



## Sustainability Performance

# Blue pearl, green planet

ICI Pakistan Limited's sites stretch from the north of the country down to the sea and our products are found throughout the land. The Company treats sustainability as a core responsibility, and this section is a comprehensive report on our strategies, KPIs, annual and long-term targets and performance.

# Leadership Statement

## Dear Stakeholders,

It gives me immense pleasure to share with you the ICI Pakistan Limited 2014-15 Sustainability Report. 'Integrity and Responsibility' is one of our core values, and we have worked hard to be industry leaders in carrying out operations whilst incorporating the key principles of sustainability.

We started reporting progress on our journey of sustainable development seven years ago. From 2010 onwards, we have reported according to the internationally accepted GRI (Global Reporting Initiative) standards in order to present a more transparent picture of what we are doing as a company to achieve our economic, social and environmental objectives.

In recognition of our efforts and commitment to sustainability, in the past year ICI Pakistan Limited was awarded the ACCA-WWF award for Best Sustainability Report, and a Sustainability Innovation Award from the Business School Lausanne, Switzerland, whilst also being commended for its sustainability reporting at the ICAP/ICMAP awards. We do not, however, take these honours as reason for complacency, but as a spur to do even more.

Operating responsibly is a key driver behind our business processes and is integral to our methodology. We apply our principles throughout our operations by actively engaging our internal and external stakeholders to build a cleaner, safer environment.

Our Sustainability Council is entrusted with fostering a culture of excellence, leading the way in environmental stewardship and

building socio-economic value. The Council is also responsible for formulating our strategy, establishing goals and integrating sustainability into the daily business activities across the Company. For 2015-16, the Council has evolved a strategy which clearly outlines how sustainability will continue to play a pivotal role within the organisation.

From Emissions Control to Waste Management figures, we proactively disclose our information in an effort to promote respect for the environment and uphold a strict focus on ethics. We have a zero tolerance approach towards non-compliance, and our objective in this report is to provide a transparent picture of our sustainability achievements and future objectives.

Sustainability is a collective process in which all stakeholders must come together for the common good. Therefore we hope to receive your feedback and suggestions on how to create a cleaner, greener tomorrow through being a more sustainable organisation.



Warm regards,  
**Asif Jooma**

# Highlights for 2014-15

- Last year, ICI Pakistan Limited implemented a certified HSE&S Management System; this year all Businesses and locations aligned their local HSE&S procedures with the new management system. Additionally, a major undertaking was initiated to review the ICI Pakistan Limited Corporate Engineering Procedures.
- Fresh water usage per ton of production has again shown improvement over last year, chiefly due to water conservation initiatives. At 8.47 m<sup>3</sup>/te, we continue to be in line with our 2015-16 target of 8.9 m<sup>3</sup>/te.
- One reportable injury for employees and supervised contractors was reported during the year, with a total reportable injury rate of 0.16. No reportable injury for independent contractors was reported during the year.
- Due to the challenging energy situation, our use of furnace oil and coal increased, thus negatively impacting gaseous emissions, waste generation and total energy consumption per ton of production.
- The Company has registered zero reportable occupational illnesses.
- EPA approval was acquired for new projects against Environmental Impact Assessment.
- There was an 8% increase in vendor policies signed by key suppliers and a 25% increase in vendor policies signed by NPR suppliers.
- A total of 2,924 man-days of training were successfully completed.



# Sustainability Council

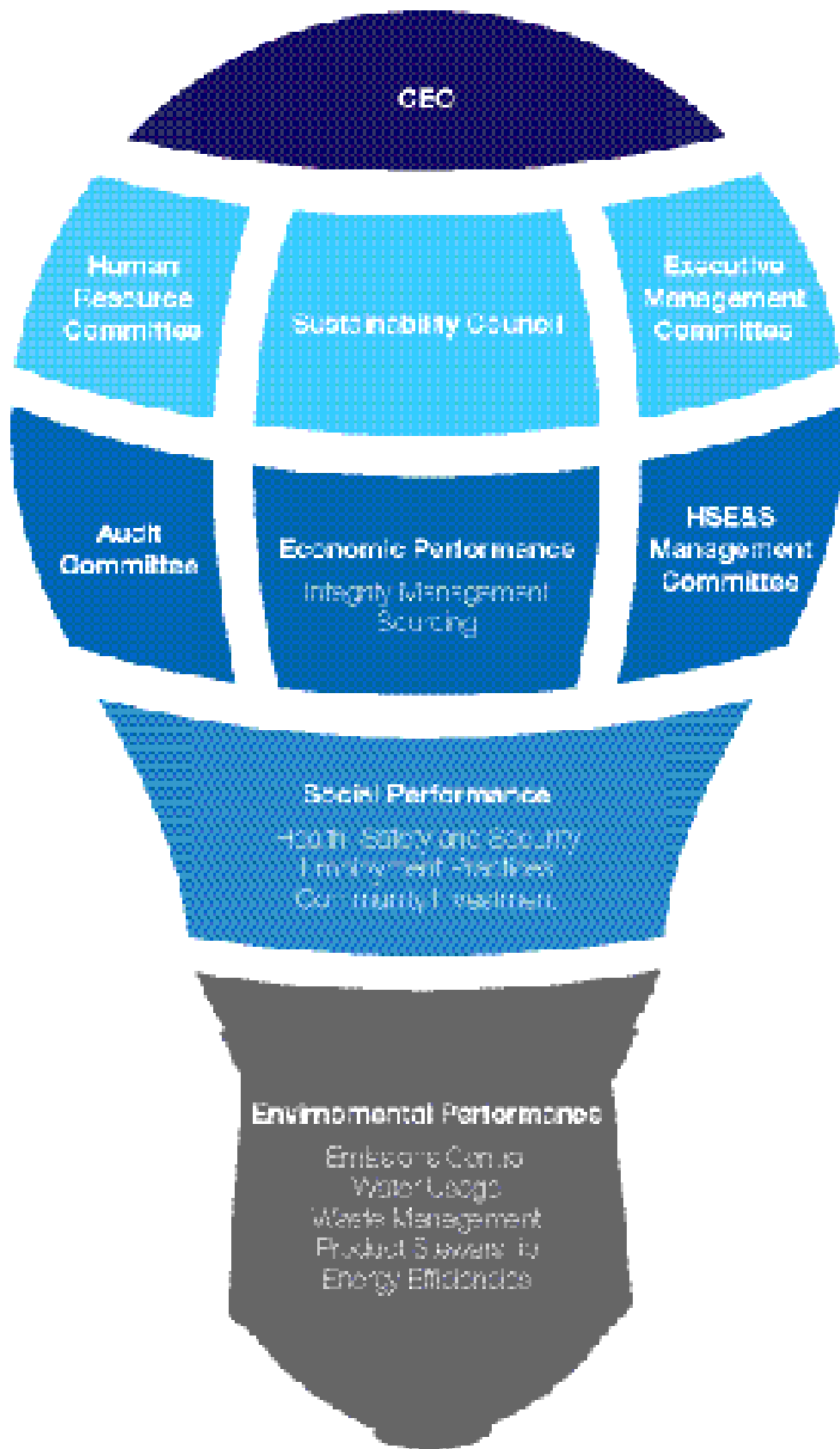
## Objectives

The Council's objective is to assist the Board in fulfilling its oversight responsibilities to the shareholders with regard to sustainability. This concerns the development, implementation and monitoring of the Company's Health, Safety and Environment policies and practices. The overall aim is therefore to continue the sustainable growth of ICI Pakistan Limited.

## Roles of the Council

- Define the KPIs and measurement matrix, and establish targets.\*
- Continually review partnerships and relationships, both current and proposed, with stakeholders, i.e. customers, regulators, communities, shareholders and suppliers.
- Continue to formulate and execute communication strategies relating to the Company's sustainable growth.
- Review on a continuing basis new and innovative technologies that will further sustainability at the Company and implement actions to protect such technologies.

\* In view of the Polyester coal-fired power plant coming online during the year and another coal-based project in the pipeline at our Soda Ash works, the review of the sustainability KPIs has been deferred.



**CEO**

**Human  
Resource  
Committee**

**Sustainability Council**

**Executive  
Management  
Committee**

**Audit  
Committee**

**Economic Performance  
Integrity Management  
Sourcing**

**HSE&S  
Management  
Committee**

**Social Performance**  
Health, Safety and Security  
Employee Relations  
Community Engagement

**Environmental Performance**  
Emissions Control  
Water Usage  
Waste Management  
Product Stewardship  
Energy Efficiency

# Sustainability Strategy

ICI Pakistan Limited has been producing a Sustainability Report for the past seven years. In 2013-14, the Company successfully reconstituted and established its Sustainability Council, which enabled us in 2014-15 to more effectively analyse and address sustainability matters within our Businesses. The Sustainability Council is made up of a multi-disciplinary team which represents all corners of our diversified Company.

## **Foster a Culture of Excellence**

We aim to build an environment in which people constantly strive to deliver more – and we endeavour to achieve this through attracting and retaining the best talent.

## **Operate with Responsibility**

We strive to build lasting partnerships with all our stakeholders and create processes which continually evolve to ensure we operate responsibly.

## **Environmental Stewardship**

We want to be the leaders in innovation and developing solutions for cleaner, greener systems to reduce our impact on the environment.

## **Socioeconomic Value**

We work hard to create value in our local communities by providing the tools required for capacity building.





# Sustainability Framework

## **Economic performance**

Integrity Management  
Sourcing

## **Social Performance**

Health, Safety and Security  
Employment Practices  
Community Investment

## **Environmental Performance**

Emissions Control  
Water Usage  
Waste Management  
Product Stewardship  
Energy Efficiencies





# About the Report

We began voluntary reporting on our sustainability journey in 2008. This is our seventh Sustainability Report and we have used the G3 Reporting Framework issued by the Global Reporting Initiative (GRI) and are applying the GRI Reporting Framework at Application Level B+.

## Report Boundary

The report covers our four core Businesses and all our Corporate functions. We have three manufacturing sites, three corporate offices and five regional/Business offices. The data in this report covers all these locations.

Employee data includes management and non-management staff. Community Investment is handled by the ICI Pakistan Foundation, which is a separate legal entity registered as a Trust. All monetary amounts in this Report are Pakistani Rupees, unless otherwise indicated.

## Reporting Period

Following the acquisition of majority shareholding of the Company by YBG, ICI Pakistan Limited's financial year was changed from January-December to July-June for alignment with associated companies in the group. The reporting period is July 31, 2014, to June 30, 2015. Data has mainly been obtained from our financial management reporting systems, the corporate HR information management system and our reporting systems for Health, Safety, Environment & Security (HSE&S) performance indicators.

## Report Content

In 2010, an important step towards integrating sustainability within the organisation was conducting a stakeholder dialogue and establishing Key Performance Indicators (KPIs). These KPIs also have targets set for 2016 which shall serve as pathfinders for us. Like last year, the content of this report has been developed in accordance with the KPIs and our performance against these. The content of this report has been decided upon by the Sustainability Council and has been developed in accordance with our sustainability framework based on the triple bottom line concept of economic, social and environmental parameters.

## Data Collection

### Collection:

All our environmental, health, safety and security data is derived from our EPM (Enterprise Performance Management) database. A quarterly reporting cycle is in practice and all related information is gathered and entered by respective Businesses and functions while the Corporate Health, Safety and Environment Manager, reviews and manages the data for ICI Pakistan Limited as a whole. Data pertaining to integrity management, employment practices, sourcing and community investment is compiled and monitored by the Sustainability Council members responsible for each area. Where there are limitations in collecting some data, appropriate explanations have been made in the report.

### Accuracy:

We are confident of the overall reliability of the data reported, but recognise that some of this data is subject to a certain

degree of uncertainty, inherent to limitations associated with measuring and calculating data. Senior managers within the organisation approved the content and the quantitative data used in the sustainability facts and figures relating to their respective areas of responsibility.

### Consistency:

The KPIs set and the data reported in previous years have served as a baseline and reporting standard for subsequent years. Any additional developments shall be reported accordingly; however, the reporting framework already established shall be a consistent baseline standard.

### Assurance & Verification

Our sustainability performance is monitored through a multi-disciplinary Sustainability Council. This Sustainability Summary Report forms part of our sustainability reporting and is designed for general readership only. United Registrar Systems (URS) has conducted an independent verification and assurance of data presented in this report. The indicators for our sustainability reporting are selected from the G3 Reporting Framework issued by the Global Reporting Initiative (GRI). The GRI is a large multi-stakeholder international network of thousands of sustainability experts. The GRI G3 Reporting Framework is the most widely accepted global standard for corporate responsibility reporting.

### Contact Us

Sustainability requires all stakeholders to come together for the common good. Therefore we eagerly encourage feedback on our Sustainability Report. If you would like to comment on the report or find out about our Sustainability strategy and programme, please email us at:

[sustainability.council@ici.com.pk](mailto:sustainability.council@ici.com.pk)

A soft copy of this report and additional information on our business units and products is available on our website at [www.ici.com.pk](http://www.ici.com.pk)

If you are unable to access these resources or need further information, please contact:

Zafar Farid – Corporate Safety & Environment Manager,  
Production  
ICI Polyester Business  
30 KM Lahore-Sheikhupura Road, Sheikhupura, Pakistan  
[zafar.farid@ici.com.pk](mailto:zafar.farid@ici.com.pk)

Farhan Ijaz - (Desination required)  
Corporate HSE&S  
65 Mozang Road, ICI House, Lahore  
[farhan.ijaz@ici.com.pk](mailto:farhan.ijaz@ici.com.pk)

# Stakeholder Engagement

A proactive exchange of ideas with our stakeholders is central to operating responsibly. Sustainability is a collective effort and a shared journey; we engage all our partners to join us in moving forward.

Any individual or group associated with ICI Pakistan Limited is a stakeholder, be they an employee, a supplier, distributor or a shareholder. We try to engage all our stakeholders in our sustainability journey and regularly meet with the community to listen to their ideas, concerns and advice.

Some examples of our stakeholder engagements in 2014-2015 are:

## Customer Engagement Sessions

The marketing and sales teams of the Soda Ash Business held a meeting at the Avari Hotel, Lahore, on May 4, 2015, in which two key procedures were discussed. Firstly the teams discussed 'Product Stewardship', which is a demonstrable process through which a business can identify and manage risks in the development, manufacture, distribution, marketing, use and ultimate disposal of its products in a safe, healthy and environmentally sound way. This ensures conformity with local requirements and company policy. The second procedure pertained to 'Emergency Distribution Response', which outlines procedures to follow if any distribution emergency occurs.

Spurred by a philosophy of 'Customer Centricity', the Animal Health Division of our Life Sciences Business conducted its Somatech Customer Sales Strategy & Planning Meeting from November 20-22, 2014, in Sri Lanka. The focus of the meeting was to discuss the different aspects of our product 'Somatech' with partners, and to draw up action plans to advance food safety, improve disease management and ultimately enhance the production efficiency of animals. Along with members of the Animal Health Division, twenty customers attended the event.

## HSE Trainings

We believe in operating responsibly and safely. Therefore we strive to create a working environment which is safe and conducive to productivity and constant vigilance.

## ■ Fire management system audit of Shahzad Textile Mills Limited, Unit-2

Customers are the lifeblood of every business, and the safety of our clients is a vital consideration. Therefore, ICI Pakistan Limited is committed to improving awareness and understanding about Health, Safety, and Environment amongst its customers. Shahzad Textile Mills Ltd. is recognised as one of the major industrial business concerns in Pakistan and a major client of the ICI Polyester Business. In line with our philosophy, our HSE & Training department

conducted a comprehensive fire management system audit of Shahzad Textile Mills. A report was sent to the management of Shahzad Textile Mills to ensure further improvements in their fire management system.

## ■ Firefighting and emergency training of customers

Firefighting training is an ongoing activity; accidents are avoidable if individuals are well-trained and prepared for potential emergencies. Keeping this in view, the Polyester Business arranged firefighting and emergency training for customer companies in February 2015. Twelve employees from Olympia Blended Fibre Mills Ltd. and Rawl Textile Mills Ltd. participated in the training course which consisted of class room lectures and practical hands-on experience.

## Tree Plantation Drive in collaboration with EPA

In collaboration with the Environmental Protection Agency (EPA) and the Frontier Works Organization, ICI Pakistan Limited celebrated Earth Day on April 22, 2015. ICI Polyester has committed to plant 5,000 Arjun and Conocarpus trees by the end of 2015-16. This is the initial phase for what is envisaged as a larger programme. The Soda Ash Business also initiated a tree plantation campaign. The campaign was extended to the local community through the plantation of indigenous trees at Civil Hospital, Khewra. Members of the local civil administration, including the assistant commissioner, the district officer, the medical officer of Civil Hospital and the senior management team of Soda Ash participated in this activity to demonstrate their commitment towards a greener future.

## Environment Day celebration with EPA at ICI Pakistan Polyester Business

World Environment Day is celebrated each year on June 5 and offers an opportunity for worldwide awareness, political consideration and action for environmental issues. Head Office and the Polyester and Soda Ash Businesses celebrated World Environment day this year. The activities stirred up an enthusiasm and zeal to protect the environment while sustainably utilising natural resources for a better tomorrow. Tree plantation activities were carried out at each site, with a quiz programme, an awareness walk and environment-related videos also part of the event.

## Community Development

ICI Pakistan Limited actively engages in development projects and strives to provide members of the communities we operate in with the tools for change. We have established sustainable programmes which will provide long-term

benefits in education and health, and have rolled out campaigns for regular interaction and community enrichment.

- On March 11, 2015, a team of volunteers from the Polyester Business participated in an activity to spread awareness of washing hands to school children. The team, in partnership with Unilever Pakistan Limited, visited the Tibbi Hariya Scdhschool, which is funded by the ICI Foundation.
- The Foundation provided support to the Shahbaz Sharif Mothers & Children Complex, District Hospital, Sheikhpura, in the form of equipment required for the gynaecology operation theatre. The inauguration took place on September 2, 2014.
- On March 12, 2015, the Polyester plant was visited by a delegation of 30 students from the Institute of Biochemistry and Biotechnology, Punjab University. The aim of the visit was to better understand industrial waste and waste water treatment techniques.
- The Polyester Business has taken an initiative towards enhanced waste water treatment technology through the application of constructed wetlands, in collaboration with Critical Green, a research organisation.
- At Soda Ash, the annual exhibition and prize distribution ceremony of the Ladies Welfare Centre was held on December 22, 2014. Participants appreciated the creativity and quality of various items prepared by students, so much so that all items were sold out within a day.
- Due to the ongoing Army operation in Waziristan, many local people have been uprooted. In the past year ICI Pakistan Limited donated funds towards the assistance of Internally Displaced Persons.
- In 2009, the Company constructed Jinnah Park at P.D. Khan, near its Soda Ash site, for the recreation of children and women of the area. The initiative received wide appreciation from the community. This year the Foundation approved funds for rehabilitation and renovation of the park. The Company has also provided treated, potable and fresh water to the Khewra community. The water is piped from the Watli water springs and from the river Jhelum banks and is provided free of cost to the community throughout the year. The Company also provides firefighting, ambulances, First Aid and other services to the community.
- At Khewra, ICI Pakistan Limited initiated monthly eye surgical workshops in collaboration with LRBT in 1991. Since then, 256 eye surgical workshops have been held uninterrupted, in which 140,786 outpatients have been

treated and 14,786 major/minor surgeries have been carried out. During the 259th eye surgeries camp, held at Winnington Hospital in Khewra from February 23-25, 2015, a record-breaking 95 eye surgeries were successfully conducted. To further support community health, the Foundation has recently approved the establishment of a health clinic in Khewra in collaboration with the Marie Adelaide Leprosy Centre. The construction of a new purpose-built building for the long-running Ladies Welfare Centre has also been approved.

#### **Staff Engagement Sessions**

- Chief Executive communication sessions were held at Head Office in Karachi (February 26, 2015) and at the Polyester plant in Sheikhpura (May 6, 2015). The sessions were videolinked live to the Company's other sites, and provided an opportunity for the CE to discuss the latest Company developments and their position within our overall strategy and vision with all colleagues. The CE also answered questions at the end of his presentation.
- Team work is an essential ingredient for a culture which embraces safety. Safety Improvement Teams at the Soda Ash Business work to enhance employee awareness on HSE. Six teams compete with each other throughout the year to improve overall HSE in their respective areas.

#### **EIA Public Hearing of Expansion Projects 2014-15**

Conducting an environment impact assessment (EIA) is a legal requirement of the Pakistan Environment Protection Agency. According to Section 12 of the Constitution of Pakistan 1973, the potential impacts of proposed projects relative to the physical, chemical, biological, cultural and socio economic components of the total environment must be assessed.

For this purpose the Soda Ash Business arranged a public hearing of EIA at the nearby Government Degree College auditorium. It was attended by a large number of people, including journalists and students from a professional institute, the Lahore College for Women University. After detailed discussion, the EIA was approved and endorsed by the District Officer Environment, Jhelum, who presided over the hearing.

#### **Participation in the 2nd National HSE & Sustainable Development Summit**

ICI Pakistan Limited participated in the 2nd National HSE & Sustainable Development Summit organised by the Pakistan Society for Training and Development at Movenpick Hotel, Karachi, on November 19, 2014. The overarching aim of the summit was to bring a greater focus on HSE to business processes.

# Towards a paperless environment

A series of initiatives at ICI Pakistan Limited has significantly reduced our paper usage, converting old paper trails into new paths of digitisation.

In 2014-15 Corporate IT and Finance launched an electronic version of the A-Form (the asset budget sanction form). This eA-Form has brought several benefits, such as automation, digital archiving and on-the-fly reporting. It has also streamlined the A-Form process in general through the centralised budgeting and reporting tool.

The previous process required the physical exchange of documents for approvals and sign-offs. The eA-Form expedites this process, and also enables well-controlled budget prediction and cost management through its record-keeping across all Businesses and functions.

The Company also went paperless with certain deliveries and invoices in 2014-15. Teams from Chemicals, Soda Ash and Corporate IT used paperless correspondence for deliveries and invoices to customers, as opposed to using physical couriers, which is time-consuming, costly, and of course has negative consequences for the environment.

In addition, during the year our Polyester Business adopted an e-Ledger system, in which automatic system-generated emails are sent directly to customers at the end of every month. These statements provide a history of purchases and outstanding balances, and have helped the Business save paper, time and costs.



# Key Performance Indicators

Integrity Management		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Code of Conduct confirmed incidents	number	23	20	5	NR	1	1	0
Code of conduct acceptance*	% employees	100	100	100	100	100	100	100**
Management audits including reassurance audits	number	11	9	7	6	6	0	6
Serious incidents - Level 3	number	1	1	1	0	0	0	0
Serious incidents - Level 1,2	number	2	0	0	0	0	0	0
Serious loss of containment - Cat D	number	0	0	0	0	0	0	0
Regulatory actions - Level 3	number	0	0	0	0			0

\*Number of Management and Non-Management Employees.

\*\* We aim to achieve 100% acceptance by including contractual staff as well.

Sourcing		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Vendor Policy signed by key suppliers	%	83.8	85	91	92	88	94	96
Vendor Policy signed by Central NPR Suppliers*	%	x	28**	28	28	38		-
Supportive Supplier Visits since 2007	number	79	31	59	35	99	92	146

\*Number of Management and Non-Management Employees.

\*\*We aim to achieve 100% training level by including contractual staff as well.

Employment Practices		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Women executives*	%	0	0	0	0	25		12
On-line P&D Dialog Participation	%	80	83	NR	NR	98		90
Management Development Programme	No of managers	121	211	NR	NR	NR		338
Employee Engagement Index	% favourable	75	82	87	NR	NR		80

\*Functional and Business Head positions

Community Investment		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Community Programme Investment	PKR Million	42.5*	24.3	6	7.45	4.2	20	30

\*This amount includes contribution by stakeholders including ICI Pakistan Limited staff and parent company contribution for floods.

Health, Safety & Security		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Fatalities	number	0	0	1	0	0	0	0
Total reportable injury rate employees/supervised contractors	/million hours	0	0.18	0.34	0	0.33	0.16	0
Occupational Illness Rate employees	/million hours	0	0	0	0	0	0	0
Total illness absence rate employees	%	1.92	1.76	1.72	1.83	1.51	1.23	1.76
Fatalities contractors (supervised and independent)	numbers	0	0	0	0	0	0	0
Total reportable injury rate independent contractors	/million hours	0	0	0	0	0.56	0	0
Lost time injury independent contractors	numbers	0	0	0	0	0	0	0
% sites with BBS programme	%	100	100	100	100	100	100	100
Distribution incidents	numbers	1	1	0	0	0	0	0
Motor vehicle incident with injury	numbers	1	2	0	0	0	1	0

Emissions Control		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Total COD emissions	te	52.59	53.78	39.52	17.82	16.43	18.05	49.96
Per ton production	kg/te	0.11	0.13	0.10	0.10	0.04	0.04	0.10
Total VOC emissions	te	81.81	72.34	57.12	1.33	3.23	3.45	77.72
Per ton production	kg/te	0.18	0.17	0.14	0.01	0.01	0.01	0.16
Total NOx emissions	te	430.70	422.93	420.28	206.06	798.34	1209.18	409
Per ton production	kg/te	0.93	0.99	1.03	1.14	1.83	2.75	0.83
Total SOx emissions	te	2209.1	2672.9	2590.15	1402.4	4338.97	3091.74	2430
Per ton production	kg/te	4.76	6.29	6.35	7.75	10.50	7.02	4.95
Total Direct CO2 emissions (Scope 1)	million te	0.39	0.35	0.35	0.13	0.43	0.52	0.37
Per ton production	kg/te	834.7	829.5	847.95	737.5	1038.11	1196.13	753
Total Indirect CO2 emissions (Scope 2)	te	2447	5642	3235.61	706.86	2413.32	2384.20	2324
Per ton production	kg/te	5.3	13.3	7.93	3.91	5.84	5.42	4.7

\*VOC emissions are significantly reduced from 2013 onwards due to the demerger of the Paints Business.

\*\*Unprecedented natural gas curtailment periods have caused increased use of high sulphur furnace oil and coal, thereby causing high CO2 emissions.

Water Usage		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Total Fresh water use	million m <sup>3</sup>	4.59	4.12	3.48	1.57	3.49	3.73	4.36
Per ton production	m <sup>3</sup> /te	9.9	9.7	8.53	8.7	8.44	8.47	8.9
% of sites with sustainable fresh water	%	25	25	25	33	33	33	100

Waste Management		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Total waste	kte	4.412	2.73	2.28	0.43	12.88	22.20	4.191
Per ton production	kg/te	9.53	6.44	5.60	2.35	31.18	50.44	8.53
Total hazardous waste	kte	0.54	0.52	0.53	0.001	0.0076	0.24	0.51
Per ton production	kg/te	1.17	1.22	1.30	0.003	0.001	0.001	1.04
Total non-reusable waste	kte	0.295	0.384	0.385	0.001	0.0076	0.24	0.28
Per ton production	kg/te	0.64	0.90	0.94	0.00	0.001	0.001	0.57
Total non-reusable Hazardous waste	kte	0.251	0.327	0.323	0.001	0.008	0.24	0.238
Per ton production	kg/te	0.54	0.77	0.79	0.00	0.00	0.001	0.48
Total Hazardous waste to landfill	kte	0	0	0	0	0	0	0
Per ton production	kg/te	0	0	0	0	0	0	0

Product Stewardship		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Product Eco-premium solutions	% sales		15.7	*	NR	NR	NR	30

\*Data not available due to demerger of Paints Business

Energy Usage		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
Total Energy Consumption	1000Tj	4.8	4.3	4.3	2.1	4.9	5.7	4.6
Per ton production	GJ/Te	10.4	10.1	10.4	11.62	11.84	13.03	9

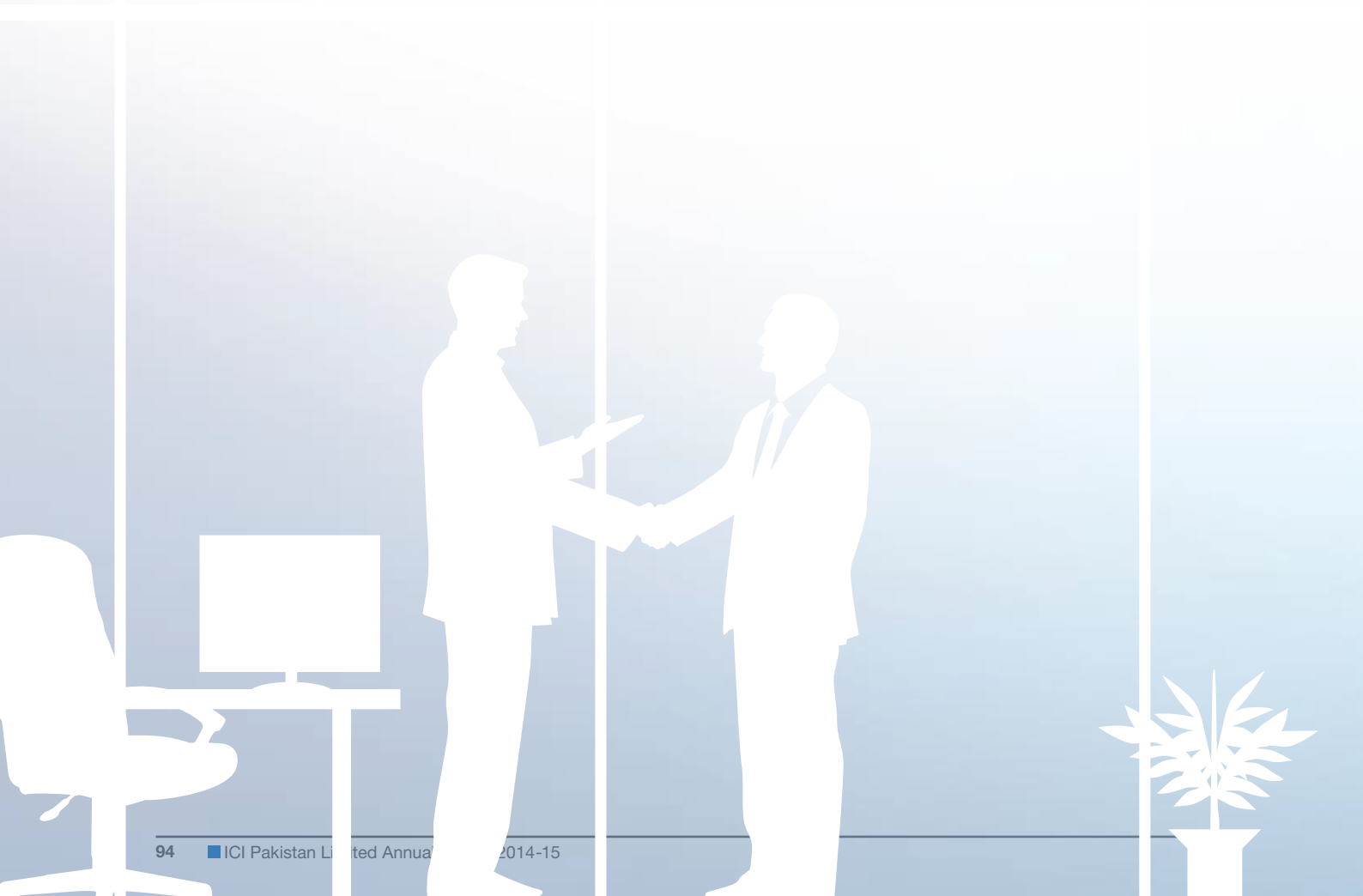
NR: Not Reported

# Economic Performance

## Management Approach

One of our core values is 'Integrity and Responsibility' and we apply this principle in our daily operations, in our projects and in the way we do business. We aim for the highest standards in all our dealings and aim to partner with suppliers who not only endorse our values but incorporate them in their businesses.

It is our belief that a strict focus on ethics and responsibility will result in business value for all involved stakeholders. Thus, we make sure that our actions speak louder than words.





# Integrity Management

Our most valuable resource is our people. We believe in and adhere to the principles of nondiscrimination, freedom of association and other internationally recognised expectations for business ethics. Guided by our values, we encourage our people to aim for the highest standards of performance in all operations. Our business principles are transparent and reflected in our code of conduct. We maintain an open dialogue with employees through the P&DD performance tool and prioritise the development of our talent, which includes training.

Our Values and Code of Conduct are available for all stakeholders on our website: [www.ici.com.pk](http://www.ici.com.pk)

## Key Performance Indicators

Integrity Management		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Code of Conduct confirmed incidents	number	23	20	5	NR	1	1	0
Code of conduct acceptance*	% employees	100	100	100	100	100	100	100**
Management audits including reassurance audits	number	11	9	7	6	6	0	6
Serious incidents - Level 3	number	1	1	1	0	0	0	0
Serious incidents - Level 1,2	number	2	0	0	0	0	0	0
Serious loss of containment - Cat D	number	0	0	0	0	0	0	0
Regulatory actions - Level 3	number	0	0	0	0			0

\*Number of Management and Non-Management Employees.

\*\* We aim to achieve 100% acceptance by including contractual staff as well.

## 2014-15 Overview

No serious incident level 1, 2 & 3 was reported during the year. No HSE&S Management Audit conducted due to commissioning of new expansion projects.

# Sourcing

We work closely with our supply chain partners and look beyond our own manufacturing cycle to find ways to promote sustainability in their operations. In this way, we not only improve our own performance but also influence the work ethics of our partners.

## Key Performance Indicators

Sourcing		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Vendor Policy signed by key suppliers	%	83.8	85	91	92	88	94	96
Vendor Policy signed by Central NPR Suppliers*	%	x	28**	28	28	38		-
Supportive Supplier Visits since 2007	number	79	31	59	35	99	92	146

\*Major public sector utility suppliers not included in this analysis.

\*\*Monitoring started in 2011 only by Polyester Business.

## 2014-15 Overview

We are happy to report an 8% increase in vendor policies signed by our key suppliers. The non-product related (NPR) suppliers sign-off system started in 2011 with our Polyester Business. This year we focused on discussing our policies with central NPR suppliers and as a result we achieved significant progress compared to last year. We have been able to achieve a 25% increase in vendor policies signed by the central NPR suppliers, despite the fact that NPR suppliers are mainly government institutions of mass scale and it is difficult to have the policy signed by such major public sector suppliers.

Our programme of on-site visits to critical suppliers aims to identify and develop critical suppliers as sustainable business partners. Through formal feedback and follow-up visits, we work together with our suppliers to improve their overall sustainability. Although there was limited progress in 2014-15, we are actively working to improve the supplier visits number as our Businesses have planned more such visits in the future. We are taking measures to ensure that we meet our 2015-16 target.



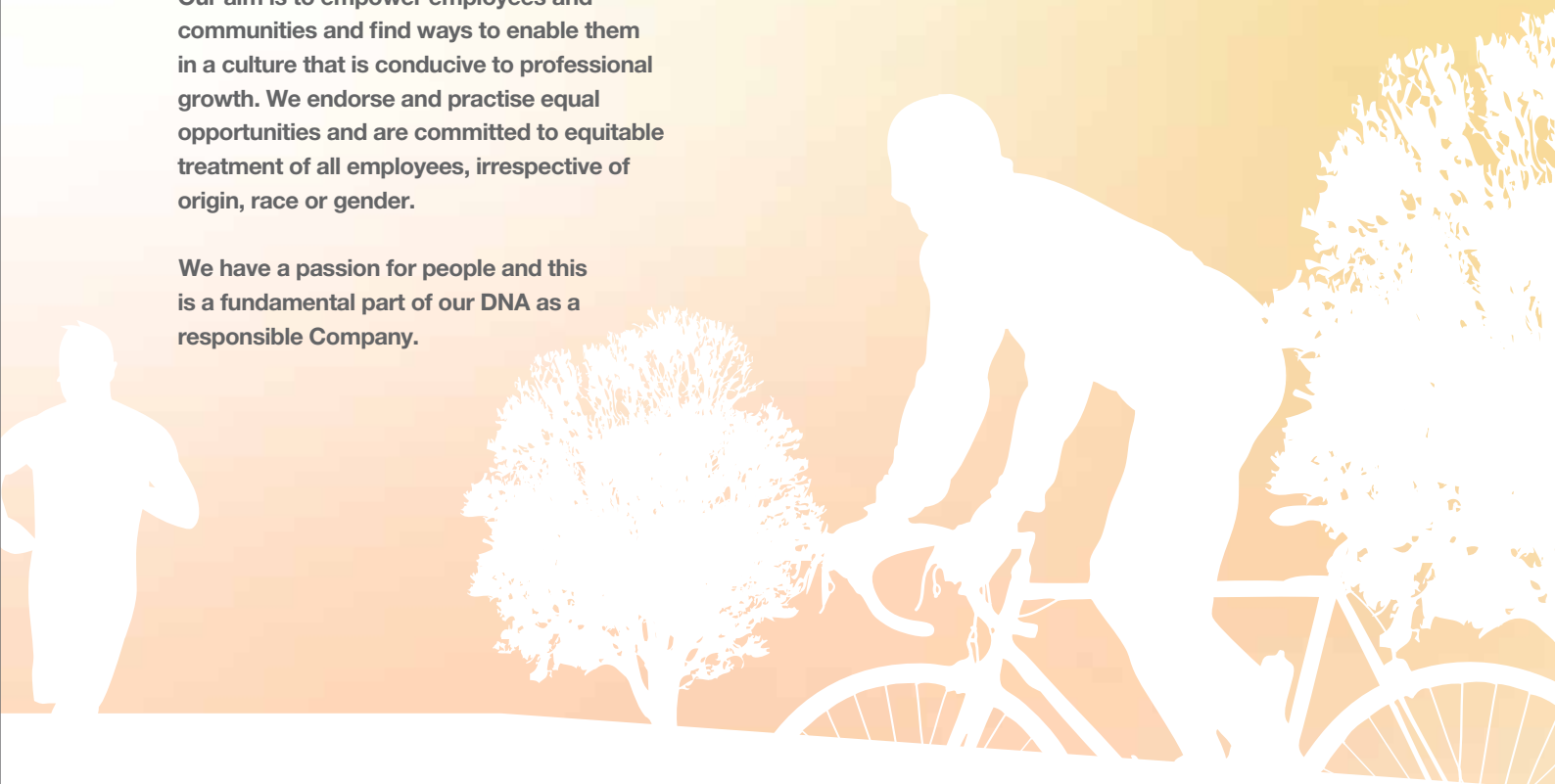
# Social Performance

## Management Approach

A safe workplace is a healthy workplace.

For us, nothing means more than the safety of our people and the people we work with. Our aim is to empower employees and communities and find ways to enable them in a culture that is conducive to professional growth. We endorse and practise equal opportunities and are committed to equitable treatment of all employees, irrespective of origin, race or gender.

We have a passion for people and this is a fundamental part of our DNA as a responsible Company.



# Employment Practices

To attract, retain and bring out the best in our people, we invest in leadership and development trainings and offer rewarding careers to foster a culture of excellence. Not only are we committed to providing a safe and healthy working environment, but we are also involved in finding ways for employees to continuously engage in learning.

We encourage our employees to embrace and exemplify our values (Customer Centricity, Integrity & Responsibility, Innovation, Passion for People, Delivering Enduring Value) in the course of their work and daily routine activities.

As of 30th June, 2015

**Total Number of Employees: 1,255**

**Management: 838**

**Non-Management: 417**

## Key Performance Indicators

Employment Practices		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Women Executive*	%	0	0	0	0	25	25	12
Online P&D Discussion Participation	%	80	83	NR	NR	98	98	90
Management Development Program	No of managers	121	211	NR	NR	NR	NR	338
Employee Engagement Index	% favourable	75	82	87	NR	NR	77	80

\*Functional and Business Head positions

## 2014-15 Overview

- Our performance management online system, "Performance & Development Discussion," is well in place and we ensure maximum participation from our employees.
- We conducted the Q12 employee engagement survey with Gallup which took place in the period under review and 97% of employees participated in the survey.
- We have developed a comprehensive Leadership Development Road Map based on our Success Factors for all employees and it will be rolled-out in 2015-16. In the period under review, we successfully completed 2,924 man-days of training as per our training needs analysis.

# Community Investment

Our community investment activities are managed through the ICI Pakistan Foundation, which is a separate legal entity with its own Board of Trustees. The Foundation is governed by a Trust Deed that outlines policies and procedures and clearly defines the scope of community investment activities. The accounts of the Foundation are audited annually by A.F. Ferguson & Co.

The Foundation's philosophy is built around four main areas: education, health, community and environment. It also focuses on civic development through investment in community projects, disaster relief and rehabilitation activities.

## Key Performance Indicators

Community Investment		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Community Programme Investment	PKR Million	42.5*	24.3	6	7.45	4.2	20	30

\*This amount includes contribution by stakeholders including ICI Pakistan Limited staff and parent company contribution for floods.

## 2014-15 Overview

The ICI Pakistan Foundation, under its IIm-o-Huner initiative, runs a nationwide Adult Literacy programme in partnership with Literate Pakistan. After the successful completion of a pilot project in Kakapir, the ICI Pakistan Foundation initiated a new Adult Literacy project at Budhni Goth in Mauripur, Karachi, in collaboration with Jugnu Sabaq. The Foundation has also continued its support of the Tibbi Hariya School in Sheikhpura and provided educational opportunities to communities based in the neighbouring areas of Khewra and other operational sites. Furthermore, the Foundation also made a contribution of funds towards the Pakistan Agricultural Coalition in Lahore to set up an agricultural technical institute.

Since 1991, the Company has been conducting eye care programmes for the community of Khewra near the Soda Ash plant. The programme is run in collaboration with the Layton Rahmatullah Benevolent Trust (LRBT). In 2014-15 the Foundation also contributed funds towards state-of-the-art operation theatre equipment at the Shahbaz Sharif Mother and Child Complex at Sheikhpura. An IT backup server was donated to the Punjab Institute of Cardiology in Lahore. Additionally, the Foundation provided financial assistance to the Kidney Centre for one hundred dialyses and also held blood donation camps in collaboration with Fatimid Foundation.

ICI Pakistan Limited volunteers celebrated international Mother's Day with the residents of an old age home in Karachi. Volunteers from the Company also celebrated Independence Day with patients in the paediatric wards of Civil Hospital and the National Institute of Cardiovascular Diseases.

A street cleaning drive was conducted in Karachi in collaboration with the Indus Valley School of Arts and Architecture, Karachi. The Company also held a clean street drive at Raiti Line in Bath Island, Karachi, in collaboration with the Commissioner Karachi Youth Team and the students of Manzil School. ICI Pakistan Limited has also been regularly using bio-degradable envelopes to mail Annual Reports to various stakeholders. The Company observed Earth Hour, Earth Day and World Environment Day through tree plantation drives and other activities at its sites and at schools run by The Citizen's Foundation.

The Company donated funds towards the Chief Minister's Punjab Relief Fund for North Waziristan IDPs, and employees separately donated half day salaries to the Pakistan Army towards rehabilitation efforts.

# Health, Safety & Security

Health, safety and security are the foundation of all our operations. We consider the prevention of accidents in daily operations, in day-to-day work and on work-related travel and transportation routes to be of prime importance. Providing a safe workplace for our employees and contractors is one of our top priorities, and thus we have established systems to enable safe operations and prevent accidents based on the corporate guidelines. We believe all accidents are preventable; therefore zero harm in terms of health, safety and security remains our keystone for conducting sustainable business.

Our activities in the areas of HSE are geared to ensuring the occupational health and safety of employees, contractors, and suppliers on our company premises under the supervision of ICI Pakistan Limited. In this way, we also reduce running costs by avoiding damages and disruptions.

## Key Performance Indicators

Health, Safety & Security		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Fatalities	number	0	0	1	0	0	0	0
Total reportable injury rate employees/supervised contractors	/million hours	0	0.18	0.34	0	0.33	0.16	0
Occupational Illness Rate employees	/million hours	0	0	0	0	0	0	0
Total illness absence rate employees	%	1.92	1.76	1.72	1.83	1.51	1.23	1.76
Fatalities contractors (supervised and independent)	numbers	0	0	0	0	0	0	0
Total reportable injury rate independent contractors	/million hours	0	0	0	0	0.56	0	0
Lost time injury independent contractors	numbers	0	0	0	0	0	0	0
% sites with BBS programme	%	100	100	100	100	100	100	100
Distribution incidents	numbers	1	1	0	0	0	0	0
Motor vehicle incident with injury	numbers	1	2	0	0	0	1	0

## 2014-15 Overview

The total reportable injury rate for employees and supervised contractor dropped to 0.16 from 0.33 in 2013-14. There was one reportable injury for employees and supervised contractor and zero reportable injuries to any independent contractor reported during the year. That was a road driving incident reported by the Life Sciences Business, which was thoroughly investigated, following which an action plan was developed to avoid recurrences. The safety performance at other sites remained well controlled.

The HSE performance of Businesses continues to improve, as Polyester, Soda Ash, Life Sciences and Chemicals respectively achieved 5.91, 3.57, 0.46 and 4.53 million man hours without LTI (lost time injury) for employees and supervised contractors.

The HSE&S Management Audit process commenced across the Company, of which the Soda Ash Business audit has been completed. The remaining audits will be completed by Q1, 2015-16. The focus on reducing the Operational Eco Efficiency (OEE) footprint continued, with sustainability plans in place for implementation in all Businesses. The total illness absence rate decreased due to 100% compliance with the health and hygiene assessment monitoring programme.

# Environmental Performance

## Management Approach

One of our philosophies is that what we take from the planet, we must endeavour to give back. No organisation can thrive if our landscapes are diminished and our natural resources are depleted. We understand that our operations have an impact on the planet and its climate, and therefore our core objectives include methods by which we can mitigate this impact.

Pakistan is a beautiful country with incredible biodiversity. Our sites stretch from north to south, and our products cover the breadth of this land. We are part of nature, not separate from it, and it is our duty to strive for environmental responsibility within the Company and beyond.

In this spirit, environmental objectives are comprehensively integrated into our corporate and business goals and we ensure that we fully comply with the National Environment Legislation.





# Going green, one step at a time



The Life Sciences Business, with its mission to 'Improve Lives', is a strong believer in sustainability and recycling. In 2014-15 the Business launched two promising initiatives at its Sahiwal warehouse to make the facility more environmentally friendly.

To conserve resources and generate energy, solar panels were installed at the warehouse. Solar energy is now being used as the primary source for all the lights and computers at the facility, and the cost for the solar panels will be recovered within a period of six years.

In addition, the Business reused wooden pallets at the warehouse, which would otherwise have been wasted. These pallets are used in imported shipments that bring in key Life Sciences products.

During the year the wooden pallets were repurposed and refurbished in the shape of fences that line portions of the facility. This recycling initiative has not only given the warehouse a boost in appearance, but has also breathed new life into material that would have otherwise been wasted.

# Emissions Control

We are highly conscious of environmental impacts all throughout the cycle, which includes upstream to downstream production, and seek to address environmental issues responsibly. We are committed to exploring ways to combat the challenges of climate change and carbon management.

As a Company, we strive to manage energy and natural resources efficiently and to reduce emissions and discharges. We seek innovative methods to reduce energy consumption and minimise waste through source reduction, recycling and disposal in an environmentally sound manner. Environmental issues are taken into account in decision-making processes, both at the corporate and operational level.

## Key Performance Indicators

Emissions Control		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Total COD emissions	te	52.59	53.78	39.52	17.82	16.43	18.05	49.96
Per ton production	kg/te	0.11	0.13	0.10	0.10	0.04	0.04	0.10
Total VOC emissions	te	81.81	72.34	57.12	1.33	3.23	3.45	77.72
Per ton production	kg/te	0.18	0.17	0.14	0.01	0.01	0.01	0.16
Total NOx emissions	te	430.70	422.93	420.28	206.06	798.34	1209.18	409
Per ton production	kg/te	0.93	0.99	1.03	1.14	1.83	2.75	0.83
Total SOx emissions	te	2209.1	2672.9	2590.15	1402.4	4338.97	3091.74	2430
Per ton production	kg/te	4.76	6.29	6.35	7.75	10.50	7.02	4.95
Total Direct CO2 emissions (Scope 1)	million te	0.39	0.35	0.35	0.13	0.43	0.52	0.37
Per ton production	kg/te	834.7	829.5	847.95	737.5	1038.11	1196.13	753
Total Indirect CO2 emissions (Scope 2)	te	2447	5642	3235.61	706.86	2413.32	2384.20	2324
Per ton production	kg/te	5.3	13.3	7.93	3.91	5.84	5.42	4.7

\*VOC emissions are significantly reduced from 2013 onwards due to the demerger of the Paints Business.

\*\*Unprecedented natural gas curtailment periods have caused increased use of high sulphur furnace oil and coal, thereby causing high CO2 emissions.

## 2014-15 Overview

Operational Eco efficiency KPI's on gaseous emissions have been affected with the use of coal as fuel and have significantly increased. The use of HFO due to gas curtailment has also resulted in an increase in emissions. The COD level is slightly higher than the last year because in Q1 2014-15, bank & line 3 was in service at Polyester Plant.

Figures show a slight increase in VOC emissions due to the change in product mix at the Chemicals Plant. CO2 emission levels are high with the installation of coal fired boilers and HTM heaters, and with the usage of limestone in the CFBs to reduce emissions. Indirect CO2 emission levels have dropped down significantly as the Polyester plant power usage has become independent of the national grid.



# Water Usage

Water, 'the source of life', is of course a critical natural resource. Water management has remained a key driver towards our sustainability strategy and has been vital to business continuity. We have developed measures to ensure responsible management of fresh water, and constantly strive to use recycled waste water in our business operations.

## Key Performance Indicators

Water Usage		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Total Fresh water use	million m <sup>3</sup>	4.59	4.12	3.48	1.57	3.49	3.73	4.36
Per ton production	m <sup>3</sup> /te	9.9	9.7	8.53	8.7	8.44	8.47	8.9
% of sites with sustainable fresh water	%	25	25	25	33	33	33	100

## 2014-15 Overview

Water consumption figure is slightly higher than the last year but is within the target because water was being used for construction and commissioning of major projects at Soda Ash and Polyester sites. At the same time fresh water usage reduction initiatives at our manufacturing sites were taken to ensure the minimum use of fresh water.

Polyester Business has shifted 11 sprinklers of Admin building lawn from raw water to effluent treated water. Before that 7 sprinkler were already on effluent treated water. In coming year, five more will be shifted to treated water. This modification has resulted in 40,000 litres less fresh water consumption per day.



# Waste Management

We continue to implement global practices to encourage waste reduction and the optimisation of waste processing. The Company adheres to the following clear principles and employs the '3 Rs' in its Waste Management system:

- Reduce
- Reuse
- Recycle
- Convert Waste to Energy
- Dispose

We actively participate in small initiatives to reduce waste and reuse material as much as possible.

## Key Performance Indicators

Waste Management		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Total waste	kte	4.412	2.73	2.28	0.43	12.88	22.20	4.191
Per ton production	kg/te	9.53	6.44	5.60	2.35	31.18	50.44	8.53
Total hazardous waste	kte	0.54	0.52	0.53	0.001	0.0076	0.24	0.51
Per ton production	kg/te	1.17	1.22	1.30	0.003	0.001	0.001	1.04
Total non-reusable waste	kte	0.295	0.384	0.385	0.001	0.0076	0.24	0.28
Per ton production	kg/te	0.64	0.90	0.94	0.00	0.001	0.001	0.57
Total non-reusable Hazardous waste	kte	0.251	0.327	0.323	0.001	0.008	0.24	0.238
Per ton production	kg/te	0.54	0.77	0.79	0.00	0.00	0.001	0.48
Total Hazardous waste to landfill	kte	0	0	0	0	0	0	0
Per ton production	kg/te	0	0	0	0	0	0	0

## 2014-15 Overview

Waste at the Soda Ash and Polyester plants has increased after the commissioning of the coal fired boilers and HTM heaters. This is due to an increase in fly ash and slag, which results from the usage of coal. Both the Businesses are working on options to reuse the fly ash and slag waste either at their own sites or at other plants locally.



# Product Stewardship

The life cycle of any product goes through numerous stages: from R&D to manufacturing, and from packaging to delivery. We as a company continuously strive towards ensuring that our products are made with minimal risks to health and the environment at each step of the value chain.

This can only be achieved if stakeholders are involved and take responsibility for the efficient use of resources and the minimisation of waste. We believe in sharing our HSE&S best practices with our suppliers and thus encourage product security from raw material supplies to product delivery.

## Key Performance Indicators 2014-15 Overview

As part of our comprehensive product stewardship, our Life Sciences Business completed 19 pre-commercialisation product

Product Stewardship		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
								Target
Product Eco-premium solutions	% sales		15.7	*	NR	NR	NR	30

\*Data not available due to demerger of Paints Business

reviews through the New Product Evaluation Database to evaluate the associated risks. Additionally, 54 products underwent post commercialisation reviews to update the information where necessary.

The Chemicals Business continues to explore avenues to minimise the environmental footprint of its products. Environmentally-friendly alternatives are being researched and developed to remove harmful effects from products and raw materials. In the interests of health, the Business no longer uses the raw material formaldehyde in the production of its textile binder product PBZF (PBL). Through the research of its product development team, an environmentally-friendly substitute has replaced formaldehyde in the product.

In line with feedback from customers, the Polyester Business took multiple initiatives to accomplish outlined targets and performed several activities for product stewardship. These included trials and production of black polyester staple fibre (PSF), successful life tests of PSF bale wrappers with regards to UV protection, and the development of systems to enable customers to track their dispatch.



# Energy Efficiencies

As a forward-looking organisation, ICI Pakistan Limited pursues opportunities for renewable solutions with regard to energy issues. The ongoing energy crisis in the country has augmented our belief that we as a Company have a responsibility to conserve energy and reduce our carbon emissions.

## Key Performance Indicators

Energy Usage		2010	2011	2012	2013 H1	2013-14	2014-15	2015-16
Total Energy Consumption	1000Tj	4.8	4.3	4.3	2.1	4.9	5.7	4.6
Per ton production	GJ/Te	10.4	10.1	10.4	11.62	11.84	13.03	9

## 2014-15 Overview

Natural gas shortages have driven the Company into coal-based technologies in order to generate steam and power. ICI Pakistan Limited's manufacturing facilities at Sheikhpura (Polyester) and Khewra (Soda Ash) have seen significant investments in coal fired boilers and steam turbines. Intrinsicly these power plants are energy intensive because of their base parasitic loads which are significantly higher than similar capacity units operating on natural gas. This excessive energy consumption was reflected in higher per ton energy usage in 2014-15.

Energy conservation initiatives are being undertaken in parallel to mitigate to some degree high energy consumption. Some examples are as follows:

### Soda Ash Site

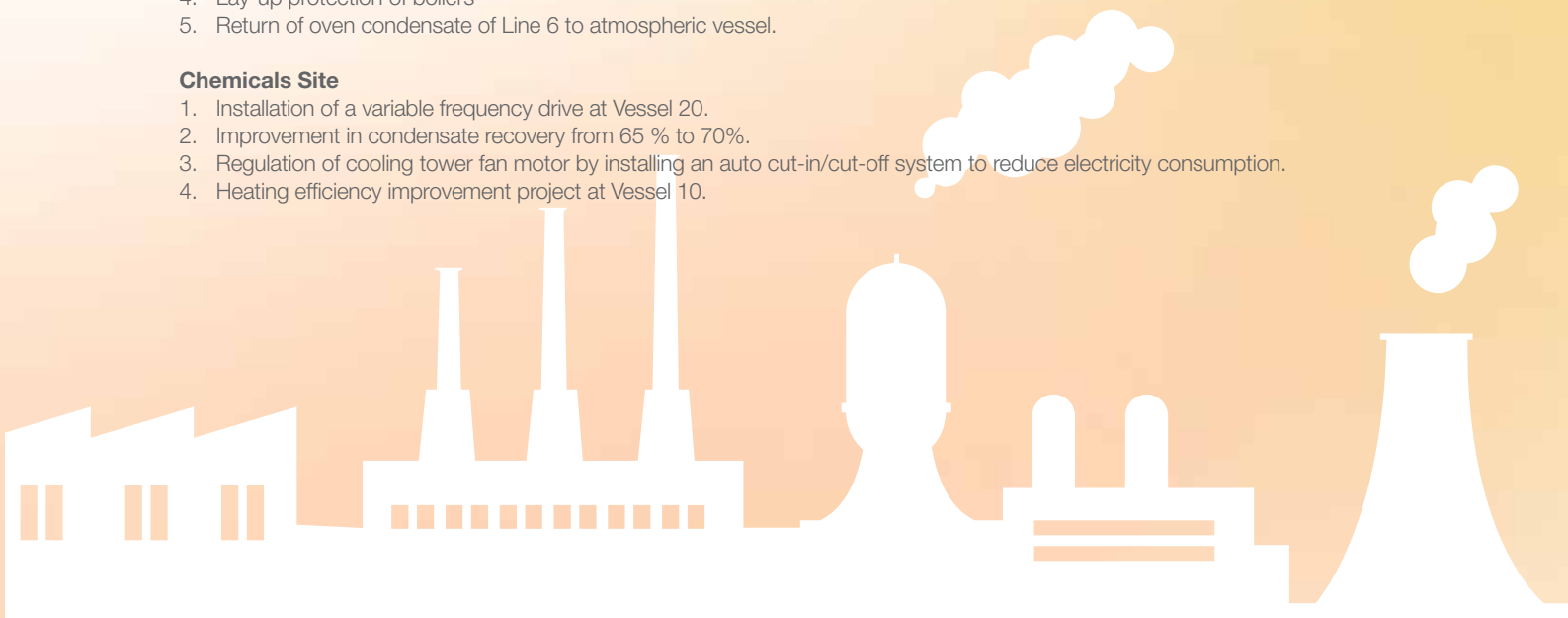
1. Replacement of Gas Turbine 1 (Alstom) with a high efficiency TurboMac Gas Turbine (Solar), shifted from the Polyester plant.
2. Installation of new RO/EDI unit in order to improve boiler feed water quality, which contributed to increasing the cycles of concentration through reduced blowdown and ensuring smooth boiler operation.
3. Bicarb moisture reduction at filters.

### Polyester Site

1. Cooling tower/boilers blowdown optimisation.
2. Replacement of pole lights with LEDs.
3. Lines 4/5 AC - EC stoppage during line stoppage.
4. Lay-up protection of boilers
5. Return of oven condensate of Line 6 to atmospheric vessel.

### Chemicals Site

1. Installation of a variable frequency drive at Vessel 20.
2. Improvement in condensate recovery from 65 % to 70%.
3. Regulation of cooling tower fan motor by installing an auto cut-in/cut-off system to reduce electricity consumption.
4. Heating efficiency improvement project at Vessel 10.



# G3 Content Index

## STANDARD DISCLOSURES PART 1

Profile Disclosure	Description	Cross-Reference
<b>Strategy and Analysis</b>		
1.1	Statement from the most senior decision-maker of the organisation	Overview & Strategy; CE Message; Sustainability Performance; Leadership Statement
1.2	Description of key impacts, risks, and opportunities	Governance & Compliance; Risk Management
<b>Organisational Profile</b>		
2.1	Name of the organisation	Cover Page; ICI Pakistan at a Glance
2.2	Primary brands, products, and/or services	Business Performance, ICI Pakistan at a Glance
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	Governance & Compliance; Director's Report
2.4	Location of organisation's headquarters	Governance & Compliance; Company Information
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Snapshot page
2.6	Nature of ownership and legal form	Governance & Compliance; Corporate Governance and Compliance
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	Business Performance
2.8	Scale of the reporting organisation	ICI Pakistan at a Glance
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Governance & Compliance; Director's Report
2.1	Awards received in the reporting period	Overview & Strategy; Awards & Achievements
<b>Report Parameters</b>		
3.1	Reporting period (e.g., fiscal/calender year) for information provided	Governance & Compliance; Director's Report Sustainability Performance; About the Report
3.2	Date of most recent previous report (if any)	Overview & Strategy; Awards & Achievements
3.3	Reporting cycle (annual, biennial, etc.)	Annual
3.4	Contact point for questions	Sustainability Performance; About the Report
3.5	Process for defining report content	Sustainability Performance; About the Report
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	Sustainability Performance; About the Report
3.7	State any specific limitations on the scope or boundary of the report (see completeness Principle for explanation of scope)	Sustainability Performance; About the Report
3.8	Basis for reporting on joint ventures	NA
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	Sustainability Performance; About the Report



3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/ periods, nature of business, measurement methods)	Overview & Strategy; CE Message Sustainability Performance; About the Report
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	None
3.12	Table identifying the location of the Standard Disclosures in the report	This table
3.13	Policy and current practice with regard to seeking external assurance for the report	Sustainability Performance; About the Report

#### Governance, Commitments and Engagement

4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	Governance and Compliance; Corporate Governance and Compliance
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Governance and Compliance; Our Board of Directors
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	Governance and Compliance; Our Board of Directors
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Governance & Compliance; Corporate Governance and Compliance
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives	Amongst others, the drivers of compensation are individual performance as well as overall company performance
4.6	Processes in place for the highest governance body to ensure conflicts of interests are avoided.	Governance & Compliance; Corporate Governance and Compliance
4.7	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	Governance & Compliance; Our Board of Directors, Report of the Directors
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	Overview & Strategy; Our Vision
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	Governance & Compliance; Risk Management. Sustainability Performance
4.1	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.	Governance & Compliance; Corporate Governance and Compliance
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	Governance & Compliance; Risk Management
4.12	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or endorses	Governance & Compliance; Corporate Governance and Compliance
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations	UNGC, MAP, KCC, PBC
4.14	List of stakeholder groups engaged by the organisation	Sustainability Performance; Stakeholder Engagement
4.15	Basis of identification and selection of stakeholders with whom to engage	Sustainability Performance; Stakeholder Engagement
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Sustainability Performance; Stakeholder Engagement
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	Sustainability Performance; Stakeholder Engagement

## STANDARD DISCLOSURES PART III: Performance Indicators

### Economic Performance

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	Governance & Compliance; Report of the Directors
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Governance & Compliance; Risk Management. Sustainability Performance; Environmental Performance
EC4	Significant financial assistance received from the government	None
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Economic Performance; Sourcing
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Overview & Strategy; Community Investment
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Sustainability Performance; Social Performance; Community Investment

### Environmental Performance

EN2	Percentage of materials used that are recycled input materials.	Sustainability Performance; Environmental Performance. Waste Management
EN3	Direct energy consumption by primary energy source.	Sustainability Performance; Environmental Performance; Energy Efficiencies
EN4	Indirect energy consumption by primary source.	Sustainability Performance; Environmental Performance; Energy Efficiencies
EN5	Energy saved due to conservation and efficiency improvements.	Sustainability Performance; Environmental Performance; ; Energy Efficiencies
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Environmental Performance; Case Study (Nothing like Sunshine)
EN8	Total water withdrawal by source.	Sustainability Performance; Environmental Performance; Water Usage
EN10	Percentage and total volume of water recycled and reused.	Sustainability Performance; Environmental Performance; Water Usage
EN16	Total direct and indirect greenhouse gas emissions by weight.	Sustainability Performance; Environmental Performance; Emissions Control
EN17	Other relevant indirect greenhouse gas emissions by weight.	Sustainability Performance; Environmental Performance; Emissions Control
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Sustainability Performance; Environmental Performance; Energy Efficiencies
EN19	Emissions of ozone-depleting substances by weight.	Sustainability Performance; Environmental Performance; Emissions Control
EN20	NOx, SOx, and other significant air emissions by type and weight.	Sustainability Performance; Environmental Performance; Emissions Control
EN22	Total weight of waste by type and disposal method.	Sustainability Performance; Environmental Performance; Waste Management
EN23	Total number and volume of significant spills.	None
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.	Sustainability Performance; Environmental Performance; Waste Management

EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Sustainability Performance; Environmental Performance
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	None

#### Social: Labor Practice and Decent Work

LA1	Total workforce by employment type, employment contract, and region broken down by gender	Sustainability Performance; Social Performance; Employment Practices
LA4	Percentage of employees covered by collective bargaining agreements	100%
LA7	Rates of injury, occupational diseases, lost days and absenteeism and number of work related fatalities by region and gender	Sustainability Performance; Social Performance; Health, Safety and Security
LA10	Average hours of training per year per employee by gender and by employee category	Sustainability Performance; Social Performance
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Sustainability Performance; Social Performance; Employment Practices

#### Social: Human Rights

HR4	Total number of incidents of discrimination and corrective actions taken	None
Social: Society		
SO2	Percentage and total number of business units analysed for risks related to corruption	100%
SO3	Percentage of employees trained in organisation's anti-corruption policies	100%
SO4	Actions taken in response to incidents of corruption	
SO5	Public policy positions and participation in public policy development and lobbying	Governance & Compliance; Corporate Governance and Compliance
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	None
SO7	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly	None
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	None

#### Social: Product Responsibility

PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	None
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Sustainability Performance; Stakeholder Engagement
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	None

# Assurance Statement

## Independent Assurance Statement to the Management of ICI Pakistan Limited

### Introduction

United Registrar of Systems (URS) has been commissioned by the management of ICI Pakistan (ICI or “the Company”) to carry out a limited assurance engagement on the Company’s 2014 Sustainability Report (the Report”) against the Global Reporting Initiative 2011, Sustainability Reporting Guidelines Version 3.1 (“GRI G3.1”)

The management of ICI is responsible for the collection, analysis, aggregation and presentation of information within the Report. Our responsibility in performing this work is to the management of ICI only and in accordance with terms of reference agreed with the Company. The assurance engagement is based on the assumption that the data and information provided to us is complete and true.

### Scope of Assurance

URS was asked to express an opinion in relation to the assurance scope, which includes the following aspects:

- Evaluation of the reporting principles for defining the sustainability report content and the quality as expressed in the Sustainability Reporting Guidelines GRI G3.1.
- The social, environmental and economic indicators presented in the Report, for a period of 12 months from July 1, 2013 to June 30, 2014.
- Adherence to the principles of inclusivity, materiality and responsiveness.
- Adherence to ISAE 3000 (2003) to provide limited assurance on performance data within the sustainability report.

The intended users of this statement are the management of ICI and the readers of the Report.

### Assurance Methodology

Our activities included a review of the report content against the principles of Materiality, Inclusiveness & Responsiveness. We communicated with ICI Pakistan to determine the accuracy and authenticity of report content, data points, methodologies and policies around the organization’s social, environmental & economic data and activities. Our procedures on this engagement included:

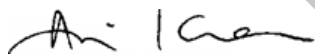
- Gain an understanding of The Company’s targets for sustainability as part of the business strategy and operations;
  - Review of the company’s approach to stakeholder engagement and its materiality determination process;
  - Verify the robustness of the data management system, information flow and controls;
- We believe that the desk top review of the ICI’s Sustainability Report completed by URS provides an appropriate basis for our conclusions.

### Conclusion

Based on the information reviewed from the Report, URS is confident that this Report provides a comprehensive and balanced account of ICI's environmental, social and economic performance for the period under review. The data presented is based on a systematic process and we are satisfied that the reported performance data accurately represents ICI's current ability to manage and/or report on its environmental, social and economic performance, while meeting the principles of Inclusivity, Materiality and Responsiveness.

### Statement of independence, impartiality and competence

URS operates strict conflict of interest checks and has confirmed our independence to work on this engagement with ICI. The members of the review team have not provided consulting services and were not involved in the preparation of any part of the Report. The review team has the required combination of education, experience, training and skills for this engagement.



United Registrar of Systems - Pakistan  
September 00, 2015



**Jackson Wilson**  
Jackson Wilson & Co.  
Chartered Accountants  
ICAP Membership # 6224

