

Index in accordance with GRI (Global Reporting Initiative) Guidelines (G2)

1. Vision and Strategy	
1.1 Statement of the organization's vision and strategy regarding its contribution to sustainable development.	p3-4
1.2 Statement from the CEO (or equivalent senior manager) describing key elements of the report.	p3-4
2. Profile	
Organizational Profile	
2.1 Name of reporting organization/	p5
2.2 Major products and/or services, including brands if appropriate.	p5
2.3 Operational structure of the organization.	p5
2.4 Description of major divisions, operating companies, subsidiaries and joint ventures.	p5
2.5 Countries in which the organization's operations are located.	p6
2.6 Nature of ownership; legal form.	p5
2.7 Nature of markets served.	p5
2.8 Scale of the reporting organization.	p5
2.9 List of stakeholders, key attributes of each and relationship to the reporting organization.	p8
Report Scope	
2.10 Contact person(s) for the report, including e-mail and web addresses.	Back cover
2.11 Reporting period (e.g., fiscal/calendar year) for information provided.	p1
2.12 Date of most recent previous report (if any).	p1
2.13 Boundaries of report and any specific limitations in its scope.	p1
2.14 Significant changes that have occurred since the previous report.	N.A.
2.15 Basis for reporting that can significantly affect comparability from period to period and/or between reporting organizations.	p1 · 5-6
2.16 Explanation of the nature and effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	N.A.
Report Profile	
2.17 Decisions not to apply GRI principles or protocols in the preparation of the report.	p1
2.18 Criteria/definitions used in any accounting for economic, environmental and social costs and benefits.	p51
2.19 Significant changes from previous years in the measurement methods applied to key economic, environmental and social information.	p54
2.20 Policies and internal practices to enhance and provide assurance about the accuracy, completeness and reliability that can be placed on the sustainability report.	p10
2.21 Policy and current practice with regard to providing independent assurance for the full report.	p68
2.22 Means by which report users can obtain additional information and reports about economic, environmental and social aspects of the organization's activities.	p1
3. Governance Structure and Management Systems	
Structure and Governance	
3.1 Governance structure of the organization, including major committees under the board of directors that are responsible for setting strategy and for oversight of the organization.	p19
3.2 Percentage of the board of directors that are independent, non-executive directors.	p19
3.3 Process for determining the expertise board members need to guide the strategic direction of the organization.	N.A.
3.4 Board-level processes for overseeing the organization's identification and management of economic, environmental and social risks and opportunities.	p19-21
3.5 Linkage between executive compensation and achievement of the organization's financial and non-financial goals.	N.A.
3.6 Organizational structure and key individuals responsible for oversight, implementation, and audit of economic, environmental, social and related policies.	p19
3.7 Mission and values statements, internally developed codes of conduct or principles and policies relevant to economic, environmental and social performance and the status of implementation.	p7-8
3.8 Mechanisms for shareholders to provide recommendations or direction to the board of directors.	p19
Stakeholder Engagement	
3.9 Basis for identification and selection of major stakeholders.	p7-8
3.10 Approaches to stakeholder consultation reported in terms of frequency of consultations by type and by stakeholder group.	p41-42
3.11 Type of information generated by stakeholder consultations.	p67
3.12 Use of information resulting from stakeholder engagements.	p41-42 · 67
Overarching Policies and Management Systems	
3.13 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	p21
3.14 Externally developed, voluntary economic, environmental and social charters, sets of principles or other initiatives to which the organization subscribes or which it endorses.	N.A.
3.15 Principal memberships in industry and business associations, and/or national/international advocacy organizations.	p54
3.16 Policies and/or systems for managing upstream and downstream impacts.	p35-36 · 53
3.17 Reporting organization's approach to managing indirect economic, environmental and social impacts resulting from its activities.	p35-36 · 65-66
3.18 Major decisions during the reporting period regarding the location of, or changes in, operations.	N.A.
3.19 Programs and procedures pertaining to economic, environmental and social performance.	p10 · 19-22 · 25-26 · 28-33 · 45-46 · 50-51
3.20 Status of certification pertaining to economic, environmental and social management systems.	p45-46
Economic Core Performance Indicators	
Customers	
EC1. Net sales.	p5-6 · 34
EC2. Geographic breakdown of markets.	p6
Suppliers	
EC3. Cost of all goods, materials and services purchased.	p5
EC4. Percentage of contracts that were paid in accordance with agreed terms, excluding agreed penalty arrangements.	N.A.
Employees	
EC5. Total payroll and benefits broken down by country or region.	N.A.
Providers of Capital	
EC6. Distributions to providers of capital broken down by interest on debt and borrowings and dividends on all classes of shares, with any arrears of preferred dividends to be disclosed.	p34
EC7. Increase/decrease in retained earnings at end of period.	p5
Public Sector	
EC8. Total sum of taxes of all types paid broken down by country.	p5
EC9. Subsidies received broken down by country or region.	N.A.
EC10. Donations to community, civil society and other groups broken down in terms of cash and in-kind donations per type of group.	p39

Index in accordance with GRI (Global Reporting Initiative) Guidelines (G2)

Environmental Core Performance Indicators	
Materials	
EN1. Total materials use, other than water, by type.	p49
EN2. Percentage of materials used that is waste from sources external to the reporting organization.	N.A.
Energy	
EN3. Direct energy use segmented by primary source.	p49
EN4. Indirect energy use.	p49
Water	
EN5. Total water use.	p49
Biodiversity	
EN6. Location and size of land owned, leased or managed in biodiversity-rich habitats.	N.A.
EN7. Description of the major impacts on biodiversity associated with activities and/or products and services in terrestrial, freshwater and marine environments.	p66
Emissions, Effluents, and Waste	
EN8. Greenhouse gas emissions.	p49 · 59 · 64
EN9. Use and emissions of ozone-depleting substances.	N.A.
EN10. NOx, SOx and other significant air emissions by type.	p49
EN11. Total amount of waste by type and destination.	p49 · 62
EN12. Significant discharges to water by type.	p49
EN13. Significant spills of chemicals, oils and fuels in terms of total number and total volume.	p50
Products and Services	
EN14. Significant environmental impacts of principal products and services.	p53
EN15. Percentage of the weight of products sold that is reclaimable at the end of the products' useful life and percentage that is actually reclaimed.	p57
Compliance	
EN16. Incidents of and fines for non-compliance with all applicable international declarations/conventions/treaties and national, sub-national, regional and local regulations associated with environmental issues.	p50
Social Core Performance Indicators	
Labour Practices and Decent work	
Employment	
LA1. Breakdown of workforce, where possible, by region/country, status, employment type and employment contract.	p6 · 28
LA2. Net employment creation and average turnover, segmented by region/country.	p28 · 30
Labour/Management Relations	
LA3. Percentage of employees represented by independent trade union organizations or other bona fide employee representatives broken down geographically.	N.A.
LA4. Policy and procedures involving information, consultation and negotiation with employees over changes in the reporting organization's operations.	p28
Health and Safety	
LA5. Practices on recording and notification of occupational accidents and diseases.	p32
LA6. Description of formal joint health and safety committees comprising management and worker representatives and proportion of the workforce covered by any such committees.	p32
LA7. Standard injury, lost day and absentee rates and number of work-related fatalities.	p32
LA8. Description of policies or programs on HIV/AIDS.	N.A.
Training and Education	
LA9. Average hours of training per year per employee by category of employee.	p51
Diversity and Opportunity	
LA10. Description of equal opportunity policies or programs, as well as monitoring systems to ensure compliance and results of monitoring.	p20 · 30
LA11. Composition of senior management and corporate governance bodies, including female/male ratio and other indicators of diversity as culturally appropriate.	p19 · 30
Human Rights	
Strategy and Management	
HR1. Description of policies, guidelines, corporate structure and procedures to deal with all aspects of human rights relevant to operations, including monitoring mechanisms and results.	p8 · 28
HR2. Evidence of consideration of human rights impacts as part of investment and procurement decisions, including selection of suppliers/contractors.	p35
HR3. Description of policies and procedures to evaluate and address human rights performance within the supply chain and contractors, including monitoring systems and results of monitoring.	p35
Non-discrimination	
HR4. Description of global policy and procedures/programs preventing all forms of discrimination in operations, including monitoring systems and results of monitoring.	p28 · 32
Freedom of Association and Collective Bargaining	
HR5. Description of freedom of association policy and extent to which this policy is universally applied independent of local laws, as well as description of procedures/programs to address this issue.	p28
Child Labour	
HR6. Description of policy excluding child labor as defined by the ILO Convention 138 and extent to which this policy is visibly stated and applied.	HP
Forced and Compulsory Labour	
HR7. Description of policy to prevent forced and compulsory labor and extent to which this policy is visibly stated and applied.	HP
Society	
Community	
SO1. Description of policies to manage impacts on communities in areas affected by activities, as well as description of procedures/programs to address this issue.	p37
Bribery and Corruption	
SO2. Description of the policy, procedures/management systems and compliance mechanisms for organizations and employees addressing bribery and corruption.	p19 · 20 · HP
Political Contributions	
SO3. Description of policy, procedures/management systems and compliance mechanisms for managing political lobbying and contributions.	HP
Product Responsibility	
Customer Health and Safety	
PR1. Description of policy for preserving customer health and safety during use of products and services, and extent to which this policy is visibly stated and applied.	p25
Products and Services	
PR2. Description of policy, procedures/management systems and compliance mechanisms related to product information and labeling.	p26
Respect for Privacy	
PR3. Description of policy, procedures/management systems and compliance mechanisms for consumer privacy.	p22
PR11. Number of substantiated complaints regarding breaches of consumer privacy.	N.A.