

GRI Content Index – Comprehensive

General Standard Disclosures

Section	General Standard Disclosures	Description	Reference
Strategy and Analysis	G4-1	Statement from the most senior decision-maker	Annual Report 2015/2016, Chief Executive Officer's Report
	G4-2	Description of key impacts, risks, and opportunities	Annual Report 2015/2016, Chief Executive Officer's Report
Organizational Profile	G4-3	Name of the organization	Annual Report 2015/2016, inside front cover page
	G4-4	Primary brands, products, and services	Annual Report 2015/2016, inside front cover page
	G4-5	Location of the organization's headquarters	Annual Report 2015/2016, inside front cover page
	G4-6	Number of countries where the organization operates	Annual Report 2015/2016, inside front cover page
	G4-7	Nature of ownership and legal form	Annual Report 2015/2016, Corporate Governance Report
	G4-8	Markets served	Annual Report 2015/2016, inside front cover page
	G4-9	Scale of the organization	Annual Report 2015/2016, Our Portfolio
	G4-10	Workforce	Annual Report 2015/2016, Developing a Strong Management Team
	G4-11	Percentage of total employees covered by collective bargaining agreements	Staff are not covered by collective bargaining agreements
	G4-12	Supply chain	Sustainability Website 2015/2016, Engaging Other Stakeholders
	G4-13	Significant changes during the reporting period	No significant changes from previous reporting period
	G4-14	Precautionary approach	Annual Report 2015/2016, Chairman's Statement
	G4-15	External charters, principles, or other initiatives	Sustainability Website 2015/2016, Memberships, Awards and Pledges
	G4-16	Memberships of associations	Sustainability Website 2015/2016, Memberships, Awards and Pledges

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Section	General Standard Disclosures	Description	Reference
Identified Material Aspects and Boundaries	G4-17	Entities included in the organization's consolidated performance	Sustainability Website 2015/2016, About This Report
	G4-18	Process for defining the report content and the Aspect boundaries	Annual Report 2015/2016, Chief Executive Officer's Report, Stakeholder Engagement
	G4-19	Material Aspects	Sustainability Website 2015/2016, Stakeholder Engagement and Materiality Assessment
	G4-20	Aspect boundary within the organization	Sustainability Website 2015/2016, Aspect Boundary
	G4-21	Aspect boundary outside the organization	Sustainability Website 2015/2016, Aspect Boundary
	G4-22	Effect of any restatements	No restatements
	G4-23	Significant changes from previous reporting periods	No significant changes from previous reporting period
Stakeholder Engagement	G4-24	Stakeholder groups engaged by the organization	Sustainability Website 2015/2016, Stakeholder Engagement and Materiality Assessment
	G4-25	Basis for identification and selection of stakeholders with whom to engage	Sustainability Website 2015/2016, Stakeholder Engagement and Materiality Assessment
	G4-26	Approach to stakeholder engagement	Sustainability Website 2015/2016, Stakeholder Engagement and Materiality Assessment
	G4-27	Key topics and concerns raised by stakeholders	Sustainability Website 2015/2016, Stakeholder Engagement and Materiality Assessment
Report Profile	G4-28	Reporting period	Sustainability Website 2015/2016, About This Report
	G4-29	Date of most recent previous report	June 2015
	G4-30	Reporting cycle	Sustainability Website 2015/2016, About This Report
	G4-31	Contact point for questions regarding the report	Sustainability Website 2015/2016, About This Report
	G4-32	'In accordance' option chosen	Comprehensive, This table, Sustainability Website 2015/2016, About This Report
	G4-33	Assurance	Sustainability Website 2015/2016, Assurance Statement

Section	General Standard Disclosures	Description	Reference
Governance	G4-34	Governance structure of the organization	Annual Report 2015/2016, Corporate Governance Report
	G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Sustainability Website 2015/2016, Sustainability Framework and Approach
	G4-36	Executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	Sustainability Website 2015/2016, Sustainability Framework and Approach
	G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Sustainability Website 2015/2016, Sustainability Framework and Approach
	G4-38	Composition of the highest governance body and its committees	Sustainability Website 2015/2016, Sustainability Framework and Approach
	G4-39	The Chair of the highest governance body is also an executive officer	Annual Report 2015/2016, Corporate Governance Report
	G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Annual Report 2015/2016, Corporate Governance Report
	G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	Annual Report 2015/2016, Corporate Governance Report
	G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	Annual Report 2015/2016, Corporate Governance Report
	G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	Annual Report 2015/2016, Corporate Governance Report

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Section	General Standard Disclosures	Description	Reference
	G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice	Annual Report 2015/2016, Corporate Governance Report
	G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes	Annual Report 2015/2016, Corporate Governance Report
	G4-46	Highest governance body's roles in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	Annual Report 2015/2016, Corporate Governance Report
	G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	Annual Report 2015/2016, Corporate Governance Report
	G4-48	Highest committee or position that formally reviews and approves the organization's Sustainability Website and ensures that all material Aspects are covered	The Sustainability Committee meets quarterly to review performance of material aspects
	G4-49	Process for communicating critical concerns to the highest governance body	Sustainability Website 2015/2016, Sustainability Framework and Approach
	G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	No critical concerns identified
	G4-51	Remuneration policies for the highest governance body and senior executives, how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives	Annual Report 2015/2016, Corporate Governance Report

Section	General Standard Disclosures	Description	Reference
	G4-52	Process for determining remuneration	Annual Report 2015/2016, Corporate Governance Report
	G4-53	Stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals	Annual Report 2015/2016, Corporate Governance Report
	G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country	Annual Report 2015/2016, Corporate Governance Report
	G4-55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country	Annual Report 2015/2016, Corporate Governance Report
Ethics and Integrity	G4-56	Organization's values, principles, standards and norms of behavior	Annual Report 2015/2016, Steering Our Business
	G4-57	Internal and external mechanisms for reporting on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	Annual Report 2015/2016, Corporate Governance Report
	G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	Annual Report 2015/2016, Corporate Governance Report