SUSTAINABILITY CALLING: AN ANALYSIS OF THE SUSTAINABILITY INITIATIVES OF GLOBE TELECOM, INC. FROM 2011 TO 2016

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ABSTRACT

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Abstract
As countries commit themselves to achieving a carbon-neutral society, companies are challenged to reduce their environmental impact. This study aims to analyse the sustainability initiatives of a Philippine-based telecommunications company—Globe Telecom, Inc.—from 2011 to 2016. Through qualitative research design, this study (1) describes the initiatives performed in terms of its What, Why, and How (using GOLDEN framework for coding), (2) differentiate the strategic initiatives and cosmetic initiatives (using selected definitions and principles), and (3) determine initiatives which tackle telecommunications-specific issues. Findings show that throughout the study period, an annual average of 98 initiatives were carried out by the company and were mostly in the form of Asset Modification, New Products, Training, Modification of Procedures, and Donation and Funding. These initiatives mostly tackle issues regarding Self Realisation, Health, Environment, and Wealth Distribution for the benefit of various stakeholders, majority of which are the general public. With regard to issues specific to telecommunications companies, the company tackled 10 of the 14 identified issues. All of the initiatives which tackled these issues were understood as Strategic since these were integrated into the daily operations of the company and/or reduce the company's environmental footprint, among others. The results of this study allow the focal company's top management to further analyse their past performance in CSR, identify their current standing, set benchmarks, and design a better CSR and business strategies. Likewise, other telecommunications companies can gain inspiration from the initiatives of Globe in formulating their own initiatives which tackle issues that they find vital to their business.

Keywords
Globe Telecom, telecommunications, content analysis, sustainability, corporate social responsibility, initiatives

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1. INTRODUCTION

Although there is no consensus on the precise definition of CSR, this did not hinder its development (Carroll & Shabana, 2010). In fact, an uptrend has been observed on companies recognising the need to carry out CSR initiatives (or sustainability initiatives) and disclose these to the public (KPMG, 2015). Motivations for doing so may be internal to the company and/or external from it. Stakeholders, however, have the potential to influence both internal—by having their interest become part of the company's values and objectives—and external determinants of CSR—by exerting pressure to the company to adopt CSR (Pistoni et al., 2016). For some companies, CSR was first implemented as a response to stakeholder demands such as boycott threats, public outcry, and hostile activism (Brown, 2008; Porter & Kramer, 2006). Recently, however, managers and researchers alike are beginning to acknowledge how CSR can benefit both the society and business as well (cf. Choi & Wang, 2009; Clarkson, 1995; Hillman & Keim, 2001; Bosse & Coughlan, 2016; Uzzi, 1997). Some studies have suggested that the integration of CSR into the company comes in stages and may explain why different companies have different approaches to CSR (cf. Mirvis & Googins, 2006; Ganescu, 2012; Maon et al., 2010).

A survey conducted in 2011 suggested that CSR initiatives of Philippine companies are mostly philanthropic and event-driven (Rimando, 2012), instead of being strategic and operational. Meanwhile, Heslin & Ochoa (2008) mentions the Philippine company Globe Telecom, Inc. in their study to be an example of companies with a strategic CSR initiatives. Thus, this raises the question if Globe Telecom, Inc. has demonstrated an extreme or deviant case in terms of CSR performance. Globe Telecom, Inc., is one of the two telecommunication companies operating in the Philippines. Studies revealed that contrary to common belief, the telecommunication industry actually has a number of social and environmental aspects and impacts (Sutherland, 2016, pp. 33-34). In this study, the researcher uses the annual sustainability reports of the focal company to identify if sustainability issues are being tackled in a strategic manner. The study mainly follows a qualitative approach as the aim is to gain a more refined understanding of a phenomenon.

1.1. Motivation for the research

Reasons for choosing this topic include: (1) lack of scientific studies concerning sustainability initiatives in developing countries, particularly in the Philippines, (2) ease of access to sustainability reports which are the primary data needed to accomplish this research, and (3) the researcher has the basic knowledge and experience in coding and assessing sustainability initiatives according to the GOLDEN coding frame (2016).

Results of this research can help the company identify at which stage of CSR development they are in and project challenges that might be encountered in moving forward. They can also utilise the results in drafting a strategic plan, and setting benchmarks and goals (cf. Mirvis & Googins, 2006). Likewise, this study might aid in identifying how CSR integration to the corporate strategy affect triple bottomline. Other companies in the same industry can also use the results as reference in designing their own initiatives and CSR strategy.

1.2. Company background

Globe Telecom, Inc. (Globe) operates in the two-player market of the Philippine telecommunications industry alongside its close competitor, the PLDT Group. Despite the intense competition, Globe recorded an all-time high consolidated service revenues of about PhP 120 billion (~2 billion EUR) in 2016 with a mobile subscriber base of 62.8 million and broadband subscriber base of 1.13 million as of the same year. The company is composed of 7,180 employees and has over 1 million retailers, distributors, suppliers and business partners in the country. Its executive office is located in the capital of the Philippines, Metro Manila. It also has a global presence with more than 236 calling destinations around the world (Globe Telecom, Inc., 2017).

With regards to ownership structure, the Singaporean company Singapore Telecom International Pte. Ltd. holds the highest number of shares of Globe representing 47.13%. The second highest shareholder is the Filipino company Ayala Corporation at 30.96%. Globe has eight subsidiaries, six of which are fully-owned. These are Innove Communications, Inc., G-Xchange, Inc., GTI Business Holding, Inc., Kickstart Ventures, Inc., Asticom Technology, Inc., and Globe Capital Venture Holdings, Inc. The remaining two are Bayan Telecommunications, Inc. and Taodharma, Inc. which are 98.57%- and 67%-owned, respectively (Globe Telecom, Inc., 2017).

1.3. Research problem

The common assumption with regards to telecommunications technologies is that they contribute positively to environmental performance as they utilise few resources, have low energy consumption, and do not pollute (Marvin, 1997). In the recent years, the validity of this assumption has been under scrutiny. Zurkich & Reichart (2000), for example, conducted a life cycle assessment on various telecommunication services and showed that there are a number of situations where e-mail generates more adverse environmental impacts than sending a letter by post. Marvin (1997) also argued that telecommunications could actually increase the need for travel instead of reducing them. Sutherland (2016, pp. 33-34) identified the environmental aspects of telecommunications operations and are listed in table 1. Sharma & Sinha (2017) have focused more on the adverse effects of electromagnetic radiation produced by telecommunications technologies. Additionally, they looked into how the industry affect biodiversity and concluded that "the direct impacts on human health, wildlife, and aerial habitat loss could be a matter of scientific debate but the threat to living beings due to telecommunication could be real" (Sharma & Sinha, 2017, p. 33). Sutherland (2016) also discusses social issues related to the supply chain of mobile phone production, corruption in the telecommunications industry, and data privacy issues.

TABLE 1 Environmental & social issues of telecommunications. (Sutherland, 2016)

Environmental Issues:	Social Issues:
1) electromagnetic fields from base stations and handsets; 2) carbon dioxide (CO2) emissions related to network operations, offices and shops, vehicles and business travel; 3) chlorofluorocarbons from air conditioning and refrigeration 4) perfluorocarbons from fire suppression systems; 5) solvents from installation processes; 6) lead and beryllium oxide from components; 7) noise from base station generators; 8) visual and aesthetic effects of masts and base stations; 9) waste phones, network and office equipment; 10)waste recharge vouchers; and 11)water used for sanitation and irrigation of grounds	1) procurement of raw materials; 2) corruption 3) customer data privacy

With these environmental and social aspects and impacts, companies in telecommunications also recognise the need to carry out and disclose CSR activities alongside companies from different sectors worldwide (KPMG, 2015). In the Philippines, more than 80% of 166 surveyed business executives believe that CSR helps in enhancing company bottom line (Maximiano, 2005). However, companies seem to be unclear on how to structure their CSR activities which leads them to construct it in a way that is only cosmetic rather than strategic and operational (Porter and Kramer, 2006). Such is the case with large Philip-

pine companies which establish foundations dedicated to CSR with particular focus on education and community work through philanthropic activities (Rimando, 2008 as cited in Lorenzo-Molo, 2008; APEC, 2005). Another study also reported that top grossing companies in the country mostly tackled issues on environment and conservation, education and training, and community development (Chapple and Moon, 2005, p. 431). This practice persisted for several years as per the follow-up survey conducted in 2011 (Rimando, 2012). Thus, this shows that the development of CSR has been slow, if not stagnant, from 2007 to 2011. Through this research, the author seeks to understand whether this is also the case for Globe which has been cited as an example of a company with a strategic CSR practice in as early as 2008 (cf. Heslin & Ochoa, 2008). In particular, this research aims to identify and analyse the CSR initiatives carried out by Globe from 2011 to 2016. Additionally, the researcher examines if the focal company carried out initiatives which tackled issues specific to telecommunications as identified by Sutherland (2016). Likewise, these initiatives were examined to identify if they are considered as Strategic based on the definitions and principles of Zollo (2008), Ooi et al. (2017), and Heslin & Ochoa (2008). The main question addressed in this study is "*How did Globe Telecom, Inc. perform in terms of sustainability initiatives from 2011 to 2016*?". To answer this overarching research question, the researcher should (1) identify and describe the initiatives performed in terms of its What, Why, and How; (2) differentiate the strategic initiatives from cosmetic initiatives; and (3) determine initiatives which tackle telecommunications-specific issues.

1.4. Thesis outline

The succeeding contents of this paper is structured as follows:

Theoretical framework	Chapter 2 presents the GOLDEN framework for coding, strategic and cosmetic corporate social responsibility, and telecommunications operations.
Methodology	Chapter 3 presents the data collection and analysis methods used to address the research questions.
Research Findings	Chapter 4 discusses the results of the analysis.
Discussion	Chapter 5 analyses and evaluates the results and link them with the theories and existing literature.
Conclusions	Chapter 6 reviews the entire research, sums up the main findings and discusses their relevance. It also answers the main research question, mentions the research limitations, and provides recommendations.

2. THEORETICAL FRAMEWORK

This chapter discusses certain concepts that need to be understood in order to answer the main research question "How did Globe Telecom, Inc. perform in terms of sustainability initiatives from 2011 to 2016?". The study mainly relied on the concept of Stakeholder Theory and its relevant concept, Corporate Social Responsibility, to collect, analyse and interpret data. These concepts are then discussed prior to presenting the GOLDEN framework for coding and strategic and cosmetic CSR definitions. Lastly, the different aspects of the telecommunications operations are identified to understand the relevant environmental and social challenges.

2.1. Stakeholder theory

The term stakeholders was first popularised by Freeman where he defined it as individuals or groups that are affected by or can affect the behaviour of the company (Freeman, 1984). As it covers a wide range of individuals, groupings were made to identify the positioning of the stakeholders (Miles, 2017). Clarkson (1995) refer to those whose participation is vital for the survival of the firm as primary stakeholders. Primary or internal stakeholders include employees, customers, and stockholders (Eesley & Lennox, 2006). Meanwhile, stakeholders to whom the company is not contractually obligated to nor under direct legal jurisdiction are referred to as secondary stakeholders (Clarkson, 1995; Eesley & Lennox, 2006). In particular, these are any entity that keeps a watchful eye on the company such as non-governmental organisations, researchers and policy makers, among others (Bomann-Larsen & Wiggen, 2004, p.3). This group of stakeholders, albeit not having a formal contract with the firm, can be highly capable of pressuring firms to meet their demands, especially if (1) the stakeholder has greater power relative to the company and (2) the request is more legitimate in the public eye (Eesley & Lennox, 2006). Stakeholder demands have come in the form of boycott threats, public outcry, and hostile activism. Some companies have responded to these through Corporate Social Responsibility activities (Brown, 2008; Porter & Kramer, 2006) in pursuit of legitimacy with the relevant stakeholders (Zheng et al., 2015).

Despite how it is called, stakeholder theory is not a single theory in itself but a combination of various narratives (Gilbert and Rasche 2008). As it is extensive in scope, it has been subject to numerous interpretations and applications (de Gooyert et al., 2017). Consequently, it became an essentially contested concept with over 500 varying definitions (cf. Miles, 2017). What is better understood about stakeholder theory is that it highlights the link between (1) a

company's ability to give sufficient wealth, value, or satisfaction to its primary stakeholders and (2) the company's success and survival (Clarkson, 1988 as cited in Maon et al., 2009). Overtime, studies revealed that taking stakeholders into account has often resulted in an organisation's improved reputation, gaining more trust and acceptance from stakeholders, and reciprocating actions from stakeholders (cf. Choi & Wang, 2009; Clarkson, 1995; Hillman & Keim, 2001; Bosse & Coughlan, 2016; Uzzi, 1997). However, it should be noted that "the relationship between stakeholder investments and firm performance does not follow a simple monotonic function" (Garcia- Castro & Francoeur, 2016, p. 407).

Harrison and Bosse (2013) suggest that with regard allocations of value, organisations should place high priority on stakeholders that hold high power and strategic importance as this will likely provide high returns. This type of perception of stakeholders takes an instrumental stance to stakeholder theory (Donaldson & Preston, 1995). However, this approach has been criticised to be contradictory to moral stakeholder theory as it puts more consideration on the expected returns for the firm (Gooyert et al, 2017). Moral stakeholder theory suggest that stakeholders should be taken into account because it is the morally correct thing to do (Jones et al., 2007). Another important consideration in taking the instrumental stance to stakeholder theory is that "the relationship between stakeholder investments and firm performance does not follow a simple monotonic function" (Garcia- Castro & Francoeur, 2016, p. 407). In fact, over-investing on certain stakeholders could lead to considerable costs to the company instead (Harrison & Bosse, 2013). Thus, a more effective strategy in stakeholder investments is by doing it simultaneously on all the pertinent stakeholder groups with no investment in a particular stakeholder group that is well-above some upper bound (Garcia-Castro & Francoeur, 2016). Additionally, Porter and Kramer (2006) suggested that in order for the firm and society to have mutual benefits from CSR, the former's existing core framework for understanding competition and guiding business strategy should integrate a social perspective. In other words, *strategy, industry and legal/national conditions* need to be accounted for in stakeholder investments (Garcia-Castro & Francoeur, 2016, p. 407).

2.2. Corporate Social Responsibility

Corporate social responsibility (CSR) is usually referred to as corporate responsibility, corporate citizenship, sustainability, and corporate accountability by academics and corporations (Epstein, 2009). Although these terms are different in nature (Savitz & Weber, 2014; Freeman & Hasnaoui, 2011), they are used interchangeably throughout this study to describe the initiatives a company voluntarily undertakes for the benefit of its various stakeholders (Davis et al., 2008). The wide concept of CSR plus its overlap with other business-society concepts present challenges in providing a single definition for it (Matten &

Crane, 2005). Likewise, CSR's nature of being a contested concept (Moon et al., 2005) and an ever-changing phenomenon (Carroll, 1999) present additional difficulties. What is better understood about CSR and its synonyms, however, is that they practically consist of "clearly articulated and communicated policies and practices of corporations that reflect business responsibility for some of the wider societal good" (Matten & Moon, 2008, p. 405). Activities that are aimed at the social good may include code of ethics, fair business practices, environmental commitment, and community involvement (Sharp & Zaidman, 2010). The actual demonstration and direction of CSR are all dependent on the firm (Matten & Moon, 2008).

Various literature identified the motivations for firms to implement CSR. Maon et al. (2009, p.72) suggested that a plausible reason for conducting CSR is that the firm has a good understanding of its responsibility for the impact of its operations and thus, seeks for society's approval of the company's legitimacy. This supports the principles of CSR as identified by Wood (1991, p. 696) which are (1) *legitimacy*, (2) *public responsibility*, and (3) *managerial discretion*. Based on these principles and on other existing literature, Pistoni et al. (2016) produced a list of determinants of CSR which they have divided into what is internal to and external from the company. They noted that the impact of stakeholders, however, is apparent in both internal and external categories. As an external driver of CSR, stakeholders, especially secondary ones, can exert various pressures to the firm and influence it to adopt CSR. On the other hand, stakeholders may be viewed as internal drivers when, for example, a company considers the stakeholder's interest as part of their values and objectives. Porter and Kramer (2006) suggested that in order for the firm and society to have mutual benefits from CSR, the former's existing core framework for understanding competition and guiding business strategy should integrate a social perspective. Thus, developing CSR initiatives is seen as an evolutionary and repetitive activity that responds to and with the business environment (Maon et al., 2009).

2.2.1. Adoption of CSR practices

Studies have been made which proposed different paths that companies follow in shifting towards social responsibility (Pistoni et al., 2015). Such studies include Mirvis and Googins' (2006) article on the stages of corporate citizenship evolution. They assumed a normative logic in the development process of CSR propelled by the application of internal capabilities to a societal issue. Five stages were identified which are *Elementary, Engaged, Innovative, Integrated,* and *Transforming* (Mirvis and Googins, 2006, p. 108). In the *Elementary* stage, programs are undeveloped and citizenship does not go beyond compliance with the regulations. The second stage, *Engaged*, takes a step forward from simply complying to also engaging in philanthropic and environmental protection activities. The *Innovative* stage, as the name suggests, shows increased levels of innovation and learning as a result of a two-way communication with stakeholders, among many other methods. In the *Integrated* level, serious steps are taken to integrate citizenship into the business lines. Lastly, the *Transforming*

stage is when the strategic intent of the company is to form new markets by combining their citizenship and business agenda.

Another study by Ganescu (2012, p. 96) suggests six phases in corporate sustainability development. These are *Rejection, Ignorance, Compliance, Efficiency, Proactive strategies,* and *Corporate sustainability*. Unlike Mirvis and Googins' (2006) strategies, Ganescu's (2012) phases include defensive strategies in the first two—*Rejection* and *Ignorance*. It then moves on to reactive strategies in phases 3 and 4, then finally reach proactive strategies in the last two phases.

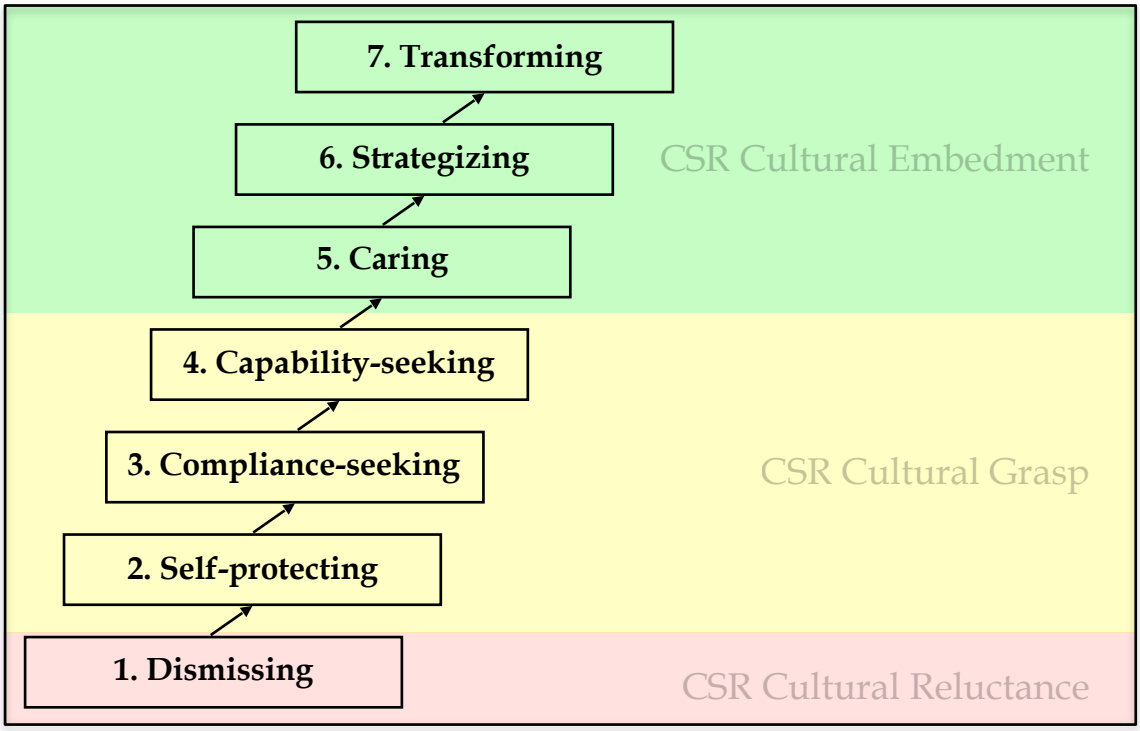

FIGURE 1 CSR stages of development and cultural phases based on Maon et al. (2010)

Meanwhile, Maon et al., (2010) presented seven stages of the process towards CSR (see figure 1) which consolidated the stages suggested by Mirvis and Googins and in other earlier studies. It also encompasses Ganescu's phases and begins with *Dismissing* and moves forward to *Self-protecting, Compliance-seeking, Capability-seeking, Caring, Strategizing*, and finally, *Transforming* (Maon et al., 2010, p. 31). The authors classified the first stage, *Dismissing*, to belong to the *CSR cultural reluctance* phase. Meaning, initiatives that are not focused on financial benefit are actively opposed upon and impacts on the society and environment are ignored. Thus, the company does not carry out any CSR initiative at this stage nor does it have any motivation to do so (Maon et al., 2010).

Once organisations start to progress towards CSR, they now enter the *CSR cultural grasp* phase. In this phase, the concepts and rationale of CSR are gaining acknowledgement and sensitivity to CSR issues heightens. The stages

belonging to this phase are *Self-protecting, Compliance-seeking,* and *Capability-seeking*. In the *Self-protecting* stage, CSR activities are limited, sporadic and may display some incoherence and lack of structure. CSR issues are not actually taken into consideration, thus, CSR activities are considered as extra to the usual daily operations and may come in the form of philanthropic activities. In the next stage, *Compliance-seeking*, top management becomes more aware of the issues related to CSR and the potential threats to the company. CSR activities are mostly in the form of complying to regulatory frameworks and meeting minimum industry standards, particularly those related to employment and production. The *Capability-seeking* stage is where awareness of issues and risks further increase and skills in managing CSR essentials are developed. Additionally, organisations start adopting a stakeholder management perspective and seeks to ensure its license to operate by taking a new attitude in its role in the society. Attention is given to CSR initiatives that are profitable and improve the company's reputation (Maon et al., 2010).

The final phase, *CSR cultural embedment*, is where the prospects of CSR to generate value is gaining recognition. Organisations expand their knowledge in CSR and relevant concepts, strengthen their relationships with key stakeholders, and utilise internal resources to proactively address the demands associated with CSR. The stages belonging to this phase are *Caring, Strategizing,* and *Transforming*. In the *Caring* stage, top management realise that CSR issues are a long-term challenge that cannot be addressed through mere compliance, reputation management strategies, or isolated income opportunities. Thus, initiatives are aimed at the long-term and targeted more to the external environment. Likewise, a stakeholder dialogue perspective of CSR is progressively embodied leading them to communicate pertinent programmes and initiatives to the public. As CSR is now perceived to affect the company's long-term survival and success, it begins to play a role in corporate strategy. At this point, the company advances to the *Strategizing* stage. CSR now becomes completely value driven and is the prevalent goal of all corporate activities. In the last stage, *Transforming*, the company fully incorporate CSR principles throughout the whole organization, its every aspect and activity. The organisation embodies a completely transparent stance and aims to disseminate its expertise in CSR management (Maon et al., 2010).

All these sets of stages presented show a step-by-step path that organisations take in CSR incorporation. However, it should be noted that companies may not always follow a linear route and instead, demonstrate a stop-and-go process (Pistoni et al., 2015, p. 681). Nonetheless, companies should know at which stage they stand to (1) have an idea on what challenges they may face in moving to the next stage, (2) frame strategic plans, (3) set benchmarks and goals effectively, and (4) possibly speed up the process of moving forward (Mirvis & Googins, 2006, p. 105).

2.3. GOLDEN framework for coding and relevant studies

As climate change is gaining acknowledgement, more and more countries are committing to a "carbon-neutral" society (UNFCCC, 2015). In line with this, companies are also challenged to take steps towards achieving this goal. The GOLDEN framework for coding was developed to aid researchers in getting "a general understanding of the nature of a company's involvement in sustainability" (G.O.L.D.E.N. for Sustainability, 2016, p. 3). The framework was designed particularly for the analysis of sustainability reports. Another coding framework for sustainability or annual reports also exist which examines a firm's level of comprehensive reporting (cf. Bouten et al., 2011). These content analysis frameworks aid in providing detailed descriptions of the material being studied by researchers.

In following the structure of the GOLDEN coding activity, the initial step —and first source of confusion—is the identification of sustainability initiatives. Sustainability initiative is described as "a practical activity or set of related activities that the firm is performing in order to tackle a societal issue" (G.O.L.D.E.N. for Sustainability, 2016, p. 3). To avoid confusion, the codebook listed down examples of what is not a sustainability initiative and these are (1) a declaration of intents or commitment, (2) definition of objectives per se, (3) achievement of goals or quality certification, (4) awards received, (5) general declarations of dialogues or interactions/collaborations that are not specifically aimed at any action or goal, and (6) descriptions of duties and responsibilities per se (G.O.L.D.E.N. for Sustainability, 2016, pp. 7-9). In general, these do not qualify as sustainability initiatives since they do not mention a specific action and/or are too vague. Additionally, initiatives related to customer satisfaction were also not considered since CSR, in general, does not cover responsibilities specific to core profit-making (Friedman, 1970 as cited in Matten and Moon, 2008). Statements which do not qualify as sustainability initiatives are not included in data collection and analysis.

What	Why			How		Where		When
Type of Initiative	Societal Issue	Stakeholder Recipient	Representative Body	Change in the operating activity	Stakeholder Vehicle	Level of change	Area of impact	Time reference
Communication	Fair competition	Shareholders	Nothing	Nothing	Nothing	Corporate	Global	First time
Association	Wealth Distribution	Employees	NGOs & Interest Groups	Process	Customers	Subsidiary	Europe	Ongoing
Donation & Funding	Environment	Customers	Institutions	Product	Business Partners & Suppliers		Asia	Not specified
Volunteerism	Self-ownership	Suppliers	Media		Employees		Africa	
Adoption of Standards and Rules	Economic Security	Local Communities and Society					North-America	
Modification of Procedures	Individual Equality						South-America	
Assessment and Measurement	Health						Oceania	
Training	Education							
Organizational Structuring	Self Realization							
Pricing	Generic CSR							
Incentives								
R&D Investments								
New Products								
Asset Modification								

FIGURE 2 GOLDEN framework coding mask (G.O.L.D.E.N. for Sustainability, 2016, p. 3)

Meanwhile, statements identified as sustainability initiatives are analysed to answer the questions (1) "What the firm actually does in performing this initiative?"; (2) "Why is the firm doing it?"; (3) "How is the firm performing it?"; (4) "Where is the firm doing it?"; and (5) "When was the initiative performed?". The framework provides a coding mask (as presented in figure) which represents the structure of the coding activity and the different codes to choose from for every category.

2.3.1. What is an initiative

The first question—"What the firm actually does in performing this initiative?"—aims to code the description of the performed corporate social responsibility initiative and its type. In this research, "CSR initiatives" are also referred to as "sustainability initiatives" as both pertain to initiatives or statements of action tied with a sustainability objective (G.O.L.D.E.N. for Sustainability, 2016). The GOLDEN framework provides a closed list of clusters of practical actions (see table 2) that the coder can compare with an identified initiative.

TABLE 2 Types of initiative and respective description as adopted from the GOLDEN for Sustainability Observatory Codebook (2016)

1. Communication	Activities wherein, through the initiative of the firm, information or knowledge is passed on to a certain interlocutor. Such information or knowledge may be aimed at creating awareness, promoting stakeholder engagement, conveying policies, conferences and meetings, and product information.
2. Association	Activities where the firm participates, partners, or promotes cooperation and collaboration with other companies, organisations, communities, establishments, such as through joint ventures, and agreements.
3. Donation and Funding	Activities involving the donation of goods, money, or services by the company.
4. Volunteerism	Activities that encourage, prompt and "promote volunteerism, fundraising, and personal donations" from people inside the company or external from it.
5. Adoption of Standards & Rules	Actions relevant to "the underwriting, adoption or comply with externally sourced policies, guidelines, procedures, or standards."
6. Modification of Procedures	Activities wherein a change is made in the normal process and procedures followed by the firm to carry out a certain activities. Examples include a change in the supply chain activities, or in the employee selection process.
7. Assessment and Measurement	Activities where the company gathers information internally or externally. Examples are research, survey, data collection.

TABLE 2 Types of initiative and respective description as adopted from the GOLDEN for Sustainability Observatory Codebook (2016)

8. Organizational Structuring	Activities that a change in the organizational structure of the company. Examples are formation of new divisions, roles, functions.
9. Training	Teaching activities with the goal of enhance knowledge, competencies, and skills.
10. Pricing	Activities in the marketplace where the company indicates or modifies price structures and tariffs.
11. Incentives	Activities related to the delegation of benefits, rewards, or privileges to a certain stakeholder with the purpose of gratifying or encouraging to carry out an action.
12. R&D Investments	Activities which include the investment in new technologies relevant to the company's product, service, or process. This also includes "structural investments in prototyping, trial and researching."
13. New Products	Activities which make a new product or service available to the market. This also includes new technical specifications of a product and new packaging.
14. Asset Modification	Activities related to the construction, expansion, or modification of the production assets, commercial assets, and/or distribution assets owned and used by the firm.

2.3.2. Why is the initiative done

The "Why" part of the GOLDEN framework codes the items *societal issue, stakeholder recipient, and representative body*. This part tries to identify the reason that the initiative is carried out in terms of ethical commitment and stakeholder relationship. Taking into account the stakeholder theory, it is understood that companies try to address problems perceived as important by the relevant stakeholders (Zheng et al., 2015; Brown, 2008; Porter & Kramer, 2006). The GOLDEN framework provides a taxonomy of these societal problems and can be seen in table 3.

TABLE 3 Codes for the Societal Issue tackled by the initiative and respective description adopted from the GOLDEN framework (2016)

1. Fair competition	This issue is tackled when the initiatives carried out by the firm is aimed at promoting fair competition in the marketplace or preventing unfair competition.
2. Wealth distribution	Initiatives which take on this issue may be aimed at distributing wealth to a stakeholder group, tackling economic disparity, or addressing the digital divide, among others.

TABLE 3 Codes for the Societal Issue tackled by the initiative and respective description adopted from the GOLDEN framework (2016)

3. Environment	Environmental issues are tackled when the actions are made to preserve the environment and minimise footprint on the ecological environment
4. Self-ownership	This issue is being dealt with when the initiatives are aimed at preventing abuses to self-ownership such as *Slavery, Forced Labor, Torture and Inhumane Degrading Treatment, Punishment,* and even abuses to a person's right of Privacy.
5. Economic security	Initiatives tackling this issue aim at providing individuals and families stable expected cash flows.
6. Individual equality	This category encompasses actions that aim at promoting equality or preventing physical feature discrimination, as well as allowing individuals the freedom of expression and association or preventing discrimination on their religion, culture, or beliefs.
7. Health	This refers to actions aimed at improving health and physical wellness or avoiding any threats to health.
8. Education	This issue is addressed when initiatives are aimed at further improving the human capital of people via education in both formal and informal settings. This also includes initiatives aiming at helping schools.
9. Self realisation	This involves initiatives which aim at gratifying and developing one's self and recognising one's potential, skills and talents.
10. Generic CSR	This category is for those initiatives which do not have a clear and identifiable issue but refer to CSR in general. An example is the formation of a new department for CSR.

In the GOLDEN framework, primary stakeholders plus *Local Communities and Society* are considered as possible *stakeholder recipients* or those who benefit from a CSR initiative. These stakeholder groups are defined in table 4. Additionally, the GOLDEN framework distinguishes another role of the stakeholders in carrying out an initiative which is by being the means of conveying the benefit to the recipients. In other words, they can also be a stakeholder vehicle. The codes for stakeholder vehicles are similar to stakeholder recipients with the addition of *Business Partners*. Meanwhile, according to the GOLDEN framework for coding, secondary stakeholders are not considered as stakeholder recipients per se since their main role is to simply protect the rights of the actual stakeholder recipient. Rather, the secondary stakeholders, particularly the institutions, NGOs, and media, are referred to as representative bodies.

TABLE 4 Stakeholder recipients/vehicles and respective description adopted from the GOLDEN framework (2016)

1. Shareholders	are those who own shares of stock of the company.
2. Employees	are the current and prospective workforce of the company.

TABLE 4 Stakeholder recipients/vehicles and respective description adopted from the GOLDEN framework (2016)

3. Customers	are those who avail or who may avail the products or services offered by the company.
4. Suppliers (also Business Partners in stakeholder vehicle)	are companies who provide products and/or services to the focal firm.
5. Local Communities and Society	refers to the general public in a local or global scale.

2.3.3. How is the initiative performed

The "How" part aims to determine how the organisation undertakes the initiative and how it affects the company. The items *changes in operating activity* and *stakeholder vehicle* (already mentioned above) are coded in this section. For the former, the GOLDEN framework recognises two types of changes—change in process, and change in product. However, certain initiatives may also entail no changes in the company's operations such as providing finances to projects of local communities. Initiatives such as this that do not imply a change are then coded as *nothing* under *changes in operating activity*. The level of commitment of firms toward CSR is reflected on how CSR is integrated with the corporate activities. According to Maon et al. (2010), firms are at the more advanced stage of CSR adoption if CSR becomes the prevalent goal of all corporate activities.

2.3.4. When and where is/was the initiative performed

This part pertains to the spatial location of the impact of the activity and the organisational level at which it is carried out. Relevant items analysed in this section are *level of change* and *area of impact*. On one hand, the rationale behind coding the level of change is to identify if the initiative is diffused within the company. This may be coded as *Subsidiary* if the identified initiative is done at a division/subsidiary level. If it is at the headquarter level or if it affects the worldwide corporate operations, then it is coded as *Corporate*. On the other hand, the area of impact aims to identify the specific geographical area that the initiative affected.

Lastly, the "When" part aims to classify the *time reference* of the initiative or its time positioning. This part may be an indicator of the importance of the initiative, its scale, and whether or not the same initiative is coded in two subsequent reports. Should the time dimension be specified in the initiative, then it is coded as either *first time* or *ongoing* based on the initiative description. Otherwise, it is coded as *unspecified*.

2.4. Strategic and cosmetic CSR

As an ever-changing phenomenon, the scope and definition of CSR has evolved over time. The concept expanded to also refer to *social responsiveness* (Carroll, 1979, p. 501), tied with the company's financial goals (Lee, 2008), and incorporated the principle of *shared value* (Porter and Kramer, 2006, p. 5). In Porter and Kramer's article (2006), they suggested that companies should structure their CSR activities as strategic and operational instead of only cosmetic to gain competitive advantage. Operational CSR activities can be understood as those integrated to the day-to-day processes including the value chain activities of the organisation (Porter & Kramer, 2006; Rana & Misra, 2010; Bhattacharya, 2010). However, the few existing studies concerning strategic CSR do not seem to have a unified description. Heslin & Ochoa (2008, p. 131) identified strategic CSR with the use of seven principles that would help open up "viable, value-adding and self sustaining strategic sustainability opportunities". These principles are (1) *cultivate needed talent*, (2) *develop new markets*, (3) *protect labor welfare*, (4) *reduce environmental footprint*, (5) *profit from by-products*, (6) *involve customers*, and (7) *green your supply chain* (Heslin & Ochoa, 2008, p. 131). In addition to these principles, Ooi et al. (2017) suggested that strategic CSR meet three conditions which are (1) CSR values are linked to the vision and mission of the firm, (2) a CSR committee exists, and (3) the organisation collaborates with NGOs. The first condition is supported by Bhattacharyya (2010) who argues that CSR initiatives are considered strategic when they exhibit certain characteristics that reflect firm activities with a strategic nature. According to him, the activities with a strategic nature aid the firm in achieving its mission and vision (p. 85). He further adds that a strategic CSR initiative must have a long-term perspective. Zollo (2008) shares the same insight referring to fully-embedded CSR as having a long-term objective of social welfare with profitability being only a means to it. He distinguishes this from Corporate Philanthropy which, according to him, pertains to activities driven by short-term social impact and long-term economic gains (Zollo, 2008, pp. 18-19).

Lantos (2001) considers philanthropic CSR as strategic if it enhances the firm's image and the beneficiaries end up reciprocating in various ways to the business. He further adds that philanthropy that is genuine and not Public Relations-driven is not appropriate for companies to practice. However, according to Porter and Kramer (2006, pp. 2-3), what Lantos (2001) considers as strategic philanthropic CSR is neither strategic nor operational but cosmetic. This is because the short-term costs that philanthropic activities incur do not guarantee a strategic benefit to the business (Porter & Kramer, 2016, p. 4). Wang and Qian (2011) argue that one reason firms prefer adopting cosmetic or philanthropic CSR is because of the sociopolitical legitimacy benefit that they gain from it. According to Zheng et al. (2015), this is particularly true when firms seek greater legitimacy with secondary stakeholders. Furthermore, adopting philanthropic CSR allows the firm to obtain political access and favourable responses from stakeholders (Wang and Qian, 2011, p. 1159). However, Porter & Kramer (2006) reiterates that public relations should not be confused with social and business results.

2.5. Telecommunications operations

The telecommunications industry has constantly become more complex with the rapid technological development, increased market dynamics, and even deregulations in certain states (Plunkett, 2014). Thus, it is vital to first get a picture of how a present-day telecommunications company operates in order to understand its environmental and social aspects. Companies in the telecommunications industry may vary greatly from network providers to tool providers, service providers, and content providers (Grover & Saeed, 2003). A framework for categorising telecommunications operators was proposed by Czarnecki (2013, translated in Czarnecki & Dietze, 2017) using studies on categorisation criteria related to telecommunications. This framework is presented in table 5.

TABLE 5 Framework for categorising telecommunications operators (Czarnecki, 2013, translated in Czarnecki & Dietze, 2017)

Customer	Value chain	Business activities	Network
1. consumer 2. business (retail) 3. business (wholesale)	1. component 2. subsystem 3. network system 4. device 5. network 6. service 7. content/application	1. production 2. operations & maintenance 3. sales 4. after-sales	1. fixed line 2. mobile 3. satellite

Customers are categorised as *consumer* (including households and individuals), *business (retail),* and *business (wholesale)*. Meanwhile, the first four items under Value chain—*component, subsystem, network system,* and *device*—pertain to the technical hardware and software requirements of the fifth item, communication *networks*. In turn, the technical aspects covered by *network* allows *services* to be realised. Services may relate to *content or applications.* Over the years, telecommunications developed innovative services from the basic voice, messaging, and data services, to shopping applications and cloud storage. A selection of these innovative services are shown in fig. 3 and are differentiated based on basic communications services, end-user applications, machine-to-machine (M2M) applications, and professional applications. Business activities are categorised into production, operations and maintenance, sales, and after-sales. Network may vary from fixed line, mobile, or satellite. A telecommunications operator may have a scope which encompass a complex combination of these characteristics (Czarnecki & Dietze, 2017).

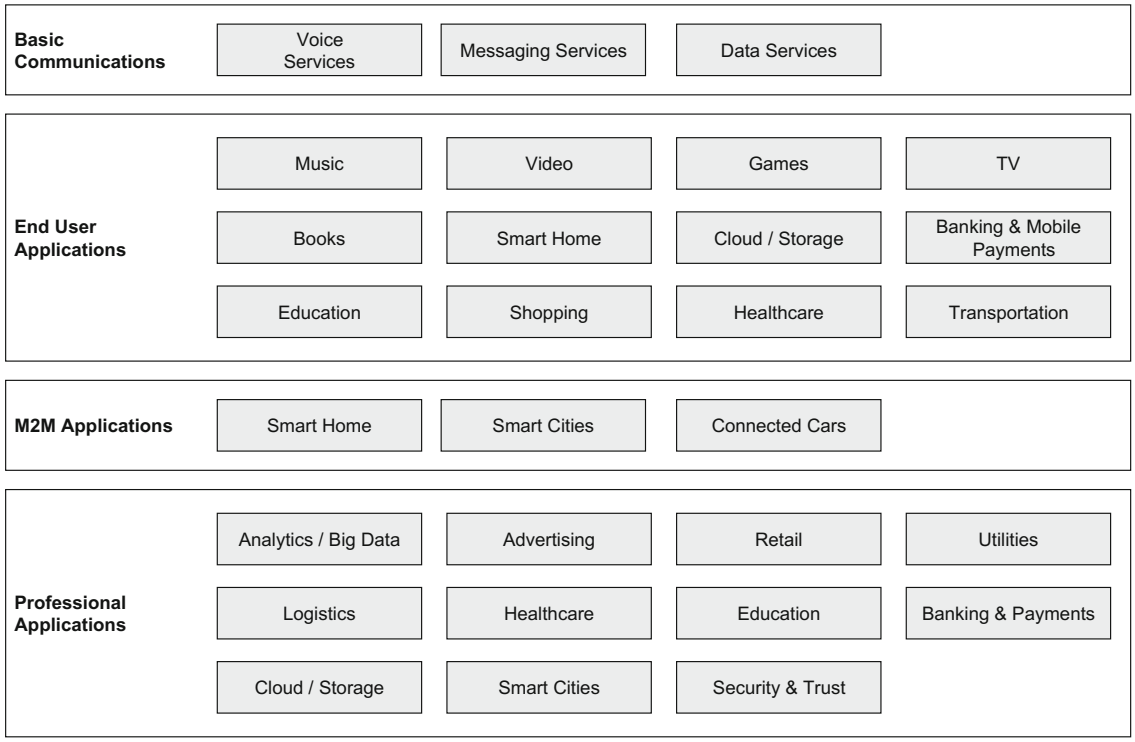

FIGURE 3 Innovative products/services of the telecommunications value creation (Czarnecki & Dietze, 2017, p. 47)

3. METHODOLOGY

3.1. Research design

This thesis is based on qualitative research and adopts an interpretive philosophy where the researcher attempts to make sense of the phenomenon in terms of the meanings people bring to them (Denzin & Lincoln, 2011, p.3). Qualitative research often starts with an inductive approach where a theoretical perspective richer than that in existing literature is developed using a naturalistic and emergent research design (Saunders, M., Lewis, P. & Thornhill, A., 2012, p. 163). Qualitative researchers can collect their data through document examination, behavior observation, and interviews, then review and analyse what they might mean (Creswell, 2012). In this thesis, the researcher makes use of qualitative data (i.e. words) collected from sustainability reports. The exploratory nature of the qualitative approach makes it appropriate for this study which aims to describe and discover how the focal company tackled sustainability-related problems in the period covering 2011 to 2016. In describing the patterns of change, this thesis employs longitudinal research as its strategy of inquiry (Neale, 2011).

The main method involved in this study is qualitative content analysis. Content analysis was used to reduce large amounts of data in a systematic and flexible manner (Schreier, 2014). The GOLDEN framework for coding (2016) was adopted in conducting qualitative content analysis. Afterwards, quantification was done by counting the frequencies of the codes and illustrated using charts. Data was used to identify themes and patterns that have developed during the study period. Data from content analysis were also used to better understand how Globe tackled the issues specific to the telecommunications industry as identified by Sutherland (2016) after identifying which initiatives can be considered as strategic. The process of data collection and analysis is illustrated in figure 4 and further explained in the succeeding sections and subsections.

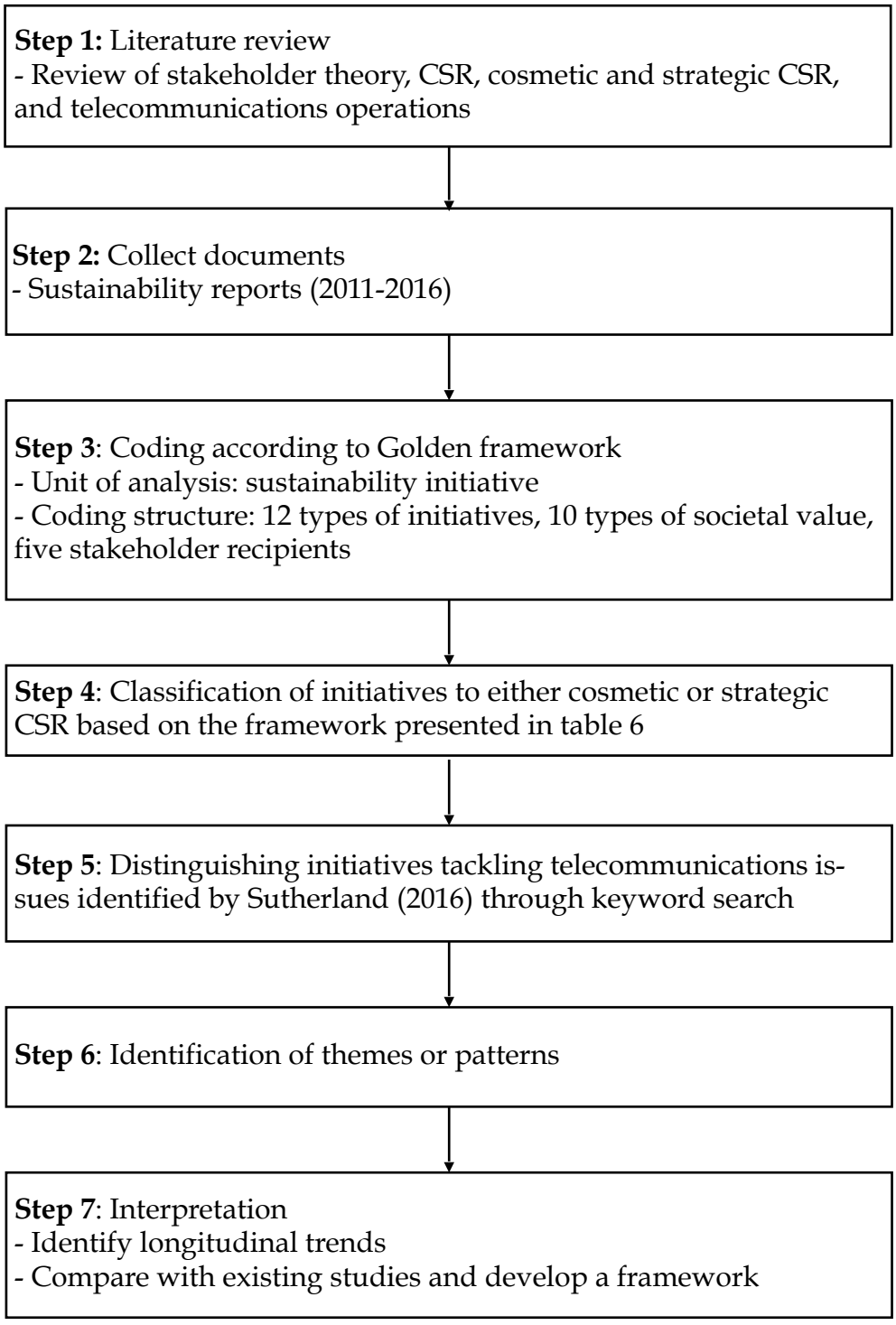

FIGURE 4 Main steps in data collection and analysis

3.2. Data collection

In selecting the company to be studied, the researcher used purposeful sampling. Purposeful sampling can be understood as a technique used in qualita-

tive research to identify and select information-rich cases that can offer insights into the issue under study (Mathison, 2005). This means that the organisation has been selected because it "can purposefully inform an understanding of the research problem and central phenomenon in the study" (Creswell, 2012, p. 156). There are three decisions that need to be made in following the purposeful sampling approach. These are (1) the participants in the sample, (2) types of sampling, and (3) sample size. With regards to the participants, large corporations headquartered in the Philippines were chosen since the phenomenon being studied is said to be experienced by them (Rimando, 2012). For the type of sampling, criterion sampling strategy was selected. The purpose of this strategy is to identify all cases that meet certain criteria and assure the quality of the sample (Miles & Huberman, 1994, p. 28). The list of criteria applied are found in Table 6.

TABLE 6 Criteria for selecting participants in the sample

Location:	Philippine-based
Size:	Large (as identified by GRI)
Nature of business:	Not directly related to sustainability (i.e. sustainable technologies, renewable energy)
Sustainability report:	Follows GRI standards; With external assurance Published annually for at least five consecutive years

As of end-2017, five companies matched the specified criteria. Three of them belong to the real estate sector while the others are in telecommunications and water utilities. From this pool, the researcher found an extreme or deviant case in the company from the telecommunications industry. This means that the company manifested the phenomenon under study in a highly unusual way (Miles & Huberman, 1994, p. 28). The company, Globe Telecommunication, Inc. (Globe), was mentioned to have adopted a strategic CSR principle in an academic article alongside other global companies Philips Electronics and Whole Foods (cf. Heslin & Ochoa, 2008). Thus, the researcher ultimately chose Globe as the focal company. The researcher also had previous experience in analysing documents from companies in the same industry as Globe which makes it a convenient sample. Sample size was then limited to only one and was found ideal in generating in-depth understanding of the company and the phenomena under study (Mathison, 2005). Likewise, a single case study approach is found to be appropriate because of its unique nature (Saunders, M., Lewis, P. & Thornhill, A., 2012)

A sustainability report is a type of secondary data that contains both quantitative and qualitative data. Its contents have been subject to some type of selection and/or summarising prior to compilation (Saunders, M., Lewis, P. & Thornhill, A., 2012). In particular, this document contains the economic, envi-

ronmental and social impacts of the day-to-day activities of the reporting company or organisation (GRI, n.d.). In this research, the researcher make use of the information from the environmental and social sections which should contain the sustainability-related programs and activities done for the year. Thus, data collection via the analysis of this document should contain answers to the research questions. Certain advantages of applying this procedure include (1) researchers can access the material at any convenient time, (2) participants allotted time and attention in compiling the data and are therefore well thought of, and (3) the researcher saves time and expense (e.g. from transcribing). However, a number of limitations also exist in analysing this document alone. These are (1) people are not equally articulate and perceptive, (2) materials may be incomplete, authentic, or accurate, and (3) information may be located in places that are difficult to find (Creswell, 2009, p. 180).

To partially address the issue on authenticity and accuracy, sustainability reports were required to have followed GRI standards and were verified by an external auditor. By following the GRI standards, a sustainability report is expected to have a comprehensive coverage of all, or at least the material, sustainability initiatives carried out within the year. A sustainability initiative is the unit of analysis for this research. Thus, data collection through the analysis of the company's sustainability reports alone should be sufficient for this study. With regards to accessibility, the Global Reporting Initiative (GRI) has a database for all accredited sustainability reports published worldwide wherein they can also be downloaded. Through the database, it was found that the focal company began issuing Sustainability Reports since 2009. However, the first two reports are now unavailable for download leading the researcher to use the 2011 report as the starting point. All sustainability reports in the succeeding years until 2016 were also downloaded and were utilised in this study to better understand the trend in their CSR activities. The relevant sections of the report are (1) product offerings, (2) stakeholder engagement, (3) strategy, (4) health & safety, (5) environment, (6) human resources, and (7) sustainability.

3.3. Data analysis

Content analysis aims to show the meaning of messages by systematically assigning the contents into established, detailed categories, and afterwards, quantifying and interpreting the results (Payne & Payne, 2004, p.51). Quantitative content analysis and qualitative content analysis are similar in many aspects such as that they both involve the systematic description of data by means of coding (Groeben & Rustemeyer, 1994). One feature which sets the two apart is that quantitative content analysis is usually aimed at testing hypothesis, thus, resulting to a coding frame which has been utilised on a material which differs from the one used in the main study. Meanwhile, qualitative content analysis is focused more on providing a detailed description of the material under study.

Thus, it utilises a coding frame which has been designed and tested on the material similar to the one under study (Schreier, 2014, p. 173). In this sense, qualitative content analysis was applied to this research given that the focus of the method is fitting to the study. Frequencies from the qualitative content analysis were identified also determine a theme or pattern (Miles & Huberman, 1994, pp. 253-254) that may have occurred during the period under study. This was also done to allow the researcher to formulate research-specific concepts that were linked into a conceptual framework developed and refined throughout the study.

The first step in content analysis involves the process of coding. In this process, texts or visual data are aggregated "into small categories of information, seeking evidence for the code from different databases being used in a study, and then assigning a label to the code" (Creswell, 2012, p. 184). Coding can be done with text and/or interaction process analysis. In this research, coding is limited to text analysis and allows the researcher to not be under time pressure in making coding decisions as opposed to process analysis (Druckman, 2011, p.257). The codes are based mostly on the coding frame developed by the Global Organizational Learning and Development Network for Sustainability (GOLDEN for short)—GOLDEN's Observatory Codebook (2016) version 2.3—as well as on the research questions and the key variables that the researcher brings to the study (Miles & Huberman, 1994). Some modifications were made to the coding structure and are discussed in Chapter 3.3.1.

3.3.1. Phase 1: Modified GOLDEN framework for coding

Among the 9 items or categories, only the 4 categories highlighted in green in figure 2 were used for this study. These categories are: (1) type of initiative, (2) societal value/issue, (3) stakeholder recipient, and (4) stakeholder vehicle. Coding these categories allowed the researcher to get an overview of the initiatives in a systematic manner. Likewise, the output of this coding process allowed the researcher to easily perform the identification of initiatives that are strategic and tackle telecommunications-specific issues. The simplified steps or structure of the coding activity is presented in figure 5.

In coding the type of initiative, there were cases wherein one activity pertains to more than one type of initiative. In this case, the analyst only coded it once under the type where it is most relevant. Below is an example of an initiative from the 2013 Annual Report which can be coded to more than 1 type of initiative:

> "To boost conservation efforts for the Taal Volcano Protected Landscape (TVPL), Globe Bridging Communities partnered with non-profit organization Pusod, Inc. Together, they launched the E-governance project under Globe Bridging Communities' environmental conservation advocacy pillar, iConserve. The E-governance

> project sought to raise awareness on the TVPL and to maintain the water quality by empowering stakeholders to take an active part in its protection. Globe Bridging Communities powered Pusod's communications through internet and text facilities, as well as a radio show, enabling the organization to disseminate and receive information from stakeholders more easily and quickly." (Globe, 2014, p. 71)

This initiative can be coded as *Association* given that Globe has partnered with Pusod, Inc. Likewise, it can also be coded as *Communication* since the project aims to raise awareness as well as acquire information from stakeholders. The researcher opted to code the said initiative as *Communication* since it is the primary activity performed. The collaboration with Pusod, Inc. was only the means into carrying out the said primary activity.

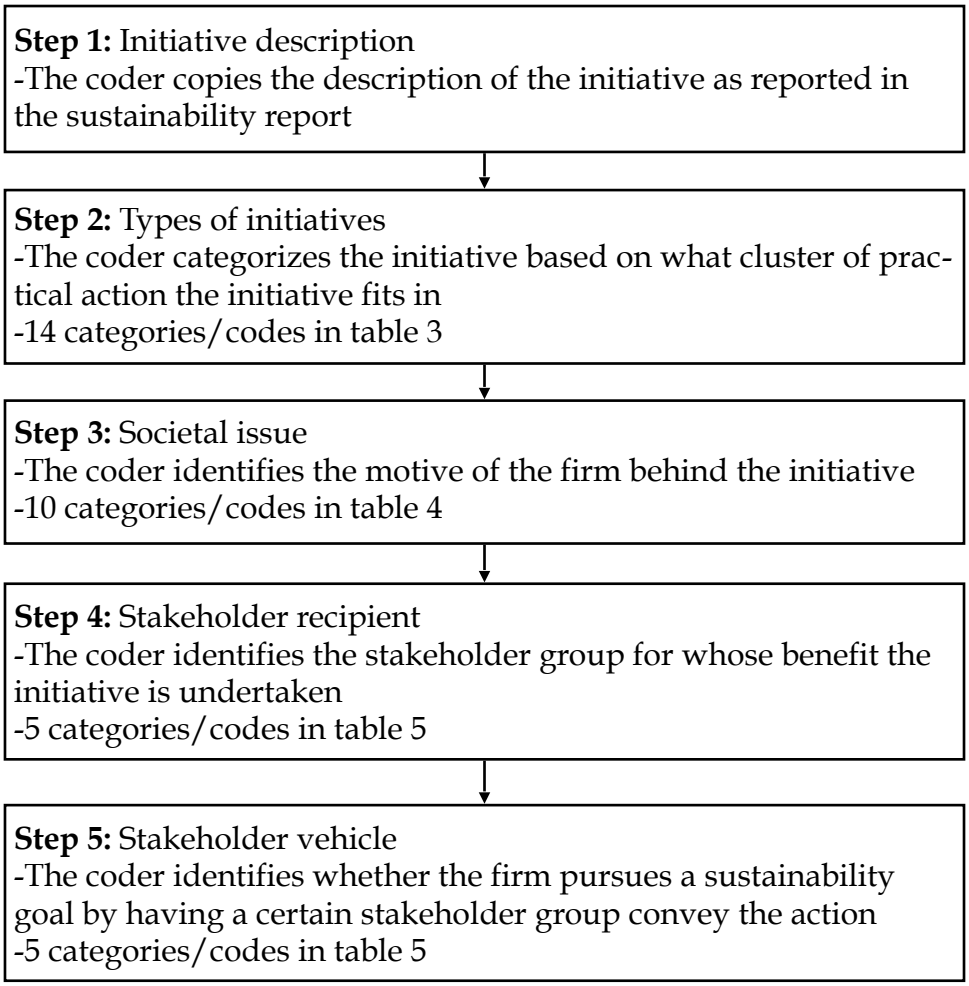

FIGURE 5 Steps in the modified GOLDEN framework for coding

3.3.2. Phase 2: Strategic and cosmetic initiatives

In formulating the criteria for strategic CSR initiatives, the author reviewed the key definitions of strategic CSR from some of the existing litera-

ture. Some definitions were difficult to measure and cannot be applied based solely on data from sustainability reports. Thus, the researcher opted to use Heslin and Ochoa's (2008) principles of strategic CSR as well as the similar definition of Zollo (2008) and Ooi et al. (2017) as criteria for strategic CSR. In order to easily identify the Strategic CSR initiatives from the GOLDEN coding database, each criterion was assigned a combination of codes that best describes it (see table 6). Initiatives which match any one of these combinations were then considered as Strategic CSR.

TABLE 6 Codes used to identify strategic CSR

Definition		Pertains to			
		Type of Initiative	**Societal Issue**	**Stakeholder Recipient**	**Stakeholder Vehicle**
1	Initiatives are integrated into the company's routine operations (Zollo, 2008; Ooi et al.,2017)	Modification of Procedures/ Asset modification			
2	Follows at least one of the following principles (Heslin & Ochoa, 2008, p.131): - *Cultivate needed talent*	Training / Incentives	Self-realisation / Education	Employees/ Local Communities and Society	
3	- *Develop new markets*	New Products			
4	- *Protect labour welfare*		Self-ownership / Health / Economic security	Employees / Suppliers	
5	- *Reduce environmental footprint*		Environment		
6	- *Profit from by-products*	Modification of Procedures			
7	- *Involve customers*				Customers
8	- *Greening of supply chain*		Environment		Suppliers

For the first strategic CSR definition *Initiatives are integrated into the company's routine operations* (Zollo, 2008; Ooi et al.,2017), all initiatives that have been coded as *Modification of Procedures* or *Asset Modification* were considered. This is because these codes pertain to changes in the normal process and procedures followed by the firm to carry out certain activities (in the case of *Modification of Procedures*) and changes on the assets owned and used by the firm for production, commercial, and/or distribution purposes (in the case of *Asset Modification*). The cells for societal issue, stakeholder recipient and stakeholder vehicle

were left blank and shaded in grey since the first definition does not pertain to any particular code for these categories. All initiatives coded as *Modification of Procedures* or *Asset Modification* were then automatically coded as Strategic.

The second until the eighth definitions pertain to the principles laid out by Heslin and Ochoa (2008). Initiatives which follow at least one of these principles are then coded as Strategic."Cultivate needed talent"pertains to initiatives which will help the focal company build its capacity to attract and retain a motivated, skilled workforce. Thus, initiatives coded as *Training* (teaching activities to enhance knowledge, competencies, and skills) or *Incentives* (delegating of benefits, rewards, or privileges to a certain stakeholder) were considered. However, not all training and incentives types of initiatives are meant to cultivate needed talent. Therefore, the societal value need to be coded as *Self-realisation* or *Education* and further, have employees or local communities who may be potential employees as the Stakeholder recipient.

"Develop new markets" pertains to initiatives which makes use of opportunities for business growth, whether it's with emerging markets or previously neglected markets. Since the code *New Products* refer to activities which make new products or services available to the market, all initiatives with this code are further coded as Strategic CSR.

The principle "Protect labor welfare" pertains to activities which aim to safeguard the well-being and livelihood of their workforce. Thus, this principle looks more into the societal value provided by the initiatives, particularly those coded with *Self-ownership* (aims to prevent abuses to self-ownership e.g. slavery, forced labor, torture) or *Health* (aims to improve health and physical wellness or avoid threats to health) or *Economic Security* (aims to provide individuals and families stable expected cash flows). Initiatives with one of these codes were considered but were only counted as Strategic CSR if the code under Stakeholder recipient is either *Employees* or *Suppliers* given that the principle is specific to the labor force.

"Reduce environmental footprint" covers all initiatives aimed at preserving the environment and minimising their footprint on the ecological environment. Accordingly, all initiatives with *Environment* as the code for Societal Value are further coded as strategic CSR. This also covers all initiatives that fulfil the principle "Greening of Supply Chain" as the code applicable for Societal Value is *Environment*. It only differs with "Reduce environmental footprint" in a sense that "Greening the Supply Chain" uses *Suppliers* as the stakeholder vehicle or intermediaries in conveying the benefit. Worth noting, all initiatives with *Environment* as its Societal Value, by rule, have *Local Communities and Society* as the Stakeholder Recipient since everyone benefits from a healthier ecological environment.

"Profit from by-products" pertains to activities where the focal company develops a form of reuse process to benefit in the productive use of its by-products. By-products are not considered as the main and steady source of income of the company and, thus, cannot be considered as launch of *New Product.* Instead, the most fitting code for initiatives of this type is *Modification of Procedures*.

The principle "Involve customers" refer to any type of sustainability initiatives where the participation of customers are required or encouraged. This allows the company to gain more loyalty from their customers by providing them with opportunities to make a positive difference. All initiatives which has the code *Customers* under "Stakeholder vehicle" follow this principle and thus, have been coded as Strategic CSR.

TABLE 7 Examples of strategic and cosmetic initiatives and coding

Initiative description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	Strategic/ cosmetic
Reduce carbon emission thru ride sharing - Globe Ikot - Environment-friendly scheme as sharing journeys reduce carbon emissions; 84% or 122 metric tons reduction of CO2 emissions	Modification of Procedures	Environment	Local Communities and Society	Employees	**Strategic** (Definitions 1 & 5)
In addition, Globe has partnered with St. Luke's Medical Center-BGC in order to bring various health lectures and seminars on relevant health topics like heart disease prevention, anti-obesity, diabetes, family planning, hepatitis, drug abuse, and more.	Training	Health	Employees	Nothing	**Strategic** (Definition 4)
i-Volunteer, an online volunteer-matching facility, was also launched in December 2012 to pave the way for building a culture of engaged and active volunteerism. The website highlights opportunities for employees seeking volunteer activities outside of Globe-initiated programs.	Volunteerism	Wealth distribution	Local Communities and Society	Employees	**Cosmetic**
Aside from school buildings, Globe built 40 houses each in New Washington and in Libacao featuring GK's new design. Shelter kits were also distributed with Libacao receiving 600 kits, and Madalag receiving 940 kits.	Donation	Wealth distribution	Local Communities and Society	Nothing	**Cosmetic**

All initiatives which do not match the criteria set forth in table 6 are automatically labeled as Cosmetic (cf. Porter & Kramer, 2006) as they are seen to have only been reported in the sustainability report to improve the reputation and image of the company. Examples of sustainability initiatives of the focal company that have been analysed using the GOLDEN framework are provided

in table 7 to better understand how initiatives are coded as Strategic or Cosmetic. Codes that are highlighted in green represent the codes that match the criteria for Strategic CSR. Meanwhile, those highlighted in red are ones which do not fit any criteria.

3.3.3. Phase 3: Initiatives tackling telecommunications-specific issues

The output of the GOLDEN framework coding was also used to easily identify the initiatives tackling sustainability issues relevant to telecommunications operations identified by Sutherland (2016). Relevance to the telecommunications-specific issue was first identified using keyword search in the initiative descriptions. The keywords used are shown in table 8. After filtering the initiatives based on keywords, the researcher identified the relevant initiatives based on their description. Selected initiatives tackling the same telecommunications issue were grouped and further clustered based on the type of action performed. Attached in the appendix of this thesis are the results presented in a flowchart manner starting from the telecommunications issue followed by the different types of initiatives which tackled the issue. This was then connected to the initiative descriptions. These results can serve as a guide or reference to other telecommunications companies searching for initiative ideas based on the sustainability issue and type of action they want to take.

TABLE 8 Keywords used to identify initiatives tackling telecommunications issues

	Issues	Keywords
1	Electromagnetic fields from base stations and handsets	electromagnetic
2	Carbon dioxide (CO2) emissions related to network operations, offices and shops, vehicles and business travel;	carbon, CO2, emissions
3	Chlorofluorocarbons from air conditioning and refrigeration	chlorofuorocarbon, CFC, aircon, cooling
4	Perfluorocarbons from fire suppression systems	perfluorocarbon, fire
5	Solvents from installation processes	solvent
6	Lead and beryllium oxide from components	lead, beryllium
7	Noise from base station generators	noise, generators, genset
8	Visual and aesthetic effects of masts and base stations	masts, stations
9	Waste phones, network and office equipment	phones, devices, equipment
10	Waste recharge vouchers	voucher, recharge
11	Water used for sanitation and irrigation of grounds	water

TABLE 8 Keywords used to identify initiatives tackling telecommunications issues

Issues		Keywords
12	Procurement of raw materials	supply/ies, raw materials (also considered initiatives with Suppliers as stakeholder recipient or vehicle)
13	Corruption	corruption
14	Customer data privacy	privacy

4. RESEARCH FINDINGS

4.1. General information

Prior to presenting the results, certain relevant information need to be discussed. This includes the mission and vision statements of the company from 2011 to 2016 as found in their annual reports. Likewise mentioned here are the relevant events that took place in the Philippines from 2011 to 2016 which may have influenced the initiatives carried out by Globe.

4.1.1. Mission and vision statements of Globe

A vision statement is a tangible proclamation of the future state projection desired by the organisation while a mission statement reflects the reason of existence of the organisation (Tanković, 2013). An organisation may use these mission and vision statements as proof of its clear commitments to CSR (Lantos, 2001). These statements are then used in the analysis to reveal any relation it has with the company's CSR activities.

TABLE 9 Vision statements of Globe

2011-2012:	"Happiest customers and employees." (Globe, 2012, p.12; Globe, 2013, p.20)
2013-2015:	"Happiest customers, employees and shareholders." (Globe, 2014, p.15; Globe, 2015, p.3; Globe, 2016, p.2)
2016:	"We see a Philippines where families' dreams come true, businesses flourish, and the nation is admired." (Globe, 2017, p.5)

TABLE 10 Mission statements of Globe

2011-2012:	"Transform the lives of people, businesses and communities through innovative solutions." (Globe, 2012, p.12; Globe, 2013, p.20)
2013-2015:	"We create a wonderful world for people, businesses and the nation." (Globe, 2014, p.15; Globe, 2015, p.3; Globe, 2016, p.2)
2016:	"We create wonderful experiences for people to have choices, overcome challenges, and discover new ways to enjoy life. (Globe, 2017, p.5)

In the vision statements, Globe expanded its scope from satisfying customers and employees to also include shareholders in 2013 and further included the whole country in 2016. Meanwhile, the development of the mission statements began with a specific purpose of providing "innovative solutions" in 2011 to 2012. It transitioned to a more generalised purpose of creating "a wonderful world" and changed its target from "people, businesses and communities" in 2011 and 2012 to "people, businesses and the nation" in 2013. Come 2016, the company's mission became more detailed than that of the previous year particularly with the addition of certain societal issues that they wish to address. These changes in the statements may be somewhat affected by the events which occurred during the preceding period, particularly the natural disasters that hit the country.

4.1.2. Natural disasters in the Philippines

In the WorldRiskReport 2016 published by the Bündnis Entwicklung Hilft (Alliance Development Works) and United Nations University Institute for Environment and Human Security (UNU-EHS), the Philippines was ranked third in two categories: (1) most exposed to natural hazards and (2) at risk of disasters. Natural hazards include earthquakes, storms, floods, droughts, and sea-level rise. The most common of which in the Philippines are storms and floods. Some of the more memorable disaster occurrences were Typhoon Ketsana (local name *Ondoy*) in September 2009, Typhoon Parma (local name *Pepeng*) in late September to early October 2009, Typhoon Bopha (local name *Pablo*) in 2012, and Typhoon Haiyan (local name *Yolanda*) in 2013. The damages caused by each of these typhoons were estimated to be no less than 160 million EUR. The most costly of which was from Typhoon Haiyan with an estimated 1.3 billion EUR worth of damages and recorded at least 16 million affected individuals (National Disaster Risk Reduction and Management Council, 2014).

Due to the severity and common occurrence of these natural calamities, the government tapped the private sector to provide more support for its reconstruction programs. Globe is one of the many companies which offered their resources to the government. Likewise, the company provided self-initiated support to the victims and have disclosed these accordingly.

4.2. Findings

This chapter is divided based on the three main frameworks used to analyse data. First are the results of the content analysis with the use of Golden coding framework. Results are presented in stacked column charts to better illustrate the longitudinal trends in the types of initiative that were carried out and the societal issues tackled in the period 2011 to 2016. This is followed by the results of the differentiation of cosmetic and strategic initiatives. In illustrating the strategic and cosmetic CSR initiatives performance, a column chart is used to better compare the two codes against each other and over time. Afterwards, initiatives for telecommunications are presented and summarised in table form.

4.2.1. Results of the GOLDEN coding

On average, the company carried out 98 initiatives per year from 2011 to 2016. A growth has been observed in terms of total number of initiatives performed starting with only 59 initiatives in 2011 and almost doubled at 117 initiatives in 2016. These initiatives are described below based mainly on the activity type, tackled societal issues, and stakeholder recipients.

Types of initiatives performed

In 2011, the company underwent changes in its operations evidenced by the high number of initiatives coded as *Asset Modification* and *Modification of Procedures* (see figure 6). Examples of these Asset Modification initiatives are:

1) Replaced desktop computers with laptops which consume less power and do not need an Uninterruptible Power Supply (UPS) system;
2) Operated network equipment on natural cooling methods allowing at least 30% worth of fuel savings;
3) Adopted solar/wind power for selected sites; and
4) Replaced flourescent lights to LED lamps allowing savings in power consumption

Some of the initiatives involving a modification in the company's procedures include:

1) Turned off lights in the offices during lunch break and 6:30pm onwards;
2) Recommended the use of teleconference to avoid business air travels;
3) Implemented a recycling program in partnership with a governmental office.

The codes *Donation & Funding* and *Training* both tied in third place in 2011 and experienced a sharp increase in the following year. *Training* became the main CSR activity of the company in 2012. Some examples of this type of initiative are:

1) Launched the Globe Labs program where regular trainings are conducted to introduce new technologies and platforms to developers and anyone interested, including those with no background on IT/computer software;

2) Conducted acquisition and financial literacy caravans to the residents of marginalised communities and organisations;

3) Relevant employees were provided a safe driving and fuel economy trainings/awareness program.

Worth mentioning, through the Globe Labs program, at least three different training events/programs were conducted for the year. *Modification of Procedures* initiatives remained as the second highest in 2012 and was followed by *Donation and Funding*. Some organisations/programs that were supported by the company during this year included Philippine Eagle Foundation, Pusod, Inc., Cordillera Conservation Trust, Taal Volcano Protective Landscape program, Code Blue artificial reef project Shark Shelter marine conservation program, and Carood Watershed conservation program.

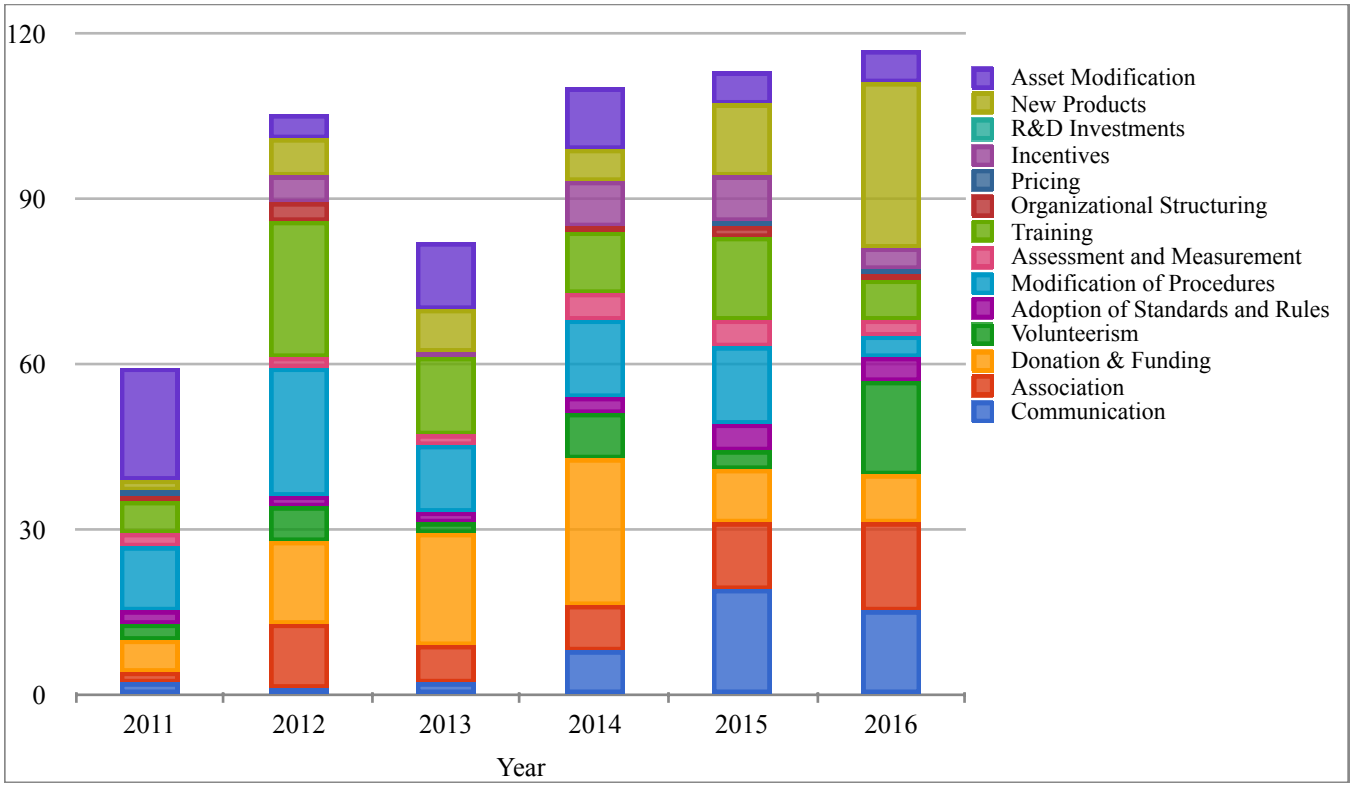

FIGURE 6 Types of CSR initiatives carried out by Globe from 2011-2016

The company continued to carry out more *Donation and Funding* activities in 2013 and 2014. This was driven by the devastating effects of the Typhoon Haiyan (local name *Yolanda*) in 2013 although a good amount of donations were also made to organisations and programs not related to the Typhoon. Some products and services donated by Globe to the affected areas include prepaid load, mobile phones, sim cards, *Libreng Tawag* (free call) stations, *Libreng* (free)

Charging stations, and *Libreng* (free) Internet stations. Noteworthy, another *Donation and Funding* initiative from the 2014 Report may have triggered the transition in the company's mission statement as it was worded as follows:

> "We created wonderful experiences for children in typhoonstricken provinces on mobile vans called Classroom on the Go. These are Globe Store caravans that were turned into mobile learning centers for students while their schools were being rebuilt. The vans are equipped with educational materials that would help students get back on track with their studies and encourage them to stay in school. To augment the severe classroom shortage, we deployed 70 tent classrooms in these areas." (Globe, 2015, p. 96)

As the country recovered from the effects of Typhoon Haiyan, Globe's *Donation and Funding* initiatives minimised while *Communication* and *Training* became more frequent in 2015. Communication initiatives was the highest for the year with examples of which include:

1) Communicated public advisory on expected service downtimes through SMS or self-service channels;

2) Held the Attorney *At Iba Pa* event to provide legal services in the form of legal consultation, promotion of various regulatory and government services, and plenary discussions to Globe employees

3) Reminded employees to fill out gift disclosure forms

4) Disclosed related party transactions to the public by making it accessible on the company website and other applicable media channels

Meanwhile, most of the activities in 2016 were focused on the expansion of the company's product and service portfolio. Examples of the initiatives involving the launch of new products or making available new product features are directly quoted as follows:

1) "With Shopify, Filipino entrepreneurs can start their own business in less than 5 minutes – their gateway to building and managing their own online store. Globe myBusiness has also developed an online bazaar called Digimall powered by Shopify that showcases products from local businesses over the web. A weekend "bazaarista" can now sell to anyone with an internet connection, nationwide, or around the globe, at any time or day." (Globe, 2017, p. 32)

2) "There are over 400 million people in Southeast Asia who remain unbanked and underserved. Through Mynt, a wholly-owned financial services company of Globe, these sectors in the Philippines can now partake of economic growth without going through for-

mal banking channels. Mynt has so far over three million customers doing P4 billion transaction value per month serviced through a network of more than 12,000 partner outlets." (Globe, 2017, p. 55)

3) "Through GCash, Filipino taxpayers can also pay their annual income tax with greater ease. Globe teamed up with the Bureau of Internal Revenue (BIR) and the United States Agency for International Development (USAID) in developing the mobile payment system — a significant milestone for the government's tax collection effort. (Globe, 2017, p. 56)

Collaboration efforts with other organisations (coded as *Association*) and volunteerism initiatives were also frequent in 2016. Examples of *Association* initiatives for this year include:

1) Supported the Department of Trade and Industry in their event National Summit on Startups and Innovation;

2) Collaborated with HOOQ, a video-on-demand service, to produce a six-episode story revolving around a hard-hitting topic in Philippine society;

3) Jointly entered into a memorandum of agreement with Hineleban Foundation for a five-year rainforestation program; and

4) Signed the Memorandum of Understanding with UNICEF Philippines and Ateneo Human Rights Center to protect children against online exploitation.

Meanwhile, the volunteerism initiatives were activities organised by Globe to be participated by their employees, contact centre agents, business partners, and customers, among others. Examples include the rebuilding of houses devastated by natural disasters, classroom painting and repair, coastal cleanup, and participating in arts and crafts sessions, storytelling, sports, and other games for the youth. Aside from extending help by providing their time, energy, and talent, these participants also donated their money and various personal items.

Worth noting, throughout the 6-year period, no initiatives were found to be under the *Research and Development (R&D) Investments* type despite the sudden increase in *New Products* observed in 2016. Other types of initiatives that remained low throughout the study period are *Organisational Structuring* and *Pricing*.

Societal issues tackled and stakeholder recipients

As per the GOLDEN Codebook (2016), there is a strict correlation between the societal values and stakeholder recipient and should therefore, be understood together. The findings on both categories are then presented hand-in-hand. There are 10 possible codes for Societal Issue that have already been determined by the Golden framework for coding. These codes and their corresponding descriptions can be found in table 3. Meanwhile, the different stakeholder groups that may be coded under Stakeholder Recipient or Stakeholder Vehicle are listed and described in table 4.

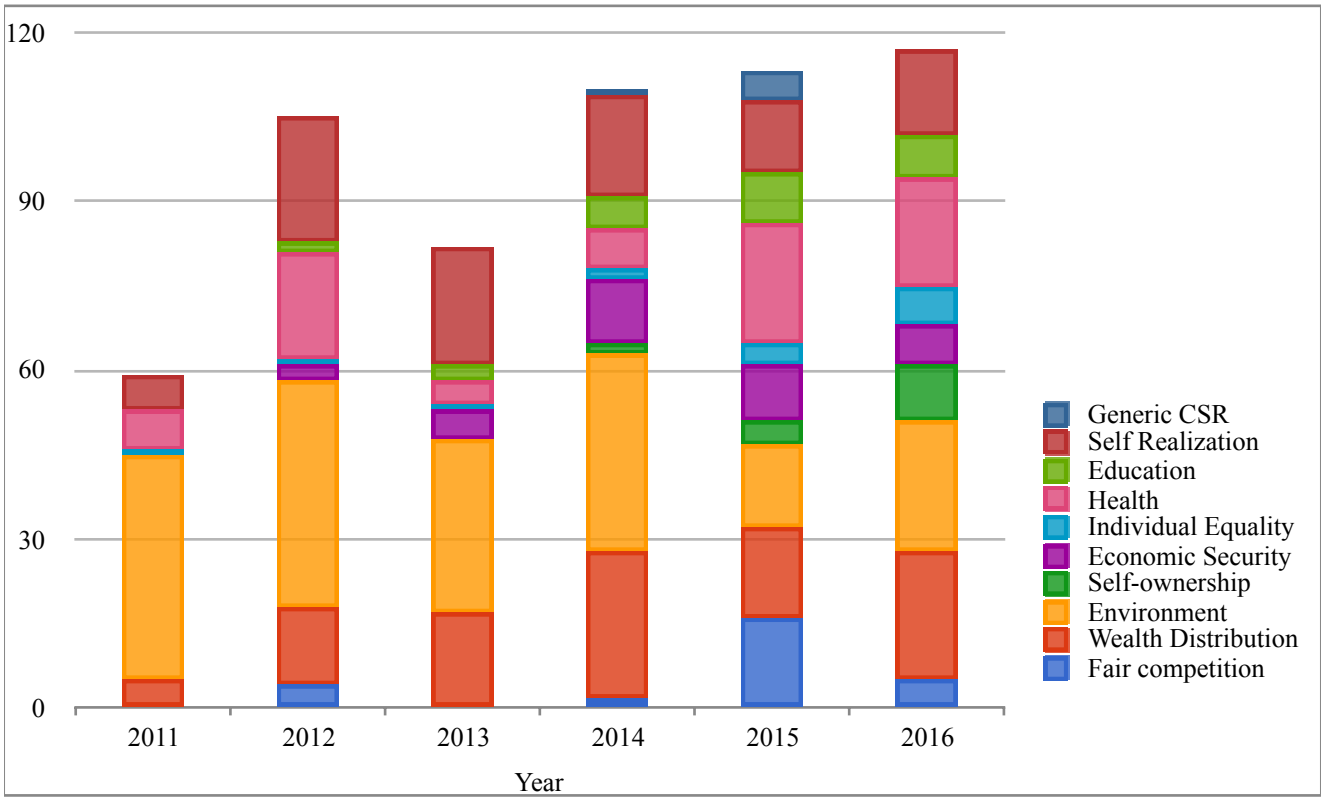

FIGURE 7 Societal issues tackled by the initiatives of Globe from 2011-2016

Since 2011, the focal company showed a strong commitment towards addressing environmental concerns. All initiatives related to the environment are automatically considered as benefiting *Local Communities and Society* due to the "transboundary" nature of environmental issues. In terms of percentage share, initiatives tackling environmental issues was highest in 2011 versus other years with 67% share of the total. In other years, the share remained below 50%. Most of these initiatives were basically the modification of the company's assets or procedures previously discussed in the previous section (4.2.1. Type of initiative). Other issues tackled by the company in 2011 include *Health*, *Self Realisation*, *Wealth Distribution*, and *Individual Equality*. In 2012, the company also conducted a good amount of initiatives aiming to improve *Health* and *Self-realisation* on top of *Environment*. Relevant to their vision statement on the same year,

Employees were the main recipient of the *Health* and *Self-realisation* initiatives although *Local Communities and Society* also had some share. Other societal values contributed by the initiatives for this year are *Wealth Distribution, Fair Competition, Economic Security, Education*, and *Individual Equality*. With the exception of Fair Competition, Self-ownership, and Generic CSR, all other societal issues were tackled by the company in 2013. For this year, *Self-realisation* targeted to *Employees* and *Local Communities and Society* was the second highest societal value but has been surpassed by *Wealth Distribution* in 2014. This was partly driven by donations made to the affected families of the Typhoon Haiyan in 2013 previously discussed. Health, or more particularly avoiding harm, became the main focus of the company in 2015 as it adopted various programs and measures to make *Employees*, *Customers*, and *Local Communities and Society* (via government agencies) be more prepared in times of disasters. Some examples are regular safety drills and trainings, "transmittal of free mobile alerts via SMS, first implemented when Typhoon Koppu struck Luzon in October", and "Ayala ASSIST—the Ayala Group's emergency management mobile app", among others. In 2016, *Wealth distribution* was the main societal value contributed by the new product/product features offered by the company.

Certainly, the focal company has tried to tackle a wide variety of societal issues especially from 2014 to 2016 where all societal issues (excluding Generic CSR) were tackled by the company with at least 2 initiatives per year. The initiatives were mostly targeted to the *Local Communities and Society* throughout the years. Meanwhile, *Shareholders* and *Suppliers* appeared to have the least number of initiatives that were intended for them. It is worth noting that the few initiatives that were specific to suppliers only mentioned those where they procure items that are not related to the main operations such as coffee beans, planners, and eco-bags. Initiatives for suppliers of their telecommunication equipment and infrastructure were not found. With regards to the Shareholders, it can be implied that most, if not all, profit-maximising or cost-minimising initiatives of the company are beneficial to them.

4.2.2. Strategic and cosmetic initiative performance

Using the criteria for Strategic CSR as described in table 6, the researcher found that all throughout the period under study, Globe has always performed more strategic initiatives than cosmetic initiatives as illustrated in figure 8. It can also be observed that, overall, there is an uptrend in Strategic CSR initiatives performed throughout the study period. Worth noting, a few initiatives were manually coded as Strategic CSR in every year. This was because these initiatives fit certain definitions/principles of strategic CSR but had a combination of codes which are different from the prescribed criteria in table 6.

In terms of performance, 2015 showed the highest number of Strategic CSR carried out and at the same time, the lowest number of Cosmetic CSR. During this year, as well, figures 6 and 7 showed that there is no one dominant type of initiative nor societal issue that the company focused on. Instead the initiatives were varied in types and societal value but still produced a relatively

high number of Strategic CSR than Cosmetic CSR. The growth in Cosmetic CSR initiatives throughout the study period have been sporadic with 2016 having the highest at 20, and closely followed by 2012 with 19. These Cosmetic CSR initiatives mostly came in the form of *Donation and Funding, Association,* and *Volunteerism* and tackled issues on *Wealth Distribution, Self Realisation, Individual Equality,* and *Health*, among others. Perhaps, carrying out Cosmetic CSR initiatives is inevitable for companies based in a developing country as there are plenty of social issues present in general. Likewise, adopting cosmetic or philanthropic CSR may provide a sociopolitical legitimacy for the firm (Wang and Qian, 2011). Globe's Cosmetic CSR Initiatives were mostly activities and programs for the victims of typhoon as discussed in the previous section, as well as the less fortunate.

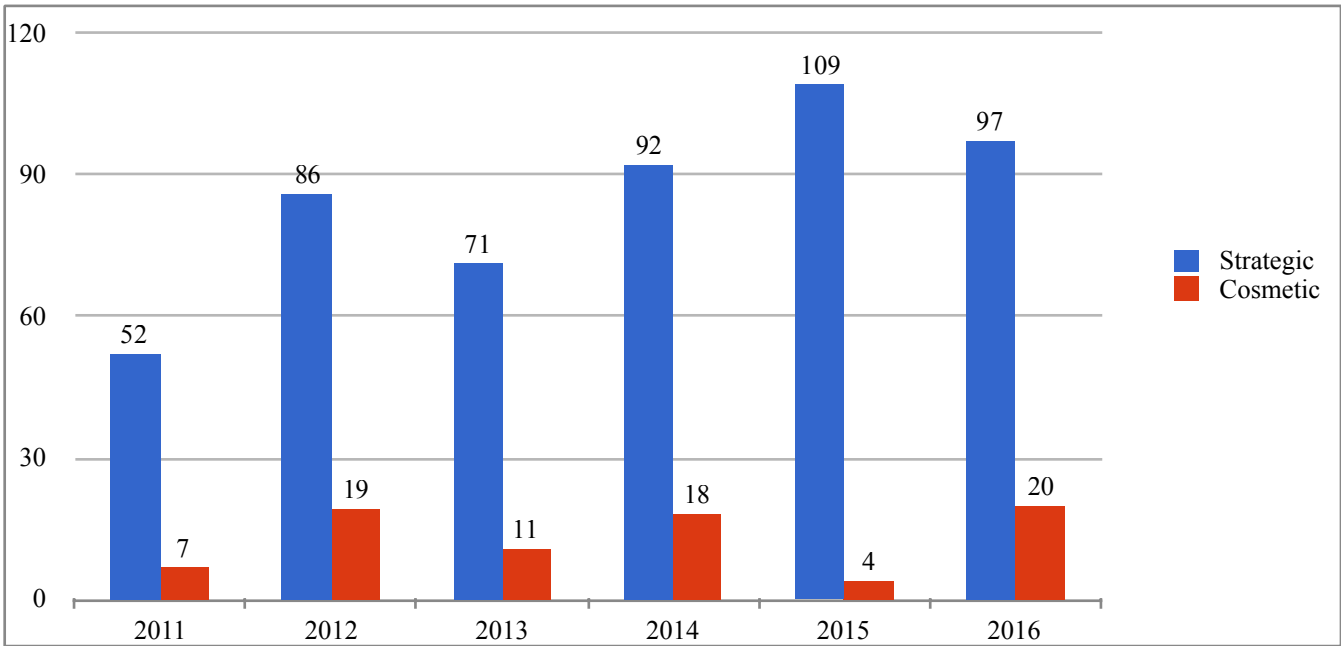

FIGURE 8 Trend in frequencies of Strategic and Cosmetic CSR initiatives of Globe from 2011-2016

4.2.3. Initiatives for issues in the telecom industry

Among the wide array of issues tackled by Globe, the researcher pays specific focus on the environmental and social issues particular to the telecommunications industry as identified by Sutherland (2016) and can be seen in table 1. Of the 11 environmental issues mentioned by Sutherland (2016), Globe was able to tackle seven. These are (1) "carbon dioxide (CO2) emissions related to network operations, offices and shops, vehicles and business travel", (2) "chlorofluorocarbons from air conditioning and refrigeration", (3) "lead and beryllium oxide from components", (4) "noise from base station generators", (5) "waste phones, network and office equipment", (6) "waste recharge vouchers", and (7) "water used for sanitation and irrigation of grounds". Meanwhile, all of the three social issues were acted on by the company although most of which were in the later

years. These social issues pertain to (1) "procurement of raw materials", (2) "corruption", and (3) "customer data privacy". The initiatives that Globe has launched or undertaken to address these issues are presented as appendices to this study while a summary is provided in table 11. The issues specific to telecommunications that were not tackled by Globe on their reports are (1) "electromagnetic fields from base stations and handsets", (2) "perfluorocarbons from fire suppression systems", (3) "solvents from installation processes", and (4) "visual and aesthetic effects of masts and base stations".

As can be seen in table 11, the company has made plenty of efforts to minimise their carbon footprint. In fact, among all of the environmental issues identified by Sutherland (2016), this had the most number of activities and programs. Likewise, these activities and programs varied greatly in type from the simple publication of guidelines for energy conservation to investments in more efficient equipment. Worth noting as well is that the initiative to tackle waste recharge vouchers had more to do with reducing waste from the bills mailed to postpaid subscribers. There were no initiatives explicitly mentioned in Globe's sustainability reports for the recharge vouchers but since the paperless billing initiative was somewhat comparable, it was indicated as an initiative partially tackling the issue. Meanwhile, as the construction of the company's new headquarters building adopted the Leadership in Energy and Environmental Design (LEED) standards, it allowed the company to tackle at least three types of environmental issues. These were issues related to CO2 emissions, waste management, and water management. All the environmental issues specific to telecommunications follow the principle *Reduce environmental footprint* (cf. Heslin & Ochoa, 2008, p.131) and were then coded as strategic. *Local Communities and Society* were considered as the stakeholder recipients for these initiatives.

With regards to the social issues of telecommunications, the codes for societal value and stakeholder recipients varied. The issue on "procurement of raw materials" mostly offered economic security to their suppliers. This is because the suppliers being referred to are social enterprises who will have substantial and stable earnings by having Globe as their customer. Initiatives tackling this issue have been manually coded as Strategic as it follows the principle "greening of supply chain". For the issue of "corruption", the initiatives tackling this were interpreted to benefit customers from the practice of fair competition or fair treatment of customers. All initiatives relating to this issue are either "integrated into the company's routine operations" or "cultivate needed talent" and were therefore coded as Strategic. Similarly, the issue on "customer data privacy" is tackled by initiatives which contribute to *Fair Competition*. Since one initiative tackled this issue by discussing the relevant rights and laws to the employees, then they were considered as the recipients. Although it can also be interpreted that the ultimate stakeholder group to benefit from the new gained knowledge of the employees are the customers. This initiative has been understood to help "protect labour welfare" and was thus, coded as Strategic. Meanwhile, the constant monitoring of unauthorised access to Globe's database directly benefits the customers. As this initiative is integrated into the day-to-day operations of the company, then it was coded as Strategic as well.

TABLE 11 Summary of Globe's performance in tackling telecommunications issues

	Issues	Performance	Type/s of initiative/s which tackled the issue	Strategic
1	Electromagnetic fields from base stations and handsets	Not tackled	N/A	
2	Carbon dioxide (CO2) emissions related to network operations, offices and shops, vehicles and business travel;	Tackled	Communication	✓
			Association	✓
			Donation & Funding	✓
			Volunteerism	✓
			Adoption of Standardards & Rules	✓
			Modification of Procedures	✓
			Assessment & Measurement	✓
			Incentives	✓
			Asset Modification	✓
3	Chlorofluorocarbons from air conditioning and refrigeration	Tackled	Modification of Procedures	✓
			Asset Modification	✓
4	Perfluorocarbons from fire suppression systems	Not tackled	N/A	
5	Solvents from installation processes	Not tackled	N/A	
6	Lead and beryllium oxide from components	Tackled	Donation & Funding	✓
			Modification of Procedures	✓
7	Noise from base station generators	Tackled	Asset Modification	✓
8	Visual and aesthetic effects of masts and base stations	Not tackled	N/A	
9	Waste phones, network and office equipment	Tackled	Donation & Funding	✓
			Adoption of Standardards & Rules	✓
			Modification of Procedures	✓
10	Waste recharge vouchers	Partially tackled	Modification of Procedures	✓
11	Water used for sanitation and irrigation of grounds	Tackled	Assessment & Measurement	✓
			Asset Modification	✓
12	Procurement of raw materials	Partially tackled	Association	✓
13	Corruption	Tackled	Modification of Procedures	✓
			Training	✓
14	Customer data privacy	Tackled	Communication	✓
			Assessment & Measurement	✓

5. DISCUSSION

This chapter first discusses the noteworthy findings from the analyses of the initiatives and relate them to previous studies. These are divided into (1) focus on environmental issues; (2) top-down and bottom-up initiatives; (3) sustainability initiatives as part of the firm's fundamental elements; (4) potential initiatives for the company; and (5) implications to top management.

5.1. Focus on environmental issues

With an increasing number of countries aiming for a carbon-neutral society, companies are also challenged to reduce and ultimately eradicate their carbon footprint. Telecommunications companies are no exception. A common assumption people have with regards to telecommunications is that it contributes positively to the environment. However, a growing number of studies revealed the different environmental and social aspects and impacts of telecommunications (cf. Sutherland, 2016; Sharma & Sinha, 2017; Zurkich & Reichart, 2000; Marvin, 1997). The decision of top management on which issues to focus on highly depends on how these issues are determined, framed, and presented to them (Bansal, 2003; Andersson and Bateman, 2000). In the case of the focal company, it can be observed that the company tackled different issues throughout the study period. Among others, environmental issues was one of most focused on with about 67% of all initiatives tackling this issue in 2011. In the following years, it remained a vital issue with a 34% to 49% share of the total initiatives annually. Consequently, Local Communities and Society remained as the top stakeholder recipient throughout the study period since everyone benefits from a healthier environment. According to Andersson and Bateman (2000), three dimensions for framing an issue are assumed to be vital in presenting environmental issues to top management. These are (1) opportunity/threat, (2) urgency, and (3) geographical impact. Thus, the fact that the Philippines is prone to natural hazards and disasters (WorldRiskReport 2016) may have been an important factor for Globe to focus on environmental issues. Additionally, the company's choice of environmental strategies is also dependent on the interpretation of top management on the impact of the sustainability issue (Sharma, 2000). The construction of The Globe Tower is one of the more noteworthy

initiatives of the company in tackling environmental issues. Built in 2013, the tower has a floor plan of no less than 70,000 sqm. By adhering to the Leadership in Energy and Environmental Design (LEED) standards in the construction of The Globe Tower, the company was able to tackle different environmental issues. In particular, the categories wherein a project can earn points in pursuing LEED certification include (1) location and transportation, (2) sustainable sites, (3) water efficiency, (4) energy and atmosphere, (5) materials and resources, (6) indoor environmental quality, and (7) innovation, among others (USGBC, n.d.). Some of the features of The Globe Tower which allowed it to be a LEED certified building include (1) it is a non-smoking facility, (2) energy-efficiency standards are in place, (3) it has a gray-water collection system which improves water efficiency, (4) waste segregation and recycling is practiced, and (5) plastics, styrofoams, tarpaulins and other non-biodegradable materials are banned in the vicinity (Globe, 2014, p. 49).

5.2. Top-down and bottom-up initiatives

Following standards such as the LEED standards contribute highly in the company's sustainability performance. However, it was also observed that having such standards legislated and concretised may lead to managers to have less discretion and opportunity to develop their environmental capabilities (Aragón-Correa and Sharma, 2003). Likewise, it may be ideal for organisations to implement initiatives which are developed from the bottom-up instead of using a highly formal top-down approach. This is because highly formal sustainability initiatives may result to high levels of resistance to the individuals responsible of deploying it and those who are supposed to receive it (Zollo et al., 2013). In 2012, Globe introduced the "volunteaming" initiative where employees were encouraged to design a CSR program which support their personal advocacies and could possibly be funded by Globe. Initiatives such as this may tend to receive more attention from the members of the firm who are responsible in formulating, carrying out, and managing the initiative (Zollo et al., 2013). Nevertheless, it should be reiterated that out of the many social issues that call the attention of companies, only few may lead to a difference in society and offer competitive advantage (Porter & Kramer, 2006). Initiatives should be structured in a way that it is integrated to the operational routine including the value chain activities of the organisation (Porter & Kramer, 2006; Rana & Misra, 2010; Bhattacharya, 2010).

5.3. Initiatives as part of the fundamental elements of the firm

Analysing initiatives allows the researcher to understand the depth of change that the initiative aims to make. For instance, certain initiatives are limited to affect only the superficial elements like symbolic artefacts (e.g. sustainability reports) or structural arrangements (e.g. forming of a CSR department).

Meanwhile, other initiatives aim to change the fundamental elements of the firm such as its product and operations (Zollo et al., 2013). Likewise, initiatives may not at all affect any elements of the firm if they are in the form of philanthropic and event-driven activities (also referred to as cosmetic initiatives). According to a survey conducted by Rimando (2012), most of the respondents representing Philippine companies mainly performed philanthropic and event-driven initiatives. Results of this study suggest that Globe Telecom, Inc. demonstrated an extreme or deviant case with cosmetic initiatives accounting for no more than 19% of the total initiatives. The rest are all strategic and operational initiatives based on selected definitions and principles of Strategic CSR. In fact, in 2016, it is noticeable how the development of the Globe's product line also entailed the tackling of more sustainability issues. From figure 3, it can be seen how the product and services of telecommunications expanded from simple call, text, and internet data to applications for different purposes. In line with this, Globe also launched applications for Healthcare, Education, Utilities and Banking which were also considered as initiatives as they tackle certain societal issues (some examples are mentioned in Section 4.2.1). An initiative involving an application for shopping was also considered as a sustainability initiative since it was presented as though it tackled economic security issue. Considering these initiatives and all other CSR initiatives performed by the company, it can be assumed that Globe is in the late stage of CSR cultural grasp or early stage of CSR cultural embedment phase of CSR development (cf. Maon et al., 2010). This is also supported by the fact that strategic and operational initiatives were constantly dominant throughout the study period. Nevertheless, the company still continues to carry out philanthropic initiatives which may be because the company is headquartered in a developing country where the need for funding and donations is still rampant especially in times of natural calamities (Trade Union Congress of the Philippines, n.d.).

5.4. Suggestions for the company

Considering the issues identified by the GOLDEN codebook, the company tackled all types of societal issues in the last three years beginning 2014. However, considering the issues identified by Sutherland (2016), there were no initiatives reported for issues on electromagnetic fields, perfluorocarbons from fire suppression systems, solvents from installation processes, and visual and aesthetic effects of masts and base stations. Mobile handsets and towers were identified as some of the common sources of radiation (Sharma & Sinha, 2017). Balmori (2009) studied the effects of electromagnetic radiation and identified that it can adversely affect human's nervous system, pineal gland, hormonal imbalances, blood pressure, heart rate, and immunity. Likewise, it was identified that electromagnetic radiation may negatively affect chicken's fertility, number of eggs, development of embryos, and survival. Globe can start to tackle this issue by first communicating these potential side-effects of electromagnetic radiation from mobile phones and towers to their customers and the general public. Boehmert et al. (2017) show that variables such as trait anxiety and

gender affect threat perception of precautionary messages recipients. Investments should also be made on research and development in order to verify the accuracy of research regarding the effects of electromagnetic radiation. Likewise, the company should conduct research on the issues on perfluorocarbons and solvents from installation processes are also present in their operations and how the company can manage these issues. For the issue on the visual and aesthetic effects of masts and base stations, research can also be made if such issue is also applicable for the company. A survey, for example, can be made to identify the opinions of the public on the aesthetic features of the masts and base stations.

Meanwhile, based on the annual reports, the company only partially tackled issues on waste recharge vouchers and raw material procurement. Waste recharge vouchers is understood as the waste produced by customers when they purchase credit for their prepaid phones. For Globe, there are various available methods to purchase credit for phone use other than call cards and paper slips (a.k.a. E-PIN). This include online, banks, phone-to-phone transactions via Autoloadmax, GCash, and Share-A-Load (Globe, n.d.). These methods do not produce physical wastes such as cards or paper slips. However, studies should still be conducted to identify if these methods have less carbon footprint versus using conventional recharge vouchers.

Among others, raw materials procurement needs to be focused on by the company since Green Supply Chain Management can enhance the company's competitive advantage (Vachon & Klasser, 2008). The focal company mainly targeted suppliers for non-core activities such as coffee, give-away planners and canvass bags. The company needs to perform more initiatives which are targeted towards their suppliers for components, subsystems, network systems, devices, and networks. Examples of initiatives that are targeted to the supply chain include reducing packaging in the supply chain, optimising transportation, and identifying, publicising, and rewarding greener alternatives (Heslin & Ochoa, 2008). Alternatively, the company can also opt to improve their Green Supply Chain Management (GSCM). GSCM is understood as the direct cooperation of a firm with its customers and suppliers in coming up with solutions to minimise the environmental impact of production processes and products. This involves the sharing of technical information on each other's operations in order to improve the environmental impact of material flows throughout the supply chain, and thus, require the full commitment of all the parties involved (Tseng & Chiu, 2013).

Other potential products that the company can explore which can also double as sustainability initiatives are the development of applications for smart homes, smart cities, logistics, and transportation. These applications may allow the users to monitor and minimise their carbon footprint and thus, can be considered as CSR initiatives.

5.5. Managerial Implications

In certain ways, the findings of this research can potentially contribute in improving managerial decision making. For one, it allows the focal company to identify their past performance and current standing in CSR. This may serve as a first step in conducting a review of how these initiatives affect or affected the company and identify areas for improvement. In other words, this aids in the setting of benchmarks and goals (cf. Mirvis & Googins, 2006).

Secondly, the charts presented in the Results section can help the focal company identify at which phase and stage they are in the process towards CSR. The results of this study combined with the internal information regarding the initiatives (i.e. stakeholder relationship and CSR motivations) can help the company identify their exact position in the CSR development stages (cf. Maon et al., 2010). This allows the company to foresee the possible challenges they might encounter in moving to the next stage of CSR development. The company can then formulate precautionary measures for these possible challenges.

Thirdly, the findings show an overview of which societal issues lack attention, especially those that are specific to telecommunications yet were not tackled. These are discussed in the previous section (5.4. Suggestions for the company). Having an idea of what constitutes as Strategic CSR, the managers have a high chance of designing initiatives that can provide mutual benefits to the firm and the target stakeholder groups.

For other companies in telecommunications, this study can also help them gain inspiration in designing their own initiatives. They can easily replicate the strategic initiatives carried out by Globe that tackle the societal issue of their choice or modify them according to their needs and resources. Globe, on the other hand, can also share their best practices in terms of CSR to other companies, especially to those whose initiatives are still mostly philanthropic and event-driven.

6. CONCLUSIONS

This chapter presents a summary of the research results relevant to the research question. Afterwards, the reliability and validity of this study is evaluated, limitations are considered, and suggestions for further research are presented.

6.1. Summary of this research

This study aimed to answer "How did Globe perform in terms of sustainability initiatives from 2011 to 2016?". This question was addressed by first describing the What, Why, and How of the performed initiatives. This was followed by an assessment if whether the initiatives are strategic or cosmetic, and if they tackle issues that are specific to telecommunications operations. The result of the content analysis revealed that from 2011 to 2016, the company carried out an average of 98 initiatives per year. In 2011, these initiatives were mostly in the form of *Asset Modification* and *Modification of Procedures*. *Training* became the main activity of the company in 2012 followed by *Modification of Procedures* and *Donation and Funding*. The company continued to carry out more *Donation and Funding* activities in 2013 and 2014 partly driven by the Typhoon Haiyan that hit the country in 2013. In the last two years, the company had more diversified initiatives with *Communication, Training, Modification of Procedures*, and *New Products* becoming more frequent in 2015. In 2016, more focus was given to the launch of new products or making new product features available to the market. Initiatives tackling environmental issues benefitting the general public remained high throughout the study period. This was especially true in 2011 were the share of initiatives tackling environmental issues was relatively high at 67%. In other years, the share ranged from 34% to 49%. As time progressed, the societal value of the initiatives became more varied with at least two initiatives tackling each predetermined societal issue (not including Generic CSR) beginning 2014. In particular, these societal issues relate to *Fair Competition, Wealth Distribution, Environment, Self-ownership, Economic Security, Individual Equality, Health, Education,* and *Self Realisation.*

The initiatives were coded as either Strategic or Cosmetic based on a set of criteria developed from selected definition and principles of Strategic CSR. Throughout the period under study, Globe has always performed more strategic initiatives than cosmetic initiatives as illustrated in figure 8. An uptrend in

Strategic CSR initiatives was also observed with 2015 having the highest number of Strategic CSR and lowest number of Cosmetic CSR. This shows that unlike the result of the survey conducted by Rimando (2012), Globe has demonstrated an extreme or deviant case with a very minimal number of Cosmetic initiatives throughout the study period. These Cosmetic CSR initiatives were identified as mostly *Donation and Funding, Association*, and *Volunteerism* tackling issues on *Wealth Distribution, Self Realisation, Individual Equality,* and *Health* among others. Adopting cosmetic or philanthropic CSR may be beneficial for the focal company as it can provide a sociopolitical legitimacy for the firm (Wang and Qian, 2011). Globe's Cosmetic CSR Initiatives were mostly activities and programs for the victims of typhoon and for the less fortunate. Worth noting, it may be inevitable for the company to perform cosmetic and philanthropic initiatives given that it is headquartered in a country with high numbers of social issues and prone to natural calamities (Trade Union Congress of the Philippines, n.d.).

The focal company tackled 10 out of the 14 issues specific to telecommunications identified by Sutherland (2016). The initiatives tackling the environmental issues were all Strategic since they follow the principle "Reduce environmental footprint" (Heslin & Ochoa, 2008, p.131). For the social issues of telecommunications, all initiatives tackling these issues were also Strategic as each also adopted the principle/s of Strategic CSR. Telecommunications-specific issues that were not tackled or at least not mentioned in the sustainability reports are (1) "electromagnetic fields from base stations and handsets", (2) "perfluorocarbons from fire suppression systems", (3) "solvents from installation processes", and (4) "visual and aesthetic effects of masts and base stations". Studies were conducted which showed that electromagnetic radiation from mobile devices and stations may adversely affect the health of humans and animals (cf. Boehmert et al., 2017; Sharma & Sinha, 2017). Thus, Globe can tackle this issue by disseminating precautionary messages to the public. For issues on perfluorocarbons, solvents, and visual and aesthetic effects, the company can conduct research to first identify if such issues actually exist for the company. Issues related to "procurement of raw materials" and "waste recharge vouchers" were only partially tackled. For the former, the company can improve their Green Supply Chain Management while for the latter, the company can conduct research if the alternatives for recharge vouchers are better in terms of environmental impact. The company can also explore opportunities in making available to the market other end-user, machine-to-machine, and professional applications. More specifically, these are applications for smart homes, smart cities, logistics, and transportation. These applications may be considered as sustainability if it tackles a societal issue such as by allowing users to monitor and minimise their carbon footprint.

Overall, the company's performance suggest that they are in the more advanced stages of CSR development (cf. Maon et al., 2010). The exact stage can be identified if data such as level of top management support, relationship with stakeholders, and allocated resources, among others are determined (cf. Maon et al., 2010).

6.2. Reliability and validity

In evaluating the quality and credibility of a study, researchers examine its reliability and validity. A reliable study is one wherein the data collection techniques and analytic procedures would result to consistent findings should it be replicated by a different researcher (Saunders et al., 2012). Validity refers to how appropriate were the methods, processes and data chosen to address the research questions (Creswell, 2012). Although reliability and validity are the main criteria for a good quality research, it is believed to be only applicable to positivist, quantitative research (Saunders et al., 2012). Since this is a qualitative study, the researcher opted to assess it using the four-point criterion proposed by Lincoln and Guba (1985 as cited in Seale, 2002) namely *Credibility*, *Transferability, Dependability* and *Confirmability*. Comparing these against the conventional inquiry or quantitative tradition, then *dependability* replaces *reliability*, *credibility* replaces *internal validity* and *transferability* replaces *external validity* (Saunders et al., 2012).

In terms of *credibility*, the source of data collection are reports published by the company and thus, allowed them to compile data that have been well thought of and verified by an external auditor. For *transferability*, a detailed description on how and why the focal company was chosen were provided in chapter 3.2. The *dependability* of this research relies on the documentation of data, methods and choices made during the study, and the final product. The sustainability reports used for data collection can be accessed through the company website or GRI website. The researcher also uploaded these reports in her Google drive (https://drive.google.com/drive/folders/17E30zbXHCy2Kfazb-Gi591Uifq0RGkG9A?usp=sharing) should the reports be unavailable in the company and GRI websites in the future. Likewise, data produced from the content analysis using the GOLDEN framework for coding can be accessed via this link: https://drive.google.com/drive/folders/1fQSm-qN6TeYPx-P0Qsw_KFeu3hQCICRct?usp=sharing. Making these information accessible can allow anyone with the link/s to create an *audit trail for adequacy* (cf. Seale, 2002) which can also be used to establish the study's *confirmability*.

6.3. Limitations and suggestions for further research

Limitations of this thesis include the short timespan under study (2011 to 2016 only) and the fact that data was collected from a single source—Sustainability Reports. Using a single source for data collection entail that results rely heavily on how the researcher interprets the contents of the Sustainability Report only. A follow-up interview would have been ideal to better understand the initiatives and also the motives and rationale behind them. Likewise, there might be some initiatives that were carried out by the company that may have been omitted in the report and thus, were not considered in this study. However, attempts of the researcher to reach out were ignored by the focal company.

Another limitation to wit is the use of only a single case. This hinders the researcher to generalise the results and only benefits the focal company in identifying their current standing and development in CSR. However, the only other player in the Philippine telecommunications industry did not publish Sustainability Reports on a continuous basis. Should they have been included in the study, data would have been lacking for certain years and would not have been comparable with the performance of Globe. Nonetheless, the data collection techniques and analytic procedures done in this research can be applied to telecommunications companies in other countries since the issues are not only limited to the Philippine setting. Likewise, the GOLDEN framework for coding is also applicable to other telecommunications companies as well as companies in industries other than telecommunications.

This research opens up opportunities for further research. For example, a comparative study can be performed which could compare the initiatives of Globe and another telecommunications company. An cost-benefit analysis could also be performed which focus on the noteworthy strategic initiatives that Globe performed (e.g. The Globe Tower). This will help prove if strategic initiatives really contribute a competitive advantage to the firm and if these are worth pursuing in the future. The focal company can also conduct research if the telecommunications-related issues not yet tackled could be a concern for them. Likewise, the company can study the viability of expanding their product line to also include other applications (which could be considered as sustainability initiatives) not yet being offered.

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APPENDICES

Results of content analysis for 2011 Sustainability Report

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
The Globe Corporate and Small Medium Enterprises (CSME) group launched "What Kind of Leader Are You?"—a digital campaign that surveyed leadership styles of participants. The application matched their techniques to Globe Business solutions **which would help manage and effectively balance life and work**. The attractive and user-friendly, web- based application used for the campaign increased and renewed interests in the services of Globe CSME. Participants, whether entrepreneurs, managers or directors of companies, became more cognizant of their hampered life and acknowledged that there is an urgent need for change.	New Products	Self Realization	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
The most notable is the **ongoing cooperation** with DSWD and state- owned Land Bank of the Philippines, that utilized GCASH services for its Conditional Cash Transfer (CCT) to disburse funds via domestic cash pick-up service in over 9,000 barangays nationwide including logistically challenged areas. In 2011, GXI was able to disburse to 700,000 CCT beneficiaries worth ₱4.5 billion in cash assistance. This project is in conjunction with the government's Pantawid Pamilyang Pilipino Program (4Ps), cash assistance program aimed to improve the lives of poor families who comply with government requirements such as schooling, undergoing regular medical check-ups and vaccinations. This collaboration allowed the Company to realize its mission to "transform lives through communications" while gaining significant returns that contributed to the outstanding 2011 revenue growth.	Association	Wealth Distribut	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globe Telecom partnered with industry giants BPI and major shareholder Ayala Corporation to create BPI Globe BanKO Inc. (BanKO), the first-ever mobile-based savings bank in the Philippines in 2009. The collaboration ... to deliver financial services to those who are unserved and underserved by traditional banks. In September 2011, BanKO launched its innovative community banking model, wherein existing businesses in the community were accredited as partner outlets. In these outlets, customers can apply to open a bank account for only ₱100, and cash-in and cash-out as low as ₱50 at a time. ... As of December 2011, its institutional banking group had an outstanding wholesale loan portfolio of over ₱2 billion lent to over 50 microfinance institutions (MFIs)	New Products	Wealth Distribut	Customers	Business Partner	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Globe Telecom also started to offer its employees numerous training programs that will also improve their skills in preparation for the network transformation program. In 2011 alone, the Company delivered a total of 19,820 training seats benefiting 5,757 unique employees which accurately represent 100% of Globe Telecom's population. The similar figure for 2010 was 84%. **These trainings are compliance courses on the Globe Way—Honesty and Integrity and Business Continuity Management series.**	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
In addition to specialized trainings, several regular courses are offered under **Globe University**, the corporate learning center. The courses offered through the university include leadership programs that highlight The Globe Way values and other specialized trainings for key talent segments in Network, Product, Retail, Sales, Marketing and Corporate Social Responsibility. Technical programs that focus on Internet Protocol (IP), Project Management, IT Infrastructure Library (ITIL), Business Model Innovation, Retail Consultative Selling and Customer Service were made available to further enhance the skill sets and capabilities of the Globe technical personnel.	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
The **Globe Trainer Management Program (GTMP**) has produced an additional 75 internal trainers nationwide whose goal is to **spread the culture of mentoring, coaching and teaching across the various functions of the organization**. These trainings and courses are vital to the transformation project since these would help form the Company's manpower resource to world- class standards. ... These programs and the training delivery of internal facilitators have helped the Learning Management Team of Globe Telecom save the Company almost ₱7 million in 2011 through the CEO's Customer First Circle Program.	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
Part of Globe Telecom's learning program is the official **launch of the Company's e-Learning portal** in partnership with Skillsoft and powered by Moodle. Through this virtual delivery, the courses are now available to all Globe Telecom's personnel all over the country. Additionally, the Globe University learning modules were included in the e-portal providing a mix of classroom and online learning experience to its participants and a monthly learning newsletter released to all employees highlighting various learning opportunities that the Company offers. These programs and the training delivery of internal facilitators have helped the Learning Management Team of Globe Telecom save the Company almost ₱7 million in 2011 through the CEO's Customer First Circle Program.	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Employee safety and work environment are important to Globe Telecom. Because of this strong conviction for providing a safe and pleasant work environment, Globe Telecom obtained OHSAS 18001 certification for Occupational Health and Safety Management System for Valero Telepark. Steps are being undertaken for other Globe Telecom locations with the objective of achieving the OHSAS certification.	Adoption of Sta	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
As for 2011, the employee accident rate of 2.64% was commonly due to vehicle driving. To lower this rate and minimize accidents, the Company conducted various training programs and awareness programs for our employees like safe driving, fuel economy, and partnered with the Honda Driving Institute.	Training	Health	Employees	Business Partner:	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
At the moment, the Company has a dedicated health and safety committee that ensures the health and safety of Globe Telecom employees. A total of 19.4% of the workforce are engaged and part of the health and safety committee covering different locations of Globe Telecom offices, stores and worksites nationwide.	Organizational S	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Being a predominantly Catholic country, Globe Telecom sponsors regular religious events for its Catholic employees such as monthly first Friday masses. In April 2011, **the first ever** Lenten Service program prior to Holy Week was held that included confessions rites, spiritual talks and Way of the Cross. On September 8, a special mass was celebrated in honor of Blessed Mother Mary's birthday.	Donation & Fun	Individual Equali	Employees	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
The Company continued to hold annual events like the "I Love Globe Caravan" at the Globe Telecom Plaza and Valero offices. The event showcased several Globe products and services as well as products from other Ayala Group companies. **Employees were given preferential rates and discounts during the event.**	Pricing	Wealth Distribut	Employees	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Cause-oriented employee events increased employees' awareness and increased employee volunteerism. The **Globe Run for Home** in March, one of the Company's main sports events for the year, had the Company partnering with four organizations as the event's beneficiaries. These organizations were Gawad Kalinga, Habitat for Humanity, Haribon Foundation and Virlanie Foundation—all **focused in home building**. Several members of Globe Champions Team joined to support this cause.	Volunteerism	Health	Local Communitie	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
The other Company-sponsored sports events were: Subic International Triathlon in April, GStrike Bowling and Vikings Volleyball Tournaments in May, Globe Bowling Doubles that started in June, Yamaha Run at Bonifacio Global City in July, Ironman 70.3 in August, GSlam Basketball that was held from August to October 2011, GSmash Greenhills in November 2011 and Globe-Philippine Rugby Football Union partnership for the whole of 2011.	Donation & Fun	Health	Local Communitie	Business Partner:	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe Telecom also supported its employees who joined Ironman 70.3 in Camarines Sur. The Company was represented by the Globe Champions Triathlon Team composed of 12 individual athletes and 2 corporate relay teams.	Donation & Fun	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Employees contributed in cause-oriented Ayala activities in 2011. During the Ayala Blood Drive in May 2011, the total of 200 bags of blood was contributed.	Volunteerism	Health	Local Communitie	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe Telecom employees also launched in ICON, the Globe intranet, the **call for donations for flood victims** as part of the Ayala Foundation Call for Help Cotabato and gathered 250 books as its contribution to the Ayala Book Drive.	Communication	Wealth Distribut	Local Communitie	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe Telecom employees also launched in ICON, the Globe intranet, the call for donations for flood victims as part of the Ayala Foundation Call for Help Cotabato and gathered 250 books as its contribution to the Ayala Book Drive.	Volunteerism	Wealth Distribut	Local Communitie	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
As in previous years, Globe hired a third party service provider to administer the Employee Satisfaction Survey (ESAT). The survey was administered twice in 2011. The first survey was conducted in March 2011, with a response rate of 86%. Results of the Employee Satisfaction Index (ESI) was at 70.14. The second survey was conducted in November 2011 with an all-time high response rate of 95%. The ESI increased to 72.80. This was the highest ESI since the survey was first administered in 2009	Assessment and	Self Realization	Employees	Business Partner	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
As part of its green initiative, we have implemented the Environment Management System that takes environmental protection as a priority consideration. As a commitment to ensure that environmental aspects and impacts in the workplace are being managed proactively, we embarked on an initiative to have one of its corporate offices, Valero Telepark, certified to ISO 14001 (Environmental Management System). This certification was granted in May 2011. With the system in place, we are bound by environmental regulations, incorporating sustainability in our business strategies and contributing to solutions that mitigate climate change.	Adoption of Sta	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Globe Telecom has implemented various energy management systems for its corporate offices as well as network offices of the Company. These initiatives include managing air conditioning control and retrofit, lighting efficiency and energy management. 1. Switching off lights in office areas from 12 noon – 1 pm and 6:30 pm onwards (isolated lighting for areas with overtime).	Modification of	Environment	Local Communiti	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
2. Turning off / dim lightings in unmanned Mobile Switch Centers (MSC), Data Center, Network Operation Centers (NOC), IN, Switch Room areas based in corporate buildings.	Modification of	Environment	Local Communiti	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
4. Initiative to replace all desktops workstations with laptops which consumes less power and does not require UPS system	Asset Modificati	Environment	Local Communiti	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
6. Release new energy conservation (enercon) guidelines for employees such as switching off of unnecessary lights, unplugging of office equipment, recycling, etc.	Communication	Environment	Local Communiti	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
1. Network equipment refreshed with upscale battery autonomy and delaying genset mode feature, as well as operating on natural cooling methods, resulting in more efficient use of commercial power and at least 30% worth of fuel savings.	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
2. Adopt solar power / wind power for most of the 99 prime-powered sites.	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
1. Integrate subject on the Efficient Driving Practices with the Safe Defensive Driving Training for employees.	Training	Environment	Local Communiti	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
3. Review and rationalize vehicle distribution based on territorial usage e.g. 4x4 assigned in Metro Manila can be re-deployed in the provinces.	Modification of	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
1. Recommend the use of teleconference to lower frequency of business air travels.	Modification of	Environment	Local Communiti	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Decomissioning of 4 units 40KVA UPS at GTP2; Savings: 62,572 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Decomissioning of 2 units 30KVA and 40KVA UPS at GTP1; Savings: 20,230 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Decomissioning of 1 unit 40KVA power transformer at GT12; Savings: 2,493 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Shutdown of 6 units VRV FCU at GTP2 EE rooms; Savings: 51,840 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Shutdown of 1 unit VRV FCU at GTP1 UPS Room; Savings: 5,400 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Increase thermostat of VRV FCU setting at EE rooms and UPS rooms from 20 deg 0C to 23 deg 0C; Savings: 63,660 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Unloading of chiller system during low ambient temperature and once chilled water return temperature reached setpoint; Savings: 101,196 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Reduction of office lighting after office hours; Savings: 194,508 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Changing flourescent lights (56W) to LED lamps (22W) (replaced 2,982 lamps); Savings: 413,979 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative:Reducing LED parking lamps from dual to single lamp to reduce remaining installed fluorescent lamps from 642 to 297; Savings: 60,514 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative:Shutting window-type aircon at roof deck electrical room due to cooler ambient temperature; Savings: 5,130 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Shutting-off of AHU at 3rd floor during weekends (Saturday and Sunday); Savings: 65,040 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative:Replacement of 16-36 watts fluorescent lamps with 18 Watts CFL; Savings: 1,242 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative:Conversion of 36 watts fluorescent tubes into 7,5 Watt LEDs; Savings: 56,127 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
Initiative:Start/Stop of AHUs at 4th and 6th floors Start:7: 45am Stop: 4:45pm; Savings: 10,499 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Shutting off of Globe signage at 10pm instead of 12pm; Savings: 5,702 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative: Running 3 compressors only during weekdays from 6am to 5pm, 2 compressors during weekdays and weekends from 5pm to 6am; Savings: 342,000 kwhr total	Asset Modificati	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
The Company measures and reports water resource– related data, manages risks and draws up and executes water management plans.	Assessment and	Environment	Local Communiti	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
• Recycle lead acid batteries generated from telecom operations; • Recycled 400,015 kg of batteries in 2011	Modification of	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
• Implemented recycling program in cooperation with Environment Management Bureau since 2003	Modification of	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
• 5,455 pieces of busted fluorescent bulbs were treated; • 218,200 mg of liquid mercury properly disposed	Modification of	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
• Recycled 60% (843 liters) of oil from 1,405 liters of used oil generated in 2011	Modification of	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
• Decreased residual wastes generated at Globe Telecom Plaza and Valero Telepark by 21%	Modification of	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
• Recycled 16% of the total wastes generated	Modification of	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
• A total of 16,369.40 kg of recyclable items were collected in 2011 with a resource recovery value of ₱73,004	Modification of	Environment	Local Communiti	Nothing	Strategic	YES	NO	NO	NO	YES	YES	NO	NO
• Planted a total of 88,000 trees as an offset to Company's carbon dioxide emissions	Donation & Fun	Environment	Local Communiti	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
• Partnered with Department of Environment and Natural Resources (DENR) and local communities for the preservation and conservation of upland forests in Cordillera, Rizal Watershed, Sierra Madre Range in Bulacan, and in Los Baños, Laguna as well as the Mangrove reforestation in Batangas, Guimaras, Iloilo City, Bohol, Davao and Cebu	Association	Environment	Local Communiti	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
• Launched the program "i-rEcover" last October 24, 2011 at Greenbelt 3, Makati City, in partnership with Nokia and Ayala Foundation, Inc. • A total of 857 units of old and defective cell phones have been collected until December 2011 by the accredited recycler, TES-AMM Singapore • 292 kgs of cell phone units and accessories collected • 29 cubic meters of land fill space were saved	Donation & Fun	Environment	Local Communiti	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Globe Ikot • Environment-friendly scheme as sharing journeys reduces carbon emissions • 83.77% savings or 70.4 metric tons reduction of CO2 emissions,	Donation & Fun	Environment	Local Communiti	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
• Introduced paperless billing which aims to reduce cost of printing and delivery to Globe Telecom and Innove postpaid subscribers • At the end of 2011, 163,000 subscribers were enrolled in e-billing which equates to 751 trees conserved	Modification of	Environment	Local Communiti	Customers	Strategic	YES	NO	NO	NO	YES	NO	YES	NO
FIN-Checked x2													

Results of content analysis for 2012 Sustainability Report

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
Globe Business is also committed to expanding and delivering solutions that highly support a greener IT ecosystem. This can be seen in the company's comprehensive selection of Machine-to-Machine solutions, which give customers the ability to monitor and manage various fleet and fixed asset resources. Machine-to-Machine allows companies to get real-time valuable information that shows real-time data of how resources are used, maintained, and how much energy they consume. Companies are also alerted when problems occur or are about to occur. This enables them to drive different efficiency programs that result in less power and fuel consumption, decreased wastage, and preventive loss or damage of resources. Using much less resources is better for the environment.	New Products	Environment	Local Communities and Society	Customers	Strategic	YES	NO	YES	NO	YES	NO	YES	NO
Cloud Solutions is another innovation by Globe Business. It promotes process automation and shared resources which result in less paper, lower power consumption, reduced resources for maintenance and management of IT infrastructures, and decreased IT hardware deployments and space requirements. Cloud Solutions also lessen the need for people to travel to and from different locations since traditional transactions and operational activities can now be done on the cloud. This helps minimize carbon footprint, again promoting for a greener IT ecosystem.	New Products	Environment	Local Communities and Society	Customers	Strategic	YES	NO	YES	NO	YES	NO	YES	NO
To further sustain the growing mobile application industry and strengthen its confidence in the talent of every Filipino, Globe brought to life Globe Labs. ...With Globe Labs, knowledge and skills enhancement are provided through regular trainings to introduce new technologies and platforms to help developers keep their competitive edge. Other support mechanisms such as tools, resources, facilities and enablers which pave the way for application development are included once registration is completed by every member. This pool of developers is assisted by Globe Labs in commercializing and monetizing their developed applications. Everyone interested can join Globe Labs even without any background on information technology (IT) or computer software. The key is every individual's passion on building and innovating applications for tech-savvy mobile users.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Globe Labs also has an existing partnership with the University of San Jose – Recoletos (USJR) in Cebu City for idea exchange and integration to the curriculum through capacity building, research, and mobile application development. As a result, Globe Labs provides annual training and technical support for graduating students and faculty members of USJR and has commissioned Orange & Bronze Software Labs, to design a mobile app development course for the school.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
In 2012, various events were organized by Globe Labs to fully help its community understand and produce more relevant ideas and innovations. For instance, Globe Labs Developers Day focused on the theme – "Apps Developments using Facebook APIs". The sessions gave an overview and walkthrough of Facebook's mobile platform, Open Graph API, App and Games Development and the Facebook App Center. Facebook head of Developer Advocacy, Mr. James Pearce was present to grace the event which was held in Makati City.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
A similar activity co-presented by Google Developers Group – Philippines (GDG-Ph) was held in Cebu and Bacolod to bring the latest technologies through the first GDG DevFest in the Visayas region. In the said event, tech enthusiasts were able to learn more about Google technologies and products and at the same time interact with local product developers. hTML5, Android development & Google developer tools, Google Apps, Maps & location- based services were also tackled. For the business minded people, the focus was on Google AdSense and Social Media Marketing.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Another partnership with GDG and World Bank was entered by Globe Labs for the staging of the Sanitation hackathon in December. The Sanhack targeted developers who could create apps to address the global problem of providing clean toilets and drinking water.	Association	Health	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
BanKO conducts acquisition and financial literacy caravans at the grassroots level, giving the opportunity for residents of marginalized communities and organizations to open bank accounts. Through its full-year TV segment "Bossing Savings" in Eat Bulaga in 2012, BanKO became a household name among the DE segment.	Training	Wealth Distribution	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
BanKO continues to provide wholesale loans to micro finance institutions (MFIs) such as rural banks, cooperatives, non-government organizations and people's organizations, who in turn provide credit access to micro-entrepreneurs. Its wholesale loan portfolio increased to ₱2.5B, 16% higher than previous year.	Association	Wealth Distribution	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
It also partnered with various government agencies and non-government organizations (NGOs) to provide access to savings, insurance and loans.	Association	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
It also partnered with various government agencies and non-government organizations (NGOs) to provide access to savings, insurance and loans. **Recipients of the DSWD's Pantawid Pamilyang Pilipino program that provides cash grants to qualified beneficiaries were given financial literacy training and encouraged to open BanKO accounts.**	Training	Wealth Distribution	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
BanKO partnered with the International Finance Corporation (IFC) to give micro finance services to communities for clean energy and energy-saving projects, giving access to cheaper and environmentally-friendly sources of power for small businesses.	Association	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
It also partnered with Alay Sa Kaunlaran Inc. (ASKI) and the International Rice Research Institute (IRRI) to extend microloans to farmer-members of ASKI who are also BanKO accountholders, giving them access to credit for materials to grow their yield and improve their productivity.	Association	Wealth Distribution	Customers	Business Partners & Suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
In 2012, the company's in-patient/ hospitalization benefit plan as well as life insurance entitlement were enhanced.	Modification of Procedures	Health	Employees	Business Partners & Suppliers	Strategic	YES	NO	NO	YES	NO	NO	NO	NO
The Globe Excellence Awards and Spot Recognition Program are initiatives to give honor to the most prized assets of the company – the employees. **The Globe Excellence Award recognizes the Globe Way Values exemplars in the categories of leadership, customer and outstanding achievement** while Spot Recognition Programs are institutionalized across the entire organization with customized implementation at a group level following common criteria and guidelines anchored on the Globe Way.	Incentives	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
The Globe Excellence Awards and Spot Recognition Program are initiatives to give honor to the most prized assets of the company – the employees. The Globe Excellence Award recognizes the Globe Way Values exemplars in the categories of leadership, customer and outstanding achievement while **Spot Recognition Programs are institutionalized across the entire organization with customized implementation at a group level following common criteria and guidelines anchored on the Globe Way.**	Incentives	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
The first quarter of 2012 marked another milestone for Globe with the launch of Kickstart Ventures, Inc., an incubator- investment firm that aims to help startups launch their own businesses. Kickstart, a wholly-owned subsidiary of Globe, offered the perfect enabling partner for like-minded individuals and organizations by providing the necessary funding, mentorship and education, resources, and market access for technopreneurs in the country. With Kickstart, Globe stimulates innovation in digital technology businesses at the grassroots level by developing and nurturing the Philippine startup ecosystem, providing a launchpad for the country's promising talents. ... The main activity of Kickstart Ventures, Inc. is investing. By the end of 2012, Kickstart had made ten (10) investments in early-stage startups operating in the Philippines -- making it the most active incubator in the country, and gaining positive attention overseas.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Kickstart Ventures, Inc. is the Philippine national sponsor of Startup Weekend (a global startup platform headquartered in the United States). Through this sponsorship, Globe supported startup community events in Manila, Cebu and Davao.	Donation & Funding	Wealth Distribution	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Kickstart also enjoyed partnerships with Amazon Web Services, ZenDesk, and the Embassy of the United States, underlining the initiative to drive inclusive growth via entrepreneurship.	Association	Wealth Distribution	Local Communities and Society	Business Partners & Suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
In 2012, Globe unveiled its comprehensive customer-centric program, Globe Guarantee, which elevated the level of aftersales services offered to its subscribers. For Globe Postpaid, service guarantees included the **No Bill Shock policy** with the implementation of the ₱999 data bill cap.	New Products	Fair competition	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
In addition, Globe implemented a phone replacement policy, wherein postpaid subscribers could get an automatic replacement of any Globe-issued handset that manifests factory defects within 7 days from date of purchase.	Modification of Procedures	Fair competition	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globe Prepaid introduced the Globe Prepaid Load Watch, a free and automatic load notification service triggered by specific load usage scenarios and other related transactions that allow prepaid subscribers to get free and automatic real-time load usage updates.	New Products	Fair competition	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
In 2012, the Procurement team held the 9th Business Partner Awards where Globe recognizes the best performing vendors in the previous year.	Incentives	Self Realization	**Suppliers**	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Also in 2012, the Globe Vendor Council program was launched, which aims to foster stronger business relationships between Globe and its business partners and to leverage on each other's best practices and capabilities in quality, customer service and cost management.	Organizational Structuring	Self Realization	Suppliers	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
There was also the Globe Longevity Awards Program launched by the human Resources group in 2012. It gave recognition and publicly thanked employees who have served an appreciated period of time in the company. Certificates, monetary awards and simple tokens were given to each employee who have stayed and worked hard for at least 5 years or more.	Incentives	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	**Type of Initiative**	**Societal Issue**	**Stakeholder Recipient**	**Stakeholder Vehicle**		1	2	3	4	5	6	7	8
Initially, the easiest and self-satisfying activities for the employees were provided through the health and wellness programs. **These include the fitness activities offered by the company when a gym-like space was provided in 2012** at Globe Telecom's current headquarters in Mandaluyong, TRX Training, Street Dancing, Zumba, Yoga, Belly and Pole dancing. The employees were also able to participate in various sports tournaments through the different sports programs.	Donation & Funding	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Life at Globe also becomes more exceptional as it extends fun at work through the Thank Globe It's Friday (TGIF) treat which gives employees some time to relax after a week's hard work. (Photo caption: This event gives employees a chance to unwind with free beers, hangout with Globe ambassadors, and dance to the tunes of popular local bands.)	Incentives	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Other occasions are being celebrated through the annual halloween and Christmas Parties. Family celebrations and bonds are honored as well through the Valentine and Mother's day events. In addition, the spiritual well-being of the employees is enriched through First Friday masses, annual Lenten Recollections and other spiritual activities.	Donation & Funding	Self Realization	Employees	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Experiencing the fun life at Globe does not only stop at the employees but by also extending help to those in need. Through the i-Give program, Globe employees are encouraged to be active citizens through volunteerism. The said program provides numerous opportunities to every Ka- Globe to participate in BridgeCom activities, the corporate social responsibility (CSR) efforts of the company.	Organizational Structuring	Self Realization	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
In order to minimize these incidents, the company conducts several trainings and awareness programs for the relevant employees, on safe driving and fuel economy. **1. Defensive Driving Course** 2. Construction Safety 3. Confined Space Entry 4. Electrical Safety 5. Industrial First Aid and Basic Life Support 6. Industrial Climbing, hauling & Rope Access	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
In order to minimize these incidents, the company conducts several trainings and awareness programs for the relevant employees, on safe driving and fuel economy. 1. Defensive Driving Course 2. Construction Safety **3. Confined Space Entry** 4. Electrical Safety 5. Industrial First Aid and Basic Life Support 6. Industrial Climbing, hauling & Rope Access	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
In order to minimize these incidents, the company conducts several trainings and awareness programs for the relevant employees, on safe driving and fuel economy. 1. Defensive Driving Course 2. Construction Safety 3. Confined Space Entry **4. Electrical Safety** 5. Industrial First Aid and Basic Life Support 6. Industrial Climbing, hauling & Rope Access	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
In order to minimize these incidents, the company conducts several trainings and awareness programs for the relevant employees, on safe driving and fuel economy. 1. Defensive Driving Course 2. Construction Safety 3. Confined Space Entry 4. Electrical Safety **5. Industrial First Aid and Basic Life Support** 6. Industrial Climbing, hauling & Rope Access	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
In order to minimize these incidents, the company conducts several trainings and awareness programs for the relevant employees, on safe driving and fuel economy. 1. Defensive Driving Course **2. Construction Safety** 3. Confined Space Entry 4. Electrical Safety 5. Industrial First Aid and Basic Life Support 6. Industrial Climbing, hauling & Rope Access	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
In order to minimize these incidents, the company conducts several trainings and awareness programs for the relevant employees, on safe driving and fuel economy. 1. Defensive Driving Course 2. Construction Safety 3. Confined Space Entry 4. Electrical Safety 5. Industrial First Aid and Basic Life Support **6. Industrial Climbing, hauling & Rope Access**	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Guaranteeing employee safety and security, qualified licensed security guards are hired by Globe to provide protection in case of uncontrolled events.	Organizational Structuring	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
From design to construction of the building, the company took into consideration the impacts to the location and the surrounding environment. The building is aligned with the Leadership in Energy and Environment Design (LEED) standards, a green building rating system from the United States Green Building Council (USGBC). Following the rating system has pushed Globe Telecom to incorporate construction routines that do not contribute to environmental degradation by maintaining proper waste disposal and exterior area protection. In the long run and during the building's operational phase, it will also generate minimal and optimistically zero impacts to the environment.	Adoption of Standards and Rules	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Moreover, the Globe Tower envisions having a clutter-free and paperless environment. To fully prepare its employees to the green and sustainable office transaction, internal processes has began to transition through an online platform to improve accessibility and easier monitoring.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Prior to relocation to Globe Telecom's new workplace, practices to fully instill the principles of the new headquarters were launched and are presently carried out by every Globe employee in the current offices. These practices are: 1. 5S Friday. 5S Caravan. Every employee was given a green apron as a symbol of commitment to support a clutter-free office by cleaning their workstations.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
2. Less Paper Office: Cleaning clutter is just one phase of the clean up. The idea is to reduce the use of paper by putting within reach online systems to make all paperwork go away. (From table p93: Implemented 5S to all Corporate Offices that included disposal of all obsolete documents, scanning of documents and maintaining e-copies of these; implementation of a corporate wide Document Control Management.)	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
3. Go Cashless: All payment transactions at the Globe Tower will be done via GCASh or BPI Express online. hence, every employee was provided GCASh PowerPay+.	Modification of Procedures	Health	Employees	Business Partners & Suppliers	Strategic	YES	NO	NO	YES	NO	NO	NO	NO
4. Smoke-Free Globe: The Globe Tower aims for a Gold LEED Certification. Globe launched the "Ayos Lung" shirt to make every Ka-Globe an advocate of better health.	Adoption of Standards and Rules	Health	Employees	Employees	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Hazardous Waste Management Program - Recycled 230,111 kgs of batteries in 2012	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Hazardous Waste Management Program - Treatment of Busted Flourescent Lamps and Used Oils - 12,314 pieces of busted flourescent bulbs were treated in 2012	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Hazardous Waste Management Program - Treatment of Busted Flourescent Lamps and Used Oils - 492,560mg of liquid mercury properly disposed	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Hazardous Waste Management Program - Treatment of Busted Flourescent Lamps and Used Oils - Recycled 50% (3666 liters) of oil from 6,110 liters of used oil generated as of September 2012	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Hazardous Waste Management Program - 2,586 kgs of electronic and electrical wastes were disposed to TES-AMM Singapore for proper recycling with a total resource value of P17,633	Modification of Procedures	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	YES	YES	NO	NO
Hazardous Waste Management Program - 31 g of base metals and 4 grams of precious metals were recovered; 259 m3 of landfill space were saved	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Hazardous Waste Management Program - 639 pieces of used toners and cartridges were re-used with a resource value of P10, 215	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	YES	NO	NO
Planted a total of 60,300 saplings in 2012 as an offset to company's carbon dioxide emissions	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Partnered with DENR and local communities for the preservation and conservation of upland forests in Cordillera, Bacolod, CdO, Pampanga, Laguna as well as the Mangrove reforestation in Zambales, Guimaras, Iloilo City, Bohol, Davao and Cebu	Association	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Provided the amount of P400,000 from the proceeds of ULAB recycling for the following programs: 1. Arakan Forest Corridoring for the protection of the Philippine Eagle habitat in partnership with Philippine Eagle Foundation	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
2. Protection and maintenance of 5,000 artificial coral reef buds in Boracay in partenrship with Sangkalikasan	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Solid Waste Management - Decreased residual wastes generated at Globe Telecom Plaza & Valero Corporate office by 3%	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Solid Waste Management - Recycled 16% of the total wastes generated; A total of 16,425 kgs of recyclable items were collected in 2012 with a total resource recovert value of P74,054	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
Concluded the "i-rEcover. i-rEcycle" Cell-Phone Take Back Program last October 24, 2012 at the Philippine Tarsier Foundation Conservation, Bohol, in partnership with Nokia & Ayala Foundation, Inc. ; A total of 3,850 units of old and defective cell phones have been collected by the accredited recycler, TES-AMM Singapore; 360 kgs of cell phone units and accessories collected; 4g of base metals and 1g of precious metals were recovered; 36 m2 of landfill space were saved	Volunteerism	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Reduce carbon emission thru ride sharing - Globe Ikot - Environment-friendly scheme as sharing journeys reduce carbon emissions; 84% or 122 metric tons reduction of CO2 emissions	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Reducing paper consumption - Continued with paperless billing which aims to reduce cost of printing and delivery to Globe Telecom postpaid subscribers; At the end of 2012, 397,000 subscribers were enrolled in e-billing which equates to 1829 trees conserved annually	Modification of Procedures	Environment	Local Communities and Society	Customers	Strategic	YES	NO	NO	NO	YES	NO	YES	NO
To have GT-IT Plaza certificate under ISO 14001 and OSHAS 18001 standards - To achieve the 2 certifications by the end of 2014 - Started the implementation of SHE Management System at GT IT Plaza thru the ff: 1. Provided 9 man days of training to the SHE Core Team	Training	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
2. Facilitated the review of Hazard/impacts and Risk / Aspects of all GT-IT Operations	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Globe Telecom has implemented various energy management systems for its corporate offices as well as satellite offices of the company. These initiatives include managing air conditioning control and retrofit, lighting efficiency and energy management. 1. Switching off lights in office areas from 12 noon – 1 pm and 6:30 pm onwards (isolated lighting for areas with overtime).	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Turning off / dim lightings in unmanned Mobile Switch Centers (MSC), Data Center, Network Operation Centers (NOC), IN, Switch Room areas based in corporate buildings.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Switching off air conditioning units in offices 15 minutes earlier than office closing time.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Initiative to replace all desktops workstations with laptops which consumes less power and does not require UPS system	Asset Modification	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Adopt the LED lighting technology for office lighting as this uses less power and has a longer usage life.	Asset Modification	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Release new energy conservation (enercon) guidelines for employees such as switching off of unnecessary lights, unplugging of office equipment, recycling, etc.	Communication	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Network equipment refreshed with upscale battery autonomy and delaying genset mode feature, as well as operating on natural cooling methods, resulting in more ef cient use of commercial power and at least 30% worth of fuel savings.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Adopted solar power / wind power for most of the 99 prime-powered sites.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Included training on the Efficient Driving Practices with the Safe Defensive Driving for employees.	Training	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Reviewed and rationalized vehicle distribution based on territorial usage e.g. 4x4 assigned in Metro Manila can be re-deployed in the provinces.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Recommended the use of teleconference to lower frequency of business air travels.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
The Company continues to monitor its greenhouse gas (GHG) emissions through a voluntary initiative on GHG Accounting which started in 2008. Having established the baseline for its operations' carbon footprint, Globe Telecom used the International GHG Protocol Corporate Accounting and Reporting Standard	Assessment and Measurement	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
A Clean Fleet Program contributes to the efforts for cleaner air by eliminating the air pollutants present in it. To identify options for reducing these pollutants, Globe Telecom participated in United Nation's Environmental Protection (UNEP) Program on Clean Fleet. By using the Clean Fleet Tool, we were able to examine closely the impact from our fleet including the pollution indices like Particulate Matter, SOx, NOx, VOC, Carbon Monoxide, and Pb. Options for reduction were suggested by the tool and is being implemented to minimize our fleet's emissions.	Assessment and Measurement	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
The "Sagot Ka ni Kap!" program hinges on the core business and competencies of Globe Telecom---mobile communication and broadband services. More than just equipping the community watch volunteers with mobile phones and hand-held radios, Globe also provides capacity-building workshops designed to inspire and enable them to be more proactive in community development. The workshop includes modules on community leadership, conflict resolution, and crisis management. The beneficiaries also receive a one-year comprehensive personal accident insurance package. The "Sagot Ka ni Kap!" program also strengthens the local security infrastructure and inspires the essential set of capabilities needed for effective leadership and at the same time, develop their capacities as future community leaders. p. 124: A total of 460 barangay officials from 63 barangays were included in the BRLS seminars.	Donation & Funding	Self Realization	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
In 2012, Globe Bridging Communities inked partnerships with social enterprises Gifts & Graces Inc. to produce eco-bags for the Globe My Fair Share program. The bags are made by the Bulacan-based Kaibhan Women's Association, Caritas Manila, and Pamana ng Pag-asa and are sold for ₱99 each. The program transforms the way Globe gives back—not only by aiding partners and beneficiary communities with capital, funds for capacity and skills development and ICT tools—but also by empowering them with livelihood opportunities and by bringing them into the Globe value chain. .. p. 117: Implemented with partner Gifts & Graces Inc., the program tapped communities of women sewers such as Caritas Manila, Pamana Pag-asa Boni Producers Cooperative in Mandaluyong, and Kaibhan Women's Association in Bulacan to produce the My Fair Share eco-bags sold at all Globe business centers. The eco-bags were also sold online and were used by various business groups for their merchandising and gift requirements. As of December 2012, Globe sold 16,000 eco-bags generating a revenue of ₱1.4 million for the women sewers.	Association	Economic Security	Suppliers	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	YES
Globe Cordillera Challenge 3 Bigger in scale than the previous Globe Cordillera biking events held in 2010 and 2011, ...Together with Cordillera Conservation Trust (CCT), ... The event raised a total of ₱800,000 from online registration, corporate sponsorship, and from the pooled donations of Globe Telecom employees' own fundraising activities. The Globe Cordillera Challenge 3 also raised the bar in employee volunteerism: Globe Telecom bikers from Manila, Negros, and La Union joined the event in Baguio. Since May 2012, the Roots and Shoots nursery program of CCT has established seedling nurseries in twenty-one (21) public elementary schools in the Cordillera area. (photo caption) Globe joins in the fight against climate change through Globe Goes Green, a sustainability campaign to help integrate key environmental initiatives to the company's business strategy. Since 2012, Globe together with the Cordillera Conservation Trust has been staging the Cordillera Challenge, a fund-raising biking activity designed to fast track reforestation efforts in the Cordillera mountain range.	Volunteerism	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Through the Global Filipino Teacher program (GFT), educators are trained to integrate ICT in teaching basic subjects like English, Science, Math, and heKaSi. GFT is done in partnership with the Department of Education (DepEd) and the Coalition for Better Education, a Cebu-based non-profit organization composed of various education stakeholders from the academe, students, parents, non- government and business organizations. The GFT training program equips teachers with knowledge using the project- based learning approach and will train 100 new teachers and existing GFT teachers to become peer coaches to their co-teachers on the use of project-based learning (PBL), creating a community-based ripple effect of 21st century learning.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
(photo caption) Globe Telecom joins TINGOG 2015, a pioneering SMS-based citizen feedback initiative aimed to promote the effective delivery of basic services for the realization of the country's Millennium Development Goals (MDGs) by 2015. Becky Malay, Program Director of the Philippine Rural Reconstruction Movement (PRRM), implementing agency of TINGOG 2015, affixes her signature to the mock cell phone that shows government and private sector support for the SMS-based citizen feedback initiative. Together with her are (from L-R): Department of Interior and Local Government Supervising Undersecretary Rafael Santos , Globe head for Corporate Social Responsibility Rob I. Nazal, and Tabaco City Mayor Cielo Krisel Lagman-Luistro.	Association	Health	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
Globe also launched the Kape't Buhay Program in partnership with Bote Central, Inc. in 2012 which provides farmers with a community roasting business unit (CRBU) allowing them to roast their own beans. With the improved capacity combined with seminars on business skills development, planning and bookkeeping, the farmers now have the opportunity to increase their earning potential. Globe supported twenty-one coffee roasting communities in 2012, encouraging them to capitalize on other earning opportunities all throughout the chain of coffee production. The same coffee beans from the Kape't Buhay program are also used in the various coffee vendo machines located in Globe Telecom offices in Metro Manila. The coffee vendo machines allow Globe employees to enjoy freshly-brewed coffee produced under fair trade principles and at the same time empower employees to do their own share for local coffee farmers and small communities.	Association	Economic Security	Suppliers	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	YES
Globe also tapped Salay handmade Paper Industries, Inc. and Custom Made Crafts Center, Inc. (CMCC) to produce the 2013 My Fair Share Planner, made from handmade paper and bound by a special weave by the higaonon tribe in Bukidnon.	Association	Economic Security	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	NO	NO	NO	YES
Financial incluSion FoR the Bottom oF the pillaR (Bop) thRough the pRomotion oF mobIle sAvIngs The partnership with BPI Globe BanKO, the country's first mobile-based savings bank, has enabled Globe to provide lower-income segments access to a variety of financial services. By providing Globe Bridging Communities SIM cards to beneficiary communities— which include fisherfolk, coffee farmers, and marginalized communities—Globe BridgeCom empowered marginalized communities with their own bank accounts accessible through mobile phones. Thus far, Globe BridgeCom has significantly promoted the culture of savings among the lower-income segments: 4,161 mobile savings accounts have been opened by the beneficiary communities since January 2012 with a total of ₱404,899.00 in savings mobilized.	New Products	Individual Equality	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
The i-Give program, which champions volunteerism as a way of life within Globe Telecom, was launched in 2012 and has slowly changed the face of volunteerism within the company. By providing numerous opportunities where employees can take part in Globe BridgeCom programs, employees were encouraged to do their part and give their time, talent or treasure.	Volunteerism	Wealth distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Skill-based volunteering was also introduced: employees lent their skills as their form of volunteering. Through volunteaming, employees may craft their own CSR program to support their own advocacies and in turn get a chance to receive financial support from Globe BridgeCom. In 2012, 1,715 Globe employees reached out to communities and went beyond their comfort zones, logging in a total of 7,943 volunteer hours. Globe employees also raised a total of ₱778,410 for various partner NGOs, beneficiary communities and advocacies.	Volunteerism	Wealth distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
i-Volunteer, an online volunteer-matching facility, was also launched in December 2012 to pave the way for building a culture of engaged and active volunteerism. The website highlights opportunities for employees seeking volunteer activities outside of Globe-initiated programs.	Volunteerism	Wealth distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe is also blazing trails in environment conservation by utilizing ICT tools in implementing an E-governance plan that hopes to keep Taal Lake and its peripheries garbage and waste-free and help support the livelihood of fisher folk communities.	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Globe Telecom's disaster relief response also elicited support from Globe employees. Aside from **Libreng Tawag stations in 11 evacuation sites**, volunteers assisted the Department of Social Welfare and Development (DSWD) during their repacking efforts for habagat victims. President Benigno Aquino III also lauded Globe volunteers for their vigorous participation in the repacking and distribution of goods in flood-stricken areas of Metro Manila and Luzon wherein 200 Globe employees participated in the said activity.	Donation & Funding	Wealth distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
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Globe BridgeCom also **conducted distribution of food, water, and clothes to about 5,300 families in Fairview, Payatas** and provided hot meals to feed 500 individuals in Marikina as well as setting up of a soup kitchen at the Malolos Central School, and mobilized donations in cash, in-kind, or via GCASh.	Donation & Funding	Health	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
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aside from relief operations, globe also utilized ict tools to help both public and private organizations conduct emergency response activities especially in difficult-to- reach areas. Similar disaster relief operations were also conducted in mindanao during typhoon pablo in december 2012.	Donation & Funding	Wealth distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe BridgeCom also utilized ICT solutions in strengthening good governance and accountability through the following partnerships and programs: A survey tool, Delphio, was also introduced to the Department of Interior and Local Government (DILG) partnership for citizens to monitor the Anti-Red Tape Act (ARTA) and ensure that their local government units are keeping to their commitment of service.	New Products	Fair competition	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Globe BridgeCom also utilized ICT solutions in strengthening good governance and accountability through the following partnerships and programs: The partnership with UNICEF also harnessed the power of SMS and ICT for the real-time Community health Information Tracking System (rChITS). The rChITS is the country's first electronic medical record system for government health facilities which allowed nurses and midwives nationwide to help generate health data and timely reports for the Department of health's (DOh) health programs by sending reports through their mobile phones. The program was piloted in three disadvantaged areas identified by UNICEF in 2012—G'lan in Sarangani, Sto. Domingo in Albay, and Gamay, Northern Samar—and aimed at providing local stakeholders information on maternal and child health in rural areas to help them make informed decisions on social services delivery.	Association	Health	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe BridgeCom also utilized ICT solutions in strengthening good governance and accountability through the following partnerships and programs: Globe also empowered the Manila Observatory (MO), the Metro Manila Development Authority (MMDA), Chevron, and the Ateneo de Manila University with ICT tools for the Metro Weather project, a network of automated weather stations (AWS) in Metro Manila that will provide free and real-time weather data that can be used to prepare for severe weather conditions such as typhoons and heavy flooding.	New Products	Health	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Globe also recognizes the power in strengthening the capabilities of the youth by providing support for Ayala Foundation's Leadership Communities (LeadComm) and Philippine Center for Civic Education and Democracy's (PCCED) Project Citizen, which empowers high school students with leadership skills and training in seeking public policy interventions to solve community problems.	Training	Self Realization	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Duty-bearers are also empowered with capacity-building skills: the Global Filipino Teacher (GFT) program, first launched in 2009, continues to equip public school teachers nationwide with necessary skills to efficiently integrate information and communications technology (ICT) in their teaching strategies. **In 2012, a peer coaching session, participated by 30 Global Filipino Teachers, was done to empower educators with skills to train their colleagues in ICT integration.**	Training	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
The Global Filipino School (GFS)—an ICT model school equipped with wired and wireless Internet connection, multi- media peripherals, and is housed in an energy-efficient and environment-friendly building—was turned over to the Bilar National high School, Bohol in December 2012. The competency-building initiative seeks to transform public high schools into ICT centers of excellence and hopes to drive the delivery of and access to quality education to produce teachers and students who can contribute to the growth and competitiveness of their respective localities.	Donation & Funding	Education	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
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Results of content analysis for 2013 Sustainability Report

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
In addition to providing all of its base stations with state-of-the art equipment, Globe continues to optimize its modernized cellsites for maximum performance while aggressively building on its transport network. The company' s fiber optic footprint in the country now includes undersea cable systems in strategic sites such as those in Boracay and Coron in Palawan, boosting linkages of these two premier tourist destinations with the rest of the country and the world. The company's interconnection with the Southeast-Asia Japan Cable system, which was activated in mid2013, further strengthens the Philippines' regional connectivity. Resiliencies and protection systems were also increased for better network availability and delivery, providing support for expanding business requirements especially for data.	Asset Modification	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
As a proactive measure, Globe deployed agents and performance management tools to provide the Company the ability to measure real time experience of subscribers and diagnose the performance of each and every network element. During Typhoon Yolanda, aggressive network restoration and business programs contributed to the strong recovery in Western and Central Visayas, while Eastern Visayas gradually increased towards pre-Yolanda level.	Asset Modification	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globe Telecom also transformed telecommunications to off er a greener and more sustainable nation. Indoor base transceiver stations (BTS) decreased from 70% to 53% and are now converted into outdoor models. This has contributed to energy effi'ciency measures as cell site dependence on traditional cooling systems such as air-conditioners was eliminated. BTS sites located beyond 1km radial distance from shorelines also implemented reduction of air-conditioning use with 577 out of 600 indoor sites already in use of free cooling systems (FCS) along with Constant Temperature Battery Cooler (CTBC) units. CTBC acts like mini refrigerators using energy e'cient coolers used to store telecom batteries. The new equipment welcomed ambient air to flow freely into BTS cabins while still maintaining the ideal thermal conditions for the telecom batteries in prolonging its life. Significantly, about 12% savings have been generated by reducing air-conditioning use on these sites.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Towards the end of 2013, the segment also led the introduction of the telco's world-first partnership with Facebook, providing over 38 million subscribers access to the top social networking site alongside customer service innovations that address the fear of mobile browsing.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
The revolutionary service GoSAKTO was the segment's flagship offer in 2013, allowing prepaid customers to create and personalize their own prepaid promo based on their budget, needs and lifestyle.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
As their trusted business advisor helping grow the trade of small and medium businesses (SMBs), the Small and Medium Business Group (SG) of Globe Business introduced to them the concept of customization and personalization of postpaid plans. This enabled them to experience convenience of regular consumer-based plans for business applications.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
BPI Globe BanKO, the country's first mobile-based, microfinance-focused bank and Globe Telecom's joint venture with BPI and Ayala Corporation leveraged on partnerships with local and international institutions to make significant progress in promoting financial inclusion	Association	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
(...financial inclusion...)BPI Globe BanKO works with the USAID- funded Scaling Innovations in Mobile Money (SIMM) project to help develop mobile money ecosystems in Pulilan, Bulacan, Quezon City and Batangas City. **In Pulilan, BPI Globe BanKO launches the very first mobile money-enabled payroll disbursements to local government employees,** and enables Pulilan residents to make payments to the Pulilan Water District for water bills using their BanKO account. In Quezon City, the local government is using BanKO to disburse allowances and stipends to public school teachers and government scholars. BPI Globe BanKO also enables cooperatives in hard-to-reach areas in Batangas City as BanKO partner outlets to make them community banks, catering to their members and their barangays.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
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(...financial inclusion...)BPI Globe BanKO works with the USAID- funded Scaling Innovations in Mobile Money (SIMM) project to help develop mobile money ecosystems in Pulilan, Bulacan, Quezon City and Batangas City. In Pulilan, BPI Globe BanKO launches the very first mobile money-enabled payroll disbursements to local government employees, and enables Pulilan residents to make payments to the Pulilan Water District for water bills using their BanKO account. In Quezon City, the local government is using BanKO to disburse allowances and stipends to public school teachers and government scholars. **BPI Globe BanKO also enables cooperatives in hard-to-reach areas in Batangas City as BanKO partner outlets to make them community banks, catering to their members and their barangays.**	Association	Wealth Distribution	Customers	Business Partners & Suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
To respond quickly to the need for financial services in Typhoon Yolanda (Haiyan) affected areas, BPI Globe BanKO partnered with international aid agencies Mercy Corps and Goal International, among others, to facilitate emergency cash transfers to beneficiaries in the affected areas. To date, BPI Globe BanKO successfully disbursed to more than 1,500 beneficiaries in Iloilo and Cebu and is forging more partnerships with other aid agencies and NGOs to reach more beneficiaries.	Association	Wealth Distribution	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Kickstart funded start-ups create 177 jobs and serve 521,262 aggregate users, including 33,985 paying customers	Donation & Funding	Economic Security	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Globe Labs Application Programming Interface (API) launches its beta version last November 23, 2013 with more than 120 attendees composed of developers, business managers and students. **The program enables attendees to create innovative apps and services utilizing telco capabilities using a standard GSMA OneAPI compliant set of APIs.** It also enables both SMS and voice and helps developers monetize using the Charging APIs where subscribers can purchase any digital goods such as In-App Purchases, Paid Download and Subscriptions by using their prepaid credits or charge to their bill...	Training	Self Realization	Local Communities and Society	Nothing	Strategic	YES	YES	NO	NO	NO	NO	NO	NO
... The event includes a developer “hackathon”, where interested participants hacked and created apps or services in more or less 24 hours using the new Globe Labs API. **More than 25 ideas were submitted and 10 (ten) apps were selected and rewarded with a generous prize of ₱40,000 each.**	Donation & Funding	Self Realization	Local Communities and Society	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Collaboration ... Globe also uses Google Apps, a suite of online productivity and collaboration tools, as its business solution, providing Globe employees greater freedom to connect and collaborate anytime, anywhere, using any device, while further enhancing employee engagement. Tools that include products like Gmail, Google Drive, Google+ and Google Calendar provide in-house communication, allowing employees to hold meetings online, share videos or data with ease, and chat and meet online.	Modification of Procedures	Self Realization	Employees	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Collaboration ... Meanwhile, the 109 meeting rooms, featuring acoustically-treated branded walls, LED TV screens, speaker system, power-able table, room wizard, and Polycom console for videoconferencing, give the company more flexibility, reducing the need for travel and thus empowering its employees to deliver faster and better results for the benefit of its consumers. Huddle rooms and themed breakout areas are also available for all employees to interact and collaborate. Moreover, employees can welcome guests and accomplish engagements easier at the Forum at Basement 1. It is a multi-functional floor accommodating 500 people with 21 meeting rooms of varying seating capacities. It also has alcoves for quick huddles, recruitment areas, a co ee bar and the Globe Art Gallery.	Asset Modification	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Efficiency Welcome to Converge, Globe Telecom's employee center at the 19th floor. It is a one-stop-shop that provides various services such as HR helpdesk, after-sales service of IT tools, a non-denominational prayer room, a St. Luke's-run clinic and a Unilab pharmacy, a Mom's room for nursing employees, a breakout area and pantry, a BPI banking center, as well as a Globe boutique—all for the exclusive use of employees. Having all of the services needed in one location makes it more convenient for every Ka-Globe.	Asset Modification	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Paperless The Globe Tower embraces a clutter-free and paperless environment and thus has empowered its employees to work through online platforms. Processes for cash advance, reimbursement, liquidation, document and parcel tracking, clinic appointments, among others, have their own automated system available to all Ka-Globe.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Cashless Welcome to Taste at the 8th floor, a dining hall with a 600- seat capacity powered by GCash, serving a wide selection of cuisine from popular concessionaires for its employees. Globe utilizes GCash as its virtual wallet for all its payment transactions, cash advances and reimbursements. Linked to the employee's mobile number, every GCash transaction comes with an SMS notification for ease of tracking.	Modification of Procedures	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Green and Smoke Free The Globe Tower, a US Green Building Council Leadership in Energy and Environmental Design (LEED) certified building, is a non-smoking facility. Following energy-efficiency standards, the building makes use of LED lights in the workstations, significantly reducing lighting use and making the building 20-percent more energy efficient.	Adoption of Standards and Rules	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
The building is also designed to reduce water consumption through a gray-water collecting system that brings the building's water efficiency to around 30 percent in terms of probable water consumption.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Meanwhile, the tower practices waste segregation and recycling, and banning plastics, styrofoam, tarpaulins and other non- biodegradable materials anywhere in the vicinity. Other features such as shared/centralized services, double-glazed low E façade, low-flow plumbing fixtures, harvesting of rainwater for flushing and watering the 3 outdoor gardens, motion-sensor controls in the restrooms, auto-dim and shut-off perimeter lighting and environment-friendly furniture reinforce the company's commitment to LEED standards.	Adoption of Standards and Rules	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
The building also has a high-speed passenger elevator system that groups together passengers to help save time and energy.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Culture Change Workshop for Leaders Targeted amongst the managers and leaders of Globe, the workshop encourages participation and commitment to push for an effective and positive transformation for the benefit of the employees and the company.	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	**Type of Initiative**	**Societal Issue**	**Stakeholder Recipient**	**Stakeholder Vehicle**	ALERT	1	2	3	4	5	6	7	8
Globe focuses on future leaders, imparting the Globe Way and the 7 Globe Leadership Competencies. These include customer orientation, people orientation,personal values, entrepreneurial mindset, execution excellence, innovation and strategic thinking. The series of trainings include the Executive Development Program (for the next generation of senior leaders), Fast Tracker Program (for the mid-career talents) and Young Leaders Program (for emerging talents).	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Globe Telecom partners with the Asian Institute of Management (AIM) and the Ateneo de Manila – Center for Continuing Education in developing leadership and management skills. The series of training programs is intended for managers, mid-career professionals and juniors who aspire to become leaders trained the Globe Way.	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Graduate 2 Globe (G2G) is a program in partnership with top colleges and universities for high potential individuals who can become future leaders of Globe. Activities under G2G include Get-to-know-Globe (Company Orientation), Singtel Undergraduates Scholarship, Globe Summer Internship and Post Graduate Internship Program and Cadetship and Management Development Program.	**Training**	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Junior Mobile Wizard is offered to employees' children currently in secondary school to develop an understanding of the Philippine telecommunications arena.	**Training**	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
In measuring the effectiveness of employee programs and continuity of the Circle of Happiness, Globe continuously conducts its Employee Satisfaction Survey (ESAT). ESAT results are consolidated yearly to present a comparison from previous years and be able to strongly maintain or improve any positive outcomes for the succeeding years.	Assessment and Measurement	Self Realization	Employees	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Office accidents recorded at the Globe Tower increased due to unfamiliarity to new environment. To mitigate this, Globe implemented safety measures to prevent recurrence of incidents.	Modification of Procedures	Health	Employees	Nothing	Strategic	YES	NO	NO	YES	NO	NO	NO	NO
32,005 liters of sulfuric acid was properly disposed	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
112,019 kilograms of lead was recovered	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
1. Turning off/dim lightings in unmanned Mobile Switch Centers (MSC), Data Center, Network Operation Centers (NOC), IN, Switch Room areas based in corporate buildings.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
2. Switching off air conditioning units in offices 15 minutes earlier than o ce closing time.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
3. Replace all desktops workstations with laptops which consume less power and do not require UPS system.	Asset Modification	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
4. Adopt the LED lighting technology for office lighting as this uses less power and has a longer usage file.	Asset Modification	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
5. Release new energy conservation (enercon) guidelines for employees such as switching off of unnecessary lights, unplugging of office equipment, recycling, etc.	Communicatio n	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
1. Network equipment refreshed with upscale battery autonomy and delaying genset mode feature, as well as operating on natural cooling methods, resulting in more efficient use of commercial power and at least 30% worth of fuel savings.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
2. Adopt solar power/wind power for most of the 99 prime-powered sites.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
1. Efficient driving practices with the safe defensive driving training for employees and third party vendor.	Training	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
2. Adoption of cleaner fuel alternatives such as E10 for all service vehicles.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
3. Review and rationalize vehicle distribution based on territorial usage e.g. 4x4 assigned in Metro Manila can be re-deployed in the provinces.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Recommend the use of Google Hangouts, Google Chat and teleconference to lower frequency of business air travels.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Globe Telecom's Clean Fleet Program continues to contribute to cleaner air through elimination of present air pollutants. Through the use of a Clean Fleet Tool and together with the United Nations Environmental Protection (UNEP) Program, the Company is able to examine its impact with regard to emissions of Particulate Matter (PM), Sulfur Dioxide (SO2), Nitrogen Dioxide (NO2), Volatile Organic Compounds (VOCs), Carbon Monoxide (CO) and Lead (Pb). Such tool also helps in suggesting measures to minimize air pollution caused by the Company.	Assessment and Measurement	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
The Company's total expenditures for environmental programs summed up to ₱3,068,500.90 in the year 2013. Reforestation Program including Earth Day and Earth Month - P1,218,413.49	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Donation to Philippine Eagle Foundation, Pusod Inc. and Cordillera Conservation Trust = P1,200,000.00	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Internal Environmental Management Programs = P650, 087.41	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Wonderful partnerships and memberships for the benefit of the environment are continued with both the public and private sector in the year 2013. List of Stakeholder Groups for Globe Environment Programs:	**Association**	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Sagot Ka ni Kap! Empowering the community through their barangay leaders in actively pursuing peace and progress in their locality. (Output: 460 Barangays)	Donation & Funding	Self Realization	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Hopeline for Crisis Intervention Counseling - Responding to psycho-social needs of communities through creating and maintaining a dedicated suicide hotline for them. (1,666 Families)	New Products	Health	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Real-time Community Health and Information Tracking Systems (rCHITS) - Enable midwives and barangay health workers to monitor the current maternal and child health situation in their areas and help in their treatment response efficiency. (158 Barangays)	New Products	Health	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Tex2Teach - Provides public elementary schools access to hundreds of educational videos through use of a phone, TV and internet connection. (3,744 teachers/897 schools 309,672 students)	New Products	Education	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Globe Football Para Sa Bayan - A program that capitalizes on the sport of football as an intervention tool for children in underserved communities to value their education. (1,144 students)	Donation & Funding	Health	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Global Filipino Schools (GFS) An ICT model school equipped with wired and wireless internet connection, multi-media peripherals, and housed in an energy-efficient and environment-friendly building. (28 teachers 850 students)	Donation & Funding	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Global Filipino Teachers (GFT) A training program for public school teachers in ICT proficiency in the classroom, and problem-based learning approaches. (370 teachers 342 schools)	Training	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Project Citizen - Aims to teach high school students on how democracy works by providing practical approaches in public policy intervention to solve community problems (272 teachers trained from 230 schools, 600 students)	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
My Fair Share - Aims to integrate Social Enterprises in the Globe value chain by providing necessary capacity development and market access.	Association	Economic Security	Suppliers	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
DSWD CCT Sustainable Livelihood Support - Provides income opportunity and financial inclusion to the bottom of the pillar beneficiaries. (P2,184,396 funds raised)	Association	Economic Security	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe BridgeCom SIM - The SIMs are used as a tool for disaster prevention and mitigation (iLead), monitoring of conservation activities (iConserve), mobile bank accounts (iProsper) and as a communication platform for health workers and educators (iAccess). (P4,638,285 funds raised)	Donation & Funding	Economic Security	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
VolunTEAMING & Globe BridgeCom Activity Volunteers (TIME) Engagement of both employees and external volunteers to share their time for worthy causes (2,177 volunteers 9,134 volunteer hours)	Volunteerism	Wealth distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe BridgeCom Fundraising (TREASURE) Fundraising to support the projects or advocacies of its partner organizations/agencies. (P2,215,955 funds raised)	Donation & Funding	**Wealth Distribution**	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Forrest Corridor Program - Aims to restore wildlife habitats through forest carbon development in partnership with the Philippine Eagle Foundation, Inc. (PEF) in Arakan Valley. Community-based initiatives Program: Potted 26,805 cacao seeds and distributed 132 solar lamps for the Light for Trees Project (60 hectares)	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Taal Volcano Protective Landscape (TVPL) Promotes positive, healthy and active participation in environment friendly, recreational and educational programs to showcase the gains of conservation in Taal Lake basin. (24,000 hectares)	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Code Blue - The most extensive artificial reef project launched in the Philippines placing 5,000 "reefbuds" in a two kilometer stretch parallel to Boracay's shoreline. (72 hectares)	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Shark Shelter - Aims to intensify the protection of Monad Shoal and establish Malapascua Island, Cebu as a model in marine conservation through engagement and education of community stakeholders. (11,745 hectares)	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Carood Watershed - The conservation program aims to protect the home of 92 floral species, 53 bird species, 8 mammal species, 4 reptile species around the watershed and about 30 mangrove species near the mouth of the Carood River. (20,749 hectares)	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Roots and Shoots Nurseries - Provides needed seedlings to replenish mountainsides in order to support the enhancement of community watersheds, prevent landslides in critical areas and provide a possible livelihood source for the school and community. (110 hectares)	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
To boost conservation efforts for the Taal Volcano Protected Landscape (TVPL), Globe Bridging Communities partnered with non-profit organization Pusod, Inc. Together, they launched the E-governance project under Globe Bridging Communities' environmental conservation advocacy pillar, iConserve. The E-governance project sought to raise awareness on the TVPL and to maintain the water quality by empowering stakeholders to take an active part in its protection. Globe Bridging Communities powered Pusod's communications through internet and text facilities, as well as a radio show, enabling the organization to disseminate and receive information from stakeholders more easily and quickly.	Communication	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
However, it's not enough to protect the TVPL. Globe Bridging Communities also sought to enhance the quality of life of residents by providing them access to economic opportunities. To accomplish this, Globe Bridging Communities supported Pusod's sustainable tourism initiative through its sustainable livelihood advocacy pillar, iProsper. Pusod's flagship program for sustainable tourism is its Knowledge Tours – exciting excursions that enable tourists to hike, bike, paddle, or trot on horseback through the TVPL for half a day while learning about the area. Funding provided by Globe Bridging Communities enabled Pusod to provide residents with top-notch tour guide training for the Knowledge Tours.	Donation & Funding	Economic Security	Local Communities and Society	Business Partners & Suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Not just limited to empowering the tour guides, Globe Bridging Communities also assisted Pusod in assessing the trail for their Knowledge Tours. Through Globe Bridging Communities' iGive pillar, which advocates active citizenship through volunteerism, Globe volunteers ventured to Pusod's Taal Lake Conservation Center to test the tours and provide feedback for their improvement.	Volunteerism	Self Realization	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Fin- Checked x2													

Results of content analysis for 2014 Sustainability Report

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Globe launched a program with UYS to achieve a competitive advantage through rapid service improvement. This effort included service education in order to inspire employees not to commit Criminal service and aim for Unbelievable service that will delight customers and increase brand preference. UP! Your Service principles and tools are available for all employees and contractors to take and are offered as part of the onboarding program. To date, 95 Course Leaders were certified by UYS to drive change programs across thousands throughout the entire organization.	Training	Fair competition	Customers	Employees	Strategic	YES	YES	NO	NO	NO	NO	NO	NO
On Feel Good Mondays, our employees are surprised and treated to small gifts. They are, in turn, encouraged to pay it forward through ThinkGiving cards and Kudos points.	Incentives	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Kudos was adopted by Globe in August 2014 to give our employees a digital platform to recognize and show appreciation for any colleague who has done wonderful work. The Kudos platform, available in both web and mobile, allows each employee to give Kudos points under the context of each Globe value. This novel concept allows Ka- Globe to say thank you in a casual yet methodical system. Last year, there were about 1.2 million Kudos points given and 78 percent of the remarks were on the value of “We put the customers first,” that Project DNA has inspired superior service to be practiced every day.	Modification of Procedures	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
With a continued drive to create innovators in every employee, we put together a series of programs designed toinspire and stimulate the imagination for more customerservice solutions in the pipeline. The Globe InnovationMonth was comprised of four major activities: Mind BrewTalks, iSpark, Globe City, and Globe Innovation Forum.Through the Mind Brew Talks, employees were able tolearn from top innovators in a casual café forum setting.Industry experts from various fields shared their thoughtsand inspired creativity and innovation. Esteemed guest speakers included performance artist and corporate trainerGabe Mercado, news reporter Atom Araullo, creative geeksTonypet Sarmiento and Jason Drilon, startup foundersTerence Lok and Justin Lim of ZAP, and Kalibrr cofounderand CEO Paul Rivera.	Training	Self Realization	Employees	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Globe developer community Globe Labs also fuelled excitement for Innovation Month by holding iSpark, acompany-wide event where people engage in collaborativequick-pitches and computer programming. Employeesthroughout the organization were encouraged to teamup in groups and craft fresh ideas that would leverage onvarious technologies available at Globe. Technical experts and program developers then were assigned to each teamin order to bring their ideas to life as working prototypes.Judges of the iSpark challenge were very impressed with thewinning proposal “School in a Box” a device that deliverslearning via Information and Communications Technologyto far-flung schools that do not have electricity.	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
We also developed a virtual innovation tool to nurtureidea generation and collaboration within the company.Called Globe City, this gamified platform mergesreal and simulated worlds where actual projects forcommercialization are pitched and developed as approvedby the Globe City Council. Once a proposal is given thethumbs up, the proponent will be given the chance toeither invest in it or sell it to Globe. Although pitchingthe idea would be done via the virtual world, all incentiveswould be paid with real money. Through Globe City,employees were introduced to a fun, easy, convenient, and rewarding way of embracing the innovation process tocreate a healthy stream of potential customer solutions.	Donation & Funding	Self Realization	Employees	Nothing	Strategic	YES	YES	NO	NO	NO	NO	NO	NO
To wrap up Innovation Month, a series of 50 learning sessions for the Globe Innovation Forum was held. Ourvendors and partners were invited to share with Globeemployees the latest in product and business innovationwhich can pioneer technologies for the consumer oftomorrow. Present at the event were Nokia, WSA/TelcoSystems, Gemalto, SMSGT, DTQ, Stratpoint, Acision,Teradata, Amdocs, SmartQ, Evolving Systems, Huawei,WSA/TeleDNA, Nominum, and SAS.	Training	Self Realization	Employees	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Backed by our network infrastructure, we continue our partnership with top social networking site Facebook, allowing users to post, like, comment, chat, add friends, upload photos, and share posts without the need for Wi-Fi. Globe collaborated with Facebook since 2013 to offer our postpaid, prepaid, and TM subscribers access to the leading social networking site on mobile at zero data charges, alongside first-of-its-kind mobile innovations that address fear of mobile browsing, making our Free Facebook offer a world-first. ... As the country's leading digital brand and preferred partner of technology leaders around the world, we hope to get more Filipinos online on their mobile devices and be part of a wonderful, connected world.	Association	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globe also gives subscribers the opportunity to experienceover a thousand apps on Google Play. With only four percentof Filipinos owning credit cards, it was previously impossibleto obtain apps that require payment. Many were forced tobe content with the few apps that were either free or camewith limited features. We turned all that around last yearby enabling customers to charge their Google Play apppurchases to their prepaid load or postpaid bill.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
GCash also teamed up with the local governments of Quezon City, Valenzuela City, and Batangas City to providea platform for their residents to settle their real property taxpayment and business and construction permits throughScaling Innovation through Mobile Money (SIMM) underthe United States Agency for International Development.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
In 2014, Globe once again brings the synergy of mobile technology and cashless commerce into an entirely new dimension with the launch of Globe Charge. Globe Charge transforms mobile phones into point-of-sale (POS) card terminals that accept debit and credit card payments. Globe Charge harnesses the integration of a smartphone and an innovative mobile card reader into a mobile point-of-sale (POS) unit, empowering small and medium businesses (SMBs) with a convenient payment device and eliminating the need for traditional and more expensive card terminals. With Globe Charge, SMBs can start accepting credit card payments regardless of their size, so they can provide more payment options to their customers.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
We also encourage Globe employees to think like entrepreneurs by **introducing myBusiness Day**. It is a day dedicated to giving them the tools they need to maketheir dream ventures come true. We offer our employeesfranchising opportunities, seminars from experts, and anexhibit of technology-based business efficiency tools offered toMSMEs. Through this, the company aims to create a bettertomorrow for everyone, in and out of Globe.	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Two—or more—heads are better than one, so we broughttogether hundreds of ICT executives and practitioners fromthe various Ayala group of companies at the first GlobeICT Summit last November 2014, which bannered thetheme "Innovation Nation: Beyond Business As Usual." ... Wealso hope to serve as an inspiration for other companies toadopt innovative ICT solutions, and ultimately fulfill theAyala group's noble vision of putting the Philippines at theforefront of ICT-enabled progress.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
On the same month as the Globe ICT Summit, we flew inworld-renowned thought leader Guy Kawasaki to Manilafor the fifth Enterprise Innovation Forum (EIF), whichcentered on the theme "Creating Your Business Advantage." ... The EIF Forum aims to inspire and empower the Filipinobusiness community by keeping them abreast with thelatest ICT developments and encouraging them to adopta strong organizational culture of innovation. That way,they can better respond to the needs of the consumer withrelevant products and services.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
To date, Kickstart has provided $2.1 million in direct investment funding to 20 digital start-ups that range from seed-stage to Series A startups. These start-ups have helped create 337 new jobs, served 576,334 global users, and generated $1.6 million in revenues. ...	Donation & Funding	Economic Security	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
...The start-ups have also seen increased collaboration with corporations particularly with Globe and the Ayala group of companies. These include Four Eyes and Zap, which work with our Globe HR in offering more value-formoney services to employees; Kalibrr, which has a skills-assessment and job-matching platform that is on a trial run in cooperation with Globe HR and the Ayala HR Council; and Lenddo's credit scoring platform that uses social media information and has been adopted by BPI Globe BanKO to screen loan applicants.	Association	Economic Security	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
It is also associated with industry-impacting brand properties #startupPH, #area55, and #raidthefridge. #startupPH is widely adopted as the brand for the Philippine start-up ecosystem, and offers a quick way to search for news, events, and people in the Philippine start-up community.	Association	Individual Equality	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe immediately responded by reviving Bangon Pinoy,an enterprise-wide disaster response initiative that allowscommunities devastated by calamities to benefit fromvarious efforts focusing on rebuilding and rehabilitation.	Organizational Structuring	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Tattoo Broadband took the lead in rebuilding homes in the typhoon-stricken areas. In Barangay Tambulilid, Ormoc City, Leyte, Tattoo provided 203 houses in partnership with Gawad Kalinga to establish a Tattoo GK Village. **We extended a P15 million grant to GK for home construction** including P2.5 million for livelihood assistance.	Donation & Funding	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Tattoo Broadband took the lead in rebuilding homes in the typhoon-stricken areas. In Barangay Tambulilid, Ormoc City, Leyte, Tattoo provided 203 houses in partnership with Gawad Kalinga to establish a Tattoo GK Village. We extended a P15 million grant to GK for home construction including **P2.5 million for livelihood assistance.**	Donation & Funding	Economic Security	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Separately, we also provided logisticalsupport for another partner, Habitat for Humanity, todeliver shelter repair kits to 6,000 typhoon-affected homes in Guiuan, Eastern Samar.	Donation & Funding	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
During the formal inauguration of the Tattoo GK Village,Globe senior executives led by President and CEO ErnestCu, GK Executive Director Luis Oquinena, and OrmocMayor Edward Codilla helped build its first five houses.Tattoo brand ambassadors Georgina Wilson, Liz Uy, andMars Miranda also took part in the construction.	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
More than just providing homes, we also reached out tovillage residents to create a special Christmas celebrationat the Tattoo GK Village's Christmas. Brand ambassadorsBamboo and Mac Milan, with the Tattoo HomeBroadband team, led a gift-giving drive for the children.Milan, a long-distance advocacy runner, brought giftscollected from his fundraiser runs to be included in a toylibrary called Aralaruan	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Along with 50 of our employees, Singtel and Optus alsodeployed 22 employee volunteers to extend assistance tothe residence of Tambulilid. In four days, they took part inconstructing houses and providing resources like buckets,wheelbarrows, and other tools. They also provided a sewingmachine to add to the community's livelihood and booksfor rebuilding Tambulilid elementary school's library.	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
An education grant was also given to deserving students through GK's child sponsorship program.	Donation & Funding	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Education also plays an integral role in Project Wonderful.We helped foster this by taking an active role in rebuildingschool buildings, and encouraging children to stay in schoolthrough sports and education programs. We did these withsupport of Globe Prepaid, which has education as its main advocacy pillar.	Donation & Funding	Education	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
We created wonderful experiences for children in typhoonstricken provinces on mobile vans called Classroom on the Go. These are Globe Store caravans that were turned into mobile learning centers for students while their schools were being rebuilt. The vans are equipped with educational materials that would help students get back on track with their studies and encourage them to stay in school. To augment the severe classroom shortage, we deployed 70 tent classrooms in these areas.	Donation & Funding	Education	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Globe employee volunteers, meanwhile, shared their timewith the students in the schools they visited: CabilaoElementary School in Carles, Iloilo; CamburananElementary school in Tapaz, Capiz; and HaciendaConchita Elementary School in San Dionisio, Iloilo. Theseschools were chosen through the recommendation of theDepartment of Education (DepEd).	Volunteerism	Self-ownership	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Sports and education go hand in hand in Globe as both can equip the youth with tools they need to succeed in life. Thus, the Philippine Azkals team captain and our sports ambassador Chieffy Caligdong joined the Classroom On The Go initiative by spending time with students in San Dionisio and conducting football clinics to inspire them to continue their education. Over 1,000 learning kits were also distributed during his visit.	Volunteerism	Health	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Caligdong led the kickoff of **Football Para Sa Bayan 2014**, a grassroots program for youth in underprivileged communities all over the country. The program aims to encourage students to stay in school and achieve better scores to be in a position to earn academic and athletic scholarships. Three tournaments were held in Manila and Iloilo, which involved 35 community football teams supported by Globe.	Volunteerism	Self Realization	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe helps provide long-term and sustainable supportto communities through livelihood projects. The Globe-DSWD AutoloadMax (AMAX) Retailer program providesadditional income opportunities for sari-sari store ownersby making them airtime load retailers. The stores werechosen through the endorsement of the Department ofSocial Welfare and Development (DSWD) under itsSustainable Livelihood Program. In all, we helped jumpstartthe livelihood of 880 AMAX retailers in Haiyanaffected areas.	Donation & Funding	Economic Security	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Globe Telecom was tapped to be a development sponsor for Aklan, one of thehardest hit areas and a strategic location for submarine cablefacilities of Globe. This led to the creation of the Bulig 4Aklan project where we extended our assistance to seven towns in the province: Libacao, Madalag, Banga, Batan,Altavas, Balete, and New Washington.	Donation & Funding	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Through Project 1 Phone, Globe was able to **generate funds to construct these 40 classrooms** in Aklan while creating awareness on the harmful effects of electronic waste, or e-waste. **We put up recycling bins in various Globe Stores around the country where people could dispose of their old mobile phones, tablets, chargers, and batteries.**	Volunteerism	Education	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	NO	YES	YES	NO
Through Project 1 Phone, Globe was able to generate funds to construct these 40 classrooms in Aklan while **creating awareness on the harmful effects of electronic waste, or e-waste**. We put up recycling bins in various Globe Stores around the country where people could dispose of their old mobile phones, tablets, chargers, and batteries.	Communication	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Globe tapped Singapore-based e-waste recycling specialistTES-AMM to properly recycle the collected e-waste,recover precious metals in the devices, and plastics forre-manufacture. A total of 74,598.9 kilograms in mobiledevices were eventually collected, proceeds of which will beused to construct the classrooms in Aklan.	Association	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Aside from school buildings, Globe built 40 houses each in New Washington and in Libacao featuring GK's new design. Shelter kits were also distributed with Libacao receiving 600 kits, and Madalag receiving 940 kits.	Donation & Funding	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
To address hunger and keep children in school, Globeimplemented the Department of Social Welfare andDevelopment's (DSWD) Supplemental Feeding Program(SFP) for children aged three to six years old in Madalag.The program provided hot meals to children enrolled ingovernment pre-schools during snack and meal times, fivedays a week for 120 days.	Donation & Funding	Health	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
For its livelihood assistance efforts, Globe distributed AMAX retailer kits to 100 beneficiaries of DSWD's Pantawid Pampamilyang Pilipino Program in Malay, Aklan. This complemented the town's other livelihoodprojects provided through the Non-Timber Forest ProductsExchange Program and the non-government organizationCustom Made Crafts Center, a social enterprise alsosupported by Globe.	Donation & Funding	Economic Security	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Our total investment for environmental programs on reforestation, CSR programs, solid waste management, andhazardous waste disposal and treatment cost summed up toP5.7 million in the year 2014, 87 percent higher than theprevious year.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
As a commitment to environmental preservation,we continue to operate with certifications on ISO14001 (Environmental Management System) andOHSAS 18001:2007 (Occupational Health and Safety Management Systems) granted by AJA Registrars on April2014 for its Valero Telepark facility. Makati 2 Data Center(MK2) also passed its ISO14001 certification surveillanceaudit in 2014.	Adoption of Standards and Rules	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
On top of converting some indoor cell sites into outdoor models, and the installation of solar power and deep cycle battery solutions, **there was an initial roll out of fuel cell systems in select cabinets**, replacing the traditional diesel generator set. The fuel cell, powered by methanol fuel, is a green power solution that is silent to operate, with negligible emission compared to diesel generators. (p. 138: ... To date, 20 cell sites in Metro Manila have fuel cell systems whose capability was tested during typhoon Glenda.)	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Power Usage Effectiveness (PUE) is a measure that Globeadapted from data centers that determines how efficientlyan equipment uses energy, where the lowest number isconsidered the most efficient. This initiative was done asa pilot in 2014, where three sites were surveyed and wereable to reduce their respective PUE ratings to an acceptablerating. We shall continue to monitor this program to ensurethat we achieve and maintain an ideal PUE rating and do afull roll-out in the future.	Assessment and Measurement	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Globe uses Direct Current Hybrid Power Unit (DC HPU) in 16 sites located in areas without electricity. Unlike traditional set ups where two gensets are used alternately to power the site, the DCHPU employs a combination of a genset and deep cycle batteries. The genset is used to power the site and to recharge the batteries at the same time. Once fully charged, the batteries will take over the genset' s function, after which the cycle is repeated. The use of DCHPUs helped us save 18 hours worth of fuel daily and 68 percent overall savings on fuel consumption and maintenance costs.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
The Free Cooling System (FCS) is used in 577 Globe cell sites. This is an intelligent cooling system that adjusts the type and amount of cooling required depending on ambient temperature. At night and in the early morning when it is often cooler, the sites will only employ blowers which require little power to work. As the day progresses and temperatures rise, only then will air-conditioning units function, optimizing on how much cooling is needed.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
As part of the efforts of Globe to incorporate sustainability into our core operations, the CFC also introduced a special Sustainability Award for the first time in 2014. The team behind Project LUGAW (Lower Utilization and Generation of Arduous Wattage) was the first recipient of this honor. With electricity as the biggest operational expense in the telecommunications business, Project LUGAW aimed to reduce power costs in the network facilities by six percent. Aside from allowing us to reduce electrical consumption costs, the initiative also lessens the company's carbon footprint and contributes to the preservation of the environment.	Incentives	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Meanwhile, Globe continues to look for more ways tooptimize and efficiently use energy in our corporate officesand other facilities. The use of laptops at the Globe Towerconsumes 185 watts less power per desktop PC, whichconsumes 250 watts per unit—a 75 percent reduction.Since transferring to The Globe Tower in 2013, we havedeployed a total of 4,180 laptops to employees.	Asset Modification	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Utilizing various internal communications channels, energy conservation guidelines are proactively released for all our employees with topics that include switching off of unnecessary lights and unplugging of office equipment.	Communication	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Globe uses the International GHG Protocol CorporateAccounting and Reporting Standard, a tool developedby the World Resources Institute (WRI) to calculate andmonitor emissions from fuel use, CO2 emissions frommobile combustion, purchased electricity, and frombusiness travel.In 2014, an increase in carbon emission was mainly due to network modernization and the expansion of our servicecoverage to support customers' needs. We tempered theincrease in our CO2 emissions for the year in a numberof ways.	Assessment and Measurement	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
One initiative was the reduction of long flights for business travel by maximizing our teleconference facility at The Globe Tower. From just 221 international teleconference calls the previous year, employees made 1,067 calls in 2014. Thus, despite increase in the number of short and medium flights, CO2 emissions savings of long flights improved by 802.87 metric tons from 261.62 in 2013 to 1,064.49 in 2014.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
In 2014, Globe streamlined its carpooling service, Globe Shuttle, by cutting the number of vehicles in our fleet by half while increasing the number of passengers that each vehicle can carry, reducing 30 percent on fuel consumption.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Apart from minimizing CO2 emissions, Globe also takes significant steps in reducing waste produced from products and operations to further lower our impact on the environment. Waste management efforts remain in full implementation on all Globe sites. The solid waste, e-waste, and hazardous waste we generated are tracked whole year round to monitor our environmental impact and to ensure not only a wonderful but also a clean and green world for all of us.	Assessment and Measurement	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
As gadgets become more affordable and device makers release new products at a blinding pace, consumers tend to upgrade their gadgets sooner while storing away their old ones instead of disposing these property. These devices are often thrown together with common trash, with owners unaware of the fact that phone batteries and chargers usually contain toxic metals such as lead, mercury, cadmium, and beryllium that may harm the environment when these are released into the air or seep into the ground and waterways. To address this, **Globe held the biggest electronic waste recycling program in the Philippines, dubbed Project 1 Phone to which you, our customers, responded positively.**	Donation & Funding	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
More than just creating awareness on e-waste reductionand disposal, Project 1 Phone also helped build schools inthe province of Aklan, one of the provinces worst hit bySuper Typhoon Yolanda in November 2013. Proceeds ofthe program helped construct **10 more school buildings in addition to the 40** we have already committed asdevelopment sponsor of Aklan under the Office of thePresidential Assistance on Rehabilitationand Recovery (OPARR).	Donation & Funding	Education	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	NO	NO	YES	NO
Globe has also engaged over 50 enterprise clients andpartner institutions including Manila Water, Coca-ColaPhilippines, OXFAM, Ateneo de Manila University,Bank of the Philippine Islands, Cloudfone, BayanTelCommunications, Aboitiz Equity Ventures, League ofCorporate Foundations, and Del Monte Foundation toname a few. Aside from the collection bins for the personalmobile devices, they have also donated corporate e-wastedirectly to Globe.	Volunteerism	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Since 2003, Globe has implemented a recycling program in cooperation with ABS-CBN Foundation's Bantay-Baterya Project and the DENR-Environment Management Bureau. Part of this program is the recycling of used lead acid batteries that were generated from our telecom operations of which 222,857 kilograms of these batteries were properly recycled in 2014.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	YES	NO	NO
This helped it generate P6.421 millionwhere P4 million were donated to Bulig Bisaya to helprebuild classrooms in Yolanda-stricken areas in the province of Aklan.	Donation & Funding	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Busted fluorescent lamps can be harmful to the environment as these contain mercury. Globe treated1,125 of these busted lamps in 2014, after which 45,000milligrams of liquid mercury were collected and properlydisposed of.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
We also **recovered 2,330 liters of used oil** in 2014, generating P22,205.25 from recycling which were then donated to ABS-CBN Foundation, Inc. for its environmental programs.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	YES	NO	NO
We also recovered 2,330 liters of used oil in 2014, generating P22,205.25 from recycling which were then **donated to ABS-CBN Foundation, Inc. for its environmental programs**.	Donation & Funding	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
VALUE RECOVERED FROMULAB RECYCLING (P) A. Donations tosupport Globeenvironmentand CSR programs (2014: 4,000,000.00)	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	YES	NO	NO
Globe recorded a total of 97,750 kilograms of solid waste from its corporate offices nationwide, 30 percent lower from 2013 as a result of the transfer to The Globe Tower and The Globe Tower Cebu. The Reduce, Reuse, and Recycle (3R) campaign was delivered through a phoneography contest to increase awareness.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Globe recorded a total of 97,750 kilograms of solid waste from its corporate offices nationwide, 30 percent lower from 2013 as a result of the transfer to The Globe Tower and The Globe Tower Cebu. **The Reduce, Reuse, and Recycle (3R) campaign was delivered through a phoneography contest to increase awareness.**	Communication	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
All printed communicationmaterials distributed in the offices had the 3R logo toremind employees to read, keep, and dispose of thesecollaterals to avoid clutter and litter within the premises.	Communication	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Meanwhile, solid waste management is not limited to employees within the facilities. We also give all Globe Postpaid customers the Paperless Billing option. If you are a Globe Postpaid subscriber, you will receive an electronic bill that will enable you to receive your billing statement on time and provide you with access to your statement online through your registered e-mail address, the Globe MyAccount web portal, with the GServices app, and the USSD menu by dialing *143#. Through this initiative, use of paper is reduced while helping us save on the cost of printing and courier delivery to our customers. 2014 ended with 1,095,499 postpaid customers enrolled in the electronic bill, a 58 percent increase from previous year. This equates to 4,381,996 pieces of paper saved, equivalent to 5,048 trees conserved annually.	Modification of Procedures	Environment	Local Communities and Society	Customers	Strategic	YES	NO	NO	NO	YES	NO	YES	NO
Globe aims to minimize our impact on natural resourcesespecially in the Philippines' rich biodiversity areas.Reforestation programs are in place to offset carbonemitted from our operations and the communities thatwe operate in. As of end 2014, we have planted a total of418,077 trees, equivalent to 122.93 hectares of land in 30locations nationwide in partnership with Department of Environment and Natural Resources (DENR). Throughthis initiative, we have helped in the preservation andconservation of upland forests in Batangas, Bulacan, Cebu,Tacloban, Bacolod, CDO, Davao, Guimaras, Zambales,Laguna, Palawan, Bohol, Rizal, Cordillera, Boracay,and Cavite.	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
agencies to help in the thrust to protect biodiversity. In 2014, our environmental advocacy was further strengthened when we joined the United States Agency for International Development (USAID) and the Foundation for the Philippine Environment (FPE) in improving biodiversity conservation in key protected areas. ...	Association	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
... We provide mobile technology as a critical tool to enable indigenous people's organizations to be actively engaged; for service payment and advisory support to be efficient; and for the program's overall monitoring, reporting, and evaluation systems to happen in real time. Forest guards are also given an option to open a mobile bank account under BPI Globe BanKO with the use of their Globe SIM. We will also provide insurance to the deputized forest guards due to the hazards of the job.	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
In addition, we have turned over a total of 649 mobile phones and SIMs to FPE. The Up-Scaling Forest Restoration project focuses on North Negros Natural Park; Ilog-Hilabangan Watershed Forest Reserve; Nug-as, Dalaguete and Tabunan Critical Forest Habitat; Polillo Group of Islands; Mt. Banahaw-San Cristobal Protected Landscape; Mt. Nacolod Watershed; Panigan-Tanugan and Talomo-Lipadas; and Arakan Valley Forest Corridor.	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Having a gray water collecting system is one of these waterconservation initiatives. Rainwater and the air-conditioningsystem's condensate water are used for toilet flushing andwatering outdoor gardens especially during the rainyseason.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
In addition, we installed water efficient toilets and sensory water faucets in our headquarters' restrooms. These enabled The Globe Tower to decrease monthly average domestic water consumption by 15 percent from 5,077 cubic meters during dry season from January – May 2014 to 4,329 cubic meters during wet season from June – September of the same year.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Globe takes care of the surrounding ecosystem in areaswhere we have installations of network facilities. Theareas of operation where an Environmental ComplianceCertificate (ECC) is issued by the local government accountfor majority of reforestation efforts. The recommendationsof Department of Environment and Natural Resources (DENR) on reforestation sites are also heavily considered indetermining priority areas for tree/mangrove planting.	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Satisfaction metric is no longer enough as it only measures how an employee feels about their job and certain conditions within their employment, while engagement refers to employees' commitment and connection to work as measured by the amount of discretionary effort they are willing to expend on behalf of their employer. Moving beyond employee satisfaction, we look for engaged, enabled, and energized employees to deliver their best performance, and sustain it over time. Together, these drivers account for 77 percent of the variation in engagement. Benchmarked among Philippine national norm, global telecommunication, and global high performance companies, we received above norm of an overall sustainable engagement score of 87 percent from its highest response rate ever at 99 percent, approximately two percent higher than the previous year.	Assessment and Measurement	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
We also conduct an annual Internal Customer Satisfaction Survey (iCSAT) to measure how well we collaborate and work with one another using the same service metrics we use for our external customers. The survey allows the company to look beyond the scope of our functions and recognize that we are all part of delivering Wonderful end-to-end customer experience. In 2014, Globe attained the highest iCSAT score since its roll-out.	Assessment and Measurement	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
In 2014, the first-ever Globe Game Changer Challenge (GGCC) was launched. A competition designed to instill the spirit of service and innovation in young minds, it attracted 300 outstanding students from the country's top schools, such as the University of the Philippines, Ateneo de Manila University, University of San Carlos, Ateneo de Davao, and De La Salle University Manila. The final 25 acquired a deeper and more insightful understanding of the Globe Telecom business through a series of immersions. They were then tasked to work on big ideas that would enhance the Filipino digital lifestyle. Closely mentored by Globe experts and senior leaders, emerging victorious was the team of five from different schools in the country. The winners were rewarded with exclusive immersion in the Singtel Innovation Center.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Globe maintains a secure and happy environment for our employees, following the standards on Occupational Health & Safety Management System (OHSAS 18001). Launched in 2010, our comprehensive Occupational Safety and Health Policy is committed in providing the best protection for the health and safety of our employees and the communities surrounding our operations. This includes **requiring all employees to undergo annual physical examination to gauge our current health and physical condition**. The result will then be used by our in-house health adviser located at the TGT Clinic to create a personalized wellness program to improve our overall health with quarterly consultations to check if the program is on track and set the baseline for next year's wellness program.	Adoption of Standards and Rules	Health	Employees	Nothing	Strategic	YES	NO	NO	YES	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
In addition, Globe has partnered with St. Luke's Medical Center-BGC in order to bring various health lectures and seminars on relevant health topics like heart disease prevention, anti-obesity, diabetes, family planning, hepatitis, drug abuse, and more. ...	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
... Routine flu and Human Papillomavirus (HPV) shots were also made accessible to all employees, who also receive timely information on the prevention of such diseases.	Incentives	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Meanwhile, our health and safety committee, which comprises 11.42 percent of our total number of employees,assesses all health and safety hazards in the workplace andthe communities and provides programs to eliminate andaddress these incidents. **Aside from the health lectures,continuous training and awareness programs on health andsafety are also conducted to relevant employees.**	Communication	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Throughout the year, we received reminders to be kept abreast of our policy and ethical practices expected of a Globe citizen. **Employees were required to submit related party and gift giving disclosures to Human Resources**. We were also invited to attend trainings and complete online courses on whistle blowing, corrupt and unethical practices, honesty and integrity practices, and information security protocols.	Modification of Procedures	Fair competition	Customers	Employees	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globe continues to offer competitive employee benefits.The Flexible Benefit (FlexBen) plan allows customizationof available benefits to suit the needs of each employee andtheir families through an online portal.	Incentives	Individual Equality	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
We also provide a balancebetween work and life through various engagementslike holiday-themed events, after-office gatherings,volunteerism, and "little surprises" to cap off the day.	Incentives	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Inaddition, we also promote wellness by opening a standardfull-court basketball and Active Gym inside The GlobeTower complete with equipment and fitness classes likeyoga, Zumba, and TRX.	Incentives	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
We published ouremployee volunteer manual in the internal HR portal sothat our employees will understand our Corporate SocialResponsibility (CSR) initiatives and the numerous waysthey can help.	Communication	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
In 2014, we introduced the volunteer time-off policy topromote volunteerism across the company and to enableour employees to share in our desire to contribute tosocial development. Employees are encouraged to avail ofVTO for participation in company-approved volunteeringactivities that fall during work hours. A total of 452 VTOwas availed in 2014 contributing to nation-building.	Modification of Procedures	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
To ensure that employee volunteerism is maximized andeffectively managed, a volunteer management system isdeveloped to ensure that there is a standard way of engagingvolunteers. A standard system will help ensure a commonexperience that will maximize volunteer participation andprevent inconsistencies in volunteer management practices.	Modification of Procedures	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We also adoptthe best practices of the international standard for socialresponsibility, ISO 26000. Doing so enables us to drivesustainability across the organization and seek continuousinnovative solutions in creating a wonderful world. Thestandard also helps guide us in integrating our social and environmental initiatives with our core business strategy tobe a sustainable organization.	Adoption of Standards and Rules	Generic CSR	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
To address the challenge of deploying fully-furnished computer laboratory, Globe deployed a faster and more cost-effective innovative tool: its very own mobilelaboratory, consisting of netbooks, mobile projectors,printers, and sound systems for use of homeroom teachers.Since the mobile laboratory is easier to implement inremote provinces, we will be able to shape more of theFilipinos' digital lifestyle.	Donation & Funding	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
By end 2014, Globe was able to transform a total of 11schools into centers of ICT excellence and innovativeteaching methods that will set the stage for 21st centurylearning. In the coming years, we will be working withAyala Foundation to bring the program to more schools.	Donation & Funding	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Bayani Brew ... naturally brewed from indigenous ingredients sourced from organic farming communities. Integrating CSR in procuring and serving beverages to its guests and conference rooms, Globe serves Bayani Brew as its beverage of choice at The Globe Tower. Within The Globe Tower alone, an average of 1,397 bottles of concentrate have been sold monthly ever since Bayani Brew was supplied in conference halls and cafeteria in September 2013. This provided Bayani Brew an additional gross revenue stream of an average P71, 068 monthly and enabled more support to the GK Enchanted Farm. To date, Bayani Brew has garnered more than P550,000 in gross revenue from concentrate sales alone in The Globe Tower while Globe provides its employees and guests freshly brewed, healthy, delicious, and indigenous iced tea.	Association	Environment	Suppliers	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Through itsnationwide reach, Globe also provides Bayani Brew withconstant and reliable communication with all its staff andcommunities with which it works. In all, Globe and BayaniBrew have shown the good that could come out when greatideas are given the support and care it needs to flourish.	Donation & Funding	Wealth Distribution	Local Communities and Society	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
Now bearing the fruits of its transformation initiatives,the Globe mobile network reached 100 percent 3Gcapability in June 2014 and completed its 4G roll-outwith HSPA+ coverage around the archipelago in October.The modernized network will strengthen our capability toprovide a wonderful digital lifestyle experience to you andour other 46 million customers, as you will require fasterdata connectivity and bandwidth-intensive multimedia dataapplications, such as video and photography.	Asset Modification	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In partnership with Alcatel-Lucent, Globe is expandingits LTE-TDD and LTE-FDD footprint in the Visayasand Mindanao, activating its first site in Lahug, CebuCity in September 2014 for its mobile ultra-broadbandinfrastructure. The rollout is part of its continuing adoptionof more advanced technologies for better connectivityexperience, higher network capacity, faster transmissionspeeds, addressing the ever-increasing demand for fastand reliable broadband service. The project also supports the Philippine government's thrust to expand the reach ofbroadband internet services which has been emphasizedas an area for national improvement.	Asset Modification	Wealth Distribution	Customers	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In the same year, the Southeast Asia-Japan Cable (SJC)system, operated by an international consortium of leadingtelecommunications and technology companies thatincludes Globe, began implementing a network upgrade tofurther enhance capacity amid steady growth in bandwidthdemand in the region.	Asset Modification	Wealth Distribution	Customers	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Meanwhile, the Southeast Asia – United States (SEA-US), aconsortium of seven global telecommunications companiesthat includes Globe, agreed to construct and operate a newsubmarine cable system that directly connects SoutheastAsia and the United States with NEC Corporation as the system supplier. The SEA-US project will enable Globe tomeet tomorrow's bandwidth needs.	Association	Wealth Distribution	Customers	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Furthermore, some cell sites that were identified as the most expensive to operate were equipped with intelligent gensets that make use of alternative energy sources including solar, wind energy and fuel cells, as applicable. Presently, a total of 613 out of the 6,227 Globe sites have already been transformed into a sustainable infrastructure.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
In 2014, Globe further expanded its footprint in Europe with the establishment of Globetel Internacional European Espana S.L. (Globetel Espana), the newest member of the Globe group of companies, handling various telecommunications services such as voice, SMS, load top-up, and mobile data requirement in Spain. Before the year ended, we opened our second store in Italy close to the termini station, which is the main railway station of Rome, to better serve OFW's in Italy.	New Products	Wealth Distribution	Customers	Business Partners & Suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
We also signed a memorandum of understanding with Ingenium Outsourcing Services, S.L.U. (IOS), a mobile virtual network aggregator based in Madrid, to run the operations and solidify our European presence, and the combined Filipino population of those working in a variety of sectors, permanent migrants, seafarers, and those visiting for business or leisure. With this development, Spain became the eighth country where we have robust retail presence.	New Products	Wealth Distribution	Customers	Business Partners & Suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
As such, we secure and protect your personally identifiableinformation (IPII) with proper safeguards to ensureconfidentiality and privacy; prevent loss, theft, or use forunauthorized purposes; and comply with the requirementsof the law. We do not sell your personal information toanyone for any purpose. We also do not use nor share yourpersonal information with content and/or informationproviders without your prior request or consent.	Modification of Procedures	Self-ownership	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
To address this, we launched a campaign called #StopSpam led by a visual social networking sites Twitter, Facebook, Instagram, and bloggers to announce the #StopSpam campaign. Traditional communication through news and public affairs program on TV and radio were also used to educate and encourage people to report malicious spam messages. It is through this campaign where we could crowdsource reports and put an end to the scammers' services and get you, our customers, to support. Where you once felt helpless, you were suddenly empowered and can now take action against scammers through this campaign.	Communication	Economic Security	Customers	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We alsocreated a dedicated page (http://www.globe.com.ph/stopspam) for this type of report where identified numbersare initially sent warnings, after which they are blockedfrom the network if they are reported to the website thesecond time.	Modification of Procedures	Economic Security	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globe also cracked down on companies involved in spam.We asked the NTC to order health insurance companyCaritas Shield Inc. the payment of the appropriate fines forsending spam. Globe asked the NTC to permanently barCaritas and its agents from sending spam texts.	Incentives	Economic Security	Customers	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Lastly, to protect you, we created an automatic spamfiltering system that keeps you from receiving theseunwanted messages. In 2014, close to 2 million spam andscam messages have been blocked by the system, at anaverage rate of 50,000 blocked messages per day. In earlyOctober, this peaked to as many as 117,000 messages dailyafter we have integrated our postpaid customers intothe system.	Asset Modification	Economic Security	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
To further deter spammers and scammers, Globe alsotemporarily disconnected over 1,600 mobile numbersthat have been identified as constant sources of unwantedmessages. Voice, SMS, and data services to these numberswill only be restored if the user contests the disconnectionand provides adequate proof that they are nottext spammers.	Incentives	Economic Security	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
FINISH													
FIN-X2 Checked													

Results of content analysis for 2015 Sustainability Report

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Our internal feedback mechanism, Internal Customer Satisfaction Survey (iCSAT), involved our vendors for the first time to strengthen our partnership. In 2015, seven companies participated in the survey across 13 different contact center sites. It also resulted in better communication and collaboration among groups within and outside our organization, leading to more clarity in their respective roles and significant improvements in our processes.	Assessment and Measurement	Self Realization	Employees	Nothing	Strategic	YES	YES	NO	NO	NO	NO	NO	NO
Public advisory onnetwork upgrades and system enhancements, among others,are communicated to our customers via SMS or our variousself-service channels so they will be fully aware of the situation.Service downtimes, including the Papal Visit in 2015, sawGlobe reaching out to them with honest and transparentcommunication. We send out messages to our customers in casethere are expected downtimes and update them on issues theyencounter.	Communication	Fair competition	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
At Globe, we also provide opportunities for ourcustomers to contribute to social good. Through a storeinitiative, we gave a portion of the proceeds of the saleof our digital connectors to the scholars of Casa SanMiguel's community arts program. For more than 20years, Casa San Miguel has honed the musical talentof over 500 talented yet underprivileged children,many of whom have gone on to become scholars in the country's most prestigious music schools, the UST Conservatory of Music and the UP College of Music.	Volunteerism	Wealth Distribution	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	NO	NO	YES	NO
In addition, we bought 10,000 ecobags worth P1 million from our social enterprise partner Custom Made Crafts (CMC) during the Christmas season. These bags were used in our GEN3 Stores Christmas bundle in place of the regular paper bags. CMC is a creative social enterprise that does fair trade and helps market products from indigenous and rural communities to contemporary customers. By supporting CMC's cause, we also supported the communities that created the ecobags, giving for a brighter and more prosperous holiday for everyone.	Association	Wealth Distribution	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	NO	NO	NO	YES
We also adopted the ACGS (ASEAN Corporate Governance Scorecard) to raise corporate governance standards and practices. As such, we restructured our corporate website to enhance investor friendliness and the convenient access of information relevant to stockholders and our various stakeholders. The corporate website contains comprehensive information about our business, products and services, disclosures and reports, corporate governance scorecard and report, press releases and an archive thereof, as well as our corporate policies, charters and manuals, vision, mission, core values, investor relations program, sustainability, and corporate social responsibility activities, among others. We ensure that all information included in the corporate website is accurate and up-to-date.	Adoption of Standards and Rules	Fair competition	Shareholders	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We recognize that good governance standards must be present outside and inside the company. As such, we extended our reach to our internal stakeholders to promote awareness and share internal expertise through the Attorney At Iba Pa (AttyATBP) last October. The Corporate and Legal Services Group (CLSG) held its very first AttyATBP at The Globe Tower office activity area, an initiative that extends corporate and legal services out of the day-to-day contracts and reports into contributing to the practical needs of employees. AttyATBP was a whole-day event that hosted promotion of various regulatory and government services, plenary discussions, and actual legal consultation, open to all Globe employees. The discussions included expert speakers who talked about Data Privacy Law, Cybercrime and the Power of Social Media, Cyber Rights, and Election Law.	Communication	Fair competition	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Donations collected fromthe event were also given to the Save the Children FoundationPhilippines for the victims of Typhoon Yolanda. We aim tocontinue these types of initiatives as we further nourish ourcorporate governance-proactive culture.	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
To monitor and report on the environmental and social impacts of the business operations, a Chief Sustainability Officer (CSO) was created in 2015. Concurrently, ourCSO is also the Senior Vice President of our Corporate Communications Group who reports directly to the President and CEO and is a member of the SLT.	Organizational Structuring	Generic CSR	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We have adopted a Code of Conduct, and promulgated policies governing the following matters: (i) Conflict of Interest, (ii) Whistleblowers, (iii) Insider Trading, (iv) Related Party Transactions and (v) **Health, Safety, and Welfare of Employees**.	Modification of Procedures	Health	Employees	Nothing	Strategic	YES	NO	NO	YES	NO	NO	NO	NO
We continue to recognize and foster strong business relations with our partners through the Business Partner Awards. **Vendors also provide learning opportunity through plant visits and technology briefings**. Conversely, Vendor Clinics are initiated for selected vendors to help improve their performance and competitiveness.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
At the start of the year, the Globe Human Resource Group requires all employees to submit the Related Party Disclosure Form, regardless if an employee has any declaration or none.	Modification of Procedures	Fair competition	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Employees are reminded through internal communications channel to fill out gift disclosures especially during national festivities. The form is then submitted to employees' respective group heads who will decide whether the gift shall be returned or kept by the employee or be surrendered to Human Resources Group for possible use during company events.	Communication	Fair competition	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We conduct periodic lectures and seminars on anticorruption initiatives by Human Resources Group to all employees.	Training	Self Realization	Employees	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
We disclose, review, and approve related party transactions, in accordance with the principles of transparency and fairness, to ensure that they are at arm's length, the terms are fair, and they will inure to the best interest of the corporation and its subsidiaries or affiliates and their shareholders. ... S**uch disclosure is also made publicly available by the corporation, for the benefit of all shareholders and other stakeholders, through our website and such other media channels as applicable.** Shareholders, including minority shareholders, and other stakeholders are provided with proper guidelines and procedures for right of action and remedies that are readily accessible in order to redress the conduct of the corporation (e.g. Facebook page, Twitter account, e-mail account, and hotline numbers), as necessary.	Communication	Fair competition	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Moreover, we adopted an expanded corporate governance approach in managing business risks. A Revised Enterprise Risk Management Policy was developed to provide a better understanding of the different risks that could threaten the achievement of our vision, mission, strategies, and goals. The policy also highlights the vital role that each individual plays in the organization from the senior management to the staff in managing risks and in ensuring that the company's business objectives are attained. With this, **it assures the creditors that we are proactive in managing our risks and are committed to sustaining the growth of the company**. As part of the implementation, we regularly submit our quarterly financial results to the PSE and SEC.	Adoption of Standards and Rules	Fair competition	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We regularly review our information collection, storage, and processing practices, including physical security measures, to guard against unauthorized access to our system and unauthorized alteration, disclosure, or destruction of information we hold.	Assessment and Measurement	Fair competition	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Themanagement established the sustainability policy and reviewsits adequacy at the highest level periodically and allocatedresources to ensure effective implementation.	Modification of Procedures	Generic CSR	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
The practice of sustainability reporting was implemented as a meansto provide fair, accurate, and meaningful assessment of itsoverall performance on triple bottom line (viz. Economic,Environment, and Social) responsibility to our stakeholdersincluding investors.	Communication	Fair competition	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Beginning last year, we have driven management and respective departments to release our audited financial statements within 60 days from financial year-end, in compliance with the ACGS standard that is earlier than the local regulatory deadline. These reports are made available to the analysts after disclosure and posting on the company's website.	Adoption of Standards and Rules	Fair competition	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In addition to the Annual Shareholders' Meeting, we extend various venues for stakeholders to communicate effectively with us through the conduct of analysts' briefings, ad-hoc briefings, investor conferences, media briefings, one-on-one or small group meetings, and investor days that are organizedby our IR Department and/or Corporate CommunicationsGroup or in partnership with our shareholders, broker,or other partner institutions.	Communication	Individual Equality	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
All stakeholders, includinginstitutional shareholders, are likewise encouraged to attendour stockholders' meetings and engage with us through ourvarious communication channels. Other than keeping thecompany website up-to-date, these venues provide anothermeans for us to discuss our quarterly financial results,announcements, material disclosures and other relevantinformation with stakeholders.	Communication	Individual Equality	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Among other enhancements,we utilized e-mail, live chat, SMS, website, and social mediachannels (e.g., Facebook, Twitter, Instagram) to provide ourcustomers with real-time information and quicker responsesto concerns.	Communication	Individual Equality	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
A conference call facility is set up during analysts'briefings and meetings to enable wider participation among shareholders and other stakeholders.	Communication	Individual Equality	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We also participate in bothlocal and international investor conferences, which host varioushareholders and other stakeholders. Details and informationon these conferences are published on our corporate website.We have sustained this convenient and accessible line ofcommunication through our IR Program in the last financialyear and will continue to enhance this in the succeeding years.	Communication	Fair competition	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	**Type of Initiative**	**Societal Issue**	**Stakeholder Recipient**	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
We also use a non-financial performance indicator to measure the success of the business and emphasize our commitment to sustainability. These include: (1) **employee engagement score**; (2) customer satisfaction; (3) environmental and social impacts; among others. These indicators are disclosed in this report, aligned with the Global Reporting Initiative (GRI).	Assessment and Measurement	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We also use a non-financial performance indicator to measure the success of the business and emphasize our commitment to sustainability. These include: (1) employee engagement score; (2) customer satisfaction; (3) **environmental and social impacts; among others.** These indicators are disclosed in this report, aligned with the Global Reporting Initiative (GRI).	Assessment and Measurement	Environme nt	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
We also use a non-financial performance indicator to measure the success of the business and emphasize our commitment to sustainability. These include: (1) employee engagement score; (2) customer satisfaction; (3) environmental and social impacts; among others. **These indicators are disclosed in this report, aligned with the Global Reporting Initiative (GRI).**	Communicatio n	Fair competitio n	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We have adopted strict policies and guidelines for trades involving the company's shares made by directors andkey officers and those with access to material non-public information. Directors and key officers and those with access to the quarterly results in the course of its review are prohibitedfrom trading Globe shares starting from the time whenquarterly results are internally reviewed until after we publiclydisclose its results. Notices of trading blackouts are regularlyissued to the directors and key officers concerned and to thosewith access to such material non-public information.	Modification of Procedures	Fair competitio n	Shareholders	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Employee awareness on data protection and loss prevention is reinforced through regular corporate dissemination channels.	Communicatio n	Self-ownership	Customers	Employees	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Further, employees are made accountable for maintaining the confidentiality of data handled, including disclosures and information shared in various social media platforms. Controls over processes that require handling of customer's personal information are being tightened, coupled with enhancements in existing security capabilities to prevent compromise of customer data.	Modification of Procedures	Self-ownership	Customers	Employees	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Our report has been prepared in accordance with the GRI G4 guidelines and is also drawn against the 2030 UN Sustainable Development Goals. ...Globe has also improved its reporting this year by including key issues of interest for each Stakeholder group and were plotted with a materiality perspective, following GRI G4 aspects.	Adoption of Standards and Rules	Fair competitio n	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Material issues and an update on the Stakeholder map were defined through the consultancy services of ThePurposeBusiness, Ltd founded in Hong Kong. The Materiality Analysis and Stakeholder Engagement exercises were done late 2015 and outcome of which will be realized and reported on in 2016.	Assessment and Measurement	Generic CSR	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In December of 2015, we revisited the important issueswhich are critical and relevant to our operations as wellas our stakeholders. We used a methodology based on theGlobal Reporting Initiative (GRI) G4 sustainability reporting guidelines to identify and refresh the issues that are material toGlobe and its key stakeholders.	Modification of Procedures	Generic CSR	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Due to the shift in the behavior of our stakeholders, we decidedto conduct a full stakeholder engagement exercise in 2015.To start off, we revisited the members of our SustainabilityWorking Committee and expanded the representatives fromthose identified in 2012. The committee then identified theirrespective stakeholders based on their level of influence in termsof environmental, social, and governance performances. As a result, stakeholders were now grouped into eight categories:customers, frontline vendor partner, service vendor partner,government, parent companies and affiliates, employees, media,and disaster respondents. We took into account the expectationsof our stakeholders, whose opinions and inputs we carefullylistened to.	Modification of Procedures	Generic CSR	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In August, we launched KonsultaMD nationwide, our first foray into the life services industry. Subscriber of the service enjoy 24/7 service manned by licensed Filipino doctors that provide medical assessment, basic healthcare, and permissiblemedication over the phone.A sufficient number of doctors is on duty to cover threeshifts to provide advice on cases relating to general and familyhealth, pediatrics, and general medical inquiries. From its softlaunch in July, we have over 16,000 active subscribers and haveanswered a total of 951 successful health-related consultations.	Communicatio n	Health	Customers	Employees	Strategic	YES	NO	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
In addition to KonsultaMD, we have made two strategic investments in the healthtech sector through our wholly ownedsubsidiary, Kickstart Ventures.First is Lifetrack Medical Systems, which is a digitalhealthcare startup that makes radiology readings from x-rays,CT scans, and MRIs more accessible and affordable throughtheir unique radiology software platform. This helps address the shortage in the number of qualified radiology techniciansaround the world, particularly emerging markets like thePhilippines.	New Products	Health	Customers	Business Partners & Suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
Kickstart has also invested in Medix, a cloudbasedclinic management service. Initially designed for dentalpractices, it has eventually developed an electronic medicalrecord platform that's already being used in hospitals and clinicsin the Philippines, in addition to being the system used by the Ayala Corporation's chain of community clinics called Family Doc.	New Products	Health	Customers	Business Partners & Suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
Text2Teach, in partnership with Ayala Foundation, is ourfirst large-scale effort in advancing mobile learning to boost quality education since 2008. Using our network, teachers canaccess, download, and store videos and materials for Grade 5and 6 students in subjects around english, math, science, andvalues education to their mobile devices and connect it to anormal TV or a video projector to play the videos to a class.With a wide selection of materials, the program truly makessignificant contribution in the learning of the underservedschools and communities in the country. To date, there are1,493 Text2Teach recipient schools with 7,465 trained teachers,benefitting 315,600 students.	Association	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Then there is the Global Filipino School (GFS) program.Since 2012, this has transformed select public schools intocenters of ICT excellence and creates teacher training hubs thataim to increase understanding and effective usage of ICT in the classroom.As of end 2014, we have transformed a total of 11 schoolsinto GFS across the country, including Bilar National HighSchool in Bohol, City Central in Cagayan de Oro City, and New Ormoc National High School in Ormoc City; benefitting and estimated 32,000 students nationwide. Through our partnership with the DepEd and selected public schools, we have been able to provide unparalleled online connectivity, a Globe Mobile Laboratory package, and 21st Century TeachingMethods using ICT in the classroom. Before the year ended,we closed a partnership with Ayala Foundation, Inc. to connectnine more schools nationwide into GFS, totaling 20 schools in2015.	Association	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Teachers are also trained on ICT education and projectbased learning through the Global Filipino Teachers (GFT)program so they can maximize the resources provided to theirschool. To further extend quality education, mentors impartttheir 21st century teaching skills to their peers through theGFT lead program. To date, we were able to train 781 teachers from the program; 279 were trained by our GFT teachers and 502 were trained by our partner Coalition for Better Education(CBE).	Training	Education	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Apart from preparing public schools for 21st centurylearning, we also find ways to showcase how technology canmake learning even more exciting. In partnership with TheMind Museum, we developed a mobile application calledThe Mind Museum App to increase interest in science andappreciation toward the different initiatives that The MindMuseum accomplishes. Launched during World Teachers'Day in October 5, the app features a guide on its 250 different exhibit pieces, questions ranging from K to 12 topics that stir students' curiosity, and do-it-yourself experiments that both teachers and students can try in the classroom or at home.	New Products	Self Realization	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
In addition, Kickstart Ventures donated P1.5 million to the Bonifacio Art Foundation, Inc. (BAFI)—The Mind Museum's parent company—to fund the design, construction, and management of The Maker Studio Pilipinas. It is an educationalpackage composed of two components. First is a set of modulesthat encourage individuals seven years old and above to createand build their own inventions using available resources. Thenthere is a mobile maker space where people can access creativelearning materials, which can be deployed within or outside themuseum.Kickstart's donation aims to provide an extraordinaryeducational experience that inspires better understanding ofscience by the public, creates engagement, and builds a feedersystem for tech talent.	Donation & Funding	Self Realization	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
To push the boundaries in the learning innovation and transforming the full spectrum of our education systems, we launched the Globe Education Solutions suite in 2015. The suite provides life-long learning by combining our vast infrastructure with solutions provided by top companies in the education sector—Brightspace of D2L, Educube of Globals, and Flipside. Brightspace—an integrated learning platform—can increase student engagement, personalize students' learning experience, and enable teachers to fine-tune their teaching methods through data-driven analytics.	New Products	Education	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	**Type of Initiative**	**Societal Issue**	**Stakeholder Recipient**	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Meanwhile, Educube helps school administrators streamline their business processes using Educube's Enterprise Resource Planning designed specifically for schools. With this kind of system built in, schools will be able to automate and integrateall of their administrative services, including staff and studentinformation, admissions, enrolment, fees management, payroll,attendance, and grading system.	New Products	Education	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Finally, our partnership with Flipside Publishing Services,Inc. can increase adoption of the use of electronic books—also known as e-books—through solutions such as conversion, aggregation, branding, retailing, publishing, and distribution ofe-books for the Philippine educational system. We also lent oursupport for Flipside in introducing the Philippine EducationalE-book Reader (PEER), an e-reader app where users can readand buy e-books using their desktop, Android, or iOS device.As of end 2015, there are a total of 286 books for sale in theFlipside library (http://flipreads.com) from 78 contributors.	Association	Education	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We also distributed free collections of over 1,200 e-books with 35 different BISAC subject headings to libraries in Manila, Caliraya, and Ilocos Norte.	Donation & Funding	Wealth Distribution	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
In addition, we donated over 250 digital libraries to 158 academic libraries from schools and universities and 22 government institution and public libraries throughout the country through our partnership with the Philippine Librarians Association, Inc.	Donation & Funding	Wealth Distribution	Local Communities and Society	Business Partners & Suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Our Occupational Safety and Health Policy guide usin protecting the health and safety of our employees andthe surrounding communities where we operate. Part of implementing this policy is the annual physical examination (APE) that all employees are required to have. In 2015, 97% of our eligible employees took control of their health through availment of their APE. Our in-house health adviser then uses the result of the examination to provide personalized wellnessprograms to each employee and the quarterly consultationsthat track the progress of the program.	Incentives	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
In September, we also introduced a licensed dietician who can guide employees on how to eat right based on their specific circumstances. As of end 2015, 122 employees engaged with the dietitian and jumpstart a healthier lifestyle.	Incentives	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Meanwhile, our partnership with Maxicare ensures that employees get the best in-patient and outpatient coverage they deserve.	Association	Health	Employees	Business Partners & Suppliers	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
With regard to safety, we disseminate and make public toour employees, through our intranet, a Safety, Health, and Environmental Management System (SHEMS) manual that covers mitigation of operational risks and a proactive approachto creating a safer workplace, such as correct ergonomics atwork and avoiding serious illnesses.	Communication	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
We also assigned andtrained around 15% of our total employees to assess all healthand safety hazards in the workplace and communities, andproactively created programs to address these incidents.	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Aside from the Health & Safety Committee, regular safety drills and trainings are also performed to ingrain in each employee best practices and standards that must be followed in case of an emergency. Throughout the year, we have conducted training courses which spread out in 17 batches with a total of 240 participants composed of our regular employees in 2015.	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
The most significant drill of the year was our participation in the Shake Drill led by the Metro Manila Development Authority held on July 30. It was a Metro Manila-wide simulation of a 7.2-magnitude earthquake originating from the West Valley Fault System in the National Capital Region. A total of 17 sites participated in this drill—11 of which are Globe sites and the remaining six being Bayantel sites—and involved over 7,000 employees, occupants, and visitors in those sites. It was the first time this type of drill was conducted on this scale, and it featured high employee turnout, especially in The Globe Tower (98%), Globe Telecom Pioneer (94%), and Valero Telepark (89%).	Training	Health	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Despite the status of MSMEs as the country's maineconomic driver, many face challenges that usually include thelack of access to finance, technology, and skills, as well as supply chain problems. We help them overcome these challenges through Globe myBusiness, which supplies business owners with all the ICT tools they need to efficiently run and grow their enterprises.First there's myWebsite where MSMEs are able to buildonline presence with their own customized website at a pricepoint suited for small businesses. Their business can now besearch optimized to reach a wider audience. The service comeswith a free 30-day trial.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
Moreover, we find ways in bringing our solutions closer to entrepreneurs nationwide through events like Globe myBusinessDay. We held the first one in Cauayan, Isabela, since it isconsidered as one of the country's first smarter cities as declaredby the Department of Science and Technology (DOST), toenable businesses to avail of our solutions as well as to educatethem on running their business. We pooled different sectorsand government units for the learning sessions to encourageparticipants to run their own business. The event also featuredfranchising options for people who were still unsure about thetype of business that they want to set up. Events like these notonly help us promote our products, but more importantly boost the growth of enterprises in regions outside of Metro Manila.	TRaining	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
As early as 2011, Globe broke ground as the first telecommunications company to offer infrastructure cloud computing solutions in the country. Cloud computing has become an important factor for any service that requires information coming from a digital network. In the past, this was only limited to private enterprises, but **it has since expanded to serve different types of businesses developers and startups to large companies as served by Globe Business**. Businesses enjoy a number of benefits when they transition to cloud computing, including considerable savings and increased productivity. This is because this solution offers scalability where businesses can adapt immediately to the needs of their customers without upgrading their infrastructure. Meanwhile, productivity is improved as this technology allows employees to access files and collaborates wherever they are in the world.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
More importantly, cloud computing addresses the issue of sustainability as it gives businesses the option to forego expensive data centers that require considerable energy to run. That is why when businesses choose cloud computing, it is not only they who win, but the environment as well. These environmentally conscious actions can also have an effect on the evaluations conducted by rating agencies, helping boost the company's image. These are the same benefits that our CloudSolutions product provides to businesses, regardless of their size and scale of operations. They can avail of these services: (a) Infrastructureas-a-Service (IaaS), (b) Infrastructure Services, and (c) Softwareas-a-Service (SaaS).	New Products	Environment	Local Communities and Society	Customers	Strategic	YES	NO	YES	NO	YES	NO	YES	NO
Then there's AdSpark, a Philippine digital solutionsstartup and a wholly owned subsidiary of Globe, whichhelps entrepreneurs tap into their customers online through affordable digital marketing and advertising. In 2015, AdSparkacquired social marketing company Socialytics to providebetter understanding of social media analytics and metrics toimprove performance on digital platforms.LocalUp, formed under the AdSpark and Globe umbrella isa Digital Marketing Agency dedicated to bringing SMEs online.LocalUp focuses on helping Small & Medium Businessesestablish themselves in the local digital landscape throughsearch optimization and SMS marketing that enable localizedand targeted campaigns for their consumers.	Organizational Structuring	Wealth Distribution	Customers	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We continue to increase productivity at the Bottom of the Pyramid (BoP) through our sustainable livelihood program. In 2015, we helped generate P12.7 million in revenues for the sector, which is about a 92% increase from the previous year, by providing them ICT connection, capacity building support and market access.	Training	Wealth Distribution	Local Communities and Society	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
To generate additional income opportunities for the BoP, we continued with the AMAX caravan in partnership with the Department of Social Welfare and Development (DSWD) through their 4Ps program.	Association	Wealth Distribution	Local Communities and Society	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
We also expanded sustainable livelihood opportunities for vocational students in collaboration with Educational Development Center (EDC), a global non-profit organization which addresses some of the world's most urgent challenges in education, health, and international development. Through EDC's Accelerating Work Achievement and Readiness for Employment (AWARE) program, we hosted 54 technicalvocational students from Benigno Ninoy Aquino High School (BNAHS) and Eulogio "Amang" Rodriguez Vocational School to improve their work readiness by sharing EDC's ICT expertise. Students received five-day mentoring on the latest technologies, shadowed our technicians, and received handson training on various hardware processes, as well as software installation. These activities expose the students to new technologies and develop their knowledge and skills in ICT.	Training	Self Realization	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Meanwhile, as we further promote the digital lifestyle, we partnered with Kiva, a company with a mission to connect people through lending to alleviate poverty, our customers caneasily send funds through GCash to people from local microenterprisingprograms under agriculture, services, food, andthe retail sector. Beneficiaries of this program include NegrosWomen for Tomorrow Foundation, BagoSphere, and PaglaumMultipurpose Cooperative, among others.	Volunteerism	Wealth Distribution	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	NO	NO	YES	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
To effectively roll-out our network capacity building program, we are seeking Open Access legislation for the telecommunications industry to help mitigate bureaucratic red tape and other political hurdles that stand in the way in the deployment of telecommunication and broadband infrastructure. We are also calling for the equitable distribution of the 700 megahertz (MHz) frequency spectrum which enables mobile operators to reduce capital and network costs while accelerating the rollout of services at lower prices, so service providers can address the rapidly increasing data traffic amid growing smartphone use in the country.	Communication	Fair competition	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Kickstartis helping propose improvements in the policy environmentthrough consultation and participation in forums with theNational Competitiveness Council, the Department of Science& Technology (DOST), the Department of Trade and Industry(DTI), and with policy drivers like Senator Bam Aquino.	Association	Fair competition	Local Communities and Society	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
This year, we earmarked US$4 million for Kickstart'sFund 1 for Seed-to Early-Stage startups, and US$50 millionas a second, new venture capital fund (Fund 2) to boostthe expansion of Growth-Stage high-potential startups.	Donation & Funding	Economic Security	Local Communities and Society	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
Inaddition, we funded four early-stage startup—Innovantage (www.ivantageapps.com), LoanSolutions (www. loansolutions.ph), LifeTrack Medical Systems (www. lifetrackmedicalsystems.com), and Squadzip (www.squadzip. com).	Donation & Funding	Economic Security	Local Communities and Society	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
Two growth-stage startups, meanwhile, received funding from Kickstart—Switch (www.switch.co) and Teridion (www. teridion.com). These grew Kickstart's portfolio of companies to 25 startups, since we started in 2012, translating to 574 jobs generated, as well as almost 800,000 users of the services of these portfolio companies, and an estimated 13,000 paying customers globally. The startups Kickstart has invested in are not confined only to the Philippines, but also those based in the United States and Israel.	Donation & Funding	Economic Security	Local Communities and Society	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
Training and mentoring startups also form a part ofKickstart's determination to give the local startup scene aboost. They conduct monthly business checkpoints with alltheir teams, and have run workshops on various subjectslike Lean Startup, Growth Hacking, and Pitching.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Thereare joint mentoring sessions too, such as with Amazon WebServices (AWS) on information architecture, and Facebook on user acquisition and the use of FreeBasics. To date, 2,290participants have joined the different mentoring and trainingsessions that Kickstart conducted.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Joomajam (www.joomajam.com), a Kickstart-funded education startup, was among the 14 finalists in the 2nd Singtel Group-Samsung Regional Mobile App Challenge 2015 competition that received over 700 submissions from Africa, Australia, and parts of Asia, including the Philippines. Designed for parents with young children, Joomajam is an easy-to-use educational activity pack that combines bilingual music, videos, and games focused on learning three languages—their Mother tongue, a global language like English, and the language of technology. In addition, mClinica (www.mclinica. com) and Lenddo (www.lenddo.com)—both Kickstart portfolio companies that launched first in the Philippines—have started to expand to Indonesia, Vietnam, Thailand, and India.	New Products	Education	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
In addition, Kickstart organized or joined other eventsthat include the Globe Enterprise Innovation Forum (EIF) in August, the Ayala ICT Summit in September, and the APEC SME Summit in November. The EIF is an event that brings together the country's topbusiness and enterprise leaders for a day of sharing, learning,and discussing best practices on how to remain competitive intoday's digital age through innovation. On the event's sixthyear, we invited MIT executive director Hal Gregersen askeynote speaker where he discussed how companies can developthe necessary skills to move progressively from idea to impactthrough innovation.	Training	Self Realization	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
In 2015, Globe joined six telecommunications companies from six countries in the GSMA Humanitarian Connectivity Charter designed to ensure people's access to communication and information during a crisis in order **to minimize loss of life and aid humanitarian response**. GSMA launched the charter at the Mobile World Congress in March, and is supported by the UN Office for the Coordination of Human Affairs, the UN Emergency Telecommunications Cluster, and the International Federation of the Red Cross and Red Crescent Societies.	Association	Health	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We adopted a number of mechanisms of the charter including transmittal of free mobile alerts via SMS, first implemented when Typhoon Koppu (Lando) struck Luzon in October.	Communication	Health	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
We also developed a mechanism to share relevant information on restoration, disruption of services, and other preparedness initiatives. When a disaster area is cleared for humanitarian efforts, we also provide relief services such as free calls, internet, charging stations, and other relief materials.	Communicatio n	Health	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We also developed a mechanism to share relevant information on restoration, disruption of services, and other preparedness initiatives. When a disaster area is cleared for humanitarian efforts, **we also provide relief services such as free calls, internet, charging stations, and other relief materials.**	Donation & Funding	Health	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globe also became the first telecommunications companyin the country to be re-certified in Business Continuityon an enterprise-wide6 scale in 2015. We received fromthe British Standard Institute an ISO 22301: 2012 or theBusiness Continuity Management System Standard, whichrecognizes our implementation of best practices on businessresiliency based on our efforts to plan, establish, implement,operate, monitor, review, maintain, and continually improve a documented management system. This ensures that our clientsand stakeholders that we are equipped to survive in the event ofa major incident or disaster.	Adoption of Standards and Rules	Economic Security	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We fortified awareness of Business Continuity Management (BCM) by launching the #GlobeREADY campaign, whichwe ran in preparation for the Metro Manila Development Authority's (MMDA) earthquake drill in July. This involved nationwide awareness sessions and forums which were gracedby prominent officers from the MMDA, National Disaster RiskReduction and Management Council (NDRRMC), and otherlocal government units.	Communicatio n	Economic Security	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In addition, we have utilized a system that the Departmentof Science and Technology developed for threat and hazard mapping. This will enable us to overlay the locations of our stores and cell sites with the hazard map, so that we can identifypotential risk areas and take the necessary precautions tominimize our exposure to disasters.	Modification of Procedures	Economic Security	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In July, we launched Ayala ASSIST—the Ayala Group's emergency management mobile app—together with other Ayala subsidiaries. Since its launch, 1,995 employees from Globe were registered to the Ayala ASSIST, out of the 2,445 employees from the Ayala Group of companies. The application was co-developed with Yondu, a technology solutions company established in 2001. Using the app, it makes it easier to alert employees in times of an emergency, for people managers to account for their staff, and to request for help, to name a few of its essential features.	Association	Health	Employees	Business Partners & Suppliers	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
We partnered with the Provincial Government of Bataan for the launch of the Community-Based Disaster Risk Reduction and Management (DRRM) Program, which aims to provide them with ICT support through the Metro Bataan Development Authority (MBDA). The program addresses the need for quick and efficient communication during a disaster by ensuring that communities are ready, responsive, and resilient at all times. We make this possible through TxtConnect, an SMS broadcast facility that enables the Governor or the head of the MBDA to contact directly the different local government and barangay leaders, and provide them with relevant and critical information during emergencies...	Association	Health	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
...Each barangay will also receive SIM Cards that are included in the TxtConnect database, which will be distributed to barangay officials. Participating officials will also receive equipment for rescue operations.	Donation & Funding	Health	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Through our partnership with Weather Philippines, we conducted Weather 101 and a series of community-based DRRM trainings for their officers and barangay officials. Theseequip barangay officials who act as first responders in thecommunity with basic knowledge on emergency proceduresand basic first aid so they can respond to emergencies moreeffectively.	Training	Health	Local Communities and Society	Business Partners & Suppliers	Cosmeti c	NO	NO	NO	NO	NO	NO	NO	NO
We also maximized our partnership with MMDAas they give back to our partner communities by giving freeDRR trainings focused on basic awareness during disasters oremergency situations.	Training	Health	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
The MMDA is another recipient of our TxtConnect and internet facilities. As with the MBDA, these will help ensure reliable communication and enhance the organization's capability in areas such as public safety and disaster response.	Donation & Funding	Health	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
We have also helped build classrooms across the country, including disaster-resilient ones in areas affected by Typhoon Haiyan in 2013. Called Noah's Ark classrooms, these are designed by Habitat for Humanity to be transformed into evacuation centers in case of a disaster. These can accommodatea large number of people, and come with two toilet andbath facilities, and a kitchen. We have constructed sevenof these classrooms in Aklan where we were tasked by thegovernment through the Office of the Presidential Assistantfor Rehabilitation and Recovery (OPARR) as the province'sdevelopment partner after Haiyan.	Donation & Funding	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
This is where our e-waste recycling program called Project 1Phone, which was rolled out in 2014, comes in. In this project, we collect e-waste from our operations and customers and transport the whole lot to our accredited partner Total Environment Solutions Asset Material Management (TES-AMM) in the Philippines. After weigh-in, TES-AMM Philippines now ships the waste to TESAMM Singapore for proper recycling. This year, **we further increased the e-waste we collected by partnering with Huawei, Aboitiz, Coca-Cola, and JPMorgan Chase & Co. among others**, resulting in 124,572.19 kg of e-waste generated, up by 56% compared to last year's 79,968.20 kg.	Association	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	NO	NO	NO	NO	YES	YES	NO	NO
Another hazardous waste that is crucial to our operationsare lead acid batteries from our towers, which we also collectand dispose of carefully. Compared to the previous year, wesaw a 73.5% drop in the disposal of used lead acid batterieswe generated from 222,857 kg to 58,926 kg in 2015. This was due to a delay in the renewal of contract with our accredited recycler, Oriental & Motolite Marketing Corporation(OMMC). These batteries are currently in our staging facilitiesand scheduled for disposal in the first quarter of 2016.	Modification of Procedures	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Meanwhile, there was an increase in the busted fluorescent lamps we generated from 1,125 in 2014 to 5,018 in 2015 from which we generated 200,720 mg7 of liquid mercury. **This was mainly due to our proactive move to LED lights in our various facilities.**	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Used oil is another form of waste that we collect andtreat. This year, we were able to collect 844 L of used oil, down from 3,728 L in 2014 due to a delay in our agreement with Genetron International. Currently, the collected used oil are stored at staging facilities and scheduled for hauling in the firstquarter of 2016.	Modification of Procedures	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
We also began to generate and collect grease waste in2015 due to the opening of cafeterias in our TGT Fort sites. However, we make sure that our housekeeping partners collectthese in drums regularly, and safely store these in our materialsrecovery facility, then disposed of by our accredited partner forwaste management. This follows the same practice we apply toother types of waste that we generate, such as busted fluorescent tubes and used oil.	Modification of Procedures	Environment	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
All of our regular employees who were issueda postpaid plan are automatically enrolled to our billing onmobile program, also known as paperless billing. By being inthe program, we eliminate paper waste by enabling ourselvesto view our bill on our phones, tablet, or desktop, and enjoythe convenience of getting our bill on time.	Modification of Procedures	Environment	Local Communities and Society	Employees	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
We have alsopushed our customers to sign up for the same program throughraffles and promos. Part of the ongoing initiative of paperlesscampaign since 2013, we saw an increase in customers whonow prefer to receive their bills online. In return, we also saw a59.9% reduction of paper usage just from last year alone.	Incentives	Environment	Local Communities and Society	Customers	Strategic	YES	NO	NO	NO	YES	NO	YES	NO
We also make our business customers part of our endeavor to protect the environment by encouraging them to use the Canvas application. It can reduce or do away with their need for traditional paperwork. Users of the app can choose from 14,000 apps that range from inspection forms to work orders to surveys, which can help cut their paper costs and achieve productivity savings.	Incentives	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
We have thus undertaken programs that enable us to identify solutions that can make our sites run more efficiently. One way we've done this is to revisit our existing legacy sites. Through analysis and field visits, we were able to develop solutions and quick fixes that will be applied to all our sites. Through our pilot program, these solutions yielded an average of 1.6kW reduction in energy consumption per site. This translated to a 23% average decrease in consumption in the pilot sites. At P10/kWh8, this translates to approximately P384 per day or P11,500 per month of savings.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
We also implemented solutions such as shutting down legacy equipment, migrating equipment outdoor, and optimizing existing free-cooling system, cabin vacation, and air-con shutdown.	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Another step we undertook was using the new SingleSON (self-optimizing network) solution that allows automatic nearrealtime diagnostics of our mobile broadband network andoptimizing it intelligently. It means less equipment are neededto manage complex networks while delivering a great networkexperience to our customers. Powered by a SONMaster as thecore product and engine, it detects coverage problems andadjusts radio frequency parameters automatically.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Improvements don't stop at our outdoor network infrastructure. We also look into our in-building sites' design and operating models and optimize the design according to thedemand of the building or floor type, from putting equipmenton standby mode to shutting down legacy equipment.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO

What		Why		How		Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle	ALERT	1	2	3	4	5	6	7	8
We further complement these measures by shifting our power generators from traditional lead batteries to more environment-friendly power sources such as deep cycle batteries,lithium ion batteries, diesel hybrid power units that cut dieselfuel usage compared to traditional generator sets, and fuel cellsthat eliminate the use of diesel altogether. All these ensure thatwe address our challenge in energy consumption in a way thatdoesn't harm the environment.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Text spam and scams remain a problem among our customers, but we have ramped up our fight against these withour #StopSPAM campaign, which began in 2014. In the period from January to December 2015, we were able to block 26.1million scam and spam messages, and disconnect from service21,772 mobile numbers associated with these activities. Thisis attributed to our filtering system adopted in the year earlier,which blocked an average of 78,000 spam and scam messagesa day in 2015, with a peak of 267,000 messages blocked perday achieved in February 2015.	Incentives	Economic Security	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We also made it easy for our customers to report cases of fraudulent text messages through our #StopSPAM site at www.globe.com.ph/stopspam. **This gained the support of the National Telecommunications Commission (NTC) by ordering companies to stop sending spam and scam messages to our customers**.	Incentives	Economic Security	Customers	Nothing	Strategic	NO	NO	NO	NO	NO	NO	YES	NO
In a certain SIM swap scam thwarted by Globe in July 2015, an unscrupulous individual used the identity of a customer to request for a replacement of their SIM card. With a two-step verification that requires users to provide their email and mobile number as an added of layer of security, having access to the customer's number can potentially enable criminals to access the customer's other accounts such as e-mail addresses, bank accounts, and social media accounts. To further prevent similar cases in the future, **we ran information drives for our customers and installed CCTV cameras in all Globe Stores nationwide**. Video recorded on these cameras can be presented as evidence in police investigations and proceedings against identity thieves.	Asset Modification	Self-ownership	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We were also able to catch criminals through our close coordination with the Philippine National Police and the National Bureau of Investigation. This includes the apprehension of 12 individuals for illegal recontracting and subscription fraud, 31 for the illegal sale of WiMAX modems, and 20 for cable theft. Another one was caught for swindling over P2 million worth of phones using falsified documents in applying for corporate accounts.	Incentives	Economic Security	Local Communities and Society	Business Partners & Suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Education plays an important part too in our fight toprotect our customers. With our #ProTECH101 campaign,we inform consumers about the dangers of online crimes andprovide them with tips on how to keep their accounts and other valuable information safe. These tips include avoiding using weak and easy-to-guess passwords and making them aware ofthe vulnerabilities of using web browsers' autofill feature thatenable users to save and then automatically fill username andpassword fields of websites they usually visit. The feedback on the campaign has been positive so farwith an estimated 14.8 million impressions from 894 Twitter mentions by 373 users, based on Sysomos Media Analysis Platform (MAP) run in 2015.	Communication	Self-ownership	Customers	Nothing	Strategic	NO	NO	NO	NO	NO	NO	YES	NO
FINISHED													
FIN-X2 CHECKED													

Results of content analysis for 2016 Sustainability Report

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
In 2016, Globe myBusiness empowered Filipino SMEs to embrace the digital shift with its latest portfolio of postpaid plans and innovative business solutions, giving them the competitive advantage to improve efficiency and productivity, reduce cost, and further grow their business. Globe myBusiness launched the new myBusiness Unli Plus Postpaid Plan, a new mobile postpaid plan that gives them more value for their business with built-in unlimited calls and texts to Globe/TM numbers, allowing them to focus on choosing the right business solutions that they need with their plan. The myBusiness Unli Plus Postpaid Plan also comes with a choice of freebie such as mobile data services or discounts to business solutions.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Globe myBusiness also offered the myBusiness Tracker, a do-it-yourself portable GPS tracking solution that enables users to monitor the real-time location of their vehicles and assets. The Globe myBusiness tracker can help SMEs improve delivery planning, real-time monitoring, improve driving habits and save and avoid unnecessary costs.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Other dynamic cloud platforms include Virtual Private Cloud, Back-up-as-a-Service, Microsoft Office 365 and AppMarket. These solutions not only eliminate the demand for server maintenance, updates, deployment and compliance, but also ensure safer, more accessible email and business operation systems right in the cloud.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
With Shopify, Filipino entrepreneurs can start their own business in less than 5 minutes – their gateway to building and managing their own online store. Globe myBusiness has also developed an online bazaar called Digimall powered by Shopify that showcases products from local businesses over the web. A weekend "bazaarista" can now sell to anyone with an internet connection, nationwide, or around the globe, at any time or day.	New Products	Wealth Distribution	Customers	Business partners and suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Globe Business holds its annual Enterprise Innovation Forum (EIF) for leaders and corporations to participate in an insightful learning session and sharing of best practices... In October 2016, the seventh annual EIF was held with the theme "Find your purpose: Transform Business to Greatness," featuring an elite roster of thought leaders topbilled lined by Strategic Communications and Leadership Expert Heath Slawner.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Globe also expanded its presence and reach amongMSMEs all over the Philippines through its GlobemyBusiness Day caravan, a one-stop exhibit forentrepreneurs that allows MSMEs to explore newbusiness opportunities, find new ways to increasetheir revenues, and discover new solutions to stay competitive in the digital age. The caravan alsoenables MSMEs to meet, be inspired by successfulentrepreneurs and participate in insightful speakerdiscussions.	Communication	Self Realization	Local Communities and Society	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
Globe myBusiness and the company's digitaladvertising business, AdSpark, also organized DigPH,an annual convention that equips entrepreneurswith up-to-date knowledge on using effective, costefficientdigital tools and platforms to expand andrevolutionize their business. The country's largestdigital and mobile marketing summit also servesas a venue for entrepreneurs to learn practical tipson social media, e-commerce techniques, and otherpressing digital topics that they can apply in theirbusiness.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Thus we provide schools with innovative, interactive, cutting-edge learning tools to give students and teachers access to 21st-century learning. Our solutions include the following: • Learning Management System for personalized, adaptive, and monitored learning to address student engagement in schools.	New Products	Education	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
• School Management System for access toconsolidated learning resources and tools forbetter and faster school management decisions.	New Products	Education	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
• Virtual Private Cloud to eliminate the cost ofexpensive IT equipment to run new applicationsfor teachers and school staff.	New Products	Education	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
We also mounted the Healthcare Industry Forum, which discussed healthcare industry insights and trends, business apps to mobilize the workforce, and a range of digital marketing tools to make Globe the brand of choice for patients.	Communication	Health	Customers	Nothing	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
We share the same approach in business continuityand disaster recovery with companies fromvarious industries. They can outsource their datamanagement requirements and media storage to usto shore up their protection and capabilities in timesof unfortunate events.	New Products	Economic Security	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
We take a holistic approach to manage threats andsecurity breaches and ease enterprises' security,compliance, consolidation and cost concerns.Through solutions such as Managed SecurityServices that leverage on the latest ICT capabilitiesand innovations, we take the lead in averting cybercrime attacks and threats.	New Products	Economic Security	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
We also put a premium on customer education.Through our #ProTECH101 campaign, customerslearn about the dangers of online crimes andpractical tips to keep their accounts and othervaluable data safe.	Communication	Self-ownership	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
Globe myBusiness also extended its services beyond telecommunications products with the introduction of its free business consultancy services. With this exclusive service, Globe myBusiness helps entrepreneurs review their business processes and operations and provide advice and recommendations to help the business run more efficiently. Entrepreneurs will be able to get in touch with inhouseexpert business consultants with certifications on Certified Management Consultants (CMC), LeanSix Sigma, Business Process Reengineering (BPR), EN16114 Management Consultancy Services, InformationSecurity Management System (ISMS), eSourcingCapability Model, Supply Chain Management, CustomerOperations Performance Center (COPC), Total QualityManagement for free.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Apart from bringing you easy access to doctors,KonsultaMD partnered with several establishments tobring health care within every Filipino's reach. Severalpartnerships were forged this year to enrich the wholevalue chain for customers. MedGrocer, an onlinepharmacy for door-to-door delivery of medicine andhealth supplements in GMA area;	New Products	Health	Customers	Business partners and suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Lifeline Ambulance Rescue, Inc. for emergency quick-response;	New Products	Health	Customers	Business partners and suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Generikadrugstore chain to provide a wide range of low cost, high quality generic medicines from approximately600 outlets in the country;	New Products	Health	Customers	Business partners and suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
FamilyDOC, a 3-in-1 facilitythat houses a clinic, a diagnostics laboratory, and apharmacy.	New Products	Health	Customers	Business partners and suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
KonsultaMD has also started to cater to overseasFilipino workers (OFWs) in Hong Kong. These OFWscan conduct unlimited calls to a maximun of 5 Globenumbers and gain unlimited access to KonsultaMD for30 days for just HK$129	Pricing	Health	Customers	Business partners and suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Along with this, a dynamic #startupPH community of more than 4,000 young minds with big ideas — innovators, investors, mentors, corporate advocates, and policymakers — have begun to **collaborate and set the standard** for the Philippine startup community through Slingshot Philippines, a National Summit on Startups and Innovation organized by the Department of Trade and Industry (DTI), and supported by Globe Business.	Association	Fair competition	Local Communities and Society	Business partners and suppliers	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Among the new startups in Kickstart's portfolio areZipmatch, a data analytics company focused on thehigh-value real estate sector, using its brokerage andlisting site to bring together a community of homeseekers and real estate professionals;	New Products	Wealth Distribution	Local Communities and Society	Business partners and suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
and Coins.ph,Southeast Asia's leading mobile blockchain-enabledplatform that enables anyone, including the millions of unbanked, to easily access financial services directlyfrom their mobile device. Using Coins.ph, customershave access to a mobile wallet and services suchas remittances, airtime, bill payments, and onlineshopping at over 63,000 merchants who acceptdigital currency. Operating in the Philippines and Thailand, Coins.ph's mission is to increase financialinclusion by delivering financial services directly topeople through their mobile phones.	New Products	Wealth Distribution	Local Communities and Society	Business partners and suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
There are over 400 million people in Southeast Asia who remain unbanked and underserved. Through Mynt, a wholly-owned financial services company of Globe, these sectors in the Philippines can now partake of economic growth without going through formal banking channels. Mynt has so far over three million customers doing P4 billion transaction value per month serviced through a network of more than 12,000 partner outlets.	New Products	Wealth Distribution	Customers	Business partners and suppliers	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
Moreover, Mynt has recently started its own lending company under the name Fuse, and has disbursed approximately 4,000 loans to 3,000 borrowers in the last quarter of 2016.	New Products	Wealth Distribution	Customers	Business partners and suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Through GCash, Filipino taxpayers can also pay theirannual income tax with greater ease. Globe teamedup with the Bureau of Internal Revenue (BIR) and theUnited States Agency for International Development(USAID) in developing the mobile payment system— a significant milestone for the government's taxcollection effort.	New Products	Wealth Distribution	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
GCash has also enabled over nine million Filipinoswho are Social Security System (SSS) members topay their contributions and monthly amortizationsfor salary and real estate loans using their mobilephones. The GCash payment scheme is availablefor SSS members registered as self-employed orvoluntary, including non-working spouses, OverseasFilipino Workers (OFWs), farmers and fisherfolk.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
The company's GMovies app leads the pack inenhancing the digital lifestyle and entertainment experience. GMovies forged partnerships with SMLifestyle and Entertainment to widen the footprint ofcinema ticket reservations and booking nationwide.Globe also reached greater heights in its partnershipwith Ayala Land Inc. as GMovies is poised to takeoverthe revamp and management of Sureseats' digital channels.	New Products	Self Realization	Customers	Business partners and suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
In addition, cinema-goers now have more optionsto pay for their tickets with GCash and makeadvanced booking and ticket pre-selling for premiumblockbuster titles as GMovies empowers itscustomers to secure cinema seats even weeks beforetheir release to create a truly wonderful cinema experience.	New Products	Self Realization	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Digital Ventures also launched this year a new loyaltyservice platform, RUSH, which offers a completeend-to-end loyalty solution to fit any business. Itfeatures a white label loyalty suite that providesboth points-based and punch card loyalty, aimingto expand the horizon for loyalty programs that are still largely underserved and underdeveloped in thecountry. Digital Ventures also developed out-of-theboxproducts that aim to create value for customers,one of which is Load Up, a load selling app whichdoesn't require a retailer SIM card and an internetconnection. Retailers can get 4.5% load discount every time they sell.	New Products	Wealth Distribution	Local Communities and Society	Customers	Strategic	YES	NO	YES	NO	NO	NO	YES	NO
Its top-selling mobile data service GoSURF50 wasthe company's response to the rising mobile dataadoption, especially among its prepaid customers.In 2016, GoSURF was upgraded with 1GB of mobiledata allocation, making it the 2nd most competitiveoffer across the Asia Pacific region in terms ofpricing at only P48.82 per GB in comparison totop prepaid telco offerings in the region includingBrunei, Singapore, India, Malaysia, Sri Lanka, andIndonesia. The promo, offered at retail price of onlyP50, valid for 3 days, also includes unlimited textsto all networks as well as free access to Facebook.GoSURF50's 1GB of data gives customers 700 MBfor surfing while the remaining 300 MB allocation allows access to the customer's app of choice suchas Snapchat, Viber, Spotify Basic, YouTube + DailyMotion, Clash Royale, or Clash of Clans.	New Products	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
As more customers embrace the digital lifestyle,Globe made significant headway with the rollout ofits LTE network. With the deployment of LTE sitesusing both the 700 and 2600 bands, Globe is nowable to deliver a more comprehensive LTE coveragein Metro Manila, Metro Cebu, Metro Davao and othermajor urban areas in the country.	Asset Modification	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In collaboration with HOOQ, Asia's first and largest premium video-on-demand service, Globe Studios is bringing the most-awaited and star-studded series, On The Job (OTJ), a spinoff from the original blockbuster movie directed by Erik Matti. HOOQ signed a landmark co-production deal with Globe and independent studio Reality Entertainment in 2016 to produce the six-episode story revolving around a **hard-hitting topic in Philippine society.** Aside from the Philippines, the original mini-series will be released in Thailand, India, and Indonesia.	Association	Self Realization	Local Communities and Society	Business partners and suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe and Disney tied up to launch the Disney Channels Apps where kids and families in the Philippines can watch Disney Channel, Disney XD, and Disney Junior entertainment channels on their mobile devices, anytime and anywhere. Designed for kids to watch their favorite Disney shows, the Disney Channels Apps will provide hours of fun in **a safe and kid-friendly digital environment** that will immerse viewers in Disney's magical world of storytelling and characters.	New Products	Health	Customers	Business partners and suppliers	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
Stakeholder engagement takes many forms and it can be formal and informal. Rather than having oneoffconsultations around specific topics, we preferto take an integrated approach. This means that wehave an ongoing dialogue about our role in society,our products and services, our business performance,and other issues. This is done at both the businessunit and Group level.The instruments we use to conduct this dialogueinclude:• Customer hotlines and other self-service channelsand/or touchpoints, satisfaction and engagementsurveys, field visits, and product launches for customers;	Communication	Individual Equality	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
• Engagement surveys, independent development plan discussion, performance evaluation, planning, meeting and/or kick-offs, strategy alignment for our employees (Ka-Globe), regular townhalls	Assessment and Measurement	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
• Program/product launches, forums, conferencesand meetings, email correspondences, and roundtable discussions with media;	Communication	Fair competition	Local Communities and Society	Business partners and suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
• Conference, meetings, and/or electronic dialogue, compliance with laws and regulations, andpartnerships for government;	Communication	Fair competition	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
• Meetings and SMS text message alerts for disaster respondents;	Communication	Health	Local Communities and Society	Business partners and suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
• Board and committee meetings for parentcompanies and affiliates;	Communication	Individual Equality	Shareholders	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
• Meetings, alignment and operations reviewand audit for service vendor partners;	Communication	Individual Equality	Suppliers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
• Vendor engagement survey and town halls forfrontline vendor partners.	Assessment and Measurement	Self Realization	Suppliers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
In 2016, we invested P2.371 million on total environmental protection, particularly on **reforestation programs**, solid waste management in our corporate offices; and hazardous waste disposal and treatment (including the construction and upgrade of Hazwaste staging areas in 40 sites).	Donation & Funding	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
In 2016, we invested P2.371 million on total environmental protection, particularly on reforestation programs, **solid waste management in our corporate offices**; **and hazardous waste disposal and treatment** (including the construction and upgrade of Hazwaste staging areas in 40 sites).	Modification of Procedures	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
In 2016, we invested P2.371 million on total environmental protection, particularly on reforestation programs, solid waste management in our corporate offices; and hazardous waste disposal and treatment (including the **construction and upgrade of Hazwaste staging areas in 40 sites**).	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
At the end of the year, we donated P1.4 millionas initial grant for 13,500 seedlings to non-profitorganization Hineleban Foundation, which advocatesenvironmental conservation and livelihooddevelopment by preserving and restoring mountainrainforests and watersheds, as well as providing livelihood opportunities for indigenous peoplein Bukidnon and Lanao del Sur...	Donation & Funding	Environment	Local Communities and Society	Business partners and suppliers	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
...We leveraged on our iPhone 7 launch in November to **enable our recontracting iPhone 7 customers to participate in this worthwhile advocacy** as we collaborated with Hineleban Foundation to drive the reforestation of 4,396 hectares across six mountain ranges at the heart of Mindanao, and jointly entered into a memorandum of agreement for a five-year rainforestation program composed of three key components: reforestation, food security, and sustainable livelihood development.	Volunteerism	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
...We leveraged on our iPhone 7 launch in November to enable our recontracting iPhone 7 customers to participate in this worthwhile advocacy as we collaborated with Hineleban Foundation to drive the reforestation of 4,396 hectares across six mountain ranges at the heart of Mindanao, **and jointly entered into a memorandum of agreement for a five-year rainforestation program composed of three key components: reforestation, food security, and sustainable livelihood development.**	Association	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Aside from financial support, we also provided infrastructure capability to enable the public to extend their support to the reforestation efforts of Hineleban Foundation by texting TREE to 2158-8733, an SMSbased donation platform powered by Globe.	Volunteerism	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
Globe also complies with the Environmental Impact Statement (EIS) system of the DENR and pays nominal filing fees required for the submission of applications for Environmental Clearance Certificates (ECC) or Certificates of Non-Coverage (CNC) for all cell sites and other facilities, as well as miscellaneous expenses incurred in the preparation of applications and the related environmental impact studies.	Adoption of Standards and Rules	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
On the operations front, we continued to push ourpaperless billing initiative, with electronic billingstatements sent to Globe postpaid customers toeliminate further environmental stress and billingdelays. In 2016, we introduced Bill via Text throughGlobeMYBILL, where customers received a textfrom Globe with a link to access their latest billingstatements online. On top of Globe myAccountand email, we continuously innovate and introducemore channels on how to view customers' billingstatements with more ease and flexibility.	New Products	Environment	Local Communities and Society	Customers	Strategic	YES	NO	YES	NO	YES	NO	YES	NO
We also set up e-waste recycling bins called Project1Phone (P1P) stations at Globe stores to enticeour customers to return electronic products andaccessories that have reached end-of-life to furtherpromote environmental awareness and protection.	Communication	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
We still work with Total Environment Solutions AssetMaterial Management (TES-AMM), through its localarm TES-AMM Philippines, on recovering preciousmetals and plastics for remanufacture from thedisposed gadgets. Aside from responsibly collectingand recycling our operations' electronic wastes,we continued to expand the scope of this programby initiating stronger partnerships with HuaweiTechnologies Philippines, BPI, Accenture, LeadSurfData Marketing, Unionbank, Oxfam, among others;and exceeding our target of collecting and recycling120,000 kg of e-waste this year.	Association	Environment	Local Communities and Society	Business partners and suppliers	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
We have adopted the power-usage effectiveness (PUE) calculator, a widely accepted benchmarking standards proposed by the Green Grid Association, to determine how energy efficient our infrastructures and facilities are, and to monitor the impact of our efficiency efforts. According to Green Grid, infrastructure with more than 2.5 level of PUE is inefficient. In this regard, as a pilot year, Globe identified and tracked 84 sites with PUE greater than 1.4...	Adoption of Standards and Rules	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
...We implemented both quick environmental fixes and long-term solutions, such as installing new free cooling systems and replacing automatic transmission systems.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
In addition, 750 out of the targeted 797 Globe sites successfully adopted "green" solutions. Despite upgrades to sites and additional network capabilities, average PUE readings dropped from 2.23 to 1.56. We will continue PUE roll-out to more than 1000 additional sites nationwide in the coming years so we can monitor the efficiency of our site.	Asset Modification	Environment	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	YES	NO	NO	NO
Employees are treated to free rides to work through Globe Shuttle in support of carpooling.	Incentives	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
We also have bike facilities in numerous Globe locations and offer various telecommuting solutions, including online messaging apps like Google Hangouts and Skype, Cisco IP conference phone calls, and large-screen MondoPad sessions to minimize our employees' carbon footprint when they travel to work.	Incentives	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
We also have bike facilities in numerous Globe locations and **offer various telecommuting solutions, including online messaging apps like Google Hangouts and Skype, Cisco IP conference phone calls, and large-screen MondoPad sessions to minimize our employees' carbon footprint when they travel to work.**	Incentives	Environment	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	YES	NO	YES	NO
Just as wehave sought for greater cooperation with national agencies and local government units (LGUs) to allowfaster processing of permits to facilitate buildingof cell sites, we also cooperate with homeowners'associations (HOAs) to expedite the constructionof cell sites to improve internet services.	Association	Wealth Distribution	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globe cell sites have been issued radiation-safety certificates by the DOH, proof that radio frequency signals coming from such facilities do not pose any adverse health impact. The radiation-safety certificates issued by the DOH are based on the guidelines of the International Commission on Non-Ionizing Radiation Protection (ICNIRP) and the Institute of Electrical and Electronics Engineers (IEEE) on maximum human exposures to radio frequency fields.	Adoption of Standards and Rules	Health	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
Globealso has 10 certified radio-frequency radiation safety officers, who conduct radio frequency radiation measurements of our sites and public hearings toprovide awareness based on studies from the WorldHealth Organization (WHO).	Organizational Structuring	Health	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In order to create a wonderful world for ourcustomers, partners, and the community, weprioritize protecting our customers' data and regardprivacy with utmost importance. We have set andobserve clear-cut measures on:• Judicious use and collection of customer data,whether the information is personal or nonpersonal• Limiting access to or processing of privatedata to authorized personnel and with strict confidentiality • Abide by Groupe Speciale Mobile (GSM) Association's high-level privacy principles basedon internationally recognized and acceptedprinciples on privacy and data protection	Modification of Procedures	Self-ownership	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
we also educate the youth to better understand the impact of their online behavior so they can be responsible digital citizens. This cyber wellness advocacy takes the form of the award-winning Digital Thumbprint Program (DTP), held in partnership with Optus and Singapore Telecommunications Ltd. (Singtel), which targeted grades 7-12 students in public and private high schools nationwide. ...In 2016, we cascaded DTP to 64 public and private schools, empowering 24 Globe employees and 123 GFS lead teachers, benefitting 703 non-GFS lead teachers and 4,962 students nationwide.	Communication	Self-ownership	Local Communities and Society	Business partners and suppliers	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
An assessment by global consulting firm Karrikins Group of Australia, the country where the program started and first succeeded, showed that DTP had a very high impact among over 2,200 students of two pilot schools – Dasmariñas East National High School in Dasmariñas, Cavite, and Sico 1.0 National High School in San Juan, Batangas – particularly on the topic of privacy and security settings on social media platforms.	Assessment and Measurement	Self-ownership	Local Communities and Society	Business partners and suppliers	Strategic	NO	NO	NO	NO	NO	NO	YES	NO
Given the rapid growth in connectivity that hasbecome increasingly accessible to minors, it hasbecome imperative for us to also build awarenessand strive to make the internet safe for children. Theprotection of children against exploitation online isthe goal behind the Memorandum of Understandingthat Globe signed with UNICEF Philippines and theAteneo Human Rights Center (AHRC).Through the MoU, Globe hopes to determine howchild rights protection can be integrated into ourbusiness principles. This will not only ensure ourcompliance with international standards on online child protection, but our employees will also beinformed properly about related laws.	Association	Self-ownership	Local Communities and Society	Business partners and suppliers	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Intensifying our customer protection efforts, we are now entering the second phase of our anti-spam/ scam campaign that utilizes a fully automated anti-spamming tool for blocking messages sent by other networks. **During the first phase rolled out in February 2016, we were able to rid our own network of 165 million spam/scam messages**.	Modification of Procedures	Economic Security	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
We continue to work closely with police authorities in the implementation of our anti-fraud campaign to prevent illegal activities that involve our products and services. Dovetailing this is an online advocacy among our customers to step up their online vigilance so they can better protect themselves against becoming victims of online hacks, identify theft, and other cybercrimes. Our #ProTECH101 campaign is aimed at combatting online security threats, particularly those that involve issues on weak account passwords, the dangers of the auto-fill feature, online sharing of information, and awareness on new software, among others.	Communication	Economic Security	Customers	Business partners and suppliers	Strategic	NO	NO	NO	NO	NO	NO	YES	NO
The strong partnership and mutual understanding between our company and the union has been continuously demonstrated throughout the years and amid many changes and transformations. **In fact, Globe and GTEU-FFW renewed a five-year collective bargaining agreement for year 2016-2020, a testament to a stable and peaceful relationship.**	Association	Individual Equality	Employees	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Globe also developed a Learning Management System to track the progress of an employee's individual development plan, as well as continue to offer learning-on-the-go and books-on-the-go so employees will be able to learn at their most convenient time.	Modification of Procedures	Self Realization	Employees	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We have also expanded training and developmentto our partners. 120 retail managers across ourPremium Dealer-owned stores developed actionlearning projects for their respective branches.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Not only do we nurture our employees and partners,we also look into the future by getting newlygraduate students and encourage them to joinGlobe. Through Globe Game Changer, one of thecountry's premiere digital innovation competition, we invite graduating students from universitiesnationwide and give them the opportunity to bringout the most innovative ideas that will changethe game in and beyond the telecommunicationsindustry. The top 30 qualifiers will advance andlearn more about leadership, innovation, and thedigital lifestyle in a fun yet challenging three-daybusiness case workshop, who will be mentoredby leaders from Globe.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Winners will take home gadgets and cash prizes, plus an all-expense-paid trip to Singapore. They will also get a chance to be the next management trainees in the Management Development Program of Globe. In 2016, we hired 12 management trainees who competed in Globe Game Changer in 2015.	Incentives	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Globe complies with RA 7610 or the SpecialProtection of Children Against Child Abuse,Exploitation and Discrimination Act, and has fullobservance of the principles of the Human Rights Actand Child Labor Law. Benchmarking such regulationsgenerate a happy workplace without presenting any fear of discrimination or violation towards any ofour employees.	Adoption of Standards and Rules	Self-ownership	Local Communities and Society	Nothing	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
Since 2011, we have been bringing in volunteers from Singtel and Optus through the Singtel Group Corporate Social Responsibility's Overseas Volunteering Program to help rebuild communities devastated by natural disasters in partnership with Gawad Kalinga (GK). **In 2016, we extended our volunteering activities to our contact center agents** so they can also co-create a Globe of Good.	Volunteerism	Wealth Distribution	Local Communities and Society	Business partners and suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
In time for the opening of school year 2016-2017, atotal of 1,187 employee-volunteers participated inthe annual classroom painting and repair activityof the Department of Education (DepEd) dubbedBrigada Eskwela. Along with partner organizationssuch as Habitat for Humanity and the AyalaFoundation, our volunteers lent their time andenergy to help in the restoration and beautificationof 81 public elementary and high schools, in turnbenefitting over 96,000 learners.	Volunteerism	Education	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Not content with simply making the classroomspresentable and usable, Globe volunteers alsoprovided snacks and school supplies for thechildren, virtual reality devices for students to have an immersive experience inside their classroom, additional appliances — electric fans, computers, andsmart TVs — through the funds they raised on theirown.	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
This year's Gawad Kalinga (GK) five-day Bayani Challenge was attended by over 45 volunteers from Globe, Singtel, Optus and Optus' local contact center partners Convergence and [24]7. The challenge was composed of a **coastal cleanup in Freedom Island wildlife sanctuary** inside the Las Pinas Paranaque Critical Habitat and Ecotourism Area (LPPCHEA), house build at GK Manggahan-Kawayanan, Marcelo Green Village, Paranaque, participation in Paraisong Pambata workshops doing arts and crafts, storytelling, sports, and other games for the youth age ranging from 3-21 years old.	Volunteerism	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO

What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
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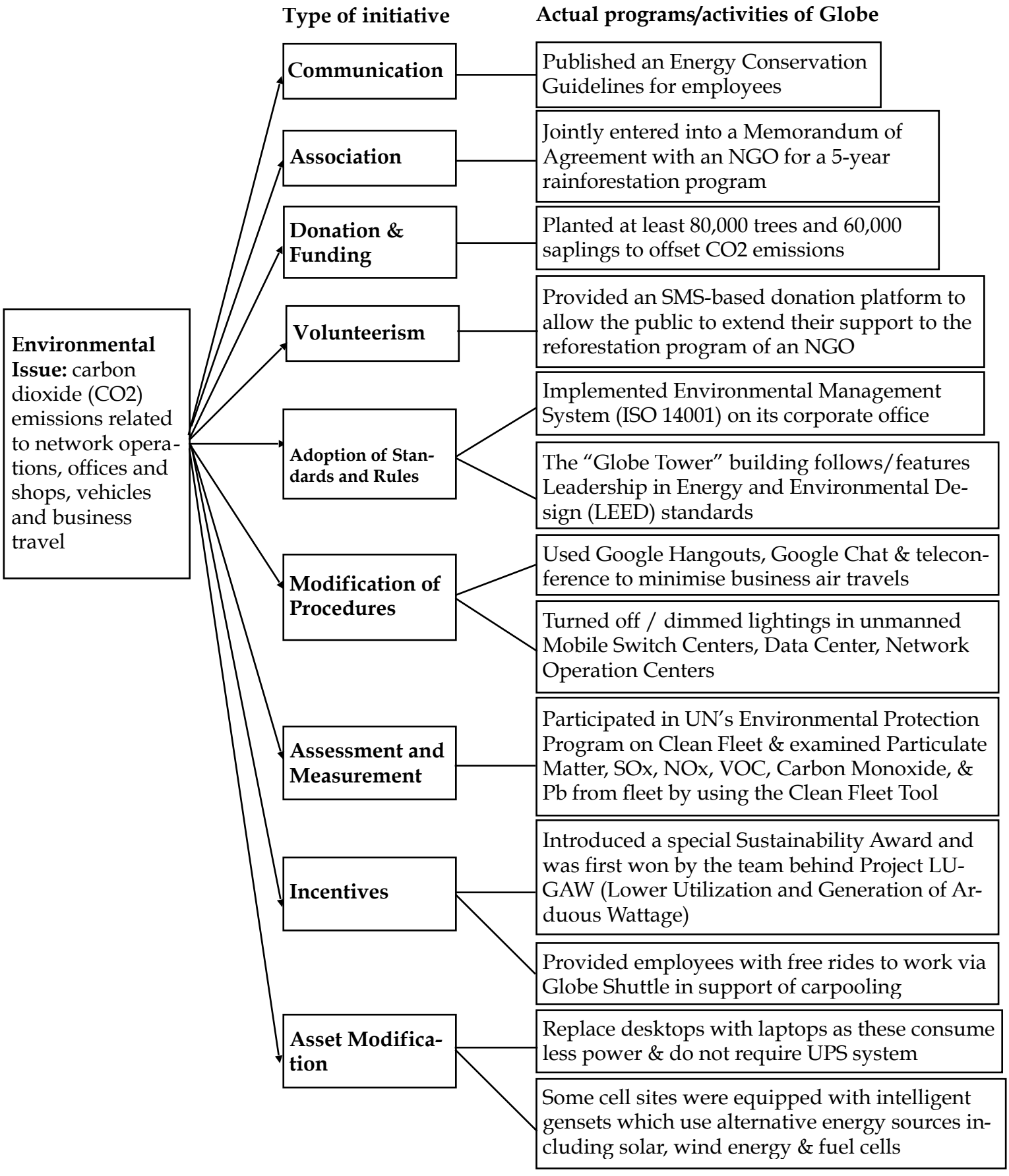
This year's Gawad Kalinga (GK) five-day Bayani Challenge was attended by over 45 volunteers from Globe, Singtel, Optus and Optus' local contact center partners Convergence and [24]7. The challenge was composed of a coastal cleanup in Freedom Island wildlife sanctuary inside the Las Pinas Paranaque Critical Habitat and Ecotourism Area (LPPCHEA), house build at GK Manggahan-Kawayanan, Marcelo Green Village, Paranaque, **participation in Paraisong Pambata workshops** doing arts and crafts, storytelling, sports, and other games for the youth age ranging from 3-21 years old.	Volunteerism	Health	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Meanwhile, Globe volunteers played big sisters and brothers and bonded with 580 special children over play, arts, crafts, and dance at "The Kids Festival: La Viva Niño - A Carnival of Wonders" held at the DLSU campus.	Volunteerism	Individual Equality	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe volunteers also took part in #METamorphosis, a cleanup and restoration campaign to regain the former glory of the long abandoned Metropolitan Theater (MET) in Manila. The volunteers cleared the theater's arcades, trimmed hedges, and cleared the area of scattered debris to give the MET a new lease in life.	Volunteerism	Self Realization	Employees	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe also participated in the Servathon 2016 of Hands On Manila Foundation, Inc. where volunteers assembled solar bottle bulbs using soda bottles that will provide daytime light to urban indigent communities in Manila.	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
We also built houses for the community of People with Disabilities in Gawad Kalinga Escopa,...	Volunteerism	Individual Equality	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
...created a community garden for a group of distressed mothers and abandoned toddlers in the Heart of Mary Villa of the Good Shepherd Convent to help sustain food and vegetable supplies at the center,	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
...planted trees at Buhay Punlaan, Caliraya-Lumot Watershed Area in Laguna,	Volunteerism	Environment	Local Communities and Society	Employees	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
...re-packed relief goods for victims of Typhoon Lawin,	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
...shared joy of reading on how to use technology in Andres Bonifacio Integrated School (ABIS),	Volunteerism	Self Realization	Local Communities and Society	Employees	Strategic	NO	NO	YES	NO	NO	NO	NO	NO
...and distributed Wonderboxes in time for Christmas to the Charity Patients of the Philippine General Hospital together with Amdocs' employee volunteers and contact center agents of Tech Mahindra, Teleperformance, and Convergys.	Volunteerism	Wealth Distribution	Local Communities and Society	Employees	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
In addition, our program served as a venue to train volunteers who share the same passion and causewith other partners. Globe, in partnership with MyBrave Little Warriors, held workshops and trainingsto our volunteers who believe that play is animportant part of childhood and an essential tool fortherapy and healing for young patients with medical conditions.	Training	Self Realization	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Through our **five-year expanded Global Filipino School (GFS) program**, Globe intends to transform select public schools into centers of excellence in ICT and innovative teaching methods. This program is expected to benefit all 218 school divisions of the DepEd nationwide by 2020. GFS started four years ago in Bilar National High School and is now operating in 80 public schools around the country, cumulatively influencing 5,788 teachers and benefitting 151,526 students. Public Elementary and High School Filipino students are transformed into 21st-century learners through unparalleled online connectivity and homeroom teachers' access to limitless teaching and learning engagements available on the internet.	Donation & Funding	Education	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
The schools also enjoyed quality education contentfrom Mind Museum App and received a Globe DigitalLaboratory package containing netbooks/tablets,mobile projectors, printers, and sound systems, whileover a thousand educational e-books apt for K-12learning are made available to more than 15 millionpublic elementary and high school students andsome 500,000 teachers through GFSLibrary.com.	Donation & Funding	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO

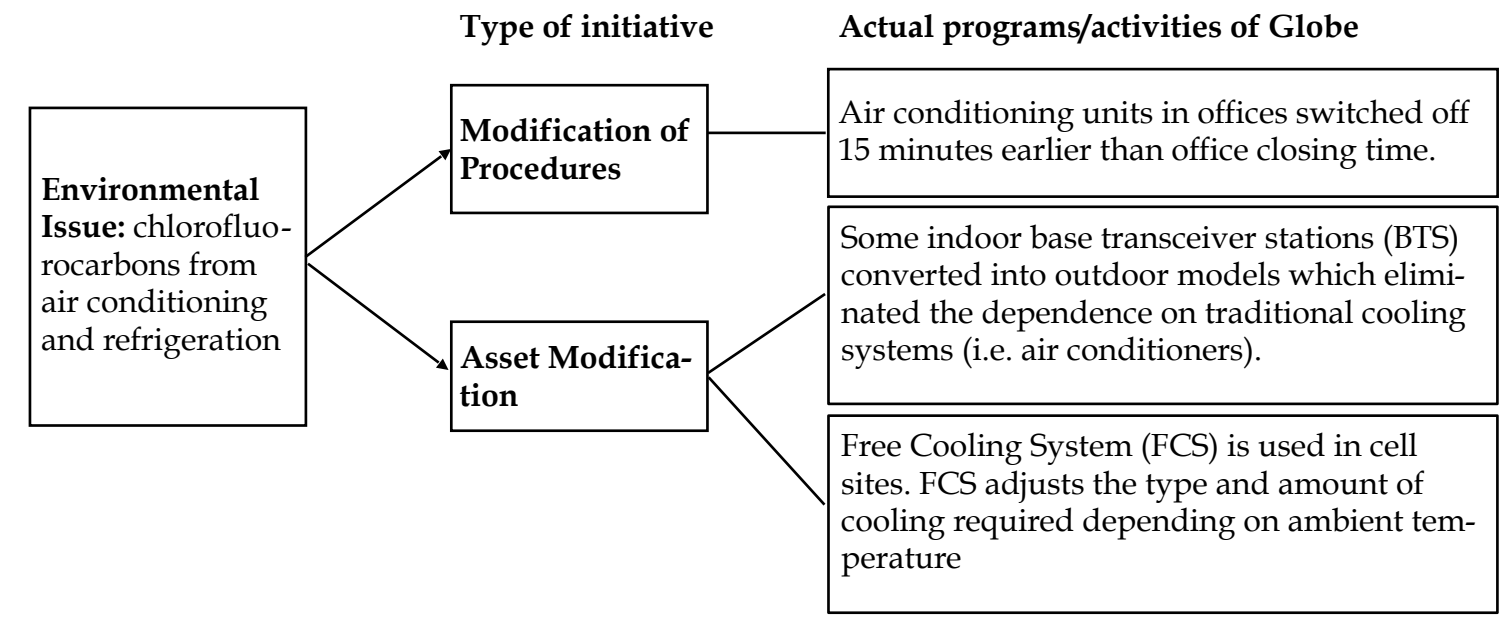
What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
Together with thousands of our postpaid customers, we realized the creation of GFS in General Santos City, allowing teachers and students to access 21stcentury learning within and beyond the classroom. For every approved iPhone 7 renewed contract, Globe made a donation to selected partner causes, which included the GFS program. For this activity, all proceeds went to General Santos City SPED Integrated School (GSCSIS) where one-fourth of the 4,000 student population comprises of kids with special needs. The transformation of GSCSIS into a GFS not only benefits regular students but also the special children who require online therapy and learning engagements using ICT.	Donation & Funding	Education	Local Communities and Society	Customers	Strategic	NO	NO	NO	NO	NO	NO	YES	NO
DepEd also tapped Globe to be its official partnerfor the Adopt-a-School (AAS) Program, whichcalls for private entities to assist public schoolsin infrastructure, health and nutrition, teachingskills and development, compute and science lab equipment, and learning support.	Association	Education	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
Through a partnership with San Francisco-basednonprofit organization Kiva, Globe provided crowdfundedloans to deserving micro-enterprises in theareas of agriculture, food, retail, and services in thePhilippines. Leveraging on our SMS capabilities,GCash mobile money service and Globe Rewards, we made a difference in the lives of millions oflocal micro-entrepreneurs who are most in needof financial assistance. Kiva is also one of thebeneficiaries of the Globe of Good bundle offeredduring the iPhone 7 launch. As a result, we were ableto generate P8,161,550 in revenues for Kiva's microenterprises.	Donation & Funding	Wealth Distribution	Local Communities and Society	Customers	Strategic	NO	NO	YES	NO	NO	NO	YES	NO
We also have ongoing ecotourism efforts that caterto communities involved in fisheries and aquaticresources. We have partnered with USAID to stagethe first Fishackathon in the Philippines that aims todevelop usable technology solutions to address theglaring worldwide problem of overfishing.	Association	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
Fishackathon 2016 was not our only initiative inline with our sustainability advocacy to create a#WonderfulPH through positive impact with theuse of modern technology. Similar programs includepartnerships with:• PUSOD, on the protection and enhancement ofTaal Lake in the Batangas ecosystem;	Association	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
• Save Philippine Seas, on the protection ofthresher sharks through the engagementand education of community stakeholders inMalapascua, Cebu;	Communication	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
• Sangkalikasan Producers Cooperative, on theestablishment of an environment hotline centerin Boracay, Malay, Aklan; and	Association	Environment	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	YES	NO	NO	NO
• Casa San Miguel, on livelihood opportunities forthose living along the coastal barangays of SanAntonio, Zambales.	Association	Economic Security	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
We actively supportcollaborative programs such as the IndigoProject, which promotes the development and implementation of ecological and social standards inthe hand-woven textiles productions.	Association	Fair competition	Local Communities and Society	Business partners and suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
We champion the production and sourcing of eco-friendly naturaldyes and fibers and work with artisans in indigenous upland and rural communities, such as membersof the Mangyan Alangan, Mangyan Hanunoo andMangyan Iraya from the island of Mindoro.	Association	Individual Equality	Local Communities and Society	Nothing	Strategic	NO	NO	NO	NO	NO	NO	NO	YES
As a pilot year, we've partnered with the Departmentof Social Welfare and Development (DSWD) toprovide livelihood opportunities and create valueto Pantawid Pamilyang Pilipino Program (4Ps)beneficiaries, out-of-school youths, and technicalvocational graduates. At the end of the year,we oriented a total of 1,559 beneficiaries to be Broadband Sales Agents from Regions 1, 7, 8, 9, 11and the National Capital Region (NCR).	Training	Economic Security	Local Communities and Society	Nothing	Strategic	NO	YES	NO	NO	NO	NO	NO	NO
We have also expedited the migration of our systemto immediately enable transmission of SMS or textmessages through 8888, and have put in placeregular voice charges plus an added P5 per call(when using the 911 hotline) as a way to discourageprank calls and compliance with the law	New Products	Fair competition	Local Communities and Society	Nothing	Strategic	YES	NO	YES	NO	NO	NO	NO	NO
In addition,we provide inbound and outbound SMS accessibilityfor 2286 (BATO), an SMS hotline for the public to directly report incidents to the Philippine NationalPolice.	New Products	Self-ownership	Local Communities and Society	Customers	Strategic	YES	NO	YES	NO	NO	NO	YES	NO
We implement the same in certain localities. We have collaborated with the Davao City government tohelp improve its peace and order situation throughthe 0917-DUTERTE hotline, which receives calls andtexts relating to the security concerns in the city.This accessible and easy-to-remember number forreporting security leads and information comes onthe heels of the Davao bombing incident that left 14dead and 70 injured in a night market in Davao City inSeptember 2016.	New Products	Self-ownership	Local Communities and Society	Customers	Strategic	YES	NO	YES	NO	NO	NO	YES	NO

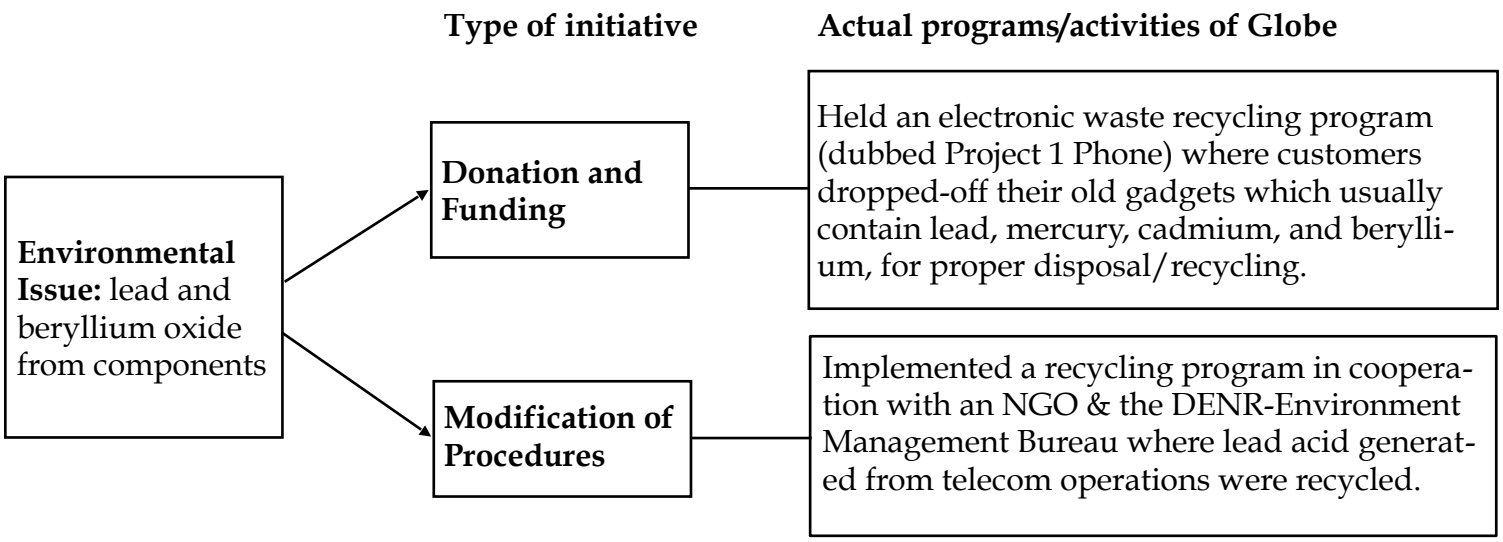
What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	Type of Initiative	Societal Issue	Stakeholder Recipient	Stakeholder Vehicle		1	2	3	4	5	6	7	8
We are also a proud partner of HOPELINE, a free24/7 suicide hotline founded by the NatashaGoulbourn Foundation (NGF) to echo mental healthawareness and the grim reality of lives being lost tosuicide every 40 seconds. Responders for the hotlinehave been trained by psychologists and psychiatrists to provide aid to callers. Globe and TM customerscan call this hotline toll-free.	Donation & Funding	Self-ownership	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
In addition, we helpedlaunch “Hope in 40 Seconds”, a 40-seconderanimated digital video competition aiming to bring the sensitive issue of suicide (as well as cyberbullying and its effects on mental health) to the fore.	Communication	Self-ownership	Local Communities and Society	Business partners and suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Globe implemented its grassroots developmentprogram called TM Sports Para Sa Bayan in 7key areas. The program utilizes sports to instillthe importance of having good values , promoteacademic excellence and encourage a healthy lifestyle among the youth. In partnership withAstro Malaysia, Green Archers United, and MethodBasketball Academy, Globe was able to train 718participants coming from 53 cities and municipalitiesand 65 various sports organizations.12 kids weresent to Kuala Lumpur, Malaysia and 6 to Barcelona, Spain to undergo football training conducted by FCBEscola.	Training	Health	Local Communities and Society	Business partners and suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
Towards this end, we have actively pursued thefollowing programs and partnerships:• Partnered with the Metropolitan ManilaDevelopment Authority (MMDA) and thePhilippine Disaster Recovery Foundation (PDRF),the Philippines’ primary private sector vehiclefor disaster management, to create a networkof support during disasters. We also internallyparticipate in the MMDA Shakedrill and HalalanTask Force for prompt, proactive, and appropriate planning and implementation in our workplaces. The Metro Manila Shakedown 2016 is a steptowards cultivating a culture of preparedness formetro residents for a 7.2-magnitude earthquake.	Association	Health	Employees	Business partners and suppliers	Strategic	NO	NO	NO	YES	NO	NO	NO	NO
• Sponsored the development of hazard maps for54 out of 81 Philippine provinces, which will beused by Phivolcs to assist the provinces in theirdisaster management plans.	Donation & Funding	Health	Local Communities and Society	Business partners and suppliers	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO
• Reinforced Ayala ASSIST, an app that enables our Ka-Globe and other Ayala employees to easily seek assistance during disasters. This makes it easier to alert employees in times of emergency, for people managers to account for their staff, and to request for help.	New Products	Health	Employees	Nothing	Strategic	NO	NO	YES	YES	NO	NO	NO	NO
• Joined six (6) telcos in 6 countries in accelerating development to enhance the flow of crisisrelated information and equip the country’s disaster preparedness program to help minimize vulnerabilities when a calamity strikes. This is in line with the company’s commitment as a signatory to GSMA’s Humanitarian Connectivity Charter:	Association	Health	Local Communities and Society	Business partners and suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
• As prescribed by law, we take the lead intransmitting text messages to warn ourcustomers of potential dangers. In 2016, we sentout 35 SMS blasts to various areas, from Augustto December. This included those affected byTyphoon Lawin, which ravaged Northern Luzonin October 2016, where we sent out 11 LawinrelatedSMS alerts to our customers in Cagayan,Apayao, Abra, Ilocos Norte, Mt. Province,Kalinga, Ifugao, and Calayan Group of Islandsat no cost to them. In December 2016, Globealso started transmitting SMS alerts to warncustomers in Catanduanes, Albay, Sorsogon, and Northern Samar against dangers brought byTyphoon Nina. The initiative is in coordinationwith the National Disaster Risk Reduction andManagement Council (NDRRMC). We continue to support government initiatives in our networkto disseminate information for public safety andsecurity.	Communication	Health	Customers	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
After becoming the first telecommunications company in the country to be re-certified in Business Continuity Management System (ISO 22301) on an enterprise-wide scale in 2016, we stepped up on the implementation of best practices on business resiliency to assure our customers and stakeholders that we are equipped to handle business disruptions in the event of a major incident or disaster. Our business continuity protocols include activating network redundancies that reduce the impact of service disruption to our customers. For example, we have installed generator sets for cell site towers to allow customers to use basic telecommunications services such as calls and text messaging even during calamities and disasters. We are also able to deploy Globe technical teams to restore our network services as soon as weather permits.	Asset Modification	Economic Security	Local Communities and Society	Nothing	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
We likewise coordinate with our on-ground sales team, local government units and various government agencies related to the deployment of relief operations, as well as Libreng Tawag and charging stations, in areas affected by the typhoons.	Donation & Funding	Health	Local Communities and Society	Nothing	Cosmetic	NO	NO	NO	NO	NO	NO	NO	NO

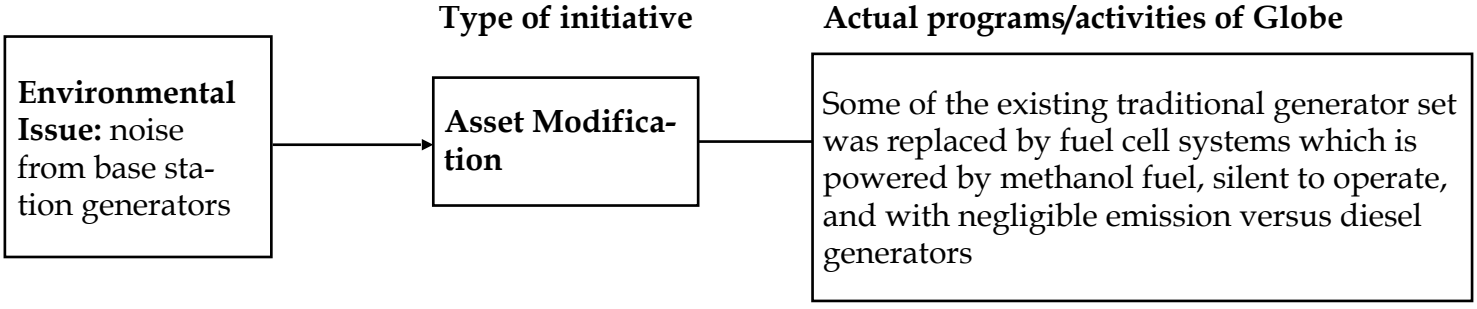
What		Why		How	ALERT	Strategic CSR criteria							
Initiative Description	**Type of Initiative**	**Societal Issue**	**Stakeholder Recipient**	**Stakeholder Vehicle**		1	2	3	4	5	6	7	8
In addition, we have also taken steps to ensurenetwork readiness during earthquakes. These includeenhancing network capacity in our core links thatconnect Metro Manila, and Northern and SouthernLuzon to minimize service disruption; and settingup high-capacity microwave links in one of ourlow-risk areas. These contingencies will not only ease congestion, but also restore Globe call andtext services, and enable government emergencyresponders to conduct rescue operations.	Asset Modification	Health	Local Communities and Society	Business partners and suppliers	Strategic	YES	NO	NO	NO	NO	NO	NO	NO
FINISHED													
FIN-X2 checked													

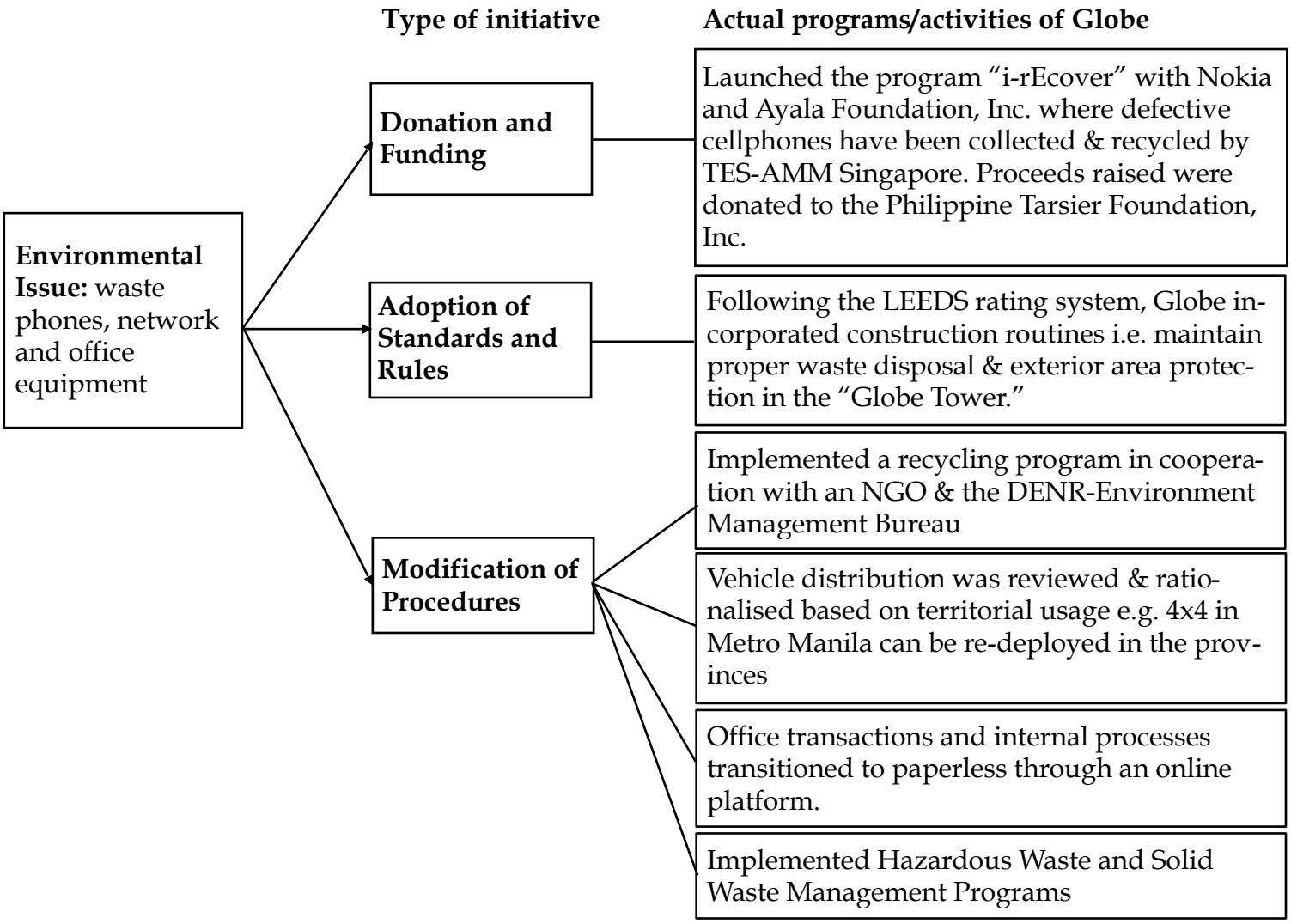
Initiatives for telecommunications-specific issues

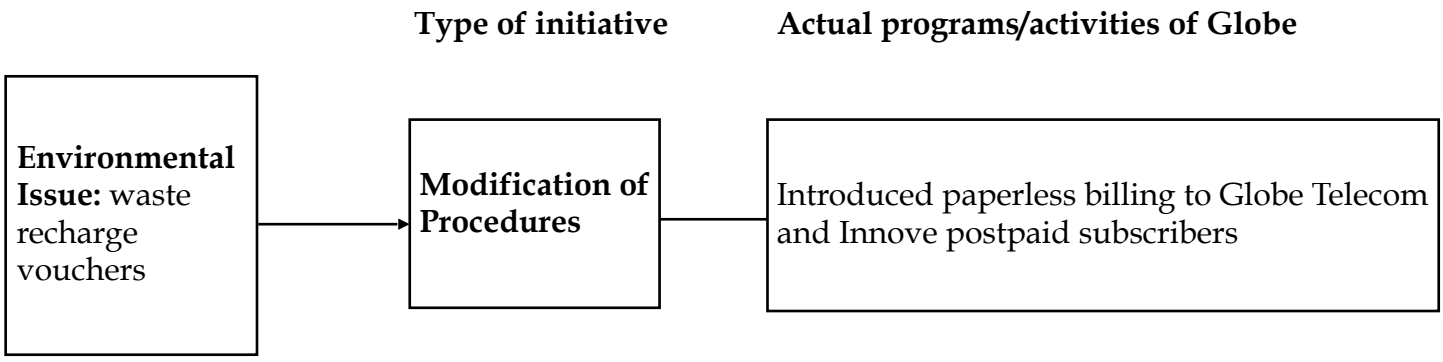


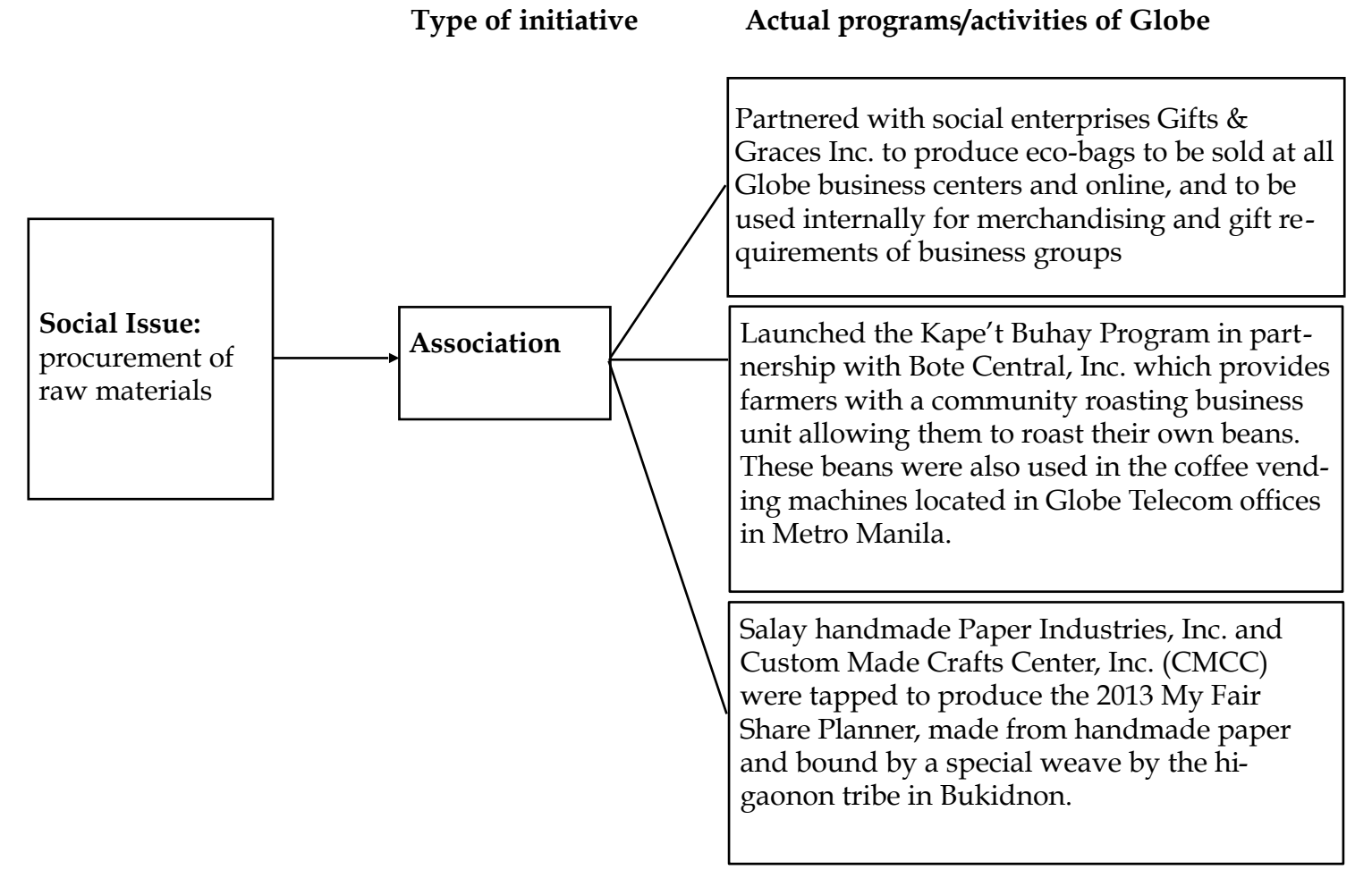

Type of initiative
Actual programs/activities of Globe
Environmental Issue: chlorofluorocarbons from air conditioning and refrigeration
Modification of Procedures
Air conditioning units in offices switched off 15 minutes earlier than office closing time.
Asset Modification
Some indoor base transceiver stations (BTS) converted into outdoor models which eliminated the dependence on traditional cooling systems (i.e. air conditioners).
Free Cooling System (FCS) is used in cell sites. FCS adjusts the type and amount of cooling required depending on ambient temperature

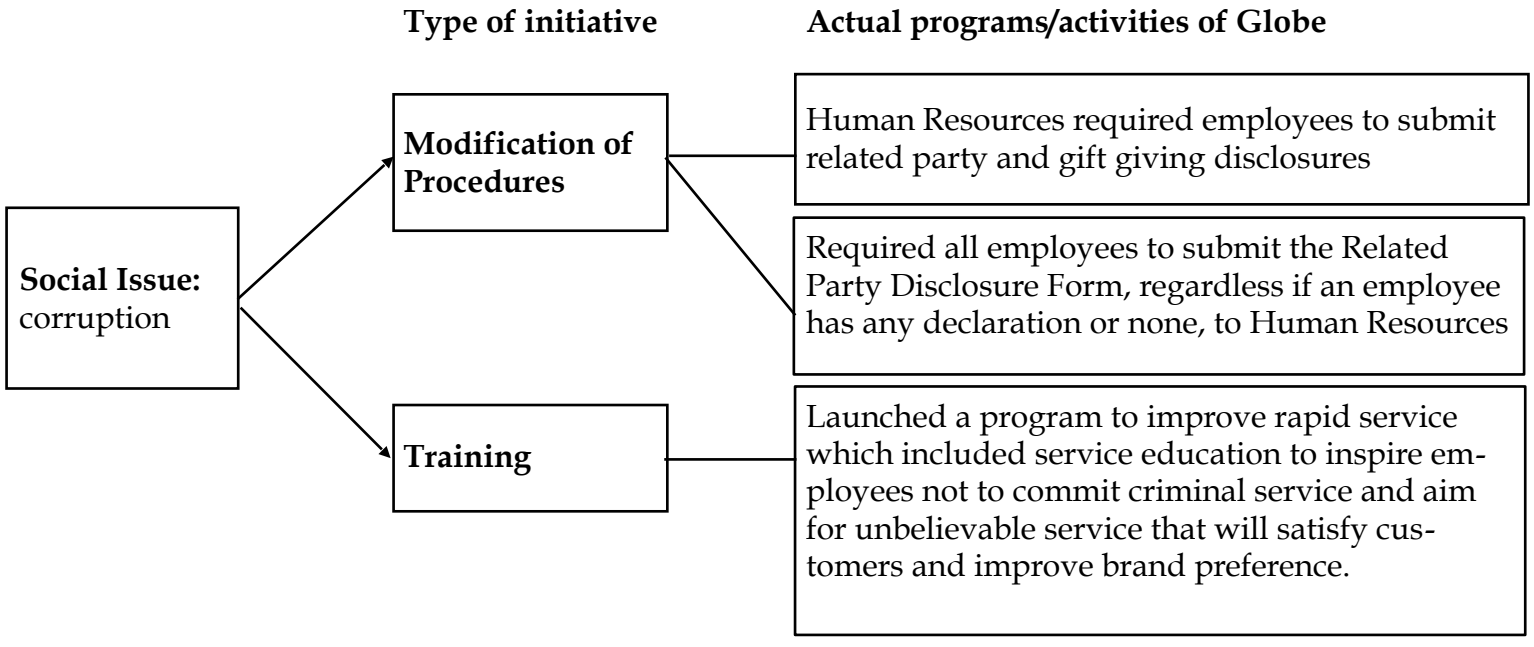

Type of initiative
Actual programs/activities of Globe
Environmental Issue: lead and beryllium oxide from components
Donation and Funding
Held an electronic waste recycling program (dubbed Project 1 Phone) where customers dropped-off their old gadgets which usually contain lead, mercury, cadmium, and beryllium, for proper disposal/recycling.
Modification of Procedures
Implemented a recycling program in cooperation with an NGO & the DENR-Environment Management Bureau where lead acid generated from telecom operations were recycled.

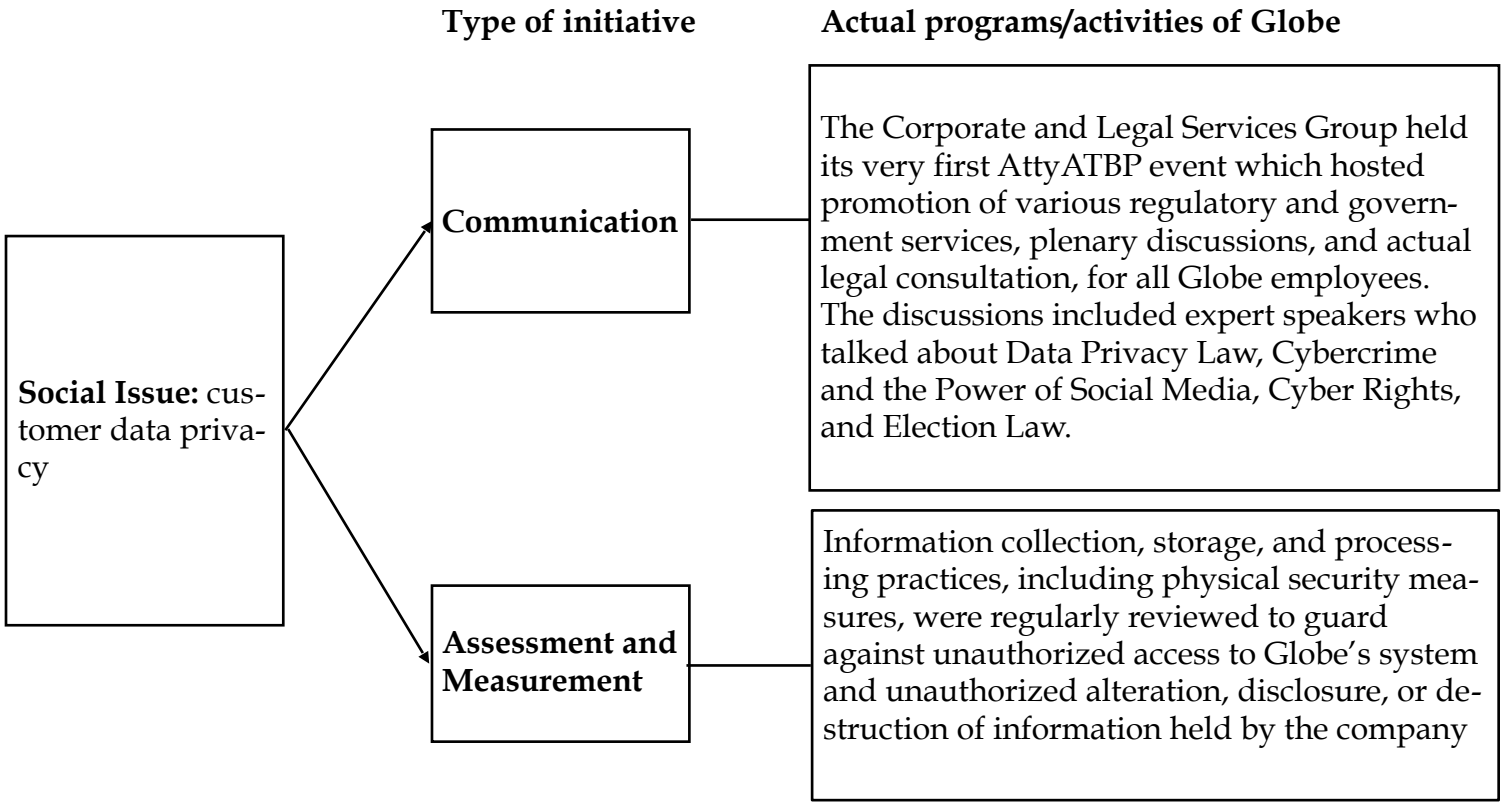

Type of initiative
Actual programs/activities of Globe
Environmental Issue: noise from base station generators
Asset Modification
Some of the existing traditional generator set was replaced by fuel cell systems which is powered by methanol fuel, silent to operate, and with negligible emission versus diesel generators


Type of initiative
Actual programs/activities of Globe
Environmental Issue: waste phones, network and office equipment
Donation and Funding
Launched the program "i-rEcover" with Nokia and Ayala Foundation, Inc. where defective cellphones have been collected & recycled by TES-AMM Singapore. Proceeds raised were donated to the Philippine Tarsier Foundation, Inc.
Adoption of Standards and Rules
Following the LEEDS rating system, Globe incorporated construction routines i.e. maintain proper waste disposal & exterior area protection in the "Globe Tower."
Modification of Procedures
Implemented a recycling program in cooperation with an NGO & the DENR-Environment Management Bureau
Vehicle distribution was reviewed & rationalised based on territorial usage e.g. 4x4 in Metro Manila can be re-deployed in the provinces
Office transactions and internal processes transitioned to paperless through an online platform.
Implemented Hazardous Waste and Solid Waste Management Programs


Type of initiative
Actual programs/activities of Globe
Environmental Issue: waste recharge vouchers
Modification of Procedures
Introduced paperless billing to Globe Telecom and Innove postpaid subscribers


Type of initiative
Actual programs/activities of Globe
Social Issue: procurement of raw materials
Association
Partnered with social enterprises Gifts & Graces Inc. to produce eco-bags to be sold at all Globe business centers and online, and to be used internally for merchandising and gift requirements of business groups
Launched the Kape't Buhay Program in partnership with Bote Central, Inc. which provides farmers with a community roasting business unit allowing them to roast their own beans. These beans were also used in the coffee vending machines located in Globe Telecom offices in Metro Manila.
Salay handmade Paper Industries, Inc. and Custom Made Crafts Center, Inc. (CMCC) were tapped to produce the 2013 My Fair Share Planner, made from handmade paper and bound by a special weave by the higaonon tribe in Bukidnon.


Type of initiative
Actual programs/activities of Globe
Social Issue: corruption
Modification of Procedures
Training
Human Resources required employees to submit related party and gift giving disclosures
Required all employees to submit the Related Party Disclosure Form, regardless if an employee has any declaration or none, to Human Resources
Launched a program to improve rapid service which included service education to inspire employees not to commit criminal service and aim for unbelievable service that will satisfy customers and improve brand preference.


Type of initiative
Actual programs/activities of Globe
Social Issue: customer data privacy
Communication
The Corporate and Legal Services Group held its very first AttyATBP event which hosted promotion of various regulatory and government services, plenary discussions, and actual legal consultation, for all Globe employees. The discussions included expert speakers who talked about Data Privacy Law, Cybercrime and the Power of Social Media, Cyber Rights, and Election Law.
Assessment and Measurement
Information collection, storage, and processing practices, including physical security measures, were regularly reviewed to guard against unauthorized access to Globe's system and unauthorized alteration, disclosure, or destruction of information held by the company