

GRI Index

Profile

Strategy and analysis

		Page
1.1	Statement from the most senior decisionmaker of the organization about the relevance of sustainability to the organization and its strategy.	05
1.2	Description of key impacts, risks, and opportunities	21-24

Organization profile

2.1	Name of the organization.....	07
2.2	Primary brands, products, and/or services.....	07, 08-16, 18-20
2.3	Operational structure of the organization	07
2.4	Location of organization's headquarters.....	07
2.5	Number of countries where the organization operates	17,18
2.6	Nature of ownership and legal form.....	07
2.7	Markets served.....	08-16
2.8	Scale of the reporting organization	25-29
2.9	Significant changes during the reporting period regarding size, structure, or ownership	18, 28, 142, 219
2.10	Awards received in the reporting period.....	49, 55, 56, 120-122

Report Parameters

3.1	Reporting period for information provided	215
3.2	Date of most recent previous report	215
3.3	Reporting cycle.....	215
3.4	Contact point for questions regarding the report or its contents.....	215
3.5	Process for defining report content.....	215
3.6	Boundary of the report.....	215
3.7	Limitations on the scope or boundary of the report	218
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	219
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	220
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	220
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	219
3.12	Table identifying the location of the Standard Disclosures in the report	222 - 225
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	197

Governance, Commitments, and Engagement Governance

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.....	144-159
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	146

Profile

4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	147
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	56, 143, 144, 158, 159
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization’s performance (including social and environmental performance).	149
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	158-159
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization’s strategy on economic, environmental, and social topics.....	147
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	7, 21-24
4.9	Procedures of the highest governance body for overseeing the organization’s identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	149-159
4.10	Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance	144-149
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	151-158
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	74-108
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations to which the organization supports.....	93
4.14	List of stakeholder groups engaged by the organization	31
4.15	Basis for identification and selection of stakeholders with whom to engage	31
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.....	33
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.....	33

Management Approach and Performance indicators

Economic Dimension	110-116
Environmental Dimension	62-72
Social Dimension	31-60,74-118

Performance Indicators

Economic Performance

P	EC1.	Direct economic value generated and distributed	110-116
P	EC2.	Financial implications and other risks and opportunities for the organization’s activities due to climate change.....	7, 24, 119, 120
P	EC3.	Coverage of the organization’s defined benefit plan obligations.....	114
P	EC4.	Significant financial assistance received from government	115
A	EC5.	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	115
P	EC6.	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	115, 116
P	EC7.	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	116
P	EC8.	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	75-83, 94-95

Profile

Environmental Performance

P	EN1.	Materials used by weight or volume	64-68
P	EN2.	Percentage of materials used that are recycled input materials.....	64
P	EN3.	Direct energy consumption by primary energy source	69
P	EN4.	Indirect energy consumption by primary source	69
P	EN8.	Total water withdrawal by source	70
A	EN9.	Water sources significantly affected by withdrawal of water.....	70
P	EN11.	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	70
P	EN12.	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	70
P	EN16.	Total direct and indirect greenhouse gas emissions by weight.....	70
P	EN17.	Other relevant indirect greenhouse gas emissions by weight.....	71
A	EN18.	Initiatives to reduce greenhouse gas emissions and reductions achieved	63
P	EN19.	Emissions of ozone-depleting substances by weight	71
P	EN 20.	NO, SO, and other significant air emissions by type and weight	71
P	EN 21.	Total water discharge by quality and destination	72
P	EN22.	Total weight of waste by type and disposal method	71-72
P	EN23.	Total number and volume of significant spills	72
P	EN26.	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	63-64
P	EN27.	Percentage of products sold and their packaging materials that are reclaimed by category	72
P	EN28.	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.....	72

Social Performance

P	LA1.	Total workforce by employment type, employment contract, and region.....	34-36
P	LA2.	Total number and rate of employee turnover by age group, gender, and region.....	34, 37
A	LA3.	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	50
P	LA4.	Percentage of employees covered by collective bargaining agreements.....	45
P	LA5.	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.....	46
P	LA7.	Rates of injury, occupational diseases, lost days, and absenteeism, and number of workrelated fatalities by region.....	47, 48
P	LA8.	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious disease	47
P	LA10.	Average hours of training per year per employee by employee category.....	45
A	LA11.	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.....	41, 42
P	LA13.	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.....	36
P	LA14.	Ratio of basic salary of men to women by employee category.	36, 37
P	HR1.	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.....	60,151-158, 215
P	HR2.	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	60
A	HR3.	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.....	41, 43
P	HR4.	Total number of incidents of discrimination and actions taken.....	48

Profile

P	HR5.	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.....	45, 46, 60
P	HR6.	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	46, 60
P	HR7.	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to its elimination	60
P	SO1.	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.....	94-108
P	SO2.	Percentage and total number of business units analyzed for risks related to corruption.....	141
P	SO3.	Percentage of employees trained in organization's anti-corruption policies and procedures.....	141
P	SO4.	Actions taken in response to incidents of corruption	141
P	SO5.	Public policy positions and participation in public policy development and lobbying.....	93
P	SO8.	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.....	140
P	PR1.	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.....	51, 52
A	PR2.	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.....	53
P	PR3.	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.....	53
A	PR4.	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	53
A	PR5.	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	53, 54
P	PR6.	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.....	55
A	PR7.	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.....	55
A	PR8.	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	55
P	PR9.	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	55