

The background of the entire page is a photograph of an offshore oil rig and two support vessels on the ocean. The rig is the central focus, with two tall, lattice-structured towers. The vessels are smaller and positioned to the left and right of the rig. The water is dark and choppy, and the sky is a uniform, overcast grey. The overall tone is industrial and professional.

Working responsibly to create value

Cairn Energy PLC 2018 Corporate Responsibility GRI Index

GRI Index

This report considers our operations in the context of the Global Reporting Initiative (GRI) Sustainability Reporting Standards and has been prepared in accordance with the Core option.

Please see our [Annual Report 2018](#), [2018 Corporate Responsibility Report](#) and our [2018 Corporate Responsibility Data Appendix](#)

GRI Standard	Indicator	Location and/or information	Omission
General disclosures			
Organization profile			
GRI 102: General Disclosures	102-1	Name of the organization	Cairn Energy PLC
	102-2	Activities, brands, products and services	AR 2018: Business Model and Strategy > p4-5
	102-3	Location of headquarters	Edinburgh
	102-4	Location of operations	https://www.cairnenergy.com/operations
	102-5	Ownership and legal form	
	102-6	Markets served	https://www.cairnenergy.com/operations/ https://www.cairnenergy.com/
	102-7	Scale of the organization	AR 2018 > p2, 4-5, 26-27, 119, 125, 133-134 2018 CR Report: People > Using contractors > p36
	102-8	Information on employees and other workers	We only report breakdowns by region and category where this is relevant for our company and stakeholders. 2018 CR Data Appendix: People > Employees > p12-18 2018 CR Report: People > Using contractors > p36
	102-9	Supply chain	AR 2018: Business Model and Strategy > p4-5 2018 CR Report: People > Contractors > p35-39
	102-10	Significant changes to the organization and its supply chain	AR 2018: CEO's Review > p10-11 2018 CR Report: Our approach > 2018 snapshot > p6 2018 CR Report: People > Contractors > Operational highlights > p39 2018 CR Report: People > Contractors > p35-39
	102-11	Precautionary Principle or approach	AR 2018: How We Manage Risk > p32-40 2018 CR Report: Environment > Discharges, waste and sound > p59-60

GRI Standard	Indicator	Location and/or information	Omission
	102-12 External initiatives	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or endorses. Overarching UN Global Compact (UNGC) IFC Performance Standards IOGP Standards & Best Practice Guidance Business Relationships Extractive Industries Transparency Initiative (EITI) Global Reporting Initiative AA 1000 Accountability Principles People ISO 45001- Occupational Health and Safety Management System Society Universal Declaration of Human Rights UN Sustainable Development Goals (UNSDGs) Voluntary Principles on Security and Human Rights ISO26000 guidance on how businesses and organisations can operate in a socially responsible way Environment OSPAR a mechanism that protects and conserves ecosystems and biodiversity through the management of human activities, guided by an ecosystem approach ISO14001 a framework to set up an effective environmental management system	
	102-13 Membership of associations	See Appendix p19	
Strategy			
GRI 102: General Disclosures	102-14 Statement from senior decision-maker	AR 2018: CEO's Review > p10-11	
Ethics and integrity			
GRI 102: General Disclosures	102-16 Values, principles, standards and norms of behavior	2018 CR Report: Our approach > p4-14	
Governance			
GRI 102: General Disclosures	102-18 Governance structure	2018 CR Report: Governance > p15-25 2018 CR Report: Our approach > 2018 snapshot > p6	

GRI Standard	Indicator	Location and/or information	Omission
Stakeholder engagement			
GRI 102: General Disclosures	102-40	List of stakeholder groups	2018 CR Report: Our approach > Working with our stakeholders > p11 AR 2018: Our Key Stakeholder groups > p14
	102-41	Collective bargaining agreements	See 103-3 response for 407-1 on p14
	102-42	Identifying and selecting stakeholders	2018 CR Report: Our approach > Working with our stakeholders > p11
	102-43	Approach to stakeholder engagement	See Appendix p20
	102-44	Key topics and concerns raised	2018 CR Report: Our approach > Working with our stakeholders > p11 2018 CR Report: Our approach > Stakeholder engagement through the year > p12 AR 2018: Senegal – Creating Shared Value > p20 See Appendix p21
Reporting practice			
GRI 102: General Disclosures	102-45	Entities included in the consolidated financial statements	AR 2018: p125–129
	102-46	Defining report content and topic Boundaries	2018 CR Report: Our approach > Prioritising issues > p13 2018 CR Report: About this report > Scope and boundaries > p64
	102-47	List of material topics	2018 CR Report: Our approach > Our 2018 material issues > p13–14
	102-48	Restatements of information	2018 CR Data Appendix: Environment > 2018 Restatements > p22, 24 and 27
	102-49	Changes in reporting	2018 CR Report: Our approach > Our 2018 material issues > p13
	102-50	Reporting period	Our reporting period is from 1 January to 31 December 2018.
	102-51	Date of most recent report	The Corporate Responsibility Report 2017 was launched in April 2018.
	102-52	Reporting cycle	We report annually.
	102-53	Contact point for questions regarding the report	https://www.cairnenergy.com/working-responsibly/contact-us/
	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
	102-55	GRI content index	This document.
	102-56	External assurance	Limited assurance of our 2018 GHG data (Scopes 1, 2 and 3 and normalised) has been provided independently by ITP Energised 2018 CR Report: About this report > External assurance > p65

GRI Standard	Indicator	Location and/or information	Omission
Material topics			
ECONOMIC			
Economic performance			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	CR 2018: Our approach > Prioritising issues > p13-14 Boundary: Internal: Cairn Organisation; External: Not Material
	103-2	The management approach and its components	AR 2018: Strategic Report > p4-65 2018 CR Report: Governance > Economics and funding > p21-25
	103-3	Evaluation of the management approach	Management approach is evaluated throughout the year in a number of forums. Routine performance updates on operational and CR Objectives at management team (MT) meetings. MT holds Quarterly Performance Review (QPR) meetings including management performance with a review of risk registers. Issues may also be raised with the Senior Leadership Team. CR performance is summarised and submitted to each Board meeting. Board has a risk meeting annually and also validates risk appetite. A CR presentation is also given annually to the Board. An audit of CRMS application is performed annually. OSPAR and other internal audit takes place in alternate years. 2018 CR Report: Governance > Economics and funding > p21-25 2018 CR Report: Society > Social and economic benefits > p47-51
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	AR 2018: Financial Statements > p125-126 2018 CR Report: Governance > Economics and funding > Our impact > p22 2018 CR Data Appendix: Society > Social and economic benefit > p20
	201-2	Financial implications and other risks and opportunities due to climate change	AR 2018: Environment > GHG Emissions > p60 AR 2018: Governance > Global Energy Transition; Climate Change, Policy and Planning > p51 2018 CR Report: Environment > Climate change, energy and emissions > p56-58 2018 CR Report: Governance > Climate change risk and reporting > p24-25 With our GHG emissions mainly relating to exploration activities, we consider the main risks associated with climate change to be longer-term, strategic corporate issues. We continually challenge our thinking and assess the risks of significant disruption and uncertainty in our sector. By contrast, we also recognise that opportunities can arise from, for example, the potential of gas as a transition fuel and the future role of carbon capture and storage (CCS). During 2018, an external consultant completed a specialist resilience review of our portfolio against selected climate change scenarios, considering value creation under a variety of conditions. The results suggest that our existing production (non-operated) and planned development assets create value in a carbon-constrained world, with all assets remaining NPV positive under the range of scenarios tested. The review also indicated that our existing hydrocarbon price stress testing uses more challenging scenarios than those presented by the climate change scenarios.

GRI Standard	Indicator	Location and/or information	Omission
Market presence			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operating sites; external: communities local to Cairn operations
	103-2	The management approach and its components	2018 CR Report: People > Using contractors > p36-39
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 202: Market Presence	202-2	Proportion of senior management hired from the local community	2018 CR Report > People > Using contractors > p36 2018 CR Data Appendix: People > Employees > p17
Indirect economic impacts			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: local communities, suppliers, contractors and local infrastructure
	103-2	The management approach and its components	Our management approach is evaluated throughout the year in a number of forums. Routine performance updates on operational and CR Objectives at MT meetings. MT holds QPR meetings including management performance including a review of risk registers. Issues may also be raised with the Senior Leadership Team (SLT). CR performance is summarised and submitted to each Board meeting. Board has a risk meeting annually and also validates risk appetite. A CR presentation is also given annually to the Board. An audit of CRMS application is performed annually OSPAR and other internal audit in alternate years. 2018 CR Report: Governance > Economics and funding > p21-25 2018 CR Report: Society > Social and economic benefits > p47-51
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 203: Indirect Economic Impacts	203-2	Significant indirect economic impacts	2018 CR Report: Society > Managing social risks > p48-51 2018 CR Data Appendix: Society > Social and economic benefit > p20
Procurement practices			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: all suppliers and contractors
	103-2	The management approach and its components	2018 CR Report: People > Using contractors > p36-39
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	2018 CR Report: People > Contractors > p35-39 2018 CR Data Appendix: People > Contractors > p12
	Custom	Number of contractors	2018 CR Data Appendix: People > Employees > Equality and diversity > p14
	Custom	% of contractors that are national	2018 CR Data Appendix: People > Employees > Equality and diversity > National and non-national contractors > p17

GRI Standard	Indicator	Location and/or information	Omission
Anti-corruption			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	CR 2018: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: joint venture (JV) partners, contractors, suppliers
	103-2	The management approach and its components	2018 CR Report: Governance > Ethics, anti-bribery and corruption, and transparency > p16-20
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	AR 2018: How We Manage Risk > p36 2018 CR Report: Governance > Ethics, anti-bribery and corruption, and transparency > p16-20 2018 CR Data Appendix: > Governance > Ethics, anti-bribery and corruption, and transparency > p4
	205-2	Communication and training about anti-corruption policies and procedures	2018 CR Report: Governance > Ethics, anti-bribery and corruption, and transparency > p16-20 2018 CR Data Appendix: Governance > Ethics, anti-bribery and corruption, and transparency > p4-5
	205-3	Confirmed incidents of corruption and actions taken	
Anti-competitive behavior			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: joint venture (JV) partners, contractors, suppliers
	103-2	The management approach and its components	2018 CR Report: Governance > Ethics, anti-bribery and corruption, and transparency > p16-20
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2018 CR Data Appendix: Governance > Ethics, anti-bribery and corruption, and transparency > p5

GRI Standard	Indicator	Location and/or information	Omission
ENVIRONMENTAL			
Energy			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn organisation and operated sites
	103-2	The management approach and its components	2018 CR Report: Environment > Resource use > Energy use > p57
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 302: Energy	302-1	Energy consumption within the organization	2018 CR Report: Environment > Resource use > Energy use > p57 2018 CR Data Appendix: Environment > Resource use > p22-23
Water			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: contractors (rig, vessels and aircraft)
	103-2	The management approach and its components	2018 CR Report: Environment > Resource use > Water management > p57
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 303: Water	303-1	Water withdrawal by source	2018 CR Report > Environment > Discharges, waste and sound > p59 2018 CR Data Appendix: Environment > Water withdrawal > p24
Biodiversity			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated and non-operated sites (indicator depending); external: areas potentially affected by our activities outside our operated and non-operated sites
	103-2	The management approach and its components	2018 CR Report: Environment > Biodiversity > p61-63
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 304: Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	2018 CR Data Appendix: Environment > Biodiversity > p32-44

GRI Standard	Indicator	Location and/or information	Omission
	304-2	Significant impacts of activities, products and services on biodiversity	2018 CR Data Appendix: Environment > Biodiversity > p45-46
	304-3	Habitats protected or restored	2018 CR Data Appendix: Environment > Biodiversity > p50-51
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	2018 CR Data Appendix: Environment > Biodiversity > p47-49

Emissions

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: contractors (rig, vessels, road vehicles and aircraft)
	103-2	The management approach and its components	2018 CR Report: Environment > Climate change, energy and emissions > p56-60
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	2018 CR Report: Environment > Greenhouse gas emissions > p58 2018 CR Data Appendix: Environment > Greenhouse gas emissions > p24-29
	305-2	Energy indirect (Scope 2) GHG emissions	2018 CR Report: Environment > Greenhouse gas emissions > p58 2018 CR Data Appendix: Environment > Greenhouse gas emissions > p27-29
	305-3	Other indirect (Scope 3) GHG emissions	2018 CR Report: Environment > Greenhouse gas emissions > p58 2018 CR Data Appendix: Environment > Greenhouse gas emissions > p24-29
	305-4	GHG emissions intensity	2018 CR Report: Environment > Greenhouse gas emissions > p58 2018 CR Data Appendix: Environment > Greenhouse gas emissions > p24-29
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	2018 CR Data Appendix: Environment > Direct air emissions > p26

Effluents and waste

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: contractors (rig, vessels, road vehicles and aircraft)
	103-2	The management approach and its components	2018 CR Report: Environment > Climate change, energy and emissions > p56-60 2018 CR Report: People > Limiting exposure to hazardous materials > p28

GRI Standard	Indicator	Location and/or information	Omission
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 306: Effluents and Waste	306-1	Water discharge by quality and destination	2018 CR Data Appendix: Environment > Discharges, waste and sound > p30-31
	306-2	Waste by type and disposal method	2018 CR Report: Environment > Discharges, waste and sound > Waste > p59 2018 CR Data Appendix: Environment: Discharges, waste and sound > p30
	306-3	Significant spills	2018 CR Report: People > Crisis management and emergency response: Measuring performance > p34 2018 CR Data Appendix: People > Accident prevention and safety > p12

Environmental compliance

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: contractors as covered by environmental permits
	103-2	The management approach and its components	2018 CR Report: Environment > p55-63 2018 CR Report: People > Preventing major accidents > p30-31
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 307: Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	2018 CR Data Appendix: Environment > Environmental compliance and expenditure > p31

Supplier environmental assessment

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: contractors as covered by environmental permits
	103-2	The management approach and its components	2018 CR Report: Governance > Our Impact > p22-23 2018 CR Report: People > Contractors > p35-39
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	2018 CR Data Appendix: People > Contractors > p13

GRI Standard	Indicator	Location and/or information	Omission
SOCIAL			
Employment			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: all suppliers and contractors
	103-2	The management approach and its components	2018 CR Report: Society > Human rights > Our approach to managing human rights > p53 2018 CR Report: People > Employees > p40-43
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 401: Employment	401-1	New employee hires and employee turnover	2018 CR Data Appendix: People > Employees > New hires > p18
	401-3	Parental leave	2018 CR Data Appendix: People > Employees > Parental Leave and retention > p19
Occupational health and safety			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn employees; external: onsite contractors
	103-2	The management approach and its components	2018 CR Report: People > Managing occupational safety > p32
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	2018 CR Report: People > Managing occupational safety > p32 2018 CR Report: People > Preventing major accidents > p30-31 In October 2017, we introduced the Corporate Major Accident Prevention Policy (CMAPP), strengthening our commitment to avoiding major accidents and mitigating risks as required under the EU Offshore Safety Directive. This was reviewed in June 2018 and, following consultation with the regulators, we updated it to improve our commitment to key aspects of major accident hazard management. As part of this, we updated the sections on Well Engineering Standards on Risk Management, Well Examination (independent review) and Competency. Our principal mechanisms for well control remain unchanged but were enhanced by the revisions. In 2018, we reviewed and revised our Corporate Responsibility Management System (CRMS) in relation to the requirements of ISO45001, the standard for occupational health and safety management systems. We will be implementing our findings during 2019, along with the latest IOGP Life Saving Rules released in 2018. All workers, activities and workplaces are covered by the occupational health and safety management systems that Cairn has in place. We will regularise the full review of CMAPP with other policies in September 2019.

GRI Standard	Indicator	Location and/or information	Omission
403-2	Hazard identification, risk assessment and incident investigation	<p>Managing day-to-day safety hazards involves several mechanisms to promote safe working procedures. These include management visits, audits, a permit-to-work system, toolbox talks, safety drills and training, all of which are monitored through our leading safety indicators. Employees and contractors are personally responsible for following our Safe System of Work. Hazard identification occurs in various areas including routine project risk assessments. This includes routine project updates for meetings and the gated Project Delivery Process and is also included in project risk registers. Contractor hazard and risk management is assessed as part of tendering and during operations. Our Contractor Management and Selection Procedures take into account a contractor's competency in Major Accidents Prevention and Occupational Health and Safety. We also perform HAZIDs or SIMOPs for bridging gaps with contractors and audits and assurance reviews at various stages including readiness assessments and on-going assessments through the operational period. Contractor task risk assessments are expected and this includes routine and non-routine activities to identify hazards and risk control via formal Task Risk Assessments (TRA) and Toolbox talks.</p> <p>Any worker is allowed to remove themselves from a work situation via Stop Work or similar processes. We also employ and encourage work observation cards that identify hazards or risks and also good observations that are incentivised by a reward scheme. Grievance and whistleblowing procedures are in place. Changes which may impact health and safety or the environment are subject to Management of Change (MoC) procedures.</p> <p>Departments and assets also perform routine hazard/risk assessment quarterly which are reviewed by the Management Teams and the Board as necessary. Triggers include complaints, incidents, health issues and audit findings. Training and competency of Cairn employees is assessed as part of the engagement process and contractors are assessed in the tender and selection process. As part of incident investigations we look at job factors, personnel factors (including training) and organisation factors. Competent individuals need to be in place to fulfil roles assigned and we assess this in a number of ways, including certification, training records, interviews, observations, etc. An accident and incident investigation mechanism is in place at Cairn and contractors are required to have their own. Incident investigation reports are required to provide findings or corrective actions to prevent recurrence where possible. Any risk related assessment arising as a finding would require the risk hierarchy to be used. Improvements to the management system will be flagged as corrective actions and/or as lessons learned in the project.</p>	
403-3	Occupational health services	2018 CR Report: People > Addressing international health challenges > p28	
403-4	Worker participation, consultation and communication on occupational health and safety	We have a series of mechanisms including town hall meetings, grievance mechanism, 1:1 meetings and more recently direct surveys. Employees can raise issues relating to occupational health and safety through the line. Office HSE committee is also in place. We are currently working on revamping the terms of reference of the HSE committee and its purpose. We have a travel and security areas policy on the intranet which is being updated. We are looking to upgrade as part of the findings from ISO45001.	
403-5	Worker training on occupational health and safety	The majority of Cairn's activities are conducted by contractors who have their own training and competency schemes. We assure these schemes and arrangements as part of our projects and provide all staff in the office with induction training. We are focusing on increasing the frequency of refreshers in 2019.	
403-6	Promotion of worker health	2018 CR Report: People > Health and well-being > p27-28	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2018 CR Report: People > Accident prevention and safety > p29-34	

GRI Standard	Indicator	Location and/or information	Omission
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	
	403-10	Work-related ill health	

Training and education

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn employees; external: covered in supplier assessment for labour practices	
	103-2	The management approach and its components	2018 CR Report: People > Training and development > p41 2018 CR Report: People > Talent management > p42	
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.	
GRI 404: Training and Education	404-1	Average hours of training per year per employee	2018 CR Data Appendix: People > Employees > p13	
	404-2	Programs for upgrading employee skills and transition assistance programs		
	404-3	Percentage of employees receiving regular performance and career development reviews	2018 CR Data Appendix: People > Employees > p13	

GRI Standard	Indicator	Location and/or information	Omission
Diversity and equal opportunity			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn employees; external: not material
	103-2	The management approach and its components	2018 CR Report: People > Diversity and inclusion > p42-43
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	2018 CR Data Appendix: Governance > Corporate governance > p7 2018 CR Data Appendix: People > Employees > Equality and diversity > p14-16
Non-discrimination			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: not material
	103-2	The management approach and its components	2018 CR Report: Society > Human rights > p52-54
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	2018 CR Report: Society > Protecting people and communities > Addressing grievances > p54 2018 CR Data Appendix: Society > Human rights > Grievances > p21
Freedom of association and collective bargaining			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: not material
	103-2	The management approach and its components	2018 CR Report: Society > Human rights > p52-54
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.

GRI Standard	Indicator	Location and/or information	Omission												
GRI 407: Freedom of Association and Collective Bargaining	407-1	<p>Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</p> <p>2018 CR Report: Society > Protecting people and communities > Protecting our employees > p54</p> <table border="1"> <thead> <tr> <th></th> <th>Mexico</th> <th>Senegal</th> <th>Suriname</th> </tr> </thead> <tbody> <tr> <td>Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk</td> <td>In 2018, Mexico operations were limited to office activities and baseline surveys.</td> <td>In 2018, Senegal operations have been limited to office related activities. Operatorship was transferred to Woodside on 1 December 2018.</td> <td>Suriname was a new country entry in 2018.</td> </tr> <tr> <td>Measures taken to support rights to exercise freedom of association and collective bargaining</td> <td>Human rights and labour practice risks were screened as part of the new country entry process and further reviewed in the SIA for Bg drilling operations. Some threats of exposure to modern slavery and forced labour were identified in Mexico. A prescribed system of registering company workers with unions was established in Mexico. Cairn Energy Mexico has complied with this, contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.</td> <td>In the past, Capricorn Senegal Limited has worked closely with its shorebase personnel through ongoing supervision and monthly contractor meetings to promote good labour practices. Labour and human rights are evaluated for any asset at country entry and through ESIA processes. Some threats of exposure to modern slavery and child labour were identified in contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.</td> <td>Human rights and labour practice risks were screened as part of the new country entry process and further reviewed in the ESIA for seismic operations that mobilised at the end of December 2018. Some threats of exposure to modern slavery and child labour were identified in Suriname. Contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.</td> </tr> </tbody> </table>		Mexico	Senegal	Suriname	Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk	In 2018, Mexico operations were limited to office activities and baseline surveys.	In 2018, Senegal operations have been limited to office related activities. Operatorship was transferred to Woodside on 1 December 2018.	Suriname was a new country entry in 2018.	Measures taken to support rights to exercise freedom of association and collective bargaining	Human rights and labour practice risks were screened as part of the new country entry process and further reviewed in the SIA for Bg drilling operations. Some threats of exposure to modern slavery and forced labour were identified in Mexico. A prescribed system of registering company workers with unions was established in Mexico. Cairn Energy Mexico has complied with this, contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.	In the past, Capricorn Senegal Limited has worked closely with its shorebase personnel through ongoing supervision and monthly contractor meetings to promote good labour practices. Labour and human rights are evaluated for any asset at country entry and through ESIA processes. Some threats of exposure to modern slavery and child labour were identified in contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.	Human rights and labour practice risks were screened as part of the new country entry process and further reviewed in the ESIA for seismic operations that mobilised at the end of December 2018. Some threats of exposure to modern slavery and child labour were identified in Suriname. Contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.	
	Mexico	Senegal	Suriname												
Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk	In 2018, Mexico operations were limited to office activities and baseline surveys.	In 2018, Senegal operations have been limited to office related activities. Operatorship was transferred to Woodside on 1 December 2018.	Suriname was a new country entry in 2018.												
Measures taken to support rights to exercise freedom of association and collective bargaining	Human rights and labour practice risks were screened as part of the new country entry process and further reviewed in the SIA for Bg drilling operations. Some threats of exposure to modern slavery and forced labour were identified in Mexico. A prescribed system of registering company workers with unions was established in Mexico. Cairn Energy Mexico has complied with this, contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.	In the past, Capricorn Senegal Limited has worked closely with its shorebase personnel through ongoing supervision and monthly contractor meetings to promote good labour practices. Labour and human rights are evaluated for any asset at country entry and through ESIA processes. Some threats of exposure to modern slavery and child labour were identified in contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.	Human rights and labour practice risks were screened as part of the new country entry process and further reviewed in the ESIA for seismic operations that mobilised at the end of December 2018. Some threats of exposure to modern slavery and child labour were identified in Suriname. Contractor prequalification and selection procedures include measures for ensuring local compliance, compliance with Cairn's Code and specific screening around HSE, ABC and modern slavery.												

Child labor

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites external: all contractors and suppliers	
	103-2	The management approach and its components	2018 CR Report: Our approach > Creating value > p10 2018 CR Report: Society > Human rights > p52-54 2018 CR Report: People > Contractors > p35-39	
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.	
GRI 407: Child labor	407-1	Operations and suppliers at significant risk for incidents of child labor	2018 CR Report: Society > Protecting people and communities > p54 2018 CR Report: People > Using contractors > CR issues for our contractors > p38 We have not identified any significant risk of child labour in our supply chain in 2018.	

GRI Standard	Indicator	Location and/or information	Omission
Forced or compulsory labor			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites external: all contractors and suppliers
	103-2	The management approach and its components	2018 CR Report: Our approach > Creating value > p10 2018 CR Report: Society > Human rights > p52-54 2018 CR Report: People > Contractors > p35-39
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 409: Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2018 CR Report: Society > Protecting people and communities > p54 2018 CR Report: People > Using contractors > CR issues for our contractors > p38 We have not identified any significant risk of forced or compulsory labour in our supply chain in 2018.
Security practices			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: JV partners, contractors, suppliers
	103-2	The management approach and its components	2018 CR Report: People > Security > p44-45
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 410: Security Practices	410-1	Security personnel trained in human rights policies or procedures	2018 CR Data Appendix: People > Security > p19
Rights of indigenous peoples			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: local communities
	103-2	The management approach and its components	2018 CR Report: Society > Human rights > p52-54
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 411: Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	There were no incidents of violations involving rights of indigenous peoples in 2018 as we don't have operations that interact directly with indigenous peoples. However, we will continue to monitor the potential for any risks to indigenous peoples rights as we move into new areas of exploration in the future.

GRI Standard	Indicator	Location and/or information	Omission
Human rights assessment			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: JV partners, contractors, suppliers
	103-2	The management approach and its components	2018 CR Report: Society > Human rights > Human Rights Approach > p52-54
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	2018 CR Data Appendix: Society > Human rights > Human rights approach > p21
	412-2	Employee training on human rights policies or procedures	2018 CR Data Appendix: Society > Human rights > Human rights approach > p21
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	2018 CR Data Appendix: Society > Human rights > Human rights approach > p20
Local communities			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: local communities
	103-2	The management approach and its components	2018 CR Report: Society > Our approach to managing human rights > p53 2018 CR Report: Society > Managing social risk > Supporting and strengthening local communities > p51 2018 CR Report: Society > Human rights > Protecting people and communities > p54
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 413: Local Communities	413-1	Operations with significant actual and potential negative impacts on local communities	There have been no significant negative impacts on local communities in any of our operations this year.

GRI Standard	Indicator	Location and/or information	Omission
Supplier social assessment			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: all suppliers and contractors
	103-2	The management approach and its components	2018 CR Report: Society > Human rights > p52-54 2018 CR Report: People > Contractors > p35-39
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	2018 CR Data Appendix: People > Contractors > p13
	414-2	Negative social impacts in the supply chain and actions taken	
Public policy			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: Cairn organisation; external: local governments
	103-2	The management approach and its components	2018 CR Report: Governance > Payments to governments > p20
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 415: Public Policy	415-1	Political contributions	2018 CR Data Appendix: Governance > Transparency > Public policy > p7 Cairn did not engage in party politics or make donations to political parties, candidates or lobbyists in 2018.
Socioeconomic compliance			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	2018 CR Report: Our approach > Prioritising issues > p13-14 Boundary: internal: all Cairn operated sites; external: not material
	103-2	The management approach and its components	AR 2018: Governance > p49-51 2018 CR Report: Our approach > Increasing standards > p7-8 2018 CR Report: Governance > Ethics, anti-bribery and corruption, and transparency > p16-20
	103-3	Evaluation of the management approach	See 103-3 under Economic performance, above.
GRI 419: Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	2018 CR Data Appendix: Governance > Transparency > Compliance > p7

UN Global Compact



Our 2018 Corporate Responsibility Report presents the annual Communication on Progress on our performance against the UNGC Principles as part of that commitment.

Statement of continued support to the UNGC – 2018 CR Report: CEO Statement, p5

		Responsibility section links
Human Rights		
Principle 1	Business should support and respect the protection of internationally proclaimed human rights; and	2018 CR Report: Increasing Standards p7–8
Principle 2	make sure that they are not complicit in human rights abuses.	2018 CR Report: Our approach to managing human rights p53
Labour Standards		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	2018 CR Report: Using contractors p35–39 2018 CR Report: Protecting People and communities p54
Principle 4	the elimination of all forms of forced and compulsory labour;	2018 CR Report: Using contractors p35–39 2018 CR Report: Protecting People and communities p54
Principle 5	the effective abolition of child labour; and	2018 CR Report: Using contractors p35–39 2018 CR Report: Protecting People and communities p54
Principle 6	the elimination of discrimination in respect of employment and occupation.	2018 CR Report: Using contractors p35–39 2018 CR Report: Diversity and Inclusion p42 2018 CR Report: Protecting People and communities p54
Environment		
Principle 7	Business should support a precautionary approach to environmental challenges;	2018 CR Report: Increasing Standards p7–8 2018 CR Report: Environment p55–63
Principle 8	Undertake initiatives to promote greater environmental responsibility;	2018 CR Report: Increasing Standards p7–8 2018 CR Report: Environment p55–63
Principle 9	Encourage the development and diffusion of environmentally friendly technologies; and	2018 CR Report: Environment p55–63
Anti-Corruption		
Principle 10	Businesses should work against all forms of corruption, including extortion and bribery.	2018 CR Report: Governance p15–20 2018 CR Report: People p38

Appendix

GRI 102-13 Membership of Associations

Stakeholder	Key Interests
UN Global Compact	Strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption.
Extractive Industries Transparency Initiative (EITI)	Global coalition of governments, companies and civil societies working together to improve openness and the accountable management of revenues from natural resources.
International Association of Oil & Gas Producers (IOGP)	Global forum in which members identify and share best practices to achieve improvements in every aspect of health, safety, the environment, security, social responsibility, engineering and operations. It was relaunched and rebranded as IOGP on its 40th anniversary in 2014.
Norwegian Oil and Gas Association (Norsk olje og gass)	Representative body for operators in Norway with multiple sub-committees and work groups.
Irish Offshore Operators' Association (IOOA)	Representative organisation for the Irish offshore oil and gas industry. Its members are companies licensed by the Government to explore for, and produce, oil and gas in Irish waters.
Oil and Gas UK (O&GUK)	Representative body for oil companies and contractors in the UK, with multiple sub-committees, work groups, etc.
Oil Spill Response Ltd (OSRL)	Industry-owned cooperative that exists to respond effectively to oil spills wherever in the world they may occur. Its membership consists of over 160 environmentally responsible corporations. Supplementary membership of Subsea Well Intervention Services, which includes Capping Stack System, Subsea Incident Response Toolkit and the global dispersant stockpile.
West and Central Africa Aerial Spraying and Surveillance Services (WACAF)	Provides supplementary and extended oil spill response services (Tier 2) along parts of West Africa including Senegal. Cairn was a member only while carrying out drilling operations off the shore of Senegal.
Offshore Pollution Liability Association Ltd (OPOL)	All offshore operators currently active in exploration and production on the UK Continental Shelf are party to a voluntary oil pollution compensation scheme known as the OPOL.
UK Oil & Gas Independents' Association (OGIA)	A community of oil and gas exploration and production companies active on the UKCS who come together to share knowledge and experience of the UKCS business and regulatory climate.
Association of British Independent Oil and Gas Exploration Companies (BRINDEX)	BRINDEX seeks to promote the role played by British independent exploration and production (E&P) companies in maintaining a powerful and effective UK-based oil and gas industry.
UK Oil Industry Taxation Committee (UKOITC)	Represents tax professionals working in the UK oil and gas industry and the accounting and legal professions
Oil Industry Finance Association (OIFA)	Discusses joint venture accounting issues of the UK's upstream oil and gas activities.
Oil Industry Accounting Committee (OIAC)	Focal point for UK upstream oil and gas companies in relation to all financial reporting matters.
Chartered Association of Corporate Treasurers	Provides latest practice information, news and best practice.
Mexican Association of Hydrocarbons (Asociación Mexicana de Empresas de Hidrocarburos; AMEXHI)	Mexican national oil and gas industry association created to bring together investors and oil and gas operators of different sizes, specialities and nationalities that are committed to carrying out safe, responsible and sustainable operations. The association encourages the Mexican hydrocarbons sector to develop to the highest global standards of performance and transparency.

Disclosure 102-43 Approach to Stakeholder Engagement

Our Key Stakeholder Groups	Key Interests	Engagement Activities in 2018
Investors	Strategy and performance Good corporate governance	External reporting Investor road shows Response to enquiries Operational updates Carbon Disclosure Project and other Corporate Responsibility rating agencies
Governments • Government and regulators • Inter-governmental organisations • District and local authorities	Legal compliance Major accident prevention Employment and revenue generation	External reporting Permit applications Compliance monitoring Knowledge sharing Industry workshops EITI multi-stakeholder group in Senegal
Business partners/peers • Business partners • Peers • Suppliers/contractors • Emergency support services	CR Policies and approach Industry reputation Long-term relationships Opportunities for growth Meeting CR standards and other business requirements	External reporting New business due diligence Partner meetings Membership of and participation in industry bodies Development of collaborative industry projects in Senegal External reporting Commercial relationships Senior executive meetings Training, briefings and supervision
Local community/interest group • NGOs • Local communities • Labour groups and unions • Media	Access to employment opportunities Protection of environment and livelihoods Community development	External reporting Consultation meetings Public consultation Grievance mechanism Social-investment programmes
Employees	Remuneration and benefits Opportunity for development Company strategy and culture Safe and fair working environment	Performance and development reviews Staff meetings Staff survey Intranet and other internal communications 'Lunch and learn' sessions

Disclosure 102-44 Key Topics and Concerns Raised

Our Key Stakeholder Groups	Key Concern	Cairn Response(s) to Concern
Investors	Major accident prevention and safety	CMAPP, CRMS Project Delivery Process, audit and assurance, personnel competency
	Climate change and energy transition	CRMS, climate change resilience study, risk assessment and monitoring, industry body initiatives
	Sensitive areas and biodiversity	Code of Ethics, CRMS ESIAs and ESMPs Biodiversity studies if required
	Ethics and integrity	Code of Ethics, CRMS
	Remuneration	RemCom, transparent reporting
Governments <ul style="list-style-type: none"> • Government and regulators • Inter-governmental organisations • District and local authorities 	Security	CRMS, security risk assessments, travel risk assessments, business continuity, evacuation plans
	ABC and transparency	Code of Ethics, ABC management system, register of gifts, UN Global Compact
	Geopolitical issues	SDGs, specialist reviews, new country entry processes
	Regulation and legislation	Legislation registers, compliance tracking and audit
Business partners/peers <ul style="list-style-type: none"> • Business partners • Peers • Suppliers/contractors • Emergency support services 	Local content/skills development	Contracting policy and procedures, IIA in Senegal
	Spills/discharges/emissions	ESIAs and ESMPs, oil spill plans, legislation tracking and compliance
	Impact on fishing/biodiversity	ESIAs and ESMPs
	Emergency preparedness	Emergency response procedures, oil spill response planning, business continuity, etc.
	ABC/ethics/transparency	See above for ABC
	Business opportunities Business ethics Health and safety	Code of Ethics, contracting policy and procedures, bridging documents, HSE engagement meetings
Local community/interest groups <ul style="list-style-type: none"> • NGOs • Local communities • Labour groups and unions • Media 	Damage to marine environment	Environmental policy, CRMS, ESIAs and ESMPs
	Detriment to livelihoods	CSR Policy, CRMS, ESIAs and ESMPs
	Transparency of distribution of oil and gas revenues	Commitment to EITI
	Corruption	Code of Ethics, ABC management system, UNGC
	Community investment	CSR Policy, CRMS, IBA, social investment, e.g. THP in Senegal working with communities of Yenne
	Human rights Environment Business ethics	Code of Ethics CR policies CRMS
Employees	Environment	CRMS
	Strategy: oil and gas vs. renewables	Climate change resilience study
	Risk management (H&S)	CMAPP
	Employee well-being	CRMS
	Diversity and gender pay gap	HR policies and procedures