

GRI index

	FY2003	FY2004	FY 2005
VISION & STRATEGY			
1.1 Statement of the organisation's vision and strategy regarding its contribution to sustainable development	AFR	CRR	p7
1.2 Statement from the CEO describing key elements of the report	EHSC	CRR	p4-8
PROFILE			
ORGANISATIONAL PROFILE			
2.1 Name of reporting organisation	EHSC	CRR	p2
2.2 Major products and/or services	EHSC	CRR	p2, AFR
2.3 Operational structure	AFR	AFR	p10-13, AFR
2.4 Major divisions, operating companies, subsidiaries, joint ventures	AFR	AFR	p10-13, AFR
2.5 Countries where organisation's operations are located	AFR & EHSC	CRR, AFR	p2, 10, AFR
2.6 Nature of ownership	AFR	AFR	AFR
2.7 Nature of markets served	EHSC	AFR	AFR
2.8 Scale of the organisation: number of employees, products produced/services offered (quantity or volume), net sales and total capitalisation. Plus value added, total assets, breakdowns of sales/revenues by country/region, major products and/or identified services, costs by country/region, employees by country/region	EHSC	CRR	*, AFR
2.9 Stakeholders	AFR	AFR	p40-50

LEGEND

Core indicators

Non-core indicators

AFR = Annual Financial Report

EHSC = EHS&C Report 2003

CRR = Corporate Responsibility Report 2004

X = Not reported

- = Not applicable to Implants

• = Information not available

IFC = Inside front cover

* = Multiple references

	FY2003	FY2004	FY 2005
REPORT SCOPE			
2.10 Contact person (name and contact details)	EHSC	CRR	IFC
2.11 Reporting period	EHSC	CRR	p4
2.12 Date of most recent previous report	EHSC	CRR	p4
2.13 Boundaries of report and specific limitations of scope	EHSC	CRR	p4, 9
2.14 Significant changes in size, structure, ownership or products/services since previous report	EHSC + AFR	AFR	AFR
2.15 Basis for reporting joint ventures, subsidiaries, leased facilities, outsourced operations, etc.	EHSC + AFR	CRR, AFR	p9, AFR
2.16 Explanation of nature and effect of re-statements of information in earlier reports and reasons for re-statement	EHSC	AFR	AFR
REPORT PROFILE			
2.17 Decisions not to apply GRI principles or protocols	EHSC	CRR	p9
2.18 Criteria/definitions used in accounting for environmental, economic and social costs and benefits	AFR	AFR	AFR
2.19 Significant changes from previous years in measurement methods used for economic, environmental and social information	EHSC	-	-
2.20 Policies and internal practices to enhance and provide assurance regarding accuracy, completeness and reliability of information in the report	X	X	X
2.21 Policy and current practice with regard to independent assurance	X	X	X
2.22 Means for obtaining additional information and reports on organisation's economic, environmental and social activities	X	X	p9

	FY2003	FY2004	FY 2005
GOVERNANCE STRUCTURE AND MANAGEMENT SYSTEMS			
STRUCTURE AND GOVERNANCE			
3.1 Governance structure of the organisation (major committees under board of directors)	AFR	AFR	AFR
3.2 Percentage of board of directors that are independent, non-executive directors	AFR	AFR	AFR
3.3 Process for determining expertise of board members (strategic direction + environmental and social risks and opportunities)	AFR	AFR	AFR
3.4 Board-level process for overseeing identification and management of economic, environmental and social risks and opportunities	AFR	CRR, AFR	p30-33, AFR
3.5 Link between executive compensation and achievement of organisation's financial and non-financial goals	AFR	AFR	AFR
3.6 Organisational structure and key individuals responsible for oversight, implementation and audit of economic, environmental, social and related policies	AFR	AFR	AFR
3.7 Mission and values statement, codes of conduct, policies relevant to economic, environmental and social performance	EHSC + AFR	CRR	p3, 5-8
3.8 Mechanisms for shareholders to provide recommendations/ direction to board of directors	AFR	AFR	AFR
STAKEHOLDER ENGAGEMENT			
3.9 Basis for identifying and selecting major stakeholders	X	X	p40
3.10 Approaches to stakeholder consultation (frequency of consultations by type and stakeholder group)	X	X	p40-50
3.11 Type of information generated by stakeholder consultations	X	X	p40-50
3.12 Use of information resulting from stakeholder engagements	X	X	p40-50
OVERARCHING POLICIES AND MANAGEMENT SYSTEMS			
3.13 Explanation of whether and how precautionary approach/ principle is addressed	EHSC + AFR	CRR	*
3.14 Externally developed, voluntary economic, environmental and social charters, principles or initiatives endorsed by the organisation	AFR	CRR	*

	FY2003	FY2004	FY 2005
3.15 Principal memberships in industry and business associations and/or national/international advocacy organisations	X	X	p47-50
3.16 Policies and/or systems for managing upstream and downstream impacts	X	CRR	*
3.17 Organisation's approach to managing indirect economic environmental and social impacts resulting from its activities	X	CRR	*
3.18 Major decisions during reporting period regarding location of or changes in operations	–	–	–
3.19 Programmes and procedures pertaining to economic, environmental and social performance	EHSC	CRR	*
3.20 Status of certification pertaining to economic, environmental and social management systems	EHSC	CRR	*

ECONOMIC PERFORMANCE INDICATORS

DIRECT ECONOMIC IMPACTS

Customers

EC1	Net sales	AFR	AFR	AFR
EC2	Geographic breakdown of markets	AFR	AFR	AFR

Suppliers

EC3	Costs of all goods, materials and services provided	AFR	AFR	AFR
EC4	Percentage of contracts paid in accordance with agreed terms, excluding agreed penalty arrangements	AFR	AFR	AFR
EC11	<i>Supplier breakdown by organisation and country</i>	AFR	AFR	AFR

Employees

EC5	Total payroll and benefits	AFR	CRR, AFR	AFR
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Providers of capital

EC6	Distributions to providers of capital (analysed)	AFR	AFR	AFR
EC7	Increase/decrease in retained earnings for period	AFR	AFR	AFR

Public sector

EC8	Total sum of taxes of all types paid (by country)	AFR	AFR	AFR
EC9	Subsidies received (by country or region)	AFR	AFR	AFR
EC10	Donations to community, civil society and other groups (cash/in-kind, by group)	AFR	AFR	AFR
EC12	<i>Total spent on non-core business infrastructure development</i>	AFR	AFR	AFR

	FY2003	FY2004	FY 2005
INDIRECT ECONOMIC IMPACTS			
<i>EC13 Organisation's indirect economic impacts</i>	X	X	X
ENVIRONMENTAL PERFORMANCE INDICATORS			
Materials			
EN1 Total materials used other than water, by type	EHSC	CRR	p128+129
EN2 Percentage of materials used that are wastes from sources external to the organisation	EHSC	X	
Energy			
EN3 Direct energy use, segmented by primary source	EHSC	CRR	p128+129
EN4 Indirect energy use	EHSC	CRR	p128+129
<i>EN17 Initiatives to use renewable energy sources and increase energy efficiency</i>	•	•	•
<i>EN18 Energy consumption footprint of major products</i>	•	•	•
<i>EN19 Other indirect energy use and implications and use of energy-intensive materials</i>	•	•	•
Water			
EN5 Total water use	EHSC	CRR	p128+129
<i>EN20 Water sources and related ecosystems/habitats affected by use of water</i>	EHSC	CRR	*
<i>EN21 Annual withdrawals of ground and surface water as percent of annual renewable quantity of water available from sources (by region)</i>	EHSC	CRR	*
<i>EN22 Total recycling and reuse of water</i>	EHSC	CRR	*
Biodiversity			
EN6 Location and size of land owned, leased or managed in biodiversity-rich habitats	X	X	X
EN7 Description of major impacts on biodiversity associated with activities and/or products/services	X	X	X
<i>EN23 Total amount of land owned, leased or managed for production activities or extractive use</i>	AFR	AFR	AFR
<i>EN24 Amount of impermeable surface as percentage of land purchased or leased</i>	X	X	X
<i>EN25 Impacts of activities and operations on protected and sensitive areas</i>	X	X	X
<i>EN26 Changes to natural habitats resulting from activities and operations and percentage of habitat protected or restored</i>	EHSC	CRR	*

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EN27 Objectives, programmes and targets for protecting and restoring native ecosystems	X	X	X
EN28 Number of UCN Red List species with habitats in areas affected by operations	–	–	–
EN29 Business units currently operating or planning operations in or around protected or sensitive areas	X	X	X
Emissions, Effluents and Waste			
EN8 Greenhouse gas emissions (by specific gas types)	EHSC	CRR	p128+129
EN9 Use and emissions of ozone-depleting substances	X	X	*
EN10 Nitrous oxide and sulphur oxide air emissions by type	EHSC	CRR	p128+129
EN11 Total amount of waste by type and destination	EHSC	*	*
EN12 Significant discharges to water by type	–	–	–
EN13 Significant spills of chemicals, oils and fuels	X	–	–
EN30 Other relevant indirect greenhouse gases	EHSC	CRR	p128+129
EN31 Production, transport import or export of waste deemed "hazardous"	X	X	X
EN32 Water sources and related ecosystems/habitats affected by discharges of water and runoff	EHSC	*	*
Suppliers			
EN33 Performance of suppliers relative to environmental components of programmes and procedures in section 3.16	•	•	•
Products and services			
EN14 Significant environmental impacts of principal products and services	EHSC	CRR	p13+14
EN15 Percentage of weight of products sold that is reclaimable at the end of the product's useful life and the percentage that is actually claimed	X	•	•
Compliance			
EN16 Incidents and fines for non-compliance with all applicable legislation, etc.	X	X	*
Transport			
EN34 Significant environmental impacts of transportation used for logistical purposes	X	•	•
Overall			
EN35 Total environmental expenditures by type	AFR	AFR	AFR

	FY2003	FY2004	FY 2005	
SOCIAL PERFORMANCE INDICATORS				
LABOUR PRACTICES AND DECENT WORK CONDITIONS				
Employment				
LA1	Breakdown of workforce by region/country, status, employment type, employment contract. Also contract workers	X	CRR	p90-95
LA2	Net employment creation and average turnover	X	AFR	p90-95
LA12	<i>Employee benefits beyond those legally mandated</i>	AFR	CRR	p90
Labour/Management Relations				
LA3	Percentage of employees represented by independent trade union organisations or other employee representatives	X	CRR	p46+47
LA4	Policy and procedures involving information, consultation and negotiation with employees over changes in the reporting organisation's operations	X	X	p46
LA13	<i>Provision for formal worker representation in decision-making or management, including corporate governance</i>	AFR	AFR	AFR
Health and Safety				
LA5	Practices on recording and notification of occupational accidents and diseases	EHSC	*	p63-67
LA6	Description of formal joint health and safety committees	EHSC	CRR	p52
LA7	Standard injury, lost day and absentee rates and number of work-related fatalities	EHSC	CRR	p53-59
LA8	Policies or programmes on HIV/AIDS	EHSC	CRR	p69-74
LA14	<i>Evidence of substantial compliance with ILO guidelines for occupational health management systems</i>	EHSC	CRR	p63-67
LA15	<i>Formal agreements with trade unions or other employee representatives regarding health and safety at work and proportion of workforce covered by such agreements</i>	X	X	X
Training and Education				
LA9	Average hours of training per year per employee by category of employee	AFR	CRR	p98-103
LA16	<i>Programmes to support continued employability of employees and to manage career endings</i>	X	CRR	p106
LA17	<i>Specific policies and programmes for skills management or for life-long learning</i>	X	CRR	p101-103

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Diversity and Opportunity				
LA10	Equal opportunity policies or programmes as well as monitoring systems to ensure compliance (and results of monitoring)	AFR	CRR	p95
LA11	Composition of senior management and corporate governance bodies, including male/female ratios and other culturally appropriate indicators of diversity	AFR	CRR	p91-94
HUMAN RIGHTS				
Strategy and Management				
HR1	Policies, guidelines, corporate structure and procedures to deal with human rights relevant to operations	X	X	X
HR2	Evidence of consideration of human rights impacts as part of investment and procurement decisions	X	X	X
HR3	Policies and procedures to evaluate and address human rights performance within the supply chain and contractors	X	X	X
HR8	<i>Employee training on policies and practices concerning all aspects of human rights</i>	X	X	X
Non-discrimination				
HR4	Global policy and procedures/programmes preventing all forms of discrimination	AFR	CRR	p33
	Freedom of Association and Collective Bargaining			
HR5	Freedom of association policy and extent to which this policy is universally applied independent of local laws	X	CRR	p46
Child Labour				
HR6	Policy excluding child labour as defined by ILO Convention 138	X	X	X
Forced and Compulsory Labour				
HR7	Policy to prevent forced and compulsory labour (as per ILO Convention Article 29)	X	X	X
Disciplinary Practices				
HR9	<i>Description of appeal practices, including human rights issues</i>	X	X	X
HR10	<i>Non-retaliation policy and effective, confidential employee grievance system</i>	X	X	X
Security Practices				
HR11	<i>Human rights training for security personnel</i>	X	X	X

	FY2003	FY2004	FY 2005	
Indigenous Rights				
HR12	<i>Policies, guidelines and procedures to address needs of indigenous people</i>	EHSC	CRR	p48+49
HR13	<i>Jointly managed community grievance mechanisms/ authority</i>	X	X	p48+49
HR14	<i>Share of operating revenues redistributed to local communities</i>	X	CRR	p111
Community				
SO1	<i>Policies to manage impacts on communities in areas affected by activities</i>	EHSC	CRR	p76-87
SO4	<i>Awards received relevant to social, ethical and environmental performance</i>	EHSC	CRR	*
Bribery and Corruption				
SO2	<i>Policy, procedures/management systems and compliance mechanisms to address bribery and corruption</i>	X	CRR	p38
Political Contributions				
SO3	<i>Policy, procedures/management systems and compliance mechanisms for managing political lobbying and contributions</i>	X	CRR	p125
SO5	<i>Amount of money paid to political parties and institutions that fund political parties or their candidates</i>	–	–	–
Competition and Pricing				
SO6	<i>Court decisions regarding anti-trust and monopoly regulations</i>	–	–	–
SO7	<i>Policy, procedures/management systems and compliance mechanisms for preventing anti-competitive behaviour</i>	–	–	–
PRODUCT RESPONSIBILITY				
Customer Health and Safety				
PR1	<i>Policy for preserving customer health and safety during use of products and services</i>	X	X	p74
PR4	<i>Number and type of instances of non-compliance with regulations concerning customer health and safety (including penalties and fines)</i>	EHSC	X	–
PR5	<i>Number of complaints upheld by regulator or official bodies that regulate health and safety or products and services</i>	–	–	–
PR6	<i>Voluntary code compliance, product labels or awards with respect to social and/or environmental responsibility</i>	X	X	p82

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PR2 Policy, procedures/management systems and compliance mechanisms relating to product information and labelling	–	–	–
PR7 Number and type of instances of non-compliance (including penalties and fines)	–	–	–
PR8 Policy, procedures/management systems and compliance mechanisms relating to customer satisfaction surveys.	EHSC	*	p40-50
Advertising			
PR9 Policies, procedures/management systems and compliance mechanisms for adherence to standards and voluntary codes relating to advertising	X	X	X
PR10 Number and type of breaches of advertising and marketing regulations	X	X	X
Respect for Privacy			
PR3 Policy, procedures/management systems and compliance mechanisms for consumer privacy	X	X	X
PR11 Number of substantiated complaints regarding breaches of consumer privacy	X	X	X