

Nestlé SA

UN Global Compact Communication on Progress 2012

Nestlé provides Communication on Progress (COP) towards UNGC goals and principles in the form of our full *Creating Shared Value (CSV)* report, which covers the Company's efforts implementing the Advanced criteria. We also provide relevant information through our Annual Report, Consolidated Financial Statements and nestle.com.

As a founding participant in the UNGC LEAD, we also report progress against additional criteria of the Blueprint for Corporate Sustainability Leadership.

References can be found below. All page references are to the *CSV* report unless otherwise clearly noted in CAPS.

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The Communication on Progress is in the following format:

- Stand alone document
- **Part of a sustainability or corporate (social) responsibility report** ☒
- **Part of an annual (financial) report** ☒

What is the time period covered by your COP?

Start date: 1 January 2012

End date: 31 December 2012

Does your COP contain a statement by the CEO (or equivalent) expressing continued support for the Global Compact and renewing your company's ongoing commitment to the initiative and its principles?

Yes

Does your COP contain a description of actions and policies related to the following issue areas?

- **Human Rights** ☒
- **Labour** ☒
- **Environment** ☒
- **Anti-Corruption** ☒

Does your COP contain, if relevant, a description of policies and practices related to your company's operations in high-risk and/or conflict-affected areas?

Yes

Does your COP include qualitative and/or quantitative measurement of outcomes illustrating the degree to which targets/performance indicators were met?

Yes

How does your organisation share its COP with stakeholders?

- a) Through the UN Global Compact website only
- b) COP is easily accessible to all interested parties (e.g. via its website)
- c) COP is actively distributed to all key stakeholders (e.g. investors, employees, consumers, local community)
- d) **Both b) and c) ☒**

How is the accuracy and completeness of information in your COP assessed by a credible third-party?

- The COP describes any action(s) that the company plans to undertake to have the credibility of the information in its COP externally assessed, including goals, timelines, metrics, and responsible staff
- Information is reviewed by multiple stakeholders (e.g., representatives of groups prioritized in stakeholder analysis)
- Information is reviewed by a panel of peers (e.g., members of the same industry, competitors, benchmarked leaders, others organized via Global Compact Local Network)
- Information is assured by independent assurers (e.g., accounting or consulting firm) using their own proprietary methodology
- **Information is assured by independent assurers (e.g., accounting or consulting firm) against recognized assurance standard (e.g., ISAE3000, AA1000AS, other national or industry-specific standard) ☒**
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference</i>
Information is assured by independent assurers (e.g., accounting or consulting firm) against recognized assurance standard (e.g., ISAE3000, AA1000AS, other national or industry-specific standard)	http://www.nestle.com/csv/performance/assurance Creating Shared Value Appendix: Bureau Veritas' Independent Assurance Statement (p282-286)

The COP incorporates the following high standards of transparency and disclosure:

- **Applies the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines ☒**
- **Qualifies for Level B or higher of the GRI application levels ☒**
- **Provides information on the company's profile and context of operation ☒**

<i>Best practice</i>	<i>Reference</i>
Applies the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines	http://www.nestle.com/csv/performance/gri-index
Qualifies for Level B or higher of the GRI application levels	http://www.nestle.com/asset-library/Documents/Creating%20Shared%20Value/Performance/GRI-English-Statement-2012.pdf

Provides information on the company's profile and context of operations	<p>ANNUAL REPORT Corporate Governance and Compliance: Page 8-12 Full geographic and business unit breakdowns: Page 40-51 Factory geographies: Page 54</p> <p>CONSOLIDATED FINANCIAL STATEMENTS Segment reporting: Page 53 List of Nestlé companies: Page 118-136</p> <p>NESTLE.COM Brands: http://www.nestle.com/brands Legal structure and operating segments: http://www.nestle.com/investors/results/financialoverview</p>
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Criteria, Best Practices & Explanation

Implementing the Ten Principles into Strategies and Operations

Criterion 1: The COP describes mainstreaming into corporate functions and business units.

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc) ensuring no function conflicts with company's sustainability commitments and objectives** ☑
- **Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy** ☑
- **Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary** ☑
- **Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs** ☑
- **Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts** ☑
- **Other established or emerging best practices** ☑

<i>Best practice</i>	<i>Page reference (to CSV report unless otherwise noted in CAPS)</i>
Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc) ensuring no function conflicts with company's sustainability commitments and objectives	<p>Nestlé in Society: Creating shared value A message from our Chairman and CEO (Page 3-5)</p> <p>How we implement creating shared value Governance (Page 23-25)</p>
Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy	<p>How we implement creating shared value Governance (Page 23-25)</p> <p>CORPORATE GOVERNANCE REPORT Appendix 1: Compensation Report (Page 31)</p>
Assign responsibility for corporate sustainability	How we implement creating shared value

implementation to an individual or group within each business unit and subsidiary	<p>Governance (Page 23-25)</p> <p>Nutrition Managing nutrition – Governance and oversight (Page 53)</p> <p>Water Managing water – Governance and oversight (Page 82)</p> <p>Rural development Managing rural development – Governance and oversight (Page 105)</p> <p>Environmental sustainability Managing environmental sustainability – Governance and oversight (Page 158-159)</p> <p>Human rights and compliance Managing human rights and compliance – Governance and oversight (Page 211-213)</p> <p>Our people Managing our people – Governance and oversight (Page 254)</p>
Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs	<p>How we implement creating shared value Governance (Page 23-25)</p>
Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts	<p>How we implement creating shared value Governance (Page 23-25)</p>
Other established or emerging best practices: Regularly assess risks and opportunities, set commitments, report against KPIs	<p>ANNUAL REPORT Principal Risks & Uncertainties (Page 52-53)</p> <p>Nestlé in Society: Creating shared value: Materiality (Page 15-17)</p> <p>Nestlé in society: creating shared value Our commitments (Page 11-14)</p> <p>Key Performance Indicators (Page 18-21)</p>

Criterion 2: The COP describes value chain implementation

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts** ☒
- **Communicate policies and expectations to suppliers and other relevant business partners** ☒
- **Implement monitoring and assurance mechanisms (e.g. audits/screenings) for compliance within the company's sphere of influence** ☒
- **Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Page reference (to CSV report unless otherwise noted in CAPS)</i>
Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts	Responsible sourcing Managing responsible sourcing (Page 117-126) Human rights: what we're doing (Page 218-219)
Communicate policies and expectations to suppliers and other relevant business partners	Responsible sourcing Managing responsible sourcing (Page 117-126)
Implement monitoring and assurance mechanisms (e.g. audits/screenings) for compliance within the company's sphere of influence	Responsible sourcing Managing responsible sourcing (Page 118-124)
Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners	Responsible sourcing Managing responsible sourcing (Page 118-124)

Robust Human Rights Management Policies & Procedures

Criterion 3: The COP describes robust *commitments, strategies or policies* in the area of human rights

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Commitment to comply with all applicable laws and respect internationally recognized human rights, wherever the company operates (e.g., the Universal Declaration of Human Rights, Guiding Principles on Human Rights) (BRE1 + ARE1)** ☒
- **Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company (BRE 1 + BRE5 + ARE 1 + ARE 5)** ☒
- **Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services (BRE 1)** ☒
- **Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties (BRE 1 + BRE 5 + ARE 1 + ARE 5)** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Commitment to comply with all applicable laws and respect internationally recognised human rights, wherever the company operates (e.g., the Universal Declaration of Human Rights, Guiding Principles on Human Rights) (BRE1 + ARE1)	<p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>How we implement creating shared value Partnerships (34-38) Industry alliances and stakeholder bodies (Page 39-40)</p> <p>Responsible sourcing Managing responsible sourcing (Page 117) Cocoa (Page 143)</p> <p>Human rights and compliance Human rights: what we stand for (Page 215)</p>
Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company (BRE 1 + BRE5 + ARE 1 + ARE 5)	<p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>Human rights and compliance Human rights: why it's important (Page 215)</p>
Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services (BRE 1)	<p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>Human rights and compliance Human rights: Why it's important (Page 215)</p> <p>Responsible sourcing Managing responsible sourcing (Page 117)</p>
Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties (BRE 1 + BRE 5 + ARE 1 + ARE 5)	<p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>Human rights and compliance Human rights: Why it's important (Page 215)</p> <p>Responsible sourcing Managing responsible sourcing (Page 117)</p>

Criterion 4: The COP describes effective *management systems* to integrate the human rights principles

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Process to ensure that internationally recognized human rights are respected** ☒
- **On-going due diligence process that includes an assessment of actual and potential human rights impacts (BRE 2 + BRE 3 + ARE 2 + ARE 3)** ☒
- **Internal awareness-raising and training on human rights for management and employees** ☒
- **Operational-level grievance mechanisms for those potentially impacted by the company's activities (BRE 4 + ARE 4)** ☒
- **Allocation of responsibilities and accountability for addressing human rights impacts** ☒
- **Internal decision-making, budget and oversight for effective responses to human rights impacts** ☒
- **Processes to provide for or cooperate in the remediation of adverse human rights impacts that the company has caused or contributed to (BRE 3+ BRE 4 + ARE3 + ARE 4)** ☒
- **Process and programs in place to support human rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action (BRE 6 + ARE 6)** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Process to ensure that internationally recognized human rights are respected	Human rights and compliance Human rights: what we're doing (Page 215-221)
On-going due diligence process that includes an assessment of actual and potential human rights impacts (BRE 2 + BRE 3 + ARE 2 + ARE 3)	Responsible sourcing Managing responsible sourcing (Page 117-124) Human rights and compliance Human rights: what we're doing (Page 218-220, 222-223)
Internal awareness-raising and training on human rights for management and employees	Human rights and compliance Human rights: training (Page 215, 218); how we've performed: (Page 223)
Operational-level grievance mechanisms for those potentially impacted by the company's activities (BRE 4 + ARE 4)	Human rights and compliance Human rights: managing compliance (Page 212); Human rights: how we've performed: (Page 223); What we plan to do (Page 224)

Allocation of responsibilities and accountability for addressing human rights impacts	Human rights and compliance Human rights Impact assessment (Page 219); The Nestlé Human Rights Working Group (Page 219-220))
Internal decision-making, budget and oversight for effective responses to human rights impacts	Human rights and compliance Human rights - The Nestlé Human Rights Working Group (Page 219-220)
Processes to provide for or co-operate in the remediation of adverse human rights impacts that the company has caused or contributed to (BRE 3+ BRE 4 + ARE3 + ARE 4)	Human rights and compliance Managing compliance (Page 211-212) Human rights : What we're doing (Page 218-221)
Process and programs in place to support human rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action (BRE 6 + ARE 6)	<i>Core business</i> How we implement CSV Partnerships (Page 34-38) Industry alliances and stakeholder bodies (Page 39-44) Human rights and compliance Human rights: what we plan to do (Page 225) <i>Partnerships & collective action</i> Human rights and compliance Human rights: Stakeholder engagement; Partnerships (Page 217 and 220)

Criterion 5: The COP describes effective *monitoring and evaluation* mechanisms of human rights integration

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain (BRE3 + ARE3) ☒**
- **Monitoring drawn from internal and external feedback, including affected stakeholders ☐ ☒**
- **Leadership review of monitoring and improvement results ☒**
- **Process to deal with incidents the company has caused or contributed to for internal and external ☐ stakeholders (BRE 4 + ARE 4) ☒**
- **Grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue (BRE4 + ARE4) ☒**
- **Outcomes of integration of the human rights principles ☒**
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain (BRE3 + ARE3)	Human rights and compliance Human rights : Risk assessment (Page 218); Impact assessment (Page 220); How we've performed (Page 222-223)

Monitoring drawing from internal and external feedback, including affected stakeholders	Human rights and compliance Human rights : Stakeholder engagement (Page 217); Training (Page 218); Risk assessment (Page 218); Impact assessment (Page 219); The Nestlé Human Rights Working Group (Page 219-220); Partnerships (Page 220); Monitoring and reporting (Page 220)
Leadership review of monitoring and improvement results	Human rights and compliance Human rights: The Nestlé Human Rights Working Group (Page 219-220)
Process to deal with incidents the company has caused or contributed to for internal and external stakeholders (BRE 4 + ARE 4)	Responsible sourcing Managing responsible sourcing (Page 117-124) Human rights and compliance Managing compliance: Integrity Reporting System (Page 212-213) Human rights - Risk assessment (Page 218); Impact assessment (Page 219);
Grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue (BRE4 + ARE4)	Human rights and compliance Human rights (Page 220, 224)
Outcomes of integration of the human rights principles	Human rights and compliance Managing compliance – Monitoring and audit (Page 213) External and formal reporting of operations or operating contexts that pose risks of severe human rights impacts (Page 218) Disclosure of main incidents involving the company (Page 218) Outcomes of due diligence process (Page 218-219, 222-223) Outcomes of processes of remediation of adverse human rights impacts (Page 220, 222-223)

Robust Labour Rights Management Policies & Procedures

Criterion 6: The COP describes robust *commitments, strategies or policies* in the area of labour

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies** ☑
- Reflection on the relevance of the labour principles for the company** ☑
- Written company policy to obey national labour law, respect principles of the relevant international labour standards in company operations worldwide, and engage in dialogue with representative organization of the workers (international, sectoral, national)** ☑
- Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners** ☑
- Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation** ☑
- Participation and leadership in wider efforts by employers' organizations (international and national levels) to jointly address challenges related to labour standards in the countries of operation, possibly in a tripartite approach (business – trade union – government)** ☑

- **Structural engagement with a global union, possibly via a Global Framework Agreement** ☒
- **Other established or emerging best practices** ☒
 - **Specific commitments and goals for specified years**

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies <input type="checkbox"/>	<p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>Rural development Farm and factory workers (Page 108)</p> <p>Human rights and compliance Human rights (Page 215) Global principles (Page 249-250)</p> <p>Our people Labour relations (Page 265)</p>
Reflection on the relevance of the labour principles for the company	<p>Nestlé in Society: Creating shared value Materiality (Page 15-17)</p> <p>Human rights and compliance Child labour (Page 226)</p> <p>Our people Labour relations (Page 265)</p>
Written company policy to obey national labour law, respect principles of the relevant international labour standards in company operations worldwide, and engage in dialogue with representative organization of the workers (international, sectoral, national)	<p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>Human rights and compliance Human rights (Page 215-216) Human Rights and Compliance Global Principles (249-250)</p> <p>Our people Labour relations (Page 265-268)</p>
Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners	<p>Responsible sourcing Managing responsible sourcing (Page 117-121)</p> <p>Human rights and compliance Human rights (Page 215-216 and 220) Child labour (Page 226)</p>
Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation <input type="checkbox"/>	<p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>Human rights and compliance Child labour (Page 226-227)</p>

	Our people Managing our people (254) Diversity (Page 277-278)
Participation and leadership in wider efforts by employers' organizations (international and national levels) to jointly address challenges related to labour standards in the countries of operation, possibly in a tripartite approach (business – trade union – government)	Human rights and compliance Human rights (Page 217) How we implement CSV Industry alliances and stakeholder bodies (Page 39-43)
Structural engagement with a global union, possibly via a Global Framework Agreement	Human rights and compliance Human rights (Page 217)
Other established or emerging best practices: Specific commitments and goals for specified years	Nestlé in society: Creating shared value Our commitments (Page 11, 14)

Criterion 7: The COP describes effective *management systems* to integrate the labour principles

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Risk and impact assessments in the area of labour** ☒
- **Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards** ☒
- **Allocation of responsibilities and accountability within the organization** ☒
- **Internal awareness-raising and training on the labour principles for management and employees** ☒
- **Active engagement with suppliers to address labour-related challenges** ☒
- **Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in agreement with the representative organization of workers** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Risk and impact assessments in the area of labour	Human rights and compliance Human rights (Page 218-219)
Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards	Human rights and compliance Human rights (Page 219) Our people Labour relations (Page 265-268)
Allocation of responsibilities and accountability within the organisation	Our people Managing our people -Governance and oversight (Page 254)
Internal awareness-raising and training on labour principles for management and employees	Our people Managing our people – employee and career development (Page 255)
Active engagement with suppliers to address labour-related	Responsible sourcing

challenges	Managing responsible sourcing (Page 117-122) Other commodities (Page 146-148) Human rights and compliance Human rights (Page 217, 219)
Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in agreement with the representative organization of workers	Human rights and compliance Human rights (Page 212, 220 and 233)

Criterion 8: The COP describes effective *monitoring and evaluation* mechanisms of labour principles integration

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **System to track and measure performance based on standardized performance metrics** ☒
- **Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future** ☒
- **Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labour standards** ☒
- **Process to positively engage with the suppliers to address the challenges (i.e., partnership approach instead of corrective approach) through schemes to improve workplace practices** ☒
- **Outcomes of integration of the Labour principles** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
System to track and measure performance based on standardized performance metrics	Human rights and compliance Managing compliance –monitoring and audit (Page 213) Human rights – what we’re doing (Page 219)
Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future	Human rights and compliance Human rights (Page 217 and 219) Our people Labour relations (Page 266-268)
Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labour standards	Responsible sourcing Managing responsible sourcing (Page 117-118) Our people Managing our people - Governance and oversight (Page 254) Labour relations (Page 265-268)
Process to positively engage with the suppliers to address the challenges (i.e., partnership approach instead of corrective approach) through schemes to	Responsible sourcing Managing responsible sourcing (Page 119-121)

improve workplace practices	
Outcomes of integration of the Labour principles <input type="checkbox"/>	<p><i>Freedom of association & right to collective bargaining</i> Our people Labour relations (Page 265)</p> <p><i>Forced labour</i> Rural development Farm and factory workers (Page 108) Human rights and compliance Human rights (Page 215-217)</p> <p><i>Child labour</i> Rural development Farm and factory workers (Page 108)</p> <p>Responsible sourcing Cocoa (Page 142-144)</p> <p>Human rights and compliance Managing compliance (Page 211-212) Child labour (Page 226)</p> <p><i>Discrimination</i> Human rights and compliance Highlights and challenges (Page 208) Human rights – impact assessment (Page 219) Our people Labour relations (Page 265) Diversity (Page 277-278)</p> <p><i>Disclosure of main incidents involving the company</i> Our people Labour relations (Page 267-268)</p>

Robust Environmental Management Policies & Procedures

Criterion 9: The COP describes robust *commitments, strategies or policies* in the area of environmental stewardship

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development) ☒**
- **Reflection on the relevance of environmental stewardship for the company ☒**
- **Written company policy on environmental stewardship ☒**
- **Inclusion of minimum environmental standards in contracts with suppliers and other relevant ☐ business partners ☒**
- **Specific commitments and goals for specified years ☒**
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
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Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)	Environmental sustainability Biodiversity (Page 199)
Reflection on the relevance of environmental stewardship for the company	Environmental sustainability Managing environmental sustainability (Page 156-160)
Written company policy on environmental stewardship	Environmental sustainability Managing environmental sustainability (Page 156)
Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners	Environmental sustainability Environmental lifecycle of products (Page 161) Raw materials (Page 166)
Specific commitments and goals for specified years	What is CSV Our commitments (Page 14) Environmental sustainability Managing environmental sustainability (Page 156) Manufacturing – what we plan to do (Page 175) Packaging – what we plan to do (Page 180) Transport and distribution (Page 184)

Criterion 10: The COP describes effective *management systems* to integrate the environmental principles

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Environmental risk and impact assessments** ☒
- **Assessments of lifecycle impact of products, ensuring environmentally sound management policies** ☒
- **Allocation of responsibilities and accountability within the organisation** ☒
- **Internal awareness-raising and training on environmental stewardship for management and employees** ☒
- **Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Environmental risk and impact assessments	Environmental sustainability Managing environmental sustainability (Page 156-159)
Assessments of lifecycle impact of products, ensuring environmentally sound management policies	Environmental sustainability Environmental lifecycle of products (Page 161-165)
Allocation of responsibilities and accountability within the organization	Environmental sustainability Managing environmental sustainability - Governance and oversight (Page 158)
Internal awareness-raising and training on environmental stewardship for management and	Environmental sustainability Managing environmental sustainability – employee

employees	training and engagement (Page 159)
Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts	Environmental sustainability Managing environmental sustainability (Page 159)

Criterion 11: The COP describes effective *monitoring and evaluation mechanisms* for environmental stewardship

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **System to track and measure performance based on standardized performance metrics** ☒
- **Leadership review of monitoring and improvement results** ☒
- **Process to deal with incidents** ☒
- **Audits or other steps to monitor and improve the environmental performance of companies in the supply chain** ☒
- **Outcomes of integration of the environmental principles** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
System to track and measure performance based on standardized performance metrics	Environmental sustainability Managing environmental sustainability (Page 156-158)
Leadership review of monitoring and improvement results	Environmental sustainability Managing environmental sustainability (Page 158-159)
Process to deal with incidents	Environmental sustainability Managing environmental sustainability (Page 159)
Audits or other steps to monitor and improve the environmental performance of companies in the supply chain	Environmental sustainability Managing environmental sustainability (Page 159) Environmental lifecycle of products (Page 161-164) Human rights and compliance Managing compliance (Page 211-212)
Outcomes of integration of the environmental principles <input type="checkbox"/>	<i>Materials and energy</i> Environmental sustainability Raw materials (Page 166-168) Manufacturing (Page 170-174) Climate change (Page 193-196) Key Performance Indicators (Page 20) Consolidated Environmental Performance Indicators (Page 20-21) <i>Emissions, effluents & waste</i>

	<p>Environmental sustainability Waste and recovery (Page 188-192)</p> <p>Environmental sustainability Climate change (Page 193-197)</p> <p>Key Performance Indicators (Page 21) Consolidated Environmental Performance Indicators (Page 20-21)</p> <p><i>Initiatives to promote greater environmental responsibility</i></p> <p>Environmental sustainability Raw materials (Page 166-169) Promoting sustainable consumption (Page 185-187)</p> <p>Key Performance Indicators (Page 18-19)</p> <p><i>Development and diffusion of environmentally friendly technologies</i></p> <p>Key Performance Indicators (Page 18-19)</p> <p><i>Disclosure of main incidents</i></p> <p>Environmental sustainability Managing environmental sustainability (Page 156)</p>
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Robust Anti-Corruption Management Policies & Procedures

Criterion 12: The COP describes robust *commitments, strategies or policies* in the area of anti-corruption

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Publicly stated formal policy of zero-tolerance of corruption (D1)** ☒
- **Commitment to be in compliance with all relevant anti-corruption laws, including the ☐ implementation of procedures to know the law and monitor changes (B2)** ☒
- **Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption (D2)** ☒
- **Detailed policies for high-risk areas of corruption (D4)** ☒
- **Policy on anti-corruption regarding business partners (D5)** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Publicly stated formal policy of zero-tolerance of corruption (D1)	Human rights and compliance Anti-corruption (Page 239 -241)
Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes (B2)	What is CSV Our Corporate Business Principles (Page 10) Human rights and compliance Anti-corruption (Page 239)
Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption (D2)	What is CSV Our Corporate Business Principles (Page 10)

	Human rights and compliance Anti-corruption (Page 239 and 240)
Detailed policies for high-risk areas of corruption (D4)	What is CSV Our Corporate Business Principles (Page 10)
Policy on anti-corruption regarding business partners (D5)	Human rights and compliance Anti-corruption (Page 239- 240)

Criterion 13: The COP describes effective *management systems* to integrate the anti-corruption principle

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Support by the organization's leadership for anti-corruption (B4) ☒**
- **Carrying out risk assessment of potential areas of corruption (D3) ☒**
- **Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees (B5 + D8) ☒**
- **Internal checks and balances to ensure consistency with the anti-corruption commitment (B6) ☒**
- **Actions taken to encourage business partners to implement anti-corruption commitments (D6) ☒**
- **Management responsibility and accountability for implementation of the anti-corruption commitment or policy (D7) ☒**
- **Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice (D9) ☒**
- **Internal accounting and auditing procedures related to anticorruption (D10) ☒**
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Support by the organisation's leadership for anti-corruption (B4)	Human rights and compliance Anti-corruption (Page 239-241)
Carrying out risk assessment of potential areas of corruption (D3)	Human rights and compliance Anti-corruption (Page 240-242)
Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees (B5 + D8)	Human rights and compliance Anti-corruption (Page 239-241)
Internal checks and balances to ensure consistency with the anti-corruption commitment (B6)	Human rights and compliance Anti-corruption (Page 239-241)
Actions taken to encourage business partners to implement anti-corruption commitments (D6)	Human rights and compliance Anti-corruption (Page 239-241)
Management responsibility and accountability for implementation of the anti-corruption commitment or policy (D7)	Human rights and compliance Anti-corruption – Governance and oversight (Page 239-240)
Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice (D9)	Human rights and compliance Managing compliance - Integrity Reporting System (Page 212)

Internal accounting and auditing procedures related to anti-corruption (D10)	Human rights and compliance Anti-corruption – Governance and oversight (Page 239-241)
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Criterion 14: The COP describes effective *monitoring and evaluation mechanisms* for the integration of anti-corruption

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Leadership review of monitoring and improvement results (D12)** ☒
- **Process to deal with incidents (D13)** ☒
- **Public legal cases regarding corruption (D14)** ☒
- **Use of independent external assurance of anti-corruption programmes (D15)** ☒
- **Outcomes of integration of the anti-corruption principle** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Leadership review of monitoring and improvement results (D12)	Human rights and compliance Anti-corruption – Governance and oversight (Page 239-241)
Process to deal with incidents (D13)	Human rights and compliance Anti-corruption (Page 239-241)
Public legal cases regarding corruption (D14)	Human rights and compliance Anti-corruption – what we’re doing (Page 241)
Use of independent external assurance of anti-corruption programmes (D15)	Human rights and compliance Anti-corruption – monitoring anti-corruption (Page 240)
Outcomes of integration of the anti-corruption principle <input type="checkbox"/>	<i>Outcomes of assessments of potential areas of corruption and mechanisms for reporting concerns or seeking advice; disclosure of main incidents involving the company</i> Human rights and compliance Anti-corruption (Page 240-241) <i>Human Resources procedures</i> Human rights and compliance Anti-corruption (Page 239-242)

Taking Action in Support of Broader UN Goals and Issues

Criterion 15: The COP describes core business contributions to UN goals and issues

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Align core business strategy with one or more relevant UN goals/issues** ☒
- **Develop relevant products and services or design business models that contribute to UN goals/issues** ☒
- **Adopt and modify operating procedures to maximize contribution to UN goals/issues** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Align core business strategy with one or more relevant UN goals/issues	<p>Nestlé in Society: Creating shared value A message from our Chairman and CEO (Page 3-5)</p> <p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>Human rights and compliance Global Principles (Page 249-250)</p> <p>Reporting on our commitment to the UN MDGs Nestlé, the Community and the UN Millennium Development Goals (2005-2006): http://www.nestle.com/asset-library/Documents/Reports/CSV%20reports/Community%20and%20development/UN_millennium_development_2005_2006_English.pdf</p> <p>Nestlé and the United Nations Millennium Development Goals 2010: http://www.nestle.com/asset-library/Documents/Library/Documents/Corporate_Social_Responsibility/Nestle-United-Nations-Millennium-Development-Goals-2010.pdf</p>
Develop relevant products and services or design business models that contribute to UN goals/issues	<p>Nestlé in Society: Creating shared value A message from our Chairman and CEO (Page 3-5)</p> <p>What is CSV Our Corporate Business Principles (Page 10)</p> <p>Nutrition Nutrition in emerging markets (Page 70-75)</p> <p>Human rights and compliance Global Principles (Page 249-250)</p>

	Nestlé Chairman's blog on water: http://www.water-challenge.com/
Adopt and modify operating procedures to maximize contribution to UN goals/issues	What is CSV Our Corporate Business Principles (Page 10) How we implement creating shared value Governance (Page 23-25) Human rights and compliance Global Principles (Page 249-250)

Criterion 16: The COP describes strategic social investments and philanthropy

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy** ☑
- **Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors** ☑
- **Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups** ☑
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy	Nutrition Nutrition in emerging markets (Page 70-75) Rural development Farmers (Page 103-104) Responsible sourcing Coffee (Page 134) Cocoa (Page 140) Case studies: http://www.nestle.com/csv/case-studies/Pages/CaseStudy.aspx
Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors	How we implement creating shared value Public policy and engagement (Page 30-32) Partnerships (Page 34-38) Industry alliances and stakeholder bodies (39-44)

Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups	Water Community engagement (Page 96-98) Rural development Community engagement (Page 110-112) Human rights and compliance Human rights – what we plan to do (225)
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Criterion 17: The COP describes advocacy and public policy engagement

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Publicly advocate the importance of action in relation to one or more UN goals/issues** ☒
- **Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Publicly advocate the importance of action in relation to one or more UN goals/issues	How we implement creating shared value Public policy and engagement (Page 30-32) Industry alliances and stakeholder bodies (Page 39-40) Water Public policy engagement (Page 84-85)
Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues	How we implement creating shared value Public policy and engagement (Page 30-32) Water Public policy engagement (Page 84-85)

Criterion 18: The COP describes partnerships and collective action

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy** ☒
- **Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain** ☒
- Other established or emerging best practices

Best practice	Reference (to CSV report unless otherwise noted in CAPS)
Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy	How we implement creating shared value Partnerships (Page 34-38) Industry alliances and stakeholder bodies (Page 39-40)
Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain	How we implement creating shared value Partnerships (Page 34-38) Industry alliances and stakeholder bodies (Page 39-40) Water Collective action (Page 86-87) Human rights and compliance Global principles (Page 249-250)

Corporate Sustainability Governance and Leadership

Criterion 19: The COP describes CEO commitment and leadership

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact** ☒
- **CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards** ☒
- **CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation** ☒
- **Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team** ☒
- Other established or emerging best practices

Best practice	Reference (to CSV report unless otherwise noted in CAPS)
CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact	Nestlé in Society: Creating shared value A message from our Chairman and CEO (Page 3-5, 8) NESTLE.COM – video of CEO speaking on Creating Shared Value http://www.nestle.com/aboutus/mediavideos/Nestle-in-society-Creating-Shared-Value-meeting-our-commitments
CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards	How we implement creating shared value Public policy and engagement (Page 32)

CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation	How we implement creating shared value Governance (Page 23)
Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team	How we implement creating shared value Governance (Page 23) CORPORATE GOVERNANCE REPORT Appendix 1: Compensation Report (p31)

Criterion 20: The COP describes Board adoption and oversight

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance** ☒
- **Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability** ☒
- **Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance	How we implement creating shared value Governance (Page 23) –Chairman Peter Brabeck-Letmathe and CEO Paul Bulcke are on the Board of Directors and has responsibility for Creating Shared Value Nestlé in Society: Creating shared value: A message from our Chairman and CEO (Page 3-5)
Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability.	How we implement creating shared value Governance (Page 23) –Chairman Peter Brabeck-Letmathe and CEO Paul Bulcke are on the Board of Directors and has responsibility for Creating Shared Value How we implement CSV Governance – CSV Advisory Board (Page 24-25)
Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)	How we implement creating shared value Governance (Page 23) –Chairman Peter Brabeck-Letmathe and CEO Paul Bulcke are on the Board of Directors and has responsibility for Creating Shared Value How we implement CSV Governance – CSV Advisory Board (Page 24-25)

21: The COP describes stakeholder engagement

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Publicly recognize responsibility for the company's impacts on internal and external stakeholders** ☒
- **Define sustainability strategies, goals and policies in consultation with key stakeholders** ☒
- **Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance** ☒
- **Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Page reference (to CSV report unless otherwise noted in CAPS)</i>
Publicly recognize responsibility for the company's impacts on internal and external stakeholders	<p>Nestlé in Society: Creating shared value: A message from our Chairman and CEO (Page 3-5)</p> <p>Nestlé in Society: Creating shared value Materiality (Page 15-17)</p>
Define sustainability strategies, goals and policies in consultation with key stakeholders <input type="checkbox"/>	<p>How we implement creating shared value Governance: CSV Advisory Board (Page 24-25) Stakeholder engagement (Page 27-29) Partnerships (Page 34-38)</p> <p>Water Public policy engagement (Page 84-85), Community engagement (Page 96-98)</p> <p>Responsible sourcing Managing responsible sourcing: Stakeholder engagement (Page 123)</p> <p>Human rights and compliance Human rights: Stakeholder engagement (Page 217) Responsible infant food marketing: Stakeholder engagement (Page 234-236)</p> <p>Our people Labour relations (Page 266)</p>
Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance	<p>How we implement creating shared value Governance: CSV Advisory Board (Page 24-25) Stakeholder engagement (Page 27-29)</p>

Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect ‘whistle-blowers’	<p>How we implement creating shared value Stakeholder engagement (Page 27-29)</p> <p>Our people Employee engagement (Page 269)</p> <p>Human rights and compliance Managing compliance – Integrity reporting system (Page 212) Responsible infant food marketing - whistle-blowing and reporting procedures (Page 233)</p>
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Annex: Business & Peace

The COP describes policies and practices related to the company’s core business operations in high-risk or conflict-affected areas

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Information on how policies, strategies and operating practices have been adapted to the specific high-risk/conflict context based on due diligence** ☒
- **Adherence to best practices even where national law sets a lower standard, including in the management of security services** ☒
- Management of the supply chain to avoid contributing to conflict through purchasing decisions and practices
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Information on how policies, strategies and operating practices have been adapted to the specific high-risk/conflict context based on due diligence	Human rights and compliance Human rights - Risk assessment (Page 218); Impact assessment (Page 219); Managing security risks (Page 221)
Adherence to best practices even where national law sets a lower standard, including in the management of security services	Human rights and compliance Human rights: What we stand for (Page 215); Managing security risks (Page 221)
Management of the supply chain to avoid contributing to conflict through purchasing decisions and practices	Not reported

The COP describes policies and practices related to the company’s government relations in high-risk or conflict-affected areas

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Assessment of opportunities for constructive engagement with government actors in order to support peace** ☒
- **Measures undertaken to avoid complicity in human rights violations by government actors** ☒
- **Management practices aimed at preventing corrupt relationships with government officials** ☒

- Other established or emerging best practices ☐

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Assessment of opportunities for constructive engagement with government actors in order to support peace	Human rights and compliance Human rights: Impact assessment (Page 219)
Measures undertaken to avoid complicity in human rights violations by government actors	Human rights and compliance Human rights: Risk assessment (Page 218); Impact assessment (Page 219)
Management practices aimed at preventing corrupt relationships with government officials	Human rights and compliance Anti-corruption (Page 239-242)

The COP describes local stakeholder engagement and strategic social investment activities of the company in high-risk or conflict-affected areas

- Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- **Assessment of opportunities for constructive engagement with government actors in order to support peace** ☒
- **Stakeholder engagement mechanisms across company and contractor operations** ☒
- **Approaches to stakeholder engagement involving civil society, international organizations, etc** ☒
- **Actions toward constructive and peaceful company-community engagement** ☒
- **Sustainable social investment projects** ☒
- Other established or emerging best practices

<i>Best practice</i>	<i>Reference (to CSV report unless otherwise noted in CAPS)</i>
Assessment of opportunities for constructive engagement with government actors in order to support peace	Human rights and compliance Human rights: Risk assessment (Page 218) Human rights: Impact assessment (Page 219)
Stakeholder engagement mechanisms across company and contractor operations	Human rights and compliance Human rights: Stakeholder engagement (Page 217) Responsible sourcing Managing responsible sourcing (Page 117-118)
Approaches to stakeholder engagement involving civil society, international organizations, etc	Human rights and compliance Human rights: Stakeholder engagement (Page 217) How we implement CSV Industry alliances and stakeholder bodies (Page 39-43)
Actions toward constructive and peaceful company-community engagement	Human rights and compliance Human rights: : Stakeholder engagement (Page

	<p>217); Impact assessment (Page 219)</p> <p>Water Community engagement (Page 96-98)</p> <p>Rural development Community engagement (Page 110-112)</p>
Sustainable social investment projects	http://www.nestle.com/csv/case-studies/Pages/CaseStudy.aspx