

GC Advanced COP Self-Assessment

Updated 19 August 2016

Please enter a short title for your submission.

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 2016

End date: 31 December 2016

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
Yes	Yes	Yes	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 organization share its COP with stakeholders?

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

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

⊕ *The Global Compact recognizes that there are various options in terms of external assessment. High-quality external assessment should ideally encompass qualitative and quantitative information and performance data in the COP, as well as an explanation of the management systems and processes that foster their credibility. A credible third party is defined as groups or individuals external to the reporting organization who are demonstrably competent in the subject matter and eligible to provide feedback on the basis of their role towards the company and their independent position. For guidance on the assurance process, companies may refer to [Your Path to External Assessment](#).*

- ☐ 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 Please use the text box below to publicly share any other best practices. 255 characters or less, including spaces.

Our 2016 report is aligned with the GRI G4 guidelines and Food Processing Sector Supplement. The report has been externally assured by Bureau Veritas as meeting the requirements of the 'in accordance with comprehensive' level of the G4 guidelines.

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

- ☒ Applies the GRI Sustainability Reporting Guidelines
- ☐ Is 'in accordance - core' with GRI G4
- ☒ Is 'in accordance - comprehensive' with GRI G4
- ☐ Applies elements of the International Integrated Reporting Framework
- ☒ Provides information on the company's profile and context of operation
 - i** Such as: Legal, group and ownership structure. Countries and scale of operation. Markets served (geographic/sector breakdown, types of customers/beneficiaries). Primary brands/products/services. Supply chain. Commitments to external initiatives.

Which of the following Sustainable Development Goals (SDGs) do the activities described in your COP address? [Select all that apply]

- ☒ SDG [1](#): End poverty in all its forms everywhere
- ☒ SDG [2](#): End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- ☒ SDG [3](#): Ensure healthy lives and promote well-being for all at all ages
- ☒ SDG [4](#): Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- ☒ SDG [5](#): Achieve gender equality and empower all women and girls
- ☒ SDG [6](#): Ensure availability and sustainable management of water and sanitation for all
- ☒ SDG [7](#): Ensure access to affordable, reliable, sustainable and modern energy for all
- ☒ SDG [8](#): Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- ☒ SDG [9](#): Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- ☒ SDG [10](#): Reduce inequality within and among countries
- ☒ SDG [11](#): Make cities and human settlements inclusive, safe, resilient and sustainable
- ☒ SDG [12](#): Ensure sustainable consumption and production patterns
- ☒ SDG [13](#): Take urgent action to combat climate change and its impacts
- ☒ SDG [14](#): Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- ☒ SDG [15](#): Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- ☒ SDG [16](#): Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- ☒ SDG [17](#): Strengthen the means of implementation and revitalize the global partnership for sustainable development

[If you answered the previous question, the following appears]

With respect to your company's actions to advance the Sustainable Development Goals (SDGs), the COP describes: [Select all that apply]

- ☑ Opportunities and responsibilities that one or more SDGs represent to our business
 - ❖ *E.g., new growth opportunities; risk profiles; improved trust among stakeholders; strengthened license to operate; reduced legal, reputational and other business risks; resilience to costs or requirements imposed by future legislation.*
- ☑ Where the company's priorities lie with respect to one or more SDGs
 - ❖ *Conducting an assessment on the current and potential, positive and negative impacts that your business activities have on the SDGs throughout the value chain can help you identify your company's priorities.*
- ☑ Goals and indicators set by our company with respect to one or more SDGs
 - ❖ *Setting specific, measurable and time-bound sustainability goals helps foster shared priorities and drive performance. To do this: Define scope of goals and select KPIs; define baseline and select goal type; set level of ambition; announce commitment to SDGs; select indicators and collect data.*
- ☑ How one or more SDGs are integrated into the company's business model
 - ❖ *Integrating sustainability has the potential to transform all aspects of the company's core business, including its product and service offering, customer segments, supply chain management, choice and use of raw materials, transport and distribution networks and product end-of-life. It involves anchoring sustainability goals within the business up to the board level, embedding sustainability across all functions, and engaging in partnerships.*
- ☑ The (expected) outcomes and impact of your company's activities related to the SDGs
 - ❖ *Example: For a food company that sells nutritionally balanced breakfasts and lunches to primary schools, an output is the number of meals served. An outcome is the rate of malnutrition among children served. Impact is the company's contribution to SDG Target 2.1, "end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round."*
- ☑ If the companies' activities related to the SDGs are undertaken in collaboration with other stakeholders
 - ❖ *E.g., United Nations agencies, civil society, governments, other companies*
- ☑ Other established or emerging best practices
 - ❖ *Please use the text box below to publicly share any other best practices. 255 characters or less, including spaces.*

We integrated the SDGs into our CSV approach, including mapping our material issues and our salient human rights issues against the SDGs. We defined 3 ambitions for achieving our 2020 commitments and supporting the achievement of the SDGs.

Summary of Criteria

Implementing the Ten Principles into Strategies & Operations

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

Criterion 2: The COP describes value chain implementation

Robust Human Rights Management Policies & Procedures

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

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

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

Robust Labour Management Policies & Procedures

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

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

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

Robust Environmental Management Policies & Procedures

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

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

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

Robust Anti-Corruption Management Policies & Procedures

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

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

Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption

Taking Action in Support of Broader UN Goals and Issues

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

Criterion 16: The COP describes strategic social investments and philanthropy

Criterion 17: The COP describes advocacy and public policy engagement

Criterion 18: The COP describes partnerships and collective action

Corporate Sustainability Governance and Leadership

Criterion 19: The COP describes CEO commitment and leadership

Criterion 20: The COP describes Board adoption and oversight

Criterion 21: The COP describes stakeholder engagement

Criteria, Best Practices and Explanation

Implementing the Ten Principles into Strategies & Operations

⊕ The term 'value chain', for purposes of this self-assessment, refers to an organization's business partners both upstream (including suppliers and subcontractors) and downstream (e.g. for transport of finished products).

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.
- ☒ 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** Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).

Nestlé is an early adopter of the UN Guiding Principles Reporting Framework (UNGPRF). This is the second year we have responded to the UNGPRF. Our reporting against the UNGPRF is fully integrated into our existing human rights management structures.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

<p>Content on our Nestlé in society website is indicated as follows:</p> <ul style="list-style-type: none"> • Web: <link> <p>The following abbreviations are used for our annual report documents:</p> <p>AR: Annual Review 2015 CFS: Consolidated Financial Statements of the Nestlé Group CGR: Corporate Governance Report</p>	
Best practice	Disclosure location
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	NiS: Accountable and inclusive governance p13-14 Web: Inclusive and accountable governance
Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy	NiS: Accountable and inclusive governance p13-14 Web: Inclusive and accountable governance CGR: Board of Directors p6-15
Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary	NiS: Accountable and inclusive governance p13-14 Web: Inclusive and accountable governance NHW: Our nutrition, health and wellness strategy p32-34 Web: Nutrition, health and wellness W: Our water strategy p95-97 ES: Our environmental sustainability strategy p109-111 Web: Environmental sustainability and water RD: Our rural development strategy p75-77 Web: Rural development HRC: Our human rights and compliance strategy p133-135 Web: Human rights and compliance Web: Respecting human rights OP: Our people strategy p153-157

	<p>Web: Our people</p> <p>OP: Building a safer, healthier workplace p162-163</p>
Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs	<p>NiS: Accountable and inclusive governance p13-14</p> <p>Web: Inclusive and accountable governance</p> <p>NiS: Our positive impact on society p6</p> <p>NiS: Building on Creating Shared Value p7</p> <p>NiS: Why is CSV important for investors? P9</p>
Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts	<p>NiS: Accountable and inclusive governance p13-14</p> <p>Web: Inclusive and accountable governance</p> <p>NiS: Our positive impact on society p6</p> <p>NiS: Building on Creating Shared Value p7</p>
Other established or emerging best practices.	<p>Regularly assess risks and opportunities, set commitments, report against KPIs</p> <p>AR: Principal risks and uncertainties p55-56</p> <p>NiS: A message from our Chairman and our CEO p4-5</p> <p>NiS: Materiality p17-21</p> <p>NiS: Our commitments p24-27</p> <p>NiS: Our key performance indicators p28-30</p> <p>Web: Environmental Performance Indicators</p> <p>Integrating the UN Guiding Principles Reporting Framework into our Creating Shared Value report</p> <p>Nestlé is an early adopter of the UN Guiding Principles Reporting Framework (UNGPRF), and our 2016 Creating Shared Value is the second year we have responded to the UNGPRF. As part of our evolving reporting in this area this year we have started to map our identified salient issues against the Sustainable Development Goals. See:</p> <p>HRC: Addressing human rights impacts p136-139</p> <p>Web: Respecting human rights</p>

	Web: UN Guiding Principles Reporting Framework
--	--

Criterion 2: The COP describes value chain implementation

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

We developed diagnostic tools to assess the sustainability of our farmers' livelihoods. This complements our direct sourcing operations that engage farmers directly, to develop a supply chain that meets our social, environmental and ethical requirements.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts	<p>NiS: Materiality p17-21</p> <p>RD: The Rural Development Baseline Assessment p78-79</p> <p>RD: Responsible sourcing and traceability p83</p> <p>RD: Our priority sourcing categories p84-93</p> <p>Web: Palm oil</p> <p>Web: Pulp and paper</p> <p>Web: Soya</p> <p>Web: Sugar</p> <p>Web: Hazelnuts</p> <p>Web: Vanilla</p> <p>Web: Meat, poultry and eggs</p> <p>Web: Fish and seafood</p> <p>HRC: Human Rights Due Diligence Programme p140-141</p> <p>Web: Respecting human rights</p>
Communicate policies and expectations to suppliers and other relevant business partners	<p>Our key policies are:</p> <p>Web: Nestlé Responsible Sourcing Guideline</p> <p>Web: Nestlé Supplier Code</p> <p>See also:</p> <p>Web: Rural development</p>
Implement monitoring and assurance mechanisms (eg. audits/screenings) for compliance within the company's sphere of influence	<p>RD: Responsible sourcing and traceability p83-84</p> <p>Web: Rural development</p>

<p>Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners</p>	<p>RD: The Sustainable Agriculture Initiative at Nestlé > Farmer training and plant science p81</p> <p>RD: Responsible sourcing and traceability p83-84</p> <p>RD: Our priority sourcing categories > Coffee p84-86</p> <p>RD: Our priority sourcing categories > Cocoa p86-89</p> <p>RD: Our priority sourcing categories > Dairy p90</p> <p>Web: Dairy</p> <p>Web: Sugar</p> <p>RD: Our priority sourcing categories > Hazelnuts p91-92</p> <p>Web: Hazelnuts</p> <p>Web: Vanilla</p> <p>Web: Meat, poultry and eggs</p> <p>RD: Our priority sourcing categories > Fish and seafood p92</p> <p>Web: Fish and seafood</p>
<p>Other established or emerging best practices.</p>	<p>RD: The Rural Development Baseline Assessment p78-79</p> <p>RD: Farmer Connect and direct sourcing operations p79-80</p> <p>RD: The Sustainable Agriculture Initiative at Nestlé p81-82</p>

Robust Human Rights Management Policies & Procedures

⊕ Criteria and best practices under human rights implementation have been modified to reflect the [Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework](#) (the Guiding Principles), as well as the [Human Rights COP Reporting Guidance](#). Best practices reflect specific reporting elements of the latter guidance, either Basic (numbers starting with BRE) or Advanced (numbers starting with ARE).

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.
- ☒ 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)
 - i** The Guiding Principles suggest that this should include a commitment to treat the risk of causing or contributing to gross human rights abuses as a legal compliance issue wherever the company operates
- ☒ 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** Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).

We have an integrated approach to human rights management and reporting that is based on the UNGP Reporting Framework. Management of the issues identified through the Framework has been integrated into our existing management structures.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)
 CFS: [Consolidated Financial Statements of the Nestlé Group](#)
 CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
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)	NiS: Business ethics p15 Web: Inclusive and accountable governance NiS: Accountable and inclusive governance p13-14 NiS: Our commitments p24-27 HRC: Why respecting and promoting human rights matters p136 HRC: Human Rights Due Diligence Programme p140 Web: Human rights and compliance Web: Respecting human rights
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)	NiS: Business ethics p15 Web: Inclusive and accountable governance NiS: Accountable and inclusive governance p13-14 NiS: Our commitments p24-27 HRC: Why respecting and promoting human rights matters p136 HRC: Human Rights Due Diligence Programme p140 Web: Human rights and compliance Web: Respecting human rights
Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services (BRE 1)	Web: Inclusive and accountable governance NiS: Accountable and inclusive governance p13-14 HRC: Why respecting and promoting human rights matters p136 HRC: Human Rights Due Diligence Programme p140

	<p>Web: Human rights and compliance</p> <p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p> <p>HRC: Compliance p147-149</p> <p>RD: Responsible sourcing and traceability p83</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>Web: Inclusive and accountable governance</p> <p>NiS: Accountable and inclusive governance p13-14</p> <p>HRC: Why respecting and promoting human rights matters p136</p> <p>HRC: Human Rights Due Diligence Programme p140</p> <p>Web: Human rights and compliance</p> <p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p> <p>RD: Responsible sourcing and traceability p83</p>
Other established or emerging best practices.	<p>Integrating the UN Guiding Principles Reporting Framework into our Creating Shared Value report</p> <p>Nestlé is an early adopter of the UN Guiding Principles Reporting Framework (UNGPRF), and our 2016 Creating Shared Value is the second year we have responded to the UNGPRF. As part of our evolving reporting in this area this year we have started to map our identified salient issues against the Sustainable Development Goals. See:</p> <p>HRC: Addressing human rights impacts p136-139</p> <p>Web: Respecting human rights</p> <p>Web: UN Guiding Principles Reporting Framework</p>

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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)
 - i** *The Guiding Principles suggest that the assessment:*
 - Include the risk of impacts the business enterprise may be involved in through its own activities, business relationships, and country and/or industry context
 - Involve meaningful consultation with potentially affected groups and other relevant stakeholders to assess actual and potential impacts as well as risks
 - Be ongoing and evolving, adapted to size and complexity
 - Be included in risk management systems
 - The Guiding Principles also suggest that risks should not be limited to the risks to the company itself (material) but should also include risks to right-holders. Lastly the Guiding Principles suggest that findings from impact assessments should be integrated across relevant internal functions and processes.*
- ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

We have an integrated approach to human rights management and reporting that is based on the UNGP Reporting Framework. Management of the issues identified through the Framework has been integrated into our existing management structures.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance

<ul style="list-style-type: none"> • OP: Our people <p>Content on our Nestlé in society website is indicated as follows:</p> <ul style="list-style-type: none"> • Web: <link> <p>The following abbreviations are used for our annual report documents:</p> <p>AR: Annual Review 2015 CFS: Consolidated Financial Statements of the Nestlé Group CGR: Corporate Governance Report</p>	
Best practice	Disclosure location
Process to ensure that internationally recognized human rights are respected	<p>HRC: Human Rights Due Diligence Programme p140</p> <p>Web: Human rights and compliance</p> <p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p>
On-going due diligence process that includes an assessment of actual and potential human rights impacts (BRE 2 + BRE 3 + ARE 2 + ARE 3)	<p>Human rights and compliance:</p> <p>HRC: Compliance p147-149</p> <p>HRC: Human Rights Due Diligence Programme p140-141</p> <p>Web: Respecting human rights</p>
Internal awareness-raising and training on human rights for management and employees	<p>HRC: Compliance p147-149</p> <p>HRC: Human Rights Due Diligence Programme p140-141</p> <p>Web: Respecting human rights</p>
Operational-level grievance mechanisms for those potentially impacted by the company's activities (BRE 4 + ARE 4)	HRC: Compliance p147-149
Allocation of responsibilities and accountability for addressing human rights impacts	<p>HRC: Salient issues p137-138</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 6 Governance p140</p>

	<p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p>
Internal decision-making, budget and oversight for effective responses to human rights impacts	<p>HRC: Human Rights Due Diligence Programme p141</p> <p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p> <p>Web: Human rights and compliance</p>
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)	<p>HRC: Human Rights Due Diligence Programme p140-141</p> <p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p> <p>Web: Human rights and compliance</p>
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)	<p>HRC: Human Rights Due Diligence Programme > Pillar 7 Partnerships p140-141</p> <p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p> <p>RD: Our priority sourcing categories > Hazelnuts p91-92</p>
Other established or emerging best practices.	<p>Integrating the UN Guiding Principles Reporting Framework into our Creating Shared Value report</p> <p>Nestlé is an early adopter of the UN Guiding Principles Reporting Framework (UNGPRF), and our 2016 Creating</p>

	<p>Shared Value is the second year we have responded to the UNGPRF. As part of our evolving reporting in this area this year we have started to map our identified salient issues against the Sustainable Development Goals. See:</p> <p>HRC: Addressing human rights impacts p136-139</p> <p>Web: Respecting human rights</p> <p>Web: UN Guiding Principles Reporting Framework</p>
--	--

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain (BRE3 + ARE3)
 - i** *The Guiding Principles also suggest that such monitoring should be based on qualitative and quantitative indicators*
- ☒ 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
 - i** - **Outcomes of due diligence process**
Suggested GRI Indicators: HR2 Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken. HR10 Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.)
 - **External and formal reporting of operations or operating contexts that pose risks of severe human rights impacts.** *The Guiding Principles suggest that communications should:*
 - (a) Be of a form and frequency that reflect an enterprise's human rights impacts and that are accessible to its intended audiences;
 - (b) Provide information that is sufficient to evaluate the adequacy of an enterprise's response to the particular human rights impact involved;
 - (c) In turn not pose risks to affected stakeholders, personnel or to legitimate requirements of commercial confidentiality.
 - **Disclosure of main incidents involving the company.** *The Global Compact Office acknowledges that providing such details may be counterproductive for various reasons related to the protection of human rights, and that confidentiality may, at times, be more effective in alleviating human rights abuses.*
 - **Outcomes of remediation processes of adverse human rights impacts** *(Suggested GRI Indicator: HR11 Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.)*
- ☒ Other established or emerging best practices
 - i** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

Our monitoring systems include development and evaluation of action plans to address our salient human rights issues identified through the UNGP Reporting Framework. Our reporting is aligned with the GRI G4 Guidelines and the UNGP Reporting Framework.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value

- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain (BRE3 + ARE3)	<p>HRC: Compliance p147-149</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 4 Risk evaluation p140</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 5 Impact assessment p140</p> <p>Web: Respecting human rights</p>
Monitoring drawing from internal and external feedback, including affected stakeholders	<p>HRC: Human Rights Due Diligence Programme > Pillar 5 Impact assessment p140</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 8 Monitoring and reporting p141</p> <p>Web: Respecting human rights</p> <p>HRC: Compliance p147-149</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p>
Leadership review of monitoring and improvement results	<p>Web: Human rights and compliance</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 6 Governance p140</p> <p>Web: Respecting human rights</p>

Process to deal with incidents the company has caused or contributed to for internal and external stakeholders (BRE4 + ARE4)	HRC: Compliance p147-149
Grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue (BRE4 + ARE4)	<p>HRC: Compliance p147-149</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 5 Impact assessment p140</p> <p>Web: Respecting human rights</p>
Outcomes of integration of the human rights principles	<p>HRC: Compliance > Driving integrity: the CARE audit programme p147-148</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 8 Monitoring and reporting p141</p> <p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p> <p>RD: Responsible sourcing and traceability p83-84</p> <p>Web: Responsible sourcing</p>
Other established or emerging best practices.	<p>Web: Respecting human rights</p> <p>HRC: Salient issues > Progress on action plans p138</p> <p>Web: UN Guiding Principles Reporting Framework</p> <p>Web: GRI Content Index</p>

Robust Labour Management Policies & Procedures

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies
 - i** *While the 10 Global Compact principles are based on international conventions, organizations are encouraged to reference these documents explicitly to show detailed understanding of the Global Compact principles' underlying meaning.*
- ☒ Reflection on the relevance of the labour principles for the company
 - i** *The company should reflect on (1) significant labour-related social and economic impacts of the enterprise and (2) whether such impact could substantively influence the assessments and decisions of the organization's stakeholders.*
- ☒ 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
 - i** *Examples: Inclusion of vulnerable/discriminated groups in the workforce (e.g., women, disabled, migrant, HIV/AIDS, older/younger workers); equal pay for work of equal value; contribution to national strategies to eliminate child/forced labour, etc.*
- ☒ 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
 - i** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

To support our overarching business principles and supplier code we have targeted policies addressing land rights, child labour and labour rights in our agricultural supply chain.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability

<ul style="list-style-type: none"> • HRC: Human rights and compliance • OP: Our people <p>Content on our Nestlé in society website is indicated as follows:</p> <ul style="list-style-type: none"> • Web: <link> <p>The following abbreviations are used for our annual report documents:</p> <p>AR: Annual Review 2015 CFS: Consolidated Financial Statements of the Nestlé Group CGR: Corporate Governance Report</p>	
Best practice	Disclosure location
Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies	<p>Web: Inclusive and accountable governance</p> <p>NiS: Accountable and inclusive governance p13-14</p> <p>Web: Partnerships and collective action</p> <p>Human rights and compliance:</p> <p>Child labour – Applying a comprehensive strategy (p239)</p> <p>Web: Human rights and compliance</p> <p>Web: Respecting human rights</p> <p>Web: Our people</p> <p>RD: Responsible sourcing and traceability p83-84</p> <p>Web: Responsible sourcing</p> <p>Web: Rural development</p>
Reflection on the relevance of the labour principles for the company	<p>HRC: Our human rights and compliance strategy p133-135</p> <p>Web: Respecting human rights</p> <p>OP: Our people strategy p153-155</p> <p>Web: Our people</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	<p>Web: Inclusive and accountable governance</p> <p>NiS: Accountable and inclusive governance p13-14</p> <p>Web: Human rights and compliance</p>

representative organization of the workers (international, sectoral, national)	Web: Respecting human rights Web: Our people OP: Promoting positive employee relations p171-172
Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners	Web: Rural development RD: Responsible sourcing and traceability p83-84
Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation	Web: Inclusive and accountable governance NiS: Accountable and inclusive governance p13-14 HRC: Protecting labour rights > Protecting children p143-146 Web: Respecting human rights Web: Our people OP: Promoting positive employee relations p171-172
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)	Web: Partnerships and collective action HRC: Human Rights Due Diligence Programme p140-141 Web: Respecting human rights OP: Promoting positive employee relations p171-172
Structural engagement with a global union, possibly via a Global Framework Agreement	HRC: Human Rights Due Diligence Programme p140-141 Web: Respecting human rights OP: Promoting positive employee relations p171-172
Other established or emerging best practices	Web: Nestlé Commitment on Land & Land Rights in Agricultural Supply Chains Web: The Nestlé Commitment on Child Labour in Agricultural Supply Chains

	Web: Nestlé Commitment on Labour Rights in Agricultural Supply Chains
--	---

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

We partner with the FLA through our CLMRS to manage, monitor and address child labour in our supply chain. The CLMRS, collects data and provides practical support to end child labour and get children back into school.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Risk and impact assessments in the area of labour	Human rights and compliance: HRC: Human Rights Due Diligence Programme > Pillar 4 Risk evaluation p140 HRC: Human Rights Due Diligence Programme > Pillar 5 Impact assessment p140 Web: Responsible sourcing
Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards	HRC: Human Rights Due Diligence Programme > Pillar 2 Stakeholder engagement (p232-233) Web: Respecting human rights OP: Promoting positive employee relations p171-172
Allocation of responsibilities and accountability within the organisation	Web: Our people
Internal awareness-raising and training on labour principles for management and employees	HRC: Human Rights Due Diligence Programme > Pillar 3 Training p140 HRC: Compliance Reporting compliance violations p148-149 OP: Training our people p169-170
Active engagement with suppliers to address labour-related challenges	Web: Rural development Web: Responsible sourcing RD: Understanding farmers' needs p78-82
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	HRC: Compliance p147-149

with the representative organization of workers	
Other established or emerging best practices	<p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>Web: Improving workers' livelihoods</p> <p>Web: Cocoa</p> <p>HRC: Salient issues > Progress on action plans p138</p>

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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
 - i** *To report main incidents involving the company, disclosure that your organization had no labour-related abuses in the past year satisfies this best practice where providing details may be counterproductive. Suggested GRI Indicators: LA4, HR4-7.*
- ☒ Other established or emerging best practices
 - i** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

We partner with the FLA to monitor labour conditions in our supply chain. This includes work with our CLMRS to manage, monitor and address child labour in our supply chain. The CLMRS, collects data and provides practical support to end child labour.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
System to track and measure performance based on standardized performance metrics	<p>NiS: Our key performance indicators p28-30</p> <p>HRC: Compliance > Driving integrity: the CARE audit programme</p> <p>HRC: Human Rights Due Diligence Programme p140-141</p> <p>Web: Respecting human rights</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p>
Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future	<p>HRC: Human Rights Due Diligence Programme > Pillar 5 Impact assessment p140</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 7 Partnerships p141</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>OP: Promoting positive employee relations p171-172</p>
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	<p>Rural Development</p> <p>Web: Responsible sourcing</p> <p>RD: Responsible sourcing and traceability p83-84</p> <p>Web: Hazelnuts</p> <p>Web: Sugar</p> <p>Web: Fish and seafood</p> <p>RD: Responsible sourcing and traceability > Fish and seafood p92</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p87-88</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>Web: Our people</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 8 Monitoring and reporting p141</p>

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	<p>RD: Responsible sourcing and traceability p</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p83-84</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p>
Outcomes of integration of the Labour principles	<p><i>Freedom of association and right to collective bargaining</i></p> <p><i>Discrimination</i></p> <p><i>Disclosure of main incidents involving the company</i></p> <p><i>Child Labour</i></p> <p>GRI Content Index: G4-LA4, G4-HR4, G4-HR5, G4-HR6 and G4-HR7</p> <p>HRC: Addressing human rights impacts > Salient issues p137-138</p> <p>OP: Promoting positive employee relations > Supporting freedom of association p171</p> <p>OP: Promoting positive employee relations > Engaging positively with trade unions p172</p> <p>OP: Combating discrimination p172</p> <p>RD: Responsible sourcing and traceability > Cocoa > Better lives p83-84</p> <p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>Web: Hazelnuts</p> <p>Web: Vanilla</p> <p>HRC: Human Rights Due Diligence Programme > Pillar 8 Monitoring and reporting p141</p>
Other established or emerging best practices	<p>HRC: Protecting labour rights > Protecting children p143-146</p> <p>Web: Improving workers' livelihoods</p>

	<p>Web: Cocoa</p> <p>Web: Sugar</p> <p>Web: Hazelnuts</p> <p>RD: Our priority sourcing categories > Hazelnuts p91</p> <p>HRC: Salient issues > Progress on action plans p138</p>
--	--

Robust Environmental Management Policies & Procedures

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.
- ☒ Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)
 - i** While the 10 Global Compact principles are based on international conventions, organisations are encouraged to reference these documents explicitly to show detailed understanding of the Global Compact principles' underlying meaning.
- ☒ Reflection on the relevance of environmental stewardship for the company
 - i** In making that determination, the company should consider (1) if it has potentially significant environmental impacts and (2) whether such impact could substantively influence the assessments and decisions of the organisation's stakeholders.
- ☒ 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** Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).

To support our overarching environmental sustainability policy we have targeted policies addressing climate change, biofuels, water stewardship, natural capital, food loss and waste and deforestation.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)	Web: Environmental sustainability and water ES: Our environmental sustainability strategy p109-111 ES: Why climate change matters p112 ES: Reducing food loss and waste p121 Promoting environmental sustainability in agriculture (p181) W: Our water strategy p95-97 W: Advocating for collective action p101-102
Reflection on the relevance of environmental stewardship for the company	Web: Environmental sustainability and water ES: Our environmental sustainability strategy p109-111 ES: Why climate change matters p112 ES: Reducing food loss and waste p121 W: Why caring for water matters p98 ES: Preserving natural capital p129
Written company policy on environmental stewardship	Web: Environmental sustainability and water
Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners	ES: Preserving natural capital p129 Web: Rural development Web: Responsible sourcing
Specific commitments and goals for specified years	ES: Our commitments p111 W: Our commitments p97 W: Our water stewardship commitments p99-107 ES: Our climate change commitments p113-117 ES: Our environmental commitments p119-131

Other established or emerging best practices	Web: Nestlé Commitment on Climate Change Web: Nestlé Commitment on Biofuels Web: Nestlé Commitment on Water Stewardship Web: Nestlé Commitment on Natural Capital Web: Nestlé Commitment to reduce food loss and waste Web: Nestlé Commitment on Deforestation and Forest Stewardship
--	--

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

To ensure consistent and management globally, all our sites use the Nestlé Environmental Management System, which conforms to ISO 14001:2004. We aim to maintain ISO certification at all our factories through independent accredited bodies.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water

- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Environmental risk and impact assessments	ES: Improving the environmental performance of our products p119-120 ES: Web: Environmental sustainability and water p125
Assessments of lifecycle impact of products, ensuring environmentally sound management policies	ES: Improving the environmental performance of our products p119-120 Web: Environmental sustainability and water
Allocation of responsibilities and accountability within the organization	Web: Environmental sustainability and water
Internal awareness-raising and training on environmental stewardship for management and employees	ES: Web: Environmental sustainability and water p125 OP: Empowering employees to be environmental stewards p170
Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts	HRC: Reporting compliance violations p148-149 Web: Environmental sustainability and water

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☐ ☒ 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
 - i** *To report main incidents involving the company, disclosure that your organization had no environmental incidents in the past year satisfies this best practice. Suggested GRI Indicators: EN 1-3, 5-6, 8, 10, 13, 16, 18-20, 26-27.*
- ☐ ☒ Other established or emerging best practices
 - i** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

We participate in the CDP Climate Disclosure Leadership Index, scoring 100A in 2016, and the CDP water programme, scoring A- in 2016.

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
System to track and measure performance based on	Web: Environmental sustainability and water Web: Environmental Performance Indicators

standardized performance metrics	
Leadership review of monitoring and improvement results	Web: Environmental sustainability and water
Process to deal with incidents	Web: Environmental sustainability and water
Audits or other steps to monitor and improve the environmental performance of companies in the supply chain	Web: Environmental sustainability and water W: Our water stewardship commitments p99-107 ES: Our climate change commitments p113-117 ES: Our environmental commitments p119-131 Web: Responsible sourcing Web: Rural development
Outcomes of integration of the environmental principles	<i>Materials and energy</i> ES: Our environmental commitments p119-131 <i>Emissions, effluents and waste</i> ES: Our climate change commitments p113-117 W: Water efficiency: every drop counts p99-100 W: Treatment: ensuring water quality p103-104 <i>Initiatives to promote greater environmental responsibility</i> ES: Promoting sustainable consumption p127-128 <i>Development and diffusion of environmentally friendly technology</i> ES: Our environmental commitments p119-131 <i>Disclosure of main incidents</i> Web: Environmental sustainability and water

	GRI Content Index : G4EN1-3, G4EN5-6, G4-EN8, G4-EN10, G4-EN13, G4-EN16, G4-EN18-20 and G4-EN26-27
Other established or emerging best practices	Web: Nestlé answer to 2016 CDP Climate change questionnaire Web: Nestlé 2016 CDP Water questionnaire

Robust Anti-Corruption Management Policies & Procedures

i Criteria and best practices under Anti-Corruption implementation have been modified to reflect the [Anti-Corruption Reporting Guidance](#). Best practices reflect specific reporting elements of the guidance, either Basic (numbers starting with B) or desired (numbers starting with D).

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.
- ☒ 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** Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosur elocation
Publicly stated formal policy of zero-tolerance of corruption (D1)	NiS: Business ethics p15 HRC: Anti-corruption p147-149
Commitment to be in compliance with all relevant anticorruption laws, including the implementation of procedures to know the law and monitor changes (B2)	Web: Inclusive and accountable governance NiS: Accountable and inclusive governance p13-14 NiS: Business ethics p15 Web: Human rights and compliance HRC: Anti-corruption p147-149
Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption (D2)	Web: Inclusive and accountable governance NiS: Accountable and inclusive governance p13-14 Web: Human rights and compliance HRC: Anti-corruption p147-149
Detailed policies for high-risk areas of corruption (D4)	Web: Inclusive and accountable governance NiS: Accountable and inclusive governance p13-14 Web: Human rights and compliance HRC: Anti-corruption p147-149
Policy on anti-corruption regarding business partners (D5)	NiS: Business ethics p15 HRC: Anti-corruption p147-149

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

Disclosure mapping	
<p>The following abbreviations are used for chapters in the CSV Full report:</p> <ul style="list-style-type: none"> • NiS: Nestlé in society – Creating Shared Value • NHW: Nutrition, health and wellness • RD: Rural development • W: Water • ES: Environmental sustainability • HRC: Human rights and compliance • OP: Our people <p>Content on our Nestlé in society website is indicated as follows:</p> <ul style="list-style-type: none"> • Web: <link> <p>The following abbreviations are used for our annual report documents:</p> <p>AR: Annual Review 2015 CFS: Consolidated Financial Statements of the Nestlé Group CGR: Corporate Governance Report</p>	
Best practice	Disclosure locations
Support by the organisation's leadership for anti-corruption (B4)	Web: Human rights and compliance NiS: Business ethics p15 HRC: Anti-corruption p147-149

Carrying out risk assessment of potential areas of corruption (D3)	HRC: Human Rights Due Diligence Programme > Pillar 4 Risk Assessment p140 Web: Respecting human rights HRC: Anti-corruption p147-149
Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees (B5 + D8)	Web: Human rights and compliance HRC: Anti-corruption p147-149
Internal checks and balances to ensure consistency with the anti-corruption commitment (B6)	Web: Human rights and compliance HRC: Anti-corruption p147-149
Actions taken to encourage business partners to implement anti-corruption commitments (D6)	NiS: Business ethics p15 HRC: Anti-corruption p147-149
Management responsibility and accountability for implementation of the anti-corruption commitment or policy (D7)	Web: Human rights and compliance
Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice (D9)	HRC: Anti-corruption p147-149
Internal accounting and auditing procedures related to anticorruption (D10)	HRC: Anti-corruption p147-149

Criterion 14: The COP describes effective *monitoring and evaluation mechanisms* for the integration of anti-corruption

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff

i This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.

- ☒ 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

i Outcomes of assessments of potential corruption (D3) and mechanisms for seeking advice /reporting (D9). Procedures supporting anti-corruption policy. Disclosure that your organization had no incidents suffices where providing details is counterproductive. GRI indicators SO2-4.

☐ Other established or emerging best practices

i Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Leadership review of monitoring and improvement results (D12)	Web: Human rights and compliance HRC: Human Rights Due Diligence Programme > Pillar 6 Governance p140
Process to deal with incidents (D13)	HRC: Anti-corruption p147-149
Public legal cases regarding corruption	HRC: Anti-corruption p147-149

(D14)	
Use of independent external assurance of anti-corruption programmes (D15)	HRC: Anti-corruption p147-149)
Outcomes of integration of the anticorruption principle	HRC: Anti-corruption p147-149 GRI Content Index : G4-SO2-4

Taking Action in Support of Broader UN Goals and Issues

⊕ "Broader UN Goals and Issues" refers to an array of global issues - based on the most acute or chronic global challenges - including:

Peace & Security
Sustainable Development Goals
Human Rights
Children's Rights
Gender Equality
Health
Education
Humanitarian Assistance

Migration
Food Security
Sustainable Ecosystems and Biodiversity
Climate Change Mitigation and Adaptation
Water Security and Sanitation
Employment and Decent Working Conditions
Anti-Corruption

For a list of further Global Issues that are relevant to the work of the UN as well as business, please refer to business.un.org

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

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.
- ☒ 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** Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).

In 2016 we started mapping the SDGs to our material issues and our salient issues identified through the UNGPRF.

Disclosure mapping	
<p>The following abbreviations are used for chapters in the CSV Full report:</p> <ul style="list-style-type: none"> • NiS: Nestlé in society – Creating Shared Value • NHW: Nutrition, health and wellness • RD: Rural development • W: Water • ES: Environmental sustainability • HRC: Human rights and compliance • OP: Our people <p>Content on our Nestlé in society website is indicated as follows:</p> <ul style="list-style-type: none"> • Web: <link> <p>The following abbreviations are used for our annual report documents:</p> <p>AR: Annual Review 2015 CFS: Consolidated Financial Statements of the Nestlé Group CGR: Corporate Governance Report</p>	
Best practice	Disclosure location
Align core business strategy with one or more relevant UN goals/issues	<p>NiS: A message from our Chairman and our CEO p4-5</p> <p>NiS: Our contribution to the global agenda p10</p> <p>Web: Inclusive and accountable governance</p> <p>NiS: Accountable and inclusive governance p13-14</p> <p>Web: Our work with the UN Global Compact</p>
Develop relevant products and services or design business models that contribute to UN goals/issues	<p>NiS: A message from our Chairman and our CEO p4-5</p> <p>Web: Inclusive and accountable governance</p> <p>NiS: Materiality and the Sustainable Development Goals p21</p> <p>HRC: Mapping salient issues against the Sustainable Development Goals p139</p> <p>ES: Improving the environmental performance of our products p119-120</p> <p>RD: Our priority sourcing categories > Dairy > Fresh milk: our 'milk district' model p89</p> <p>Web: Dairy</p>
Adopt and modify operating procedures to maximize contribution to UN goals/issues	<p>NiS: A message from our Chairman and our CEO p4-5</p> <p>NiS: Our contribution to the global agenda p10</p>

	Web: Inclusive and accountable governance NiS: Materiality and the Sustainable Development Goals p21 HRC: Mapping salient issues against the Sustainable Development Goals p139 HRC: Our human rights and compliance strategy p133 HRC: Human rights p136-137 Web: Human rights and compliance
--	---

Criterion 16: The COP describes strategic social investments and philanthropy

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

Disclosure mapping	
<p>The following abbreviations are used for chapters in the CSV Full report:</p> <ul style="list-style-type: none"> • NiS: Nestlé in society – Creating Shared Value • NHW: Nutrition, health and wellness • RD: Rural development • W: Water • ES: Environmental sustainability • HRC: Human rights and compliance • OP: Our people <p>Content on our Nestlé in society website is indicated as follows:</p> <ul style="list-style-type: none"> • Web: <link> <p>The following abbreviations are used for our annual report documents:</p> <p>AR: Annual Review 2015 CFS: Consolidated Financial Statements of the Nestlé Group CGR: Corporate Governance Report</p>	
Best practice	Disclosure locations
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	RD: The Rural Development Baseline Assessment p78-79 RD: Farmer Connect and direct sourcing operations p79-82 RD: Our priority sourcing categories > Coffee p84-86 Web: Coffee W: Reinforcing community awareness and improving access p105-107
Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors	NiS: Public policy and advocacy p16 Web: Partnerships and collective action W: Advocating for collective action p101-103
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	RD: The Rural Development Baseline Assessment p78-79 W: Reinforcing community awareness and improving access p105-107

Criterion 17: The COP describes advocacy and public policy engagement

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
 - ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Publicly advocate the importance of action in relation to one or more UN goals/issues	NiS: Public policy and advocacy p16 Web: Partnerships and collective action W: Advocating for collective action p101-103
Commit company leaders to participate in key summits, conferences, and other	NiS: Public policy and advocacy p16 Web: Partnerships and collective action

important public policy interactions in relation to one or more UN goals/issues	W: Advocating for collective action p101-103
---	--

Criterion 18: The COP describes partnerships and collective action

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.
- ☒ 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
 - i** Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice

Disclosure location

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	NiS: Public policy and advocacy p16 Web: Partnerships and collective action
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	NiS: Public policy and advocacy p16 Web: Partnerships and collective action

Corporate Sustainability Governance and Leadership

Criterion 19: The COP describes CEO commitment and leadership

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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
 - i** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact	Nestlé in Society: NiS: A message from our Chairman and our CEO p4-5 Web: Inclusive and accountable governance
CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards	NiS: Public policy and advocacy p16 Web: Partnerships and collective action W: Advocating for collective action p101-103
CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation	NiS: Accountable and inclusive governance p13-14 Web: Inclusive and accountable governance
Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team	NiS: Accountable and inclusive governance p13-14 Web: Inclusive and accountable governance CGR: Board of Directors p6-15

Criterion 20: The COP describes Board adoption and oversight

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
- i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance	<p>NiS: A message from our Chairman and our CEO p4-5</p> <p>NiS: Accountable and inclusive governance p13-14</p> <p>Web: Inclusive and accountable governance</p> <p>Chairman Peter Brabeck-Letmathe and CEO Mark Schneider are on the Board of Directors and have responsibility for Creating Shared Value</p>

Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability.	NiS: Accountable and inclusive governance p13-14 Web: Inclusive and accountable governance Chairman Peter Brabeck-Letmathe and CEO Mark Schneider are on the Board of Directors and have responsibility for Creating Shared Value
Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)	Chairman Peter Brabeck-Letmathe and CEO Mark Schneider are on the Board of Directors and have responsibility for Creating Shared Value Web: Inclusive and accountable governance

Criterion 21: The COP describes stakeholder engagement

Indicate which of the following best practices are described in your COP:

- ☐ Any relevant policies, procedures, and activities that the company **plans to** undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff
 - i** *This option is for companies that have not yet begun to implement this criterion, but transparently and thoroughly disclose future plans to progress in this area in their COP.*
- ☒ Publicly recognize responsibility for the company's impacts on internal and external stakeholders
- ☒ Define sustainability strategies, goals and policies in consultation with key stakeholders
 - i** *Regular stakeholder consultations in the area of human rights, labour, environment and anti-corruption. List of stakeholder groups engaged by the organization. Develop process for identifying key stakeholders and report on outcomes of consultation.*
- ☒ 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** *Specify in under 255 characters, including spaces. Alternatively, indicate if your COP does not address this criterion but explains the reason for omission (e.g., criterion deemed immaterial, legal prohibitions, privacy, competitive advantage).*

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water

<ul style="list-style-type: none"> • ES: Environmental sustainability • HRC: Human rights and compliance • OP: Our people <p>Content on our Nestlé in society website is indicated as follows:</p> <ul style="list-style-type: none"> • Web: <link> <p>The following abbreviations are used for our annual report documents:</p> <p>AR: Annual Review 2015 CFS: Consolidated Financial Statements of the Nestlé Group CGR: Corporate Governance Report</p>	
Best practice	Disclosure location
Publicly recognize responsibility for the company's impacts on internal and external stakeholders	NiS: A message from our Chairman and our CEO p4-5 NiS: Materiality p17-21
Define sustainability strategies, goals and policies in consultation with key Stakeholders	Web: Inclusive and accountable governance NiS: Public policy and advocacy p15 NiS: Responding to stakeholders p22-23 Web: Stakeholder engagement Web: Partnerships and collective action W: Advocating for collective action p101-103 W: Reinforcing community awareness and improving access p105-107 Rural development: Partnerships, assurance and verification (p110-111) Engagement and collaboration (p95) HRC: Human Rights Due Diligence Programme > Pillar 2 Stakeholder engagement p140 Web: Respecting human rights OP: Promoting positive employee relations > Engaging positively with trade unions p172
Consult stakeholders in dealing with implementation dilemmas	Web: Inclusive and accountable governance

and challenges and invite them to take active part in reviewing performance	NiS: Responding to stakeholders p22-23 Web: Stakeholder engagement
Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'	NiS: Responding to stakeholders p22-23 Web: Stakeholder engagement HRC: Compliance p147-149 NHW: Engaging constructively with stakeholders p55 OP: Nestlé & I engagement survey p156

Women's Empowerment

As of 1 October 2014, all UN Global Compact participants that have signed the CEO Statement of Support for the [Women's Empowerment Principles](#) will have the opportunity to answer 4 new gender specific questions, aligned with the WEPs, as part of their self-assessment when submitting their Communication on Progress (COP). For questions or concerns, please contact womens-empowerment-principles@unglobalcompact.org.

The following gender related COP Self-Assessment questions encourage and support companies to report on their progress towards implementing the Women's Empowerment Principles.

[Women's Empowerment Principle 7](#) highlights the importance of using sex-disaggregated data to measure and report on progress. The final question on sex-disaggregated data refers to data that is collected and presented separately on women and men. It is quantitative statistical information on the differences and inequalities between men and women.

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the workplace

- ☒ Achieving and maintaining gender equality in senior management and board positions
- ☒ Achieving and maintaining gender equality in middle management positions
- ☒ Equal pay for work of equal value
- ☒ Flexible work options
- ☒ Access to child and dependent care
- ☒ Support for pregnant women and those returning from maternity leave
- ☒ Recruitment and retention, including training and development, of female employees
- ☒ Gender-specific health and safety issues
- ☒ Gender-based violence and harassment
- ☒ Education and training opportunities for women workers
- ☒ Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers
- ☒ Mentoring and sponsorship opportunities for women workers
- ☐ No practice for this criterion has been reported

☐ Other established or emerging best practices ⓘ

☐ Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff ⓘ

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Achieving and maintaining gender equality in senior management and board positions	<p>Nis: Stakeholder recommendations, p. 23</p> <p>OP: Our Diversity and Inclusion Framework, p. 157</p> <p>OP: Working towards gender balance p.157-159</p> <p>Web: Gender Balance</p>
Achieving and maintaining gender equality in middle management positions	<p>Nis: Stakeholder recommendations, p. 23</p> <p>OP: Our Diversity and Inclusion Framework, p. 157</p> <p>OP: Working towards gender balance p.157-159</p> <p>Web: Gender Balance</p>

Equal pay for work of equal value	OP: Working towards gender balance p.157-159
Flexible work options	OP: Working towards gender balance p.157-159
Access to child and dependent care	NHW: Promoting, supporting and protecting breastfeeding p. 52-53 OP: Working towards gender balance p.157-159 OP: Supporting parents p. 159
Support for pregnant women and those returning from maternity leave	OP: Supporting parents p. 159
Recruitment and retention, including training and development, of female employees	OP: Working towards gender balance p.157-159
Gender-specific health and safety issues	OP: Building a safer, healthier workplace p. 162-164 Web: GRI Index , G4-LA6 Web : Health and safety management
Gender-based violence and harassment	Nis: <i>The Nestlé Corporate Business Principles</i> p.13 Web: Our people HRC: Reporting compliance violations p. 148-149
Education and training opportunities for women workers	RD: Farmer training and plant science p. 81 OP: Working towards gender balance p. 157-159 Web: Gender balance
Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers	OP: Combating discrimination p. 172 HRC: 'Tell us' p. 149
Mentoring and sponsorship opportunities for women workers	OP: Working towards gender balance p. 157-159

	Web: Gender balance
Other established or emerging best practices – Nestlé actively encourages breastfeeding at our facilities, with 302 breastfeeding rooms across our workplaces around the world.	NHW: Promoting, supporting and protecting breastfeeding p. 52-53

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the marketplace

- ☒ Supplier diversity programme
- ☒ Composition of supplier base by sex
- ☒ Support for women business owners and women entrepreneurs
- ☒ Supplier monitoring and engagement on women's empowerment and gender equality including promotion of the Women's Empowerment Principles to suppliers
- ☒ Gender-sensitive marketing
- ☒ Gender-sensitive product and service development
- ☐ No practice for this criterion has been reported
- ☐ Other established or emerging best practices ⓘ
- ☐ Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff ⓘ

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Supplier diversity programme	RD: Farmer training and plant science p. 81 OP: Working towards gender balance p. 157-159 Web: Gender balance
Composition of supplier base by sex	Nis: Materiality p. 17, 19, 20 RD: Farmer training and plant science p. 81 RD: Cocoa p. 86-89 RD: Dairy p.89 Web: Cocoa Web: Gender balance
Support for women business owners and women entrepreneurs	Nis: Materiality p. 17, 19, 20 RD: Giving women a voice in Côte d'Ivoire p.89 Web: Gender balance
Supplier monitoring and engagement on women's empowerment and gender equality including promotion of the Women's Empowerment Principles to suppliers	Nis: Materiality p. 17, 19, 20 RD: Farmer training and plant science p. 81 RD: Cocoa p. 86-89 RD: Giving women a voice in Côte d'Ivoire p.89

	RD: Dairy p.89 Web: Cocoa Web: Gender balance
Gender-sensitive marketing	NHW: Support breastfeeding, p. 52-53 NHW: Responsible marketing p.52-55
Gender-sensitive product and service development	NHW: Support breastfeeding, p. 52-53 NHW: Responsible marketing p.52-55 NHW: Addressing undernutrition through micronutrient fortification p. 41-43 NHW: Inspiring people to lead healthier lives, First 1000 days p. 48, 59, 65-66

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the community

- ☒ Designing community stakeholder engagements that are free of gender discrimination/stereotyping and sensitive to gender issues
- ☒ Gender impact assessments or consideration of gender-related impacts as part of its social and/or human rights impact assessments
- ☒ Ensuring female beneficiaries of community programmes
- ☒ Community initiatives specifically targeted at the empowerment of women and girls
- ☒ Strategies to ensure that community investment projects and programmes (including economic, social and environmental) positively impact women and girls
- ☒ Strategies to ensure that community investment projects and programmes (including economic, social and environmental) include the full participation of women and girls
- ☐ No practice for this criterion has been reported
- ☐ Other established or emerging best practices ⓘ
- ☐ Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff ⓘ

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Designing community stakeholder engagements that are free of gender discrimination/stereotyping and sensitive to gender issues	Web: Partnerships and collective action RD: Cocoa, Better lives p. 87-88 RD: Giving women a voice in Côte d'Ivoire p.89 W: Nestlé Waters' Community Relations Programme 2.0 p. 106
Gender impact assessments or consideration of gender-related impacts as part of its social and/or human rights impact assessments	Web: Inclusive and accountable governance , Our internal governance structure: Child Labour & Women's Empowerment Task Force (p20) HRC: Human Rights Due Diligence Programme p.140-141
Ensuring female beneficiaries of community programmes	RD: Why enhancing rural livelihoods matters p. 78

	<p>RD: Cocoa, Better lives p. 87-88</p> <p>RD: Giving women a voice in Côte d'Ivoire p.89</p> <p>W: Nestlé Waters' Community Relations Programme 2.0 p. 106</p>
Community initiatives specifically targeted at the empowerment of women and girls	<p>RD: Why enhancing rural livelihoods matters p. 78</p> <p>RD: Cocoa p. 86-88</p> <p>RD: Giving women a voice in Côte d'Ivoire p.89</p> <p>W: Nestlé Waters' Community Relations Programme 2.0 p. 106</p> <p>HRC: Protecting children p. 143-145</p>
Strategies to ensure that community investment projects and programmes (including economic, social and environmental) positively impact women and girls	<p>RD: Understanding farmers' needs p.78-79</p> <p>RD: Nutrition and food security in farm communities p. 82</p> <p>RD: Giving women a voice in Côte d'Ivoire p.89</p> <p>HRC: Human Rights Due Diligence Programme p.140-141</p>
Strategies to ensure that community investment projects and programmes (including economic, social and environmental) include the full participation of women and girls	<p>RD: Giving women a voice in Côte d'Ivoire p.89</p> <p>HRC: Human Rights Due Diligence Programme p.140-141</p>

The COP contains or refers to sex-disaggregated data

- ☒ Achieving and maintaining gender equality in senior management and board positions
- ☒ Achieving and maintaining gender equality in middle management positions
- ☒ Equal pay for work of equal value

- ☒ Flexible work options
- ☒ Access to child and dependent care
- ☒ Support for pregnant women and those returning from maternity leave
- ☒ Recruitment and retention, including training and development, of female employees
- ☒ Gender-specific health and safety issues
- ☒ Gender-based violence and harassment
- ☒ Education and training opportunities for women workers
- ☒ Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers
- ☒ Mentoring and sponsorship opportunities for women workers
- ☐ No practice for this criterion has been reported
- ☐ Other established or emerging best practices ⓘ
- ☐ Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff ⓘ

Disclosure mapping

The following abbreviations are used for chapters in the [CSV Full report](#):

- NiS: Nestlé in society – Creating Shared Value
- NHW: Nutrition, health and wellness
- RD: Rural development
- W: Water
- ES: Environmental sustainability
- HRC: Human rights and compliance
- OP: Our people

Content on our Nestlé in society [website](#) is indicated as follows:

- Web: <link>

The following abbreviations are used for our [annual report](#) documents:

AR: [Annual Review 2015](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Best practice	Disclosure location
Achieving and maintaining gender equality in senior management and board positions	<p>Nis: Stakeholder recommendations, p. 23</p> <p>OP: Our Diversity and Inclusion Framework, p. 157</p> <p>OP: Working towards gender balance p.157-159</p> <p>Web: Gender Balance</p>
Achieving and maintaining gender equality in middle management positions	<p>Nis: Stakeholder recommendations, p. 23</p> <p>OP: Our Diversity and Inclusion Framework, p. 157</p> <p>OP: Working towards gender balance p.157-159</p> <p>Web: Gender Balance</p>
Equal pay for work of equal value	Web: Our People , Our policies and standards
Flexible work options	<p>NHW: Supporting breastfeeding, Maternity Protection Policy, p. 52</p> <p>OP: Supporting parents p. 159</p> <p>Web: GRI Index, G4-LA3</p>
Access to child and dependent care	<p>NHW: Supporting breastfeeding, Maternity Protection Policy, p. 52</p> <p>OP: Supporting parents p. 159</p> <p>Web: GRI Index, G4-LA3</p>
Support for pregnant women and those returning from maternity leave	<p>NHW: Supporting breastfeeding, Maternity Protection Policy, p. 52</p> <p>OP: Supporting parents p. 159</p> <p>Web: GRI Index, G4-LA3</p>
Recruitment and retention, including training and development, of female employees	<p>OP: Nestlé & I engagement survey p. 156</p> <p>OP: Working towards gender balance p. 157-158</p>

Gender-specific health and safety issues	<p>OP: Building a safer, healthier workplace p. 162-164</p> <p>Web: GRI Index, G4-LA6</p> <p>Web : Health and safety management</p>
Gender-based violence and harassment	<p>Nis: The Nestlé <i>Corporate Business Principles</i> p.13</p> <p>Web: Our people</p> <p>HRC: Reporting compliance violations p. 148-149</p>
Education and training opportunities for women workers	<p>OP: Working towards gender balance p. 157-158</p>
Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers	<p>OP: Combating discrimination p. 172</p> <p>HRC: 'Tell us' p. 149</p>
Mentoring and sponsorship opportunities for women workers	<p>OP: Working towards gender balance p. 157-158</p>