Financial Review

GRI cross-reference index



VISI	ON AND STRATEGY	Page
1.1	Vision and strategy on sustainable development	IFC
1.2	Key elements of report	1
PRO	FILE	
Orga	nisational profile	Page
2.1	Name of reporting organisation	Every page
2.2	Major products and/or services, including brands	5
2.3	Operational structure	6
2.4	Major divisions, operating companies, subsidiaries and joint ventures	6, 174
2.5	Countries of operation	5, 6
2.6	Nature of ownership	6
2.7	Markets served	6, 23, 24
2.8	Scale of reporting	
	organisation	
	Number of employeesProducts/services offered	4, 63, 93 5, 6
	– Net sales	119
	 Total capitalisation debt and equity 	118
	 Value added 	93
	Total assets	118
	 Sales/revenue by country/region 	156, 157
	 Major products/services 	5, 6
	 Costs by country/region 	na
	Employees by country/ region	63
2.9	Stakeholders	EC 74 70
	Communities 34, 9Customers	56, 74, 78 14, 15
	- Shareholders and	14, 15
	providers of capital	170
	- Suppliers	77
	- Trade unions	64
	 Workforce, direct and indirect 	63, 64

PRO	FII F
	ort scope Page
2.10 2.11 2.12	Contact person 59 Reporting period 88 Date of most recent 30 Sept previous report 06
2.13 2.14	Boundaries of report n/a Changes in size, structure, ownership of products/ services
2.15	Joint ventures, partially 5, 6 owned subsidiaries, leased facilities, outsourced operations and other
2.16	Restatements of 108 – 110, information in earlier reports 127, 142
Repo	rt profile Page
2.17	Decisions not to apply n/a GRI principles
2.18 2.19	Definitions 104 – 108 Changes in measurement 109 methods
2.20	Policies and internal 26, 39 – 43 practices to enhance assurance about report
2.21	Policy on independent n/a assurance for report
2.22	Additional information n/a
AND	ERNANCE STRUCTURE MANAGEMENT SYSTEMS cture and governance Page
3.1	Governance structure 26 – 43
3.2	Independent non- executive directors 27 – 29
3.3	Expertise of board 21, 27 members
3.4	Board identification of 33, 34, risks and opportunities 40, 41
3.5	Executive compensation 26 – 43, and goals 146 – 152
3.6	Organisation structure – 6, economic, environmental, 42 – 44 social and related policies
3.7	Principles and policies on economic, environmental and social performance 6, 26, 42 – 44, 42 – 44, 74
3.8	Shareowner n/a recommendations to board

	ERNANCE STRUCTURE MANAGEMENT SYSTEMS	
	eholder engagement	Page
3.9	Identification of 34, 4 stakeholders	4, 53, 56
3.10	Stakeholder consultation	45, 56
3.11	Information from	56
	stakeholder consultations	
3.12	Use of information from	45, 56
	stakeholder engagement	
	arching policies and	
mana	gement systems	Page
3.13	Precautionary approach	40, 41
3.14	Externally developed	26, 28,
	principles endorsed	46 – 48
3.15	Industry, business and	56, 57
3.16	advocacy organisations Upstream and	
3.10	downstream impacts:	
	 Outsourcing and 	55
	supplier performance	
	 Product and service 	57
	stewardship	44 50
3.17	Indirect impacts of	44 – 59
3.18	organisation Major changes in location	10, 11,
3.10	or operations	14, 15
3.19	Programmes and	,
	procedures for social	
	performance, including:	
	 Priority and target setting 	62 – 67
	Performance improvement	63, 65 – 67
	 Improvement Internal communication 	64 – 66,
	and training	68 – 72
	- Performance 4	5, 47, 63,
	monitoring	79 – 83
	– Internal and external	39, 40,
	auditing	90
	 Senior management review 	91, 92
3.20	Certification of	44, 46,
	management systems	54, 55,
		57, 60
GRI (CONTENT INDEX	Page
4.1	Location of GRI report	185
	content	100
		-

GRI indicator number na – not available n/a – not applicable

GRI cross-reference index continued

PERF	ORMANCE INDICATORS		
Economic performance indicators			
Custo		Page	
EC1	Net sales	119	
EC2	Geographic breakdown of markets	156, 157	
Supp	liers	Page	
EC3	Cost of goods, materials and services purchased	93	
EC4	Contracts paid in accordan with agreed terms	ce 93	
EC11	Suppliers by organisation and country	na	
Empl	oyees	Page	
EC5	Payroll and benefits	67, 93	
Provid	ders of capital	Page	
EC6	Distribution to providers of capital	93	
EC7	Increase/decrease in retained earnings	120, 121	
Publi	c sector	Page	
EC8	Taxes by country	136, 137	
EC9	Subsidies received by country		
EC10	Donations to community, civil society and others	78, 79	
EC12	Non-core business infrastructure development	77	
Indire	ect economic impacts	Page	
EC13	Divisions' indirect economic impacts	74 – 79	
Mate	rials	Page	
EN1	Materials used other than water, by type	53, 54	
EN2	Materials waste from external sources	54, 55	
Energ	Energy Page		
EN3 EN4 EN17	Direct energy use Indirect energy use Renewable energy sources	49 – 51 49 – 51 54	
EN18 EN19	0,	50 49 – 51	

DEDE	ORMANCE INDICATORS	
Environmental performance		
indica	•	
Water		Page
EN5	Water use	54
	Water use and	54
	ecosystems/habitats	0 1
	affected	
EN21		54
- 1100	surface water	Ε.4
EN22	Recycling of water	54
Biodi	versity	Page
EN6	Land in biodiversity-rich	55, 56
	habitats	
EN7	Impacts on biodiversity in	55, 56
	terrestrial, fresh-water and marine environments	
EN23	Land for production	55, 56
	activities or extractive use	,
EN24	Impermeable surface of land	n/a
FN25	Impacts on protected and	55, 56
LIVES	sensitive areas	00, 00
EN26	Changes to natural	55, 56
	habitats from activities	
	and habitats protected or restored	
FN27	Objectives for protecting	44, 45,
	and restoring ecosystems	52, 53,
	3	55, 56
EN28	Species with habitats in	55, 56
- 1100	areas of operation	FF F6
EN29	Business units in or around protected or	55, 56
	sensitive areas	
Fmiss	sions, effluents and waste	Page
		46 – 49
EN8 EN9	Greenhouse gas emissions Ozone-depleting	46 – 49
LIND	substances	40 – 43
EN10	Other significant air	48, 49,
	emissions by type	51, 52
EN11	Waste by type and	54, 55
FN12	destination Discharges to water	n/a
	Spills of chemicals, oils	n/a
FIATO	and fuels	11/a
EN30	Indirect greenhouse gas	n/a
	emissions	
EN31	Hazardous waste	54, 55

EN32 Ecosystems/habitats

affected by water run-off

55

PERFORMANCE INDICATORS Environmental performance indicators		
Supp	liers	Page
EN33	Performance of suppliers	58
Produ	icts and services	Page
EN14	Impacts of products and services	57
EN15	Products and reclaimable	n/a
Comp	oliance	Page
EN16	Incidents of fines for environmental non-compliance	n/a
Trans	port	Page
EN34	Impacts of transportation used for logistical purposes	50, 51
Overa	III	Page
EN35	Total environmental expenditures by type	n/a
labou	Il performance indicators: Ir practices and decent work oyment Workforce by region/ country, employee/ non-employee, full-time/	Page 63
LA2	part-time, by contract (indefinite or permanent/ fixed term or temporary), temporary agency co-employment Net employment creation and average turnover	63
LA12	segmented by region/ country Employee benefits beyond legal mandate	67
Labor	ur/Management relations	Page
LA3	Employees represented by trade unions, bona fide employee representatives or covered by collective bargaining agreements Information, consultation and negotiation with employees over changes in operations	64

GRI indicator number na – not available

GRI cross-reference index continued



PERFORMANCE INDICATORS Social performance indicators: labour practices and decent work Labour/Management relations

A13 Formal worker representation in decision-making or management, including corporate governance

Healt	h and safety	Page
LA5	Recording and notification of occupational accidents and diseases	60
LA6	Formal health and safety committees comprising manage and worker representatives	33 r
LA7	Standard injury, lost day and absentee rates and number of work-related fatalities (including subcontracted workers)	16, 60
LA8	Policies or programmes on HIV/Aids	67, 68
LA14	Compliance with ILO Guidelines for Occupational Health Management Systems	60
LA15	Agreements with trade unions or bona fide employee representatives covering health	60

Traini	ing and education	Page
LA9	Average hours of training per year by category of employee	68, 69
LA16	Programmes to support continued employability of employees and to manage career endings	68 – 72
LA17	Programmes for skills management or for lifelong learning	68 – 72

and safety at work

Diversity and opportunity		Page
LA10	Equal opportunity policies and programmes and monitoring systems	63, 64
LA11	Senior management and corporate governance bodies including female/ male ratios and other cultural diversity	63

PERF	ORMANCE INDICATORS	
	I performance indicators:	
	n rights	Б
Strate	egy and management	Page
HR1	Human rights in relation to operations, including monitoring mechanisms and results	64, 65
HR2	Human rights impacts on investment and procurement	42
HR3	Human rights within supply chain, including monitoring systems	64 – 66
HR8	Employee training on human rights in operations	61
Non-c	discrimination	Page
HR4	Prevention of discrimination in operations	43
	om of association and tive bargaining	Page
HR5	Freedom of association policy	43
Child	labour	Page
HR6	Child labour	43
Force	d and compulsory labour	Page
HR7	Forced and compulsory labour	43
Discip	olinary practices	Page
HR9	Appeal practices	42
HR10	Non-retaliation policy	42
Secur	ity practices	Page
HR11	Human rights training for security personnel	42
Indige	enous rights	Page
	Needs of indigenous people	42
HR13	Jointly managed community grievance mechanisms	56
HR14	Share of operating	12,

revenues redistributed to local communities

SOCI	SOCIETY		
Comn	nunity	Page	
SO1	Communities affected by activities	46, 74, 75, 78	
S04	Awards for social, ethical and environmental performance	58, 59, 84 – 87	
Bribe	ry and corruption	Page	
S02	Policy on bribery and corruption	43	
Politi	cal contributions	Page	
S03	Political lobbying and contributions	43	
S05	Money paid to political bodies	43	
Comp	etition and pricing	Page	
S06	Court decisions on anti-trust and monopoly regulations	43	
S07	Mechanisms to prevent anti-competitive behaviour	33	
PROD	PRODUCT RESPONSIBILITY		
Customer health and safety		Page	
PR1 PR4	Customer health and safety during use of products and services Non-compliance concerning customer	83 83	
PR5 PR6	health and safety Number of complaints Voluntary code compliance	83 83	
Produ	icts and services	Page	
PR2	Product information and	83	
PR7	labelling Non-compliance concerning product information and labelling	83	
PR8	Customer satisfaction	83	
Advertising		Page	
PR9 PR10	Advertising policy Breaches of advertising and marketing regulations	83 83	
Respect of privacy Page			
PR3 PR11	Consumer privacy policy Breaches of consumer	n/a 83	

privacy

GRI indicator number na – not available

n/a – not applicable