

# Global Reporting Initiative (GRI) content index 2018



LafargeHolcim





## Global Reporting Initiative (GRI) content index

Our sustainability reporting is aligned with the GRI Standard; LafargeHolcim has chosen the Comprehensive “In accordance” option. A content index matching the GRI Standard Disclosures with information included in our reporting is included below. Material aspects are indicated in the Materiality Matrix on page 15 of the report and detailed information on the reporting methodology is provided on pages 69–70. In the materiality review, the following topics were identified as most material:

- Business ethics and compliance
- Greenhouse gas emissions and energy management
- Health and safety
- Water management
- Corporate governance
- Sustainable products and innovation
- Local community engagement and management of local community impacts

Where we have data available on other GRI aspects and indicators we have also included these data in the report and/or the content index.

| GRI REFERENCE AND DESCRIPTION |  | COVERED IN SR 2018 | COVERED IN AR 2018 | COVERED ON WEBSITE | PAGE NUMBER             | COMMENT/PERFORMANCE   |
|-------------------------------|--|--------------------|--------------------|--------------------|-------------------------|---|
| <b>GENERAL DISCLOSURES</b>    |  |                    |                    |                    |                         |   |
| Organizational profile        |  |                    |                    |                    |                         |   |
| <b>GRI 102-1</b>              | Name of the organization                   | X                  | X                  | X                  | Cover                   |   |
| <b>GRI 102-2</b>              | Primary brands products and services       |                    | X                  | X                  | AR pg 8                 |   |
| <b>GRI 102-3</b>              | HQ location                                |                    | X                  | X                  | Back cover              |   |
| <b>GRI 102-4</b>              | Countries of operation                     |                    | X                  | X                  | AR pg 176               |   |
| <b>GRI 102-5</b>              | Nature of ownership                        |                    | X                  |                    | AR pg 90–91             |   |
| <b>GRI 102-6</b>              | Markets served                             |                    | X                  |                    | AR pg 176               |   |
| <b>GRI 102-7</b>              | Scale of operation                         |                    | X                  |                    | AR pg 10                |   |
| <b>GRI 102-8</b>              | Information on employees and other workers | X                  | X                  |                    | SR pg 68<br>AR pg 58–61 | We report total employees per region, percentage of female employees per management level, employees per employment type and by age |
| <b>GRI 102-9</b>              | Supply chain description                   | X                  | X                  |                    | SR pg 47<br>AR pg 8     | See section on responsible sourcing (SR) and Segment Descriptions (AR)  |
| <b>GRI 102-10</b>             | Significant changes                        |                    | X                  |                    | AR pg 30–45             | See business segments   |
| <b>GRI 102-11</b>             | Precautionary approach                     | X                  | X                  |                    | AR pg 66–82<br>SR pg 15 | See Risk Management and Material Issues sections respectively   |
| <b>GRI 102-12</b>             | External initiatives                       | X                  |                    |                    | SR pg 39 & 73           |   |
| <b>GRI 102-13</b>             | Memberships and partnerships               | X                  |                    |                    | SR pg 39 & 73           |   |
| Strategy                      |  |                    |                    |                    |                         |   |
| <b>GRI 102-14</b>             | CEO statement                              | X                  |                    |                    | SR pg 12<br>AR pg 16    |   |
| <b>GRI 102-15</b>             | Key impacts and opportunities              | X                  | X                  | X                  |                         | These are detailed in the various sections throughout the reports. See also Integrated Profit & Loss Statement (SR pg 19–21)        |

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| <b>Ethics and integrity</b>   |  |                    |                    |                    |                      |   |
| <b>GRI 102-16</b>             | Values, principles, standards, and norms of behavior                               | X                  | X                  |                    | SR pg 63<br>AR pg 90 |   |
| <b>GRI 102-17</b>             | Internal and external mechanisms (Hotlines, Whistleblowing)                        | X                  |                    |                    | SR pg 63<br>AR pg 66 | LafargeHolcim Integrity Line  |
| <b>Governance</b>             |  |                    |                    |                    |                      |   |
| <b>GRI 102-18</b>             | Governance structure   | X                  | X                  |                    | SR pg 63             | See "Governance." See also annual report section on Corporate Governance pg 90-108  |
| <b>GRI 102-19</b>             | Delegating authority   | X                  | X                  |                    | SR pg 63             | See "Governance." See also annual report section on Corporate Governance pg 90-108  |
| <b>GRI 102-20</b>             | Executive level responsibility for ESG topics                                      | X                  | X                  |                    | SR pg 63             | See "Governance." See also annual report section on Corporate Governance, HSSC, pg 96   |
| <b>GRI 102-21</b>             | Consulting stakeholders on economic, environmental, and social topics              | X                  |                    |                    | SR pg 15 & 44        | See materiality review (pg 15) and matrix (pg 44)   |
| <b>GRI 102-22</b>             | Composition of the highest governance body and its committees                      |                    | X                  |                    | AR pg 90-108         |   |
| <b>GRI 102-23</b>             | Highest governance body (Chair)  |                    | X                  |                    | AR pg 106            |   |
| <b>GRI 102-24</b>             | Nomination process   |                    | X                  |                    | AR pg 95             | See Nomination, Compensation and Governance Committee   |
| <b>GRI 102-25</b>             | Conflicts of interest  |                    | X                  |                    | AR pg 97             | See organizational rules/areas of responsibility  |
| <b>GRI 102-26</b>             | Role in values and strategy development  |                    | X                  |                    | AR pg 97             | See organizational rules/areas of responsibility  |
| <b>GRI 102-27</b>             | Collective knowledge of highest governance body                                    |                    | X                  |                    | AR pg 106-108        | Details of Board members and their experience are given in the 2018 annual report on pg 106-108. The Board completes an annual self assessment  |
| <b>GRI 102-28</b>             | Board performance  |                    | X                  |                    | AR pg 106-108        | Details of Board members and their experience are given in the 2018 annual report on pg 106-108. The Board completes an annual self assessment  |
| <b>GRI 102-29</b>             | Board role in identifying and managing economic, environmental, and social impacts |                    | X                  |                    | AR pg 96             | See "Health, Safety and Sustainability Committee"   |
| <b>GRI 102-30</b>             | Board role in risk management  |                    | X                  |                    | AR pg 94             | See "Audit Committee"   |
| <b>GRI 102-31</b>             | Frequency of ESG review  |                    | X                  |                    | AR pg 96             | See "Health, Safety and Sustainability Committee"   |
| <b>GRI 102-32</b>             | Review of CSR  |                    |                    |                    |                      | Reviewed by EXCO members and signed off by the CEO. Additionally reviewed by the Board Health, Safety and Sustainability Committee  |
| <b>GRI 102-33</b>             | Reporting critical concerns  |                    |                    |                    |                      | See <a href="http://www.lafargeholcim.com/articles-association">http://www.lafargeholcim.com/articles-association</a> for the articles of incorporation, committee charters and organization rule |
| <b>GRI 102-34</b>             | Number of critical concerns  |                    |                    |                    |                      | We do not disclose details of what is discussed at Board meetings   |
| <b>GRI 102-35</b>             | Remuneration disclosures   |                    | X                  |                    | AR pg 114-137        | We disclose remuneration information as required by the Corporate Governance Directive of the SIX Swiss exchange and the disclosure rules of the Swiss code of obligations                        |
| <b>GRI 102-36</b>             |  |                    | X                  |                    |                      |   |
| <b>GRI 102-37</b>             |  |                    | X                  |                    |                      |   |
| <b>GRI 102-38</b>             |  |                    | X                  |                    |                      |   |
| <b>GRI 102-39</b>             |  |                    | X                  |                    |                      |   |

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| <b>Stakeholder engagement</b> |  |                    |                    |                    |                                      |   |
| <b>GRI 102-40</b>             | Stakeholder groups   | X                  | X                  |                    | SR pg 44                             | See matrix on pg 44   |
| <b>GRI 102-41</b>             | Collective bargaining agreements                                     | X                  |                    |                    | SR pg 68                             |   |
| <b>GRI 102-42</b>             | Identifying and selecting stakeholders                               |                    |                    |                    |                                      | Identification and selection is based on a number of criteria, including but not limited to: management judgment; potential or actual mutual impacts; previous history of engagement; credibility of stakeholder; recommendations from other stakeholders |
| <b>GRI 102-43</b>             | Approach to stakeholder engagement                                   | X                  | X                  |                    | SR pg 43-44                          |   |
| <b>GRI 102-44</b>             | Key topics raised  | X                  | X                  |                    | SR pg 15 & 44                        | See also materiality review document on our website   |
| <b>Reporting practice</b>     |  |                    |                    |                    |                                      |   |
| <b>GRI 102-45</b>             | Entities included in the consolidated financial statements           |                    | X                  |                    | AR pg 176-178                        | See Principal consolidated companies of the Group   |
| <b>GRI 102-46</b>             | Defining report content and topic boundaries                         | X                  |                    |                    | SR pg 15 & 69                        | See also materiality review document on our website   |
| <b>GRI 102-47</b>             | List of material topics  | X                  |                    |                    | SR pg 15                             | See also materiality review document on our website   |
| <b>GRI 102-48</b>             | Restatements   | X                  |                    |                    | SR pg 69-70                          | Methodology and Assurance   |
| <b>GRI 102-49</b>             | Changes in reporting   | X                  |                    |                    | SR pg 69-70                          | See the Methodology and Assurance section for the scope of reporting  |
| <b>GRI 102-50</b>             | Reporting period   | X                  |                    |                    | SR pg 70                             |   |
| <b>GRI 102-51</b>             | Previous report  | X                  |                    |                    | SR pg 70                             |   |
| <b>GRI 102-52</b>             | Reporting cycle  | X                  |                    |                    | SR pg 70                             |   |
| <b>GRI 102-53</b>             | Contact point  | X                  |                    |                    | SR back cover                        |   |
| <b>GRI 102-54</b>             | Content index and in accordance                                      | X                  |                    |                    | SR pg 73                             |   |
| <b>GRI 102-56</b>             | Assurance  | X                  |                    |                    | SR pg 71                             |   |
| <b>MANAGEMENT APPROACH</b>    |  |                    |                    |                    |                                      |   |
| <b>Material topics</b>        |  |                    |                    |                    |                                      |   |
| <b>GRI 103-1 to GRI 103-3</b> | Business ethics and compliance                                       | X                  | X                  |                    | SR pg 63<br>AR pg 68; 72; 263        |   |
|                               | Greenhouse gas emissions and energy management                       | X                  | X                  |                    | SR pg 23-29<br>AR pg 46              |   |
|                               | Health and safety  | X                  | X                  |                    | SR pg 55-57<br>AR pg 62              |   |
|                               | Water management   | X                  |                    |                    | SR pg 37-38                          |   |
|                               | Corporate governance   | X                  | X                  |                    | SR pg 63<br>AR pg 90-103             |   |
|                               | Sustainable products and innovation                                  | X                  | X                  |                    | SR pg 31-34;<br>51-53<br>AR pg 54-57 |   |
|                               | Local community engagement and management of local community impacts | X                  | X                  |                    | SR pg 42-49                          |   |

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| <b>GRI 200 – ECONOMIC</b>                  |  |                    |                    |                    |                            |  |
| <b>GRI 201 – Economic performance</b>      |  |                    |                    |                    |                            |  |
| <b>GRI 201-1</b>                           | Direct economic value generated and distributed  | X                  | X                  |                    | SR pg 19 & 64<br>AR pg 280 | See figures in performance data table and the IP&L   |
| <b>GRI 201-2</b>                           | Financial implications and other risks and opportunities for the organization's activities due to climate change   | X                  |                    |                    | SR pg 19–21<br>& 23        | See IP&L where societal cost of carbon is estimated and Climate section  |
| <b>GRI 201-3</b>                           | Coverage of the organization's defined benefit plan obligations  |                    |                    | X                  | AR pg 239–242              |  |
| <b>GRI 201-4</b>                           | Financial assistance received from government  | X                  |                    |                    | SR pg 68                   |  |
| <b>GRI 202 – Market presence</b>           |  |                    |                    |                    |                            |  |
| <b>GRI 202-1</b>                           | Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation |                    |                    |                    |                            | We do not measure this by gender. In 2018, at entry level our Group Countries report paying a median of 29 percent above minimum wage where a minimum wage is in place |
| <b>GRI 202-2</b>                           | Proportion of senior management hired from the local community at significant locations of operation               |                    |                    |                    |                            | We measure this for total workforce, not just senior management. In 2018, 98 percent of employees were local   |
| <b>GRI 203 – Indirect economic impacts</b> |  |                    |                    |                    |                            |  |
| <b>GRI 203-1</b>                           | Development and impact of infrastructure investments and services supported  | X                  |                    |                    | SR pg 43 & 66              | We report on CSR spend on infrastructure and also inclusive business   |
| <b>GRI 203-2</b>                           | Significant indirect economic impacts, including the extent of impacts   | X                  |                    |                    | SR pg 19–21                | See Integrated Profit & Loss Statement   |
| <b>GRI 204 – Procurement practices</b>     |  |                    |                    |                    |                            |  |
| <b>GRI 204-1</b>                           | Proportion of spending on local suppliers at significant locations of operation                                    | X                  |                    |                    | SR pg 68                   | As an average, national market suppliers account for 90 percent of suppliers at Group company level and account for 69 percent of spend                                |
| <b>GRI 205 – Anti-corruption</b>           |  |                    |                    |                    |                            |  |
| <b>GRI 205-1</b>                           | Operations assessed for risks related to corruption  | X                  |                    |                    | SR pg 63                   | There is a global zero tolerance approach. All operations where we have management control are subject to the provisions of the Anti Bribery and Corruption Directive  |
| <b>GRI 205-2</b>                           | Communication and training on anti-corruption policies and procedures  | X                  |                    |                    | SR pg 63                   |  |
| <b>GRI 205-3</b>                           | Confirmed incidents of corruption and actions taken  | X                  |                    |                    | SR pg 63                   |  |
| <b>GRI 206 – Anti-competitive behavior</b> |  |                    |                    |                    |                            |  |
| <b>GRI 206-1</b>                           | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices                                    |                    |                    | X                  | AR pg 253–256              |  |

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| <b>GRI 300 – ENVIRONMENTAL</b> |  |                    |                    |                  |   |
| <b>GRI 301 – Materials</b>     |  |                    |                    |                  |   |
| <b>GRI 301-1</b>               | Materials used by weight or volume   | X                  |                    | SR pg 64         |   |
| <b>GRI 301-2</b>               | Percentage of materials used that are recycled input materials   | X                  |                    | SR pg 64         | Alternative raw materials substitution rate   |
| <b>GRI 301-3</b>               | Percentage of products sold and their packaging materials that are reclaimed by category   |                    |                    |                  | Currently unavailable. Circular economy is one of the action fields of our sustainability framework and we track the amount of our products that contain recycled materials. The majority of our products are shipped in bulk |
| <b>GRI 302 – Energy</b>        |  |                    |                    |                  |   |
| <b>GRI 302-1</b>               | Energy consumption within the organization   | X                  |                    | SR pg 24–25 & 65 |   |
| <b>GRI 302-2</b>               | Energy consumption outside of the organization   |                    |                    |                  | Currently unavailable. We will collect data and report on this indicator in the medium term   |
| <b>GRI 302-3</b>               | Energy intensity   | X                  |                    | SR pg 24–25 & 65 |   |
| <b>GRI 302-4</b>               | Reduction of energy consumption  | X                  |                    | SR pg 24–25 & 65 |   |
| <b>GRI 302-5</b>               | Reductions in energy requirements of products and services   | X                  |                    | SR pg 24–25 & 65 |   |
| <b>GRI 303 – Water</b>         |  |                    |                    |                  |   |
| <b>GRI 303-1</b>               | Total water withdrawal by source   | X                  |                    | SR pg 65         |   |
| <b>GRI 303-2</b>               | Water sources significantly affected by withdrawal of water  | X                  |                    | SR pg 37         |   |
| <b>GRI 303-3</b>               | Percentage and total volume of water recycled and reused   | X                  |                    | SR pg 65         |   |
| <b>GRI 304 – Biodiversity</b>  |  |                    |                    |                  |   |
| <b>GRI 304-1</b>               | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas                                | X                  |                    | SR pg 39 & 67    |   |
| <b>GRI 304-2</b>               | Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas | X                  |                    | SR pg 39 & 67    |   |
| <b>GRI 304-3</b>               | Habitats protected or restored   | X                  |                    | SR pg 39 & 67    |   |
| <b>GRI 304-4</b>               | Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk                  |                    |                    |                  | This is collected at site level, but we do not currently collate this information globally  |
| <b>GRI 305 – Emissions</b>     |  |                    |                    |                  |   |
| <b>GRI 305-1</b>               | Direct greenhouse gas (GHG) emissions (Scope 1)  | X                  |                    | SR pg 22–24 & 65 |   |
| <b>GRI 305-2</b>               | Energy indirect greenhouse gas (GHG) emissions (Scope 2)   | X                  |                    | SR pg 22–24 & 65 |   |
| <b>GRI 305-3</b>               | Other indirect greenhouse gas (GHG) emissions (Scope 3)  | X                  |                    | SR pg 22         |   |

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| <b>GRI 305-4</b>                                   | Greenhouse gas (GHG) emissions intensity  | X                  |                    |                    | SR pg 22-24 & 65      |   |
| <b>GRI 305-5</b>                                   | Reduction of greenhouse gas (GHG) emissions   | X                  |                    |                    | SR pg 22-25 & 65      |   |
| <b>GRI 305-6</b>                                   | Emissions of ozone-depleting substances (ODS)   |                    |                    |                    |                       | Emissions of ozone-depleting substances in our manufacturing processes are negligible. This indicator is thus not considered to be material |
| <b>GRI 305-7</b>                                   | NOx, SOx, and other significant air emissions   | X                  |                    |                    | SR pg 39 & 67         |   |
| <b>GRI 306 – Effluents and waste</b>               |   |                    |                    |                    |                       |   |
| <b>GRI 306-1</b>                                   | Total water discharge by quality and destination  | X                  |                    |                    | SR pg 65              |   |
| <b>GRI 306-2</b>                                   | Total weight of waste by type and disposal method   | X                  |                    |                    | SR pg 64              |   |
| <b>GRI 306-3</b>                                   | Total number and volume of significant spills   | X                  |                    |                    | SR pg 67              | Spills are included in non-compliance cases   |
| <b>GRI 306-5</b>                                   | Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff |                    |                    |                    |                       | Not available. We will collect data and report on this indicator in the medium to long term   |
| <b>GRI 307 – Environmental compliance</b>          |   |                    |                    |                    |                       |   |
| <b>GRI 307-1</b>                                   | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations                                 | X                  |                    |                    | SR pg 67              |   |
| <b>GRI 308 – Supplier environmental assessment</b> |   |                    |                    |                    |                       |   |
| <b>GRI 308-1</b>                                   | Percentage of new suppliers that were screened using environmental criteria   | X                  |                    |                    | SR pg 68              |   |
| <b>GRI 308-2</b>                                   | Significant actual and potential negative environmental impacts in the supply chain and actions taken   | X                  |                    |                    | SR pg 68              | Suppliers identified as "High Risk" and assessments carried out   |
| <b>GRI 400 – SOCIAL</b>                            |   |                    |                    |                    |                       |   |
| <b>GRI 401 – Employment</b>                        |   |                    |                    |                    |                       |   |
| <b>GRI 401-1</b>                                   | Total number and rates of new employee hires and employee turnover by age group, gender, and region   | X                  |                    |                    | SR pg 68 & Appendix 1 |   |
| <b>GRI 401-2</b>                                   | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation                                 |                    |                    |                    |                       | Currently unavailable. We will collect data and report on this indicator in the medium term   |
| <b>GRI 401-3</b>                                   | Return to work and retention rates after parental leave, by gender  |                    |                    |                    |                       | Currently unavailable. We will collect data and report on this indicator in the medium to long term   |

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| <b>GRI 402 – Labor/management relations</b>      |  |                    |                    |                    |                           |   |
| <b>GRI 402-1</b>                                 | Minimum notice periods regarding operational changes, including whether these are specified in collective agreements   |                    |                    |                    |                           | Not collated globally. However, all operations are required to adhere to local law and agreements as well as LafargeHolcim internal standards and policies  |
| <b>GRI 403 – Occupational health and safety</b>  |  |                    |                    |                    |                           |   |
| <b>GRI 403-1</b>                                 | 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 | X                  |                    |                    | SR pg 66                  |   |
| <b>GRI 403-2</b>                                 | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender                      | X                  | X                  |                    | SR pg 56 & 66<br>AR pg 66 |   |
| <b>GRI 403-3</b>                                 | Workers with high incidence or high risk of diseases related to their occupation   |                    | X                  |                    |                           | We are working at collecting data on occupational disease rates and will report in future reports in the medium term  |
| <b>GRI 403-4</b>                                 | Health and safety topics covered in formal agreements with trade unions  | X                  |                    |                    | SR pg 58                  | Health and safety is a key aspect of ongoing discussions with unions  |
| <b>GRI 404 – Training and education</b>          |  |                    |                    |                    |                           |   |
| <b>GRI 404-1</b>                                 | Average hours of training per year per employee by gender, and by employee category  | X                  |                    |                    | SR pg 68                  | Management level by gender in the annex   |
| <b>GRI 404-2</b>                                 | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings                            |                    |                    |                    |                           | Currently not collected globally. We will collect data and report on this indicator in the medium to long term  |
| <b>GRI 404-3</b>                                 | Percentage of employees receiving regular performance and career development reviews, by gender and by employee category   | X                  |                    |                    | SR pg 68                  | Broken down by gender and management level in the annex   |
| <b>GRI 405 – Diversity and equal opportunity</b> |  |                    |                    |                    |                           |   |
| <b>GRI 405-1</b>                                 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity   | X                  | X                  |                    | SR pg 68<br>AR pg 58      | Details of the members of the Board and of the Exco, including age, are provided in the 2018 Annual Report, Corporate Governance section (pg 104–113). Female representation per management level is reported in the SR pg 98   |
| <b>GRI 405-2</b>                                 | Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation   |                    |                    |                    |                           | Although we gather this information, the difference in grading of job levels across multiple locations and the low number of women in certain job categories does not allow meaningful comparison. We will investigate the implications of collating this data in a more meaningful manner and report on our conclusions in future reports in the long term |
| <b>GRI 406 – Non-discrimination</b>              |  |                    |                    |                    |                           |   |
| <b>GRI 406-1</b>                                 | Total number of incidents of discrimination and corrective actions taken   |                    |                    |                    |                           | Nine Group Countries reported 39 incidents of discrimination in 2018. By year end, 38 had been addressed and 33 resolved  |



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| <b>GRI 407 – Freedom of association and collective bargaining</b> |  |                    |                    |                    |               |   |
| <b>GRI 407-1</b>  | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk     | X                  |                    |                    | SR pg 45      | We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2018, 8 percent of Group entities reported a “country risk” for freedom of association. Mitigation measures described on pg 45                             |
| <b>GRI 408 – Child labor</b>                                      |  |                    |                    |                    |               |   |
| <b>GRI 408-1</b>  | Operations and suppliers at significant risk for incidents of child labor  | X                  |                    |                    | SR pg 45      | We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2018, 17 percent of Group entities reported a “country risk” for child labor. Mitigation measures described on pg 45                                       |
| <b>GRI 409 – Forced or compulsory labor</b>                       |  |                    |                    |                    |               |   |
| <b>GRI 409-1</b>  | Operations and suppliers at significant risk for incidents of forced or compulsory labor                           | X                  |                    |                    | SR pg 45      | We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2018, 12 percent of Group entities reported a “country risk” for forced or compulsory labor. Mitigation measures described on pg 45                        |
| <b>GRI 410 – Security practices</b>                               |  |                    |                    |                    |               |   |
| <b>GRI 410-1</b>  | Security personnel trained in human rights policies or procedures  |                    |                    |                    |               | Monitored through the annual Social Questionnaire. In 2018, Group Countries reported 57 percent of security personnel received formal training in the organization’s human rights policies or specific procedures and their application to security |
| <b>GRI 411 – Rights of indigenous peoples</b>                     |  |                    |                    |                    |               |   |
| <b>GRI 411-1</b>  | Incidents of violations involving rights of indigenous peoples   |                    |                    |                    |               | Monitored through the annual stakeholder questionnaire. In 2018, 3 Group Countries reported 5 disputes in operations related to land use, customary rights of local communities and indigenous peoples  |
| <b>GRI 412 – Human rights assessment</b>                          |  |                    |                    |                    |               |   |
| <b>GRI 412-1</b>  | Operations that have been subject to human rights reviews or impact assessments                                    | X                  |                    |                    | SR pg 45 & 68 |   |
| <b>GRI 413 – Local communities</b>                                |  |                    |                    |                    |               |   |
| <b>GRI 413-1</b>  | Percentage of operations with implemented local community engagement, impact assessments, and development programs | X                  |                    |                    | SR pg 68      |   |
| <b>GRI 413-2</b>  | Operations with significant actual and potential negative impacts on local communities                             | X                  |                    |                    | SR pg 68      |   |
| <b>GRI 414 – Supplier social assessment</b>                       |  |                    |                    |                    |               |   |
| <b>GRI 414-1</b>  | New suppliers that were screened using social criteria   | X                  |                    |                    | SR pg 68      | All new suppliers are qualified according to our Sustainable Procurement Initiative and Supplier Code of Conduct. The SR details ongoing assessments of the whole supplier base for High ESG risk suppliers   |
| <b>GRI 414-2</b>  | Negative social impacts in the supply chain and actions taken  | X                  |                    |                    | SR pg 68      | Suppliers identified as “High ESG Risk” and qualifications carried out  |

| GRI REFERENCE AND DESCRIPTION               |   | COVERED IN SR 2018 | COVERED IN AR 2018 | COVERED ON WEBSITE | PAGE NUMBER   | COMMENT/PERFORMANCE   |
|---|---|--------------------|--------------------|--------------------|---------------|---|
| <b>GRI 415 – Public policy</b>              |   |                    |                    |                    |               |   |
| <b>GRI 415-1</b>                            | Political contributions   | X                  |                    |                    | SR pg 68      | We disclose consolidated figures only   |
| <b>GRI 416 – Customer health and safety</b> |   |                    |                    |                    |               |   |
| <b>GRI 416-1</b>                            | Assessment of the health and safety impacts of product and service categories                 |                    |                    |                    |               | Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7) |
| <b>GRI 416-2</b>                            | Incidents of non-compliance concerning the health and safety impacts of products and services |                    |                    |                    |               | Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7) |
| <b>GRI 417 – Marketing and labeling</b>     |   |                    |                    |                    |               |   |
| <b>GRI 417-1</b>                            | Requirements for product and service information and labeling                                 |                    |                    |                    |               | Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7) |
| <b>GRI 417-2</b>                            | Incidents of non-compliance concerning product and service information and labeling           |                    |                    |                    |               | Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7) |
| <b>GRI 417-3</b>                            | Incidents of non-compliance concerning marketing communications                               |                    |                    |                    |               | Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7) |
| <b>GRI 418 – Customer privacy</b>           |   |                    |                    |                    |               |   |
| <b>GRI 418-1</b>                            | Substantiated complaints regarding breaches of customer privacy and losses of customer data   |                    |                    |                    |               | Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7) |
| <b>GRI 419 – Socioeconomic compliance</b>   |   |                    |                    |                    |               |   |
| <b>GRI 419-1</b>                            | Non-compliance with laws and regulations in the social and economic area                      |                    |                    | X                  | AR pg 253–256 |   |

# Appendix

## Turnover by age and gender and region

|         |     |
|---------|-----|
| Overall |     |
| Men     | 15% |
| Women   | 24% |
| Total   | 16% |

### By age - Men

|          |     |
|----------|-----|
| Under 30 | 25% |
| 30-50    | 12% |
| Over 50  | 18% |

### By age - Women

|          |     |
|----------|-----|
| Under 30 | 34% |
| 30-50    | 21% |
| Over 50  | 21% |

### By region

|                    |     |
|--------------------|-----|
| Asia               | 16% |
| Corporate          | 20% |
| Europe             | 13% |
| LATAM              | 18% |
| Middle East Africa | 14% |
| North America      | 22% |

## Training by management level and gender

|                          |                           |
|--------------------------|---------------------------|
|                          | Average hours of training |
| Management level (men)   | 39                        |
| Management level (women) | 34                        |
| Management level total   | 38                        |
| Non management (men)     | 28                        |
| Non management (women)   | 36                        |
| Non management total     | 29                        |

## Performance appraisal by management level and gender

|   |     |
|---|-----|
| Management level (men) with performance appraisal   | 92% |
| Management level (women) with performance appraisal | 90% |
| Management level (total) with performance appraisal | 91% |
| Non management (men) with performance appraisal     | 45% |
| Non management (women) with performance appraisal   | 64% |
| Non management (total) with performance appraisal   | 47% |

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