect)</p> <table border="1"> <thead> <tr> <th>No.</th> <th>Spek Masalah</th> <th>Mengapa spek ini penting</th> <th>Intervensi</th> <th>Kejelasan/Detail</th> <th>Kejelasan/Detail</th> <th>Kejelasan/Detail</th> <th>Kejelasan/Detail</th> <th>Kejelasan/Detail</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>102-47.1</td> <td>102-47.1.1</td> <td>102-47.1.1.1</td> <td>102-47.1.1.1.1</td> <td>102-47.1.1.1.1</td> <td>102-47.1.1.1.1</td> <td>102-47.1.1.1.1</td> <td>102-47.1.1.1.1</td> </tr> <tr> <td>2</td> <td>102-47.2</td> <td>102-47.2.1</td> <td>102-47.2.1.1</td> <td>102-47.2.1.1.1</td> <td>102-47.2.1.1.1</td> <td>102-47.2.1.1.1</td> <td>102-47.2.1.1.1</td> <td>102-47.2.1.1.1</td> </tr> </tbody> </table>	No.	Spek Masalah	Mengapa spek ini penting	Intervensi	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	1	102-47.1	102-47.1.1	102-47.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	2	102-47.2	102-47.2.1	102-47.2.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1
No.	Spek Masalah	Mengapa spek ini penting	Intervensi	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail																																															
1	102-47.1	102-47.1.1	102-47.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1																																															
2	102-47.2	102-47.2.1	102-47.2.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1																																															
No.	Spek Masalah	Mengapa spek ini penting	Intervensi	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail	Kejelasan/Detail																																															
1	102-47.1	102-47.1.1	102-47.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1	102-47.1.1.1.1																																															
2	102-47.2	102-47.2.1	102-47.2.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1	102-47.2.1.1.1																																															

1. Dilarang menutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipannya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



No	Obyek Sektor <i>Consumer Goods</i>	102-46-a	102-46-b	Klausul 6.1	102-47
1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber: a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah. b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG. 2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.	Hak Cipta Dilindungi Undang-Undang		 <p>(Halaman 46-47)</p>		 <p>(Halaman 47-49)</p>
	Wilmar International	-	-	-	

 <p>(Halaman 172-175)</p>
 <p>(Halaman 9)</p>
 <p>(Halaman 16-17)</p>



<p>Klausul 6.1</p>
<p>-</p>
<p>-</p>

<p>102-46-b</p>
<p>-</p>
<p>-</p>

<p>102-46-a</p>
<p>-</p>
<p>-</p>

<p>Obyek Sektor <i>Consumer Goods</i></p>	<p>Kao</p>	<p>Charoen Pokhand Foods</p>
---	------------	--------------------------------------

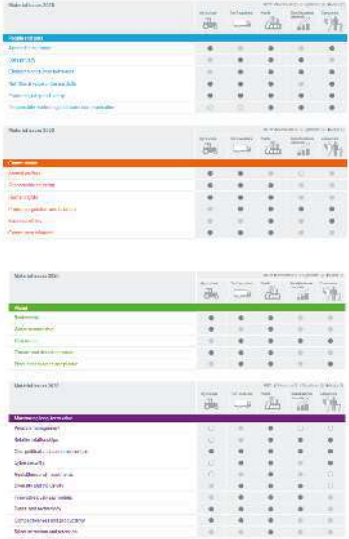
1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

<p>No</p>	<p>Obyek Sektor <i>Consumer Goods</i></p> <p>102-46-a</p>	<p>102-46-b</p>	<p>Klausul 6.1</p>	<p>102-47</p>
<p>5</p>	<p>Vitasoy</p> <p>Hak Cipta Dilindungi Undang-Undang</p>	<p>-</p>	<p>-</p>	 <p>(Halaman 8)</p>
<p>6</p>	<p>Fonterra</p> <p>Hak Cipta Dilindungi Undang-Undang</p>	<p>DETERMINING WHAT'S IMPORTANT In 2019, we refreshed our materiality assessment. Starting from the results of previous assessments, we researched other potential topics of importance from sources such as industry guidance and reports, customer reports and emerging issues from risk assessments and external communications. This generated a long list of topics that we clustered into a set of topics at a common level of granularity for further analysis. The relative importance of the topics to our stakeholder groups was determined by a combination of specific surveying, findings of specific engagement workshops and interviewing owners of existing relationships. The findings for each stakeholder group were combined into an overall ordered list of importance, treating all stakeholder groups on an equal basis. We assessed the significance of our impact on society for each topic by considering both the positive and negative impact of our activities against three criteria: the extent of our impact (i.e. local, regional, global), the magnitude of our impact and the duration of our impact. Using the combination of importance to stakeholders and the significance of our impact we generated an order list of topics that was discussed with our Sustainability Advisory Panel and approved by the Fonterra Management team. The table on the right lists the most important topics, in order, and identifies where we cover our response in this report. Further details on the process and results are available. See www.fonterra.com/2020MaterialityAssessmentNotes</p> <p>(Halaman 71)</p>	<p>-</p>	 <p>(Halaman 71)</p>



1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
 2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



No	Obyek Sektor <i>Consumer Goods</i>	102-46-a	102-46-b	Klausul 6.1	102-47
9	Nestle Hak Cipta Dilindungi Undang-Undang	<p>The materiality process Our comprehensive materiality analysis is carried out every two years. This helps us to identify the economic, social and environmental issues that matter most to our business and our stakeholders. Conducting a thorough analysis in this way not only helps identify issues to be covered in our reporting but also supports decisions on where to focus internal resources.</p> <p>Our 2020 materiality assessment In 2020, we strengthened our materiality process when we fully integrated the assessment with Nestlé's Enterprise Risk Management process. The move ensured that wider sustainability issues were incorporated into the risks and opportunities being considered across the company.</p> <p>The assessment was undertaken by an independent third party to ensure complete confidentiality and impartiality. It was co-led internally by Public Affairs and Group Risk Management. After a research and planning stage, 72 key internal and external stakeholders were interviewed and asked to score issues by importance to them.</p> <p>(Halaman 8)</p>	-	-	 <p>(Halaman 9-10)</p>

Sumber : Data diolah kembali

1. Dilarang mengutip sebagian atau seluruh karya tulis atau tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



LAMPIRAN 4

PENERAPAN STANDAR 103-1

1. Dilarang pengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Obyek Sektor <i>Consumer Goods</i>	a. Penjelasan mengapa topik material	b.i. Penjelasan lokasi terjadinya dampak	b.ii. Keterlibatan organisasi atas dampak	c. Pembatasan khusus terkait batasan																																																																																
No. 1 PT Unilever Indonesia Tbk (Institut Bisnis dan Informatika Kwik Kian Gie)	<table border="1"> <thead> <tr> <th colspan="2">Ekonomi Economic</th> </tr> </thead> <tbody> <tr> <td>1. 201-1 Nilai ekonomi langsung yang dihasilkan dan didistribusikan <i>Economic value directly generated and distributed</i></td> <td>Penciptaan nilai ekonomi menjadi salah satu tujuan dalam mencapai usaha yang berkelanjutan <i>Establishment of economic value as one of the objectives in achieving sustainable business</i></td> </tr> <tr> <td>2. 202-1 Rasio gaji terhadap Upah Minimum Regional (UMR) <i>Salary ratio towards the Minimum Regional Wage (UMR)</i></td> <td>Kepatuhan pada regulasi, meningkatkan daya saing <i>Compliance towards regulation, improving competitiveness</i></td> </tr> <tr> <td>3. 203-2 Dampak ekonomi tidak langsung yang signifikan <i>Indirect economic impact which is significant</i></td> <td>Memberi nilai tambah terlebih khusus kepada masyarakat kecil <i>Providing added values, especially to small society</i></td> </tr> <tr> <td>4. 205-1 Komunikasi dan pelatihan mengenai kebijakan dan prosedur anti-korupsi. <i>Communication and training on anti-corruption policies and procedures</i></td> <td>Menjunjung tinggi budaya dan bisnis yang bersih dari korupsi <i>Upholding business culture which is free from corruption</i></td> </tr> </tbody> </table>	Ekonomi Economic		1. 201-1 Nilai ekonomi langsung yang dihasilkan dan didistribusikan <i>Economic value directly generated and distributed</i>	Penciptaan nilai ekonomi menjadi salah satu tujuan dalam mencapai usaha yang berkelanjutan <i>Establishment of economic value as one of the objectives in achieving sustainable business</i>	2. 202-1 Rasio gaji terhadap Upah Minimum Regional (UMR) <i>Salary ratio towards the Minimum Regional Wage (UMR)</i>	Kepatuhan pada regulasi, meningkatkan daya saing <i>Compliance towards regulation, improving competitiveness</i>	3. 203-2 Dampak ekonomi tidak langsung yang signifikan <i>Indirect economic impact which is significant</i>	Memberi nilai tambah terlebih khusus kepada masyarakat kecil <i>Providing added values, especially to small society</i>	4. 205-1 Komunikasi dan pelatihan mengenai kebijakan dan prosedur anti-korupsi. <i>Communication and training on anti-corruption policies and procedures</i>	Menjunjung tinggi budaya dan bisnis yang bersih dari korupsi <i>Upholding business culture which is free from corruption</i>	Laporan keberlanjutan ini memuat kegiatan Unilever Indonesia yang mencakup kantor pusat, kantor perwakilan, pabrik dan sentra distribusi di seluruh Indonesia. (Halaman 148)		<table border="1"> <thead> <tr> <th colspan="7">Batasan/Dampak/Boundaries/Impact</th> </tr> <tr> <th colspan="3">Internal*</th> <th colspan="4">Eksternal/External</th> </tr> <tr> <th>Pemerintah Government</th> <th>Pemegang saham Shareholders</th> <th>Pelanggan Customers</th> <th>Masyarakat Public</th> <th>Mitra Partner</th> <th>Media</th> <th></th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="7">Batasan/Dampak/Boundaries/Impact</th> </tr> <tr> <th colspan="3">Internal*</th> <th colspan="4">Eksternal/External</th> </tr> <tr> <th>Pemerintah Government</th> <th>Pemegang saham Shareholders</th> <th>Pelanggan Customers</th> <th>Masyarakat Public</th> <th>Mitra Partner</th> <th>Media</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> </tr> </tbody> </table>	Batasan/Dampak/Boundaries/Impact							Internal*			Eksternal/External				Pemerintah Government	Pemegang saham Shareholders	Pelanggan Customers	Masyarakat Public	Mitra Partner	Media		✓	✓	✓	✓	✓	✓	✓	✓	✓						Batasan/Dampak/Boundaries/Impact							Internal*			Eksternal/External				Pemerintah Government	Pemegang saham Shareholders	Pelanggan Customers	Masyarakat Public	Mitra Partner	Media					✓	✓			✓	✓					✓
Ekonomi Economic																																																																																				
1. 201-1 Nilai ekonomi langsung yang dihasilkan dan didistribusikan <i>Economic value directly generated and distributed</i>	Penciptaan nilai ekonomi menjadi salah satu tujuan dalam mencapai usaha yang berkelanjutan <i>Establishment of economic value as one of the objectives in achieving sustainable business</i>																																																																																			
2. 202-1 Rasio gaji terhadap Upah Minimum Regional (UMR) <i>Salary ratio towards the Minimum Regional Wage (UMR)</i>	Kepatuhan pada regulasi, meningkatkan daya saing <i>Compliance towards regulation, improving competitiveness</i>																																																																																			
3. 203-2 Dampak ekonomi tidak langsung yang signifikan <i>Indirect economic impact which is significant</i>	Memberi nilai tambah terlebih khusus kepada masyarakat kecil <i>Providing added values, especially to small society</i>																																																																																			
4. 205-1 Komunikasi dan pelatihan mengenai kebijakan dan prosedur anti-korupsi. <i>Communication and training on anti-corruption policies and procedures</i>	Menjunjung tinggi budaya dan bisnis yang bersih dari korupsi <i>Upholding business culture which is free from corruption</i>																																																																																			
Batasan/Dampak/Boundaries/Impact																																																																																				
Internal*			Eksternal/External																																																																																	
Pemerintah Government	Pemegang saham Shareholders	Pelanggan Customers	Masyarakat Public	Mitra Partner	Media																																																																															
✓	✓	✓	✓	✓	✓	✓																																																																														
✓	✓																																																																																			
Batasan/Dampak/Boundaries/Impact																																																																																				
Internal*			Eksternal/External																																																																																	
Pemerintah Government	Pemegang saham Shareholders	Pelanggan Customers	Masyarakat Public	Mitra Partner	Media																																																																															
			✓	✓																																																																																
✓	✓					✓																																																																														

c. Pembatasan khusus terkait batasan						
✓	✓	✓	✓	✓	✓	✓
✓					✓	
✓						
✓						
✓	✓					
✓	✓					
✓	✓					
✓			✓			
✓			✓	✓	✓	

Kinerja Lingkungan Environmental Performance

Data-PROSA (Program Pemantauan Pertingkat Kinerja Lingkungan Melalui Pemantauan)
DISPES (Corporate Environmental Performance Reporting Implementation) 2023

Indikator	2022-2023	2023-2024	2024-2025
Pajak (Daftar 2) pajak	0%	0%	0%
Kelecewaan (Daftar 2) kecewaan	0%	0%	0%
Kelecewaan (Daftar 2) kecewaan	0%	0%	0%

Kategori	Sub-kategori	2022	2023	2024	2025	Target
Emisi Gas Rumah Kaca	CO2e	8.84	0.00	0.00	1.28	17.5%
	CH4	0.00	0.00	0.00	0.00	0%
Penggunaan Energi	MWh	28.40	40.30	37.40	192.18	66.6%
	Water	1.14	1.20	1.21	1.79	24.4%

1.541,83 (Rp) Pengeluaran modal untuk investasi 2024
0% Nilai aset tetap yang ditanggung oleh lembaga keuangan 2024
16.402 (Rp) Jumlah persediaan barang yang disimpan di gudang 2024

Peningkatan pengumpulan sampah plastik di tahun 2023
DISPES (Corporate Environmental Performance Reporting Implementation) 2023

No	Detail	Target
1	Penyediaan produk yang bertanggung jawab terhadap lingkungan	100%
2	Penggunaan energi yang bertanggung jawab terhadap lingkungan	100%
3	Penggunaan sumber daya yang bertanggung jawab terhadap lingkungan	100%

b.ii. Keterlibatan organisasi atas dampak

b.i. Penjelasan lokasi terjadinya dampak

a. Penjelasan mengapa topik material

5	413-1 Sosial dan komunitas, Social and community	Berkontribusi bagi masyarakat sekitar Contributing to the nearby society.
6	412-1 Operasi-operasi yang telah melewati tinjauan hak asasi manusia atau penilaian dampak Operations that have been through human rights evaluation and assessment of impact	Komitmen menghormati dan menjunjung tinggi Hak Asasi Manusia, di seluruh operasional Perseoran Commitment to respect and uphold Human Rights, in all of the Company's operations.
7	404-1,2 Pengembangan SDM HR Development	Karyawan merupakan aset besar yang terus harus dikembangkan untuk menjamin kesinambungan bisnis Employees are important assets that needs to be continuously developed in order to ensure business continuity
8	401-1 Ketenagakerjaan Employment	Aset penting dalam operasional organisasi Important assets in the operational of organization
9	403-9 Kecelakaan kerja Work-related injuries	Menjamin produktivitas karyawan yang optimal Ensuring an optimal productivity of employees
10	417-1,2 Informasi mengenai produk Product information	Pelanggan bisa mengetahui dampak yang ditimbulkan atas produk Customer can find out the impact caused by the product
11	406-1 Insiden diskriminasi dan tindakan perbaikan yang dilakukan Discrimination Incident and the Implemented Improvement	Komitmen menghormati dan menjunjung tinggi Hak Asasi Manusia, di seluruh operasional Perseoran Commitment to respect and uphold Human Rights, in all of the Company's operations

Obyek Sektor Consumer Goods

Hak Cipta, Dilindungi, Undang-Undang

Hak Cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)

No

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.

2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.





1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

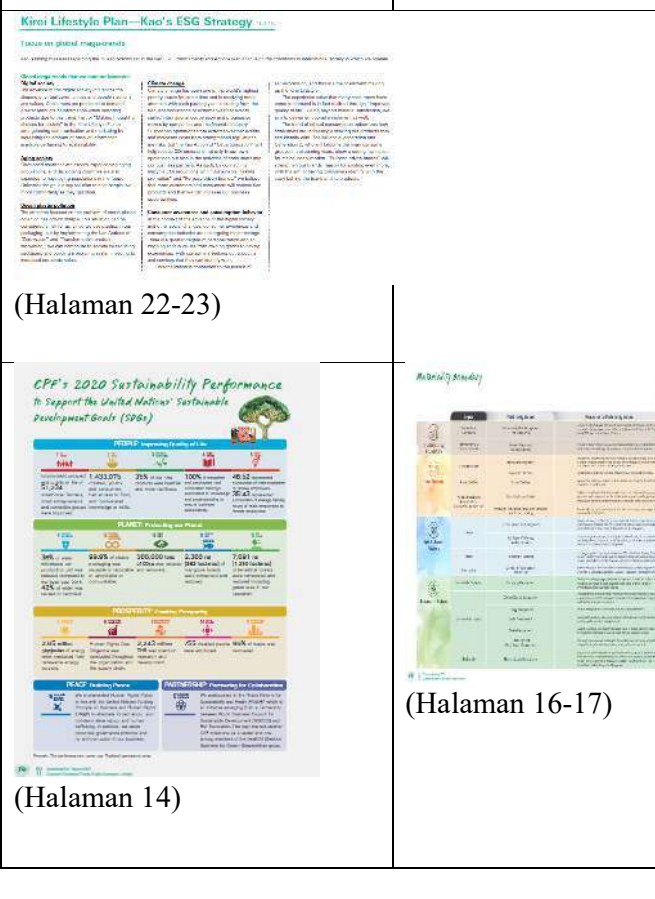

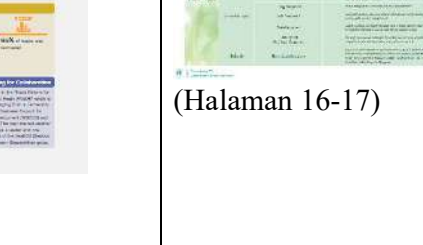

No	Obyek Sektor Consumer Goods	a. Penjelasan mengapa topik material	b.i. Penjelasan lokasi terjadinya dampak	b.ii. Keterlibatan organisasi atas dampak	c. Pembatasan khusus terkait batasan																																																																																					
	Hak Cipta Dilindungi Undang-Undang	<p>12 302-1 Konsumsi energi dalam organisasi Energy consumption in the organization 302-3 Energy intensity</p> <p>302-3 Intensitas energi Intensity of energy</p> <p>13 303-3 Total pengambilan air berdasarkan sumber Total of water being take based on the source</p> <p>14 305-2 Emisi gas rumah kaca (GRK) energi tidak langsung (Cakupan 2) Greenhouse gas emission (GRK) Indirect energy (scope 2)</p> <p>305-4 Intensitas Gas Rumah Kaca Intensity of Greenhouse Gas</p> <p>15 306-1 Total air yang dibuang berdasarkan kualitas dan tujuan Total water being disposed based on quality and purpose</p> <p>306-2 Bobot total limbah berdasarkan jenis dan metode pembuangan Total weight of waste based on the type and disposal method</p>		<p>Aspek Sosial (manusia, sosial, dan lingkungan) Social Aspects (Human, Social, and Environment)</p> <table border="1"> <thead> <tr> <th>Aspek Sosial</th> <th>2023</th> <th>2022</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Kelembagaan (Internal)</td> <td>33.803</td> <td>37.165</td> <td>33.485</td> </tr> <tr> <td>Kelembagaan (Eksternal)</td> <td>33**</td> <td>220*</td> <td>70*</td> </tr> <tr> <td>Partisipasi dalam Program</td> <td>12.600*</td> <td>1.100</td> <td>-</td> </tr> <tr> <td>Partisipasi dalam Kegiatan Sosial</td> <td>100**</td> <td>20*</td> <td>-</td> </tr> <tr> <td>Partisipasi dalam Kegiatan Lingkungan</td> <td>55</td> <td>40</td> <td>20</td> </tr> </tbody> </table> <p>Partisipasi dalam Program (Internal dan Eksternal) Participation in Programs (Internal and External)</p> <table border="1"> <thead> <tr> <th>Partisipasi dalam Program</th> <th>2023</th> <th>2022</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Partisipasi dalam Program (Internal)</td> <td>693</td> <td>33.803</td> <td>237</td> </tr> <tr> <td>Partisipasi dalam Program (Eksternal)</td> <td>14.214</td> <td>5.549</td> <td>8.676</td> </tr> </tbody> </table>	Aspek Sosial	2023	2022	2021	Kelembagaan (Internal)	33.803	37.165	33.485	Kelembagaan (Eksternal)	33**	220*	70*	Partisipasi dalam Program	12.600*	1.100	-	Partisipasi dalam Kegiatan Sosial	100**	20*	-	Partisipasi dalam Kegiatan Lingkungan	55	40	20	Partisipasi dalam Program	2023	2022	2021	Partisipasi dalam Program (Internal)	693	33.803	237	Partisipasi dalam Program (Eksternal)	14.214	5.549	8.676	<table border="1"> <thead> <tr> <th colspan="7">Batasan/Dampak/Boundaries/Impact</th> </tr> <tr> <th colspan="3">Internal*</th> <th colspan="4">Eksternal/External</th> </tr> <tr> <th>Perintah Pemerintah</th> <th>Pemegang saham/Shareholders</th> <th>Pelanggan/Customers</th> <th>Masyarakat Public</th> <th>Mitra/Partner</th> <th>Media</th> <th></th> </tr> </thead> <tbody> <tr> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> </tr> </tbody> </table>	Batasan/Dampak/Boundaries/Impact							Internal*			Eksternal/External				Perintah Pemerintah	Pemegang saham/Shareholders	Pelanggan/Customers	Masyarakat Public	Mitra/Partner	Media		✓							✓							✓							✓	✓					✓
Aspek Sosial	2023	2022	2021																																																																																							
Kelembagaan (Internal)	33.803	37.165	33.485																																																																																							
Kelembagaan (Eksternal)	33**	220*	70*																																																																																							
Partisipasi dalam Program	12.600*	1.100	-																																																																																							
Partisipasi dalam Kegiatan Sosial	100**	20*	-																																																																																							
Partisipasi dalam Kegiatan Lingkungan	55	40	20																																																																																							
Partisipasi dalam Program	2023	2022	2021																																																																																							
Partisipasi dalam Program (Internal)	693	33.803	237																																																																																							
Partisipasi dalam Program (Eksternal)	14.214	5.549	8.676																																																																																							
Batasan/Dampak/Boundaries/Impact																																																																																										
Internal*			Eksternal/External																																																																																							
Perintah Pemerintah	Pemegang saham/Shareholders	Pelanggan/Customers	Masyarakat Public	Mitra/Partner	Media																																																																																					
✓																																																																																										
✓																																																																																										
✓																																																																																										
✓	✓					✓																																																																																				
		(Halaman 47-49)		(Halaman 2-4)	(Halaman 47-49)																																																																																					



No	Obyek Sektor <i>Consumer Goods</i> Wilmar International	a. Penjelasan mengapa topik material	b.i. Penjelasan lokasi terjadinya dampak	b.ii. Keterlibatan organisasi atas dampak	c. Pembatasan khusus terkait batasan
1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber: 2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.	Hak Cipta Dilindungi Undang-Undang	 <p>(Halaman 172)</p>	 <p>(Halaman 24-25)</p>		-







No	Obyek Sektor <i>Consumer Goods</i>	a. Penjelasan mengapa topik material	b.i. Penjelasan lokasi terjadinya dampak	b.ii. Keterlibatan organisasi atas dampak	c. Pembatasan khusus terkait batasan
<p>1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber: a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah. b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG. 2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.</p>	<p>Hak Cipta Dilindungi Undang-Undang Hak Cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)</p>			 <p>(Halaman 12-20)</p>	
<p>3</p>	<p>Kao</p>	<p>-</p>	<p>Scope and boundary of reporting In general, we report the activities of the Kao Group (Kao Corporation, its subsidiaries and affiliates). Environmental and social performance data covers Kao Corporation and its subsidiaries. Exceptions to this data scope have been clearly stated in the text. In this data book, "Kao" means the Kao Group. We have stated the names of individual organizations covered if it is necessary to identify the boundary.</p> <p>Organizations covered</p> <p>List of Kao Group companies www.kao.com/igiballe/inf/aboutus/line/group-company.html</p> <p>(Halaman 3)</p>		<p>-</p>

No	Obyek Sektor <i>Consumer Goods</i>	a. Penjelasan mengapa topik material	b.i. Penjelasan lokasi terjadinya dampak	b.ii. Keterlibatan organisasi atas dampak	c. Pembatasan khusus terkait batasan
1.	<p>Hak Cipta</p> <p>Cipta</p> <p>milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)</p>	<p>a. Penjelasan mengapa topik material</p>	<p>b.i. Penjelasan lokasi terjadinya dampak</p>	<p>b.ii. Keterlibatan organisasi atas dampak</p> <p>Kiri Lifestyle Plan—Kao's ESG Strategy</p> <p>Tujuan esensial manajemen</p>  <p>(Halaman 22-23)</p>	<p>c. Pembatasan khusus terkait batasan</p>
4.	<p>Charoen Pokhanda Foods</p>	<p>Materiality Assessment 2020</p> 	<p>The scope of business operations can be divided into two key parts:</p> <p>Thailand Operations:</p> <p>conducting integrated agro-industrial and food businesses to distribute products in Thailand, and export meat, processed meat and ready-to-eat products to 40 countries in 5 continents. The operations cover livestock and aquaculture including swine, broilers, layers, ducks, shrimps and fish.</p> <p>Overseas Operations:</p> <p>conducting agro-industrial and food businesses overseas in China (includes Taiwan), Vietnam, United Kingdom, India, United States, Cambodia, Russia, Turkey, Philippines, Malaysia, Laos, Belgium, Sri Lanka, Poland, Brazil and Canada.</p> <p>(Halaman 4-5)</p>	<p>CPF's 2020 Sustainability Performance</p> <p>To Support the United Nations' Sustainable Development Goals (SDGs)</p>  <p>(Halaman 14)</p>	<p>Materiality</p>  <p>(Halaman 16-17)</p>


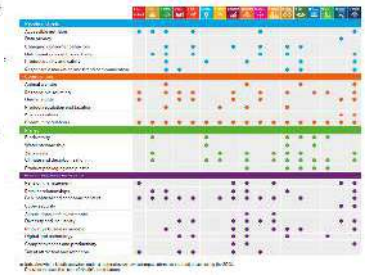
1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber: a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah. b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG. 2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



No	Obyek Sektor <i>Consumer Goods</i>	a. Penjelasan mengapa topik material	b.i. Penjelasan lokasi terjadinya dampak	b.ii. Keterlibatan organisasi atas dampak	c. Pembatasan khusus terkait batasan
5	Vitasoy Hak Cipta Dilindungi Undang-Undang	 <p>(Halaman 8)</p>	<p>This Report covers the global, aggregated data and performance for Vitasoy International Holdings Limited (referred to as "Vitasoy" or "The Company," or "the Group"), including Mainland China; Hong Kong, China; Australia; Singapore; the Philippines; Canada and the USA.</p> <p>(Halaman 5)</p>	 <p>(Halaman 16)</p>	-
6	Fonterra	-	-	-	-
7	Essity	-	-	-	-
8	Henkel Hak Cipta Dilindungi Undang-Undang	 <p>(Halaman 30)</p>	-	<p>When we're not at the office, we're out there, working hard to make a difference in the world. We're committed to making a positive impact on the lives of our employees, our customers, and the communities we live in. We're committed to making a difference in the world.</p>  <p>(Halaman 16)</p>	-

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
 2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



No	Obyek Sektor <i>Consumer Goods</i>	a. Penjelasan mengapa topik material	b.i. Penjelasan lokasi terjadinya dampak	b.ii. Keterlibatan organisasi atas dampak	c. Pembatasan khusus terkait batasan
9	Nestle Hak Cipta Dilindungi Undang-Undang	 <p>(Halaman 9-10)</p>	<p>The <i>Creating Shared Value and Sustainability Report 2020 and Appendix</i> covers our global operations for the calendar year ending December 31, 2020. It contains data for wholly owned companies and subsidiaries but excludes joint ventures and suppliers unless specifically stated. 'Market' refers to our business and/or activities at a national level, while 'Zone' refers to a geographic group of markets.</p> <p>(Halaman 2)</p>	 <p>(Halaman 11)</p>	-

Sumber : Data diolah kembali

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



LAMPIRAN 5

BUKTI KESESUAIAN PENERAPAN STANDAR AA1000AP

© Hak cipta dimiliki oleh Institut Bisnis dan Informatika Kwik Kian Gie

Hak Cipta Dilindungi Undang-Undang

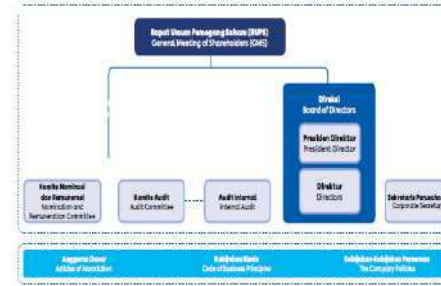
PT Unilever Indonesia, Tbk

1. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.

**Struktur Tata Kelola
Corporate Governance Structure**

Sesuai dengan ketentuan UU No. 40/2007 tentang Perseroan Terbatas, dan sebagaimana diatur dalam Anggaran Dasar Unilever Indonesia, Perseroan terdiri dari tiga organ perseroan yang saling independen: Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan jajaran direksi. Dewan Komisaris dan Direksi bertanggung jawab kepada RUPS. Pengaturan ini memastikan pemisahan yang jelas antara fungsi pengawasan dan pengambilan keputusan Perusahaan.

Organ tata kelola didukung oleh mekanisme pendukung yaitu sistem pengendalian internal, sistem manajemen risiko, audit internal dan eksternal, Kode Etik, Anggaran Dasar, Kode Mitra Bisnis Unilever, manajemen sistem mutu, dan prosedur operasi standar dan proses bisnis kami.



(Halaman 30, 45)

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap hukum, peraturan, dan kebijakan dan prosedur internal.

Hak Cipta Dilindungi Undang-Undang

3. Menyediakan kompetensi dan sumber daya yang dibutuhkan untuk menerapkan hasil proses penilaian materialitas.

Manajemen Risiko Risk Management

Sistem Manajemen Risiko

Menjabarkan dampak dari operasional akan merupakan tujuan utama dari sistem manajemen risiko. Dengan berintegrasi secara efektif, mengidentifikasi dan memantau risiko yang signifikan dan memastikan bahwa potensi risiko ditangani secara sadar. Chief Executive Officer Perusahaan bertanggung jawab memastikan terdapat fungsi dari Risiko Manajement, Financial Controller, manajemen keuangan, manajemen sistem bisnis dan Sekretaris Perusahaan. Tim tersebut mengawasi manajemen, implementasi, dan evaluasi kembali untuk pemenuhan sistem manajemen risiko Perusahaan, termasuk membiayai, untuk memastikan bahwa sistem tersebut secara efektif mengelola risiko yang berkaitan dengan kegiatan bisnis dan perkembangan bisnis.

Pendekatan Manajemen Risiko

Manajemen memprioritaskan secara tepat pada mencari pendekatan yang sistematis dan disiplin untuk mengidentifikasi dan menilai peluang dan risiko. Hasil risiko. Penetapan volume, dengan demikian, untuk memprioritaskan peluang, risiko yang paling penting, jika lingkungan dan mengidentifikasi sebagai yang positif.

Risiko appetite Perusahaan dibimbing oleh prinsip-prinsip berikut:

1. Perubahan Perusahaan harus sejalan dengan strategi VC kami, untuk memastikan pertumbuhan yang berkelanjutan, konsisten, bertanggung jawab, dan bertanggung jawab.
2. Risiko Perusahaan harus sejalan dengan Perjanjian.
3. Manajemen Risiko harus tidak memengaruhi aktivitas dan kinerja operasional.

Landasan dan Prinsip

Kode Etik adalah pedoman dan acuan Perusahaan untuk perilaku etis dan dengan demikian merupakan landasan bagi cara Perusahaan menjalankan bisnis. Manajemen secara normal bertanggung jawab memastikan untuk memastikan bahwa semua prinsip tersebut dijabarkan dan diterapkan secara konsisten di seluruh Perusahaan, serta memastikan bahwa semua prosedur dan kebijakan yang berkaitan dengan manajemen risiko, termasuk yang yang bertanggung jawab untuk mengidentifikasi dan mengelola risiko yang signifikan.

Risk Management System

Measuring the impact of the business operation is the main purpose of risk management system. The Board of Directors is responsible for identifying, monitoring and monitoring the Company's exposure to risks and ensuring that potential risks are effectively mitigated. The Company's Chief Financial Officer has the overall leading the responsibility supported by a risk management team consisting of the Head of Internal Audit, the Financial Controller, management, management, business system strategies and the Corporate Secretary. The team supervises the design, implementation and regular review and updating of the Company's risk management system, including the risk matrix, to ensure that it is effectively addressing the risks related to the business environment and the management of the business.

Risk Management Approach

Management takes a high priority on finding potential and identified approach to identifying and assessing both opportunities and risks. The Company's risk profile is aligned with its mission, which is to maximize the growth of the business while including the maximum social impact and increasing positive social impact.

The Company's risk appetite is driven by the following principles:

1. The Company's growth should be in line with our ESG strategy to deliver consistent, competitive, profitable and responsible growth.
2. The Company's behaviour must be aligned with the Code.
3. The Company should be continuously improve its operational efficiency and effectiveness.

Foundations and Principles

The Code is the Company's guideline and reference for ethical behavior, and is a key principle of foundation for the way the Company does business. Senior management has overall responsibility for ensuring that the Code principles are understood and applied consistently across the Company, while the Executive Integrity Officer and Compliance Officer are responsible for the Company's Code related and implementation details related to each key risk and designed the person responsible for monitoring both the risk and the controls that mitigate it.

(Halaman 36)

Pembelajaran yang Berkesinambungan

Untuk menghadapi tantangan pekerjaan di masa depan seperti yang diungkapkan sebelumnya, sekaligus menciptakan organisasi yang agile, kami menerapkan program pelatihan dan pengembangan.

Melalui diskusi berjenjang dengan masing-masing pimpinan di tiap bagian, kami mendapatkan gambaran purpose atau kearah mana pelatihan dan pengembangan yang sesuai. Ragam pelatihan soft competency, technical competency, professional, kepemimpinan, dan sertifikasi diberikan agar karyawan memiliki pengetahuan, keterampilan dan kepercayaan diri untuk mendukung pertumbuhan bisnis.

(Halaman 98)

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



<p>4. Menetapkan batas yang jelas dan konsisten, serta tujuan, periode waktu dan ruang lingkup, untuk penilaian materialitas, dengan asumsi-asumsi mendasar yang terdokumentasi dengan tepat.</p>	<p>-</p>
<p>5. Mengidentifikasi dan mewakili topik dengan baik dari berbagai sumber.</p>	<p>Menetapkan Topik Penting (Material) Dalam Laporan</p> <p>Perseroan memakai beberapa sarana untuk melakukan komunikasi seperti forum Rapat Umum Pemegang Saham (RUPS), call centre, saluran media sosial (email, Facebook, Instagram, Twitter, YouTube, dan lain-lain), interaksi langsung dengan pelanggan, family gathering, employee gathering, komunitas masyarakat dan lain-lain. Melalui sarana-sarana komunikasi tersebut Perseroan menyerap informasi, harapan, keluhan, masukan dan saran untuk perbaikan sesuai dalam konteks keberlanjutan demi kemajuan Perseroan kedepannya. Perseroan merespons harapan-harapan yang ada sesuai dengan kapasitasnya melalui kebijakan dan program-program yang sesuai agar dapat meningkatkan peran serta dalam memberikan nilai tambah bagi seluruh pemangku kepentingan. Diantara banyak topik yang dipertimbangkan untuk dapat dimasukkan kedalam laporan ini, namun kami harus memilih berdasarkan skala prioritas. Parameter yang kami pakai untuk menilai apakah topik atau isu tersebut menjadi prioritas adalah berdasarkan prinsip:</p> <ol style="list-style-type: none"> 1. Keinklusifan Pemangku Kepentingan Kami terbuka dalam menyerap harapan seluruh pemangku kepentingan. Kami telah mengidentifikasi pemangku kepentingan yang relevan, mereka adalah yang menerima dampak atas operasional kami dan memberi dampak terhadap kelangsungan usaha kami. 2. Konteks Keberlanjutan Topik yang diangkat harus terkait dengan bagaimana Perseroan dapat berkontribusi untuk meningkatkan kondisi ekonomi, sosial dan lingkungan secara berkelanjutan. 3. Materialitas Topik berpengaruh secara signifikan terhadap perjalanan keberlanjutan Perseroan. 4. Kelengkapan Topik tersebut haruslah memberikan gambaran secara baik dengan didukung data yang lengkap, agar pemangku kepentingan bisa melakukan penilaian. <p>(Halaman 45)</p>

- Hak Cipta Dilindungi Undang-Undang
- Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - Pengutipan tidak merugikan kepentingan yang wajar IBKKG.
 - Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBKKG.



<p>6. Mengevaluasi relevansi topik keberlanjutan yang material yang teridentifikasi berdasarkan kriteria eksplisit yang sesuai.</p>	-
<p>7. Menentukan signifikansi, kemungkinan dan dampak saat ini dan dampak yang diharapkan di masa depan dari topik keberlanjutan material yang teridentifikasi, yang menggunakan kriteria dan ambang batas yang sesuai.</p>	-

Hak Cipta Dilindungi
Undang-Undang
Hak Cipta Dilindungi
Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



<p>8. Mempertimbangkan keberlanjutan yang terus berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik dan masalah, yang memungkinkan untuk perbedaan yang terkait dengan industri, geografis, budaya dan tingkat operasional.</p>	<p>-</p>
<p>9. Memasukkan cara mengatasi konflik atau dilema yang timbul dari penyimpanan atau penentangan ekspektasi tentang topik material.</p>	<p>Kami berinisiatif untuk melakukan efisiensi energi, menggunakan energi terbarukan di seluruh operasi kami, menggunakan bahan-bahan baru rendah karbon, memperluas rangkaian produk nabati kami, dan mengembangkan produk perawatan dan deterjen bebas bahan bakar fosil. Merek kami bekerja untuk memudahkan orang membuat pilihan yang berkelanjutan. Bersama dengan seluruh kolaborasi yang ada, pemerintah, dan mitra lainnya untuk meningkatkan ambisi menuju net emisi. Kami berkomitmen untuk menanamkan prinsip-prinsip ekonomi sirkular ke dalam pengembangan dan formulasi produk kami. Tidak hanya ambil-buat-buang.</p> <p>Strategi ini membawa kami kepada ambisi yang baru: pengurangan 50% CO₂ di tahun 2025, menggunakan 100% karbon dari sumber terbarukan atau yang dapat didaur ulang, pada formulasi produk pembersih dan deterjen kami di tahun 2030. Termasuk juga kebijakan Zero deforestation, karena hutan adalah paru-paru dunia yang dapat menangkap emisi karbon. Kebijakan kami terkait Zero deforestation menjadi syarat mutlak bagi semua pemasok dalam rantai pasokan kami.</p> <p>Melalui inisiatif Clean Future akan mengubah merek-merek global kami seperti Molto, Rinso, Saibaja, Sunlight, Wipol, Superball dan Vastri menghasilkan net zero emissions atau bersih emisi dari produk-produk kami pada tahun 2039.</p> <p>Sementara itu langkah-langkah yang kami lakukan di pabrik untuk mengurangi emisi CO₂ adalah:</p> <ul style="list-style-type: none"> - Program efisiensi energi. - Menyesuaikan permintaan energi dengan pembangkit energi yang efisien (air panas vs uap vs elektrifikasi). - Penghapusan CO₂ dengan mengubah bahan bakar fosil menjadi bahan bakar terbarukan (Biomassa, solar PV). - Penggantian pendingin yang menghasilkan Ozon dan karbon ke format rendah karbon dan alami. - Mengkompensasi sisa emisi CO₂ (offset). <p>(Halaman 117)</p>

Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Informatika Kwik Kian Gie

Institut Bisnis dan Informatika Kwik Kian Gie

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



10. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.

Melibatkan Pemangku Kepentingan Engaging Stakeholders

Tujuan utama keberlanjutan kami adalah memberi nilai bagi seluruh pemangku kepentingan, itu sebabnya penting bagi kami mengetahui siapa dan bagaimana harapan para pemangku kepentingan.

Our main objective of sustainability is to provide value to all stakeholders, so that it is important for us to know who and what the expectations of the stakeholders are.

Kami telah mengidentifikasi para pemangku kepentingan yang relevan sebagai berikut:

We have identified the following relevant stakeholders:

(Halaman 44)

6. Wilmar International
1. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.



1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

(Halaman 170)



2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap hukum, peraturan, dan kebijakan dan prosedur internal.

© Hak cipta milik IBI KKG (Institut Bisnis dan Matematika Kwik Kian Gie)
Hak Cipta Dilindungi Undang-Undang

1. Ditaring mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



4. Menetapkan batas yang jelas dan konsisten, serta tujuan, periode waktu dan ruang lingkup, untuk penilaian materialitas, dengan asumsi-asumsi mendasar yang terdokumentasi dengan tepat.

Hak Cipta Dilindungi Undang-Undang

Hak Cipta milik IBI KKG (Institut Bisnis dan Manajemen Kwik Kian Gie)

1. Ditarung mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Recruiting talent

Attracting and recruiting the right talent remains a priority, as our company continues to grow and evolve.

Talent and development

The role of our people is central to our success. We are committed to attracting and recruiting the right talent to drive our growth and innovation. We focus on developing our talent through training and development programs, ensuring they have the skills and knowledge needed to succeed in their roles. We also invest in our people's well-being, providing a supportive work environment that fosters their growth and development.

Compensation and benefits

We are committed to providing competitive compensation and benefits to our employees. We regularly review our compensation structure to ensure it is fair and market-competitive. Our benefits package includes health insurance, life insurance, and other perks that support our employees' overall well-being.

Employee engagement

We believe in the power of engaged employees. We foster a culture of transparency, communication, and collaboration. We encourage our employees to share their ideas and take ownership of their work. We also provide opportunities for professional growth and development, ensuring our employees are always learning and growing.

Supporting the United Nations Sustainable Development Goals (SDGs)

We are committed to supporting the United Nations Sustainable Development Goals (SDGs). We focus on the goals that are most relevant to our business and our stakeholders. We have set specific targets and metrics to measure our progress in each of these areas. We also report on our progress and the impact of our initiatives to our stakeholders.

SDG	Target	Impact
SDG 1: No Poverty	By 2030, reduce global poverty to less than 3% of the population living on less than \$2.15 a day.	Supporting local communities and small businesses to create jobs and improve livelihoods.
SDG 2: Zero Hunger	By 2030, end hunger and ensure access by all people to affordable, safe and nutritious food, including increasing resilient food production systems.	Supporting sustainable agriculture and food security through our supply chain and community initiatives.
SDG 3: Good Health and Well-being	By 2030, reduce global road deaths by half and halve global road deaths and injuries from road traffic accidents.	Supporting road safety initiatives and providing health services to our employees and the community.
SDG 4: Quality Education	By 2030, ensure that all girls and boys complete free, fair and quality primary and secondary education.	Supporting education initiatives and providing training and development opportunities for our employees and the community.
SDG 5: Gender Equality	By 2030, achieve gender equality and empower all women and girls.	Supporting women's empowerment and gender equality initiatives, including providing equal opportunities for women in our workforce.
SDG 8: Decent Work and Economic Growth	By 2030, sustainably increase global employment, full and productive employment, and decent work for all.	Supporting job creation and economic growth through our business operations and community initiatives.
SDG 9: Industry, Innovation and Infrastructure	By 2030, build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	Supporting infrastructure development and innovation through our business operations and community initiatives.
SDG 10: Reduced Inequalities	By 2030, reduce inequality within and among countries.	Supporting social inclusion and reducing inequalities through our business operations and community initiatives.
SDG 11: Sustainable Cities and Communities	By 2030, make cities and human settlements inclusive, safe, resilient and sustainable.	Supporting sustainable urban development and infrastructure through our business operations and community initiatives.
SDG 12: Responsible Consumption and Production	By 2030, ensure that sustainable consumption and production patterns are in place.	Supporting sustainable consumption and production through our business operations and community initiatives.
SDG 13: Climate Action	By 2030, take urgent action to combat climate change and its impacts.	Supporting climate action through our business operations and community initiatives.
SDG 14: Life Below Water	By 2030, conserve and sustainably use the world's oceans, seas and marine resources.	Supporting marine conservation and sustainable use of marine resources through our business operations and community initiatives.
SDG 15: Life on Land	By 2030, protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, conserve and enhance natural habitats, and prevent and reduce the degradation of terrestrial ecosystems.	Supporting terrestrial conservation and sustainable use of natural resources through our business operations and community initiatives.



6. Mengevaluasi relevansi topik keberlanjutan yang material yang teridentifikasi berdasarkan kriteria eksplisit yang sesuai.

Hak Cipta Dilindungi

Undang-Undang

Undang-Undang

-

7. Menentukan signifikansi, kemungkinan dan dampak saat ini dan dampak yang diharapkan di masa depan dari topik keberlanjutan material yang teridentifikasi, menggunakan kriteria dan ambang batas yang sesuai.

1. Ditarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



C Hak cipta milik IBI KKG (Institut Bisnis dan Keguruan Kwik Kian Gie)
Hak Cipta Dilindungi Undang-Undang

8. Mempertimbangkan keberlanjutan yang terus berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik dan masalah, yang memungkinkan untuk perbedaan yang terkait dengan industri, geografis, budaya dan tingkat operasional.



(Halaman 176-179)

-

1. Ditarung mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

9. Memasukkan cara mengatasi konflik atau dilema yang timbul dari penyimpangan atau pertentangan ekspektasi tentang topik material.

Hak Cipta Dilindungi Undang-Undang

10. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.



(Halaman 76-77)



(Halaman 29)

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



c. Kao

1. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.

Hak Cipta Dilindungi Undang-Undang

2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap hukum, peraturan, dan kebijakan dan prosedur internal.

Undang



Institut Bisnis dan Keguruan Kwik Kian Gie

Institut Bisnis dan Keguruan Kwik Kian Gie

Effective corporate governance 102-12, 102-15, 102-16, 103-1, 103-2

We will steadily implement our ESG Strategy through examining our corporate governance system whenever necessary, and conducting fair and honest business activities while acting in accordance with laws and ethics and responding to changes in society. All of this will contribute to creating a global presence for Kao.

Kao's creating value to address social issues
Social issues we are aware of
There have been many reports of safe location and other impressions in the manufacturing industry in recent years, leading to distrust of the manufacturing industry as a whole. As a corporation, Kao-Mitsubashi that complies with laws and ethics is becoming increasingly necessary to maintain and improve our competitiveness. In addition, in many cases the impressions were on for years without being viewed as problematic. We are creation of an open workplace atmosphere, in which discovered impressions are immediately reported to management and an appropriate response is taken, as a key issue.

There are also a growing number of cases of power harassment, due in part to increasingly diverse workloads and managers with outdated values, as well as social harassment, caused by a lack of consideration for the other party. We believe that to prevent these incidents and achieve social progress, it is important to create efficient and highly productive workplaces that allow all people to work on an equal standing, legislation on preventing power harassment is also being studied in Japan in 2020, and we will continue our activities to thoroughly prevent harassment.

Kao's creating value
We see our mission as contributing to society through:

Mid-Mission: based on contributing to the SDGs in our business activities with our value of Integrity (to be fully lawfully and ethically and conduct fair and honest business activities) handed down from our founder. We will continue to implement the Mid-Mission that complies with laws and ethical principles.

We are also creating workplaces with an open atmosphere that allow relevant human capital to fully demonstrate their abilities on an equal standing.

Risks related to realization of our vision by 2030
As a corporation that values integrity, there is concern of growing tension to control, integrate, including factors such as difficulty in achieving product differentiation, meeting product launch schedule and delivery timelines, and increasing prices. The act of harassment from the generational gap in values and growing employee diversity is also increasing.

Opportunities related to realization of our vision by 2030
As a result of conducting our business with integrity as one of our most important values, we are highly regarded by society in terms of sustainability and compliance. This leads to increasing trust on the part of consumers, shareholders and other stakeholders in our products and our company, and also makes it easier for us to hire and retain talented human capital.

Contributions to the SDGs

Policies

We regard our value of Integrity as the starting point of compliance, and promote it as a foundation for earning the respect and trust of all stakeholders.

To ensure greater efficacy of the Kao Business Conduct Guidelines (BCG) that embody Integrity, we are implementing activities focused on reducing various compliance risks, and activities designed to provide an open workplace atmosphere that allows discovered impressions to be immediately reported to management and an appropriate response promptly be taken.

Anti-bribery and anti-corruption are clearly defined in the BCG as well, and we have also established the Kao Anti-Bribery (and Corruption) Guidelines, which specify the responsibilities and proper response obligations for preventing and responding to improper trade gifts as well as rules for preventing corruption, including evaluating bribery risks when selecting vendors and reviewing vendor contracts.

Effective corporate governance 103-2, 103-3

PDCA cycle to continuously improve compliance
Compliance promotion activities are implemented using the PDCA cycle shown below. The Compliance Committee creates the policy and annual plan, and the Compliance Committee Secretariat breaks it down into specific activities that are then implemented. The implemented activities are evaluated, and identified issues and improvements are reported to inform the planning to be created from the following year onward.

Plan Do
We have established the Compliance Committee, chaired by the Representative Director and Senior Managing Executive Officer, and comprised of representatives of relevant divisions and business partners.

The committee meets every six months to review the following activities and adopt operational methods to improve various compliance risks and ensure integrity.

1. Conduct the activities policy to ensure integrity.
2. Monitor the implementation and status of the Kao Business Conduct Guidelines (BCG) and other internal compliance-related rules and regulations.
3. Decide the annual plan for educational and awareness-related activities to build and establish integrity within and outside Japan.
4. Confirm the operation and improve status of compliance promotion-related rules and regulations and make annual reports accordingly to the Board of Directors.

The Compliance Committee has a secretariat by the Compliance Department. All the secretariat meeting held each month, members of the secretariat confirm and review the appropriateness of responses to all reports made to compliance hotline both inside and outside Japan. The secretariat and implement plans for specific activities and promote activities in accordance with decisions by the Compliance Committee.

Check
Internal evaluation

- **Opinions from the Board of Directors**
Quarterly reports are made quarterly to the Management Committee on compliance incidents and survey results received to the Compliance hotline, in addition to which the Management Committee survey reports and survey activities reports are submitted to the Board of Directors.
- **Internal and external evaluations**
The Board of Directors members and auditors make activities, and the evaluation and reports are also submitted to the secretariat through the PDCA cycle.
- **Issues identified from compliance hotlines**
Reported incidents are regularly analyzed, and steps are taken based on identified trends, such as making necessary changes to the framework, conducting in-house education and promoting business.

External evaluations

- **Feedback from third-party organizations, external evaluation organizations, etc.**
By providing surveys, we regularly receive (SD) questionnaire items and information regarding expectations and recognizing information with other companies, we incorporate them where we find them to be useful and the next year's activities if necessary.

● Issues identified from risk surveys
We conduct a risk survey that includes compliance risk every day. We identify the issues and specify the solutions based on the results, and which we take the necessary steps while coordinating with the relevant divisions.

● Audits by the Department of Internal Audit
The Audit and Supervisory Board Members and the Department of Internal Audit regularly conduct operations audits, local group companies and divisions, with an aim to provide compliance-related audit results such as findings conducted on compliance-related internal activities.

● Activities that involve listening to employees' opinions
The Compliance Committee considers about opportunities for exchange with employees of the group companies, and we hold regular meetings with them to conduct exchange and on other occasions, comments concerning current compliance activities are collected along with requests and proposals for new activities.

● Employee awareness survey
The group monitors the result of compliance awareness among employees through the company-wide employee survey (EC), which is conducted every other year.

A survey is also conducted every other year on our things as the open atmosphere of various organizations by the Compliance Committee.

(Halaman 134)





C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)
Hak Cipta Dilindungi Undang-Undang

3. Menyediakan kompetensi dan sumber daya yang dibutuhkan untuk menerapkan hasil proses penilaian materialitas.

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

(Halaman 136)

Human capital development 102-20, 102-8, 103-2, 404-2

Framework

Human Capital Development Structure

To promote activities within the group in accordance with the Guidelines for Human Capital Development, we have introduced a framework that is shared and utilized globally. For example, we manage labor costs and make use of human capital information via a global human capital information system. We also improve our organizational capabilities through the employee survey and other human capital management and development through the establishment of job skills, evaluation and training systems and compensation policies that are shared globally.

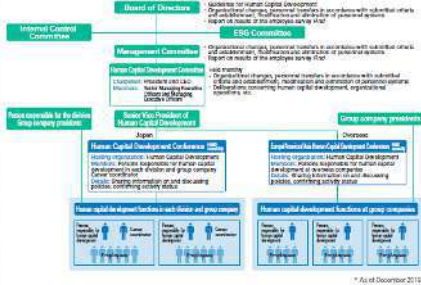
The Human Capital Development Committee, which is made up of the persons responsible for human capital development in major divisions and group companies in Japan, meets monthly while persons responsible for human capital development overseas meet annually to share information on and discuss policies relating to human capital development throughout the group and the status of activities at each group company.

Japan organizational change, personnel transfers in accordance with submitted orders and establishment, modification and elimination of personnel systems are

deliberated on by the Board of Directors, Management Committee and Human Capital Development Committee. In addition to the above, the officer responsible for the Human Capital Development Division reports on human capital development policies and the results of the employee opinion survey filed to the Board of Directors.

The Human Capital Development Committee, where top executives participate as members, meets monthly to discuss human capital development, organizational operation and other matters in addition to deliberation matters pursuant to submitted orders.

Human Capital Development Structures



(Halaman 154)



6. Mengevaluasi relevansi topik keberlanjutan yang material yang teridentifikasi berdasarkan kriteria eksplisit yang sesuai.

Hak Cipta Dilindungi

Undang-Undang

Undang-Undang

7. Menentukan signifikansi, kemungkinan dan dampak saat ini dan dampak yang diharapkan di masa depan dari topik keberlanjutan material yang teridentifikasi, menggunakan kriteria dan ambang batas yang sesuai.

-

Kirei Lifestyle Plan KPI definitions 100-1, 100-2, 100-3

Regarding the mid- to long-term targets of the Kirei Lifestyle Plan that are noted on page 20 and 21, the formulae and factors that each indicator is comprised of, and the scope of each indicator, are as shown below.

Making my everyday more beautiful

Key Actions	Formula	Indicator	Target	Scope
			100%	100%
Making my everyday more beautiful				
Commitment	The number of people answered to enter more beautiful lives (smarter decisions, better living, better health and confidence in self-expression)		1,145m	2020
Improved quality of life	% of new or improved products which contribute to a comfortable, healthy, healthy life and touch the heart of people		100%	2020
Health & wellness	Coverage of enlightening articles that stimulate habits for robustness, beauty & health using Kirei products and services		100%	2020
Universal product design	% of new or improved products that meet Kirei's Universal Design Guidelines		100%	2020
Safer health products	% of targeted ingredients of concern on which issues are disclosed		100%	2020

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)

Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Informatika Kwik Kian Gie

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Kirei Lifestyle Plan KPI definitions 103-1, 103-2, 103-3

Making thoughtful choices for society

Key Activities	Indicator		Target Value	Target Year	Base Year
	Formula	Factor			
Making thoughtful choices for society					
Commitment	% of Kirei brands that make it easy for people to make small but meaningful choices that together shape a more resilient and compassionate society		100%	2020	—
	Plan to disclose in 2021				
Sustainable lifestyle promotion	Change of distribution of alternatives, decrease costs, and enlightening or communicating activities for sustainable living Scope: Integrated brand campaigns		100%	2020	—
	Plan to disclose in 2021				
Progress/achievement	% of Kirei brands that make contribution to solving social issues and that make products feel and integrate with the brand's social awareness		100%	2020	—
	A: $(\frac{X}{Y}) \times 100\%$	A: The number of brands that meet the criteria (where X=brand) and Y=total number of brands in the sector			Consumer Products Division of the Kirei Group
Transformative product innovation	Candidate number of transformative sustainable product innovations launched		10 or more	2020	—
	A: (number)	A: The candidate number from 2018 of sustainable products and services with transformative innovations for benefits, needs of the ecosystem (market)			Consumer products of the Kirei Group
	% of new or improved products which meet Kirei sustainability guidelines		100%	2020	—
	A: $(\frac{X}{Y}) \times 100\%$	A: The number of new or improved products that introduce new, original technology that satisfy following conditions for achieving the Kirei Lifestyle Plan: 1) Technology that meets the improvement change for the sector 2) Technology that makes lifestyle and creates change for the sector 3) The number of new or improved products launched in the year 2021			Consumer products and industrial use products of the Kirei Group
Responsibly sourced raw material	% of certified paper products and pulp for consumer products		100%	2020	—
	A: $(\frac{X}{Y}) \times 100\%$	A: The weight of certified paper products used as a PSC, PEFC, FSC for consumer products of the Kirei Group B: The weight of paper products used for consumer products of the Kirei Group			Paper products and pulp for consumer products of the Kirei Group OCC operations and other pulp in the Kirei Group
	Confirm feasibility to a small of palm farm		1 each	2020	—
	A: (total)	A: The number of small of palm farms for which feasibility is confirmed (total)			Small of palm farms

Kirei Lifestyle Plan KPI definitions 103-1, 103-2, 103-3

Making the world healthier & cleaner

Key Activities	Indicator		Target Value	Target Year	Base Year
	Formula	Factor			
Making the world healthier & cleaner					
Commitment	% of Kirei products that have a full life cycle environmental footprint that science says are not avoidable (see table above)		100%	2020	—
	Plan to disclose in 2021				
Climate/impact	Kirei occupation or achievement based on essential impact items		Highest occupation score	1497	—
	<ul style="list-style-type: none"> • Object A: settings in COP for Climate Change, Water Security and Forest Sustainability 				Full Group
Climate/impact	% reduction in absolute full lifecycle CO2 emissions		25%	2020	2017
	A: $(\frac{X}{Y}) \times 100\%$	A: Annual lifecycle CO2 emissions for the year in question (Y=CO2) B: Annual lifecycle CO2 emissions for the base year (X=CO2) * Scenario: 2017			• In the life cycle process for consumer products of the Kirei Group • The material processes, manufacturing and distribution of industrial use products of the Kirei Group
Climate/impact	% reduction in absolute water usage = 2 L/EU emissions		25%	2020	2017
	A: $(\frac{X}{Y}) \times 100\%$	A: Annual water usage (in 2 L/EU emissions) of the year in question (Y=water) B: Annual water usage (in 2 L/EU emissions) of the base year (X=water) * Scenario: 2017			Industrial, office, logistic centers and company services used by the Kirei Group
Packaging	Quality of intensive fibre based packaging materials for food and other packaging		100 index	2020	—
	A: $(\frac{X}{Y}) \times 100\%$	A: Score quality of intensive fibre based packaging (the Kirei Group) B: Score quality of intensive fibre based packaging (the Kirei Group) C: Score quality of intensive fibre based packaging (the Kirei Group)			Full Group and other operations
Packaging	Quality of wood used for recycling from factories and office		20%	2020	—
	A: $(\frac{X}{Y}) \times 100\%$	A: Weight of recycled wood (t) B: Weight of recycled wood (t) C: Weight of recycled wood (t)			Industrial, office, logistic centers and company services used by the Kirei Group Wood that enters legally in supply chain of the Kirei Group
Water conservation	% reduction in full lifecycle water usage per unit of sales		10%	2020	2017
	A: $(\frac{X}{Y}) \times 100\%$	A: Full lifecycle water usage for the year in question (Y=water) B: Full lifecycle water usage for the base year (X=water) * Scenario: 2017 * Data Source: The Kirei Group - Annual Report 2017			• In the life cycle process for consumer products of the Kirei Group • The material processes, manufacturing and distribution of industrial use products of the Kirei Group
Air & water pollution prevention	% of factories which achieve VOC and CO2 emissions		100%	2020	—
	A: $(\frac{X}{Y}) \times 100\%$	A: The number of factories which achieve VOC and CO2 emissions (X=total) and Y=total number of factories (Y=total)			Factories owned by the Kirei Group



C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)

Hak Cipta Dilindungi Undang-Undang

1. Ditarung mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Key Actions	Indicator		Target Value	Target Year	Data Source
	Formula	Factor			
Walking the right path					
Least time without frequency violation in long term work					
Employee working discipline	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of absent and paid leave in a period (more than 1 or more days) from absent within a period of 1 year (calendar) B: Total number of a status (employee/leave/absence) 	700	2020	Employee of the Kwik Group
	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees that satisfy following conditions: absent: <ul style="list-style-type: none"> 1) Excessive absence of absence of 30 or more calendar days 2) Excessive absence of absence from work (or leave of absence, except for leave with pay) 3) Applicable absence beyond absence of study 4) Total number of employees with a sick leave of absence (paid/leave) 	700	2020	Employee of the Kwik Group in Japan Employee of all subsidiaries of the Kwik Group
Human capital development	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who took extended leave of absence, satisfying the following conditions: <ul style="list-style-type: none"> 1) Excessive absence of absence of 30 or more calendar days 2) Excessive absence of absence from work (or leave of absence, except for leave with pay) 3) Applicable absence beyond absence of study 4) Total number of employees 	700	2020	Employee of the Kwik Group in Japan Employee of all subsidiaries of the Kwik Group
	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees in a position on "Development Opportunities & Career" on GWC (our employee survey) with scores of employees B: The number of employees in a position on "Development Opportunities & Career" on GWC (our employee survey) with scores of employees 	700	2020	Employee of the Kwik Group
Responsible business management	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees in a position on "Engagement/Employee of Choice" on AWC (our employee survey) with scores of employees B: The number of employees in a position on "Engagement/Employee of Choice" on AWC (our employee survey) with scores of employees 	700	2020	Employee of the Kwik Group
	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees in a position on "Engagement/Employee of Choice" on AWC (our employee survey) with scores of employees B: The number of employees in a position on "Engagement/Employee of Choice" on AWC (our employee survey) with scores of employees 	700	2020	Employee of the Kwik Group
Responsible business management	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees in a position on "Engagement/Employee of Choice" on AWC (our employee survey) with scores of employees B: The number of employees in a position on "Engagement/Employee of Choice" on AWC (our employee survey) with scores of employees 	700	2020	Employee of the Kwik Group
	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees in a position on "Engagement/Employee of Choice" on AWC (our employee survey) with scores of employees B: The number of employees in a position on "Engagement/Employee of Choice" on AWC (our employee survey) with scores of employees 	700	2020	Employee of the Kwik Group

Kirei Lifestyle Plan KPI definitions 100-1; 100-2; 100-3

Key Actions	Indicator		Target Value	Target Year	Data Source
	Formula	Factor			
Walking the right path					
Employee recognition or achievement level by general ratings form					
Employee recognition/achievement	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who received recognition or achievement level by general ratings form B: The total number of employees 	700	2020	Employee of the Kwik Group
	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who received recognition or achievement level by general ratings form B: The total number of employees 	700	2020	Employee of the Kwik Group
Risk management	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who received recognition or achievement level by general ratings form B: The total number of employees 	700	2020	Employee of the Kwik Group
	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who received recognition or achievement level by general ratings form B: The total number of employees 	700	2020	Employee of the Kwik Group
Responsible business management	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who received recognition or achievement level by general ratings form B: The total number of employees 	700	2020	Employee of the Kwik Group
	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who received recognition or achievement level by general ratings form B: The total number of employees 	700	2020	Employee of the Kwik Group
Employee working discipline	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who received recognition or achievement level by general ratings form B: The total number of employees 	700	2020	Employee of the Kwik Group
	A: $\frac{100 - (100 - 100) \times 100}{100}$	<ul style="list-style-type: none"> A: The number of employees who received recognition or achievement level by general ratings form B: The total number of employees 	700	2020	Employee of the Kwik Group

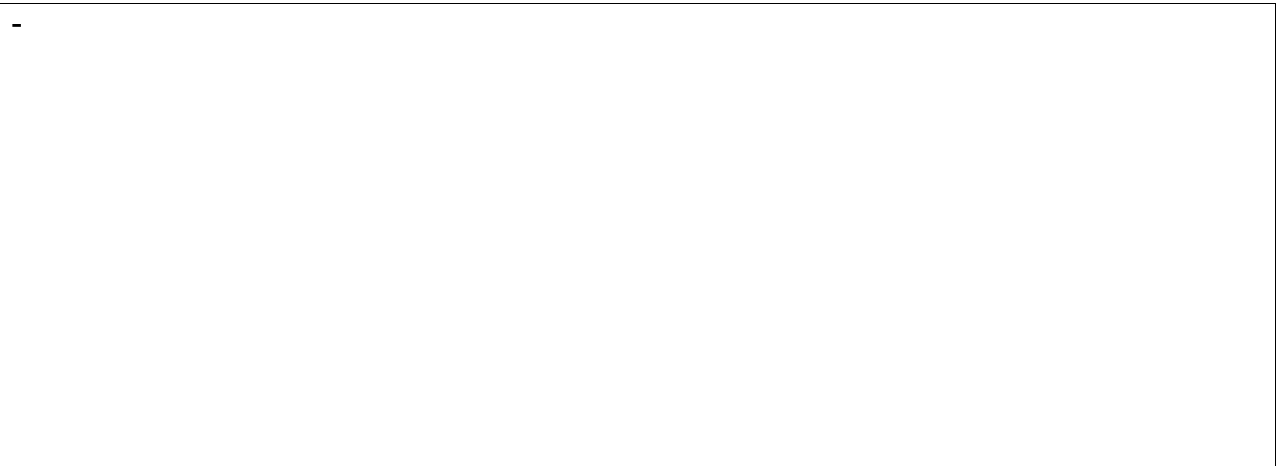
(Halaman 202-206)



8. 0Mempertimbangkan keberlanjutan yang terus berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik dan masalah, yang memungkinkan untuk perbedaan yang terkait dengan industri, geografis, budaya dan tingkat operasional.

9. Memasukkan cara mengatasi konflik atau dilema yang timbul dari penyimpangan atau pertentangan ekspektasi tentang topik material.

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



Decarbonization 102-10, 102-43, 308-2

Our initiatives

Efforts in raw materials procurement

Mitigation Vendor Summit
We held the Raw Vendor Summit, which important activities are invited to attend where we show presentations on our ESG-related initiatives, including decarbonization, and request suppliers' collaboration.

CDP Supply Chain Program (Climate change)
In 2008, we became the first Japanese company to participate in the CDP Supply Chain program. Since 2017, in anticipation that our suppliers will become more active toward promoting CO2 reduction activities, we have been evaluating CO2 reduction activities and have been working to provide the results of these evaluations back to our suppliers. The 2019 survey results showed that the number of suppliers obtaining an evaluation of at least "two stars" had increased by 30% compared to the previous year, indicating that the overall supplier activity level had risen. At the same time, in regard to the roughly 30% of suppliers who failed to respond in the survey we are working on engagement to encourage these suppliers to respond.

Decarbonization Roadmap

Step	Contents	Implementation	Evaluation targets
1	●	●	1. Begin to use carbon 2. Assign CO2 reduction targets (Scope 1 + 2)
2	●	●	1. Assign CO2 reduction targets (Scope 1 + 2) 2. Assign targets in CO2 emission intensity (Scope 1 + 2)
3	●	●	1. Implement target management 2. Check targets 3. CO2 reduction project execution of CO2 intensive areas (hydrogen burning)
4	●	●	1. Scope 2 (purchasing of electricity) 2. 10% reduction of the amount of CO2 emissions generated with the power supply from 3. CO2 audits 4. Adoption of low-carbon energy 5. Adoption of renewable energy 6. Setting of renewable energy targets
5	●	●	



C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)

Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Informatika Kwik Kian Gie

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumpulkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Zero waste 102-43, 301-3, 301-3

Our initiatives

Measures taken in relation to our products

Reducing the amount of product materials used
We continue to reduce the materials used in making products that become waste after product use by consumers. For example, we reduced the gross weight of medium sized Mories disposable toilet papers by 32% while improving product function compared to its 1990 version.

Products that use raw materials with low environmental impact
Paper for water filters is made by the Chemical Business Division combine making technologies with high temperature wet-end technologies and are made from waste paper. Compared to general ordinary hot water pipes, the amount of raw materials used is reduced to one tenth and produce waste to one-tenth.

Products that use recycled materials
We use recycled materials for some of our products. We have been using recycled paper in the carpet rooms and international events of many products since the 1950s, including powder type clothing formants. We also received certifications (PE) in the

measuring spoon for Mories powder type laundry detergent, which was first put on the market in 1987, and recycled polyethylene terephthalate (PET) in the form of Zoraki Nipon Basic dry cleaning sheets, which first appeared on the market in 1986.

Initiatives targeting and packaging

Initiatives to reduce Smart Nottle and Rakocoku Eco Pack Refill
In 2017, we proposed Rakocoku Eco Pack Refill which can be used with our Smart Nottle, improving usability and allowing the product to be completely consumed, thus reducing environmental impact. This eliminated the need for an original plastic bottle.

Until now, these were sold only on our online site, but we implemented a full scale rollout to stores in April 2022. We believe this will make them accessible to more consumers and will encourage use.

For this technology we were awarded the Minister of Economy, Trade and Industry Prize, the grand prize at the 20th Japan Packaging Competition, and a Good Design Award, all in 2018.



Refillable in stores
Mories Japan has made refills of soap, toilet and shower foam available in some stores in the UK since 2019. This is done by using cardboard boxes, environmental impact.



Water conservation 102-12, 102-43, 308-2

Our initiatives

Efforts in raw materials procurement

We began participating in the CDP Supply Chain Program in 2010 and we encourage suppliers in high water risk sectors to work on improving their water management practices. More specifically, we ask suppliers to fill out the CDP questionnaire survey. We use our unique methods to evaluate supplier water management status and we provide feedback on the evaluation results.

The 2019 survey results showed that the number of suppliers obtaining an evaluation of at least "three stars" had increased by eight compared to the previous year, indicating that the overall supplier entity level had risen. At the same time, in regard to the roughly 30% of suppliers who failed to respond to the survey, we are working on engagement to encourage these suppliers to respond.



Step	Conducting	Improvements	Evolution targets
1	●	●	1) Update to using sustainable
	●	●	2) Review business risk assessment
2	●	●	3) Monitor amount of water withdrawal, water discharge and water consumption
	●	●	4) Monitor change in water use
3	●	●	1) Use saving of water in our production
	●	●	2) Reduce chemical usage and wastewater
4	●	●	1) Improve water recycling, reduce in water usage
	●	●	2) Review water problem and countermeasures

Efforts in development, manufacturing and sales

We use water as a product ingredient as well as in plant and store equipment at our plants. We set targets to reduce water consumption at each plant and are working to reduce consumption and increase recycling based on the 20% (reduce, reuse and recycle).

Reduce
Multiple plants including Kao Chemicals GmbH in Germany conduct efforts to increase the number of zero discharge is issued for toilet and for cooling to reduce their water consumption.

Reuse
Rainwater is collected and used to water green spaces at the Sumida Office, Kao Chemical Corporation (Shinjuku and Tokyo Chemicals (Miyazaki)).

Recycle
Active recycling efforts, such as reusing steam and heating and reusing water that has been used in production processes, are being carried out at many plants.



C Hak cipta milik IBI KKG (Institut Bisnis dan Manajemen Kwik Kian Gie)
Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Manajemen Kwik Kian Gie

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

10. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.

Air & water pollution prevention 303-2

Our Initiatives

Initiatives to prevent air pollution

Efforts at plants
Compliance with laws and regulations
The amount and species of pollutants emitted from the production are regulated by government agencies. We have established our own voluntary management units which are even more rigorous than the statutory requirements, and we comply with these to monitor pollutants.

Using cleaner fossil fuels
As burning of fossil fuels is accompanied by emission of NOx, SOx, PM, etc., we use natural gas, which is a clean fuel, for all plants certified with the necessary authorizations. Our plants also use very low.

Reducing emissions of chemical substances subject to the Japanese Pollutant Release and Transfer (PRT) system
We began activities in this area by setting a voluntary target for annual emissions of one cubic meter for each substance from each plant in FY2010. We achieved this target in FY2011. Since then, we have continued to achieve this voluntary target, avoiding leaks of chemical substances and similar incidents.
The number of chemical substances subject to the Japanese PRT system of which we handled over 1.0 ton in FY2010 was 10, and the total discharge of such substances into the atmosphere and public water areas was 1.0 ton. In addition, we are voluntarily monitoring and controlling releases and transfers in the same way we would be done

Measures taken in relation to our products
Lowest water-based pigment inkjet ink
Using the patented water-based inkjet technology that we had previously developed, we successfully developed LUNAFIT, the world's first water-based pigment inkjet ink, featuring a VOC-free energy* which ensures that only very small quantities of VOCs are emitted during printing operations, thereby helping to prevent air pollution and also making a major contribution toward improving the working environment of printing services. We also confirmed that this water-based pigment inkjet ink technology can be applied to water-based gravure-printing ink.

Measures to prevent water pollution

Measures taken in relation to product development
In product development, we incorporate considerations for impacts on the water environments of developed water after product use. More specifically, we have investigated the biodegradability of raw materials that may be discharged into the environment and their impacts on common aquatic organisms using the water and sediment sample used at wastewater treatment plants. Through this investigation, we are actively promoting the development and use of raw materials with reduced environmental impact. We also plan to use AI and other technologies to investigate chemical substances with high environmental compatibility.

Efforts at plants
Compliance with water-use related laws and regulations
The amount and/or species of pollutants discharged into rivers, the ocean and sewage systems are regulated by government agencies. We have installed and conduct high-level maintenance and management of wastewater treatment facilities of many plants. After properly treating plant wastewater, it is discharged outside the plant. We have established our own voluntary management systems which are even more rigorous than the statutory requirements, and we comply with those to monitor pollutants.

(Halaman 90, 111, 122,128)

1.2 Top management interviews
We held interviews with eight members of top management including representative directors, directors and managing executive officers, and compiled their thoughts and requests regarding Kao's ESG Strategy.

1.3 Region-based workshops
Using a workshop format in the regions of Asia, the Americas and Europe, we identified activities that would simultaneously satisfy business needs, sustainability needs and customer and consumer needs from the viewpoint of our operational sites. We then identified elements in those activities that serve becoming a company with a global presence.

2. Prioritization
Of the 78 candidate themes identified in 1.1, we asked some external stakeholders and employees to rate their priority in growing our business and increasing our corporate value.

Evaluator attributes

- External stakeholders: 32 (21 Japanese, 11 non-Japanese)
- Employees: 71 (39 Japanese, 32 non-Japanese)

External stakeholders who provided evaluations fall under the following groups:

- Consumers/customers
- Suppliers
- Local community members
- NGO/NPO representatives
- Academics
- Industry body/same industry representatives
- Shareholders/investors

(Halaman 12)



d. Charoen Pokphand Foods

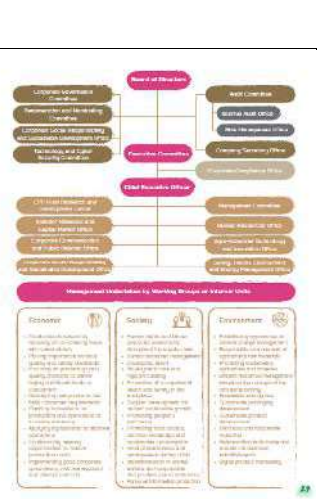
1. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.

Hak Cipta Dilindungi Undang-undang

2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap regulasi, dokumen, peraturan, dan kebijakan dan prosedur internal.



(Halaman 28-29)



Institut Bisnis dan Manajemen KIKG (Institut Bisnis dan Manajemen Kwik Kian Gie)

Institut Bisnis dan Manajemen KIKG

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



3. Menyediakan kompetensi dan sumber daya yang dibutuhkan untuk menerapkan hasil proses penilaian materialitas.



(Halaman 30-31)

Hak Cipta Dilindungi Undang-Undang

4. Menetapkan batas yang jelas dan konsisten, serta tujuan, periode waktu dan ruang lingkup, untuk penilaian materialitas, dengan asumsi-asumsi mendasar yang terdokumentasi dengan tepat.

1. Ditaring mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



<p>5. Mengidentifikasi dan mewakili topik dengan baik dari berbagai sumber.</p>	
<p>6. Mengevaluasi relevansi topik keberlanjutan yang material yang teridentifikasi berdasarkan kriteria eksplisit yang sesuai.</p>	<p>-</p>

Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Informatika Kwik Kian Gie

1. Ditarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



<p>7. Menentukan signifikansi, kemungkinan dan dampak saat ini dan dampak yang diharapkan di masa depan dari topik keberlanjutan material yang teridentifikasi, yang menggunakan kriteria dan ambang batas yang sesuai.</p>	-
<p>8. Mempertimbangkan keberlanjutan yang terus berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik dan masalah, yang memungkinkan untuk perbedaan yang terkait dengan industri, geografis, budaya dan tingkat operasional.</p>	-

Hak Cipta Dilindungi Undang-Undang
Institut Bisnis dan Informatika Kwik Kian Gie

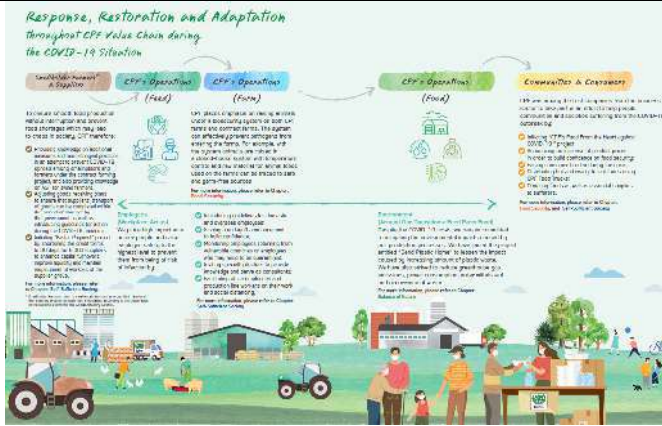
1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



9. Memasukkan cara mengatasi konflik atau dilema yang timbul dari penyimpangan atau pertentangan ekspektasi tentang topik material.

Hak Cipta Dilindungi Undang-Undang

14. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.



(Halaman 19)

What We Do

To create a sustainable business growth, create a positive impact of the business and reduce a negative impact, CPF commits to create a foundation of corporate governance under a systematic and comprehensive governance structure. Such structure shall cover three dimensions, namely economy, society and environment, at every level from corporate policy level to internal operations level. We also place high importance on accurate and transparent communications to both internal and external stakeholders, as well as to enable participation in pursuing the same goal throughout the organization.

(Halaman 26)

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



e. Vitasoy

1. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.

Hak Cipta Dilindungi Undang-Undang

© **Institut Bisnis dan Informatika Kwik Kian Gie**

Institut Bisnis dan Informatika Kwik Kian Gie

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Sustainability at Vitasoy

Sustainability Framework and Governance (Continued)

Sustainability Governance

Corporate Governance is a critical issue for Vitasoy. We maintain a high level of transparency and accountability through regular monitoring and strict self-disciplinary behavior across operations. To learn more about company shareholdings, our Board and Sub-board Committee structure, and our governance and sustainability policies, please visit our website [www.vitasoy.com](#).

```

    graph TD
      Board[Board of Directors] --- LSG[LSG Committee]
      Board --- Audit[Audit Committee]
      LSG --- Exec[Group Executive Sustainability Committee]
      Exec --- Ops[Implementation and communication across operational teams and geographies, integrating sustainability into day-to-day operations]
      subgraph Board_Level [Board Level]
        Board
        Audit
      end
      subgraph Executive_Level [Executive Level]
        Exec
      end
      subgraph Working_Group [Working Group]
        Ops
      end
    
```

(Halaman 17)

2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap hukum, peraturan, dan kebijakan dan prosedur internal.

Hak Cipta Dilindungi Undang-Undang
Institut Bisnis dan Informatika Kwik Kian Gie

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Sustainability at Vitaso

Sustainability Framework and Governance (Continued)

Board of Directors Oversight
The Board holds the overall accountability for the company's ESG strategy and performance. To drive our ESG agenda with dedicated Board-level oversight, we have set up a Board-level ESG Committee. This Committee meets at least twice annually to provide vision and guidance based on Vitasoy's Sustainability Framework and will report back to the main Board on the progress of Vitasoy's goals, strategies, and initiatives. Appointed by the Board from amongst the Board members, the ESG Committee consists of not fewer than four members including one independent non-executive director. Details on the ESG Committee can be found in the ESG Committee's Terms of Reference.

Group Executive Leadership
On operational level, our Group Executive Sustainability Committee ("Sustainability Committee") reports to the above-mentioned ESG Committee, recommending goals, strategies and initiatives, overseeing their communication and implementation across the Company, and integrating sustainability into day-to-day operations. Chaired by the Group Director-Sustainability & Corporate Communications, the Sustainability Committee meets quarterly together with the Group Chief Executive Officer, the function heads and the market heads. Their output and recommendations are endorsed by the Board for the Executive Team to then drive ESG performance accordingly.

Governance and Risks
Our business nature and the environment in which we operate exposes us to potential risks that could impact the sustainability of our Company. The Board has the oversight on material ESG issues, including their associated risks and opportunities. While its Audit Committee oversees the Company's overall risk management and governance issues, the ESG Committee specifically oversees environmental and social risks, advises the Board on risks of strategic significance and provides anticipatory and mitigation plans. Consequently, the relevant material risks are integrated into our Enterprise Risk Management Framework to be monitored and proactively mitigated along with other business risks.

Material ESG Issues
We identify, evaluate and prioritise ESG issues through regular internal and external stakeholder engagements. Our focus has been based on previously conducted independent third-party materiality assessment, results of which were discussed and endorsed by the Sustainability Committee. Based on these prioritised issues, we develop and update our responding group policies to be implemented by relevant function with the support of local leadership teams. We also regularly review international sustainability trends and benchmarks against our peers to minimise continuous improvement. Details on our governance and management approach on ESG issues, including our goals, targets and progress are disclosed in our Annual Report, Sustainability Report and corporate website.

Vitasoy ESG Board Statement

(Halaman 18)

Workplace (continued)

Employee Engagement and Recognition

Making Products the Right Way

Vitasoy is working hard to build an open and communicative working environment, directly engaging employees at all levels across our operations. Our regularly scheduled engagements help us to stay connected to their needs and encourage more two-way communication. In 2020, we conducted multi-session strategy meetings with all our markets to facilitate company-wide communication to secure our operations work as One Vitasoy. We also introduced new communication platforms tailored to each market to help collect their feedback and to facilitate conversations within the company and among employees. In Hong Kong, our new "One Channel" was developed to provide a one-stop integrated communication experience to simplify human resource enquiries, employee support, and staff suggestions. In Mainland China, we set up "WeCom", an online platform which supports company-level direct communication via broadcast, online meetings, and e-learning modules.

To acknowledge our employees' achievements, we created the Vitasoy Global Excellence Award, an annual award to recognise and reward individuals and teams who have demonstrated exceptional commitment to Vitasoy's Corporate values and competencies resulting in tangible positive impacts to the company. This year we expanded the individual category to ensure employees of all levels could be nominated for the award regardless of their job post or levels.

We have also continued our Vitasoy Success Driven (VSD) initiative, which is applicable to all teams and operations across our business. The VSDs encourage staff members to practice moral behaviour, collaboration, accountability, and innovation in their day-to-day work. These VSDs are vital tools for Vitasoy to build a mutually respectful workplace, engage our employees, and meet the needs of customers.

Care Competency Model - Vitasoy Success Drivers

We take great care to treat our employees fairly and equally in all aspects of the workplace from recruitment and training to promotion and compensation. Vitasoy cultivates an inclusive equal opportunity working environment and does not tolerate discrimination and harassment of any kind. We require all employees to adhere to strict policies and regulations to contribute to a diverse and inclusive workplace. In 2020, we developed two new policies, the Group Anti-Discrimination and Anti-Harassment Policy and the Group Diversity and Inclusion Policy. These new policies helped to build employees' awareness of how their actions contribute to an inclusive work environment and to deepen their understanding of how these policies apply to their everyday behaviour. Vitasoy is also currently developing a new onboarding course, which will be available to all employees to be launched in coming year.

Grade	Female	Male
Overall	42%	58%
Management	42%	58%
Office employee	42%	58%
General staff	46%	54%
Operational staff (Production/Industrial)	21%	79%

(Halaman 44)



4. Menetapkan batas yang jelas dan konsisten, serta tujuan, periode waktu dan ruang lingkup, untuk penilaian materialitas, dengan asumsi-asumsi mendasar yang terdokumentasi dengan tepat.

Hak Cipta Dilindungi Undang-Undang

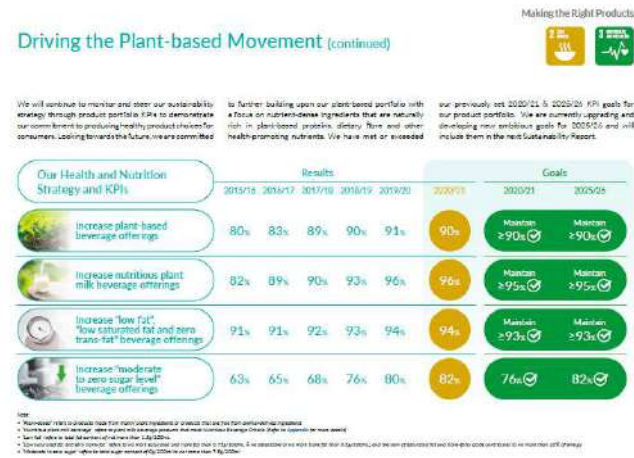
5. Mengidentifikasi dan mewakili -



(Halaman 16)

1. Ditaring mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



<p>topik dengan baik dari berbagai sumber.</p>	
<p>6. Mengevaluasi relevansi topik keberlanjutan yang material yang teridentifikasi berdasarkan kriteria eksplisit yang sesuai.</p>	-
<p>7. Menentukan signifikansi, kemungkinan dan dampak saat ini dan dampak yang diharapkan di masa depan dari topik keberlanjutan material yang teridentifikasi, yang menggunakan kriteria dan ambang batas yang sesuai.</p>	 <p>(Halaman 24)</p>
<p>8. Mempertimbangkan keberlanjutan yang terus berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik dan masalah, yang memungkinkan untuk perbedaan yang terkait dengan industri, geografis, budaya dan tingkat operasional.</p>	-

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



9. Memasukkan cara mengatasi konflik atau dilema yang timbul dari penyimpangan atau pertentangan ekspektasi tentang topik material.

Hak Cipta Dilindungi Undang-Undang

1. Ditarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:

- a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Product Packaging

Material Focus

- Sustainable packaging
- Recycling waste
- Community engagement

Demand for sustainable packaging is growing rapidly as consumers, governments, and investors worldwide are increasingly attentive to how businesses are managing single-use packaging. Consumers are more and more likely to be purchasing decisions based on sustainability considerations and many businesses are now expected to develop robust and holistic environmental targets and long-term strategies on packaging. Between consumer expectations long term for management and tightening regulations, Visiyo is determined drive sustainable packaging across our business.

We rely on our packaging to deliver our product offering safely and efficiently to consumers. Any packaging materials we use must meet our high standards for hygiene, safety, strength, and durability while also

Making the Right Products

	Results					Goals		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2025/26
Increase laminated carton pack with FSC label	52%	62%	91%	99%	100%	100%	100%	100%
Glass bottle recycle rate	N/A	N/A	94%	95%	93%	≥90%	≥90%	≥90%

Reducing the Use of Single-use Plastic

Partnering with Recycler

Increasing Recycled Material Sources

(Halaman 31-32)



10. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.

Material ESG Issues

We identify, evaluate and prioritise ESG issues through regular internal and external stakeholder engagements. Our focus has been based on previously conducted independent third-party materiality assessment, results of which were discussed and endorsed by the Sustainability Committee. Based on these prioritised issues, we develop and update corresponding group policies to be implemented by relevant functions with the support of local leadership teams. We also regularly review international sustainability trends and benchmark against our peers to stimulate continuous improvement.

Details on our governance and management approach on ESG issues, including our goals, targets and progress are disclosed in our [Annual Report](#), [Sustainability Report](#) and [corporate website](#).

(Halaman 18)

Hak Cipta Dilindungi Undang-Undang

Fonterra

1. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.

-



2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap 130okum, peraturan, dan kebijakan dan prosedur internal.

Hak Cipta Dilindungi Undang-Undang

3. Menyediakan kompetensi dan sumber daya yang dibutuhkan untuk menerapkan hasil proses penilaian materialitas.

Hak Cipta Dilindungi Undang-Undang

DETERMINING WHAT'S IMPORTANT

In 2019, we refreshed our materiality assessment. Starting from the results of previous assessments, we researched other potential topics of importance from sources such as industry guidance and reports, customer reports and emerging issues from risk assessments and external communications. This generated a long list of topics that we clustered into a set of topics at a common level of granularity for further analysis.

The relative importance of the topics to our stakeholder groups was determined by a combination of specific surveying, findings of specific engagement workshops and interviewing owners of existing relationships. The findings for each stakeholder group were combined into an overall ordered list of importance, treating all stakeholder groups on an equal basis.

We assessed the significance of our impact on society for each topic by considering both the positive and negative impact of our activities against three criteria: the extent of our impact (i.e. local, regional, global), the magnitude of our impact and the duration of our impact.

Using the combination of importance to stakeholders and the significance of our impact we generated an order list of topics that was discussed with our Sustainability Advisory Panel and approved by the Fonterra Management team.

The table on the right lists the most important topics, in order, and identifies where we cover our response in this report. Further details on the process and results are available. See: www.fonterra.com/2020MaterialityAssessmentNotes

(Halaman 71)

Employment and income creation



Our response supports the bottom of every Fonterra's pyramid

In our 2019 assessment of our business, we identified employment and income creation as a materiality topic for our stakeholders. In 2020, we refreshed our assessment and identified employment and income creation as a materiality topic for our stakeholders.

As an important part of our response, we will continue to invest in our people and their communities. We will continue to invest in our people and their communities.

In 2020, we invested in our people and their communities. We invested in our people and their communities.

Our response to employment and income creation is a key part of our response to our stakeholders. We will continue to invest in our people and their communities.

Our response to employment and income creation is a key part of our response to our stakeholders. We will continue to invest in our people and their communities.

Our response to employment and income creation is a key part of our response to our stakeholders. We will continue to invest in our people and their communities.

Our response to employment and income creation is a key part of our response to our stakeholders. We will continue to invest in our people and their communities.

Our response to employment and income creation is a key part of our response to our stakeholders. We will continue to invest in our people and their communities.

Our response to employment and income creation is a key part of our response to our stakeholders. We will continue to invest in our people and their communities.

Our response to employment and income creation is a key part of our response to our stakeholders. We will continue to invest in our people and their communities.

WHAT WE'VE BEEN DOING

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.

During our 2020 assessment, we identified employment and income creation as a materiality topic for our stakeholders. We will continue to invest in our people and their communities.



C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)

Hak Cipta Dilindungi Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

PERFORMANCE	REPERFORMANCE				COMPLIANCE
	TARGET	FT23	FT22	FT21	
High Performance - Land and Water, on land New Zealand					
Timber mill emissions (t/year)	300 t/year and 2005	12%	10%	10%	In 2023 we've met our 12% target in our compliance of 12% and the best we've achieved is 10% against the target of 12%.
Timber mill emissions (t/year)	300 t/year and 2005	10%	10%	10%	There is no target against our 10% target in our compliance of 10% and the best we've achieved is 10% against the target of 10%.
High Performance - Land and Water, on water					
Water quality in our drinking water	95% reduction by 2023 from FT21	10%	10%	10%	We have met our target of 10% reduction in our drinking water quality in 2023. We have also achieved a 10% reduction in our drinking water quality in 2022 and 2021.
Improvement in water efficiency (water usage per m ³ of water)	10% reduction by 2023 from FT21	10%	10%	10%	We have met our target of 10% reduction in our water usage per m ³ of water in 2023. We have also achieved a 10% reduction in our water usage per m ³ of water in 2022 and 2021.
Improvement in water efficiency (water usage per m ³ of water)	10% reduction by 2023 from FT21	10%	10%	10%	We have met our target of 10% reduction in our water usage per m ³ of water in 2023. We have also achieved a 10% reduction in our water usage per m ³ of water in 2022 and 2021.
Percentage of manufacturing water being wastewater to being recycled	100% of water by 2023 from FT21	10%	10%	10%	We have met our target of 100% of water being recycled in 2023. We have also achieved a 100% of water being recycled in 2022 and 2021.
Water efficiency by source - Rainwater					
Water usage (including water from rainwater, river, lake, and ocean)	25,000	24,000*			
Groundwater	15,000	14,000*			
Manufacture water supply in the public or private water utilities	7,000	6,000*			
Other (eg. water collection)	3,000	3,000*			
Grand Total	50,000	47,000*			
Water efficiency by source - Rainwater					
Surface water (including water from rainwater, river, lake, and ocean)	85%	85%			
Groundwater	10%	10%			
Manufacture water supply in the public or private water utilities	5%	5%			
Other (eg. water collection)	0%	0%			

PERFORMANCE	REPERFORMANCE				COMPLIANCE
	TARGET	FT23	FT22	FT21	
High Performance - Quality Change					
Production emissions (t/year)	12,000	11,000*			
Discharged to river	2,000	1,800*			
Discharged to ocean	10,000	9,200*			
Discharged to municipal	1,000	900*			
Grand Total	14,000	12,800*			
High Performance - Quality Change					
Discharged to river	1,000	900*			
Discharged to ocean	1,000	900*			
Discharged to municipal	1,000	900*			
High Performance - Quality Change					
Production emissions (t/year)	12,000	11,000*			
Discharged to river	2,000	1,800*			
Discharged to ocean	10,000	9,200*			
Discharged to municipal	1,000	900*			
Grand Total	14,000	12,800*			



C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kiar Gie)

Hak Cipta Dilindungi Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

(Halaman 73-77)

KEY DATE	TARGET	2021	2022	2023	COMMENTARY	STATUS
Healthy Business - Subsidies and packages						
Subsidy on electricity (Rp/kWh)	0 until 2025	14,33%	25,4%		Subsidies remain relatively flat through 2025, with a notable increase in 2022. The increase is due to the introduction of a new subsidy program for electricity.	🟢
US\$ monthly, required in export packaging	10% by 2025	-	-	30%	The government has not yet announced the details of the subsidy program. The current program is expected to be extended until 2025.	🟡
Healthy Environment - Air quality in Hanoi city						
PM2.5 (annual average concentration)	30 µg/m³	104 µg/m³	30 µg/m³			
Non-attainment	208	195	271		Hanoi has not yet achieved the target level of PM2.5 concentration. The current level is still above the target level.	🔴
Attainment	271	271	271		Hanoi has achieved the target level of PM2.5 concentration. The current level is at the target level.	🟢
Other	348	181	101		Hanoi has not yet achieved the target level of PM2.5 concentration. The current level is still above the target level.	🔴
Other	23	82	23			
Other	211	447	25			
Other	111	140	142			
Other (total)	388	175	175			
Healthy Business - Employee and compensation						
Normalized average per share (per share)	45 by end FY2024	16	34		By end of the FY2024 average per share is not yet target.	🟡
Return on capital	37% by end FY2024	43%	53%	67%	Improved Return on capital achieved due to improved earnings.	🟢
Free cash flow	\$300 million FY2024	\$600 million	\$1,800 million	\$1,800 million	Free cash flow for FY2024 is not yet target. The current level is still below the target level.	🔴
Dividend Payout	25.5% by end FY2024	45%	44%	34%	The target for dividend payout is 25.5%. The current level is still above the target level.	🟢

FORUM SUBSIDIARY BOARD 2023

Location Summary | Healthy People | Healthy Environment | Healthy Business | Governance

Our progress is clear

KEY DATE	TARGET	2021	2022	2023	COMMENTARY	STATUS
Healthy Business - Responsible procurement						
Public products	100% by end of FY 2023	7%	22%	30%	We missed our original target date but we made good progress during FY2023 and continue to progress this by volume. 5% of all pairs of shoes purchased from New Zealand and Australia is certified as responsible supply. Achieving the remaining percentage will be challenging but we hope to achieve this by end FY2023.	🟡
PMI (responsible brand)	100% by end of FY2023	53.9%	90.7%	90.9%	Responsibility to all has continued to improve. By the end of FY2023, we have 100% responsible brands from Indonesia and Maldives when it has achieved 99.9% and 90.7% responsibility to all, respectively.	🟢

FY2023 PROGRESS IS EVALUATED AGAINST 2023 TARGETS

🟢 Progressing well at target or ahead | 🟡 Progressing but not at target or ahead | 🔴 Not progressing well or original target is significantly delayed



8. Mempertimbangkan keberlanjutan yang terus berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik dan masalah, yang memungkinkan untuk perbedaan yang terkait dengan industri, geografis, budaya dan tingkat operasional.

9. Memasukkan cara mengatasi konflik atau dilema yang timbul dari penyimpangan atau pertentangan ekspektasi tentang topik material.

WHAT WE'VE BEEN DOING

Our 'Inclusive Packaging' Programme

The programme involves a variety of strategic interventions to achieve a target of 100% waste diversion at municipal landfills (MSL).

By encouraging the public to separate their waste into 3 types of bins, we ensure that waste is sorted and recycled. This helps to reduce the amount of waste that ends up in landfills, and also helps to reduce the amount of waste that is incinerated.

Our programme also aims to improve the efficiency of waste collection and recycling systems. This is done through a variety of measures, including the use of smart bins, the introduction of new recycling schemes, and the use of data to optimize collection routes.

When we look at the waste management system as a whole, we see that there are a number of key areas that need to be addressed. These include:

- Improving the efficiency of waste collection and recycling systems.
- Encouraging the public to separate their waste into 3 types of bins.
- Reducing the amount of waste that ends up in landfills.
- Reducing the amount of waste that is incinerated.

By addressing these key areas, we can ensure that our waste management system is more efficient, more sustainable, and more inclusive.

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Informatika Kwik Kian Gie

Institut Bisnis dan Informatika Kwik Kian Gie



C Hak cipta milik IBI KKG (Institut Bisnis dan Manajemen Kwik Kian Gie)
Hak Cipta Dilindungi Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.

2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

10. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.

Using less materials
Investment in our waste management system was made as it is not easy to identify exactly the amount of waste generated and disposed. This not only helps us to reduce the amount of waste, but also helps us to reduce the amount of waste generated and disposed. This not only helps us to reduce the amount of waste, but also helps us to reduce the amount of waste generated and disposed.

OUR PERFORMANCE
Waste reduction
970 tonnes
reduction from our global operations compared to 2019

WHAT'S NEXT
• We will continue to reduce the amount of waste generated from our operations and ensure that we are compliant with all applicable laws and regulations.
• We will continue to reduce the amount of waste generated from our operations and ensure that we are compliant with all applicable laws and regulations.

(Halaman 49-50)

Good Together

Stakeholders
We engage with our stakeholders through various channels and ensure that we are transparent and accountable to all of them.

Customers & Consumers
We engage with our customers and consumers through various channels and ensure that we are transparent and accountable to all of them.

NGOs
We engage with our non-governmental organizations (NGOs) through various channels and ensure that we are transparent and accountable to all of them.

Investors
We engage with our investors through various channels and ensure that we are transparent and accountable to all of them.

(Halaman 70)



g. Essity

1. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.

Hak Cipta Diindungi Undang-Undang

2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap hukum, peraturan, dan kebijakan dan prosedur internal.

1. Ditarung mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.

Institut Bisnis dan Ilmu Kewirausahaan (IBIKKG) (Institut Bisnis dan Ilmu Kewirausahaan Gie)

Institut Bisnis dan Ilmu Kewirausahaan (IBIKKG)

Corporate governance

The task of corporate governance is to ensure the company's commitments to all of its stakeholders: shareholders, customers, suppliers, creditors, society and employees. It must be structured in a way that supports the company's long-term strategy, market presence and competitiveness. Corporate governance shall be reliable, clear, simple and business-oriented. This Corporate Governance Report forms part of the Board of Directors' Report for Essity's 2020 Annual and Sustainability Report. The report has been reviewed by the company's auditors.

Corporate governance, pages 36-37
This section describes applicable regulatory rules and regulations for the Group's corporate governance and the company's management structure and organization. It details the Board of Directors' responsibilities and its work during the year. It also contains a description of financial reporting. Essity applies the Swedish Code of Corporate Governance without any deviations (www.corporategovernanceboard.se).

Risk management, pages 36-43
Essity's processes to identify and manage risks are part of the Group's strategy work and are pursued at local and Group-wide levels. This section details what risk management describes the most significant risks and measures taken to eliminate or limit these risks.

Sustainability, pages 36-51 and 110-127
Essity's sustainability work is an integral part of the company's business model. The company's statutory sustainability reports form part of the Board of Directors' Report. The sustainability work helps reduce risks and costs, strengthen competitiveness, attract new employees and investors, and contributes toward a more sustainable world.

Governance at Essity

1. Shares and shareholders
Essity is a public limited company registered in the Swedish register. On December 31, 2020, Essity had 1,000,000 shares outstanding. The largest shareholders in terms of voting rights on the date were H&M Investments (20.0%), H&M (16.0%) and H&M (15.0%). Essity has two classes of shares: Class A and Class B shares. Class A shares represent voting rights and Class B shares represent no voting rights. There are no other restrictions relating to voting rights in respect of shares held by shareholders at the present time.

2. Shareholder meetings
The general assembly is convened by the highest decision-making body, which all of the company's shareholders are entitled to attend. Share meetings convened and/or convened by all shares held by the shareholders. The company's Board of Directors may authorize members of the Annual General Meeting (AGM). The AGM also decides on the remuneration of the Board members. Shareholders have the right to request a general meeting and, as of the 2020 AGM, to request a special annual general meeting report.

3. Nomination Committee
Shareholders appoint members of the Nomination Committee at the AGM or delegate their members at the appointed. The Nomination Committee nominates the company's shareholders. It consists of the members of the independent of the company or corporate management. The President and other members of corporate management may not be a member of the Nomination Committee. The last day of the Nomination Committee is a person and cannot be replaced for the AGM's members with respect to the date and nomination matters.

4. External auditors
The company's auditor is appointed at the AGM and is responsible for reviewing Essity's annual report and consolidated financial statements. The auditor also reviews the company's sustainability report. The auditor also audits reports from the Board. The auditor also audits a statement concerning compliance with the company's guidelines for remuneration of senior executives. The auditor also audits a statement concerning compliance with the Swedish Corporate Act, including financial statements, and generally accepted accounting principles in Sweden.

5. Board of Directors
The Board of Directors has overall responsibility for the Company's operations and performance. The responsibility is limited, which also, through regular meetings, the business by ensuring the appropriateness of the organization, including the management team, and by setting guidelines and reporting to the general assembly. The Board approves strategies and targets, and decides on major investments, acquisitions and divestments of operations, among other matters. Furthermore, the Board generally proposes to report to the shareholders that has been made in a quarterly period in accordance with the information guidelines included by the Swedish Code of Corporate Governance. According to the Swedish Code of Corporate Governance, the Board of Directors must also report to the shareholders on the company's financial statements, which are approved by the independent external auditors.

Chairman of the Board
The Chairman of the Board leads the work of the Board and is responsible for ensuring that it effectively operates and fulfills its tasks.

(Halaman 52-53)

Corporate governance

The task of corporate governance is to ensure the company's commitments to all of its stakeholders: shareholders, customers, suppliers, creditors, society and employees. It must be structured in a way that supports the company's long-term strategy, market presence and competitiveness. Corporate governance shall be reliable, clear, simple and business-oriented. This Corporate Governance Report forms part of the Board of Directors' Report for Essity's 2020 Annual and Sustainability Report. The report has been reviewed by the company's auditors.

Corporate governance, pages 36-37
This section describes applicable regulatory rules and regulations for the Group's corporate governance and the company's management structure and organization. It details the Board of Directors' responsibilities and its work during the year. It also contains a description of financial reporting. Essity applies the Swedish Code of Corporate Governance without any deviations (www.corporategovernanceboard.se).

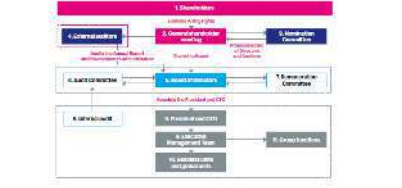
Risk management, pages 36-43
Essity's processes to identify and manage risks are part of the Group's strategy work and are pursued at local and Group-wide levels. This section details what risk management describes the most significant risks and measures taken to eliminate or limit these risks.

Sustainability, pages 36-51 and 110-127
Essity's sustainability work is an integral part of the company's business model. The company's statutory sustainability reports form part of the Board of Directors' Report. The sustainability work helps reduce risks and costs, strengthen competitiveness, attract new employees and investors, and contributes toward a more sustainable world.

6. Audit Committee
The Audit Committee is responsible for the company's financial reporting and controls, independence and integrity. The Audit Committee is also responsible for the company's internal control system. The Audit Committee is also responsible for the company's internal control system. The Audit Committee is also responsible for the company's internal control system.

7. Internal audit
The internal audit function is responsible for the company's internal control system. The internal audit function is also responsible for the company's internal control system. The internal audit function is also responsible for the company's internal control system.

8. Board of Directors
The Board of Directors is responsible for the company's operations and performance. The Board of Directors is also responsible for the company's operations and performance. The Board of Directors is also responsible for the company's operations and performance.





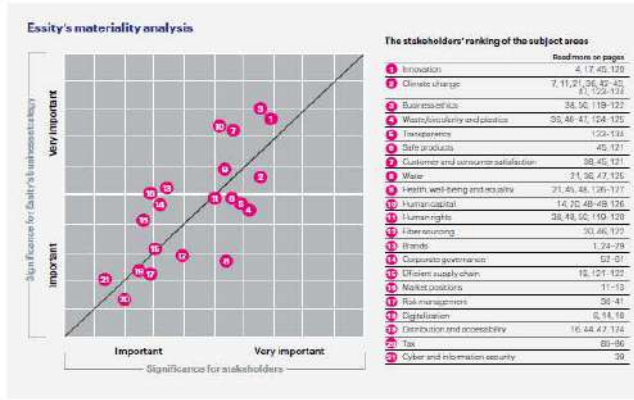
3. Menyediakan kompetensi dan sumber daya yang dibutuhkan untuk menerapkan hasil proses penilaian materialitas.

4. Menetapkan batas yang jelas dan konsisten, serta tujuan, periode waktu dan ruang lingkup, untuk penilaian materialitas, dengan asumsi-asumsi mendasar yang terdokumentasi dengan tepat.

<p>(Halaman 52)</p> <p>H12: EMPLOYEES</p> <p>Early's employees are the company's main asset and the company strives to create a healthy and progressive work environment and build up the following:</p> <table border="1"> <thead> <tr> <th>Parameter</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Average number of employees</td> <td>46,324</td> <td>42,830</td> <td>41,722</td> <td>40,852</td> </tr> <tr> <td>of which: female employees</td> <td>17,871</td> <td>17,256</td> <td>17,055</td> <td>16,752</td> </tr> <tr> <td>of which: male employees</td> <td>28,453</td> <td>25,574</td> <td>24,667</td> <td>24,100</td> </tr> <tr> <td>Female/male ratio</td> <td>39.2%</td> <td>40.3%</td> <td>40.9%</td> <td>40.8%</td> </tr> <tr> <td>Female/male ratio (excluding IT)</td> <td>41.1%</td> <td>40.3%</td> <td>40.7%</td> <td>40.2%</td> </tr> <tr> <td>Contract employees</td> <td>10,321</td> <td>9,942</td> <td>10,001</td> <td>9,817</td> </tr> <tr> <td>of which: female employees</td> <td>4,742</td> <td>4,424</td> <td>4,307</td> <td>4,212</td> </tr> <tr> <td>of which: male employees</td> <td>5,579</td> <td>5,518</td> <td>5,694</td> <td>5,605</td> </tr> <tr> <td>of which: contract employees</td> <td>458</td> <td>471</td> <td>471</td> <td>471</td> </tr> <tr> <td>of which: women</td> <td>204</td> <td>211</td> <td>211</td> <td>211</td> </tr> </tbody> </table> <p>Female ratio</p> <table border="1"> <thead> <tr> <th>Parameter</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>of which: female employees</td> <td>38.2%</td> <td>39.3%</td> <td>39.4%</td> <td>39.2%</td> </tr> <tr> <td>of which: male employees</td> <td>61.8%</td> <td>60.7%</td> <td>60.6%</td> <td>60.8%</td> </tr> <tr> <td>of which: female employees</td> <td>39.2%</td> <td>40.3%</td> <td>40.9%</td> <td>40.8%</td> </tr> <tr> <td>of which: male employees</td> <td>60.8%</td> <td>59.7%</td> <td>59.1%</td> <td>59.2%</td> </tr> <tr> <td>of which: female employees</td> <td>41.1%</td> <td>40.3%</td> <td>40.7%</td> <td>40.2%</td> </tr> <tr> <td>of which: male employees</td> <td>58.9%</td> <td>59.7%</td> <td>59.3%</td> <td>59.8%</td> </tr> <tr> <td>of which: female employees</td> <td>41.1%</td> <td>40.3%</td> <td>40.7%</td> <td>40.2%</td> </tr> <tr> <td>of which: male employees</td> <td>58.9%</td> <td>59.7%</td> <td>59.3%</td> <td>59.8%</td> </tr> </tbody> </table> <p>Diversity and equal opportunity</p> <p>Early continuously and actively strives to increase diversity and inclusion. The company's diversity and inclusion strategy aims to continuously increase employee acceptance of being an inclusion of diverse people. There are also needs to attract and recruit employees motivated by the company's objective of creating careers to work being it locally. This work is focused on and early is actively doing various human resource initiatives to maintain an age structure and distribution of gender in general, and to improve it in the following:</p> <table border="1"> <thead> <tr> <th>Parameter</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Age structure</td> <td>20,000</td> <td>19,000</td> <td>18,000</td> <td>17,000</td> </tr> <tr> <td>Gender structure</td> <td>50%</td> <td>50%</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Education structure</td> <td>10%</td> <td>10%</td> <td>10%</td> <td>10%</td> </tr> <tr> <td>Work experience structure</td> <td>10%</td> <td>10%</td> <td>10%</td> <td>10%</td> </tr> </tbody> </table> <p>Age structure</p> <table border="1"> <thead> <tr> <th>Parameter</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>18-24 years</td> <td>10%</td> <td>10%</td> <td>10%</td> <td>10%</td> </tr> <tr> <td>25-34 years</td> <td>20%</td> <td>20%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>35-44 years</td> <td>30%</td> <td>30%</td> <td>30%</td> <td>30%</td> </tr> <tr> <td>45-54 years</td> <td>20%</td> <td>20%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>55-64 years</td> <td>10%</td> <td>10%</td> <td>10%</td> <td>10%</td> </tr> <tr> <td>65 years and above</td> <td>10%</td> <td>10%</td> <td>10%</td> <td>10%</td> </tr> </tbody> </table> <p>Female ratio</p> <table border="1"> <thead> <tr> <th>Parameter</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Female/male ratio</td> <td>39.2%</td> <td>40.3%</td> <td>40.9%</td> <td>40.8%</td> </tr> <tr> <td>Female/male ratio (excluding IT)</td> <td>41.1%</td> <td>40.3%</td> <td>40.7%</td> <td>40.2%</td> </tr> </tbody> </table> <p>Salary</p> <p>No irregular pay differences should exist due to gender, age or back ground. The regularly increased and any unqualified differences are considered on an annual basis.</p>	Parameter	2020	2019	2018	2017	Average number of employees	46,324	42,830	41,722	40,852	of which: female employees	17,871	17,256	17,055	16,752	of which: male employees	28,453	25,574	24,667	24,100	Female/male ratio	39.2%	40.3%	40.9%	40.8%	Female/male ratio (excluding IT)	41.1%	40.3%	40.7%	40.2%	Contract employees	10,321	9,942	10,001	9,817	of which: female employees	4,742	4,424	4,307	4,212	of which: male employees	5,579	5,518	5,694	5,605	of which: contract employees	458	471	471	471	of which: women	204	211	211	211	Parameter	2020	2019	2018	2017	of which: female employees	38.2%	39.3%	39.4%	39.2%	of which: male employees	61.8%	60.7%	60.6%	60.8%	of which: female employees	39.2%	40.3%	40.9%	40.8%	of which: male employees	60.8%	59.7%	59.1%	59.2%	of which: female employees	41.1%	40.3%	40.7%	40.2%	of which: male employees	58.9%	59.7%	59.3%	59.8%	of which: female employees	41.1%	40.3%	40.7%	40.2%	of which: male employees	58.9%	59.7%	59.3%	59.8%	Parameter	2020	2019	2018	2017	Age structure	20,000	19,000	18,000	17,000	Gender structure	50%	50%	50%	50%	Education structure	10%	10%	10%	10%	Work experience structure	10%	10%	10%	10%	Parameter	2020	2019	2018	2017	18-24 years	10%	10%	10%	10%	25-34 years	20%	20%	20%	20%	35-44 years	30%	30%	30%	30%	45-54 years	20%	20%	20%	20%	55-64 years	10%	10%	10%	10%	65 years and above	10%	10%	10%	10%	Parameter	2020	2019	2018	2017	Female/male ratio	39.2%	40.3%	40.9%	40.8%	Female/male ratio (excluding IT)	41.1%	40.3%	40.7%	40.2%	<p>(Halaman 126)</p> <p>Average female ratio %</p> <table border="1"> <thead> <tr> <th>Parameter</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Average female ratio</td> <td>39.2%</td> <td>40.3%</td> <td>40.9%</td> <td>40.8%</td> </tr> <tr> <td>Average female ratio (excluding IT)</td> <td>41.1%</td> <td>40.3%</td> <td>40.7%</td> <td>40.2%</td> </tr> </tbody> </table> <p>Performance and individual development</p> <p>In 2020, Early launched a digital HR system for individual goals and dual career for its established employees. The system cover get fully implemented in the company's production facilities, but the aim is to include all employees.</p> <p>Employee development plans are important for commitment, performance and continuous learning, and play an important role in enabling Early to achieve its goals and continuous vision. The development activities are decided through discussions between the managers and employees and are documented in a system platform. Early identifies the skills required in leadership, the functional area, the "Skills & Behaviors" set of values or other development areas. The company provides a 10-20 day period for learning and development that continues. Following with learning in day-to-day work and through workshops.</p> <p>In 2020, many of Early's development activities basic signal, which gain more employee access to them. Early has a new instrument for individual development activities, mandatory courses, the digital workplace and a framework for functional training.</p> <table border="1"> <thead> <tr> <th>Parameter</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Number of training courses</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Number of training participants</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Number of training hours</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Number of training hours per employee</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> </tr> </tbody> </table> <p>Employee goals and commitment</p> <p>Early's working culture is based on the company's "Values & Behaviors" and focused on through an employees' identity the company continuously monitors employee engagement. Due to the situation with the COVID-19 pandemic, the 2020 Pulse Survey only included responses with a work completion. It had a particular focus on engagement with respect to working from home.</p> <table border="1"> <thead> <tr> <th>Parameter</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Employee engagement</td> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> <tr> <td>Employee commitment</td> <td>80%</td> <td>80%</td> <td>80%</td> <td>80%</td> </tr> </tbody> </table> <p>Employee relations</p> <p>Union involvement varies among Early's countries of operation. On average 82% (56,452) of Early's employees are covered by collective agreements. There is a local and global committee on which representation of 10% (55,322) of employees exist. The committee is connected with operational changes in the Group context, but averaged about five weeks. Read more about how Early works with employees on pages 48- 85.</p>	Parameter	2020	2019	2018	2017	Average female ratio	39.2%	40.3%	40.9%	40.8%	Average female ratio (excluding IT)	41.1%	40.3%	40.7%	40.2%	Parameter	2020	2019	2018	2017	Number of training courses	100	100	100	100	Number of training participants	100	100	100	100	Number of training hours	100	100	100	100	Number of training hours per employee	100	100	100	100	Parameter	2020	2019	2018	2017	Employee engagement	80%	80%	80%	80%	Employee commitment	80%	80%	80%	80%
Parameter	2020	2019	2018	2017																																																																																																																																																																																																																																			
Average number of employees	46,324	42,830	41,722	40,852																																																																																																																																																																																																																																			
of which: female employees	17,871	17,256	17,055	16,752																																																																																																																																																																																																																																			
of which: male employees	28,453	25,574	24,667	24,100																																																																																																																																																																																																																																			
Female/male ratio	39.2%	40.3%	40.9%	40.8%																																																																																																																																																																																																																																			
Female/male ratio (excluding IT)	41.1%	40.3%	40.7%	40.2%																																																																																																																																																																																																																																			
Contract employees	10,321	9,942	10,001	9,817																																																																																																																																																																																																																																			
of which: female employees	4,742	4,424	4,307	4,212																																																																																																																																																																																																																																			
of which: male employees	5,579	5,518	5,694	5,605																																																																																																																																																																																																																																			
of which: contract employees	458	471	471	471																																																																																																																																																																																																																																			
of which: women	204	211	211	211																																																																																																																																																																																																																																			
Parameter	2020	2019	2018	2017																																																																																																																																																																																																																																			
of which: female employees	38.2%	39.3%	39.4%	39.2%																																																																																																																																																																																																																																			
of which: male employees	61.8%	60.7%	60.6%	60.8%																																																																																																																																																																																																																																			
of which: female employees	39.2%	40.3%	40.9%	40.8%																																																																																																																																																																																																																																			
of which: male employees	60.8%	59.7%	59.1%	59.2%																																																																																																																																																																																																																																			
of which: female employees	41.1%	40.3%	40.7%	40.2%																																																																																																																																																																																																																																			
of which: male employees	58.9%	59.7%	59.3%	59.8%																																																																																																																																																																																																																																			
of which: female employees	41.1%	40.3%	40.7%	40.2%																																																																																																																																																																																																																																			
of which: male employees	58.9%	59.7%	59.3%	59.8%																																																																																																																																																																																																																																			
Parameter	2020	2019	2018	2017																																																																																																																																																																																																																																			
Age structure	20,000	19,000	18,000	17,000																																																																																																																																																																																																																																			
Gender structure	50%	50%	50%	50%																																																																																																																																																																																																																																			
Education structure	10%	10%	10%	10%																																																																																																																																																																																																																																			
Work experience structure	10%	10%	10%	10%																																																																																																																																																																																																																																			
Parameter	2020	2019	2018	2017																																																																																																																																																																																																																																			
18-24 years	10%	10%	10%	10%																																																																																																																																																																																																																																			
25-34 years	20%	20%	20%	20%																																																																																																																																																																																																																																			
35-44 years	30%	30%	30%	30%																																																																																																																																																																																																																																			
45-54 years	20%	20%	20%	20%																																																																																																																																																																																																																																			
55-64 years	10%	10%	10%	10%																																																																																																																																																																																																																																			
65 years and above	10%	10%	10%	10%																																																																																																																																																																																																																																			
Parameter	2020	2019	2018	2017																																																																																																																																																																																																																																			
Female/male ratio	39.2%	40.3%	40.9%	40.8%																																																																																																																																																																																																																																			
Female/male ratio (excluding IT)	41.1%	40.3%	40.7%	40.2%																																																																																																																																																																																																																																			
Parameter	2020	2019	2018	2017																																																																																																																																																																																																																																			
Average female ratio	39.2%	40.3%	40.9%	40.8%																																																																																																																																																																																																																																			
Average female ratio (excluding IT)	41.1%	40.3%	40.7%	40.2%																																																																																																																																																																																																																																			
Parameter	2020	2019	2018	2017																																																																																																																																																																																																																																			
Number of training courses	100	100	100	100																																																																																																																																																																																																																																			
Number of training participants	100	100	100	100																																																																																																																																																																																																																																			
Number of training hours	100	100	100	100																																																																																																																																																																																																																																			
Number of training hours per employee	100	100	100	100																																																																																																																																																																																																																																			
Parameter	2020	2019	2018	2017																																																																																																																																																																																																																																			
Employee engagement	80%	80%	80%	80%																																																																																																																																																																																																																																			
Employee commitment	80%	80%	80%	80%																																																																																																																																																																																																																																			



5. Mengidentifikasi dan mewakili topik dengan baik dari berbagai sumber.



(Halaman 51)

Hak Cipta Dilindungi Undang-Undang

6. Mengevaluasi relevansi topik keberlanjutan yang material yang teridentifikasi berdasarkan kriteria eksplisit yang sesuai.

7. Menentukan signifikansi, kemungkinan dan dampak saat ini dan dampak yang diharapkan di masa depan dari topik keberlanjutan material yang teridentifikasi, yang menggunakan kriteria dan ambang batas yang sesuai.

8. Mempertimbangkan keberlanjutan yang terus berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



10. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.

Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Kewirausahaan Kwik Kian Gie

11. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.

Institut Bisnis dan Kewirausahaan Kwik Kian Gie

Information to shareholders

Annual General Meeting
Due to the current pandemic, the Annual General Meeting will, in accordance with temporary legislation, be held only by advance voting (postal voting). Hence, shareholders will not be able to physically attend the Meeting in person, except if they are invited. Every eligible shareholder is to exercise their voting rights at the Meeting by advance voting in the manner described below. Information on the resolutions passed at the Meeting will be disclosed on 28 March 2021, insofar as the outcome of the advance voting has been finally confirmed.

Right to participate
A person who wishes to participate in Easiy's Annual General Meeting by advance voting must:
• be listed as a shareholder in the presentation of the share register prepared by Euroclear Sweden AS concerning the circumstances on Wednesday, 17 March 2021; and
• give notice of its intention to participate no later than Wednesday, 24 March 2021, by submitting its advance vote in accordance with the instructions under advance voting below, so that the advance vote is received by Euroclear Sweden AS no later than that day.

Nominating-qualified shares
For shareholders who have their shares registered through a bank or other nominee, the following applies in order to be entitled to participate in the Meeting. In addition to giving notice of participation by submitting its advance vote, such shareholders must re-register its shares in its own name so that the shareholder is listed in the presentation of the share register as of the record date Wednesday, 17 March 2021. Such re-registration may be temporary (so-called voting rights registration), and request for such voting rights registration shall be made to the nominee, in accordance with the nominee's contract, at each a time in advance as decided by the nominee. Voting rights registration that has been made by the nominee no later than Friday, 19 March 2021, will be taken into account in the presentation of the share register.

Advance voting, etc.
Shareholders may exercise their voting rights in the Meeting only by voting in advance, so-called postal voting in accordance with Section 25 of the Swedish Act (2000:306) on temporary exceptions to facilitate the execution of general meetings in companies and other associations. A special form for advance voting must be used. The form is available on Easiy's website: www.easiy.com.

Submission of the form in accordance with the instructions set out below is also considered as notice of participation in the Meeting. The completed form must be received by Euroclear Sweden AS no later than Wednesday, 24 March 2021. This completed form shall be sent to Easiy Aktiefond, postal: Annual General Meeting, c/o Euroclear Sweden AB, Box 101, SE-101 23 Stockholm, Sweden. A completed form may also be submitted electronically. Electronic submission can be made either through participation with BankID in accordance with instructions at <http://online.voting.se/easiy/stockexchange>, or by sending the completed form by e-mail to CompanyMeeting@easiy.com. Shareholders may not provide special instructions or conditions to the advance vote. If so, the entire advance vote is invalid. Further instructions and conditions can be found in the advance voting form.

Questions in writing may be addressed to the Board of Directors and President and must be received by the company no later than Monday, March 15, 2021, in the manner described in the notice.

Proxy
If a shareholder submits its vote through a proxy, a power of attorney shall be enclosed with the form. If the shareholder is a legal entity, a registration certificate or a corresponding document for the legal entity shall be enclosed with the form. Proxy forms are available upon request and on the company's website: www.easiy.com.

The notice concerning the Annual General Meeting can be found on the company website www.easiy.com.

Nomination Committee
• Helena Stenbom, All Industries, the Chairman of the Nomination Committee
• Jonas Melin, Foreign Bank Investment Management
• Anders Olsson, AMF and AMF Funds
• Magnus Nilsson, Swedish Risk & Reward Funder
• Filip Boman, Chairman of the Board of Easiy
The Nomination Committee prepares, among other things, the proposal for election of Board members. For further information, refer to the Corporate Governance Report on pages 92-93.

Dividends
The Board of Directors proposes a dividend of SEK 0.75 per share and that the record date for the dividend be Monday, March 22, 2021. Payment through Euroclear Sweden AS is expected to be made on Thursday, April 1, 2021.

(Halaman 12)

Our organization for sustainability

Sustainability management is integrated vertically, horizontally and cross-functionally into our organizational structure, with the aim of implementing sustainable business practices effectively. The Honkai Management Board bears overall responsibility for our sustainability strategy and for the compliance organization in order to ensure that legislation and internal guidelines are observed.

Sustainability Council
Our Sustainability Council steers our sustainability activities as a central decision-making body, with members from all business units and functions in the company. It is chaired by Sylvie Nicol, Executive

Vice President Human Resources, and reflects all areas of the company. As a general rule, the Sustainability Council meets six times per year. In addition, the members take decisions on matters as required during the year, on behalf of senior management. The committee performs coordination, initiative and control functions in relation to sustainability issues. These include strategic topics as well as issues that are operationally relevant, such as climate change and its effects, human rights, sustainable products and technologies, packaging, product safety and management systems.

Our organization for sustainability



(Halaman 40)



2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap hukum, peraturan, dan kebijakan dan prosedur internal.



(Halaman 48)

3. Menyediakan kompetensi dan sumber daya yang dibutuhkan untuk menerapkan hasil proses penilaian materialitas.

The screenshot shows a page with a '#HENKELANER' hashtag at the top. Below it, there are sections titled 'our training programs', 'Individual development planning through regular feedback', and 'Developing employees to unleash their potential'. The text describes Henkel's commitment to employee development, including online training, group sessions, and individualized plans.

(Halaman 158)

Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Informatika Kwik Kian Gie

Institut Bisnis dan Informatika Kwik Kian Gie

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



Hak Cipta Dilindungi Undang-Undang

Institut Bisnis dan Keguruan Kwik Kian Gie

<p>4. Menetapkan batas yang jelas dan konsisten, serta tujuan, periode waktu dan ruang lingkup, untuk penilaian materialitas, dengan asumsi-asumsi mendasar yang terdokumentasi dengan tepat.</p>	<p>Our goals for 2025 and beyond On the road to our long-term goal for 2025, we intend to further improve our performance over the coming years. In this spirit, we have defined our targets for 2025 and beyond, which build on previous milestones. The following overview shows a selection of our main goals for advancing sustainability. Details and additional targets can be found in the relevant chapters of this report.</p> <p>Social Progress We want to actively contribute to social programs, empowering people and supporting their rights. - improve 25 million lives worldwide by 2025 - engage 10,000 teachers worldwide - ensure social responsibility by 2025</p> <p>Performance We want to create more value for our partners along the value chain and increase our value. - create 100 jobs - ensure 100% of our products are made in Indonesia by 2025 - ensure 100% of our products are made in Indonesia by 2025</p> <p>Health & Safety We want to create a safer workplace and contribute to improved health and hygiene. - improve our health & safety performance by 10% by 2025 - train 10,000 employees - ensure 100% of our employees are trained in safety by 2025</p> <p>Energy & Climate We want to contribute to climate protection, save on resources, and reduce our energy use and our emissions. - reduce our CO2 emissions by 25% by 2025 - reduce our CO2 emissions by 25% by 2025 - reduce our CO2 emissions by 25% by 2025</p> <p>Materials & Waste We want to use materials more efficiently, fully comply to regulations, and take responsibility for our products. - reduce waste generation by 25% by 2025 - 100% of packaging is made from recycled materials by 2025 - 100% of packaging is made from recycled materials by 2025</p> <p>Water & Wastewater We want to reduce our impact on water and wastewater consumption and reuse water. - reduce water consumption by 25% by 2025 - reuse 10% of our production water by 2025</p>
<p>5. Mengidentifikasi dan mewakili topik dengan baik dari berbagai sumber.</p>	<p>(Halaman 17)</p>
<p>6. Mengevaluasi relevansi topik keberlanjutan yang material yang teridentifikasi berdasarkan kriteria eksplisit yang sesuai.</p>	<p>-</p>
<p>7. Menentukan signifikansi, kemungkinan dan dampak saat ini dan dampak yang diharapkan di masa depan dari topik keberlanjutan material yang teridentifikasi, yang menggunakan kriteria dan ambang batas yang sesuai.</p>	<p>-</p>
<p>8. Mempertimbangkan keberlanjutan yang terus</p>	<p>-</p>

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik dan masalah, yang memungkinkan untuk perbedaan yang terkait dengan industri, geografis, budaya dan tingkat operasional.

9. Memasukkan cara mengatasi konflik atau dilema yang timbul dari penyimpangan atau pertentangan ekspektasi tentang topik material.

Reducing production waste and promoting a circular economy

Henkel is committed to fostering a circular economy. This includes driving innovation in → packaging solutions for our consumers and industrial customers, as well as engaging and collaborating with partners from across the entire value chain. At the same time, we aim to reduce production waste and promote a circular economy in our operations. We do this progress by systematically identifying waste streams and creating closed-loop systems where possible. Our focus lies on increasing recycling within our sites and on collaborating with our packaging suppliers. Our initiatives are centered around four key areas: reducing material consumption and waste generation, reusing materials, recycling materials, and recovering energy.

In line with our approach to reducing our company's environmental footprint, we set the goal of decreasing the overall volume of waste generated at our production sites by 30 percent per ton of product by 2020 relative to the base year 2010. In 2020, we achieved a reduction of 44 percent. Based on this achievement, we aim to further reduce the overall volume of waste at our production sites by 50 percent per ton of product by 2025 compared to the base year 2010.

We also focus on reducing the volume of production waste that is sent to landfill. For the production sites for our consumer business, we set the goal of sending zero waste to landfill by 2020. By the end of 2020, we achieved this target due to the adoption of our waste management processes in North America, where sending waste to landfill is still common industry practice. We will expand our zero production waste to landfill target to cover all production sites.

including for our industrial business, by 2010. Overall, 68 percent of our sites had already achieved this target by the end of 2020.

In this context, the Adhesive Technologies business unit developed a tool that supports our sites in optimizing waste management by differentiating between types of waste and creating an overview of the life cycle of the waste – from when it is generated through to disposal. This tool can be used by production sites and research centers, and was initiated in the Asia-Pacific region in 2019. It covers classification and compliance checks, as well as managing the waste streams and generating reports. The tool makes it possible to identify differences between sites that generate similar types of waste. We then review best practice examples and develop specific improvement measures.

For instance, at our site in Ipoh, Malaysia, we achieved the target of sending zero production waste to landfill after conducting a project in 2020 that used this tool to map the relevant waste streams. Several activities contributed to achieving this success. For example, we entered into a collaboration with a local waste management provider. In 2020, five sites in North America were added to the list of facilities that implemented alternatives for sending production waste to landfill.

Raw material packaging accounts for a significant share of the total amount of waste generated at our sites. For this reason, our Adhesive Technologies business unit launched a program to reduce this kind of waste. This initiative, which covers 12 sites in the Asia-Pacific region and 11 sites in Europe, is aiming to support the reuse of materials. In

Hak Cipta Dilindungi Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBKKG.
2. Dilarang mengumpulkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBKKG.



<p>C Hak cipta milik IBI KKG (Institut Bisnis dan Informatika Kwik Kian Gie)</p> <p>Hak Cipta Dilindungi Undang-Undang</p>	<p>Conserving water</p> <p>Water is one of the world's most precious resources. We need water in our production processes and as an ingredient for our products, and we recognize the importance of using this resource responsibly. In line with this, we set the goal of using 30 percent less water per ton of product by 2020. By the end of 2020, we were using 28 percent less water per ton of product. We were unable to further reduce our water consumption to achieve our target for 2020, mainly because of changes to our portfolio mix – especially in our consumer business, where water is an integral part of our products. For this reason, we are going to further strengthen our efforts to reduce water consumption and wastewater generation in our production processes. This will move us closer toward our goal of achieving a 35-percent reduction by 2025. To meet this goal, every production site will carefully review all possible ways of decreasing water consumption and generating less wastewater. Wastewater from industrial applications is pre-treated using state-of-the-art technology for the removal of harmful substances and is disposed of professionally.</p> <p>The global availability of water is affected by regional and seasonal scarcities. In addition, there are variations in the availability and performance of wastewater treatment facilities, and the specific ecological characteristics of each receiving water body is also different</p> <p>(Halaman 75-76)</p>
<p>10. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.</p>	<p>Stakeholder dialog</p> <p>How we integrate stakeholder expectations into our actions</p> <p>Understanding the social demands that stakeholders of all kinds place on our company is a key component of our → sustainability management. That is why we promote dialog with all stakeholders, including our customers, consumers, suppliers, employees, shareholders, local communities, government agencies, associations and firms, Environmental Organizations (NGOs), as well as politicians and academia.</p> <p>To better understand the expectations and perspectives of our stakeholders and to engage in dialog that is more targeted and solution-oriented, we make use of specific surveys and continuously monitor the opinions of our stakeholders at several levels: in direct dialog, in multi-stakeholder initiatives, and through dialog platforms about sustainability-related topics. In addition, bilateral cooperation with NGOs and opinion leaders gives us insights into global challenges such as those related to developing → sustainable packaging solutions. This enables us to respond to issues quickly and drive progress.</p> <p>In a comprehensive survey in 2014, we asked our stakeholders what topics have priority for them. It confirmed that our target groups place great importance on our efforts to integrate sustainability into</p> <p><i>"By engaging in dialog with our shareholders as part of our Investor Relations activities, we can address issues at an early stage and make our company fit for the future – through activities such as sustainable financing and sourcing."</i></p> <p>Marco Swoboda Executive Vice President Finance (COO) / Purchasing / Global Business Solutions</p> <p>all of our activities and product life cycles, and that they also have a strong focus on the environmental impacts that occur during the individual phases of our products' life cycles. We started another survey of this type in 2016, with the aim of responding to the current expectations of the various stakeholder groups as part of the development of our → sustainability strategy. Stakeholder dialog is a key element of our approaches to → innovation and risk management, and helps us to continuously develop our sustainability strategy and reporting.</p> <p>(Halaman 187)</p>

1. Dilarang mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



C Hal

Hak Cipta Dilindungi Undang-Undang

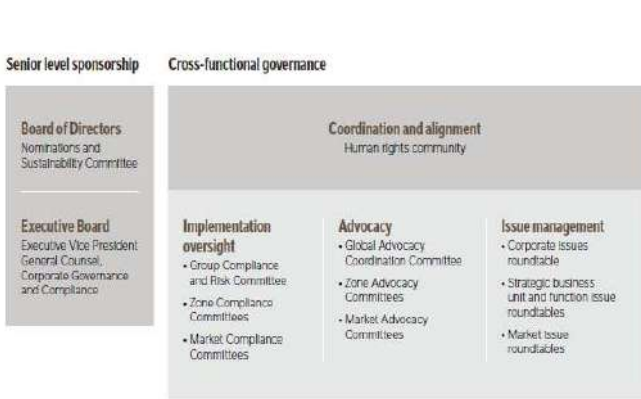
Institut Bisnis dan

Institut Bisnis dan

i. Nestle

1. Uraikan mengutip sebagian atau seluruh karya tulis ini Tanpa mencantumkan dan menyebutkan sumber:

1. Membangun proses penetapan materialitas yang luas di seluruh organisasi, kuat, sistematis dan berkelanjutan di bawah tata kelola manajemen senior, termasuk keterlibatan lintas fungsi utama.
2. Memastikan integrasi proses penilaian di seluruh organisasi, termasuk melalui proses yang relevan, seperti manajemen risiko dan kepatuhan terhadap 146okum, peraturan, dan kebijakan dan prosedur internal.
3. Menyediakan kompetensi dan sumber daya yang dibutuhkan untuk menerapkan hasil proses penilaian materialitas.
4. Menetapkan batas yang jelas dan konsisten, serta tujuan,



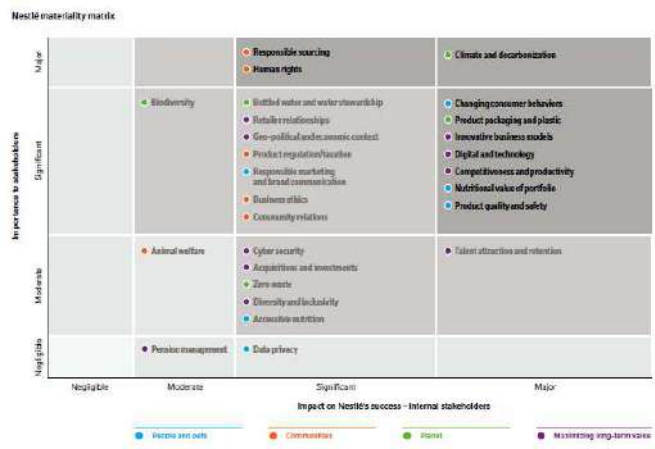
(Halaman 20)

2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



periode waktu dan ruang lingkup, untuk penilaian materialitas, dengan asumsi-asumsi mendasar yang terdokumentasi dengan tepat.

5. Mengidentifikasi dan mewakili topik dengan baik dari berbagai sumber.



(Halaman 8)

6. Mengevaluasi relevansi topik keberlanjutan yang material yang teridentifikasi berdasarkan kriteria eksplisit yang sesuai.

7. Menentukan signifikansi, kemungkinan dan dampak saat ini dan dampak yang diharapkan di masa depan dari topik keberlanjutan material yang teridentifikasi, yang menggunakan kriteria dan ambang batas yang sesuai.

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.



8. Mempertimbangkan keberlanjutan yang terus berkembang, ekonomi makro, geopolitik dan konteks peraturan dan kematangan topik dan masalah, yang memungkinkan untuk perbedaan yang terkait dengan industri, geografis, budaya dan tingkat operasional.

9. Memasukkan cara mengatasi konflik atau dilema yang timbul dari penyimpangan atau pertentangan ekspektasi tentang topik material.

10. Berkomunikasi dengan pemangku kepentingan dengan cara yang tepat, transparan, dan tepat waktu, sesuai dengan batasan pengungkapan yang ditetapkan organisasi.

-

Reporting, strategy and governance

Our governance systems and approach to business ethics are fundamental to our organization. We publicly share these, as well as our comprehensive reporting processes, as outlined here.

Being business right
Ethical principles are fundamental to how we operate. The values are tolerance for fraud, bribery and corruption and non-compliance in the protection of personal data and appreciation of the employee.

Talking to the right people
We always seek the advice of the best experts and advocates to make our CSR business approach robust to its role.

Our performance in leading indices
We are not upset by awards and recognition. Nonetheless, we are proud to have our efforts and achievement in sustainability acknowledged by world leading ratings and rankings agencies.

Being transparent at all times
Transparency is an integral part of Doing No Harm (DNH) and we believe it is good practice to openly disclose information about our issues as part of being a responsible and transparent organization.

Collaborating for major change
Collaboration is an essential element to tackle global issues like energy, climate change and oceanic energy.

Awarding godwork
The Inside CSR Platform is created and support innovative solutions to address global challenges.

Being a good neighbor
Through the CSR Rise and our open platform #ENR@black, we aim to culture localities and innovations that will shape the future.

Aligning our ambitions and commitments with the UN Sustainable Development Goals (SDGs)
Our commitments and ambitions are closely aligned with the 17 SDGs.

Our performance in leading indices
We are not upset by awards and recognition. Nonetheless, we are proud to have our efforts and achievement in sustainability acknowledged by world leading ratings and rankings agencies.

FTI 4 Stars
Inteltek maintained its strong position with FTI 4 Stars Rating with an overall 2023 ESG Rating of A+. This is significantly higher than the FTI Indonesia's sector average.

CDP
Inteltek was awarded the use of 22 global focused knowledge risk factors in the 2023 CDP Climate Change Report. The goal of the ATR is to facilitate improved risk and emissions management problem of both climate and water matters.

MSCI
In 2023, Inteltek was rated AA by the MSCI ESG Research, recognizing its performance on environmental, social and governance (ESG) issues.

CDP
Inteltek entered the place in the CDP's Climate and Water Alerts and achieved a response to the Focus Questionnaire for the first time.

CDP
Inteltek signed the UN Global Compact (UNGC) and committed to the 2030 CDP Water Disclosure.

CDP
Inteltek signed the 2030 CDP Climate Disclosure.

CDP
We were ranked Indonesia's top-performing listed company in Greenhouse Gas (GHG) emissions by public companies in the water risk management of 62 countries.

(Halaman 3)

Hak Cipta Dilindungi Undang-Undang

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber:
 - a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik dan tinjauan suatu masalah.
 - b. Pengutipan tidak merugikan kepentingan yang wajar IBIKKG.
2. Dilarang mengemukakan dan memperbanyak sebagian atau seluruh karya tulis ini dalam bentuk apapun tanpa izin IBIKKG.