



Award for Best Belgian
Sustainability Report

Report of the jury **Award for Best Belgian Sustainability Report**

Edition 2011

24 november 2011



 **BUSINESS & SOCIETY BELGIUM**
10 YEARS!
BELGIAN BUSINESS NETWORK FOR CORPORATE SOCIAL RESPONSIBILITY



IBR-IRE

 **KAURI**
Meeting point for
global sustainable action

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Introduction

For the 13th time The Institute of Registered Auditors (IBR-IRE), Business & Society Belgium and Kauri organise the Award for Best Belgian Sustainability Report. These three organisations have taken an active role in non-financial or sustainability reporting for many years, each contributing within their specific field of expertise.

The Award 2011 is organized with the support of the Federal Public Planning Service for Sustainable Development (POD DO – SPP DD). The organizing parties wish to thank POD DO, as well as Roularta, UNIZO and ICHEC Entreprises for their cooperation and their support to this initiative.

Every organisation that issues a sustainability report over its activities in Belgium and beyond – no matter the size of the organisation or its industry – can participate in the Award. The report has to communicate on the activities of a Belgian legal entity or on the Belgian activities of a foreign entity. The organisation has to report on its economic, social and environmental activities and performance.

For the first time, the 2011 edition issues an Award for “Best Belgian Sustainability Report – category small companies” and “Best Belgian Sustainability Report – category “Other organisations” such as Non-Governmental Organisations (NGOs), socio-economic organisations and governmental institutions. The winning reports will be presented at the European Sustainability Reporting Awards (ESRA) that promotes Sustainability reporting at the European level.

The goals of the Award for Best Belgian Sustainability Report are:

- to stimulate organisations to take into account their sustainability impact and publish information in this area;
- to award the best sustainability reporting practice and hereby facilitate the communication of guidelines to other organisations that are already reporting or wish to launch a sustainability report;
- to stimulate the external assurance of non-financial/sustainability information by an independent auditor registered with the IBR/IRE.



Historical background of the Award

Originally, only large entities took the initiative to communicate on their sustainability impact. However recently, also NGOs, Small and Medium-sized companies (SMEs), public sector or governmental organisations and federations are convinced of the added value that this brings.

Over the last 12 years, the following organisations have received an award for their positive efforts in sustainability reporting:

- 1 Arcelor
- 2 BIAC (Brussels Airport)
- 3 BNP Paribas Fortis
- 4 C&A
- 5 CBR (Heidelberg Cement)
- 6 Delhaize Group
- 7 Dexia
- 8 Electrabel (Tihange)
- 9 Indaver
- 10 KBC Group
- 11 Sidmar
- 12 Toyota Motor Europe
- 13 Umicore
- 14 Volvo Cars

The Award, originally intended to praise the best environmental report, evolved and since a number of years now, also takes into consideration the two other key pillars of sustainability, namely the social and environmental aspects.



Jury composition

The Jury consists of representatives of the academic community, economic actors as well as representatives of the IBR/IRE.

PRESIDENT

M. Harry Everaerts

→ REGISTERED AUDITOR
WITH THE IBR-IRE

REPRESENTATIVES OF THE ACADEMIC, SOCIAL AND NON-PROFIT WORLD

Mr. Ignace De Beelde

→ UNIVERSITY OF GENT

Mr. Marc Despiegelaere

→ PROTOS

Mrs. Patricia Everaert

→ UNIVERSITY OF GENT

Mrs. Véronique Graham

→ BUSINESS & SOCIETY BELGIUM

Mrs. Brigitte Hudlot

→ ICHEC-ENTREPRISES

Mr. Paul Jacquet de Haveskercke

→ DURABILIS

Mr. Luc Van Liedekerke

→ UNIVERSITY OF LEUVEN & ANTWERP

Mr. Herwig Peeters

→ FORUM ETHIBEL

Mr. Jean-Marie Postiaux

→ WWF BELGIUM

Mr. Herman Raus

→ VOSEC

Mr. Antony Samson

→ UNIZO

REGISTERED AUDITOR MEMBERS

Mr. Marc Daelman

Mrs. Patricia Kindt

Mr. Fernand Maillard

2011

Participants

The Jury would like to thank all organisations-entities that participated in the 2011 edition of the Award for Best Belgian Sustainability Report.

LARGE AND MEDIUM SIZED ENTERPRISES^{1/}

Anheuser-BuschInBev
Artexis
ARTOOS Communicatiegroep
Aquafin
Belgacom
Carrefour Belgium
Coca-Cola Belux
Cofinimmo
Delhaize Group
Dexia
Electrabel
ETAP
Etex Group
Ferrero Group
HeidelbergCement Benelux
Indaver
Janssen Pharmaceutica
KBC Group
Mobistar SA

SNCB Groupe
Randstad
SITA Belgium
Sodexo Belgium
Solvay
Telenet Group
The RezidorHotel Group
Toyota Motor Europe
UCB

SMALL ENTERPRISES^{2/}

Art Decoo
Befimmo
BECO België
Comfi
De Duurzame Drukker
Grondwerken GLK BVBA
en GV&T Kruishoutem BVBA
Sipef

OTHER ORGANISATIONS

Amnesty International Vlaanderen
Bond Beter Leefmilieu
BSCI
CEPI
Close the Gap International
CTB-BTC
Febelfin
FEBEM-FEGE
Mobiël
Onze Lieve Vrouw van Troost (AZ Sint-Blasius)
Opnieuw & Co
OVAM
Politiezone Sint-Pieters-Leeuw
Protos
TMVW
Trias
VDAB
Vredeseilanden
Wereldmediahuis

The number of participating reports (54) has grown steadily over the years and increased by 23% compared to 2010, and by 157% since 2008.

2006	2007	2008	2009	2010	2011
17	18	21	43	44	54

1/ > 50 employees
2/ < 50 employees



Selection process and criteria

CSR Comparability : is the report both comparable over time as well as comparable to other organizations in (or beyond) the industry?

Credibility: is the report credible in terms of referencing to data sources, internal or external controls, stakeholder opinions and/or verification by an independent third party?

The selection criteria are identical for every European country and are based on the Global Reporting Initiative (GRI) Guidelines. The criteria are specified below, including how much weight the jury attaches to each of them in the selection and deliberation processes.

In order to facilitate the task of the Jury, a pre-selection of reports was done by the organisers (IBR/IRE, Business & Society Belgium and Kauri), based on the entrance criteria (who is allowed to participate to this Award) as well as the pre-selection criteria, that were defined as follows:

Materiality: does the report treat the key 'material' issues ?

Integration of stakeholder expectations : does the report mention general and key stakeholder groups, how and why they were selected, what key topics they want to be informed about in the report as well as how the key stakeholders are involved in the Sustainability management process?

The reports that scored the best on the pre-selection test were subsequently submitted to the Jury for evaluation and review based on the criteria set out below:

REPORT CONTENT		7 criteria
1	SENIOR MANAGEMENT STATEMENT	5 %
2	REPORTING AND ACCOUNTING POLICIES	5 %
3	PROFILE OF REPORTING ORGANIZATION	5 %
4	EXECUTIVE SUMMARY AND KEY INDICATORS	5 %
5	VISION AND STRATEGY	5 %
6	POLICIES, ORGANISATION, MANAGEMENT SYSTEMS AND STAKEHOLDER RELATIONSHIPS	5 %
7	PERFORMANCE	5 %
		35 %

REPORT PRINCIPLE		8 criteria
PRINCIPLE 1	RELEVANCE	5 %
PRINCIPLE 2	RELIABILITY	5 %
PRINCIPLE 3	CLARITY	5 %
PRINCIPLE 4	COMPARABILITY	5 %
PRINCIPLE 5	TIMELINESS	5 %
PRINCIPLE 6	COMPLETENESS	5 %
PRINCIPLE 7	VERIFIABILITY	5 %
PRINCIPLE 8	OVERALL IMPRESSION	30 %
		65 %



Trends and evolutions in Sustainability reporting

① Integrated reporting

In the face of the growing pressure on transparency, many organisations nowadays choose to report on sustainability issues. But as we move towards a new 'trust era' where long-term trust in organizations, NGOs, businesses, government and financial institutions is the key to a new and sustainable business model, the reporting model is increasingly evolving towards *integrated reporting*. Integrated reporting refers to the integrated representation of an organisation's performance in terms of both financial and non-financial (social and environmental) results. More important than just bringing financial and non-financial information together, integrated reporting is a key driver behind *embedding sustainability* and transforming to a *new and integrated business model*. More than ever, by bringing together financial and non-financial information not only leads to innovation but also impacts decision-making when social and environmental criteria are being brought in.

On 12 September 2011, The International Integrated Reporting Committee (IIRC) published a discussion paper called *"Towards Integrated Reporting – Communicating Value in the 21st Century"*. This paper presents the rationale behind Integrated Reporting, offering initial proposals for the development of an International Integrated Reporting Framework and outlining the next steps towards its creation and adoption. Its purpose is to prompt input from all those with a stake in better reporting, including preparers and users of reports. The Discussion paper states that *"Integrated Reporting brings together material information about an organization's strategy, governance, performance and prospects in a way that reflects the commercial, social and environmental context within which it operates. It provides a clear and concise representation of how an organization demonstrates stewardship and how it creates and sustains value"*.

Integrated reporting also will also change the role of the CHIEF FINANCIAL OFFICER in three critical areas:

Investor relations: investors, insurance companies, banks and private equity funds increasingly consider the sustainability rankings of the organisations in which they invest. Consequently, CFOs will need to help communicate a robust sustainability story, one that's embedded in a financial framework. This will expand the CFO's role and workload;

Reporting

"When speaking about integrated reporting, we are not talking about CSR reporting, neither are we talking about financial statements. We are talking about a company reporting against its strategy in the long term."

PAUL DRUCKMAN

CEO OF THE INTERNATIONAL INTEGRATED REPORTING COMMITTEE

External reporting and assurance: increased spending on for example CO₂ measurement and reporting means that evaluating the return on investment (ROI) of potential capital expenditures and reporting on their bottom-line impact require the attention of the CFO and his finance team. While being transparent delivers benefits, it is not without risk. Consistent reporting and assurance processes for both financial and non-financial information bring trust to Boards and the external world that the reported information is correct and trustworthy;

Operational controllership and financial risk management: imagine that a multinational operating in a country of which the chief lawmaking body passes a cap-and-trade law or institutes a carbon tax. Suddenly, the company's carbon footprint would pose a financial risk. This illustrates a basic truth that carbon data become financial data. Sustainability activities must thus be treated like financial activities, with a controller to monitor and account for them.

BEST PRACTICES



Belgacom

Belgacom leverages its learning curve in financial and non-financial reporting, by issuing both a complete Sustainability report, as well already integrating its key material sustainability issues in its annual report 2010.



Vredeseilanden

Vredeseilanden manages to push forward its projects and how they contribute to creating shared value within the annual report. This allows them to show directly what they bring to the communities where they are active but also what this means to their organization. Both local and foreign project receive the same attention.



② Stakeholder dialogue

Stakeholder engagement is the process by which an organisation involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. They may support or oppose the decisions, be influential in the organisation or within the community in which it operates, hold relevant official positions or be affected in the long term.

Stakeholder engagement is a key part of Corporate Social Responsibility (CSR) and achieving the triple bottom line. Organisations engage their stakeholders in dialogue to find out what social and environmental issues matter most to them about their performance in order to improve decision-making and accountability, especially when they want to develop understanding and agree solutions on complex issues or issues of concern. Engaging stakeholders is a requirement of the Global Reporting Initiative in the process of starting, developing and improving sustainability reporting.

Dialogue is about communication with stakeholders in a way that takes serious account of their views. An underlying principle of stakeholder engagement is that stakeholders have the chance to influence the decision-making process. It does not mean involving stakeholders in every decision, or that every stakeholder's request will be met. It means that stakeholder input should be acknowledged and thoughtfully considered. Agreeing on the rules of engagement is integral to the process. It is important for everyone to understand each party's role. Important principles of the dialogue are: transparency, accountability, independence, commitment, responsiveness and willingness to learn.



BEST PRACTICES



Randstad Belgium

In the report of Randstad Belgium a specific chapter "stakeholder dialogue" is included. It gives an overview of stakeholder groups, current stakeholder initiatives and goals for the future. In May 2011 Randstad Belgium organised, in cooperation with the multi-stakeholder network KAURI, a stakeholder panel with a wide range of internal and external stakeholders (employees, trade unions, clients, NGOs, governments, business networks, HR-specialists, etc.). Lessons learned: Randstad Belgium will gather data to provide a benchmark on sustainability with its peers in the HR-sector and will formulate more measurable goals (f.e. on environmental issues) in its next report.



GLK Grondwerken en GV&T Kruishoutem

GLK organized a stakeholder consultation – a premiere – in which 16 stakeholders participated. It was structured around the three most important future challenges (energy consumption, employee involvement, customer satisfaction). The consultation was inspiring, good practices were shared and GLK got useful tips as to how its internal processes could be enhanced

Belgian Development Agency (BTC-CTB)

The integrated report of the Belgian Development Agency mentions the stakeholder groups and the setup of a stakeholder panel in collaboration with KAURI in February 2011. During this round table a wide variety of topics were questioned by the stakeholders: financial ethics, corporate governance practices & anti-corruption, international environmental & social issues, etc. Some new ideas were launched and will be taken into account by BTC-CTB such as the added value of using the OECD Guidelines and the Global Compact Principles within the context of development cooperation.





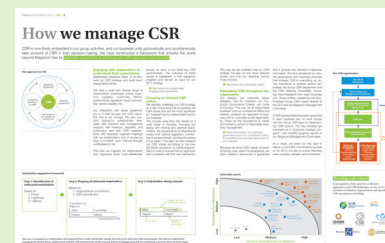
Materiality

Focus on what the reader wants to read not on what you, as organisation, want to say! Materiality is one of the most important principles for defining the content of your report. A CSR report should cover topics and indicators that reflect the organisation's significant economic, environmental and social significant impacts, or potentially influence the decisions of stakeholders.

To determine which information is material, organisations can use a series of internal and external sources such as concerns expressed by external stakeholders (e.g. through stakeholders' panels or questionnaires) and internal stakeholders (e.g. employees' satisfaction surveys or consultations), social expectations (e.g. through interviews of experts or international standards), and topics considered in the GRI and its sector supplements. Once the material topics are defined, the organisation should select performance indicators accordingly.

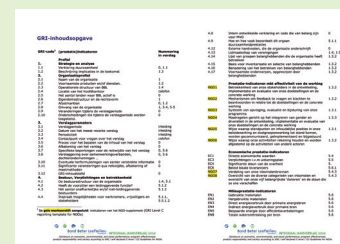


BEST PRACTICES



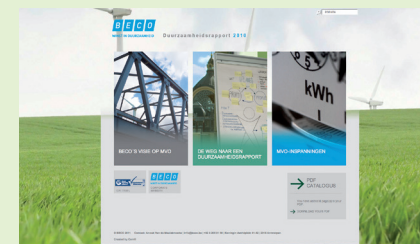
Belgacom

To assess the materiality of its report, Belgacom consulted, through panels and inquiries, its wide range of internal and external stakeholders (employees, unions, investors, suppliers, customers, NGOs, governments, regulators, local communities, opinion leaders, etc.). Moreover, the company looked at the requirements of international bodies and national legislation, monitored societal trends and benchmarked with its peers. This exercise enabled the company to draw a materiality matrix, offering a clear picture of the various stakes for the company and for its stakeholders.



Beco

When preparing their first CSR report in 2009, this SME mapped its stakeholders according to their interests in its company and the power that the company had on them. It then invited the most relevant stakeholders to provide their feedback on the draft CSR report and the selected stakes. This SME also mapped its CSR stakes according to the new ISO26000 (guidance on social responsibility) in order to ensure that its approach was consistent with this new framework. Both the GRI index table and the ISO 26000 table part of Beco's online CSR report.



Bond Beter Leefmilieu (BBL)

The BBL, an environmental NGO, follows the GRI guidelines and its NGO supplement to define the content of its report. These GRI guidelines and its supplements have been discussed and approved by many stakeholder groups around the world. Applying these guidelines allows BBL not only to report on what these stakeholders identified as relevant stakes but also to be more transparent and offer comparable data. The NGO supplement also contains specific indicators for NGOs.



4 Communication

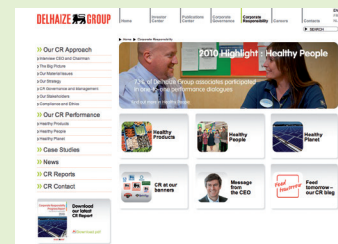
The days where a sustainability or annual report was the only way to communicate with your stakeholders are long gone. Entering the era of social media and the 'twitter generation' as some call it, organizations discover new potential for improving sustainability reporting. Although many already use social media for marketing, it is still only a few that have seriously experimented with it as a part of their sustainability reporting responsibility.

Social media is all about moving from broadcasting messages ("one to many") to conversations ("many to many"). And of course, "many to many" can hold risks when the message goes wrong. But the large-scale impact and opportunities to tap into more personal and direct ongoing and more authentic dialogue with your stakeholders is huge. But how do you get engaged? What are the tips and tricks? We highlight in our workshop some best practice examples.

Communication



BEST PRACTICES



Delhaize Group

Delhaize innovated this year with a report entirely online. The reader can choose between reading the various chapters of the report on the website or on an interactive PDF file. Thanks to this format, the report focuses on material information offering many links for more information. This is for example the case for the GRI Index or for more information about data collection.

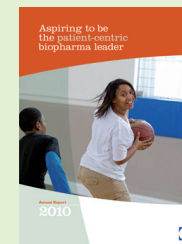


Heidelberg Cement Benelux – CBR

This producer of construction materials developed a website entirely dedicated to sustainable development. Easily accessible from the home page, it uses the platform to create shortcuts to interviews of stakeholders. Each page is available in an optimize PDF format for efficient printing.

UCB

Writing a CSR report can also be a medium of internal communication and consistency. Indeed, the sustainability report of UCB allowed clarifying what corporate responsibility meant on the ground for the various sites and various teams around the world. Using the GRI framework forced internal teams to answer to a series of recognized indicators such as waste, water consumption, energy, diversity, training, etc. and while doing this exercise better understand what corporate responsibility meant to them.



5 Added value of assurance

To meet the growing expectations of stakeholders, more and more companies publish reports on their sustainability performance. In Belgium, since the creation of the Award, back in 2006, we have seen the number of sustainability reports participating to the Award increase by more than 300%. However, if organisations have indeed understood the added value of reporting on non-financial performance, the next step is for them to make sure the reported information is sufficiently robust and can withstand the internal and external challenges of stakeholders.

To ensure the reliability of the information published, a company generally has the choice between a certified auditor of the IBR/IRE or an outside expert or group of experts such as a stakeholder review. The external auditor distinguishes himself from the others as they verify the processes, controls and systems for gathering information as well as the relevance and accuracy of the qualitative or quantitative information.

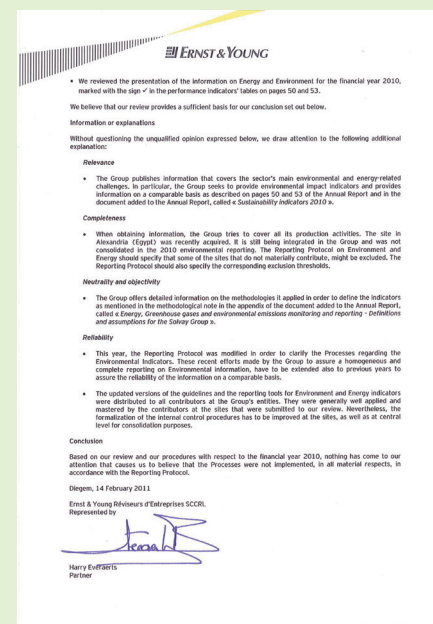
Although this in-depth “audit” of non-financial information is not yet mandatory, verification of such information to that extent by an external auditor brings a real added value. A company can’t manage what it is not measuring. But what’s the point if you can’t fully rely on the measurements? An external audit has that strength to exactly point out weaknesses in measurements but also irrelevancies in the choices of measurements. As a result an organisation ends up focusing its energy managing the right key performance indicators (KPIs) for its sector and having the assurance that those KPIs are being well monitored.

At a time when the economy seems difficult to recover from a deep crisis it is crucial for organisations to focus their efforts on what is material for them and have this verified independently. Consequently, this will increase the credibility of their financial and non-financial performance and hence the trust of the stakeholders.

Assurance



BEST PRACTICES



Solvay

Solvay explains very well how the company started a 3 year process of continuous improvement together with their auditors. The purpose of the approach is to be able to verify and ensure the reliability of the key elements of Solvay's sustainable development reporting system. The auditor emphasized in its assurance statement both positive developments and certain areas of improvement without questioning the unqualified opinion.



Duurzame drukker

The Duurzame Drukker is an excellent example of a small organization evolving in a tough industry but which continues to recognize the added value of an external review of its non-financial performance. For the second year in a row they trusted an external auditor to come and emphasize the authenticity, honesty and transparency of their sustainability approach. Together with their auditor they also developed a 3 year audit scheme allowing to progress while taking the maturity level of their sustainability approach into account. Once again the key words are: a supported continuous improvement.

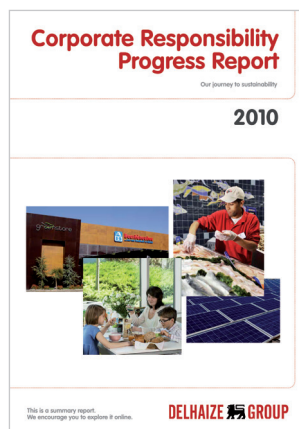


Finalists and winners



Winner

DELHAIZE GROUP



① Large and medium sized companies

Delhaize was selected as the best sustainability report by the Jury within this category. The Jury particularly appreciated the materiality exercise that was conducted by the company. Indeed this report focuses only on relevant matters and explains how these were selected through stakeholder consultation and employees' consultation.

The various relevant stakes are then presented in a materiality matrix offering the reader a clear picture of the most relevant stakes for the sustainability of Delhaize and for its stakeholders. The report is then structured around these material issues. As a result, the report is short and very clear. The reader is not lost in a large amount of irrelevant information.

In addition, the online format chosen allows the reader to read more information on the topics that he or she is interested in. This is for example the case for the GRI index table or the information on data collection, which is a model in itself.

The company also summarizes very clearly its main goals (including new ones) and achievements, while using clear performance indicators linked to the materiality. These indicators allow comparison from one year to the other and with the peers thanks to the use of the GRI indicators.

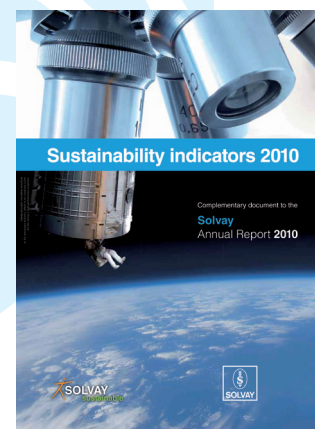
The third-party assurance on some of the indicators was also appreciated by the Jury.



Large and medium sized companies



Finalist



Solvay is probably one of the few companies that truly explain well their reporting policies.

The management statement is clear, includes economic, social and environmental challenges and links these with the CSR actions of the company. The commitment of the top management is clear. The company is also very strong on KPIs. It shows clear graphs and KPIs and allows for comparisons over several years and with its peers.

The third-party assurance on some of the indicators was appreciated by the Jury. Both the identification of the indicators covered by the audit and the explanation of the approach the company had together with their auditors is very clear and gives the reader a solid ground to appreciate the reliability of the information in the report as well as Solvay's overall environmental performance.



② Small- sized companies



Winner



The report of De Duurzame Drukker is a to-the-point 'material' and credible sustainability report.

Overall, the report combines in a balanced way both the more technical GRI reporting criteria such as materiality and GRI tables, with a comprehensive and easy-to-read writing style that reflects the organisation's values and what it stands for.

The report starts off with a clear management statement and overview of the key future sustainability topics, translated into the branding of Sus, the dwarf, who brings together the values and key messages of the company. Difficult topics are being reported on in an open and transparent way, such as how the company managed to strive for 15% turnover growth in a crisis period but despite the efforts has not yet achieved the profits it is aiming for.

The impact of the activities of De Duurzame Drukker is well reflected in the report by means of a hands-on, comprehensive explanation of the key production process and its impact on the environment. The social initiatives related to the workforce in the report are an example, varying from initiatives with expert networks such as SD Worx to Diversity Plans.

The processes and chosen contents of the report are well explained and combine various methods such as stakeholder panels, internal reviews and collaborations with CSR networks such as Kauri as well as feedback from CSR expert members that is integrated throughout the report.

Finally, the report is credible following the external verification of the key information in the report by an independent third-party auditor.

The Jury wants to congratulate De Duurzame Drukker on its "Best Belgian Sustainability Report" in the category 'Small companies' and on being a role model in sustainability for small companies.



③ Other organisations

A clear report, focused on the mission of the company. From reducing waste (n°1) to establishing a healthy financial policy (n°8), Opnieuw&Co guides the stakeholder through the report, explaining the various initiatives and commitments.

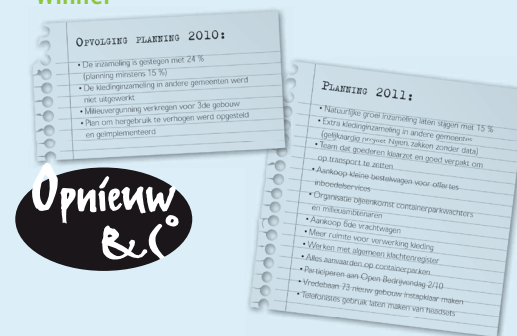
Although very textual the report manages to balance this downside by means of well translated targets which are visualized in graphs and key performance indicators all along the report. Even though there is no GRI reference we would like to emphasize the good application of the GRI quality principles. The report shows transparency, balance and comparability by accounting for certain targets that were not achieved and how this has been taken into account by the Company.

Additionally, the report offers per priority a clear view on the follow-up on the current year and the planning of the initiatives for the coming year. As a point of recommendation and to further strengthen the report, the Jury recommends that the information is submitted to verification by an independent party.

Finally, this integrated report also includes a social audit reference made by Ethibel which increases the credibility of the report and underlines its reliability. As a point of recommendation and to further strengthen the report, the Jury recommends that the information be submitted to verification by an independent party and that going forward the stakeholder identification process could be clarified further.



Winner



3. Doelstelling 1: Verminderen van de afvalberg	11
• Inzameling van herbruikbare goederen	11
• Herbruikbare en recycleerbare goederen	12
• Inboedel-service	14
• Het afvalreductie-effect	14
• Verwerking van ingezamelde goederen	15
• Prijzen van goederen	16
• Elektro	17
• Textielverwerking	18
• Tevredenheid van de klanten over de ophaalservice van Opnieuw & Co	18
4. Doelstelling 2: Inburgeren van producthergebruik	22
• Media aandacht	22
• Onze ideeënbus	23
• Aantal klanten	23
• Winkelomzet in het verleden	24
• Gemiddelde uitgaven per klant	25
• Productgroepen	25
• Korting voor keelioners	25





Finalist



VREDESEILANDEN vzw
ANNUAL REPORT 2010



Other organisations

The impact of the activities is well reflected in the report which shows the reader he or she is dealing with an honest report with a clear impact on society. The organization has a good definition of materiality and a clear explanation of their strategy and their approach per project. The Jury appreciated that all KPIs are systematically compared over 2 years which allows for a fair comparison over time.

The summary allows for a smooth transition and there is a link to the GRI indicators. However, the Jury found that the environmental aspects could be improved, i.e. inclusion also of the different locations and not limiting the impact to the headquarters. Although an explanation is given on how the funds are being transferred, which does give the reader some comfort as to where the contributions are going, there is no third party assurance statement. Finally, the Jury would recommend the use of the GRI NGO supplement.

The reports of the winners will be presented at the European Sustainability Reporting Association (ESRA) with the objective to promote the best practices in sustainability reporting in Europe.



Some concluding comments by the Jury






The 54 participants welcomed by the Jury at the 2011 edition of the Award for Best Belgian Sustainability Report are the living proof that there is no way back, sustainability is here to stay and has become an integral part of the business strategy of an organization. Transparency and completeness of information are the levers that boost a trusted relation between business and its stakeholders and these are the same principles which guide an appropriate drafting of a Triple Bottom line report. The Award has grown and shown further development in this edition while reporting entities look at true value added in responsible business in this period of uncertainty in the financial markets and the difficult times that lie ahead.

This edition has tried to highlight the growing importance of integrated reporting and has been proud to witness and appreciate some examples in this category in the Belgian landscape. The reports that scored well in this area are those of Belgacom, Vredeseilanden, and Bond Beter Leefmilieu and the Jury congratulates them on their efforts in this respect.

The members of the Jury also want to congratulate those organisations which for the first time prepared a CSR Report Artexis, Artoos, Art Decoo, Befimmo, Close the Gap International, Etap, Febem-Fege, Ferrero Group, Grondwerken GLK en GV&T Kruishoutem, Mobistar, Onze Lieve Vrouw van Troost (AZ Sint-Blasius), Telenet. It takes a lot of dedication and discipline and hence the Jury recommends other organizations to take an example and follow the path of all of this year's first reporters.

The Jury further wants to mention their appreciation for organizations that perform a leadership role in reporting in their sector, such as Politiezone Sint-Pieters-Leeuw and Grondwerken GLK en GV&T Kruishoutem, each of them truly inspirational for others in their sector/area of expertise.

The Jury expresses satisfaction in the realization that the reporting entities which develop a sustainability report do so in conformity with the GRI standards. Although the Jury is aware of the high level of quality with respect to the content for the majority of the reporting entities, it would like to encourage participants to keep on striving for further improvement of their reports, particularly, in the following areas:

-  peer/sector comparison;
-  (better) linking the management statement with the remainder of the report;
-  identification and definition of key stakeholders;
-  social aspects and related KPI's;
-  consistent use of the relevant sector GRI supplements (for example for NGO's).





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www.globalreporting.org

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