

Global Reporting Initiative (G3.1) Index Level C

	GRI References	Inclusion	Page
Strategy & Analysis	1.1	Yes	2-3
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 10-11 AR W
Report parameters	3.1, 3.2, 3.3, 3.6, 3.8, 3.10, 3.11 3.4 3.5 3.7 3.12	Yes Yes Yes Yes Yes	AR BC 12-13 20, 24 40
Governance, Commitments and Engagement	4.1, 4.2, 4.3 4.4 4.14, 4.15	Yes Yes Yes	38 AR 33
Economic performance indicators	EC1	Yes	7
Environmental performance indicators	EN4, EN16, EN17 EN8, EN26	Yes Partial	W 20, W
Labour practices & decent work performance indicators	LA1, LA2, LA4, LA10, LA13, LA14	Yes Yes	10-11 W
Human Rights performance indicators	HR4 HR6	Yes Yes	W W
Society performance indicators	SO9 SO10	Yes Yes	W W

AR = Annual Report

BC = Back cover

W = Website

GRI Performance Indicators on Olam Website

Environmental (EN)

EN4 - Indirect energy consumption by primary source

EN8 – Total water withdrawal by source

EN16 – Total direct and indirect greenhouse gas emissions by weight

EN17 - Other relevant indirect greenhouse gas emissions by weight

EN26 - Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation

Click [here](#) to find Olam’s 2012 response to Carbon Disclosure Project (CDP) which addresses all of the Environmental Performance Indicators listed above.

Labour practices & decent work (LA)

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

- **Contract type**

Employment Category	Permanent	Fixed Term	Totals
Global Managers	717	12	729
Local Managers	486	10	496
Expat Officers	206	-	206
Other Local Staff / salaried staff	3,683	567	4,250
Factory Workmen (skilled/unskilled)	5,436	865	6,301
Hourly/Contract workers	1,330	4,732	6,062
Totals	11,858	6,186	18,044

- **Gender**

Employment Category	Female	Male	Totals
Global Managers	27	702	729
Local Managers	103	393	496
Expat Officers	3	203	206
Other Local Staff / salaried staff	1,006	3,398	4,404
Factory Workmen (skilled/unskilled)	2,931	3,216	6,147
Hourly/Contract workers	2,557	3,505	6,062
Totals	6,627	11,417	18,044

- Regional breakdown of employees is illustrated on pages 10 and 11 of the Olam 2012 Corporate Responsibility & Sustainability Report

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

Age Group	New Hires during FY2011		Total	Resignations during FY2011		Total
	Male	Female		Male	Female	
18-30	1,980	721	1,201	383	191	574
31-40	980	407	887	290	81	371
41-50	355	300	655	100	39	139
51-60	148	91	241	20	24	44
60 & above	23	9	32	17	8	25
Total			3,016			1,153

LA4 – Percentage of employees covered by collective bargaining agreements

Employment		% covered by collective bargaining
	Employee Category	
1	Global Managers	2%
2	Local Managers	6%
3	Expat Officers	0%
4	Other Local Staff / salaried staff	36%
5	Factory Workmen (skilled/unskilled)	84%
6	Hourly/Contract workers	86%

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

Employee Category	Average Number of Hours per employee per year	
	Female	Male
Global Managers	147	147
Local Managers	52	52
Expat Officers	156	156
Other Local Staff / salaried staff	210	210
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	0.84
Local Managers	0.83
Other Local Staff / salaried staff	0.86
Factory Workmen (skilled/unskilled)	1.06

Human Rights (HR)

HR4 - Total number of incidents of discrimination and corrective actions taken

- There was one case brought to the Federal Equal Employment Opportunity Commission (EEOC) in the USA on the grounds of pregnancy discrimination which was resolved by means of a Consent Decree. This outcome gives us a framework to strengthen our processes by implementing additional supervisor and employment training on equal opportunity laws to augment that which is already in place without any indication that we were at fault. We made a financial settlement and have appointed an internal equal opportunity consultant.

HR6 - Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour

- Olam is committed to the responsible and sustainable management of its supply chains from seed to shelf. At the heart of this commitment, Olam is against all forms of child exploitation.
- Olam abides by all applicable national and international labour laws and regulations in the countries in which it operates, including the International Labour Organisation (ILO) Convention 138 on the Minimum Age for Employment and the ILO Convention 182 on the Worst Forms of Child Labour.
- In addition, Olam will not knowingly work with suppliers that use or permit child labour. To further strengthen this commitment, we are currently developing “The Olam Supplier Code” that sets out certain minimum and non-negotiable standards to which all our suppliers must adhere, including no child labour. Olam’s suppliers will be regularly audited to ensure that they comply with the Code.
- Olam is also engaging with the Fair Labour Association (FLA) with a view to becoming a member of the FLA during FY2012.
- On January 1, 2012, the California Transparency in Supply Chains Act of 2010 (SB 657) will go into effect in the State of California. This law was designed to increase the amount of information made available by manufacturers and retailers regarding their efforts (if any) to address the issue of slavery and human trafficking, thereby allowing consumers to make better, more informed choices regarding the products they buy and the companies they choose to support.

Olam believes that workers at supplier facilities have the right to freely choose employment, the right to associate freely and join or be represented by worker councils or labour unions on a voluntary basis, and the right to bargain collectively as they choose. Workers also have the right to a workplace free of harassment and unlawful discrimination. Slavery and human trafficking can take many forms, including forced labour and child labour. Olam has undertaken efforts to ensure and verify the absence of forced labour and child labour in our supply chain.

These efforts include:

- Risk-based supplier assessments: Olam performs assessments of potential suppliers in the form of supplier assessment questionnaires.
- Supplier audits: Our audit program evaluates suppliers' compliance with Olam's standards, which prohibits forced labour and child labour by utilising internal verification questionnaires. A finding of non-conformance with Olam's standards relating to the issue of forced or child labour does not necessarily indicate that forced or child labour has occurred. Following audits, suppliers are required to produce corrective action plans, which Olam reviews and approves. The corrective action plans outline how a supplier will resolve issues uncovered in audit questionnaires.
- Supplier agreements: Olam requires our direct suppliers to certify that the materials incorporated into company products comply with laws regarding slavery and human trafficking in the countries in which they are doing business.
- Capability building programs: Olam partners with our customers to ensure labour standards are a top priority. Olam has successful compliance toward third-party Ethical Sourcing audits, wherein Human Trafficking, Slavery, Forced and Child Labour are key components.
- Procurement professionals training: Olam trains employees responsible for supply chain management on how to identify and respond to supply chain issues, such as forced labour or child labour. We require all Olam employees and contractors to comply with our standards, which includes provisions aimed to ensure that child, prison, or forced labour are not permitted at any Olam business partner or supplier operations.

Society (SO)

SO9 - Operations with significant potential or actual negative impacts on local communities.

- Olam has developed a full social audit process for all plantations in response to some community issues raised in our coffee plantation in Laos this year. A government survey of the land in question was conducted and we commenced our development based on the results of that official survey. It has subsequently transpired that this national survey was insufficient. We are addressing and resolving the issues with the local communities and expect a positive outcome for all parties. (see 2012 CRS Report page 17)

SO10 - Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities

- Land Development is a key issue for Olam. Our approach to land development is based on the following steps:
 1. The CR&S due diligence template is completed for all areas of land development
 2. A national Environmental & Social Impact Assessment (ESIA) is carried out to ensure legal compliance and to identify initial environmental and social risks
 3. Following the review of the national study, a full ESIA is carried out to the International Finance Corporation (IFC) Standards. Our assessments include the full High Conservation Value (HCV) and Free Prior & Informed Consent (FPIC) management practices. The ESIA aims to establish a project's social and environmental baseline and proposes mitigation measures through management and monitoring plans for the duration of the project. The output is an Environmental & Social Management Plan (ESMP) which outlines all associated risks, defines responsibilities and details resources and reporting indicators for auditing. Water assessments and carbon mapping are increasingly being incorporated into this ESIA process. Follow-up compliance audits are conducted as a matter of course.