

CONSUMERS

CUSTOMERS

excellence

CULTURE

BRANDS

innovation

sustainability

RAINBOW  **W**™

Sustainability report
2009

Contents

Rainbow's vision

"Rainbow Chicken will be at the heart of every meal."

We will achieve this by creating innovative solutions and strong brands.

Key to our success is consistent, profitable, sustainable demand.

SUSTAINABILITY REPORT	
• Introduction	1
• Management of sustainable development	1
KEY STATISTICS	2
ECONOMIC SUSTAINABILITY PRACTICES	3
• Value added statement	3
• Black Economic Empowerment (BEE)	4
KEY STAKEHOLDER CONCERNS AND SUSTAINABILITY RISKS	6
• Consumers	7
• Business partners	9
• Suppliers	10
• Regulators and compliance	11
• Industry	12
• Staff	13
• Community	21
• Corporate social investment	21
ENVIRONMENTAL SUSTAINABILITY PRACTICES	22
• Nature conservation	22
• Environmental management system	22
• Operational and environmental risks	23
• Energy usage	24
• Water usage	25
• Waste and recycled products	26
• Emissions to air	26
• Environmental Impact Assessment	27
CONCLUSION	27
GRI INDEX	28

Sustainability report

INTRODUCTION

Rainbow's sustainability report is presented annually, with an abridged version forming part of the annual report. The sustainability report has drawn on the Sustainability Reporting Guidelines developed by the Global Reporting Initiative (GRI), as well as the criteria of the Sustainability Reporting Index (SRI) of the JSE Limited. The criteria have been used for guidance only, with the reporting predominantly focusing on issues that are specifically material to Rainbow's business and stakeholder base.

Sustainable development is an integral and essential part of doing business locally and internationally. Rainbow seeks to inform all stakeholders on a regular basis about what is being done in terms of the three pillars of sustainability, namely Economic, Social and Environmental sustainability practices.

Rainbow uses corporate governance to underpin these practices to ensure that the fundamentals of fairness, accountability, responsibility and transparency are upheld and all stakeholders' expectations are met. Prioritising the management of all resources, scarce or not, and seeking to promote the development of previously disadvantaged groupings is a reflection of Rainbow's culture and the way it conducts business with its stakeholders.

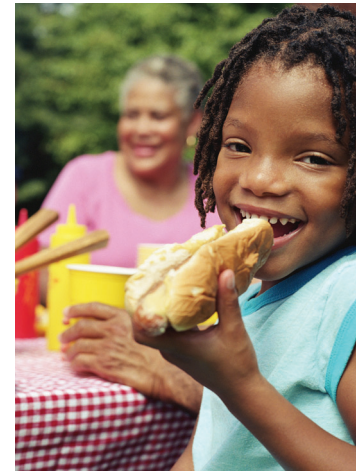
Due to the relatively limited emphasis in this report on quantitative data, the services of an independent verification agency have not been used for this report.

The target audience for this report is all stakeholders that have an interest in the activities of Rainbow, with particular emphasis on shareholders, customers, consumers, employees, suppliers, government and our local communities.

MANAGEMENT OF SUSTAINABLE DEVELOPMENT

The Board of directors accepts overall responsibility for the advancement of sustainable development at Rainbow and as such has created a formal Sustainability Committee consisting of non-executive directors as well as executive directors, including the appointment of a sustainability executive director. The purpose of the Sustainability Committee is to assist the Board in monitoring and overseeing the company's strategy, policies and performance with respect to sustainability.

By incorporating the policies and strategies into Rainbow's operational manuals, it ensures that sustainable practices are part of the normal day-to-day operational activity, that progress against targets is monitored regularly and that Rainbow's commitment to sustainability is evidenced within the business.



Key statistics

	2009	2008	2007
Economic performance indicators			
Impact on suppliers (Rm)			
Total paid to suppliers	4 886	3 711	2 834
Total paid to BEE suppliers	717	521	204
Contracted spend (excludes commodities)	1 729	1 407	785
Major sources of suppliers:			
– Transport	370	258	253
– Total Contract growers	106	91	85
– BEE Contract growers	15	17	16
– Electricity	92	84	82
Impact on employees (Rm)			
Total payroll and benefits	1 010	928	833
Impact on providers of capital (Rm)			
Total interest paid to funders	5	3	3
Total dividends to ordinary shareholders	198	209	169
Impact on public sector (Rm)			
Total taxes paid	470	672	490
Environmental performance indicators			
Water consumption (kilolitres)	5 400 998	6 897 673	6 604 444
Energy consumption			
– Coal (tons)	26 300	25 253	36 468
– Gas (kilolitres)	32 178	32 235	28 251
– Diesel (kilolitres)	7 008	6 373	6 549
Waste and recycled products			
– Cardboard waste (tons)	305	105	198
– Coal ash (m ³)	5 627	6 025	4 858
– Litter (m ³)	406 770	434 979	447 824
– Plastic waste (tons)	126	114	186
– Scrap metal and timber (tons)	339	229	232
– Treated water for recycling (kilolitres)	3 658 895	2 699 448	2 640 893
– Treated water as % of total water consumption	68	39	40
Non-compliance, prosecution and fines	0	0	0
Social performance indicators			
Full-time employees	7 416	7 653	7 223
Net full-time employment creation	–237	+430	+537
% bargaining unit employees	72	75	74
Training expenditure (Rm)	15	13	8
Disabling incident frequency rate*	1,10	1,23	1,46

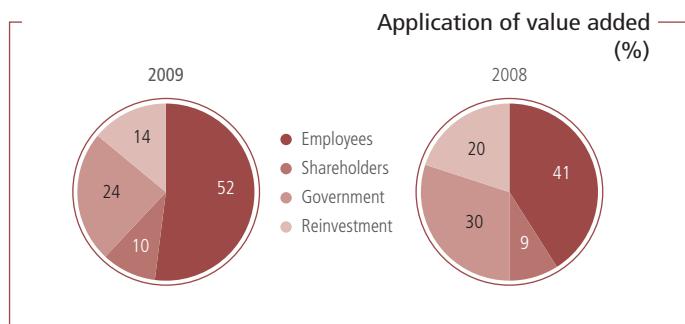
* Disabling incident frequency rate relates to the number of disabling incidents per 200 000 manhours worked. Disabling incident is defined as any incident in which an employee is booked off work for more than a shift following the incident.

Economic sustainability practices

Creating value for stakeholders through sustainable economic growth and development encompasses a number of elements. In generating economic value for shareholders and other stakeholders, Rainbow provides a quality and affordable food source to the South African nation and creates jobs both within the business and along the supply chain in the formal and informal sectors. Rainbow is committed to doing business through fair commercial competitive practices and to trading with customers and suppliers that subscribe to the same high ethical business practices.

The business generated R317 million in net income during 2009, from which major stakeholders benefited in varying proportions as indicated in the table below. Employees were the main beneficiaries, followed by government through taxes and shareholders through dividends.

Value added statement	%	2009		2008	
		R'000	%	R'000	%
Revenue		6 811 448		5 955 327	
Paid to suppliers		(4 882 731)		(3 711 507)	
Value added by operations		1 928 717		2 243 820	
Finance income		22 875		34 248	
TOTAL VALUE ADDED		1 951 592		2 278 068	
Applied as follows:					
TO PAY EMPLOYEES					
Salaries, wages and benefits	51,8	1 010 100	40,7	927 538	
TO PAY PROVIDERS OF CAPITAL					
Interest	0,3	5 059	0,1	2 566	
Dividends	10,1	197 755	9,2	208 803	
TAXATION					
Taxation (including STC)	6,4	124 203	12,0	272 730	
VAT	11,4	222 884	11,5	262 610	
PAYE	5,4	105 816	5,8	132 229	
Rates, taxes and skills development levy	0,9	16 849	0,2	5 003	
RE-INVESTED IN THE BUSINESS					
Depreciation	7,6	149 229	6,0	136 426	
Retained earnings	6,1	119 697	14,5	330 163	
	100,0	1 951 592	100,0	2 278 068	



Economic sustainability practices continued



Broad-Based Black Economic Empowerment (BEE)

Rainbow fully supports the principles embodied in the Broad-Based Black Economic Empowerment (BEE) Act 53 of 2003, the BEE codes of good practice, and the Agricultural BEE Sector Transformation Charter aimed at ensuring greater participation by black people in the country's agricultural sector.

Following the codes of good practice interpretive guidelines published by the Department of Trade and Industry which allowed the industry to apply the code more consistently and within the spirit of its intent, Rainbow has progressed and aligned its empowerment strategies further and has begun to implement focused BEE activities.

Rainbow is currently listed on the Department of Trade and Industry BEE Registry, viewable under the reference number BEE3585171.

BEE scorecard			
BEE category	Element	Weighting	Score
Direct empowerment	Ownership	20	10,63
	Management	10	2,68
HR development	Employment equity	15	2,79
	Skills development	15	4,51
Indirect empowerment	Preferential procurement	20	8,33
	Enterprise development	15	15,00
	Social economic development	5	1,64
		Total score	45,58*
		Recognition status	Level 6 – 60% contributor

* Certified by Sizwe Ntsaluba VSP 21 January 2009

Value adding supplier

Rainbow qualifies as a value adding supplier per the codes – this is a formula that looks at the net profit before tax plus labour cost as a percentage of turnover. The result was in excess of 25%, hence the value adding supplier status. This translates into enhanced procurement recognition for Rainbow's customers. A factor of 1,25 is applied to the BEE spend with Rainbow, resulting in an effective 75% recognition level for Rainbow's customers.

Ownership

Rainbow's BEE transaction was approved by shareholders on 18 March 2008, which through vendor financing enabled a 15% stake of Rainbow's issued share capital to be acquired for R915,6 million by a broad-based consortium. The lead partner is Imbewu Capital Partners, a KZN-based consortium, as well as Ikamva Labantu, Rainbow employees and Mrs M Nhlanhla, a non-executive director of Rainbow. Rainbow's employees are the largest shareholder in the BEE consortium and hold a 42,7% interest through the Rainbow Employee Trust. The Rainbow Employee Trust will enable employees to share in the benefits of the performance of the business.

The verifiable BEE ownership of Rainbow following the BEE verification exercise, equates to an effective black ownership of 17,44%.

Preferential procurement policy

Over the last year we incorporated the new codes of BEE and measured all suppliers accordingly. We have focused on SME development and with aligning ourselves to meet and exceed the target of BEE Preferential Procurement.

We will continue to ensure that:

- All specification for products and services have clear parameters and guidelines so that they can be easily understood
- Sufficient lead time is given to allow proper analysis of potential new BEE suppliers
- Potential suppliers will be audited to eliminate risk to the business
- Our BEE information across all aspects of our supply base is continually enhanced.

	2009	2008	2007
	Rm	Rm	Rm
Total Contracted Spend *	1 729	1 407	785
BEE Spend	717	521	204
BEE Spend %	41,0	37,0	26,0
Level contributor	6	8	**

* excludes expenditure on commodities

** unknown for 2007 and 2006 as it is a new rating system being used

Contract Growers

Within the context of BEE enterprise development, the Rainbow contract grower initiative has proven its significant potential to deliver true empowerment to previously disadvantaged persons in the poultry industry. A contract grower is a farmer that rears chickens on behalf of Rainbow using the grower's own farm and facilities, with Rainbow supplying the chicks, feed and transfer of skills.

The fundamental principle is that the farms must be owner-managed, ensuring that there is a true transfer of skills, knowledge, accountability and responsibility from Rainbow to the grower. All growers are managed and mentored against the Rainbow standards and best operating practices. Rainbow's key performance indicators (KPIs) are used and best operating practices manuals (BOPs) are followed ensuring that the strictest animal welfare and bio-security practices are enforced.

Growers or potential growers are given all the necessary guidance and support, including the development of the business plan, accessing of finance and day-to-day management of their independent growing operation. Regular interactive workshops are held with our local and international partners, suppliers and specialists to ensure that the necessary knowledge and skills are transferred and maintained at the highest levels.

Rainbow is proud of its BEE growers and their continuing outstanding performances. For the reporting period Rainbow's expenditure on Contract Growers was R106 million, with 14,6% of that amount paid to BEE Growers.

Key stakeholder concerns and sustainability risks

Rainbow subscribes to a partnership approach in the way business is conducted. It seeks to constructively engage its key stakeholders so as to understand and be able to respond to their needs. Interaction occurs with key stakeholders in the business through a number of formal and informal channels, including participation in industry forums, the investor relations function and consumer help lines. Rainbow will continue to emphasise open and transparent dialogue in order to anticipate trends and make changes where possible to the way it currently operates.

Key stakeholders	Dialogue channels and forms of engagement
Shareholders and other providers of capital	Annual General Meeting Investor relations Bi-annual results announcements Trading updates SENS announcements Annual report Website
Business partners and customers	Face-to-face interventions Regular meetings and workshops Advertising campaigns in print and media Market, customer and in-store surveys
Local community	Selected projects as part of Corporate Social Investment Regular meetings with municipalities and civic organisations
Government and Regulators	Corporate affairs, legal and investor relations functions
Industry	Southern African Poultry Association (SAPA), Consumer Goods Council of South Africa (CGCSA)
Consumers	Consumer careline Consumer and product surveys Consumer immersions
Staff and unions	Confidential hotline through "Tip Offs Anonymous" Intranet Staff meetings and training Performance reviews and career planning Management and Union meetings
Suppliers	Direct relationships with suppliers to enable partnerships Face-to-face interventions Regular meetings and workshops

While shareholders are primarily concerned with value creation, government and local communities are looking to Rainbow to create direct and indirect job opportunities, improve community infrastructures and protect the environment. Rainbow's economic strength is therefore critical to all stakeholders.

Rainbow recognises that it has an important role to play in the poultry and food industry, including technological development, avian health, improvement of manufacturing standards and over and above compliance with legislation, facilitating relevant industry self-regulation.

Consumers

Consumers are becoming increasingly proactive with regard to issues such as health and safety, farming practices, animal welfare, product safety and product labelling. Rainbow regards these issues as critical to its business and addresses them in a variety of ways.

Key area	What do we do?
Consumer health and safety	<p>Certified meat inspectors, processing and engineering personnel ensure safe products complying with defined specifications</p> <p>Quality assurance teams verify processing, food safety, legal and quality compliance by conducting audits</p> <p>Total Integrated Management System (TIMS) tools are used to monitor, trend, verify, validate and report facility standards, equipment standards, processes and activities that impact on processing performance, food safety and product quality</p> <p>Cold chain maintenance during processing</p> <p>Ensuring that raw materials (chickens), ingredients and packaging materials are traceable and mock recalls are conducted</p>
Locally produced	Rainbow products are produced from 100% South African reared chickens
Labelling	<p>Conforms to the Foodstuffs, Cosmetics and Disinfectant Act (Act 154 of 1972)</p> <p>Supports the Consumer Goods Council of South Africa (CGCSA) and Global Standards (GS1) in listing of all products with GS1</p> <p>Labelling of all saleable units with EAN-13 barcodes and cartons with ITF-14 barcodes</p> <p>Carton label reflects production batch number, case number, production date and sell by date</p> <p>Suppliers of packaging material with pre-printed barcodes are obliged to comply with GS1 standards</p>
Farming practices	
<i>Animal Welfare</i>	Rainbow subscribes to the British Poultry Council's Assured Chicken Production Programme that sets the highest standards for the nutrition and welfare of poultry
<i>Bird Housing</i>	<p>Birds are reared in environmentally controlled houses or temperature controlled and ventilated open-sided houses</p> <p>Birds are able to roam around with free access to feed and water within the houses</p> <p>By housing the birds Rainbow mitigates the risk of the birds coming into contact with any wild birds and their faeces, both of which could be carriers of disease</p>



Key stakeholder concerns and sustainability risks *continued*



Key area	What do we do?
<i>Bird Housing (continued)</i>	<p>Access to all farms and houses are regulated by strict bio-security measures that include:</p> <ul style="list-style-type: none"> • Use of security personnel to control access to farms • Fences around all farms and chicken houses • Personnel shower on entry and exit and wear company garments and gumboots <p>Footbaths are present at all doors to houses</p>
<i>Feed</i>	<p>Feed raw materials are controlled by the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act (Act 36 of 1947)</p> <p>Feed raw materials are mainly maize and soya based ingredients with vitamins and proteins added to ensure the development of healthy flocks</p> <p>Feed formulations are specified by internal nutritionists</p>
<i>Animal health and safety</i>	<p>Flock treatment is controlled by the Medicines and Related Substances Control Act (Act 101 of 1965)</p> <p>Medication, dosages and method of application may only be prescribed by Rainbow veterinarians and withdrawal periods are strictly monitored</p> <p>Rainbow maintains a "human list" of medicines to eliminate use of human medicines for flock health to protect consumer health</p> <p>Strict bio-security practices are maintained</p> <p>Notifiable disease management teams ensure maintenance and verification of the notifiable disease prevention and action programme</p> <p>Animal welfare audits are conducted</p> <p>SPCA regularly inspects the processing plants to ensure that the processes and practices are humane</p>
<i>Halaal status</i>	<p>Chickens are slaughtered by Halaal slaughterers and all ingredients used for Rainbow brands have Halaal status</p> <p>Inspectors from the South African National Halaal Authority (SANHA) and from the Muslim Judicial Council (MJC) ensure that all practices are in accordance with Halaal standards</p>
<i>Consumer insight</i>	<p>Marketing and product development teams ensure that Rainbow develop and market competitive brands at competitive prices</p> <p>Rainbow keeps abreast of national and international trends, through research and consumer interactions within a variety of target markets</p>

Consumer and customer service

Rainbow uses the national complaints system to receive feedback from consumers and customers, covering complaints, queries and compliments. Rainbow provides a care line for all Rainbow products. All details are centrally logged and e-mails are forwarded daily to the national quality assurance department where dedicated personnel manage all complaints. Personal contact with customers and consumers, response time and actions taken to prevent the same problems from occurring again, are keys to the success achieved thus far with the care line. The information is communicated to all relevant teams for action and presented to executive management at the national management review.

Business partners

Our customers are managed by multi-disciplinary teams of staff, from sales and marketing, new product development, quality, engineering and finance, who ensure that our relationships with these parties are managed in the most efficient, professional and ethical manner.

Rainbow is committed to ethical and non-collusive business practices.

Independent accredited auditors conduct announced and unannounced customer audits bi-annually at all processing facilities to verify compliance with food safety, product specifications and quality. Customer audits include, but are not limited to, compliance with the following customers' requirements:

- KFC
- Nandos
- Steers
- Wimpy
- Pick n Pay
- Woolworths
- Spar.

Animal welfare audits are conducted by independent accredited auditors throughout our agriculture discipline to verify compliance with animal welfare requirements.

Rainbow received the following customer recognition awards during the past financial year:

- Yum! (KFC) awards
 - Food supplier of the year award
 - All processing plants achieved audit scores above 90% for both announced and unannounced audits
- Woolworths
 - National supplier key product indicators and quality system award for the third year running
- Checkout Group
 - Supplier of the year award for the category – perishables
- Spar Trade Show
 - Gold award for the second year running for the best stand – August 2008
- Metcash
 - Supplier of the quarter (June)
 - Banner development programme supplier of the year 2008

These achievements are a tribute to all at Rainbow and demonstrate commitment to food safety, quality and service.

Key stakeholder concerns and sustainability risks continued

Suppliers

Suppliers are managed to predetermined standards to ensure product quality and safety.

Raw materials for feed are supplied by reputable accredited suppliers only. New materials are fully tested prior to being approved for use. Internal raw material analysis verifies the Certification of Analysis (COAs) or Certification of Conformance (COCs) submitted by suppliers with each batch of raw materials delivered to the feed mills. Raw material microbial status is verified for each batch and salmonella-free feed is supplied. Raw material traceability is tested by conducting mock recalls.

Contract growers and other outsourced service providers are managed by Rainbow to ensure both legal compliance with food safety standards, animal welfare standards, quality standards and that Rainbow's standards and service level agreements are adhered to.

To sustain and continuously improve win-win partnerships with our strategic suppliers, Rainbow's formal Supplier Assessment Towards Excellence (SATE) Programme focuses on commercial, food safety, potential product recalls and consumer health risks to our business.

The formal Supplier Management Programme (SATE) incorporates:

- Verification of annual compliance to Rainbow's food safety and quality management systems
- Based on operational food safety, quality and commercial risks identified for each incoming raw material, high risk suppliers are reported to Rainbow's national materials review team for inclusion in the supplier audit scope to eliminate and reduce risks for the business
- Verification of annual compliance with South African legislation
- Approval of ingredient and packaging specifications at HACCP stage
- The national materials review team oversees management of food safety, quality and commercial risks.

To sustain and improve legal compliance, ingredient suppliers' confirmation records on unsafe substances such as melamine, sudan red, dioxin in guar gum, Red 2 G, Red fermented rice, cadmium, honey imported from China, erythrosine and Chinese-sourced ingredients are maintained, reviewed and shared with customers. Although melamine as a monomer or as an additive in plastic packaging is not a South African industry focus, Rainbow pro-actively monitors melamine risk for the business.

By approving potential suppliers and existing suppliers, the SATE programme has greatly improved and enhanced our processing plant's Food Safety Management System. SATE adds value to Rainbow's business to build beneficial partnerships and recognise supplier performance and is aligned with Rainbow's business strategies.

Regulators and compliance

As a participant in the food industry, Rainbow complies with the strictest standards and continuous monitoring by internal and external parties to verify that these standards are adhered to. There were no incidents of non-compliance, prosecution or fines during the review period.

Key area	What do we do?
Total Integrated Management System (TIMS) manages risks associated with feed safety, flock health and flock welfare, food safety, product quality and adherence to specifications, service delivery, effect on the environment, and occupational health and safety	<p>International Standards Organisation (ISO) principles are embedded in the TIMS across the supply chain (from “farm to memorable meal occasions”) to exceed customer satisfaction, to build customer trust, to reap commercial benefits and to drive sustainability in a changing environment</p> <p>Reviewed by executive management bi-annually to determine suitability and effectiveness</p> <p>Various skills development and communication strategies to ensure employee awareness</p> <p>Internal and external audits by independent audit bodies verify compliance with feed safety, quality and legal requirements</p> <p>Contingency programmes, planned preventative maintenance programmes and disaster recovery programmes are maintained and tested across the supply chain</p> <p>Maintenance of integrity of the cold chain is managed by distribution centres with satellite hubs, as well as primary and secondary distribution fleets</p> <p>Any product that is identified as being challenged within the cold chain, is isolated, tested and destroyed if necessary</p>
Regulatory bodies	State veterinarians and health inspectors concerned with consumer protection have 24 hour a day, 7 days a week access to our processing plants to verify legal compliance against the Meat Safety Act (Act 40 of 2000).
Management systems	<p>Succeeded in the implementation and certification of specific ISO Management Systems as planned (refer table on next page)</p> <p>External audits are performed to verify compliance</p>

Key stakeholder concerns and sustainability risks continued

ISO Management Systems have been implemented as follows:

ISO or SANS	Operation	2009	2008	2007
ISO 22 000	Rainbow national office	Yes	Yes	No
ISO 22 000	Rainbow foods further processing plant	Yes	Yes	No
ISO 22 000	Rustenburg and Worcester primary processing plants	Yes	Yes	Yes
ISO 22 000	Hammarisdale primary processing plant	Yes	Yes	No
ISO 22 000 ISO 9001 ISO 14 000 OHSAS 18001	} Feed mills	Yes	Yes	Yes
ISO 22 000 ISO 14 000 OHSAS 18001	} Agricultural operations	*	No	N/A
ISO 17 025	Laboratories	Yes	Yes	Yes
ISO 22 000	Distribution centres	*	No	N/A

* in process of being certified

N/A – not applicable at that time

Industry

Rainbow has active representation on the following industry bodies:

Organisation	Capacity
Consumer Goods Council of South Africa (CGCSA)	Rainbow's CEO is a member of the Board Various personnel participate in sub-committees
Southern African Poultry Association (SAPA)	Rainbow's agricultural director is vice-chairman of SAPA and chairman of the broiler production organisation Various personnel participate in sub-committees
South African Agricultural Processor's Association (SAAPA)	Rainbow's breed director serves on the Board of SAAPA
Animal Feed Manufacturers Association (AFMA)	Member
Council of Logistics Management	Member
Logistics SA	Member
SABS	Rainbow's national quality assurance manager is a member of the South Africa National Standards Technical Committee and workgroups

Staff

Rainbow recognises the importance of its people and is focused on building a community of inspirational people who have a common purpose. Specific focus areas include:

Key area	What do we do?
Human capital	<p>Human capital is the cornerstone of sustainability in Rainbow. With a challenging Strategy into Action agenda in place the organisation is committed to investing in sustainable long-term human capital development</p> <p>Sustainability in Rainbow is closely aligned to corporate social responsibility. It should, however, not be confused with "doing the right thing" but should rather be seen within the context of the organisation's desire to contribute fully to the growth and development of our human resources, to act as a force for good in the communities in which we operate and to be a good and accountable corporate citizen</p>
Talent management	<p>In a fast changing employment environment, the challenge of attracting and retaining talented employees remains a significant task that confronts industry in South Africa and Rainbow is no exception. We recognise the need to understand the depth of the talent within the organisation and to effectively facilitate and manage the growth and careers of this talent. To this end, strides have been made in implementing a formal performance review process with all non-unionised employees, as well as facilitated discussions amongst line management regarding the quality of that resource</p>
Remuneration	<p>Continue to enhance our remuneration strategies to attract and retain talented people</p> <p>Benchmark our remuneration practices and policies through regular surveys and comparative analysis</p> <p>Seek to maximise performance using remuneration tools to provide motivation and incentive</p> <p>Started a process of upgrading and transforming our existing HR and payroll systems</p> <p>Reward exceptional performance through a variable pay component</p> <p>Formalised and mature set of collective agreements in place with recognised trade unions, with an annual wage negotiation process which has proven successful in minimising industrial dispute and maximising win-win solutions</p> <p>Rainbow has the highest minimum wage in the industry and is committed to fair and equitable labour practices</p> <p>Rainbow actively encourages engagement and dialogue between management and workers</p>

Key stakeholder concerns and sustainability risks continued

Key area	What do we do?
Resourcing	<p>Specialist HR resourcing staff skilled and equipped to maximise use of the internal and external resourcing channels and talent pipelines</p> <p>Identified key metrics and benchmarking our resourcing and retention practices</p> <p>Recognise the need to make further improvements if we are to manage the attrition of key African, Coloured and Indian staff</p> <p>Started a standardised recruitment training programme based on the targeted selection methodology</p> <p>Make use of the latest resourcing methods and technologies, including the use of e-recruitment systems, in addition to traditional methods of accessing the skilled labour market</p> <p>Begun a process of standardising service level requirements with recruitment agencies and our methods of engagement</p> <p>Started standardising our role and person specifications to ensure the best person to position match, and have refined the use of psychometric assessments to assist in this selection process</p>
Employment Equity	<p>Provide equal opportunities and equitably manage our diverse talent, providing levels of skills development and individual development</p> <p>Included employment equity targets and measurements in top management performance measures</p> <p>Set employment equity targets for each of the occupational levels defined by the Employment Equity Act, and are progressing with our employment equity plan</p> <p>Ensure compliance with the employment equity legislation's administrative and reporting requirements</p> <p>Working towards meeting the employment equity aims of the Agricultural BEE Sector Transformation Charter published in the Government Gazette on 20 March 2008</p> <p>Set specific targets and focused on increasing the percentage of disabled employees, although this remains a challenge</p> <p>Gender equity remains a high priority, and women comprise 40,1% of our total employees, and 11,4% of our senior management are female</p> <p>Strive to remove barriers to employment equity that could exist and affect progress on employment equity</p> <p>Established representative Employment Equity committees. The celebration of events and initiatives such as National Women's Day and World Aids Day are encouraged and supported by the business as they represent an opportunity to actively demonstrate the business's commitment to equality and diversity within the working environment</p> <p>The integrated business transformation programme which was rolled out to management within the business provided the opportunity for managers to connect with one another as individuals rather than employees, further encouraging employees to view each other as unique individuals</p>

Key area	What do we do?
Developing people	<p>Key to Rainbow's values and beliefs is the philosophy that unleashing the talent in our employees will contribute directly to the execution of our Strategy into Action and to this end we have a number of initiatives in place to cultivate the skills and competencies of our employees</p> <p>The Integrated Business Transformation Programme which was rolled out to management early in 2008 focuses on aligning the business behind our Strategy into Action and ensuring that there is complete clarity on business objectives and key performance indicators. In addition to focusing the business behind our strategy, the transformation programme allows for the development of management resources through interaction with senior management and exposure and contribution to the business strategy</p>
Leadership Development	<p>Management employees joining Rainbow complete psychometric assessments prior to joining the business</p> <p>Allows recruiting team to understand competency, strengths and development areas of each individual and enables a development plan that clearly addresses the needs of the individual</p> <p>Living Leadership programme focuses on the development of leadership skills in the employees at all levels of the organisation</p> <p>Our supervisory development programme was expanded in 2008, with learners producing excellent results. These learners were required to present their projects to management. A positive impact has already been felt by the business as a result of the implementation of a project which entailed incentives being put in place in order to reduce the high rate of absenteeism</p> <p>Business Fundamentals programme (feeder programme) of further formal education enables individuals to advance within the business</p>
Learnerships	<p>A number of learnerships under the auspices of the Agri, Transport and Foodbev SETAs were conducted in the current year. These were the National Certificate in Professional Driving (two distribution sites), the National Certificate in Contact Centre Support (Call centres), the National Certificate in Poultry Production (Unemployed Learners in KZN)</p> <p>All learnerships comprise a blend of both theoretical and practical components as well as "life skills" elements, which equip learners with valuable "take home" skills</p> <p>The results in all of these endeavours have been excellent and resulted in all in-house employees being certified as competent and eligible for the award of the applicable national certificates</p>
Apprenticeships	<p>Considerable progress has been made with the rollout of an Accelerated Artisan development programme (Apprenticeship) at the Rustenburg and Hammarsdale operations. This involved 77 learners. A mix of employees and unemployed learners are involved in this initiative which will see 55 learners taking their formal trade tests late in 2009 and the balance towards the latter part of 2010</p>



Key stakeholder concerns and sustainability risks continued



Key area	What do we do?
	<p>Since 2005 our commitment has been to develop people within our organisation, demonstrated in our significant increase in training spend. Further increases are planned for the new financial year with specific focus on scarce and critical skills and leadership development</p>
Staff health and safety	<p>National Health and Safety Policy adopted by the Board which commits all operations and facilities to the provision and maintenance of a working environment that is healthy and safe</p> <p>Senior managers investigate lost time injuries and determine actions to prevent a recurrence of incidents</p> <p>Risk management audits (both internal and external) and health and safety key performance indicators are key elements in evaluating performance</p> <p>Health and safety register specifically designed to highlight and address any legal issues</p> <p>Occupational health care infrastructure with accredited service providers to provide best practice</p> <p>Health and safety risks are mitigated by having:</p> <ul style="list-style-type: none"> • Dedicated risk control personnel in each operation • Health and safety committees in each operation consisting of elected health and safety representatives, workers' union representatives and management, who meet on a monthly basis to address risks • Occupational health and safety risk identification and assessment • Policies and procedures on how to mitigate each of the risks, in addition to ensuring compliance with all legislation • Centralised reporting and monitoring of all issues and incidents • Training programmes for all employees in all aspects of health and safety, ensuring appropriate understanding, accountability and responsibility for health and safety <p>Substantial improvements achieved in safety performance and external audit ratings in the last year, with a resulting decrease in the DIFR to 1,10 compared to the previous year's 1,23</p> <p>During the current year Rainbow initiated the development of an Occupational Health and Safety Management System based on the OHSAS 18001 principles. Implementation is currently being piloted at the four processing facilities and agricultural operations with completion expected during the 2010 financial year. This new system should ensure improved management of occupational health and safety risks</p>

Key area	What do we do?
Employee wellness and HIV/AIDS	<p>Partnered with 'Life Occupational Health', and 'Occuwell' to provide us with professional onsite services in many of our operations, including assisting in managing the use of onsite and mobile clinics</p> <p>Provide occupational health and assist in employee wellness programmes through our clinics</p> <p>Established HIV/AIDS programme:</p> <ul style="list-style-type: none"> • in 2005 conducted initial pilot studies which indicated an HIV prevalence of 13,8%, and implemented a phased-in workplace HIV/AIDS programme • in 2006 implemented a national awareness and behaviour change programme through the training and voluntary work of 248 peer educators in partnership with Epicentre • in 2007 embarked on a national Voluntary Counselling and Testing (VCT) campaign with a 73% total employee participation rate • in 2008 completed the rollout of the second phase of the peer education programme aimed at ongoing employee wellness <p>Provide assistance to employees in the provision of certain chronic medication</p> <p>Provide counselling and support at certain sites through EAP programmes</p> <p>Provide nutritional supplements and immune boosting vitamins to many of our employees as part of our wellness programme, and assist employees with access to community wellness clinics</p>

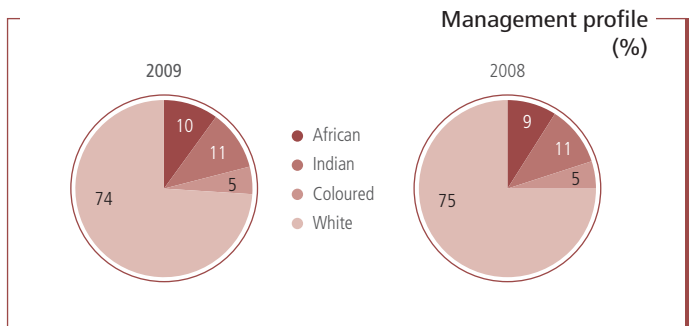
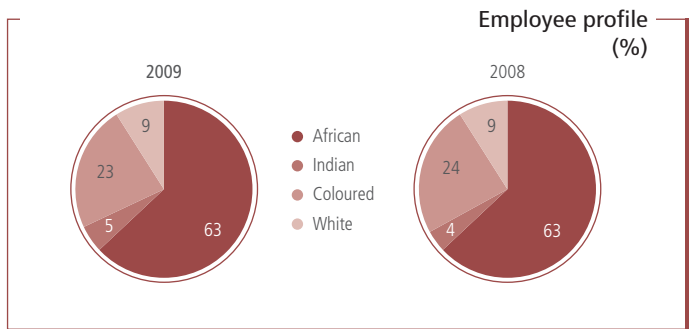
Key stakeholder concerns and sustainability risks continued

Rainbow's employee statistics are as follows:

EMPLOYMENT STATISTICS AS AT 31 MARCH 2009											
	Race										
	African		Indian		Coloured		White		Total		Total
	M	F	M	F	M	F	M	F	M	F	
Executive directors	1						8		9		9
Senior managers	3	1	6	2			69	7	78	10	88
Middle managers	20	4	17	6	10	3	84	42	131	55	186
Total management (number)	24	5	23	8	10	3	161	49	218	65	283
Total management (%)	8,5	1,8	8,1	2,8	3,5	1,1	56,9	17,3	77	23	100,0
Senior staff/supervisory	225	73	93	39	98	35	198	123	614	270	884
Other	2 644	1 674	127	41	771	812	48	112	3 610	2 639	6 249
Total (number)	2 913	1 752	243	88	879	850	407	284	4 442	2 974	7 416
Total (%)	39,3	23,6	3,3	1,2	11,9	11,5	5,5	3,8	59,9	40,1	100,0

EMPLOYMENT STATISTICS AS AT 31 MARCH 2008											
	Race										
	African		Indian		Coloured		White		Total		Total
	M	F	M	F	M	F	M	F	M	F	
Executive directors	1						11		12		12
Senior managers	1		6	2			65	8	72	10	82
Middle managers	19	3	19	3	12	1	80	43	130	50	180
Total management (number)	21	3	25	5	12	1	156	51	214	60	274
Total management (%)	7,7	1,1	9,1	1,8	4,4	0,4	56,9	18,6	78,1	21,9	100,0
Senior staff/supervisory	205	65	93	33	97	31	210	124	605	253	858
Other	2 644	1 832	130	49	827	884	51	104	3 652	2 869	6 521
Total (number)	2 870	1 900	248	87	936	916	417	279	4 471	3 182	7 653
Total (%)	37,5	24,8	3,2	1,1	12,2	12,0	5,5	3,7	58,4	41,6	100,0

RECONCILIATION OF EMPLOYEE MOVEMENTS FOR THE YEAR		
	2009	2008
Employees at the beginning of the year	7 653	7 223
Add: Recruitment	833	1 301
Less: Deaths	(71)	(64)
Discharges	(398)	(329)
Disability	(22)	(23)
Resignations	(441)	(361)
Retirements	(133)	(94)
End of contract	(5)	
Employees at the end of the year	7 416	7 653
Staff turnover (%)	14,0	12,0



Key stakeholder concerns and sustainability risks continued

Rainbow's training and skills development spend was as follows:

EMPLOYEE TRAINING AND SKILLS DEVELOPMENT FOR THE YEAR ENDED 31 MARCH 2009 (Including Contracted Labour)											
	Race								Total		
	African		Indian		Coloured		White		M	F	Total
	M	F	M	F	M	F	M	F			
ABET	60	63	0	0	22	13	0	0	82	76	158
Specific skills	1 102	1 214	164	70	151	154	208	110	1 625	1 548	3 173
SHEQ	50	5	3	0	306	129	76	4	435	138	573
HIV	810	925	52	2	925	1 254	102	99	1 889	2 280	4 169
LDP/SDP/MDP	1	0	0	0	9	13	5	6	15	19	34
Total (number)	2 023	2 207	219	72	1 413	1 563	391	219	4 046	4 061	8 107
Total (%)	24,9	27,2	2,7	0,9	17,4	19,3	4,9	2,7	49,9	50,1	100,0
Total spend (Rm) excluding skills levy											15,1
Total spend (as a % of total salaries and wages)											2,6

EMPLOYEE TRAINING AND SKILLS DEVELOPMENT FOR THE YEAR ENDED 31 MARCH 2008											
	Race								Total		
	African		Indian		Coloured		White		M	F	Total
	M	F	M	F	M	F	M	F			
ABET	39	23	1						40	23	63
Specific skills	2 439	2 843	293	109	1 037	1 115	603	259	4 372	4 326	8 698
LDP/SDP/MDP	27	12	9	8	3	5	6	5	45	30	75
Total (number)	2 505	2 878	303	117	1 040	1 120	609	264	4 457	4 379	8 836
Total (%)	28,3	32,6	3,4	1,3	11,8	12,7	6,9	3,0	50,4	49,6	100,0
Total spend (Rm) excluding skills levy											13,2
Total spend (as a % of total salaries and wages)											1,4

Community

Rainbow continues to play a role in the communities in which it operates through an active corporate social investment strategy which focuses on the areas of education, HIV/AIDS and upliftment.

Corporate Social Investment

Rainbow provides protein to most South Africans, thus playing a fundamental role in feeding our nation. Rainbow thus believes that it has a fundamental responsibility to assist in improving the lives of disadvantaged communities in the areas in which the company operates. Rainbow has therefore recently developed a Corporate Social Investment (CSI) policy which is aligned to the company's strategy, contributing to the company's overall mission and vision, whilst making a significant impact in the communities within which it operates.

Rainbow is proud to be involved with the Star Schools project, and a key focus of Rainbow's Corporate Social Investment is education. We have partnered with Star Schools in order to drive this, with the programme allowing underprivileged children access to extra maths, science and english lessons.

Further plans are in place to provide an additional feeding scheme to link into the Star Schools project. By supplying the children with food from Rainbow's processing plants, we will be linking our brand to the children's success and will assist the families and the children with essential protein. We encourage the learners to continue their studies in such fields as food technology and engineering, and given the shortage of skills in these areas, will ensure a valuable future resource to Rainbow.

Rainbow has an established bursary programme aimed at the children of our employees, and is able to provide a bursary to children with good academic results and potential, but without the financial means to achieve a tertiary qualification. An annual bursary budget of R300 000 is set aside to assist the children of our employees. Total CSI spend for 2009 (excluding bursaries, HIV, health and wellness spend) was R1,9 million.

Environmental sustainability practices

Rainbow takes full responsibility for the impact it has on the environment by charging every Rainbow employee to ensure effective use of resources. The cost of all resources is allocated to the relevant function. In addition, Rainbow favours suppliers and partners who have similar environmental policies. New contracts and tenders require a full report of a supplier's initiatives and policies. Current suppliers are evaluated regularly to ensure that they comply with environmental policies and are working towards improving their business process and practice toward an eco-friendly business.

Rainbow strives to use the best environmental practices on all land used for farming, processing, milling or distribution operations, whether it be owned or leased.

ANALYSIS OF LAND USAGE							
Hectares	Owned	Leased	Partners	Dormant	2009	2008	2007
Farming operations	8 265	46	525	296	9 132	9 132	9 132
Processing and milling operations	56	0	4	39	99	99	99
Distribution and administration centres	36	1	0	0	37	42	42
Total use	8 357	47	529	335	9 268	9 273	9 273

Nature conservation

Rainbow supports nature conservation as an important national heritage.

In this regard, Rainbow leases approximately 630 hectares to the North West Parks Board for the enlargement of the Rustenburg Nature Reserve, for one rand per annum.

Additionally, at the company's 1 547 hectare Roodevaal farm near Koster in the North West, Rainbow has permission from the Department of Nature Conservation to conserve game. Bordered by three game farms, it actively supports the North West Parks Board and game farming in the area by helping to ensure wildlife and plant diversity.

Environmental management system

During the current year Rainbow initiated the development of an Environmental Management System based on the ISO 14001 principles. Implementation is currently being piloted at the four processing facilities with completion expected during the 2010 financial year. This new system should ensure improved management of environmental risks.

Operational and environmental risks

Rainbow has identified the following potential operational and environmental risks in its operations:

Environmental risks	Risks are mitigated by
Fires	An environmental policy providing the framework for setting and reviewing environmental objectives and targets
Air pollution	
Natural resource depletion	Environmental management programmes and key performance indicators that are monitored regularly
Hazardous chemical, diesel and gas spillage	
Odours from processing plants and mills	Effective training programmes
Poultry disease outbreaks on farms	Effective bio-security and security procedures at all operations
Energy consumption	
Ground and surface water pollution	Effective health and safety procedures
Waste disposal	Supply agreements with registered waste companies for the safe disposal of diseased birds and contaminated or hazardous waste
Water shortages and water quality	
	Fire breaks maintained on all farming operations
	Bund walls around all diesel tanks
	Chemical store rooms allowing for segregation of hazardous chemicals
	Electronic fuel filling and monitoring systems, computerised vehicle routing system to route deliveries in the most efficient manner and technologically advanced tracking system to monitor the adherence to the most efficient planned route
	Continual water quality assessments and proactive management to ensure sufficient water supply

Key operational risks	Risks are mitigated by
Disease outbreak at farms	Bio-exclusion procedures in place (physical access controls, shower procedures, site clothes, foot dip tanks, vehicle sprays at key sites, insulated houses, trained employees)
	Testing flocks every month for AI, Newcastle, Salmonella and Infectious Bronchitis
Significant increase in feed raw material costs	Proven raw material procurement strategy
	Comparison of raw material prices to daily market prices with monthly reporting to a procurement committee
	Monthly raw materials meeting to discuss procurement strategy and prices
	Authorisation of formulation changes
	Succession planning for key positions

Environmental sustainability practices continued

Key operational risks (continued)	Risks are mitigated by
Dust explosion at a mill	<ul style="list-style-type: none"> Training of personnel in conditions that lead to dust explosions "Hot work" permits Good housekeeping to minimise dust Good maintenance programme
Fire in plant	<ul style="list-style-type: none"> Fire hydrants and sprinkler systems CO₂ systems for electrics Fire teams and training Fire alarms and smoke detectors New panels are fire retardant Flammable substances separately stored

Energy usage

Electricity

Over the past three to four years Rainbow has been investing in energy-efficient lighting systems for its poultry houses and processing plants. The majority of the poultry houses are fan-ventilated and improvements in fan technology have resulted in the ability to move air more efficiently and reduce electrical consumption on each farm. With the recent national electricity outages and the need to reduce electricity consumption while retaining power to essential systems, several new generators have been purchased with timers to ensure non-essential lighting is turned off when not necessary.

Gas

The predominant source of heat in the poultry houses is now Liquid Petroleum Gas (LPG). During the past two years, Rainbow has been converting its heating for chicken houses from coal-fired water boilers to cleaner and more efficient gas heating. Significant investment has been made to properly insulate poultry houses in order to minimise air leakage and hence limit LPG consumption.

ENERGY USAGE ANALYSIS FOR THE YEAR ENDED 31 MARCH 2009			
	Coal tons	Gas kilolitres	Diesel kilolitres
Farming operations	2 597	32 166	4 051
Processing and milling operations	23 703	4	76
Distribution and administration centres	0	8	2 881
Total	26 300	32 178	7 008

ENERGY USAGE ANALYSIS FOR THE YEAR ENDED 31 MARCH 2008			
	Coal tons	Gas kilolitres	Diesel kilolitres
Farming operations	5 309	32 235	2 601
Processing and milling operations	19 944		82
Distribution and administration centres			3 690
Total	25 253	32 235	6 373

ENERGY COST ANALYSIS FOR THE YEAR ENDED 31 MARCH 2009					
Rm	Coal	Gas	Diesel	Electricity	Total
Farming operations	1,8	123,3	26,2	34,8	186,1
Processing and milling operations	20,8	0,2	5,6	42,9	69,5
Distribution and administration centres	0	0,3	40,2	14,5	55
Total	22,6	123,8	72	92,2	310,6

ENERGY COST ANALYSIS FOR THE YEAR ENDED 31 MARCH 2008					
Rm	Coal	Gas	Diesel	Electricity	Total
Farming operations	2,4	97,3	17,5	30,9	148,1
Processing and milling operations	13,8		26,1	43,3	83,2
Distribution and administration centres			26,0	9,9	35,9
Total	16,2	97,3	69,6	84,1	267,1

Water usage

Poor water quality and potential water shortages are significant potential risks to the business. Rainbow has mitigated the risk of water shortages by building additional reservoirs to hold capacity in times of shortage and is looking at ways of both reducing the demand for water in rearing the parent stock and broiler birds and in the slaughtering process. With significant water usage, water effluent needs to be managed and every effort is made to recycle the effluent water. Measuring wastage enables early detection of system defects that can be rectified to minimise potential losses and impact on the environment.

Water recycling at the three primary processing plants involves flocculating out the solids and proteins from the water, before reducing both the Biological Oxygen Demand (BOD) and Chemical Oxygen Demand (COD) to acceptable levels. Some of the recycled water is used as grey water for cleaning and the balance is discharged to municipal water sewers for further recycling.

WATER USAGE ANALYSIS FOR THE YEAR ENDED 31 MARCH 2009					
Kilolitres	Borehole	Municipal	Water Board	Third Party	Total
Farming operations	251 449	1 272 014	1 051 571	153 276	2 728 310
Processing and milling operations	58 508	2 157 826	335 188	0	2 551 522
Distribution and administration centres	0	121 166	0	0	121 166
Total	309 957	3 551 006	1 386 759	153 276	5 400 998

WATER USAGE ANALYSIS FOR THE YEAR ENDED 31 MARCH 2008					
Kilolitres	Borehole	Municipal	Water Board	Third Party	Total
Farming operations	184 891	1 879 447	942 383	277 074	3 283 795
Processing and milling operations	29 395	3 301 518	138 953		3 469 866
Distribution and administration centres	240	143 772			144 012
Total	214 526	5 324 737	1 081 336	277 074	6 897 673

Environmental sustainability practices continued

Rainbow recognises water as a valuable resource and as such further capital expenditure has been allocated to install and/or upgrade water meters on all farms to enable a more accurate measurement by chicken house.

Waste and recycled products

Rainbow analyses all types of waste material generated. Options for possible re-use and disposal are assessed to ensure that it is used or disposed of in the most environmentally friendly way.

Currently Rainbow uses the following recycled products from other suppliers in its processes:

- Wood shavings as bedding for the chicken houses
- Recycled paper is utilised in the finished product outer carton packaging
- Recycled plastic is utilised in the manufacture of plastic catching crates

Rainbow has also added the recycling codes and statements such as "Care for our environment and Dispose of packaging responsibly" to our packaging material. We have also challenged our strategic packaging suppliers to assist us with finding ways of implementing the 4Rs to all packaging materials we use. (i.e. Reduce, Recycle, Reuse, Recover).

Emissions to air

Rainbow recognises its responsibilities in terms of the Air Quality Act No. 39 of 2004, and as such ensures that the animal matter reduction plants and coal-fired boilers and their boiler stacks are well maintained and routinely inspected.

Additional management process changes have taken place within the rendering plants to ensure:

- Capacities of all cookers and driers are not exceeded
- Alternative disposal of raw material is available through registered waste companies
- Cooking recipes are balanced to prevent odours
- Routine scheduled maintenance is carried out for the effective running of all equipment
- The use of specialist consultants to investigate possible further improvements in rendering of processing waste material.

To ensure legal compliance in terms of emissions to air the animal matter reduction plant at Worcester has recently been upgraded with the following:

- The installation of a new air handling system for cookers and building ventilation system
- The installation of a complete new ozone odour control system.

Since the completion of the upgrades we have experienced a significant decrease in odour emissions associated with the animal matter reduction plant.

While there is currently no legislation governing vehicle emissions, Rainbow is conscious of this impact on the environment and as a result all vehicles are maintained and replaced on a regular basis to minimise both emissions and diesel fuel wastage.

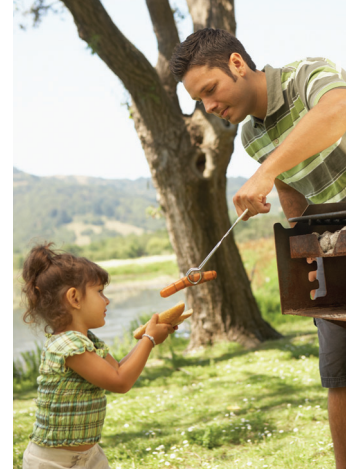
Environmental Impact Assessment (EIA)

Rainbow conducts Environmental Impact Assessments as required by the Department of Agriculture and Environmental Affairs when considering investment in new or upgrading existing facilities.

This process allows for comments and input from all interested stakeholders and affected parties. An Environmental Management Plan (EMP) is established for the construction phase of these projects, to serve as a guide to assist in minimising the potential environmental impact of the project activities.

CONCLUSION

Due to the nature of its activities Rainbow has the potential to make a valuable contribution to sustainability through the management of direct impacts as well as through indirect impacts arising from the influence the business has on consumers and suppliers. Consumers and investors are increasingly expecting companies to demonstrate concern for their employees, to minimise the environmental impacts of their products, to require ethical performance of suppliers, and to support communities in which they operate. Rainbow believes it makes sound business sense to embrace sustainability as a strategic issue and to proactively manage and report on our sustainability performance.



GRI Index

The following table provides a summary of Rainbow's reporting against the criteria of the Global Reporting Initiative's Sustainability Reporting Guidelines (www.globalreporting.org).

GRI ELEMENT		REPORT SECTION/ADDITIONAL COMMENT
Vision and Strategy		
1.1	Sustainable development vision and strategy	Introduction
1.2	CEO statement	
Profile		
2.1 – 2.8	General organisational details	Corporate information
2.9	List of stakeholders	Key stakeholders table
2.10 – 2.16	Details on nature and scope of the report	Introduction
2.17 – 2.22	Profile of the report – including implementation of GRI principles and external assurance	Introduction
Governance Structure and Management Systems		
3.1 – 3.8	Structure and governance	Corporate Governance report
3.9 – 3.12	Stakeholder engagement issues	Management of sustainable development
3.13 – 3.20	Overarching policies and management systems	Key stakeholder concerns and sustainability risks
Economic Performance Indicators		
EC 1 – 2	Clients: Net sales and markets	Economic Sustainability Practices
EC 3 – 4	Suppliers: Costs of purchased goods/Payment of contracts in accordance with terms	Sustainability Key Statistics
EC 5	Employees: Total payroll and benefits	Value added statement
EC 6 – 7	Providers of capital: Distributions to providers of capital. Changes in retaining earnings	Value added statement
EC 8 – 9	Public sector: Taxes and subsidies	Value added statement
EC 10	Community donations	CSI spend
Environmental Performance Indicators		
EN 1 – 2	Material use	Sustainability Key Statistics
EN 3 – 4	Energy use	Sustainability Key Statistics
EN 5	Total water use	Sustainability Key Statistics
EN 6 – 7	Biodiversity	Environmental Sustainability Practices
EN 8 – 13	Emissions effluents and wastes	Sustainability Key Statistics
EN 14 – 15	Environmental impacts of products and services	Environmental Sustainability Practices
EN 16	Incidents and fines	Key stakeholder concerns and sustainability risks

GRI Index continued

GRI ELEMENT		REPORT SECTION/ADDITIONAL COMMENT
SOCIAL PERFORMANCE INDICATORS		
Labour Practices and decent work		
LA 1 – 2	Workforce breakdown and employment creation	Sustainability Key Statistics
LA 3 – 4	Labour relations	Key stakeholder concerns and sustainability risks
LA 5 – 8	Health and safety issues	Key stakeholder concerns and sustainability risks
LA 9	Training and education	Key stakeholder concerns and sustainability risks
LA 10 – 11	Equal opportunity policies and programmes	Key stakeholder concerns and sustainability risks
Human Rights		
HR 1 – 7	Strategy and management, freedom of association, child labour, compulsory labour	Key stakeholder concerns and sustainability risks
Society		
SO 1 – 3	Policies to manage impacts on communities, to address bribery and corruption, and on political contributions	Environmental sustainability practices
Product Responsibility		
PR 1 – 3	Policies for preservation of client health and safety in using products	Consumer health and safety

