

Arcadis has applied the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines for the reporting of its Sustainability information in the 2017 Annual Integrated 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 2017 can be found at; <https://www.arcadis.com/media/9/2/F/%7B92FF1589-4D06-49BC-8561-BDF7207883FA%7DArcadis%20Annual%20Integrated%20Report%202017%20-%20Spread.pdf>

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Description	Cross-reference in Annual Report 2017	Cross-reference in Annual Report 2016
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.	Statement on inside cover: Creating a sustainable future; Chapter Message from the CEO, page 6; Chapter Our position in the value chain, page 13; Chapter Stakeholder dialogue page 27; Chapter Sustainable development goals as relevant for Arcadis, page 30.	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.
G4-2	Description of key impacts, risks, and opportunities.	Chapter Our new strategy, page 24; Chapter Megatrends that create opportunities, page 26; Chapter Stakeholder dialogue page 27; Chapter Connectivity matrix, page 36; Chapter Enterprise risk management, page 130.	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.
ORGANIZATIONAL PROFILE			
G4-3	Name of the organization.	Arcadis, Cover.	Arcadis, Cover.
G4-4	Primary brands, products, and services.	Chapter Our business and passion, page 12; Chapter Global Solutions page 16 and 17.	Chapter Arcadis at a glance, page 2.
G4-5	Location of the organization's headquarters.	Amsterdam, The Netherlands, page 249.	Amsterdam, The Netherlands, page 236
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 in perspective, page 19; Arcadis at a glance, page 2; Geographical Presence, page 5; Overview of the main consolidated companies page 173; Company addresses, page 249.	Chapter Arcadis at a glance, page 2; Geographical Presence, page 5; Overview of the main consolidated companies page 160; Company Addresses, page 229.
G4-7	Nature of ownership and legal form.	Paragraph General Information page 164.	Chapter The Arcadis share, page 60.
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Chapter Our business and passion, page 12; Chapter performance by segment, page 73.	Chapter Arcadis at a glance, page 2.
G4-9	Scale of the reporting organization.	Chapter Five-year summary, page 246.	Chapter Five-year summary, page 226.
G4-10	Total number of employees by employment contract, and gender. Total workforce by employment type, gender, employment contract, and region.	Chapter People and culture, page 42.	Chapter Value Creation for Employees, page 46.
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.	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.
G4-12	Describe the organization's supply chain	Chapter Our position in the industry value chain, page 13.	Chapter Our Value Creation Model, page 10; Chapter Value Creation for Society, page 68.
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.

G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Chapter Enterprise risk management, page 130.	Chapter Risk Management, page 114.
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Partnerships, page 66.	Chapter Value Creation for Society, page 68.
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations.	Partnerships, page 66.	Chapter Value Creation for Society, page 68.
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
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.	Focus & performance, page 5; Investments accounted for using the equity method, page 186; Related party transactions, page 216. In accordance with Articles 2:379 and 414 of the Dutch Civil Code, the list of subsidiaries and investments accounted for using the equity method is filed with the Chamber of Commerce in Amsterdam, the Netherlands.	Chapter Arcadis at a glance, page 2; Investments accounted for using the equity method, page 173; Related party transactions, page 201.
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 Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.
G4-19	List all the material Aspects identified in the process for defining report content.	Chapter Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, page 20.
G4-20	For each material Aspect, report the Aspect Boundary within the organization	Chapter Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.
G4-21	For each material Aspect, report the Aspect Boundary outside the organization.	Chapter Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	No restatements were made for 2017.	Consolidated interests and Business Combinations, page 159.
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.
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups engaged by the organization.	Outcomes for our stakeholders, page 15; Strategic context, page 25; Arcadis' material topics, page 29; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68.
G4-25	Basis for identification and selection of stakeholders with whom to engage.	Chapter Stakeholder Dialogue page 27.	Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68.
G4-26	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Chapter Stakeholder Dialogue page 27.	Chapter The Arcadis Share, page 60; Chapter Materiality and Stakeholder Engagement, overview on page 21; Chapter Value Creation for Society, page 68.
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.	Chapter Stakeholder Dialogue page 27; Chapter Sustainable development goals, page 30; Chapter Enterprise risk management, page 130; Capital and financial risk management, page 206.	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.
REPORT PROFILE			
G4-28	Reporting period.	Cover.	Cover

G4-29	Date of most recent previous report.	Overview of the financial dates on page 83; Chapter Five-year summary, page 246.	Chapter The Arcadis Share lists all the financial dates on page 60.; Chapter Five-year summary, page 226.
G4-30	Reporting cycle.	Annual; Chapter Five-year summary, page 246.	Annual; Chapter Five-year summary, page 226.
G4-31	Provide the contact point for questions regarding the report or its contents.	ir@Arcadis.com; back cover.	ir@Arcadis.com; Page 236.
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	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.	Assurance report of the independant auditor, page 243	No external assurance.
GOVERNANCE			
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 142; Chapter Corporate Governance report, page 122.	Chapter Report by the Supervisory Board, page 126; Chapter Corporate Governance report, page 134.
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Paragraph Disclosures Related to Environmental Matters on Page 71, this applies for social and environmental topics.	Management structure and processes, page 69.
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.	Director of Sustainability and External Affairs, page 121.	Management structure and processes, page 69.
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 Stakeholder Dialogue page 27; Connectivity matrix, page 36.	Chapter Materiality and Stakeholder Engagement, page 20; Stakeholder engagement & Materiality, page 69.
G4-38	Report the composition of the highest governance body and its committees.	Chapter Report by the Supervisory Board, page 142; Chapter Corporate Governance report, page 122.	Chapter Report by the Supervisory Board, page 126; Chapter Corporate Governance report, page 134.
G4-39	Report whether the Chair of the highest governance body is also an executive officer.	Chapter Composition of the Executive Board, pag 116; Chapter Composition of the Supervisory Board, pag 118.	Chapter Composition of the Executive Board, pag 108; Chapter Composition of the Supervisory Board, pag 109.
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 142; Chapter Composition of the Executive Board, pag 116; Chapter Composition of the Supervisory Board, pag 118; Chapter Corporate Governance report, page 122.	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.
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 122; Business ethics, page 48.	Chapter Corporate Governance report, page 134; General Business Principles, p.72.
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.	Paragraph Disclosures Related to Environmental Matters on Page 71, this applies for social and environmental topics.	Management structure and processes, page 69.
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 Partnerships, page 66.	Active participation in organizations such as WBCSD, World Economic Forum, The 100 Resilient Cities organization and UN Global Compact. See Partners, page 71.
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 142; Chapter Remuneration report, page 150; Chapter Corporate Governance report, page 122.	Chapter Report by the Supervisory Board, page 126; Chapter Remuneration report, page 139; Chapter Corporate Governance report, page 134.

G4-45	Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities.	Stakeholder dialogue page 27; Chapter Enterprise risk management, page 130; Chapter Corporate Governance report, page 122.	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.
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, page 130.	Responsibility for risk management and our internal control system, page 115.
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 130.	Responsibility for risk management, page 115.
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.	Stakeholder dialogue, page 27.	Building an engaged community of people, page 47; Management structure and processes, page 69.
G4-49	Report the process for communicating critical concerns to the highest governance body.	Monitoring and accountability, page 49.	Monitoring and accountability, page 72.
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 49.	Monitoring and accountability, page 72.
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 150, and note 8 of the financial statements, page 175.	Chapter Remuneration Report, page 139.
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 150.	Chapter Remuneration Report, page 139.
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration.	Stakeholder dialogue, page 27; Remuneration report, page 150	Chapter The Arcadis share, page 60; Chapter Value Creation for Society, page 68.
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.	This ratio is provided for the CEO on page 151. Arcadis does not consider this ration relevant at a regional level.	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.	This ratio is provided for the CEO on page 151. Arcadis does not consider this ration relevant at a regional level.	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			
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Our re-defined values, page 18; Business ethics, page 48.	Our core values, page 4; Chapter Value Creation for Society, page 68.
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 global Integrity Phone Line for ethical matters, page 49.	Internal: General Business Principles, including an anonymous reporting line for ethical matters, page 72.
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 global Integrity Phone Line for ethical matters, page 49.	Internal: General Business Principles, including an anonymous reporting line for ethical matters, page 72.
SPECIFIC STANDARD DISCLOSURES			
Standard Disclosure	Description	Cross-reference	Cross-reference
CATEGORY: ECONOMIC			
ASPECT: ECONOMIC PERFORMANCE			
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 new strategy, page 24; Chapter Stakeholder dialogue, page 27; Chapter Connectivity Matrix, page 36; Chapter Innovation & Growth, page 58.	Chapter Our Strategy, page 16; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.

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 160.	Consolidated statement of comprehensive income, page 148.
G4-EC2	Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure.	Chapter mega trends that create opportunities, page 26; SDG 13 Climate action, page 31; Connectivity matrix, page 36; Climate change, page 70.	Our operating environment, page 6; Strategic environmental consulting, page 37; Chapter Value Creation for Society, page 68.
G4-EC3	Coverage of the organization's defined benefit plan obligations.	Employee share purchase plan (Lovinklaan Foundation), Page 178; Provisions for employee benefits, page 196; Transactions with Lovinklaan Foundation, page 217.	Employee share purchase plan (Lovinklaan Foundation), Page 165; Provisions for employee benefits, page 182; Transactions with Lovinklaan Foundation, 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.
CATEGORY: ENVIRONMENTAL			
ASPECT: MATERIALS			
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 new strategy, page 24; Chapter Stakeholder dialogue, page 27; Chapter Connectivity Matrix, page 36; Chapter Innovation & Growth, page 58.	Our operating environment, page 8; Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.
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 69.	table page 75.
G4-EN2	Report the percentage of recycled input materials used to manufacture the organization's primary products and services.	table page 69.	table page 75.
ASPECT: ENERGY			
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 new strategy, page 24; Chapter Stakeholder dialogue, page 27; Chapter Connectivity Matrix, page 36; Chapter Innovation & Growth, page 58; Energy and emissions, page 68; outcomes of the policy, page 71.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Society, page 68.
G4-EN3	Report the energy consumption within the organization	table page 69.	table page 75.
G4-EN5	Report the energy intensity ratio.	table page 69.	table page 75.
G4-EN6	Report the amount of reductions in energy consumption achieved.	Energy and emissions, page 68.	Global sustainability program, page 74; Carbon footprint results, page 75.
G4-EN7	Report the reductions in the energy requirements of sold products and services.	energy considerations are integrated into our designs.	energy considerations are integrated into our designs.
ASPECT: BIODIVERSITY			
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 new strategy, page 24; Chapter Stakeholder dialogue, page 27; SDG 15 Life on land, page 31; Chapter Connectivity Matrix, page 36; Chapter Innovation & Growth, page 58; Partnership with WBCSD, Page 66.	Chapter Materiality and Stakeholder Engagement, page 20; Natural Capital Protocol, page 25; Biodiversity Tool, page 39.
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.	SDG 15 Life on land, page 31; Partnership with WBCSD, Page 66.	Natural Capital Protocol, page 25; Biodiversity Tool, page 39; Cooperation with WBCSD, Page 71.

ASPECT: EMISSIONS			
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 new strategy, page 24; Chapter Stakeholder dialogue, page 27; Chapter Connectivity Matrix, page 36; Chapter Innovation & Growth, page 58; Energy and emissions, page 68.	Chapter Materiality and Stakeholder Engagement, page 20; Global sustainability program, page 74; Carbon footprint results, page 75.
G4-EN15	Report direct greenhouse gas (GHG) emissions (scope 1)	Table page 69.	Table page 75.
G4-EN16	Report indirect greenhouse gas (GHG) emissions (scope 2)	Table page 69.	Table page 75.
G4-EN17	Report direct other greenhouse gas (GHG) emissions (scope 3)	Table page 69.	Table page 75.
G4-EN19	Report the reduction of greenhouse gas (GHG) emissions	Energy and emissions, page 68.	Global sustainability program, page 74; Carbon footprint results, page 75.
ASPECT: PRODUCTS AND SERVICES			
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.	2017 At a glance, page 2; Chapter Our new strategy, page 24; Chapter Stakeholder dialogue, page 27; Chapter Connectivity Matrix, page 36; Chapter Innovation & Growth, page 58; Circular economy, page 70.	At a glance, page 2; Chapter Materiality and Stakeholder Engagement, page 20; Sustainability priorities, page 69; Environmental sustainability, page 74.
G4-EN27	Report the extent of impact mitigation of environmental impacts of products and services.	Circular economy, page 70; Disclosures related to environmental matters, page 71.	Environmental sustainability, page 74.
ASPECT: TRANSPORT			
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.	Energy and emissions - Carbon Footprint, page 68.	Minimizing our own carbon footprint, page 74.
G4-EN30	Report the significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.	Energy and emissions - Carbon Footprint, page 68.	Minimizing our own carbon footprint, page 74.
ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT			
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 Stakeholder Dialogue, page 27; Responsible procurement, page 54.	Chapter Materiality and Stakeholder Engagement, page 20; Purchasing principles, page 73.
G4-EN32	Report the percentage of new suppliers that were screened using environmental criteria.	Responsible procurement, page 54.	Purchasing principles, page 73.
CATEGORY: SOCIAL			
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK			
ASPECT: EMPLOYMENT			
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 Stakeholder dialogue, page 27; Chapter People and culture, page 40.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value Creation for Employees, page 46.
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 People and culture, page 40.	Chapter Value Creation for Employees, page 46.
G4-LA2	Report the benefits which are standard for full-time employees of the organization but 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 178.	Employee Share Purchase Plan (Lovinklaan Foundation), page 165.
ASPECT: OCCUPATIONAL HEALTH AND SAFETY			

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 re-defined values, page 18; Chapter Stakeholder Dialogue page 27; Health and safety, page 46.	Our core values, page 4; Chapter Materiality and Stakeholder Engagement, page 20; Health and safety, page 50.
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 46.	Health and safety, page 50.
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 46.	Health and safety, page 50.
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 46.	Health and safety, page 50.
ASPECT: TRAINING AND EDUCATION			
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 Stakeholder dialogue, page 27; Chapter People and culture, page 40; Chapter Innovation & Growth, page 68.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter value creation for employees, page 46; Chapter value creation for society, page 68.
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 People and culture, page 40.	Chapter value creation for employees, page 46.
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 People and culture, page 40.	Chapter value creation for employees, page 46.
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY			
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 re-defined values, page 18; Chapter Stakeholder engagement, page 27; Chapter People and culture, page 40; General business principles, page 48; Labor rights and relations, and Human rights, page 53; Composition of the executive board, page 116; Composition of the	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.
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 People and culture, page 40; Composition of the executive board, page 116; Composition of the supervisory board, page 118.	Chapter value creation for employees, page 46; Composition Executive and Supervisory Board, page 130.
ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN			
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 Stakeholder dialogue, page 27; Diversity and inclusion, page 45.	
G4-LA13	a. Report the ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. Report the definition used for 'significant locations of operation'.	Diversity and inclusion, page 45.	
ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES			
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 Stakeholder dialogue, page 27; Responsible procurement, page 54.	Chapter Materiality and Stakeholder Engagement, page 20; Purchasing principles, page 73.
G4-LA15	Report the significant actual and potential negative impacts for labor practices in the supply chain and actions taken	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54.	Human rights and labor rights, page 73; Purchasing principles, page 73.
SUB-CATEGORY: HUMAN RIGHTS			
ASPECT: NON-DISCRIMINATION			

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 Stakeholder dialogue, page 27; Diversity and inclusion, page 45; Business Ethics, page 48; Commitment towards employees, page 50; Labor rights and relations, and human rights, page 53.	Chapter Materiality and Stakeholder Engagement, page 20; General Business Principles, page 72.
G4-HR3	Report the total number of incidents of discrimination during the reporting period. Report the status of the incidents and the actions taken.	Monitoring and accountability, page 49.	Monitoring and accountability, page 72.
ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
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 Stakeholder dialogue, page 27; Labor rights and relations, and human rights, page 53.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value creation for society, page 68.
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	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54; UN Global Compact, page 67.	Human rights and labor rights, page 73; Purchasing principles, page 73; UN Global Compact, page 72.
ASPECT: CHILD LABOR			
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 Stakeholder dialogue, page 27; Labor rights and relations, and human rights, page 53.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value creation for society, page 68.
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	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54; UN Global Compact, page 67.	Human rights and labor rights, page 73; Purchasing principles, page 73; UN Global Compact, page 72;
ASPECT: FORCED OR COMPULSORY LABOR			
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.	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54; UN Global Compact, page 67.	Chapter Materiality and Stakeholder Engagement, page 20; Chapter Value creation for society, page 68.
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.	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54; UN Global Compact, page 67.	UN Global Compact, page 72; Human rights and labor rights, page 73; Purchasing principles, page 73.
SUB-CATEGORY: SOCIETY			
ASPECT: ANTI-CORRUPTION			
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.	Business ethics, page 48; UN Global Compact, page 67; Compliance risk page 139; Key audit matter Management override of controls, page 239.	General business principles, page 72; UN Global Compact, page 67; Strategic risks, page 118.
G4-SO3	Report the total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Business ethics, page 48; Labor rights and relations, and human rights, page 53; Key audit matter management override of controls, page 239.	Human rights and labor rights, page 73; Strategic risks, page 118.
G4-SO4	Report communication and training on anti-corruption policies and procedures	Business ethics, page 48; Labor rights and relations, and human rights, page 53; Reporting standards, page 55; Compliance risk page 139; Key audit matter Management override of controls, page 239.	General Business Principles, page 72; Human rights and labor rights, page 73; Chapter Risk Management, page 114.
G4-SO5	Report the Confirmed incidents of corruption and actions taken	Monitoring and accountability, page 49.	Monitoring and accountability, page 72.
ASPECT: ANTI-COMPETITIVE BEHAVIOR			

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.	Anti-competitive behavior, page 49	no information.
G4-SO7	Report the total number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant. Report the main outcomes of completed legal actions, including any decisions or judgments.	Number of AGBP alleged breaches, page 49.	no information.
ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY			
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 Stakeholder Dialogue, page 27; Responsible procurement, page 54.	Chapter Materiality and Stakeholder Engagement, page 20; Purchasing principles, page 73.
G4-SO9	Report the percentage of new suppliers that were screened using criteria for impacts on society.	Responsible procurement, page 54.	Purchasing principles, page 73.
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Responsible procurement, page 54.	Purchasing principles, page 73.
ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY			
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 Stakeholder Dialogue, page 27; Responsible procurement, page 54.	Chapter Materiality and Stakeholder Engagement, page 20; Purchasing principles, page 73.
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	Labor rights and relations, and human rights, page 53; Responsible procurement, page 54.	Human rights and labor rights, page 73; Purchasing principles, page 73.
SUB-CATEGORY: PRODUCT RESPONSIBILITY			
ASPECT: CUSTOMER HEALTH AND SAFETY			
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 Stakeholder Dialogue, page 27; Health and safety, page 50.	Chapter Materiality and Stakeholder Engagement, page 20; Health and safety, page 50.
G4-PR1	a. Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Health and safety, page 46.	Health and safety, page 50.