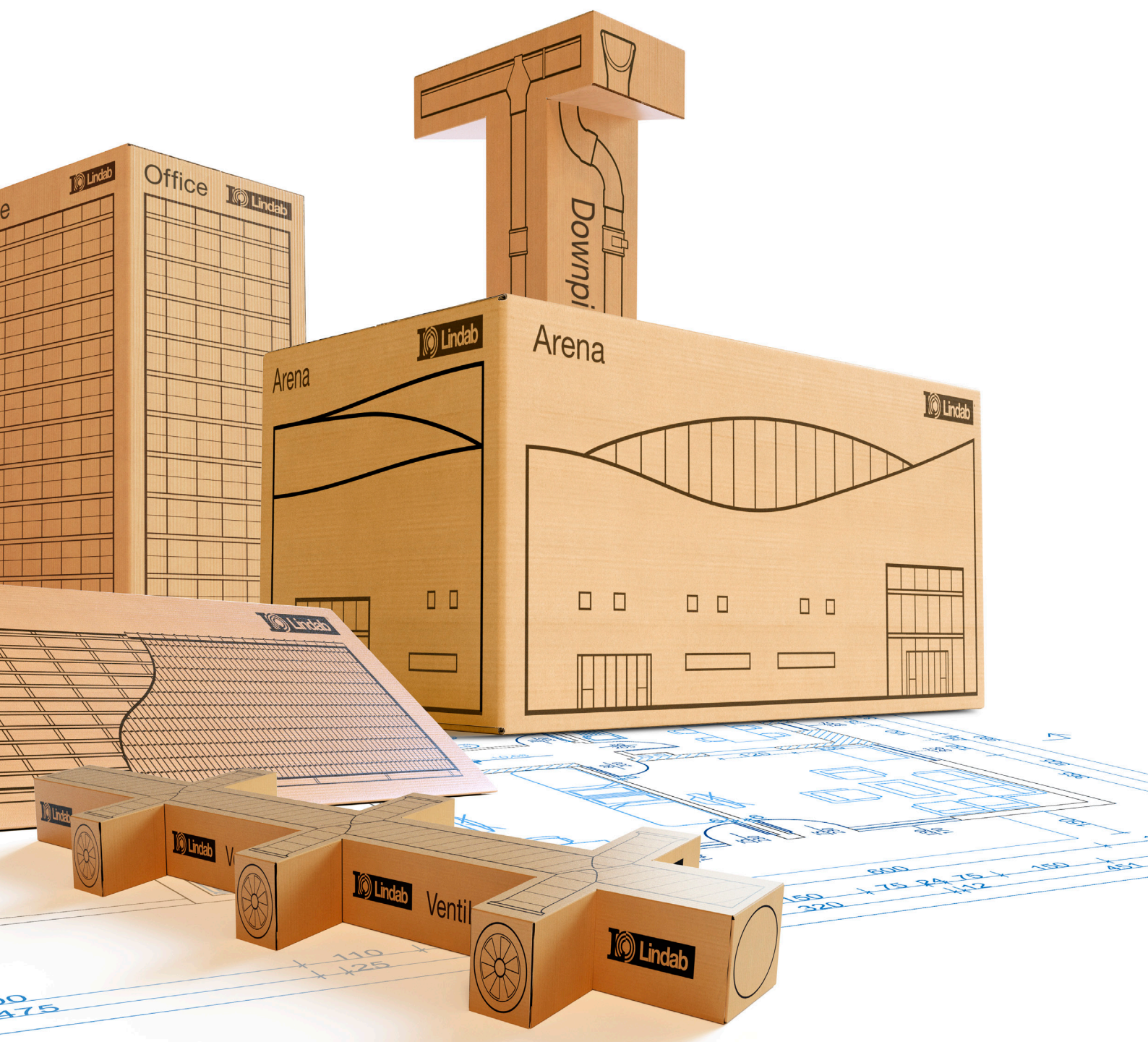




# Lindab Life

## Sustainability Report 2012

*Extracted from Lindab's Annual Report 2012*



# A word from the CEO

Anders Berg,  
newly-appointed President and CEO

## We are in a **strong position**

Shortly after I agreed to become Lindab's President, I visited the head office in Grevie and our operations in Hungary. The moment I walked through the doors at both places, I experienced the very thing I had heard so much about – the Lindab spirit! This is something that has been built around strong core values such as Customer Success, Down-to-Earth and Neatness and Order. It felt as though it was in the very walls. And it has probably been there ever since Lage Lindh, over 50 years ago, started what has today evolved into a successful Group with operations in more than 30 countries. It is now my duty and that of my colleagues to continue writing this story.

### **A solid foundation**

In a European construction market at historically low levels, Lindab has performed relatively well. The operating margin and profit have been continually strengthened over the last three years, helping to make us resilient in bad times and give us strong leverage in better times. This development is primarily built upon intensive efforts regarding cost reductions and operational efficiencies.

### **Many competitive advantages**

The cost reductions have been necessary and effective, but merely enacting "cost measures" is not enough to create a sustainable successful business with a focus on profitable growth. We need to be more proactive. Lindab is a market leader and has the muscles needed to increase its market share further. Lindab has a strong and respected brand, an efficient and comprehensive distribution network plus the best products in the industry. The competitive advantages are

plentiful but we must not wait for the economy in order to realise them fully. Instead, we will continue, in a prudent and cost-conscious way, to strengthen our distribution and develop new leading-edge products and solutions within all our business areas that live up to Lindab's ambition and business concept – to simplify construction along with our customers – more clearly than ever before. But most importantly – every one of us who drives this Group forward must understand that we should be proud of where we work. We are part of a company with a long history of entrepreneurship. We live and breathe the Lindab brand!

### **Strong geographical exposure**

In a situation where the forecasts for a recovery in the European construction market are numerous and contradictory, I can say that Lindab is well positioned geographically but naturally there is room for continued expansion, in existing regions as well as new ones. Our largest market is the Nordic region. We operate throughout CEE and our business in Russia is strong. In Western Europe, we are mainly exposed towards the more stable economies in the central and northern parts of the region and have only limited sales in the weaker Southern European markets. Lindab's position in the east is particularly interesting. In Russia, the demand for new industrial buildings is poised for further strong growth and we have an advantage by having our own efficient production in place that can be utilised for further initiatives. The market in CEE, however, has fallen significantly in recent years, barring one or two exceptions. Meanwhile, we cannot ignore the fact that there is a great need for both residential and

non-residential buildings as well as extensive renovations of existing property. Our initiatives to create a comprehensive distribution network in this region focusing on the Lindab brand will ultimately pay off. The acquisition of the Polish ventilation distributor Centrum Klimat and newly adopted measures to streamline production further strengthen our position.

### **The right offering for tomorrow's buildings**

Another important trend, which in the first phase will mainly benefit the Western European construction market, is the need for energy efficient buildings – driven by legislation and the quest for lower housing costs. Through various subsidies, we are already seeing many governments stimulating energy efficient construction and renovation of both residential and non-residential buildings. This type of initiative will increase as 2020 approaches and new EU regulations are introduced. The slogan "Build tight – ventilate right" highlights two of the most important components for energy efficient buildings – quality construction and efficient ventilation. Lindab is well positioned in this regard as one of the leading European suppliers to the ventilation and construction markets. We will simplify construction for our customers by offering them the most efficient products from a life cycle perspective. Some recent and good examples of this include a new series of indoor climate solutions, a new concept for residential ventilation, several new roofing solutions, and the new platform for smaller buildings that we are launching in early 2013. Creating sustainable development and taking social responsibility are fundamental



aspects of Lindab's business, and the Group's guidelines and programmes within this field are gathered under the concept, Lindab Life. In addition to efforts to develop energy efficient solutions with the least possible environmental impact, Lindab has continued in 2012 to work towards an improved understanding of and compliance with good business ethics and safe work environments.

**The Lindab spirit  
makes the difference**

To summarise, I affirm that Lindab is well equipped for the future. The market situation is obviously a challenging one, but the same applies to everyone. One of many differences is the Lindab spirit, belief in ourselves and what we can do for our customers. This gives us enormous strength and makes us winners, regardless of future market developments.

Anders Berg,  
President and CEO from 18 March 2013.



Lindab regards its sustainability efforts as a value-creating cycle, in which the initiatives that favour the external environment and stakeholders also benefit the company. In 2012, Lindab has concentrated its efforts within the fields of business ethics, energy-efficiency, climate and environmental impacts and safe work environments.

## Important sustainability work

Creating sustainable development and taking social responsibility have always been fundamental to Lindab. The Group's guidelines and programmes regarding social responsibility and sustainability are combined under the Lindab Life concept. This summarises how Lindab should act on a daily basis and how the company should behave towards its customers, suppliers and other partners. Lindab Life also governs the behaviour towards employees and the communities in which the company is present. Furthermore, it covers every significant environmental issue from a process and product perspective.

Lindab Life consists of four areas – Business, Environment, Employees and Society, which also act as a framework for reporting the company's sustainability work.

Throughout the Group, Lindab has implemented a clear regulatory framework – Code of Ethics – dealing with perceptions regarding sustainable business ethics. The code is based on the UN Convention on Human Rights and describes the principles regarding how every employee should behave in their relations with other employees, shareholders, business partners and other stakeholders. Every employee has the right to form, join or refrain from participation in trade unions or other organisations that engage in collective bargaining. Lindab makes risk assessments of its geographical markets concerning factors such as oppression, child

labour and forced labour. The risk of such violations is considered to be low within the Group and no violations were recorded during the year.

Lindab does not tolerate abuse and discrimination and strives for diversity and equality.

The information presented relates to the calendar year for 2012 and, unless otherwise specified, extends to all operating subsidiaries that were included from the start of the year. Companies that were divested or ceased operations reported data for the time that they were active. The previous sustainability report was published in April 2012.



Lindab receives various government grants for its operations. In 2012, these amounted to approximately SEK 16 m. The majority, 52 per cent, was state support in Russia in the form of tax breaks and investment grants. In Sweden a government grant was received for the redemption of a property, constituting 13 per cent. The remainder consisted mainly of training and transport subsidies.



Lindab's social responsibility and Lindab Life are based on the following guidelines and control instruments:

Lindab's Code of Ethics and core values play a guiding role in Lindab's organisation and its operations. Together with the UN's Global Compact, the sustainability reporting in accordance with GRI and ISO 26000 comprise the cornerstones necessary for building confidence and the basis for a strong brand.



- **ISO 26000** – Guidelines for social responsibility.
- **Global Compact** – Guidelines on human rights, environment etc.
- **Global Reporting Initiative, GRI** – Sustainability reporting guidelines. Lindab reports under GRI level C.
- **Greenhouse Gas Protocol** – Guidelines for calculating greenhouse gas emissions.
- **Lindab Code of Ethics** – Comprehensive internal policy document indicating approach.
- **Lindab's core values**, see page 10.

#### WHISTLEBLOWER

It is important that all employees respond and act when deviations occur from the principles of Lindab Life. Part of Lindab's Code of Ethics describes the "whistleblower" function, the opportunity for all employees to anonymously report abuses that are contrary to Lindab Life. No notifications have been received in 2012.

## Lindab's work with social responsibility (SR)



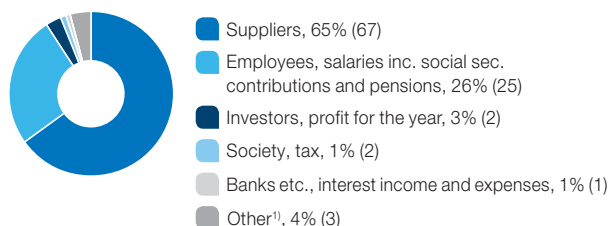
The CEO and Group management are responsible for Lindab's work regarding SR, which is implemented by Group Staff Legal. The work is executed by an SR team comprising employees from the Legal, Finance, Purchasing, HR, Communications and Sales functions.

#### Priority issues:

- Business ethics
- Energy efficiency
- Climate and environmental impact
- Safe work environment

#### Distribution of revenue by stakeholder

Lindab's sales revenue in 2012 amounted to SEK 6,656 m (6,878), comprising sales of the company's products and services. Most of this is distributed among the company's stakeholders.



<sup>1)</sup> Other consists of items that cannot be attributed to individual stakeholders. This items mainly comprises depreciation, write-down of goodwill, exchange rate differences and capital gains on the sale of assets..

#### Priorities determined through stakeholder dialogue

Issues that emerged during the year through dialogues with various stakeholders include ethical matters such as anti-corruption and free competition, environmental aspects such as the effect of steel on the environment, energy-efficient products, as well as the Group's energy consumption and carbon footprint. Based on these, a risk and materiality analysis was performed, thereby determining Lindab's priorities.

Lindab's business is based on energy-efficient products and services that simplify construction. Together with sound business ethics, this contributes to healthy and long-term relationships with the company's customers.



# Development of energy-efficient solutions

Lindab's product development is founded on its determination to contribute to simplifying construction in all phases of the construction process. The goal is to develop sustainable and energy-efficient products. In 2012, Lindab has launched a new concept for residential ventilation in several European markets, a demand-controlled and energy efficient system for indoor climate, as well as innovative solutions for wall insulation in buildings that contribute to the increased airtightness and warmth.

## Improved indoor climate

Since people spend a large proportion of their time indoors, it is important that the indoor environment is healthy and that the components used in the building present no health risks. Lindab works actively to identify and replace building materials that can be regarded as a hazard to the environment or to health. Research and development projects are performed in-house as well as with suppliers, notably into surface treatment, corrosion problems, strength as well as health and environmental aspects.

## Quality assured products

Resources are being dedicated to the development of products in order to optimise the manufacturing process, and to reduce costs and the environmental impact. Products that are developed are continuously tested and documented in order to guarantee the quality and functionality. These are delivered together with the documentation requested in the various markets, such as user manuals, certificates and building product declarations. Lindab's Swedish website contains building product declarations for all products that state the materials that are included. For many of the core products there are declarations of the Carbon Footprint, i.e. the climate impact of the product from cradle to gate (from extraction of the raw material until the moment it leaves Lindab's factories). The high quality and functionality of Lindab's products help to lower the risk of adverse effects on health and safety. All of Lindab's larger production units are certified under the ISO 9001 quality management system and the ISO 14001 environmental management system. No breaches have been identified during the

year in the Group's provision of products or in the health and safety impacts of the products.

## Sound business ethics

Sound business ethics are pursued throughout Lindab's business. All major suppliers must adopt Lindab's Code of Ethics and thereby commit to meeting the associated requirements. Unfortunately, in the construction industry and in the various geographical markets where Lindab operates, certain operators behave in a manner that is not acceptable. Lindab has long had a competition policy that is continuously reviewed and updated. Conduct that breaches competition rules is unacceptable. Company employees are informed and trained about the content of Lindab's policy in order to avoid violation of these rules. Lindab has zero tolerance towards corruption and has an anti-corruption policy to ensure that conduct that might be considered as corruption does not take place in the company. The policy was updated in 2012 to comply with the UK Bribery Act. No breaches against the group's ethical principles have been reported in 2012.

Steel and sheet metal are the dominant materials in Lindab's products. Although steel has a long life compared to many other building materials, Lindab works together with the steel mills to produce more durable materials, with consideration to both the environment and quality. Because steel is an inorganic material that does not absorb liquids, no pesticides or other chemicals are required to protect against pests, mould or rot when it is used as a building material.

Virtually all steel can be recycled and steel is today one of the most recycled materials in the world. It is estimated that approximately 20 percent of the steel that Lindab uses has been recycled.

# Steel

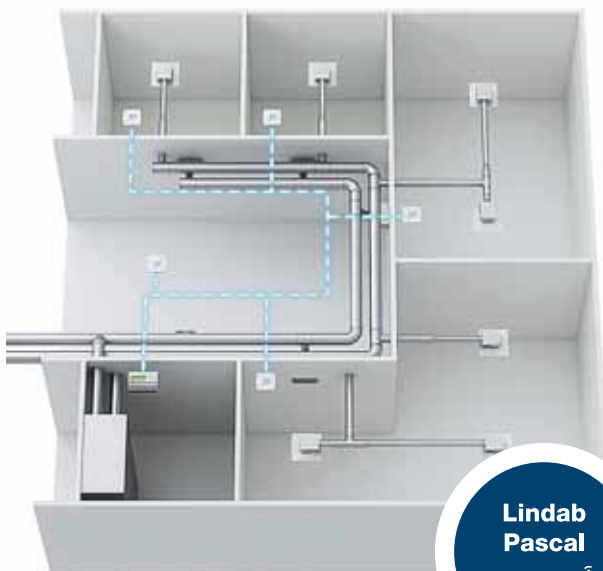
a sustainable material



# The right air in every situation

In Europe, buildings account for about 40 percent of energy consumption. Meanwhile, studies into modern office buildings show that employees only spend 50–70 percent of their working hours in the office. To adapt the air flow to the need and reduce the energy consumption, a flexible indoor climate solution is needed. Lindab's new VAV system, Pascal, is the market's most simplified solution helping to optimise energy use. With Pascal, for example, the indoor climate can be controlled via an occupancy sensor that detects if the room is empty. If that is the case, the airflow decreases to a standby mode to reduce energy consumption even more. Lindab Pascal was launched at the start of 2012 and has been very positively received by customers.

## Lindab Pascal



Lindab  
Pascal

VAV = Variable Air Volume. With a VAV system a variable needs-based airflow can be achieved, thereby optimising the fan energy use.



The growing interest in the construction industry for environmentally friendly products and production processes favours Lindab's modern manufacturing of steel products, with solutions for simplified construction that contribute to a lesser environmental impact.

# Continuous environmental improvements

A number of projects are being conducted within the Group focused on reducing the environmental impact, energy consumption and the amount of scrap metal. The ongoing environmental work is governed by the Environmental Policy and agreed environmental objectives. The direct responsibility for environmental issues resides with the local companies, with one person holding responsibility for the local environmental work. At Group level there is a central environmental function with responsibility for the development, coordination and monitoring of the environmental work.

## Lindab's energy and climate objectives

Lindab has set three long-term objectives aimed

at reducing the Group's impact on the environment and climate. The objectives are based on the EU's climate objectives for 2020. The long-term objectives are complemented by shorter, more locally-based objectives and activities. In particular, this means better processes and reduced energy consumption.

## Use of resources

Use of steel, the main raw material, has decreased by approximately 6 percent. Energy consumption fell in 2012 as did the emission of greenhouse gases. The decrease is in absolute terms and per tonne of steel produced. This is mainly due to the decrease in production but the energy efficiency project has also paid dividends.

## Emissions

### Transport

Environmental demands are made in the central procurement of transportation. Consolidation and logistical planning also reduce the environmental impact of transport. The majority of packaging consists of renewable materials, which are recycled. Lindab's Carbon Footprint studies show that transport accounts for a fraction of the product's overall climate impact.

### Production

Lindab's operations, with modern manufacture of steel products, have a relatively small environmental impact. This can be small emissions of dust, solvents from paint and metals into waste water. The processes that can result in emissions into water use closed systems and air containing dust is filtered continually prior to being emitted. No unintended emissions have occurred during the year. Most of the Group's production facilities are connected to municipal drainage. Water that

Energy consumption will decrease by

–20%

20%

of energy will come from renewable sources

Greenhouse gas emissions will decrease by

–20%

## Consumption of raw materials

	2012	2011	2010
Steel, tonnes	183,000	193,000	182,000
Oils, m <sup>3</sup>	132	80	210
Paint, tonnes	521	446	640
Solvents, m <sup>3</sup>	12	20	20
Rubber, tonnes	1,008	675	1,280

## Consumption of packaging materials

	2012	2011	2010
Cardboard, tonnes	1,861	1,914	2,130
Plastic, tonnes	679	380	730
Wood, tonnes	7,424	7,290	11,580

## Greenhouse gas emissions

	2012	2011	2010
Total, tonnes	55,987	61,086	52,366
Direct emissions, tonnes	11,349	11,896	10,392
Indirect emissions, tonnes	15,146	22,118	19,798
Other sources, tonnes	29,492	27,073	22,176

## Water

	2012	2011	2010
Total water consumption, m <sup>3</sup>	169,676	175,864	191,786

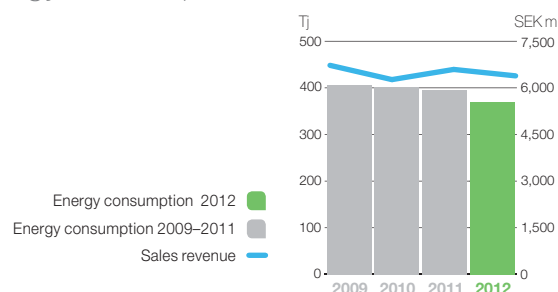
## Waste & scrap metal

	2012	2011	2010
Steel scrap, tonnes	13,491	14,574	13,590
Hazardous waste, tonnes	655	635	490
Total other waste, tonnes	4,345	4,705	6,340
Recycling rate, %	87	90	90

## Energy

	2012	2011	2010
Total, TJ	370	396	403
Direct energy, TJ	185	198	170
Indirect energy, TJ	185	198	232

## Energy consumption





# Investing in a better environment

Investments in new press lines, the relocation of lines and the relocation and renovation of warehouses has resulted in reduced material consumption, increased efficiency, lower energy consumption, not to mention a better working environment for the almost 300 people who work at Lindab's plant for the manufacture of ventilation products in Grevie, Sweden. Patrik Svensson is the Plant Manager.

## **You have made some big changes. How did these come about?**

We are continuously working on long-term plans to find solutions that increase efficiency and improve working conditions in production. The decision to concentrate the press lines and rethink the warehouse management was taken several years ago and we have been working ever since to put it into place. We have also increased the production capacity by adding a new press line.

## **What was the environmental impact of all this?**

Optimising our production and warehouse means that pallets do not have to be moved as frequently and over shorter distances. We are talking about a reduction in the movement of up to 20,000 pallets every year. This obviously leads to energy savings. The investment in new press lines has also reduced material usage. We also recycle surplus heat from machines and equipment in the press hall and use it to heat the premises, thereby reducing the consumption of natural gas.

## **And the working environment?**

The change in the warehouse has given a much better working environment as a result of smoother floors, better lighting and easier handling. The new press lines have eliminated the previously monotonous work, lowering the risk of injuries.

## **What is the next step?**

We are continuously reviewing the efficiency of our manufacturing. This applies to all aspects, such as time, materials and energy. Our work includes reducing the set-up time, the time it takes to switch the machine from one product to another. Plus we are obviously seeking new ways to further improve the working environment and safety. Our production plant will also continue to be one of the most efficient in the industry.

Patrik Svensson is Plant Manager for Lindab's ventilation factory in Grevie. The factory produces more than 13,000 tonnes of products annually.

is discharged over land surfaces is run-off and coolant water. This is normally clean but small traces of metal deposits may be present. Degreasers and sediment traps are used to protect against accidental discharges. Leakage checks on cooling/heating pump equipment are performed to avoid ozone-depleting substances from leaking out. No emissions have been recorded during the year. Independent inspections of the business show that no pollution has occurred that may require the decontamination of soil or water.

## **Waste**

The waste products generated during production comprise mainly scrap metal. The recovery rate is high. Scrap metal is recycled completely along with up to 90 percent of other waste. Some incoming and surplus packaging materials are reused on site. Anything not used is sorted and dealt with according to existing laws. Hazardous waste that is produced includes paint and solvent waste, absorbent materials and other oily waste. The waste is collected by local waste management compa-

nies and there is no information as to whether any has been exported.

## **Chemicals**

Lindab uses chemicals in production and is therefore affected by the EU's chemical legislation, REACH. The business is classed as a downstream user, since Lindab neither produces nor imports chemical products to the European market. Lindab's work in this area is mainly focused on communication with suppliers and customers about REACH related issues.



Lindab has operations in 31 countries and is a major employer in many communities. Lindab's success is based on the Group attracting, developing and retaining the right employees. The focus is on a strong corporate culture, employee and organisational development as well as preventive health care.

## A firm commitment

Initiatives to develop Lindab's employees are in place at Group level as well as in local operations and companies. During the year, approximately 350 key employees in the Group have had a Performance and Development Talk with their line manager. This formal appraisal is an important tool in the development of employees and the organisation in order to achieve the Group's goals and raise employee motivation. Linked to this are Talent Review and Succession Planning, which help to identify and develop potential replacements in key positions.

Recruitment, various team activities and training courses are conducted at a local level. A number of units have a Lindab Academy, where individual employees and customers receive training in Lindab's products, technologies and systems.

### Preventative health care

Lindab is actively working with preventive health care on an individual, team and company level.

To support a healthy and safe working environment, for instance, employees are offered health profiles, ergonomic aids and traditional health checks. Emphasis is placed on encouraging employees to lead an active and healthy lifestyle. This is supported with coaching, some financial support and includes physical activity, balanced diet and balance between work and leisure.

### Safe working environment

A safe working environment is a top priority for Lindab and the entire organisation is firmly committed in this area. Data about accidents and incidents are collected every month from every one of the Group's units, statistics noted and then reported to the Group management. Each business area has a dedicated person responsible for operationally running the improvement work regarding accidents, and action plans are determined for units with the highest number of accidents. The accidents that

occur usually involve cutting and crushing of hands and fingers. To counter these, staff receive training particularly with regards to the importance of using gloves and other protective equipment. Lindab measures LTIF (Lost Time Injury Frequency) – absence per million hours worked – and this was 15 in 2012. The goal is to come down to below 10 in the near future and to 0 in the long term.

### Strong social commitment

Through collaborations with various organisations and government agencies in the places where operations are carried out, Lindab endeavours to contribute to a generally positive development and to enhancing the region's attractiveness and competitiveness in the long term, something that benefits both Lindab and the society. Lindab has a long history of successful partnerships with schools and universities in many of the countries where the Group operates. Employees participate as guest lecturers and students are offered internships at Lindab and receive help with their theses. In Biatörbägi in Hungary, active efforts are under way to increase contacts with universities in the region through student visits, contributions to the content of courses and collaborations with various research programmes and professorships. In Sweden, through the employers' organisation Teknikföretagen, Lindab participates in Teknikcollege, which works to raise the appeal and quality of technically oriented courses. Lindab is also looking for new ways to interact, such as in Romania where students act as ambassadors for Lindab on Facebook.

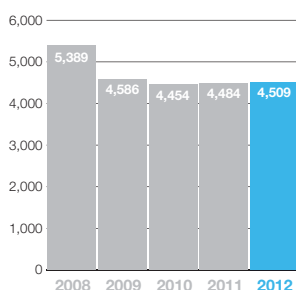
The campaign "Passionate about Lindab" was launched in 2012. The goal is to increase motivation among employees by presenting employees representing Lindab's culture and core values. In 2012, eight dedicated employees from Eastern Europe and Russia have been profiled on the Group's intranet. The campaign will continue in 2013 with profiles of employees from other parts of Europe.

// Make everyone realize that it is all about teamwork! //

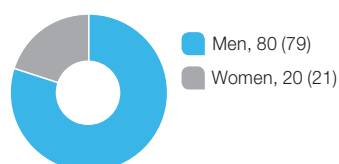
// Enjoy producing quality! //

// Forget the word 'impossible', to achieve personal and company success! //

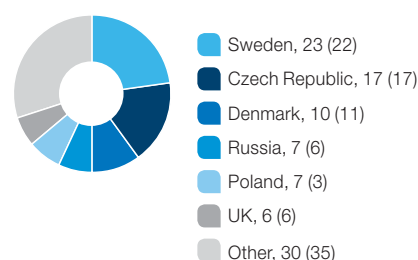
Average number of employees



Gender distribution, %



Geographical distribution of employees, %





## Recruitment drive in Russian expansion

A range of initiatives are being implemented at local level to meet the need for training, recruitment and team activities adapted specifically for the business.

Lindab's rapid Russian expansion has resulted in the need not only for a significantly increased production capacity but also the number of employees at the plant in Yaroslavl. In 2012, 136 people were recruited, including engineers in various functions. Lindab has participated in careers fairs and arranged a Careers Day, where students were invited to the plant in order to learn more about the company and the career opportunities available. In order to meet the future need for new engineers, a programme has been started for 16 top students who will be trained within the company over a period of one and a half years. Together with these crucial recruitment efforts, the focus on training for existing staff has intensified. All employees are guaranteed at least ten days of training each year, partly subsidised by the state, in various areas such as business English and Lean Management. In addition to these initiatives, Yaroslavl has implemented a variety of team-building activities and initiatives to create the industry's best working environment.



Images from Lindab's family day in Yaroslavl in 2012.

## A safe work environment

Lindab's dedicated efforts to create a safe and healthy work environment permeate the entire Group. Several production units have been working intensively on improvements during the year. At Karlovarska in the Czech Republic, improvements in protective equipment, particularly the use of gloves, have led to a significantly reduced risk of cuts in the production of ventilation products. In addition, all staff have received first aid training and those authorised to use the company's recently purchased defibrillators have been given clear instructions into their use. Efforts to meet the Group's zero vision will continue in 2013.





# GRI Index

Lindab follows GRI guidelines for sustainability reporting, and reports through self-assessment in accordance with GRI level C.

Indicator	Status	Page
<b>1. Strategy and analysis</b>		
1.1 CEO statement on Social Responsibility	F	p. 8
<b>2. Organisational profile</b>		
2.1 Name of the organisation	F	Front cover
2.2 Primary brands, products and/or services	F	p. 4
2.3 Operational structure	F	Note 30
2.4 Location of headquarters	F	Note 1
2.5 Countries where the Group operates	F	Note 30
2.6 Nature of ownership	F	p. 34–35
2.7 Markets served	F	p. 14–15
2.8 Scale of the reporting organisation	F	p. 57 ff
2.9 Significant changes during the reporting period	F	p. 57 ff
2.10 Awards received during the reporting period	F	p. 34
<b>3. Report parameters</b>		
3.1 Reporting period	F	p. 38
3.2 Date of most recent report	F	p. 38
3.3 Reporting cycle	F	p. 38
3.4 Contact persons	P	Back cover
3.5 Process for defining report content	F	p. 38
3.6 Boundary of the report	F	p. 38
3.7 Specific limitations on the scope or boundary of the report	F	p. 38
3.8 Reporting of entities that can affect comparability from period to period and/or between organisations	F	p. 38
3.10 Explanation of the reasons for and effect of any restatements of information	F	p. 38
3.11 Significant changes in the scope, boundary or measurement methods	F	p. 38
3.12 GRI Index	F	p. 112
<b>4. Governance, commitments and stakeholder relationships</b>		
4.1 Governance structure of the organisation	F	p. 47–53
4.2 Chairman's position	F	p. 46
4.3 Number of independent, non-executive Board members	F	p. 47–53
4.4 Mechanisms for shareholders and employees to provide recommendations or directions to the Board	F	p. 47–53
4.14 List of stakeholder groups engaged by the Group	F	p. 18–19, p. 32, p. 50
4.15 Basis for the identification and selection of stakeholders	P	p. 39
<b>5. Management approach and performance indicators</b>		
<b>Economic performance indicators</b>		
EC1 Economic value generated and distributed	F	p. 39
EC3 Coverage of the organisation's defined-benefit plan obligations	F	Note 6, Note 23
EC4 Significant financial assistance received from government	F	p. 38
<b>Environmental performance indicators</b>		
EN1 Materials used	F	p. 42
EN2 Percentage of materials used that are recycled input materials	F	p. 42
EN3 Direct energy consumption	F	p. 42
EN4 Indirect energy consumption	F	p. 42
EN5 Energy saved due to conservation and efficiency improvements	P	p. 42
EN8 Total water withdrawal by source	P	p. 42
EN16 Total direct and indirect greenhouse-gas emissions	F	p. 42
EN18 Initiatives to reduce emissions of greenhouse gases and results	F	p. 38–39, p. 42–43
EN22 Total weight of waste by type and disposal method	P	p. 42–43
EN28 Fines and sanctions for noncompliance with environmental laws and legislation	F	p. 37
<b>Performance indicators for labor practices and decent work</b>		
LA1 Total workforce	P	p. 44, p. 50, Note 6
LA2 Employee turnover	P	p. 44, p. 50, Note 6
LA7 Work-related accidents and diseases	P	p. 50–51, Note 6
LA13 Composition of the Board, management and employees by category	F	p. 50
<b>Performance indicators for human rights</b>		
HR4 Total number of incidents of discrimination and actions taken	F	p. 38
HR6 Operations identified as having significant risk for incidents of child labor and actions taken	F	p. 38
HR7 Operations identified as having significant risk for incidents of forced labor and actions taken	F	p. 38
<b>Performance indicators for society</b>		
SO2 Percentage and total number of business units analyzed for risks related to corruption	F	p. 40
SO4 Actions taken in response to incidents of corruption	F	p. 40
<b>Performance indicators for products</b>		
PR1 Products and services impact on health and safety throughout the life-cycle	F	p. 40–41
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes	F	p. 40
PR9 Monetary value of fines for noncompliance with laws and regulations concerning products and services	F	p. 40

N/A=Not applicable

F=Full

P=Partial