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DEVELOPMENT OF SUSTAINABILITY REPORTING: CASE STUDY IN PT TIMAH (PERSERO) TBK

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ABSTRACT

PT Timah (Persero) Tbk is one of company who produces sustainability reporting. Timah uses GRI Guidelines for its sustainability report since it published for the first time in 2006. The purpose of this research is to understand the development of sustainability report in PT Timah. This research used interpretive content analysis to analyse content of reports through meaning of words and sentences. The development of sustainability reporting can be seen through Institutional theory point of view, in order to see the symptoms. Data were acquired through documents and interviews. The interview was carried out with the actors who related directly into the process of producing sustainability report in PT Timah. The research shows that the implication of sustainability reporting for PT Timah: 1) data organization; 2) initiative and innovative; 3) more careful; 4) system recovery; 5) improve internal thinking. Through the lens of institutional theory, the main symptom that appeared in the process of sustainability reporting was Mimetic isomorphism (imitate other companies). Another symptoms, Coercive isomorphism signed by adherence to regulation, and normative isomorphism arises because there was influence by the professionals.

KEYWORDS

Sustainability reporting, environmental accounting, interpretive content analysis, institutional theory.

INTRODUCTION

nowadays in Indonesia, as generally happen, natural resources are managed based on investment needs in order to achieve economy recovery. The management of natural resources is implicitly understood in the context of economic sense not in ecological and sustainable sense. Company activities that directly affect environment and natural resources do not pay attention to vulnerability aspect and the limitless of natural resources, society prosperity, workers, and environmental damage.

Explicitly, company should realize that environment is under threat. It is therefore company must have responsibility to work in a more extensive network for social environmental, economy and environmental system (Jones, 2010). Further, Suttipun and Stanton (2012) state that economic development have resulted environmental effect. Most companies have taken responsibility of environmental damage and responsibility by disclosing environmental activity and its implication to public. Ife and Frank (2008) indicate that crisis in nation is the result of unsustainable social system, economy, politics and reach the point of ecological crisis. These phenomena are serious problem that should be able to solve, for every side and disciplines, mainly for accounting.

Company needs information as a consideration to make decision, to be a going concern company. Information that needed not only related with financial, but also social and environmental activity. Companies should disclose their environmental activities through social and environmental disclosure as a result of their commitment for the environmental around their operation area. This paradigm is giving a meaning that company is not only a selfish entity and exclusive from society, but company is an entity that mandatory adapted to social cultural where they belong to. Company's concern is coming from its commitment to be responsible for any impacts of activities to social and environment.

Companies reported social and environmental activities in annual report, CSR report, or sustainability report. Eipstein and Freedman (1994) find that majority of shareholders want the company to disclose and report on corporate ethics, employee relations, and community involvement.

Sustainability report is a social and environmental activity disclosure that is provided separately from annual report. This report describes performance of the company while doing their activity for economy, social, and environment. Social and environmental information disclosure in sustainability report is a process to communicate information that related with environmental activity to shareholders. Externally sustainability report is one of commitment to create accountability for company to stakeholder. Internally, sustainability report is used to trigger improvement continually in company in order to guarantee company's sustainability.

CONTENT ANALYSIS AS A WAY TO UNDERSTAND THE DEVELOPMENT OF SUSTAINABILITY IN PT TIMAH

The research on social and environmental disclosure through sustainability and annual reports are indicated year-by-year, equal with number of companies that disclosed and the information they reported (Deegan, Rankin, and Tobin, 2002). This study is aimed PT Timah (Persero) Tbk, which is disclosure any social and environmental performance and report to public through sustainability report. As well as high quality disclosure should provide information explicitly for managerial judgments, assumption and estimation related with valuation and relevant projection model (Iatridis, 2003).

Furthermore, if environmental information disclosure is to be accepted and gives much relevant information for internal and external, it should have reliable quality. Quality of environmental information can be measured by environmental measure technique. Method or technique that mostly use in previous research is by content analysis and disclosure index.

SUSTAINABILITY REPORTING IN A PERSPECTIVE OF THE INSTITUTIONAL THEORY: AN ADDITIONAL UNDERSTANDING

Institutional theory explained the dynamics that happen in an organization which consist of group of people. The point of this theory is explained organizational behavior or decision will try to adapt with pressure from outside to maintain its existence.

DiMaggio and Powell (1983) identify three mechanisms of Institutional isomorphic change with the symptoms on it: 1) coercive isomorphism that comes from political influence and problem of legitimacy; 2) mimetic isomorphism resulting from standard responses to uncertainty; and 3) normative isomorphism, associated with professionalization.

The implementation of sustainability reporting in PT Timah was not separated with the dynamic inside organization. As DiMaggio and Powell (1983) explain about the mechanisms of Institutional Theory, PT Timah had experienced the symptoms of Institutional isomorphism. The aim of this research to understand the symptoms that appeared while Timah tried to implement Sustainability Reporting through interviews. Institutional Theory in this research is not aim to be a method analysis, but as additional information that in the development of sustainability reporting cannot be separated from these symptoms of Institutional Theory. Through this research, actually gives a deep understanding on how sustainability reporting can be seen from Institutional Theory, beside Legitimacy Theory and Stakeholder Theory.

ON THE SIGNIFICANCE OF DEVELOPING SUSTAINABILITY REPORTING

CSR issues are accusing companies to disclose environmental and social performance for public in the form of social and environmental responsibility. Company's management realizes that company depends on harmonious relationship between company and community. Social and environmental responsibility is generally defined as sustainable commitment from company to take responsible for economics, legal, ethics and voluntary to the impact that appear from economic activity. Companies in Indonesia such as governmental and private companies have implemented three responsibilities (economic, social, and environmental) integrally in doing their business. Lako (2011) finds two motivations of company to disclose CSR. Firstly, business face pressures from external stakeholders that wanted companies in Indonesia applied Corporate Social Environmental Reporting (CSER) in their business and disclose their performance in company report. Secondly, companies start to realize for sacrifice economic resources to implement CSER program.

In implementing CSR programs, many companies use Sustainability Report as a way to communicate with stakeholders and public. Global Reporting Initiative (GRI) defined Sustainability Reporting framework as a reporting system that enables all companies and organizations to measure, understand and communicate this information. Then Sustainability Reporting itself is the practice of measuring, disclosing, and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development. Sustainability reporting also benefits companies whether for internal and external as explain below in Table 1.

TABLE 1: INTERNAL AND EXTERNAL BENEFITS OF SUSTAINABILITY REPORTING

Internal Benefits	External Benefits
<ul style="list-style-type: none"> Increased understanding of risks and opportunities. Emphasizing the link between financial and non-financial performance. Influencing long term management strategy and policy, and business plans. Streamlining processes, reducing costs and improving efficiency. Benchmarking and assessing sustainability performance with respect to laws, norms, codes, performance standards, and voluntary initiatives. Avoiding being implicated publicized environmental, social and governance failures. Company performance internally, and between organizations and sectors. 	<ul style="list-style-type: none"> Mitigating or reversing negative environmental, social and governance impacts. Improving reputation and brand loyalty. Enabling external stakeholders to understand the organization's true value, and tangible and intangible assets. Demonstrating how the organization influences and is influenced by, expectations about sustainable development.

Source: Global Reporting Initiative G3.1 (2011)

Kolk (2004) explains about company's motivations for reporting sustainability report. According to Kolk (2004), the motivations are not only come form internal, but mostly credibility from grater transparency and reputational benefits has an important role.

Timah as largest tin mining company in Indonesia also has its motivation in reporting sustainability report. It comes from internal and external of PT Timah and mostly affected by other companies in many countries that already implemented sustainability reporting. According to Kolk (2004) that one of reason why company reporting is has ability to communicate efforts and standards. Timah prove it by deal with GRI Guidelines for the report framework and also other regulations related to disclose environmental and social performance through sustainability report.

OBJECTIVES OF STUDY

The objective of this study is pointed out to requirement for PT Timah to disclose social and environmental performance through sustainability report, which related to activities that done by company directly affected natural resources, social and environment. Based on views laws, regulation and standard related to social and environmental disclosure, main purpose of this study is discovering and understanding progress of social and environmental disclosure through sustainability report of PT Timah. Sustainability reports are examined from released year and laws, and compared with sustainability report released by PT Timah.

RESEARCH METHODOLOGY

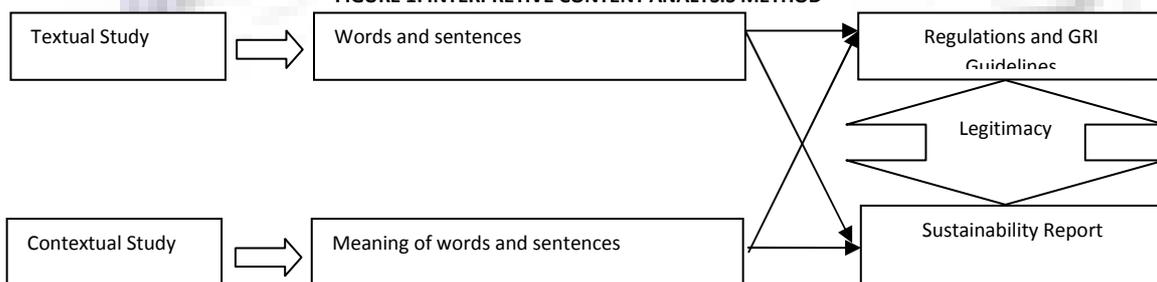
This research is a qualitative study with interpretive approach. Interpretive paradigm used to understand more about the development of sustainability reporting in PT Timah, when the publication of laws related to the implementation of CSR and when PT Timah began publishing sustainability reports for the first time. Case study research conducted in the interpretive paradigm when researcher looked at the object examined is unique and contains the original truth, thus positioning it as the case.

Researcher uses sustainability reports of PT Timah in period of 2006 and 2012. This research uses longitudinal study to see the period of regulation related to CSR and coincide with sustainability report that released by PT Timah. I also use interviews as other data source in order to get deep understanding on manage environment and get qualified information about the development of sustainability reporting in PT Timah.

In order to understand about the development of sustainability reporting in PT Timah, I use Interpretive Content Analysis. The way to process the data can be seen in Figure 1.

There are several stages conducted by researcher in analyzing sustainability reports of PT Timah by using Interpretive Content Analysis. Firstly, I examine the words and sentences that related to CSR disclosure in regulation and GRI Guidelines version 3.1. Secondly, I discover sustainability report and find the meaning of words and sentences, which is related to regulation and GRI Guidelines. Thirdly, I analyse the development of sustainability reporting from the meaning of words and sentences that I found.

FIGURE 1: INTERPRETIVE CONTENT ANALYSIS METHOD



DISCUSSION**DEVELOPMENT OF SUSTAINABILITY REPORTING IN PT TIMAH**

In order to understand more about development of sustainability reporting in PT Timah, it can be seen through Interpretive Content Analysis method. As what will explain below, I see the phase of development according to years, which is in every year of reporting, has different themes.

Timah released sustainability report in 2006 for the first time. Timah is started to do their Corporate Social Responsibility before the CSR issue introduced. When Timah established, they have two missions, such as being economy agent and development agent. Related to the meaning of both economy and development agent, in message from President Director in sustainability report 2006: "The core of understanding, that in addition the Company has a business mission also has a mission to build a community on an ongoing basis in various aspects."

In 2004 and 2005, Timah actually had CSR report but without used GRI Guidelines. The reason for producing sustainability report separately can see in the interview result below with an informant who directly involved in the process of developing sustainability report in PT Timah.

"The reason why Timah then start making sustainability report in 2006 is best practice. This is to follow what is in other places and look forward that sustainability report is an obligation and why not begin now, as well as a pioneer" (Ali Darwin).

One of the requirements to achieve best practice in corporate sustainability report is in disclosing social and environmental responsibility to follow GRI Guidelines. Timah started to prepare its 2006 sustainability report was already use the guidelines from GRI.

In the beginning of publishing sustainability report in 2006, Timah also established CSR Committee. CSR Committee is responsible for the implementation of partnership programs with the aim of economic empowerment in Timah.

Small-scale mining is a recurring topic in every sustainability report in PT Timah. Illegal mining seemed to be a chore for Timah and become a significant problem.

"Considering the impact of these unconventional mining operations in both the Company business prospects and on the well-being of the community at large, Timah could hardly stand by without taking any action. This would have represented a failure for the government in its role as the primary shareholder of a company which was established to utilize the country's natural resources for the greater benefit of its people" (Sustainability Report, 2007:28).

According to disclosure above, Timah do not want to be hasty in taking action against illegal miners that operate in the area around Timah. Timah realizes that the absence of clear laws governing the illegal mining would be very difficult to take action in solving this problem. To that end, Timah choose a direct approach to the community to build synergy and harmony in manage tin resources.

"In fact, the partnership approach has resulted in a reduction in the impact of unconventional mining operations as it has resulted in consolidation and a contraction in the number of such operations. By adopting this approach, the Company can now concentrate in improving productivity of its operations" (Sustainability Report, 2007:29).

Timah prefers to resolve illegal mining problem without conflict with society. Timah decides to approach community as long-term decision. Timah is not only approach, but follow it up with the training, awareness rising, monitoring and action for the future. Through these activities, Timah can give knowledge to tin miners in order to increase their productivity by working closely with company. The purpose of this activity is the implementation of good mining management and environmental management.

Timah got Level B as the implementation of GRI Standard for sustainability report 2008 and had been checked by National Center for Sustainability Reporting (NCSR). This means, Timah is consistent in implementing social and environmental responsibility and report their activities through sustainability report.

In 2010 is the first year for Timah integrated sustainability report and financial report as Integrated Reporting. According to Ali Darwin, Timah follows business international trend in disclose information.

"Timah makes integrated reporting since 2010, but the companies in the world have implemented starting in 2008. Even in South Africa, there is a regulation that requiring listed company to make integrated reporting. In 2010 demands from investors, that suggested that the report integrated. While the practice in other countries such as Philipines, Europe, Singapore, and America have published the report in the form of integrated report"

There are three reasons why Timah decided to report in Integrated Reporting. Firstly, because of suggestion from investors. Secondly, Timah assume that Integrated Reporting better and practical. Thirdly, they want to emulate best practice. Timah also explain the reason for integrating sustainability report and financial report as following.

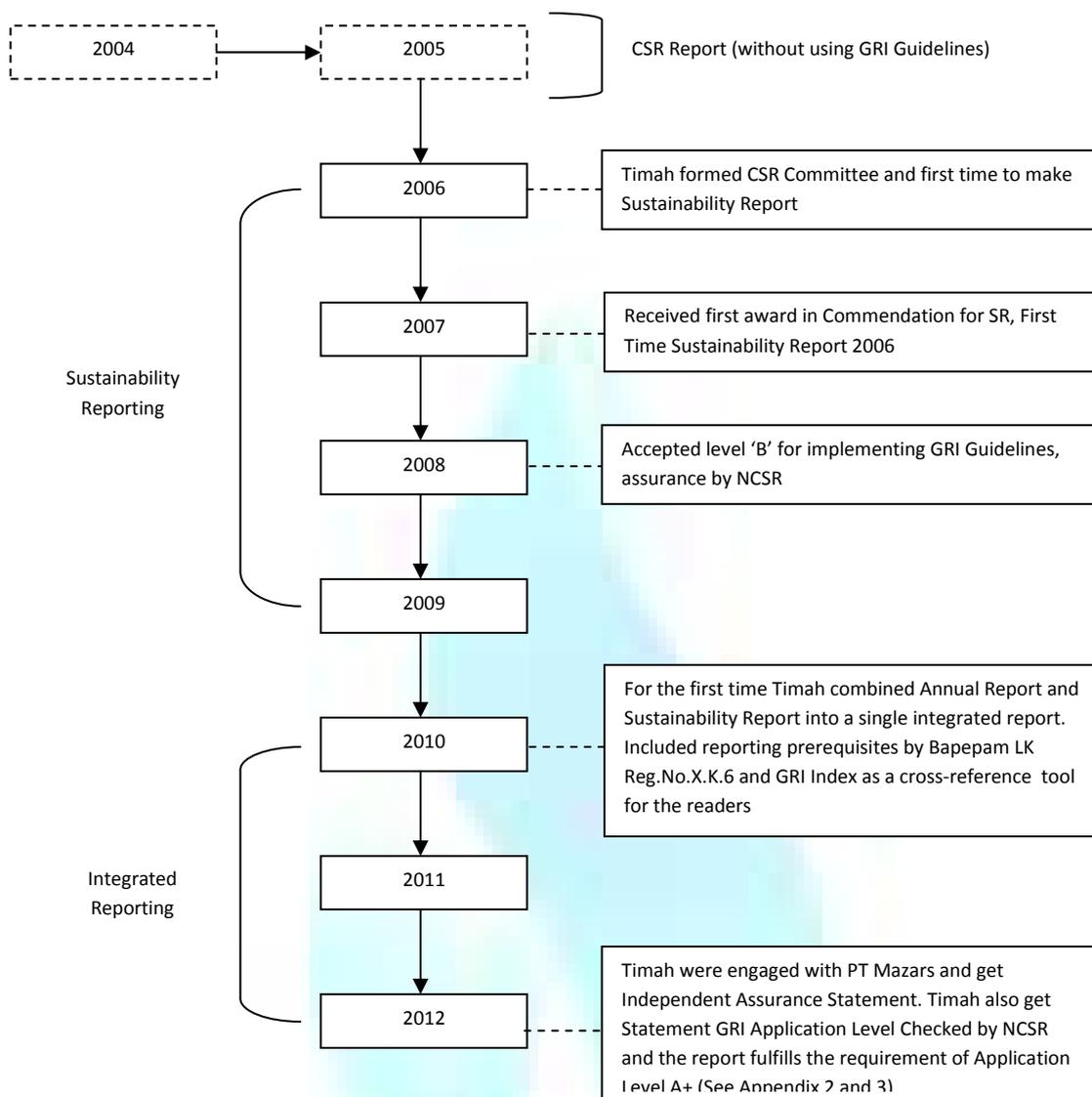
"This integrated reporting reflects our belief as well as our firm commitment that in running our business, our economic, social, and environmental performance and the creation of values in all those aspects, represent a fundamental part that is inseparable from the Company, just as our performance in financial and operational aspects does. In addition, we feel convinced that by presenting an integrated annual report, the Shareholders and other stakeholders of the Company can obtain a clearer and more comprehensive picture as regards to the Company's overall performance in 2010" (Annual Report, 2010:2).

Annual Report 2010 is not just combine sustainability report and financial report into one report. Integrated Reporting of PT Timah has followed the GRI Guidelines and Mining and Metals Sector Supplement (MMSS) and has been examined by NCSR. At the end of the report we can find a cross-reference between GRI Guidelines with Mining Metal Sector Supplement and regulation of Indonesia government (Bapepam Requirements Index-LK No. X.K.6).

In order to see a clear picture about development of Sustainability reporting in PT Timah, it can be seen in Figure 2.



FIGURE 2: DEVELOPMENT OF SUSTAINABILITY REPORTING IN PT TIMAH



SUSTAINABILITY ACTION THROUGH SUSTAINABILITY REPORTING

As Corporate Citizenship doing a survey to respondents in around Asia, Canada, United States and United Kingdom in early 2012 about Sustainability Report, here is the result as following.

“Outside of the sustainability reporting world, there are often skeptics about why companies report – ‘they do because they have to’, or ‘it was just green wash’ might be commonly expressed views. But interestingly amongst our respondents, ‘demonstrating compliance’ and ‘promoting the corporate point of view’ come some way down the list of reason to report.”

Based on these results, there has been a paradigm shift in sustainability reporting in International world. Reason ‘must’ in sustainability reporting is no longer valid to use when asked why company makes sustainability reporting. Similarly, when Timah decided to create a sustainability report in 2006. Timah considers that the writing of the report is not intended to provide evidence that they have been doing a lot of things related to community. Timah see that sustainability reports are made as accountable to the public based on the attitude of transparency as a part of the company according to the principles of good corporate governance.

The company is required to do social and environmental responsibility since regulated in Law No. 40/2007 article 74 about Limited Liability Companies. Timah has substantially implementing social and environmental responsibility before Corporate Social Responsibility in Indonesia echoed. It can be said that Timah has been implementing CSR prior to the law.

Since Timah published their sustainability report, Timah already used GRI Guidelines and Mining and Metal Sector Supplement. Although when first time Timah prepare to publish sustainability report, they found variety obstacles, one of them was human resources that were not ready to adapt this report.

“The constraints of making sustainability report because GRI demand so much things. Timah as tin mining company has many things also to reckoned with. For example, the use of water and electricity, essentially a compilation of data considered very difficult. There is metallurgy unit, which has good data arrangement, and if the data from other units are not available, then this unit can represent. Then, data about number of hours for boat ramp and also working hours should be taken into account and reported” (Doya).

GRI as an international institution want the content of the report and all the details have been spelled out in the guidelines. Belongs to Timah, GRI demand is a challenge and a good thing if Timah managed to fulfill. Ali Darwin also delivered several obstacles when he made sparked the first sustainability report of Timah.

“The problem, people do not understand what is contained inside the report. In the presenting data not all people agree because they consider that it is not a mandatory report. Another obstacle, the data scattered everywhere and Timah do not have a system yet.”

After Timah implemented first sustainability report in 2006, it brings many positive impacts to Timah, especially in terms of administrative procedures for Timah itself, such as data storage as well as encourage each unit to perform data collection.

“The procedure for administration of the company brings the good impact for performance sales. For example, waste, if we know how much we waste, so we can reduce costs. Through GRI index requires company to pay attention to many things. For example, Timah activities are mostly do in the offshore, automatically workers are also required to have a diving license for their safety” (Doya).

Through the statement from Informant A, it appeared that the benefits of good data collection had a positive impact to Timah in economic performance.

In summary, the implications of sustainability reporting for Timah describe as follow, based on the results of the analysis of the development of sustainability report in 2006-2012, by using Interpretive Content Analysis and interviews.

Data organization. Automatically, complete data is needed from various numbers of work units, in order to be disclosed in sustainability reporting. At the first time they started to make sustainability report, Timah did not has organized data, and after adopted guidelines from GRI, Timah is required to have a comprehensive database. Finally, Timah can organize their database very well and it can make them easier to report the activities from various unit of work later in the next report.

Initiative and Innovative. Sustainability reporting help Timah to inform the report readers and related parties about the innovation from company, for example in developing renewable energy resources as the alternative energy to replace unrennewable resources. Timah is still on going to innovate alternative energy such as palm oil. Moreover, Timah also has initiative to support saving energy action and cost efficiency by minimizing duty trip that using transportation and replace it with using technology of communication to fulfill employee needs. The action for saving environment also done by Timah, related to reduce the number of using papers to save trees. It can be seen when I correspondence with Corporate Secretary, in the end of e-mail I always find these words to remind and persuade us to use paper necessarily: "Consider the environment before printing this e-mail. Save trees, Print Only When Necessary."

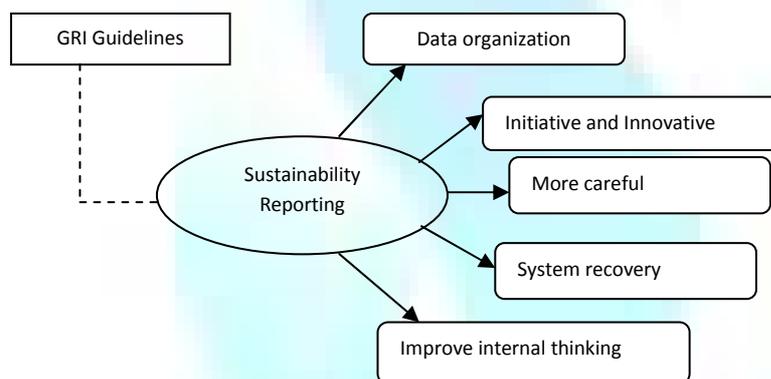
System recovery. One of the implications from the implementation of sustainability report is system recovery. As the example, Timah disclose in Annual Report of 2011 that in 2012 commit to stipulate number of CSR funds automatically by using scoring system. This system aims to make CSR program run maximally and reach more community needs, and Timah has a commitment to not give cash to community.

More careful. Many people will read the report, even they are investors, media, communities, and also stakeholders that directly related with Timah. They will give assignment for company's performance. So that Timah should be more careful in disclosing and then reporting their activities related to economic, social and environment.

Improve internal thinking. The risks faced by Timah and the opportunities always presented in every sustainability report, so that these risks and opportunities will stimulate their internal thinking to deal with both things. According to Sukoharsono (2011) Green Accounting reporting (including Sustainability reporting) enables a company to demonstrate its commitment to effectively managing such factors and to communicate its performance in these areas. It can be said that sustainability report roles as a reflection for Timah to be better in the future.

PT Timah (Persero) Tbk has a great deal of concerns towards environmental protection and responsible to society. Its top priorities are to be environmentally friendly and keep walking with its stakeholder and shareholder in a harmony. Sustainability reporting for Timah is not only as a media to publish their CSR programs, but it has implication to the company, which has been mentioning above. Previous research by Elewa (2007) finds by applying general environmental standards, there will be a common language understood by all companies across borders, thus reducing chaos, then adhering to environmental standards will also increase the quality of organizational accounting and management systems whereby profit growth, development and sustainability can be achieved.

FIGURE 3: IMPLICATION OF SUSTAINABILITY REPORTING FOR PT TIMAH



FINDINGS AND CONCLUSION

PT Timah is chosen because this mining company is one of the first companies in Indonesia that published its sustainability report. In this way, Timah be a trendsetter among other companies in Indonesia that report CSR program through sustainability report. In addition, since the beginning of the sustainability report, Timah had used GRI Guidelines for reporting format and content of the report. No wonder if Timah awarded each year in category related to Sustainability Reporting.

Developments were following; it has been generating a lot of understanding for researcher. When I see from the side of sustainability reporting, there are some positive implication posed for Timah, among others: 1) organizing data for each unit of work; 2) stimulate the initiative and conducted a series of innovations; 3) recovery system in giving funds for CSR program; 4) more careful; and 5) improve internal thinking.

Associated with Institutional Theory, there are some symptoms when I conducted observation and interviews regarding the development of sustainability reporting. Mimetic isomorphism is the main symptom that appears, marked by the actors imitate the practices of other countries in applying sustainability report because they think is a best practice. Coercive isomorphism is characterized by adherence to the laws issued by government. Finally, normative isomorphism arises because of the influence from the professionals, which Timah marks collaborated with professional bodies such NCSR and PT Mazars.

Social and environmental responsibility by Timah is not meaningful philanthropic or just providing funds intended to improve the welfare of society and environment. Timah do more than that, regardless of the GRI Guidelines that asking a lot of things to be done and reporting. Timah educate the surrounding community to not rely on the tin as their livelihood.

Timah and the illegal mining problems cannot be separated. It is a challenge for Timah to figure out this problem. Then, related with illegal mining problem, what is actually GRI Guidelines role so far? I see through observe the documents and interview results that GRI Guidelines and even Mining and Metal Sector Supplement cannot resolve this problem. Moreover, internal initiatives and decision from Timah are really needed to solve this problem such an illegal mining beside the role of law.

LIMITATIONS

Limitation of this research, researcher not involved directly in the process of making sustainability report, so the symptoms of Institutional Theory is not much that can be observed. The symptoms of Institutional Theory in this research are detected through the observation of documents and interview results.

SUGGESTION

Future research may take this research as a reference for searching other companies with different industry characteristic, because this research is not intended to be generalized and will certainly find more interesting findings if studied elsewhere. Institutional theory in this research could be developed for further

research to make this theory as an analytical tool. Further research might explore the meaning of Corporate Social Responsibility by Timah or any other company by directly involve to company in order to see the process and participate, so it will be able for CSR to be framed more deeply.

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