

GLOBAL REPORTING INITIATIVE INDEX

The table in this section outlines to what extent Group Five applied Global Reporting Initiative (GRI) guidelines in this year's integrated report.

The table refers to both the printed section of the integrated report (only page numbers provided), as well as the online section of the integrated report (the term OL plus page numbers).

GRI benchmark		Level of reporting	Direct response or page reference
STANDARD DISCLOSURES PART I: PROFILE DISCLOSURES			
1. Strategy and analysis			
1.1	Statement from the most senior decision-maker of the organisation	Fully reported	9,10,17,18
1.2	Description of key impacts, risks, and opportunities	Fully reported	3, 30,31, 110 – 115, OL 6 – 7, 18 – 20, 33 – 34
2. Organisational profile			
2.1	Name of the organisation	Fully reported	1
2.2	Primary brands, products, and/or services	Fully reported	32 – 33
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	Fully reported	32 – 73, OL 86 – 88
2.4	Location of organisation's headquarters	Fully reported	Back cover
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Fully reported	92 – 93
2.6	Nature of ownership and legal form		As contained in the annual financial statements, OL 80 – 81
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	Fully reported	92 – 108
2.8	Scale of the reporting organisation	Fully reported	32 – 33, 122 – 123
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Fully reported	No significant changes during the year outside of reporting E+C as a stand-alone cluster, 44 – 49
2.10	Awards received in the reporting period	Fully reported	On group's website
3. Report parameters			
3.1	Reporting period (eg, fiscal/calendar year) for information provided	Fully reported	Annual financial year
3.2	Date of most recent previous report (if any)	Fully reported	3 August 2012
3.3	Reporting cycle (annual, biennial, etc.)	Fully reported Annual	Annual – comparative numbers provided throughout, indicating that it is full year 2013 compared to full year 2012
3.4	Contact point for questions regarding the report or its contents	Fully reported	2
3.5	Process for defining report content	Fully reported	IFC, 2 – 3
3.6	Boundary of the report (eg, countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	Fully reported	IFC, 2, 32 – 73, OL 86 – 88 and annual financial statements
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	Fully reported	None

GRI benchmark		Level of reporting	Direct response or page reference
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 organisations	Fully reported	As described in the OL annual financial statements
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. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols	Fully reported	78 – 90, 118 – 123, OL annual financial statements
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	Fully reported	If any material restatements are made, these are described in the financial statements
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	Fully reported	None
3.12	Table identifying the location of the Standard Disclosures in the report	Fully reported	OL section
3.13	Policy and current practice with regard to seeking external assurance for the report	Fully reported	118 – 120, OL 6 – 7
4. Governance, commitments, and engagement			
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	Fully reported	OL 44 – 58
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Fully reported	OL 50
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	Fully reported	OL 50
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Fully reported	OL 57
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance)	Fully reported	126 – 129, 132 – 133
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Fully reported	OL 49
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics	Fully reported	126 – 129, 132 – 133

GRI benchmark	Level of reporting	Direct response or page reference
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	Fully reported	11, 14, 29, 30, safety and environmental information in operational reviews (38 – 73)
4.9 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 internationally agreed standards, codes of conduct, and principles	Fully reported	OL 49, 54, 57
4.10 Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance	Fully reported	126 – 129, 132 – 133
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organisation	Fully reported	3, 11, 27, 30, 85 – 86, 88, OL 33 – 34
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	Fully reported	2, 118 – 120, OL 6 – 7, 33 – 34, 42 – 43, 49
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: Has positions in governance bodies; Participates in projects or committees; Provides substantive funding beyond routine membership dues; or Views membership as strategic	Partially reported	Disclosed linked to relevance to business or executive members
4.14 List of stakeholder groups engaged by the organisation	Fully reported	OL 2 – 4
4.15 Basis for identification and selection of stakeholders with whom to engage	Fully reported	2, OL 2 – 4
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Fully reported	Reported throughout the report in actual Q&As from stakeholders, stakeholder engagement tables in operational reviews (38 – 73). OL 2 – 4
4.17 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	Fully reported	Reported throughout the report in actual Q&As from stakeholders, stakeholder engagement tables in operational reviews (38 – 73). OL 2 – 4

GRI benchmark		Level of reporting	Direct response or page reference
STANDARD DISCLOSURES PART III: PERFORMANCE INDICATORS			
Economic			
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	Fully reported	123
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Fully reported	OL 38
EC3	Coverage of the organisation's defined benefit plan obligations	Fully reported	OL 23 – 24, 26, 28, 48 – 54
EC4	Significant financial assistance received from government	Fully reported	The group does not receive financial assistance from government
Market presence			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Partially reported	OL 85
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Fully reported	OL 77, 83 – 84
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Fully reported	OL 88 – 90
Environmental			
Materials			
EN1	Materials used by weight or volume	Partially reported	Carbon footprint report on group's website
EN2	Percentage of materials used that are recycled input materials	Partially reported	Carbon footprint report on group's website
Energy			
EN3	Direct energy consumption by primary energy source	Fully reported	Carbon footprint report on group's website, OL 36 – 37
EN4	Indirect energy consumption by primary source	Fully reported	Carbon footprint report on group's website, OL 36 – 37
Water			
EN8	Total water withdrawal by source	Not reported	

GRI benchmark		Level of reporting	Direct response or page reference
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not reported	Not applicable. The group does not have these kind of sites.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not reported	Not applicable. The group does not have these kind of sites.
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight	Fully reported	Carbon footprint report on group's website, OL 36 – 37
EN17	Other relevant indirect greenhouse gas emissions by weight	Fully reported	Carbon footprint report on group's website, OL 36 – 37
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Fully reported	Carbon footprint report on group's website, OL 36 – 37
EN19	Emissions of ozone-depleting substances by weight	Not reported	
EN20	NO _x , SO _x , and other significant air emissions by type and weight	Not reported	
EN21	Total water discharge by quality and destination	Not reported	
EN22	Total weight of waste by type and disposal method	Not reported	
EN23	Total number and volume of significant spills	Fully reported	No environmental incidents were recorded during the year
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Fully reported	Carbon footprint report on group's website, OL 36 – 37
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not reported	
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Fully reported	No fines or monetary sanctions for non-compliance with environmental laws and regulations were recorded during the year under review
Social: Labour practices and decent work			
Employment			
LA1	Total workforce by employment type, employment contract, and region	Partially reported	92 – 93, 121
LA2	Total number and rate of employee turnover by age group, gender, and region	Partially reported	121
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Partially reported	138 – 142

GRI benchmark		Level of reporting	Direct response or page reference
Labour/management relations			
LA4	Percentage of employees covered by collective bargaining agreements	Fully reported	OL 75 – 76
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	Not reported	
Occupational health and safety			
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	Fully reported	OL 30 – 32, 72 – 74
LA8	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases	Fully reported	OL 30 – 32, 72 – 74
Training and education			
LA10	Average hours of training per year per employee by employee category	Fully reported	OL 79
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Fully reported	OL 81
LA12	Percentage of employees receiving regular performance and career development reviews	Fully reported	OL 71
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	Fully reported	OL 71, 77, 79 – 81, 83 – 84
LA14	Ratio of basic salary of men to women by employee category	Not reported	
Social: Human rights			
Diversity and equal opportunity			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Not reported	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Not reported	
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken	Partially reported	OL 68, 71
Freedom of association and collective bargaining			
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Fully reported	No operations are deemed to be at risk

GRI benchmark		Level of reporting	Direct response or page reference
Child labour			
HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour	Fully reported	No operations are deemed to be at risk
Forced and compulsory labour			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour	Fully reported	No operations are deemed to be at risk
SECURITY PRACTICES			
Social: Society			
Community			
S01	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Partially reported	OL 88 – 90
Corruption			
S02	Percentage and total number of business units analysed for risks related to corruption	Fully reported	OL 34
S03	Percentage of employees trained in organisation's anti-corruption policies and procedures	Partially reported	11, 30, OL 34
S04	Actions taken in response to incidents of corruption	Fully reported	11, 30, OL 34
Public Policy			
S05	Public policy positions and participation in public policy development and lobbying	Not reported	
Compliance			
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Fully reported	No significant fines or non-monetary sanctions were levied
Social: Product responsibility			
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	Partially reported	OL 40 – 41
Product and service labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Partially reported	OL 40 – 41

GRI benchmark		Level of reporting	Direct response or page reference
Marketing communications			
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Partially reported	OL 42 – 43
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Fully reported	No significant fines or non-monetary sanctions were levied