

Creating value. Managing impacts.

2014 Sustainability Report



About this report

This is our fifth annual Sustainability Report. It covers our sustainability performance from 1 July 2013 to 30 June 2014 (FY2014).

We produce an annual sustainability report, which summarises our core business activities, impacts and performance and as well as our goals and challenges for the future.

This report is developed in accordance with the Global Reporting Initiative (GRI) G4 Framework at a Core level, which means that we have reported the essential elements of our organisation and impacts material to our business. We support the goals of the GRI and have been an organisational stakeholder since 2004. We teach the Certified GRI Reporting Program in our public professional learning programs. The GRI Content Index for this report appears on our website at <http://www.accsr.com.au/html/sustreport.html>

Bureau Veritas provided independent assurance on G4 standard disclosures and indicators for this report. A copy of the Bureau Veritas assurance statement can be found on page 15.

We welcome feedback on this report. Please email Dr Leeora Black at leeorablack@accsr.com.au

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C-LAB in June 2014, a round table discussion on the future of stakeholder engagement

From the Managing Director

It is my pleasure to present ACCSR's sustainability report for the financial year ending 30 June 2014.

Celebrating 10 years

This year we celebrated our tenth anniversary, a proud milestone for a boutique consultancy operating within a volatile and emergent industry for sustainability and corporate responsibility consulting services. To celebrate this milestone, we established a not-for-profit arm, CSRConnect.ed, to formalise and extend our long-standing contribution to the professionalisation of the CSR management function.

ACCSR has now come of age as a trusted advisor to corporations, governments and not-for profits.

Building for future success

This year we also established foundations for our future success. We broadened our client base and services, increased investment in employee development, revised our performance management system, and brought greater rigour to business management processes with the appointment of a non-executive director, Jonathan Dutton (former CEO of the Chartered Institute of Purchasing and Supply).

Broadening our client base

We experienced some tough times in 2012 and 2013, as the contraction of the mining industry brought home the lesson of over-exposure to a single sector. Sales contracted and redundancies followed, easily the most painful decision I have made in business.

No single sector now accounts for more than 15% of our sales. A third of our sales this year came from returning clients, testament to the quality of work of our very fine team of consultants and contractors. Sales improved and our strong focus on business development and performance in FY2014 gives us confidence for the coming year.



Dr Leeora Black

Asking what our clients think

We conducted an external materiality review for this report for the first time in three years. I was pleased and surprised at how much client's expectations of us have matured. Formerly, they wanted us to provide great advice and stay at the forefront of practice and thought leadership. That's what any client would want of any consultancy. Now they say clearly that they expect us to walk the talk on our social and environmental responsibilities, encouraging us to make our approach explicit.

Clients also said our greatest impact on them is changing the way they think. This is the most satisfying feedback, as it points to longer-term impacts of our work. It is also great commentary on the quality of thought leadership and services provided by ACCSR.

Publishing on the social licence to operate

I was very pleased to publish a book in September 2013 on the social licence to operate at the invitation of the British publisher, Do Sustainability. It was the first book to be published on this important topic and has already made an impact through citations in other publications such as government reports and peer-reviewed scholarly papers.

In 2015, we are committed to continuing professional development of employees, continuously improving and broadening our consulting solutions, strengthening our partnerships with other organisations, and building on our leadership role in the CSR and sustainability field in Australia and our region.

Acknowledging our fantastic team and clients

I often call my team at ACCSR "The A-Team" because of their collegial way of working that has produced a warm organisational culture and outstanding results for clients. I often tell my clients that "great clients get the best results" because their way of working collaboratively and honestly with us enables us to provide independent and effective advice that makes a true impact. I tell our trusted partners that ACCSR couldn't be what we are without them.

To our team, our clients and our partners I would like to say thank you for the year that was. I look forward to our continued shared success in creating value for our organisations and our stakeholders, and responsibly managing impacts in 2015.

I also welcome your feedback on this report.

Yours sincerely



Dr Leeora D Black

1 December 2014



Launch in May 2014 (l-r) Dr Leeora Black, Dr Colin Higgins (Deakin University), Professor Ed Freeman (special guest), Dr Nava Subramaniam (Deakin University).

Launching *The State of CSR in Australia and New Zealand*



The State of CSR in Australia and New Zealand has been our major pro-bono contribution to advancing research and dialogue on CSR in Australia and New Zealand. It is the largest ongoing research project of its kind in Australia. Our theme this year was The 10th Year, to mark a decade since ACCSR's establishment.

We were delighted to partner with Deakin University for this edition of *The State of CSR in Australia and New Zealand*. We surveyed just under 1,000 managers, working in CSR and non-CSR roles in Australian organisations. They revealed that the last decade in CSR has been about taking the first steps in the sustainability journey – raising awareness and demonstrating the importance of CSR.

Respondents were hopeful about the future mainstreaming of CSR practices. Better engagement with stakeholders, innovation, particularly in the areas of environment and supply chains and reporting, will be the hallmarks of better sustainability practice in the coming years. However, making a real impact will also require greater leadership and support from business leaders and the government.

Performance snapshot

Maintaining competitive advantage through superior delivery and services, developing our team and managing the ebb and flow of consulting work remained our key priorities in FY2014.

Impact areas	Goals	Achievements	Our Commitments for FY2015
Leadership	<p>Launch CSRConnect.ed as a not-for-profit organisation, to incubate public interest research and training events.</p> <p>Collaborate with the International Association of Business and Society (IABS), to hold a unique event that fosters dialogue between scholars and practitioners in CSR.</p>	<p>CSRConnect.ed launched, including an interactive blog, an annual conference (C-Lab) and a research report, <i>The State of CSR in Australia and New Zealand Annual Review – the 10th year – Progress and Prospects for CSR in Australia and New Zealand</i>.</p> <p>Held our 7th Annual Conference, C-Lab (CSR in the Laboratory) in partnership with IABS in June 2014.</p>	<p>Further develop CSRConnect.ed through collaboration with industry and the higher education sector.</p> <p>Develop a sustainable procurement policy for ACCSR.</p> <p>Research and publish the Annual Review of <i>The State of CSR in Australia and New Zealand</i>.</p>
Client value	<p>Renew and update GRI training materials in accordance with G4 guidelines.</p> <p>Continue to innovate in the development and delivery of new consulting services and training programs, including digitisation.</p> <p>Strengthen our international and local partnerships to deliver the high quality CSR services.</p>	<p>Updated materials and presented additional training on transitioning from G3 to G4.</p> <p>Extended our service offerings in sustainable supply chain management, social licence and community investment impact measurement.</p> <p>Delivered 34 projects, 35% of which were repeat clients.</p> <p>Ran 11 short courses and trained 85 participants from 54 organisations.</p> <p>87% of training course participants reported “Excellent” or “Good” personal learning outcomes.</p> <p>Enhanced our collaborations with our partners, Robert Boutilier, La Trobe Business School, RMIT, GreenBizCheck, Bureau Veritas, Wright Communications in New Zealand, and Incite Sustainability in South Africa.</p> <p>Launched a new product, the Supply Chain Sustainability Tracker with GreenBizCheck.</p>	<p>Continue to innovate in the superior delivery of consulting services.</p> <p>Continue to strengthen our application of online tools in service delivery.</p> <p>Deliver relevant and effective short courses and training programs.</p>
Our people	<p>Establish an employee code of conduct.</p> <p>Further develop our employees, provide career development opportunities.</p> <p>Review our performance management framework.</p> <p>Engage employees in refining and embedding ACCSR values.</p>	<p>Not completed. Carry over goal for 2015.</p> <p>Each employee undertook, on average, seven more hours of training compared to the previous year.</p> <p>Completed a full review of our employee performance management framework.</p> <p>Not completed. Carry over goal for 2015.</p>	<p>Establish an employee code of conduct, and review ACCSR values.</p> <p>Continue to provide tailored professional development opportunities to each team member.</p> <p>Continue to provide satisfying work in a collegial and friendly environment.</p>

CSR Leadership

To stand at the forefront of emerging sustainability business practice as a specialist consultancy and thought leader.

That's what our clients expect of us and that's why we provide CSR leadership in a number of ways.

Adding value to organisations

Our consulting business is constantly working to develop innovative and tailored solutions and smart strategy to address our clients' challenges and opportunities.

Our learning services provide public training programs and in-house workshops to build understanding and skills of Australia's sustainability workforce.

"ACCSR added value by helping us identify material issues using a sound and systematic approach, engaging both internal and external stakeholders. This provided a strong platform to advance our strategy."
– Client

Best practice training and reporting

Our certified training program and reporting services related to the Global Reporting Initiative (GRI) G4 helps our clients navigate through their sustainability issues and challenges in a systematic way, while building their capabilities.

Ongoing commentary and discussion

We publish regular commentary and opinion pieces on our blog-site CSRConnect.ed, speak at conferences and participate in the UN Global Compact Network

Publishing on the social licence to operate

Our Managing Director, Dr Leeora Black, published her book *The Social Licence to Operate: Your Management Framework for Complex Times* in September 2013 (published by Do Sustainability Publishers). The book provides the framework, tools and case studies to help companies create a social licence strategy that enables sustainable community development and acceptance from their host communities.

www.dosustainability.com



Australia. We contribute to public debate by sharing our research and convening events that offer networking and learning opportunities to practitioners through CSRConnect.ed, ACCSR's not-for-profit arm.

Conferences and publications

ACCSR staff presented at 13 conferences and events in FY2013. A highlight was working with Standards Australia to convene a Social Responsibility Forum in Sydney in March 2014 to consider Australia's response to revisions to ISO 26000 Guidance Standard on Social Responsibility.

Our Managing Director, Dr Leeora Black presented at an Asia Pacific Economic Cooperation Forum (APEC) workshop on CSR in Santiago in 2014, providing a review of the Australian Government's approach to CSR since 1997.

She also gave the Occasional Address at the La Trobe University Graduation Ceremony in December 2013.

Leeora published a book on the social licence to operate, *The Social Licence to Operate: Your Management Framework for Complex Times* (see Spotlight on page 6), and co-authored a book chapter, together with Associate Professor Suzanne Young (La Trobe University) in *Fresh Thoughts in Sustainable Leadership* (2013, Tilde University Press).



Our not-for-profit arm, building the profession.

We established CSRConnect.ed as a not-for-profit organisation in 2013, to mark ACCSR's 10th anniversary. The aim of CSRConnect.ed is to contribute to the professionalisation and development of corporate social responsibility through educational and networking events, research and partnerships as well as participating in public policy debates. We also manage a blog site, csrconnected.com.au, and a LinkedIn group, both of which are widely accessed by sustainability professionals.

Through CSRConnect.ed, we organised a number of events in 2014, including our annual conference, C-Lab (see above).

We also published our *State of CSR in Australia and New Zealand Annual Review*, highlighting the achievements and progress made in the sustainability sector in the last decade and challenges in moving forward.

Demonstrating sustainable behaviours

As an organisation and as individuals, we try our best to understand our impacts, however big or small they may be, and play our part to create positive impacts and mitigate any adverse impacts we may have on the environment and society.

Green Star 5-star rated office

During the year, we made an exciting move to a new Green Star 5-star-rated office building in Collins Street, Docklands, Melbourne. (See Spotlight on page 11.)



C-Lab keynote speaker Anita Mitchell, General Manager Sustainability, Barangaroo South, Lend Lease

Getting people talking in the C-Lab

In partnership with the IABS, we hosted our seventh annual conference in June 2014. This unique event, called C-Lab (CSR in the Laboratory), brought together global thought leaders in business and society with Australian sustainability practitioners to bridge the gap between scholarship and practice. They networked, exchanged perspectives and discussed where CSR practice is headed in the future.

We are grateful to Allens Linklaters for hosting this valuable event.

Individual contributions

In addition to our CSRConnect.ed not-for-profit work, our staff also does community work in their spare time.

This year, our Managing Director, Dr Leeora Black, continued to serve as a judge for the Victorian Department of Correction's Community Partnership Awards, as a Board member of the Karma Currency Foundation, and as a member of the Advisory Committee on Corporate Responsibility for National Australia Bank. She also joined the External Advisory Board of La Trobe Business School. Soraya Dean served as the director of the not-for-profit IndoAustay, and Susan Mizrahi trained young Tibetan-Australians in advocacy and campaign strategy.

Looking at our supply chain

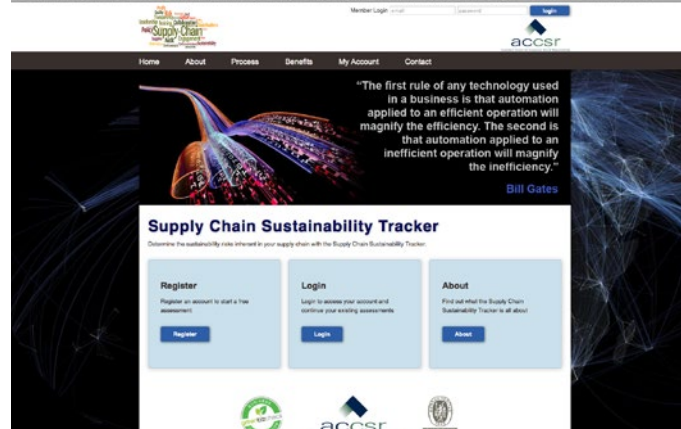
As a small service-based organisation, our supply chain-related impacts are small, especially when compared to our clients. We procure office supplies, purchase flights and accommodation for clients' projects, hire venues to host our events, and hire contractors for consulting services from time to time. We also procure graphic design, IT services and equipment, legal and accounting services from local (Melbourne-based) firms.

We currently do not have environmental or labour practice criteria to assess new and existing suppliers, although we do preferentially purchase recycled and environmentally friendly office equipment and stationery. In the year ahead, we will review our informal procurement policy to identify areas where we can strengthen our sustainable supply chain.



“I see corporate responsibility as a different way of thinking based on a holistic approach to risk management, innovation, transparency, accountability, human rights, stakeholder engagement, and business ethics. These are some of the ideas that get us up in the morning as we work with our clients every day at ACCSR.”

Miguel Oyarbide, Senior Consultant



Tracking the supply chain online

As a joint initiative between ACCSR, GreenBizCheck and Bureau Veritas, we launched the Supply Chain Sustainability Tracker, a free online tool to help companies assess supply chain sustainability risks. This easy-to-use tool takes companies through an online assessment of their sustainability and procurement practices. It then generates an automatic report, which assesses sustainability in the supply chain and provides tips on how to reduce risks and create opportunities to procure responsibly and run a more sustainable business.

The tool was launched at a special event. Speakers included Tim Loftus, Sustainability and Community Manager at Kathmandu; Rachel Maddocks, National Sustainability Manager at Fujitsu Australia; Nicholas Berhardt, Managing Director at GreenBizCheck; and Jackie Allender, ACCSR's Senior Consultant. The discussion was facilitated by Jonathan Dutton, ACCSR's Non-Executive Director.

Access the free online tool at:
www.thesupplychaintracker.com

Value to our clients

Our clients tell us that our greatest impact is changing the way they think about their social responsibility.

Working closely with clients

We contribute to improvements in our clients' CSR strategy, processes and performance, by empowering them to understand and manage their CSR responsibilities and to unlock competitive advantage through responsible business practice. We do this via our range of expert strategy, reporting and training services.

"One of ACCSR's biggest strengths is their ability to take the time to listen and understand their clients' business needs, and provide effective and relevant practical counsel, which makes them capable of making a positive difference - this is what makes them unique."
– Client

Expanding our base and services

This year, we strengthened our relationships with clients in diverse sectors, including energy, mining, financial services, fast moving consumer goods, sporting bodies, transport and infrastructure, property, retail and government.

Our services focused on stakeholder and community research as well as strategy, reporting, materiality and benchmarking. We also extended our services in supply chains, social licence and community investment impact measurement, to better meet client needs and provide leadership in best practices.

A rise in client referrals

Our rigorous methodologies, innovative and practical solutions, and the commitment of our employees to listen, understand and build long term relationships, helped us secure more repeat work from clients than in years past.

"I'm positive about my experience with ACCSR. Their work is very high quality, and I feel confident that the advice and recommendations they give are sound. They have great credibility and great experience, and they are non-judgmental about their clients."
– Client

Strengthening partnerships

We build networks and partnerships with local and international peers to provide high quality and innovative CSR services. This helps us to stay at the forefront of sustainability practice and bring positive impacts for our clients.

This year, we continued our partnerships with international associates and hosted a visit in June 2014 by Dr Robert Boutilier, a global thought leader and practitioner in the social licence to operate. We also continued our valuable collaboration with the GRI, the UN Global Compact, Wright Communications (New Zealand), Incite (South Africa), GreenBizCheck and Bureau Veritas.

Embracing digitisation

The digitisation of consulting services is a material issue for us. That's why we embrace technology and online tools as part of our services.

This year, we strengthened our partnership with GreenBizCheck, launching the Supply Chain Sustainability Tracker, a free online tool to assess sustainability risks in company supply chains (see Spotlight on page 8).

Educating managers

Having offered short courses every year since 2004, ours is the longest-running educational program on CSR in Australia.

“The sustainability report ACCSR developed for us pulled in different stakeholders and built up our knowledge base to integrate and cement CSR into our practices. This also led to our product development projects integrating CSR as a fundamental consideration.” – Client

During the year, we continued to offer high-quality training and short courses on sustainability reporting (certified GRI training), stakeholder engagement and the social licence to operate. Managers attended the courses from business, government and the not-for-profit sector.

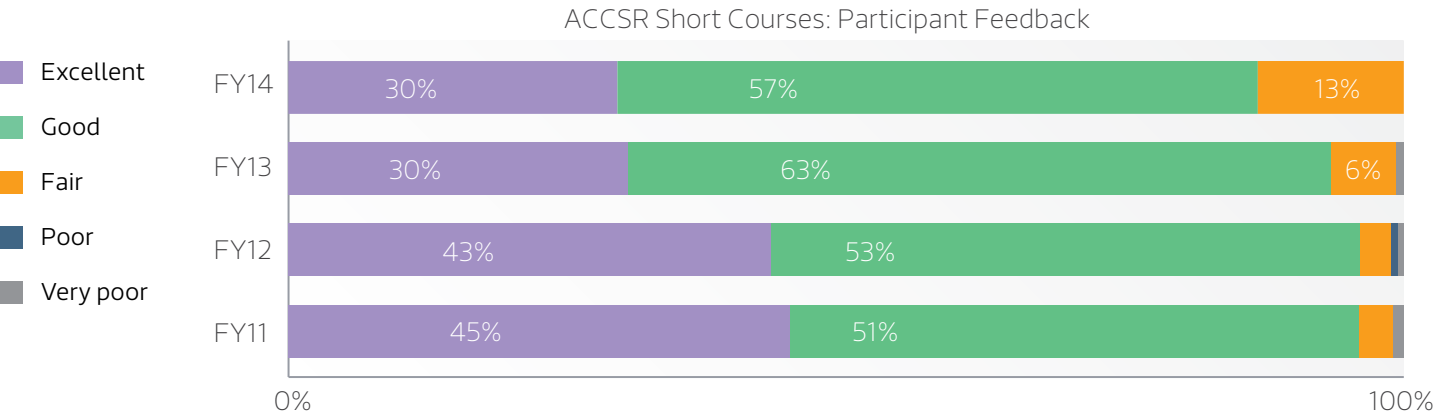
Our proficient trainers consistently provided tangible learning outcomes for workshop participations, as rated in post-workshop evaluations. In FY2014, 87% of course participants reported “Excellent” or “Good” personal learning outcomes (See Figure 1 below.)



“It’s tremendously satisfying to help our clients with their sustainability issues and to see their understanding, skills and insights in this area develop over time. Corporate social responsibility challenges organisations to think differently about their relationship to society and to the environment and that’s a very powerful tool for positive change.”

Jackie Allender, Senior Consultant

Figure 1: Responses to the statement, “Personal learning needs were met.”



Our people

As a highly specialised knowledge-based firm, attracting and retaining high calibre employees is the foundation of our success.

We strive to give our employees a rewarding career through simulating work, professional development opportunities and a profit-sharing scheme. Retaining our employees also helps us to build effective long-term relationships with our clients and carry forward corporate knowledge to improve their performance.

By the end of the reporting period, we had a team of seven employees and contractors – four women and three men. We hired one new consultant and a non-executive director during the reporting period, and we made no terminations or redundancies.

“Individuals at ACCSR demonstrate a high level of professionalism, which resonates across the organisation. Their professional knowledge and conduct are something we value most as a client, because we place trust in them to guide us through our CSR/sustainability processes.”
– Client

Focus on health, safety and wellbeing

The health, safety and wellbeing of our people is vital. We provide flexible work arrangements, including part-time work and work-at-home days and additional leave without pay, when requested, to support our employees and their families.

In FY2014, we recorded no incidents of injury, occupational disease or fatalities.



Moving to our sustainable new office

In September 2013, we relocated the ACCSR office to Lifestyle Working Collins Street in Docklands, Melbourne. Designed as a benchmark leader in sustainable office spaces, the building targets a 5-Star NABERS Energy and Water ratings and is 5-Star Green Star rated.

The building uses sustainable design principles, including individual solar lots to meet tenants' energy needs, maximum daylight penetration and natural cross ventilation, shared common facilities such as meeting rooms, and water harvesting to supply toilet flushing and landscape watering. We purchased solar panels for our office. These collective features have helped significantly reduce the environmental impact of our business.

Learn more about our sustainable office building at:
www.lifestyleworkingcollinsstreet.net

Focus on professional development

Employee training is provided through our professional development policy. All staff are entitled to at least one week's training per year, in addition to attendance at ACCSR's short courses and events. Each employee has a professional development budget for external training. External skills development in FY2014 included training on social network analysis and consulting skills.

In FY2014, our employees received an average 39 hours of training each (see Figure 2 on page 12). Each employee undertook, on average, seven more hours of training compared to FY2013.

“ACCSR has such a broad experience. They have relevant experience and are familiar with latest trends. They know about how similar organisations operate, and provide us with insight and comparison across a range of clients. This helps us figure out where we are in the market and what we can do to improve.”

– Client

Focus on employee engagement

Formal employee engagement is conducted through weekly staff meetings, performance reviews, and annual strategy days. We encourage our team to be innovative and accountable in their work and contribute to business strategy and development. In practice, our open plan office means internal communication is free-flowing.

Focus on future professionals

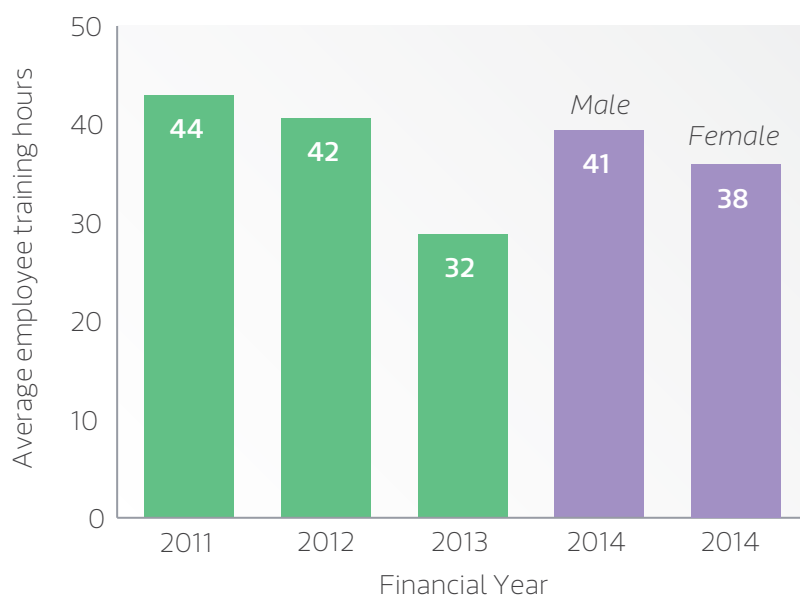
We hosted one intern this year through the RMIT internship program. This reflects our commitment to opportunities to prospective CSR professionals.



“Working alongside companies as they innovate and actively embrace being a force for positive change is extremely rewarding.”

Susan Mizrahi, Senior Consultant

Figure 2: ACCSR Professional Development



Our employee management review

This year, we also completed a formal review our employee performance management system, which was first developed in 2010. Our earlier system placed most emphasis on consulting quality delivery. While retaining this focus, we now place more emphasis on business development and have added a 'specialty KRA' to enable each employee to build on their major interests. All employees received regular performance reviews during the reporting period.

An employee code of conduct

During the reporting period, we did not achieve our goal to establish an employee code of conduct. This commitment will be carried forward.

Our stakeholders and material issues

Our stakeholder community includes our employees, clients, workshop participants, partners and key suppliers.

We engage with our stakeholders in many ways. While some of our stakeholders attend only one training program, others are in regular contact with us through events or consultancy work. We use monthly newsletters, email, social media and our website keep in touch with the broader CSR community.

We are an organisational stakeholder of the GRI, a signatory to the UN Global Compact and a participant in the Business Reporting Leaders Forum, which is associated with the International Integrated Reporting Council (IIRC).

Our materiality review – a change in expectations

This year, we conducted a materiality review with clients, partners and employees, which was an incredibly valuable exercise. The aim was to understand better what stakeholders expect of us and the impact we have on them. We conducted 13 in-depth interviews. We then validated the issues in a workshop with our team. Internal and external stakeholder perspectives about our material issues are shown in Figure 3.

The materiality review revealed a change in our stakeholders' expectations of ACCSR. They continue to expect leadership of us but also want us to demonstrate sustainable behaviours that align with their social and environmental values.



“The best part of my job is talking to stakeholders and listening to their stories. When organisations understand what stakeholders care about and how this can align with, rather than oppose or stymie, their own goals, we can find clear ways to drive performance. Helping clients to open up these possibilities is a real privilege.”

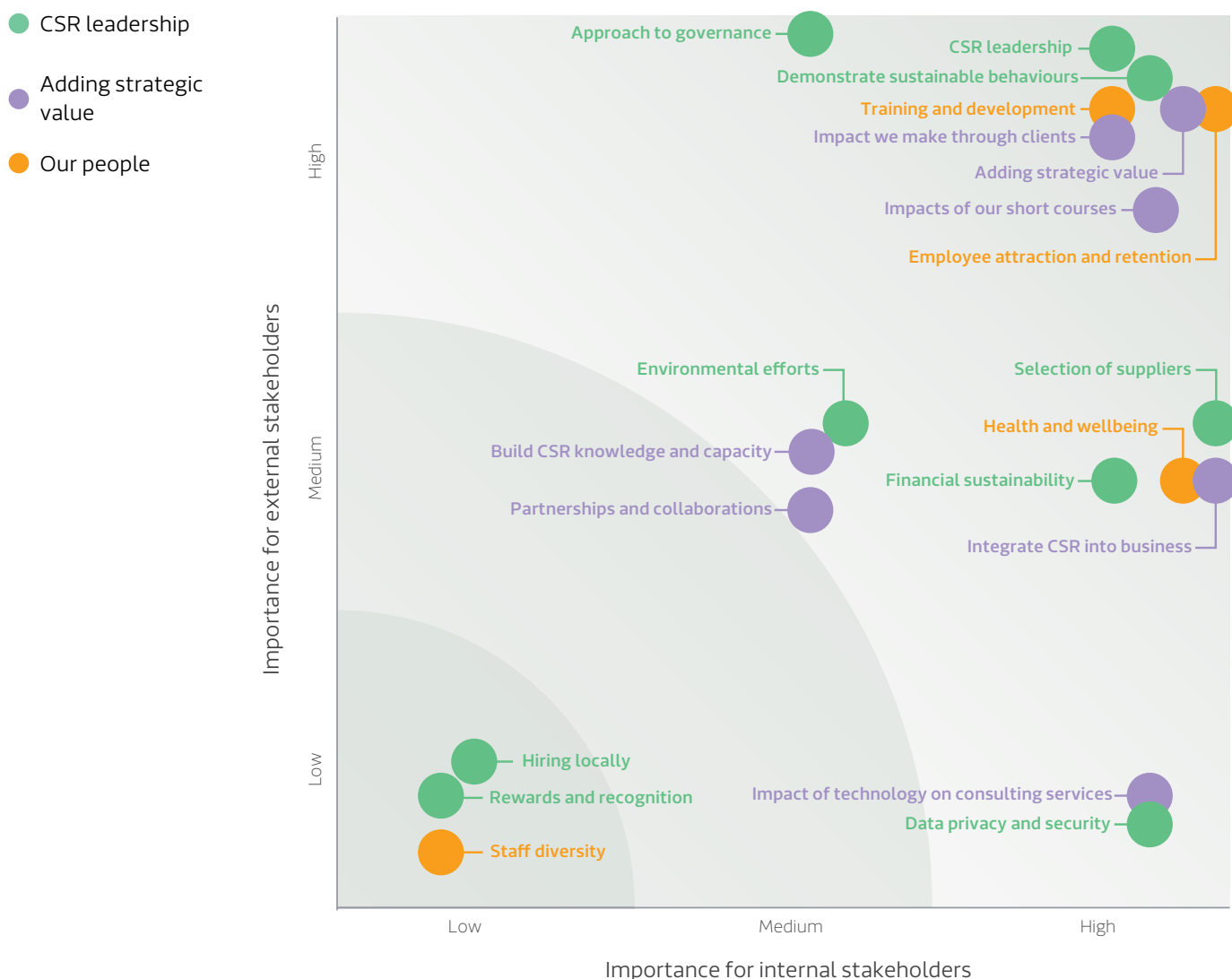
Soraya Dean, Consultant

Top material issues this year are demonstrating CSR leadership, adding strategic value to our clients and investing in our employees.

In FY2013, we decided to stop reporting on our environmental impacts. We believe that our relocation to a Green Star 5-star office building in Docklands substantially reduces our environmental footprint, which is very small relative to the indirect impact we make on our clients' environmental and social performance (see Spotlight on page 11).

"ACCSR helped us bring some structure into our stakeholder management process. Specifically in stakeholder networks and understanding issues clearly in order to support our stakeholder engagement and management process. They brought in expert knowledge and helped us look at how to improve our engagement processes and systems."
– Client

Figure 3: ACCSR's material issues



Independent Verification Statement

To: The Stakeholders of ACCSR

Introduction and objectives of work

Bureau Veritas Australia Pty Ltd has been engaged by ACCSR (Australian Centre for Corporate Social Responsibility -registered trading name of Synergy Communications Pty Ltd) to provide independent verification of its 2014 Sustainability Report. This Verification Statement applies to the related information included within the scope of work described below.

This information and its presentation in the ACCSR 2014 Sustainability Report are the sole responsibility of the management of ACCSR. Bureau Veritas was not involved in the drafting of the Report. Our sole responsibility was to provide independent verification on the accuracy of information included. This is the 2nd year in which we have provided verification over ACCSR's Sustainability Report.

Scope of work

ACCSR requested Bureau Veritas to perform a Basic Assurance of the following data and information included in the ACCSR 2014 Sustainability Report for the reporting period of 1st of July 2013 to 30 of June 2014:

- *SECTION: About this report*
Paragraph 2 - "This report is developed in accordance with the Global Reporting Initiative (GRI) G4 Framework at a Core level". GRI G4 Content Index – General Standard Disclosures Table.
- *SECTION: Educating Managers*
Paragraph 3 – "In FY2014, 87% of course participants reported Excellent or Good personal learning outcomes"
Figure 1 – Responses to the statement, "Personal learning needs were met."

- *SECTION: Our People*
Paragraph 2 – "By the end of the reporting period, we had a team of seven employees and contractors – four women and three men".
- *SECTION: Our People – Focus on Professional Development*
Paragraph 2 – "In FY2014, our employees received an average 39 hours of training each".
Figure 2 – ACCSR Professional Development
- *SECTION: Our People – Our Employee Management Review*
Paragraph 1 – "All employees received regular performance reviews during the reporting period".
- *SECTION: Our Stakeholders and Material Issues*
Paragraph 5 – "Top material issues this year are demonstrating CSR leadership, adding strategic value to our clients and investing in our employees".
Figure 3 - ACCSR's material issues

Methodology

As part of its independent verification, Bureau Veritas undertook the following activities:

1. Interviews with relevant personnel of ACCSR and a sample of external stakeholders;
2. Review of documentary evidence produced by ACCSR;
3. Audit of performance data, a 30% sample of which back to source;
4. Review of ACCSR systems for quantitative data aggregation and analysis.

Our work was conducted against Bureau Veritas' standard procedures and guidelines for external Verification of Sustainability Reports on data accuracy, based on current best practice in independent assurance.

The work was planned and carried out to provide limited, rather than absolute assurance and we believe it provides an appropriate basis for our conclusions.

Our findings

On the basis of our methodology and the activities described above:

- Nothing has come to our attention to indicate that the reviewed statements within the scope of our verification are inaccurate and the information included therein is not fairly stated;
- It is our opinion that ACCSR has established appropriate systems for the collection, aggregation and analysis of quantitative data.

Limitations and Exclusions

Excluded from the scope of our work is any verification of information relating to:

- Activities outside the defined verification period;
- Positional statements (expressions of opinion, belief, aim or future intention by ACCSR) and statements of future commitment;

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Statement of independence, impartiality and competence

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 180 years history in providing independent assurance services, and an annual turnover in 2013 of 3.9 billion Euros.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest.

The Bureau Veritas have conducted this verification independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting verification and assurance over environmental, social, ethical and health and safety information, systems and processes, has over 18 years combined experience in this field and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Bureau Veritas Australia Pty Ltd
9th December 2014



Andrew Mortimore
Head of Sustainability Services



About ACCSR

Our mission is to be Australia's leading specialised management consultancy, dedicated to creating competitive advantage for our clients through corporate social responsibility.

Australian Centre for Corporate Social Responsibility (ACCSR) is the registered trading name of Synergy Communications Pty Ltd (ABN 71 007 029 610). It is a privately held company and Dr Leeora D. Black is the sole director.

We provide advisory services and research in reporting and strategy, to help organisations build their capabilities to create value for their stakeholders. We run high-quality training programs for sustainability practitioners to build individual capabilities and drive the professionalisation of CSR management function.

Our office is based Melbourne, but we offer our services throughout Australia and internationally. This year, we served clients in Victoria, New South Wales, Tasmania, Queensland, South Australia, Western Australia, the USA, and New Zealand.

We strive to be a trusted CSR advisor to our clients, by understanding their needs and providing practical solutions to improve their social, environmental and business performance.

For more information on our services, visit our website www.accsr.com.au.

We welcome your feedback on this report.

Please email leorablack@accsr.com.au or call +613 9049 9500.



Australian Centre for Corporate Social Responsibility

Our governance and values

This year we merged our two operating companies, ACCSR Learning and ACCSR Consulting, both wholly owned by Synergy Communications. This step has no impact on the services offered but has reduced administration and compliance costs.

Compliance and consultation

We comply with all relevant laws in the places where we operate and seek external advice, as appropriate, when making business decisions. We engage our staff at least annually in discussions about ACCSR's strategic directions. We believe this consultative approach builds our employees sense of commitment and ownership. However, the Managing Director remains responsible for final decisions about the business.

Guided by our core values

Our core values – Sustainability, Participation, Public Knowledge and Professionalism – reflect who we are and guide the approach to our services, the way we work with clients and the outcomes we strive for. For more information on our core values, visit our website at: www.accsr.com.au/html/wayofworking.html.

Guided by effective policies

We have implemented a number of policies and procedures to improve the effectiveness of our business. These include an environmental policy, a professional development policy and a formal performance management system.

Through our non-disclosure agreements and project contracts, we also have a systematic approach to ensure clients' privacy and data security. However, we had one instance of a breach of client privacy in 2014 due to an internet malfunction with a supplier's supplier. The breach was remediated immediately and brought to the client's attention. The issue was resolved with no detrimental impact on the client.