

RESPONSIBLE  
MARKETPLACE



drink sensibly

GOOD  
ENVIRONMENTAL  
PRACTICE



## CORPORATE RESPONSIBILITY REPORT 2013

BEST  
PRACTICE  
IN  
WORKPLACE



SAFETY  
FIRST

ENRICHING  
COMMUNITIES



# INSPIRING CHANGE, CREATING IMPACT.

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# CHAIRMAN'S STATEMENT

**My first year as Chairman of Guinness Anchor Berhad (GAB) has been an exciting journey. A key element that attracted me to the Company is the emphasis placed on Corporate Responsibility. It is an honour and privilege to be heading the Board of such an organisation, one that truly walks the talk when it comes to responsible marketplace practices. I am proud to be associated with a Company that looks beyond the bottom line and seeks to make a significant difference both within itself, and on the world at large.**

This is evident in the way GAB continually and consistently, works towards creating a healthy, conducive workplace, how it adopts best practices to reduce any negative impact on the environment, and what it does to give back to the community. What strikes me is also the heartfelt effort GAB makes to achieve these aims, both as a responsible corporate entity, and through the GAB Foundation.



Dato' Saw Choo Boon was designated the Chairman of GAB on 22 November 2012. This photo was taken at the Sungei Way Brewery.

## Addressing Employee Wellbeing

Like all good corporates, GAB understands that for employees to be productive, their wellbeing needs to be looked after. Hence, over the past year, the Company unveiled a refurbished café and gym, a RM2.2 million investment, much to the delight of employees. The café has now become a popular spot for employees during meal times and is also being put to good use for the Company's various get-togethers. The addition of a gym to the café building also mean employees can now fit a fitness regime easily into their workday, encouraging employees to have a healthy lifestyle.

## Making Sustainability Core to the Business

Another area in which I feel GAB truly stands out is its dedication to environmental sustainability. Apart from having set Key Performance Indices, the Company also has in place a sound mechanism based on best practices to ensure that continuous improvements are made. These improvements translate to savings which are then reinvested to drive further progress in the Company's environmental performance.

## Founded on Enriching Communities

As Chairman and Trustee of the GAB Foundation, I am especially proud of the work that has been carried out over the course of the 6 years since the Foundation was established. In that short time, the Foundation's unwavering commitment to its initiatives revolving around the pillars of Environment, Education and Community has reached over 16,000 people, 78 schools and 54 communities (as at December 2012).

Its flagship initiative, the W.A.T.E.R (Working Actively Through Education and Rehabilitation) Project has gained recognition from the government and private sectors alike. Its finest moment was the transformation of the Sungei Way river's water quality from Extremely Polluted (Class IV – V) to one suitable for living organisms (Class III).

The success of the W.A.T.E.R Project allowed the Foundation to expand its efforts and take the lead in promoting the importance of river conservation by hosting the first ever National River Forum in Malaysia. Officiated by the then Minister of Natural Resources & Environment, YB Dato' Sri Douglas Uggah Embas, it featured renowned experts from Malaysia, Singapore, UK, Japan, Australia and Vietnam who shared their vast knowledge and exchanged best practices with more than 200 participants.

In fact, water is such a central theme of the Foundation that last year's Big Day Out, the Company's unique annual community outreach programme, was focused on water-based initiatives. These included installing floating wetlands to improve the water quality of designated bodies of water, equipping schools with water filters, fixing leaking pipes to reduce invisible wastage and conducting water conservation workshops featuring innovative ways to clean up rivers.

## Educating for the Greater Good

The Foundation has also made huge strides in terms of Education. In May 2012, for instance, it introduced the English Enrichment Training Programme for teachers. This four-day programme is aimed at sharpening the language proficiency of the participants and exposed them to various advanced teaching methods to enhance engagement with students during lessons. The first programme was attended by 70 teachers from 39 primary schools across five states, with more than 1,000 students benefitting from their teachers' upgraded skills via 16 weeks of supplementary English classes that functioned as a follow-up to the training initiative.

The strong belief in training and enrichment also extends into GAB's corporate culture. The Company is well aware that its success is very dependent on how it keeps and grows its talent pool. As such, much effort is put in to ensure employees have vast opportunities for growth through career days and development plans. In terms of training, the HR department invested up to RM2.5 million over the past two years so that employees can upgrade their skills and knowledge to do their jobs better and achieve greater productivity.

## Looking Forward with Hope

GAB has over the past year put in great effort to be a good corporate citizen, but I believe the best is yet to come. There is nothing more motivating for me than to see an organisation so readily embrace its role as a pillar of society; GAB's commitment to effecting sustainable and positive change within the Company and in the communities that it operates in is remarkable, and I, for one, cannot wait to see what we will be able to achieve next.

**Dato' Saw Choo Boon**  
Chairman of GAB

# MANAGING DIRECTOR'S STATEMENT



Dato' Saw Choo Boon, Chairman of GAB (left) and Hans Essaadi, Managing Director of GAB (right) participating in a morning exercise routine that took place at GAB's biennial Family Day in August 2013.

**As you may well know, I am fairly new in my role as the Managing Director of Guinness Anchor Berhad. However, you will be pleased to know that, just like my predecessors, I am a firm believer in the fact that Corporate Responsibility is good for business.**

After all, as the leading brewer in the country, our responsibility goes beyond consistently providing value to our shareholders. I believe it is equally important to lead the charge in creating value through embodying ethical behaviour in all aspects of our business.

Since our last Corporate Responsibility Report, the Company has made great strides in enhancing our marketplace practices through a variety of initiatives.

We conducted over ten training sessions across the regions to help employees understand the applicable Competition Law restrictions, its importance, and its impact on daily business activities. A thorough understanding of relevant subjects such as this is essential in creating well-rounded personnel who are in touch with the world around them.

We also introduced the first-ever sensible drinking mobile app in the country as part of our efforts to create a positive role for alcohol in society. This smartphone-based app is an extension of our landmark Drink Sensibly campaign, and comes with a host of useful tools including Dial an Angel, which easily connects users to designated friends or family members in case of emergencies, and MyTeksi, which enables taxi bookings at the click of a button. We are proud to say that over 2,500 consumers have downloaded the app to date.

In terms of our green initiatives, we introduced the ingenious Clip Solution by modifying our existing Heineken crates. This innovative idea has not only reduced the Company's environmental impact, but helped the Company save RM3.8 million as well.

Finally, you will also be glad to learn that our internal safety measures have ensured that GAB has been accident-free for over a year, a significant milestone indeed for a business that has so many potential safety pitfalls.

These achievements are testament to the fact that GAB strives to maintain a fine balance between its economic growth and its impact on the world around it. So as we dedicate ourselves to uplift the business, be assured that we will be putting the same amount of effort in improving ourselves on the Corporate Responsibility front.

As such, in this report, apart from getting a sense of the progress we have made, you will find that we have highlighted some of the areas we will be focusing on improving in the coming financial year. It is not just lofty goals and big dreams either; we are revealing the concrete goals we have set for the Company in the different Corporate Responsibility aspects over the next two years.

It looks like great things are brewing on the horizon, and I, for one, am confident that our employees and business partners will rise to the challenge and deliver what is needed.

**Hans Essaadi**  
Managing Director of GAB

## Our vision

GAB is an Icon in Business. Respected the world over for delivering exceptional growth in People, Brands and Performance.

Guinness Anchor Berhad (GAB) is the leading brewer in Malaysia. We operate across Peninsular Malaysia, as well as Sabah and Sarawak, with a workforce of 599 permanent full-time employees as of 30 June 2013. GAB produces, sells and markets iconic brands: Tiger, Guinness, Heineken, Anchor Smooth, Anchor Strong, Kilkenney, Anglia Shandy and Malta. We also market imported brands Strongbow and Paulaner.

The majority of our employees are based at our headquarters – the Sungei Way Brewery in Selangor, which started operations in 1965. The brewery produces our well-known range of beer and stouts in bottles, cans and kegs. We have 16 sales offices and a network of distributors who bring our products to bars, restaurants and the retail trade across Malaysia. Our relationships with the retail and hospitality trade cover a vast range of services – from promotions and marketing, to technical support of cooling systems and the collection and recycling of kegs and bottles, to training frontline staff.

## Our values

### We have a passion for winning

We are winners, driven by a passion to be the best in everything we do.

### We value and respect each other

Our people and society are diverse and different, and we value and celebrate all our differences. We respect our environment and are committed to protect it. We value the community in which we operate and strive to enrich it. We aim for our people to have balance in their work and their personal lives.

### We show integrity in all that we do

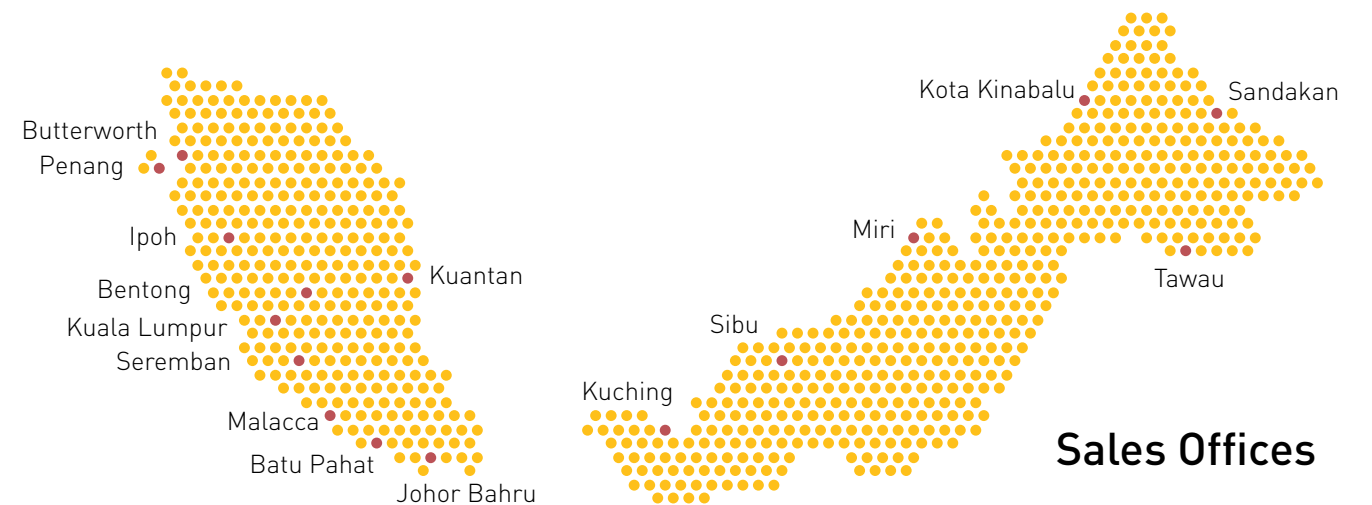
We are responsible, trustworthy and honest in everything we say and do and in the way we manage our business.

### We provide enjoyment

We create an environment where our people enjoy their work, our partners enjoy working with us and our consumers enjoy our products.

### We are committed to service excellence

We will strive to deliver beyond what is expected.

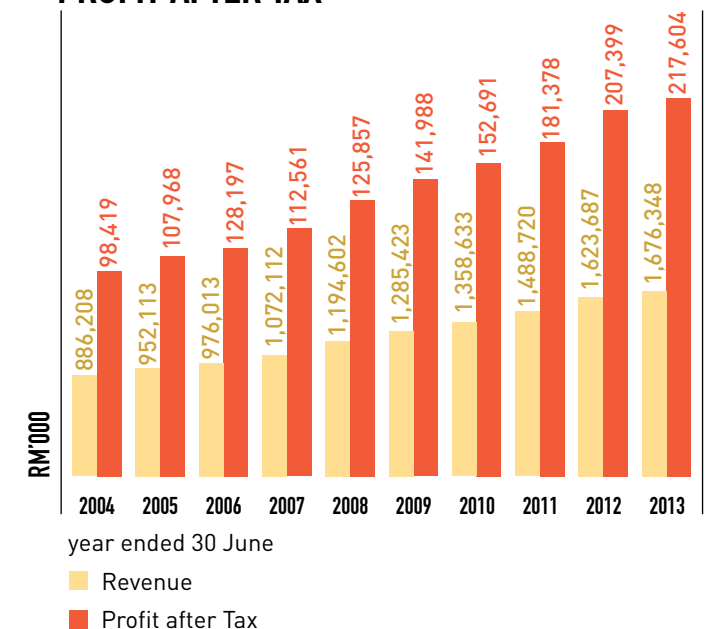


Sales Offices

## Quick Facts

1. Our Drink Sensibly programme has reached over 30,000 consumers and over 5,000 retail frontline staff since its inception in FY11
2. Over the past three years, we managed to reduce our reported employee misconduct by 58%
3. In order to safely transport the new Heineken bottles which was launched in FY13, we innovated instead of replacing the old crates; saving the Company RM3.8 million and by doing so avoided producing approximately 330 tonnes of plastic waste
4. We surpassed our target for thermal energy use of 78.19 mJ/hl by achieving a 14% reduction
5. Our Human Resources department invested RM2.5 million for employee learning and development over the past two financial years
6. As of 30 June 2013, we have 599 employees in the Company of which 132 are women
7. In FY13, we extended the maternity leave for women employees from 60 days to 90 days
8. We have been rehabilitating the Sungei Way river over the past six years. Through our efforts, the river's water quality improved from a Class IV-V (extremely polluted) to a Class III (able to support living organism)
9. Over the past year, we have been able to reach out to more than 1,000 students through the GAB Foundation English Enrichment Training Programme
10. More than 140 business partners were involved in our annual Big Day Out community outreach programme in FY13

## REVENUE & PROFIT AFTER TAX

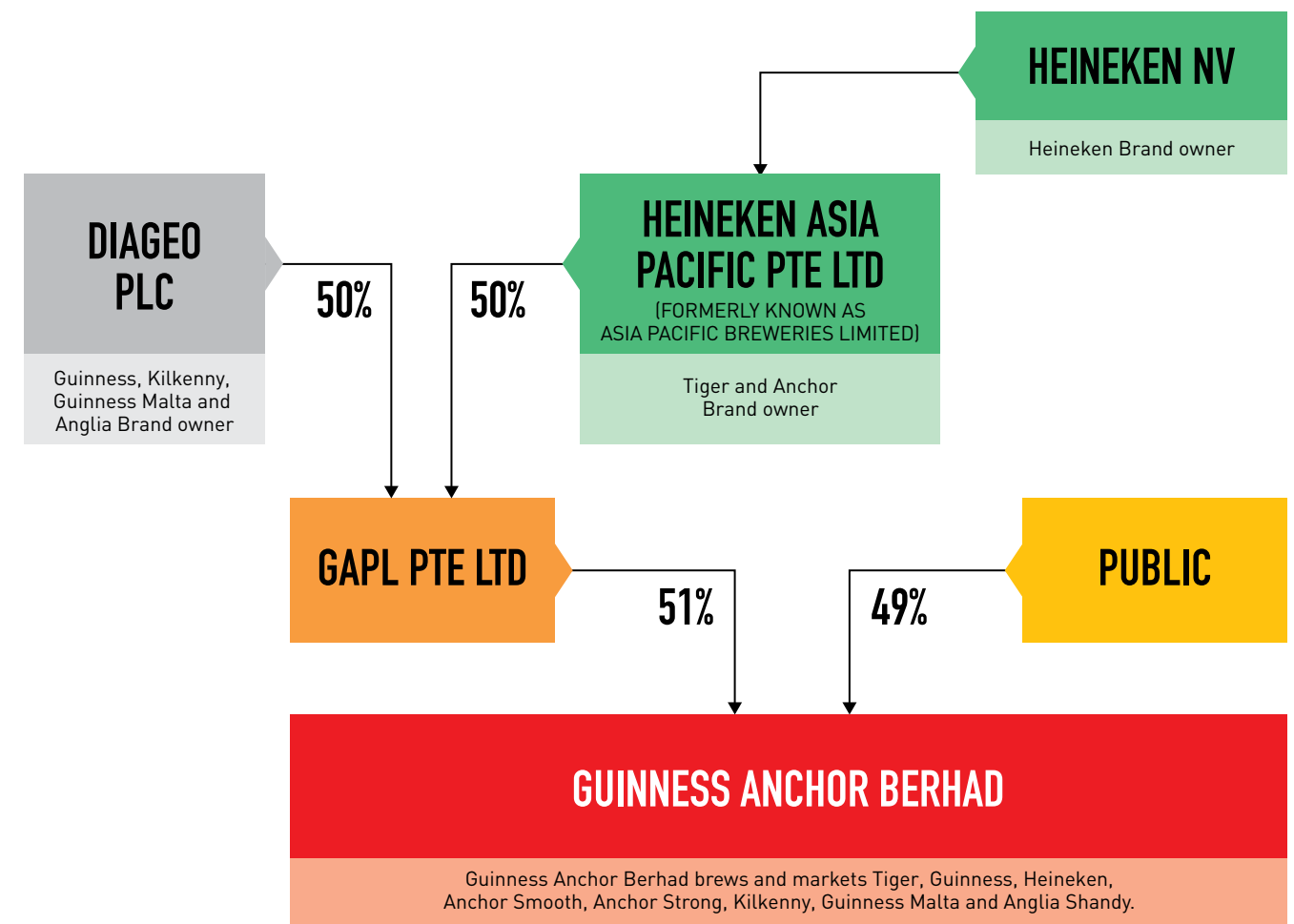


## OWNERSHIP & GOVERNANCE

GAB's Board of Directors has the overall responsibility in leading and determining the Group's strategic direction. It provides effective oversight of the conduct of the Group's businesses, ensuring appropriate control systems are in place, as well as, regularly reviewing such systems to ensure their adequacy and integrity. The Board is currently composed of nine members. There are eight non-Executive Directors, four of whom are independent. The Chairman, Dato' Saw Choo Boon, is independent, and the Managing Director, Hans Essaadi, is the only Executive Board member. The Board comprises of nationals from Malaysia, Singapore, UK, Netherlands, and Ireland. There are two women on the Board.

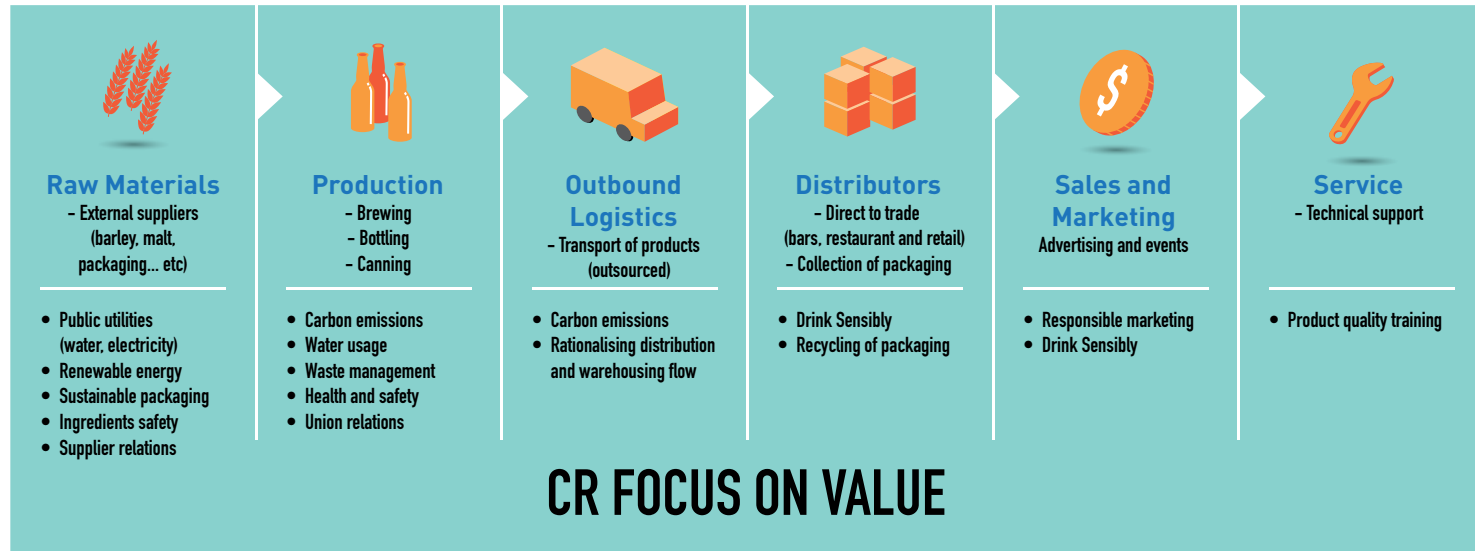
Full details of our corporate governance structure and risk management framework are available in our 2013 Annual Report ([www.gab.com.my](http://www.gab.com.my))

## GAB OWNERSHIP STRUCTURE

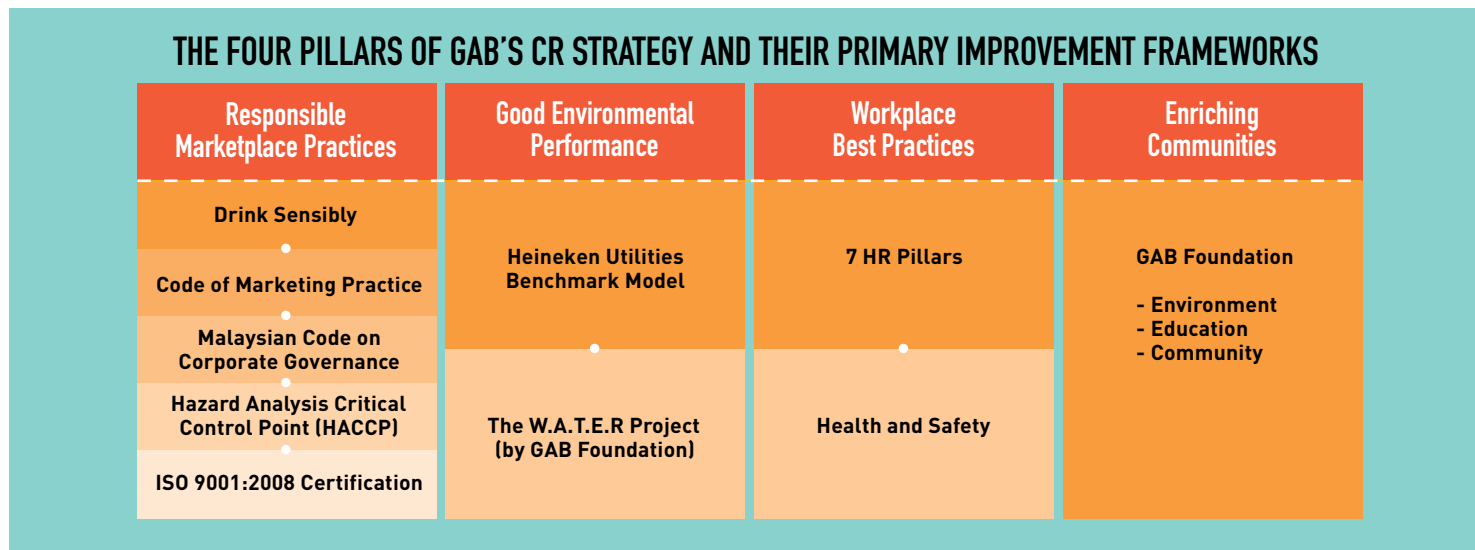


# CORPORATE RESPONSIBILITY: A GAB BUSINESS DRIVER

At GAB, Corporate Responsibility is an essential part of our business. Across our value chain and at each stage of all our processes, we identify and address potential impacts and contributions to society.



Our Corporate Responsibility framework is based around four pillars; Responsible Marketplace Practices, Good Environmental Performance, Workplace Best Practices and Enriching Communities. Each of these areas is underpinned by strong management systems and flagship initiatives.



Our brand owners and major shareholders support us with technical expertise, operational processes, and support systems to shape our Corporate Responsibility efforts. They also inspire us by driving us to meet challenging environmental and social targets.

## Stakeholder Expectations: An Essential Engagement

Engaging our stakeholders is an immense and important task. We proactively reach out to stakeholders who have strong views and expectations on the way we do our business. We have a diverse engagement platform which includes regular structured dialogue events, as well as third-party-led stakeholder engagement to ensure that feedback can be submitted confidentially.



# CORPORATE RESPONSIBILITY: PRACTICING WHAT WE PREACH

## CR PILLAR

### RESPONSIBLE MARKETPLACE PRACTICES



## OUR COMMITMENT FOR FY12 - FY13

- Develop and deliver Drink Sensibly training for our promoter girls, distributors and frontline staff of our major trade partners
- Develop and deliver a training programme on our Code of Marketing Practice for our commercial team and external marketing agencies

## OUR PERFORMANCE IN FY12 - FY13

- Drink Sensibly
- Trained more than 11,000 promoter girls and frontline staff of major trade partners
  - Launched the Drink Sensibly mobile app. As of June 2013, over 2,500 consumers have downloaded the app
  - Mobilised Drink Sensibly Angels to engage customers at major events
- Others
- Code of Marketing Practice training delivered to 118 commercial team employees and external marketing agencies
  - Conducted over 10 sessions on Competition Act Guidelines
  - Competition Law information brochures were distributed to all existing employees and new recruits were given a copy as part of the HR orientation kit

## OUR GOALS FOR FY15

- 20,000 additional consumers engaged on Drink Sensibly
- 10,000 Drink Sensibly app downloads
- No non-compliance incidences for Competition Act

### GOOD ENVIRONMENTAL PERFORMANCE



- Reduce water consumption to 4.3 hl/hl
- Reduce electricity consumption to 10.45 kWh/hl
- Reduce thermal energy to 94 mJ/hl

- Achieved 4% reduction but missed target
- Achieved 4% reduction but missed target
- Surpassed target and achieved 14% reduction

- Reduce water consumption to 4.13 hl/hl
- Reduce electricity consumption to 9.40 kWh/hl
- Reduce thermal energy to 82.40 mJ/hl
- Develop carbon footprint report

### WORKPLACE BEST PRACTICES



- Increase average training hours per employee by 5%
- Maintain lost time accident rate below 1.8
- Maintain accident severity rate below 8
- Conduct benchmarking of employee benefits scheme

- Increased average training hours per employee by 133%
- Reduced lost time accident rate to zero
- Reduced accident severity rate to zero
- Reviewed and upgraded six signature benefits and eight competitive benefits

- Zero accidents
- Benchmarked as market leader in terms of benefits

### ENRICHING COMMUNITIES



- Engage our trade and business partners to increase their participation, either in the form of donations or physical participation by 20% from previous Big Day Out
- Develop and implement an employee engagement campaign to increase employee understanding of and participation in GAB Foundation activities
- Develop a community project measurement tool to quantify the impact of our community investments

- Big Day Out
- Increased participation of business partners for our 2012 Big Day Out by 28.6%
- Others
- Conducted three employee outreach sessions to promote awareness of GAB Foundation
  - Trained 70 teachers from 39 schools. Over 1,000 pupils from Perak, Negeri Sembilan, Malacca, Sabah and Sarawak benefitted from the English Enrichment Training Programme
  - Engaged five communities in the Sungei Way Rehabilitation Project
  - Expanded W.A.T.E.R Project to Perak

- Review priorities and focus for GAB Foundation's three year plan
- Adopt appropriate benchmarking tools

Lost time accident = Accidents per 100 full-time employees. Accident severity rate = Average lost days per accident



# MARKETPLACE PRACTICES: STAYING SENSIBLE & RESPONSIBLE

Our licence to operate depends on our efforts in marketing our brands responsibly and in driving sensible alcohol consumption. This is particularly important as we operate in a country where the majority of the population abstains from alcohol consumption on cultural and religious grounds. As such, we take our responsibilities very seriously; we manufacture products that meet strict international safety beverage standards, we market in a way that does not cause offence, and we encourage customers to consume our products in a sensible manner.

## Code of Marketing Practice: Guidelines to Greatness

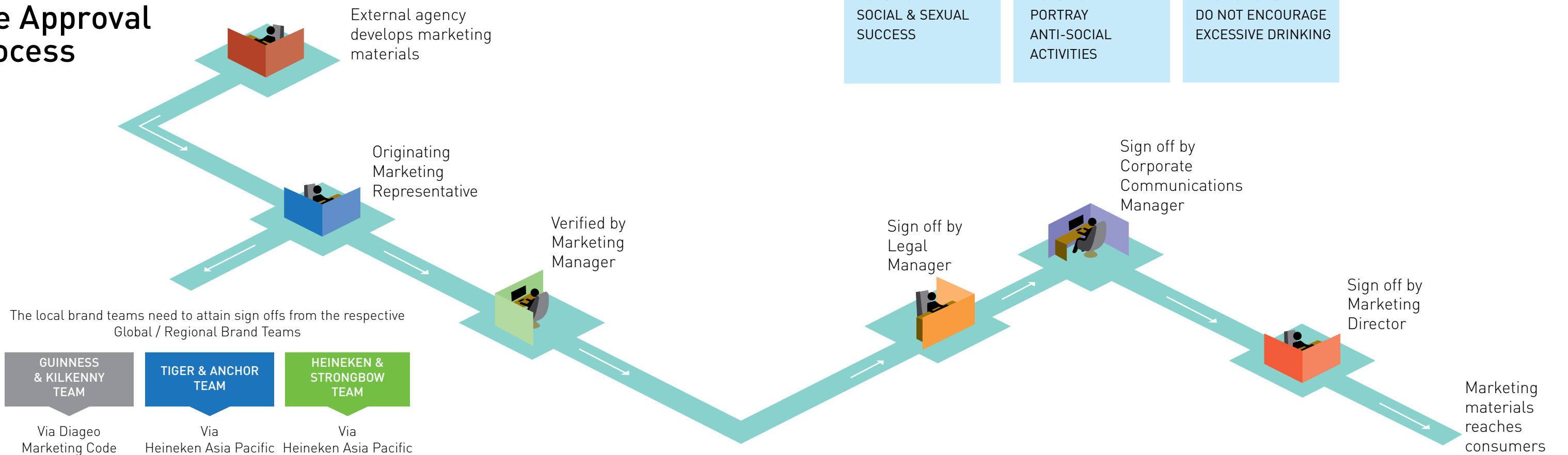
Our Code of Marketing Practice continues to provide strict guidelines which employees and company representatives are to follow when marketing and promoting GAB's products. Our marketing materials approval system is among the most stringent in the region. No marketing or communication material is published without a diligent check against our Marketing Code.

Over the past two years, we have also enhanced our focus on social media, ensuring that our engagement with consumers and stakeholders on Facebook and other social media platforms is in strict compliance as well.

## Code of Marketing Practice Provisions

<b>PROV. 01</b> ✓ COMPLIES WITH LAWS & REGULATIONS	<b>PROV. 02</b> ✓ DOES NOT TARGET UNDERAGE DRINKERS	<b>PROV. 03</b> ✓ ENCOURAGES SENSIBLE DRINKING	<b>PROV. 04</b> ✓ SHOWS RESPECT FOR ABSTINENCE
<b>PROV. 05</b> ✓ DOES NOT DISPLAY OFFENSIVE MARKETING	<b>PROV. 06</b> ✓ PRESENTS CLEAR & FACTUAL INFO ON ALCOHOL CONTENT	<b>PROV. 07</b> ✓ DOES NOT IMPLY MEDICINAL & THERAPEUTIC BENEFITS	<b>PROV. 08</b> ✓ DOES NOT PROMOTE DRINKING & DRIVING
<b>PROV. 09</b> ✓ DOES NOT IMPLY SOCIAL & SEXUAL SUCCESS	<b>PROV. 10</b> ✓ DOES NOT PORTRAY ANTI-SOCIAL ACTIVITIES	<b>PROV. 11</b> ✓ PROMOTIONS DO NOT ENCOURAGE EXCESSIVE DRINKING	

## The Approval Process



# MARKETPLACE PRACTICES: STAYING SENSIBLE & RESPONSIBLE

## Code of Conduct: Upholding High Ethical Standards

We are committed to adhering to local laws and regulations and to acting in accordance with our own standards. Our employees are briefed on our Code of Conduct which details our expectations. We have a whistleblowing mechanism in place for our stakeholders to report incidents that violate the code. In FY13, we received nine complaints. All reports were investigated and as a result four employees were given warnings and one resigned to avoid disciplinary action.

## Supplier Code of Conduct: Bringing the Best Out of Business Partners

Being a supplier to GAB requires excellence and integrity. Our Code of Conduct for vendors and suppliers outlines our expectations; in addition to commercial requirements, our Code of Conduct outlines expectations of our vendors and suppliers in their labour standards and policies, environmental policies, health and safety regulations, and applicable laws.

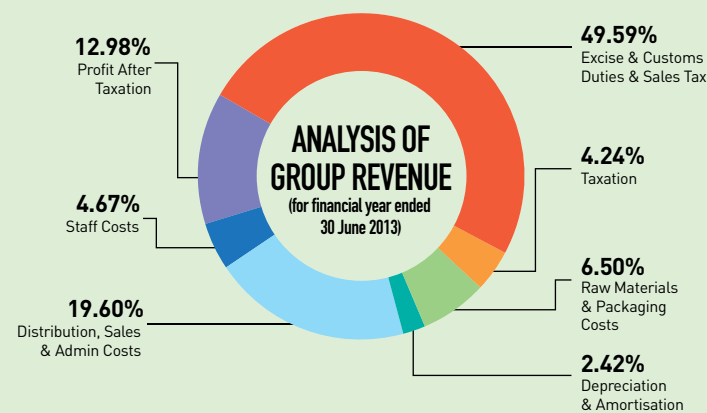
We meet with our suppliers once every two years to seek input and advice on how we can improve as a business partner. In FY13, we conducted a Supplier Satisfaction Survey to gain feedback on our performance as an organisation. We were rated highly for our professionalism and integrity, and were the favourite business partner for a majority of our suppliers. However, suppliers wanted to see improvements in our speed of decision-making and response times, as well as shorter credit terms.

We also encourage our suppliers to be more responsible in their operations. At our biennial Supplier Engagement event, we always recognise suppliers who showcase extraordinary involvement in environment and community initiatives by presenting them with a GAB Most Responsible Supplier Award.

## Duties & Taxes: Contributing to the Greater Good

By far our biggest contribution to the economy and communities of Malaysia is our payment of customs and excise duties as well as taxes, which amounted to RM902 million in FY13. We believe that this supports the government-initiated Economic Transformation Programme that will help turn the country into a high-income nation by the year 2020.

However, we also believe that the investment we make in our people as well as in our suppliers and business partners will help the country move towards this goal, not just through financial contributions, but also through capacity and knowledge building.



## Big Win: Drink Sensibly

Drink Sensibly (DS) is our flagship initiative to encourage enjoyable and responsible drinking. As a rule, all GAB brand communication materials carry a DS reminder. Now in its fourth year, the DS programme is designed to reach consumers directly through public campaigns and retail outlets. Our DS programme begins with our employees, undergoing education awareness of alcohol and its effects on the body. The campaign has now reached over 30,000 consumers and is supported by more than 5,000 frontline staff in retail outlets who have been trained in sensible serving and drinking.



**Renuka Indrarajah, Corporate Relations and Legal Director of GAB (second from right) officiating the launch of Malaysia's first-ever Drink Sensibly mobile app.**



**DS Angels engaging football fans on sensible drinking behaviour at the Tiger FC Big Away Game in Sunway Giza.**

In FY13, we launched a mobile app to ensure that our campaign touches more consumers. In addition to fun activities, the app also contains practical tools such as a drink measurement tool and taxi booking features.

We also now mobilise our DS Angels at major GAB events. The DS Angels encourage consumers to download the DS mobile app while educating and providing DS tips, handing out bottles of water, and helping consumers book taxis home after a night out.

We are looking to revamp our Drink Sensibly campaign over the coming years. Our aim is to streamline the campaign by adopting a more effective approach such as engaging consumers outside of drinking hours.

## Big Challenge: IT Infrastructure

An 18-month IT infrastructure project was initiated to simplify and streamline our business into two new systems from four previously. These new systems will enable us to obtain more in-depth commercial data, allowing us to better fine-tune our commercial operations and thereby becoming more effective and efficient. The new systems went live at the end of 2012.

As with the implementation of any new systems, we underwent several months of teething issues before it was stabilised. As it was a live system, changes and upgrades had to be done incrementally so as to not cause major disruptions. We provided support services and engagement with our distributors on the ground in order to resolve problems in an expedient manner. As of September 2013, all distributors are now able to conduct entries and verification online. Through this process we have learned many valuable lessons which we will be able to leverage on in the future. Our Business-IT transformation is still a work in progress as we continue to leverage on the right technology to provide the necessary data to operate in the marketplace.

# ENVIRONMENTAL PERFORMANCE: CREATING SUSTAINABLE IMPROVEMENT

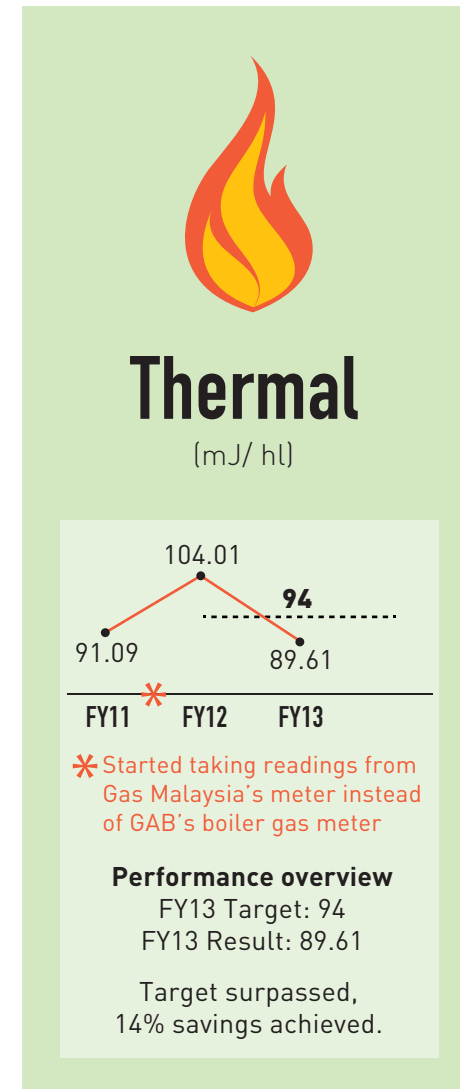
We want to ensure that we can continue to grow our business without increasing the strain on our natural resources, primarily water, electricity and thermal energy. In this regard, we focus on compliance with local legislation, investment in innovation and the upgrading of our brewery.

We are asked to meet challenging environmental annual reduction targets by one of our brand owners, Heineken. Using their Utilities Benchmark models, our Key Performance Index (KPI) and size of our business corresponds to our overall contribution. At our monthly driving systems meeting, we discuss detailed action plans for meeting our KPIs. For each KPI identified, we have a reference library of solutions and potential savings. We have also developed complex action sheets, with dates of implementation and deployment plans. As we improve our processes, we gain an understanding of the different areas and activities we can tweak to generate more savings.

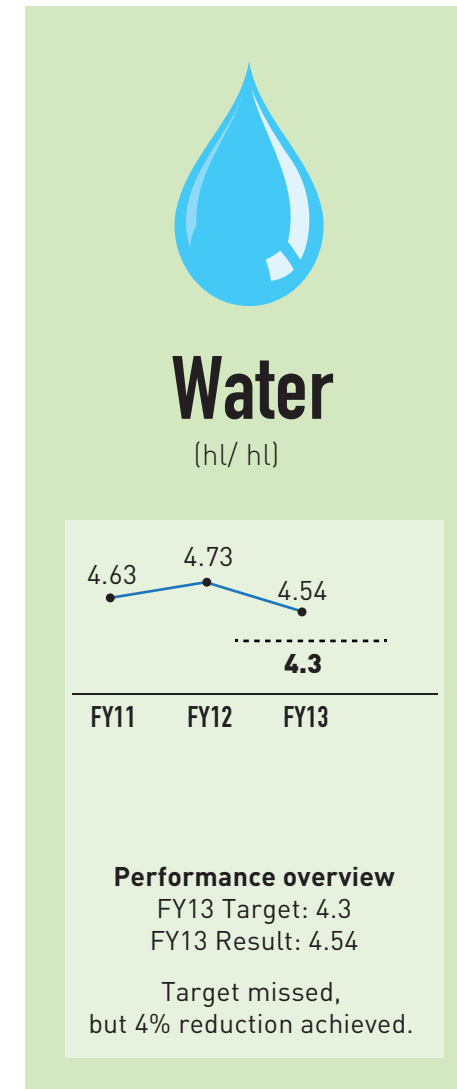
These savings are translated into monetary terms which are then displayed prominently in our Supply Chain department. Up to 30% of our savings is reinvested to drive improvements in our environmental performance. Additionally, our selected environmental champions attend two annual regional workshops to exchange ideas with colleagues in other markets.

## AMOUNT OF SAVINGS OVER 5 YEARS (FY09 – FY13)

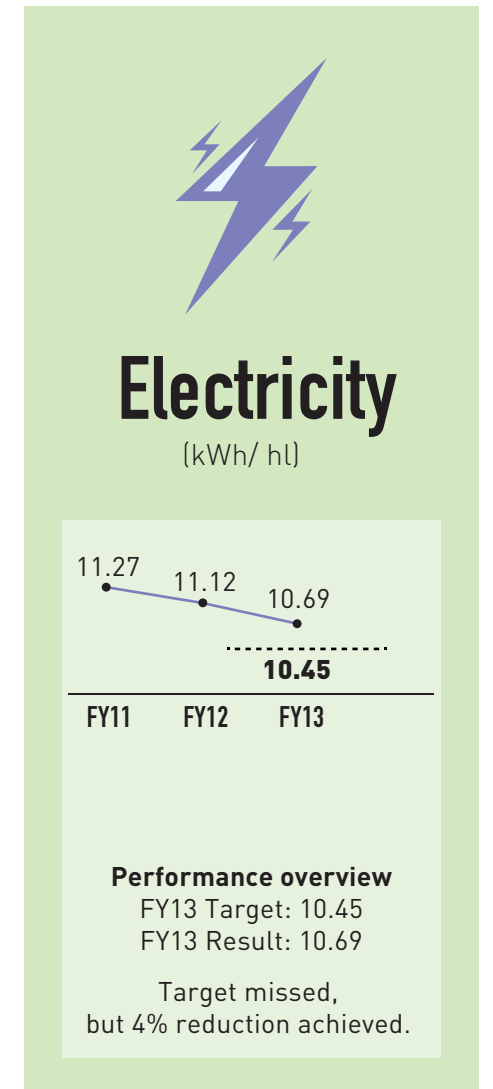
Electricity usage	RM 498,646
Water usage	RM 96,228
Thermal usage	RM 71,545



Prior to FY12, we were declaring our gas consumption based on our own gas meter. Readings were systematically below the readings from Gas Malaysia's meter that is used for invoicing purposes. As a result, our declared gas consumption was 5% – 8% lower than the real quantity paid for. We then decided to go for compliance with the rule saying one should declare "what he pays" and re-adjusted our targets for FY13. This translated into an apparent increase between FY11 and FY12.



All our water is drawn from a municipal water supply. We use just over 5.8 million hl of water annually in the manufacturing of our products. Our baseline was 4.73 hl/hl and we were given a year-on-year reduction target of 9% for FY13, of which we achieved 4%. Over the past five years, we have successfully achieved a 10% reduction in water usage.

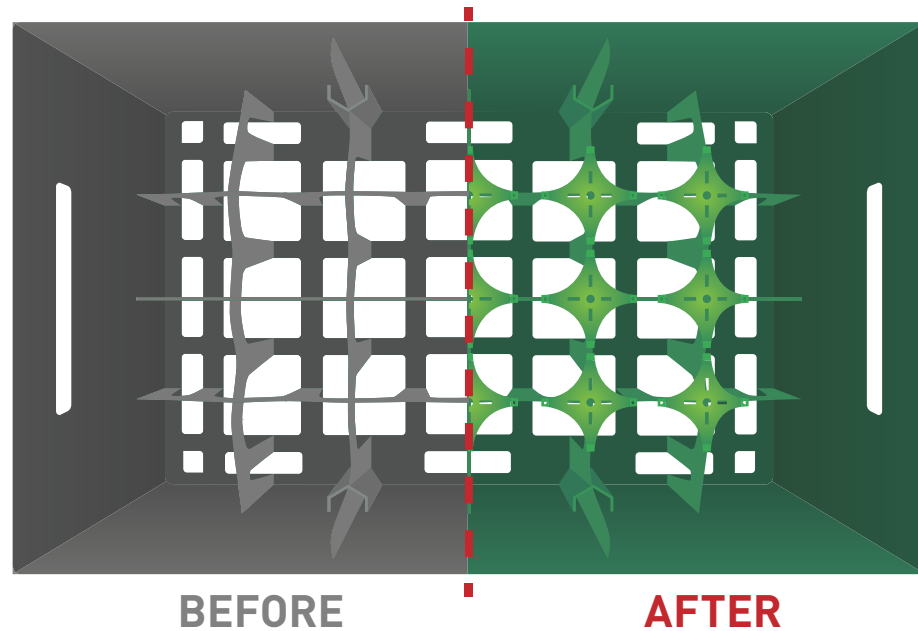


All electricity is purchased from the national grid. We use a total of 13.6 million kWh of electricity annually in manufacturing our products. Our baseline was 11.12 kWh/hl and we were given a year-on-year reduction target of 6% for FY13, however we only achieved a 4% reduction. Regardless of this, we have still managed to achieve a 13.9% reduction in electricity usage over the past five years.

# ENVIRONMENTAL PERFORMANCE: CREATING SUSTAINABLE IMPROVEMENT

Big Win:  
Thinking out  
of the crate

## GAB INNOVATION



### BACKGROUND

In 2012, GAB decided to roll out the new bottle design for Heineken in the Malaysian market. Malaysia was the first market to roll out the Heineken new bottle design in a returnable market in Asia Pacific.

### THE CHALLENGE

The sleek new bottle design has a higher shoulder. The existing partitions in the Heineken crates were too low to prevent contact between the bottles during transportation, which would result in cracks or breakage.

### THE SOLUTION

Instead of replacing 165,000 crates, we developed a simple and elegant innovation – together with our supplier we modified the partitions with specially designed clips, as shown above. By inserting these clips on the existing partitions, we are able to raise the partitions to accommodate the shoulder height of the Heineken new bottle design.



### SAFETY A KEY PRIORITY

To ensure the innovation would work in real life scenarios, we shipped crates to The Netherlands for extensive testing by the Heineken International Supply Chain team. The team ran simulation exercises, replicating real life transportation scenarios. The clips solution received a stamp of approval.



### FINANCIAL BENEFIT

We saved RM3.8 million, achieving 90% cost savings

### ENVIRONMENTAL BENEFIT

We avoided approximately 330 tonnes of plastic waste

### TOTAL SAVINGS

We were able to spend less and reduce our environmental impact from not having to buy new crates.



### A PRACTICAL INNOVATION

As a workable solution to the challenge presented by the new Heineken bottle, this innovation may be considered for use in other Heineken breweries across the region.

## Big Challenge: Reducing Water and Electricity Usage

Water and electricity usage are production volume related. For example, when production is high, water, electricity and thermal efficiency is at its optimum; when production is low, the fixed amount of water, electricity and thermal energy expended will heavily impact the efficiency targets set.

In FY13, GAB reduced its production volume of certain Stock Keeping Units (SKUs). Despite the decrease in production volume, with the team's effort we were still able to deliver improvements on each of the three KPIs.

# WORKPLACE EXCELLENCE: MAKING EMPLOYEE INVESTMENT A PRIORITY

## Workforce Commitment: Investing in Excellence

Our dedicated workforce is the engine that powers our continued success. We are committed to providing excellent service to our stakeholders, as such we passionately believe in the continued investment and development of our employees in order to achieve our goals. In an increasingly competitive recruitment environment, we believe that our employee remuneration is among the best in Malaysia, and we benchmark ourselves

not just against the local industry, but against global and regional companies in the consumer goods sector.

Our business operation is supported by the daily commitment of 599 full-time employees as of 30 June 2013, with our workforce having grown 6.6% over the past two years. The average year of service of our employees is 11.4 years, and we continue to maintain a stable attrition rate of 8.5%.



GAB launched a specially-designed Wellness Programme on 11 January 2013 in efforts to encourage a healthy lifestyle among employees.



## HR Pillars: A People-Friendly Framework

Led by a dedicated HR Director, a member of GAB's Management Team, our Human Resource strategy built on our 7 HR Pillars framework continues to guide our policies and programmes.

### PILLARS

### FY12 – FY13 HIGHLIGHTS

#### GREAT PERFORMANCE



- 12 years of consecutive growth in profit.
- Great teamwork through strong internal engagement with our business partners at the annual Commercial and Supply Chain Conferences.
- Astute manpower planning to ensure the right ratio of manpower is maintained.

#### GROWS GREATNESS



- Our HR department invested RM2.5 million for employee learning and development over the past two financial years.
- An average of five training days per employee conducted in FY13.
- Accelerated development and talent management – GAB Management Trainee Programme.
- Career day organised for employees to develop their career plan.
- Specialised leadership training held for Leadership Team.

#### GREAT REWARDS



- Job analysis, documentation and evaluation training for Leadership and HR team members.
- Conducted job evaluation on 76 jobs.
- Salary benchmarked at 65th percentile of the market.
- Implemented Annual Merit Rewards planning to cultivate a high performance culture.
- Improved six GAB signature benefits and eight competitive benefits to be phased over FY13 – FY15. (Signature Benefits: Benefits above industry best practices; Competitive Benefits: Benefits that are on par with industry best practices.)
- Improved medical benefits in FY13.
- Standardised terms & conditions for promoter girls across all sales regions in line with the Employment (Part Time Employee) Regulations 2010 in FY13.

#### GREAT WORKING ENVIRONMENT



- Invested RM2.2 million for the refurbishment of the café and gym.

#### TRULY ENGAGING



- Quarterly townhall meetings held and publication of internal magazine – The ICON.
- Annual compliance roadshow conducted across all regions and departments.
- Reduction in reported employee misconduct by 58% over three years.
- Successful negotiations with the Union of Beverage Industry Workers on the 14th Collective Agreement.
- Formalisation of the first Beverage Industry Executive Staff Union Collective Agreement.

#### LIVES ITS VALUES



- Organised a comprehensive GAB Wellness Programme.
- Annual free health check for employees in partnership with the National Kidney Foundation.

#### HR SERVICE EXCELLENCE



- Dedicated HR business partnership to address a department's HR matters.
- GAB won the Bronze Award for Employer of Choice at the 2012 Malaysian Institute of Human Resource Management HR Awards.

# WORKPLACE EXCELLENCE: MAKING EMPLOYEE INVESTMENT A PRIORITY

## Workplace Diversity: Where Embracing Differences Makes a Difference

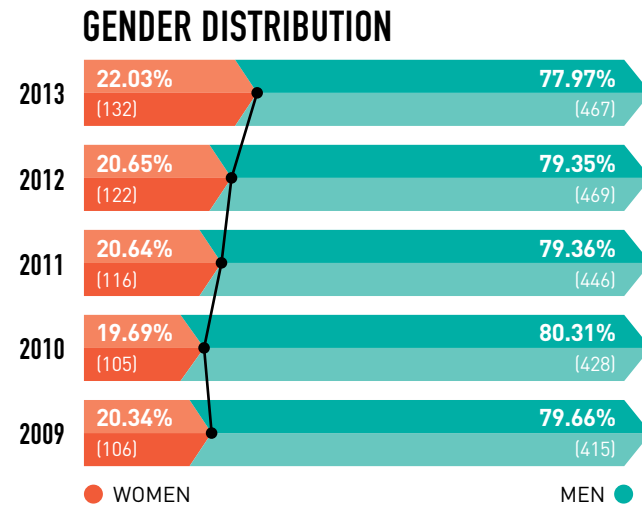
Over the years, GAB has strived to create a workforce that truly embodies the diversity of the community we operate within. We understand that the most effective way to attract and retain the best employees is to create a culture that celebrates this diversity, and where everyone can succeed, regardless of age, gender, race or religion, with remuneration and promotion based solely on ability and performance.

The diversity of employees brings different expectations and needs that we as a responsible employer strive to understand and fulfill. For instance a good work life balance is important to our employees, and this has led to the implementation of the "Home Early Wednesday" programme. We continue to work with departments to ensure that this is implemented in a manageable way.

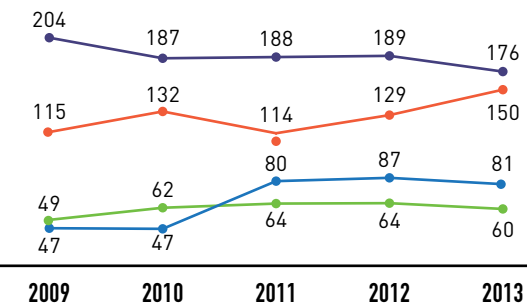
We also commit ourselves to fulfilling the unique needs of our women employees. We have extended our maternity leave from 60 days to 90 days as part of GAB's signature benefit revamp.

As we welcome Gen Y's into our workforce, we recognise the different values they bring and expectations of employment. Our HR practices implemented are well suited to the needs of this new generation as they strongly believe in achieving work life balance and are constantly eager to experience new things. Our Management Trainee Programme also allows us to expose them to the different aspects of our business and provides them with on-the-job training.

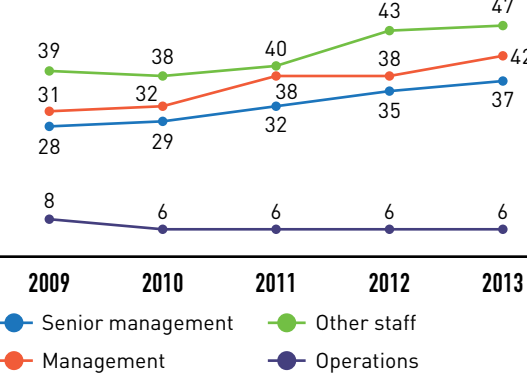
While it may be necessary for employees to drink for product knowledge, we recommend that they exercise discretion. Our Company has in place a 'no drinking during working hours' policy and we encourage employees to practice sensible drinking on all occasions when consuming alcohol especially at our brand events.



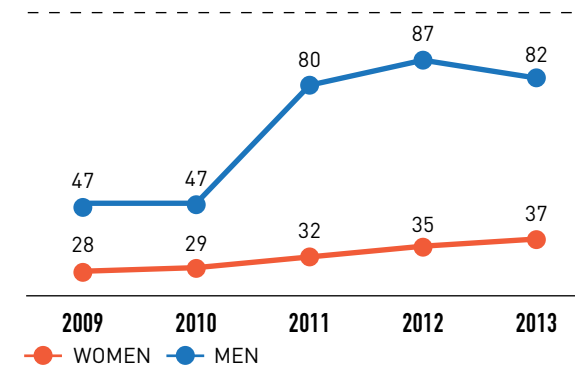
### MEN AT GAB



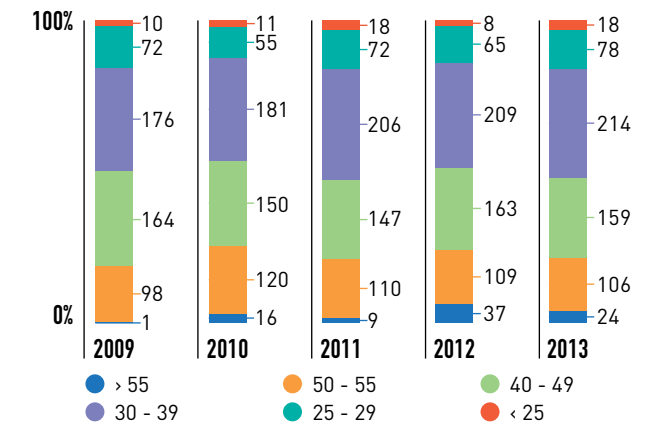
### WOMEN AT GAB



## MEN AND WOMEN IN SENIOR MANAGEMENT



## AGE OF EMPLOYEES



## Employee Development: A Platform for Personal & Professional Growth

We believe that we offer our employees vast opportunities for growth. We organise a biennial career day for employees to explore their capabilities. In FY12, 156 employees participated in the career day and each of them received a personal development plan.

Likewise, our hiring policy is designed to ensure that talented and loyal employees have the opportunity to progress internally. In FY13, we conducted 62 internal promotions while hiring 71 individuals from outside the company; the resulting feedback from employees was that many of the senior positions were filled by individuals from outside of the Company. As such, we will continue to improve efforts in balancing internal progression and the infusion of external talent with different ideas into our organisational culture. We will continue to monitor our systems to ensure that they are robust and to ensure internal employees are rightfully given opportunities.

## Training: Building Competency, Exploring Potential

Our training philosophy is to create a learning environment for our employees to receive on-the-job coaching and benefit from formal learning modules. We want our employees to be engaged in professional development and seek to ensure they are equipped with competencies needed for their present job as well as future advancement.

In FY13, we offered 131 training programmes encompassing both hard and soft skills. Our HR department invested RM2.5 million over the past two financial years for employee learning and development. Along with a more structured training needs analysis, we are able to provide training that was directly relevant to employees which resulted in higher participation.

Each employee received an average of five days of training, with over 98% of our employees attending at least one training session in FY13.

# WORKPLACE EXCELLENCE: MAKING EMPLOYEE INVESTMENT A PRIORITY

## Big Win: Better Benefits, Better Performance

### Benefits review

We strive to offer the best benefits in the marketplace for our employees. Our Benefits Enhancement Strategy focuses on creating new signature benefits unique to GAB while enhancing competitive benefits to stay ahead in the industry. In FY12, following an independent market benchmark exercise and recommendations to the Benefits Review Committee, six GAB signature benefits and eight competitive benefits were upgraded to achieve this aim. We have completed the enhancement of 21% of our benefits and the rest of the enhancements will be gradually introduced over the next two years.



### SIGNATURE BENEFITS \*

- 1 Hospitalisation room and board subsidies increased
- 2 Maternity leave increased to 90 days
- 3 Health screening coverage for all employees
- 4 Optical benefits upgraded in value \*\*\*
- 5 Funeral expenses extended to Management employees
- 6 Car allowance upgraded for employees at Senior Executive job category

### COMPETITIVE BENEFITS \*\*

- 1 5 Years Service Award introduced
  - 2 Mileage claim standardisation
  - 3 Club membership subsidy for monthly subscription fee introduced for employees at Senior Executive job category
  - 4 EPF employer contribution increased to 17%
- FOR UNIONISED EMPLOYEES**
- 5 Beverage Industry Executive Staff Union (BIEU) shift allowance increased
  - 6 Union of Beverage Industry Workers (UBIW) outpatient coverage for dependents introduced
  - 7 Education subsidy upgraded to 100% for UBIW
  - 8 UBIW housing allowance revised

\* **Signature benefits** - Benefits that are above industry practices  
 \*\* **Competitive benefits** - Benefits that are on par with industry best practices  
 \*\*\* Only applicable to Management level employees

## Safety Improvements

### Accident free days

All accidents involving our employees are recorded. Due to the nature of our business, we also record accidents involving contractors and consultants who are working on the production floor.

We managed to maintain 375 accident free days up to May 2013. Over the past financial year, we also managed to reduce the time lost as a consequence of an accident from 1.99 per 100 FTE to zero. Apart from that, our accident severity rate also improved from 101.93 per 100 FTE to zero. We record lost time and accident severity rates only for full-time employees.

### Infrastructure safety

In the past, we only upgraded infrastructure based on capacity or age. However, in the recent few years, safety has become a key consideration when infrastructure decisions are made. As such, we upgraded and replaced two 20-year-old machines on the bottling line in FY11, as they were no longer considered safe by today's standards.

### Worksite safety

Our focus on safety extends to the entire site of the GAB Sungei Way Brewery. Over the past financial year, in order to elevate safety standards and awareness, several measures were taken. Firstly, we increased the number of signage at our guardhouse so that our visitors have greater clarity on the safety requirements during their visit at our brewery.

Secondly, we integrated registrations and safety validation as part of all work orders. Contractors can now only commence work following a Job Safety Analysis involving pre-work safety meetings, assessments of engineering and complexity of work to be carried out, and the type of personal protection equipment needed for the work to be undertaken safely.

Thirdly, we improved visibility on safety measures by increasing the number of signages in the brewery, including mounting signboards at essential areas and fixing safety stickers on machines as reminders for employees to be aware of their actions and surroundings.

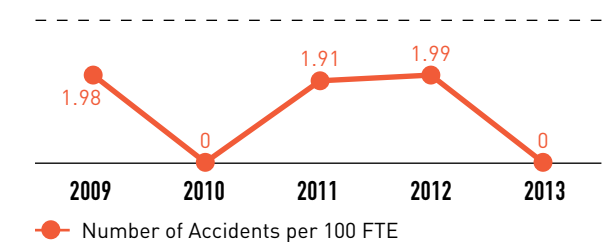
## Big Challenge: Reaching a Consensus

### Collective agreement

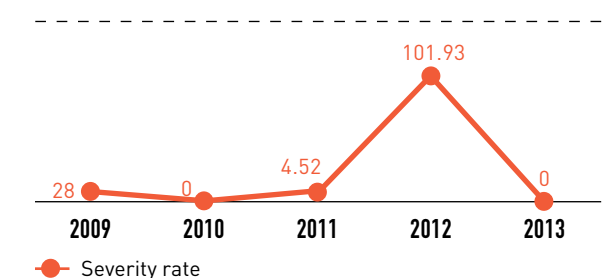
In FY12, we began negotiations with the Union of Beverage Industry Workers (UBIW) on the 14th Collective Agreement (CA). The UBIW represents 104 employees from six departments. Negotiations became protracted due to the method of calculation for increments and adjustments. The UBIW sought a one-time adjustment for three years whereas the Management pursued an annual adjustment and increment based on the employee's position and salary. The Management was willing to discuss the quantum of increments and adjustments, but the Union's issue was not with the quantum, but rather the method of payment over the three years. The CA reached a deadlock and the matter was referred to court. During this time, the Management and Union committee continued to have regular meetings in the hopes of reaching an amicable settlement. The CA was finally settled out of court in June 2013.

The Beverage Industry Executive Staff Union (BIEU) was formally recognised in 2009. The BIEU membership comprises of 41 supervisory level employees in the Supply Chain department. All articles in their CA have been resolved. The negotiated terms with the BIEU is different from the traditional agreement as members will be entitled to an annual increment and salary adjustment depending on their salary range.

### NUMBER OF ACCIDENTS PER 100 FULL-TIME EMPLOYEES



### AVERAGE LOST DAYS PER ACCIDENT



# COMMUNITY OUTREACH: DEEPENING OUR IMPACT ON THE COMMUNITY

Our community investment activities are spearheaded by the GAB Foundation. Founded in 2007, the Foundation focuses on three pillars: Environment, Education and Community.

The Foundation aims to create an impact on the lives of the people in communities we operate in while reflecting a genuine respect for people, society and its diversity. The GAB Foundation emphasises on engagement with partners who share common goals and who can contribute skills and expertise. Federal and State Government departments have been our strong supporters, while civil society partners from the local communities and NGOs have been instrumental in sharing invaluable information and technical advice.

Over the years, we have developed a rich relationship with, and gained the trust of, local government agencies, NGOs, and community partners. Leveraging on lessons learned from programme evaluation and our growing expertise in related subject matters, the Foundation has been focusing on deepening its involvement along the three pillars.

## Environment: Water & River Rehabilitation

### Rehabilitation of Sungai Kinta Project

In FY13, we began a three year project to replicate our successful Working Actively Through Education and Rehabilitation (W.A.T.E.R) Project at Sungei Way for the three tributaries of Sungai Kinta: Sungai Buntong, Sungai Senam and Sungai Kledang. Sungai Kinta is one of the main branches of the Perak River that runs through Ipoh city.

This project is in support of the on-going efforts by the Department of Irrigation and Drainage of Perak & Kinta in rehabilitating Sungai Kinta. Baseline surveys conducted by Global Environment Centre (GEC) have found low levels of understanding and knowledge among local communities of their disposal of household waste and how they pollute the rivers.

The project will focus on stakeholder engagement and education of communities living along the tributaries of the river. A Memorandum of Understanding (MoU) signed by GAB Foundation with GEC and Universiti Tunku Abdul Rahman (UTAR) will support the project by assisting with on-ground activities. As agreed in the MoU, undergraduates of UTAR will play an active role in testing and monitoring water quality, and conduct community education activities with local communities as part of their undergraduate programme. We aim to conduct education and training programmes for at least 40 schools, 30 local communities and 20 business communities within three years after project implementation.

The Ipoh City Council, Perak State Department of National Unity and Integration, Perak State Department of Education are also members of the technical committee.



### National River Forum

In September 2012, the Foundation organised the first-ever National River Forum. Themed "Sustainable River Management", the objective of the forum was to bring experts from all over the world to Malaysia to share global best practices on river conservation and rehabilitation. 198 participants attended the one day forum to listen to experts from Malaysia, Singapore, UK, Japan, Australia and Vietnam.

The Forum received support from key government stakeholders. It was officiated by the then Minister of Natural Resources and Environment (NRE), YB Dato' Sri Douglas Uggah Embas, and attended by Tan Sri Joseph Kurup, then Deputy Minister of NRE; Dato' Dr James Dawos, then Deputy Minister of Tourism; and Datuk Ir Haji Ahmad Husaini Sulaiman, Director General, Department of Irrigation and Drainage, Malaysia.

### W.A.T.E.R Project

The Working Actively Through Education and Rehabilitation (W.A.T.E.R) Project continues to engage with the community of Sungei Way. In its 6th year, we continue to maintain the water quality of Sungei Way at Class III which is suitable for living organisms.

Three fish species were released into Sungei Way to mark World Water Day in 2012



# COMMUNITY OUTREACH: DEEPENING OUR IMPACT ON THE COMMUNITY

## Education: Creating Enrichment Through English

In FY12, the Foundation evolved its approach to the English Enrichment Training Programme (EETP) to focus on improving the language proficiency and teaching methods of local English teachers, with the objective of empowering teachers to create greater impact amongst students.

To achieve this, the Foundation engaged experts in the fields of English as well as Early Childhood Education and Development to conduct a four-day training programme. 70 teachers from 39 primary schools from Melaka, Negeri Sembilan, Perak, Sabah and Sarawak attended the training.

After attending the EETP, teachers organised Supplementary English classes for Year 1 students in their respective schools. Lesson plans for these supplementary classes were developed by the Foundation and our partners. The classes provide guidance as to how interactive activities can be used to make English learning fun and engaging. So far, over 1,000 students have participated in the supplementary English classes.

The Foundation also engaged nine mentors to support the teachers throughout the year. To ensure students benefitted from these supplementary classes, mentors conducted regular qualitative assessments to evaluate the effectiveness of the lesson plans as well as measure the level of interaction and participation of students.

In May 2013, we invited all previous participants of the teaching programme back for four days of training. Additionally, we also engaged 18 new schools, thereby benefitting 1,300 more students.



70 teachers gathered for a four-day training programme conducted by GAB Foundation to enhance their English language proficiency and teaching methods.

## Community: A Day Out to Make a Difference

The third iteration of the unique Big Day Out community outreach event was organised in conjunction with Malaysia's inaugural participation in the 2012 World Rivers Day celebration. We dedicated a full work day in October 2012 for employees to promote water conservation. Our one-day contribution was valued at approximately RM1 million. Over 600 employees and 140 business partners carried out community projects including water conservation workshops, the cleaning up of lakes, beaches and waterways and other water-related initiatives throughout the country.

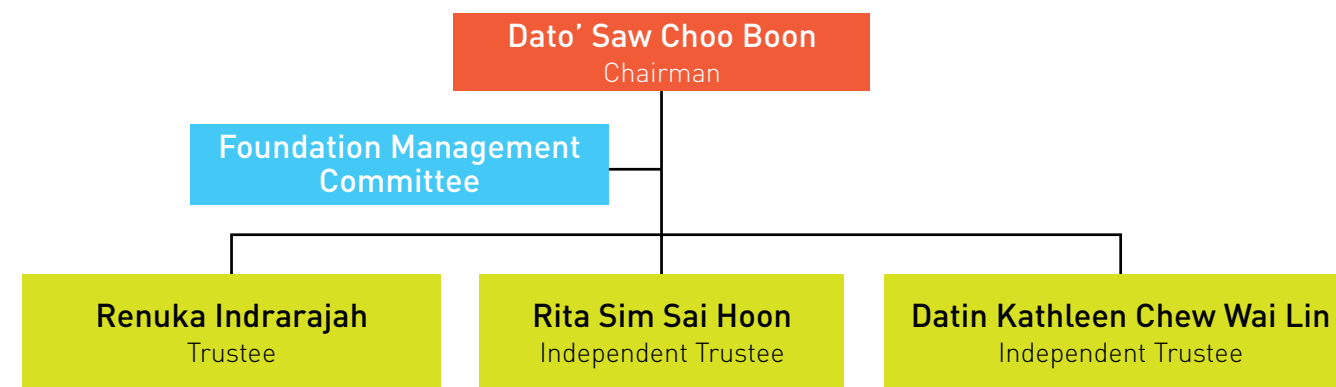


GAB employees and business partners worked together to carry out 18 community projects across Malaysia to promote water conservation at the 2012 Big Day Out.

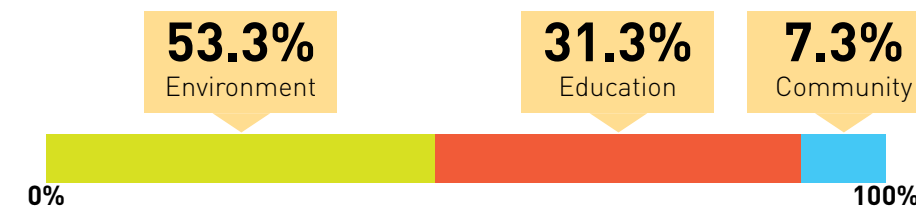
## About the GAB Foundation

GAB Foundation was formed on 5th July 2007 under the Trustees (Incorporation) Act 1952 to spearhead GAB's Corporate Responsibility activities and continue GAB's efforts to enrich communities in three core areas - Environment, Education and the Community Outreach. It is funded by GAB and also contributions from general public. GAB Foundation has been granted tax exempt status under Section 44(6) of the Income Tax 1967 since August 2009.

GAB Foundation is governed by a Board of Trustees which comprises of the following Trustees:



## BREAKDOWN OF INVESTMENT (As of December 2012)



### Targets set for FY13

- The Foundation will continue to sponsor the reading corners and increase the numbers of schools it sponsors.
- The Foundation will continue its cause to improve the English Language proficiency amongst Tamil school students. In FY13, the Foundation will work with child specialists to develop the English Enrichment Programme for primary school children, to train trainers to run this programme and to measure its effectiveness.
- The Foundation will be looking at raising more funds for education in FY13.
- The Foundation will continue to award scholarships to deserving students.
- GAB employees are encouraged and invited to participate in GAB Foundation activities and to actively engage in the annual Big Day Out event.

### What we achieved

- The Foundation deepened its focus on enriching the educators to impact more students.
- The Foundation organised the inaugural English Enrichment Training Programme for 70 school teachers from 39 schools in Melaka, Negeri Sembilan, Perak, Sabah and Sarawak, impacting over 1,000 students.
- GAB has donated additional funds for education
- The Foundation is currently supporting 31 students. No new scholarships will be awarded as we are focusing our efforts on the English Enrichment Training Programme.
- Over 600 employees and 140 business partners participated in the 2012 Big Day Out.

# PERFORMANCE DATA

Financial year ended 30 June

Unit		2013	2012	2011
<b>ECONOMIC</b>				
Revenue	MYR '000	1,676,348	1,623,687	1,488,720
Profit before tax	MYR '000	288,736	276,981	242,883
Taxation	MYR '000	71,132	69,582	61,505
Profit after taxation	MYR '000	217,604	207,399	181,378
Dividends	MYR '000	206,937	377,623*	163,133
Net dividend per 50 sen stock unit	sen	68.5	125.0*	54.0
Earnings per 50 sen stock unit	sen	72.0	68.7	60.0
Reserves	MYR '000	214,491	228,654	365,567
Shareholders' funds	MYR '000	365,540	379,703	516,616
Net assets per 50 sen stock unit	sen	121.0	126.0	171.0

\*Includes special dividends

Unit		2013	2012	2011	
<b>ENVIRONMENT</b>					
Energy	Electricity consumption	kWh/hl	10.69	11.12	11.27
	Thermal energy/ Fuel consumption	mJ/hl	89.61	104.01	91.09
Water	Water consumption	hl/hl	4.54	4.73	4.63

Financial year ended 30 June

Unit		2013	2012	2011	
<b>HUMAN RESOURCES</b>					
	Total number of employees (full-time)	number of employees	599	591	562
Female employees by work category	Senior management	number of employees	37	35	32
	Management	number of employees	42	38	38
	Other staff	number of employees	47	43	40
	Operations	number of employees	6	6	6
Male employees by work category	Senior management	number of employees	81	87	80
	Management	number of employees	150	129	114
	Other staff	number of employees	60	64	64
	Operations	number of employees	176	189	188
By region	Peninsular - female	number of employees	132	120	115
	Peninsular - male	number of employees	432	431	416
	East Malaysia - female	number of employees	1	2	1
	East Malaysia - male	number of employees	36	38	30

Performance data

# PERFORMANCE DATA

Financial year ended 30 June

		Unit	2013	2012	2011
<b>HUMAN RESOURCES</b>					
By age	> 55	number of employees	24	37	9
	50 – 55	number of employees	106	109	110
	40 – 49	number of employees	159	163	147
	30 – 39	number of employees	214	209	206
	25 – 29	number of employees	78	65	72
	< 25	number of employees	18	8	18
	Women returning to work after maternity leave	%	100	100	100
	New hires		71		
Employee turnover	Total	%	8.58	9.73	7.50
Labour	Employees covered by collective agreements	Number of employees	175	187	175
Health & Safety	Fatalities for total workforce	Number of fatalities	0	0	0
	Lost time accidents	Number of accidents per 100 full-time employees	0	1.99	1.91
	Severity rate	Average lost days per accident	0	101.93	4.46

Financial year ended 30 June

		Unit	2013	2012	2011
<b>HUMAN RESOURCES</b>					
Training	Average number of hours of training per year per employee (management employees)	Hours	27.8	20.1	54.2
	Average number of hours of training per year per employee (unionised employees)	Hours	11.7	9.7	28.5
	Total number of incidents of discrimination and corrective actions taken	Number of incidents	0	0	0
	Number of complaints regarding discrimination or sexual harassment		0	0	0
	Talent management programme (intake)		15	0	14

# ABOUT THIS REPORT

This is our fifth biennial stand-alone Corporate Responsibility (CR) Report, covering activities for the financial years 2012-2013, unless stated otherwise.

## SCOPE

The report boundary covers all CR related activities of Guinness Anchor Berhad (GAB) and its subsidiaries, unless stated otherwise. It does not cover outsourced operations, such as transport and logistics. Data collection methods have not been altered and data is provided on a best-effort basis. Any limitation to the reported figures is noted throughout the report.

## REPORTING STANDARD

Our approach is based on the principles of AA1000 AccountAbility Principles of inclusivity, materiality and responsiveness. We are reporting against the Global Reporting Initiative (GRI) G3.1 at application C. A report at this application level has allowed us to disclose more in depth of our initiatives and demonstrate impacts on what we believe are most material to our business.

## ASSESSING MATERIALITY

The content of this report includes issues raised through our various stakeholder engagement channels. We believe this provides a basis for a materiality assessment and balance of this report. This helps us prioritise issues which are key to both our stakeholders and crucial to our business success.

## DATA VERIFICATION

We understand that credible and robust data forms the building blocks of any report. To address the gap left by a formal assurance process in terms of data verification, we have engaged the services of an independent organisation to check our report data. A sample of our environmental data was verified by Rapid Genesis Sdn Bhd.



## Verification of Environmental Data Reporting

**GUINNESS ANCHOR BERHAD**  
**CORPORATE RESPONSIBILITY REPORT 2013**

Rapid Genesis Sdn. Bhd. hereby declares that we have independently determined and verified that the environmental performance data is accurate as reported by **GUINNESS ANCHOR BHD. (GAB) in Corporate Responsibility Report 2013.**

Rapid Genesis had earlier been engaged by GAB for the same verification task in 2011. For this period of 2013, we again have been engaged by GAB to undertake verification of the following scope:

1. **Thermal** consumption data and performance for 2011, 2012 and 2013
2. **Water** consumption data and performance for 2011, 2012 and 2013
3. **Electricity** consumption data and performance for 2011, 2012 and 2013
4. **Waste avoidance solution** to re-use existing crates via innovative design

For the verification work, the data is sourced from the Production Department, Heineken Environmental Report as well as the test reports on the re-design of the crates. We have also communicated with the relevant personnel from GAB as part of the verification process.

Based on the performance figures and information compiled and calculated, Rapid Genesis hereby confirmed that the performance figures reported in this Corporate Responsibility Report 2013 is accurate to the best of the data and information made available to us.

A final verification report has also been submitted to GAB for their perusal and archiving.

8<sup>th</sup> October 2013  
RAPID GENESIS SDN BHD

TANG KOK MUN  
Consultant

RAPID GENESIS SDN BHD is a technology and consultancy based organization with main focus is the provision of consultancy and research services in areas of environment and high technologies; in the niche areas of green technology development, R&D commercialisation projects, techno-commercial studies, carbon footprinting, environmental study and analysis. Our collaboration with local academic institutions provides us with strong linkages with local academicians and researchers as well as their valuable research resources and experience.

# GRI 3.1 INDEX

**Type (of reporting)**  
 F – Full reporting  
 P – Partially reporting

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>1. Strategy and analysis</b>					
1.1	Statement from the most senior decision-maker of the organisation	Chairman's Statement	2-3	F	
		Managing Director's Statement	4-5		
		GAB Annual Report 2013	12-19		
1.2	Description of key impacts, risks, and opportunities	GAB Annual Report 2013	12-19	F	
<b>2. Organisational profile</b>					
2.1	Name of the organisation	GAB at a glance	6	F	
2.2	Primary brands, products, and/or services	GAB at a glance	6	F	
2.3	Operational structure	GAB Annual Report 2013	6	F	
2.4	Headquarters location	GAB at a glance	6-7	F	
2.5	Countries of operation	GAB at a glance	7	F	
2.6	Nature of ownership and legal form	Ownership and governance	9	F	
2.7	Markets served	GAB at a glance	7	F	
2.8	Scale of organisation	GAB at a glance	7	F	
2.9	Significant changes during the reporting period regarding size, structure, or ownership	GAB Annual Report 2013	2	F	
2.10	Awards	GAB Annual Report 2013	17	F	

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>3. Report's parameters</b>					
3.1	Reporting period	About this report	36	F	
3.2	Date of most recent previous report	About this report	36	F	
3.3	Reporting cycle	About this report	36	F	
3.4	Contact	Contact and feedback	54	F	
3.5	Process for defining report content	About this report	36	F	
3.6	Boundary of the report	About this report	36	F	
3.7	Specific limitations on the scope or boundary of the report	About this report	36	F	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities			N/A	
3.9	Data measurement techniques and the bases of calculations	Performance data	32-35	F	
3.10	Effect of any re-statements	There is no restatement		N/A	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	About this report	36	F	
3.12	Table identifying the locations of the Standard Disclosures in the report	GRI 3.1 index	38-51	F	
3.13	Policy and current practice with regard to seeking external assurance for the report	About this report	36	F	
<b>4. Governance, commitments and engagement</b>					
4.1	Governance structure of the organisation	GAB Annual Report 2013	70-96	F	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	GAB Annual Report 2013	70-96	F	

# GRI 3.1 INDEX

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>4. Governance, commitments and engagement</b>					
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	GAB Annual Report 2013	70-96	F	
4.4	Mechanism for shareholders and employees to provide recommendations or direction to the highest governance body	GAB Annual Report 2013	70-96	F	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organisation's performance	GAB Annual Report 2013	70-96	F	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	GAB Annual Report 2013	70-96	F	
4.7	Process for determining the qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	GAB Annual Report 2013	70-96	F	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	GAB Annual Report 2013	70-96	F	
		Environmental performance	18-19		
		Workplace excellence	22-23		
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	GAB Annual Report 2013	70-96	F	

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>4. Governance, commitments and engagement</b>					
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	GAB Annual Report 2013	70-96	F	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	Not reported			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	Not reported			
4.13	Memberships in associations and/or national/international advocacy organisations	<ul style="list-style-type: none"> <li>• Confederation of Malaysian Brewers Berhad</li> <li>• MICCI</li> <li>• AMCHAM</li> <li>• The Federation of Public Listed Companies</li> <li>• CSR Asia Strategic Partners</li> <li>• FMM (Federation of Malaysian Manufacturers)</li> </ul>		F	
4.14	List of stakeholder groups engaged by the organisation	Understanding expectations of stakeholders	11	F	
4.15	Basis for identification and selection of stakeholders with whom to engage	Understanding expectations of stakeholders	11	F	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Understanding expectations of stakeholders	11	F	

# GRI 3.1 INDEX

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>4. Governance, commitments and engagement</b>					
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	Big challenges	17, 16, 25, 27	F	
<b>PERFORMANCE INDICATORS</b>					
<b>Economic</b>					
	Disclosure on management approach	Core	GAB Annual Report 2013	12-19	F
			Marketplace practices	11-14	
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Core	Duties and taxes: Contributing to greater good	16	F
			GAB Annual Report 2013	10	
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Core	Environmental performance	18-19	P
EC3	Coverage of the organisation's defined benefit plan obligations	Core	Big win: Better benefits	26	F
EC4	Significant financial assistance received from government	Core	Not reported		
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	Additional	Not reported		
EC6	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation	Core	Not reported		

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Economic</b>					
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	Core	GAB Annual Report 2013	66-69	F
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro-bono engagement	Core	Not reported		
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Additional	Not reported		
<b>Environment</b>					
	Disclosure on management approach	Core	Environmental performance	18-21	F
EN1	Materials used by weight or volume	Core	Not reported		
EN2	Percentage of materials that are recycled input material	Core	Not reported		
EN3	Direct energy consumption by primary energy source	Core	Environmental performance	19	F
EN4	Indirect energy consumption by primary source	Core	Not reported		
EN5	Energy saved due to conservation and efficiency improvements	Additional	Environmental performance	19	F
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Additional	Not reported		
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Additional	Not reported		

# GRI 3.1 INDEX

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Environment</b>					
EN8	Total water withdrawal by source  Note: We do not disclose total resource volume for commercial reasons. We have chosen to report on water use relative to production	Core	Environmental performance	19	F
EN9	Water sources significantly affected by withdrawal of water	Additional	All water is from municipal sources		N/A
EN10	Percentage and total volume of water recycled and reused	Additional	Not reported		
EN11	Location and size of land owned, leased and managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Core	No land near high biodiversity areas		N/A
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Core	No activities or other impacts near high biodiversity		N/A
EN13	Habitats protected or restored	Additional	areas identified	29	F
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	Additional	River rehabilitation	29	F
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Additional	We operate in an urban environment. We have not identified species from the IUCN red list in or around our operations		N/A
EN16	Total direct and indirect greenhouse gas emissions by weight	Core	Not reported		

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Environment</b>					
EN17	Other relevant indirect greenhouse gas emissions by weight	Core	Not reported		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Additional	Not reported		
EN19	Emissions of ozone-depleting substances by weight	Core	Not reported		
EN20	NO, SO, and other significant air emissions by type and weight	Core	Not reported		
EN21	Total water discharge by quality and destination	Core	Not reported		
EN22	Total weight of waste by type and disposal method	Core	Not reported		
EN23	Total number and volume of significant spills	Core	No significant spills		N/A
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Additional	Not reported		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	Additional	Not reported		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Core	Environmental performance  Thinking out of the crate	19  20	F
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Core	Not reported		



# GRI 3.1 INDEX

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Environment</b>					
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Core	No fines		N/A
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	Additional	Not reported		
EN30	Total environment protection expenditures and investments by type	Additional	Not reported		
<b>Labour practices and decent work</b>					
	Disclosure on management approach	Core	Workplace excellence	22	
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	Core	Workplace excellence	24-25	F
			Performance data	33	
LA2	Total number and rate of employee turnover by age group, gender and region	Core	Performance data	34	P
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Additional	Not reported		
LA4	Percentage of employees covered by collective bargaining agreements	Core	Performance data	34	F
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	Core	Not reported		

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Labour practices and decent work</b>					
LA6	Percentage of total workforce represented in formal joint-management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	Additional	Not reported		
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	Core	Safety improvements	27	F
			Performance data	34	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Core	Workplace excellence	24	F
LA9	Health and safety topics covered in formal agreements with trade unions	Additional	Not reported		
LA10	Average hours of training per year per employee per category	Core	Performance data	33	P
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Additional	Employee development and training	25	F
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Additional	Employee development and training	25	F
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group	Core	Workplace excellence	24-25	P
LA14	Ration of basic salary and remuneration of women to men by employee category, by significant locations of operation	Core	Not reported		
LA15	Return to work and retention rates after parental leave, by gender	Core	Performance data	34	F

# GRI 3.1 INDEX

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Human rights</b>					
		Not reported			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Core		N/A	
		GAB does not have any significant investments outside of direction operations covered in this report			
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Core	16	P	
		Code of conduct			
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Core			
		Not reported			
HR4	Total number of incidents of discrimination and actions taken	Core	35	F	
		Performance data			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Core	16	P	
		Code of conduct			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	Core	16	P	
		Code of conduct			
HR7	Operations and significant suppliers identified for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour	Core	16	P	
		Code of conduct			

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Human rights</b>					
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	Additional			
		Not reported			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Additional			
		Not reported			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/ or impact assessments	Core			
		Not reported			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	Core		N/A	
		None received			
<b>Society</b>					
	Disclosure on management approach	Core	28-31	F	
		Deepening our community impacts			
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Core	28-31	F	
		Deepening our community impacts			
S02	Percentage and total number of business units analysed for risks related to corruption	Core	16	F	
		Code of conduct			
S03	Percentage of employees trained in organisation's anti-corruption policies and procedures	Core	16	F	
		Code of conduct			
S04	Actions taken in response to incidents of corruption	Core	16	F	
		Code of conduct			
S05	Public policy positions and participation in public policy development and lobbying	Core			
		Not reported			

# GRI 3.1 INDEX

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Society</b>					
S06	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	Additional	Not reported		
S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	Additional	No cases		N/A
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Core	GAB Annual Report 2013	154	F
S09	Operations with significant potential or actual negative impacts on local communities	Core	Deepening our community impacts	28-31	F
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	Core	Deepening our community impacts	28-31	F
			Marketing practice	14-15	
<b>Product responsibility</b>					
	Disclosure on management approach	Core	Marketing practice	14-15	F
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Core	Drink Sensibly	16-17	F
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes	Additional	We did not record any non-compliance		N/A

GRI DISCLOSURE	INDICATOR	LOCATION - SECTION	PAGE	TYPE	COMMENT
<b>Product responsibility</b>					
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Core	Not reported		
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	Additional	We did not record any non-compliance		N/A
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Additional	Not reported		
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Core	Marketing practice	14	F
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	Additional	We did not record any non-compliance		N/A
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Additional	We did not record any non-compliance		N/A
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Core	We did not record any non-compliance		N/A

**AA1000** – This is a principles-based standard that addresses issues affecting governance, business models and organisational strategy, as well as provide operational guidance on sustainability assurance and stakeholder engagement. (Source:www.accountability.org)

**Anaerobic Treatment** – Biological process utilising naturally-occurring bacteria to break down biodegradable material suited for the pre-treatment of high strength wastewaters.

**Bursa Malaysia** – The Stock Exchange in Malaysia

**Carbon Emissions** – The release of extra carbon dioxide (CO<sub>2</sub>) into the atmosphere resulting in an increase of global temperature.

**Chemical Oxygen Demand (COD)** – A measure of the oxygen requirement of organic matter in water. It is used as an indicator of dissolved organic carbon. Unit used to measure COD i.e. parts per million (ppm).

**ESG Index** – A tradable investment index measuring companies' performance in environmental, social and corporate governance.

**GRI** – Global Reporting Initiative. A multi-stakeholder standard for sustainability reporting, providing guidance on determining report content and indicators.

**HACCP** – Hazard Analysis & Critical Control Points. This is a management system in which food safety is addressed through the analysis and control of biological, chemical and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product.

**Independent Director** – A director who is independent of management and free from any business or other relationships that could interfere with the exercise of independent judgement. (Source: Bursa Malaysia Listing Requirements)

**Induction Lamp** – Uses less mercury per hour of operation than conventional lighting due to its long lifespan – environment friendly and uses less energy. In addition, mercury is in a solid form and can be easily recovered if the lamp is broken, or for recycling at end-of-life.

**ISO 26000** – An ISO International Standard giving guidance on social responsibility. It is intended for use by organisations of all types, although it must be emphasised that this is only a voluntary guidance, and not a requirement.

**LA21** – Local Agenda 21. Local action plan towards sustainable development in the 21st century.

**Mercury Lamp** – The first kind of metal vapour light source that was mass produced for general lighting applications and still used today although is relative inefficient compared to other light sources (see "induction lamp").

**New Economic Policy (NEP)** – National Malaysian policy which focuses on the importance of achieving socio-economic goals alongside pursuing economic growth objectives as a way of creating harmony and unity in a nation with many ethnic and religious groups.

**Non-Executive Director** – A Director who does not currently hold other employment in the company. Unlike an Independent Director, a Non-Executive Director can have significant financial interests or close personal ties to the company. (Source: Bursa Malaysia Listing Requirements)

**NGO** – Non-Governmental Organisation. An independent voluntary organisation working towards a common purpose; often for social or environment motives.

**Rukun Tetangga** – Neighbourhood Watch Programme administered and run by communities.

**Socially Responsible Investment (SRI)** – A sustainable investment strategy which seeks to maximise financial returns, environmental sustainability and social benefits.

**Stakeholders** – Individuals and groups who have an interest or stake in the organisation and are able to influence the organisation's ability to meet its goals. Some examples of groups with organisational interests are customers, employees, investors, suppliers, general society and the world ecological community.

**Stakeholder Engagement** – This is an ongoing process between a company and its stakeholders, encompassing a range of activities and approaches, from information sharing and consultation, to participation, negotiation and partnerships (Source: IFC)

**Sustainability** – A term expressing a long-term balance between social, economic and environmental objectives. Often linked to Sustainable Development which is defined as "Development that meets the needs of current generations without compromising the needs of future generations".

**Thermal Energy** – A process whereby energy in the form of heat is exchanged from one physical object to another.

# CONTACT & FEEDBACK

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We are committed to an on-going dialogue with all of our stakeholders and welcome your comments or questions on this report and our Corporate Responsibility performance

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