



Arcadis has applied the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines for the reporting of its Sustainability information in the 2016 Annual Report. This overview is in accordance 'Core' with the GRI G4 Sustainability Reporting Guidelines. Levels of materiality have been considered in selecting the indicators relevant for Arcadis.

The Arcadis Annual Integrated Report 2016 can be found here; <https://www.arcadis.com/media/1/3/0/%7B130B9E90-DA09-4E29-AF00-1A6059D2C3F7%7DArcadis%20NV%20Annual%20Report%202016.pdf>

| GENERAL STANDARD DISCLOSURES | | | |
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| Standard Disclosure | Description | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| STRATEGY AND ANALYSIS | | | |
| G4-1 | Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability. | Chapter Message from the CEO, page 6; Chapter Our Operating Environment, page 8; Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68. | Chapter Message from the CEO, page 12; Chapter The Arcadis Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-2 | Description of key impacts, risks, and opportunities. | Chapter Our Strategy, page 16; Chapter Our Operating Environment, page 8; Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68; Chapter Risk Management, page 114. | Chapter The Arcadis Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Risk Management, The Arcadis Way, page 138; Chapter Sustainability, page 40. |
| ORGANIZATIONAL PROFILE | | | |
| G4-3 | Name of the organization. | Arcadis, Cover. | Arcadis, Cover. |
| G4-4 | Primary brands, products, and services. | Chapter Arcadis at a glance, page 2. | Chapter Arcadis at a glance, page 2. |
| G4-5 | Location of the organization's headquarters. | Amsterdam, The Netherlands, page 236 | Amsterdam, The Netherlands, page 249 |
| G4-6 | Number of countries where the organization 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. | Chapter Arcadis at a glance, page 2; Geographical Presence, page 5; Overview of the main consolidated companies page 160; Company Addresses, page 229. | Geographical distribution, page 244. |
| G4-7 | Nature of ownership and legal form. | Chapter The Arcadis share, page 60. | Chapter The Arcadis share, page 10. |
| G4-8 | Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries). | Chapter Arcadis at a glance, page 2. | Chapter Arcadis at a glance, page 2. |
| G4-9 | Scale of the reporting organization | Chapter Five-year summary, page 226. | Chapter Five-year summary, page 242; Geographical distribution, page 244. |
| G4-10 | Total number of employees by employment contract, and gender. Total workforce by employment type, gender, employment contract, and region. | Chapter Value Creation for Employees, page 46. | Chapter Our people, page 16. |
| G4-11 | Percentage of total employees covered by collective bargaining agreements. | The actual percentage of employees covered by collective bargaining agreements is managed and monitored at local level. Arcadis considers this percentage on consolidated level not relevant. | Other staffing trends, page 17. |
| G4-12 | Describe the organization's supply chain | Chapter Our Value Creation Model, page 10; Chapter Value Creation for Society, page 68. | Chapter Sustainability, page 40. |
| G4-13 | Significant changes during the reporting period regarding the organization's size, structure, or ownership, of its supply chain. | No significant changes. | No significant changes |

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| G4-14 | Explanation of whether and how the precautionary approach or principle is addressed by the organization. | Chapter Risk Management, page 114. | Chapter Risk Management, page 138. |
| G4-15 | Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses. | Chapter Value Creation for Society, page 68. | Chapter Sustainability, page 40. |
| G4-16 | Memberships of associations (such as industry associations) and national or international advocacy organizations. | Chapter Value Creation for Society, page 68. | Chapter Sustainability, page 40. |
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| IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-17 | List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report. | Chapter Arcadis at a glance, page 2; Investments accounted for using the equity method, page 173; Related party transactions, page 201. | Chapter Arcadis at a glance, page 2; Investments accounted for using the equity method, page 191; Related party transactions, page 220; Geographical distribution, page 244. |
| G4-18 | Process for defining the report content and the Aspect Boundaries and explain how the organization has implemented the Reporting Principles for Defining Report Content. | Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68. | Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-19 | List all the material Aspects identified in the process for defining report content. | Chapter Materiality and Stakeholder Engagement, page 20. | Chapter Materiality and Stakeholder Engagement, page 36. |
| G4-20 | For each material Aspect, report the Aspect Boundary within the organization. | Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68. | Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-21 | For each material Aspect, report the Aspect Boundary outside the organization. | Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68. | Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-22 | Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements. | Consolidated interests and Business Combinations, page 159. | Consolidated interests, page 173. |
| G4-23 | Report significant changes from previous reporting periods in the Scope and Aspect Boundaries. | No significant changes were made. | No significant changes were made |
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| STAKEHOLDER ENGAGEMENT | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-24 | List of stakeholder groups engaged by the organization. | Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68. | Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-25 | Basis for identification and selection of stakeholders with whom to engage. | Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68. | Chapter Sustainability, page 40. |
| G4-26 | The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group. | Chapter The Arcadis Share, page 60; Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68. | Chapter The Arcadis Share, page 10; Chapter Sustainability, page 40. |
| G4-27 | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns. | Our Operating Environment, page 8; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68; Chapter Risk Management, page 114; capital and financial risk management, page 191. | Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40; Chapter Developments by business line, page 74; Chapter Risk Management the Arcadis Way, page 138; Credit Risk, page 211. |
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| REPORT PROFILE | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-28 | Reporting period. | Cover | Cover |
| G4-29 | Date of most recent previous report. | Chapter The Arcadis Share lists all the financial dates on page 60.; Chapter Five-year summary, page 226. | Chapter The Arcadis Share lists all the financial dates on page 11.; Chapter Five-year summary, page 242. |

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| G4-30 | Reporting cycle. | Annual; Chapter Five-year summary, page 226. | Annual; Chapter Five-year summary, page 242; |
| G4-31 | Provide the contact point for questions regarding the report or its contents. | ir@Arcadis.com; Page 236. | ir@Arcadis.com; Page 250. |
| G4-32 | Report the 'in accordance' option the organization has chosen; Report the GRI Content Index for the chosen option; Report the reference to the External Assurance Report, if the report has been externally assured. | This GRI overview is in accordance 'Core' with the GRI G4 Sustainability Reporting Guidelines. | This GRI overview is in accordance 'Core' with the GRI G4 Sustainability Reporting Guidelines. |
| G4-33 | Report the organization's policy and current practice with regard to seeking external assurance for the report. | No external assurance. | No external assurance. |
| GOVERNANCE | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-34 | Governance structure of the organization (including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts). | Chapter Report by the Supervisory Board, page 126; Chapter Corporate Governance report, page 134.. | Chapter Report by the Supervisory Board, page 124; Chapter Corporate Governance report, page 148. |
| G4-35 | Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees. | Management structure and processes, page 69. | Management structure and processes, page 42. |
| G4-36 | Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body. | Management structure and processes, page 69. | Management structure and processes, page 42. |
| G4-37 | Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body. | Chapter Materiality and Stakeholder Engagement, page 20; Stakeholder engagement & Materiality, page 69. | Chapter Materiality and Stakeholder Engagement, page 36; Stakeholder engagement, page 42. |
| G4-38 | Report the composition of the highest governance body and its committees. | Chapter Report by the Supervisory Board, page 126; Chapter Corporate Governance report, page 134. | Chapter Report by the Supervisory Board, page 124; Chapter Corporate Governance report, page 148. |
| G4-39 | Report whether the Chair of the highest governance body is also an executive officer. | Chapter Composition of the Executive Board, pag 108; Chapter Composition of the Supervisory Board, pag 109. | Chapter Composition of the Executive Board, pag 15; Chapter Composition of the Supervisory Board, pag 132. |
| G4-40 | Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members. | Chapter Report by the Supervisory Board, page 126; Chapter Composition of the Executive Board, pag 108; Chapter Composition of the Supervisory Board, pag 109; Chapter Corporate Governance report, page 134. | Chapter Report by the Supervisory Board, page 124; Chapter Composition of the Executive Board, pag 15; Chapter Composition of the Supervisory Board, pag 132; Chapter Corporate Governance report, page 148. |
| G4-41 | Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders. | Chapter Corporate Governance report, page 134; General Business Principles, p.72. | Chapter Corporate Governance report, page 148; General Business Principles, p.46. |
| G4-42 | Report the 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. | Management structure and processes, page 69. | Management structure and processes, page 42. |
| G4-43 | Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics. | Active participation in organizations such as WBCSD, World Economic Forum, The 100 Resilient Cities organization and UN Global Compact. See Partners, page 71. | Active participation in organizations such as WBCSD, IUCN and UN Global Compact. See Partners, page 43. |
| G4-44 | Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. | Chapter Report by the Supervisory Board, page 126; Chapter Remuneration report, page 139; Chapter Corporate Governance report, page 134. | Chapter Report by the Supervisory Board, page 124; Chapter Remuneration report, page 152; Chapter Corporate Governance report, page 148. |
| G4-45 | Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. | Our Operating Environment, page 8; Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68; Chapter Risk Management, page 114; Chapter Corporate Governance report, page 134. | Chapter The Arcadis Vision, page 24; Chapter Sustainability, page 40; Chapter Risk Management, page 138; Chapter Corporate Governance report, page 148. |

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| G4-46 | Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics. | Responsibility for risk management and our internal control system, page 115. | Responsibility for risk management, page 140. |
| G4-47 | Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities. | Responsibility for risk management, page 115. | On three occasions in 2015, see Responsibility for risk management, page 140. |
| G4-48 | Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered. | Building an engaged community of people, page 47; Management structure and processes, page 69. | Management structure and processes, page 42. |
| G4-49 | Report the process for communicating critical concerns to the highest governance body. | Monitoring and accountability, page 72. | Monitoring and accountability, page 46. |
| G4-50 | Report the 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. | Monitoring and accountability, page 72. | Monitoring and accountability, page 46. |
| G4-51 | Report the remuneration policies for the highest governance body and senior executives. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives. | Chapter Remuneration Report, page 139. | Chapter Remuneration Report, page 152. |
| G4-52 | Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization. | Chapter Remuneration Report, page 139. | Chapter Remuneration Report, page 152. |
| G4-53 | Report how stakeholders' views are sought and taken into account regarding remuneration. | Chapter The Arcadis share, page 60; Chapter Value Creation for Society, page 68. | Chapter The Arcadis share, page 10; Chapter Sustainability, page 40. |
| G4-54 | Report the 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. | Arcadis does not consider this indicator relevant. Arcadis makes an impact on local communities by the competitive salaries it pays its people. | Arcadis does not consider this indicator relevant. Arcadis makes an impact on local communities by the competitive salaries it pays its people. |
| G4-55 | Report the 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. | Arcadis does not consider this indicator relevant. Arcadis makes an impact on local communities by the competitive salaries it pays its people. | Arcadis does not consider this indicator relevant. Arcadis makes an impact on local communities by the competitive salaries it pays its people. |
| ETHICS AND INTEGRITY | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-56 | Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics. | Our core values, page 4; Chapter Value Creation for Society, page 68. | Core values, page 5; Our business model, page 6; Chapter Sustainability, page 40. |
| G4-57 | Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines. | Internal: General Business Principles, including an anonymous reporting line for ethical matters, page 72. | Internal: Monitoring and accountability, page 46, anonymous reporting line for ethical matters. |
| G4-58 | Report the 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. | Internal: General Business Principles, including an anonymous reporting line for ethical matters, page 72. | Internal: Monitoring and accountability, page 46; |
| SPECIFIC STANDARD DISCLOSURES | | | |
| Standard Disclosure | Description | | |
| CATEGORY: ECONOMIC | | | |
| ASPECT: ECONOMIC PERFORMANCE | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68. | Chapter The Arcadis Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-EC1 | Report the direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organization's global operations; To better assess local economic impacts, report EVG&D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance. | Consolidated statement of comprehensive income, page 148. | Consolidated statement of comprehensive income, page 162. |

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| G4-EC2 | Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure. | Our operating environment, page 6; Strategic environmental consulting, page 37; Chapter Value Creation for Society, page 68. | Our business model, page 6; Long-term growth drivers, page 26; SWOT analysis page 28; Sustainability priorities page 41; Water, page 86. |
| G4-EC3 | Coverage of the organization's defined benefit plan obligations. | Employee share purchase plan (Lovinklaan Foundation), Page 165; Provisions for employee benefits, page 182; Transactions with Lovinklaan Foundation, page 201. | Sharing in the creation of value, page 21; Provisions for employee benefits, page 201. |
| G4-EC4 | Report the total monetary value of financial assistance received by the organization from governments during the reporting period. | Arcadis does not receive any significant financial assistance from governments. | Arcadis does not receive any significant financial assistance from governments. |
| ASPECT: MATERIALS | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material.; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Our operating environment, page 8; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68. | Chapter The Arcadis Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-EN1 | Report the total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by Non-renewable materials used and Renewable materials used. | table page 75. | table page 48. |
| G4-EN2 | Report the percentage of recycled input materials used to manufacture the organization's primary products and services. | table page 75. | table page 48. |
| ASPECT: ENERGY | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68. | Chapter The Arcadis Vision, page 24; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-EN3 | Report the energy consumption within the organization | table page 75. | table page 47. |
| G4-EN5 | Report the energy intensity | table page 75. | table page 48. |
| G4-EN6 | Report the amount of reductions in energy consumption achieved. | Global sustainability program, page 74; Carbon footprint results, page 75. | Minimizing our own carbon footprint, page 47. |
| G4-EN7 | Report the reductions in the energy requirements of products and services. | Energy considerations are integrated into our designs. | Energy considerations are integrated into our designs. |
| ASPECT: BIODIVERSITY | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Natural Capital Protocol, page 25; Biodiversity Tool, page 39. | Chapter Materiality and Stakeholder Engagement, page 36; Page 43, cooperation with IUCN. |
| G4-EN12 | Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. | Natural Capital Protocol, page 25; Biodiversity Tool, page 39; Cooperation with WBCSD, Page 71. | Page 43, cooperation with IUCN; Page 44, cooperation with WBCSD. |
| ASPECT: EMISSIONS | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Global sustainability program, page 74; Carbon footprint results, page 75. | Chapter Materiality and Stakeholder Engagement, page 36; Minimizing our own carbon footprint, page 47; Carbon footprint analysis, page 48. |
| G4-EN15 | Report Direct greenhouse gas (GHG) emissions (Scope 1) | Table page 75. | Table page 48. |
| G4-EN16 | Report Energy indirect greenhouse gas (GHG) emissions (Scope 2) | Table page 75. | Table page 48. |
| G4-EN17 | Report Other indirect greenhouse gas (GHG) emissions (Scope 3) | Table page 75. | Table page 48. |
| G4-EN19 | Report the reduction of greenhouse gas (GHG) emissions | Global sustainability program, page 74; Carbon footprint results, page 75. | Minimizing our own carbon footprint, page 47. |

| ASPECT: PRODUCTS AND SERVICES | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
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| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | At a glance, page 2; Chapter Materiality and Stakeholder Engagement, page 20; Sustainability priorities, page 69; Environmental sustainability, page 74. | Exceptional & Sustainable Outcomes, page 31; Chapter Materiality and Stakeholder Engagement, page 36; Sustainability priorities, page 41; Environmental sustainability, page 47; True client focus with exceptional and sustainable outcomes in mind, page 121, Exceptional & Sustainable Outcomes, page 138. |
| G4-EN27 | Report the extent of impact mitigation of environmental impacts of products and services | Environmental sustainability, page 74. | Environmental sustainability, page 47. |
| ASPECT: TRANSPORT | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Minimizing our own carbon footprint, page 74. | Minimizing our own carbon footprint, page 47. |
| G4-EN30 | Report significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce | Minimizing our own carbon footprint, page 74. | Minimizing our own carbon footprint, page 47. |
| ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Purchasing principles, page 73. | Chapter Materiality and Stakeholder Engagement, page 36; |
| G4-EN32 | Report the percentage of new suppliers that were screened using environmental criteria. | Purchasing principles, page 73. | Purchasing principles, page 45. |
| CATEGORY: SOCIAL | | | |
| SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK | | | |
| ASPECT: EMPLOYMENT | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Value Creation for Employees, page 46; Chapter Materiality and Stakeholder Engagement, page 20. | Chapter Our people, page 16; Chapter Materiality and Stakeholder Engagement, page 36. |
| G4-LA1 | Report the total number and rate of new employee hires during the reporting period, by age group, gender and region; Report the total number and rate of employee turnover during the reporting period, by age group, gender and region. | Chapter Value Creation for Employees, page 46. | Chapter Our people, page 16. |
| G4-LA2 | a. Report the benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation | Sharing in the creation of value, page 21. Employee Share Purchase Plan (Lovinklaan Foundation), page 165. | Sharing in the creation of value, page 21. |
| ASPECT: OCCUPATIONAL HEALTH AND SAFETY | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts. Report the evaluation of the management approach. | Our core values, page 4; Chapter Materiality and Stakeholder Engagement, page 20; Health and safety, page 50. | Chapter Materiality and Stakeholder Engagement, page 36; Health and safety, page 49. |
| G4-LA5 | Report the 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 | Health and safety, page 50. | Health and safety, page 49. |
| G4-LA6 | Report the type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender. | Health and safety, page 50. | Health and safety, page 49. |
| G4-LA7 | Report whether there are workers who are involved in occupational activities who have a high incidence or high risk of specific diseases. | Health and safety, page 50. | Health and safety, page 49. |
| ASPECT: TRAINING AND EDUCATION | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |

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| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Chapter value creation for employees, page 46; Chapter value creation for society, page 68. | Chapter Our people, page 16; Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-LA10 | Report Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings | Chapter value creation for employees, page 46. | Chapter Our people, page 16. |
| G4-LA11 | Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period. | Chapter value creation for employees, page 46. | Chapter Our people, page 16. |
| ASPECT: DIVERSITY AND EQUAL OPPORTUNITY | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Core values, page 4; Chapter value creation for employees, page 46; General business principles, page 72; Human rights and labor rights, page 73; Composition executive and supervisory board, diversity, page 130. | Core values, page 5; Other staffing trends, page 17; General business principles, page 46; Composition executive and supervisory board, page 130; |
| G4-LA12 | Report the composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity | Chapter value creation for employees, page 46; Composition Executive and Supervisory Board, page 130. | Chapter Our people, page 16; Composition Executive and Supervisory Board, page 130. |
| ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Purchasing principles, page 73. | Chapter Materiality and Stakeholder Engagement, page 36; |
| G4-LA15 | Report the significant actual and potential negative impacts for labor practices in the supply chain and actions taken | Human rights and labor rights, page 73; Purchasing principles, page 73. | Human rights and labor rights, page 45; Purchasing principles, page 45. |
| SUB-CATEGORY: HUMAN RIGHTS | | | |
| ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value creation for society, page 68. | Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-HR4 | Report operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights | UN Global Compact, page 72; Human rights and labor rights, page 73; Purchasing principles, page 73. | UN Global Compact, page 45; Human rights and labor rights, page 45; Purchasing principles, page 45. |
| ASPECT: CHILD LABOR | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value creation for society, page 68. | Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-HR5 | Report operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor | UN Global Compact, page 72; Human rights and labor rights, page 73; Purchasing principles, page 73. | UN Global Compact, page 45; Human rights and labor rights, page 44; Purchasing principles, page 45. |
| ASPECT: FORCED OR COMPULSORY LABOR | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value creation for society, page 68. | Chapter Materiality and Stakeholder Engagement, page 36; Chapter Sustainability, page 40. |
| G4-HR6 | Report operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor. | UN Global Compact, page 72; Human rights and labor rights, page 73; Purchasing principles, page 73. | UN Global Compact, page 45; Human rights and labor rights, page 45; Purchasing principles, page 45. |

| SUB-CATEGORY: SOCIETY | | | |
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| ASPECT: ANTI-CORRUPTION | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | General business principles, page 72; Strategic risks, page 118. | General business principles, page 46; Strategic risks, page 142. |
| G4-SO3 | Report the total number and percentage of operations assessed for risks related to corruption and the significant risks identified | Human rights and labor rights, page 73; Strategic risks, page 118. | Human rights and labor rights, page 45; Strategic risks, page 142 |
| G4-SO4 | Report communication and training on anti-corruption policies and procedures | General Business Principles, page 72; Human rights and labor rights, page 73; Chapter Risk Management, page 114. | Human rights and labor rights, page 45; General Business Principles, page 46; Chapter Risk Management, page 138. |
| G4-SO5 | Report the Confirmed incidents of corruption and actions taken | Monitoring and accountability, page 72. | Monitoring and accountability, page 46. |
| ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Purchasing principles, page 73. | no information. |
| G4-SO9 | Percentage of new suppliers that were screened using criteria for impacts on society | Purchasing principles, page 73. | no information. |

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| G4-SO10 | Significant actual and potential negative impacts on society in the supply chain and actions taken | Purchasing principles, page 73. | no information. |
| ASPECT :GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Purchasing principles, page 73. | Chapter Materiality and Stakeholder Engagement, page 36. |
| G4-SO11 | Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms | Human rights and labor rights, page 73; Purchasing principles, page 73. | Human rights and labor rights, page 45; Purchasing principles, page 45. |
| SUB-CATEGORY: PRODUCT RESPONSIBILITY | | | |
| ASPECT: CUSTOMER HEALTH AND SAFETY | | Cross-reference in Annual Report 2016 | Cross-reference in Annual Report 2015 |
| G4-DMA | Report why the Aspect is material. Report the impacts that make this Aspect material; Report how the organization manages the material Aspect or its impacts; Report the evaluation of the management approach. | Chapter Materiality and Stakeholder Engagement, page 20; Health and safety, page 50. | Chapter Materiality and Stakeholder Engagement, page 36; Health and safety, page 48. |
| G4-PR1 | Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement. | Health and safety, page 50. | Health and safety, page 49. |