

SUSTAINABILITY REPORT

GLOBAL REPORTING INDEX (GRI) CONTENT INDEX

Profile Disclosure	Description	Reference	Page Ref
1.1	Statement from the most senior decision-maker of the organisation	Chairman's review	8
1.2	Description of key impacts, risks and opportunities	Risks and Mitigation	30
2.1	Name of the organisation	Administration	IBC
2.2	Primary brands, products, and/or services	Group Structure	6
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	Administration National and Regional Footprint	IBC IBC
2.4	Location of organisation's head quarters	Administration	IBC
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	Group Structure	6
2.6	Nature of ownership and legal form	Administration Group Structure	IBC 6
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	Group Activities	5
2.8	Scale of the reporting organisation	Throughout report	
2.9	Significant changes during the reporting period regarding size, structure or ownership	Directors report	72-75
2.10	Awards achieved in the reporting period	Sustainability	52-67
3.1	Reporting period (e.g. fiscal/calendar year) for information provided	Report Profile	1
3.2	Date of most recent previous report	Report Profile	1
3.3	Reporting cycle (annual, biennial, etc.)	Report Profile	1
3.4	Contact point for questions regarding the report or its contents	Report Profile	1
3.5	Process for defining report content	Throughout report	
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	Not applicable	
3.7	State any specific limitations on the scope or boundary of the report	Not applicable	

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	Notes to the annual financial statements	122-123
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.	Report profile	1
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	Not applicable	
3.11	Significant changes from previous periods in the scope, boundary, or measurement methods applied in the report	Not applicable	
3.12	Table identifying the location of the Standard Disclosures in the report	GRI Content Index	
3.13	Policy and current practice with regard to seeking external assurance for the report	Corporate Governance Report	42-48
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	Corporate Governance Report	42-48
4.2	Indicate whether the Chair of the highest governance body is also an executive director	Corporate Governance Report	42-48
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	Corporate Governance Report	42-48
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Sustainability	52-67
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)	Remuneration report	49
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Corporate Governance report	42-48
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	Corporate Governance report	42-48
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	Corporate Governance report Sustainability	42-48 52-67

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 of compliance with internationally agreed standards, codes of conduct and principles	Sustainability	52-67
4.10	Processes for evaluating the highest governance body's own performance, particularly in respect of economic, environmental and social performance	Corporate Governance report	42-48
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	Sustainability	52-67
4.12	Externally developed economic, environmental, and social charters, principles or other initiatives to which the organisation subscribes or endorses		
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: a) has positions in governance bodies; b) participates in projects or committees; c) provides substantive funding beyond routine membership dues; or d) views membership as strategic	Sustainability	52-67
4.14	List stakeholder groups engaged by the organisation	Analysis of ordinary shareholders	126
4.15	Basis for identification and selection of stakeholders with whom to engage	Sustainability	52-67
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Sustainability	52-67
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	Sustainability Our Operating Environment	52-67 29

5.	DISCLOSURES ON MANAGEMENT APPROACH		
DMA EC	Disclosure on Management Approach Economic	Sustainability	52-67
DMA EN	Disclosure on Management Approach Environmental	Sustainability	52-67
DMA LA	Disclosure on Management Approach Labour	Sustainability	52-67
DMA HR	Disclosure on Management Approach Human Resources	Sustainability	52-67
DMA SO	Disclosure on Management Approach Society	Sustainability	52-67
DMA PR	Disclosure on Management Approach Product Responsibility	Sustainability	52-67

6. PERFORMANCE INDICATORS			
Performance Indicator	Description	Reference	Page Ref
	Economic		
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	Value added statement	53
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Unquantified risks and minitiation	30
EC3	Coverage of the organisation's defined benefit plan obligations	Remuneration report	49
EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations of operation	Sustainability	52-67
EN3	Direct energy consumption by primary source	Sustainability	52-67
EN4	Indirect energy consumption by primary source	Sustainability	52-67
EN6	Initiatives to provide energy-efficient or renewable energy based products and services and reduction in energy requirements as a result of these initiatives	Sustainability	52-67
EN7	Initiatives to reduce indirect energy consumption and reduction achieved	Sustainability	52-67
EN8	Total water withdrawal by source	Sustainability	52-67
EN16	Total direct and indirect greenhouse gas emissions by weight	Sustainability	52-67
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Sustainability	52-67
EN22	Total weight of waste by type and disposal method	Not quantified	
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	Sustainability	52-67
EN26	Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation	Sustainability	52-67
	Social: Human rights		
LA1	Total workforce by employment type, employment contract and region	Sustainability	52-67
LA2	Total number and rate of employee turnover by age group, gender and region	Sustainability	52-67

LA4	Percentage of employees covered by collective bargaining agreements	Not quantified Sustainability	54
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	Not quantified Sustainability	54
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	Not quantified Sustainability	54-56
LA7	Rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities by region	Sustainability	54
LA8	Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families or community members regarding serious diseases	Sustainability	56
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	Not applicable	
	Social: Human rights	Not applicable	
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Not applicable	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Not applicable	
HR3	Total hours of employee training on policies and procedures, concerning aspects of human rights that are relevant to operations, including percentage of employees trained	Not reported	
HR4	Total number of incidents of discrimination and actions taken	None	
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	Not applicable	
HR6	Operations identified as having significant risk for incidents of child labour, measures taken to contribute to the elimination of child labour	Not applicable	
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	Not reported	
HR9	Total number of incidents or violations involving rights of indigenous people and actions taken	None	
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	None	
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	None	

	Social: Society		
SO1	Nature, scope and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and existing	Sustainability	52-67
SO2	Operations with significant potential or actual negative impacts on local communities	Sustainability	52-67
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	Directors' report	72-75
SO4	Actions taken in response to incidents of corruption	Not reported	
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	Directors' report	72-75
	Social: Product responsibility		
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their lifecycle, by type of outcomes	None	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	None	
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	None	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotions and sponsorship by type of outcomes	None	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None	
PR9	Monetary value of significant fines for non-compliance with law and regulations concerning the provision and use of products and services	None	