

8. GRI

Content Index



GRI Content Index

Strategy and Profile Disclosures

Strategy and Analysis (2 indicators)

Page No.

| | | |
|----|---|---|
| 1. | Statement from the most senior decision maker | 5 |
| 2. | Description of key impacts, risks and opportunities | 7 |

Organisational profile (10 indicators)

Page No.

| | | |
|-----|---|---|
| 1. | Name of organisation | 2 |
| 2. | Primary brands, products and/or services | 2 |
| 3. | Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures | 3 |
| 4. | Location of organisation's headquarters | 4 |
| 5. | Number of countries where the organisation operates | 2 |
| 6. | Nature of ownership and legal form | 2 |
| 7. | Markets served by the organisation (including geographic breakdown, sectors served and types of customers/beneficiaries) | 2 |
| 8. | Scale of the reporting organisation, including, number of employees, number of operations, net revenues, total assets, quantity of products or services produced. | 2 |
| 9. | Significant changes during the reporting period regarding operational area, size, structure, and ownership | 3 |
| 10. | Awards received during the reporting period | 3 |

Report profile (4 indicators); Report scope and boundary (7 indicators);
GRI Content index (1 indicator); Assurance over the report (1 indicator)

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|-----|---|-----|
| 1. | Reporting period for information provided | 4 |
| 2. | Date of most recent previous report | 4 |
| 3. | Reporting cycle | 4 |
| 4. | Contact point for questions regarding the report or its contents | 4 |
| 5. | Process for defining report content, including, determining materiality, prioritising topics within the report and identifying stakeholders the organisation expects to use the report | 4 |
| 6. | Boundary of the report | 4 |
| 7. | Any specific limitations on the scope or boundary of the report | 4 |
| 8. | Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities | 123 |
| 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 | 4 |
| 10. | Explanation of the effect of any re-statement of information provided in earlier reports, and the reasons for such re-statement | 121 |
| 11. | Significant changes from previous report periods in the scope, boundary, or measurement methods applied in the report | 121 |
| 12. | GRI Content Index - Table identifying location of standard disclosures in the report - pages numbers or web links | 163 |
| 13. | Assurance - Policy and current practice with regard to seeking external assurance for the report, if not included in an assurance report, explain the scope and basis of any external assurance provided. Also explain the relationship between the organisation and the assurance provider | 4 |

Governance (10 indicators); Commitment to External Initiatives (3 indicators);

Stakeholder Engagement (4 indicators); Governance, Commitments and Engagements

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| | | |
|-----|--|----|
| 1. | Governance structure of the organisation, including committees under the highest governance body and responsibilities | 15 |
| 2. | Indicate whether the chair of the highest governance body is also an executive officer | 15 |
| 3. | State the number and gender of members of the highest governance body who are independent and/or non-executive members | 15 |
| 4. | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body | 40 |
| 5. | Linkage between compensation for member of the highest governance body, senior managers, and executives and the organisation's performance | 7 |
| 6. | Processes in place for the highest governance body to ensure conflicts of interest are avoided | 7 |
| 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 | 20 |
| 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 | 26 |
| 9. | Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internally agreed standards, codes of conduct and principles | 27 |
| 10. | Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance | 7 |
| 11. | Explanation of whether and how the precautionary approach or principle is addressed by the organisation | 68 |
| 12. | Externally developed economic, environmental and social charters, or other initiatives to which the organisation subscribes or endorses | 68 |
| 13. | Membership in associations in which the organisation has positions in governance bodies, participates in projects or communities, provides funding beyond routine memberships dues or views membership as strategic | 85 |
| 14. | List of stakeholder groups engaged by the organisation | 41 |
| 15. | Basis for identification and selection of stakeholders with whom to engage | 41 |
| 16. | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group | 41 |
| 17. | Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded to those key topics and concerns including through its reporting | 41 |

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Disclosures on Management Approach (1 each for Economic, Environmental, Labour, Human Rights, Society and Product Responsibility)

| | | |
|----|--|----|
| 1. | Disclosure on management approach to the aspects defined under each indicator category to set the context for the performance information. | 26 |
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Economic Indicators

Economic Performance, including Market Presence and Indirect Economic Aspects (9 indicators, 7 are 'core')

| | | |
|------|--|-----|
| EC.1 | 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 | 106 |
| EC.2 | Financial implications and other risks and opportunities for the organisation's activities due to climate change | 70 |
| EC.3 | Coverage of the organisation's defined benefit plan obligations | 103 |
| EC.4 | Significant financial assistance received from government | NA |
| EC.6 | Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation | 58 |
| EC.7 | Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation | 58 |
| EC.8 | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement | 53 |

Environmental Indicators

Environmental Performance, including Materials, Energy, Water, Biodiversity, Emissions, Effluent & Waste, Compliance and Transport (30 indicators, of which 17 are 'core')

| | | |
|-------|--|----|
| EN.1 | Materials used by weight or volume | 68 |
| EN.2 | Percentage of materials used that are recycled input materials | 73 |
| EN.3 | Direct energy consumption by primary energy source | 69 |
| EN.4 | Indirect energy consumption by primary source | 69 |
| EN.8 | Total water withdrawal by source | 71 |
| EN.11 | Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas outside of high biodiversity value outside protected areas | 75 |
| EN.12 | Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas | 75 |
| EN.16 | Total direct and indirect greenhouse gas emissions by weight | 70 |
| EN.17 | Other relevant indirect greenhouse gas emissions by weight | 70 |
| EN.19 | Emissions of ozone-depleting substances by weight | 70 |
| EN.20 | NOx, SOx, and other significant air emissions by type and weight | 70 |
| EN.21 | Total water discharge by quality and destination | 73 |
| EN.22 | Total weight of waste by type and disposal method | 73 |
| EN.23 | Total number and volume of significant spills | 74 |
| EN.26 | Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation | 74 |
| EN.27 | Percentage of products sold and their packaging materials that are reclaimed by category | 73 |
| EN.28 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental and other regulations | 74 |

Social Indicators - Labour Practices and Decent Work

Labour Performance, including Employment, Labour/ Management Relations, Occupational Health & Safety, Training & Education and Diversity & Equal Opportunity (14 indicators, of which 9 are 'core')

| | | |
|-------|---|----|
| LA.1 | Total workforce by employment type, employment contract and region, broken down by gender. | 80 |
| LA.2 | Total number and rate of employee turnover by age group, gender and region | 81 |
| LA.15 | Return to work and retention rates after parental leave, by gender | 81 |
| LA.4 | Percentage of employees covered by collective bargaining agreements | 82 |
| LA.5 | Minimum notice period regarding operational changes, including whether it is specified in collective agreements | 82 |
| LA.7 | Rates of injury, occupational diseases, lost days, absenteeism, and total number of work related fatalities by region and by gender. | 82 |
| LA.8 | Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases | 82 |
| LA.10 | Average hours of training per year per employee, by gender, and by employee category | 83 |
| LA.13 | Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity | 80 |
| LA.14 | Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation. | 84 |

Social Indicators - Human Rights

Human Rights Performance, including Strategy & Management, Non-discrimination, Freedom of Association, Child Labour and Forced Labour (9 indicators, of which 6 are 'core')

| | | |
|------|---|----|
| HR.1 | Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns or that have undergone human rights screening | 85 |
| HR.2 | Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening and actions taken | 85 |
| HR.3 | 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. | 85 |

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| | | |
|-------|--|----|
| HR.4 | Total number on incidents of discrimination and corrective action taken | 85 |
| HR.5 | Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights | - |
| HR.6 | Operations and significant suppliers identified as having significant risk for incidents of child labour and measures taken to contribute to the effective abolition of child labour | - |
| HR.7 | Operations and significant suppliers identified as having significant risk, for incidents of forced or compulsory labour and measures to contribute to the elimination of all forms of forced or compulsory labour | - |
| HR.10 | Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments | 85 |
| HR.11 | Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms | 85 |

Social Indicators - Society

Society Performance, including Community, Corruption, Public Policy and Compliance (8 indicators, 6 are 'core')

| | | |
|-------|---|----|
| SO.1 | Percentage of operations with implemented local community engagement, impact assessments and development programmes. | 54 |
| SO.9 | Operations with significant potential or actual negative impacts on local communities. | 53 |
| SO.10 | Prevention and mitigation measures implemented in operations with significant potential or actual negative impact on local communities. | 53 |
| SO.2 | Percentage and total number of business units analysed for risks related to corruption | 29 |
| SO.3 | Percentage of employees trained in organisation's anti-corruption policies and procedures | 85 |
| SO.4 | Actions taken in response to incidents of corruption | 24 |
| SO.5 | Public policy positions and participation in public policy development and lobbying | 40 |

Social Indicators - Product Responsibility

Product Responsibility, including Customer Health & Safety, Products & Services, Marketing & Communication and Customer Privacy (9 indicators, of which 4 are 'core')

| | | |
|------|--|----|
| PR.1 | Life cycle stages in which health and safety impacts of products and services are assessed for improvements, and percentage of significant products and services categories subject to such procedures | 43 |
| PR.2 | Type of product and services information required by procedures, and percentage of significant products and services subject to such information requirements | 43 |
| PR.3 | Programmes for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship | 43 |
| PR.4 | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services | 43 |

Self-declaration

I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3.1 Application **Level B**.

Name: Ms Nica Gevers

Position: Acting Chief Executive

Date: September 2011


Signature