

## Global Reporting Initiative (G3.1) Index at Level C

	<b>GRI References</b>	<b>Inclusion</b>	<b>Page</b>
Strategy & Analysis	1.1	Yes	4,5
Organisational profile	2.1, 2.4 2.2, 2.5, 2.8 2.3, 2.6, 2.7, 2.9 2.10	Yes Yes Yes Yes	BC 30,31 AR 4, W
Report parameters	3.1, 3.2, 3.3, 3.4 3.5 3.6, 3.7 3.8, 3.10, 3.11 3.12	Yes Yes Yes Yes Yes Yes	34, AR BC 6,7,10,11 34, AR AR 35
Governance, Commitments and Engagement	4.1, 4.2, 4.3 4.4 4.14, 4.15	Yes Yes Yes	33,AR AR 32
Economic performance indicators	EC1	Yes	3, AR
Environmental performance indicators	EN3, EN4, EN5, EN8 EN11, EN13, EN14, EN16, EN17, EN18, EN23, EN28	Yes Yes Yes Yes Yes	21, 22, W 18,19, W 17, W 22, 23, W W
Labour practices & decent work performance indicators	LA1, LA2, LA10, LA13, LA14	Yes Yes	2, 30, 31 W
Human Rights performance indicators	HR4 HR6	Yes Yes	W 4, 12, 13
Society performance indicators	SO9, SO10	Yes	16, 17, W

AR = Annual Report  
BC = Back cover  
W = Website

## GRI Performance Indicators on Olam Website

### Economic (EC) Performance Indicators

Indicator	Definition	Response
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	2013 Annual Report  2013 CR&S Report; Page 3

### Environmental (EN) Performance Indicators

Aspect: Energy		
Indicator	Definition	Response
EN3	Direct energy consumption by primary energy source.	2013 CR&S Report; Page 21,22
EN4	Indirect energy consumption by primary source.	2013 CR&S Report; Page 21,22
EN5	Energy saved due to conservation and efficiency improvements.	2013 CR&S Report; Page 21,22
Aspect: Water		
Indicator	Definition	Response
EN8	Total water withdrawal by source.	2013 CR&S Report; Page 18,19
Aspect: Biodiversity		
Indicator	Definition	Response
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	2013 CR&S Report; Page 17
EN13	Habitats protected or restored.	2013 CR&S Report; Page 17
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	2013 CR&S Report; Page 17
Aspect: Emissions, Effluents, and Waste		
Indicator	Definition	Response
EN16	Total direct and indirect greenhouse gas emissions by weight.	2013 CR&S Report; Page 22,23
EN17	Other relevant indirect greenhouse gas emissions by weight.	2013 CR&S Report; Page 22,23
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	2013 CR&S Report; Page 22,23
EN23	Total number and volume of significant spills.	0
Aspect: Compliance		
Indicator	Definition	Response
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	0

- Click [here](#) to find Olam's 2013 response to the CDP Climate Change (Investor), Water and Forests programmes which address the following indicators; EN3, EN4, EN5, EN8, EN16, EN17 and EN18

## Labour practices & decent work (LA) Performance Indicators

<b>Aspect: Employment</b>		
<b>Indicator</b>	<b>Definition</b>	<b>Response</b>
LA1	Total workforce by employment type, contract, and region, broken down by gender	2013 CR&S Report; Page 2, 30, 31 See Table below
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	See Table below
<b>Aspect: Labour/Management Relations</b>		
LA4	Percentage of employees covered by collective bargaining agreements.	See Table below
<b>Aspect: Training &amp; Education</b>		
LA10	Average hours of training per year per employee by gender, and by employee category.	See Table below
<b>Aspect: Diversity &amp; Equal Opportunity</b>		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	See Table below
<b>Aspect: Equal Remuneration for Women and Men</b>		
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	See Table below

LA1 - Total workforce by employment type, contract, and region, broken down by gender

<b>Employment Category</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Totals</b>
Global Managers	741	19	760
Local Managers	560	20	580
Expat Officers	220	16	236
Other Local Staff / salaried staff	7,357	1,133	8,490
Factory Workmen (skilled/unskilled)	10,846	1,726	12,572
Hourly/Contract workers	-	-	-
<b>Totals</b>	<b>19,724</b>	<b>2,914</b>	<b>22,638</b>
<b>Employment Category</b>	<b>Female</b>	<b>Male</b>	<b>Totals</b>
Global Managers	31	729	760
Local Managers	120	460	580
Expat Officers	3	233	236
Other Local Staff / salaried staff	2,783	5,707	8,490
Factory Workmen (skilled/unskilled)	5,995	6,577	12,572
Hourly/Contract workers	-	-	-
<b>Totals</b>	<b>8,932</b>	<b>13,706</b>	<b>22,638</b>

- Regional breakdown of employees is illustrated on pages 30 and 31 of the Olam 2013 Corporate Responsibility & Sustainability Report

LA2 - Total number and rate of new employee hires and employee turnover by age group, gender, and region

- New Hires

Age Group	Male	Female	Total
18-30	1893	939	2382
31-40	935	446	1381
41-50	275	73	348
51-60	75	25	100
60 & above	12	2	14
<b>Total</b>	<b>3,190</b>	<b>1,485</b>	<b>4,675</b>

- Employee turnover

Age Group	Male	Female	Total
18-30	815	364	1179
31-40	478	165	643
41-50	184	47	231
51-60	73	19	92
60 & above	23	4	27
<b>Total</b>	<b>1,573</b>	<b>599</b>	<b>2,172</b>

LA4 – Percentage of employees covered by collective bargaining agreements

Employment Category	% Employees covered by collective bargaining
Global Managers	2%
Local Managers	6%
Expat Officers	0%
Other Local Staff / salaried staff	36%
Factory Workmen (skilled/unskilled)	84%
Hourly/Contract workers	-

LA10 - Average hours of training per year per employee, by gender, and by employee category

Employment Category	Female	Male
Global Managers	115	115
Local Managers	56	56
Expat Officers	56	56
Other Local Staff / salaried staff	56	56
Factory Workmen (skilled/unskilled)	33	33

LA13 – Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

- Click [here](#) to see details about Olam’s Board of Directors
- Click [here](#) to see details about Olam’s Corporate Governance

LA14 - Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation

Category	Ratio of basic salary (Female:Male)
Global Managers	0.83
Local Managers	0.82
Expat Officers	1.07
Other Local Staff / salaried staff	0.86
Factory Workmen (skilled/unskilled)	1.05

## Human Rights (HR) Performance Indicators

Aspect: Non-Discrimination		
Indicator	Definition	Response
HR4	Total number of incidents of discrimination and corrective actions taken.	No incidents
Aspect: Child Labour		
Indicator	Definition	Response
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	2013 CR&S Report; Page 4, 12, 13

## Society (SO) Performance Indicators

Aspect: Local Communities		
Indicator	Definition	Response
SO9	Operations with significant potential or actual negative impacts on local communities.	2013 CR&S Report; Page 16,17
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	2013 CR&S Report; Page 16,17