

Global Reporting Initiative

A wide range of social and environmental risks exist which could have an impact on our business either directly or indirectly through our supply chains. We therefore have to manage an ever-evolving set of issues. We have tried to ensure balanced reporting of the environmental, social and commercial aspects of our business activities, and be transparent in the process.

We have therefore taken the decision to continue to report using the Global Reporting Initiative (GRI). In 2014 we submitted GRI G3.1 Index at Level C. This year our report contains Standard Disclosures from the GRI (G4)

Sustainability Reporting Guidelines. As can be seen from the table, as far as possible we have aimed to meet the demands of 'in accordance – core' of G4. We will continue to work towards this for our 2016 reporting.



Hazelnut harvesting in Turkey.

This report contains Standard Disclosures from the GRI (G4) Sustainability Reporting Guidelines. As can be seen from the table, as far as possible we have aimed to meet the demands of 'in accordance – core' of G4.

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
General Standard Disclosures				
Strategy and Analysis				
G41	Relevance of sustainability to the organisation from the most senior decision maker.	CEO perspective	CEO review (Page 28)	
G42	Description of key impacts, risks and opportunities..	CEO perspective Our material areas Each material area: why it is material to our business Strategy section: • Understanding the context in which we operate • Stakeholder engagement Goals		
Organisational profile				
G43, 4, 5	Organisational name; primary products and services; headquarters.	Who we are What we do	Where we play and how we win (page 2-3)	
G46	Number of countries where the organisation operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Who we are How we report		
G47	Nature of ownership and legal form.	Financial and performance highlights (shareholding structure) CEO perspective		
G48	Markets served including geographic breakdown, sectors served.	Who we are What we do Financial and performance highlights How we report	Where we play and how we win (pages 2-3)	
G49	Scale of operations including employees, operations, net sales, total market cap broken down in debt and equity, quantity of products sold.	Who we are Financial and performance highlights	Strategy and performance (pages 36-37)	
G410	Total workforce by employment type, employment contract, and region, broken down by gender	Labour: • Key facts about our workforce; • Hiring specialists and regional talent; • Gender equality	Financial and Performance Highlights CEO perspective	

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
64 11	Percentage covered by collective bargaining	Labour • Management relations		
64 12	Organisation supply chain description	Who we are What we do	Where we play (pages 2-5)	
64 13	Any significant changes during the reporting period regarding the organisation's size, structure, ownership or its supply chain.	CEO perspective Livelihoods Q&A	Chairman's statement (page 11); CEO review (pages 20-31)	
64 14	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	CEO perspective Our material areas Land: • Taking a precautionary approach How we do it: embedding sustainability • Roles & Responsibilities		
64 15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	How we report: GRI CEO perspective Climate Change: CDP Labour: ILO Land: RSPO, IFC, FSC® Water: AWS Food Safety: ISO and BRC Food Security: SDGs		
64 16	Memberships of associations (such as industry associations) and national or international advocacy organisations.	Commodities overview Strategy • Stakeholder engagement in FY15		

Identified material aspects and boundaries

64 17	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.		Pages 105-107; 136-137	
64 18	Process for defining report content and aspect boundaries; implementation of reporting principles.	Strategy • Stakeholder engagement in FY15 Our material areas How we report		
64 19	List all material aspects identified in process for defining report content.	Our material areas G4 Content Index		
64 20	Report aspect boundaries within the organisation.	Our material areas See each material area How we report		
64 21	Report aspect boundaries outside the organisation.	Our material areas See each material area How we report		
64 22	Any restatements of information.	CEO perspective How we report		
64 23	Significant changes of reporting periods.	CEO perspective How we report		

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
Stakeholder engagement				
64 24, 25	List the stakeholder groups, basis for selection	Strategy • Stakeholder engagement in FY15 • Meeting reporting needs		
64 26, 27	Report the approach to engagement, whether any engagement was undertaken as part of report process; topics and concerns raised by stakeholders.	Strategy • Stakeholder engagement in FY15 • Meeting reporting needs		
Report profile				
64 28, 29, 30, 31, 32, 33	Reporting period; date of previous report; reporting cycle; contact for more information; GRI Content Index; assurance.	How we report		
Governance				
64 34	Report the Governance structure in the organisation and identify committees responsible for economic, social and environmental impacts.	How we do it: embedding sustainability • Roles & Responsibilities • CR&S Governance	Page 56-72	
64 35	Process for delegating authority for economic, environmental and social topics from highest governance body for economic, social and environmental impacts to senior executives and other employees.		Page 71-72	
64 36	Whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental Introduction and social topics.	How we do it: embedding sustainability • CR&S Governance	Page 71-72	Page 65-67; 114; 154 – 156
64 37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics.		Pages 71-72	
64 38	Composition of the highest governance body and its committees.	How we do it: embedding sustainability • CR&S Governance	Pages 56-72	
64 39	Report whether the Chair of the highest Governance body is also an executive officer.	N/A	N/A	
64 40	Report nomination and selection process for highest governance body and committees including diversity; independence; expertise and stakeholder involvement.		Pages 61-64	
64 41	How conflicts of interest for the highest governance are avoided and managed; and whether they are disclosed to stakeholders.		Pages 65-69	
64 42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	How we do it: embedding sustainability • CR&S Governance	Pages 71-72	
64 43	Report measures taken to develop and enhance highest governance body's collective knowledge of economic, social and environmental impacts.	How we do it: embedding sustainability • CR&S Governance	Pages 71-72	
64 44	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental.	How we do it: embedding sustainability • CR&S Governance	Page 84	

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
64 45	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 or compliance with internationally agreed standards, codes of conduct, and principles.	How we do it: embedding sustainability • CR&S Governance	Pages 46-47; 68-71; 71-72	
64 46	Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic environmental and social topics.	How we do it: embedding sustainability • CR&S Governance	Pages 71-72	
64 47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	How we do it: embedding sustainability • CR&S Governance	Pages 71-72	
64 48	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Sustainability Aspects are covered.	How we do it: embedding sustainability • CR&S Governance	Pages 71-72	
64 49	Process for communicating critical concerns to the highest governance body.	How we do it: embedding sustainability • CR&S Governance	Pages 71-72	
64 50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s).	How we do it: embedding sustainability • CR&S Governance Strategy • Stakeholder engagement in FY1		
64 51; 52; 53	Remuneration policies and processes		Pages 65-67; 80; 116; 159	
64 54	Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees in the same country.			
64 55	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees in the same country.			
Ethics and Integrity				
64 56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	How we do it: embedding sustainability • Ethics and Integrity Strategy: • Growing Responsibly, vision, principles		
64 57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity	How we do it: embedding sustainability • Ethics and Integrity	Page 70	
64 58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity.	How we do it: embedding sustainability • Ethics and Integrity	Page 70	
Specific Standard Disclosures				
Economic: Olam material areas – Livelihoods, Climate Change				
EC 1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and community investments, retained earnings, and payments to capital providers and governments.	Financial and performance highlights Livelihoods	Pages 6-9; 123-125; 154;	Financial statements pages 93 – 185 of the Annual Report
EC 2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	Climate Change • Why climate change is material to our business • Climate Change Q&A		Carbon Disclosure Project

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
EC 3	Coverage of the organisation's defined benefit plan obligations.		Page 114	
EC 4	Financial assistance received from government (incentives, subsidies etc)		Page 115; 121; 146	
Market presence: Olam material area - Labour				
EC 5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Labour: management priorities within our direct workforce • Labour management relations		
EC 6	Proportion of senior management hired from the local community at significant locations of operation	Labour: management priorities within our direct workforce • Hiring specialists and regional talent		
Indirect economic impacts: Olam material area - Livelihoods				
EC 7	Development and impact of infrastructure investments and services supported	Livelihoods, Land, Climate Change		
EC 8	Significant indirect economic impacts, including the extent of impacts	Livelihoods Food Security: SDG 2.1; 2.3 Land: Community rights and land tenure Labour: Gender equality		
Procurement practices: Olam material area - Livelihoods				
EC 9	Proportion of spending on local suppliers at significant locations of operations	Livelihoods		
Environmental: Olam material area – Climate Change				
EN 1	Total weight or volume of materials that are used to produce and package the organisation's primary products and services during the reporting period.	Data not collected globally		
EN 2	Percentage of recycled input materials used to manufacture the organisation's primary products and services.	Data not collected globally		
Energy: Olam material area – Climate Change				
EN 3	Energy consumption within the organisation.	Climate Change: • Olam's global carbon footprint		CDP reporting
EN 4	Energy consumption outside of the organisation.			Data available during 2016
EN 5	Energy intensity	Climate Change • Olam's global carbon footprint		CDP reporting
EN 6	Reduction of energy consumption	Climate Change • Olam's global carbon footprint		CDP reporting
EN 7	Reductions in energy requirements of products and services			
Water: Olam material area - Water				
EN 8	Total water withdrawal by source	Water • Mapping our water impacts		
EN 9	Water sources significantly affected by withdrawal of water	Water • Improving water efficiency in the face of drought • Embracing international standards		
EN 10	Percentage and total volume of water recycled and reused			Data not collected globally

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
Biodiversity: Olam material area - Land				
EN 11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Land		
EN 12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Land: how we manage key issues • Taking a precautionary approach • Protecting biodiversity		
EN 13	Habitats protected or restored	Land: how we manage key issues • Protecting biodiversity • Protecting high carbon stock • Understanding the smallholder landscape		
EN 14	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Land: how we manage key issues • Protecting biodiversity		
Emissions: Olam material area – Climate Change				
EN 15	Direct greenhouse gas (GHG) emissions (Scope 1).	Climate Change • Olam's global carbon footprint		CDP
EN 16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	Climate Change • Olam's global carbon footprint		CDP
EN 17	Other indirect greenhouse gas (GHG) emissions (Scope 3).	Climate Change • Olam's global carbon footprint		CDP
EN 18	Greenhouse gas (GHG) emissions intensity.	Climate Change • Olam's global carbon footprint		CDP
EN 19	Reduction of greenhouse gas (GHG) emissions.	Climate Change • Olam's global carbon footprint		CDP
EN 20	Emissions of ozone-depleting substances (ODS).	Not materially important at a global level		
EN 21	NOx, SOx, and other significant air emissions by type and weight.	Not materially important. All operations comply with their legal licence to operate including air emission limits.		
Effluent and Waste: Olam material area – Water				
EN 22	Total water discharge by quality and destination.	All locations must comply with their legal license to operate. As of Jan 2016 data being collected globally. Water • Improving wastewater quality		
EN 23	Total weight of waste by type and disposal method.	As of Jan 2016 data being collected globally.		
EN 24	Total number and volume of significant spills.	There were no significant spills at our manufacturing locations during the reporting period.		
EN 25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, The quantity of hazardous waste and VIII, and percentage of transported waste shipped internationally.	The quantity of hazardous waste and VIII, and percentage of transported waste produced and shipped is insignificant relative to the amount of solid waste generated hazardous waste shipping and disposal is restricted by government regulations. As of Jan 2016 data being collected globally.		
EN 26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organisation's discharges of water and runoff.	All water bodies are identified through ESIA for Plantations, Concessions and Farms. Operational conditions address discharge and runoff.		

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
Products and Services				
EN 27	Extent of impact mitigation of environmental impacts of products and services.	Not materially important. This indicator relates to the product use phase.		
EN 28	Percentage of products sold and their packaging materials that are reclaimed by category.	Not materially important. The majority of Packaging specifications of Olam products is determined by our customers and is dependent upon their requirements.		
Compliance				
EN 29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Water <ul style="list-style-type: none"> Improving wastewater quality <u>[Fined 190m Vietnamese dong / approx. US\$8,500]</u>		
Transport: Olam material area – Climate change				
EN 30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Scope 3 GHG emissions in relation to transportation of Olam's products to be calculated by June 30 and submitted to CDP		
Overall				
EN 31	Total environmental protection expenditure and investments by type.	Commercially sensitive		
Supplier Environmental Assessment: Olam material areas - Climate Change, Land and Water				
EN 32	Percentage of new suppliers that were screened using environmental criteria.	30% of all 2015 tonnage is under the Olam Supplier Code, although these are not necessarily new suppliers Approx. 345,000 smallholders are under the Olam Livelihood Charter (OLC) which educates farmers on reducing their environmental footprint. 23% of all smallholder tonnage in 2015 was OLC.		
EN 33	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	As above		
Employment: Olam material area - Labour				
LA 1	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Data is collected at a global level but presentation at such a broad level, without country and business context, is not deemed to be useful.		
LA 2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Benefits are in line with market and country standards.		
LA 3	Return to work and retention rates after parental leave, by gender	Data not collected globally		
Labour management relations: Olam material area - Labour				
LA 4	Minimum notice periods regarding operational changes including whether these are specified in collective agreements	Labour: management priorities within our direct workforce <ul style="list-style-type: none"> Labour management relations 		
Occupational health and safety: Olam material area - Labour				
LA 5	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.	Labour: management priorities within our direct workforce <ul style="list-style-type: none"> Safety All plantations, farms and concessions, plus processing facilities, have Health & Safety officers.		
LA 6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Labour: management priorities within our direct workforce <ul style="list-style-type: none"> Safety 		

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
Training and education: Olam material area - Labour				
LA 9	Average hours of training per year per employee by gender and by employee category	Data not collected at a global level due to highly varied nature of roles from plantation workers to traders.		
LA 10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Labour: management priorities within our direct workforce • Career development How we do it: embedding sustainability • Learning & Development		
LA 11	Percentage of employees receiving regular performance and career development reviews, by gender.	Labour: management priorities within our direct workforce • Career development		
Diversity and Equal opportunity: Olam material area - Labour				
LA 12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.		Page 61	
Equal remuneration for men and women: Olam material area - Labour				
LA 13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Olam is committed to equal pay. Salaries are awarded on bands and merit.		
Supplier assessment for labour practices: Olam material area – Labour				
LA 14	Percentage of new suppliers that were screened using labour practices criteria.	Labour: managing labour issues in our indirect supply chain 30% of all 2015 tonnage is under the Olam Supplier Code, although these are not necessarily new suppliers Approx. 345,000 smallholders are under the Olam Livelihood Charter (OLC) which educates farmers on labour issues. 23% of all smallholder tonnage in 2015 was OLC. Olam is an affiliate member of the Fair Labor Association – we work with them in our hazelnut and cocoa supply chains		
LA 15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken.	Labour: managing labour issues in our indirect supply chain		FLA.org
Human Rights: Olam material areas – Labour, Livelihoods and Land				
HR 1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	Labour: managing labour issues in our indirect supply chain 30% of all 2015 tonnage is under the Olam Supplier Code, although these are not necessarily new suppliers Approx. 345,000 smallholders are under the Olam Livelihood Charter (OLC) which educates farmers on labour issues. 23% of all smallholder tonnage in 2015 was OLC. Olam is an affiliate member of the Fair Labor Association – we work with them in our hazelnut and cocoa supply chains As of Jan 2016 data being collected globally. Water • Improving waste water quality		
HR 2	Total hours of employee training on Human Rights policies.	Data not collected at a global level but human rights are included in training, especially in emerging market operations for working with smallholder suppliers How we do it • Learning & Development		

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
HR 3	Total number of incidents of discrimination and corrective actions taken.	No data collected.		
HR 4	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Labour <ul style="list-style-type: none"> • Why Labour is material to our business • Management priorities within our direct workforce - labour management relations As of Jan 2016 data being collected globally.		
Child labour: Olam material areas – Labour and Livelihoods				
HR 5	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.	Labour: managing labour issues in our indirect supply chain <ul style="list-style-type: none"> • How we tackle child labour 		Fla.org
Forced adult labour: Olam material areas – Labour				
HR 6	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour.	Labour: managing labour issues in our indirect supply chain <ul style="list-style-type: none"> • How we tackle forced adult labour 		
Indigenous rights: Olam material areas – Land				
HR 8	Total number of incidents of violations involving rights of indigenous people and actions taken.	Land: how we manage key issues <ul style="list-style-type: none"> • Community and Land tenure 		
HR 9	Total number and percentage of operations that have been subject to human rights reviews or impacts assessments.	Land: how we manage key issues <ul style="list-style-type: none"> • Community and Land tenure 		
Supplier human rights assessment: Olam material areas – Land, Labour, Livelihoods				
HR 10	Percentage of new suppliers that were screened using human rights criteria.	Labour: managing labour issues in our indirect supply chain. 30% of all 2015 tonnage is under the Olam Supplier Code, although these are not necessarily new suppliers. Approx. 345,000 smallholders are under the Olam Livelihood Charter (OLC) which educates farmers on human rights issues. 23% of all smallholder tonnage in 2015 was OLC. Olam is an affiliate member of the Fair Labor Association – we work with them in our hazelnut and cocoa supply chains.		
HR 11	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	Labour: managing labour issues in our indirect supply chain: <ul style="list-style-type: none"> • How we tackle child labour • How we tackle forced adult labour 		FLA.org
Local communities: Olam material area - Land				
SO 1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes.	All Olam managed plantations, concessions and farms for rice, coffee, palm and rubber and wood have community engagement and impact assessments. Land: how we manage key issues <ul style="list-style-type: none"> • Community and land tenure 		
SO 2	Operations with significant actual and potential negative impacts on local communities	Land: how we manage key issues <ul style="list-style-type: none"> • Community and land tenure 		

GRI Reference	Requirement	Sustainability Report	Annual Report	Additional information
Anti-corruption				
S0 3	Percentage and total number of business units analysed for risks related to corruption.	All Olam staff must adhere to the Code of Conduct which has a clause on corruption. How we do it: embedding sustainability • Ethics and integrity		
S0 4	Communication and training on anti-corruption policies and procedures.	All Olam staff must adhere to the Code of Conduct which has a clause on corruption. How we do it: embedding sustainability • Ethics and integrity		
Compliance				
S0 8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance	Please refer to the press statement on olamgroup.com 20th Jan 2015.		
Supplier assessment for impacts on society: Olam material areas – Land, Livelihoods, Labour				
S0 9	Percentage of new suppliers that were screened using criteria for impacts on society	30% of all 2015 tonnage is under the Olam Supplier Code, although these are not necessarily new suppliers Approx. 345,000 smallholders are under the Olam Livelihood Charter (OLC) which educates farmers on social issues. 23% of all smallholder tonnage in 2015 was OLC. Olam is an affiliate member of the Fair Labor Association – we work with them in our hazelnut and cocoa supply chains		FLA.org
S0 10	Significant actual and potential negative impacts on society in the supply chain and actions taken.	Labour: managing labour issues in our indirect supply chain • How we tackle child labour • How we tackle forced adult labour		FLA.org
Customer Health and Safety: Olam material area – Food Safety				
PR 1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Food Safety Food Security: SDG 2.2		
PR 2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Food Safety: Q&A with Stephen Driver		