







GRI Content Index

The following table indicates the pages of this report that contain content relating to the required disclosure items in the GRI Sustainability Reporting Guidelines  version 3.1. The table also includes comparative data concerning the 10 principles of the UN Global Compact  and ISO 26000 .

GRI Guidelines		UN Global Compact principles	ISO 26000 core subjects	Corresponding page
Category	Indicator			
1. Strategy and Analysis				
1.1	Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability  to the organization and its strategy.	—	6.2	3
1.2	Description of key impacts, risks, and opportunities.	—		3, 17, 19, 20
2. Organizational Profile				
2.1	Name of the organization.	—	—	1
2.2	Primary brands, products, and/or services.	—	—	1
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	—	6.2	1
2.4	Location of organization's headquarters.	—	—	1
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	—	—	1
2.6	Nature of ownership and legal form.	—	—	1
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	—	—	1
2.8	Scale of the reporting organization, including: Number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations); total capitalization broken down in terms of debt and equity (for private sector organizations); and quantity of products or services provided.	—	—	1
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: The location of, or changes in operations, including facility openings, closings, and expansions; and changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	—	—	2
2.10	Awards received in the reporting period.	—	—	21
3. Report Parameters				
Report Profile				
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	—	—	2
3.2	Date of most recent previous report (if any).	—	—	2
3.3	Reporting cycle (annual, biennial, etc.)	—	—	2
3.4	Contact point for questions regarding the report or its contents.	—	—	2
Report Scope and Boundary				
3.5	Process for defining report content, including: Determining materiality; prioritizing topics within the report; and identifying stakeholders  the organization expects to use the report.	—	—	15, 17, 21
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	—	—	2
3.7	State any specific limitations on the scope or boundary of the report.	—	—	2
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.	—	—	2
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	—	—	2
GRI Content Index				
3.12	Table identifying the location of the Standard Disclosures in the report.	—	—	GRI Guidelines Comparison Table
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)	—	—	66
4. 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.	1-10		22
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	1-10		22
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.	1-10		—
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	1-10		22, 51
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).	1-10		22
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	1-10		22
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.	1-10	6.2	—
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.	1-10		15, 16, 18, 27, 28
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.	1-10		18, 22, 29, 30
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	1-10		22
Commitments to External Initiatives				
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	7		24, 25, 27-44, 45, 46
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	1-10		15, 16, 26, 30, 32

* Categories for which there is no corresponding data are not included.

GRI Guidelines		UN Global Compact principles	ISO 26000 core subjects	Corresponding page	
Category	Indicator				
Stakeholder Engagement					
4.14	List of stakeholder groups engaged by the organization.	—	6.2	17, 21	
4.15	Basis for identification and selection of stakeholders with whom to engage.	—		21	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	—		21, 47, 48, 61	
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.	—		19, 20, 47, 48, 61	
5. Management Approach and Performance Indicators					
Economic					
	Disclosure on Management Approach	1, 4, 6, 7	6.2, 6.8	1	
Economic Performance					
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	—	6.8, 6.8.3, 6.8.7, 6.8.9	4	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	7	6.5.5	31	
EC3	Coverage of the organization's defined benefit plan obligations.	—	—	—	
Market Presence					
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	1	6.4.4, 6.8	—	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	—	6.6.6, 6.8, 6.8.5, 6.8.7	—	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	6	6.8, 6.8.5, 6.8.7	—	
Environmental					
	Disclosure on Management Approach	7, 8, 9	6.2, 6.8	15, 16, 27, 28, 29, 30, 32, 38	
Materials					
EN1	Materials used by weight or volume.	8	6.5, 6.5.4	29, 44	
EN2	Percentage of materials used that are recycled input materials.	8, 9		—	
Energy					
EN3	Direct energy consumption by primary energy source.	8		29, 39	
EN4	Indirect energy consumption by primary source.	8		29, 39	
EN5	Energy saved due to conservation and efficiency improvements.	8, 9		32, 38, 39, 40	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	8, 9		32, 33, 35	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	8, 9		28, 33, 38	
Water					
EN8	Total water withdrawal by source.	8		41, Web	
EN9	Water sources significantly affected by withdrawal of water.	8	—		
EN10	Percentage and total volume of water recycled and reused.	8, 9	41		
Biodiversity					
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	8	6.5, 6.5.6	56	
EN13	Habitats protected or restored.	8		56	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	8		28, 31, 32	
Emissions, Effluents, and Waste					
EN16	Total direct and indirect greenhouse gas emissions by weight.	8	6.5, 6.5.5	29, 32, 37, 38, 39, 40	
EN17	Other relevant indirect greenhouse gas emissions by weight.	8		—	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	7, 8, 9	6.5, 6.5.5	32, 37, 38, 39, 40	
EN19	Emissions of ozone-depleting substances by weight.	8	—		
EN20	NOx, SOx and other significant air emissions by type and weight.	8	—		
EN21	Total water discharge by quality and destination.	8	6.5, 6.5.3	Web	
EN22	Total weight of waste by type and disposal method.	8		41, 42, 43	
EN23	Total number and volume of significant spills.	8		44	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	8	6.5, 6.5.4, 6.5.6	—	
Products and Services					
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	7, 8, 9	6.5, 6.5.4, 6.6.6, 6.7.5	32, 33, 34, 35, 36	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	8, 9	6.5, 6.5.4, 6.7.5	36	
Transport					
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	8	6.5, 6.5.4, 6.6.6	37	
Overall					
EN30	Total environmental protection expenditures and investments by type.	7, 8, 9	6.5	31	
Labor Practices and Decent Work					
	Disclosure on Management Approach	1, 3, 6	6.2, 6.4, 6.3.10	15, 16, 19, 20, 52, 53, 54, 58, 59, 60	
Employment					
LA1	Total workforce by employment type, employment contract, and region.	—	6.4, 6.4.3	1, 52, 53, 54	
LA2	Total number and rate of employee turnover by age group, gender, and region.	6		54	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	—	6.4, 6.4.3, 6.4.4	53	
Labor/Management Relations					
LA4	Percentage of employees covered by collective bargaining agreements.	1, 3	6.4, 6.4.3, 6.4.4, 6.4.5, 6.3.10	51	

* Categories for which there is no corresponding data are not included. * [Web](#) indicates categories concerning which data for individual business sites is available on the website.

GRI Guidelines		UN Global Compact principles	ISO 26000 core subjects	Corresponding page
Category	Indicator			
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	3	6.4, 6.4.3, 6.4.4, 6.4.5	51
Occupational Health and Safety				
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	1	6.4, 6.4.6	51
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	1		51
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	1	6.4, 6.4.6, 6.8, 6.8.3, 6.8.4, 6.8.8	51
LA9	Health and safety topics covered in formal agreements with trade unions.	1	6.4, 6.4.6	51
Training and Education				
LA10	Average hours of training per year per employee by employee category.	—	6.4, 6.4.7	50
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	—	6.4, 6.4.7, 6.8.5	54
LA12	Percentage of employees receiving regular performance and career development reviews.	—	6.4, 6.4.7	50
Diversity and Equal Opportunity				
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	1, 6	6.3.7, 6.3.10, 6.4, 6.4.3	54
LA14	Ratio of basic salary of men to women by employee category.	1, 6	6.3.7, 6.3.10, 6.4, 6.4.3, 6.4.4	53
Gender				
LA15	Return to work and retention rates after parental leave, by gender	—	—	53
Human Rights				
	Disclosure on Management Approach	1, 2, 3, 4, 5, 6	6.2, 6.3	15, 16, 19, 20, 52, 53, 54, 58, 59
Investment and Procurement Practices				
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	1, 2, 3, 4, 5, 6	6.3, 6.3.3, 6.3.5	60
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.	1, 2, 3, 4, 5, 6	6.3, 6.3.5	18, 45, 46
Non-discrimination				
HR4	Total number of incidents of discrimination and actions taken.	1, 2, 6	6.3, 6.3.6, 6.3.7, 6.3.10, 6.4.3	—
Freedom of Association				
Child Labor				
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	1, 2, 5	6.3, 6.3.3, 6.3.4, 6.3.5, 6.3.7, 6.3.10	49, 50
Forced and Compulsory Labor				
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	1, 2, 4		49, 50
Human Rights				
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	—	—	—
HR11	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms	—	—	46
Society				
	Disclosure on Management Approach	10	6.2, 6.6, 6.8	—
Impact on communities				
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	—	6.3.9, 6.8, 6.8.5, 6.8.7, 6.6.7,	—
Corruption				
SO2	Percentage and total number of business units analyzed for risks related to corruption.	10		24, 46, 59
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	10	6.6, 6.6.3	46, 59
SO4	Actions taken in response to incidents of corruption.	10		46
Public Policy				
SO5	Public policy positions and participation in public policy development and lobbying.	1-10	6.6, 6.6.4, 6.8.3	—
Compliance				
SO9	Operations with significant potential or actual negative impacts on local communities	—	—	44
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	—	—	44
Product Responsibility				
	Disclosure on Management Approach	1, 8	6.2, 6.6, 6.7	26
Customer Health and Safety				
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.	1	6.3.9, 6.6.6, 6.7, 6.7.4, 6.7.5	26
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.	1		26
Product and Service Labeling				
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	8	6.7, 6.7.3, 6.7.4, 6.7.5, 6.7.6, 6.7.9	—
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	—	6.7, 6.7.4, 6.7.5, 6.7.6, 6.7.8, 6.7.9	7, 8, 9, 10, 21
Marketing Communications				
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	—	6.7, 6.7.3, 6.7.6, 6.7.9	—

* Categories for which there is no corresponding data are not included.