



## Signatory Name: Nintendo Australia Pty Limited

*The question numbers in this report refer to the numbers in the report template. Not all questions are displayed in this report.*

Status: Complete

The content in this APC Annual Report is hereby endorsed by the Chief Executive Officer, or equivalent officer of the organisation.

Yes

**5. Industry sector** (please select 1 only):

- Brand Owner / Wholesaler / Retailer
- Packaging Manufacturer
- Waste Management
- Other - Commercial Organisation
- Community Group
- Industry Association
- Government
- Raw Material Supplier
- Other:

**6. Industry type** (please select 1 only):

- Food & Beverage
- Pharmaceutical / Personal Care / Medical
- Hardware
- Homewares
- Communications / Electronics
- Clothing / Footwear / Fashion
- Chemicals / Agriculture
- Fuel
- Large Retailer
- Tobacco
- Shipping Company
- Airline
- Other:

**7. Please indicate your organisation's reporting period:**

- Financial Year: 1 July 2014 – 30 June 2015
- Calendar Year: 1 January 2015 – 31 December 2015

## Goal 1: Design

### KPI 1: % of signatories with documented policies and procedures for evaluating and procuring packaging using the SPGs or equivalent.

9. Does your company have documented policies and procedures for evaluating and procuring packaging using the SPGs or equivalent?

Yes  No

Provide details of policies and procedures

Packaging Review Checklist  
 Environmental Policy: NP-013  
 Packaging Policy: NP-080  
 Packaging Vendor Selection Policy: NP-081  
 Green Procurement Policy: NP--082  
 Contract Management Manual: BA/CM-001M  
 Purchasing Manual: BA/PUR-001M  
 Vendor Management Manual: BA/VM-001M  
 Vendor Authorisation Form: NF-021

10. Of the types of packaging **existing at the beginning of the reporting period**, what percentage had been reviewed using the Sustainable Packaging Guidelines (SPG) by the end of the reporting period?

%

11. Have any new types of packaging been introduced during the reporting period?

Yes  No

12. If yes, of the **new types of packaging introduced during the reporting period**, what percentage have been reviewed using the Sustainable Packaging Guidelines (SPG) by the end of the reporting

%

13. Please indicate your progress this year towards achieving your annual targets and milestones for KPI 1

	Target: According to your Action Plan, what did you set out to do?	Actual: What did you achieve?
1.	<b>1.1</b> Review Current SPG document and Process document	<b>1.1 Achieved:</b> In February 2015, the Environmental Committee reviewed the Packaging Review Checklist and process document with ideas being tabled relating to additional reviews for secondary and tertiary packaging. These ideas were actioned (outside) after this reporting period and will therefore be reported in next year's APC Annual Report.
2.	<b>1.2</b> Review Policies and Procedures that influence packaging procurement	<b>1.2</b> <b>A. Achieved:</b> The Packaging Policy was reviewed in October 2014 (with no updates required) and posted on the Company Intranet. <b>B. Achieved:</b> The Packaging Vendor Selection Policy was reviewed in October (with no updates required) and posted on the Company Intranet.
3.	<b>1.3</b> Assess new product lines and products with changed packaging	<b>1.3 Achieved:</b> During this period seven products were released with new packaging configurations, special editions and Packaging Review Checklists were completed: Bayonetta + Bayonetta 2 Special Edition - 27/10/2014 Amiibo - various - 08/12/2014 New Nintendo 3DS - 15/01/2015 New Nintendo 3DSXL - 15/01/2015 New Nintendo 3DS Cover Plates - 15/01/2015 The Legend of Zelda, Majora's Mask 3D Special Edition - 20/02/2015 Mario Party 10 Gamedisc + Mario Amiibo - 27/05/2015

4.	<b>1.4</b> Conduct formal review of packaging group materials	<b>1.4 Achieved:</b> This was completed and reported in the 2013-2014 Annual Report.
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**14.** Describe any constraints or opportunities that affected performance under this KPI

The change of process reported in last year's report regarding the Environmental Committee being made aware of new products has been working well with the Planning Manager advising of any new packaging so that a review can be conducted as soon as practicable. This new process ensured we were able to review 100% of new and changed packaging during this reporting period.

Goal 1: Design

KPI 1: % of signatories with documented policies and procedures for evaluating and procuring packaging using the SPGs or equivalent.

Rating

Rating Comments

**Goal 2: Recycling**

**KPI 3: % signatories applying on-site recovery systems for used packaging.**

**15.** Do you have on-site recovery systems for recycling used packaging?

- Yes at all facilities/ sites
- Yes at some, but not all facilities/ sites
- No

**16.** Please indicate your progress this year towards achieving your annual targets and milestones for KPI 3

	Target: According to your Action Plan, what did you set out to do?	Actual: What did you achieve?
1.	<b>3.1</b> Complete a review of 'second hand' packaging materials re-used - including the recording of volumes used.	<b>3.1</b> This was achieved and reported in the 2013-2014 APC Annual Report. The recording of volumes of second hand packaging used is a continuing process built in to our standardised work practises.
2.	<b>3.2</b> Update Company Employment Handbook to increase awareness of reuse/recycle policies and Nintendo's expectations of it's Employees	<b>A Achieved:</b> Environmental Awareness Inductions materials were reviewed in November 2014 and found to be current and relevant to the Business. The Environmental Policy was reviewed in June 2015 and is now provided with the induction information to new Employees. <b>B Achieved:</b> An Environmental Update Bulletin was sent to all Employees on the 1st May 2015 outlining the activities undertaken, such as Business Clean Up Day, the APC Report and recycling information, as well as outlining upcoming events. <b>C Achieved:</b> The annual review of the 'Obligation to the Environment' section of the Company Handbook was conducted in July 2014.
3.	<b>3.3</b> Implement a packaging materials reuse program to continue the reduction of locally purchased packaging materials sent off site for recycling.	<b>3.3</b> This was achieved and reported in the 2013-2014 APC Annual Report.

17. Describe any constraints or opportunities that affected performance under this KPI

We continue to shred obsolete paper packaging and use this as packing filler in cartons to protect our product when shipped to Retail customers. We also shred all office paper no longer required and send to Visy for recycling.

In the October 2014 Environmental meeting the Committee discussed a 'refresh process' to update all recycling signs in all kitchen areas within Nintendo. This was implemented using Planet Ark posters. These signs are rotated on a quarterly basis. The change of signs attracts attention and heightens awareness to recycle all possible materials into the relevant bins provided within the building.

The Environmental Committee Charter was reviewed and updated in July 2014. The update included green procurement and the use of environmentally accredited business partners when sourcing packaging materials. The Charter is posted on the Nintendo Intranet for access by all Employees.

Goal 2: Recycling

KPI 3: % signatories applying on-site recovery systems for used packaging.

Rating

4

Rating Comments

Good job on meeting your targets. You are commended for your work continued work to monitor reused packaging materials and to promote awareness of your reuse and recycle policies. It is good to see that you have recycling systems in place at all sights. To continue your improvement in this are consider tracking and reporting all recycling streams, and setting targets to improve these.

**KPI 4: Signatories implement formal policy of buying products made from recycled packaging.**

18. Does your company have a formal policy of buying products made from recycled packaging?

- Yes  No

Provide details of policies and procedures (including names of policies/ procedures)

Packaging Policy: NP-080  
 Packaging Vendor Selection Policy: NP-081  
 Green Procurement Policy: NP--082  
 Purchasing Manual BA/PUR-001M  
 Vendor Management Manual BA-VM-001M  
 These manuals and policies outline the importance Nintendo places on selecting vendors who have strong environmental practises (and whose products minimise their footprint on the environment).

19. Is this policy actively used?

- Yes  No

20. Please indicate your progress this year towards achieving your annual targets and milestones for KPI 4

	Target: According to your Action Plan, what did you set out to do?	Actual: What did you achieve?
1.	<p><b>4.1</b> Assess the effectiveness of our Green Procurement Policy and practices on an annual basis.</p>	<p><b>A Achieved:</b> The Green Procurement Policy was reviewed and updated in September 2014. This policy was then reviewed by our Internal Control Department in April 2015 to assess relevance and ensure procedures still formed part of our business practise. This policy is used in the process to assess new Vendors and ensure that wherever practicable we engage vendors who share our environmental objectives. It was confirmed by Internal Control that no changes were required to the policy. However it was identified that the Vendor Authorisation form required changing, as the process was no longer deemed suitable. The Business Affairs Department was responsible to complete the environmental information on the Vendor Authorisation Form after it was completed by the requiring department. Findings indicated Vendors were often decided upon prior to the Business Affairs Department ascertaining whether or not the Vendor was environmentally suitable. In June 2015 the Vendor Authorisation Form was updated to incorporate environmental questions in the body of the form, now completed by the requiring department. This ensures the environmental considerations are included up front in the decision making process.</p> <p>A new process has also been put in place for our Purchasing Officer to measure the % of items purchased with recycled materials. This identifies further purchasing opportunities and provide a matrix for us to improve upon on an ongoing basis. This was commenced outside of this reporting period so will be reported in next year's report.</p>

2.	<p><b>4.2</b> Assess the effectiveness of our Packaging Vendor Selection Policy and Packaging Policy on an annual basis</p>	<p><b>4.2 A: Achieved:</b> Both the Packaging Vendor Selection Policy and the Packaging Policy were reviewed in October 2014. Both policies were still very relevant to our business. These were again reviewed in April 2015 by the Planning Manager, who confirmed their relevance to the selection of vendors and packaging materials for locally produced packaging.</p> <p>The Purchasing Manual which was reviewed and updated in January 2015 was also reviewed by the Internal Control Officer.</p>
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**21.** Describe any constraints or opportunities that affected performance under this KPI

Nintendo Australia continues to purchase 100% recycled photocopy paper. This practise was reviewed by the Environmental Committee who also discussed the option of Forest Stewardship Council (FSC) Certified paper; this was cheaper without sacrificing quality. However it was decided that it was more beneficial to the environment to continue to purchase 100% recycled paper.

Toner cartridges are also still recycled via 'Close the Loop' cartridge recycling.

Nintendo continues to work closely with product packaging vendors who meet our environmental objectives as set out in the Environmental Policy, Packaging Policy and Green Procurement Policy.

Goal 2: Recycling	
KPI 4: Signatories implement formal policy of buying packaging made from recycled products.	
Rating	4
Rating Comments	<p>It is great to see you are continuously reviewing and improving your policies and that you have incorporated environmental questions earlier in the supplier selection process. Well done on your current purchasing of items with recycled content. We look forward to your reporting on the percentage of purchased items containing recycled content in the next reporting period.</p>

**Goal 3: Product Stewardship**

**KPI 6: % signatories with formal processes to work collaboratively on packaging design and / or recycling.**

22. Does your company have formal processes in place for collaborating with other companies or organisations on improved packaging designs and/or recycling which aims to reduce or eliminate waste?

- Yes  No

Provide details of policies and procedures (including names of policies/ procedures)

Nintendo Packaging Life-Cycle Analysis  
 Product Stewardship Process at NAL  
 Product Stewardship Process from Cradle to Grave document  
 Product Stewardship Program at NAL  
 Product Stewardship Statement

23. Please indicate your progress this year towards achieving your annual targets and milestones for KPI 6

	Target: According to your Action Plan, what did you set out to do?	Actual: What did you achieve?
1.	<p><b>6.1</b> Document our formal process for Product Stewardship that demonstrates how we are continuing to support and expand Product Stewardship into the future</p>	<p><b>A Achieved:</b> We reviewed our original Life-Cycle Analysis document in June 2015. This document highlighted areas of opportunity for locally produced packaging products with local manufacturers who we could potentially work with to improve recycling.</p> <p><b>B Achieved:</b> The Product Stewardship Cradle to Grave document was completed in early June 2015. This document worked together with the Life-Cycle document to highlight Product Stewardship opportunities.</p> <p>One action arising from these documents was the opportunity to raise awareness of the ability to recycle our packaging to our Consumers. With limited influence over artwork on our packaging, we instead put together a Product Packaging Recycle Q &amp; A sheet and provided this to our Commercial (Customer Service) team so that they would have information on hand when queried by Consumers. We also designed a consumer response letter to be sent to Consumers who call/write in for information on our packaging and request it to be sent out to them.</p> <p>Another opportunity was identified to approach other businesses in the business park to look at consolidating orders/deliveries of photocopy paper. This would culminate in fewer deliveries required, thus reducing emissions, as well as reduced packaging required for transportation and potentially reduced costs by placing larger bulk orders.</p> <p>The Environmental Committee has also tabled for discussion a review of both the materials and vendors used to produce our POS material and their environmental practises, with the view to introducing recycled materials if not already used. This review will be outlined in the next APC Report as although tabled, it was not actioned until outside of this reporting period.</p> <p>The Purchasing Officer is also working on objectives to:</p> <ul style="list-style-type: none"> <li>• Review the top 10 most frequently used vendors and assess their environmental credentials</li> <li>• Review current suppliers and advise the number who are members of the APC</li> </ul> <p>Maintain a spreadsheet recording the % of goods/services purchased that are environmentally friendly with a view to increase</p>

		<p>the % on an ongoing basis. These results will be reported in the next reporting period.</p>
2.	<p><b>6.2</b> Conduct annual review of NAL's Packaging Vendors who currently produce Secondary Packaging for Nintendo product.</p>	<p><b>A Achieved:</b> Visy produce all our Secondary Packaging. Credentials for Visy were obtained. All cartons they produce for NAL are recyclable and are made from recycled materials. One initiative from the Environmental Committee was to investigate the grades of cardboard used for shipping our products, as some products do not require a strong grade cardboard box, as well as reviewing the process for deciding on what grade cardboard should be used for various cartons. The Environmental Committee also obtained the environmental credentials for our transport company Toll as they transport all our product to Retail Customers.</p> <p><b>B. Achieved:</b> A review of Visy is conducted annually. This review measures service levels as well as Visy's ability to meet NAL objectives. This review is conducted by our Operations Department.</p> <p><b>C. Achieved:</b> The Packaging Vendor Selection Policy and the Packaging Policy were reviewed twice within this reporting period.</p>
3.	<p><b>6.3</b> Meet with Packaging Suppliers to discuss further practises and opportunities for reducing the environmental impact of our packaging.</p>	<p><b>A &amp; B Achieved:</b> The Nintendo Australia Planning Manager holds regular discussions with our packaging Suppliers and advised the Environmental Committee that our primary printing company Immij was selected largely due to their strong environmental credentials.</p> <p>Immij presented to the Environmental Committee in August 2014. Immij not only use products that are environmentally friendly such as vegetable based inks, but also have sound environmental practises such as employing a consultant one day per week to ensure "green" processes and standards are upheld. The consultant also looks for improvements and new practises to further reduce their environmental footprint. Although not packaging related, one small environmental suggestion for Nintendo was to include a footer on all emails advising 'don't print unless required'.</p> <p><b>C &amp; D:</b> No actions were implemented, therefore no review or measures could be conducted.</p>
4.	<p><b>6.4</b> Hold formal meetings with recycling suppliers and Environmental Committee members to identify ways to further improve our 'reduce, reuse and recycle' activities.</p>	<p>This action was achieved in the last reporting period, with a meeting with Visy being held at Nintendo Australia's office. The follow up action to this was investigating the possibility of a site visit to Visy for the Committee. This was requested from our Visy Account Manager, however permission was not given by Visy for a visit to their recycling facility.</p>
5.	<p><b>6.5</b> Include statement in Trading Terms document encouraging cooperation in meeting APC goals</p>	<p>This was achieved and reported in the 2013-2014 APC Annual Report.</p>
6.	<p><b>6.6</b> Send letter to Suppliers/Retailers advising our environmental stance and request support for achievement of our goals.</p>	<p>This was achieved and reported in the 2013-2014 APC Annual Report.</p>



7.	<p><b>6.7</b> Liaise with head office to explain requirements and request information regarding decision making process for their choice of packaging - what requirements need to be fulfilled etc. Also discuss improving Customer / Consumer awareness of packaging recycling.</p>	<p><b>A Achieved:</b> Dialogue with overseas affiliates was established in the last reporting period in relation to our packaging materials. In this reporting period the Planning Manager reached out to Nintendo of Europe to ask about their environmental considerations. Material specifications were supplied and it was advised that products they purchase are recyclable. The Planning Manager also provided some examples of artwork on packaging distributed by our overseas affiliates showing what recycling information was displayed. This is elaborated on in KPI 7.1.</p>
8.	<p><b>6.8</b> Raise awareness of NAL's environmental goals to employees.</p>	<p><b>A Achieved:</b> Communication is sent to all NAL Employees whenever environmental activities are undertaken.</p> <p>Following on from the Business Clean Up Day in Feb 2014, an email was sent to NAL staff seeking participation in the Business Tree Planting Day, held Friday 18th July 2014. Seven participants braved the rain, hail and wintry conditions! Emails were sent to employees regarding other environmental activities over the course of this reporting period such as:</p> <ul style="list-style-type: none"> <li>• the email to all employees advising we had won an award from the APC for the most bags of rubbish collected per participant during our Business Clean Up Day, held in February 2015. The email highlighted this achievement and advised the award is proudly displayed in our Reception area.</li> <li>• To highlight and celebrate World Environment Day 2015, we held 'Nude Food Friday' on Friday 5th June 2015, asking all employees to bring their lunches to work in reusable containers instead of throw-a-way packaging such as glad wrap. The day was a huge success with an estimated waste reduction on that day of 75% (approx 240 litres of rubbish).</li> <li>• The APC Networking Group project (wooden boxes from Confoil) was communicated to all staff for awareness and participation. This will be reported in more detail in KPI 7.</li> </ul> <p><b>B. Achieved:</b> As reported in KPI 3, an Environmental Bulletin was sent out to all employees in May 2015, highlighting the activities undertaken, as well as advising upcoming events. All Committee members are listed on the Bulletin to ensure everyone knows who to contact regarding environmental issues, activities etc.</p>

**24.** Describe any constraints or opportunities that affected performance under this KPI

We continue to work closely with our recycling partners and to increase the knowledge and education of our Environmental Committee. We continually look for opportunities to meet with or visit our partners. One example of this is the upcoming visit to Replas (plastic recycling facility) by our committee to raise awareness of plastic recycling and what we can do to improve our processes. Recycling also is a major discussion topic for the APC Networking Group and the sharing of information between the members of the group raises awareness of different recycling vendors and the services they offer.

Goal 3: Product Stewardship

KPI 6: % signatories with formal processes to work collaboratively on packaging design and / or recycling.

Rating

5

Rating Comments

Great work! You have clearly demonstrated your commitment to product stewardship by effectively engaging with your supply chain and producing outcomes. It is great to see you are continuing improvement opportunities for ongoing packaging sustainability going forward.

**KPI 7: % signatories showing other Product Stewardship outcomes.**

25. Please indicate your progress this year towards achieving your annual targets and milestones for KPI 7

	Target: According to your Action Plan, what did you set out to do?	Actual: What did you achieve?
1.	7.1 Expand the Take Back program to include Consumer product packaging	<p><b>A</b> This was achieved and reported in the 2013-2014 APC Annual Report.</p> <p><b>B Achieved:</b> Packaging from Nintendo entities overseas was reviewed to assess what recycling symbols and information is displayed on their packaging. The outcome was Australian and US packaging do not include recycling symbols. The European packaging carries two symbols that reference disposal and recycling. These are displayed due to requirements within Europe.</p>

26. Since the beginning of the reporting period, has your company had any other outcomes related to product stewardship?

Yes

No

If yes, please give examples of other product stewardship outcomes

Following the High Achievers dinner in July 2014, NAL contacted a number of other attendees and organised the first APC Members Networking Group meeting, which was held in early October 2014; subsequent meetings have been held quarterly. The meetings of this group lead to a Product Stewardship exercise of recycling the wooden boxes, lids and pallets that Confoil receive their rolls of foil in from overseas. Confoil was unable to find a use for these boxes so they were being sent to landfill. However Confoil advised these were available to anyone who wanted them. This culminated in one member recycling 120 boxes and Nintendo receiving orders from staff for over 700 boxes. Deliveries to Nintendo are still being made, with 455 boxes, 191 pallets and 138 lids being delivered to date (@ end Dec 2015). This has been a great joint venture.

NAL works with the Knox City Council, participating in activities including Business Clean Up Day, which this year was opened up to all employees to participate. We doubled our numbers from 2014 and our Managing Director and all Directors supported and participated in this worthwhile event. We are proud to have won an award from the APC for the most bags of rubbish collected per participant - and will be aiming to do even better in 2016.

NAL also participated again in the Business Tree Planting Day in conjunction with Knox City Council: Friday 18th July 2014.

In April 2015 an exercise was conducted to contact local 'Men's Sheds' in the area with the view to forming a partnership to recycle our disused wooden pallets. Five (5) Mens Sheds were contacted, however the pallet wood is not suitable for the items built in these classes. Monash Mens Shed did collect a number of pallets for the building of a Cubbie House.

27. Describe any constraints or opportunities that affected performance under this KPI

As previously reported, we approached neighbouring businesses with the view to combine our photocopy paper orders, cutting down on deliveries and therefore emissions and transport packaging required. Unfortunately this did not progress due to their logistical and business constraints. We will continue to communicate with them to discuss other joint business ventures such as joining together for the next Business Clean Up Day and/or the Gardens For Wildlife Program with Knox City Council.

Goal 3: Product Stewardship

KPI 7: % signatories showing other Product Stewardship outcomes.

Rating

5

Rating Comments

Well done, it is great to see you have initiated an APC Members Networking Group meeting. You have demonstrated an excellent example of taking the initiative to collaborate with others to reduce waste. Keep up the great initiative and collaboration.

**KPI 8: Reductions in packaging items in the litter stream.**

28. Please indicate your progress this year towards achieving your annual targets and milestones for KPI 8

	Target: According to your Action Plan, what did you set out to do?	Actual: What did you achieve?
1.	<b>8.1</b> Conduct a survey to obtain information relating to consumer packaging disposal habits.	This was achieved and reported in the 2013-2014 APC Annual Report.
2.	<b>8.2</b> Analyse how and where Nintendo product packaging enters the litter stream	This was achieved and reported in the 2013-2014 APC Annual Report.

29. Describe any constraints or opportunities that affected performance under this KPI

**Constraint:** (As reported in the last three [3] APC Annual Reports) The Australian market is a small part of the Global market and NAL has minimal influence over changes to packaging. As the majority of our products are fully imported as finished goods, it also means it's not financially viable for our market to have special product runs made with additional requirements to other markets.

**Opportunity:** (As reported in KPI 6 & KPI 7) NAL continues to participate in the annual Business Clean Up Day, with the goal of having numbers increasing each year. We won an APC award this year and hope to improve on this next year!

Goal 3: Product Stewardship

KPI 8: Reductions in packaging items in the litter stream.

Rating

4

Rating Comments

It is great to see that despite constraints it is great to see that you are taking actions to address this KPI through participating in Business Clean Up Days. You are commended for the winning the APC award in this area. You may wish to consider formalising this action as a target going forward. You could also consider taking actions to minimise the opportunity for litter to enter the environment on your site.

## Your Experiences

This section lets you share with us any achievements, good news stories and areas of difficulties in making progress against your plan and the Covenant goals and KPIs.

### 30. Key achievements or good news stories

The Environmental Day One Manual was completed and approved in April 2015 (as outlined in last year's report). This provides a sound reference tool for all existing and new members of the Committee. This manual will be reviewed and updated on an annual basis.

The APC Networking Group was formed in October 2014. This has been a successful venture with contacts being made and all attendees being able to provide advise and share information with each other. The Confoil boxes is one example of a great outcome. Selling outer cartons to the community as another member does, is another great idea for reuse, rather than recycle that was shared at one of the Networking meetings. A new system and process purchased and adopted for our annual Asset Audit saw us run a paperless audit in February 2015. The new system negated the need to print reports for checking off assets. This resulted in only one 10 page report being required for printing and sign off by the business, which was a huge reduction in paper usage.

In June 2015 we reviewed and changed the process for the handling of our Internal Letters of Engagement required in our Contract module. This process has now been completely automated resulting in a paperless system with no paper required to be generated for Internal Letter Of Engagement contracts.

A VECCI Lighting Assessment & Solar Assessment was conducted in February 2015, with a VECCI representative conducting a two day assessment of the building looking for opportunities for our consideration to conserve energy for power savings. (However, no actions have been taken to-date due to a change of ownership of the building).

### 31. Areas of difficulties in making progress against your plan, Covenant goals or KPIs

### Summary of ratings:

KPI	2016 Rating (0-5)	2015 comparison	2014 comparison	2013 comparison	2012 comparison
KPI 1	4	4	4	4	0
KPI 3	4	4	4	4	1
KPI 4	4	3	3	3	3
KPI 6	5	5	4	3	3
KPI 7	5	4	4	4	2
KPI 8	4	4	3	2	2
<b>Average rating for this signatory</b>	<b>4.3</b>	<b>4.0</b>	<b>3.7</b>	<b>3.3</b>	<b>1.8</b>
<i>Average rating across all signatories</i>	<i>TBC</i>	<i>3.0</i>	<i>2.8</i>	<i>2.9</i>	<i>2.8</i>

Great work! Overall, you have demonstrated excellent progress against the key principles of the APC. You are commended for the initiative you have taken to hold ongoing APC Member Networking Group meetings, which have demonstrated excellent collaboration outcomes. It is also great to see you conduct annual reviews of policies and processes. To support further improvement, you may wish to consider reviewing the action plans and annual reports of high-performing signatories and identify opportunities applicable to you. They are available here:

<http://bit.ly/1dgrtHk>.

Keep up the good work.