

## Global Reporting Initiative (GRI) Content Index

| Standard<br>Disclosure  | Description   | Pages        | Further Explanation  |  |
|-------------------------|---|--------------|--|--|
| 1 Strategy and Analysis |   |              |  |  |
| 1.1                     | Statement from the most senior decision-maker of the organization.  | <u>3</u>     |  |  |
| 2 Orga                  | nizational Profile  |              |  |  |
| 2.1                     | Name of the organization.   | <u>7</u>     |  |  |
| 2.2                     | Primary brands, products, and/or services.  | <u>7, 8</u>  | Additional information available in our <u>Corporate Overview</u> .                        |  |
| 2.3                     | Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.   | 8            | Additional information available on our <u>corporate structure</u> and <u>businesses</u> . |  |
| 2.4                     | Location of organization's headquarters.  | <u>7, 18</u> |  |  |
| 2.5                     | Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.                    | <u>18</u>    |  |  |
| 2.6                     | Nature of ownership and legal form.   | <u>7</u>     |  |  |
| 2.7                     | Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).  | 9            | Additional information available in 10-K/Annual Report.                                    |  |
| 2.8                     | Scale of the reporting organization.  | 9            | Additional information available in 10-K/Annual Report.                                    |  |
| 2.9                     | Significant changes during the reporting period regarding size, structure, or ownership.  | 4            |  |  |
| 2.10                    | Awards received in the reporting period.  | <u>19</u>    | Current list of <u>awards</u> .  |  |
| 3 Repo                  | ort Parameters  |              |  |  |
| 3.1                     | Reporting period (e.g., fiscal/calendar year) for information provided.   | 4            |  |  |
| 3.2                     | Date of most recent previous report (if any).   | 4            |  |  |
| 3.3                     | Reporting cycle (annual, biennial, etc.).   | 4            |  |  |
| 3.4                     | Contact point for questions regarding the report or its contents.   | 4            |  |  |
| 3.5                     | Process for defining report content.  | 4            |  |  |
| 3.6                     | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).  | 4            |  |  |
| 3.7                     | State any specific limitations on the scope or boundary of the report.  | 4            |  |  |
| 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 organizations. | 4            |  |  |

| Standard<br>Disclosure | Description  | Pages     | Further Explanation  |
|------------------------|--|-----------|--|
| 3 Repo                 | ort Parameters (continued)   |           |  |
| 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). | 4         |  |
| 3.11                   | Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.  | 4         |  |
| 3.12                   | Table identifying the location of the Standard Disclosures in the report.  | 50-54     |  |
| 4 Gove                 | ernance, Commitments, and Engagement   |           |  |
| 4.1                    | Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.   | 10        | Additional information available on our corporate governance |
| 4.2                    | Indicate whether the Chair of the highest governance body is also an executive officer.  | 10        | Additional information available on our corporate governance |
| 4.3                    | For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.   | 10        | Additional information available on our corporate governance |
| 4.4                    | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.  | <u>11</u> | Additional information available on our corporate governance |
| 4.14                   | List of stakeholder groups engaged by the organization.  | <u>13</u> |  |
| 4.15                   | Basis for identification and selection of stakeholders with whom to engage.  | 4, 13     |  |
| 4.16                   | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.  | <u>13</u> |  |
| EC Econ                | omic   | <u>'</u>  |  |
| 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.        | 9, 29     | Additional information available in 10-K/Annual Report.      |
| EC3                    | Coverage of the organization's defined benefit plan obligations.   | 10        |  |
| EC5*                   | Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.   | 22        | General entry wage level information provided.               |
| EC6                    | Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.  | <u>17</u> |  |
| EC8*                   | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.   | 32-37     | General public benefit information provided.                 |
| EC9*                   | Understanding and describing significant indirect economic impacts, including the extent of impacts.   | 32-37     | General indirect economic impact information provided.       |

<sup>\*</sup>Partially covered in report.

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| Standard         | Description  | Pages                      | Further Explanation                                     |
|------------------|--|----------------------------|---|
| Disclosure       |  |                            |   |
| EN Envir         | onmental   |                            |   |
| EN1*             | Materials used by weight or volume.  | <u>14-15</u>               |   |
| EN2*             | Percentage of materials used that are recycled input materials.  | <u>14-15</u>               |   |
| EN3              | Direct energy consumption by primary energy source.  | <u>42</u>                  |   |
| EN4              | Indirect energy consumption by primary source.   | <u>42</u>                  |   |
| EN5              | Energy saved due to conservation and efficiency improvements.  | <u>41, 45</u>              |   |
| EN6              | Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. | <u>15-16</u>               |   |
| EN7              | Initiatives to reduce indirect energy consumption and reductions achieved.   | <u>27,</u><br><u>45-46</u> |   |
| EN8*             | Total water withdrawal by source.  | <u>43</u>                  | Water usage for Headquarters provided.                  |
| EN10*            | Percentage and total volume of water recycled and reused.  | <u>43</u>                  | Recycled water and reusage for Headquarters provided.   |
| EN13*            | Habitats protected or restored.  | <u>47-48</u>               |   |
| EN16             | Total direct and indirect greenhouse gas emissions by weight.  | <u>42</u>                  |   |
| EN18             | Initiatives to reduce greenhouse gas emissions and reductions achieved.  | <u>41-48</u>               |   |
| EN20             | NOx, SOx, and other significant air emissions by type and weight.  | <u>42</u>                  |   |
| EN22             | Total weight of waste by type and disposal method.   | <u>46</u>                  |   |
| EN23             | Total number and volume of significant spills.   | <u>41</u>                  |   |
| EN26             | Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.   | <u>14-16</u>               |   |
| EN28             | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.                       | <u>41</u>                  |   |
| LA Socia         | I: Labor Practices and Decent Work   |                            |   |
| LA1*             | Total workforce by employment type, employment contract, and region.   | 9                          | Total workforce by region and employment type provided. |
| LA2*             | Total number and rate of employee turnover by age group, gender, and region.   | <u>21</u>                  | General information on voluntary turnover provided.     |
| LA3              | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.   | <u>22</u>                  |   |
| LA4              | Percentage of employees covered by collective bargaining agreements.   | <u>22</u>                  |   |
| LA5*             | Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.                                  | 22                         | General information provided.                           |
| *Partially cover | ed in report.  |                            |   |

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| Standard<br>Disclosure | Description   | Pages         | Further Explanation  |
|------------------------|---|---------------|--|
| A Socia                | I: Labor Practices and Decent Work (continued)  |               |  |
| 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 programs. | 23            | General information provided.  |
| LA7                    | Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.  | <u>23</u>     |  |
| LA8                    | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.     | 23, 38        |  |
| LA9                    | Health and safety topics covered in formal agreements with trade unions.  | 22            |  |
| LA10                   | Average hours of training per year per employee by employee category.   | <u>24</u>     |  |
| LA11                   | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.                            | 24, 25,<br>30 |  |
| LA12                   | Percentage of employees receiving regular performance and career development reviews.   | 22            |  |
| LA13*                  | Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.            | <u>25</u>     | Breakdown of employees provided by gender, age group, minority group membership, and other indicators of diversity |
| LA14                   | Ratio of basic salary of men to women by employee category.   | 22            |  |
| IR Socia               | I: Human Rights   |               |  |
| HR4                    | Total number of incidents of discrimination and actions taken.  | 22            |  |
| 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.      | 22            |  |
| HR6                    | Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.                                | 22            |  |
| HR7                    | Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.        | 22            |  |
| SO Socia               | I: Society  |               |  |
| SO2                    | Percentage and total number of business units analyzed for risks related to corruption.   | 11            |  |
| SO3                    | Percentage of employees trained in organization's anti-corruption policies and procedures.  | <u>12</u>     |  |

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|------------------------|--|--------------|---|--|--|
| SO Socia               | SO Social: Society (continued)   |              |   |  |  |
| SO4                    | Actions taken in response to incidents of corruption.  | <u>11</u>    |   |  |  |
| SO5*                   | Public policy positions and participation in public policy development and lobbying.   | <u>10</u>    | General information for United States provided.   |  |  |
| SO6*                   | Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.   | <u>10</u>    | Detailed information for United States provided.  |  |  |
| PR Socia               | PR Social: Product Responsibility  |              |   |  |  |
| 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. | <u>14-15</u> | General discussion of our product responsibility reported. Percentage of significant products subject to procedures reported. |  |  |
| PR3                    | Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.  | 14-15        |   |  |  |
| PR6*                   | Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.   | <u>12</u>    | General information provided.   |  |  |
| PR8                    | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.   | <u>12</u>    |   |  |  |
| PR9                    | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.  | <u>15</u>    | GRI PEPO  |  |  |

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