



2019

Sustainability
GRI Index

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References used



References to other reports, documents or our websites for more information



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This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

2019 Sustainability GRI Index

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Statement from our CEO



Gilles Andrier
Chief Executive Officer

We reached an important crossroads in 2019, while navigating an external environment that offers new opportunities. Powered by our new Company purpose 'Creating for happier, healthier lives with love for nature. Let's imagine together', we are pursuing bold and ambitious goals.

We have set out to be a climate-positive business before 2050. Signing the UN Pledge to align GHG emission targets to limit global warming at 1.5°C above pre-industrial levels is a milestone on our journey. These actions build on a long-standing commitment to play our part in moving the global sustainability agenda forward. Recognition for this effort by organisations such as EcoVadis and CDP reinforces our confidence and motivation.

In the meantime, our acquisition strategy is an important part of our future success. It supports the pursuit of another purpose ambition to double our business through creations that contribute to happier, healthier lives by 2030.

Our people drive our success. We want to be a 'great place to work' and continue to build an inclusive culture where all can grow and succeed.

Our new purpose and supporting goals will drive sustainable, long-term performance, while improving happiness and health for people and nature. It is our continued commitment to our customers, our people, society and the planet.

🔍 2019 Integrated Annual Report, Chief Executive Officer's review, pages 7–9

GRI 101

Foundation

We have taken into account all requirements and guidelines from GRI 101: Foundation in the preparation of our sustainability report, especially GRI's reporting principles for defining report content and quality.

Reporting principles for defining report content

- Stakeholder inclusiveness
- Sustainability context
- Materiality
- Completeness

Reporting principles for defining report quality

- Accuracy
- Balance
- Clarity
- Comparability
- Reliability
- Timeliness

GRI 102

General disclosures



Organisational profile

GRI 102 – 1

Name of the organisation

Givaudan SA

GRI 102 – 2

Activities, brands, products, and services

The Company is the global leader in the flavour and fragrance industry, offering its products to global, regional and local food, beverage, consumer goods, fragrance and cosmetics companies. The Company operates around the world and has two principal divisions: Flavours and Fragrances. The Flavour Division consists of four business units: Beverages, Dairy, Savoury and Sweet Goods. The Fragrance Division has three business units: Fine Fragrances, Consumer Products, as well as Fragrance Ingredients & Active Beauty.

🔍 www.givaudan.com – our company – about Givaudan
2019 Integrated Annual Report, Performance highlights

GRI 102 – 3

Location of headquarters

Chemin de la Parfumerie 5
1214 Vernier, Switzerland

GRI 102 – 4

Location of operations

Givaudan has 181 locations in 49 countries worldwide.

🔍 2019 Governance, Compensation and Financial Report,
Givaudan sites worldwide, pages 120 – 126

GRI 102 – 5

Ownership and legal form

Givaudan SA, the parent company of the Givaudan Group, is a 'société anonyme', pursuant to art. 620 et seq. of the Swiss Code of Obligations. It is listed on the SIX Swiss Exchange under security number 1064593, ISIN CH0010645932.

Significant shareholders

2019	in %
Beneficial owners	
William H. Gates III & Melinda French Gates	13.86
BlackRock Inc	5.06
MFS Investment Management	5.04
Nominees	
Nortrust Nominees Limited*	15.07
Chase Nominees Limited**.	7.21
Banque Pictet & Cie SA**.	4.45

* Voting rights for the shares held by Nortrust Nominees Limited and Chase Nominees Limited need to be exercised in accordance with clients' instructions.
** The shares held by Banque Pictet & Cie SA bear no voting rights.

GRI 102 – 6

Markets served

We operate in the B2B-market and are the industry leader worldwide for flavours and fragrances. Both Divisions have a sales and marketing presence in all major countries and markets as well as research and development organisations. They share resources and knowledge in the areas of research and consumer understanding, where applicable. 57% of our revenues come from mature markets (North America, Western Europe, Japan), and 43% from high-growth markets (Asia Pacific, Latin America and Eastern Europe).

🔍 www.givaudan.com – our company – about Givaudan – our global presence
2019 Integrated Annual Report, Our global presence, pages 16 – 17

GRI 102 – 7

Scale of the organisation

Total number of employees

14,969

Total number of operations

181

Net sales in billion CHF

6.2

Total assets in billion CHF

10.4

Equity ratio

35.2%

Products sold per year

> 74,000

GRI 102 – 8

Information on employees and other workers

The following tables give a breakdown of employees by category, region and gender.

Total Givaudan employees

	2019	2018
Total number of full time employees¹	14,969	13,598
Total headcount²	12,218	11,725

1. This is defined as the equivalent full time employees and includes acquisitions. In 2018, the number includes employees from Activ International, Vika B.V., Centroflora Nutra, Expressions Parfumées and Naturex. In 2019, the number includes employees from Activ International, Vika B.V., Centroflora Nutra, Expressions Parfumées, Naturex, Albert Vieille, Fragrance Oils, Golden Frog and drom.
2. For 2018 and 2019, this is defined as the head count: Givaudan employees, internal temporary employees, and employees from Activ International, all other acquisitions excluded.

Employees by employment type

	Full-time		Part-time		Total	
	women	men	women	men	women	men
Asia Pacific	1,300	1,732	16	1	1,316	1,733
Europe, Africa	1,874	3,251	145	46	2,019	3,297
Latin America	588	1,016	4	0	592	1,016
North America	771	1,467	6	1	777	1,468
Total 2019	4,533	7,466	171	48	4,704	7,514
Total 2018	4,319	7,216	155	35	4,474	7,251

Employees by employment contract

	Permanent		Temporary		Total	
	women	men	women	men	women	men
Asia Pacific	1,278	1,713	38	20	1,316	1,733
Europe, Africa	1,954	3,211	65	86	2,019	3,297
Latin America	588	1,000	4	16	592	1,016
North America	777	1,468	0	0	777	1,468
Total 2019	4,597	7,392	107	122	4,704	7,514
Total 2018	4,383	7,132	91	119	4,474	7,251

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Supply chain

Givaudan spends more than CHF 3.7 billion per year sourcing 11,000 different raw materials and indirect materials and services. With about 3,000 raw material suppliers in more than 100 countries and 12,000 additional partners supplying indirect materials and services, we manage more than 25,000 contracts – procurement and the supply chain are strategic to Givaudan’s responsible and shared growth.

Our procurement innovation team works closely with category managers on innovation that is enabled by suppliers and on generating new business opportunities. Together with the Science & Technology organisation, we have built a significant project pipeline of novel opportunities. Our teams follow new technologies carefully and work to align business needs with the capabilities of the supplier base. Many innovative ideas come from the suppliers themselves and we are keen to pursue opportunities for mutual benefit.

Our comprehensive Sourcing for Shared Value approach covers procurement and supply chain sustainability practices and aims to ensure that raw materials are produced in a way that respects people and the environment. Working with local producers and suppliers to create new value for all is the essence of the approach. It is based on the principles of Responsible Sourcing, Sourcing at Origin and Communities at Source.

www.givaudan.com – sustainability – sourcing
2019 Integrated Annual Report, Sourcing, pages 51 – 55

GRI 102 – 10

Significant changes to the organisation and its supply chain

Since 2014, we have announced 15 acquisitions which represent an additional CHF 1.5 billion of annualised sales. Our acquisitions are fully aligned with our 2020 strategic priorities: Naturals, Health and well-being, Active Beauty, Integrated Solutions, local and regional customers.

To strengthen Active Beauty, we purchased the cosmetics businesses of AMSilk and are acquiring the cosmetics business of Indena to strengthen our global capabilities in botanical active cosmetic ingredients. We acquired Albert Vieille and Golden Frog to expand leadership in Naturals; Fragrance Oils and drom to consolidate our expertise in Fragrances; and we are in the process of acquiring Ungerer to bolster specialty ingredients in both Flavours and Fragrances.

We inaugurated a new flavour technical and commercial centre in Casablanca, Morocco, a new Flavours production facility in Pune, India, and our newest fragrance encapsulation centre in

Singapore for the Asia Pacific market. We have also doubled our flavour production capacity in China with the opening of a new extension at our Nantong production facility.

We opened our Digital Factory in Paris, a project accelerator to transform our business and drive opportunities as well as a new flagship innovation centre in Kempthal, Switzerland.

In 2019, we had no changes in the share capital structure and no significant change in our supply chain.

GRI 102 – 11

Precautionary principle or approach

Risk taking is essential to our capacity to innovate, our entrepreneurial success and ultimately to sustained value creation. Managing risk is therefore an integral part of Givaudan's business and we have robust structures and processes to ensure that we do it effectively. Our system of identifying, assessing and deciding on responses to mitigate key risks helps us take the appropriate amount of risk and manage it competently.

Enterprise Risk Management (ERM) is our approach to assessing, treating and monitoring how uncertainty may affect our ability to attain objectives or jeopardise long-term success. The approach is based on our ERM Charter, which is compliant with applicable laws, directives and best practices.

The charter's main aim is to lay out how we review and report on all risks in terms of their nature, source and consequences. It contributes to safeguarding Company value and assets and protecting shareholder interests; to exploiting strategic opportunities for creating additional Company value, and to improving awareness of the nature and magnitude of the Company's risks amongst internal stakeholders. It also provides information for effective decision making in compliance with good corporate governance guidelines and practices as well as applicable laws and regulations.

We identify and manage risk at strategic, operational and legal and regulatory level.

- Strategic risks include business model risk, risk of changes in consumer preferences, customer risk and competition risk.
- Sustainability risks include risk of climate change/water scarcity. We address climate change risk through a comprehensive programme designed to minimise our impact on climate change and move to a low carbon economy, by rigorously reducing the environmental impact of our activities.

- Operational risks include disruption or breakdown of operations, disruption of supply chains or suppliers, environment, health and safety risks, information technology risks and financial risks.

- Legal and regulatory risks include product quality and safety risks, as well as legal and compliance risks.

Finally, while we acknowledge political and economic uncertainties in many parts of the world, we believe our business model and agility allow us to continue to evolve and grow our business.

🔍 2019 Integrated Annual Report, Managing risks and assuring our long-standing success, pages 70 – 73

GRI 102 – 12

External initiatives

We engage in numerous external initiatives and strategic collaborations with relevant organisations and partners to support and inform our work on the most material sustainability issues. Collaboration across our supply chain as well as with other businesses and non-profit organisations is essential; the more we do together, the quicker we drive sustainable solutions. Some of the most significant external initiatives are listed below.

- United Nations Global Compact (UNGC)
- CDP
- Science Based Targets Initiative (SBTi)
- The Global Reporting Initiative (GRI)
- Sedex (Supplier Ethical Data Exchange)
- EcoVadis
- RE100

🔍 Our Sustainability Approach, pages 35 – 37

GRI 102 – 13

Membership of associations

The strategic organisations we are currently engaged with include:

- AIM-Progress
- World Business Council for Sustainable Development (WBCSD)
- Roundtable on Sustainable Palm Oil (RSPO)
- French Alliance for Sustainable Palm Oil
- American Cleaning Institute (ACI)
- Earthworm Foundation (formerly The Forest Trust TFT)
- Natural Resources Stewardship Circle (NRSC)

🔍 Our Sustainability Approach, pages 37 – 38

Strategy

GRI 102 – 15

Key impacts, risks and opportunities

Global megatrends express societal shifts and rapidly changing consumer behaviours. Overall, we are seeing a growing consumer base living longer and more environmentally responsible lives in an increasingly interconnected world.

The impacts on our business are numerous. Having higher levels of disposable income leads people to spend more on processed and ready-made foods as well as personal care and household products. Increased demand for transparency means a sharper focus on organic, natural ingredients and flavours as well as natural and sustainably sourced raw materials. More interconnectivity and faster exchange of information leads to higher consumer power and to a demand for new products, quicker. Givaudan is embracing these global shifts as opportunities to ensure resilience and our sustainable business model is creating new value.

Risk taking is indeed core to our innovation capacity, our entrepreneurial success and ultimately to sustained value creation – managing it is therefore an integral part of Givaudan's business.

Enterprise Risk Management (ERM) is how we assess, treat and monitor the effects of uncertainty. We operate a structured system of identifying, assessing and deciding on responses to mitigate key risks. Overall, our principle-based approach is pragmatic and tailored to the Company and aims at value creation and protection. It is an integral part of processes and decision making, addressing uncertainty explicitly and remaining structured, dynamic, iterative and responsive to change. It is based on the best available information.

Our ERM is structured to safeguard Company value and assets and to protect shareholder interests, to allow us to exploit strategic opportunities to further create Company value and also to improve awareness amongst all key internal stakeholders of the nature and magnitude of risks. It helps us to provide risk-based management information for effective decision making and to improve compliance with good corporate governance guidelines and practices as well as applicable laws and regulations.

 [2019 Integrated Annual Report, pages 10 – 15, 70 – 73](#)

Ethics and integrity

GRI 102 – 16

Values, principles, standards, and norms of behaviour

Givaudan has built its good reputation and name over a long and rich history. To preserve it, we are committed to adhering to the highest ethical standards in our interactions with all stakeholders – customers, suppliers, shareholders, employees, competitors, government agencies, NGOs and the communities in which we operate. Being open, transparent and honest in our dealings with these stakeholders allows us to grow responsibly and share our success.

The basis for Givaudan's ethical standards is laid out in the Company's Principles of Conduct, last reviewed and updated in 2018. The Principles of Conduct consist of three pillars: Legal & ethical business dealings, Responsible corporate citizenship and Protecting Givaudan's assets. The Principles also include a section on 'How we live the Principles', which reiterates each employee's responsibility for ethics and integrity and explains the channels for reporting any violation of the Principles ("helpline"). We expect every employee to take personal accountability for upholding our Principles in daily actions within their own sphere of influence and with business partners and stakeholders.

The Principles of Conduct are mirrored by Givaudan's Responsible Sourcing Policy, a code of conduct for our suppliers to ensure that our partners abide by the same high standards.

In terms of organisation and process, the Corporate Ethics & Compliance Officer oversees the administration of the Ethics & Compliance Programme and coordinates with dedicated functions for effective compliance management. The Data Protection Officer, reporting to the Corporate Ethics & Compliance Officer, oversees the implementation of the Group Data Protection programme.

🔍 2019 Integrated Annual Report, High ethical commitments protect our reputation, pages 66 – 67
www.givaudan.com – our company – corporate governance – code of conduct

Governance

GRI 102 – 18

Governance structure

Givaudan's Board of Directors is responsible for the ultimate direction, strategic supervision and control of Givaudan and its management. Each of the seven Board members has an in-depth knowledge of his or her relevant areas of expertise and contributes to the Board's competencies at the level of the full Board and in the Board's four committees: Audit, Compensation, Nomination and Governance, and Innovation. The Board's knowledge and diversity of experience are important assets in leading a company of Givaudan's size in a complex and fast-changing environment.

The seven-member Executive Committee (EC), led by the Chief Executive Officer (CEO), is responsible for all areas of operational management that have been delegated to it by the Board. The CEO is appointed by the Board and has the task of achieving the strategic objectives of the Company and determining operational priorities. The CEO also leads, supervises and coordinates the EC.

🔍 2019 Governance, Compensation and Financial Report, pages 4 – 14
www.givaudan.com – our company – corporate governance

Board of Directors

Calvin Grieder
Chairman

Swiss national
 Born in 1955
 Member since 2014

Prof. Dr-Ing. Werner Bauer

German and Swiss national
 Born in 1950
 Member since 2014

Victor Balli

Swiss national
 Born in 1957
 Member since 2016

Lilian Biner

Swedish national
 Born in 1962
 Member since 2011

Michael Carlos

French national
 Born in 1950
 Member since 2015

Ingrid Deltene

Dutch and Swiss national
 Born in 1960
 Member since 2015

Thomas Rufer

Swiss national
 Born in 1952
 Member since 2009

Executive Committee

Gilles Andrier
Chief Executive Officer

French national
 Born in 1961
 Appointed in 2005

Louie D'Amico
President Flavour Division

US national
 Born in 1961
 Appointed in 2018

Maurizio Volpi
President Fragrance Division

Italian national
 Born in 1969
 Appointed in 2015

Tom Hallam
Chief Financial Officer

British and Swiss national
 Born in 1966
 Appointed in 2017

Simon Halle-Smith
Head of Global Human Resources and EHS

British national
 Born in 1966
 Appointed in 2015

Willem Mutsaerts
Head of Global Procurement and Sustainability

Dutch national
 Born in 1962
 Appointed in 2015

Anne Tayac
Head of Givaudan Business Solutions

French national
 Born in 1968
 Appointed in 2016




Governance of sustainability issues

The Head of Global Procurement and Sustainability, a member of the EC, heads the Company's sustainability approach. He is supported by a dedicated Sustainability Leadership Team (SLT) led by the Global Head of Sustainability. This team is made up of internal specialists in corporate responsibility and sustainability as well as dedicated business partners to implement the approach.

The SLT is the strategic and operational body that supports the organisation in the implementation of the approach to meet Givaudan's sustainability goals. The team meets every six weeks and on an ad-hoc basis for specific purposes.

The Executive Committee usually meets monthly to discuss general Company business and strategy and sustainability is a recurrent point on the agenda. The meetings, which take place at various sites, provide the EC an opportunity to interact with local management and to visit Givaudan locations across the globe. Each major region is visited at least once a year to ensure a close interaction with all the different business areas.

The Head of Global Procurement and Sustainability reports annually to the Board of Directors on sustainability matters.

 www.givaudan.com – sustainability – expert corner – governance

Stakeholder engagement

GRI 102 – 40

List of stakeholder groups

Customers

Suppliers

Employees



Owners and investors

Local communities

Public and regulatory agencies

GRI 102 – 41

Collective bargaining agreements

27% of employees are covered by collective bargaining agreements.

GRI 102 – 42

Identifying and selecting stakeholders

Working systematically with interested parties and evaluating their perspectives on economic, social, environmental, ethical and governance issues helps us strengthen dialogue. It allows

us to better address their concerns and manage the direct or indirect impact on Givaudan. This approach can be used as a strategic management tool, it helps build stronger and lasting relationships with key stakeholders, allows us to manage our business successfully and also lays out the basis for our materiality assessment.

When we set out to develop a materiality matrix in 2011, we carried out a wide-ranging assessment of our stakeholders to determine who had the greatest impact on us and on whom

Stakeholder dialogue

	Customers	Suppliers	Employees
Dialogue channel	<ul style="list-style-type: none"> – Ongoing dialogue – Customer sustainability requests – Audits – Customer innovation days – Conferences and events – At associations and advocacy organisations 	<ul style="list-style-type: none"> – Assessments – Supplier audits – Collaborations to improve performance – Multi-stakeholder groups – Supplier events: capacity building, discussing issues – Direct engagement with supplier relationship managers 	<ul style="list-style-type: none"> – Works Council consultations – Employee engagement initiatives – Annual performance dialogue – Talent management processes – Learning and development opportunities – Green Teams, engagements and ongoing dialogue
Key topics and concerns raised	<ul style="list-style-type: none"> – Climate change – Consumer health and well-being – Human rights – Product environmental and social impact – Product quality and safety – Responsible sourcing – Transparency and reporting – Traceability 	<ul style="list-style-type: none"> – Responsible sourcing – Raw material availability 	<ul style="list-style-type: none"> – Employee health, safety and wellness – Diversity and inclusion – Talent management – Women's empowerment

we had the most effect. We identified six key stakeholder groups from a list of more than 200 organisations: customers, suppliers, investors, public and government agencies, local communities and employees.

Givaudan has developed specific tools to support interaction with the various stakeholder panels at both global and local levels. We also review and evaluate diverse stakeholder engagement initiatives existing across the Company and continuously monitor their relevance in a two-stage process.

First, we map each direct engagement with an external organisation by considering its relevance to several areas: our stakeholder groups; the key issues in our materiality matrix; the three focus areas of our sustainability approach, and to the Sustainable Development Goals on which we have an impact. Then we look at every current or potential external engagement and assess it against several criteria: local or global engagement; membership criteria and membership fees; participating customers and suppliers; participating competitors; participant profiles; type of sessions; size of groups; impact on our sustainability approach; risks and benefits. Based on the outcome, we decide whether to pursue a current engagement or seek opportunities with new organisations. We then suggest actions to be taken within the engagement for the next three years.

GRI 102 – 43

Approach to stakeholder engagement

Listening to our stakeholders is a core element of our sustainability management practice. Their feedback helps us

understand expectations and it contributes to the development of our overall sustainability approach. We gather the views of our stakeholders by inviting them to discuss critical issues and strategic priorities. We create dialogue groups to understand how our business affects stakeholders and to determine the most material impacts to be managed.

The sustainability aspects listed in the Givaudan materiality matrix are presented to stakeholders to allow them to confirm which they see as the most important topics, and which they would like to discuss or know more about. The process gives stakeholders a genuine role in setting the direction of our sustainability approach and prioritising the issues in the matrix.

Ultimately, through stakeholder dialogue, we seek to identify opportunities to improve management and our relationships, as well as create projects for our mutual benefit. This allows us to focus our drive for greater sustainability in those areas that are most important to our key stakeholders. Givaudan has many channels for stakeholder dialogue spread across different departments and teams; this also includes the information and feedback we receive during the ordinary course of business.

GRI 102 – 44

Key topics and concerns raised

The engagement channels as well as key topics and concerns raised per stakeholder group are listed in the diagram below:

Owners and investors	Local communities	Public and regulatory agencies
<ul style="list-style-type: none"> – Annual General Meeting/half-year meeting – Annual investor road shows – Briefings with analysts – Conferences with investors and other financial stakeholders 	<ul style="list-style-type: none"> – Community development programme survey – Local site community engagement programme – Ongoing dialogue with local authorities and community organisations – Green Teams engaged in social activities within the communities we operate – Givaudan Foundation – Local partners (NGOs or cooperatives) acting as Givaudan agents 	<ul style="list-style-type: none"> – UNGC consultation – Industry association consultation and commenting on emerging regulations – CDP project workshop – Membership of working groups/forums – Media
<ul style="list-style-type: none"> – Economic performance – Raw material availability – Talent management – Transparency and reporting 	<ul style="list-style-type: none"> – Employee health, safety and wellness – Consumer health and well-being – Product environmental and social impact – Human rights – Diversity and inclusion – Transparency and reporting 	<ul style="list-style-type: none"> – Product quality and safety – Responsible sourcing – Product environmental and social impact – Employee health, safety and wellness – Transparency and reporting – Human rights

Reporting practice

GRI 102 – 45

Entities included in the consolidated financial statements

All Givaudan 2019 acquisitions, except Golden Frog, are covered by the financial statement.

🔍 2019 Governance, Compensation and Financial Report, Note 33, pages 89 – 91

GRI 102 – 46

Defining report content and topic Boundaries

Our materiality assessment helps to align our business with the expectations of our stakeholders and with society in general.

Defining report content and topic boundaries

A critical part of our sustainability approach involves identifying and prioritising the issues of the greatest material importance to Givaudan: this is also the basis for defining reporting content and the boundaries of the topics. The process follows the principles of stakeholder inclusiveness, sustainability context, materiality and completeness according to the GRI Standards.

Materiality assessment

Our activities have an impact that goes far beyond economic results. To be successful in the long run, we need to align our business performance with the expectations of our stakeholders and with society in general. To achieve this goal, a deep understanding of the most relevant topics for the different groups of stakeholders is essential.

In this spirit, we have developed our materiality assessment to help shape our strategy, to strengthen our commitment to dialogue and to support our assumptions and our reports. We use the Givaudan materiality assessment to prioritise aspects identified as being of most concern to our customers and other key stakeholders. The matrix is reviewed through discussion with the main stakeholders and our materiality cycle aims to conduct a comprehensive assessment of surveys and interviews every four years. We address critical issues and strategic priorities, look for opportunities to improve management and relationships, and identify possible projects

to work on together. In the middle of each cycle, we conduct a review based on the opportunity to acquire meaningful information about changes and emerging topics.

The elements now considered material are those that had already been identified in the last materiality assessment as having a substantial influence on the decisions of the main stakeholders and a significant impact on Givaudan's business performance as well as a wider social, environmental and economic impact in terms of how we create new value to be shared by all stakeholders in our supply chains.

GRI 102 – 49

Changes in reporting Changes in material topics

In 2019, we reviewed a part of the materiality assessment updated in 2018 and included the feedback from dedicated workshops held during Givaudan's Management Conference where senior leaders of the organisation were empowered to bring local and regional insights in the assessment process. This exercise confirmed the relevance of the materiality assessment update made last year.

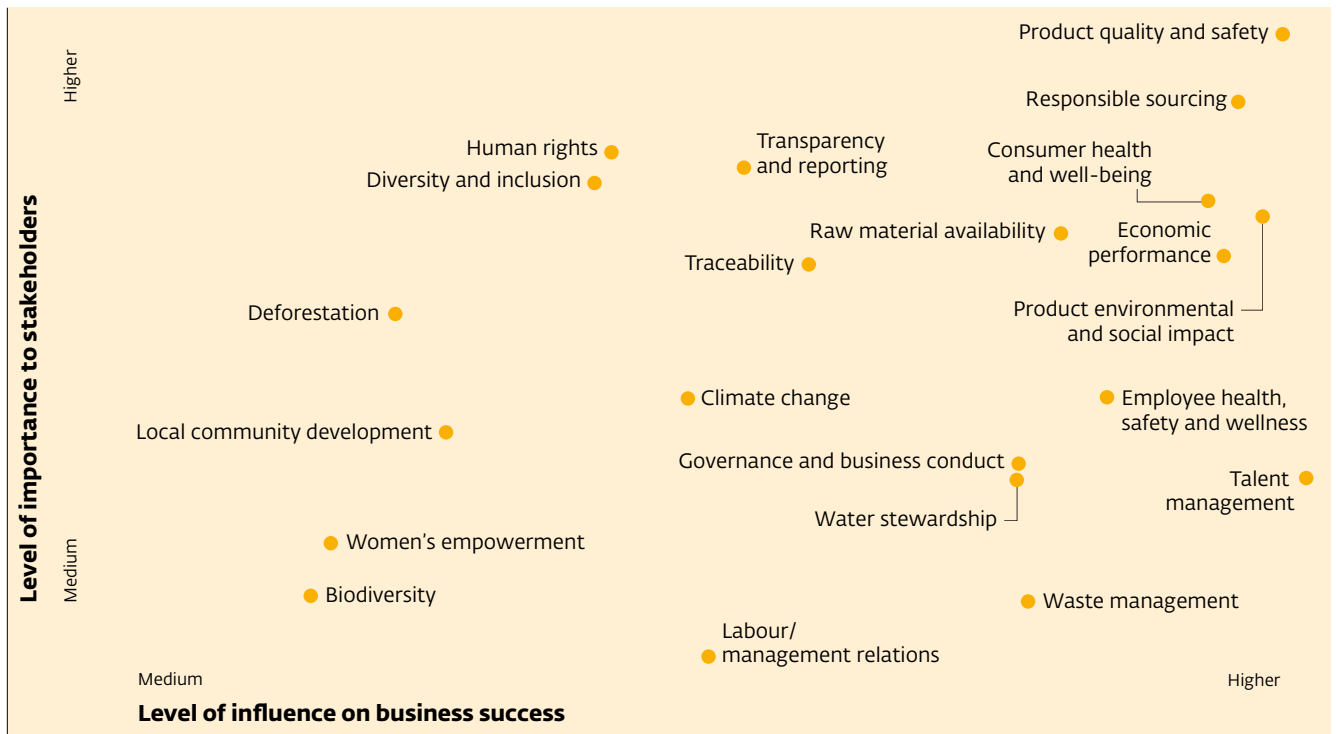
The topic of "plastics" has gained significant attention both worldwide and in our Company. Indeed employees are rightfully looking for ways to contribute more in our sustainability journey on a daily basis, being at work or at home. In this regard we saw this topic being a very efficient way to rethink the way we do certain things, bringing to life "circular thinking" in a pragmatic way. We added the elimination of single-use of plastics to our waste management programme and defined a clear target.

This holistic assessment of current and future expectations and needs of key stakeholder groups (including employees, customers, governmental and non-governmental organisations and academia) allows us to assess our strategic focus and respond to stakeholder expectations, optimally allocating resources to material problems. In the next years we will incorporate other relevant elements such as an Employee Engagement Survey and will review the assessment to form the basis of our new five-year plan.

GRI 102 – 47

List of material topics

Materiality matrix



Our Sustainability Approach, pages 46 – 47

Changes in boundaries

A detailed overview of the sites in GRI scope for environmental and safety data is to be found in the 2019 Financial Report.

2019 Governance, Compensation and Financial Report, pages 120 – 126

GRI 102 – 50

Reporting period

The reporting period covers the full year 2019. However, environmental data concerns fourth quarter of 2018 through the third quarter of 2019 which will become the regular reporting period for environmental data for the upcoming reporting cycles. In March 2020, we have exceptionally updated the GRI Sustainability Index and added also the full-year 2019 environmental data which is the basis for this year's external assurance statement.

GRI 102 – 51

Date of most recent report

The previous report was published in March 2018.

GRI 102 – 52

Reporting cycle

Givaudan has been reporting annually since 2010.

GRI 102 – 53

Contact point for questions regarding the report

global.sustainability@givaudan.com

GRI 102 – 54

Claims of reporting in accordance with the GRI Standards

This report has been prepared in accordance with the GRI Standards: Core option.

GRI 102-55

GRI Content Index

Please see page 65

GRI 102 – 56

External assurance

Please see page 71

GRI 200

Topic specific
disclosures:

Economic



GRI 201

Economic performance

GRI 103 – 1

Explanation of the material topic and its boundary

Economic performance refers to our ability to operate a profitable business model for the long-term viability of the Company. Our 2020 strategy of “Responsible Growth. Shared Success.” focuses on this economic performance, which is the short- to long-term measure of Givaudan's success. The strategy also regards economic success as being inseparable from high standards in environmental and social stewardship.

Within Givaudan, this means ensuring that our business is financially sustainable in the short- and long-term. Outside of Givaudan, this means supporting our customers' own market expansion plans and providing them with growth opportunities through the use of our products. We are also working in partnership with producers and suppliers to transform the way we source: we look to secure supply and create new value to be shared by all stakeholders in our supply chains.

GRI 103 – 2, 103 – 3

Management approach

For Givaudan, being a responsible and sustainable company means securing our long-term economic growth, positively impacting the environment and society, all while meeting stakeholders' expectations. We strive to go beyond responsible growth and benefits for our shareholders though: we target long-term success for our customers, consumers, society and the planet. This is also our approach to promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Our value added is defined as the economic value created by the activities of our business and its employees. This value is distributed to our operating costs including the supply chain, employees through wages and benefits, providers of capital and governments via paid taxes.

Our 2020 strategy “Responsible growth. Shared success.” contributes to our ability to increase this value. Its three pillars – growing with our customers, delivering with

excellence, and partnering for shared success – together with ambitious financial targets, guide us in transforming resources into value for our stakeholders through sustainable and responsible growth.

Growing with our customers involves focusing on high-growth markets, looking to meet increased consumer demand around nutrition and healthier lifestyles and by putting customers at the heart of what we do by providing customer preferred products. Integrated solutions allow us to grow our business through ways going beyond our core flavour and fragrance capabilities.

This is completed by our approach to **delivering with excellence** in both execution through our Givaudan Business Solutions and in operations as well as Information Management & Technology.

Partnering for shared success is linked to how our strong partnerships enable value creation for the Company and our key stakeholders. We have forged new partnerships with innovators, employees and suppliers, and with communities in which we operate, positioning ourselves as partner of choice.

Givaudan completed the year with good business momentum and with the project pipeline and win rates being sustained at high levels. This good growth was achieved across all product segments and geographies, with our key strategic focus areas of Naturals, Health and well-being, Active Beauty, Integrated Solutions and local and regional customers delivering strong growth, complemented by the recent acquisitions.

The Company continues to implement price increases in collaboration with its customers to fully compensate for the increase in input costs.

🔍 2019 Integrated Annual Report, Progress against our strategy, pages 10–11 and Financial capital, pages 31–35 www.givaudan.com – our company – vision and strategy Our Sustainability Approach, pages 4–6, 49

GRI 201 – 1

Direct economic value generated and distributed

Givaudan's economic value retained of CHF 174 million is the direct economic value generated of CHF 6,244 million less economic value distributed to stakeholders through operating costs, employee wages and benefits, payments to providers of capitals and payments to governments.

Direct economic value
In CHF million



GRI 201 – 2

Financial implications and other risks and opportunities due to climate change

We address risks associated with climate change risk through a comprehensive programme. We look to minimise our contribution to climate change and promote transition to a low carbon economy.

We are fully committed to excellence in climate action and our ambitious agenda aims at taking action for the environment across our operations and beyond. This agenda is based on ambitious GHG emission reduction targets and our own targets have been approved by the independent Science Based Targets initiative in alignment with the global effort to limit climate change.

We continue to reduce the environmental impact of our activities. Our expertise in green chemistry and techniques such as biocatalysis enable us to make products high in purity and yield, using less energy and fewer hazardous materials. We continue to develop our capabilities in this area and seek to apply them wherever we can. Our innovation teams are also working on side-stream valuation, which enables us to use a larger part of existing raw materials or re-use food waste from our partners' facilities. This allows us to create raw materials with less energy and reduces the risk of insufficient supply – it allows Givaudan to do more with less.

Our Water Stewardship Programme ensures water risks are managed and monitored, and we prioritise places where water challenges are expected. We carry out risk assessments in these areas to develop water mitigation action plans at our manufacturing operations, which include efficiency improvements and water reuse opportunities.

GRI 201 – 3

Defined benefit plan obligations and other retirement plans

The Group operates a number of defined benefit and defined contribution plans throughout the world, the assets of which are generally held in separate trustee-administered funds. The pension plans are generally funded by payments from employees and by the relevant Group companies, taking account of the recommendations of independent qualified actuaries. The most significant plans are held in Switzerland, the United States of America and the United Kingdom.

🔍 2019 Governance, Compensation and Financial Report, Note 8, pages 65 – 70

GRI 202

Market presence

GRI 103 – 1

Explanation of the material topic and its boundary

The empowerment of women contributes significantly to market presence in terms of the economic effect on local societies. Women's empowerment is essential to expanding economic growth and promoting social development.

Equal treatment of women and men is not just the right thing to do – it is also good for business. We implement policies and programmes that are consistent with promoting equal opportunities for all: the full participation of women at Givaudan makes sound business sense now and in the future.

A broad concept of sustainability and corporate responsibility that embraces women's empowerment as a key goal will benefit us all.

GRI 103 – 2, 103 – 3

Management approach

We support women's empowerment and the associated economic growth and development of societies through compensation policies including the ratio of remuneration of women to men.


This is a priority topic at Givaudan and every year we conduct studies in each of our key markets where we operate to monitor gender pay equity, identify any outstanding pay gaps and ensure they are promptly addressed. These studies are conducted according to the methodology of the Swiss Federal Office for Gender Equality with a view to ensuring equal pay for equal responsibilities. Results for the Company globally show that the average base salary difference between men and

women is 1.4% for equivalent roles and skill sets. For total cash compensation (fixed and variable pay) the difference is 1.6%, remaining stable from 2018.

GRI 202 – 1

Ratios of standard entry level wage by gender compared to local minimum wage

Wages are managed locally with a global oversight to ensure competitive and equitable practices. In all cases, Givaudan pays above minimum wages as stipulated by law or applicable collective agreements.

 2019 Integrated Annual Report, People contributing with passion and talent, pages 45 – 48
Our Sustainability Approach, pages 26–27, 53

GRI 203

Indirect economic impacts

GRI 103 – 1

Explanation of the material topic and its boundary

Recognising and supporting the broader development goals of local communities where Givaudan operates and sources from, and local community development, is how we approach our contribution to indirect economic impacts.

Maintaining a good reputation in communities where we have a manufacturing or commercial presence helps attract the right talent and personnel to the Company. In areas where we source raw materials, supporting the development of local communities can help secure the long-term supply of these ingredients. Good relations allow us to work together on projects and causes that benefit the community, help to protect local ecosystems and support livelihoods, all of which translates into economic benefits for the local communities.

GRI 103 – 2, 103 – 3

Management approach

Communities and neighbourhoods in which we operate or source are critical to our long-term success: our business can affect communities and these local stakeholders may in turn impact our activities. These partners make an important contribution to our business and in return, we are committed to supporting them to build stable lives. We actively develop and sustain relationships with communities and listen to their representatives to take their point of view into account and integrate their feedback into our activities.

The close working relationships we establish with the very people who grow, collect and distil our raw materials are key to our continued success in securing the long-term supply of the ingredients we rely on for our flavours and fragrances. Through direct collection networks and partnerships we work together with the local producers to improve the quality and quantity of the oils and spices we need. Our primary objective is to secure supply while building trust and offering technical advice and collaboration on mutually beneficial improvements in the way we source.

Depending on the challenges identified for a particular supply chain, we develop targeted action plans in cooperation with the producers, suppliers and/or other organisations such as NGOs. We support projects in education, health and nutrition as well as good practices in agriculture and production. We also assist producing communities in safeguarding their environment and natural resources and encourage investment in sustainable development and innovation. We take every precaution to operate safely in these communities while providing social and economic value and reducing our environmental footprint.

GRI 203 – 1

Infrastructure investments and services supported

Today, our Sourcing for Shared Value activities cover 40 raw material categories in 29 countries. Through Sourcing at Origin programmes we work with 5,700 local suppliers. Through Communities at Source initiatives we run 18 social and environmental projects in 8 countries that touch more than 30,000 beneficiaries as well as their families and communities

Since 2014, we have announced 15 acquisitions which represent an additional CHF 1.5 billion of annualised sales. Our acquisitions are fully aligned with our 2020 strategic priorities: Naturals, Health and well-being, Active Beauty, Integrated Solutions, local and regional customers.

We inaugurated a new flavour technical and commercial centre in Casablanca, Morocco, a new flavour production facility in Pune, India, and our newest fragrance encapsulation centre in Singapore for the Asia Pacific market. We have also doubled our flavour production capacity in China with the opening of a new extension at our Nantong production facility.

We opened our Digital Factory in Paris, a project accelerator to transform our business and drive opportunities as well as a new flagship innovation centre in Kempththal, Switzerland.

🔍 2019 Integrated Annual Report, Corporate citizenship, pages 63 – 65
Our Sustainability Approach, pages 11, 51

Acquisitions in 2019



* Acquisition not yet complete

GRI 204

Procurement practices

GRI 103 – 1

Explanation of the material topic and its boundary

As a global business, we must develop and maintain a strong network of suppliers to respond to increased consumer demand for more sustainable, healthier and differentiated products. We seek to source materials in ways that preserve the environment, stimulate the development and well-being of communities from which we source, and safeguard the environment. We mainly address this topic through our approaches to deforestation, responsible sourcing and traceability.

Natural ecosystems are being replaced by agriculture, energy, and settlement. Resulting deforestation and land degradation put the ecosystems and biodiversity of natural ingredients that we buy at risk. To counter this, we identify raw materials linked to deforestation and collaborate with suppliers and other key partners to halt it and support reforestation along Givaudan's supply chain.

With responsible sourcing and compliance with high standards in health, safety, social, environmental and business integrity in the way we source, we look to expand relevant initiatives to reduce our environmental and social impact. Working with our suppliers to help them meet our sourcing standards also helps us mitigate the risks inherent in our complex supply chains. Sourcing at Origin initiatives involve the direct sourcing of raw materials by working with local smallholder farmers, intermediate suppliers and partners to secure the long-term supply of these ingredients. These initiatives strengthen the fabric of the local economy by contributing to more stable incomes for thousands of farmers.

Finally, understanding the supply chain and tracing the raw materials we use allows us to assure customers about the provenance of raw materials and their production. It also shows that we adhere to responsible supply chain practices. Mapping our supply chains helps us to understand how they are organised and to collect data on the number of intermediary suppliers involved, their role, importance and geographical location.

GRI 103 – 2, 103 – 3

Management approach

Givaudan depends on natural resources and the people that produce them: our sourcing promotes stability for producers and the local environment. We call this Sourcing for Shared Value as it brings new value to those involved in the sourcing of our natural raw materials. It is based on three practices.

Responsible Sourcing means auditing suppliers and assessing supply chains to work with our suppliers on driving compliance and continuous improvements against norms in health and safety, social, environmental and business integrity practices as defined in our Responsible Sourcing Policy.

We continued to work on our target in 2019 and reached 85% direct supplier compliance. By the end of 2019 we had mapped 50 raw material categories and were sourcing 33 raw material categories in a responsible way, respective increases of 18 and 9 over 2018.

After several acquisitions in 2019, we are reviewing individual responsible sourcing programmes and are working on a common approach that will fit all. This will be announced in 2020.

Sourcing at Origin focuses on direct collection networks and partnerships with farmers, distillers and producer groups. It secures the long-term and balanced supply of natural ingredients from fragile ecosystems while boosting the local economy through knowledge transfer and more stable incomes.

Social and environmental projects help build more secure futures for the **Communities at Source** and their environments. Together, these three practices move us closer and closer towards our goal of sourcing all materials responsibly.

Today, Sourcing for Shared Value covers 40 raw material categories in 26 countries. Through Communities at Source initiatives we run 18 social and environmental projects in 8 countries that touch more than 30,000 beneficiaries as well as their families and communities.

GRI 204 - 1

Proportion of spending on local suppliers

It is the Company’s common practice to prefer sourcing from locally based suppliers (defined as suppliers who are based in the same country as the Givaudan ‘facility’). This is reflected in the 86% by value of non-raw material purchased locally in 2019.

For raw materials, 25% by value were sourced locally in 2019. Several of the raw materials we buy cannot be sourced in countries other than the ones where they naturally grow.

🔍 2019 Integrated Annual Report, Sourcing, pages 51 – 55
Our Sustainability Approach, pages 8 – 14, 49, 52

GRI 308 - 1, GRI 407 - 1, GRI 408 - 1, GRI 409 - 1, GRI 412 - 1, GRI 414 - 1

Operations and supplier assessment

Since 2008, Givaudan has been an active user of the Sedex platform, which incorporates labour practices, social, environmental and human rights aspects in its assessments. Here, in addition to child labour or the exposure of young workers to hazardous work, abuse/disregard of employee rights can be an issue across the entire supply chain covering our own operations and those of our suppliers, and we use Sedex SMETA assessments to manage these risks.

Since 2010, all Givaudan production sites have been registered on Sedex and completed Sedex self-assessment questionnaires (SAQ) to share information with customers. Givaudan annually reviews and updates the SAQ for all of our registered sites, and plans audits for sites due for inspection with recognized third-party auditors. To date, 47 Givaudan sites have been registered on the Sedex platform and are being audited according to SMETA standards. Furthermore, we internally work towards integrating all new sites on the Sedex platform within 2 years of their launch or acquisition.

We also participate in the EcoVadis Corporate Social Responsibility (CSR) assessments, disclosing detailed information on our business practices on Human Rights and Labour aspects in addition to those linked to the environment, ethics and responsible procurement. Givaudan has ranked in the top 1% of the 55,000 companies participating in the 2019 EcoVadis CSR assessment with a score of 72/100. This result earned Givaudan a gold rating for the sixth year in a row.

Similarly, significant suppliers are also assessed for risk, and in 2019 a total of 326 key raw material suppliers were registered with Sedex. These suppliers represent more than 65% of our spend. We also worked to ensure that audited suppliers closed all open non-conformities. At the end of 2019, our supplier compliance rate was 85%.



GRI 205

Anti-corruption

GRI 103 – 1

Explanation of the material topic and its boundary

Ethical behaviour by our employees, agents and business partners is of critical importance to us. It is also a central element of our approach to responsible sourcing, which directs our compliance with high standards in health, safety, social, environmental and business integrity in the way we source.

We can be held responsible for our own actions as well as the actions of those associated with us and the penalties for violating bribery and corruption laws are severe. We also know that mere allegations of bribery or corruption can damage our reputation.

GRI 103 – 2, 103 – 3

Management approach

Our corporate governance systems ensure that our Company is managed in the interests of shareholders, including minority shareholders, and our management systems include checks and balances to control risk and oversee manageable accountability.

The basis for Givaudan's ethical standards is laid out in the Company's Principles of Conduct, last reviewed and updated in 2018. The Principles of Conduct consist of three pillars: Legal & Ethical Business Dealings, Responsible Corporate Citizenship and Protecting Givaudan's Assets. These principles are supported and mirrored by Givaudan's Responsible Sourcing Policy, a code of conduct for our suppliers to ensure that our partners abide by our high standards.

Anti-corruption compliance specifically is managed as part of the Givaudan compliance management system in the following ways: corruption is one of the risk areas regularly reviewed by the Corporate Compliance Officer as part of a compliance risk assessment; corruption and inappropriate gifts and entertainments are prohibited in Givaudan's Principles of Conduct; Givaudan has included corruption and gifts/entertainment in its basic compliance training for all permanent employees and issues specific anti-bribery training to selected employees. Givaudan also discloses charitable contributions and sponsorship. In the case of acquisitions, we conduct pre-signing

due diligence and full integration of acquired companies into the Compliance and Ethics Management system upon closing.

New mandatory compliance training on the updated Principles of Conduct was launched in 2017 to all Givaudan employees worldwide. For employees in the companies acquired over the past two years, we are in the process of rolling out classroom training on the same topics. The training material is available as online training in all major Company languages and includes material on anti-bribery, corruption and corporate social responsibility. The completion rate currently stands at 84%¹.

As part of monitoring activities, the Compliance Helpline allows employees to report compliance issues in confidence. Givaudan has a procedure for the selection and engagement of agents and distributors. This includes a formal due diligence review and minimum requirements for agent contracts and payments.

GRI 205 – 2

Communication and training about anti-corruption policies and procedures

Specific anti-bribery training also continued in Givaudan in 2019. Since 2013, 5,847 Givaudan senior managers have been invited to complete this training. This group includes all members of the Executive Committee and other employees whose work involves regular and direct contact with external stakeholders. The completion rate currently stands at 97%.

For employees in the companies acquired over the past years, we are in the process of rolling out ethics & compliance training.

 2019 Integrated Annual Report, High ethical commitments protect our reputation, pages 66 – 67
Our Sustainability Approach, pages 32 – 33, 52
www.givaudan.com – our company – corporate governance – code of conduct

1. The number reflects the completion rate of Givaudan entities only and the trainings are currently rolled out to recent acquisitions.

GRI 300

**Topic specific
disclosures:**

Environmental



GRI 301 Materials

GRI 103 – 1

Explanation of the material topic and its boundary

Our business depends on natural resources and the communities who grow them – continuity of supply is critical to successful operation. We are also committed to ensuring that our raw materials are sourced responsibly in terms of both people and the environment. The topic of Materials is related to our material topics Raw material availability, Product environmental and societal impact, and Deforestation.

Our efforts in these areas extend beyond Givaudan to include the supply chain. As population and consumption levels rise, agriculture, energy, and settlement are replacing natural ecosystems. This land-use change and land degradation put the ecosystems that underpin the sources of our natural ingredients at risk. We work with suppliers to end it where necessary.

GRI 103 – 2, 103 – 3

Management approach

Our raw materials should be produced in a way that respects people and the environment. We work in partnership with local producers and suppliers to transform the way we source and create new value to be shared by all. This is the essence of the Givaudan Sourcing for Shared Value.

We have integrated locally sourced raw material activities into a global Raw Materials procurement team to increase our geographical footprint and better control spending. This team is responsible for purchasing globally and works to understand and manage potential risks. Approaches include reducing dependence on single-source suppliers and strengthening risk management governance as well as constantly assessing geographical risks.

The team works with suppliers to monitor other risks and ensure continuity of supply, continuing too to build relationships with local producers around the world. Travelling to remote areas to visit and buy directly from farmers, distillers and producer associations, they develop personal relationships to build trust and ensure the long-term supply.

We look to minimise the environmental impact of our raw materials sourcing by developing new technologies and processes. This includes investigating and developing alternative sources of key natural raw materials, increased use of renewable raw materials, finding ways to increase yield both in terms of biomass and essential oils as well as ways to produce more fragrance with less material. We also look to minimise waste by using recycled materials and incorporating elements of the circular economy, reusing the by-products of our processes where possible for additional products. Externally, we engage with customers to develop new products and technologies that are more sustainable.



Raw
Materials

We source
> 11,000
different raw
materials in
> 100
countries

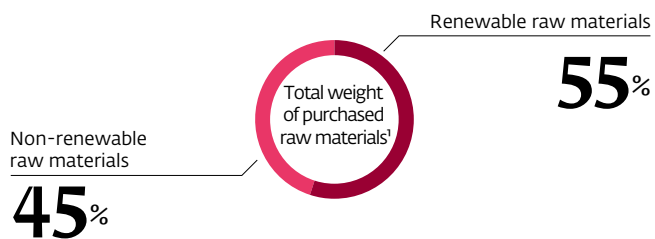


Supplier
Management

3,000
raw material
suppliers
~12,000
Indirect
Materials and Services

GRI 301 - 1

Materials used by weight or volume



1. The figures refer only to the volume of ingredients from the Cardex and the Palette used for fragrance and flavour products as shown in 2018 figure below.

Weight of purchased raw materials (tonnes)	2018	2019
Total	448,012	481,873

Weight of purchased packaging (tonnes)	2018	2019
Plastic HDPE	6,956	7,299
Steel/Metal	14,029	14,698
Fibre	304	616
Paper/Board	2,667	2,909
Wood	13,082	12,232
Total	37,037	37,754

- 🔍 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55 and Acting for our environment, pages 58 – 61
Our Sustainability Approach, pages 24, 25, 48, 51, 52

GRI 302

Energy

GRI 103 – 1

Explanation of the material topic and its boundary

Energy use leads to emissions, which affect the environment through climate change. Climate change, in turn, has a direct impact on the availability of our key natural resources. It causes fundamental changes in ecosystem functioning and as such, poses a significant risk to our operations. Making a positive impact on the environment and society is central to our strategy and our use of energy is directly related. The topic of Energy is related to our material topics Climate change and Product environmental and societal impact.

We work to improve the eco-efficiency of our production sites, and this includes seeking electricity from renewable sources. We constantly assess and mitigate the risks posed by climate change and drive adaptation and remediation in affected areas. We also involve our supply chain, from the raw material suppliers to indirect materials and service providers, in an effort to reduce GHG emissions and the impact on the ecosystem.

Making a positive impact on the environment and society is a central concern for our customers and their consumers and it is key to improving our own performance. In doing so, we must also anticipate and influence change. Our approach to responsible innovation considers the potential impact of our processes and products on the environment and also where we can have a positive impact on society. We engage with customers to develop new products and technologies that are more sustainable.

GRI 103 – 2, 103 – 3

Management approach

Motivated by both ethical and business concerns, we are going to great lengths to continuously improve processes, reduce our environmental footprint and mitigate the effects of climate change. Our approach to energy use is a critical element. Consuming less energy and pursuing opportunities for renewable sources reduces our emissions, helping to mitigate climate change.

We are leading significant energy consumption reduction projects across operations and making improvements through investment and effort in energy saving workshops, eco-efficiency plans and targeted projects. We are also looking to decrease our electricity consumption.

Energy saving workshops, for example, are meant to improve overall employee awareness by asking them to see energy use in a new light. Workshops typically begin with an explanation of different ways of identifying inefficiencies, reviewing internal technical infrastructures such as pipes and machinery and looking at essential data relating to energy, waste and water. Teams review different operational technologies to identify where improvements and savings might be found.

Progress 2019

Though we do not have a formal target in terms of energy intensity – the quantity of energy required per unit output – we have recorded a decrease of 14% since the 2015 baseline. This has a direct impact on our target for scope 1 and 2 GHG emissions, which have decreased by 35% since 2015 in terms of intensity (per tonne of product).

We have also made considerable progress in terms of renewable electricity (scope 2 GHG emissions) and are on track to meet our target of converting our entire electricity supply to fully renewable sources by 2025. We attained 75% renewable electricity in 2019, with 24 of our 44 production sites powered 100% by electricity from renewable sources. Highlights in our progress this year include four production sites moving to full 100% renewable electricity. We also reduced the GHG emission load per purchased KWh of electricity by 6% compared to 2018. This represents a decrease of 45% against the 2015 baseline.

GRI 302 – 1, 302 – 4

Energy consumption and reduction within the organisation

	2018 (restated)	Q4 2018 to Q3 2019 ¹	2019	Change to 2018 in %
Direct energy: from primary sources (Gj)				
Natural Gas	1,814,517	1,750,664	1,714,251	-6%
Town Gas	180	181	187	4%
LP Gas	6,612	8,401	8,343	26%
Light fuel oil	42,403	119,175 ²	36,164	-15%
Heavy fuel oil	0	0	0	0%
Waste used as energy	49,049	61,505	58,569	19%
Total direct energy	1,912,760	1,939,927	1,817,514	-5%
Indirect energy: purchased electricity and steam (Gj)				
Electricity purchased	964,807	968,424	974,618	1%
Steam purchased	57,728	62,469	64,885	12%
Total indirect energy	1,022,535	1,030,893	1,039,503	2%
Total energy	2,935,295	2,970,820	2,857,017	-3%

- For all environmental figures this will become the regular reporting period for the reporting year 2019 in the upcoming reporting cycles.
- Back-up power generators used on due to electricity outage (one off).

GRI 302 – 3

Energy intensity

	2015 (restated)	2018 (restated)	Q4 2018 to Q3 2019 ¹	2019
Energy intensity (Gj per tonne of product)	6.93	6.42	6.23	5.93

- For all environmental figures this will become the regular reporting period for the reporting year 2019 in the upcoming reporting cycles.

🔍 2019 Integrated Annual Report, Acting for our environment, pages 58 – 61

Our Sustainability Approach, pages 22, 23, 48, 51

GRI 303

Water

GRI 103 – 1

Explanation of the material topic and its boundary

Water is an essential element in our production activities as well as in our entire value chain – increasing competition for access to water in areas where availability is limited due to climate change is then a significant risk.

We therefore need to use water efficiently to keep our operations running, but also to satisfy consumer demand for products that are produced in a water-efficient way. We look to make efficient use of water and limit the environmental impact of our consumption and discharge of this increasingly precious natural resource. We expect suppliers to do the same.

GRI 103 – 2, 103 – 3

Management approach

Givaudan is striving to be an industry leader in water conservation and stewardship. We are looking to consume this increasingly precious natural resource in a socially equitable, environmentally sustainable and economically beneficial way.

Our overall strategy for monitoring and reducing water consumption is embodied in our Water Stewardship Programme, which is also used to guide our growth strategy in terms of location, technology and procedures to ensure water risks are managed and monitored. We put emphasis on places where water stress is expected, carrying out detailed risk assessments to develop water mitigation action plans including efficiency improvements and water reuse opportunities.

Our actions already include reducing water withdrawal, recycling water and making use of other sources such as rainwater. Some approaches have included switching processes that currently use municipal water to our existing cooling tower loop, meaning we reduced the amount of municipal water required for cooling. Another is the installation of automatic valves to manage water needed for purging product dust from the recirculating scrubber water. These are just a few of the many water-saving initiatives ongoing at Givaudan sites worldwide, from on-site biological treatment of waste water and subsequent reuse in the Netherlands to rainwater harvesting in India.

We also work with key suppliers and help them manage their own environmental footprints by asking them to report water use, risks and management strategy including targets and actions that they are taking to reduce their impact. We use this collected information to create partnerships that contribute to our Water Stewardship Programme. We work with local communities through our Communities at Source programme to help them find solutions for improving water and sanitation management.

We continue to show good progress after reaching our target to reduce global water consumption per tonne of production by 15% by 2020 three years in advance. We are still in the process of assessing a new target and will publish it soon.

Water risk assessment

To get a more detailed picture, we carry out a periodic corporate water risk assessment. This allows us to identify relevant exposures and perform analysis specifically related to the watershed-level context. This process applies to both operations and to the supply chain because they are the most material stages of our value chain in terms of water consumption.

Assessment for operations

This water risk assessment includes all Givaudan production facilities and takes into account six indicators from two water risk mapping tools – the Water Risk Filter and WRI Aquaduct – covering physical, regulation and reputation risk aspects. We use internal knowledge as well as criteria linked to production volume and risks in terms of water withdrawal to prioritise the facilities.

Assessment for supply chain

We use a metric-based methodology to characterise our corporate water footprint based on ISO 14046. This allows us to identify hot spots in our main product supply chain and gives us a clear understanding of the risks and impacts encountered. It allows us to:

- quantify the total water consumption of our activities, taking into consideration the whole value chain from raw materials extraction to product use and end-of-life;
- quantify the water scarcity footprint to highlight water consumption located in water stressed areas along the value chain;
- provide a detailed breakdown of the water footprint to identify main contributors;
- identify water hotspots and physical water risks along the value chain.

This assessment allows us to set priorities for reducing water use and develop a mitigation plan.

Progress 2019

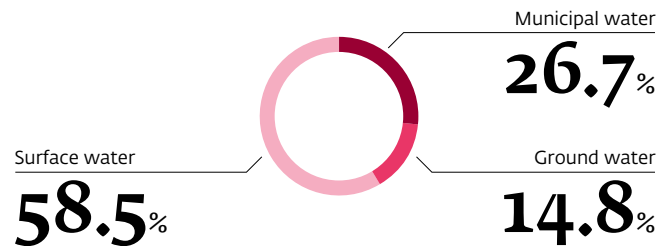
This year, we decreased water intensity by 28.4% since the baseline year 2009. This corresponds to a 4.8% decrease in water intensity since 2018. Givaudan is recognised for its leadership in water security by CDP with the highest 'A' score. This recognition follows a leadership score for climate action and places the Company in the double 'A' category of best performing businesses in terms of mitigating environmental impact. We also participated in the CDP Supply Chain assessment for water. Our supplier response rate this year was 55%, up from 48% in 2018.



We put a special focus on places where we expect water challenges and carry out risk assessments to develop mitigation action plans that include efficiency improvements and water reuse opportunities. All such prioritised facilities have to fulfil a Local Water Risk Assessment, which is meant to gather contextual information and help us develop mitigation plans. 29 of the sites linked to high water risk have been assessed as of 2019.

🔍 2019 Integrated Annual Report, Acting for our environment, pages 58 – 61
Our Sustainability Approach, pages 23, 24, 53

GRI 303 - 1 Water withdrawal by source



	2009 (restated)	2018 (restated)	Q4 2018 to Q3 2019 ¹	2019
Water intake (m³)				
Municipal water	2,286,999	2,477,947	2,477,399	2,409,226
Groundwater	1,074,035	1,258,123	1,297,955	1,329,616
Total municipal and groundwater	3,361,034	3,736,070	3,775,355	3,738,843
Surface water	7,432,649	5,371,098	5,335,284	5,261,101
Total water²	10,793,683	9,107,168	9,110,639	8,999,944

1. For all environmental figures this will become the regular reporting period for the reporting year 2019 in the upcoming reporting cycles.
2. Includes sanitary, cooling and process water.

GRI 304

Biodiversity

GRI 103 – 1

Explanation of the material topic and its boundary

As population grows and levels of consumption rise, natural ecosystems are being replaced by agriculture, means of producing energy, and settlement. In addition, climate change is undermining the ecological processes that support healthy, productive landscapes.

These developments pose a challenge to the sustainable and profitable growth of many supply chains as well as the socio-economic stability of the communities that depend on them. This has immediate consequences for our sourcing activities—our business relies on a supply of diverse natural resources for the creation of our flavour and fragrance products.

A combination of protection, sustainable management and, where necessary, restoration is then needed at a landscape scale to ensure the future of a diverse, living planet. It is essential for the long-term future of our Company that we assist in the effort to conserve biodiversity. To this end, we abide by global rules and policies on biodiversity conservation and also help to reduce the pressure on natural resources. We insist on responsible sourcing from suppliers and investigate more efficient use of naturals as well as alternative sources of key natural raw materials.

GRI 103 – 2, 103 – 3

Management approach

It is part of our business as well as our responsibility to join forces with local stakeholders to preserve the equilibrium of the landscapes from which we source: our Responsible Sourcing Policy requires all suppliers of raw materials to conserve biodiversity.

We strive to prevent the loss of species and support the implementation of best management practices and climate adaptation strategies that can help preserve yield and income, sustaining the long-term viability of complex value chains of smallholder farmers, small traders and transformers.

The Convention on Biological Diversity is the main international instrument giving a general framework for the conservation and sustainable use of biodiversity and the fair and equitable sharing of the benefits arising from its use. The Nagoya Protocol implements Article 15 of the convention, which covers access to genetic resources – and associated traditional knowledge – and sharing of monetary and non-monetary benefits linked to their use. We have identified the potential implications of the Nagoya Protocol and its access and benefit sharing (ABS) framework on our activities in order to comply with all our obligations.

We also support the Givaudan Foundation in engaging with local and international NGOs involved in the conservation of vulnerable ecosystems and have formed numerous partnerships with local stakeholders to conserve local landscapes and genetic resources.

For example, we have been collaborating for about a decade with the University of California, Riverside to support the care and preservation of one of the world's most extensive, unique and diverse citrus collections, and have joined forces with international organisations such as the Natural Resources Stewardship Circle (NRSC) to contribute to enhancing biodiversity in the areas where we source our natural raw materials. As NRSC members, we follow their guidelines on best practices.

GRI 304 – 2

Significant impacts of activities, products, and services on biodiversity

Access and Benefit-sharing

In 2019, we continued the review of our ABS internal procedures, updating them to keep them aligned with the ever-changing landscape of local ABS regulations.

Our broad ABS working group has been extended to cover a wider range of functions affected by ABS, playing a particularly significant role in Procurement, Regulatory and Science & Technology. This group oversees the coordination of ABS-related activities and the management of ABS-relevant data across Givaudan.

In terms of internal procedures, we have, following the integration of the Naturex business, reviewed ABS procedures to ensure a consistent approach to both upstream supply aspects as well as a coordinated approach to delivering appropriate information to our customers.

Externally, we continue to maintain close links with expert advisors on ABS and are working closely with the Union for Ethical Biobased Trade (UEBT), while continuing to work with industry bodies such as the International Fragrance Association (IFRA) and the International Organization for the Flavor Industry (IOFI) to ensure access to the most recent information and interpretation of ABS topics.

From the perspective of innovation, all our programmes take the principles of the Nagoya Protocol into account. Research teams have initiated internal processes to record and manage information related to the use of genetic resources for research. We continually assess the potential impact of biodiversity laws worldwide.


Biodiversity preservation

We have initiatives to preserve biodiversity in three areas, all of which fall under our approach to Sourcing for Shared Value, which is based on a best practice approach and has brought significant improvement.

We address specific issues of biodiversity preservation such as those related to deforestation, in our supply chains by including it as a key component of our Responsible Sourcing Policy, which asks suppliers of raw materials to respect a set of environmental value requirements. In 2019, as part of our Responsible Sourcing Programme, we continued the mapping of four raw material supply chains with potential risk for deforestation issues: palm, cheese, butter and soy. This builds on the work done in 2018 in the area of beef and cheese supply chains that showed that these products have limited exposure to deforestation risks because of their countries of origin: Sweden, the UK, Australia, New Zealand, the US, Netherlands, Germany, Belgium, Switzerland, Norway, Ireland and other EU countries. The mapping of palm, butter and soy supply chains is still underway due to their breadth and depth which will

provide further visibility and a solid basis for further dialogue with our broad suppliers base.

We have also implemented several initiatives through our Communities at Source programme. We continued work on reducing fuelwood consumption and replantation of fuel wood trees in the distillation of key ingredients such as clove leaf oil, ylang ylang and patchouli.

 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55
Our Sustainability Approach, pages 14, 48

GRI 305

Emissions

GRI 103 – 1

Explanation of the material topic and its boundary

We produce scope 1, 2 and 3 emissions through direct emissions, indirect emissions related to energy use and other indirect emissions such as those in our supply chain and so affect climate change. This, in turn, directly impacts the availability of our key natural resources. Climate change causes fundamental changes in ecosystem functioning and as such, poses a significant risk to our operations. We also want to make a positive impact on the environment and society. The topic of Emissions is related to our material topics Climate Change and Product Environmental and Social Impact.

We work to improve the eco-efficiency of our production sites, with a focus on reducing greenhouse gas emissions, and this includes seeking electricity from renewable sources. We constantly assess and mitigate the risks posed by climate change and drive adaptation and remediation in the affected areas. We also involve our supply chain, from the raw material suppliers to indirect materials and service providers, in an effort to reduce GHG emissions and the impact on the ecosystem.

Making a positive impact on the environment and society is a central concern for our customers and their consumers and it is key to improving our own performance. In doing so, we must also anticipate and influence change. Our approach to responsible innovation considers the potential impact of our processes and products on the environment and also where we can have a positive impact on society. We engage with customers to develop new products and technologies that are more sustainable.

GRI 103 – 2, 103 – 3

Management approach

We are committed to reducing absolute direct and indirect (scope 1 and 2) emissions by 70% by 2030 compared to 2015 levels and aim to reduce indirect (scope 3) emissions – those produced by our entire value chain – by 20% over the same period.

Scope 1 emissions are defined as those generated by Givaudan's production such as through the combustion of fossil fuels

consumed to produce heat and steam at our facilities or to operate our vehicles. Scope 2 emissions come from the production of electricity, steam, or other sources of energy (e.g. chilled water) generated upstream by another organisation using fuels such as coal, fuel oil, natural gas, waste, and others, to do so.

Transition to a low-carbon economy

We are also committed to becoming a climate-positive business before 2050 based on scope 1, 2 and 3 emissions according to the GHG protocol. We have an interim goal of achieving climate-positive operations in terms of scope 1 and 2 emissions before 2040.

Converting our entire electricity supply to fully renewable sources by 2025 is a critical element of this approach. We are at the same time leading significant energy consumption reduction projects across operations and making improvements through investment and effort in energy saving workshops, eco-efficiency plans that cover a range of topics including a switch to renewable energy as well as targeted projects, all of which contribute to reduced emissions.

We are proud to be a member of RE100, a collaborative, global initiative organised by the Climate Group in partnership with CDP. It unites more than 150 influential businesses committed to 100% renewable electricity and is part of our strategy to fully convert our electricity supply.

We are targeting a decrease in scope 3 emissions through a joint effort with suppliers to reduce the carbon footprint of purchased goods and services and associated transport. We are members of the CDP Supply Chain programme, which will enable us and our suppliers to identify ways to do so, focusing especially on opportunities in the purchasing of raw materials, transport and packaging.

Progress scope 1 and 2 in 2019

This year, we took decisive actions to help us move towards our goals. We strengthened our targets, now aiming to reduce absolute scope 1 and 2 GHG emissions by 70% between 2015 and 2030, up from a previous target of a 30% reduction.

GRI 305 – 5

Reduction of GHG emissions**Target**

-70% absolute scope 1 + 2 GHG emissions between 2015 and 2030

Progress 2019

-19%¹

1. Compared to baseline year.

The Science Based Targets initiative (SBTi) has deemed this new target consistent with levels required to meet the goals of the Paris Agreement.

We made good progress towards these targets this year, with absolute total direct and indirect GHG emissions decreasing by 36,254 tonnes (i.e. 19%) against the baseline figure for 2015. Our scope 1 and 2 GHG emissions intensity (GHG emissions/tonne of product) decreased by 35% against baseline and by 11% against 2018 figures.

We also signed the pledge “Business Ambition for 1.5°C” proposed by the United Nations to aim for net-zero value chain emissions by 2050 and have incorporated becoming climate-positive by 2050 into the Company’s newly defined purpose.



Demonstrating our industry leadership in climate action and the transition to a low-carbon economy, we once again participated in the annual Climate Change CDP questionnaire for investors as well as in the Climate Change supply chain questionnaire at the request of a number of customers. This allows us to showcase our efforts to reduce GHG emissions and also provides a basis of comparison against other companies. Our CDP score was this year an A (on a scale of A to D, with A being the highest) for GHG emissions, at the leadership level once again.



Givaudan has already been recognised as world leader in supplier engagement on climate change, earning a position on the Supplier Engagement leader board by CDP, the non-profit global environmental disclosure platform, in recognition of its actions and strategies to reduce emissions and lower climate-related risk across its supply chain. Only 3% of the 5,000 companies that participated in CDP’s supply chain programme in 2018 were included on the A-list.

We also made considerable progress in terms of renewable electricity (scope 2) and are on track to meet our target of converting our entire electricity supply to fully renewable sources by 2025. We attained 75% renewable electricity in 2019, with 24 of our 44 production sites powered by 100% electricity from renewable sources.

Progress scope 3 in 2019

During 2019, scope 3 GHG emissions increased by 17.7% against the 2015 baseline figure, and decreased by 1.4% against 2018. A detailed explanation on progress per category is given below. For the calculation methodologies please see pages 40 – 43.

Purchased goods and services

For packaging of finished products, the estimated 2019 footprint is 73,985 tonnes, a decrease of 14% compared with the 2018 footprint, showing an improvement in our packaging practices. We are assessing ways to reduce our footprint, for example by reducing the weight of our containers and using alternative packaging with more sustainable materials.

For raw materials, the 2019 figure remained similar to the 2018 figure. Our efforts this year were focused on refining our calculation methodology, going from an input-output model to a process-based modelling approach, as described in the emission methodology section.

Overall, our ambition is to drive action through supply chain engagement. In 2019, we participated for the third year in the CDP Supply Chain Programme, asking our key suppliers to provide data on climate change through the supply chain module of the CDP’s Climate Change questionnaire. The survey asks suppliers to identify risks and opportunities associated with climate change, report their emissions and give details on the relevant management strategy including targets and actions being taken to reduce them. We chose suppliers according to a given set of criteria. All the data collected through the CDP Supply Chain programme contributes to an understanding of our supply chain. The extent of our engagement then varies depending on the level of a supplier’s maturity in terms of climate action. We seek to create partnerships with suppliers who already have experience in leading and managing climate related issues. This enables us to initiate collaborative measures or programmes to reduce our common emissions, which can then have a follow-on effect further down the supply chain. With suppliers starting their climate action journey, we work with them, providing support and guidance to help them along their way. This approach is aligned with and contributes to our ability to deliver on our science-based target for scope 3 emissions. In 2019, our supplier response rate improved to 68%, up from 54% last year.

Capital goods

Capital goods figures increased due to the estimated emission calculation methodology.

Fuel- and energy-related activities (not included in scope 1 or 2)

In fuel- and energy-related activities, we have made good progress due to the increase in the supply of renewable electricity.

Upstream and downstream transportation and distribution

We are assessing ways to reduce our footprint, for example through consolidation and choice of engine type.

Waste generated in operations

This figure has remained stable since last year, even with growth in production volume. Progress towards our waste target (reduction in incinerated and landfill waste) is contributing to this.

Business travel

This figure has remained stable since last year.

Employee commuting

The ratio of GHG emissions per employee fell to 1.23 tCO₂e in 2019 (same as 2018) from 1.5 tCO₂e in 2015. Givaudan actively encourages its employees to reduce the GHG emissions of their daily commute, supporting a range of schemes including a bike-to-work initiative at our Swiss sites, the facilitation of carpooling through our intranet platform and the provision of recharge stations to support the transition to electric cars at some sites.

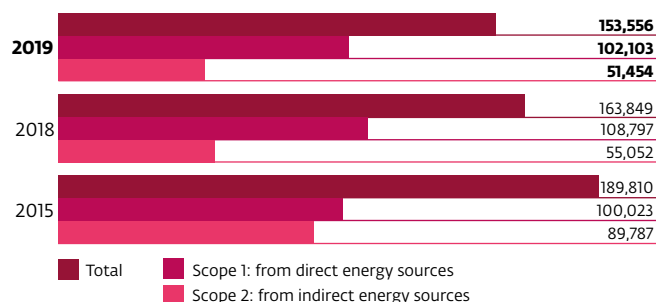
🔍 2019 Integrated Annual Report, Acting for our environment, pages 58 – 61

Our Sustainability Approach, pages 22, 23, 48, 51

GRI 305 – 1, 305 – 2

Direct and energy indirect GHG emissions

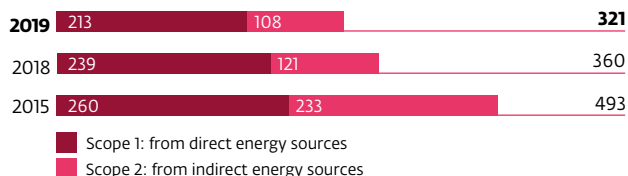
GHG emissions (tonnes)



GRI 305 – 4

GHG emissions intensity

GHG emissions (kg) per tonne of product



GRI 305 – 3

Other indirect (scope 3) GHG emissions

GHG emissions (tonnes)	2015 (restated)	2018 (restated)	2019
Purchased goods and services	1,309,814	1,583,168	1,535,966
Packaging of finished products ^{1, 2}	80,556	86,486	73,985
Indirect materials & services (excluding packaging) ¹	143,569	167,387	135,249
Raw materials ¹	1,085,689	1,329,295	1,326,732
Capital goods ¹	48,696	82,464	107,548
Fuel and energy related activities	79,110	58,262	50,261
Upstream transportation and distribution ¹	23,196	29,523	31,296
Waste generated in operations	15,369	17,099	16,882
Business travel	10,056	12,889	12,249
Employee commuting	15,296	14,172	15,601
Downstream transportation and distribution	42,692	45,783	47,031
Outbound product to customers ¹	30,879	31,656	32,497
Outbound intercompany deliveries ¹	11,813	14,127	14,534
Total	1,544,229	1,843,359	1,816,834

1. These numbers do not include data from our production site in Volketswil, Melaka & Mittry Morry.
2. The scope has changed this year including pallets, so the base year has been recalculated based on weight proportion over the whole packaging materials.

GRI 305 – 6

Emissions of ozone-depleting substances (ODS)

	2018 (restated)	2019
CFC inventory (kg)	10,111	9,285
CFC 11 equivalent inventory (kg)	563	741
CFC loss-replacement (kg)	1,055	298
CFC 11 equivalent loss/replacement (kg)	58	37

GRI 305 – 7

Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions

	2018 (restated)	2019
Nitrogen oxides – NO _x (tonnes) ¹	83	77
Sulphur dioxide – SO ₂ (tonnes)	1	0
Volatile organic compounds (tonnes)	465	405

1. The quantity is calculated by multiplying the annual fuel consumption by the corresponding emission factor for fuel type.

GRI 306

Effluents and waste

GRI 103 – 1

Explanation of the material topic and its boundary

We look to pursue a culture of waste elimination by adequately managing all Givaudan's waste streams. Appropriate waste management helps to limit our negative impact on the environment and reducing waste production cuts costs. The topic of effluents and waste is related to our material topics Waste management and Water stewardship.

We work to reduce waste through recycling and reuse or ensure that it is recovered and/or disposed of in an environmentally sustainable way. In terms of effluents, water is essential in our manufacturing activities as well as in our value chain and we look to limit the environmental impact of the way we discharge it. This involves ensuring the quality of discharged water, assessing and addressing water risks at owned operations and in our supply chain.

GRI 103 – 2, 103 – 3

Management approach

We work hard to limit the amount of waste we produce through a four-pronged process based on the key concepts of 'reduce,' 'reuse,' 'recycle' and 'recover.' We are reducing the amount we create as a by-product of our processes; then we reuse where possible and recycle in an effort to move away from disposal in landfill or by incineration. Where waste is incinerated, we recapture the energy. Our target is to reduce incinerated and landfilled waste production per tonne of product by an average of 4% year on year against the 2015 baseline figure.

Another important element of our approach is our new commitment to replacing all single-use plastics across sites and operations with eco-friendly alternatives before 2030.

One of the ways we are getting closer to our waste management targets is by putting more emphasis on notions engrained in the idea of the circular economy, a generic term for an industrial economy that produces little or no waste. It is estimated in general that 90% of the raw materials used in manufacturing become waste before the product leaves the factory, and that 80% of products made are thrown away within the first six months. In the circular economy model,

various measures can be taken such as, for instance, managing biological materials so that they can be returned to the biosphere without contamination.

We are also working to ensure that the waste water from our operations is discharged responsibly. On-site biological treatment of waste water and subsequent reuse in the Netherlands is one example. Overall, we are working towards a continued reduction of water use through projects including reduced water withdrawal, water recycling and investigation into alternative sources such as rainwater. Our employees are also making significant contributions through their innovative ideas.

Waste water progress 2019

We are working to ensure that the waste water from our operations is disposed of responsibly and monitor its quality through Chemical Oxygen Demand (COD) analysis. The total quantity of COD discharged was measured to be 648 tonnes in 2019, a 29% decrease since last year.

Waste progress 2019

During the course of 2019, the amount of waste sent for incineration and landfill per tonne of product decreased by 10% compared to the 2015 figure. In total, we recycled 73% of all our waste in 2019, or 81% when the energy recovered from incineration is taken into account. Recycled waste has increased by 17% since 2015. The reduction of landfill is also a priority and 15 of our sites (36%) are without landfill waste.

While we are showing progress against baseline, there is still a gap that must be closed to reach our 2020 target. We have developed a plan and mitigation measures that we are implementing.

🔍 2019 Integrated Annual Report, Acting for our environment, pages 58 – 61

Our Sustainability Approach, pages 23 – 25, 53

GRI 306 – 1

Water discharge by quality and destination

Water discharge (m ³)	2018 (restated)	Q4 2018 to Q3 2019 ¹	2019
To the environment without biological treatment	4,666,399	4,750,686	4,640,033
To the environment after biological treatment	2,089,294	1,992,165	2,003,464
To external treatment facility without pre-treatment	532,562	531,318	521,064
To external treatment facility after pre-treatment	1,575,193	1,550,311	1,549,129
Total discharged water	8,863,447	8,824,480	8,713,691

1. For all environmental figures this will become the regular reporting period for the reporting year 2019 in the upcoming reporting cycles.

GRI 306 – 2

Waste by type and disposal method

Hazardous waste (tonnes)	2015 (restated)	2018 (restated)	Q4 2018 to Q3 2019 ¹	2019
Incinerated	8,557	9,650	9,689	9,808
Incinerated with energy recovery ²	4,132	3,632	4,521	4,742
Landfilled	318	129	116	122
Recycled	17,357	21,139	22,045	22,272
Total hazardous waste	26,232	30,917	31,849	32,203

Non-hazardous waste (tonnes)	2015 (restated)	2018 (restated)	Q4 2018 to Q3 2019 ¹	2019
Incinerated	2,230	2,845	2,535	2,462
Incinerated with energy recovery ²	1,076	546	1,213	1,442
Landfilled	6,412	6,984	7,134	7,131
Recycled	27,826	31,959	30,539	30,634
Total non-hazardous waste	36,468	41,788	40,208	40,226

1. For all environmental figures this will become the regular reporting period for the reporting year 2019 in the upcoming reporting cycles.
2. Among the quantity of HW and non-HW incinerated, this is the quantity incinerated with energy recovery (in tonnes).

GRI 308

Supplier environmental assessment

GRI 103 – 1

Explanation of the material topic and its boundary

Fostering compliance with high standards in health, safety, social, environmental and business integrity in the way we source enables us to reduce our environmental and social impact. Our sourcing strategy also helps to mitigate the risks inherent in our complex supply chains. Supplier environmental assessment is related to our material topics Deforestation, Water stewardship and Responsible Sourcing, though our policies also cover energy use, emissions and waste. We work with our suppliers to make sure they have plans in place to meet our sourcing standards. Examples include collaborating with suppliers and other key partners to halt deforestation and support reforestation along Givaudan's supply chain as well as ensuring that we make efficient use of and limit the environmental impact of the way we consume and discharge water. We also work with them to make sure that they meet our Responsible Sourcing Policy requirements in terms of energy use, emissions and waste.

GRI 103 – 2, 103 – 3

Management approach

We source a wide variety of raw materials, often from various suppliers through multiple supply chains. In order to better understand the origin of raw materials we map supply chains beyond our direct suppliers. This creates the transparency we need to assess whether or not practices throughout the supply chains meet our Responsible Sourcing Policy.

Apart from our expectation that suppliers meet legal requirements, we also call on all of them, including smallholders, to make continuous improvements in regard to our Responsible Sourcing Policy. The policy, published in 2016, sets out high standards in terms of health and safety as well as social and environmental responsibility and business integrity. We ask our suppliers for collaboration in supporting the policy and disclosing information that could help drive improvement. We target improvement in respect to our Responsible Sourcing Programme at every level of our supply chains, from primary producers of raw materials to intermediary suppliers, service providers, workers and employees. The approach also helps us serve our customers, who increasingly seek to understand the impact of their supply chains and ask for more data on environmental and social aspects.

We are working towards all of these goals through a two-pronged approach: we work with our main direct suppliers through site audits and we assess the full length of supply chains for strategic raw materials of natural origin. We aim to ensure that all main direct suppliers comply with our Responsible Sourcing Policy and our target is to have all of them reach full compliance with their audits by 2020.

Our Procurement team and implementation partners work closely with suppliers to guide them through the Responsible Sourcing Policy, identify gaps, agree on remediation plans and prepare for the audit. The sites of direct suppliers are audited according to Sedex Members Ethical Trade Audit (SMETA), one of the most widespread ethical audit formats in the world, or by an equivalent protocol. Auditing suppliers accordingly allows them to benefit from a mutual recognition agreement among the members of the AIM-PROGRESS platform.

Progress on supply chains of raw materials of natural origin

We work together with partners and suppliers to increase transparency in our supply chains and improve their sustainability practices.

Our aim is to source these raw materials responsibly by either identifying existing best practices or by reaching agreements with our suppliers on improvement plans to close gaps in relation to our policy. For raw materials sourced in several countries through multiple supply chains, we carry out assessments gradually over time. This continuously increases our responsible sourcing coverage in volume, and means that some raw material categories are partially covered. By the end of 2019 we were mapping 50 raw material categories and were sourcing 33 raw material categories in a responsible way.

🔍 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55

Our Sustainability Approach, pages 8 – 10, 49, 52, 53

GRI 308 – 1

Operations and supplier assessment



Environmental performance indicators

Key performance indicators		2009 (restated in 2019)	2015 (restated in 2019)	2018 (restated in 2019)	Q4 2018 to Q3 2019 ¹	2019
Energy						
Energy (Gj)	Direct energy consumption ²		1,708,571	1,900,778	1,918,488	1,798,726
	Indirect energy: purchased electricity & steam		950,117	1,021,195	1,032,526	1,039,216
	Total energy		2,658,689	2,921,972	2,951,014	2,837,942
Energy efficiency (Gj/tonne of production)	Direct energy efficiency		4.44	4.18	4.05	3.76
	Indirect energy efficiency		2.48	2.24	2.18	2.17
	Total energy		6.93	6.42	6.23	5.93
Emissions						
GHG emissions (tonnes)						
Scope 1	From direct energy sources		100,023	108,797	105,959	102,103
Scope 2	From indirect energy sources		89,787	55,052	51,446	51,454
	Total scope 1 + 2 GHG emissions		189,810	163,849	157,405	153,556
Scope 3	Business travel	–	10,056	12,889	n/a ³	12,249
	Employee commuting	–	15,296	14,172	n/a ³	15,601
	Packaging of finished products ^{4, 5}	–	80,556	86,486	n/a ³	73,985
	Upstream transportation and distribution ⁴	–	23,196	29,523	n/a ³	31,296
	Outbound product to customers ⁴	–	30,879	31,656	n/a ³	32,497
	Outbound intercompany deliveries ⁴	–	11,813	14,127	n/a ³	14,534
	Waste generated in operations	–	15,369	17,099	n/a ³	16,882
	Fuel and energy related activities	–	79,110	58,262	n/a ³	50,261
	Raw materials ⁴	–	1,085,689	1,329,295	n/a ³	1,326,732
	Indirect materials & services (excluding packaging) ⁴	–	143,569	167,387	n/a ³	135,249
Capital goods ⁴	–	48,696	82,464	n/a ³	107,548	
	Total scope 3 GHG emissions		1,544,229	1,843,359	n/a³	1,816,834
Total GHG emissions			1,734,039	2,007,208	n/a³	1,970,390
GHG emissions efficiency⁶ (tonnes of GHG/tonne of production)	Scope 1: from direct energy sources	–	0.26	0.24	0.22	0.21
	Scope 2: from indirect energy sources	–	0.23	0.12	0.11	0.11
	Total GHG emissions	–	0.49	0.36	0.33	0.32
Waste						
Hazardous waste (tonnes)	Incinerated		8,557	9,650	9,689	9,808
	Incinerated with energy recovery ⁷		4,132	3,632	4,521	4,742
	Landfilled		318	129	116	122
	Recycled		17,357	21,139	22,045	22,272
	Total hazardous waste		26,232	30,917	31,849	32,203

Key performance indicators		2009 (restated in 2019)	2015 (restated in 2019)	2018 (restated in 2019)	Q4 2018 to Q3 2019 ¹	2019
Non-hazardous waste (tonnes)	Incinerated		2,230	2,845	2,535	2,462
	Incinerated with energy recovery ⁷		1,076	546	1,213	1,442
	Landfilled		6,412	6,984	7,134	7,131
	Recycled		27,826	31,959	30,539	30,634
	Total non-hazardous waste		36,468	41,788	40,208	40,226
	Total incinerated and land-filled waste (HZ and NHZ)		17,517	19,607	19,473	19,523
Total hazardous and non-hazardous waste (tonnes)		62,700	72,705	72,057	72,057	72,429
One-off waste (tonnes)		2,219	7,215	2,862	2,862	3,540
Waste efficiency* (kg of waste/tonne of production)			45.5	43.1	41.1	40.8
Water						
Water intake (m³)	Municipal water	2,286,999	2,359,818	2,477,947	2,477,399	2,409,226
	Ground water	1,074,035	1,390,267	1,258,123	1,297,955	1,329,616
	Total municipal and ground water	3,361,034	3,750,085	3,736,070	3,775,355	3,738,843
	Surface water	7,432,649	5,006,361	5,371,098	5,335,284	5,261,101
	Total water⁹	10,793,683	8,756,446	9,107,168	9,110,639	8,999,944
Water efficiency¹⁰ (m³/tonne of production)		10.91	9.74	8.21	7.97	7.81
Water discharge (m³)	To the environment w/o biological treatment	–	–	4,666,399	4,750,686	4,640,033
	To the environment after biological treatment	–	–	2,089,294	1,992,165	2,003,464
	To external treatment facility w/o pre-treatment	–	–	532,562	531,318	521,064
	To external treatment facility with pre-treatment	–	–	1,575,193	1,550,311	1,549,129
	Total discharged water	–	–	8,863,447	8,824,480	8,713,691
COD (tonnes)	COD load of water discharged to the environment	–	–	919	688	648
Other data						
	Nitrogen oxides – NO _x (tonnes) ¹¹	–	–	82.97	82.98	76.66
	Sulphur dioxide – SO ₂ (tonnes) ¹¹	–	–	1.19	0.54	0.12
	Volatile organic compounds (tonnes)	–	–	465	n/a ³	405
	CFC inventory (kg)	–	–	10,111	n/a ³	9,285
	CFC 11 equivalent inventory (kg)	–	–	563	n/a ³	741
	CFC loss-replacement (kg)	–	–	1,055	n/a ³	298
	CFC 11 equivalent loss/replacement (kg)	–	–	58.09	n/a ³	37.26
Production						
	Production quantities (tonnes)	308,060	385,189	455,090	473,735	478,638

- For all environmental figures this will become the regular reporting period for the reporting year 2019 in the upcoming reporting cycles.
- Includes natural gas (0.0345 GJ/m³), light fuel (36.12 GJ/m³), heavy fuel (39.77 GJ/m³), liquid petroleum gas (22.65 GJ/m³), town gas (0.0186 GJ/m³), waste used as energy source (22.5 GJ/m³), geothermal energy (0.0036 GJ/kWh), deducting steam sold (2.9 GJ/tonne).
- Not available.
- These numbers do not include data from our production site in Volketswil, Melaka & Mittry Morry.
- The scope has changed this year including pallets, so the base year has been recalculated based on weight proportion over the whole packaging materials.
- Includes only scope 1 and scope 2.
- Among the quantity of HW and non-HW incinerated, this is the quantity incinerated with energy recovery (in tonnes).
- Includes incinerated and land-filled waste (HZ and NHZ).
- Includes sanitary, cooling and process water.
- Includes municipal and groundwater.
- Quantity is calculated by multiplying the annual fuel consumption by the corresponding emission factor for fuel type.

GRI 102 – 48

Environmental performance indicators – restatement table

How to read our performance indicators

Baseline recalculation

In order to enable a meaningful comparison of environmental performance over time, Givaudan has established a standard process, based on the GHG Protocol, to recalculate its baseline indicators in case of structural changes such as acquisitions, and changes in calculation methodology and inventory boundaries.

This allows to compare performance on a like-for-like basis over time. The process includes definitions of recalculation

triggers and the process of reporting the information. Thanks to this guidance, Givaudan is able to track its environmental performance in a transparent manner and with confidence that the data are accurate despite the changes related to the business growth.

Baseline years

In this report we use two baseline years to show our performance indicators, 2009 and 2015. The GHG emissions, energy and waste targets were set against a 2009 baseline, which we met in 2015. This led to the publication of

Key performance indicators		2009 (as published in 2018)	2009 (restated in 2019)	% change 2009	2015 (as published in 2018)
Energy					
Energy (GJ)	Direct energy (from primary sources)				1,708,571
	Indirect energy: purchased electricity & steam				950,117
	Total energy				2,658,689
Energy efficiency (GJ/tonne of production)	Direct energy efficiency				4.46
	Indirect energy efficiency				2.48
	Total energy				6.94
Emissions					
GHG emissions (tonnes)					
Scope 1	From direct energy sources				99,892
Scope 2	From indirect energy sources				88,877
	Total scope 1 + 2 GHG emissions				188,769
Scope 3	Business travel				10,056
	Employee commuting				15,296
	Packaging of finished products ¹				55,605
	Upstream transportation and distribution				23,196
	Outbound product to customers				30,879
	Outbound intercompany deliveries				11,813
	Waste generated in operations				15,369
	Fuel and energy related activities				79,110
	Raw materials				1,059,883
	Indirect materials & services (excluding packaging)				143,569
	Capital goods				48,696
	Total scope 3 GHG emissions				1,493,472
	Total GHG emissions				1,682,240
GHG emissions efficiency (tonnes of GHG/tonne of production)	Scope 1: from direct energy sources				0.26
	Scope 2: from indirect energy sources				0.23
	Total GHG emissions				0.49

strengthened targets, against a 2015 baseline. For water, the 2009 baseline year is still valid. For production volumes, both 2009 and 2015 are reported since the ratios are calculated using the data of the accurate baseline year.

In this report, the baseline recalculation applies only to GHG emission numbers as these are the only absolute targets published by the Company. To consider the impact of 2015 and all subsequent acquisitions we recalculated the 2015 baseline.

Reasons for change

General

Due to integration of recent acquisitions and new manufacturing facilities in the reporting framework, the baseline recalculation affect past year data.

CO₂ scope 1

Change mainly due to correction in fuel consumption.

CO₂ scope 2

Change mainly due to change of emission factor for the electricity purchased in China.

2015 (restated in 2019)	% change 2015	2018 (as published in 2018)	2018 (restated in 2019)	% change 2018
1,710,865	0.13%	1,898,824	1,900,778	0.10%
957,103	0.74%	1,010,347	1,021,195	1.07%
2,667,968	0.35%	2,909,171	2,921,972	0.44%
4.44	-0.34%	4.19	4.18	-0.42%
2.48	0.26%	2.23	2.24	0.54%
6.93	-0.13%	6.43	6.42	-0.09%
100,023	0.13%	108,706	108,797	0.08%
89,787	1.02%	53,896	55,052	2.15%
189,810	0.55%	162,602	163,849	0.77%
10,056	0%	12,889	12,889	0%
15,296	0%	14,172	14,172	0%
80,556	44.87%	59,698	86,486	44.87%
23,196	0%	29,523	29,523	0%
30,879	0%	31,656	31,656	0%
11,813	0%	14,127	14,127	0%
15,369	0%	17,099	17,099	0%
79,110	0%	58,262	58,262	0%
1,085,689	2.43%	1,329,295	1,329,295	0%
143,569	0%	167,387	167,387	0%
48,696	0%	82,464	82,464	0%
1,544,229	3.39%	1,816,572	1,843,359	1.47%
1,734,039	3.07%	1,979,174	2,007,208	1.41%
0.26	-0.35%	0.24	0.24	-0.44%
0.23	0.54%	0.12	0.12	1.61%
0.49	0.07%	0.36	0.36	0.24%

Waste

Minor corrections due to evidences lately received in 2019 for a site in Switzerland.

Water (withdrawal and discharge)

Minor corrections due to evidences lately received in 2019 and corrections for a site in France.

NO_x & SO₂

Changes in energy consumption impact NO_x and SO₂ data.

VOC

Data reporting for 2018 was missing for a facility in France which has been added during 2019 (- +200Tonnes).

CFC inventory

The inventory of a facility has been reviewed showing a small discrepancy with the data reported in 2018 for a facility in Switzerland.

Emission calculation methodologies

Purchased goods and services

For Natural and Synthetic raw materials, figures are estimated according to a process-based modelling using individual modelling per substance and considering all physical inputs (Energy, fertilizers, etc). The model allows to identify the carbon footprint of each substances using their weight and the most accurate emission factors. Emission factors are based on data from global generic Life Cycle Inventory databases (ecoinvent, World Food LCA Database) and internal primary data. Specific emission factors are used for substances representing highest volume purchased. Proxies have been extrapolated for others. The model has been applied on purchased data from 2015, 2018 and 2019 which allow to establish the current performances and the 2015 baseline.

For indirect materials and services (excluding packaging material), figures are calculated through the ESCHER model – an extended multi-regional input-output-model based on Global Trade and Analysis Project (GTAP) data – on the basis of financial values of materials purchased during 2015 and the country of origin. The 2019 GHG emission figure was then calculated by using the 2015 ratio between spend and GHG emissions and extrapolating to the 2019 spend figure.

For packaging materials, the figure was calculated by extracting the number of units used for each type of packaging (for finished goods) from the Company's ERP database. This number was multiplied by the carbon footprint figure for the type of packaging (as received from suppliers). The totals for each type of packaging were consolidated to give a total Givaudan figure.

Capital goods

The figures are calculated through the ESCHER model on the basis of financial values of hardware purchased during 2015. The 2019 GHG emission figure was calculated by using the 2015 ratio between spend and GHG emissions and extrapolating to the 2019 spend figure.

Fuel-and-energy-related activities (not included in scope 1 or 2)

The calculation takes the primary energy carriers for the production of heat, electricity and steam as well as the technology standard in the countries of the respective sites into consideration. We use the ecoinvent database 2.2 (method: IPCC 2007) as the data basis for the life-cycle

Key performance indicators		2009 (as published in 2018)	2009 (restated in 2019)	% change 2009	2015 (as published in 2018)
Waste					
Hazardous waste (tonnes)	Incinerated				8,557
	Incinerated with energy recovery				4,132
	Landfilled				318
	Recycled				17,357
	Total hazardous waste				26,232
Non-hazardous waste (tonnes)	Incinerated				2,230
	Incinerated with energy recovery				1,076
	Landfilled				6,412
	Recycled				27,826
	Total non-hazardous waste				36,468
Total incinerated and landfilled waste (HZ and NHZ)					17,517
One-off waste (tonnes)					2,219
Waste efficiency (kg of waste/tonne of production)		0.0	0.0		45.7
Water					
Water intake (m³)	Municipal water	2,286,999	2,286,999	0%	2,359,818
	Ground water	1,074,035	1,074,035	0%	1,390,267
	Total municipal and ground water	3,361,034	3,361,034	0%	3,750,085
	Surface water	7,432,649	7,432,649	0%	5,006,361
	Total water	10,793,683	10,793,683	0%	8,756,446
Water efficiency (m³/tonne of production)		10.91	10.91	0%	9.78
Water discharge (m³)	To the environment w/o biological treatment				
	To the environment after biological treatment				
	To external treatment facility w/o pre-treatment				
	To external treatment facility with pre-treatment				
	Total discharged water				
COD (tonnes)	COD load of water discharged to the environment				
Other data					
	Nitrogen oxides – NO _x (tonnes)				
	Sulphur dioxide – SO ₂ (tonnes)				
	Volatile organic compounds (tonnes)				
	CFC inventory (kg)				
	CFC 11 equivalent inventory (kg)				
	CFC loss-replacement (kg)				
	CFC 11 equivalent loss/replacement (kg)				
Production					
	Production quantities (tonnes)				
		308,060	308,060	0%	383,353

1. The scope has changed this year including pallets, so the base year has been recalculated based on weight proportion over the whole packaging materials.

inventory. Scope 3 emissions have been estimated directly through the analysis of the respective ecoinvent datasets and by subtracting scope 1 and 2 emissions from overall emissions. Scope 3 emissions for the delivery of electricity (infrastructure, grid losses and direct emissions) have also been accounted for in the calculation.

2015 (restated in 2019)	% change 2015	2018 (as published in 2018)	2018 (restated in 2019)	% change 2018
8,557	0%	9,645	9,650	0.05%
4,132	0%	3,630	3,632	0.05%
318	0%	128	129	0.43%
17,357	0%	21,136	21,139	0.01%
26,232	0%	30,910	30,917	0.02%
2,230	0%	2,845	2,845	0.00%
1,076	0%	546	546	-0.07%
6,412	0%	6,984	6,984	-0.01%
27,826	0%	31,959	31,959	0.00%
36,468	0%	41,788	41,788	0.00%
17,517	0%	19,602	19,607	0.02%
2,219	0%	7,215	7,215	0.01%
45.5	-0.48%	43.3	43.1	-0.50%
2,359,818	0%	2,478,213	2,477,947	-0.01%
1,390,267	0%	1,258,123	1,258,123	0%
3,750,085	0%	3,736,336	3,736,070	-0.01%
5,006,361	0%	5,371,098	5,371,098	0%
8,756,446	0%	9,107,434	9,107,168	0%
9.74	-0.48%	8.25	8.21	-0.53%
		4,666,399	4,666,399	0%
		2,089,294	2,089,294	0%
		532,823	532,562	-0.05%
		1,575,193	1,575,193	0%
		8,863,708	8,863,447	0%
		918	919	0.12%
		83.03	82.97	-0.07%
		1.19	1.19	0%
		292	465	59.38%
		10,106	10,111	0.05%
		562	563	0.10%
		1,055	1,055	-0.01%
		58.09	58.09	0.01%
385,189	0.48%	452,696	455,090	0.53%

Upstream transportation and distribution

We monitor the environmental impact of transportation (air, ship and road) by calculating the associated GHG emissions. We do this through a model that tracks all transport movements through our SAP system (by mode of transport), from delivery to receipt locations of raw materials. To calculate the GHG footprint, we use emission factors per mode of transport according to the Cefic (European Chemical Industry Council) guideline.

Waste generated in operations

Emission factors on a per tonne waste basis (as extracted from scope 3 guidance documents from WBCSD + WRI) have been multiplied with the total weight of waste generated at our manufacturing locations. The scope of the calculation covers waste to landfill and to incineration.

Business travel

Data on distance travelled are collected through our global and local travel agencies. To calculate the GHG footprint, emission factors per haul and class are used according to the 2019 Department for Environment, Food and Rural Affairs (DEFRA, UK) definition.

Employee commuting

In 2018, we conducted for the third time a global commuting survey/questionnaire asking employees about their modes of travel and distances covered. Of the employees surveyed, 43% responded: this data and transport emission factors (kg/km) from Guidelines to Defra's GHG Conversion factors for transport were used to calculate the related CO₂e emission per employee. The 2018 figure was then obtained by extrapolating to 100%.

The reported 2019 is based on the employee commuting survey results from 2018 and extrapolated to the number of full-time employees as of 31 December 2019. A new survey will be completed in 2021.

Downstream transportation and distribution

We monitor the environmental impact of transportation (by air, ship and road) by calculating the associated GHG emissions. We do this through a model that tracks all transport movements through our SAP system (by mode of transport), from delivery to receipt locations of intercompany deliveries and deliveries to customers. To calculate the GHG footprint, we use emission factors per mode of transport according to the Cefic guideline.

GRI 400

Topic specific
disclosures:

Social



GRI 401

Employment

GRI 103 – 1

Explanation of the material topic and its boundary

Givaudan is the leading employer in the flavour and fragrance industry with a global workforce of over 14,960 employees. It is our people, working in a wide variety of roles, who help transform the original creations of Givaudan's talented perfumers and flavourists into products that are designed to satisfy the most demanding requirements. These innovative, creative professionals are fundamental to our success.

Givaudan addresses the topic of Employment through our material topic Talent management. Effectively recruiting, developing, engaging, deploying and retaining a balanced workforce that meets future business imperatives is critical to improving staff retention, reducing costs and increasing our revenue.

Managing and encouraging people is a critical element of meeting our business and sustainability goals. People who are passionate about our work and committed to creating a sustainable society make significant contributions to the success of our business. We focus on employee development to improve skills and productivity, to constantly adapt skills to requirements and to offer the best opportunities to our people.

GRI 103 – 2, 103 – 3

Management approach

Our business is about our people and their talent. It is their passion that continues the Company's long history of delivering with excellence and ensures the best possible customer experience.

We reflect the societies and cultures in which we operate by providing opportunities for people of all backgrounds, gender and origin. We believe that diversity and inclusivity add strength and balance to our workforce and we look to contribute to full and engaged employment and decent work for all. We insist on fair compensation, labour rights and good labour and management relations as well as continuous development of the skills of our talented workforce.

This results in an engaging and inspiring environment for employees and allows them to realise their career aspirations. We foster proactive talent development, offer targeted technical and functional support and work to strengthen our leadership capabilities. We also underpin the growth of a strong workforce by nurturing a pipeline of industry experts and future leaders to develop skills for sustained success; similarly, we seek to attract local talent and industry experts to support growth in all markets.

At Givaudan, the path to leadership is open to all motivated, talented and qualified people and we are committed to equal opportunity. It is our policy to recruit, employ and promote people on the sole basis of the qualifications and abilities needed for the work to be performed without regard to race, age, gender, national origin or any other non-relevant category. Our Company purpose now includes a goal to be rated among the leading employers for inclusion globally before 2025.

Finally, fair and competitive compensation is essential to attract, motivate and retain the best talent in the industry. Our remuneration policy is based on the principles of pay for performance, external competitiveness, internal consistency and fairness.

🔍 2019 Integrated Annual Report, People contributing with passion and talent, pages 45 – 48
Our Sustainability Approach, pages 26 – 29, 52

GRI 401 – 1

New employee hires and employee turnover

Staff turnover by age group, gender and region

	Age range <30	Age range 30–50	Age range >50	Women	Men	Total
Asia Pacific	9%	7%	9%	7%	8%	8%
Europe, Africa and Middle East	15%	8%	7%	10%	8%	9%
Latin America	17%	11%	20%	12%	15%	14%
North America	16%	12%	14%	12%	14%	14%
Total 2019	14%	9%	10%	10%	10%	10%
Total 2018	16%	10%	12%	13%	11%	12%

New employee hires by age group, gender and region

	Age range <30	Age range 30–50	Age range >50	Women	Men	Total
Asia Pacific	256	231	8	206	289	495
Europe, Africa and Middle East	351	355	21	328	399	727
Latin America	135	96	1	102	130	232
North America	167	167	39	99	274	373
Total 2019	909	849	69	735	1,092	1,827
Total 2018	850	907	58	745	1,070	1,815

GRI 402

Labour/management relations

GRI 103 – 1

Explanation of the material topic and its boundary

Good relations between management and employees are necessary to the operation of a sustainable and viable business. Employees should be respected, listened to and provided with adequate working conditions. Establishing genuine dialogue with freely chosen employee representatives enables employees and employers to better understand each other's challenges and find ways to resolve them. We respect every employee's right to freedom of association and collective bargaining and follow commonly recognised best practices with all of our employees globally.

GRI 103 – 2, 103 – 3

Management approach

At Givaudan, we provide and promote an environment of open dialogue to ensure that all work-related aspects are well understood, openly discussed and that any challenges are properly resolved. We believe that genuine conversations improve mutual understanding and help us find resolutions to potential conflicts. We regularly consult with employee representatives, looking to inform and consult about changes in the organisation and to report any feedback to the Executive Committee (EC).

Communication is particularly important when employees are affected by operational changes and we respect legal local notice periods before implementing them.

Another element of constructive dialogue is our global Employee Engagement Survey, which offers all employees the opportunity to have their say. The survey is anonymous and conducted by an external agency, providing employees with assurance they can speak freely and that their voices will be heard. The impressive response rates show us that our employees feel empowered to speak up and create change. Results of the surveys are communicated to employees and local sites and countries are encouraged to take ownership of their results to build on their strengths and address opportunities. Global actions are reviewed by the EC.

Employee relations

Our global workforce operates in an international market and must be capable of adapting to a rapidly changing market. We

try to cultivate an environment where the employer and the employee can better understand each other's challenges and find ways of resolving them. This is done by establishing genuine dialogue with freely chosen employee representatives.

We strive for harmony in employee and management relations and follow commonly recognised best practices. We pride ourselves on our history of constructive dialogue with employee representatives and we support the freedom of individuals to join trade unions or other employee representative bodies.


Regular Union/Works Council consultations are held with a group of employees representing Union/Works Council members at all applicable sites around the world, including for all European Union member states where we operate. The purpose is to inform and consult employees about significant changes in the organisation, ensure that the right to freedom of association and collective bargaining is not put at risk, and to report any feedback to the EC so that they can take suitable action if required. The last European Works Council meeting was hosted by Givaudan at our Vernier, Switzerland site in September 2019.

In 2019, we were not notified of any violation of the right to freedom of association and collective bargaining at any of our locations worldwide.

GRI 402 – 1

Minimum notice periods regarding operational changes

We respect legal local notice periods prior to the implementation of changes that could affect our employees, either through direct communication to these employees or through their elected representatives, Union/Works Councils or other groups. In countries where there are collective agreements and where it is mandatory, minimum notice periods regarding operational changes are specified. These range from no notice to three months, depending on the country and based on local laws and practices.

 2019 Integrated Annual Report, Corporate citizenship, pages 63 – 65

Our Sustainability Approach, pages 28, 50

GRI 403

Occupational health and safety

GRI 103 – 1

Explanation of the material topic and its boundary

Givaudan's ongoing success depends on the health and safety of our people and our efforts to always improve their well-being in and outside the workplace. Providing a safe and healthy working environment and encouraging responsible employee behaviours is essential.

We look to reduce the number of health and safety incidents by improving the workplace environment, safety behaviour and awareness through a number of measures.

GRI 103 – 2, 103 – 3

Management approach

Ensuring the safety, health and wellness of our staff are an essential part of being a responsible company and employer and we actively promote safe and secure working environments for all.

We strive to manage risks associated with working in industrial environments and with hazardous chemicals. Our goal at Givaudan is to eliminate accidents and get 'Everyone Home Safe, Everyday'. We engage our employees to actively contribute to this target through awareness campaigns and specific training programmes and look to ingrain these reflexes into our very culture.

Our primary means of achieving this is through a behavioural-based safety awareness programme designed to reinforce a strong culture in which every employee takes responsibility for his or her own safety, the safety of the people around them and the safety of the environments in which we operate. Our approaches consist of safety leadership training for line managers, a set of Safety Ground Rules and globally rolled-out employee awareness training that covers the behavioural aspects of occupational health and safety.

Every location receives a yearly pre-defined local safety target that is aligned with and contributes to the global objective in accident reductions. In this way, our Environment, Health & Safety (EHS) mission goes beyond rules and processes by aiming to empower all employees to take shared responsibility in safeguarding the environment and protecting their own health and safety as well as that of their colleagues. Our goal is to enhance this EHS mindset in the daily activities of all employees so it becomes second nature as well as the right thing to do.

Safety underlies everything we do and we are now building on our commitments with two recently introduced purpose goals. We will reduce total cases of recordable injuries by 50% and ensure access to mental and physical health initiatives, tools and training for everyone on our sites.

We continue to make good progress towards our ambitious target of less than 0.1 Lost Time Injury Rate (LTIR) by 2020. In 2019, our LTIR – the measure of the number of occupational incidents with at least one day of work lost relative to 200,000 hours of work – was 0.22, down from 1.03 in 2009, and there were no fatal injuries.

This improvement in LTIR is the result of the sustained engagement by employees in safety issues. This success is supported by the championing of safety best practices, continuous improvement in our safety management system, and a range of other programmes helping to embed a culture of safety at work and at home.

This year, we have been particularly successful in driving safety contacts, which are quality conversations correcting safety issues and reinforcing good safety behaviour: we achieved a record level of more than 30,000 such contacts in 2019.

Our EHS group launched two global safety campaigns in particular areas needing particular attention: forklifts and fire. The forklift safety campaign, which was linked to our Safety Ground Rules, has already resulted in a reduction in incidents. Our global fire safety campaign, launched to improve employee awareness of fire safety and to minimise fire risks, aims to build a proactive, preventative fire safety culture and fill any technical gaps in fire prevention measures. The campaign, which focuses on the top three causes of fire in the workplace, will continue through 2020.

Our health and safety activities have traditionally focused exclusively on our production sites, but we are now expanding our scope to include non-production sites such as commercial offices and laboratories. This will mean the reporting of health and safety data from all Givaudan sites and the subsequent public disclosure of performance. The programme, which includes training EHS people at our non-production sites, is expected to be completed by the end of 2020 and our aim is to provide EHS coverage for the whole organisation.

Finally, with the growth of the Company through recent acquisitions, we are gradually bringing new businesses into the Givaudan EHS reporting system. We expect this to be completed for all recent acquisitions from 2020.

 2019 Integrated Annual Report, Embedding our culture of safety, pages 49 – 50

Our Sustainability Approach, pages 28, 29, 50

GRI 403 – 2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities

Health and safety indicators

	2009	2018	2019
Fatalities	0	0	0
Number of LTIs	79	24	26
LTI rate	1.03	0.25	0.22
Lost day rate ¹	N/A	6.61	7.62
Number of Restricted Work Cases (RWC)	28	56	38
Number of Medical Treatment Cases (MTC)	28	50	32
Number of Total Recordable Cases (TRC)	135	130	96
Total Recordable Case Rate ²	1.76	1.33	0.81
Number of lost days ³	N/A	645	909
Number of hours worked ⁴	15,341,093	19,503,663	23,846,803
Absenteeism ⁵	N/A	2.7%	2.9%

1. Number of lost work days resulting from work-related accidents per 200,000 working hours. Calculation based on scheduled work days lost from the day after the accident.
2. LTI and TRC are both according to the official OSHA definitions.
3. 2018 includes 128 day carried over from previous year. 2019 includes 208 days carried over from previous year.
4. 11.5% of these represent external contractors for whom the Company is liable.
5. Compared to the number of normal available working days, includes correction for employees working on a part-time basis.

Total recordable cases by region and gender

Region	Women	Men
Asia Pacific	2	6
Europe, Africa & Middle East	6	45
Latin America	1	5
North America	3	28
Total	12	84

LTI rate, lost day rate, absenteeism – by region

Region	LTI rate	Lost day rate	Absenteeism
Asia Pacific	0.03	2.67	1.52%
Europe, Africa & Middle East	0.35	8.23	4.04%
Latin America	0.13	1.13	2.05%
North America	0.23	17.72	2.69%

GRI 404

Training and education

GRI 103 – 1

Explanation of the material topic and its boundary

Givaudan addresses training and education through its material topic Talent management. Effectively recruiting, developing, engaging, deploying and retaining a balanced workforce that meets future imperatives is essential to our business. We focus on employee development to improve skills and productivity, constantly adapt skills to requirements and offer the best opportunities to our people. This helps improve staff retention, reduce costs and increase our revenue.

We provide an engaging and inspiring environment for employees to realise their career aspirations. This involves proactive talent development, offer targeted technical and functional support and work to strengthen leadership capabilities. We also underpin the growth of a strong workforce by nurturing a pipeline of industry experts and future leaders to develop skills for sustained success.

GRI 103 – 2, 103 – 3

Management approach

Talent development involves developing leadership capabilities and ensuring we have the people who can deliver on the needs of tomorrow. It also enables us to retain and motivate qualified people.

Our internal programmes focus on proactive talent development and nurturing a well-balanced workforce. All programmes offer challenging and inspiring learning environments where employees are encouraged to explore and experience new ways of thinking and working. This often involves a blend of digital tools, self-reflection, coaching, classroom sessions and virtual teamwork, providing a safe environment to apply and test what employees learn. There is a strong focus on applying what has been learned back into the work environment.

Our drive to develop and engage our talented professionals is further reflected in projects such as our regional ONE Givaudan onboarding initiative, a programme that allows new employees to acquire fundamental knowledge about our Company and its rich heritage, our business and our DNA. We also have a set of customised management training programmes called Leadership Senses, a yearly performance cycle that includes talent reviews and career discussions, all embedded in a culture of continuous learning, curiosity and feedback.

GRI 404 – 3

Percentage of employees receiving regular performance and career development reviews¹

	2018	2019
Women	93%	87%
Men	67%	65%

1. Referring to actual head count: Givaudan employees, internal temporary employees, and employees from Activ International, all other acquisitions excluded.

The discrepancy between ratios for male and female employees is due to the fact that more men are under collective agreements.

🔍 2019 Integrated Annual Report, People contributing with passion and talent, pages 45 – 48
Our Sustainability Approach, pages 26, 27, 52

GRI 405

Diversity and equal opportunity

GRI 103 – 1

Explanation of the material topic and its boundary

Diversity is critical to helping us manage our complex operating environment and serving our customers in the best possible way. Providing equal opportunities is necessary to cultivate leaders with legitimacy and to make better business decisions. We address Diversity and equal opportunity through the material topics Diversity and inclusion, Women's empowerment and Talent management.

We approach Diversity and inclusion by looking to have a balanced workforce that reflects the societies in which we operate. This involves efforts to eliminate all discrimination and to give people from all backgrounds the chance to succeed.

Equal treatment of women and men is not just the right thing to do – it is also good for business. The full participation of women at Givaudan makes sound business sense and embracing women's empowerment as a key goal will benefit us all.

Managing talent allows us to attract and keep the best and the brightest. We also seek to attract local talent and industry experts to support growth in all markets. We embrace diversity throughout our organisation and recruit to build a representative and inclusive workforce.

GRI 103 – 2, 103 – 3

Management approach

We embrace diversity throughout our organisation and are fully committed to inclusiveness. We assess and review the numbers of our balanced workforce, particularly relating to gender and nationality, and track progress in this regard, including the percentage of women and high growth market nationalities in leadership positions. Our Diversity Position Statement outlines our commitment to ensuring a representative workforce that reflects the diverse communities in which we operate. Two of our new purpose goals specify that before 2030, 50% of our senior leaders will be women and 50% will be from high growth markets.

One way we will continue to promote a representative workforce is through our approach to a better balance: a good mix of nationalities and gender reinforces our inclusive culture and is essential to achieving our business goals. We are committed to providing and contributing to a work environment that is based on mutual respect among people and is free from harassment.

The path to leadership is open to all motivated, talented and qualified people and we are committed to equal opportunity. Our Principles of Conduct state that it is our policy to recruit, employ and promote people on the sole basis of the qualifications and abilities needed for the work to be performed without regard to race, age, gender, national origin or any other non-relevant category.

This is fundamentally the right way of doing things and makes sense from an operational perspective. Highly qualified candidates may be more likely to consider working for a company if they believe opportunities for economic growth will be available to them as they demonstrate their value, regardless of their gender or nationality. Companies who compensate men and women and people from all backgrounds equally will have access to a larger talent pool when recruiting and hiring and are more likely to retain these highly skilled people.

🔍 2019 Integrated Annual Report, People contributing with passion and talent, pages 45 – 48

Our Sustainability Approach, pages 26, 27, 49, 52, 53

GRI 405 – 1

Diversity of governance bodies and employees**Composition of governance
(Executive Committee and Board of Directors)**

	Women	Men	<30	30–50	>50	Total
Headcount	3	11	0	1	13	14
– in %	21%	79%	–	7%	93%	100%

Employees' categories and composition of governance

	Women	Men	<30	30–50	>50	Total
Senior management	50	142	–	113	79	192
– in %	26%	74%	0%	59%	41%	
Middle management	1,626	1,784	194	2,570	646	3,410
– in %	48%	52%	6%	75%	19%	
Associates	3,028	5,588	2,474	4,688	1,454	8,616
– in %	35%	65%	29%	54%	17%	
Total	4,704	7,514	2,668	7,371	2,179	12,218
– in %	39%	61%	22%	60%	18%	100%

1. Including the Executive Committee, and excluding acquisitions except Activ International.

GRI 405 – 2

Ratio of basic salary and remuneration of women to men

For the Givaudan Group globally, our results show that the average base salary difference between men and women is 1.4% for equivalent roles and skills sets. For total cash compensation (fixed and variable pay) the difference is 1.6%, remaining stable from 2018. The results for our headquarters in Switzerland are similar, showing differences in the order of 1% for base salary and total cash compensation.

GRI 406

Non-discrimination

GRI 103 – 1

Explanation of the material topic and its boundary

Globally, having a balanced workforce that reflects the societies in which we operate – including efforts to eliminate all discrimination and to ensure opportunities for success to people from all backgrounds and genders – is key to developing a broad range of views within the Company and critical to our business. Givaudan addresses the topic of Non-discrimination through its approach to the material topics of Diversity and inclusion, Human rights and Women's empowerment.

We implement policies and programmes that are consistent with promoting equal opportunities for everyone, without discrimination. Finally, we ensure that Givaudan respects human rights by acting with due diligence, as defined in the UN Guiding Principles for Business and Human Rights, which include a right to non-discrimination.

Suppliers are also expected to recruit, employ and promote employees on the sole basis of the qualifications and abilities needed for the work to be performed, without regard to race, age, gender, national origin, religion or any other category not relevant to performance.

GRI 103 – 2, 103 – 3

Management approach

As specified in our Principles of Conduct, the path to leadership is open to all motivated, talented and qualified people and we are committed to equal opportunity. Two of our new purpose goals specify that before 2030, 50% of our senior leaders will be women and 50% will be from high growth markets.

Highly qualified candidates may be more likely to consider working for a company if they believe opportunities for economic growth will be available to them as they demonstrate their value, regardless of their gender or nationality. Companies who compensate men and women and people from all backgrounds equally will have access to a larger talent pool when recruiting and hiring, and are more likely to retain these highly talented people.

We are fully committed to increasing inclusiveness. We produce analytics to assess and review the numbers of our balanced workforce (in particular relating to gender and nationality) and we track progress in this regard, including the percentage of women and high growth market nationalities in leadership positions. Our Diversity Position Statement outlines our commitment to ensuring a representative workforce that reflects the diverse communities in which we operate. We are committed to providing and contributing to a work environment that is based on mutual respect among people and is free from harassment.

Our Responsible Sourcing Policy calls on suppliers to treat all their employees with respect and dignity. Diversity in the workplace is respected. Harassment and abuse are not tolerated.

GRI 406 – 1

Incidents of discrimination and corrective actions taken

We expect our people to comply with all local laws against discrimination, but Givaudan's ethical values go beyond legal requirements. All our employees have a responsibility to support and promote our Principles of Conduct. We take all allegations very seriously and conduct appropriate investigations. This process is managed locally in all locations Givaudan operates. The numbers are not captured globally.

🔍 2019 Integrated Annual Report, People contributing with passion and talent, pages 45 – 48

Our Sustainability Approach, pages 26, 27, 49, 50, 53

GRI 407

Freedom of association and collective bargaining

GRI 103 – 1

Explanation of the material topic and its boundary

Our global workforce operates in an international market and must be capable of adapting to rapid change. We try to cultivate an environment where the employer and the employee can better understand each other's challenges and find ways of resolving them. This is done by establishing genuine dialogue with freely chosen employee representatives. We respect every employee's right to freedom of association and collective bargaining, and at Givaudan we address this through our approach to the material topic of Human rights.

Respect for human rights is an essential guide to the right way to do business. A commitment to high ethical standards, as well as transparency and honesty in our dealings with employees enable us to grow responsibly and share our success. We ensure that Givaudan respects human rights by acting with due diligence, as defined in the UN Guiding Principles for Business and Human Rights.

We strive for harmony in employee and management relations and follow commonly recognised best practices for all of our workplaces worldwide. Going beyond our direct areas of business, our Responsible Sourcing Policy calls on suppliers to respect their employees' right to freedom of association and collective bargaining as well, and we check on this aspect through our responsible sourcing assessment programme.

GRI 103 – 2, 103 – 3

Management approach

We protect employee rights and support the freedom of individuals to join trade unions or other employee representative bodies. Givaudan does not discriminate based on employee membership of, or association with, these bodies and seeks to enter into constructive discussions when issues arise. Givaudan regularly consults with employee representatives.

For example, we continue to hold regular Union/Works Council consultations with a group of employees who represent Union/Works Council members at all applicable sites around the world, including for all European Union member states where we have operations. The purpose is to inform and consult employees

about significant changes in the organisation, ensure that the right to freedom of association and collective bargaining is not put at risk, and to report any feedback to the Executive Committee so that it may take suitable action if required.

We also call on suppliers, including smallholders, to make continuous improvements in regard to our Responsible Sourcing Policy. The policy, published in 2016, sets out high standards in terms of health and safety as well as social and environmental responsibility and business integrity. We emphasise our respect for human rights and social aspects: all workers must be allowed to exercise their rights to freedom of association and collective bargaining. We ask our suppliers for collaboration in supporting the policy and disclosing information that could help drive improvements.

Our positions concerning fair employment practices, a respectful work environment, freedom of association and fair wages for our workforce are highlighted in our Principles of Conduct, a document available on our website.

🔍 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55 and Corporate citizenship, pages 63 – 65
Our Sustainability Approach, pages 8 – 10, 28, 50

GRI 407 – 1

Operations and supplier assessment



GRI 408

Child labour

GRI 103 – 1

Explanation of the material topic and its boundary

Givaudan addresses the topic of Child labour through our approach to the material topic of Human rights. Respect for human rights is an essential guide to the right way to do business and a commitment to high ethical standards enables us to grow responsibly and share our success. All forms of child labour are against our principles.

Our Principles of Conduct stipulate that we do not practice or tolerate any form of child exploitation and that we do not provide employment to children before they have completed their compulsory education. This applies to employment within Givaudan and to the partners and suppliers with whom we work. We ensure that we respect human rights by acting with due diligence, as defined in the UN Guiding Principles for Business, and work with our suppliers to help them adhere to the same principles through our Responsible Sourcing Policy.

GRI 103 – 2, 103 – 3

Management approach

Our approach to child labour is rooted in our Principles of Conduct, which in turn reflect initiatives including the United Nations Global Compact, a framework that targets, among other goals, the elimination of forced, compulsory and child labour. These principles stipulate that we do not practice or tolerate any form of child exploitation. We do not provide employment to children before they have completed their compulsory education, as is stipulated in our Principles of Conduct and also in compliance with local employment laws. We do not engage with suppliers who exploit or use child or forced labour.

We endorse the UN Guiding Principles on Business and Human Rights and base our human rights commitment on the International Bill of Human Rights, which consists of the Universal Declaration of Human Rights and the International Labour Organization's Fundamental Conventions on Rights at Work.

The basis of our ethical standards, specifically Responsible Corporate Citizenship, can be found in our Principles of Conduct, which is supported by policies and guidelines. We expect every

employee to take personal accountability for upholding our principles in daily actions within their own sphere of influence and with business partners and stakeholders.

We are committed to the Ethical Trade Initiative Base Code, which states that there shall be no new recruitment of child labour; that companies shall develop or participate in and contribute to policies and programmes that provide for the transition of children from labour to quality education; and that people under 18 shall not be employed at night or in hazardous conditions.

We are committed to ensuring that our raw materials are sourced responsibly. For business partners and suppliers, our Responsible Sourcing Policy specifies that suppliers must not use child labour and that they are expected to comply with all reporting obligations regarding the abolition of child labour. Significant suppliers are assessed for risk. They are also expected to comply with all reporting obligations regarding the abolition of child labour and human trafficking.

All forms of child or forced labour are against our principles. This applies to employment within Givaudan and to the partners and suppliers with which we work. In 2019, we did not observe any case of child labour in our business in our due diligence review.

🔍 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55, Corporate citizenship, pages 63 – 65 and High ethical commitments, pages 66 – 67

Our Sustainability Approach, pages 8 – 10, 27, 50

GRI 408 – 1

Operations and supplier assessment



GRI 409

Forced or compulsory labour

GRI 103 – 1

Explanation of the material topic and its boundary

Givaudan addresses the topic of Forced or compulsory labour through its approach to the material topic of Human rights. Respect for human rights is an essential guide to the right way to do business and a commitment to high ethical standards enables us to grow responsibly and share our success. All forms of forced or compulsory labour are against our principles.

We ensure that we respect human rights by acting with due diligence, as defined in the UN Guiding Principles for Business and Human Rights. We also work with our suppliers to help them adhere to the same principles.

GRI 103 – 2, 103 – 3

Management approach

We respect, protect, and fulfil human rights within our sphere of influence and contribute to eradicating inequality and unfair labour conditions wherever we do business. We strive to make a positive impact on the communities in which we are present. Specifically, we are particularly opposed to all forms of forced labour.

Our Principles of Conduct stipulate that we do not practice or tolerate any form of forced labour. We do not engage with suppliers who exploit or use forced labour. We endorse the UN Guiding Principles on Business and Human Rights, and base our human rights commitment on the International Bill of Human Rights, which consists of the Universal Declaration of Human Rights and the International Labour Organization's Fundamental Conventions on Rights at Work.

For business partners and suppliers, our Responsible Sourcing Policy specifies that suppliers must not use forced labour and are expected to comply with all reporting obligations regarding the abolition of human trafficking. Significant suppliers are assessed for risk.

All forms of forced labour are against our principles. Our Principles of Conduct stipulate that we do not practice or tolerate any form of forced labour and that we do not provide employment to children before they have completed their compulsory education and in compliance with local employment laws. This applies to employment within Givaudan and to the partners and suppliers with whom we work. In 2019, we did not observe any cases of forced labour in our business in our due diligence review.

🔍 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55, Corporate citizenship, pages 63 – 65 and High ethical commitments, pages 66 – 67

Our Sustainability Approach, pages 8 – 10, 27, 50

GRI 409 – 1

Operations and supplier assessment



GRI 412

Human rights assessment

GRI 103 – 1

Explanation of the material topic and its boundary

Respect for human rights is an essential guide to the right way of doing business. A commitment to high ethical standards, as well as transparency and honesty in our dealings with customers, suppliers, employees and the communities where we operate, enables us to grow responsibly and share our success.

We ensure that we respect human rights by acting with due diligence, as defined in the UN Guiding Principles for Business and Human Rights. We work with our suppliers to help them adhere to the same principles.

GRI 103 – 2, 103 – 3

Management approach

We respect, protect, and fulfil human rights within our sphere of influence and contribute to eradicating inequality and unfair labour conditions wherever we do business. We strive to make a positive impact on the communities in which we are present.

We endorse the UN Guiding Principles on Business and Human Rights, and base our human rights commitment on the International Bill of Human Rights, which consists of the Universal Declaration of Human Rights and the International Labour Organization's Fundamental Conventions on Rights at Work. The basis of our ethical standards, specifically Responsible Corporate Citizenship, can be found in our Principles of Conduct, which is supported by policies and guidelines. We expect every employee to take personal accountability for upholding our principles in daily actions within their own sphere of influence and with business partners and stakeholders.

In addition to the Principles of Conduct, all of our efforts and commitments around social responsibility, human rights and ethical business aspects and corresponding progress can be found in our Responsible Sourcing Policy, Commitment to Social Responsibility Position Statement, and also in our annual UK Slavery Act and California Transparency Act statements.

Human Rights Impact Assessment in our operations and supply chain is managed through continuous engagement and diverse interventions, which are embedded in many of our standard operating procedures and practices. The focus of these assessments ranges from high-level due diligence to covering more salient aspects, in particular those relating to health, safety or child labour.

Givaudan is an active member of Sedex, a global platform which incorporates human rights risks in its assessments. Since 2010, all manufacturing sites have been registered on Sedex and completed Sedex self-assessment questionnaires, which we review each year. We also participate in the EcoVadis CSR assessments, disclosing detailed information around our business practices on Human Rights and Labour aspects besides environment, ethics and responsible procurement.

🔍 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55, Corporate citizenship, pages 63 – 65 and High ethical commitments, pages 66 – 67

Our Sustainability Approach, pages 8 – 10, 27, 50

GRI 412 – 1

Operations and supplier assessment



GRI 413

Local communities

GRI 103 – 1

Explanation of the material topic and its boundary

Communities and neighbourhoods where we operate are critical to our long-term success. Our business can affect communities and these local stakeholders may in turn impact our activities. We actively develop and sustain relationships with communities and listen to community representatives to take their point of view into account before integrating their feedback into our sustainability activities.

Recognising and supporting the broader development goals of local communities is essential to our business. Maintaining a good reputation in communities where we have a manufacturing or commercial presence helps to attract the right talent and personnel to the Company. In areas where we source raw materials, we can help secure the long-term supply of those ingredients by supporting the development of local communities. Fostering good relations allows us to work together on causes that benefit the community, help to protect local ecosystems and support livelihoods.

We work with local communities on projects and causes that benefit them to support these goals.

GRI 103 – 2, 103 – 3

Management approach

The producers of raw materials of natural origin we rely on make an important contribution to our business. In return, we are committed to supporting them to build stable lives.

We have supported local producer communities for more than a decade through a variety of social and environmental projects. Since 2014, we have been working through a partnership with the Givaudan Foundation, a not-for-profit organisation that funds projects to help build more secure futures for communities and their environments. In these joint projects, we work with NGOs to identify local needs and then work together to implement them. In addition, the Givaudan Foundation has its own initiatives in three specific focus areas: communities at source, blindness and family nutrition. The

Givaudan Foundation works closely with and relies on resources provided by Givaudan to conduct and monitor these projects. We are also involved in charitable giving.

We work with producers, suppliers and/or other organisations to support projects in education, health and nutrition as well as good practice in agriculture and production. We also help communities safeguard their environment and natural resources.

Every precaution is taken to operate safely in these communities while providing social and economic value and reducing our environmental footprint. We also believe that each and every employee has the potential to make a change for the well-being of the communities in which we work and live. The opportunity to make such contributions is available through our Green Teams which are active in the majority of our sites. Members of these teams are involved in voluntary sustainability projects in local communities as well as in internal programmes.

GRI 413 – 1

Operations with local community engagement, impact assessments, and development programmes

Communities at Source

Our Communities at Source initiatives encompass 18 ongoing projects in 8 countries. They touch more than 30,000 people worldwide, including immediate beneficiaries, their families and communities as well.

Local communities

In addition to the community projects mentioned above, our associated local communities benefit from our charitable giving. We monitor this spend at every site and have had an annual budget allocation process for charitable giving for all our sites since 2012. This spend is controlled and consolidated by a sustainability controller. Every site manager is responsible for how the site budget is spent, and each of these managers has some freedom to allocate funding to local organisations, providing they comply with Givaudan guidelines and local laws

on non-profit organisations. This spend is annually reviewed as part of our financial assurance, and information is disclosed as part of the P&L statement.

In 2019, the total spend on charitable giving for local communities was two million Swiss francs.

🔍 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55 and Corporate citizenship, pages 63 – 65
Our Sustainability Approach, pages 11, 51

GRI 414

Supplier social assessment

GRI 103 – 1

Explanation of the material topic and its boundary

Respect for human rights is an essential guide to the right way to do business and our expectations of business integrity also extend to our suppliers. Givaudan treats Supplier social assessment through its material topics Human rights and Responsible sourcing.

We ensure that Givaudan respects human rights by acting with due diligence, as defined in the UN Guiding Principles for Business and Human Rights. A commitment to high ethical standards, as well as transparency and honesty in our dealings with customers, suppliers, employees and the communities where we operate, enables us to grow responsibly and share our success. We work with suppliers to help them adhere to the same principles.

By expanding our responsible sourcing initiatives, we are able to reduce our environmental and social impact. Our sourcing strategy also helps to mitigate the risks inherent in our complex supply chains. Suppliers are expected to maintain the highest degree of integrity as described in our Responsible Sourcing Policy.

GRI 103 – 2, 103 – 3

Management approach

We aim to ensure that all main direct suppliers comply with our Responsible Sourcing Policy and our target is to have all of them reach full compliance with their audits by 2020.

Our Procurement team and implementation partners work closely with these suppliers to guide them through the Responsible Sourcing Policy, identify gaps, agree on remediation plans and prepare for the audit. So far, we have sent the Responsible Sourcing Policy to 14,028 of our raw material and indirect materials & services (IM&S) suppliers, representing 87% of our total spend for 2019.

Most direct raw material suppliers sites are audited according to Sedex Members Ethical Trade Audit (SMETA), one of the most widespread ethical audit formats in the world, or by an equivalent protocol that can be used instead. Auditing suppliers accordingly allows them to benefit from a mutual recognition

agreement among the members of the AIM-PROGRESS platform: they can avoid audit duplication because suppliers are encouraged to share audit reports with the largest number of customers. In 2014, we started to include our indirect materials and services suppliers in the Sedex initiative and to date, 25 such suppliers have joined Sedex.

We also aim to ensure that 90% of our raw materials volume of natural origin is responsibly sourced by 2020.

We work together with partners and suppliers to increase transparency in our supply chains and improve their sustainability practices. We source a wide variety of raw materials, often from various suppliers through multiple supply chains. In order to better understand the origin of raw materials we map supply chains beyond our direct suppliers.

This creates the transparency we need to assess whether or not practices throughout the supply chains meet our Responsible Sourcing Policy requirements. Our aim is to source these raw materials responsibly by either identifying existing best practices or by reaching agreements with our suppliers on improvement plans to close gaps in relation to our policy. For raw materials sourced in several countries through multiple supply chains, we carry out assessments gradually over time. This continuously increases our responsible sourcing coverage in volume, and means that some raw material categories are partially covered.

By the end of 2019 we were mapping 50 raw material categories and were sourcing 33 raw material categories in a responsible way.

 2019 Integrated Annual Report, Sourcing for shared value, pages 53 – 55

Our Sustainability Approach, pages 8 – 10, 50, 52

GRI 414 – 1

Operations and supplier assessment



GRI 416

Customer health and safety

GRI 103 – 1

Explanation of the material topic and its boundary

Givaudan treats Customer health and safety through its approach to the material topics Consumer health and well-being and Product quality and safety. We aim to develop products and services that promote health and well-being. We also ensure that our products are safe for intended consumer use, and comply with all applicable laws and regulations.

As a key player in the fragrance and flavour industry we are in a position to influence the well-being of consumers. For example, by developing great tasting flavour solutions for foods with lower levels of sugar, fat and salt we can encourage the uptake of healthier diets. Fragrance contributes to the sense of well-being and can be used around the world to drive consumers to choose products with desired health benefits.

At the same time, the safety of our products and the safety of the consumer are of the utmost importance. The quality of our products is the key to our success and that of our customers and end consumers.

GRI 103 – 2, 103 – 3

Management approach

We are a business-to-business organisation and as such we do not sell products directly to the end-consumer, but we are responsible for providing safe products to the businesses we sell to, and we seek to ensure the health and safety for consumers when using our products.

We are also committed to ensuring that our products are safe for our employees and the environment when used as intended, and that these products are compliant with all local laws, as a minimum requirement, in the markets we sell.

Through the investment in toxicology expertise and research into the safety of our products, we are committed to leading the industry in ensuring our consumers can safely use our products in their day-to-day lives. We also invest in environmental safety expertise and research to ensure that our workers and the environment are not harmed in the production of our products.

Givaudan has a long history of investing in safety evaluation of its raw materials and we develop critical data to support these evaluations along with our suppliers. Givaudan is the industry leader in the development of novel non-animal test methodologies to support both human and environmental safety assessment of our materials. This enables us to comply with safety regulations around the world. With our regulatory expertise, we not only provide essential advice to our customers, but also ensure that our products meet or exceed all requirements.

Customers need to manage any environmental, health and safety risks associated with the use of our ingredients and so it is vital we supply the necessary information for the proper handling of our products. More information on this can be found in the topic Marketing and labelling.

To help ensure the safe use of flavours and fragrances in consumer products, we support and in many cases lead the development of public policies that impact the flavour and fragrance industry and work with associations such as the International Fragrance Association (IFRA) and the International Organization of the Flavor Industry (IOFI).

Product safety

Product safety is of prime importance to Givaudan in ensuring the safety of employees, customers and consumers, as well as the environment.

With the second 3-year cycle of food safety system audits coming to an end, we see significant improvement in performance in our Flavour operations around the world. While continuously enhancing our standards, systems and programmes to adapt to increasing regulatory, statutory and customer requirements, we are also seeking to further strengthen our food safety culture.

More than 100 food safety experts across all regions, including those in acquired businesses, are forming a global network aiming to bring food safety within Givaudan to the next level. To support the integration of our acquisitions, we have started to visit selected Naturex sites with a combined Givaudan/Naturex expert team in order to align best practices collaboratively, reflecting Givaudan's high quality & food safety standards.

Sophisticated toxicological science is used in the Fragrance Division to ensure the safety of list materials, deployed, for example, in the REACH programme. We do not use animal testing for safety assessments unless required to do so by law – REACH, for example, required certain products to be tested in this way. Givaudan is also committed to further developing non-animal test methods such as our KeratinoSens™ assay and the development of a fish gill assay for toxicity assessment in aquatic species. We continue to invest in this important area.

Public policy

We do not fund any political party in any country, and have an internal policy on charitable giving and community support that excludes any direct or indirect political donations or support.

GRI 416 – 1

Assessment of the health and safety impacts of product and service categories

All the ingredients used in our formulas are evaluated for any environmental, health & safety impact and this information is disclosed and filed with the relevant regulatory bodies whenever necessary. Quality and environmental data about our products, including safety information, are available through product labels and safety data sheets. The safety data sheets are available in more than 40 languages and are attached to every consignment and readily available to customers on request. For flavour products, information related to allergen, GMO, organic, nutritional and religious criteria can be provided.

🔍 2019 Integrated Annual Report, Meeting the challenges of changing regulatory landscapes, pages 68 – 69
Our Sustainability Approach, pages 33, 34, 48, 51

GRI 417

Marketing and labelling

GRI 103 – 1

Explanation of the material topic and its boundary

Marketing and labelling is part of our material topic Product quality and safety and is covered by areas referring to information and labelling.

The safety of our products and the safety of the consumer are of the utmost importance. We have to provide our customers with products and services that meet all agreed requirements and applicable legislation or we run the risk of extra costs and damaging our reputation. The quality of our products is the key to our success and that of our customers.

Customers need to manage environmental, health and safety (EHS) risks associated with the use of our ingredients and so we must supply necessary information for the proper handling of our products.

GRI 103 – 2, 103 – 3

Management approach

Transparency is increasingly expected in all areas of our business, from supply chain data to R&D information and formulas. It is important that we provide all the necessary information for the proper handling of materials we sell to enable our customers to manage any EHS risks associated with the use of our ingredients.

Givaudan operates different Centres of Expertise in the Global EHS organisation to coordinate and reinforce expertise on classification, labelling and packaging activities, ensuring compliance of our products with local regulations. We evaluate all the ingredients used in our formulas for any EHS impact and this information is disclosed and filed with the relevant regulatory bodies whenever necessary. We ensure our products are safe for people and the environment when used as intended and that they comply with all local laws as a minimum requirement. We gather information on the origin of ingredients to support compliance and to contribute to food safety and issue management.

As a business-to-business organisation, our marketing communication is not aimed at consumers, but it is crucial that it accurately reflects the reality of our products and services.

We ensure that the businesses we sell to have the information needed to handle our products correctly and deliver safe products to the consumer.

Quality and environmental data about our products, including safety information, are available through product labels and safety data sheets. The safety data sheets are available in more than 40 languages and are shared with our customers (and on request from stakeholders). We always comply with national and legal requirements. For flavour products, information related to allergen, GMO, organic, nutritional and religious criteria can be provided.


GRI 417 – 1

Requirements for product and service information and labelling

The following product and service information is required by the organisation's procedures for product and service information and labelling.

Topic	Yes	No
Sourcing	X	
Content	X	
Safe use	X	
Disposal	X	

100% of sold products delivered to our customers are subject to product information requirements and regulations.

 2019 Integrated Annual Report, Meeting the challenges of changing regulatory landscapes, pages 68 – 69
Our Sustainability Approach, pages 34, 51

Appendix



GRI 102 – 55

GRI Content Index

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102–40 to 102–49 align with appropriate sections in the body of the report.



GCFR = 2019 Governance, Compensation and Financial Report www.givaudan.com – media – publications

GRI Standard and Disclosure	Publication year ¹	Page	External assurance ²	UNGC Principles	SDG
GRI 101: Foundation	2016	1			
GRI 102: General Disclosures	2016				
Organizational profile					
GRI 102 – 1: Name of the organization		3	yes		
GRI 102 – 2: Activities, brands, products, and services		3	yes		
GRI 102 – 3: Location of headquarters		3	yes		
GRI 102 – 4: Location of operations		3	yes		
GRI 102 – 5: Ownership and legal form		3	yes		
GRI 102 – 6: Markets served		3	yes		
GRI 102 – 7: Scale of the organization		4	yes		
GRI 102 – 8: Information on employees and other workers		4	yes	Principle 6	Goal 8
GRI 102 – 9: Supply chain		4	yes		
GRI 102 – 10: Significant changes to the organization and its supply chain		4	yes		
GRI 102 – 11: Precautionary Principle or approach		5	yes		Goal 12, 13
GRI 102 – 12: External initiatives		5	yes	Principle 1	
GRI 102 – 13: Membership of associations		5	yes		
Strategy					
GRI 102 – 14: Statement from senior decision-maker		1	yes		
GRI 102 – 15: Key impacts, risks and opportunities		6	yes		
Ethics and integrity					
GRI 102 – 16: Values, principles, standards, and norms of behavior		7	yes	Principle 10	Goal 5
Governance					
GRI 102 – 18: Governance structure		8, 9	yes		
Stakeholder engagement					
GRI 102 – 40: List of stakeholder groups		10	yes		
GRI 102 – 41: Collective bargaining agreements		10	yes	Principle 3	Goal 8, 17
GRI 102 – 42: Identifying and selecting stakeholders		10	yes		
GRI 102 – 43: Approach to stakeholder engagement		11	yes		
GRI 102 – 44: Key topics and concerns raised		11	yes		

GRI Standard and Disclosure	Publication year ¹	Page	External assurance ²	UNGC Principles	SDG
Reporting practice					
GRI 102 – 45: Entities included in the consolidated financial statements		12	yes		
GRI 102 – 46: Defining report content and topic Boundaries		12	yes		
GRI 102 – 47: List of material topics		13	yes		
GRI 102 – 48: Restatements of information		40	yes		
GRI 102 – 49: Changes in reporting		12	yes		
GRI 102 – 50: Reporting period		13	yes		
GRI 102 – 51: Date of most recent report		13	yes		
GRI 102 – 52: Reporting cycle		13	yes		
GRI 102 – 53: Contact point for questions regarding the report		13	yes		
GRI 102 – 54: Claims of reporting in accordance with the GRI Standards		13	yes		Goal 12
GRI 102 – 55: GRI Content Index		This index	yes		Goal 12
GRI 102 – 56: External assurance		13	yes		Goal 12

GRI 200: Economic

GRI 201: Economic Performance	2016				Goal 8, 9, 12, 13
GRI 103: Management Approach 2016					
GRI 103 – 1: Explanation of the material topic and its Boundary		15	yes		
GRI 103 – 2: The management approach and its components		15	yes, assured as part of audit of Financial report 2019, GCFR pp 94		
GRI 103 – 3: Evaluation of the management approach		15	yes, assured as part of audit of Financial report 2019, GCFR pp 94		
GRI 201 – 1: Direct economic value generated and distributed					
		16	yes, assured as part of audit of Financial report 2019, GCFR pp 94		
GRI 201 – 2: Financial implications and other risks and opportunities due to climate change					
		16	yes, assured as part of audit of Financial report 2019, GCFR pp 94		
GRI 201 – 3: Defined benefit plan obligations and other retirement plans					
		16	yes, assured as part of audit of Financial report 2019, GCFR pp 94		
GRI 202: Market Presence 2016					
GRI 103: Management Approach 2016					
GRI 103 – 1: Explanation of the material topic and its Boundary		17	yes		
GRI 103 – 2: The management approach and its components		17	yes		
GRI 103 – 3: Evaluation of the management approach		17	yes		
GRI 202 – 1: Ratios of standard entry level wage by gender compared to local minimum wage					
		17	yes		Goal 5, 8, 17

GRI Standard and Disclosure	Publication year ¹	Page	External assurance ²	UNGC Principles	SDG
GRI 203: Indirect Economic Impacts	2016				Goal 2, 8, 9, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		18	yes		
GRI 103 – 2: The management approach and its components		18	yes		
GRI 103 – 3: Evaluation of the management approach		18	yes		
GRI 203 – 1: Infrastructure investments and services supported		19	yes		
GRI 204: Procurement Practices	2016				Goal 2, 8, 12, 13, 15, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		20	yes		
GRI 103 – 2: The management approach and its components		20, 21	yes		
GRI 103 – 3: Evaluation of the management approach		20, 21	yes		
GRI 204 – 1: Proportion of spending on local suppliers		21	yes		
GRI 205: Anti-corruption	2016			Principle 10	Goal 2, 8, 15, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		22	yes		
GRI 103 – 2: The management approach and its components		22	yes		
GRI 103 – 3: Evaluation of the management approach		22	yes		
GRI 205 – 2: Communication and training about anti-corruption policies and procedures		22	yes		
GRI 300: Environmental					
GRI 301: Materials	2016				Goal 2, 9, 12, 13, 15, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		24	yes		
GRI 103 – 2: The management approach and its components		24	yes		
GRI 103 – 3: Evaluation of the management approach		24	yes		
GRI 301 – 1: Materials used by weight or volume		25	yes		
GRI 302: Energy	2016			Principle 7, 8, 9	Goal 9, 12, 13
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		26	yes		
GRI 103 – 2: The management approach and its components		26, 27	yes		
GRI 103 – 3: Evaluation of the management approach		26, 27	yes		
GRI 302 – 1: Energy consumption within the organization		27	yes		
GRI 302 – 3: Energy intensity		27	yes		
GRI 302 – 4: Reduction of energy consumption		27	yes		
GRI 303: Water	2016				Goal 6, 12, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		28	yes		
GRI 103 – 2: The management approach and its components		28, 29	yes		
GRI 103 – 3: Evaluation of the management approach		28, 29	yes		
GRI 303 – 1: Water withdrawal by source		29	yes		
GRI 304: Biodiversity	2016				Goal 2, 15, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		30	yes		
GRI 103 – 2: The management approach and its components		30	yes		
GRI 103 – 3: Evaluation of the management approach		30	yes		
GRI 304 – 2: Significant impacts of activities, products, and services on biodiversity		30, 31	yes		

GRI Standard and Disclosure	Publication year ¹	Page	External assurance ²	UNGC Principles	SDG
GRI 305: Emissions	2016			Principle 7, 8	Goal 9, 12, 13
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		32	yes		
GRI 103 – 2: The management approach and its components		32, 33	yes		
GRI 103 – 3: Evaluation of the management approach		32, 33	yes		
GRI 305 – 1: Direct (Scope 1) GHG emissions		34	yes		
GRI 305 – 2: Energy indirect (Scope 2) GHG emissions		34	yes		
GRI 305 – 3: Other indirect (Scope 3) GHG emissions		34	yes		
GRI 305 – 4: GHG emissions intensity		34	yes		
GRI 305 – 5: Reduction of GHG emissions		33	yes		
GRI 305 – 6: Emissions of ozone-depleting substances (ODS)		34	yes		
GRI 305 – 7: Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		34	yes		
GRI 306: Effluents and Waste	2016			Principle 8	Goal 6, 12, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		35	yes		
GRI 103 – 2: The management approach and its components		35	yes		
GRI 103 – 3: Evaluation of the management approach		35	yes		
GRI 306 – 1: Water discharge by quality and destination		36	yes		
GRI 306 – 2: Waste by type and disposal method		36	yes		
GRI 308: Supplier Environmental Assessment	2016			Principle 8	Goal 2, 6, 8, 12, 13, 15, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		37	yes		
GRI 103 – 2: The management approach and its components		37	yes		
GRI 103 – 3: Evaluation of the management approach		37	yes		
GRI 308 – 1: New suppliers screened using environmental criteria		21	yes		
GRI 400: Social					
GRI 401: Employment	2016			Principle 6	Goal 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		45	yes		
GRI 103 – 2: The management approach and its components		45	yes		
GRI 103 – 3: Evaluation of the management approach		45	yes		
GRI 401 – 1: New employee hires and employee turnover		46	yes		
GRI 402: Labor/Management Relations	2016			Principle 3	Goal 8
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		47	yes		
GRI 103 – 2: The management approach and its components		47	yes		
GRI 103 – 3: Evaluation of the management approach		47	yes		
GRI 402 – 1: Minimum notice periods regarding operational changes		47	yes		
GRI 403: Occupational Health and Safety	2016				Goal 3, 8
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		48	yes		
GRI 103 – 2: The management approach and its components		48, 49	yes		
GRI 103 – 3: Evaluation of the management approach		48, 49	yes		
GRI 403 – 2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		49	yes		

GRI Standard and Disclosure	Publication year ¹	Page	External assurance ²	UNGC Principles	SDG
GRI 404: Training and Education	2016			Principle 6	Goal 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		50	yes		
GRI 103 – 2: The management approach and its components		50	yes		
GRI 103 – 3: Evaluation of the management approach		50	yes		
GRI 404 – 3: Percentage of employees receiving regular performance and career development reviews		50	yes		
GRI 405: Diversity and Equal Opportunity	2016			Principle 6	Goal 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		51	yes		
GRI 103 – 2: The management approach and its components		51	yes		
GRI 103 – 3: Evaluation of the management approach		51	yes		
GRI 405 – 1: Diversity of governance bodies and employees		52	yes		
GRI 405 – 2: Ratio of basic salary and remuneration of women to men		52	yes		
GRI 406: Non-discrimination	2016				Goal 2, 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		53	yes		
GRI 103 – 2: The management approach and its components		53	yes		
GRI 103 – 3: Evaluation of the management approach		53	yes		
GRI 406 – 1: Incidents of discrimination and corrective actions taken		53	yes		
GRI 407: Freedom of Association and Collective Bargaining	2016				Goal 2, 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		54	yes		
GRI 103 – 2: The management approach and its components		54	yes		
GRI 103 – 3: Evaluation of the management approach		54	yes		
GRI 407 – 1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		21	yes		
GRI 408: Child Labor	2016			Principle 5	Goal 2, 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		55	yes		
GRI 103 – 2: The management approach and its components		55	yes		
GRI 103 – 3: Evaluation of the management approach		55	yes		
GRI 408 – 1: Operations and suppliers at significant risk for incidents of child labor		21	yes		
GRI 409: Forced or Compulsory Labor	2016				Goal 2, 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		56	yes		
GRI 103 – 2: The management approach and its components		56	yes		
GRI 103 – 3: Evaluation of the management approach		56	yes		
GRI 409 – 1: Operations and suppliers at significant risk for incidents of forced or compulsory labor		21	yes		
GRI 412: Human Rights Assessment	2016				Goal 2, 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		57	yes		
GRI 103 – 2: The management approach and its components		57	yes		
GRI 103 – 3: Evaluation of the management approach		57	yes		
GRI 412 – 1: Operations that have been subject to human rights reviews or impact assessments		21	yes		

GRI Standard and Disclosure	Publication year ¹	Page	External assurance ²	UNGC Principles	SDG
GRI 413: Local Communities	2016			Principle 1	Goal 2, 8, 9, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		58	yes		
GRI 103 – 2: The management approach and its components		58	yes		
GRI 103 – 3: Evaluation of the management approach		58	yes		
GRI 413 – 1: Operations with local community engagement, impact assessments, and development programmes		58, 59	yes		
GRI 414: Supplier Social Assessment	2016			Principle 1, 2, 4	Goal 2, 5, 8, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		60	yes		
GRI 103 – 2: The management approach and its components		60	yes		
GRI 103 – 3: Evaluation of the management approach		60	yes		
GRI 414 – 1: New suppliers that were screened using social criteria		21	yes		
GRI 416: Customer Health and Safety	2016				Goal 2, 3, 9, 12, 17
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		61	yes		
GRI 103 – 2: The management approach and its components		61, 62	yes		
GRI 103 – 3: Evaluation of the management approach		61, 62	yes		
GRI 416 – 1: Assessment of the health and safety impacts of product and service categories		62	yes		
GRI 417: Marketing and Labeling	2016				Goal 9, 12
GRI 103: Management Approach	2016				
GRI 103 – 1: Explanation of the material topic and its Boundary		63	yes		
GRI 103 – 2: The management approach and its components		63	yes		
GRI 103 – 3: Evaluation of the management approach		63	yes		
GRI 417 – 1: Requirements for product and service information and labeling		63	yes		

1. All GRI Standards used for the preparation of this report were published in 2016.
2. The independent sustainability assurance statement can be found on page 71 – 72.



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Independent Assurance Statement

Ernst & Young Associates LLP (EY) has been engaged by Givaudan International S. A. (the 'Company') to provide independent assurance to its Sustainability GRI Index Report 2019 (the 'Report') covering the Company's sustainability performance during the period 1st October 2018 to 31st December 2019.

The development of the Report, based on GRI Sustainability Reporting Standards (GRI Standards) of the Global Reporting Initiative, its content and presentation is sole responsibility of the management of the Company. EY's responsibility, as agreed with the management of the Company, is to provide independent assurance on the report content as described in the scope of assurance. Our responsibility in performing our assurance activities is to the management of the Company only and in accordance with the terms of reference agreed with the Company. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organization. Any dependence that any such third party may place on the Report is entirely at its own risk. The assurance report should not be taken as a basis for interpreting the Company's overall performance, except for the aspects mentioned in the scope below.

Assurance standard

Our assurance is in accordance with International Federation of Accountants' International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000), and our conclusions are for 'limited' assurance as set out in ISAE 3000.

Scope of assurance and methodology

The scope of our work for this engagement was limited to review of information pertaining to environmental performance for the period 1st October 2018 to 31st December 2019 and social performance for the period 1st January 2019 to 31st December 2019. The scope of reporting boundary was limited to the operations indicated on page 120 – 126 of 2019 Governance, Compensation and Financial Report. We conducted review and verification of data collection/estimation methodology and general review of the logic of inclusion/omission of necessary relevant information/data and this was limited to:

- Review of the standard disclosures regarding the company's material sustainability aspects contained in the Report;
- Review of consistency of data/information within the Report;
- Verification of the sample data and information reported at the following manufacturing units and corporate headquarter at Vernier, Switzerland:

On-site coverage

- | | | | |
|----------------------------|----------------------|---------------------------|--------------------------|
| 1. Pune, India | 2. Melaka, Malaysia | 3. Mitry Mory, France | 4. Riverfront, China |
| 5. Nantong, China | 6. Song Jiang, China | 7. Zhang Jiang, China | 8. Lakeland, USA |
| 9. Carthage, USA | 10. Edison, USA | 11. Kempthal, Switzerland | 12. Vernier, Switzerland |
| 13. Dübendorf, Switzerland | | | |

Off-site coverage

- | | | |
|-----------------------|-----------------------------|-------------------------------|
| 1. Argenteuil, France | 2. Naarden, The Netherlands | 3. Barneveld, The Netherlands |
|-----------------------|-----------------------------|-------------------------------|

- Review and execution of audit trail of selected claims and data streams to determine the level of accuracy in collection, transcription and aggregation processes followed;
- Interview of select representatives of Company's management to understand the current processes in place for capturing sustainability performance data as per GRI Standards, the Company's sustainability vision and the progress made during the reporting period;
- Review of Company's plans, policies and practices, so as to be able to make comments on the completeness of the reporting and degree to which EY believes the Report provides a fair and honest representation of the Company's activities.

Limitations of our engagement

The assurance scope excludes:

- Data and information outside the defined reporting period (environmental performance for the period 1st October 2018 to 31st December 2019 and social performance for the period 1st January 2019 to 31st December 2019);
- Data and information outside the defined GRI reporting boundary defined on page 120 – 126 of 2019 Governance, Compensation and Financial Report;
- Review of the 'economic performance indicators' included in the Report which, we have been informed by the Company, are derived from the Company's audited financial records;
- The Company's statements that describe expression of opinion, belief, inference, aspiration, expectation, aim or future intention.
- Data, statements and claims already available in the public domain through Annual Report, Corporate Social Responsibility Reports, or other sources available in the public domain;
- Review of the Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters.

Our assurance team and independence

Our assurance team, comprising of multidisciplinary professionals, has been drawn from our Climate Change and Sustainability network, and undertakes similar engagements with various multi-national companies. As an assurance provider, EY is required to comply with the independence requirements set out in International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. EY's independence policies and procedures ensure compliance with the Code.

Observations and opportunities for improvement

During the review process, we observed that:

- The Company continues to demonstrate its commitment on global sustainability agenda and has set-out new Company purpose and long-term targets. The Company has transparently communicated its sustainability performance by publishing its Sustainability GRI Index Report "in-accordance" with the GRI Standards: Core option of the Global Reporting Initiative. The Report fairly provides information on its sustainability goals and performance indicators identified as material.
- The Company has committed to source its raw materials in a responsible manner and making collaborative efforts with partners to implement sustainable practices. The Company is working towards strengthening its responsible sourcing programme.
- At the selected manufacturing units covered, an improvement has been observed in general awareness around Company's sustainability agenda and management of environmental data. The Company may introduce internal review mechanism to further strengthen its system for improving the accuracy of the data pertaining to 306-2 (Waste by type and disposal method) and 401-1 (New employee hires and employee turnover).

Conclusion

On the basis of our procedures for this limited assurance, nothing has come to our attention that causes us to believe that the Company has not reported on material sustainability disclosures significant to its business and its stakeholders.

Ernst & Young Associates LLP



Chaitanya Kalia

Partner

19 March 2020, Mumbai India

Our reporting suite

The 2019 Integrated Annual Report offers a holistic explanation of our value creation, financial and non-financial capitals and performance. The full Governance, Compensation and Financial reports are available in one separate PDF.

The 2019 Sustainability Highlights offers case studies and data for the three focus areas of our sustainability approach as well as eco-efficiency targets versus progress.

Our website hosts the online Integrated Annual Report and the full Sustainability GRI Index.

Readers are advised to consult our entire reporting suite to get a complete overview.

2019 Governance, Compensation and Financial Report Available in English

PDF from 24 January 2020
www.givaudan.com – media – publications



Our Sustainability Approach Available in English

PDF from 24 January 2020
www.givaudan.com – sustainability – publications

Online version Available in English



Integrated Annual Report and Sustainability GRI Index*
Available from 24 January 2020
www.givaudan.com – investors – online annual report



2019 Integrated Annual Report Available in English

PDF from 24 January 2020
Print from 25 March 2020
www.givaudan.com – media – publications

2019 Company Highlights Available in English, French and German

PDF and print from 25 March 2020
www.givaudan.com – media – publications



2019 Sustainability Highlights Available in English

PDF and print from 25 March 2020
www.givaudan.com – sustainability – publications

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* Sustainability GRI Index is updated in March 2020 with full-year 2019 environmental data and external assurance statement.

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