

PROFILE INDICATORS**Page****1. Strategy and Analysis**

1.1 Statement from the most senior decision maker of the organization

12-15

1.2 Description of key impacts, risks, and opportunities

12-15, 49

2. Organizational Profile

2.1 Name of the organization

2

2.2 Primary brands, products, and/or services

4, 190-191

2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures

48

2.4 Location of organization's headquarters

184

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

5

2.6 Nature of ownership and legal form

4

2.7 Markets served

4

2.8 Scale of the reporting organization

4, 5, 8, 30

2.9 Significant changes during the reporting period regarding size, structure, or ownership

5

2.10 Awards received in the reporting period

10-11

3. Report Parameters**Report Profile**

3.1 Reporting period

2

3.2 Date of most recent previous report

2

3.3 Reporting cycle

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

2

3.6 Boundary of the report

2

	Page
3.7 Specific limitations on the scope or boundary of the report	2
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	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
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	43
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	NA
GRI Content Index	
3.12 Table identifying the location of the Standard Disclosures in the report	194-199
Assurance	
3.13 Policy and current practice with regard to seeking external assurance for the report	2
4. Governance, Commitments, and Engagement	
Governance	
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks	47
4.2 Indicate whether the Chair of the highest governance body is also an executive officer	48
4.3 For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	36-46
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	6
4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance	46
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided	60
4.7 Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	46

	Page
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	200
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	46
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	46
Commitments and External Initiatives	
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization	46
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	46, 49-50, 57
4.13 Memberships in associations (such as industry associations) and/or national international advocacy organizations	7
Stakeholder Engagement	
4.14 List of stakeholder groups engaged by the organization	6, 7
4.15 Basis for identification and selection of stakeholders with whom to engage	6, 7
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	6, 7
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	6

PERFORMANCE INDICATORS	Page
5. Management Approach and Performance Indicators	
Economic	
<i>Disclosure on Management Approach</i>	9
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	9
EC3 Coverage of the organization's defined benefit plan obligations	34, 35
EC5 Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	34
EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	35
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	NA
Environmental	
<i>Disclosure on Management Approach</i>	38
EN3 Direct energy consumption by primary energy source	42
EN4 Indirect energy consumption by primary source	43
EN5 Energy saved due to conservation and efficiency improvements	43
EN7 Initiatives to reduce indirect energy consumption and reductions achieved	38-43
EN8 Total water withdrawal by source	43
EN16 Total direct and indirect greenhouse gas emissions by weight	43
EN17 Other relevant indirect greenhouse gas emissions by weight	43
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	38-43
EN22 Total weight of waste by type and disposal method	43
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	38

	Page
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	38
Social	
<i>Disclosure on Management Approach</i>	30
Labor Practices and Decent Work	
LA1 Total workforce by employment type, employment contract, and region, broken down by gender	30, 31
LA2 Total number and rate of new employee hires and employee turnover by age group, gender, and region	32, 34
LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	34-35
LA4 Percentage of employees covered by collective bargaining agreements	35
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	37
LA8 Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	33
LA10 Average hours of training per year per employee, by gender, and by employee category	33
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	33
LA12 Percentage of employees receiving regular performance and career development reviews, by gender	33
LA13 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	36
LA14 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	35
LA15 Return to work and retention rates after parental leave, by gender	35

	Page
Human Rights	
<i>Disclosure on Management Approach</i>	30
HR4 Total number of incidents of discrimination and corrective actions taken	37
HR6 Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	37
HR7 Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of all forms of forced or compulsory labor	37
HR8 Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	37
HR11 Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms	37
Society	
SO7 Total number of legal actions for anti competitive behavior, anti-trust, and monopoly practices and their outcomes	29
Product Responsibility	
PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	29
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	25
PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	29
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	29
PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	29